

CITY OF KEIZER MISSION STATEMENT
*KEEP CITY GOVERNMENT COSTS AND SERVICES TO A MINIMUM BY PROVIDING CITY SERVICES TO THE
COMMUNITY IN A COORDINATED, EFFICIENT, AND LEAST COST FASHION*

AGENDA
KEIZER CITY COUNCIL
REGULAR SESSION

Monday, June 5, 2017

7:00 p.m.

Robert L. Simon Council Chambers
Keizer, Oregon

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. FLAG SALUTE**
- 4. SPECIAL ORDERS OF BUSINESS**
- 5. COMMITTEE REPORTS**
- 6. PUBLIC TESTIMONY**
This time is provided for citizens to address the Council on any matters other than those on the agenda scheduled for public hearing.
- 7. PUBLIC HEARINGS**
 - a. **Odd Moe's Pizza Liquor License Application**
 - b. **RESOLUTION – Declaring the City's Election to Receive State Revenues**
RESOLUTION – Certifying that the City of Keizer Provides Four or More Municipal Services
 - c. **RESOLUTION – Amending the Stormwater Utility Fee; Amending R2014-2504; Repealing R2016-2690**
 - d. **ORDINANCE – Setting Water Rates (2018); Repealing ordinance No. 2016-756**
 - e. **RESOLUTION – Certification of Lighting District Assessments**
 - f. **RESOLUTION – Adopting the FY17-18 Budget, Making Appropriations and Imposing and Categorizing Taxes**
- 8. ADMINISTRATIVE ACTION**
 - a. **Consortium Cooperation Agreement and Intergovernmental Agreement; and 2015-2019 Consolidated Plan; and 2017-2018 Annual Action Plan**
 - b. **RESOLUTION – Certification of Delinquent Sewer Accounts**
 - c. **ORDINANCE – Repealing Ordinance No. 94-307 (Requiring Vehicles for Hire to be Licensed; Establishing Regulations) and Ordinance No. 2016-752 (Amending Ordinance No. 94-307); Declaring an Emergency**

RESOLUTION –Repealing R2016-2667 (Establishing License Fees for Operator of Vehicle for Hire and Driver of a Vehicle for Hire)

d. Keizer Station Area B Master Plan Amendment

9. CONSENT CALENDAR

- a. RESOLUTION – Authorizing the City Manager to Sign an Agreement with Ross Recreation Equipment Co., Inc. for Keizer Rapids Park Surfacing Project**
- b. RESOLUTION – Authorizing City Manager to Sign Contract with Schneider Water Services for Removal and Abandonment of Lauderback Well**
- c. RESOLUTION – Authorizing the City Manager to Award and Enter into an Agreement with Knife River Construction – Northwest for Asphalt Pathways at Keizer Rapids Park 2017**
- d. RESOLUTION – Authorizing the City Manager to Award and Enter into an Agreement with Roy Houck Construction LLC for Annual Street Resurfacing Project (2017)**
- e. Approval of May 8, 2017 Special Session Minutes**

10. COUNCIL LIAISON REPORTS

11. OTHER BUSINESS

This time is provided to allow the Mayor, City Council members, or staff an opportunity to bring new or old matters before the Council that are not on tonight's agenda.

12. WRITTEN COMMUNICATIONS

To inform the Council of significant written communications.

13. AGENDA INPUT

June 12, 2017

6:00 p.m. – City Council Special Session

- **Public Forum - Keizer Police Public Safety Fee**

June 19, 2017

7:00 p.m. City Council Regular Session

July 3, 2017

7:00 p.m. City Council Regular Session

July 10, 2017

5:45 p.m. – City Council Work Session

14. ADJOURNMENT

Upon request, auxiliary aids and/or special services will be provided. To request services, please contact us at (503)390-3700 or through Oregon Relay at 1-800-735-2900 at least two working days (48 hours) in advance.

CITY COUNCIL MEETING:_____June 5, 2017

AGENDA ITEM NUMBER:_____

TO: MAYOR CLARK AND CITY COUNCIL MEMBERS

**THROUGH: CHRIS C. EPPLEY
CITY MANAGER**

**FROM: TRACY L. DAVIS, MMC
CITY RECORDER**

SUBJECT: ODD MOE'S PIZZA – LIQUOR LICENSE APPLICATION

BACKGROUND:

On May 5, 2017 the City received an application for a new liquor license for Odd Moe's Pizza which is located at 5151 River Road North, Keizer, Oregon. The applicant is Eric Burdge. This new application will allow the store to sell alcohol for consumption off premises. As required by Keizer Ordinance a public hearing was scheduled; notice was published and mailed to all property owners within 200 feet of the proposed establishment. The Keizer Police Department reports a clear background check on the applicant. In addition, the Keizer Community Development Department finds the location of the establishment to be properly zoned and has no additional comment on the application.

RECOMMENDATION:

It is recommended the public hearing be opened to allow testimony from the applicants or other interested individuals and upon completion, the hearing be closed. It is further recommended the Council recommend approval of the application for Odd Moe's Pizza under the guidelines as established by ORS 471.178 and the Ordinances of the City of Keizer. This recommendation shall then be forwarded to the Oregon Liquor Control Commission for final approval.



OREGON LIQUOR CONTROL COMMISSION LIQUOR LICENSE APPLICATION

07:28:17 PM 4/28/17
CITY OF KEIZER

Application is being made for:

LICENSE TYPES

- ☐ Full On-Premises Sales (\$402.60/yr)
☐ Commercial Establishment
☐ Caterer
☐ Passenger Carrier
☐ Other Public Location
☐ Private Club

☐ Limited On-Premises Sales (\$202.60/yr)
☒ Off-Premises Sales (\$100/yr)
☐ with Fuel Pumps
☐ Brewery Public House (\$252.60)
☐ Winery (\$250/yr)
☐ Other: _____

ACTIONS

- ☐ Change Ownership
☒ New Outlet
☐ Greater Privilege
☐ Additional Privilege
☐ Other: _____

90-DAY AUTHORITY

☐ Check here if you are applying for a change of ownership at a business that has a current liquor license, or if you are applying for an Off-Premises Sales license and are requesting a 90-Day Temporary Authority

APPLYING AS:

- ☐ Limited Partnership ☐ Corporation ☒ Limited Liability Company ☐ Individuals

CITY AND COUNTY USE ONLY

Date application received: _____

The City Council or County Commission:

(name of city or county)

recommends that this license be:

☒ Granted ☐ Denied

By: _____
(signature) (date)

Name: _____

Title: _____

OLCC USE ONLY

Application Rec'd by: mt

Date: 4/28/17

90-day authority: ☐ Yes ☒ No

1. Entity or Individuals applying for the license: [See SECTION 1 of the Guide]

☒ Pindown Restaurants LLC ☐

☐ _____ ☐

2. Trade Name (dba): Odd Moe's Pizza

3. Business Location: 5151 River Rd N Keizer, Marion, OR, 97303
(number, street, rural route) (city) (county) (state) (ZIP code)

4. Business Mailing Address: 5151 River Rd N Keizer OR 97303
(PO box, number, street, rural route) (city) (state) (ZIP code)

5. Business Numbers: 503-390-0098 (phone) (fax)

6. Is the business at this location currently licensed by OLCC? ☐ Yes ☒ No

7. If yes to whom: _____ Type of License: _____

8. Former Business Name: _____

9. Will you have a manager? ☒ Yes ☐ No Name: ERIC BURDGE
(manager must fill out an Individual History form)

10. What is the local governing body where your business is located? Keizer - Marion
(name of city or county)

11. Contact person for this application: ERIC BURDGE 971-301-1716
(name) (phone number(s))

1945 Hazel Ave (address) (fax number) psymon187@gmail.com (e-mail address)

I understand that if my answers are not true and complete, the OLCC may deny my license application.

Applicant(s) Signature(s) and Date:

☒ [Signature] Date 4/17/17 ☐

☐ _____ Date _____ ☐

RECEIVED

OREGON LIQUOR CONTROL COMMISSION

APR 27 2017

1-800-452-OLCC (6522) ☐ www.oregon.gov/olcc

(rev. 08/2011)

SALEM REGIONAL OFFICE

OREGON LIQUOR CONTROL COMMISSION
LIMITED LIABILITY COMPANY QUESTIONNAIRE



Please Print or Type

LLC Name: Pindown Restaurants LLC Year Filed: 2017
Trade Name (dba): Odd Moes Pizza
Business Location Address: 5151 River Rd N
City: Keizer ZIP Code: 97303

List Members of LLC:

Percentage of Membership Interest:

1. ERIC BURDGE
(managing member)
2. _____
(members)
3. _____
4. _____
5. _____
6. _____

100%

(Note: If any LLC member is another legal entity, that entity must also complete an LLC, Limited Partnership or Corporation Questionnaire. If the LLC has officers, please list them on a separate sheet of paper with their titles.)

Server Education Designee: N/A DOB: 12/17/87

I understand that if my answers are not true and complete, the OLCC may deny my license application.

Signature: [Signature] owner Date: 4/17/17
(name) (title)

1-800-452-OLCC (6522)
www.olcc.state.or.us

(rev. 8/11)



OREGON LIQUOR CONTROL COMMISSION BUSINESS INFORMATION

Please Print or Type

Applicant Name: Eric Burdage Phone: 971-301-1716

Trade Name (dba): Odd Moes Pizza

Business Location Address: 5151 River Rd N

City: Keizer ZIP Code: 97303

DAYS AND HOURS OF OPERATION

Business Hours:

Sunday 11 AM to 11 PM
Monday 11 AM to 10 PM
Tuesday ↓ to ↓
Wednesday ↓ to ↓
Thursday ↓ to ↓
Friday 11 AM to 11 PM
Saturday 11 AM to 11 PM

Outdoor Area Hours:

Sunday _____ to _____
Monday _____ to _____
Tuesday _____ to _____
Wednesday N/A to _____
Thursday _____ to _____
Friday _____ to _____
Saturday _____ to _____

The outdoor area is used for:

☐ Food service Hours: _____ to _____
☐ Alcohol service Hours: _____ to _____
☐ Enclosed, how _____

The exterior area is adequately viewed and/or supervised by Service Permittees.

(Investigator's Initials)

Seasonal Variations: ☐ Yes ☒ No If yes, explain: _____

ENTERTAINMENT

Check all that apply:

- ☐ Live Music ☐ Karaoke N/A
☐ Recorded Music ☐ Coin-operated Games
☐ DJ Music ☐ Video Lottery Machines
☐ Dancing ☐ Social Gaming
☐ Nude Entertainers ☐ Pool Tables
☐ Other: _____

DAYS & HOURS OF LIVE OR DJ MUSIC

N/A
Sunday _____ to _____
Monday _____ to _____
Tuesday _____ to _____
Wednesday _____ to _____
Thursday _____ to _____
Friday _____ to _____
Saturday _____ to _____

SEATING COUNT

Restaurant: _____ Outdoor: N/A
Lounge: _____ Other (explain): _____
Banquet: _____ Total Seating: _____

OLCC USE ONLY

Investigator Verified Seating: _____ (Y) _____ (N)

Investigator Initials: MB

Date: 5/4/17

I understand if my answers are not true and complete, the OLCC may deny my license application.

Applicant Signature: _____ Date: 4/17/17

1-800-452-OLCC (6522)

www.oregon.gov/olcc

(rev. 12/07)

COUNCIL MEETING: June 5, 2017

AGENDA ITEM NUMBER: _____

TO: MAYOR CLARK AND CITY COUNCIL MEMBERS

THROUGH: CHRISTOPHER C. EPPLEY, CITY MANAGER

FROM: TIM WOOD, FINANCE DIRECTOR

**SUBJECT: PUBLIC HEARING ON THE DECLARATION OF THE CITY'S ELECTION
TO RECEIVE STATE REVENUES AND CERTIFYING THE CITY
PROVIDES FOUR OR MORE MUNICIPAL SERVICES**

Oregon law requires cities to annually pass a resolution requesting state revenue sharing money. State law also provides that a city located within a county having more than 100,000 inhabitants must provide four or more municipal services to be eligible to receive state-shared revenue. This fact must be certified by the Oregon Office of Business Administration and supported by a city resolution.

Oregon law also requires the City of Keizer hold a public hearing to give the citizens of Keizer the opportunity to comment on the use of State Revenue Sharing funds.

FISCAL IMPACT:

Approximately \$325k in State Shared Revenues is anticipated in fiscal year 2017-2018.

RECOMMENDATION:

Staff recommends Council open the public hearing to receive comment on the proposed use of State Revenue Sharing funds. After comments are received, if any, Staff recommends the Council close the public hearing and deliberate on any potential changes. If no changes are made, Council should adopt the two attached resolutions, so that the City may receive State Shared Revenues.

1 CITY COUNCIL, CITY OF KEIZER, STATE OF OREGON

2 Resolution R2017-_____

3
4 DECLARING THE CITY'S ELECTION TO RECEIVE
5 STATE REVENUES
6

7 The City Council of the City of Keizer resolves as follows:

8 Pursuant to ORS 221.770, the City Council of the City of Keizer hereby
9 elects to receive state revenues for fiscal year 2017-2018.

10 BE IT FURTHER RESOLVED that this Resolution shall take effect
11 immediately upon the date of its passage.

12 PASSED this _____ day of _____, 2017.

13 SIGNED this _____ day of _____, 2017.

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16 _____
17 Mayor
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20 _____
21 City Recorder
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23
24 I certify that public hearings before the Budget Committee were held on
25 May 2nd and 4th and a public hearing before the City Council was held on June
26 5, 2017, giving citizens opportunity to comment on use of State Revenue
27 Sharing.
28

29 _____
30 City Recorder

1 **CITY COUNCIL, CITY OF KEIZER, STATE OF OREGON**

2 **Resolution R2017-_____**

3 **CERTIFYING THAT THE CITY OF KEIZER PROVIDES FOUR**
4 **OR MORE MUNICIPAL SERVICES**

5
6 **WHEREAS, ORS 221.760 provides as follows:**

7 **Section 1. The officer responsible for disbursing funds to cities under**
8 **ORS 323.455, 366.785 to 366.820 and 471.805 shall, in the case of a city**
9 **located within a county having more than 100,000 inhabitants according to**
10 **the most recent federal decennial census, disburse such funds only if the city**
11 **provides four or more of the following services:**

- 12 **1) Police protection**
13 **2) Fire protection**
14 **3) Street construction, maintenance and lighting**
15 **4) Sanitary sewer**
16 **5) Storm sewers**
17 **6) Planning, zoning and subdivision control**
18 **7) One or more utility services**

19 **WHEREAS, city officials recognize the desirability of assisting the state**
20 **officer responsible for determining the eligibility of cities to receive such funds**
21 **in accordance with ORS 221.760; NOW THEREFORE,**

BE IT RESOLVED that the City of Keizer hereby certifies that it provides the following four or more municipal services enumerated in Section 1, ORS 221.760:

- 1) **Police protection**
- 2) **Street construction, maintenance and lighting**
- 3) **Storm sewers**
- 4) **Planning, zoning and subdivision control**
- 5) **Water utility services**

BE IT FURTHER RESOLVED that this Resolution shall take effect immediately upon the date of its passage.

PASSED this _____ day of _____, 2017.

SIGNED this _____ day of _____, 2017.

Mayor

City Recorder

CITY COUNCIL MEETING: June 5, 2017

AGENDA ITEM NUMBER: _____

TO: MAYOR CLARK AND CITY COUNCIL MEMBERS

THROUGH: CHRISTOPHER C. EPPLEY, CITY MANAGER

FROM: TIM WOOD, FINANCE DIRECTOR

SUBJECT: SETTING STORMWATER RATES

BACKGROUND:

During FY12-13 the City reviewed the long range operational funding needs for the Stormwater utility. Staff prepared a plan and first presented it to the Stormwater Advisory Committee (SWAC). Once their questions and issues were resolved, SWAC unanimously recommended the plan be presented to the City Council.

Staff presented the plan to Council at the November 13, 2012 Work Session. The Plan showed that existing staffing levels, contractual services, plant maintenance, operating materials and pipe extension/ repair appropriations were insufficient to maintain the system and meet the regulatory obligations of state and federally mandated permits. Should the City not comply with these mandates it could face heavy fines from the federal government. Adequate funding would require rate increases over the next five years as provided in the Stormwater Long-Range Financial Plan as presented in April 2017.

The following approved rate increases per month per Equivalent Service Unit (ESU) were effective January 1st of the respective year.

2014 - \$0.45

2015 - \$0.43

2016 - \$0.40

2017 - \$0.50

Staff recommends funding the Stormwater operations and improvements with a blended rate model with rate increases at approximately 9% annually augmented by the issuance of debt. A blended rate model will provide equitability to customers; today's customers will not bear the entire cost for improvements that will benefit future customers and future customers will not be burdened with all of the costs incurred today. This increase equates to up to \$0.55 per ESU per month each year over the next five years.

The FY17-18 City Budget (scheduled for discussion on tonight's agenda) includes a \$0.55 monthly ESU rate increase beginning January 2018. Implementing the increase in January is congruent with the Sewer Rate Increase scheduled to go into effect at that time. Staff recommends this schedule so that customers have only one public utility rate increase during the year. Attachment #1 shows the impact of the increase on the bill for select customers from each customer class (Single-Family, Multi-Family and Commercial).

FISCAL IMPACT:

A \$0.55 monthly ESU increase will bring in an additional \$75,000 in revenue in fiscal year 2017-2018.

RECOMMENDATION:

Staff recommends Council open the public hearing on the proposed stormwater rate increases. After all public testimony has been received, staff recommends the Council close the public hearing, deliberate on this issue and approve the attached Resolution, setting new stormwater rates, amending Resolution R2014-2504, and repealing Resolution R2016-2690, if it so chooses.

City of Keizer

Storm Rate Comparison

FY 17-18 Budget

Rates Effective January 1, 2017

	Rate	ESUs	Monthly	Bi-Monthly
	\$ 6.01			\$12.02
Grocery Store		86	\$ 516.86	\$ 1,033.72
School		94	\$ 564.94	\$ 1,129.88
Apartment Complex		44	\$ 264.44	\$ 528.88
Single Family Residential		1	\$ 6.01	\$ 12.02

Proposed Rates January 1, 2018

	Rate	ESUs	Monthly	Bi-Monthly
	\$6.56			\$13.12
Grocery Store		86	\$ 564.16	\$ 1,128.32
School		94	\$ 616.64	\$ 1,233.28
Apartment Complex		44	\$ 288.64	\$ 577.28
Single Family Residential		1	\$ 6.56	\$ 13.12

Difference

	Rate	ESUs	Monthly	Bi-Monthly
	\$0.550			\$1.100
Grocery Store		86	\$ 47.30	\$ 94.60
School		94	\$ 51.70	\$ 103.40
Apartment Complex		44	\$ 24.20	\$ 48.40
Single Family Residential		1	\$ 0.55	\$ 1.10

CITY COUNCIL, CITY OF KEIZER, STATE OF OREGON

Resolution R2017-_____

**AMENDING THE STORMWATER UTILITY FEE; AMENDING
RESOLUTION R2014-2504; REPEALING R2016-2690**

WHEREAS, the City Council of the City of Keizer has adopted Resolution R2014-2504 which imposed a stormwater utility fee;

WHEREAS, the City Council amended such utility fee by the adoption of Resolution R2016-2690;

WHEREAS, an amendment to increase the stormwater utility fee has been brought to the City Council of the City of Keizer for consideration;

WHEREAS, the City Council held a public hearing with regard to the proposed increase on June 5, 2017;

WHEREAS, the City Council finds that it is appropriate to increase the stormwater utility fee in the City of Keizer;

NOW, THEREFORE,

BE IT RESOLVED by the City Council of the City of Keizer that Resolution R2014-2504 (Imposing a Stormwater Utility Fee) is hereby amended at Section 2, Section 3, and Section 4 as follows:

Section 2. Stormwater Utility Fee Imposed. A stormwater utility fee is hereby imposed at the rate of \$6.56 per ESU per month.

Section 3. Single Family/Duplex/Mobile Home Space Stormwater Utility Fee. Single Family units, Duplex units and Mobile/Manufactured Home units shall pay the following stormwater utility fee:

- a. Single Family Residence: \$6.56 per month
- b. Duplex: \$6.56 per month
- c. Mobile/Manufactured Home Units: \$6.56 per month per space or lot

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Section 4. Stormwater Utility Fee for All Other Improved Property. All other Improved Property within the City of Keizer not listed in Section 3 above, including, but not limited to multifamily residential, assisted living/retirement homes, commercial, industrial and public properties shall pay \$6.56 per month per ESU as calculated for the specific property. This calculation shall be done by or at the direction of the Public Works Director. Any property owner or responsible party may appeal the determination or calculation of the stormwater utility fee as set forth in Ordinance No. 2014-707, Section 8 (Administrative Review – Appeals).

BE IT FURTHER RESOLVED by the City Council of the City of Keizer that the amended stormwater utility fees imposed under this Resolution shall be charged beginning with the January 2018 billing period.

BE IT FURTHER RESOLVED by the City Council of the City of Keizer that Resolution R2016-2690 shall be repealed in its entirety effective January 1, 2018.

BE IT FURTHER RESOLVED that this Resolution shall take effect immediately upon the date of its passage.

PASSED this _____ day of _____, 2017.

SIGNED this _____ day of _____, 2017.

Mayor

City Recorder

COUNCIL MEETING: June 5, 2017

AGENDA ITEM NUMBER: _____

TO: MAYOR CLARK AND COUNCIL MEMBERS

THROUGH: CHRISTOPHER C. EPPLEY, CITY MANAGER

FROM: TIM WOOD, FINANCE DIRECTOR

SUBJECT: SETTING WATER RATES

BACKGROUND AND ISSUES:

Staff has completed the Water Rate Model update for fiscal year 2017-2018. The model is a cost of service model (COSA) and is the method adopted by the City Council in 2002 and modified in 2004. The modification in 2004 combined the Single-Family and Multi-Family customer classes so that fixed rates and consumption rates are the same for both classes.

During FY12-13 Council approved a new Water Master Plan, which includes \$10 million of infrastructure improvements over the next twenty years. Staff recommends funding this cost with an even rate slope at 4%-5% increase annually, adjusted for variances in revenues and expenses each year. An even rate slope will provide equitability to customers; today's customers will not pay for benefits to future customers and future customers will not be burdened with costs incurred today.

The FY17-18 City Budget (scheduled for discussion on tonight's agenda) includes a 4.0% rate increase beginning January 2018. Implementing the increase in January is congruent with the Sewer Rate increase scheduled to go into effect at that time. Staff recommends this schedule so that customers have only one public utility rate increase during the fiscal year. Attachment #1 shows the impact of the rate increase on the average customer bill for each

customer class (Single-Family, Multi-Family and Commercial). Attachment #2 shows a comparison of existing water rates with proposed water rates.

FISCAL IMPACT:

A 4.0% system-wide increase effective January 1, 2018 will bring in an estimated \$56,000 in additional revenue in fiscal year 2017-2018.

RECOMMENDATION:

Staff recommends Council open the public hearing on the proposed water rate increases. After all public testimony has been received, staff recommends the Council close the public hearing, deliberate on this issue and approve the attached Ordinance, setting new water rates and repealing Ordinance 2016-756, if it so chooses.

Attachment One

City of Keizer Water Rate Comparison for Average Accounts Long-Range Rate Proposal FY17-18

	Flat Rate		Consumption		Total	
	Monthly	Bi-Monthly	Monthly	Bi-Monthly	Monthly	Bi-Monthly
Rate January 2017						
Single Family Residential (1300 ccf)	\$ 5.16	\$ 10.32	\$ 8.71	\$ 17.42	\$ 13.87	\$ 27.74
Multi-family (17500 ccf)	\$ 10.49	\$ 20.97	\$ 117.25	\$ 234.50	\$ 127.74	\$ 255.47
Commercial (5100 ccf)	\$ 5.16	\$ 10.32	\$ 32.90	\$ 65.79	\$ 38.06	\$ 76.11

	Monthly	Bi-Monthly	Monthly	Bi-Monthly	Monthly	Bi-Monthly
Rate January 2018						
Single Family Residential (1300 ccf)	\$ 5.37	\$ 10.73	\$ 9.06	\$ 18.12	\$ 14.42	\$ 28.85
Multi-family (17500 ccf)	\$ 10.90	\$ 21.81	\$ 121.94	\$ 243.88	\$ 132.84	\$ 265.69
Commercial (5100 ccf)	\$ 5.37	\$ 10.73	\$ 34.21	\$ 68.42	\$ 39.58	\$ 79.15

	Monthly	Bi-Monthly	Monthly	Bi-Monthly	Monthly	Bi-Monthly
Cost Increase January 2018						
Single Family Residential (1300 ccf)	\$ 0.21	\$ 0.41	\$ 0.35	\$ 0.70	\$ 0.55	\$ 1.11
Multi-family (17500 ccf)	\$ 0.42	\$ 0.84	\$ 4.69	\$ 9.38	\$ 5.11	\$ 10.22
Commercial (5100 ccf)	\$ 0.21	\$ 0.41	\$ 1.32	\$ 2.63	\$ 1.52	\$ 3.04

	Annual Cost
Residential (1300 ccf)	\$ 6.66
Multi-family (17500 ccf)	\$ 61.31
Commercial (5100 ccf)	\$ 18.27

	Proposed Rates January 1, 2018			
	Flat	Consumption	Monthly	Bi-Monthly
Residential (1,300 ccf)	\$9.92	\$17.42	\$13.67	\$27.34
Commercial (39,900 ccf)	\$59.23	\$514.71	\$286.97	\$573.94
School (14,000 ccf)	\$182.51	\$180.60	\$181.56	\$363.11
Apartment (55,200 ccf)	\$59.23	\$739.68	\$399.46	\$798.91

City of Keizer Water Rate Increase Comparison

	Effective January 2017	Effective January 2018	\$ Increase	% Increase
Water User Fees - bi-monthly charge				
5/8" or 3/4" meter	\$ 10.32	\$ 10.73	\$ 0.41	4.0%
1" meter	\$ 20.97	\$ 21.81	\$ 0.84	4.0%
1 1/2" meter	\$ 40.54	\$ 42.16	\$ 1.62	4.0%
2" meter	\$ 64.06	\$ 66.62	\$ 2.56	4.0%
3" meter	\$ 124.55	\$ 129.53	\$ 4.98	4.0%
4" meter	\$ 197.40	\$ 205.30	\$ 7.90	4.0%
6" meter	\$ 393.39	\$ 409.13	\$ 15.74	4.0%
8" meter	\$ 673.71	\$ 700.66	\$ 26.95	4.0%
 Volume rate - \$/ccf				
Residential	\$ 1.34	\$ 1.39	\$ 0.05	4.0%
Commercial	\$ 1.29	\$ 1.34	\$ 0.05	4.0%
 Private Fire Protection				
4"	\$ 28.75	\$ 29.90	\$ 1.15	4.0%
6"	\$ 79.87	\$ 83.06	\$ 3.19	4.0%
8"	\$ 167.72	\$ 174.43	\$ 6.71	4.0%
10"	\$ 287.53	\$ 299.03	\$ 11.50	4.0%
 Miscellaneous Water Service Fees				
Service fee	\$ 19.61	\$ 20.39	\$ 0.78	4.0%
Shut off processing fee	\$ 39.21	\$ 40.78	\$ 1.57	4.0%
After hours fees	\$ 98.03	\$ 101.95	\$ 3.92	4.0%
Tampering fee	\$ 39.21	\$ 40.78	\$ 1.57	4.0%
Removal of meter following third tampering incident	cost + 15%	cost + 15%		

1 BILL NO. _____ A BILL ORDINANCE NO.
2 2017-_____

3 FOR

4
5 AN ORDINANCE

6
7 SETTING WATER RATES (2018); REPEALING
8 ORDINANCE NO. 2016-756
9

10 WHEREAS, the City Council adopted Ordinance No. 2016-756 on June 20,
11 2016 which imposed water rates;

12 WHEREAS, an amendment to increase the water rates has been brought to the
13 City Council for consideration;

14 WHEREAS, the City Council held a public hearing with regard to the proposed
15 increase on June 5, 2017;

16 WHEREAS, the City Council finds that it is appropriate to increase the water
17 rate in the City of Keizer;

18 WHEREAS, the City Council finds that it is appropriate to repeal Ordinance
19 No. 2016-756 effective January 1, 2018 so there is no confusion as to the adopted water
20 rates;

21 NOW, THEREFORE,

22 The City of Keizer ordains as follows:

23 Section 1. WATER RATES. Water rates for the Keizer Water Department
24 are imposed as set forth on Exhibit "A" attached hereto and by this reference
25 incorporated herein.

1 Section 2. REPEAL OF ORDINANCE NO. 2015-723. Ordinance No.
2 2016-756 is hereby repealed on January 1, 2018.

3 Section 3. EFFECTIVE DATE. This Ordinance shall take effect for the
4 January 2018 billings and all successive billings.

5 PASSED this _____ day of _____, 2017.

6
7 SIGNED this _____ day of _____, 2017.

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14

Mayor

City Recorder

Exhibit "A"

Water User Fees - bi-monthly charge

5/8" or 3/4" meter	\$	10.73
1" meter	\$	21.81
1 1/2" meter	\$	42.16
2" meter	\$	66.62
3" meter	\$	129.53
4" meter	\$	205.30
6" meter	\$	409.13
8" meter	\$	700.66

Volume rate - \$/ccf

Residential	\$	1.39
Commercial	\$	1.34

Private Fire Protection

4"	\$	29.90
6"	\$	83.06
8"	\$	174.43
10"	\$	299.03

Miscellaneous Water Service Fees

Service fee	\$	20.39
Shut off processing fee	\$	40.78
After hours fees	\$	101.95
Tampering fee	\$	40.78
Removal of meter following third tampering incident	cost + 15%	

The Service fee will be charged for all new accounts, account transfers, landlord/rentals and vacation accounts. The service fee will not be charged for customers voluntarily terminating service or moving out.

The Shut off processing fee will be charged for all accounts remaining unpaid as of the day of shut off, whether or not such meter is physically shut off.

The After hours fee will be charged to customers requesting water to be turned on after regular business hours. This fee does not apply to emergency calls.

The Tampering fee will be charged to all customers whose water has been shut off if they turn the water back on themselves or otherwise tamper with the water meter or City water equipment.

CITY COUNCIL MEETING: June 5, 2017

AGENDA ITEM NUMBER: _____

TO: MAYOR CLARK AND CITY COUNCIL MEMBERS

THROUGH: CHRISTOPHER C. EPPLEY, CITY MANAGER

FROM: TIM WOOD, FINANCE DIRECTOR

SUBJECT: RESOLUTION - CERTIFICATION OF STREET LIGHTING DISTRICT (SLD) ASSESSMENTS

The fiscal year 2017-18 Street Lighting District assessments, by district, are shown on the attached exhibit "A". These assessments must be certified to the Marion County Assessor's office by June 30, 2017 in order to be assessed on the November 2017 tax rolls. These assessments were noticed to the public in the May 26, 2017 edition of the Keizertimes.

FISCAL IMPACT:

Staff has calculated \$408,249.51 as the total assessments for the November 2017 tax rolls as compared to \$417,708.97 as the total assessments in the prior year.

RECOMMENDATION:

Staff recommends council open the public hearing on the Street Lighting District Assessments for fiscal year 2017-18. After testimony, staff recommends council close the public hearing and deliberate this issue. After which, staff recommends the council adopt the attached resolution, certifying the Street Lighting District Assessments, by tax account, to the Marion County Assessor for collection, if it so chooses.

CITY COUNCIL, CITY OF KEIZER, STATE OF OREGON

Resolution R2017-_____

CERTIFICATION OF LIGHTING DISTRICT ASSESSMENTS

BE IT RESOLVED by the City Council of the City of Keizer that Keizer has determined and computed the amount of money necessary to be raised by assessment to cover funds spent to operate and maintain certain street lighting facilities within Keizer, including administrative costs for a total of \$408,249.51; and

BE IT FURTHER RESOLVED that Keizer certifies Exhibit "A" attached hereto, is a true and correct list of the properties within the various lighting assessment district in Keizer giving the proper assessment and apportionment of costs and expenses to be assessed against the respective properties for operation and maintenance of street lighting facilities for the year; and

BE IT FURTHER RESOLVED that Exhibit "A" attached hereto, is certified to the County Assessor to be added to the appropriate tax accounts for the respective properties indicated. The totals include the administrative fee of \$4.84 per assessed lot.

BE IT FURTHER RESOLVED that this Resolution shall take effect immediately upon the date of its passage.

PASSED this day of , 2017.

SIGNED this _____ day of _____, 2017.

Mayor _____

City Recorder _____

CITY OF KEIZER
"EXHIBIT A"
CERTIFICATION OF
LIGHTING DISTRICT ACCOUNTS
ASSESSMENT YEAR 2017-18

DISTRICT		TOTAL PER DISTRICT	PER LOT OR FRONT FOOTAGE
#	NAME		
008	MARDELL	\$ 4,312.70	\$ 21.35
012	WILARK PARK ST LTG	9,577.90	50.41
014	MAI LIN	6,580.10	22.69
015	APPLEBLOSSOM	3,878.16	44.07
017	RIVERCREST	15,872.94	48.69
018	IVY WAY	5,007.52	42.08
019	ARNOLD WAY	1,041.20	26.03
022	NORTHVIEW	4,497.80	52.30
023	MCNARY HGHTS	5,512.32	62.64
024	CEDAR PARK ST LGHT	1,207.26	63.54
025	MENLO	1,549.80	57.40
026	SHADY LANE	2,372.56	0.4438 FRONT FOOT
028	NORTHWOOD PARK #1	3,436.37	70.13
034	GREENWOOD	1,883.75	0.4977 FRONT FOOT
041	WILARK PARK #6	687.96	38.22
042	WILARK PARK ANN #7	677.92	42.37
043	NORTHWOOD PARK #2	2,735.66	63.62
044	MAI-LIN DISTRICT #2	484.84	21.08
045	MCLEOD PARK	1,375.56	38.21
046	LANCER PARK	1,575.36	43.76
047	HILLIGOSS	821.24	58.66
048	CARLHAVEN ADDITION	447.72	15.99
049	WINDSOR ESTATES	1,375.40	59.80
050	WHITAKER PARK	4,340.70	55.65
079	ANDREW PARK	895.20	59.68
080	GLYNBROOK	3,169.71	77.31
081	LAWNDALE SUB	2,250.46	66.19
082	NORTHWOOD PARK #4	7,606.76	77.62
083	PALMA CIEA #5	1,187.56	53.98
084	WILARK PARK ANN #5	887.58	49.31
086	HICKS JONES	9,270.42	0.4979 FRONT FOOT
087	CARLHAVEN ADD #2	509.60	18.20
094	WILL MANOR 4	1,732.13	75.31
095	WHEATLAND LN	455.00	65.00
096	NORTHTREE ESTATES	7,466.00	74.66
097	CHEMAWA PARK	1,560.78	86.71
108	MCLEOD PARK #2	1,533.60	56.80
120	CHEMAWA EST #1	1,545.60	51.52
122	SIX SUBDIVISION	422.97	18.39
126	MCLEOD ESTATES	3,360.34	45.41
128	CHEHALIS SUB	368.64	23.04

CITY OF KEIZER
"EXHIBIT A"
CERTIFICATION OF
LIGHTING DISTRICT ACCOUNTS
ASSESSMENT YEAR 2017-18

DISTRICT		TOTAL PER DISTRICT	PER LOT OR FRONT FOOTAGE
#	NAME		
129	DENNIS LANE N	2,364.14	54.98
130	CRESTWOOD VILLAGE	458.52	38.21
131	CHEMAWA EST #2	1,764.94	51.91
132	CHARLOTTE	2,110.50	46.90
141	PALMA CIEA	23,392.90	52.10
142	RIVERVIEW N	1,396.93	48.17
143	MEADOWBROOK	545.85	60.65
144	JUNIPER	1,101.60	55.08
146	TERRACE GLEN	920.16	57.51
147	WEDGEWOOD ESTATE	989.76	30.93
148	JULIE ESTATES	1,296.60	64.83
150	KEPHART	1,999.20	49.98
159	JOHNISEE ADDN	328.64	25.28
161	WALENWOOD SUB	201.51	22.39
162	WARNER PARK	206.40	20.64
163	SPRINGTIME PK SUB	673.05	44.87
164	STONEHEDGE ESTATE	5,172.00	51.72
165	RIVERVIEW N #2	1,410.92	50.39
181	TIMBERVIEW SUB	5,692.78	40.09
182	VISTAVIEW ESTATE #2	2,285.40	38.09
183	NORTHRIDGE PARK	730.24	22.82
184	JUNIPER #2 SUBDIV	1,607.97	76.57
185	KEIZER HEIGHTS	2,067.20	32.30
191	CLARK ST NE	447.72	15.99
192	FRIENDSHIP ADDITION	390.72	32.56
193	TEN AT MCNARY	1,044.26	74.59
194	BUCHOLZ ADDITION	583.38	27.78
195	PARKLAWN ADDITION	349.44	58.24
205	GLYNBROOK II N	3,471.82	80.74
206	FOUR WINDS ADDN N	6,373.86	51.82
207	FERNBROOK	1,696.89	43.51
208	EDEN ESTATES	3,215.94	76.57
209	COUNTRY CLUB EST	1,298.36	46.37
212	LAWNDALE I SUB PH-2	2,181.66	55.94
213	STONEHEDGE EST II	3,633.87	40.83
215	GARY ST	1,230.99	33.27
216	ARNOLD ST #2	957.26	41.62
217	FOUR WINDS III	683.60	34.18
218	GREENWAY	868.68	48.26
219	NOON AVE	1,327.68	41.49
220	STONEHEDGE EST III	1,355.84	42.37

CITY OF KEIZER
"EXHIBIT A"
CERTIFICATION OF
LIGHTING DISTRICT ACCOUNTS
ASSESSMENT YEAR 2017-18

DISTRICT		TOTAL PER DISTRICT	PER LOT OR FRONT FOOTAGE
#	NAME		
221	STONEHEDGE EST 4&5	1,550.62	50.02
227	WILLOW LAKE EST	2,014.32	45.78
228	THE MEADOWS PH-1	3,391.92	60.57
231	FOURWINDS II	663.84	41.49
232	WHITAKER HGTS	1,637.46	49.62
234	THE MEADOWS PH-3	2,119.95	60.57
235	THE MEADOWS PH-2	2,241.09	60.57
236	THE MEADOWS PH-4	2,362.23	60.57
237	ORCHARD CREST	2,079.19	39.23
238	STONEHEDGE EST #6	1,550.62	50.02
239	SPRINGMEADOW EST	3,651.50	3,651.50
241	WILLOW LAKE 2&3	4,067.52	42.37
246	CHERRYLAWN CT NE	540.96	67.62
247	ORCHARD CREST PH-3	1,664.60	47.56
248	MAX CT	510.70	51.07
249	THE MEADOWS PH-5	2,543.94	60.57
250	ORCHARD CREST PH-2	2,085.02	39.34
251	RIVERCREST PH-1&2	2,166.56	49.24
253	THE MEADOWS PH-6	1,877.67	60.57
254	THE MEADOWS PH-7	1,938.24	60.57
255	TIMBERVIEW PH-3	1,735.44	61.98
256	APPLETREE PH-1,2,3	3,017.25	67.05
257	BRIARWOOD	2,553.17	2,553.17
258	HIDDEN CRK EST PH-1	3,376.99	91.27
259	CATERWOOD ESTATES	2,448.00	48.00
260	PARKMEADOW APTS	1,003.22	1,003.22
261	NORTHRUP/NORTHSHIRE	409.08	34.09
262	COUNTRY GLEN EST	9,697.70	52.42
263	FIRCON	1,800.90	62.10
264	HIDDEN CRK EST PH-2	877.60	54.85
265	CLEARLAKE SUBDIV	2,837.59	57.91
266	SPRINGRIDGE EST	1,057.60	33.05
267	THE RIDGE	1,306.58	59.39
268	NORTHSIDE ESTATES	2,367.15	55.05
269	HOMESTEAD/CLEARVIEW	439.30	43.93
270	HONEYSUCKLE	1,637.75	65.51
272	LARSON PARK SUBDIV	458.52	38.21
273	BAILEY ESTATES	448.70	44.87
274	STICKLES ADDITION	243.09	27.01
275	CEDAR BLUFF SUBDIV	1,730.43	64.09
276	ABT KOUFAX LN	1,506.12	68.46

CITY OF KEIZER
"EXHIBIT A"
CERTIFICATION OF
LIGHTING DISTRICT ACCOUNTS
ASSESSMENT YEAR 2017-18

DISTRICT		TOTAL PER DISTRICT	PER LOT OR FRONT FOOTAGE
#	NAME		
277	HIDDEN CREEK PH-3	761.97	23.09
278	HOLLY LN/ALDER DR NE	434.34	48.26
282	3RD AVE N	2,230.98	39.14
283	HIDDEN CREEK PH-4	1,072.35	71.49
284	JACOBE ESTATES SUB	848.00	84.80
285	PRAIRIE EST	7,441.88	80.89
286	TECUMSEH ESTATES	1,101.87	52.47
287	TEPPER E SUB	1,830.36	65.37
288	WESTMORE	1,483.20	61.80
292	PINEHURST ESTATES	3,276.36	57.48
293	LEEWOOD MEADOWS	2,491.02	46.13
294	BROWER PLACE	1,750.26	56.46
295	HIGHLANDS ESTATES	3,291.00	54.85
296	JACOBE ESTATES PH2	1,087.20	60.40
297	BAHNSEN WOODS EST	3,294.00	54.90
298	FOREST RIDGE EST	2,867.15	52.13
299	WHEATLAND TERRACE	705.04	50.36
300	WATERFORD	2,837.59	57.91
306	ROCKLEDGE ADDITION	677.92	42.37
307	WITTENBERG	1,173.05	1,173.05
308	JORDON RUN	834.13	75.83
309	PRAIRIE CLOVER	510.04	127.51
310	VINEYARDS	4,433.40	49.26
311	HIGHLANDS NORTH	405.76	25.36
312	CHEMAWA GLEN	1,984.74	52.23
315	SPARROW ADDITION	529.84	66.23
316	VINEYARDS NO. PHASE 2	2,730.54	53.54
317	HIDDEN CREEK PHASE 5	712.40	71.24
318	BARNICK ESTATES	1,039.32	86.61
319	MCLEOD ACRES	689.20	68.92
321	BEIER ESTATES	1,249.20	69.40
322	WESTMORE EAST SUBDIV N.	478.80	26.60
323	SHADY ADDITION N.-RING ST. N.E.	868.68	48.26
332	CLEARLAKE HEIGHTS	549.60	45.80
333	PINE MEADOWS ESTATE	566.58	40.47
334	AT MURPHY SUBDIVISION-PHASE 1 & 2	1,113.12	46.38
336	FULTZ ESTATES	819.75	54.65
338	RICKMAN CROSSING	546.80	54.68
339	CEDAR TREE	717.31	65.21
340	WINDSOR WOODS SUBDV	2,537.92	57.68
344	APPLE TREE ANNEX/PEIRCE DRIVE	1,503.72	41.77

CITY OF KEIZER
"EXHIBIT A"
CERTIFICATION OF
LIGHTING DISTRICT ACCOUNTS
ASSESSMENT YEAR 2017-18

DISTRICT		TOTAL PER DISTRICT	PER LOT OR FRONT FOOTAGE
#	NAME		
345	FULTZ ESTATES PH 2	370.96	46.37
346	PLEASANT VIEW NE	1,768.80	44.22
350	HUNTER ADDITION II/BARNICK RD INFILL PROJ	244.70	24.47
351	HUNTER ADDITION I	356.15	71.23
352	LENT ESTATES STLT DIST. KUD	523.80	19.40
353	TREBBER ESTATES	1,068.60	71.24
354	WINDSOR WOODS SUBDV PH2	1,718.73	44.07
355	EVERWOOD MEADOWS	743.10	49.54
356	MEGAN LEE PROP.	196.35	39.27
358	CLEARLAKE MEADOWS STLT DIST	154.95	30.99
359	CLAGGET GROVE DIST.	224.94	37.49
360	SELENA ESTATES DIST.	539.58	31.74
361	CANDLEWOOD IND PARK NE	229.53	32.79
363	BRIAN MDWS ST LT DIST.-KUD	434.06	19.73
365	JACOB ESTATES PH3	169.76	21.22
366	MADALYN TERRACE	262.92	18.78
367	GRISWOLD AVE NE	404.73	134.91
368	HALEY ESTATES	473.04	26.28
369	KEIZER STATION LIGHTING-AREA A	14,794.92	203.53 PER ACRE
370	WHEATLAND MEADOWS ESTATE	773.68	20.36
372	SARAH JEAN COURT	164.85	23.55
373	BENSON ESTATES SUBDIVISION	356.15	71.23
374	PEYTON-HAYLEY SUBDIVISION	219.65	43.93
375	MCGEE COURT	165.30	33.06
377	CRAFTSMAN RIDGE STREET	396.90	26.46
378	TAYLOR RIDGE SUB	234.80	29.35
379	TEETS ESTATES STREET	194.48	14.96
384	AVALON MEADOWS STREET	2,032.29	25.09
385	MAGEE ESTATES STREET	94.80	15.80
386	MCNARY HGHTS ADDN STREET	334.50	22.30
387	NEW DAY STREET	165.18	27.53
391	TATE ESTATES ST LTG	179.60	17.96
392	ALDINE MEADOWS LTG	603.30	20.11
393	WINDSOR ISLAND LTG	1,783.08	33.02
394	NORTHFIELD ESTS LTG	1,269.60	105.80
395	WILLOW LAKE VIEW LTG	758.26	24.46
397	MISTY MEADOWS LTG	993.45	66.23
399	BOWDEN MEADOWS	1,545.28	48.29
400	KEIZER STATION LTG AREA C	8,530.55	278.23 PER ACRE
462	NAOMI'S START	383.40	95.85

CITY OF KEIZER
 "EXHIBIT A"
 CERTIFICATION OF
 LIGHTING DISTRICT ACCOUNTS
 ASSESSMENT YEAR 2017-18

DISTRICT		TOTAL PER DISTRICT	PER LOT OR FRONT FOOTAGE
#	NAME		
	TOTAL ASSESSMENT	\$ 408,249.51	

CITY COUNCIL MEETING: June 5, 2017

AGENDA ITEM NUMBER: _____

TO: MAYOR CLARK AND COUNCIL MEMBERS

THROUGH: CHRISTOPHER C. EPPLEY, CITY MANAGER

FROM: TIM WOOD, FINANCE DIRECTOR

SUBJECT: RESOLUTION ADOPTING FISCAL YEAR 2017-2018 BUDGET, MAKING APPROPRIATIONS, AND IMPOSING AND CATEGORIZING TAXES

On May 2, 2017, the Budget Committee convened and received the City Manager's Budget Message for fiscal year 2017-18, received public testimony from interested parties and began deliberations on the City Manager Recommended Budget. On May 4th the Committee received additional public testimony, concluded deliberations and passed the Committee Approved Budget (Attachment One).

ISSUES AND FISCAL IMPACT:

Tonight the City has scheduled a public hearing to receive additional citizen input on the fiscal year 2017-18 Committee Approved Budget. After the hearing, the Council may adjust the approved budget as follows:

1. Amend the budget estimates
2. Amend the proposed ad valorem property tax amount or rate in the budget document (maximum is \$2.0838 per \$1,000 of assessed value)
3. The amount of estimated expenditures for each fund in an annual budget may not be increased by more than \$5,000 or 10 percent of the estimated expenditures, whichever is greater
4. The amount or rate of the total ad valorem property taxes to be certified by the municipal corporation to the assessor may not exceed the amount approved by the budget committee.

By state law, the Council must adopt the upcoming fiscal year budget by June 30, 2017. As a reminder, the City Council has the opportunity to adjust the budget mid-year and there is no requirement to reconvene the budget committee to do so. The size and type of the budget adjustment, as noted in item #3 above, determines the circumstances in which a public hearing is required.

RECOMMENDATION:

Staff recommends that the City Council open the public hearing and receive testimony on the fiscal year 2017-2018 Committee Approved Budget. After all testimony has been received, Staff recommends the Council close the public hearing and begin deliberations as you so choose. Finally, Staff recommends that the City Council adopt the attached Budget Resolution for fiscal year 2017-18 with amendments if any.

City of Keizer

Marion County, Oregon

Manager Recommended

Budget FY 2017-18





FISCAL YEAR 2017-2018

BUDGET COMMITTEE MEMBERS

Council Members:

Cathy Clark, Mayor
Marlene Parsons, President
Bruce Anderson
Kim Freeman
Roland Herrera
Laura Reid
Amy Ryan

Public Members:

Allen Barker
Ron Bersin
Charlotte Clark
Joseph Gillis
Jerry McGee
Nelson Sossamam
Jonathan Thompson

STAFF

Chris Eppley, City Manager
Shannon Johnson, City Attorney

Department Head Team

Nathan Brown, Community Development Director
Tracy Davis, City Recorder
Machell DePina, Human Resources Director
Bill Lawyer, Public Works Director
John Teague, Chief of Police
Tim Wood, Finance Director

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

No man is good enough to govern another man without that other's consent.

Abraham Lincoln

Democracy is based upon the conviction that there are extraordinary possibilities in ordinary people.

Harry Emerson Fosdick

Democracy is a charming form of government, full of variety and disorder, and dispensing a sort of equality to equals and unequal alike.

Plato

Democracy is a process by which the people are free to choose the man who will get the blame.

Laurence J. Peter

Unless democracy is to commit suicide by consenting to its own destruction, it will have to find some formidable answer to those who come to it saying: I demand from you in the name of your principles the rights which I shall deny to you later in the name of my principles.

Walter Lippmann

Democracy is the recurrent suspicion that more than half of the people are right more than half of the time.

E.B. White



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Keizer
Oregon**

For the Fiscal Year Beginning

July 1, 2016

Jeffrey R. Enos

Executive Director

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Budget Message





City Manager's Budget Message City of Keizer Fiscal Year 2017-18

Honorable Mayor Clark, City Councilors, Budget Committee and Citizens of Keizer:

I am pleased to present the City of Keizer's annual budget for Fiscal Year 2017-18.

The City of Keizer is in a stable financial position with resources adequate to support maintaining existing City services, however; due to increased costs associated with employee retirement, insurance and capital outlay the City is unable, in a sustainable manner, to increase the level of service in either the Police or Parks Departments. The community has had ongoing discussions regarding what level of service is desired for both Police and Parks and ways to fund service level increases if so desired. The recommended annual budget does not factor in any additional resources that may come to fruition as the result of the community discussions, it is based on existing revenue sources.

The City is expecting overall operating revenues to increase 4% over the prior year. The primary revenue increases are from taxes. Property taxes are expected to increase 4% which include a 3%-increase in assessed values and a 1%-increase in growth. The City will also be receiving tax revenue from the sale of marijuana related items. In addition charges for services is expected to increase as the result of:

- a proposed 4% water rate increase,
- a proposed \$0.55 per ESU Stormwater rate increase, and
- an expected 3.0% sewer rate increase. The City of Salem, who manages the City's sewer infrastructure, sets the rates for the regional system.

The rate increases are needed to sustain service levels and fund necessary capital improvements.

The fiscal year 2017-18 operating budget is expecting to increase 7% as compared to fiscal year 2016-17. The increase is primarily attributable to additional personnel costs associated with backfilling positions that were partially vacant during fiscal year 2016-17. In addition the increase is due to increases in pension and insurance costs.

Capital outlay is expected to increase as the City intends to replace the bridge over Claggett Creek on Dearborn Ave NE in addition to replacing the aging City Hall phone system.

I thank the City Council and Budget Committee for providing helpful policy direction in creating this balanced budget, the important questions you ask, and the requests for detail needed to understand and appreciate the City services.

Respectfully submitted,

Christopher C. Eppley
City Manager



City Overview

City Demographics.....	
Budget Process & Calendar	
Financial Policies.....	
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CITY OF KEIZER

Keizer, a mid-size city in Oregon, is nestled in the center of the Willamette Valley and is recognized as the "*Iris Capital of the World*." In the 1990's, the City experienced a rapid amount of new residential building and growth, establishing Keizer as one of the fastest growing cities in Oregon. In spite of this growth, the community continues to preserve its small-town pride by supporting the largest volunteer youth baseball program in Oregon and community-wide events, such as the Keizer Iris Festival, the Keizer Holiday Lights Parade and the annual Miracle of Christmas lighting display. Opening for the first season in 1997, the Keizer Stadium is home to the Volcanoes, a Minor League baseball team affiliated with the San Francisco Giants. The citizens of Keizer can be proud of the progress of this great community. Pride, Spirit, and Volunteerism are alive and well in the City of Keizer.

DEMOGRAPHICS & STATISTICS

Incorporation	1982
Government	Council/Mayor
Population (July 1, 2016)	37,505
Neighborhood associations	3
Area in square miles	7.36
Keizer School Enrollment	7,354

City Debt

Moody's Bond Rating	Aa3
General obligation debt	None
General obligation debt limit*	\$98,178,467
Revenue bonds debt	\$850,000
Full faith and credit debt	\$14,685,000
Line of Credit outstanding	None

Public Safety

Number of sworn officers	37
Calls for service	20,218
Number of holding cells	2

**3% of real market value of all taxable property in Keizer*

ECONOMIC INDICATORS

Culture & Recreation

Heritage center	1
Community center	1
Neighborhood parks	15
Community parks	2
Regional park	1
Dog park	1
Amphitheater	1
Splash fountain	1
Public golf course	1
Minor league ball club	1

Largest Private Enterprise Tax Payers Assessed Value:

Donahue Schriber Realty Group LP	\$59,975,400
Target Corporation	11,579,219
Emerald Pointe LLC	11,609,965
Lowe's HIW Inc	11,590,760
CCP Keizer 1526 LLC	11,367,890
Hawk's Point Apartments LLC	11,022,060
Keizer Road Apartments LLC	9,395,570
Per capita personal income	35,489
Total personal income	\$1.3 billion
Average annual unemployment	5.7%
Real market value of property	\$3.0 billion
Assessed value of property	\$2.5 billion

BUDGETING IN THE STATE OF OREGON

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

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

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

BUDGETING IN THE CITY OF KEIZER

Budget Adoption

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

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

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

Budget Amendments

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

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

BUDGET TIMELINE AND INTERNAL PROCESS

October through January

- Finance staff review financial position and report to City Manager and Department Directors
- Finance develop basic departmental and program worksheets

January

- City Council updates goals for the year
- Finance staff submit worksheets to departments for completion
- Department Directors gather data for departmental workload indicators
- Finance staff send outside budget request forms to City partners

February

- Finance staff compile revenue estimates
- Department Directors submit requests for new or expanded programs
- Finance compute indirect costs and interfund transfers
- Department Directors submit narratives for Finance staff review
- Finance staff develop and update long-range financial forecasts
- Human Resource staff provide personnel services information to finance staff for incorporation in to budget

March

- Department Directors submit preliminary budget drafts for Finance staff review
- City partners submit outside budget request forms
- Department Directors hold internal meetings on departmental budget requests

April

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

May

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

June

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

July

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

BUDGET COMMITTEE

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

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

The powers and duties of the Budget Committee are:

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

The Budget Committee is comprised of:

City Council Member

Cathy Clark, Mayor
Marlene Parsons, President
Bruce Anderson
Kim Freeman
Roland Herrera
Laura Reid
Amy Ryan

Citizen Members

Allen Barker
Ron Bersin
Charlotte Clark
Joseph Gillis
Jerry McGee
Nelson Sossamam
Jonathan Thompson

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

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

Expenditures may be increased. If the total increase in a fund exceeds \$5,000 or 10 percent, whichever is greater, then no additional process steps are required. However, if the expenditures in any fund are increased by more than \$5,000 or 10 percent, the governing body must publish notice of a second budget hearing and a new financial summary, and hold the second hearing before the adjusted budget can be adopted. If taxes are increased at all above the rate or amount approved by the budget committee, a second notice and hearing are required before a budget including those additional revenues can be adopted. Oregon law prohibits the increase of a municipality's tax rate above its permanent rate (\$2.0838 for Keizer).

BUDGETING BY FUND

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

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

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

The City's funds are budgeted by either:

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

BASIS OF ACCOUNTING

Budget Basis

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

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

Audit Basis

The Audit, as reported in the Comprehensive Annual Financial Report (CAFR), accounts for the City's finances on the basis of generally accepted accounting principles. Generally Accepted Accounting Principles or GAAP is defined as conventions, rules, and procedures necessary to describe accepted accounting practice at a particular time.

The modified accrual basis of accounting, a GAAP-approved method, is also used in the audit for all funds except for the Proprietary Fund Types. The audit uses the full accrual method of accounting for the Proprietary Funds. The CAFR shows all of the City's funds on both a budgetary and GAAP basis for comparison purposes.

Friday, April 14 & Friday, April 21	Notice of Budget Committee meeting on City Budget posted to website and for publication for purpose of receiving proposed budget, and a public hearing to be held on Tuesday, May 2 on the proposed budget and state revenue sharing.
Friday, April 21	Budget documents to be distributed to Budget Committee
Tuesday, May 2 6:00 p.m.	City Budget Committee Meeting ◆ Election of City of Keizer Budget Committee Chair ◆ Approval of Budget Calendar ◆ Public Testimony ◆ Presentation of City of Keizer Budget Message ◆ Staff presentations & discussions
Thursday, May 4 6:00 p.m.	City Budget Committee Meeting ◆ Public Testimony ◆ Continuation of presentations and discussion
Tuesday, May 9	City Budget Committee Meeting ◆ Continuation of discussion from Thursday, May 4th as needed ◆ Budget recommendations to City Council
Tuesday, May 16 6:00 p.m.	Alternate meeting to complete City Budget (if needed)
Friday, May 19	Financial Summaries and notice of budget hearings for publication
Monday June 5 7:00 p.m.	Public hearing on City Budget. Council adoption of City Budget, if approved.
Monday June 19 7:00 p.m.	Alternate public hearing on City Budget (if needed). Council adoption of City Budget.

STATEMENT OF FINANCIAL POLICIES

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

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

The City's financial policies accomplish the following:

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

GENERAL

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

OPERATING BUDGET

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

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

LONG-RANGE PLANNING

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

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

CAPITAL IMPROVEMENT PLANS (CIPS)

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

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

REVENUES

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

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

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

EXPENDITURES

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

1. All purchases shall comply with State laws and regulations and the City's Purchasing Policies.
2. The City shall take immediate corrective actions if at any time during the fiscal year expenditure and revenue re-estimates are such that an operating deficit is projected at year-end. Corrective actions can include a hiring freeze, expenditure reductions, fee increases (if approved by City Council), or use of contingencies. Expenditure deferrals into future years, short-term loans, or use of one-time revenues to balance the budget shall be avoided.
3. The City shall undertake periodic staff and third-party reviews of City programs for both efficiency and effectiveness. Privatization and contracting with other entities will be evaluated as alternatives to service delivery. Programs that are determined to be inefficient and/or ineffective shall be reduced in scope or eliminated.
4. The City shall make every effort to maximize any discounts offered by creditors/vendors. Staff shall also use competitive bidding to attain the best possible price on goods and services.
5. The City shall commit a minimum 2.5% of General Fund Budgeted Revenues (net grants and other dedicated revenues) to the operation and maintenance of its Park system.
6. Subject to available funding and budget approval, salary surveys for all classifications will be performed on a schedule of no less than every four years.
7. Beginning in fiscal year 2016-17 the City needs to pay \$208,700 each year over the next six years to repay the Salem-Keizer School District for tax increment revenue foregone to the Keizer Urban Renewal District. By contractual agreement, repayment of \$1,252,205 must be paid by December 2022. The additional property tax revenues received into the General Fund beginning in fiscal year 2015-16 will be sufficient to cover this expense.

CONTINGENCIES, UNANTICIPATED EXPENSES, RESERVES, AND FUND BALANCE

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

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

- b. Ending fund balance is projected to ensure that there is adequate cash on hand to meet the expected cash flow needs from July until November, when the bulk of the property tax revenue is received. Ending fund balance shall be at least 15% of annual operating revenues.
- 4. Street Fund:
 - a. Contingency is 5% of operating expenditures (Personnel Services and Materials and Services).
 - b. Unanticipated expenses within the Capital Outlay category shall be at least 10% of appropriated expenditures. Use of these funds shall be identified and then authorized by City Council prior to expenditure.
 - c. Fund balance provides for at least a 30-day cash supply to correspond with the monthly gas tax revenue receipts.
- 5. Sewer Fund:
 - a. Contingency is 5% of total expenses less the Salem Sewer Payments which are a pass-through of Salem Sewer Billings.
 - b. Fund balance provides for at least a 60-day cash supply to correspond with the bi-monthly sewer billings.
- 6. Water Fund:
 - a. Contingency equals 5% of total expenditures (excluding debt service), as provided for in the Cost of Service Analysis adopted by the City Council.
 - b. Unanticipated expenses within the Capital Outlay category shall be at least 10% of appropriated expenditures. Use of these funds shall be identified and then authorized by City Council prior to expenditure.
 - c. Fund balance provides for at least a 60-day cash supply, as provided for in the Cost of Service Analysis adopted by the City Council.
- 7. Water Facility Fund:
 - a. Unanticipated expenses within the Capital Outlay category shall be at least 10% of appropriated expenditures. Use of these funds shall be identified and then authorized by City Council prior to expenditure.
 - b. The Water Bond covenant requires a reserve in the amount of \$234,100 for debt service.
- 8. Street Lighting Districts Fund:
 - a. Contingency shall be at least 5% of operating expenditures (Personnel Services and Materials and Services).
 - b. The City has contractual agreements with various property owners to set aside reserves for pole replacement. Reserves are funding through assessments collected through property tax bills.
 - c. Ending fund balance is projected to ensure that there is adequate cash on hand to meet the expected cash flow needs from July until November, when the bulk of the lighting assessments are received. Ending fund balance shall be at least 15% of annual revenues.
- 9. Stormwater Fund:
 - a. Contingency shall be at least 5% of total expenditures.
 - b. Fund balance shall provide for at least a 60-day cash supply to correspond with the bi-monthly stormwater billings.
- 10. Administrative Services Fund:
 - a. Reserves shall be maintained for Civic Center Improvements using a long-range replacement forecasting model. Reserves are appropriated to contingency each year so that funds may be accessed to cover unforeseen expenses.
 - b. General, auto and liability insurance reserves shall be maintained at the maximum exposure level as defined in the City's insurance policy agreement. Reserves are appropriated to contingency each year to cover the maximum claims loss if needed.
- 11. Debt reserves shall be maintained in the amounts provided for in the debt covenants.

CAPITAL ASSET MANAGEMENT

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

1. Capital assets will not be degraded, given away, or allowed to deteriorate except by action of the City Council.
2. Capital assets include land, right-of-way, buildings, improvements, equipment, infrastructure, and other tangible and intangible assets costing \$5,000 or more and used in operations that have initial useful lives extending beyond two years.
3. Adequate insurance shall be maintained on all capital assets.
4. GASB 34: The Government Accounting Standards Board (GASB) requires local governments to report infrastructure and depreciation on all capital assets. The City shall maintain compliance with this requirement.

INVESTMENTS

Invest the City's operating cash to ensure its legality, safety, necessary liquidity, prudent risk, and to optimize yield. Legality is first priority, followed by preservation of principal, with rate-of-return last.

1. The City shall invest funds subject to arbitrage regulations, bond indenture requirements, and the Prudent Person Rule which states that "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived."
2. Pursuant to the provisions of ORS 294.035 and 294.125, the City Manager is authorized to invest surplus funds to include all bond and sinking funds, into allowable investments at current market prices as described in ORS 294.035, subject to any limitations imposed by law.
3. Investment objectives are:
 - a. Compliance with all applicable statutes and legal provisions.
 - b. Preservation of capital and the protection of principal.
 - c. Maintenance of sufficient liquidity to meet operating requirements.
 - d. Avoidance of imprudent credit, market, or speculative risk.
 - e. Attainment of a market rate-of-return throughout all economic and fiscal cycles.
 - f. Safekeeping shall be consistent with modern investment, banking, and commercial practices and may include physical possession, book entry, and automated recordation.

DEBT POLICIES

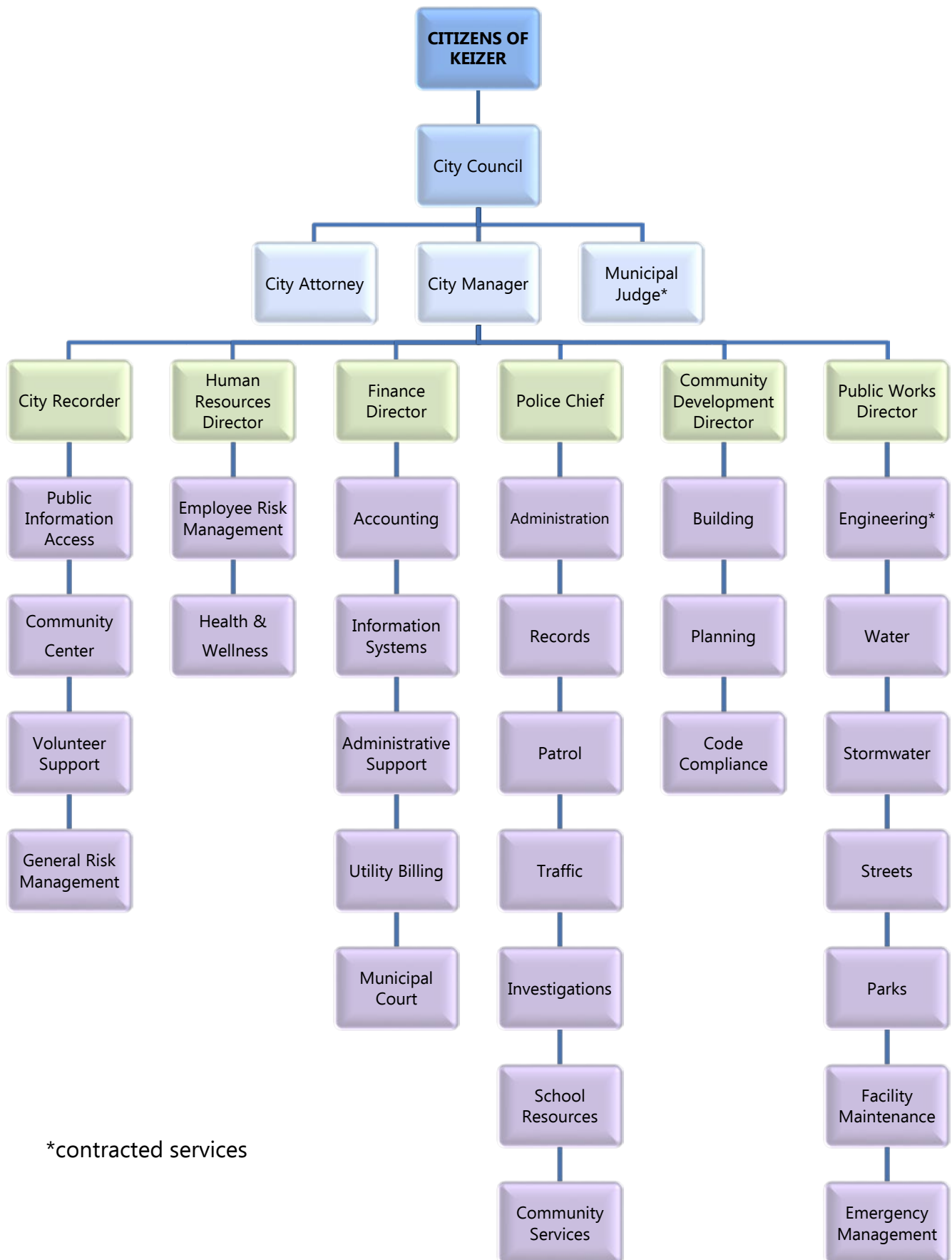
Establish guidelines for debt financing that will provide needed capital equipment and infrastructure improvements while minimizing the impact of debt payments on current revenues.

1. The City will confine long-term borrowing to capital improvements.
2. General Obligation Debt issued by the City shall not exceed three percent of the total assessed value of property in the City, in accordance with Oregon State law (ORS 287.004).
3. The City will follow a policy of full disclosure on every financial report and bond prospectus.
4. The City will strive to maintain its A3 Moody's bond rating.
5. General obligation debt will not be used for self-supporting enterprise activity.
6. The City shall strive to repay its debt as expeditiously as is financially prudent within the constraints of debt covenants as a means of reducing interest expense.
7. The City shall balance its future debt obligations with its current rate structure to ensure a balance so that current rate payers do not bear the burden of future goods and services and future rate payers do not bear the burden of past goods and services.

ACCOUNTING, AUDITING AND FINANCIAL REPORTING

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

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



*contracted services

Fund - Department Matrix

	FUND	City Manager	Legal	City Records	Human Resources	Finance	Community Development	Public Works	Police
M	GENERAL FUND - By Function								
	Community Development						X		
	General Administration			X		X			
	Municipal Court					X			
	Parks							X	
	Police								X
	Revenue Sharing								X
	SPECIAL REVENUE FUNDS								
N	Energy Loan Program						X		
N	Housing Services						X		
N	Law Enforcement Grant								X
N	Off-Site Transportation Improvement							X	
N	Park Improvements							X	
N	Public Education Government Access	X							
N	Sewer Reserve							X	
M	Street							X	
N	Transportation Improvements							X	
	PROPRIETARY FUNDS								
	Enterprise Funds								
N	Community Center			X					
M	Sewer					X		X	
M	Stormwater							X	
N	Street Lighting Districts							X	
M	Water							X	
M	Water Facility Replacement Reserve							X	
	Internal Services Fund								
M	Administrative Services Fund								
	City Attorney's Office		X						
	City Manager's Office	X							
	City Records			X					
	City-Wide Administration			X					
	Civic Center Facilities							X	
	Finance					X			
	Human Resources				X				
	Network Administration					X			
	Utility Billing					X			
	Public Works							X	
	DEBT SERVICE FUNDS								
M	Keizer Station Local Improvement District					X			

X indicates primary responsibility for budget and services provided

M Major Fund

N Non-major Fund

City Council Goals

Introduction

Each year at a City Council work session, the Council reviews, reprioritizes and updates the City Council Goals. Below is a listing of the Council's goal list as adopted in April 2017.

Council Goals Established for 2017 through 2019

SHORT TERM GOALS

- Complete the steps necessary to have all appropriate data collected in order to facilitate a comprehensive community wide Urban Growth Boundary discussion.
- Develop and implement a stable Parks funding mechanism for maintenance and operations of the City's parks system.
- Continue expanding and enhancing methods and opportunities to engage with as many Keizer citizens as possible so as to broaden communication with all of our residents.
- Expand you council program to all schooling types (public, private, and homeschool) with the objective of having a youth voice on all city boards and commissions.
- Facilitate conversations with and between volunteer groups who run youth sports and recreation programs within Keizer so as to foster widely successful programs for our residents to enjoy.
- Develop and implement a stable funding source to attain sustainable police staffing at acceptable levels now and into the future.

LONG TERM GOALS

- Engage in a comprehensive community wide Urban Growth Boundary Expansion (or not) discussion with residents.
- Use the proceeds from the sale of Keizer Station Area A LID properties (Rawlins parcels and Tract C) to promote Economic Development purposes and programs to be determined by the City Council as revenues become available. The use of such revenues will be consistent with the intent set forth in Urban Renewal Agency Resolution UR2012-156. Consider using the proceeds from the sale of other City owned properties to support economic development purposes as such opportunities arise and the Council determines it is advantageous to commit such resources to those types of efforts.
- Consider adding a Public Information Officer or City-wide Communications/Volunteer Coordinator position to further the community's outreach initiatives as stable funding becomes available.
- Initiate a comprehensive update of the Transportation System Development plan.



Financial Trends

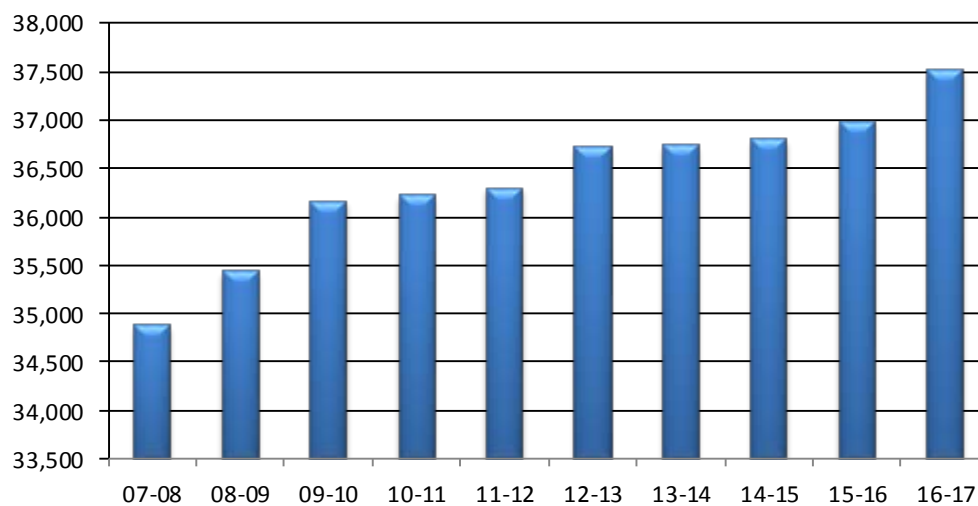
General & Economic Information.....	
Revenue Trends & Assumptions.....	
Resources & Requirements	
Budgets.....	
Debt.....	
Property Taxes and Comparative Tax Rate	

Keizer is located in northwestern Oregon in Marion County, along the 45th parallel. As of July 1, 2016, its population was 37,505. It lies inside of the Willamette Valley and is part of the Metropolitan Statistical Area. Keizer shares its southern border with Salem, the state capital. Keizer is primarily a residential community having a low level of commercial activity. Most new commercial development is at Keizer Station, near Interstate 5.

POPULATION TRENDS

The City's population increased marginally yet steadily over the past 10 years at an average 0.7% growth rate per year. Keizer anticipates an increase in growth over the next several years at 1.5% annually compared with the State of Oregon, which is increasing in population at 1.7% annually.

Population Trend



AVERAGE ANNUAL CPI-U

The Bureau of Labor Statistics for the U.S. Department of Labor tracks the Consumer Price Index (CPI-U) for most U.S. cities. The CPI-U is a leading economic indicator that measures inflation, which is central to assessing the cost of living and whether living standards are rising or falling. The table below shows the annual percentage change in this measure for the past 10 years. Nationally, over the last 12 months, the all items index increased 1.1 percent before seasonal adjustment.

Percent Change in Average Annual CPI-U Index Portland Oregon

Year	CPI-U Increase
2007	103.7%
2008	103.3%
2009	100.1%
2010	101.3%
2011	102.9%
2012	102.3%
2013	102.5%
2014	102.4%
2015	101.2%
2016	102.1%

Population Staffing Per Capita	City Population vs. Number of City Employees by Fiscal Year									
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
	34,880	35,435	36,150	36,220	36,295	36,715	36,735	36,795	36,985	37,505
	93	93	94	93	90	90	92	95	95	94
	2.7	2.6	2.6	2.6	2.5	2.5	2.5	2.6	2.6	2.5

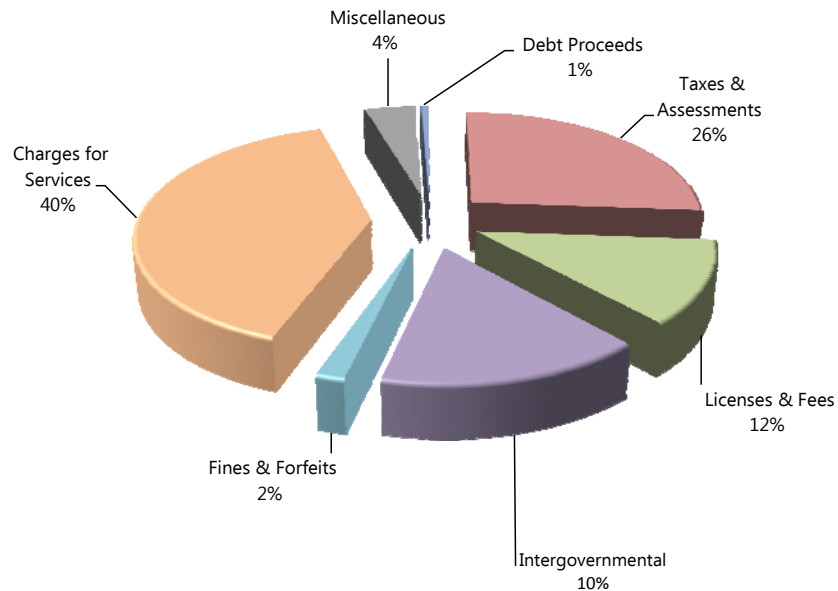
This chart compares the City of Keizer's population to the City's number of full-time employees over the past ten years. For the 2017-18 fiscal year, the City budgeted 93.5 full-time equivalents (FTE). Expressed in per capita terms, the FTE count is 2.5 employees per thousand of population.

Revenue Trends & Assumptions

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

The City is expecting overall operating revenues to increase 5% over the prior year. The primary revenue increase is for taxes and assessments and an increase charges for services.

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



The revenue sources and assumptions used in the fiscal year 2017-18 budget are summarized below:

TAXES AND ASSESSMENTS

Property Taxes

Property taxes are assessed using a levy rate on each \$1,000 of assessed valuation. They are classified into three types: permanent rate levy for general purpose operations, local option serial levies for specific purposes approved by voters, and bonded debt principal and interest. The City's permanent rate levy is a function of its permanent tax rate applied to its assessed value. The City has no local option serial levies or bonded debt levies.

The budget projects the tax base levy by estimating the new assessed value and applying it to the City's applicable tax rate. The estimation of the assessed value starts with the previous year's assessed value and adds three factors: a growth factor (maximum allowed by law is 3%), an allowance for new construction, and an allowance for annexed property. The City's permanent tax rate is \$2.0838 per \$1,000 assessed value. Assessed value is projected to be \$2.6 billion for fiscal year 2017-18 compared to real market value which is approximately \$3.3 billion; over 27% above assessed value.

At \$5.0 million, property tax revenues continue to be a major source of revenue for the City, comprising 21% of total revenues. Despite the economic downturn and slow recovery during the past ten year period, property taxes increased 58% or \$1.9 million. A significant factor in this was the reduction of the North River Road Urban Renewal District tax increment collections. When the district collects less than the

Revenue Trends & Assumptions

maximum allowable, those taxes revert to the overlapping jurisdictions. The North River Road Urban Renewal District completed its plan in fiscal year 2014-15 and will no longer collect tax increment revenue.

Beginning in fiscal year 2008-09 real market value was 67% more than assessed value. That margin narrowed to 22% by fiscal year 2013-14 however since then the margin has slowly increased with fiscal year 2016-17 increasing to 32%. The higher the percentage the more likely the City will receive the full 3% growth in future years.

For fiscal year 2017-18, Marion County projects a 4% increase in current property tax revenues; 1% from new construction and 3% for increased valuation. This projection is supported by the increase construction permits taken in by the City's Community Development Department. Over the past year, the City has had significant increases in building permits and fees, and system development charges. The impact of increased new construction will favorably impact future property tax collections.

Assessments

Assessments are primarily from Local Improvement Districts (LID). An LID is a method by which a group of property owners can share in the cost of transportation and utility infrastructure improvements.

The Keizer Station Local Improvement Fund has been established to account for the improvements to the Keizer Station Development Project. Money expended in this fund was financed with a line-of-credit and an interfund loan during the construction phase of the project. Now that the project is complete, the City has arranged for long-term financing to pay off the line-of-credit and interfund loan. The cost of the improvements has been assessed to the property owners who directly benefit from the project. The assessments received will be used to pay off the long-term debt scheduled for maturity on June 1, 2031. These assessments make up 5% of the City's total revenues. Revenue projections are based on contractual agreements with property owners totaling \$1.6 million annually.

LICENSES AND FEES

For 2017-18, revenue from licenses and fees is projected to be 12% of the City's total revenues.

Franchise Fees

Franchise fees are received from several franchises currently operating within the City of Keizer. These fees are collected based upon rates applied to the gross operating revenues generated within the City. Franchise fee rates have been set at 5% for natural gas, electricity, garbage, cable and broadband, water, sewer and stormwater and at 7% for telephone. Franchise Fees are an important revenue source for the City. Revenue is estimated at \$2.7 million for fiscal year 2017-18 and represents 12% of total revenues. Revenue estimates are based on a five-year trend analysis and adjusted for known changes in utility rates. Over the past five years, franchise fees have increased 10% primarily due to rate increases. Electricity fee revenues make up over 40% of total franchise fees and have increased 6% during this time.

Assumptions for fiscal year 2017-18 include:

- Electricity companies anticipate a 1% long term growth rate.
- Gas companies, serving the Keizer area expect a 1.5% growth rate during fiscal year 2017-18.

Revenue Trends & Assumptions

- Telephone franchise revenues continue to decline as more users switch from landlines to cellular phones which are not subject to franchise tax. Fiscal year 2017-18 revenue projections are based on a 4% reduction over fiscal year 2016-17 projected revenues, consistent with the current downward trend.
- The area's cable television provider is projecting a 4% increase overall in cable television revenues during calendar year 2017.
- City Utility assessments and fees are expected to increase commensurate with the rate increases anticipated in fiscal year 2016-17 and include Water at 4%, Sewer at 3% and Stormwater at 9%.

System Development Charges

System Development Charges (SDCs) are one-time fees based on the proposed new use or increase in use of a property. These fees apply to both new construction and residential projects which increase impact to city infrastructure. The City has four SDC fees including water, sanitary sewer, transportation, and park improvements. These fees make up 1% of the City's total revenues. The City has seen significant increases in SDCs over the past five years from \$98,000 in fiscal year 2011-2012 to over \$800,000 in fiscal year 2015-16. Revenue estimates are based on expected growth of 1-2% in fiscal year 2017-18 using assumptions from Marion County and the City's Community Development Department. By Council action, these SDCs are indexed annually taking an average of the Northwest construction cost index (CCI) and the change in land values in the Keizer area.

Building and Permit Fees

This revenue category includes, building permits and fees, and planning development review fees. All licenses and fees are authorized by council resolution or ordinance and located on the City's website. Revenue from licenses and fees has picked up again and is gaining momentum, after the housing and development market had declined significantly. Revenue estimates are based on expected growth of 1% in fiscal year 2017-18 using assumptions from Marion County and the City's Community Development Department. These fees make up less than 1% of the City's total revenues.

INTERGOVERNMENTAL REVENUES

Intergovernmental revenues include federal, state, and local grant revenues and state-shared revenues received from the State of Oregon. All the grant revenues directly support specific programs that are reviewed annually and adjusted to incorporate any changes in funding levels. The State of Oregon collects gas, cigarette, and liquor taxes and shares these taxes with its political subdivision based upon a per capita distribution. The City's share is budgeted at \$4.0 million or 10% of the City's total revenue. State shared revenue estimates are based on five-year trend analysis and adjusted using information provided by the State of Oregon through the League of Oregon Cities (League).

Legislation passed in 2009 provided a phased-in increase in gas tax revenues which explains the 17% increase over the past five years. Now that the phase-in is complete future revenues are expected to level off. For fiscal year 2017-18 the League projects a slight decrease in revenue, the City is projecting the amount to be consistent with fiscal year 2016-17.

The State's allocation of cigarette tax revenues to cities has declined over time; the City of Keizer's revenues have declined 14% over the last five years. The League reports that these revenues will continue to decline and projects a 6% decrease in fiscal year 2016-17 over the previous year.

Revenue Trends & Assumptions

Liquor tax revenues have increased 9% in the past five years primarily from an increase in the growing distillery industry in Oregon. The League projects a 3% increase in liquor sales in fiscal year 2017-18 over the previous year.

FINES AND FORFEITS

The City operates a municipal court to handle traffic citations and municipal code violations with the primary goal of encouraging compliance. These revenues have declined in recent years due to the reduced number of sworn officers. When the economy turned downward funding was no longer available to support these positions. The Police Department reinstated one-half of the Traffic Safety Unit late in fiscal year 2014-15 to help ensure traffic safety. Revenue estimates are based on five-year trend analysis adjusted for any changed in the traffic control efforts as planned by the Keizer Chief of Police.

CHARGES FOR SERVICES

Utility Revenues

The City operates a water and stormwater utility and does the billing for the sewer utility (which is operated by the City of Salem). Utility rates are expected to increase in fiscal year 2017-18 to keep up with operating costs and implement the capital improvement program of each utility. These revenues make up 40% of the City's operating revenues. Revenue estimates are based on approved rate structures for each utility and adjusted for changes in consumption in consultation with the Public Works Director.

Over the past five years water consumption has declined due to customer conservation measures and wetter than average summers. These trends are offset by modest annual rate increases. Water sales revenues are expected to increase 4% over fiscal year 2016-17 commensurate with the scheduled rate increase.

Sewer charges are set using average water consumption per customer account. Revenue trends are similar to water sales given annual modest sewer rate increases are similar to water rates. Sewer revenues are expected to increase 3% in fiscal year 2017-18 over the previous year.

Stormwater charges are based on equivalent service unit (ESU) which is set at one ESU per single family dwelling and impervious surface measurements for multifamily and commercial accounts. Revenue increases are driven by rate increases and new construction which adds impervious surface to the system. The City anticipates revenues to increase 9% in the upcoming fiscal year over fiscal year 2017-18.

Administrative Services Charges

Administrative Service charges represent costs between departments for administration, insurance, maintenance, and operational services and are reflected in both the resource category and as the requirements of the respective funds. Revenue estimates are based on total expenditures appropriated for the fund plus increases in reserve requirements. Revenues are expected to increase 8% over projected fiscal year 2016-17 amounts primarily due to the increases in information technology.

Revenue Trends & Assumptions

MISCELLANEOUS

For fiscal year 2017-18, miscellaneous revenue is projected to be 4% of the City's total revenues.

Investment Income

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

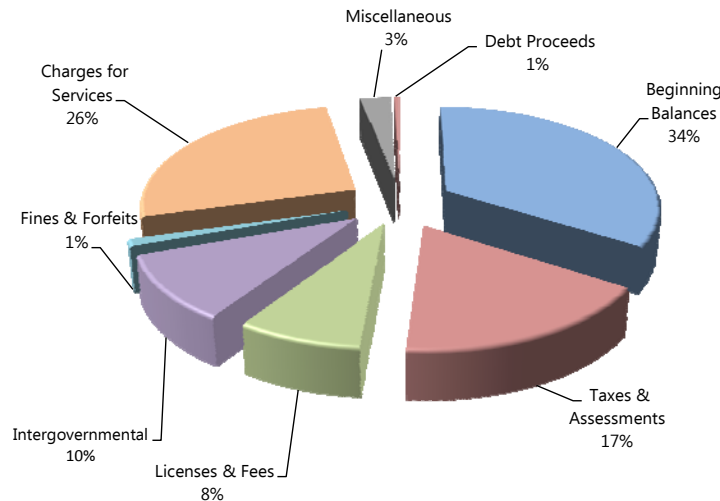
Currently, the LGIP is earning 1.15% on its investments. For this coming fiscal year, the rate of return on the City's investments is projected to remain very low. Investment income is budgeted in each fund based upon its estimated share of pooled cash at the projected interest rate for the upcoming year.

TRANSFERS

Transfers represent payments between departments for subsidizing operations or funding capital projects and are reflected in both the resource category as well as the requirements of a fund.

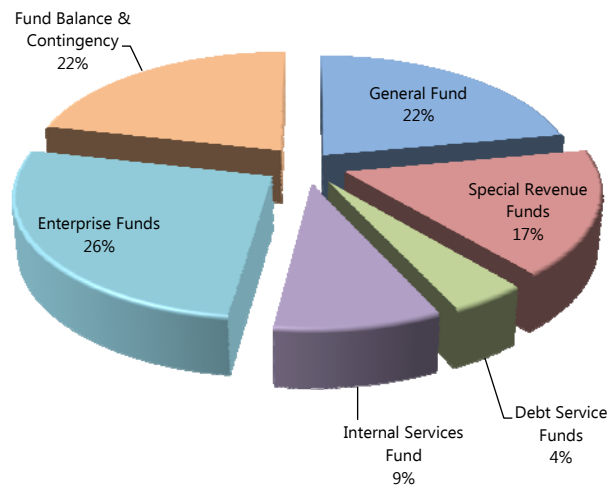
Financial Trends – Resources & Requirements

RESOURCES BY SOURCE – FY 2017-18



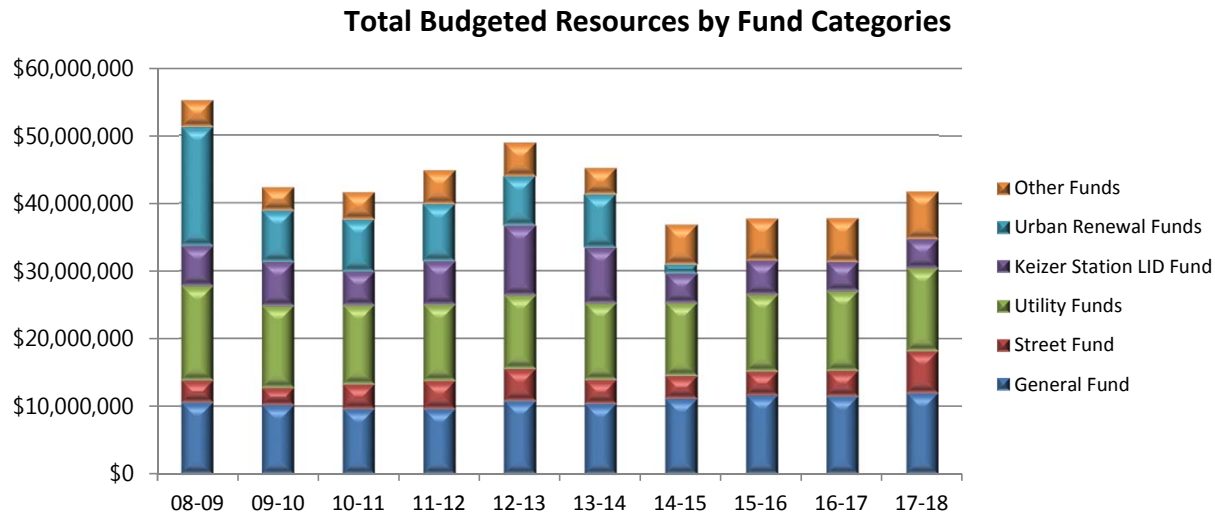
For fiscal year 2017-18, total resources come to \$42 million. Charges for Services support the City's utilities including Water, Sewer and Stormwater. Property tax revenues, including delinquencies continue to be a major source of resources for the City. For this fiscal year, City property taxes are projected to be 4% above the previous fiscal year.

REQUIREMENTS BY USE – FY 2017-18

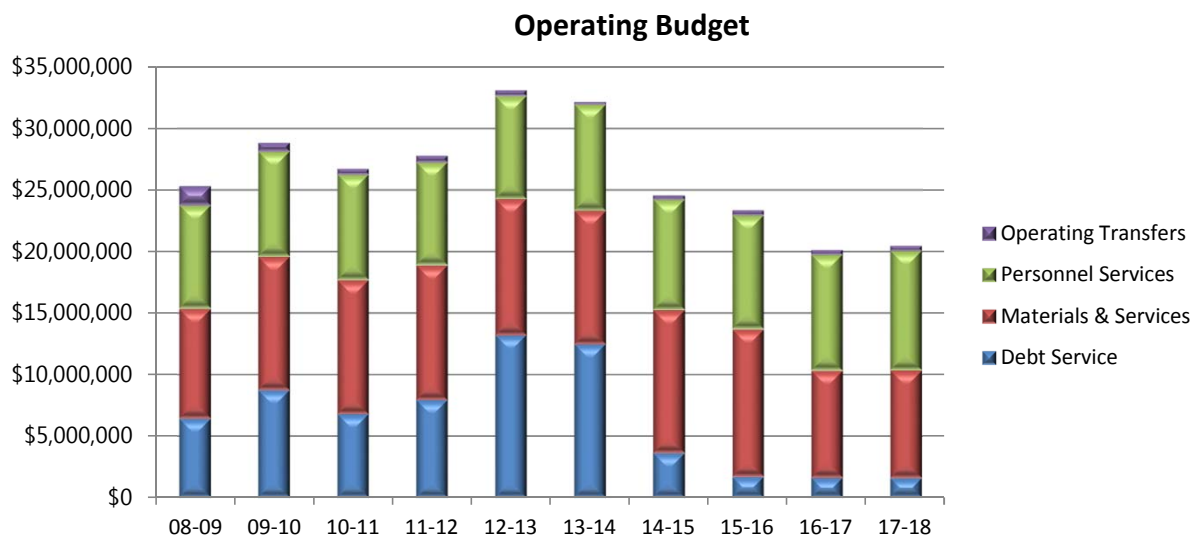


Requirements are balanced to fiscal year 2017-18 resources at \$42 million. As the pie chart above shows, 24% of this fiscal year's requirements are budgeted as contingency and ending fund balances. The remaining budgeted requirements are allocated between the General Fund, Special Revenue Funds, Capital Projects, Debt Service and Utility Funds.

Financial Trends - Budgets

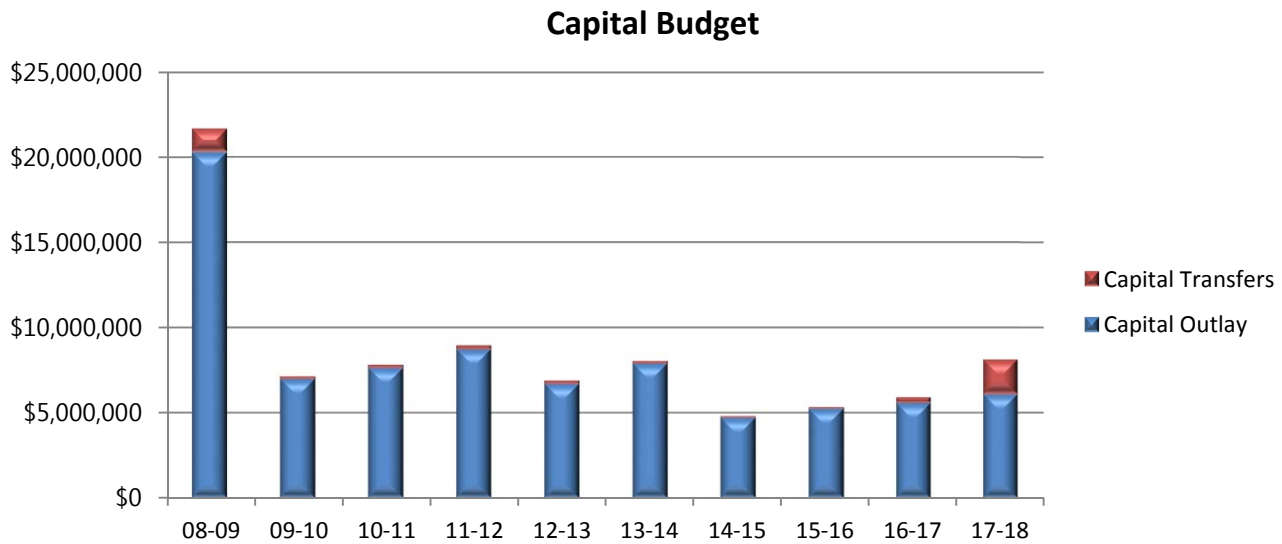


This graph depicts the total resources budgeted in each fund category for the past ten fiscal years. The graph indicates the combined General Fund, which includes General Services, Parks Operations, Community Development, Municipal Court and Police Services. The Utility funds include Water, Sewer and Stormwater both Operations and Capital Improvements. The large spike in FY08-09 in the Keizer Station LID Fund depicts the receipt of long-term debt proceeds to pay infrastructure improvements for the Keizer Station development. The property owners who benefited from these improvements repay the City through assessments. The Urban Renewal Funds significantly declined in recent years as the district accomplished its plan and stopped collecting tax increment revenue at the end of FY14-15.

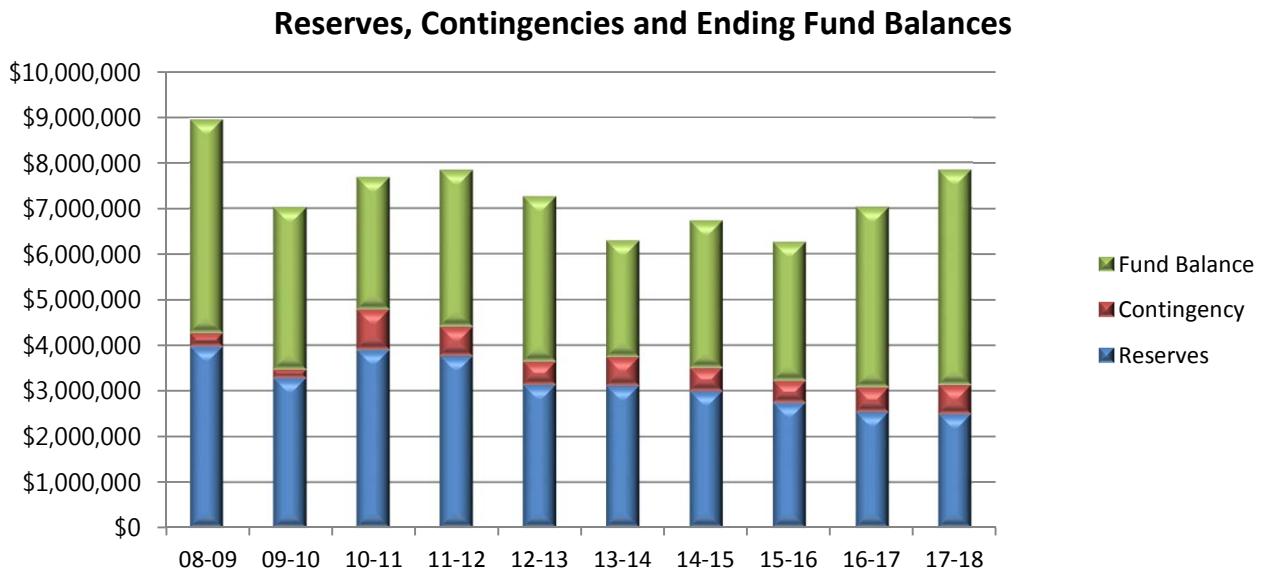


The above graph depicts the total operating expenditures by category for the past ten fiscal years, adjusted for inflation. Spikes in debt service payments in FY12-13 and FY13-14 represent pay down of Keizer Station Local Improvement District debt resulting from the foreclosure of delinquent properties. Proceeds from these properties were used to repay debt owed by those properties. Operating costs, other than debt service have increased gradually over the ten year period.

Financial Trends - Budgets



The above graph depicts the total capital expenditures by category for the past ten fiscal years, adjusted for inflation. Capital Outlay in FY06-07 through FY08-09 included construction of a new Civic Center and road, water and stormwater improvements. Capital construction in FY09-10 through FY16-17 is for road, water and stormwater improvements. FY17-18 includes a capital transfer which will be used as short term working capital for the construction of the bridge over Claggett Creek on Dearborn Ave NE.



The above graph depicts budgeted reserves, contingencies, and unappropriated ending fund balances for the past ten fiscal years, adjusted for inflation. Generally, these balances reflect what is left after revenues and expenditures have been accounted for. Each year, these balances have met or exceeded the City's adopted policy in their respective area. Reserves beginning in FY08-09 are primarily for the Keizer Station Local Improvement District debt. The City has also established contingencies and reserves for Liability Insurance and Civic Center Facility Improvements.

Financial Trends - Debt Service

FULL FAITH AND CREDIT BONDS

Full faith and credit bonds are long-term obligations that are payable solely from a designated source of revenue. They do not carry any taxing power. The Keizer Station Local Improvement District Debt is the City's one full faith and credit bond outstanding. Assessment payments from property owners are used to pay this debt. Interest payments are due semi-annually and principal is not due until maturity. The debt service schedule below represents the City's legally obligated debt service requirements. However, the City intends to make principal payments semi-annually from assessments received. Future assessments due and existing reserves are sufficient to repay the full principal and interest due on this debt.

Keizer Station Local Improvement District Debt Service Schedule

Payment Date	Principal Balance	Principal Payment	Interest Payment	Total Payment
12/1/2017	14,685,000	-	381,810	381,810
6/1/2018	14,685,000	-	381,810	381,810
12/1/2018	14,685,000	-	381,810	381,810
6/1/2019	14,685,000	-	381,810	381,810
12/1/2019	14,685,000	-	381,810	381,810
6/1/2020	14,685,000	-	381,810	381,810
12/1/2020	14,685,000	-	381,810	381,810
6/1/2021	14,685,000	-	381,810	381,810
12/1/2021 through 12/1/2030	14,685,000	-	7,254,390	7,254,390
6/1/2031	14,685,000	14,685,000	381,810	15,066,810
		\$14,685,000	\$10,690,680	\$25,375,680

REVENUE BONDS

Revenue bonds are long-term obligations that are payable solely from a designated source of revenue. They do not carry any taxing power or general fund pledge as security. Currently, the City has one revenue bond issue outstanding:

	Interest Rate	Original Date	Maturity Date	Original Principal	Principal Outstanding	Annual Debt Service	Coverage Ratio*
2005 Water Revenue Loan	4.10%	9/30/2005	9/1/2020	\$ 2,600,000	\$ 850,000	\$ 231,000	2.64%

* Coverage ratio required by the Water Revenue Loan is 1.25. In other words, the net operating revenues pledged by these funds must exceed their annual debt service payments by at least this ratio. To date, the City's revenue bond has all exceeded these coverage requirements.

Financial Trends - Debt Service

Water Revenue Loan Debt Service Schedule

Fiscal Year End	Principal Payable	Interest Payable	Total
June 30, 2018	200,000	30,750	230,750
June 30, 2019	210,000	22,345	232,345
June 30, 2020	215,000	13,633	228,633
June 30, 2021	225,000	4,613	229,613
	<u>\$ 850,000</u>	<u>\$ 71,341</u>	<u>\$ 921,341</u>

	Debt Outstanding	Debt Per Capita	Debt as % of RMV	Statutory Maximum
Revenue Bond, debt ratios	\$ 850,000	\$ 22.66	0.03%	NA

REIMBURSEMENT AGREEMENT

The City entered into reimbursement agreements with the North River Road Urban Renewal District's overlapping taxing jurisdictions to repay the districts for their foregone revenues as described in the agreements. The City has repaid all Districts[1] the amounts owed for tax increment collected plus interest at 4% per annum, except the Salem-Keizer School District. The City closed the Urban Renewal District at the end of fiscal year 2014-15 and the Urban Renewal District no longer collects tax increment revenue.

Beginning in fiscal year 2016-17 the City needs to pay \$208,700 each year over the next six years to repay the Salem-Keizer School District for tax increment revenue foregone to the Keizer Urban Renewal District. By contractual agreement, repayment of \$1,252,205 must be paid by December 2022. The additional property tax revenues received into the General Fund as the result of closing the Urban Renewal District will be sufficient to repay the annual obligation to the Salem-Keizer School District.

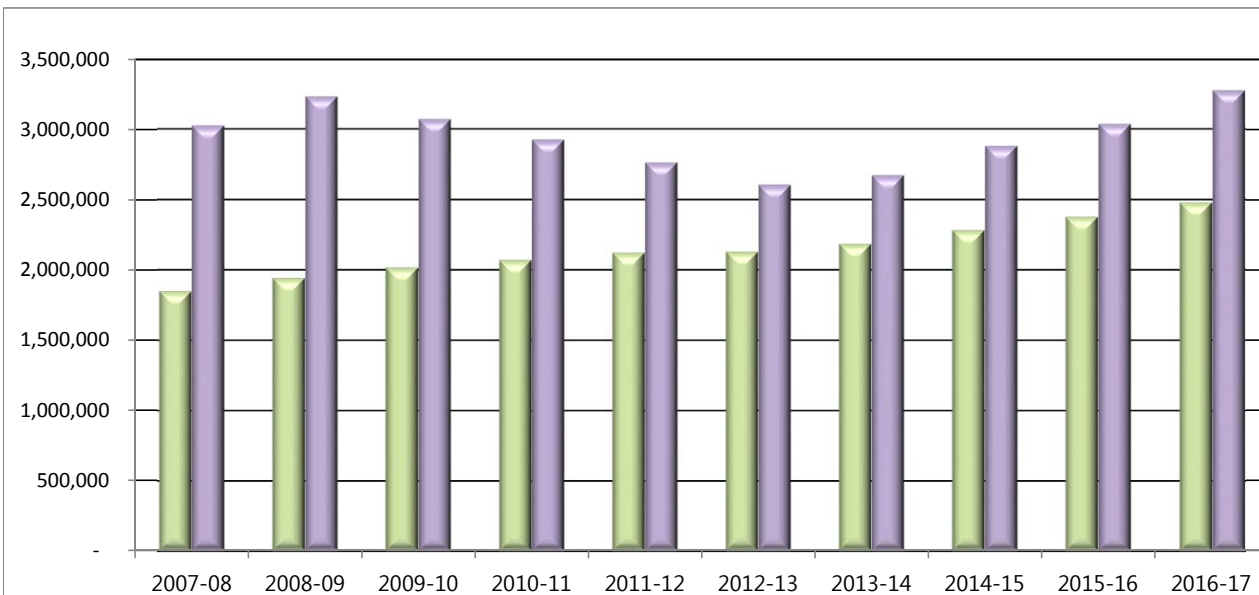
[1] Note: the City of Keizer is a North River Road Urban Renewal District overlapping taxing jurisdiction, however, the City did not elect to be repaid for foregone taxes.

Financial Trends - Property Taxes

City Property Tax Revenues		2016-17 Actual Tax Revenue	2017-18 Estimated Tax Revenues 104%
1	District Assessed Value	\$2,476,933,595	\$2,576,010,939
2	Permanent Tax Rate per \$1,000	\$2.0838	\$2.0838
3	Gross Property Tax Revenues	\$5,161,434	\$5,367,892
4	Penalties/Compression/Adjustments	(0)	
5	Property Tax Revenues	\$5,161,434	\$5,367,892
6	Uncollectables and Discounts (5.0%)	(258,072)	(268,395)
7	Net Anticipated Tax Collected	\$ 4,903,362	\$ 5,099,497

Assessed value is expected to increase 4%; 3% from the maximum growth value plus 1% for new construction.

Total Real Market Value Compared to Assessed Value (000's) for City of Keizer



This graph provides some insight into the growth of the City of Keizer's property values over the past 10 years. The trend shows that assessed value continues to climb and real market value took a decline with the economic downturn impacting 2009-10 values. The estimation of the assessed value starts with the previous year's assessed value and adds three factors: a growth factor (maximum allowed by law is 3%), an allowance for new construction, and an allowance for annexed property. The assessed value now reflects about 76% of the real market value compared to fiscal year 2012-13 which was the high at 82%. This is a positive trend and shows that real market value is increasing faster than assessed value which has a legal cap as previously noted.

Comparative Tax Rate & FTE by City

FY17-18

<i>Jurisdiction</i>	<i>Pop</i>	<i>City Tax Rate/\$1,000</i>	<i>City FTE</i>	<i>Fire District Tax Rate/\$1,000</i>	<i>Park & Rec Tax Rate/\$1,000</i>	<i>Total FTE</i>	<i>Total FTE/1,000 Residents</i>	<i>Total Tax Rate</i>
Roseburg	22,820	8.48	160.35			160.35	7.03	8.48
Beaverton	95,385	4.38	552.00	2.09	1.62	618.00	6.48	8.83
Klamath Falls	21,640	5.60	154.00	2.88		224.00	10.35	8.48
Woodburn	24,795	6.43	150.99	1.90		168.49	6.80	8.33
Albany	52,540	7.92	404.33			404.33	7.70	7.92
Pendleton	16,880	6.86	159.78			159.78	9.47	6.86
La Grande	13,200	7.44	125.88			125.88	9.54	7.44
Forest Grove	23,375	5.94	172.29			172.29	7.37	6.68
Milwaukie	20,510	4.27	142.51	2.41		206.66	10.08	7.42
Eugene	165,885	8.11	1473.99			1473.99	8.89	8.11
Oregon City	34,240	4.52	196.85	2.41		309.75	9.05	7.67
Redmond	27,595	4.49	166.50	1.75	0.37	219.50	7.95	6.61
Sherwood	19,145	3.90	114.00	2.09		126.00	6.58	6.73
Salem	162,060	6.82	1193.40			1193.40	7.36	6.82
McMinnville	33,405	5.70	210.70			210.70	6.31	5.70
Newberg	23,465	4.64	142.32		0.91	142.32	6.07	5.55
Lake Oswego	37,425	5.39	344.80			344.80	9.21	6.13
Hillsboro	99,340	5.39	780.25			780.25	7.85	6.13
Medford	78,500	5.37	463.00			463.00	5.90	5.37
The Dalles	14,625	3.02	100.00	2.10		123.00	8.41	5.12
Corvallis	58,240	6.19	438.09			438.09	7.52	6.19
Springfield	60,140	7.12	409.04			409.04	6.80	7.12
Tigard	49,745	2.93	281.65	2.09	0.09	306.65	6.16	5.85
Wilsonville	23,740	2.67	161.01	2.09		191.01	8.05	5.50
Tualatin	26,840	2.53	154.75	2.09	0.09	167.75	6.25	5.45
West Linn	25,615	2.55	126.68	2.09		168.68	6.59	5.38
Ashland	20,620	4.42	261.55			261.55	12.68	4.42
Bend	83,500	3.22	589.10		1.60	589.10	7.06	4.82
Grants Pass	36,815	6.32	229.38			229.38	6.23	6.32
Keizer	37,505	2.08	93.00	2.08		125.50	3.35	4.16
Average FTE for All Listed Cities							7.64	
Average Tax Rate for All Listed Cities								6.52

Notes:

Tax rate calculation does not take into account Roadway Districts, Water Districts, Library Districts, or Port Authorities, which exist in a number of the above referenced cities.

Total Tax Rate includes 0.74 Metro Tri-Met tax as applicable to cities in the PDX Metro area. Details available on request.

Source Documents include:

- Population by Portland State University Population Research Center as of 11.15.2016.
- 2016-17 Tax Roll from County Assessor for Benton, Clackamas, Deschutes, Douglas, Jackson, Klamath, Lane, Linn, Marion, Multnomah, Union, Washington, and Yamhill Counties
- 2016-17 Budget Documents for all listed Cities and Fire Districts (FTE data), direct contact and/or Annual Report info. utilized where FTE data is not present in budget documents
- 2016 League of Oregon cities Report on Tax districts and Rates



Budget Summary

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Budget Overview

The following provides an overview of the fiscal year 2017-18 Budget as a supplement to the Citywide Budget summaries by fund found in this section.

The total budget for fiscal year 2017-18 is \$41,695,000 a 10% increase from the current year projections primarily due to an increase in intergovernmental revenue and charges for services offset by a decline in taxes and assessment and licenses and fees. The City's total operating budget, excluding transfers and debt proceeds, is \$25,509,100.

REVENUES

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

Revenue projections for fiscal year 2017-18 total \$25,509,100 (excluding transfers and debt proceeds). Revenue trends are described in detail starting on page 29.

EXPENDITURES

Expenditures for fiscal year 2017-18 total \$30,483,750 (excluding transfers and contingency).

Personnel Services

City services are labor intensive operations including public safety and water, sewer and stormwater utilities. Consequently, personnel services make up the largest operating expense and include salaries and benefits. Personnel services reflect an overall increase of 7% primarily due to salary and wage increases of 1.5% for unrepresented employees and 2.0% for employees represented by the Local 320 and 2.5% (staggered 1.5% July 1st and 1.0% January 1st) for employees represented by the Keizer Police Association. In addition, the budget includes a 6% increase in medical insurance premiums. Employees from the City's two labor groups, Keizer Police Association and Local 320, contribute 5% to their health and dental insurance premiums

Budget Overview

while non-represented staff contributes 10%. The City's share of the cost for employee health and dental insurance is estimated at \$2.1 million. Retirement costs are expected to increase 16% primarily due to an increase in the required PERS employer contributions. Employer PERS contributions rates are actuarially determined and are for a two year period beginning July 1, 2017.

Materials & Services

Materials and Services expenditures include administrative costs, a variety of contractual services, and operating and maintenance costs.

Capital Outlay

The City's total capital outlay budget for fiscal year 2017-18 is \$7,108,600 of which \$3,606,300 is for routine expenditures and \$3,502,300 is for non-routine expenditures. A summary of total capital expenditures is on page 59.

Debt Service

Citywide debt service is budgeted at \$1,854,000 and includes the following payments:

- Keizer Station Local Improvement District - \$1,623,200
- Water Fund - \$230,800

Transfers

The fiscal year 2017-18 Budget includes three routine transfers totaling \$860,400. A \$443,000 transfer from the Street Fund to the Stormwater Fund covers the cost of maintaining public street impervious surfaces. A \$400,000 transfer from the Water Fund to the Water Facility Fund will go toward capital improvements. A \$17,400 transfer from the General Fund to the Water Fund sharing the proceeds from the cell tower in Bair Park. In addition to the routine transfers there is a transfer of \$2,000,000 from the Transportation Improvement Fund to the Street Fund to provide sufficient funds for the construction of the bridge over Claggett Creek on Dearborn Ave NE.

Budget Overview

FUND BALANCES

The City's reserves and fund balances consist of restricted funds for specific purposes and planned future expenditures, set aside for emergencies and unforeseen circumstances and for operating capital. The City's total projected Ending Fund Balance is \$7,605,350. Projections by fund are on pages 60-62.

The fiscal year 2017-18 City of Keizer Budget was developed per the City's Financial Policies and City Council directives, and is balanced in accordance with state budget law. The total budget is \$41,695,000 and includes \$7,108,600 in capital spending and \$1,854,000 in debt service payments.

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

The predominant short term factors that influence the decisions made in the development of the fiscal year 2017-18 budget include:

1. The City Council's short term goals
2. Marginal increases in general fund revenues,
3. Maintain existing services and
4. Limited capital outlay for the police vehicle fleet and information system upgrades in prior years.

While stable economic indicators continue, the City is mindful to ensure that all increases in service level are sustainable into the near future. The City uses long-range planning tools to assist in this endeavor (pages 170-177).

The following is a summary of the financial highlights of the 2017-18 fiscal year budget.

FINANCIAL AND BUDGET TRENDS

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

As shown on page 30, the City averages 0.7% growth in its population rate per year. The City expects an increase in growth over the next several years at 1.5% annually. The Consumer Price Index in Oregon for 2016 was up 2.1% over 2015. These marginal economic increases were factored into the City's budget projections.

REVENUES

The City is expecting overall operating revenues to increase 4% over the prior year. The primary revenue increase is for taxes and assessment and intergovernmental and charges for services offset by a decrease in miscellaneous.

Taxes

Property tax revenues are the General Fund's single most important revenue source and support operating programs such as Police, Municipal Court, Parks, Community Development and Administration. The City has a permanent tax rate of \$2.0838 per \$1,000 of assessed value, which cannot increase under the current Oregon law. The City is expecting property tax revenue to increase approximately 4% in fiscal year 2017-18 as compared to fiscal year 2016-17. The increase is attributed to a 3% increase in assessed value and a 1% increase for new construction.

In November 2016, the citizens of Keizer voted to impose a 3% tax on the sale of marijuana items by marijuana retailers located in Keizer. In addition the State of Oregon imposes a 17% tax on the sale of marijuana items of which 10% of the amount collected is remitted back to Cities to be used for local law enforcement.

The City tax took effect on January 1, 2017 however the first tax remittance is not expected to be received by the City until August 2017. It is anticipated that between the City and State marijuana sales tax the City will receive approximately \$185,000 for fiscal year 2017-18.

Assessments

Assessments are expected to remain consistent at approximately \$1.3 million in fiscal year 2017-18 as compared to fiscal year 2016-17. The assessments are primarily associated with the Keizer Station Local Improvement District and the Street Light Local Improvement Districts.

Intergovernmental Revenues

Intergovernmental Revenues are expected to increase 15% in fiscal year 2017-18 as compared to fiscal year 2016-17 primarily from a grant the City expects to receive from the Oregon Parks and Recreation Department Grant for \$456,800 to help fund restrooms, pathways and fall protection surfacing at the "Big Toy" in Keizer Rapids Park.

Charges for Services

Charges for services are expected to increase approximately 4%. The increase is attributed to:

- a proposed 4% water rate increase,
- a proposed \$0.55 per ESU Storm Water rate increase, and
- a proposed 3.0% sewer rate increase. The City of Salem, who manages the regional sewer system, sets the sewer rates for the City of Keizer.

If approved, the rate increases would go into effect January 2018. Rate increases are needed to sustain service levels and fund capital improvements in the Water system as provided for in the Capital Improvement Plan.

OPERATING EXPENDITURES

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

Personnel Services

Personnel Services include employee salaries and wages, retirement benefits and health and welfare benefits. The City anticipates a \$0.7 million increase in personnel services expense in fiscal year 2017-18 as compared to fiscal year 2016-17. A summary of employee benefit costs City-wide is provided on page 67.

Salaries and Wages

Employee salary and wages comprise the largest category of personnel services. Salaries and wages are expected to increase \$0.3 million in fiscal year 2017-18 as compared to fiscal year 2016-17 projections.

The City is subject to collective bargaining agreements with the Keizer Police Association ("KPA") and the Laborers International Union of North America, Local 320 ("Local 320"). The KPA collective bargaining agreement provides for a 2.5% annual increase staggered with a 1.5% increase effective July 1st and a 1.0% increase effective January 1st. The Local 320 collective bargaining agreement provides for a 2.0% annual increase effective July 1st.

For employees not subject to the provisions of a collective bargaining agreement salaries and wages are projected to increase 1.5%. The City strives to provide a consistent wage and salary adjustment to all employees, represented and unrepresented alike, however a reduced adjustment is projected for unrepresented employees to help balance the General Fund budget.

The budgeted regular status full-time equivalents for fiscal year 2017-18 will be 94 employees as compared to 93 employees in fiscal year 2016-17. One municipal utility worker will be added halfway through the year.

Retirement Benefits

Retirement benefits provided to City employees are remaining the same but the cost of those benefits will increase approximately \$0.3 million in fiscal year 2017-18 as compared to fiscal year 2016-17. The increase is the result of a significant increase in the PERS employer contribution percentages that take effect July 1, 2017.

Health and Welfare Benefits

Health and welfare benefits provided to city employees will remain the same however, the cost to provide those benefits is expected to increase approximately 6% in fiscal year 2017-18 as compared to fiscal year 2016-17. Health insurance premiums will increase no more than 8% and dental insurance premiums will increase no more than 5%. Consistent with fiscal year 2016-17 represented and non-represented employees will be required to pay 5% and 10%, respectively, of the cost of the medical and dental insurance premiums.

The City is limited in its ability to eliminate or reduce specific health and welfare benefits provided as doing so would be a violation of the terms of the collective bargaining agreement for represented employees. In addition given the total number of employees, creating separate health and welfare benefit packages for unrepresented employees in which the specific benefits could be modified would likely result in the loss of the pooled rate structure and an increase in administrative costs that would offset any potential premium expense savings. However, should rates increase beyond sustainable levels, the City will have to consider potentially significant changes, which would include collaboration and bargaining with employees and the two unions representing City employees.

Materials and Services

Materials and services are expected to increase \$0.6 million from \$9.7 million in fiscal year 2016-17 to \$10.3 million in fiscal year 2017-18. The primary reasons for the increase in materials and services is due to the sewer rate increase by the City of Salem and rising costs such as liability insurance and contractual services.

NON-OPERATING EXPENDITURES

Non-operating expenditures which include capital outlay and debt service are expected to increase \$4.8 million in fiscal year 2017-18 as compared to fiscal year 2016-17.

Capital Outlay

Capital outlay costs are expected to increase \$5.3 million from \$1.8 million in fiscal year 2016-17 to \$7.1 million in fiscal year 2017-18. \$2.0 million of the increase is associated with constructing a new bridge over Claggett Creek at Dearborn Ave Ne. In addition street resurfacing projects that were originally scheduled for fiscal year 2016-17 will not be completed until fiscal year 2017-18. The City has appropriated over \$0.7 million for development of the I-5 Chemawa southbound on-ramp should the Oregon Department of Transportation proceed with this project.

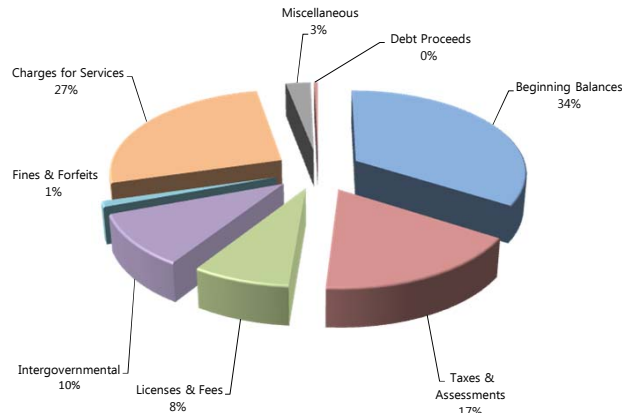
Debt Service

Payments of principal and interest on the City's debt obligations is expected to remain consistent with the prior year at \$1.8 million.

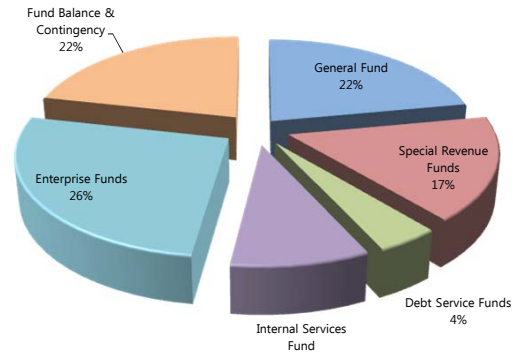
As with recent past fiscal years, fiscal year 2017-18 will present the City with a challenging economic environment in which to operate. However, new development in the area is promising, bolstering property values and the economy in general. The fiscal year 2017-18 Budget will ensure the City continues to operate in a financially stable manner.

All Funds Combined

Revenues (net eliminations)*



Expenditures (net eliminations)*



	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 11,605,639	\$ 11,803,660	\$ 12,020,200	\$ 12,533,500	\$ 13,175,500	\$ 13,175,500		5%
3 Revenues:								
4 Taxes & Assessments	6,894,782	6,723,266	6,304,100	6,291,400	6,711,700	6,711,700		7%
5 Licenses & Fees	3,476,441	3,922,121	3,098,300	3,088,800	3,080,400	3,080,400		0%
6 Intergovernmental	3,358,801	3,402,297	3,952,000	3,474,200	3,980,200	3,980,200		15%
7 Fines & Forfeits	388,858	404,275	408,000	428,000	428,000	428,000		0%
8 Charges for Services	9,080,380	9,579,774	9,965,200	9,913,000	10,277,000	10,277,000		4%
9 Miscellaneous	1,364,340	1,319,018	1,069,300	1,229,600	1,023,800	1,031,800		-16%
10 Total Revenues:	24,563,602	25,350,751	24,796,900	24,425,000	25,501,100	25,509,100		4%
11 Other Resources:								
12 Debt Proceeds	71,477	-	479,600	100,000	150,000	150,000		50%
13 Transfers In	698,336	695,902	823,800	823,800	2,860,400	2,860,400		247%
14 Total Other Resources	769,813	695,902	1,303,400	923,800	3,010,400	3,010,400		226%
15 TOTAL RESOURCES	36,939,053	37,850,313	38,120,500	37,882,300	41,687,000	41,695,000		10%
16 REQUIREMENTS:								
17 Expenditures:								
18 Personnel Services	9,694,374	10,323,012	10,831,900	10,517,700	11,247,900	11,247,900		7%
19 Materials & Services	8,777,068	9,626,961	10,137,960	9,668,100	10,249,900	10,273,250		6%
20 Capital Outlay	2,691,662	2,076,727	6,420,400	1,863,200	7,108,600	7,108,600		282%
21 Debt Service	3,273,957	2,594,253	1,834,800	1,834,000	1,854,000	1,854,000		1%
22 Total Expenditures:	24,437,061	24,620,953	29,225,060	23,883,000	30,460,400	30,483,750		28%
23 Other Requirements:								
24 Transfers Out	698,336	695,902	823,800	823,800	2,860,400	2,860,400		247%
25 Contingency	-	-	602,300	-	745,500	745,500		
26 Total Other Requirements	698,336	695,902	1,426,100	823,800	3,605,900	3,605,900		338%
27 Fund Balance:								
28 Restricted	8,709,709	9,734,799	5,580,800	10,428,500	5,639,700	5,633,700		-46%
29 Committed	399,730	367,657	217,100	408,900	225,300	225,300		-45%
30 Assigned	441,792	532,494	244,200	423,100	259,000	259,000		-39%
31 Unassigned	2,252,425	1,898,509	1,427,240	1,915,000	1,496,700	1,487,350		-22%
32 Total Fund Balance	11,803,656	12,533,459	7,469,340	13,175,500	7,620,700	7,605,350		-42%
33 TOTAL REQUIREMENTS	\$ 36,939,053	\$ 37,850,314	\$ 38,120,500	\$ 37,882,300	\$ 41,687,000	\$ 41,695,000		10%

Notes:

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

Resource & Requirement Summary by Fund Type

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

	General	Special Revenue	Nonmajor Governmental	Major Enterprise	Nonmajor Enterprise	Internal Service	Debt Service	Eliminations	Total
1 RESOURCES:									
2 Beginning Balance:	\$ 1,915,000	\$ 1,881,300	\$ 4,165,100	\$ 1,632,800	\$ 737,500	\$ 147,900	\$ 2,695,900	\$ -	\$ 13,175,500
3 Revenues:									
4 Taxes & Assessments	5,379,500	-	-	-	511,200	-	821,000	-	6,711,700
5 Licenses & Fees	2,844,900	10,600	103,800	52,500	-	-	-	-	3,011,800
6 Intergovernmental	1,133,000	2,228,000	619,200	-	-	-	-	-	3,980,200
7 Fines & Forfeits	428,000	-	-	-	-	-	-	-	428,000
8 Charges for Services	5,000	-	-	10,160,600	180,000	3,598,600	-	(3,598,600)	10,345,600
9 Miscellaneous	163,900	2,000	51,800	10,900	15,200	-	788,000	-	1,031,800
10 Total Revenues:	9,954,300	2,240,600	774,800	10,224,000	706,400	3,598,600	1,609,000	(3,598,600)	25,509,100
11 Other Resources:									
12 Debt Proceeds	-	-	-	150,000	-	-	-	-	150,000
13 Transfers In	-	2,000,000	-	860,400	-	-	-	-	2,860,400
14 Total Other Resources	-	2,000,000	-	1,010,400	-	-	-	-	3,010,400
15 TOTAL RESOURCES	11,869,300	6,121,900	4,939,900	12,867,200	1,443,900	3,746,500	4,304,900	(3,598,600)	41,695,000
16 REQUIREMENTS:									
17 Expenditures:									
18 Personnel Services	6,757,100	140,000	-	1,763,900	96,200	2,490,700	-	-	11,247,900
19 Materials & Services	3,294,450	786,700	171,600	8,124,700	597,600	896,800	-	(3,598,600)	10,273,250
20 Capital Outlay	263,000	3,819,200	1,777,300	843,300	278,300	127,500	-	-	7,108,600
21 Debt Service	-	-	-	230,800	-	-	1,623,200	-	1,854,000
22 Total Expenditures:	10,314,550	4,745,900	1,948,900	10,962,700	972,100	3,515,000	1,623,200	(3,598,600)	30,483,750
23 Other Requirements:									
24 Transfers Out	17,400	443,000	2,000,000	400,000	-	-	-	-	2,860,400
25 Contingency	50,000	46,300	50,000	287,700	80,000	231,500	-	-	745,500
26 Total Other Requirements	67,400	489,300	2,050,000	687,700	80,000	231,500	-	-	3,605,900
27 Fund Balance:									
28 Restricted	-	886,700	941,000	756,100	368,200	-	2,681,700	-	5,633,700
29 Committed	-	-	-	225,300	-	-	-	-	225,300
30 Assigned	-	-	-	235,400	23,600	-	-	-	259,000
31 Unassigned	1,487,350	-	-	-	-	-	-	-	1,487,350
32 Total Fund Balance	1,487,350	886,700	941,000	1,216,800	391,800	-	2,681,700	-	7,605,350
33 TOTAL REQUIREMENTS	\$ 11,869,300	\$ 6,121,900	\$ 4,939,900	\$ 12,867,200	\$ 1,443,900	\$ 3,746,500	\$ 4,304,900	\$ (3,598,600)	\$ 41,695,000

Governmental Funds

General Fund
 Special Revenue Funds
 Major Funds
 Street Fund
 Nonmajor Governmental Funds
 Public Education Government Access Fund
 Law Enforcement Fund
 Housing Rehabilitation Fund
 Energy Assistance Fund
 Park Improvement Fund
 Trans Improvement Fund
 Off-Site Transportation Fund

Proprietary Funds

Enterprise Funds
 Major Funds
 Water Fund
 Water Facility Fund
 Sewer Fund
 Stormwater Fund
 Nonmajor Funds
 Community Center Fund
 Street Lighting District Fund
 Sewer Reserve Fund
 Internal Service Fund
 Administrative Services Fund
Debt Service Funds
 Keizer Station Local Improvement District Fund

Fund Descriptions

The City's budget is made up of Governmental Funds, Proprietary Funds (business-like activities) and a Debt Service Fund. Governmental Funds are normally supported by taxes and intergovernmental revenues while Proprietary Funds rely to a significant extent on fees and charges for services. Debt Service Funds account for the accumulation of resources for, and the payment of long-term debt principal and interest.

The following is a brief description and purpose of each of the City's budgeted funds.

GOVERNMENTAL FUNDS

General Fund

The General Fund is the chief operating fund of the City and accounts for all financial resources except those required to be accounted for in another fund. Principal sources of revenue are property taxes, franchise fees, and intergovernmental revenues such as Cigarette and Liquor Tax. General Fund's primary expenditures are for Public Safety, Park Operations, Community Development and General Government

Special Revenue Funds

Street Fund

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

Public Education Government

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

Law Enforcement Grant

Revenues in the Law Enforcement Grant Fund are from state and federal grants with an occasional private sector grant. The appropriate uses of the funds are specifically described by each grant.

Housing Rehabilitation

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

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

Fund Descriptions

Energy Efficiency

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

Park Improvement

The Park Improvement Fund was established to account for Systems Development Charges (SDC's) designated for park improvements. These fees are collected from new residential development in the City. Improvements are included in the City Council adopted Parks Master Plan and expenditures follow the adopted SDC Methodology.

Transportation Improvement

The Transportation Improvement Fund was established to account for Systems Development Charges (SDC's) designated for transportation improvements. These fees are collected from new development in the City. Improvements are included in the City Council adopted Transportation Master Plan and expenditures follow the adopted SDC Methodology.

Off-Site Transportation

The Off-Site Transportation Fund was created for future transportation improvement projects in connection with Keizer Station Areas B and C. The resources are from developer fees required to be paid as set forth in the Keizer Station Master Plan orders.

PROPRIETARY FUNDS

Enterprise Funds

Water

Revenues in the Water fund are derived from user charges. The City's charter designates this as a dedicated fund to be used solely for water related services. The water system is managed by the Public Works Department to provide safe, low cost, high quality drinking water that meets or exceeds state and federal regulations.

Water Facility

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

Sewer

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

Fund Descriptions

Stormwater

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

Community Center

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

Street Lighting Districts

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

Sewer Reserve

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

Internal Services Funds

Administrative Services

The Administrative Services Fund accounts for the financing of goods and/or services provided to various City funds on a cost-reimbursement basis. Administrative Services are provided by General Administration (City Council and Non-departmental), City Manager's Office, City Attorney's Office, City Records Department, Human Resources Department, Finance, Public Works Administration and Civic Center Facilities. The Fund is replenished from the City's operating funds as Charges for Services using various cost allocation plans based on anticipated benefits received.

DEBT SERVICE FUND

Keizer Station Local Improvement District

The Keizer Station Local Improvement Fund accounts for the improvements to the Keizer Station Development Project. The cost of the improvements has been assessed to those property owners who directly benefit from the project. The assessments received are used to pay off the long-term debt scheduled for maturity on June 1, 2031.

All Funds Summary by Fund

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

FUND	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18
General	\$ 11,087,526	\$ 11,568,769	\$ 11,415,800	\$ 11,411,300	\$ 11,869,300	\$ 11,869,300	
Special Revenue Funds:							
Street	3,359,577	3,579,765	3,574,500	3,798,900	6,121,900	6,121,900	
Urban Renewal Project	71,477	-	-	-	-	-	
Urban Renewal Program	51,837	-	-	-	-	-	
Public Government Education	370,798	372,833	386,700	393,300	408,000	408,000	
Law Enforcement Grant	8,325	-	30,000	10,000	30,000	30,000	
Housing Rehabilitation	14,455	13,775	43,800	13,800	43,800	43,800	
Energy Efficiency	3,808	2,389	17,400	2,400	17,400	17,400	
Park Improvement	748,020	989,222	1,453,300	1,050,500	1,517,800	1,517,800	
Transportation Improvement	2,416,363	2,681,358	2,709,800	2,783,400	2,832,400	2,832,400	
Off-Site Transportation	53,017	98,710	123,400	95,200	90,500	90,500	
Enterprise Funds							
Water	3,393,897	3,612,753	3,658,900	3,753,100	3,824,800	3,824,800	
Water Facility	962,959	728,460	799,400	716,300	671,400	671,400	
Sewer	5,583,794	5,758,452	6,008,000	6,008,000	6,179,400	6,179,400	
Stormwater	1,778,663	1,916,576	2,152,700	2,013,800	2,191,600	2,191,600	
Community Center	169,719	272,999	266,300	340,700	344,500	352,500	
Street Lighting District	826,907	794,377	787,800	808,300	803,100	803,100	
Sewer Reserve	154,877	241,390	268,300	253,100	288,300	288,300	
Internal Services Fund							
Administrative Services	3,297,808	3,394,973	3,697,600	3,485,300	3,746,500	3,746,500	
Debt Service Funds							
Keizer Station LID	4,369,183	5,056,027	4,293,800	4,301,100	4,304,900	4,304,900	
Urban Renewal Tax Increment	1,356,662	-	-	-	-	-	
Total	\$ 40,079,673	\$ 41,082,828	\$ 41,687,500	\$ 41,238,500	\$ 45,285,600	\$ 45,293,600	

Notes:

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

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

Consolidated Fund Summary

	General Fund			Major Special Revenue Funds									Non Major Special Revenue Funds		
				Street Fund			Urban Renewal Project Fund			Urban Renewal Program Income Fund					
	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18
RESOURCES:															
Beginning Balance:	\$ 2,252,427	\$ 1,851,500	\$ 1,915,000	\$ 1,260,800	\$ 1,224,900	\$ 1,881,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,194,853	\$ 3,948,800	\$ 4,165,100
Revenues:															
Taxes & Assessments	4,839,704	5,036,900	5,379,500	3,153	-	-	-	-	-	-	-	-	-	-	-
Licenses & Fees	2,769,829	2,776,500	2,844,900	90,063	12,100	10,600	-	-	-	-	-	-	767,376	145,800	103,800
Intergovernmental	1,079,588	1,171,800	1,133,000	2,187,893	2,161,000	2,228,000	-	-	-	-	-	-	134,816	619,200	619,200
Fines & Forfeits	404,275	408,000	428,000	-	-	-	-	-	-	-	-	-	-	-	-
Charges for Services	3,411	5,000	5,000	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous	219,535	166,100	163,900	37,856	1,500	2,000	-	-	-	-	-	-	61,242	50,600	51,800
Total Revenues:	9,316,342	9,564,300	9,954,300	2,318,965	2,174,600	2,240,600	-	-	-	-	-	-	963,434	815,600	774,800
Other Resources:															
Debt Proceeds	-	-	-	-	175,000	-	-	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	2,000,000	-	-	-	-	-	-	-	-	-
Total Other Resources	-	-	-	-	175,000	2,000,000	-	-	-	-	-	-	-	-	-
TOTAL RESOURCES	11,568,769	11,415,800	11,869,300	3,579,765	3,574,500	6,121,900	-	-	-	-	-	-	4,158,287	4,764,400	4,939,900
REQUIREMENTS:															
Expenditures:	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Personnel Services	6,242,133	6,443,100	6,757,100	122,696	133,100	140,000	-	-	-	-	-	-	-	-	-
Materials & Services	3,385,318	3,259,060	3,294,450	684,944	778,900	786,700	-	-	-	-	-	-	98,099	164,400	171,600
Capital Outlay	25,007	219,000	263,000	1,036,915	1,728,900	3,819,200	-	-	-	-	-	-	42,808	3,145,200	1,777,300
Debt Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures:	9,652,458	9,921,160	10,314,550	1,844,555	2,640,900	4,745,900	-	-	-	-	-	-	140,907	3,309,600	1,948,900
Other Requirements:															
Transfers Out	17,802	17,400	17,400	372,500	406,400	443,000	-	-	-	-	-	-	-	-	2,000,000
Contingency	-	50,000	50,000	-	45,500	46,300	-	-	-	-	-	-	-	50,000	50,000
Total Other Requirements	17,802	67,400	67,400	372,500	451,900	489,300	-	-	-	-	-	-	-	50,000	2,050,000
Fund Balance:															
Restricted	-	-	-	1,362,710	481,700	886,700	-	-	-	-	-	-	4,017,380	1,404,800	941,000
Committed	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Assigned	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unassigned	1,898,509	1,427,240	1,487,350	-	-	-	-	-	-	-	-	-	-	-	-
Total Fund Balance	1,898,509	1,427,240	1,487,350	1,362,710	481,700	886,700	-	-	-	-	-	-	4,017,380	1,404,800	941,000
TOTAL REQUIREMENTS	\$ 11,568,769	\$ 11,415,800	\$ 11,869,300	\$ 3,579,765	\$ 3,574,500	\$ 6,121,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,158,287	\$ 4,764,400	\$ 4,939,900

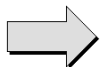
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Consolidated Fund Summary

	Major Enterprise Funds											
	Water Fund			Water Facility Fund			Sewer Fund			Stormwater Fund		
	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18
RESOURCES:												
Beginning Balance:	\$ 682,145	\$ 698,500	\$ 811,900	\$ 316,514	\$ 239,000	\$ 236,300	\$ 239,032	\$ 226,000	\$ 261,000	\$ 441,792	\$ 371,100	\$ 323,600
Revenues:	-	-	-	-	-	-	-	-	-	-	-	-
Taxes & Assessments	-	-	-	-	-	-	-	-	-	-	-	-
Licenses & Fees	91,837	69,500	52,500	117,077	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-	-	-	-	-	-	-	-
Charges for Services	2,813,795	2,865,000	2,936,000	-	59,400	33,600	5,519,128	5,781,600	5,918,000	1,099,024	1,168,600	1,273,000
Miscellaneous	7,174	8,500	7,000	44,869	1,000	1,500	292	400	400	3,260	2,000	2,000
Total Revenues:	2,912,806	2,943,000	2,995,500	161,946	60,400	35,100	5,519,420	5,782,000	5,918,400	1,102,284	1,170,600	1,275,000
Other Resources:												
Debt Proceeds	-	-	-	-	100,000	-	-	-	-	-	204,600	150,000
Transfers In	17,802	17,400	17,400	250,000	400,000	400,000	-	-	-	372,500	406,400	443,000
Total Other Resources	17,802	17,400	17,400	250,000	500,000	400,000	-	-	-	372,500	611,000	593,000
TOTAL RESOURCES	3,612,753	3,658,900	3,824,800	728,460	799,400	671,400	5,758,452	6,008,000	6,179,400	1,916,576	2,152,700	2,191,600
REQUIREMENTS:												
Expenditures:	-	-	-	-	-	-	-	-	-	-	-	-
Personnel Services	886,038	959,800	1,027,800	-	-	-	3,080	3,700	3,600	630,980	689,300	732,500
Materials & Services	1,305,764	1,440,300	1,412,600	-	-	-	5,461,218	5,767,300	5,930,500	618,255	786,700	781,600
Capital Outlay	73,785	83,200	63,900	560,677	544,500	440,000	-	-	-	230,568	339,700	339,400
Debt Service	231,433	228,800	230,800	-	-	-	-	-	-	-	-	-
Total Expenditures:	2,497,020	2,712,100	2,735,100	560,677	544,500	440,000	5,464,298	5,771,000	5,934,100	1,479,803	1,815,700	1,853,500
Other Requirements:												
Transfers Out	250,000	400,000	400,000	-	-	-	55,600	-	-	-	-	-
Contingency	-	125,000	165,000	-	-	-	-	20,000	20,000	-	90,800	102,700
Total Other Requirements	250,000	525,000	565,000	-	-	-	55,600	20,000	20,000	-	90,800	102,700
Fund Balance:												
Restricted	865,733	421,800	524,700	167,783	254,900	231,400	-	-	-	-	-	-
Committed	-	-	-	-	-	-	238,554	217,000	225,300	-	-	-
Assigned	-	-	-	-	-	-	-	-	-	436,773	246,200	235,400
Unassigned	-	-	-	-	-	-	-	-	-	-	-	-
Total Fund Balance	865,733	421,800	524,700	167,783	254,900	231,400	238,554	217,000	225,300	436,773	246,200	235,400
TOTAL REQUIREMENTS	\$ 3,612,753	\$ 3,658,900	\$ 3,824,800	\$ 728,460	\$ 799,400	\$ 671,400	\$ 5,758,452	\$ 6,008,000	\$ 6,179,400	\$ 1,916,576	\$ 2,152,700	\$ 2,191,600

Continued



Consolidated Fund Summary

	Non Major Enterprise Funds			Internal Service Fund			Debt Service Funds					
				Administrative Services			Keizer Station Local Improvement Districts			Urban Renewal Tax Increment		
	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18
RESOURCES:												
Beginning Balance:	\$ 569,594	\$ 644,000	\$ 737,500	\$ 160,700	\$ 130,600	\$ 147,900	\$ 2,685,803	\$ 2,685,800	\$ 2,695,900	\$ -	\$ -	\$ -
Revenues:	-	-	-	-	-	-	-	-	-	-	-	-
Taxes & Assessments	435,396	491,200	511,200	-	-	-	1,445,014	776,000	821,000	-	-	-
Licenses & Fees	85,939	-	-	-	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-	-	-	-	-	-	-	-
Charges for Services	144,416	180,000	180,000	3,232,514	3,567,000	3,598,600	-	-	-	-	-	-
Miscellaneous	17,821	7,200	15,200	1,759	-	-	925,210	832,000	788,000	-	-	-
Total Revenues:	683,572	678,400	706,400	3,234,273	3,567,000	3,598,600	2,370,224	1,608,000	1,609,000	-	-	-
Other Resources:												
Debt Proceeds	-	-	-	-	-	-	-	-	-	-	-	-
Transfers In	55,600	-	-	-	-	-	-	-	-	-	-	-
Total Other Resources	55,600	-	-	-	-	-	-	-	-	-	-	-
TOTAL RESOURCES	1,308,766	1,322,400	1,443,900	3,394,973	3,697,600	3,746,500	5,056,027	4,293,800	4,304,900	-	-	-
REQUIREMENTS:												
Expenditures:	-	-	-	-	-	-	-	-	-	-	-	-
Personnel Services	66,362	92,800	96,200	2,371,723	2,510,100	2,490,700	-	-	-	-	-	-
Materials & Services	514,605	584,500	597,600	791,272	923,800	896,800	-	-	-	-	-	-
Capital Outlay	4,092	281,300	278,300	102,875	78,600	127,500	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	2,362,820	1,606,000	1,623,200	-	-	-
Total Expenditures:	585,059	958,600	972,100	3,265,870	3,512,500	3,515,000	2,362,820	1,606,000	1,623,200	-	-	-
Other Requirements:												
Transfers Out	-	-	-	-	-	-	-	-	-	-	-	-
Contingency	-	36,000	80,000	-	185,000	231,500	-	-	-	-	-	-
Total Other Requirements	-	36,000	80,000	-	185,000	231,500	-	-	-	-	-	-
Fund Balance:												
Restricted	627,986	329,800	368,200	-	-	-	2,693,207	2,687,800	2,681,700	-	-	-
Committed	-	-	-	129,103	100	-	-	-	-	-	-	-
Assigned	95,721	(2,000)	23,600	-	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-	-	-	-	-
Total Fund Balance	723,707	327,800	391,800	129,103	100	-	2,693,207	2,687,800	2,681,700	-	-	-
TOTAL REQUIREMENTS	\$ 1,308,766	\$ 1,322,400	\$ 1,443,900	\$ 3,394,973	\$ 3,697,600	\$ 3,746,500	\$ 5,056,027	\$ 4,293,800	\$ 4,304,900	\$ -	\$ -	\$ -

Continued 

Consolidated Fund Summary

	Governmental Funds			Proprietary Funds			Debt Service Funds			Eliminations			Total All Funds		
	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18
RESOURCES:															
Beginning Balance:	\$ 6,708,080	\$ 7,025,200	\$ 7,961,400	\$ 2,409,777	\$ 2,309,200	\$ 2,518,200	\$ 2,685,803	\$ 2,685,800	\$ 2,695,900	\$ -	\$ -	\$ -	\$ 11,803,660	\$ 12,020,200	\$ 13,175,500
Revenues:															
Taxes & Assessments	4,842,857	5,036,900	5,379,500	435,396	491,200	511,200	1,445,014	776,000	821,000				6,723,267	6,304,100	6,711,700
Licenses & Fees	3,627,268	2,934,400	2,959,300	294,853	69,500	52,500	-	-	-				3,922,121	3,003,900	3,011,800
Intergovernmental	3,402,297	3,952,000	3,980,200	-	-	-	-	-	-				3,402,297	3,952,000	3,980,200
Fines & Forfeits	404,275	408,000	428,000	-	-	-	-	-	-				404,275	408,000	428,000
Charges for Services	3,411	5,000	5,000	12,808,877	13,621,600	13,939,200	-	-	-	(3,232,514)	(3,567,000)	(3,598,600)	9,579,774	10,059,600	10,345,600
Miscellaneous	318,633	218,200	217,700	75,175	19,100	26,100	925,210	832,000	788,000				1,319,018	1,069,300	1,031,800
Total Revenues:	12,598,741	12,554,500	12,969,700	13,614,301	14,201,400	14,529,000	2,370,224	1,608,000	1,609,000	(3,232,514)	(3,567,000)	(3,598,600)	25,350,752	24,796,900	25,509,100
Other Resources:															
Debt Proceeds	-	175,000	-	-	304,600	150,000	-	-	-				-	479,600	150,000
Transfers In	-	-	2,000,000	695,902	823,800	860,400	-	-	-				695,902	823,800	2,860,400
Total Other Resources	-	175,000	2,000,000	695,902	1,128,400	1,010,400	-	-	-	-	-	-	695,902	1,303,400	3,010,400
TOTAL RESOURCES	19,306,821	19,754,700	22,931,100	16,719,980	17,639,000	18,057,600	5,056,027	4,293,800	4,304,900	(3,232,514)	(3,567,000)	(3,598,600)	37,850,314	38,120,500	41,695,000
REQUIREMENTS:															
Expenditures:															
Personnel Services	6,364,829	6,576,200	6,897,100	3,958,183	4,255,700	4,350,800	-	-	-				10,323,012	10,831,900	11,247,900
Materials & Services	4,168,361	4,202,360	4,252,750	8,691,114	9,502,600	9,619,100	-	-	-	(3,232,514)	(3,567,000)	(3,598,600)	9,626,961	10,137,960	10,273,250
Capital Outlay	1,104,730	5,093,100	5,859,500	971,997	1,327,300	1,249,100	-	-	-				2,076,727	6,420,400	7,108,600
Debt Service	-	-	-	231,433	228,800	230,800	2,362,820	1,606,000	1,623,200				2,594,253	1,834,800	1,854,000
Total Expenditures:	11,637,920	15,871,660	17,009,350	13,852,727	15,314,400	15,449,800	2,362,820	1,606,000	1,623,200	(3,232,514)	(3,567,000)	(3,598,600)	24,620,953	29,225,060	30,483,750
Other Requirements:															
Transfers Out	390,302	423,800	2,460,400	305,600	400,000	400,000	-	-	-				695,902	823,800	2,860,400
Contingency	-	145,500	146,300	-	456,800	599,200	-	-	-				-	602,300	745,500
Total Other Requirements	390,302	569,300	2,606,700	305,600	856,800	999,200	-	-	-	-	-	-	695,902	1,426,100	3,605,900
Fund Balance:															
Restricted	5,380,090	1,886,500	1,827,700	1,661,502	1,006,500	1,124,300	2,693,207	2,687,800	2,681,700				9,734,799	5,580,800	5,633,700
Committed	-	-	-	367,657	217,100	225,300	-	-	-				367,657	217,100	225,300
Assigned	-	-	-	532,494	244,200	259,000	-	-	-				532,494	244,200	259,000
Unassigned	1,898,509	1,427,240	1,487,350	-	-	-	-	-	-				1,898,509	1,427,240	1,487,350
Total Fund Balance	7,278,599	3,313,740	3,315,050	2,561,653	1,467,800	1,608,600	2,693,207	2,687,800	2,681,700	-	-	-	12,533,459	7,469,340	7,605,350
TOTAL REQUIREMENTS	\$ 19,306,821	\$ 19,754,700	\$ 22,931,100	\$ 16,719,980	\$ 17,639,000	\$ 18,057,600	\$ 5,056,027	\$ 4,293,800	\$ 4,304,900	\$ (3,232,514)	\$ (3,567,000)	\$ (3,598,600)	\$ 37,850,314	\$ 38,120,500	\$ 41,695,000

Capital Expenditures

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

Routine Capital Outlay

1	General Fund	Police equipment	\$ 181,200
2		Park equipment and minor park improvements	30,100
3	Street Fund	Equipment, vehicles and minor improvements	97,700
4		Street resurfacing	1,100,000
5		Street improvements to be identified during FY17-18	621,500
6	Park Improvement Fund	Park improvements to be identified during FY17-18	525,000
7	Public Education Government	Television equipment	25,000
8	Law Enforcement Grants	Police equipment	30,000
9	Water Fund	Vehicles and equipment	33,900
10		Water Meters	30,000
11	Stormwater Fund	Equipment, vehicles and minor improvements	14,400
12		Storm sewer pipe extension or repair	325,000
13	Community Center Fund	Furnishings	25,000
14	Administrative Services	Civic center improvements	4,500
15		Computer equipment	123,000
16	Water Facility Fund	Transmission & distribution mains	400,000
17		Water facility improvements to be identified during FY17-18	40,000
18	Total Routine Capital Outlay		3,606,300
19	Non-Routine Capital Outlay		
20	General Fund	Area B Development Costs	51,700
21	Street Fund	Street Improvements for bridge over Claggett Creek on Dearborn Ave NE	2,000,000
22	Park Improvement Fund	Keizer Rapids Park Project	456,800
23	Transportation Improvement Fund	Engineering design for the improvements to the I-5/Chemawa Southbound on-ramp	650,000
24	Off-Site Transportation Fund	Keizer Station Area B and Area C development costs for project commitments to property owners	90,500
25	Sewer Reserve Fund	Sewer trunk line improvement to be identified during FY17-18	253,300
26	Total Non-Routine Capital Outlay		3,502,300
27	Total Capital Outlay Expenditures		\$ 7,108,600

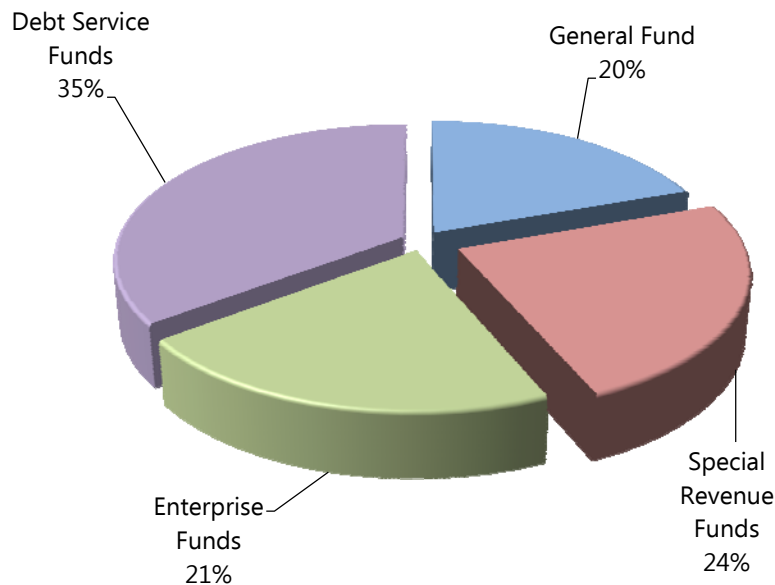
Maintenance costs for the routine Capital Outlay expenditures listed above are included in the on-going maintenance budgets for the funds identified. There are no additional impacts on the operating budget for these items.

Impact of Non-Routine Capital Outlay on Operating Costs

- 20 The property owners will be responsible for maintaining the improvements to Area B.
- 21 Street Improvements include design, permit fees, and initial construction to replace the bridge over Claggett Creek on Dearborn Ave
- 22 Keizer Rapids Park Project
- 23 The Oregon Department of Transportation will be responsible for maintaining the I-5 Chemawa Southbound on-ramp once it is completed.
- 24 The property owners will be responsible for maintaining the improvements to Area B and Area C.
- 25 Once the trunk line improvements are completed, City of Salem will be responsible for the operating costs as this is a part of a regional sewer system managed by the City of Salem. These improvements have not been identified so operating costs are not known. However, once identified these costs will be reflected in the City of Keizer's sewer rates in the Sewer Operating Fund.

Fund Balance

Ending Fund Balance by Fund Type
Fiscal Year 2017-18



Fund Balance refers to the difference between assets and liabilities. The Governmental Accounting Standards Board (GASB) has established a scheme for reporting fund balance into five different classifications as follows:

- Non-Spendable – cannot be spent (legally restricted or in unspendable form)
- Restricted – Externally imposed (law, creditor, bond covenant)
- Committed – Constraints approved by City Council
- Assigned – Constrained by intent by City Council or by the City Manager or by a body to which City Council delegates the authority
- Unassigned – available to spend, unrestricted

The City's reserves consist of restricted funds for specific purposes and planned future expenditures, set aside for emergencies and unforeseen circumstances, and cash flow. Combined, the City's total budgeted contingency and projected Ending

Fund Balance for fiscal year 2017-18 is \$7,605,350. The reserves in all Funds meet policy minimums for contingencies and ending fund balances. The City expects cash balances in all funds to be adequate during the year to cover expenses with the exception of the Water Facility fund, in which a loan will be needed for capital improvements.

Beginning Fund Balances in non-operating funds are typically appropriated for the upcoming budget year. Oregon Budget Law does not allow for the appropriation of Fund Balance and Reserves during the fiscal year and since these funds are dedicated for specific purposes the City needs to allow for the use of the funds should circumstances permit. The exception is when bond covenants require the City to maintain reserves for debt service.

The change in Ending Fund Balance for each fund is provided on the following page.

Change in Fund Balance

Beginning Fund Balance to Ending Fund Balance

Fund	July 1, 2017	Revenues & Expenditures & Transfers		June 30, 2018	Change in Fund	
		Transfers In	Out		Balance	% Change
Governmental Funds:						
General	\$ 1,915,000	\$ 9,954,300	\$ 10,381,950	\$ 1,487,350	\$ (427,650)	-22%
Special Revenue Funds:						
Street	1,881,300	2,240,600	5,235,200	886,700	(994,600)	-53%
Public Education Government	275,100	132,900	185,400	222,600	(52,500)	-19%
Law Enforcement Grant	-	30,000	30,000	-	-	
Housing Rehabilitation	13,800	30,000	43,800	-	(13,800)	-100%
Energy Efficiency	2,400	15,000	17,400	-	(2,400)	-100%
Park Improvement	1,000,200	517,600	981,800	536,000	(464,200)	-46%
Transportation Improvement	2,783,400	49,000	2,650,000	182,400	(2,601,000)	-93%
Off-Site Transportation	90,200	300	90,500	-	(90,200)	-100%
Total Special Revenue Funds	6,046,400	3,015,400	9,234,100	1,827,700	(4,218,700)	-70%
Total Governmental Funds	\$ 7,961,400	\$ 12,969,700	\$ 19,616,050	\$ 3,315,050	\$ (4,646,350)	-58%

General Fund - The 2017-18 ending fund balance is \$427,650 less than the beginning fund balance. Available fund balance is being used for repayment to taxing jurisdictions, contingency, to replenish the General Fund's share of reserves in the Administrative Services Fund and for operating expenses.

Street Fund - The 2017-18 ending fund balance is \$994,600 less than the beginning fund balance. Available fund balance is being used for one time infrastructure improvements.

Public Education Government Fund - The 2017-18 ending fund balance is \$52,500 less than the beginning fund balance. Available fund balance is being used for contingency.

Housing Rehabilitation Fund - The 2017-18 ending fund balance is \$13,800 less the beginning fund balance. Available fund balance is being used for housing rehabilitation loans to qualifying low-income homeowners.

Energy Efficiency Fund - The 2017-18 ending fund balance is \$2,400 less than the beginning fund balance. Available fund balance is being used for energy efficiency loans to qualifying low-income homeowners.

Park Improvement Fund - The 2017-18 ending fund balance is \$464,200 less than the beginning fund balance. Available fund balance is being used for the Keizer Rapids Park "Big Toy" which is a one-time capital expenditure.

Transportation Improvement Fund - The 2017-18 ending fund balance is \$2,601,000 less than the beginning fund balance. Available fund balance is being used for engineering design for the I-5 southbound on-ramp and for unanticipated expenses should the State of Oregon authorize construction of the on-ramp during the fiscal year.

Off-Site Transportation Fund - The 2017-18 ending fund balance is \$90,200 less than the beginning fund balance. Available fund balance is being used for transportation improvement projects in Keizer Station Areas B and C.

Change in Fund Balance

Beginning Fund Balance to Ending Fund Balance

Fund	July 1, 2017	Revenues & Transfers In	Expenditures & Transfers Out	June 30, 2018	Change in Fund Balance	% Change
Proprietary Funds:						
Enterprise Funds						
Water	811,900	2,995,500	3,300,100	524,700	(287,200)	-35%
Water Facility	236,300	435,100	440,000	231,400	(4,900)	-2%
Sewer	261,000	5,918,400	5,954,100	225,300	(35,700)	-14%
Stormwater	332,600	1,868,000	1,956,200	244,400	(88,200)	-27%
Community Center	99,500	245,000	320,900	23,600	(75,900)	-76%
Street Lighting District	384,900	418,200	469,900	333,200	(51,700)	-13%
Sewer Reserve	253,100	35,200	253,300	35,000	(218,100)	-86%
Total Enterprise Funds	2,379,300	11,915,400	12,694,500	1,617,600	(761,700)	-32%
Internal Services Fund						
Administrative Services	147,900	3,598,600	3,746,500	-	(147,900)	-100%
Total Proprietary Funds	2,527,200	15,514,000	16,441,000	1,617,600	(909,600)	-36%
Debt Service Funds						
Keizer Station LID	2,695,900	1,609,000	1,623,200	2,681,700	(14,200)	-1%
Total Debt Service Funds	2,695,900	1,609,000	1,623,200	2,681,700	(14,200)	-1%
Total All Funds	\$13,264,500	\$ 30,092,700	\$ 37,149,900	\$ 8,224,700	\$ (5,039,800)	-38%

Water Fund - The 2017-18 ending fund balance is \$287,200 less than the beginning fund balance. Available fund balance is being used for contingency and for a transfer to the Water Facility Fund to pay for future infrastructure.

Water Facility Fund - The 2017-18 ending fund balance is \$4,900 more than the beginning fund balance. This fund is used to build and replace the City's water infrastructure.

Sewer Fund - The 2017-18 ending fund balance is \$35,700 less than the beginning fund balance. Available fund balance is being used for a one-time transfer to the Street Lighting District Fund to repay it for energy rebates.

Stormwater Fund - The 2017-18 ending fund balance is \$88,200 less than the beginning fund balance. Available fund balance is being used for contingency and for increased operating costs.

Community Center Fund - The 2017-18 ending fund balance is \$75,900 less than the beginning fund balance.

Street Lighting District Fund - The 2017-18 ending fund balance is \$51,700 less than the beginning fund balance. Available fund balance is being used for increased electricity costs. The Street Lighting District Fund operates on a reimbursement basis.

Electricity is paid in Year One and assessed on the tax rolls in Year Two. The reduced fund balance by the end of 2016-17 is expected to be adequate operating capital for the following year.

Sewer Reserve Fund - The 2017-18 ending fund balance is \$218,100 less than the beginning fund balance. Available fund balance is being used for sewer line extensions.

Administrative Services Fund - The 2017-18 ending fund balance is \$147,900 less than the beginning fund balance. Available fund balance is being used for contingency.

Keizer Station Local Improvement District Fund - The 2017-18 ending fund balance is \$14,200 less than the beginning fund balance. This fund is used to collect assessment payments from property owners at Keizer Station Area A. Assessment proceeds are used to repay the debt issued to pay infrastructure costs which benefited these property owners.

Staffing History and Pay Ranges

	Budget FY13-14	Budget FY14-15	Budget FY15-16	Budget FY16-17	Budget FY17-18	Monthly Salary Range (1.0 FTE)
CITY MANAGER						
City Manager	1.0	1.0	1.0	1.0	1.0	\$ 9,825 - \$ 12,816
Total City Manager	1.0	1.0	1.0	1.0	1.0	
CITY ATTORNEY						
Attorney	1.0	1.0	1.0	1.0	1.0	\$ 8,911 - \$ 11,629
Legal Assistant	1.0	1.0	1.0	1.0	1.0	\$ 3,708 - \$ 4,836
Total City Attorney	2.0	2.0	2.0	2.0	2.0	
CITY RECORDER						
City Recorder	1.0	1.0	1.0	1.0	1.0	\$ 5,214 - \$ 6,805
* Deputy City Recorder	1.0	1.0	1.0	1.0	1.0	\$ 3,895 - \$ 5,079
Event Center Coordinator	1.0	1.0	1.0	1.0	1.0	\$ 3,203 - \$ 4,177
Total City Recorder	3.0	3.0	3.0	3.0	3.0	
HUMAN RESOURCES						
Human Resources Director	1.0	1.0	1.0	1.0	1.0	\$ 8,083 - \$ 10,544
* Human Resources Generalist	1.0	1.0	1.0	1.0	1.0	\$ 4,729 - \$ 6,171
Total Human Resources	2.0	2.0	2.0	2.0	2.0	
FINANCE						
Finance Director	1.0	1.0	1.0	1.0	1.0	\$ 8,083 - \$ 10,544
* Assistant Controller	1.0	1.0	1.0	1.0	0.0	\$ 6,653 - \$ 8,684
Network Administrator	1.0	1.0	1.0	1.0	1.0	\$ 5,214 - \$ 6,805
Network Support	0.0	1.0	1.0	1.0	1.0	\$ 4,503 - \$ 5,876
* Accounting Technician	1.0	1.0	1.0	1.0	2.0	\$ 3,364 - \$ 4,394
* Utility Billing Technician	1.0	1.0	1.0	1.0	1.0	\$ 3,533 - \$ 4,609
* Utility Billing Clerks	2.5	2.75	2.9	2.9	2.0	\$ 3,054 - \$ 3,983
Court Clerk II	1.0	1.0	1.0	1.0	1.0	\$ 3,203 - \$ 4,177
Court Clerk I	0.5	0.25	0.1	0.1	0.0	\$ 3,054 - \$ 3,983
* Administrative Specialist	1.0	1.0	1.0	1.0	1.0	\$ 3,054 - \$ 3,983
Total Finance	10.0	11.0	11.0	11.0	10.0	

*Classified as Administrative Support in line-item budgets

Staffing History and Pay Ranges

	Budget FY13-14	Budget FY14-15	Budget FY15-16	Budget FY16-17	Budget FY17-18	Monthly Salary Range (1.0 FTE)
COMMUNITY DEVELOPMENT						
Community Development Director	1.0	1.0	1.0	1.0	1.0	\$ 8,083 - \$ 10,544
Senior Planner	1.0	1.0	1.0	1.0	1.0	\$ 5,214 - \$ 6,805
Planner	1.0	1.0	1.0	1.0	0.0	\$ 4,503 - \$ 5,876
Assistant Planner	0.0	0.0	0.0	0.0	1.0	\$ 4,085 - \$ 5,332
Code Compliance Officer	0.0	1.0	1.0	1.0	1.0	\$ 3,708 - \$ 4,836
* Permit Specialist	1.0	1.0	1.0	1.0	1.0	\$ 3,533 - \$ 4,609
<i>Total Community Development</i>	4.0	5.0	5.0	5.0	5.0	
PUBLIC WORKS						
Public Works Director	1.0	1.0	1.0	1.0	1.0	\$ 8,083 - \$ 10,544
Facility Maintenance	1.0	1.0	1.0	1.0	1.0	\$ 3,533 - \$ 4,609
Municipal Utility Worker I - Parks	1.0	1.0	1.0	1.0	1.0	\$ 3,299 - \$ 4,302
Parks & Facilities Division Manager	1.0	1.0	1.0	1.0	1.0	\$ 4,729 - \$ 6,171
Municipal Utility Worker I - General	8.0	8.0	8.0	8.0	8.0	\$ 3,465 - \$ 4,526
Municipal Utility Worker II - General	3.0	3.0	3.0	3.0	2.0	\$ 3,822 - \$ 4,985
Municipal Utility Worker II - Customer Service	1.0	1.0	1.0	1.0	1.0	\$ 3,638 - \$ 4,748
Municipal Utility Worker II - Stormwater	1.0	1.0	1.0	1.0	1.0	\$ 3,822 - \$ 4,985
Municipal Utility Worker III - Water	0.0	0.0	0.0	0.0	2.0	\$ 4,214 - \$ 5,498
Water Division Manager	1.0	1.0	1.0	1.0	1.0	\$ 5,214 - \$ 6,805
Street & Stormwater Operations Division Manager	1.0	1.0	1.0	1.0	1.0	\$ 5,214 - \$ 6,805
Project Manager	1.0	1.0	1.0	1.0	1.0	\$ 5,214 - \$ 6,805
Environmental & Technical Division Manager	1.0	1.0	1.0	1.0	1.0	\$ 5,214 - \$ 6,805
Environmental Program Technician	2.0	2.0	2.0	2.0	2.0	\$ 4,292 - \$ 5,600
Senior Environmental Program Technician	1.0	1.0	1.0	1.0	1.0	\$ 4,729 - \$ 6,171
* Permit Specialist	1.0	1.0	1.0	1.0	1.0	\$ 3,533 - \$ 4,609
<i>Total Public Works</i>	25.0	25.0	25.0	25.0	26.0	

*Classified as Administrative Support in line-item budgets

Staffing History and Pay Ranges

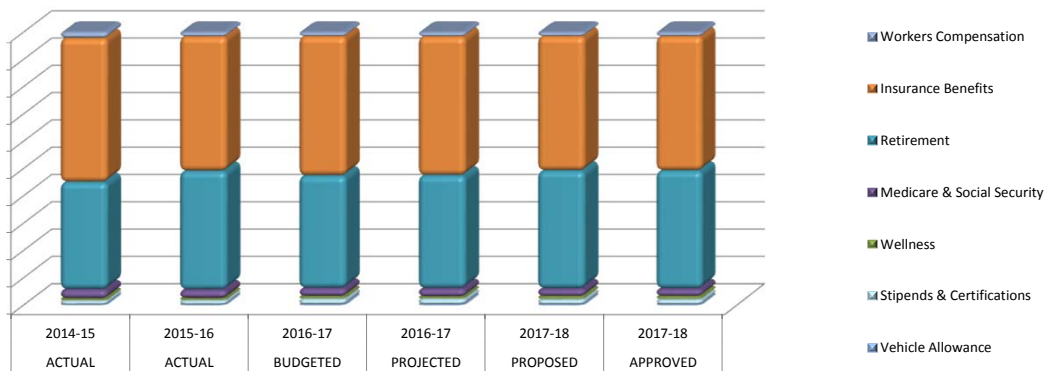
	Budget FY13-14	Budget FY14-15	Budget FY15-16	Budget FY16-17	Budget FY17-18	Monthly Salary Range (1.0 FTE)
POLICE						
Chief	1.0	1.0	1.0	1.0	1.0	\$ 8,911 - \$ 11,629
Deputy Chief	1.0	1.0	1.0	1.0	1.0	\$ 7,701 - \$ 10,048
Lieutenants	3.0	3.0	3.0	3.0	3.0	\$ 6,982 - \$ 9,109
Sergeants	6.0	6.0	6.0	6.0	6.0	\$ 5,746 - \$ 7,495
Police Officers	26.0	27.0	27.0	26.0	26.0	\$ 4,592 - \$ 6,070
<i>Total Sworn Positions</i>	37.0	38.0	38.0	37.0	37.0	
* Administrative Assistant	1.0	1.0	1.0	1.0	1.0	\$ 3,708 - \$ 4,836
Crime Analyst	1.0	1.0	1.0	1.0	1.0	\$ 4,278 - \$ 5,639
Community Services Officer	1.0	1.0	1.0	1.0	0.5	\$ 3,694 - \$ 4,874
* Property & Evidence Specialist	1.0	1.0	1.0	1.0	1.0	\$ 3,522 - \$ 4,642
* Police Support Supervisor	1.0	1.0	1.0	1.0	1.0	\$ 4,729 - \$ 6,171
* Police Support Specialists	3.0	3.0	3.0	3.0	3.0	\$ 3,351 - \$ 4,417
<i>Total Non-sworn Positions</i>	8.0	8.0	8.0	8.0	7.5	
<i>Total Police Department</i>	45.0	46.0	46.0	45.0	44.5	
<i>Grand Total All Departments</i>	92.0	95.0	95.0	94.0	93.5	

*Classified as Administrative Support in line-item budgets

Staffing Allocations

	General	Street	PEG	Community Center	Sewer	Water	SLD	Stormwater	Total
	Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund	
CITY MANAGER'S OFFICE									
City Manager	73.7%	6.6%	0.5%	1.6%	1.6%	9.3%	0.5%	6.2%	100.0%
CITY ATTORNEY									
Attorney Staff	82.1%	9.5%	0.9%	0.9%	0.7%	2.7%	0.7%	2.5%	100.0%
HUMAN RESOURCES									
Human Resource Staff	65.3%	3.7%	0.1%	2.3%	2.5%	15.9%	0.2%	10.0%	100.0%
FINANCE									
Finance and Accounting Staff	45.6%	9.3%	0.5%	0.9%	18.0%	18.0%	1.6%	6.1%	100.0%
Administrative Specialist	14.1%	2.8%	0.0%	70.0%	5.4%	5.4%	0.5%	1.8%	100.0%
Utility Billing Staff	0.0%	0.0%	0.0%	0.0%	47.0%	43.0%	0.0%	10.0%	100.0%
Court Clerk	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Network Support Staff	65.3%	3.7%	0.1%	2.3%	2.5%	15.9%	0.2%	10.0%	100.0%
PUBLIC WORKS									
Director	7.0%	40.0%	0.0%	0.0%	5.0%	25.0%	5.0%	18.0%	100.0%
Public Works Permit Specialist	0.0%	43.0%	0.0%	0.0%	12.0%	30.0%	10.0%	5.0%	100.0%
Stormwater Program Staff	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
Municipal Utility Worker I - Parks	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Municipal Utility Worker I - Stormwater	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
Municipal Utility Worker I - Water, Stormwater	0.0%	0.0%	0.0%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%
Municipal Utility Worker I - Street, Water	0.0%	75.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	100.0%
Municipal Utility Worker II - Street, Stormwater	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	75.0%	100.0%
Municipal Utility Worker I & II - Water	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
Municipal Utility Worker III - Water	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
Project Manager	0.0%	25.0%	0.0%	0.0%	0.0%	65.0%	0.0%	10.0%	100.0%
Water Division Manager	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
Street & Stormwater Operations Division Manager	0.0%	40.0%	0.0%	0.0%	0.0%	0.0%	0.0%	60.0%	100.0%
Parks & Facilities Division Manager	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Facility Maintenance Staff	65.3%	3.7%	0.1%	2.3%	2.5%	15.9%	0.2%	10.0%	100.0%
CITY RECORDER									
City Recorder Staff	69.2%	6.6%	0.5%	6.1%	1.6%	9.3%	0.5%	6.2%	100.0%
Community Center Coordinator	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
COMMUNITY DEVELOPMENT									
Community Development Director	87.0%	10.0%	0.0%	0.0%	1.0%	1.0%	0.0%	1.0%	100.0%
Senior Planner	97.0%	0.0%	0.0%	0.0%	1.0%	1.0%	0.0%	1.0%	100.0%
Assistant Planner	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Code Enforcement	85.0%	15.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Permit Specialist	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
POLICE									
All staff	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%

Summary of Employee Benefits



LINE ITEM	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE BUDGETED 2016-17	% CHANGE PROJECTED 2016-17
1 Vehicle Allowance	\$ 4,200	\$ 3,850	\$ 4,200	\$ 4,200	\$ 4,200	\$ 4,200		0%	0%
2 Stipends & Certifications	46,605	56,542	80,100	78,600	80,600	80,600		1%	3%
3 Wellness	17,330	19,715	35,000	25,700	42,000	42,000		20%	63%
4 Medicare & Social Security	105,148	109,190	112,000	110,100	114,500	114,500		2%	4%
5 Retirement	1,230,178	1,516,968	1,595,700	1,539,100	1,794,500	1,794,500		12%	17%
6 Insurance Benefits	1,655,572	1,722,948	1,979,500	1,894,600	2,050,200	2,050,200		4%	8%
7 Workers Compensation	74,476	62,193	66,700	66,600	70,900	70,900		6%	6%
	\$ 3,133,508	\$ 3,491,406	\$ 3,873,200	\$ 3,718,900	\$ 4,156,900	\$ 4,156,900		7%	12%

Notes:

- 1 Vehicle Allowance is for the City Manager as established in an employment contract.
- 2 The increase in the FY16-17 Budget from FY15-16 projected is due to a change in how the Police Department handles on-call time. The new collective bargaining agreement provides for a stipend in lieu of the previously provided compensatory time-off.
- 3 Beginning FY12-13 the City established a wellness program for Police Department staff as a result of union negotiations. The program pays \$250 to each employee who passes a fitness test. The test is offered twice a year. Beginning with FY13-14 the City offers a Wellness program to City Hall and Public Works employees. These employees are eligible for up to \$400 annually for meeting fitness benchmarks. The wellness program is a tool to allow the City to negotiate lower insurance
- 4 Medicare costs are 1.45% of eligible wages and deferred compensation contributions. Social security is paid to employees who are not otherwise eligible for retirement benefits.
- 5 Benefits are paid as a percentage of wages and salaries, therefore costs increase as a result of wage, salary, and merit increases.
- 6 Non-represented employees are required to pay 10% and represented employees are required to pay 5% of the cost of the medical and dental insurance premiums. In FY16-17, the City's health insurance will increase no more than 8% and dental insurance premiums will increase no more than 5%. The City pays the full cost of life insurance (\$60,000 in coverage per employee) and long-term disability premium. No increase is anticipated in FY17-18 for these premiums, however, premiums are based on salaries and wages and will be adjusted accordingly.
- 7 Workers Compensation costs are based on a percentage of eligible wage and salary by employee class. Class rates are developed using claims experience in those classes. Class rates are not expected to increase more than 6% over FY16-17 rates for the City.

City Manager's Office

OVERVIEW

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

PRIMARY FUNCTIONS

- Provides organizational leadership
- Performs City Charter duties
 - o Advise council on affairs and needs of the city
 - o Ensure administration of all ordinances
 - o Ensure franchises, leases, contracts, permits and privileges granted by the city are fulfilled
 - o Prepare and submit the annual budget
 - o Supervise operations of city utilities
- Performs City Council duties
 - o Recommend policy, program enhancements and public services
 - o Keep mayor and city council informed
 - o Develop and manage policies and procedures
 - o Achieve fiscal objectives through budgets
 - o Active in community relations
- Directs the City Management Team
- Performs strategic planning

COUNCIL GOALS ASSIGNED

The City Manager is involved in accomplishing all short and long term council goals either directly or through leadership of management staff.

COMMUNITY INVOLVEMENT

- Chamber of Commerce
- Rotary

ADVISORY COMMITTEES

- Long-Range Planning Committee
- Budget Committee

WORKLOAD INDICATORS

Workload Indicators	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
City Council and URA Board meetings	42	34	32	28	28
Total Expenditures	\$26 million	\$37 million	\$24 million	\$24 million	\$24 million
City-wide FTE	90.0	92.0	95.0	94.0	93.5

City Manager's Office

HIGHLIGHTS

- Worked to promote development of new commercial and residential properties.
- Accomplished all short-term City Council goals that were able to be accomplished.

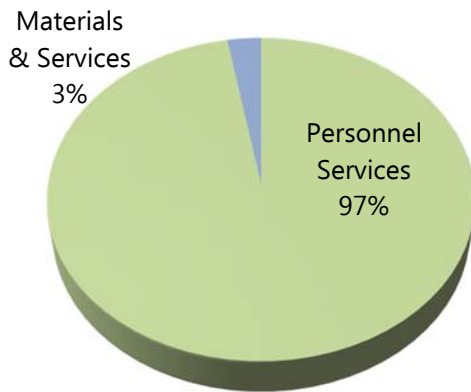
GOALS AND INITIATIVES

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

TOTAL EXPENDITURES \$235,200

1.0 FTE

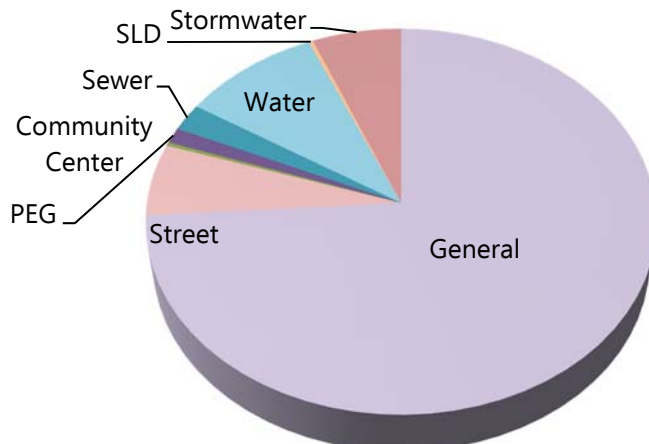
Personnel Services \$228,900
Materials & Services \$6,300



ALLOCATION OF CITY MANAGER'S COSTS

Costs are allocated based on a blend of full-time equivalents and time spent on projects. A time tracking mechanism, managed by the Legal Department staff, is used and the results are categorized by operating fund. A three-year rolling is used as the basis for allocating costs which helps smooth out spikes in workload in any given year.

General	\$	173,500
Street		15,500
PEG		900
Community Center		3,800
Sewer		3,800
Water		21,900
SLD		1,200
Stormwater		14,600
	\$	235,200



City Manager's Office

PROFESSIONAL CODE OF ETHICS

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

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

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

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

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

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

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

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

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

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

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

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

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

City Attorney's Office

OVERVIEW

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

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

PRIMARY FUNCTIONS

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

ADVISORY COMMITTEES

- Planning Commission

COUNCIL GOALS ASSIGNED

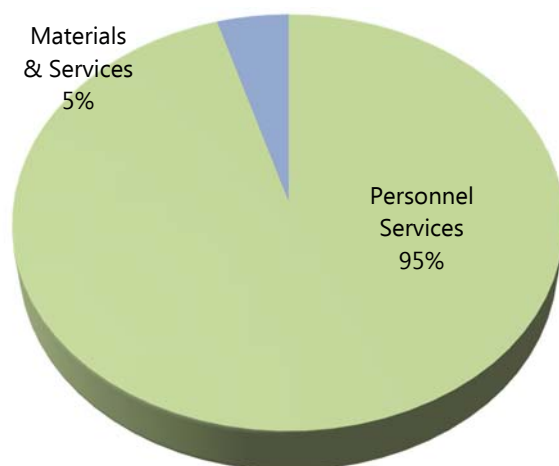
- Take appropriate steps to liquidate any Keizer Station Area-A property foreclosed upon and refund the River Road Renaissance program after completing a review of the programs goals and proposed projects. (City Attorney to assist staff on property liquidation.)
- Explore and determine policy direction regarding Urban Growth Boundary expansion. (City Attorney to assist staff on legal issues.)
- Sidewalk Local Improvement District (LID) program. (City Attorney to draft program outline/ possible new ordinance.)
- Identify and develop stable funding mechanism to support parks (City Attorney to draft documents and assist staff on legal issues.)

TOTAL EXPENDITURES \$295,500

2.0 FTE

Personnel Services \$284,100

Materials & Services \$11,400



WORKLOAD INDICATORS

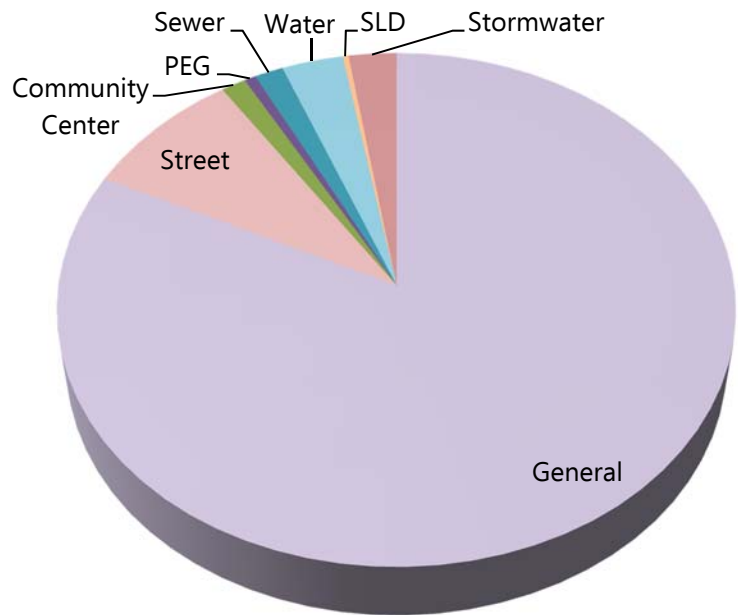
Workload Indicators	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 est.
City Council and URA Board meetings	42	34	32	28	27
City Ordinances/ Orders reviewed and adopted	20	15	36	27	24
City Resolutions reviewed and adopted	121	90	109	75	90
Planning Commission Meetings	9	11	10	11	11

City Attorney's Office

ALLOCATION OF LEGAL COSTS

The City Attorney's Office tracks time spent on various projects and categorizes the results by operating fund. A rolling three-year average is used as the basis for allocating costs which helps smooth out spikes in workload in any given year.

General	\$	242,400
Street		28,100
PEG		2,700
Community Center		2,700
Sewer		2,100
Water		8,000
SLD		2,100
Stormwater		7,400
	\$	<u>295,500</u>



HIGHLIGHTS

- Assisted in matters relating to land use applications for the Herber property
- Assisted in administration of the Public Art Program
- Assisted in development and administration of medical/recreational marijuana facilities regulations
- Assisted in placing marijuana taxation measure before the voters
- Assisted in land use matters relating to Keizer Station Area C Master Plan

GOALS AND INITIATIVES

Provide legal support for:

- The priorities established in the City Council's adopted goals
- Continue to provide first class service to City Council, staff, committees and the public
- Always treat citizens with respect and civility even when they have interests contrary to City interests
- Be proactive in identifying problem scenarios in advance

City Recorder's Department

OVERVIEW

The City Recorder's Department is responsible for the overall administration, coordination and evaluation of all City Recorder and Community Center functions. The City Recorder staff serves as the Clerk of the City Council and related committees and commissions, Records Manager and City Elections Official. This office is dedicated to maintaining the City's records, preserving the City's history, and facilitating open access to the City's public records.

PRIMARY FUNCTIONS

- Clerk of Keizer City Council
- Community Center management
- Risk management (except Personnel)
- Volunteer program management
- Elections officer
- Records management
- Special Event Permit/Liquor Licensing
- Public Information Access
 - o Website
 - o Social Media

ADVISORY COMMITTEES

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

- Audit Committee
- Budget Committees
- Keizer Economic Development Commission
- Keizer Points of Interest Committee
- Keizer Public Arts Commission
- Keizer Festivals and Events Services Team Committee
- Keizer Parks and Recreation Advisory Committee
- Long-Range Planning Committee
- Planning Commission
- Stormwater Advisory Committee
- Traffic Safety/Bikeways/Pedestrian Committee
- Volunteer Coordinating Committee
- Various Task Forces established by City Council

COUNCIL GOALS ASSIGNED

- Assist in the expansion and enhancing of methods and opportunities to engage with as many Keizer citizens as possible so as to broaden communication with our residents.
- Assist in expanding the youth council program to all schooling types (public, private, and homeschool) with the objective of having a youth voice on all city boards and commissions.
- Assist in the discussion of the possibility of adding a Public Information Officer or City-wide Communications/Volunteer Coordinator position to further the community's outreach initiatives as stable funding becomes available.

City Recorder's Department

HIGHLIGHTS

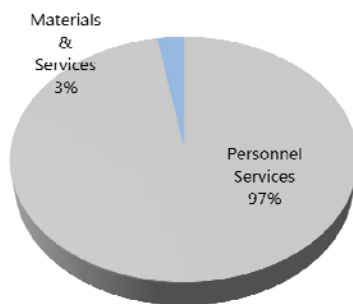
- Provided elected officials, staff, and citizens of Keizer with information, both in an electronic and paper format, on current and past proceedings within their City.
- Provided city volunteers with the support and educational information they needed to carry forth the goals and objectives of the City.
- Continued development of a sustainable community center management plan.
- Reviewed the Community Center Rate Structure and Use Agreement.

GOALS AND INITIATIVES

- Continue to increase use of Community Center.
- Update and Revise City Public Records policy.
- Review of the City's Electronic Records Management Storage System to comply with the Criminal Justice Information Systems.

TOTAL EXPENDITURES \$235,200 (Records Department)

2.0 FTE (the Records Department also manages 1.0 FTE funded in the Community Center Fund)



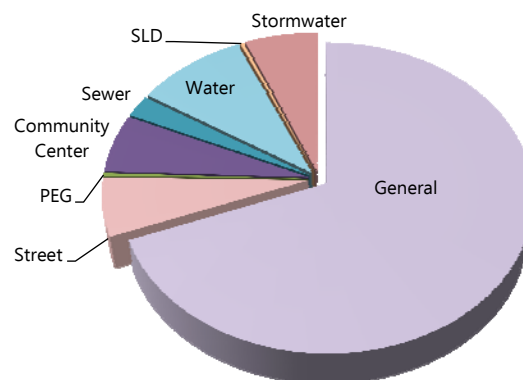
Personnel Services \$229,000 (Records Department) \$96,200 (Community Center)

Materials & Services \$6,200 (Records Department) \$157,700 (Community Center)

Capital Outlay \$25,000 (Community Center)

Contingency \$50,000 (Community Center)

General	\$	162,800
Street		15,500
PEG		1,200
Community Center		14,300
Sewer		3,800
Water		21,900
SLD		1,200
Stormwater		14,600
	\$	235,300



City Recorder's Department

ALLOCATION OF CITY RECORDER COSTS

Costs are allocated through a time tracking mechanism managed by the Legal Department staff and the results are categorized by operating

fund. A three-year rolling average is used as the basis for allocating costs which helps smooth out spikes in workload in any given year.

WORKLOAD INDICATORS

Workload Indicators	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY16-17 est.
Number of City Council, Work Sessions and URA Board meetings	42	32	32	38	43
City and URA Ordinances/ Orders reviewed and adopted	20	30	36	30	24
City and URA Resolutions reviewed and adopted	121	113	109	100	90
Planning Commission Meetings	9	11	10	11	11

Human Resources

OVERVIEW

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

PRIMARY FUNCTIONS

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

ADVISORY COMMITTEES

- Personnel Policy Committee

HIGHLIGHTS

- Partnered with Police Department to hold three Active Shooter training sessions.
- Worked with the Safety Committee and Leadership to implement City Hall Building Access Procedures and installation of additional security measures for the City Hall lobby areas.
- Partnered with Leadership to establish the Executive Risk Management Team to elevate and formalize risk management activities.
- Won Safety Award by League of Oregon Cities (LOC) & Citycounty Insurance Services (CIS).
- Partnered with multiple Department Directors and staff to implement a number of reclassification and reorganization plans, including class reviews and updates to the majority of the City's job descriptions.
- Added collective bargaining agreements and related documents to the City's website.
- Revised City policy & practice and provided direction to staff as needed to incorporate new legislation in healthcare reform, "ban the box," expanded sick leave legislation and veteran's preference legal rulings.
- Continued in Founding and Advisory Member role in providing advice to the PSU Center for Public Service Total Employee Cost of Compensation Program (TECC).
- In partnership with Safety Committee, CIS and Leadership, completed new City of Keizer Safety Manual.
- Completed salary survey for all non-represented classifications.

GOALS AND INITIATIVES

- Secure investment management advisory services and conduct RFP process to select a single, best provider for City's Deferred Compensation Plan.
- Complete update of City's Personnel Policy Manual.
- Transition to automated HR information system (HRIS) and online recruitment tools to better leverage limited resources and staff, improve data analysis capacity and communication capacity with applicants.
- Establish employee advisory committee to review the City's health benefits programs.
- Continue and enhance development of Benefit Education and Training programs and materials to ensure employees have access to information needed to make the best decisions possible.

Human Resources

TOTAL EXPENDITURES \$318,300
2.0 FTE

Personnel Services \$295,700
Materials & Services \$22,600

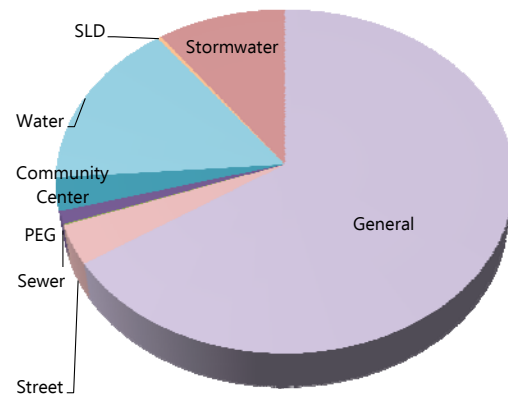
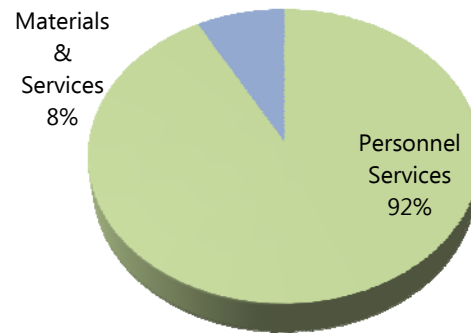
OTHER BUDGETARY RESPONSIBILITIES

Wages & Salaries	\$7,091,000
Insurance Premiums	\$2,050,200
Retirement	\$1,794,500
Workers' Compensation	\$67,400
Labor Attorney	\$36,000
Wellness Programs	\$42,000

ALLOCATION OF HUMAN RESOURCE COSTS

Costs are allocated based on City-wide FTE allocations.

General	\$	207,800
Street		11,800
PEG		300
Community Center		7,300
Sewer		8,000
Water		50,600
SLD		600
Stormwater		31,800
	\$	<u>318,200</u>



Human Resources

Workload Indicators*	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 est.
Budgeted Positions Served	90	92	95	94	94
Recruitments Posted	9	11	11	5	9
Employment Applications Processed	N/A	409	393	122	250
Personnel Action Forms Completed	173	200	184	239	180
FMLA/OFLA Claims Managed	15	23	22	20	23
Workers' Compensation Claims Managed	7	4	5	7	5

It is important to note that increases in FMLA/OFLA and Worker's Comp claims managed do not directly correlate with increased claims. A portion of the increases are related to improved communication and documentation of eligible events.

Performance Measures	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 est.
% of Regular Status Position Employees Who Pass Probation	86%	100%	100%	100%	100%
Percentage of Current Job Descriptions	N/A	99%	95%	100%	100%
Percentage of Employees with Current Performance Evaluations	100%	100%	100%	100%	100%
Percentage of Employees Participating in Wellness Programs	25%	62%	64%	69%	70%

Performance Measures Comments:

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

N/A=Not Available. The City has just recently begun tracking workload indicators; therefore some information is not available for previous years.

Finance Department

OVERVIEW

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

PRIMARY FUNCTIONS

- coordinates the annual budget preparation and administration
- analyzes the City's financial condition
- invests and manages funds
- issues and manages debt
- ensures compliance with federal, state and local legal requirements
- recommends financial policies to the City Manager and Council
- maintains the integrity of the City's accounting records
- prepares the annual Comprehensive Annual Financial Report
- facilitates the annual financial statement audit
- administers utility billing
- administers municipal court
- administers information technology
- supports Community Event Center
- provides general office administration

ADVISORY COMMITTEES

- Audit Committee
- Budget Committee
- Long-Range Planning Committee

COUNCIL GOALS ASSIGNED

- Explore and determine policy direction regarding the Urban Growth Boundary expansion.
- Identify stable Parks funding mechanism to support both the construction of the Parks Master Plan CIP and also operations and maintenance of the parks at an adequate level of service.
- Fund Parks Employee – as soon as sustainable in budget.
- Take appropriate steps to liquidate any Keizer Station Area A property foreclosed upon and refund the River Road Renaissance program after completing a review of the program's goals and proposed projects (Finance assist with financial aspects of this goal).
- Communications Position/Volunteer Coordinator (assist with funding options).
- Sidewalk Local Improvement District Program (assist with financial requirements).

Finance Department

NON-DEPARTMENTAL

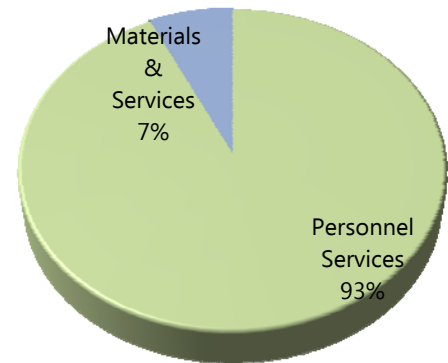
The Finance Director, Assistant Controller, Accounting Technician and Administrative Specialist provide for the overall administration of the Finance Department and financial management of the City.

HIGHLIGHTS

- Continued facilitating the development and implementation of a sustainable General Fund revenues and services plan.
- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association.
- Received the Distinguished Budget Presentation award from the Government Finance Officers Association.

GOALS AND INITIATIVES

- Explore and determine policy direction regarding the Urban Growth Boundary expansion.
- Identify stable Parks funding mechanism to support both the construction of the Parks Master Plan CIP and also operations and maintenance of the parks at an adequate level of service.
- Fund Parks Employee – as soon as sustainable in budget.
- Take appropriate steps to liquidate any Keizer Station Area A property foreclosed upon and refund the River Road Renaissance program after completing a review of the program's goals and proposed projects (Finance assist with financial aspects of this goal).
- Communications Position/Volunteer Coordinator (assist with funding options).
- Sidewalk Local Improvement District Program (assist with financial requirements).



WORKLOAD INDICATORS

Workload Indicators	Actual FY 13-14	Actual FY 14-15	Actual FY 15-16	Est FY16-17
Property Taxes Levied	\$4.1 million	\$4.3 million	\$4.7 million	\$4.9 million
Tax Increment Levied	\$1.1 million	\$1.1 million	\$0	\$0
City Funds/ Cost Centers	21/35	21/35	18/32	18/32
Total Budget	\$49 million	\$37 million	\$37 million	\$38 million
Debt Outstanding	\$20 million	\$18 million	\$17 million	\$16 million
Total Revenues	\$28 million	\$25 million	\$25 million	\$25 million
Total Expenditures	\$37 million	\$24 million	\$24 million	\$29 million

Finance Department

TOTAL EXPENDITURES

\$430,500 **Administrative Services Fund**

4.0 FTE

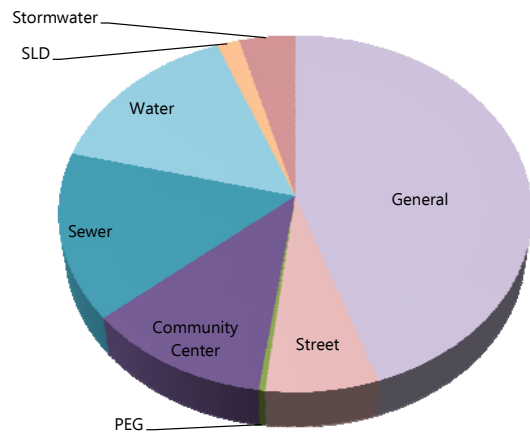
Personnel Services \$398,600

Materials & Services \$31,900

ALLOCATION OF COSTS

Costs are allocated based on a blend of revenues and expenditures city-wide except for the Office Assistant's time is allocated 70% to the Community Center as part of the position's regular duties.

General	\$	172,700
Street		35,300
PEG		1,700
Community Center		56,000
Sewer		68,000
Water		68,000
SLD		6,000
Stormwater		22,800
	\$	<u>430,500</u>



Finance Department

INFORMATION SYSTEMS

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

HIGHLIGHTS

- Upgraded the City's firewall security device
- Implemented a new video security system

GOALS AND INITIATIVES

- Upgrade the City's telephone system

WORKLOAD INDICATORS

Workload Indicators	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 est.
Computer Workstations supported	123	123	157	157	157
Telephones supported	110	110	110	110	110
City facilities networked	2	2	2	2	2

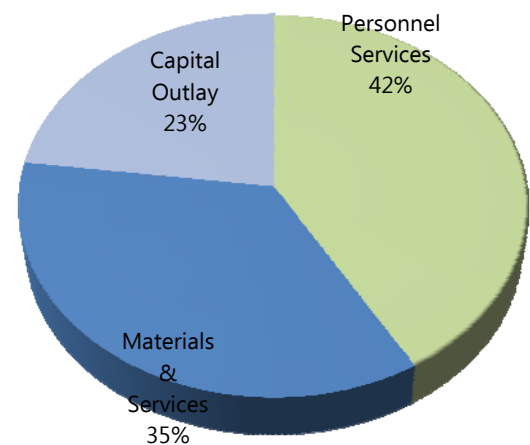
TOTAL EXPENDITURES \$535,700 Administrative Services Fund

2.0 FTE

Personnel Services \$222,500

Materials & Services \$190,200

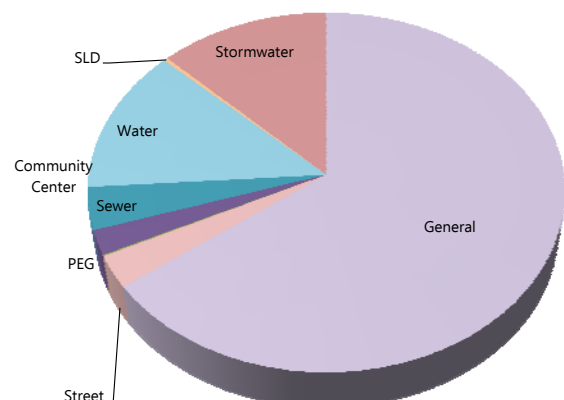
Capital Outlay \$123,000



ALLOCATION OF COSTS

Costs are allocated based on FTE allocations charged to each operating fund except software and hardware costs are based on dollars expended by fund.

General	\$	347,700
Street		15,500
PEG		500
Community Center		11,800
Sewer		20,400
Water		70,200
SLD		1,600
Stormwater		68,300
	\$	<u>535,700</u>



Finance Department

UTILITY BILLING

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

HIGHLIGHTS

- Continued commitment to providing excellent customer service

GOALS AND INITIATIVES

- Continue to maintain staff customer service skills through customer service training classes

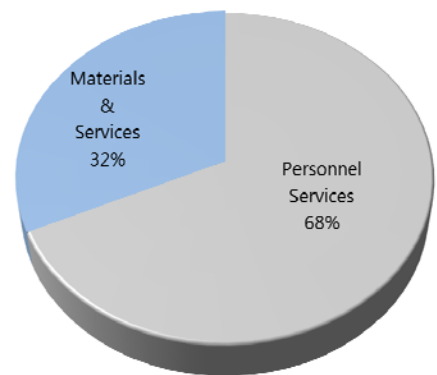
TOTAL EXPENDITURES

\$342,900 Administrative Services Fund

3.0 FTE

Personnel Services \$232,900

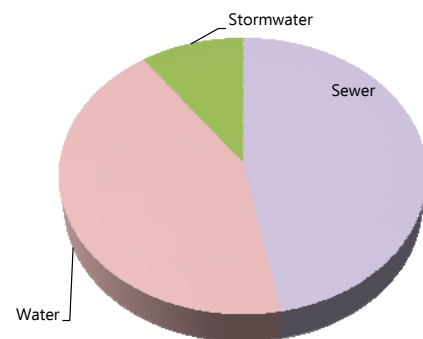
Materials & Services \$110,000



ALLOCATION OF COSTS

Costs are allocated based on effort expended in managing the separate elements of the utility accounts; 47% sewer, 43% water and 10% stormwater.

Sewer	\$	161,200
Water		147,400
Stormwater		34,300
	\$	342,900



Finance Department

WORKLOAD INDICATORS

Workload Indicators	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 est.
Utility Bills processed	81,533	82,483	82,920	82,271	83,200
Utility accounts maintained	10,410	10,479	10,666	11,127	11,300
Shut-offs processed	1,155	1,166	1,158	1,179	1,100
Service Requests	2,698	2,664	2,848	3,105	2,700

MUNICIPAL COURT

The Municipal Court administers the judicial system for the City of Keizer. The Court handles traffic infractions, City code violations, limited Juvenile status violations and has recently, in cooperative effort with Salem Keizer School District, incorporated parental School Attendance violations into Court proceedings, all enforced by the Keizer Police Department. Municipal Court arraignments and hearings are held weekly in the City Hall Council Chambers. An independent contractor serves as the Municipal Court Judge. Staff provides excellent customer service by encouraging compliance with manageable payment schedules and opportunities to fulfill court orders and requirements.

HIGHLIGHTS, GOALS AND INITIATIVES

- Continued collaboration with Salem Keizer School District and Keizer Police Department regarding incorporation and processing of Attendance violation citations
- Monitor and assess effectiveness of Court process regarding Attendance violations
- Remain current in upcoming legislative changes
- Continued research into Court data software upgrade/conversion
- Court Web page update

WORKLOAD INDICATORS

Workload Indicators	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 est.
Citations Processed	2,495	1,714	1,367	2,037	1,900
Accounts sent to Collections	583	641	384	334	410
Amounts sent to Collections	\$425,964	\$498,082	\$327,072	\$296,679	\$375,000

Finance Department

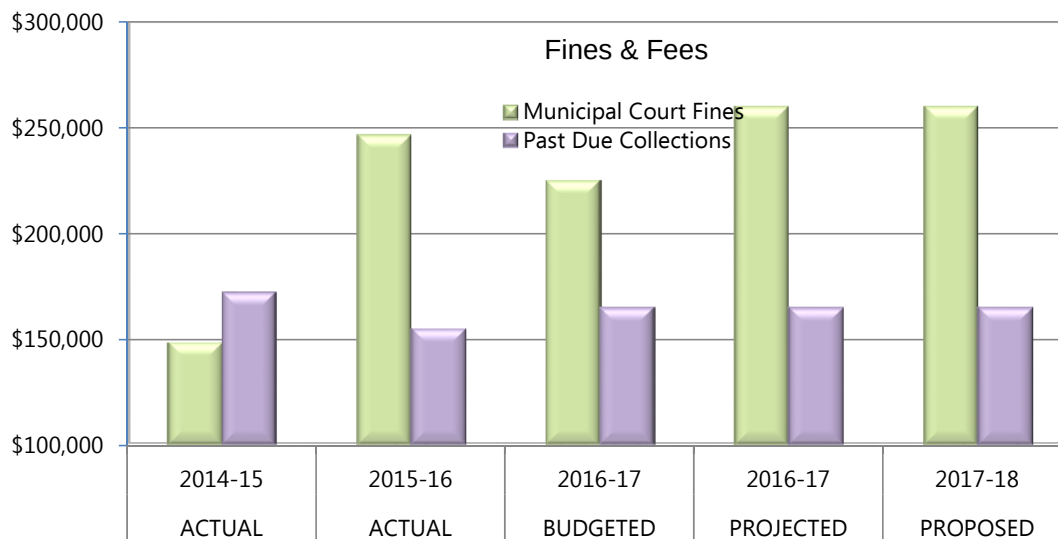
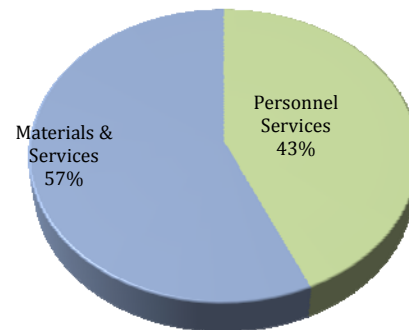
The City experienced a significant increase in municipal court fines in fiscal year 2015-16 as the result of the Police Department reinstating one-half of the Traffic Safety Unit.

TOTAL EXPENDITURES \$214,800

FTE 1.0

Personnel Services \$89,300

Materials & Services \$123,300



Community Development

OVERVIEW

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

COUNCIL GOALS ASSIGNED

- Complete the steps necessary to have all appropriate data collected in order to facilitate a comprehensive community wide Urban Growth Boundary discussion.
- Continue expanding and enhancing methods and opportunities to engage with as many Keizer citizens as possible so as to broaden communication with all of our residents.
- Promote Economic Development purposes and programs to be determined by the City Council as revenues become available.
- Initiate a comprehensive update of the Transportation System Development plan.

ADVISORY COMMITTEES

- Planning Commission
- Business Advisory Commission
- Keizer Chamber of Commerce liaison
- Keizer Public Arts Commission

PRIMARY FUNCTIONS

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

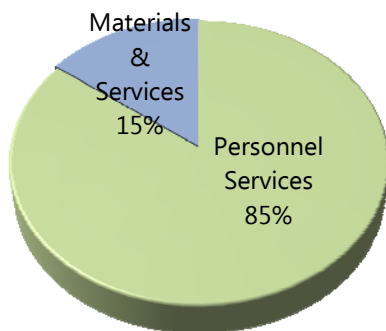
TOTAL EXPENDITURES \$628,900 General Fund

5.0 FTE

Personnel Services \$531,800

Materials & Services

\$97,100



WORKLOAD INDICATORS

Workload Indicators	FY 12-13	FY 13-14	FY 15-15	FY 15-16	FY16-17 Est YTD
Land Use Applications	15	23	17	10	18
Building Permits Reviewed	202	183	225	205	242
Single Family Permits Issued	33	45	68	79	34
Multi-family Permits Issued	6	0	69	16	2
Valuation of Permits Issued (in thousands)	\$17,198	\$26,236	\$32,464	\$63,159	\$23,220

Community Development

HIGHLIGHTS

The Department continued updating sections of the Keizer Development Code with several Text Amendment projects outlined with the Planning Commission. Amendments in the past have addressed such things as Infill Standards and codes and parking standards. The anticipated projects coming this year are, implementation of the two TGM projects awarded to the city, Urban Transition Zone, Development Code updates including the sign code. The Department continues to be actively involved in coordinating the development of the Keizer Station Area and support to City development plans and activities.

Code enforcement activities include Development Code requirements, Council adopted ordinances, Parking issues including addressing abandoned vehicles, junk solid waste, noxious vegetation, support to the Police department as needed for such things as homeless encampments, graffiti, and other issues. Addressing the ongoing issues of vacant homes, derelict buildings, squatters, and housing code (life safety violations) issues in the rental housing market is a significant goal for the coming year.

Community Development also works on implementing the directives created in the State mandated periodic review of the city's Comprehensive Plan. This process is necessary to plan for future development in the City and ensure there are adequate policies and goals in place to guide decisions regarding transportation, land supply issues (such as infill requirements and Urban Growth Boundary expansion), economic development, and public facilities needs for the next 20 year planning period.

The Community Development Department continues work on strengthening communication and coordination with other departments, agencies and jurisdictions to streamline the development process, eliminate business obstacles, and ensure effective administration of development code provisions while delivering a high level of customer support and assistance.

GOALS AND INITIATIVES

Work with Department of Land Conservation and Development and Oregon Department of Transportation to implement and complete the "Education and Outreach" grant, and the Keizer Revitalization Plan grant, as well as the Salem Keizer Area Transportation Study project to identify growth impacts to the transportation system of the City in order to prepare for the future land needs of the City.

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

Police Department

OVERVIEW

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

DEPARTMENT-WIDE EMPLOYEES

37 sworn FTE, 8.5 non-sworn FTE

COUNCIL GOALS ASSIGNED

Explore Public Safety funding mechanisms to fill frozen police positions and support an agreed upon level of service for the Police Department

TOTAL EXPENDITURES:

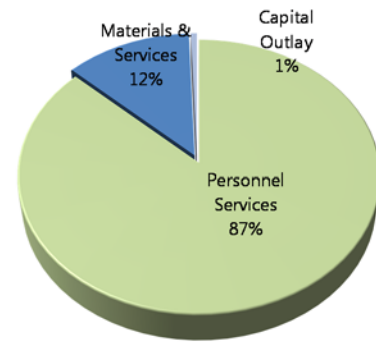
\$6,828,800 General Fund – Police Operations

Personnel Services \$5,965,200

Materials & Services \$863,600

\$181,200 General Fund – Revenue Sharing (capital outlay)

\$30,000 Law Enforcement Grant Fund (capital outlay)



Performance Measurements

As modern policing strategies develop, agency performance measurements are changing, with a growing number of scholars and practitioners calling for the measurement of outcomes, not outputs. Outcomes are those things residents hope for and expect: confidence in their police department and safety in their community.

Output Measurements

Number of arrests and citations
Number of calls for service
Crime clearance rates

Outcome Measurements

Perceptions of crime and disorder
Perceptions of risk of victimization
Police legitimacy (satisfaction with the police)

Though not as discrete as outputs, we can measure outcomes. The police department is especially interested in the responses to survey questions. Those questions and their responses appear below. The responses are on a one-to-five scale. The totals below represent those who answered neutral, agree, or strongly agree.

	2014	2017	2020
I have confidence in police officers in general, not just Keizer police officers.	86.4%		
I have confidence in Keizer police officers, specifically.	89.4%		
I feel safe living in Keizer and in neighborhood.	93.2%		
I feel safe letting my child walk to school	73.5%		
I feel safe walking down my street during the day.	93.8%		
I feel safe walking down my street during the night.	78.2%		
Traffic congestion is a significant problem in Keizer.	72.6%		
Violations of traffic laws are a significant problem in Keizer.	63.6%		

We also asked, How much time should Keizer police officers spend enforcing traffic laws? 22.8% responded "More"; 14.2% responded "Less"; and 63% responded "Already Just Right."

Outputs are frequently measured as numbers and are often more indicative of workload than of the quality of work. Depending upon the variables, it is often difficult or imprudent to compare outputs between years or between

Police Department

agencies; nevertheless, they may tell a story, so some of them are included in the following table.

	2012	2013	2014	2015	2016
Crimes Reported (Parts 1, 2, and 3)	4,424	4,242	3,527	3,570	3,287
Adult arrests	1,437	1,615	1,502	1,541	1,459
Juvenile referrals (for crimes and status offenses)	490	317	181	205	179
Violent crimes clearance rate (UCR*): AVG US cities pop. 25-50k	50.3%	50.2%	49.9%	48.6%	+
Violent crimes clearance rate (NIBRS**): Keizer	70.8%	67.9%	70.4%	77.8%	70.2%
Property. crimes clearance rate (UCR***): AVG US cities pop. 25-50k	23.3%	24.0%	24.6%	23.8%	+
Property crimes clearance rate (NIBRS****): Keizer	20.5%	21.9%	19.4%	22.6%	18.2%
Traffic injury crashes	66	66	56	71	61
Traffic citations (does not incl. multiple citations to same driver)	2,360	1,977	1,017	1,503	1,533
Traffic written warnings	2,969	2,622	1,340	1,501	936
Officers/1,000 residents: Oregon cities pop. 33-37,000	1.3	1.3	1.3	1.3	1.3
Officers/1,000 residents: Keizer	1.0	1.0	1.0	1.0	1.0

The FBI continues to collect and report crime data using the Uniform Crime Reporting Program, though many agencies, including Keizer, report crime data using the National Incident-Based Reporting System. For a better comparison of the two systems, the crimes included in the clearance rates are defined below:

- * UCR: Murder, Non-negligent Manslaughter, Rape, Robbery, Aggravated Assault
- ** NIBRS: Aggravated Assault, Homicide, Rape, Robbery
- *** UCR: Burglary, Larceny-Theft, Motor Vehicle Theft
- **** NIBRS: Arson, Burglary (Business, Residence, and Other), Larceny, Motor Vehicle Theft
- + Information not yet published

Public Works Department

OVERVIEW

The Public Works Department is responsible for providing efficient and sound infrastructure, facilities, and services regarding the City's transportation, water, wastewater, stormwater, parks and building and property management. These services are required year round and are fundamental in supporting the quality of life enjoyed by residents, businesses and visitors. Capital Improvement projects for the various Divisions within the Department are managed by Division staff in coordination with contracted City Engineering firms.

COUNCIL GOALS ASSIGNED

- Assist in identifying a stable funding mechanism for Parks to support both the construction of the Parks Master Plan CIP and the operations and maintenance of the parks at an adequate level of service.
- Add another Parks employee to the Parks Division as soon as the cost is sustainable in the budget.

PRIMARY FUNCTIONS

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

ADVISORY COMMITTEES

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

PARKS DIVISION

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

HIGHLIGHTS

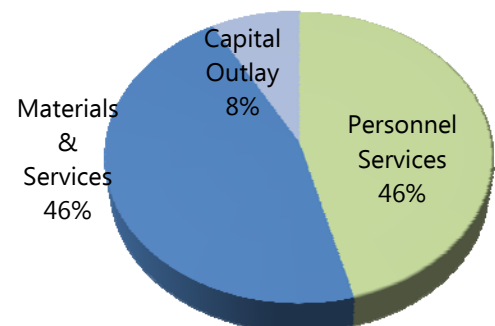
- Resurfaced parking lot at the south end of Claggett Creek Park.

TOTAL EXPENDITURES – \$372,400 General Fund* Parks Department

Personnel Services \$170,800

Materials & Services \$171,500

Capital Outlay \$30,100



Public Works Department

PARK IMPROVEMENT FUND

\$517,600 – Revenues

\$981,800 – Capital Outlay – planned projects

INFRASTRUCTURE OPERATED AND MAINTAINED

- 19 Individual Parks Totaling 239 Acres
- 9 Play Structures
- Splash Fountain
- Boating Facility
- 5.44 Miles of Trails
- 13 Irrigation Systems

STREETS DIVISION

The Street Division provides quality streets, lighting, traffic signals, sidewalks, and bike paths. The Division provides total right of way maintenance services for the City. The City contracts striping services with Marion County. Traffic signal system operations and maintenance is contracted with the City of Salem.

HIGHLIGHTS

- Completed Verda/Chemawa Roundabout Project.
- Updated 17 locations with ADA ramps.
- Continued street sign replacements.
- Upgraded various street lights.

TOTAL REVENUES – \$6,121,900

primary source State Fuel tax

TOTAL EXPENDITURES – \$6,121,900 Street Fund

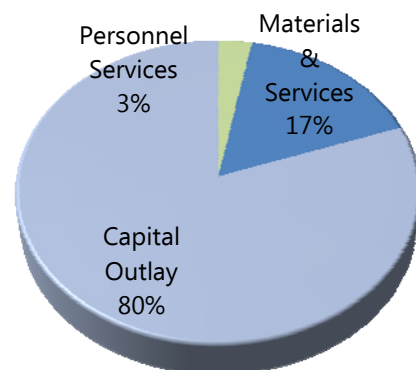
Personnel Services \$140,000

Materials & Services \$786,700

Capital Outlay \$3,819,200

INFRASTRUCTURE OPERATED AND MAINTAINED

- 109.36 Miles of Streets
- 21 Traffic Signals
- 7 Bridges
- 1,800 Street Signs
- 1,378 Traffic Signs



Public Works Department

WATER DIVISION

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

HIGHLIGHTS

- Continue updating distribution system to ensure adequate volume and pressure delivery to residents.
- Rehabilitated the Wiessner well and replaced the pump, motor, pump shaft and column.
- Replaced 5 large meters with more accurate and efficient meters.
- Continued the water main line replacement program.
- Installed filter plant at Lacey Court well.
- Completed Keizer Station Well Rehab.
- Completed water line and service updates on Churchdale Ln. NE.

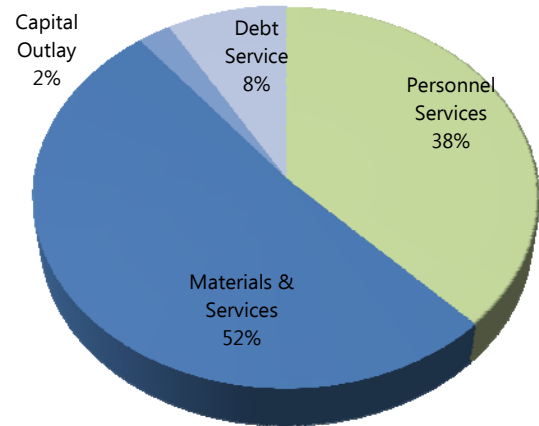
TOTAL REVENUES (Water & Water Facility Funds)
\$3,824,800 - primarily user charges

TOTAL EXPENDITURES – \$3,824,800 Water Fund
Personnel Services \$1,027,800
Materials & Services \$1,412,600
Capital Outlay \$63,900
Debt Service \$230,800

\$440,000 Water Facility Fund (Capital Outlay)

INFRASTRUCTURE OPERATED AND MAINTAINED

- 15 Individual Pump Station Facilities
- 3 Reservoirs
- 125.3 Miles of Pipe
- 890 Fire Hydrants
- 1,786 Valves
- 10,432 Service Connections



Public Works Department

STORMWATER DIVISION

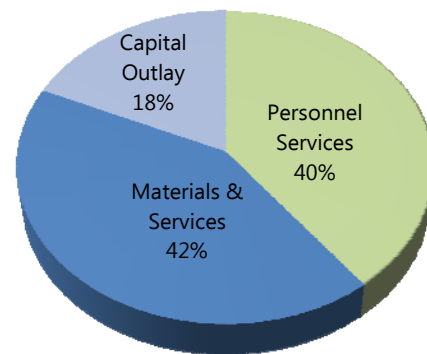
The Stormwater Division maintains and operates the City's stormwater system and implements the Department of Environmental Quality approved management plans. The City's 3 regulatory programs are mandated by the Federal Clean Water Act, the Safe Drinking Water Act, and the State of Oregon. The permits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

HIGHLIGHTS

- Continued TV inspection of storm lines. Completed approximately 10% of the system which is the measurable goal.
- Continued implementation of the 3 regulatory management plans / permits.
- Completed a major outfall repair on Otter Way and lined a major outfall pipe on Rafael.
- Continued repair work as identified by the TV inspection program.
- Continued the stormwater private facility inventory program.
- Hosted 2 regional education events related to stormwater – quality and management.
- Participated as part of an advisory committee to DEQ for development of a new Phase II permit.
- Conducted stormwater sampling in accordance with the state approved monitoring plan and expanded the effort to identify potential future problems.
- Developed *draft* Low Impact Development (LID) Design Standards required by permit.

TOTAL REVENUES – \$1,868,000 - primarily user charges

TOTAL EXPENDITURES – \$1,853,500 Stormwater Fund
Personnel Services \$732,500
Materials & Services \$781,600
Capital Outlay \$339,400



INFRASTRUCTURE OPERATED AND MAINTAINED

- 72.7 Miles of Pipe
- 93 Underground Injection Control Systems (UIC's)
- 1,177 Manholes (reclassified some as private)
- 2,236 Catch Basins
- 113 Outfalls (Keizer owned and maintained)
- 148 Outfalls inspected annually
- 1.4 Acres Vegetated Stormwater Facilities

Public Works Department

FACILITY MAINTENANCE

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

HIGHLIGHTS

- Installed bird netting under covered area for police parking .
- Installed additional A/C unit for main server room.
- Purchased John Deere Gator.

INFRASTRUCTURE OPERATED AND MAINTAINED

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

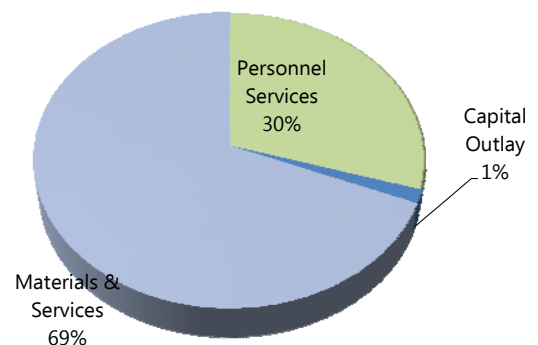
TOTAL EXPENDITURES – \$308,200 Facility Maintenance

Administrative Services Fund FTE 1.0

Personnel Services \$91,600

Materials & Services \$212,100

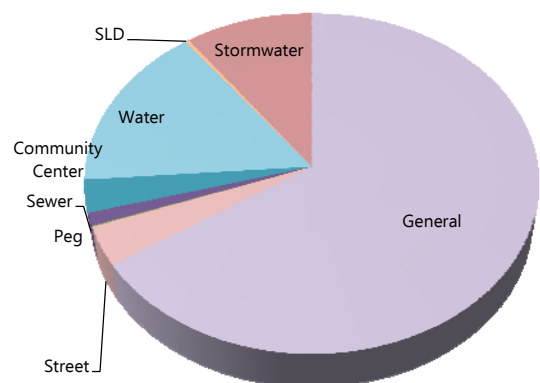
Capital Outlay \$4,500



ALLOCATION OF FACILITY MAINTENANCE COSTS

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

General	\$	210,300
Street		11,900
PEG		300
Community Center		7,400
Sewer		8,000
Water		51,200
SLD		600
Stormwater		32,200
	\$	<u>321,900</u>



Public Works Department

PUBLIC WORKS NON-DEPARTMENTAL

Beginnings in FY14-15 shared overhead costs are tracked in the Administrative Services fund and include those staff which supports all or most Public Works funds. Shared Materials and Services costs are also tracked in this cost center and include the Public Works Shop building costs and other overhead items such as auto insurance.

TOTAL EXPENDITURES – \$550,300 Public Works

Administrative Services Fund 4.0 FTE

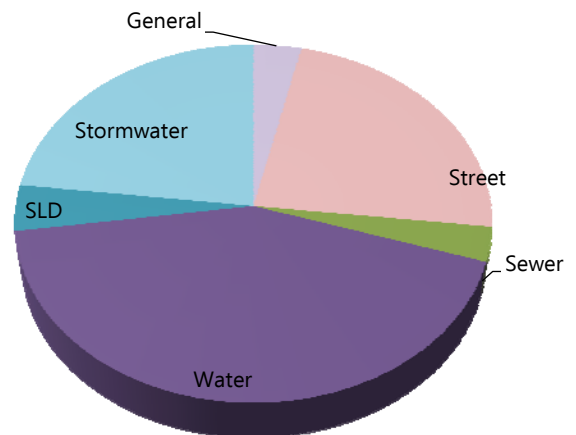
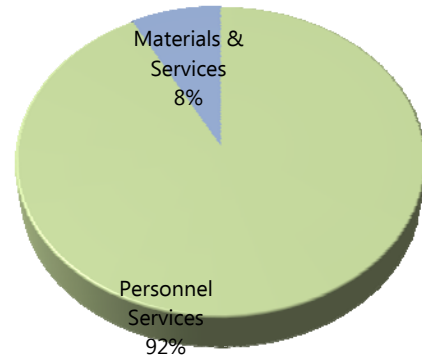
Personnel Services \$507,400

Materials & Services \$42,900

ALLOCATION OF PUBLIC WORKS NON-DEPARTMENTAL COSTS

Staff costs are allocated based on effort expended in managing and supporting each Public Works Division. Allocation of costs is authorized by Council Resolution.

General	\$	17,000
Street		184,400
Sewer		19,300
Water		176,600
Street Light Districts		23,100
Stormwater		129,800
	\$	<u>550,300</u>





Funds & Departments

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

Administrative Services Fund Summary

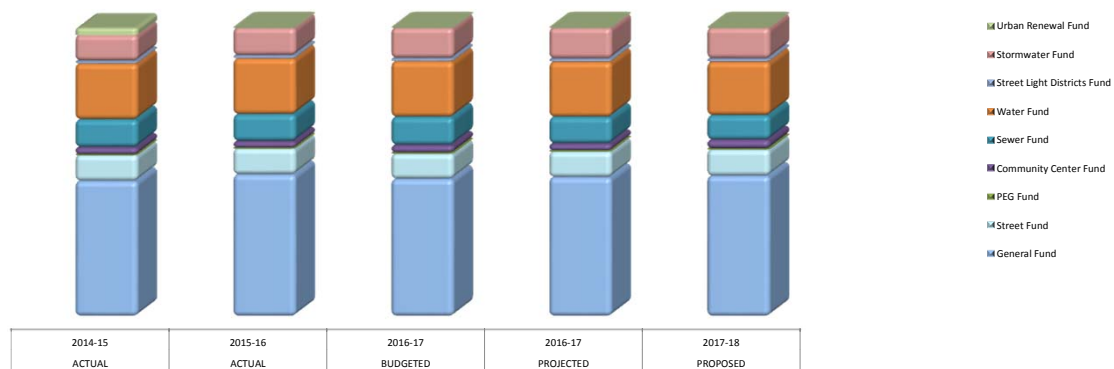
The Administrative Services Fund is an Internal Service Fund which is used to account for the financing of goods and/or services provided to various City funds on a cost-reimbursement basis.

Administrative Services are provided by the following activities: General Administration (City Council and Non-departmental), City Manager's Office, City Attorney's Office, City Records Department, Human Resources Department, Finance – Non-Departmental, Finance – Utility Billing, Finance - Information Systems, Public Works – Non-departmental and Public Works Civic Center Facilities (building maintenance).

The sources from which the fund shall be replenished: The City's operating funds are charged for the services provided by the Administrative Services Fund based on various cost allocation plans. These plans are to be revised each year based on anticipated benefits received. The plans are based on a range of factors including number of personnel, percent of effort expended by administrative personnel to the benefiting fund, revenues and expenditures, information technology equipment costs, software costs and maintenance fees.

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 130,610	\$ 160,700	\$ 130,600	\$ 129,100	\$ 147,900	\$ 147,900		15%
3 Revenues:								
4 Charges for Services:								
5 Charges for Services	3,140,619	3,232,514	3,567,000	3,356,200	3,598,600	3,598,600		7%
6 Miscellaneous:								
7 Miscellaneous Revenue	26,579	1,759	-	-	-	-		
8 Total Revenues	3,167,198	3,234,273	3,567,000	3,356,200	3,598,600	3,598,600		7%
9 TOTAL RESOURCES	3,297,808.00	3,394,973	3,697,600	3,485,300	3,746,500	3,746,500		7%
10 REQUIREMENTS:								
11 Expenditures:								
12 Personnel Services:								
13 City Manager	204,845	210,439	219,400	219,000	228,900	228,900		4.5%
14 City Attorney's Office	253,583	269,024	276,700	275,500	284,100	284,100		3.1%
15 City Recorder's Office	199,609	211,942	221,500	220,200	229,000	229,000		4.0%
16 Human Resources	245,397	263,468	278,200	277,000	295,700	295,700		6.8%
17 Finance - Non-Departmental	420,712	396,318	421,500	318,400	398,600	398,600		25.2%
18 Finance - Information Systems	143,927	194,575	211,700	210,900	222,500	222,500		5.5%
19 Finance - Utility Billing	257,267	279,054	305,500	264,500	232,900	232,900		-11.9%
20 Civic Center Facilities	74,981	81,147	87,300	86,800	91,600	91,600		5.5%
21 Public Works	452,253	465,756	488,300	485,800	507,400	507,400		4.4%
22 Total Personnel Services	2,252,574	2,371,723	2,510,100	2,358,100	2,490,700	2,490,700		5.6%
23 Materials & Services:								
24 General Administration	231,680	254,539	295,200	295,200	263,200	263,200		-10.8%
25 City Manager	5,822	6,290	6,300	6,300	6,300	6,300		0.0%
26 City Attorney's Office	4,196	4,699	12,400	10,000	11,400	11,400		14.0%
27 City Recorder's Office	5,051	6,858	6,200	6,200	6,200	6,200		0.0%
28 Human Resources	27,240	24,626	24,200	22,600	22,600	22,600		0.0%
29 Finance - Non-Departmental	28,538	27,623	31,500	30,500	31,900	31,900		4.6%
30 Finance - Information Systems	112,611	135,292	182,000	178,500	190,200	190,200		6.6%
31 Finance - Utility Billing	93,077	95,203	109,000	109,000	110,000	110,000		0.9%
32 Civic Center Facilities	234,650	199,842	212,100	206,800	212,100	212,100		2.6%
33 Public Works	44,582	36,300	44,900	37,600	42,900	42,900		14.1%
34 Total Materials & Services	787,447	791,272	923,800	902,700	896,800	896,800		-0.7%
35 Capital Outlay:								
36 Finance - Information Systems	79,411	69,408	50,000	48,000	123,000	123,000		156.3%
37 Public Works Administration	3,825	30,569	-	-	-	-		
38 Civic Center Facilities	13,853	2,898	28,600	28,600	4,500	4,500		-84.3%
39 Total Capital Outlay	97,089	102,875	78,600	76,600	127,500	127,500		66.4%
40 Total Expenditures	3,137,110	3,265,870	3,512,500	3,337,400	3,515,000	3,515,000		5.3%
41 Other Requirements:								
42 Contingencies	-	-	185,000	-	231,500	231,500		
43 Fund Balance:								
44 Committed	160,698	129,103	100	147,900	-	-		-100.0%
45 TOTAL REQUIREMENTS	\$ 3,297,808	\$ 3,394,973	\$ 3,697,600	\$ 3,485,300	\$ 3,746,500	\$ 3,746,500		7.5%

Administrative Services Fund Summary



The increase in the Stormwater, Water, Sewer and Street Funds in fiscal year 2014-15 is due to the new Utility Billing and Public Works cost centers in the Administrative Services Fund. In prior years, Utility Billing and Public Works administrative costs were allocated directly to these funds.

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
CHARGES FOR SERVICES BY FUND								
* General Fund	\$ 1,472,640	\$ 1,588,977	\$ 1,698,100	\$ 1,617,200	\$ 1,751,700	\$ 1,751,700		8%
Street Fund	286,330	294,367	315,300	301,800	330,300	330,300		9%
PEG Fund	-	2,099	6,900	6,400	7,900	7,900		23%
* Community Center Fund	82,189	75,857	97,800	84,800	111,000	111,000		31%
Sewer Fund	299,393	300,172	343,900	306,300	302,900	302,900		-1%
Water Fund	608,390	625,350	687,300	641,800	668,800	668,800		4%
Street Light Districts Fund	28,323	33,785	37,200	34,800	37,100	37,100		7%
Stormwater Fund	286,338	311,907	380,500	363,100	388,900	388,900		7%
* Urban Renewal Fund	77,017	-	-	-	-	-		
Total Allocation by Fund	\$ 3,140,620	\$ 3,232,514	\$ 3,567,000	\$ 3,356,200	\$ 3,598,600	\$ 3,598,600		7%

* In FY14-15 the Community Center Fund did not have sufficient cash to pay the full cost of Administrative Service Charges so \$3,166 was paid by the General Fund. The Urban Renewal Project Fund was closed out in FY14-15 so charges totaling \$11,338 were paid by the General Fund.

City Manager's Office

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

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

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 4	\$ 8	\$ -	\$ -	\$ -	\$ -		
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	210,671	216,721	225,700	225,300	235,200	235,200		4.4%
6 TOTAL RESOURCES	210,675	216,729	225,700	225,300	235,200	235,200		4.4%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 City Manager	147,642	148,220	151,600	151,600	153,800	153,800		1.5%
11 Vehicle Allowance	4,200	3,850	4,200	4,200	4,200	4,200		0.0%
12 Cell Phone Stipend	-	-	-	-	-	-		
13 Wellness	386	391	400	400	400	400		0.0%
14 Medicare	2,315	2,310	2,400	2,400	2,400	2,400		0.0%
15 Retirement	32,965	37,423	39,900	39,900	46,400	46,400		16.3%
16 Insurance Benefits	17,207	17,998	20,600	20,200	21,400	21,400		5.9%
17 Workers Compensation	130	247	300	300	300	300		0.0%
18 Total Personnel Services	204,845	210,439	219,400	219,000	228,900	228,900		4.5%
19 Materials & Services:								
20 Meetings, Travel & Training	5,522	5,990	6,000	6,000	6,000	6,000		0.0%
21 Liability Insurance	300	300	300	300	300	300		0.0%
22 Total Materials & Services	5,822	6,290	6,300	6,300	6,300	6,300		0.0%
23 Total Expenditures:	210,667	216,729	225,700	225,300	235,200	235,200		4.4%
24 Fund Balance:								
25 Committed for Operations	8	-	-	-	-	-		
26 TOTAL REQUIREMENTS	\$ 210,675	\$ 216,729	\$ 225,700	\$ 225,300	\$ 235,200	\$ 235,200		4.4%

City Manager's Office



SUMMARY OF CITY MANAGER'S OFFICE CHARGES BY FUND

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	FTE/ Project Time
General Fund	\$ 151,124	\$ 166,283	\$ 166,600	\$ 166,200	\$ 173,500	\$ 173,500		73.8%
Street Fund	10,170	11,723	14,900	14,900	15,500	15,500		6.6%
Public Education Government Fund	-	98	900	900	900	900		0.4%
Community Center Fund	3,013	2,463	3,600	3,600	3,800	3,800		1.6%
Sewer Fund	5,025	4,827	3,600	3,600	3,800	3,800		1.6%
Water Fund	19,182	19,111	21,000	21,000	21,900	21,900		9.3%
Street Light Districts Fund	365	591	1,100	1,100	1,200	1,200		0.5%
Stormwater Fund	11,238	11,625	14,000	14,000	14,600	14,600		6.2%
Urban Renewal Fund	10,554	-	-	-	-	-		
TOTAL CHARGES BY FUND	\$ 210,671	\$ 216,721	\$ 225,700	\$ 225,300	\$ 235,200	\$ 235,200		100.0%

Budget Notes:

Expenditures:

- 9 The Budget provides a 1.5% salary increase for all non-represented staff. In addition step increases for those eligible as provided for in the City Personnel Policies.

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

City Attorney's Office

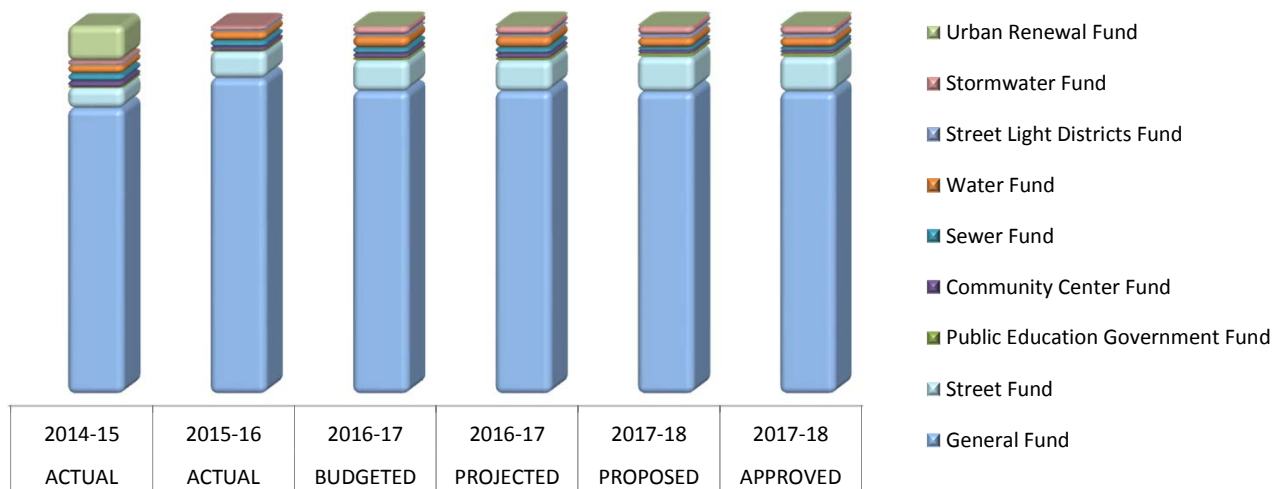
The City Attorney is a Charter officer, answering directly to the City Council. The City Attorney's Office is responsible for most legal matters involving the City, and also oversees the efforts of outside counsel for most matters requiring special expertise.

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

The City Attorney's Office tracks time spent on various projects and categorizes the results by operating fund. A rolling three-year average is used as the basis for allocating costs.

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	257,779	273,723	289,100	285,500	295,500	295,500		3.5%
6 TOTAL RESOURCES	257,779	273,723	289,100	285,500	295,500	295,500		3.5%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Attorney	133,903	136,528	137,500	137,500	139,600	139,600		1.5%
11 Administrative Support	54,058	56,723	57,200	57,200	58,100	58,100		1.6%
12 Cell Phone Stipend	660	900	900	900	900	900		0.0%
13 Wellness	304	236	800	300	800	800		166.7%
14 Medicare	2,928	3,010	3,000	3,100	3,100	3,100		0.0%
15 Retirement	27,163	35,343	35,800	35,800	38,500	38,500		7.5%
16 Insurance Benefits	34,318	35,988	41,200	40,400	42,800	42,800		5.9%
17 Workers Compensation	249	296	300	300	300	300		0.0%
18 Total Personnel Services	253,583	269,024	276,700	275,500	284,100	284,100		3.1%
19 Materials & Services:								
20 Meetings, Travel & Training	3,731	4,049	8,400	6,000	7,000	7,000		16.7%
21 Legal Services Contracts	440	-	3,500	3,500	3,400	3,400		-2.9%
22 Law Library Maintenance	25	650	500	500	1,000	1,000		100.0%
23 Total Materials & Services	4,196	4,699	12,400	10,000	11,400	11,400		14.0%
24 Total Expenditures:	257,779	273,723	289,100	285,500	295,500	295,500		3.5%
25 Fund Balance:								
26 Committed for Operations	-	-	-	-	-	-		
27 TOTAL REQUIREMENTS	\$ 257,779	\$ 273,723	\$ 289,100	\$ 285,500	\$ 295,500	\$ 295,500		3.5%

City Attorney's Office



SUMMARY OF CITY ATTORNEY'S OFFICE CHARGES BY FUND

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	Project Time
General Fund	\$ 200,075	\$ 234,564	\$ 237,600	\$ 234,600	\$ 242,400	\$ 242,400		82.1%
Street Fund	14,628	20,158	24,300	24,000	28,100	28,100		9.5%
Public Education Government Fund	-	386	1,700	1,700	2,700	2,700		0.9%
Community Center Fund	4,267	2,894	3,800	3,800	2,700	2,700		0.9%
Sewer Fund	5,200	4,533	4,300	4,200	2,100	2,100		0.7%
Water Fund	6,511	7,137	9,300	9,200	8,000	8,000		2.7%
Street Light Districts Fund	152	579	900	900	2,100	2,100		0.7%
Stormwater Fund	2,253	3,472	7,200	7,100	7,400	7,400		2.5%
Urban Renewal Fund	24,693	-	-	-	-	-		0.0%
TOTAL CHARGES BY FUND	\$ 257,779	\$ 273,723	\$ 289,100	\$ 285,500	\$ 295,500	\$ 295,500		100.0%

Budget Notes:

Expenditures:

- 9 The Budget provides a 1.5% salary increase for all non-represented staff. In addition step increases for those eligible as provided for in the City Personnel Policies.
- For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.
- 21 Legal Services Contracts include outside legal assistance on City matters (excluding Bond Counsel costs).

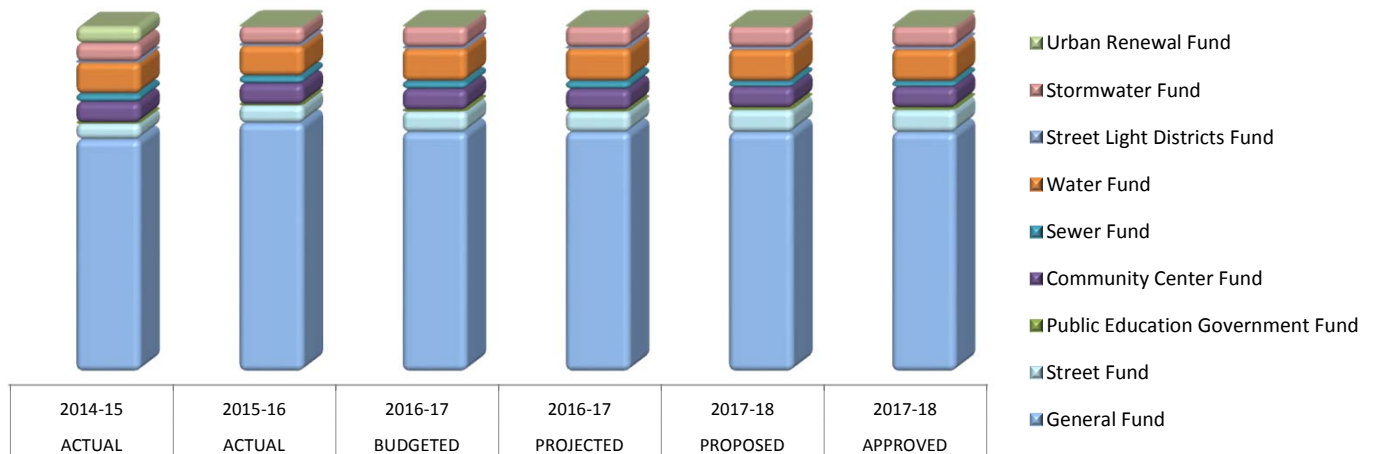
City Recorder's Department

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

Costs are primarily allocated through a time tracking mechanism managed by the Legal Department staff and the results are categorized by operating fund. A three-year rolling average is used as the basis for allocating costs which helps smooth out spikes in workload in any given year. An adjustment is made for the Community Center activity since the City Recorder manages that program. The allocation methodology is authorized by Council Resolution.

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ 2	\$ -	\$ -	\$ -	\$ -	-	
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	204,662	218,798	227,700	226,400	235,200	235,200		3.9%
6 TOTAL RESOURCES	204,662	218,800	227,700	226,400	235,200	235,200		3.9%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 City Recorder	82,237	83,872	84,500	84,500	85,800	85,800		1.5%
11 Administrative Support	55,102	57,850	60,100	60,100	61,000	61,000		1.5%
12 Cell Phone Stipend	660	900	900	900	900	900		0.0%
13 Wellness	333	280	800	300	800	800		166.7%
14 Medicare	2,128	2,196	2,300	2,300	2,300	2,300		0.0%
15 Retirement	24,583	30,570	31,400	31,400	35,100	35,100		11.8%
16 Insurance Benefits	34,318	35,987	41,200	40,400	42,800	42,800		5.9%
17 Workers Compensation	248	287	300	300	300	300		0.0%
18 Total Personnel Services	199,609	211,942	221,500	220,200	229,000	229,000		4.0%
19 Materials & Services:								
20 Materials & Supplies	-	220	-	-	-	-		
21 Meetings, Travel & Training	5,051	6,638	6,200	6,200	6,200	6,200		0.0%
22 Total Materials & Services	5,051	6,858	6,200	6,200	6,200	6,200		0.0%
23 Total Expenditures:	204,660	218,800	227,700	226,400	235,200	235,200		3.9%
24 Fund Balance:								
25 Committed for Operations	2	-	-	-	-	-		
26 TOTAL REQUIREMENTS	\$ 204,662	\$ 218,800	\$ 227,700	\$ 226,400	\$ 235,200	\$ 235,200		3.9%

City Recorder's Department



SUMMARY OF CITY RECORDER'S DEPARTMENT CHARGES BY FUND

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	Time Spent
General Fund	\$ 137,344	\$ 157,149	\$ 157,600	\$ 156,700	\$ 162,700	\$ 162,700		69.2%
Street Fund	9,880	11,814	13,900	13,800	15,500	15,500		6.6%
Public Education Government Fund	-	-	700	700	1,200	1,200		0.5%
Community Center Fund	12,397	13,303	13,900	13,800	14,300	14,300		6.1%
Sewer Fund	4,882	4,864	5,200	5,200	3,800	3,800		1.6%
Water Fund	18,635	19,358	21,600	21,500	21,900	21,900		9.3%
Street Light Districts Fund	354	596	700	700	1,200	1,200		0.5%
Stormwater Fund	10,917	11,714	14,100	14,000	14,600	14,600		6.2%
Urban Renewal Fund	10,253	-	-	-	-	-		0.0%
TOTAL CHARGES BY FUND	\$ 204,662	\$ 218,798	\$ 227,700	\$ 226,400	\$ 235,200	\$ 235,200		100.0%

Budget Notes:

Expenditures:

- 9 The Budget provides a 1.5% salary increase for all non-represented staff. In addition step increases for those eligible as provided for in the City Personnel Policies.

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

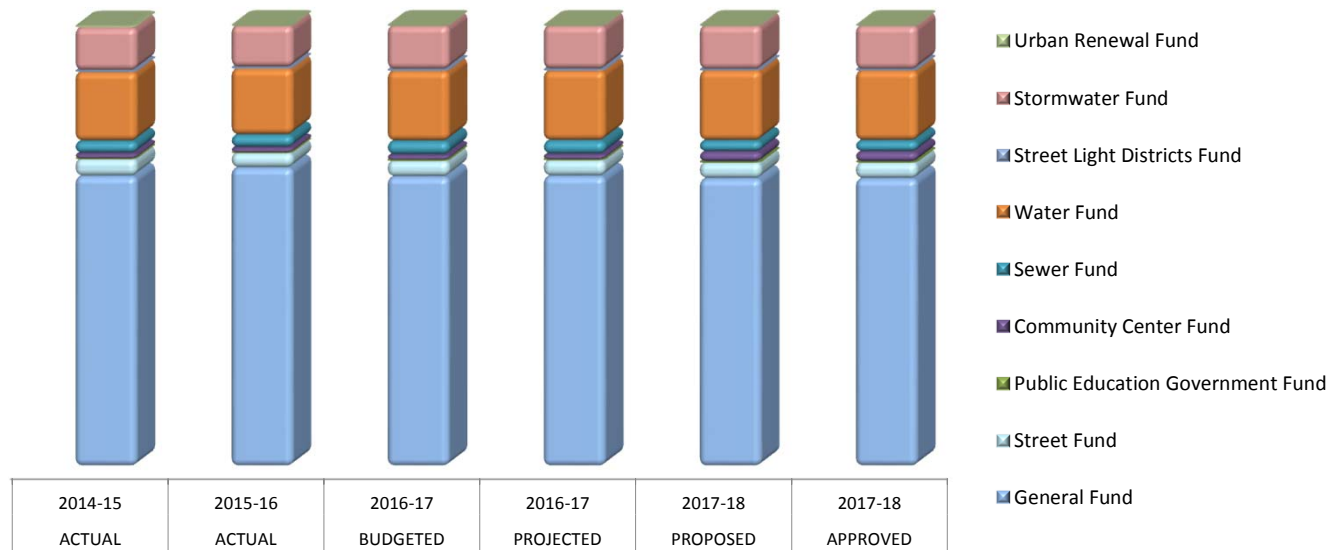
Human Resources Department

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

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

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ (1,500)	\$ 100	\$ 100		-107%
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	272,637	286,594	302,400	301,100	318,200	318,200		5.7%
6 TOTAL RESOURCES	272,637	286,594	302,400	299,600	318,300	318,300		6.2%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Administrative Support	61,283	64,305	66,800	66,800	69,800	69,800		4.5%
11 Human Resources Director	111,165	116,663	121,100	121,100	126,600	126,600		4.5%
12 Cell Phone Stipend	900	900	900	900	900	900		0.0%
13 Wellness Program	327	143	800	400	800	800		100.0%
14 Medicare/Social Security	2,670	2,797	2,900	2,900	2,900	2,900		0.0%
15 Retirement	34,472	42,373	44,200	44,200	51,600	51,600		16.7%
16 Insurance Benefits	34,318	35,988	41,200	40,400	42,800	42,800		5.9%
17 Workers Compensation	262	299	300	300	300	300		0.0%
18 Total Personnel Services	245,397	263,468	278,200	277,000	295,700	295,700		6.8%
19 Materials & Services:								
20 Safety & Wellness	5,558	8,691	7,000	7,000	7,000	7,000		0.0%
21 Meetings, Travel & Training	5,856	4,533	6,600	6,000	6,000	6,000		0.0%
22 Labor Attorney -- City-wide	10,091	6,075	5,000	5,000	5,000	5,000		0.0%
23 Contractual Services	4,244	5,166	3,600	3,600	3,600	3,600		0.0%
24 Medical Testing	1,491	76	1,600	1,000	1,000	1,000		0.0%
25 Recruitment	-	85	400	-	-	-		
26 Total Materials & Services	27,240	24,626	24,200	22,600	22,600	22,600		0.0%
27 Total Expenditures:	272,637	288,094	302,400	299,600	318,300	318,300		6.2%
28 Fund Balance:								
29 Committed for Operations	-	(1,500)	-	-	-	-		
30 Total Fund Balance	-	(1,500)	-	-	-	-		
31 TOTAL REQUIREMENTS	\$ 272,637	\$ 286,594	\$ 302,400	\$ 299,600	\$ 318,300	\$ 318,300		6.2%

Human Resources Department



SUMMARY OF HUMAN RESOURCES DEPARTMENT CHARGES BY FUND

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	FTE
General Fund	\$ 179,544	\$ 194,233	\$ 198,700	\$ 198,300	\$ 207,800	\$ 207,800		65.3%
Street Fund	10,851	9,903	11,200	11,100	11,800	11,800		3.7%
Public Education Government Fund	-	-	300	300	300	300		0.1%
Community Center Fund	3,286	3,334	3,600	3,600	7,300	7,300		2.3%
Sewer Fund	7,506	8,040	9,400	9,300	8,000	8,000		2.5%
Water Fund	42,762	43,141	48,100	47,700	50,600	50,600		15.9%
Street Light Districts Fund	783	784	900	900	600	600		0.2%
Stormwater Fund	26,704	27,159	30,200	29,900	31,800	31,800		10.0%
Urban Renewal Fund	1,201	-	-	-	-	-		0.0%
TOTAL CHARGES BY FUND	\$ 272,637	\$ 286,594	\$ 302,400	\$ 301,100	\$ 318,200	\$ 318,200		100.00%

Budget Notes:

Expenditures:

- 9 The Budget provides a 1.5% all non-represented and represented staff, respectively. In addition step increases for those eligible as provided for in the City Personnel Policies.

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

Finance - Non-Departmental

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

Costs are allocated based on a blend of revenues and expenditures city-wide except for the Office Assistant's time is allocated 70% to the Community Center as part of the position's regular duties. The Allocation methodology is authorized by Council Resolution.

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ 5	\$ -	\$ -	\$ -	\$ -		
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	449,255	423,936	453,000	348,900	430,500	430,500		23.4%
6 TOTAL RESOURCES	449,255	423,941	453,000	348,900	430,500	430,500		23.4%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Administrative Support	181,197	153,056	172,100	105,600	147,800	147,800		40.0%
11 Finance Director	117,930	118,336	104,500	104,500	109,200	109,200		4.5%
12 Overtime	-	-	-	-	-	-		
13 Wellness	562	413	1,600	1,200	1,600	1,600		33.3%
14 Medicare	4,608	4,161	4,600	3,000	4,000	4,000		33.3%
15 Retirement	47,367	48,087	57,700	36,100	50,100	50,100		38.8%
16 Insurance Benefits	68,541	71,711	80,400	67,400	85,300	85,300		26.6%
17 Workers Compensation	507	554	600	600	600	600		0.0%
18 Total Personnel Services	420,712	396,318	421,500	318,400	398,600	398,600		25.2%
19 Materials & Services:								
20 Office Materials and Supplies	574	-	-	-	-	-		
21 Meetings, Travel & Training	2,179	1,588	4,000	3,000	3,000	3,000		0.0%
22 Audit Fees	25,785	26,035	27,500	27,500	28,900	28,900		5.1%
23 Total Materials & Services	28,538	27,623	31,500	30,500	31,900	31,900		4.6%
24 Total Expenditures:	449,250	423,941	453,000	348,900	430,500	430,500		23.4%
25 Fund Balance:								
26 Committed for Operations	5	-	-	-	-	-		
27 Total Fund Balance	5	-	-	-	-	-		
28 TOTAL REQUIREMENTS	\$ 449,255	\$ 423,941	\$ 453,000	\$ 348,900	\$ 430,500	\$ 430,500		23.4%

Finance - Non-Departmental



SUMMARY OF FINANCE NON-DEPARTMENTAL CHARGES BY FUND

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	Average Revenue/ Expense
General Fund	\$ 192,438	\$ 205,287	\$ 189,300	\$ 145,700	\$ 172,700	\$ 172,700		40.1%
Street Fund	41,521	28,711	34,400	26,500	35,300	35,300		8.2%
Public Education Government Fund	-	1,615	2,300	1,800	1,700	1,700		0.4%
Community Center Fund	48,126	40,997	51,200	39,400	56,000	56,000		13.0%
Sewer Fund	60,467	61,640	72,000	55,500	68,000	68,000		15.8%
Water Fund	60,467	61,640	72,000	55,500	68,000	68,000		15.8%
Street Light Districts Fund	6,539	6,909	8,200	6,300	6,000	6,000		1.4%
Stormwater Fund	13,953	17,137	23,600	18,200	22,800	22,800		5.3%
Urban Renewal Fund	25,744	-	-	-	-	-		0.0%
TOTAL CHARGES BY FUND	\$ 449,255	\$ 423,936	\$ 453,000	\$ 348,900	\$ 430,500	\$ 430,500		100.00%

Budget Notes:

Expenditures:

- 9 The Budget provides a 1.5% wage and salary increase for all non-represented. In addition step increases for those eligible as provided for in the City Personnel Policies.
- For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.

Finance - Information Systems

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

Costs are allocated based on FTE allocations charged to each operating fund except software and hardware costs are based on dollars expended by fund as authorized by Council Resolution.

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ 2	\$ -	\$ -	\$ -	\$ -		
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	335,951	399,276	443,700	437,500	535,700	535,700		22.4%
6 TOTAL RESOURCES	335,951	399,278	443,700	437,500	535,700	535,700		22.4%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Network Support	98,671	134,335	139,400	139,400	145,800	145,800		4.6%
11 Temporary Help	272	-	-	-	-	-		
12 Overtime	-	93	-	-	-	-		
13 Cell Phone Stipend	660	975	1,800	1,800	1,800	1,800		0.0%
14 Wellness	-	-	800	800	800	800		0.0%
15 Medicare	1,552	2,027	2,200	2,200	2,200	2,200		0.0%
16 Retirement	12,433	21,208	25,900	25,900	28,700	28,700		10.8%
17 Insurance Benefits	30,112	35,637	41,200	40,400	42,800	42,800		5.9%
18 Workers Compensation	227	300	400	400	400	400		0.0%
19 Total Personnel Services	143,927	194,575	211,700	210,900	222,500	222,500		5.5%
20 Materials & Services:								
21 Travel & Training	44	56	1,000	500	1,000	1,000		100.0%
22 Contractual Services	41	-	-	-	-	-		
23 Telephone	14,228	15,357	17,000	16,000	17,000	17,000		6.3%
24 Computer Software & Maintenance	76,961	97,709	140,000	138,000	148,200	148,200		7.4%
25 Office Equipment Maintenance	21,337	22,170	24,000	24,000	24,000	24,000		0.0%
26 Total Materials & Services	112,611	135,292	182,000	178,500	190,200	190,200		6.6%
27 Capital Outlay:								
28 Computer Hardware	79,411	69,408	50,000	48,000	123,000	123,000		156.3%
29 Total Expenditures:	335,949	399,275	443,700	437,400	535,700	535,700		22.5%
30 Fund Balance:								
31 Committed for Operations	2	-	-	-	-	-		
32 Total Fund Balance	2	-	-	-	-	-		
33 TOTAL REQUIREMENTS	\$ 335,951	\$ 399,275	\$ 443,700	\$ 437,400	\$ 535,700	\$ 535,700		22.5%

Finance - Information Systems



SUMMARY OF FINANCE - INFORMATION SYSTEM CHARGES BY FUND

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	Allocation
General Fund	\$ 233,495	\$ 269,289	\$ 288,000	\$ 283,900	\$ 347,700	\$ 347,700		64.9%
Street Fund	11,086	18,544	12,900	12,700	15,500	15,500		2.9%
PEG Fund		-	400	400	500	500		0.1%
Community Center Fund	4,409	6,988	9,800	9,700	11,800	11,800		2.2%
Sewer Fund	13,630	9,496	16,900	16,700	20,400	20,400		3.8%
Water Fund	44,660	61,723	58,100	57,300	70,200	70,200		13.1%
Street Light Districts Fund	832	896	1,300	1,300	1,600	1,600		0.3%
Stormwater Fund	25,713	32,340	56,300	55,500	68,000	68,000		12.7%
Urban Renewal Fund	2,126	-	-	-	-	-		0.0%
TOTAL CHARGES BY FUND	\$ 335,951	\$ 399,276	\$ 443,700	\$ 437,500	\$ 535,700	\$ 535,700		100.0%

Budget Notes:

Expenditures:

- 9 The Budget provides a 1.5% wage and salary increase for all non-represented staff. In addition step increases for those eligible as provided for in the City Personnel Policies.
- For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.
- 28 The increase in Computer Hardware is primarily for replacing the City's existing telephone system that has gone beyond the warranty period and replacing several Police Toughbook laptops.

Finance - Utility Billing

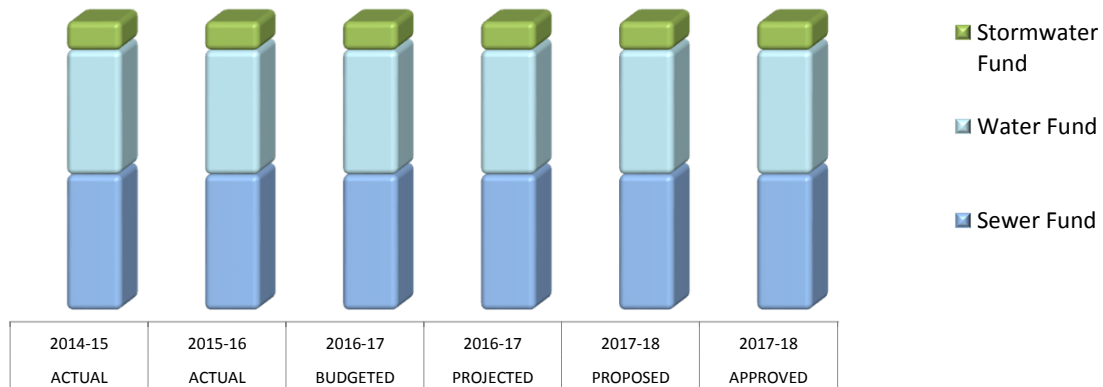
Utility Billing operates and maintains the billing function for the City's water, sewer, and stormwater utilities. The City bills active accounts bi-monthly, billing one-half of the City one month and alternating billing the other half of the City the following month. Emphasis is on excellence in customer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

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

*Note: The Finance - Utility Billing unit was a new cost center beginning FY14-15. These costs were previously accounted for directly in the Public Works funds referenced above.

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	353,742	374,257	414,500	373,500	342,900	342,900		-8.2%
6 TOTAL RESOURCES	353,742	374,257	414,500	373,500	342,900	342,900		-8.2%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Administrative Support	168,555	173,531	183,800	165,000	132,500	132,500		-19.7%
11 Overtime	-	458	500	1,000	500	500		-50.0%
12 Wellness	286	710	1,600	1,000	1,600	1,600		60.0%
13 Medicare	2,590	2,674	2,900	2,500	2,900	2,900		16.0%
14 Retirement	20,906	29,386	33,800	27,600	30,800	30,800		11.6%
15 Insurance Benefits	59,938	70,994	82,400	66,900	64,000	64,000		-4.3%
16 Workers Compensation	4,992	1,301	500	500	600	600		20.0%
17 Total Personnel Services	257,267	279,054	305,500	264,500	232,900	232,900		-11.9%
18 Materials & Services:								
19 Postage & Printing	53,708	47,134	53,500	53,500	53,500	53,500		0.0%
20 Contractual Services	39,328	48,069	53,500	54,500	54,500	54,500		0.0%
21 Meetings, Travel & Training	41	-	2,000	1,000	2,000	2,000		100.0%
22 Total Materials & Services	93,077	95,203	109,000	109,000	110,000	110,000		0.9%
23 Total Expenditures	350,344	374,257	414,500	373,500	342,900	342,900		-8.2%
24 Fund Balance:								
25 Committed for Operations	-	-	-	-	-	-		
26 Total Fund Balance	-	-	-	-	-	-		
27 TOTAL REQUIREMENTS	\$ 350,344	\$ 374,257	\$ 414,500	\$ 373,500	\$ 342,900	\$ 342,900		-8.2%

Finance - Utility Billing



SUMMARY OF FINANCE - UTILITY BILLING CHARGES BY FUND

	ACTUAL	ACTUAL	BUDGETED	PROJECTED	PROPOSED	APPROVED	ADOPTED	Utility Account Allocation
	2014-15	2015-16	2016-17	2016-17	2017-18	2017-18	2017-18	
Sewer Fund	\$ 166,259	\$ 175,906	\$ 194,800	\$ 175,500	\$ 161,200	\$ 161,200		47%
Water Fund	152,109	160,944	178,200	160,600	147,400	147,400		43%
Stormwater Fund	35,374	37,407	41,500	37,400	34,300	34,300		10%
TOTAL CHARGES BY FUND	\$ 353,742	\$ 374,257	\$ 414,500	\$ 373,500	\$ 342,900	\$ 342,900		100%

Budget Notes:

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

Expenditures:

- 9 The Budget provides a 1.5% salary increase for all non-represented staff. In addition step increases for those eligible as provided for in the City Personnel Policies.
- For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.
- 20 Contractual services are primarily for credit card fee charges.

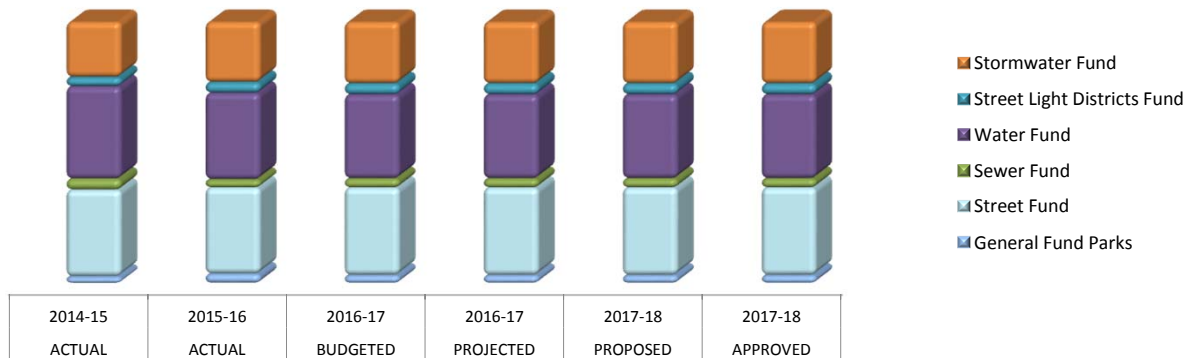
Public Works - Non-Departmental

The Public Works Department is responsible for providing efficient and sound infrastructure, facilities, and services regarding the City's transportation, water, wastewater, stormwater, parks and building and property management. These services are required year round and are fundamental in supporting the quality of life enjoyed by residents, businesses and visitors. The Public Works - Non Departmental cost center tracks costs shared by all Public Works funds and includes those staff costs for services provided to multiple funds.

Staff costs are allocated based on effort expended in managing and supporting each Public Works Division. Allocation of costs is authorized by Council Resolution.

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ 83	\$ -	\$ -	\$ -	\$ -		
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	500,743	532,542	533,200	523,400	550,300	550,300		5.1%
6 TOTAL RESOURCES	500,743	532,625	533,200	523,400	550,300	550,300		5.1%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Public Works Director	107,929	113,270	117,600	117,600	122,900	122,900		4.5%
11 Municipal Utility Workers	151,699	155,746	158,600	158,600	163,400	163,400		3.0%
12 Administrative Support	51,349	54,079	54,500	54,500	55,400	55,400		1.7%
13 Cell Phone and Clothing Stipend	2,120	2,491	2,700	2,600	2,600	2,600		0.0%
14 Wellness	547	647	1,600	800	1,600	1,600		100.0%
15 Medicare	4,768	4,986	5,100	5,100	5,100	5,100		0.0%
16 Retirement	44,293	57,232	61,000	61,000	65,900	65,900		8.0%
17 Insurance Benefits	85,679	72,996	82,400	80,800	85,400	85,400		5.7%
18 Workers Compensation	3,869	4,309	4,800	4,800	5,100	5,100		6.3%
19 Total Personnel Services	452,253	465,756	488,300	485,800	507,400	507,400		4.4%
20 Materials & Services:								
21 Shop Operations and Supplies	12,363	5,446	10,500	8,000	10,500	10,500		31.3%
22 Meetings, Travel & Training	331	402	500	-	500	500		
23 Public Notices	56	64	-	-	-	-		
24 Labor Attorney	84	238	1,000	300	1,000	1,000		233.3%
25 Janitorial Services	4,846	4,999	5,000	5,000	5,000	5,000		0.0%
26 Shop Utilities	8,478	9,472	9,000	9,100	9,300	9,300		2.2%
27 Telephone, Telemetry & Fire Alarm	4,180	1,637	1,600	1,600	1,600	1,600		0.0%
28 Insurance - Auto	13,044	14,042	15,500	13,600	15,000	15,000		10.3%
29 Operating Materials	1,200	-	-	-	-	-		
30 Medical Testing	-	-	1,800	-	-	-		
31 Total Materials & Services	44,582	36,300	44,900	37,600	42,900	42,900		14.1%
32 Capital Outlay:								
33 Shop Improvements	3,825	30,569	-	-	-	-		
34 Total Expenditures	500,660	532,625	533,200	523,400	550,300	550,300		5.1%
35 Fund Balance:								
36 Committed for Operations	83	-	-	-	-	-		
37 Total Fund Balance	83	-	-	-	-	-		
38 TOTAL REQUIREMENTS	\$ 500,743	\$ 532,625	\$ 533,200	\$ 523,400	\$ 550,300	\$ 550,300		5.1%

Public Works - Non-Departmental



SUMMARY OF PUBLIC WORKS - NON DEPARTMENTAL CHARGES BY FUND

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	Allocation
General Fund Parks	\$ 13,009	\$ 19,147	\$ 16,500	\$ 16,100	\$ 17,000	\$ 17,000		3%
Street Fund	166,098	175,974	178,600	175,300	184,400	184,400		34%
Sewer Fund	21,138	16,549	18,700	18,400	19,300	19,300		4%
Water Fund	176,987	175,974	171,200	168,100	176,600	176,600		32%
Street Light Districts Fund	17,703	21,937	22,400	22,000	23,100	23,100		4%
Stormwater Fund	105,808	122,961	125,800	123,500	129,900	129,900		24%
TOTAL CHARGES BY FUND	\$ 500,743	\$ 532,542	\$ 533,200	\$ 523,400	\$ 550,300	\$ 550,300		100.0%

Budget Notes:

Expenditures:

Personnel Services:

- 9 The Budget provides a 1.5% salary increase for all non-represented staff. In addition step increases for those eligible as provided for in the City Personnel Policies.
For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.

Public Works - Civic Center Facilities

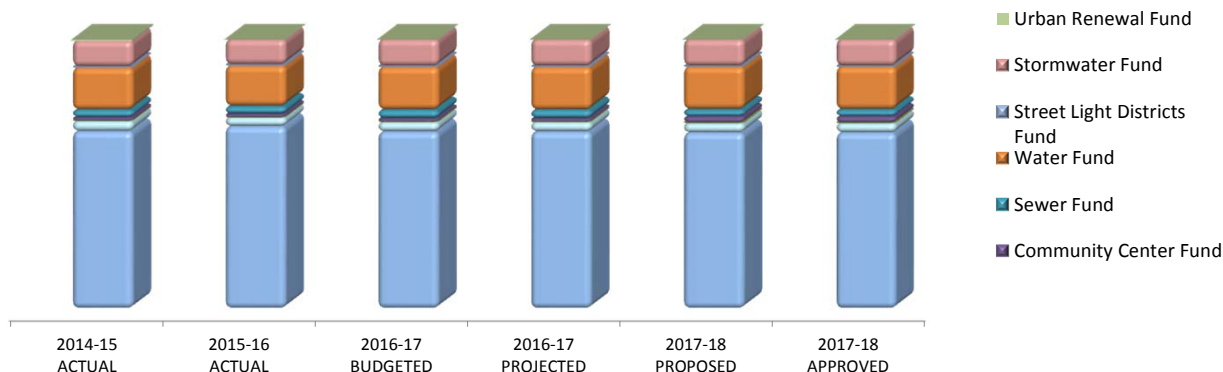
The Civic Center Facility Fund accounts for operations and maintenance of the Civic Center. Facility Maintenance staff will continue to maintain the facility at a level that allows maximum efficiency of all staff. The Facility Maintenance staff will continue refining the programming of the HVAC units for the changing seasons as well as the lighting system in an efficient manner. General and preventive maintenance of the 68,000 sq. ft. building and 4.5 acres of exterior grounds will continue to be addressed throughout the year.

Costs are allocated based on FTE allocations charged to each operating fund as authorized by Council Resolution.

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:								
3 Restricted for Civic Center Improvements	\$ 130,600	\$ 130,615	\$ 130,500	\$ 130,500	\$ 147,800	\$ 147,800		13.3%
4 Unrestricted	-	-	-	-	-	-		
5 Total Beginning Balances	130,600	130,615	130,500	130,500	147,800	147,800		13.3%
6 Revenues:								
7 Charges for Services:								
8 Administrative Service Charges	323,499	283,772	339,500	339,500	321,900	321,900		-5.2%
9 TOTAL RESOURCES	454,099	414,387	470,000	470,000	469,700	469,700		-0.1%
10 REQUIREMENTS:								
11 Expenditures:								
12 Personnel Services:								
13 Municipal Utility Worker	5,557	5,886	6,200	6,200	6,400	6,400		3.2%
14 Facility Maintenance Technician	41,864	43,953	45,700	45,700	47,800	47,800		4.6%
15 Overtime	-	-	400	400	400	400		0.0%
16 Clothing Allowance	440	515	500	500	500	500		0.0%
17 Wellness	250	306	500	500	500	500		0.0%
18 Medicare	740	779	800	800	800	800		0.0%
19 Retirement	6,914	9,215	9,700	9,700	10,800	10,800		11.3%
20 Insurance Benefits	18,806	19,897	22,700	22,200	23,600	23,600		6.3%
21 Workers Compensation	410	596	800	800	800	800		0.0%
22 Unemployment Insurance	-	-	-	-	-	-		
23 Total Personnel Services	74,981	81,147	87,300	86,800	91,600	91,600		5.5%
24 Materials & Services:								
25 Materials & Supplies	69	-	-	-	-	-		
26 Contractual Services	7,214	8,053	9,600	8,000	9,600	9,600		20.0%
27 Janitorial Services	60,226	65,255	62,000	63,000	62,000	62,000		-1.6%
28 Utilities	100,026	99,572	105,000	101,500	105,000	105,000		3.4%
29 Equipment Maintenance & Replacement	59,125	18,263	25,000	25,000	24,000	24,000		-4.0%
30 Maintenance Supplies	5,290	6,144	6,000	4,000	6,000	6,000		50.0%
31 Janitorial Supplies	2,700	2,555	4,500	5,300	5,500	5,500		3.8%
32 Total Materials & Services	234,650	199,842	212,100	206,800	212,100	212,100		2.6%
33 Capital Outlay:								
34 Civic Center Improvements	13,853	2,898	28,600	28,600	4,500	4,500		-84.3%
35 Total Expenditures	323,484	283,887	328,000	322,200	308,200	308,200		-4.3%
36 Other Requirements:								
37 Contingency:								
38 Operating Contingency	-	-	1,500	-	1,500	1,500		
39 Civic Center Improvements	-	-	140,500	-	160,000	160,000		
40 Total Contingency	-	-	142,000	-	161,500	161,500		

Public Works - Civic Center Facilities

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
41 Fund Balance:								
42 Committed for Civic Center Improvements	130,615	130,500	-	147,800	-	-	-	-100%
43 Committed for Operations	-	-	-	-	-	-	-	
44 Total Fund Balance	130,615	130,500	-	147,800	-	-	-	-100%
45 TOTAL REQUIREMENTS	\$ 454,099	\$ 414,387	\$ 470,000	\$ 470,000	\$ 469,700	\$ 469,700		0%



PUBLIC WORKS - SUMMARY OF FACILITY MAINTENANCE CHARGES BY FUND

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	FTE
General Fund	\$ 213,039	\$ 192,132	\$ 223,000	\$ 223,000	\$ 210,300	\$ 210,300		65.3%
Street Fund	12,875	9,795	12,600	12,600	11,900	11,900		3.7%
PEG Fund	-	-	300	300	300	300		0.1%
Community Center Fund	3,899	3,296	4,100	4,100	7,400	7,400		2.3%
Sewer Fund	8,907	8,006	10,500	10,500	8,000	8,000		2.5%
Water Fund	50,739	42,759	54,000	54,000	51,200	51,200		15.9%
Street Light Districts Fund	929	848	1,000	1,000	600	600		0.2%
Stormwater Fund	31,686	26,936	34,000	34,000	32,200	32,200		10.0%
Urban Renewal Fund	1,425	-	-	-	-	-		0.0%
TOTAL CHARGES BY FUND	\$ 323,499	\$ 283,772	\$ 339,500	\$ 339,500	\$ 321,900	\$ 321,900		100.0%

Budget Notes:

Expenditures:

Personnel Services:

- 12 The Budget provides a 1.5% wage and salary increase for all non-represented staff. In addition step increases for those eligible as provided for in the City Personnel Policies.

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

Materials & Services:

- 26 Contractual services includes \$3,000 for bark blown in around Civic Center.
- 29 Equipment Maintenance & Replacement costs include HVAC tuneups, Generator services, and new Keizer logo flags.

Capital Outlay:

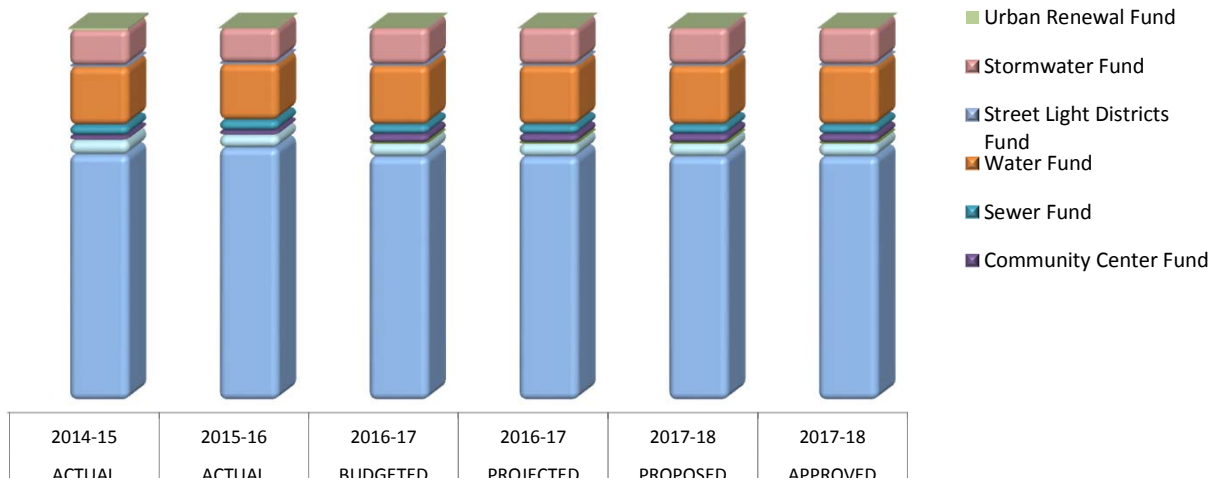
- 34 Civic Center Improvements includes purchasing a roof for the JD Gator, steel grates for water drains in front of Civic Center, Stihl combi unit with attachments, and shelving for storage room.

General Administration

General Administration tracks City-Wide shared costs. Costs are charged to each operating fund based on the full-time equivalents (FTE) of that fund as authorized in Council Resolution.

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 6	\$ 29,985	\$ 100	\$ 100	\$ -	\$ -		-100%
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	235,080	222,895	338,200	295,100	333,200	333,200		13%
6 Miscellaneous:								
7 Interest	26,579	1,759	-	-	-	-		
8 TOTAL RESOURCES	261,665	254,639	338,300	295,200	333,200	333,200		13%
9 REQUIREMENTS:								
10 Expenditures:								
11 Materials & Services:								
12 Office Materials & Supplies	27,036	27,244	28,000	28,000	28,000	28,000		0%
13 Postage & Printing	18,276	20,154	30,000	30,000	25,000	25,000		-17%
14 Association Memberships	50,526	51,760	53,000	53,000	53,000	53,000		0%
15 City Council Expenses	9,715	7,894	9,000	9,000	9,000	9,000		0%
16 Committee Meeting Expense	354	288	500	500	500	500		0%
17 Public Notices	962	967	1,000	1,000	1,000	1,000		0%
18 Contractual Services	669	639	1,200	1,200	1,200	1,200		0%
19 Liability Insurance	123,680	145,140	172,000	172,000	145,000	145,000		-16%
20 Miscellaneous Expense	462	453	500	500	500	500		0%
21 Total Materials & Services	231,680	254,539	295,200	295,200	263,200	263,200		-11%
22 Total Expenditures	231,680	254,539	295,200	295,200	263,200	263,200		-11%
23 Other Requirements:								
24 Contingency:								
25 Liability Retro Plan	-	-	43,000	-	70,000	70,000		
26 Fund Balance:								
27 Committed for Operations	29,985	100	100	-	-	-		
28 TOTAL REQUIREMENTS	\$261,665	\$254,639	\$338,300	\$ 295,200	\$333,200	\$333,200		13%

General Administration



SUMMARY OF CITY-WIDE ADMINISTRATIVE CHARGES BY FUND

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	FTE
General Fund	\$ 152,572	\$ 150,893	\$ 220,800	\$ 192,700	\$ 217,600	\$ 217,600		65.3%
Street Fund	9,221	7,745	12,500	10,900	12,300	12,300		3.7%
PEG Fund			300	300	300	300		0.1%
Community Center Fund	2,792	2,582	7,800	6,800	7,700	7,700		2.3%
Sewer Fund	6,379	6,311	8,500	7,400	8,300	8,300		2.5%
Water Fund	36,338	33,563	53,800	46,900	53,000	53,000		15.9%
Street Light Districts Fund	666	645	700	600	700	700		0.2%
Stormwater Fund	22,692	21,156	33,800	29,500	33,300	33,300		10.0%
Urban Renewal Fund	1,021	-	-	-	-	-		0.0%
TOTAL CHARGES BY FUND	\$ 231,681	\$ 222,895	\$ 338,200	\$ 295,100	\$ 333,200	\$ 333,200		100.0%

General Administration

Budget Notes:

Expenditures:

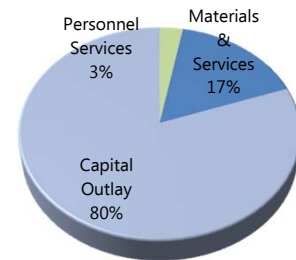
- 13 The increase in Postage and Printing is to provide for a citizen survey.
- 14 Association Memberships include organizations such as the Council of Governments, League of Oregon Cities, Chamber of Commerce, & local newspaper subscriptions.
- 15 Funding provides for 5 council members to attend the fall League of Oregon Cities conference and the Mayor to attend the annual Mayor's Association Conference.
- 18 Contractual Services include the ASCAP and BMI licenses. American Society of Composers, Authors & Publishers (ASCAP) licenses the right to perform songs and musical works created and owned by publishers who are ASCAP members. Broadcast Music, Inc. (BMI), a global leader in rights management, collects license fees from businesses that use music, which it distributes as royalties to songwriters, composers & music publishers. Licenses apply to the City's on-hold telephone music and Amphitheater performances.
- 19 The City's Liability Insurance is expected to remain the same as the prior year. Premiums cover, Property, General and Auto liability. The City participates in a "Retro Plan" agreement on its General and Auto liability insurance premiums. Under this plan, premium contributions are 75% of the base premium amount with a maximum exposure of 112.5%. Because of the City's good claims loss experience it saves money by participating in this plan, although it does assume additional risk. Auto insurance premiums are paid from the Police Operating budget and Public Works budgets. FY17-18 projections expect premium rates to increase 10% over FY16-17. Liability insurance includes insuring art pieces included as part of the City's Art Walk Program. The premium is estimated at \$750 annually. The deductibles are based on the value. If the value of the art is \$7,500 or under, the City's deductible is \$2,500. If the value is over \$7,500, the deductible is \$5,000. Deductibles will be paid from General Fund resources.
- 25 As explained in the Liability Insurance line item, the City's risk exposure for participating in the "Retro Plan" equates to 37.5% of the premiums paid on General and Auto liability. Premiums paid on property and auto damage are not part of the "Retro Plan".

Public Works Street Fund

The Street Fund is managed by the Public Works Department to provide quality streets, lighting, traffic signals, sidewalks, and bike paths. The primary source of revenue is State Fuel Taxes, which are apportioned by the State based on population. Fuel tax revenues are restricted by constitutional limits and are to be used for street maintenance and improvements (Const. IX § 3). The Street Fund's share of drainage system maintenance and repair costs is an annual assessment of Stormwater fees. The City currently contracts striping services with Marion County. Traffic Signal System operation and maintenance is contracted with the City of Salem.

Accomplishments for FY16-17

- Completed Verda/Chemawa Roundabout Project
- Updated ADA ramps at 17 locations
- Completed traffic signal disconnects for River Rd.
- New sidewalk installation on Chemawa Rd. NE



Goals for FY17-18

- Provide continued ADA upgrades
- Continue annual resurfacing of various City streets
- Maintain the street sign replacement program
- Complete design, obtain permits, and begin construction of the bridge replacement over Claggett Creek on Dearborn Avenue NE

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:								
3 Unrestricted Beginning Balance	\$ 1,189,868	\$ 1,260,800	\$ 1,224,900	\$ 1,362,700	\$ 1,881,300	\$ 1,881,300		38.1%
4 Bike Safety Donations	1,272	-	-	-	-	-		
5 Total Beginning Balances	1,191,140	1,260,800	1,224,900	1,362,700	1,881,300	1,881,300		38.1%
6 Revenues:								
7 Taxes & Assessments:								
8 Assessments	3,696	3,153	-	-	-	-		
9 Licenses & Fees:								
10 Planning Construction Fees	19,096	82,923	7,500	6,000	6,000	6,000		0.0%
11 Driveway Permit Fees	7,140	7,140	4,600	4,600	4,600	4,600		0.0%
12 Total Licenses & Fees	26,236	90,063	12,100	10,600	10,600	10,600		0.0%
13 Intergovernmental:								
14 Grants	-	-	-	-	-	-		
15 State Fuel Tax	2,131,377	2,187,893	2,161,000	2,228,000	2,228,000	2,228,000		0.0%
16 Total Intergovernmental	2,131,377	2,187,893	2,161,000	2,228,000	2,228,000	2,228,000		0.0%
17 Miscellaneous:								
18 Bike Safety Donations	236	576	-	400	-	-		-100.0%
19 Assessment Interest	169	109	-	-	-	-		
20 Interest	2,054	3,290	1,500	2,000	2,000	2,000		0.0%
21 Miscellaneous Revenue	4,671	33,881	-	195,200	-	-		-100.0%
22 Total Miscellaneous	7,129	37,856	1,500	197,600	2,000	2,000		-99.0%
23 Other Revenue Sources:								
24 Loan	-	-	175,000	-	2,000,000	2,000,000		
23 TOTAL RESOURCES	3,359,577	3,579,765	3,574,500	3,798,900	6,121,900	6,121,900		61.1%

Public Works Street Fund

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
24 REQUIREMENTS:								
25 Expenditures:								
26 Personnel Services:								
27 Municipal Utility Workers	43,752	49,043	50,800	50,800	54,500	54,500		7.3%
28 Community Development Director	12,146	12,378	12,500	12,500	12,700	12,700		1.6%
29 Code Compliance Officer	-	6,911	7,200	7,200	7,600	7,600		5.6%
30 Overtime	5,235	4,840	5,200	5,200	5,200	5,200		0.0%
31 Parade Overtime	-	-	1,100	1,100	1,200	1,200		9.1%
32 Duty Pay	7,835	7,860	7,800	7,800	7,800	7,800		0.0%
33 Clothing Allowance/Cell Phone Stipend	490	614	500	500	700	700		40.0%
34 Wellness	14	51	500	500	600	600		20.0%
35 Medicare	1,067	1,254	1,300	1,300	1,300	1,300		0.0%
36 Retirement	11,088	15,869	16,900	16,900	18,300	18,300		8.3%
37 Insurance Benefits	21,795	22,478	27,800	26,400	28,500	28,500		8.0%
38 Workers Compensation	1,494	1,398	1,500	1,500	1,600	1,600		6.7%
39 Total Personnel Services	104,917	122,696	133,100	131,700	140,000	140,000		6.3%
40 Materials & Services:								
41 Helmets	-	517	-	-	-	-		
42 Meetings, Travel & Training	1,149	535	1,500	1,000	1,500	1,500		50.0%
43 Public Notices	-	332	500	300	500	500		66.7%
44 Administrative Services Charges	286,330	294,367	315,300	301,800	330,300	330,300		9.4%
45 Contractual Services	95,074	139,315	123,000	123,000	115,000	115,000		-6.5%
46 Parade Traffic Control	1,059	300	2,700	2,700	2,700	2,700		0.0%
47 Engineering Services	13,298	19,205	50,000	25,000	50,000	50,000		100.0%
48 Traffic Engineering SDC Review	7,621	-	5,000	2,500	5,000	5,000		100.0%
49 Utilities	-	358	300	300	300	300		0.0%
50 Telephone	523	806	-	600	600	600		0.0%
51 Gasoline/Diesel	2,650	2,482	2,500	2,500	2,700	2,700		8.0%
52 Equipment Maintenance	815	1,028	5,000	2,500	5,000	5,000		100.0%
53 Sidewalk Maintenance	125	7,230	5,000	-	5,000	5,000		
54 Operating Materials and Supplies	9,316	10,009	15,000	12,500	15,000	15,000		20.0%
55 Street Maintenance & Repair	89,989	115,934	155,000	150,000	155,000	155,000		3.3%
56 Street Light Utilities	57,665	59,067	60,000	58,000	60,000	60,000		3.4%
57 Traffic Light Utilities	24,326	24,466	28,000	25,000	28,000	28,000		12.0%
58 Medical Testing	274	-	200	200	200	200		0.0%
59 MPO Support/ SKATS	9,863	8,993	9,900	9,900	9,900	9,900		0.0%
60 Total Materials & Services	600,077	684,944	778,900	717,800	786,700	786,700		9.6%

Public Works Street Fund

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
61 Capital Outlay:								
62 Heavy Equipment/Vehicles	26,080	-	1,300	1,300	1,500	1,500		15.4%
63 Street Improvements	501,797	176,832	675,000	430,000	2,000,000	2,000,000		365.1%
64 Infill and ADA Sidewalk Completions	25,150	24,950	25,000	25,700	25,000	25,000		-2.7%
65 Street Resurfacing	497,910	829,358	800,000	184,300	1,100,000	1,100,000		496.9%
66 Signage & Signal Upgrades	-	5,100	20,000	15,000	20,000	20,000		33.3%
67 Field Equipment	1,547	675	5,400	5,400	6,200	6,200		14.8%
68 Area B Development Costs	-	-	45,000	-	45,000	45,000		
69 Unanticipated Expense	-	-	157,200	-	621,500	621,500		
70 Total Capital Outlay	1,052,484	1,036,915	1,728,900	661,700	3,819,200	3,819,200		477.2%
71 Debt Service:								
72 Principal	-	-	-	-	-	-		
73 Interest	-	-	-	-	-	-		
74 Total Debt Service	-	-	-	-	-	-		
75 Total Expenditures	1,757,478	1,844,555	2,640,900	1,511,200	4,745,900	4,745,900		214.0%
76 Other Requirements:								
77 Contingency:								
78 Operating Contingency	-	-	45,500	-	46,300	46,300		
79 Transfers Out:								
80 Stormwater Fund	341,300	372,500	406,400	406,400	443,000	443,000		9.0%
81 Fund Balance:								
82 Restricted Property Sales Proceeds	143,100	-	143,100	143,100	143,100	143,100		0.0%
83 Restricted for Street Improvements	-	-	50,000	-	-	-		
84 Restricted for Operations	1,117,700	1,362,710	288,600	1,738,200	743,600	743,600		-57.2%
85 Total Fund Balance	1,260,800	1,362,710	481,700	1,881,300	886,700	886,700		-52.9%
86 TOTAL REQUIREMENTS	\$ 3,359,577	\$ 3,579,765	\$ 3,574,500	\$ 3,798,900	\$ 6,121,900	\$ 6,121,900		61.1%

Public Works Street Fund

Summary of Administrative Service Fund Charges

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
City-Wide Administration	\$ 9,221	\$ 7,745	\$ 12,500	\$ 10,900	\$ 12,300	\$ 12,300		12.8%
City Manager	10,170	11,723	14,900	14,900	15,500	15,500		4.0%
Information Systems	11,086	18,544	12,900	12,700	15,500	15,500		22.0%
Attorney's Office	14,628	20,158	24,300	24,000	28,100	28,100		17.1%
City Recorder	9,880	11,814	13,900	13,800	15,500	15,500		12.3%
Human Resources	10,851	9,903	11,200	11,100	11,800	11,800		6.3%
Finance	41,521	28,711	34,400	26,500	35,300	35,300		33.2%
Facility Maintenance	12,875	9,795	12,600	12,600	11,900	11,900		-5.6%
Public Works	166,098	175,974	178,600	175,300	184,400	184,400		5.2%
Adjustments	-	-	-	-	-	-		
Administrative Services Charges	\$ 286,330	\$ 294,367	\$ 315,300	\$ 301,800	\$ 330,300	\$ 330,300		9.4%

Budget Notes:

Revenues:

15 The League of Oregon Cities notes that state highway shared revenues are projecting a slight decrease next year.

Expenditures:

Personnel Services:

26 The Budget provides a 1.5% and a 2.0% wage and salary increase for all non-represented and represented staff, respectively. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies. For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.

Materials & Services:

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

46 Contractual Services include \$60,000 for pavement markings, \$55,000 for routine costs such as landscape maintenance and right of way mowing.

Capital Outlay:

63 Street Improvements include design, permit fees, and initial construction to replace the bridge over Claggett Creek on Dearborn Ave NE.

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

79 The transfer to the Stormwater Fund is the Street Fund's share of stormwater costs. The Stormwater Fund rate slope provides for a \$0.55 per ESU rate increase effective January 1, 2018.

Public Works

Street Lighting District Fund

The Street Lighting District Fund accounts for the Street Lighting Districts and Local Improvement Districts from establishment and construction, through billing and recording the liens with the county tax collector. The City has approximately 200 Lighting Districts. The City Recorder Department, the Finance Department and the Public Works Department share the responsibility for managing the activities in this fund.

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 305,847	\$ 414,717	\$ 369,600	\$ 389,100	\$ 384,900	\$ 384,900		-1%
3 Revenues:								
4 Taxes & Assessments:								
5 Lighting District Assessments	450,398	316,940	411,200	411,800	411,200	411,200		0%
6 Miscellaneous:								
7 Interest Earnings/Miscellaneous	70,662	7,120	7,000	7,400	7,000	7,000		-5%
8 Transfers:								
9 Transfer from Sewer Fund	-	55,600	-	-	-	-		
10 Total Revenues	521,060	379,660	418,200	419,200	418,200	418,200		0%
11 TOTAL RESOURCES	826,907	794,377	787,800	808,300	803,100	803,100		-1%
12 REQUIREMENTS:								
13 Expenditures:								
14 Materials & Services:								
15 Public Notices	670	530	800	600	800	800		33%
16 Administrative Services Charges	28,322	33,785	37,200	34,800	37,100	37,100		7%
17 Engineering Costs	1,061	2,640	3,000	2,500	3,000	3,000		20%
18 Lighting Costs	375,289	368,123	405,000	385,000	397,000	397,000		3%
19 Street Lighting Maintenance - KS Area A	5,651	225	2,000	500	2,000	2,000		300%
20 Miscellaneous Expense	1,197	-	-	-	-	-		
21 Total Materials & Services	412,190	405,303	448,000	423,400	439,900	439,900		4%
22 Total Expenditures	412,190	405,303	448,000	423,400	439,900	439,900		4%
23 Other Requirements:								
24 Contingency	-	-	25,000	-	30,000	30,000		
25 Fund Balance:								
26 Restricted:								
27 Pole Replacement at KS Area A	31,200	31,200	31,200	31,200	35,000	35,000		12%
28 Pole Replacement Option B Districts	-	-	10,000	10,000	15,000	15,000		50%
29 Restricted for Operations	383,517	357,874	273,600	343,700	283,200	283,200		-18%
30 Total Restricted Fund Balance	414,717	389,074	314,800	384,900	333,200	333,200		-13%
31 TOTAL REQUIREMENTS	\$ 826,907	\$ 794,377	\$ 787,800	\$ 808,300	\$ 803,100	\$ 803,100		-1%

Public Works

Street Lighting District Fund

Summary of Administrative Service Fund Charges

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
City-Wide Administration	\$ 666	\$ 645	\$ 700	\$ 600	\$ 700	\$ 700		17%
City Manager	365	591	1,100	1,100	1,200	1,200		9%
Information Systems	832	896	1,300	1,300	1,600	1,600		23%
Attorney's Office	152	579	900	900	2,100	2,100		133%
City Recorder	354	596	700	700	1,200	1,200		71%
Human Resources	783	784	900	900	600	600		-33%
Finance	6,539	6,909	8,200	6,300	6,000	6,000		-5%
Facility Maintenance	929	848	1,000	1,000	600	600		-40%
Public Works	17,703	21,937	22,400	22,000	23,100	23,100		5%
Adjustments	(1)	-	-	-	-	-		
Administrative Services Charges	\$ 28,322	\$ 33,785	\$ 37,200	\$ 34,800	\$ 37,100	\$ 37,100		7%

Budget Notes:

Revenues:

- 5 The Street Lighting District Fund operates on a reimbursement basis. Electricity is paid in Year One and assessed on the tax rolls in Year Two. The decrease in Lighting District Assessments is due to applying electricity rebate credits received during
- 9 The transfer from the Sewer Fund is to transfer electricity rebates previously recorded in the Sewer fund to the Street Lighting District where the electricity expenditures were recorded. The credits will reduce future assessment amounts for Salem Electric customers.

Expenditures:

- 16 Administrative Service Charges increased primarily due to personnel service increases associated with salary and wage, retirement and insurance expenses.
- 18 The City is expecting two additional street lighting districts to form in FY2017-18.

Public Works

Transportation Improvement Fund

The Transportation Improvement Fund accounts for system development fees (SDC) designated for transportation improvements resulting from development. The fee varies depending on the land use being developed and the location of the development. The fees are adjusted each July using a blended rate of the Northwest Construction index and the change in undeveloped land values in the Keizer area. These fees can be located on the City's web site.

Recommendations for expenditures in FY17-18:

Begin Engineering design for the improvements to the I-5/Chemawa Southbound on-ramp. ODOT is currently taking the lead planning and designing these improvements. Estimated cost includes the City's share of permits and project management.

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$2,175,283	\$2,416,363	\$2,639,600	\$2,681,400	\$2,783,400	\$2,783,400		4%
3 Revenues:								
4 Licenses & Fees:								
5 System Development Fees	236,101	257,895	65,700	97,000	44,000	44,000		-55%
6 Miscellaneous:								
7 Interest	4,979	7,100	4,500	5,000	5,000	5,000		0%
8 Total Revenues	241,080	264,995	70,200	102,000	49,000	49,000		-52%
9 Other Resources:								
10 Sewer Reserve Fund Loan Repayment	-	-	-	-	-	-		
11 Total Other Resources	-	-	-	-	-	-		
12 TOTAL RESOURCES	2,416,363	2,681,358	2,709,800	2,783,400	2,832,400	2,832,400		2%
13 REQUIREMENTS:								
14 Expenditures:								
15 Capital Outlay:								
16 Improvements	-	-	450,000	-	450,000	450,000		
17 Unanticipated Expenses	-	-	2,000,000	-	200,000	200,000		
18 Total Capital Outlay	-	-	2,450,000	-	650,000	650,000		
19 Total Expenditures								
20 Other Requirements:								
21 Transfers Out:								
21 Interfund Loan to the Street Fund	-	-	-	-	2,000,000	2,000,000		
21 Total Transfers Out	-	-	-	-	2,000,000	2,000,000		
24 Fund Balance:								
25 Restricted for Improvements	2,416,363	2,681,358	259,800	2,783,400	182,400	182,400		-93%
26 TOTAL REQUIREMENTS	\$2,416,363	\$2,681,358	\$2,709,800	\$2,783,400	\$2,832,400	\$2,832,400		2%

Revenues:

5 The System Development Fee projections for FY17-18 assume 34 new single family homes developed during the year.

Expenditures:

16 Improvement costs are for engineering design for the I-5 Chemawa southbound on-ramp.

Public Works

Off-Site Transportation Improvement Fund

The Off-Site Transportation Fund was created for future transportation improvement projects in connection with Keizer Station Areas B and C. The resources are from developer fees required to be paid as set forth in the Keizer Station Master Plan orders.

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 52,903	\$ 53,017	\$123,400	\$ 94,900	\$ 90,200	\$ 90,200		-5%
3 Revenues:								
4 Licenses & Fees:								
5 Off-Site Transportation Fees	-	45,425	-	-	-	-		
6 Miscellaneous:								
7 Interest	114	268	-	300	300	300		0%
8 Total Revenues	114	45,693	-	300	300	300		0%
9 TOTAL RESOURCES	53,017	98,710	123,400	95,200	90,500	90,500		-5%
10 REQUIREMENTS:								
11 Expenditures:								
12 Capital Outlay:								
13 Off-Site Transportation Improvements	-	3,772	123,400	5,000	90,500	90,500		1710%
14 Fund Balance:								
15 Restricted for Improvements	53,017	94,938	-	90,200	-	-		-100%
16 TOTAL REQUIREMENTS	\$ 53,017	\$ 98,710	\$123,400	\$ 95,200	\$ 90,500	\$ 90,500		-5%

Budget Notes:

Revenues:

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

Expenditures:

- 13 Off-Site Transportation Improvements are projects that are identified in the Keizer Station Area B and C master plan orders.

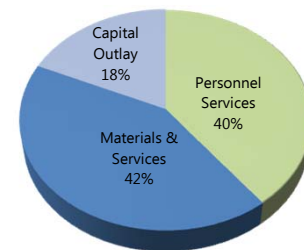
Public Works Stormwater Fund

The Stormwater Fund is managed by the Public Works Department to meet the Federal Clean Water Act and Safe Drinking Water Act. The City's stormwater regulatory programs are administered by the State of Oregon through the Department of Environmental Quality (DEQ). The City has 3 regulatory programs which allow the City to manage stormwater through discharge to local waterways, overland flow, and injection into the ground. The City maintains compliance of the regulatory programs by implementing the requirements of state approved management plans for the municipal separate storm sewer system (MS4), the underground injection control (UIC) devices, and the Total Maximum Daily Load (TMDL) Implementation Plan. The City is the permittee for the National Pollutant Discharge Elimination System (NPDES) permit #102904, the Water Pollution Control Facilities (WPCF) permit #103068, and is a designated management agency for the Willamette Basin TMDL.

The City Council approved a long range financial plan for the Stormwater Fund in fiscal year 2012-13 in order to address deficiencies and provide adequate financial planning for a self-sustaining fund. That strategy has been successful in addressing ongoing and upcoming regulatory, maintenance, and repair needs for the stormwater system. The Department continues to elevate repair activities while meeting regulatory permit requirements.

Accomplishments for FY16-17

- Continued repair work identified by the TV inspection contractor
- Continued implementation of the TV inspection contract (goal is 10%)
- Expanded regional public education activities and relationships
- Continued participation on the DEQ Steering Committee for development of the new NPDES Phase II perm
- Continued implementation of the City's 3 regulatory stormwater programs
- Developed draft Low Impact Development (LID) standards as required by permit
- Completed extensive outfall repair at Otter Way
- Continued installation of public Vegetated Stormwater Facilities for treatment and infiltration
- Initiated private stormwater facility inventory program
- Completed realignment of Shoreline Dr. outfall
- Completed Repairs on River Road in preparation for resurfacing



Division Goals for FY17-18

- Continue storm line realignments with Capital Improvement funds
- Continue repair work identified by the TV inspection contractor
- Complete and submit the 5th Year Evaluation Report for the TMDL Implementation Plan
- Develop products expected to be required of the new permit
- Continue private stormwater facility inventory program
- Continue TV inspection and cleaning work
- Develop long term maintenance strategy for Vegetated Stormwater Facilities (VSFs)
- Revise and submit the new TMDL Implementation Plan
- Continue to expand regional education and outreach programs
- Continue outfall inspection and catchbasin cleaning programs

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 435,147	\$ 441,792	\$ 371,100	\$ 436,800	\$ 323,600	\$ 323,600		-25.9%
3 Revenues:								
4 Charges for Services:								
5 Planning & Construction Fees	16,736	22,764	10,000	10,000	10,000	10,000		0.0%
6 Service Fees	982,803	1,076,260	1,158,600	1,158,600	1,263,000	1,263,000		9.0%
7 Total Charges for Services	999,539	1,099,024	1,168,600	1,168,600	1,273,000	1,273,000		8.9%
8 Miscellaneous:								
9 Interest	527	717	2,000	2,000	2,000	2,000		0.0%
10 Miscellaneous Revenue	2,150	2,543	-	-	-	-		
11 Total Miscellaneous	2,677	3,260	2,000	2,000	2,000	2,000		0.0%
12 Total Revenues	1,002,216	1,102,284	1,170,600	1,170,600	1,275,000	1,275,000		8.9%
13 Other Resources:								
14 Debt Proceeds:								
15 Loan	-	-	204,600	-	150,000	150,000		
16 Transfers In:								
17 Charges to Street Fund	341,300	372,500	406,400	406,400	443,000	443,000		9.0%
18 Total Other Resources	341,300	372,500	611,000	406,400	593,000	593,000		45.9%
19 TOTAL RESOURCES	1,778,663	1,916,576	2,152,700	2,013,800	2,191,600	2,191,600		8.8%

Public Works Stormwater Fund

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	% CHANGE FROM PROJ
20 REQUIREMENTS:							
21 Expenditures:							
22 Personnel Services:							
23 Municipal Utility Workers	150,570	159,375	164,400	164,400	176,500	176,500	7.4%
24 Community Development Staff	1,975	2,037	2,200	2,200	2,200	2,200	0.0%
25 Environmental Program Staff	218,531	236,834	252,200	252,200	263,900	263,900	4.6%
26 Overtime	1,285	1,222	3,000	3,000	3,000	3,000	0.0%
27 Duty Pay	7,835	7,860	7,800	7,800	7,800	7,800	0.0%
28 Cell Phone - Clothing Allowances	1,209	1,209	2,200	2,200	2,300	2,300	4.5%
29 Wellness	1,469	1,540	2,800	2,800	2,900	2,900	3.6%
30 Medicare	5,875	6,301	6,600	6,600	7,000	7,000	6.1%
31 Retirement	64,965	84,761	91,400	91,400	106,200	106,200	16.2%
32 Insurance Benefits	122,169	125,103	151,500	144,000	155,200	155,200	7.8%
33 Workers Compensation	3,290	4,738	5,200	5,200	5,500	5,500	5.8%
34 Total Personnel Services	579,173	630,980	689,300	681,800	732,500	732,500	7.4%
35 Materials & Services:							
36 Concrete	-	1,770	3,000	3,000	3,000	3,000	0.0%
37 Rock & Backfill	1,298	1,093	1,500	1,500	1,500	1,500	0.0%
38 Paving	3,050	4,032	4,800	4,800	4,800	4,800	0.0%
39 Meetings, Travel & Training	6,380	6,495	8,000	8,000	10,500	10,500	31.3%
40 Public Notices	80	-	-	-	-	-	
41 Administrative Services Charges	286,338	311,907	380,500	363,100	388,900	388,900	7.1%
42 Contractual Services	95,091	116,519	159,200	128,500	150,000	150,000	16.7%
43 Engineering Services	18,990	26,322	45,000	25,000	30,000	30,000	20.0%
44 Janitorial	(6)	-	-	-	-	-	
45 Utilities	513	20	-	-	-	-	
46 Storm Drain Utilities	4,694	5,688	5,500	5,200	5,500	5,500	5.8%
47 Telephone	1,583	2,473	-	2,800	2,800	2,800	0.0%
48 Auto Insurance	267	-	-	-	-	-	
49 Gasoline	2,429	2,265	3,000	2,600	3,000	3,000	15.4%
50 Diesel Fuel	4,384	3,928	8,000	4,500	6,000	6,000	33.3%
51 Vehicle Maintenance	1,419	406	3,500	3,600	5,000	5,000	38.9%
52 Equipment Maintenance	8,279	11,593	14,000	22,400	14,000	14,000	-37.5%
53 Permit Renewal & Registration Fees	3,032	3,168	4,000	3,500	6,000	6,000	71.4%
54 Plant Maintenance	6,229	7,194	12,500	11,200	12,500	12,500	11.6%
55 Pump Maintenance	3,626	578	10,000	3,600	10,000	10,000	177.8%
56 Operating Materials & Supplies	18,901	11,175	12,800	12,000	12,800	12,800	6.7%
57 Street Sweeping	96,602	96,970	98,000	97,300	98,000	98,000	0.7%
58 Medical Testing	309	116	400	-	400	400	
59 Lab Tests	4,060	3,792	9,000	7,000	9,000	9,000	28.6%
60 Consumer Confidence Report/ Public Educator	3,055	751	4,000	4,000	7,900	7,900	97.5%
61 Total Materials & Services	570,603	618,255	786,700	713,600	781,600	781,600	9.5%

Public Works Stormwater Fund

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
62 Capital Outlay:								
63 Field Equipment	3,485	10,267	13,400	10,000	3,900	3,900		-61.0%
64 Heavy Equipment/Service Vehicle	26,976	-	1,300	1,300	10,500	10,500		707.7%
65 Storm Sewer Pipe Extension or Repair	156,634	220,301	325,000	283,500	325,000	325,000		14.6%
66 Total Capital Outlay	187,095	230,568	339,700	294,800	339,400	339,400		15.1%
67 Total Expenditures	1,336,871	1,479,803	1,815,700	1,690,200	1,853,500	1,853,500		9.7%
68 Other Requirements:								
69 Contingency	-	-	90,800	-	92,700	92,700		
70 Contingency - Equipment	-	-	-	-	10,000	10,000		
71 Total Other Requirements	-	-	90,800	-	102,700	102,700		
72 Fund Balance:								
73 Assigned	441,792	436,773	246,200	323,600	235,400	235,400		-27.3%
74 TOTAL REQUIREMENTS	\$1,778,663	\$1,916,576	\$2,152,700	\$ 2,013,800	\$ 2,191,600	\$2,191,600		8.8%

Summary of Administrative Service Fund Charges

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
City-Wide Administration	\$ 22,692	\$ 21,156	\$ 33,800	\$ 29,500	\$ 33,300	\$ 33,300		12.9%
City Manager	11,238	11,625	14,000	14,000	14,600	14,600		4.3%
Information Systems	25,713	32,340	56,300	55,500	68,000	68,000		22.5%
Attorney's Office	2,253	3,472	7,200	7,100	7,400	7,400		4.2%
City Recorder	10,917	11,714	14,100	14,000	14,600	14,600		4.3%
Human Resources	26,704	27,159	30,200	29,900	31,800	31,800		6.4%
Finance	13,953	17,137	23,600	18,200	22,800	22,800		25.3%
Utility Billing	35,374	37,407	41,500	37,400	34,300	34,300		-8.3%
Facility Maintenance	31,686	26,936	34,000	34,000	32,200	32,200		-5.3%
Public Works	105,808	122,961	125,800	123,500	129,900	129,900		5.2%
Adjustments	-	-	-	-	-	-		
Administrative Services Charges	\$ 286,338	\$ 311,907	\$ 380,500	\$ 363,100	\$ 388,900	\$ 388,900		7.1%

Budget Notes:

Revenues:

- 6 The City updated the Stormwater Capital Improvement Plan in FY12-13 and is operating with an even rate slope model for setting its stormwater rates. Annual rate increases are expected to be approximately \$0.50 per Equivalent Service Unit for the next few years. The FY17-18 increase of \$0.55 per Equivalent Service Unit is anticipated in January 2018.

Expenditures:

Personnel Services:

- 22 The Budget provides a 1.5% and a 2.0% wage and salary increase for all non-represented and staff represented by the Local 320, respectively. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies.

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

Materials & Services:

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

Public Works Sewer Fund

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

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
RESOURCES:								
1 Beginning Balance:	\$ 224,671	\$ 239,032	\$ 226,000	\$ 238,600	\$ 261,000	\$ 261,000		9%
2 Revenues:								
3 Charges for Services:								
4 Plan/Construction Fees	2,626	3,093	-	-	-	-		
5 Salem Sewer Billing	5,030,099	5,148,756	5,420,800	5,402,000	5,551,000	5,551,000		3%
6 Sewer Administration Fee	326,181	367,279	360,800	367,000	367,000	367,000		0%
7 Total Charges for Services	5,358,906	5,519,128	5,781,600	5,769,000	5,918,000	5,918,000		3%
8 Miscellaneous:								
9 Miscellaneous	99	89	-	-	-	-		
10 Interest Earnings	118	203	400	400	400	400		0%
11 Total Miscellaneous	217	292	400	400	400	400		0%
12 Total Revenues	5,359,123	5,519,420	5,782,000	5,769,400	5,918,400	5,918,400		3%
13 TOTAL RESOURCES	5,583,794	5,758,452	6,008,000	6,008,000	6,179,400	6,179,400		3%
REQUIREMENTS:								
15 Expenditures:								
16 Personnel Services:								
17 Community Development Staff	1,976	2,037	2,200	2,200	2,100	2,100		-5%
18 Cell Phone Stipend	9	9	100	100	100	100		0%
19 Wellness	4	5	100	100	100	100		0%
20 Medicare	30	31	100	100	100	100		0%
21 Retirement	454	535	600	600	600	600		0%
22 Insurance Benefits	382	375	500	500	500	500		0%
23 Workers Compensation	61	88	100	100	100	100		0%
24 Total Personnel Services	2,916	3,080	3,700	3,700	3,600	3,600		-3%
25 Materials & Services:								
26 Public Notices	64	-	100	-	100	100		
27 Administrative Services Charges	299,394	300,172	343,900	306,300	302,900	302,900		-1%
28 Contractual Services	1	4	-	-	-	-		
29 Engineering Services	695	365	500	-	500	500		
30 Salem Sewer Payments	5,041,692	5,160,677	5,420,800	5,437,000	5,625,000	5,625,000		3%
31 Emergency Management Expense	-	-	1,000	-	1,000	1,000		
32 Miscellaneous Expense	-	-	1,000	-	1,000	1,000		
33 Total Materials & Services	5,341,846	5,461,218	5,767,300	5,743,300	5,930,500	5,930,500		3%
34 Total Expenditures	5,344,762	5,464,298	5,771,000	5,747,000	5,934,100	5,934,100		3%
35 Other Requirements:								
36 Contingency	-	-	20,000	-	20,000	20,000		
37 Transfer to SLD Fund	-	55,600	-	-	-	-		
38 Total Other Requirements	-	55,600	20,000	-	20,000	20,000		
39 Fund Balance:								
40 Committed for Future Operations	239,032	238,554	217,000	261,000	225,300	225,300		-14%
41 TOTAL REQUIREMENTS	\$ 5,583,794	\$ 5,758,452	\$6,008,000	\$6,008,000	\$ 6,179,400	\$ 6,179,400		3%

Public Works Sewer Fund

Summary of Administrative Service Fund Charges

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
City-Wide Administration	\$ 6,379	\$ 6,311	\$ 8,500	\$ 7,400	\$ 8,300	\$ 8,300		12%
City Manager	5,025	4,827	3,600	3,600	3,800	3,800		6%
Information Systems	13,630	9,496	16,900	16,700	20,400	20,400		22%
Attorney's Office	5,200	4,533	4,300	4,200	2,100	2,100		-50%
City Recorder	4,882	4,864	5,200	5,200	3,800	3,800		-27%
Human Resources	7,506	8,040	9,400	9,300	8,000	8,000		-14%
Finance	60,467	61,640	72,000	55,500	68,000	68,000		23%
Utility Billing	166,259	175,906	194,800	175,500	161,200	161,200		-8%
Facility Maintenance	8,907	8,006	10,500	10,500	8,000	8,000		-24%
Public Works	21,138	16,549	18,700	18,400	19,300	19,300		5%
Adjustments	(387)	-	-	-	-	-		0%
Administrative Services Charges	\$ 299,006	\$ 300,172	\$ 343,900	\$ 306,300	\$ 302,900	\$ 302,900		-1%

Budget Notes:

Revenues:

- 5 The City of Salem has been operating off an even rate slope model for setting its sewer rates. Keizer's rate increase is 2.5% for FY16-17 and 3.0% for FY17-18.
- 6 The Sewer Administration Fee is \$5.94 per bi-monthly bill set January 2015.

Expenditures:

Personnel Services:

- 16 The Public Works and Administrative Service staff are budgeted in the Administrative Services Fund and costs are charged back to the Sewer Fund based on estimated time spent in the Division.
- 27 Administrative Service Charges increased primarily due to personnel service increases associated with salary and wage, retirement and insurance expenses.
- 27 The 3% increase in Salem Sewer Payments reflects the rate increase anticipated in FY17-18.

Public Works

Sewer Reserve Fund

The Sanitary Sewer Reserve Fund was established in 1994 to cover areas not served by existing sewer lines. The Sewer Reserve is a systems development based fund used to reimburse developers for sewer trunk line improvement extensions and City constructed growth driven sewer capacity improvements outlined in the Sanitary Sewer Master Plan.

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 72,126	\$154,877	\$233,100	\$ 238,900	\$253,100	\$253,100		6%
3 Revenues:								
4 Licenses & Fees:								
5 System Development Fee	82,508	85,939	35,000	14,000	35,000	35,000		150%
6 Miscellaneous:								
7 Interest	243	574	200	200	200	200		0%
8 Total Revenues	82,751	86,513	35,200	14,200	35,200	35,200		148%
9 TOTAL RESOURCES	154,877	241,390	268,300	253,100	288,300	288,300		14%
10 REQUIREMENTS:								
11 Expenditures:								
12 Capital Outlay:								
13 Sewer Line Extensions	-	-	75,000	-	75,000	75,000		
14 Unanticipated Expense	-	2,478	178,300	-	178,300	178,300		
15 Total Capital Outlay	-	2,478	253,300	-	253,300	253,300		
16 Other Requirements:								
17 Transfers Out:								
18 Transportation Fund Interfund Loan	-	-	-	-	-	-		
19 Fund Balance:								
20 Restricted for Improvements	154,877	238,912	15,000	253,100	35,000	35,000		-86%
21 TOTAL REQUIREMENTS	\$154,877	\$241,390	\$268,300	\$ 253,100	\$288,300	\$288,300		14%

Budget Notes:

Revenues:

- 5 The System Development Fee projections for FY17-18 assumes the 5 acres of development.

Public Works Water Fund

Revenues in the Water fund are derived from user charges. The City's charter designates this as a dedicated fund to be used solely for water related services. The water system is managed by the Public Works Department to provide safe, low cost, high quality drinking water that meets or exceeds state and federal regulations.

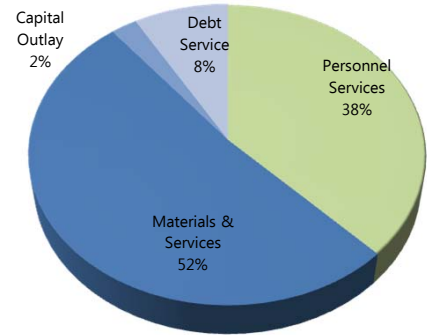
The Water Division operates under the Oregon Administrative Rules for Public Water Systems enforced by the Oregon Health Authority (OHA), Drinking Water Services (DWS) that administer and enforce drinking water quality standards for public water systems in the state of Oregon.

Accomplishments for FY16-17

- Continued updating distribution system to ensure adequate volume and pressure delivery to residents
- Continued developing a comprehensive integrated public education program with the Stormwater Division
- Completed the installation of a water main on Churchdale Ave. NE
- Updated (2) 4" meters and (1) 6" meters to more efficient and accurate meters
- Repaired 11 Water Main leaks
- Replaced Meadows Well Pump and Column
- Installed 72 Water Meters to New Properties

Division Goals for FY17-18

- Continue updating distribution system to ensure adequate volume and pressure delivery to residents
- Continue developing a comprehensive integrated public education program with the Stormwater Division
- Continue replacement of large meters to a more accurate and efficient meters.



The Water fund promotes public education and outreach through the annual Consumer Confidence Report, instruction at local grade schools, and also by hosting a Public Services Fair each year.

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 671,481	\$ 682,145	\$ 698,500	\$ 865,700	\$ 811,900	\$ 811,900		-6.2%
3 Revenues:								
4 Licenses & Fees:								
5 Planning & Construction Fees	11,422	17,265	10,000	2,000	10,000	10,000		400.0%
6 Service Fees	27,041	29,912	15,000	18,000	15,000	15,000		-16.7%
7 Diesel Fuel Sales	27,787	21,320	37,000	20,000	20,000	20,000		0.0%
8 Live Tap Reimbursement	26,565	23,340	7,500	-	7,500	7,500		
9 Total Licenses & Fees	92,815	91,837	69,500	40,000	52,500	52,500		31.3%
10 Charges for Services:								
11 Water Sales	2,603,493	2,813,795	2,865,000	2,823,000	2,936,000	2,936,000		4.0%
12 Miscellaneous:								
13 Interest	1,506	2,002	1,000	2,000	2,000	2,000		0.0%
14 Miscellaneous	16,441	5,172	7,500	5,000	5,000	5,000		0.0%
15 Total Miscellaneous	17,947	7,174	8,500	7,000	7,000	7,000		0.0%
16 Other Resources:								
17 Transfers In:								
18 Transfer from Park Improvement Fund	-	-	-	-	-	-		
19 Transfer from Park Operations Fund	8,161	17,802	17,400	17,400	17,400	17,400		
20 Total Transfers In	8,161	17,802	17,400	17,400	17,400	17,400		0.0%
21 TOTAL RESOURCES	3,393,897.00	3,612,753	3,658,900	3,753,100	3,824,800	3,824,800		1.9%

Public Works Water Fund

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
22 REQUIREMENTS:								
23 Expenditures:								
24 Personnel Services:								
25 Municipal Utility Workers	517,627	542,391	557,200	557,200	592,700	592,700		6.4%
26 Community Development Staff	1,975	2,037	2,200	2,200	2,200	2,200		0.0%
27 Overtime	15,253	17,890	19,500	19,000	19,500	19,500		2.6%
28 Duty Pay	15,670	15,720	15,600	15,600	15,600	15,600		0.0%
29 Cell Phone/Clothing Allowance	4,009	4,009	5,000	5,000	5,000	5,000		0.0%
30 Wellness	1,256	1,534	4,100	2,000	4,200	4,200		110.0%
31 Medicare	8,461	8,905	8,900	8,900	9,500	9,500		6.7%
32 Retirement	78,008	105,456	115,300	115,300	137,600	137,600		19.3%
33 Insurance Benefits	180,100	180,220	223,300	212,300	232,200	232,200		9.4%
34 Workers Compensation	7,071	7,876	8,700	8,700	9,300	9,300		6.9%
35 Total Personnel Services	829,430	886,038	959,800	946,200	1,027,800	1,027,800		8.6%
36 Materials & Services:								
37 Concrete	4,753	5,508	10,000	3,500	7,500	7,500		114.3%
38 Rock & Backfill	3,904	1,645	4,500	4,500	5,000	5,000		11.1%
39 Paving	7,912	7,875	10,000	8,000	10,000	10,000		25.0%
40 Sequestering Agent	14,402	4,828	10,500	10,700	11,500	11,500		7.5%
41 Fluoride	16,063	6,962	10,500	10,700	11,000	11,000		2.8%
42 Meetings, Travel & Training	12,994	13,126	15,000	12,500	15,000	15,000		20.0%
43 Public Notices	276	-	300	-	300	300		
44 Administrative Services Charges	608,391	625,350	687,300	641,800	668,800	668,800		4.2%
45 Contractual Services	16,437	12,233	17,500	18,000	23,500	23,500		30.6%
46 Flagging	2,645	3,604	5,000	5,000	5,000	5,000		0.0%
47 Engineering Services	22,639	15,214	35,000	20,000	20,000	20,000		0.0%
48 Janitorial	(22)	-	-	-	-	-		
49 Electricity	224,437	234,477	240,000	238,000	245,000	245,000		2.9%
50 Natural Gas	2,410	2,198	2,500	2,000	2,500	2,500		25.0%
51 Telephone	3,336	4,947	-	3,900	3,900	3,900		0.0%
52 Telemetry	2,848	6,908	10,000	8,500	10,000	10,000		17.6%
53 Gasoline	15,412	11,980	18,000	12,000	15,000	15,000		25.0%
54 Diesel Fuel	37,234	25,301	45,000	30,000	35,000	35,000		16.7%
55 Vehicle Maintenance	21,354	17,523	20,000	9,500	20,000	20,000		110.5%
56 Equipment Maintenance	8,043	9,431	12,000	14,700	12,000	12,000		-18.4%
57 Plant Maintenance	44,947	34,706	45,000	39,000	45,000	45,000		15.4%
58 Live Taps	28,700	23,470	10,000	4,800	10,000	10,000		108.3%
59 Pump House Maintenance	12,395	11,618	10,000	7,500	10,000	10,000		33.3%
60 Pump Maintenance	33,889	75,315	65,000	50,000	65,000	65,000		30.0%
61 Operating Materials & Supplies	19,530	22,295	30,000	20,000	30,000	30,000		50.0%
62 Medical Testing	990	-	1,200	-	-	-		
63 Water Mains	36,024	40,012	25,000	25,000	25,000	25,000		0.0%
64 Lab Tests	36,894	42,465	50,000	45,000	57,000	57,000		26.7%
65 Contract Meter Reading	36,104	37,256	38,000	38,400	39,600	39,600		3.1%
66 Consumer Confidence Report	8,502	9,567	12,000	7,600	10,000	10,000		31.6%
67 Miscellaneous	118	(50)	1,000	-	-	-		
68 Total Materials & Services	1,283,561	1,305,764	1,440,300	1,290,600	1,412,600	1,412,600		9.5%

Public Works Water Fund

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
69 Capital Outlay:								
70 Field Equipment	11,156	11,179	21,700	21,700	10,100	10,100		-53.5%
71 Water Meters	45,081	34,061	30,500	30,500	30,000	30,000		-1.6%
72 Heavy Equipment/Vehicle	8,609	28,545	23,400	23,400	18,000	18,000		-23.1%
73 Unanticipated Expense	-	-	7,600	-	5,800	5,800		
74 Total Capital Outlay	64,846	73,785	83,200	75,600	63,900	63,900		-15.5%
75 Debt Service:								
76 Principal	180,000	185,000	190,000	190,000	200,000	200,000		5.3%
77 Interest	53,915	46,433	38,800	38,800	30,800	30,800		-20.6%
78 Total Debt Service	233,915	231,433	228,800	228,800	230,800	230,800		0.9%
79 Total Expenditures	2,411,752	2,497,020	2,712,100	2,541,200	2,735,100	2,735,100		7.6%
80 Other Requirements:								
81 Contingency	-	-	125,000	-	125,000	125,000		
82 Equipment Contingency	-	-	-	-	40,000	40,000		
83 Transfer to Water Facility Replacement Reserve	300,000	250,000	400,000	400,000	400,000	400,000		0.0%
84 Total Other Requirements	300,000	250,000	525,000	400,000	565,000	565,000		41.3%
85 Fund Balance:								
86 Restricted for Operations	682,145	865,733	421,800	811,900	524,700	524,700		-35.4%
87 TOTAL REQUIREMENTS	\$ 3,393,897	\$3,612,753	\$3,658,900	\$3,753,100	\$3,824,800	\$3,824,800		1.9%

Summary of Administrative Service Fund Charges

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
City-Wide Administration	\$ 36,338	\$ 33,563	\$ 53,800	\$ 46,900	\$ 53,000	\$ 53,000		13.0%
City Manager	19,182	19,111	21,000	21,000	21,900	21,900		4.3%
Information Systems	44,660	61,723	58,100	57,300	70,200	70,200		22.5%
Attorney's Office	6,511	7,137	9,300	9,200	8,000	8,000		-13.0%
City Recorder	18,635	19,358	21,600	21,500	21,900	21,900		1.9%
Human Resources	42,762	43,141	48,100	47,700	50,600	50,600		6.1%
Finance	60,467	61,640	72,000	55,500	68,000	68,000		22.5%
Utility Billing	152,109	160,944	178,200	160,600	147,400	147,400		-8.2%
Facility Maintenance	50,739	42,759	54,000	54,000	51,200	51,200		-5.2%
Public Works	176,987	175,974	171,200	168,100	176,600	176,600		5.1%
Adjustments	1	-	-	-	-	-		
Administrative Service Charges	\$ 608,391	\$ 625,350	\$ 687,300	\$ 641,800	\$ 668,800	\$ 668,800		4.2%

Public Works Water Fund

Budget Notes:

Revenues:

- 11 The City updated the Water Capital Improvement Plan in FY12-13 and is operating with an even rate slope model for setting its water rates. Annual rate increases are expected to be approximately 4% for the next several years. The FY17-18 increase is anticipated in January 2017.

Expenditures:

Personnel Services:

- 24 The Budget provides a 1.5% and a 2.5% wage and salary increase for all non-represented and represented staff, respectively. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies.
For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.

Materials & Services:

- 44 Administrative Service Charges increased primarily due to personnel service increases associated with salary and wage, retirement and insurance expenses.
45 Contractual services includes \$12,000 for temporary employees and \$5,000 for hydrant painting and \$5,500 for a Water System Survey (OHA).

Capital Outlay:

- 70 Field equipment includes Davit Safety Retrieval System with installation of mounting flush floormount Sleeve Brackets at three vaults.
72 Replacement of the 1996 Ford Ranger, Water Fund's share \$18,000. Total acquisition cost \$30,000.

Debt Service:

- 75 The City has a 15-year bond outstanding with an original issue date of 9/30/2005. Remaining payment dates are as follows:

09/01/17	200,000	17,425
03/01/18		13,325
09/01/18	210,000	13,325
03/01/19		9,020
09/01/19	215,000	9,020
03/01/20		4,613
09/01/20	225,000	4,613
Cumulative	\$ 850,000	\$ 71,340

Public Works

Water Facility Replacement Fund

The water Facility Replacement Reserve was established for replacement and construction of new facilities needed to provide water production, storage, and distribution.

Revenue consists of System Development Charges, water usage charges transferred from the Water Operating Fund, and revenue bonds.

Expenditures listed in the 2017/2018 Capital Improvements are intended to enhance the ability to provide the water needed to serve the community within the existing Urban Growth Boundary consistent with the City Council adopted 2012 Water System Master Plan Update.

Projects completed FY16-17

- Installed 3 Monitoring Wells
- Abandoned the Lauderback Well
- Continued steel watermain replacement program

Capital Improvements Planned FY17-18

- Continue the steel watermain replacement program

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 556,092	\$ 316,514	\$ 239,000	\$ 167,800	\$ 236,300	\$ 236,300		41%
3 Revenues:								
4 Licenses & Fees:								
5 System Development Fees	105,561	117,077	59,400	47,000	33,600	33,600		-29%
6 Miscellaneous:								
7 Interest	1,306	1,302	1,000	1,500	1,500	1,500		0%
8 Miscellaneous	-	43,567	-	-	-	-		
9 Total Miscellaneous	1,306	44,869	1,000	1,500	1,500	1,500		0%
10 Total Revenues	106,867	161,946	60,400	48,500	35,100	35,100		-28%
11 Other Resources:								
12 Debt Proceeds:								
13 Loan	-	-	100,000	100,000	-	-		-100%
14 Transfers In:								
15 Transfer from Water Fund	300,000	250,000	400,000	400,000	400,000	400,000		0%
16 Total Other Resources	300,000	250,000	500,000	500,000	400,000	400,000		-20%
17 TOTAL RESOURCES	962,959	728,460	799,400	716,300	671,400	671,400		-6%
18 REQUIREMENTS:								
19 Expenditures:								
20 Capital Outlay:								
21 Supply/Treatment	114,358	149,164	95,000	95,000	-	-		-100%
22 Transmission & Distribution Mains	412,747	406,532	400,000	385,000	400,000	400,000		4%
23 General Plant	119,341	4,981	-	-	-	-		
24 Unanticipated Expenses	-	-	49,500	-	40,000	40,000		
25 Total Capital Outlay	646,445	560,677	544,500	480,000	440,000	440,000		-8%
26 Fund Balance:								
27 Restricted for Debt Service Requirements	-	-	234,100	234,100	231,400	231,400		-1%
28 Restricted for Improvements	316,514	167,783	20,800	2,200	-	-		-100%
29 Total Fund Balance	316,514	167,783	254,900	236,300	231,400	231,400		-2%
30 TOTAL REQUIREMENTS	\$ 962,959	\$ 728,460	\$ 799,400	\$ 716,300	\$ 671,400	\$ 671,400		-6%

Budget Notes:

Revenues:

- The System Development Fee projections for FY17-18 assume 34 new single family homes.
The City intends to finance its capital improvements over the next several years to help smooth water rates charged to customers.

Public Works Park Improvement Fund

The Park Improvement Fund was established to account for Systems Development Charges (SDC's) designated for park improvements. These fees are collected from new residential development in the City. Improvements are included in the City Council adopted Parks Master Plan and expenditures follow the adopted SDC Methodology.

Improvements in FY16-17

Preliminary design of restrooms for the Big Toy at Keizer Rapids Park and materials for power to the project site.

Improvements Planned for FY17-18

Restrooms, fall protection surfacing for Big Toy, and paved pathways at Keizer Rapids Park.

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 371,698	\$ 471,922	\$ 915,800	\$ 964,500	\$ 1,000,200	\$ 1,000,200		4%
3 Revenues:								
4 Licenses & Fees:								
5 System Development Fees	261,778	464,056	80,100	85,000	59,800	59,800		-30%
6 Intergovernmental:								
7 Grants	30,000	-	456,800	-	456,800	456,800		
8 Miscellaneous:								
9 Interest	1,006	2,242	600	1,000	1,000	1,000		0%
10 Donations	83,538	51,002	-	-	-	-		
11 Total Miscellaneous	84,544	53,244	600	1,000	1,000	1,000		0%
12 Total Revenues	376,322	517,300	537,500	86,000	517,600	517,600		502%
13 TOTAL RESOURCES	748,020	989,222	1,453,300	1,050,500	1,517,800	1,517,800		44%
14 REQUIREMENTS:								
15 Expenditures:								
16 Capital Outlay:								
17 Grant Expenditures	-	-	456,800	50,000	406,800	406,800		714%
18 Improvements	276,098	24,701	50,000	300	50,000	50,000		16567%
19 Unanticipated Expenses:								
20 ADA Access to Amphitheater	-	-	10,000	-	525,000	525,000		
21 Total Unanticipated Expenses	-	-	10,000	-	525,000	525,000		
22 Total Capital Outlay	276,098	24,701	516,800	50,300	981,800	981,800		1852%
23 Fund Balance:								
24 Restricted for Improvements	471,922	964,521	936,500	1,000,200	536,000	536,000		-46%
25 TOTAL REQUIREMENTS	\$ 748,020	\$ 989,222	\$ 1,453,300	\$ 1,050,500	\$ 1,517,800	\$ 1,517,800		44%

Budget Notes:

Revenues:

- 5 The System Development Fee projections for FY17-18 assumes 34 new single family homes during the year.

Expenditures:

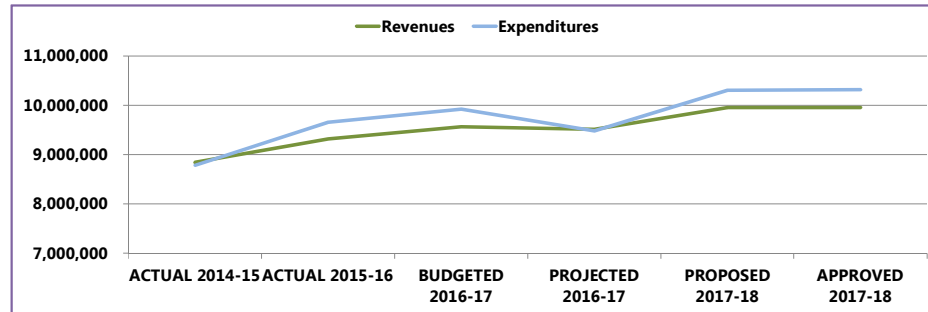
- 17 Capital outlay expenditures are for Keizer Rapids Park project.

General Fund Summary

The General Fund is the chief operating fund of the city and accounts for all financial resources except those required to be accounted for in another fund. Principal sources of revenue are property taxes, franchise fees, and intergovernmental revenues such as Cigarette and Liquor Tax.

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

General Fund Revenues and Expenditures

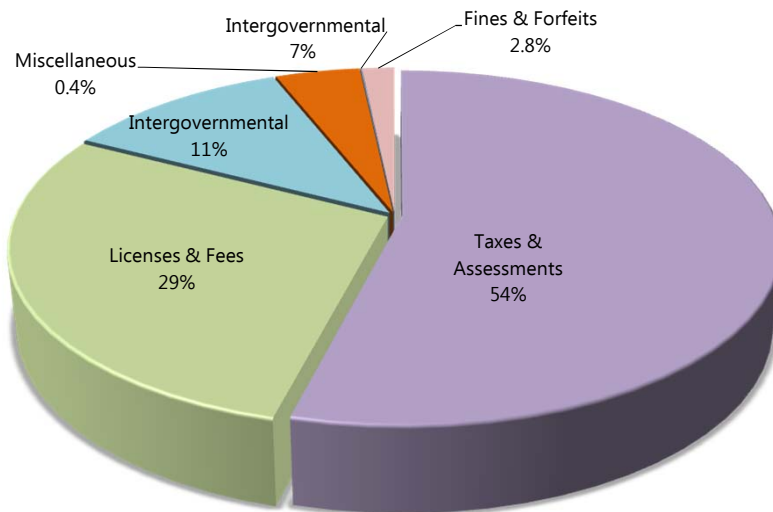


	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balances	\$ 2,238,952	\$ 2,252,427	\$ 1,851,500	\$ 1,898,500	\$ 1,915,000	\$ 1,915,000		1%
3 Revenues:								
4 Taxes & Assessments	4,534,152	4,839,704	5,036,900	5,004,000	5,379,500	5,379,500		8%
5 Licenses & Fees	2,671,443	2,769,829	2,776,500	2,795,200	2,844,900	2,844,900		2%
6 Intergovernmental	1,062,148	1,079,588	1,171,800	1,103,800	1,133,000	1,133,000		3%
7 Fines & Forfeitures	388,858	404,275	408,000	428,000	428,000	428,000		0%
8 Charges for Services	2,598	3,411	5,000	7,400	5,000	5,000		-32%
9 Miscellaneous	184,376	219,535	166,100	174,400	163,900	163,900		-6%
10 Total Revenues	8,843,574	9,316,342	9,564,300	9,512,800	9,954,300	9,954,300		5%
11 Other Resources:								
12 Transfers In	5,000	-	-	-	-	-		
13 Total Other Resources:	5,000	-	-	-	-	-		
14 TOTAL RESOURCES	11,087,526	11,568,769	11,415,800	11,411,300	11,869,300	11,869,300		4%
15 REQUIREMENTS:								
16 Expenditures:								
17 Personnel Services	5,866,152	6,242,133	6,443,100	6,304,500	6,757,100	6,757,100		7%
18 Materials & Services	2,581,363	3,385,318	3,259,060	3,005,100	3,285,100	3,294,450		10%
19 Capital Outlay	335,550	25,007	219,000	169,300	263,000	263,000		55%
20 Total Expenditures	8,783,065	9,652,458	9,921,160	9,478,900	10,305,200	10,314,550		9%
21 Other Requirements:								
22 Transfers Out	52,036	17,802	17,400	17,400	17,400	17,400		0%
23 Contingency	-	-	50,000	-	50,000	50,000		
24 Total Other Requirements	52,036	17,802	67,400	17,400	67,400	67,400		287%
25 Fund Balance:								
26 Committed	-	-	-	-	-	-		
27 Unassigned	2,252,425	1,898,509	1,427,240	1,915,000	1,496,700	1,487,350		-22%
28 Total Fund Balance	2,252,425	1,898,509	1,427,240	1,915,000	1,496,700	1,487,350		-22%
29 TOTAL REQUIREMENTS	\$ 11,087,526	\$ 11,568,769	\$ 11,415,800	\$ 11,411,300	\$ 11,869,300	\$ 11,869,300		4%

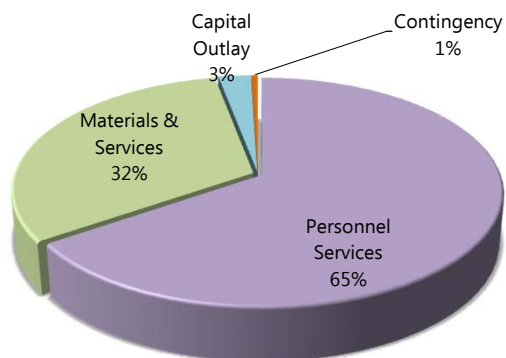
Fund Balance as a Percent of Revenues	25.5%	20.4%	14.9%	20.1%	15.0%	14.9%
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General Fund Revenues & Expenditures Summary

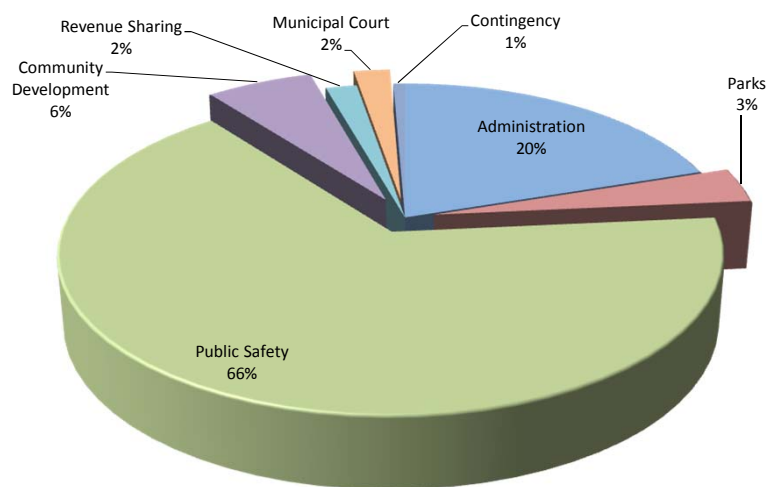
Revenues by Major Category



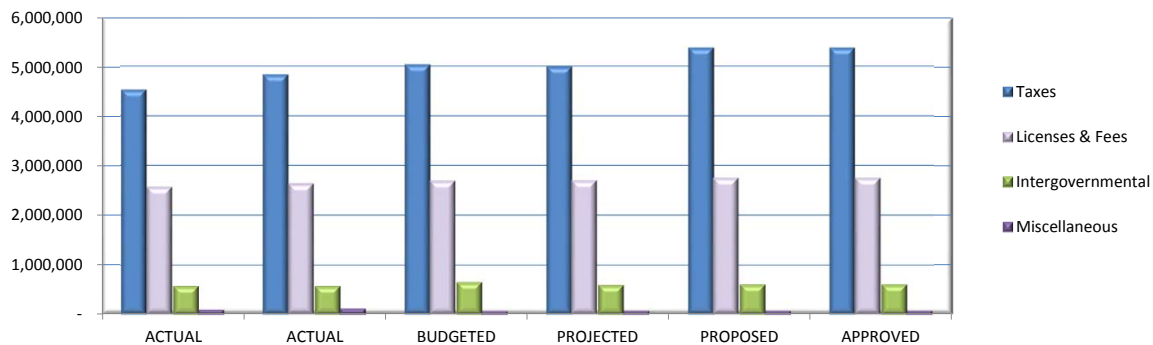
Expenditures by Major Category



Expenditures by Function



General Fund Non-Departmental Resources



	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balances	\$ 2,122,143	\$ 2,105,190	\$ 1,758,200	\$ 1,793,200	\$ 1,825,000	\$ 1,825,000		2%
3 Taxes:								
4 Current Taxes	4,296,500	4,726,648	4,866,900	4,904,000	5,099,500	5,099,500		4%
5 Prior Year Taxes	169,209	113,056	170,000	100,000	100,000	100,000		0%
6 Marijuana Tax	-	-	-	-	180,000	180,000		
7 Hotel/Motel Tax	68,443	-	-	-	-	-		
8 Total Taxes	4,534,152	4,839,704	5,036,900	5,004,000	5,379,500	5,379,500		8%
9 Licenses & Fees:								
10 Electric Franchise	1,059,641	1,072,755	1,102,000	1,075,000	1,086,000	1,086,000		1%
11 Natural Gas Franchise	324,257	319,855	334,700	322,000	328,000	328,000		2%
12 Telephone Franchise	50,067	48,991	45,000	45,000	43,000	43,000		-4%
13 Cable Television Franchise	421,468	448,721	458,400	476,000	495,000	495,000		4%
14 Sanitation Franchise	203,539	222,541	216,000	238,000	240,000	240,000		1%
15 Water Sales Assessments	137,076	147,519	152,700	152,700	158,800	158,800		4%
16 Sewer License Fee	281,707	290,004	298,700	304,300	312,700	312,700		3%
17 Stormwater Franchise	51,189	56,358	61,600	61,600	67,200	67,200		9%
18 Wireless Franchise	10,920	-	-	-	-	-		
19 Liquor Licenses	2,785	2,675	2,700	2,700	2,700	2,700		0%
20 Lien Search Fee	27,994	31,541	25,000	25,000	25,000	25,000		0%
21 Total Licenses & Fees	2,570,643	2,640,960	2,696,800	2,702,300	2,758,400	2,758,400		2%
22 Intergovernmental:								
23 Cigarette Tax	49,242	48,804	45,500	45,500	42,700	42,700		-6%
24 Liquor Tax	531,868	531,248	613,000	555,000	572,000	572,000		3%
25 Total Intergovernmental	581,110	580,052	658,500	600,500	614,700	614,700		2%
26 Miscellaneous:								
27 Stadium Rent	48,899	54,631	46,700	50,000	50,000	50,000		0%
28 Interest	4,635	5,060	5,500	5,500	6,000	6,000		9%
29 Rentals	100	100	-	-	-	-		
30 Cell Tower Rent	10,427	10,500	11,000	11,000	11,000	11,000		0%
31 Art Walk Revenue	800	1,800	1,700	3,200	3,200	3,200		0%
32 Art Sales Proceeds	-	20	-	-	-	-		
33 Parks SDC Admin Fee	29,087	51,364	10,000	10,000	10,000	10,000		0%
34 Miscellaneous Revenue	7,878	2,732	2,000	2,000	2,000	2,000		0%
35 Total Miscellaneous	101,826	126,207	78,400	81,700	82,200	82,200		1%

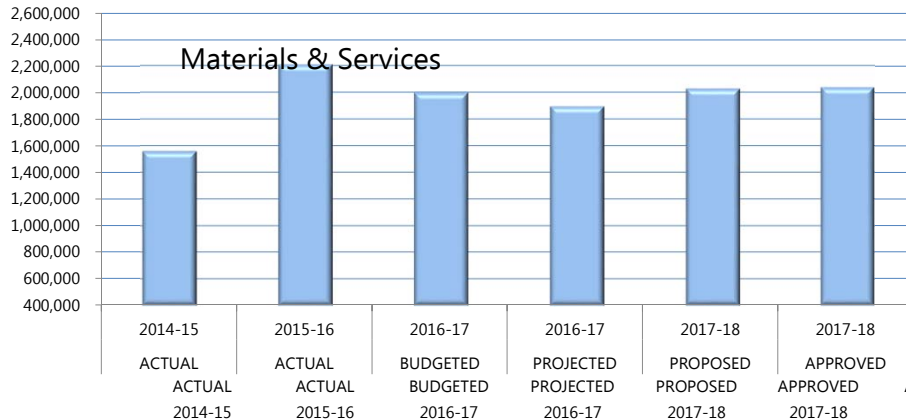
General Fund Non-Departmental Resources

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
36 Transfers In:								
37 From PEG Fund	5,000	-	-	-	-	-	-	
38 Total Transfers In	5,000	-	-	-	-	-	-	
39 TOTAL RESOURCES	\$9,914,874	\$ 10,292,113	\$ 10,228,800	\$10,181,700	\$ 10,659,800	\$10,659,800		5%

Budget Notes:

- 4 Property Tax Revenues are expected to increase 4%; 1% from new construction based on permits processed in FY16-17 and 3.0% from increased valuation. Marion County projects a tentative 4% increase overall, however, official estimates are not available at this time.
- 10 PGE anticipates a long term growth rate of 1%. Salem Electric will be increasing the base residential fee beginning October 2017.
- 11 NW Natural Gas anticipates growing 1.5% in 2017-18.
- 12 Telephone franchise revenues continue to decline as more users switch from landlines to cellular phones which are not subject to franchise tax. FY17-18 revenue projections are based on a 4% reduction over FY16-17 projected revenues, consistent with the current downward trend.
- 13 Comcast is projecting a 4% increase overall in cable television revenues during calendar year 2017.
- 14 Sanitation revenues were adjusted in October 2016 no additional changes are anticipated that would impact FY17-18.
- 15
- 16 City Utility assessments and fees are expected to increase commensurate with the rate increases anticipated in FY17-18.
- 17
- 18 The City's Wireless agreement with Clear Wireless ended during FY14-15.
- 23 The League of Oregon Cities reports that the State projects a 6% decline in Cigarette Tax revenues and a 3% increase in Liquor Tax revenues. Both
- 24 trends are a result of sales and are not due to legislative changes in the tax or allocation of the tax.

General Fund Non-Departmental Requirements



1	TOTAL REQUIREMENTS:							
2	Expenditures:							
3	Materials & Services:							
4	Public Notices	\$ 906	\$ 1,198	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	0.0%
5	Art Walk Artists' Stipends	800	1,800	3,200	1,400	3,200	3,200	128.6%
6	Public Art Commission	326	967	3,500	3,000	3,000	3,000	0.0%
7	Civic Center Art	-	312	500	500	500	500	0.0%
8	Art Sale Commissions	-	17	-	100	-	-	
9	Points of Interest Commission	-	-	1,860	800	-	-	-100.0%
10	Legal Services	355	4,331	18,900	2,000	10,000	10,000	400.0%
11	Administrative Services Charges	1,487,144	1,588,977	1,698,100	1,617,200	1,751,700	1,751,700	8.3%
12	Contractual Services	12,229	16,940	38,000	38,000	24,000	24,000	-36.8%
13	Insurance	-	316	-	400	400	400	0.0%
14	Keizer Chamber Support	-	1,200	1,500	500	1,500	3,700	640.0%
15	Holiday Lights	4,581	15,060	-	-	-	-	
16	Off-Site Property Maintenance	6,735	5,923	7,500	6,000	7,500	7,500	25.0%
17	Neighborhood Associations	1,322	773	1,200	1,200	1,200	1,100	-8.3%
18	SK Schools Tax Payment	33,515	560,178	209,000	209,000	209,000	209,000	0.0%
19	Volunteer Recognition	187	84	200	200	200	200	0.0%
20	Keizer Community Library	7,403	7,400	8,000	8,000	8,000	10,000	25.0%
21	After School Programs	6,000	6,000	6,000	6,000	6,000	6,000	0.0%
22	Mid-Willamette Homeless Initiative	-	-	-	-	-	5,000	
23	Miscellaneous	612	-	1,000	1,000	1,000	1,000	0.0%
24	Emergency Management	-	-	1,000	1,000	1,000	1,000	0.0%
25	Total Materials & Services	1,562,115	2,211,476	2,000,860	1,897,700	2,029,600	2,038,700	7.4%
26	Capital Outlay							
27	Area B Development Costs		-	51,700	-	51,700	51,700	
28	Total Expenditures	1,562,115	2,211,476	2,052,560	1,897,700	2,081,300	2,090,400	10.2%
29	Other Requirements:							
30	Contingencies:							
31	General Contingency	-	-	50,000	-	50,000	50,000	
32	Transfers Out:							
33	Community Center Fund	43,875	-	-	-	-	-	
34	Water Fund	8,161	17,802	17,400	17,400	17,400	17,400	0.0%
35	Total Transfers Out	52,036	17,802	17,400	17,400	17,400	17,400	0.0%
36	TOTAL REQUIREMENTS	\$1,614,151	\$ 2,229,278	\$ 2,119,960	\$ 1,915,100	\$ 2,148,700	\$2,157,800	12.7%

General Fund Non-Departmental Requirements

Summary of Administrative Service Fund Charges

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
City-Wide Administration	\$ 152,572	\$ 150,893	\$ 220,800	\$ 192,700	\$ 217,600	\$ 217,600		12.9%
City Manager	151,124	166,283	166,600	166,200	173,500	173,500		4.4%
Information Systems	233,495	269,289	288,000	283,900	347,700	347,700		22.5%
Attorney's Office	200,075	234,564	237,600	234,600	242,400	242,400		3.3%
City Recorder	137,344	157,149	157,600	156,700	162,700	162,700		3.8%
Human Resources	179,544	194,233	198,700	198,300	207,800	207,800		4.8%
Finance	192,438	205,287	189,300	145,700	172,700	172,700		18.5%
Facility Maintenance	213,039	192,132	223,000	223,000	210,300	210,300		-5.7%
Public Works	13,009	19,147	16,500	16,100	17,000	17,000		5.6%
Adjustments	14,504	-	-	-	-	-		
Administrative Services Charges	\$ 1,487,144	\$ 1,588,977	\$ 1,698,100	\$ 1,617,200	\$ 1,751,700	\$ 1,751,700		8.3%

Budget Notes:

- 10 Legal Services include \$10,000 for outside legal counsel who specialize in telecom, to prepare a master telecom ordinance, inclusive of all telecom providers doing business in Keizer. The City currently has an exclusive agreement with CenturyLink (aka Qwest) and does not have a master telecom ordinance.
- 11 Administrative Service Charges increased primarily from personnel service increases associated with salary and wage, retirement and insurance expenses.
- 12 Contractual services includes recurring lien search fees and credit card processing fees of \$24,000.
- 18 The City's outstanding debt to the Salem-Keizer School District is \$1,043,205, interest exempt, due in fiscal year 2022-2023. Additional annual property tax revenues from the closure of the district will be sufficient to pay off this debt in equal installments for the next five years.

General Fund Park Operations

The Public Works Department Parks Division is funded by City policy using general fund revenues. Additional revenue for Parks operations will also be provided from the rental of property purchased at 1590 Chemawa Road North and includes rental of a house and lease of a filbert orchard. Additional revenue will come from the lease of property in Bair Park for a cellular communications tower. The Parks Division goal is to continue providing clean, safe, open spaces and river access for structured and unstructured recreation.

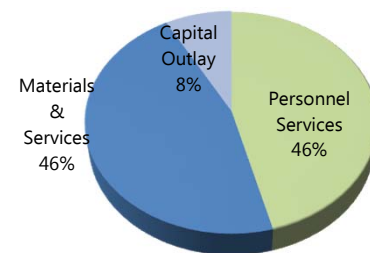
The Parks Division has two full-time employees and supplements staffing in the summer months through a temporary agency. The primary focus of Parks Staff is on maintenance of the Parks system with emphasis on mowing, garbage collection, and maintenance of the various park amenities. Repair or replacement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

Accomplishments for FY 2016-17

Resurfaced South Parking Lot at Claggett Creek Park

Division Goal for FY 2017-18

Start on phase #1 of Carlson Skate Park crack repairs



	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balances:								
3 Dog Park Donations	\$ 528	\$ -	\$ -	\$ -	\$ -	\$ -		
4 Park Donations	5,590	-	-	-	-	-		
5 Developers Tree Reimbursements	4,889	8,372	-	7,200	2,500	2,500		-65%
6 Keizer Rotary Amphitheater Fees	8,275	6,763	-	5,600	-	-		-100%
7 Total Beginning Balances	19,282	15,135	-	12,800	2,500	2,500		-80%
8 Revenues:								
9 Licenses & Fees:								
10 Park Reservation Fees	3,580	4,522	2,700	3,000	3,500	3,500		16.7%
11 Amphitheater Rental Fees	2,951	5,950	3,000	3,000	3,000	3,000		0%
12 Total Licenses & Fees	6,531	10,472	5,700	6,000	6,500	6,500		8%
13 Intergovernmental:								
14 MAP Boat Ramp Grant	4,100	4,700	4,700	4,700	4,700	4,700		0%
15 Total Intergovernmental	4,100	4,700	4,700	4,700	4,700	4,700		0%
16 Miscellaneous:								
17 Park Rental Income	40,144	53,399	52,000	52,000	54,000	54,000		3.8%
18 Park Donations	925	-	-	-	-	-		
19 Dog Park Donations	1,600	-	-	-	-	-		
20 Developers Tree Reimbursements	3,723	300	-	-	-	-		
21 Little League Reimbursement	-	5,000	-	-	-	-		
22 Total Miscellaneous	46,392	58,699	52,000	52,000	54,000	54,000		3.8%
23 Total Resources	76,305	89,006	62,400	75,500	67,700	67,700		-10.3%

General Fund Park Operations

24 Expenditures:

25 Personnel Services:

26	Municipal Utility Workers	92,230	94,596	97,400	97,400	102,100	102,100	4.8%
27	Overtime	9,222	79	600	600	600	600	0.0%
28	Clothing/Phone Stipends	760	1,435	1,600	1,600	1,600	1,600	0.0%
29	Wellness	124	302	800	400	800	800	100.0%
30	Medicare - Social Security	1,572	1,483	1,600	1,600	1,600	1,600	0.0%
31	Retirement	14,652	17,402	18,800	18,800	20,900	20,900	11.2%
32	Insurance Benefits	32,598	33,303	40,300	39,500	41,800	41,800	5.8%
33	Workers Compensation	806	1,263	1,400	1,300	1,400	1,400	7.7%
34	Total Personnel Services	151,964	149,863	162,500	161,200	170,800	170,800	6.0%
		ACTUAL	ACTUAL	APPROVED	PROJECTED	PROPOSED	APPROVED	ADOPTED
		2014-15	2015-16	2017-18	2016-17	2017-18	2017-18	2017-18
								% CHANGE
								FROM PROJ

35 Materials & Services:

36	Parks Materials & Supplies	23,935	28,385	30,000	30,000	30,000	30,000	0.0%
37	Meetings, Travel & Training	789	695	1,500	1,000	1,500	1,500	50.0%
38	Public Notices	152	405	400	400	400	400	0.0%
39	Contractual Services	71,363	84,454	82,200	82,200	84,000	84,000	2.2%
40	Developers Tree Expenses	240	1,132	4,700	4,700	4,700	4,700	0%
41	Utilities	3,923	3,433	4,200	4,200	4,200	4,200	0.0%
42	Telephone	1,269	1,309	1,500	1,500	1,500	1,500	0.0%
43	Auto Insurance	59	-	-	-	-	-	
44	Gasoline	7,621	5,660	7,500	7,500	7,500	7,500	0.0%
45	Diesel	-	469	-	500	500	500	0.0%
46	Vehicle Maintenance	2,438	3,508	3,500	4,500	3,500	3,500	-22.2%
47	Equipment Maintenance	4,090	2,508	4,000	4,000	4,000	4,000	0.0%
48	Park Projects	4,016	-	-	-	-	-	
49	Dog Park Projects	2,200	587	-	-	-	-	
50	Boat Ramp Maintenance	5,945	3,536	4,700	4,700	4,700	4,700	0%
51	Keizer Rotary Amphitheater	4,463	7,019	10,000	10,000	10,000	10,000	0%
52	Medical Testing	185	-	-	-	-	-	
53	Grant Program	2,930	20,000	20,000	20,000	-	-	-100.0%
54	Park Rental Program Expenses	2,479	3,908	6,000	6,000	7,000	7,000	16.7%
55	Recreation Projects	2,000	2,000	2,000	2,000	2,000	2,000	0%
56	Little League Park Maintenance	10,049	9,526	6,000	6,000	6,000	6,000	0.0%
57	Total Materials & Services	150,146	178,534	188,200	189,200	171,500	171,500	-9.4%

58 Capital Outlay:

59	Field Equipment	4,209	2,986	4,000	4,000	4,000	4,000	0.0%
60	Capital Improvements	3,261	10,856	11,100	13,100	26,100	26,100	99.2%
61	Total Capital Outlay	7,470	13,842	15,100	17,100	30,100	30,100	76.0%
62	Total Requirements	\$ 309,580	\$ 342,239	\$ 365,800	\$ 367,500	\$ 372,400	\$ 372,400	72.6%

General Fund Park Operations

Budget Notes:

Expenditures:

- 24 Parks General Support Resources equal at least 2.5% of General Fund budgeted revenues as is the policy of the City. The FY17-18 budget is
3.7% of budgeted revenues.

Personnel Services:

- 25 The Budget provides a 1.5% and a 2.0% wage and salary increase for all non-represented and staff represented by the Local 320,
respectively. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies.
For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.

Materials & Services:

- 51 Upon completion of the concert series, \$2,000 will be paid to the operator as a general sponsorship/stipend in support of the amphitheater
concert series.
- 53 Grant Program suspended for FY 17-18 to provide funding for Carlson Skate Park repairs.
- 56 Little League Park Maintenance includes \$2,000 for porta potties, \$2,400 for fertilization and weed control, \$1,000 for restroom supplies,
\$600 for equipment maintenance (mower).

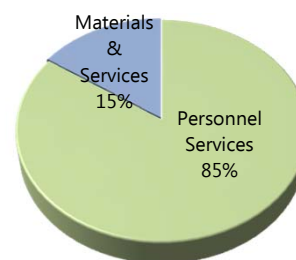
Capital Outlay:

- 60 Capital improvements include repairing cracks in the concrete at the Carlson Skate Park.

General Fund Community Development

The Community Development Department provides a variety of services that are important to the economic wellbeing and quality of life of Keizer businesses and residents. Services include managing the City development activities, community plans, building permit processes, and enforcing City codes. Long-range planning activities include policy issues regarding management of the Comprehensive Plan, State Planning requirements including Periodic Review, Transportation Planning, and development of specific plans such as Master Plans, developing code revisions and ordinance development. Current planning activities

include services to the public for development relative to zoning, land dividing, and floodplain management. Code Enforcement regulates zoning violations, solid waste, noxious weeds and unsafe housing issues. Building Permit Administration connects development with other appropriate staff within the City, and to Marion County, implementing the new statewide permit system.



	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 Revenues:								
2 Licenses & Fees:								
3 Sign Permits	\$ 5,400	\$ 4,263	\$ 4,000	\$ 5,200	\$ 4,000	\$ 4,000		-23.1%
4 Land Use Application Fees	24,356	11,945	18,000	25,700	18,000	18,000		-30.0%
5 Building Fees - Zoning	36,613	60,347	30,000	28,000	30,000	30,000		7.1%
6 Permit Administrative Fee	24,827	37,842	20,000	18,000	20,000	20,000		11.1%
7 Facility Fee	3,074	4,000	2,000	10,000	8,000	8,000		-20.0%
8 Total Licenses & Fees	94,269	118,397	74,000	86,900	80,000	80,000		-7.9%
9 Charges for Services:								
10 Nuisance Abatement	2,598	3,411	5,000	7,400	5,000	5,000		-32.4%
11 Total Revenues	96,867	121,808	79,000	94,300	85,000	85,000		-9.9%
12 Expenditures:								
13 Personnel Services:								
14 Community Development Director	105,654	107,662	108,600	108,600	110,100	110,100		1.4%
15 Code Compliance Officer	9,435	38,838	40,700	40,700	42,600	42,600		4.7%
16 Planning Staff	137,877	146,131	149,300	129,200	135,000	135,000		4.5%
17 Administrative Support	51,490	54,077	54,500	54,500	45,000	45,000		-17.4%
18 Stormwater Technician	2,150	2,732	3,000	3,000	3,100	3,100		3.3%
19 Overtime	-	-	1,000	500	1,000	1,000		100.0%
20 Cell Phone Stipend	1,593	2,460	3,400	2,500	2,500	2,500		0.0%
21 Wellness	1,074	1,226	1,900	1,300	1,900	1,900		46.2%
22 Medicare	4,721	5,402	5,500	5,500	5,500	5,500		0.0%
23 Retirement	57,300	77,273	81,200	75,000	82,800	82,800		10.4%
24 Insurance Benefits	77,623	84,848	97,700	89,700	101,100	101,100		12.7%
25 Workers Compensation	645	1,087	1,100	1,100	1,200	1,200		9.1%
26 Total Personnel Services	449,562	521,736	547,900	511,600	531,800	531,800		3.9%

General Fund Community Development

	ACTUAL 2014-15	ACTUAL 2015-16	APPROVED 2017-18	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
27 Materials & Services:								
28 Mapping Supplies & Services	212	132	300	300	300	300		0.0%
29 Uniforms	472	424	500	500	500	500		0.0%
30 Postage & Printing	117	176	3,000	1,000	3,000	3,000		200.0%
31 Meetings, Travel & Training	745	1,341	7,200	7,200	7,200	7,200		0.0%
32 Public Notices	2,376	2,636	2,500	2,000	2,500	2,500		25.0%
33 Hearings Officer	3,000	750	3,500	1,000	3,500	3,500		250.0%
34 Telephone	-	518	-	500	500	500		0.0%
35 Auto Insurance	463	996	1,100	1,000	1,100	1,100		10.0%
36 Gasoline	444	742	1,000	800	1,000	1,000		25.0%
37 Vehicle Maintenance	-	-	-	2,100	2,000	2,000		-4.8%
38 Nuisance Abatement	3,615	2,702	5,000	2,000	5,000	5,000		150.0%
39 Operating Equipment	505	122	500	-	500	500		
40 Medical Testing	43	-	-	-	-	-		
41 UGB Land Use Analysis	-	-	70,000	-	70,000	70,000		
42 Total Materials & Services	11,992	10,539	94,600	18,400	97,100	97,100		427.7%
43 Total Expenditures	\$ 461,553	\$ 532,275	\$ 642,500	\$ 530,000	\$ 628,900	\$ 628,900		18.7%

Budget Notes:

Revenues:

Building Fees and Permit Administration Fees will increase due to Keizer Station Area C and Area D building activity and new subdivision applications.

Expenditures:

Personnel Services:

The Budget provides a 1.5% for all non-represented staff, respectively. In addition step increases for those eligible as provided for in the City Personnel Policies.

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

Materials & Services:

Postage & Printing costs provide for a mass mailing should legal mandates require one in FY17-18.

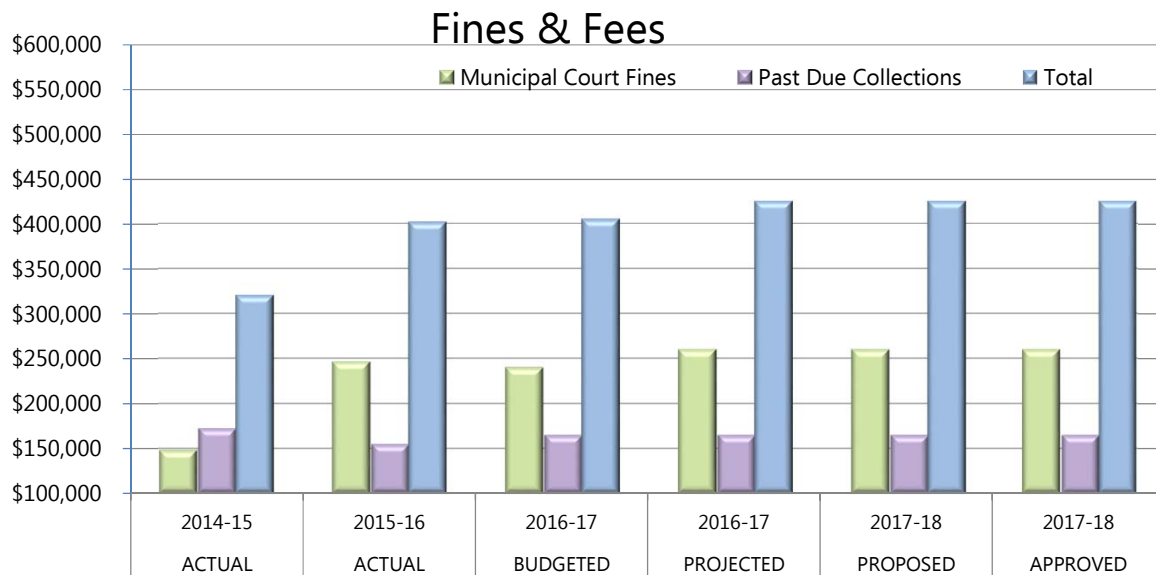
Meetings, Travel & Training includes \$5,000 for a national conference and \$1,600 for memberships plus \$600 for the Code Compliance training and memberships.

Funding is provided for the periodic review order compliance for the UGB expansion project.

General Fund

Finance - Municipal Court

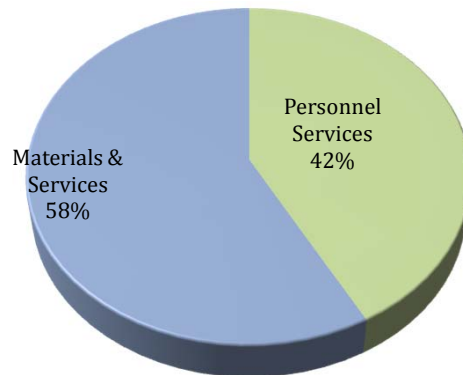
The Municipal Court administers the judicial system for the City of Keizer. The Court handles traffic infractions, City code violations and limited Juvenile status violations into Court proceedings, all enforced by the Keizer Police Department. Municipal Court arraignments and hearings are held weekly in the City Hall Council Chambers. An independent contractor serves as the Municipal Court Judge. Staff provides excellent customer service by encouraging compliance with manageable payment schedules and opportunities to fulfill court orders and requirements.



	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 Revenues:								
2 Intergovernmental:								
3 Peer Court JABG Grant	\$ 3,340	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
4 Fines & Forfeits:								
5 Municipal Court Fines	148,592	246,528	240,000	260,000	260,000	260,000		0.0%
6 Past Due Collections	172,208	155,055	165,000	165,000	165,000	165,000		0.0%
7 Peer Court Fees	1,874	2,692	3,000	3,000	3,000	3,000		0.0%
8 Total Fines & Forfeits	322,674	404,275	408,000	428,000	428,000	428,000		0.0%
9 Miscellaneous:								
10 Peer Court Donations	3,278	11,600	11,200	11,200	11,200	11,200		
11 Interest Past Due Collections	-	2,004	1,500	1,500	1,500	1,500		
12 Total Miscellaneous	3,278	13,604	12,700	12,700	12,700	12,700		0.0%
13 Total Revenues	329,292	417,879	420,700	440,700	440,700	440,700		0.0%

General Fund

Finance - Municipal Court



	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
Expenditures:								
Personnel Services:								
Court Clerks	59,517	50,788	53,500	53,500	55,000	55,000		2.8%
Overtime	280	561	500	500	500	500		0.0%
Wellness	307	289	500	500	500	500		0.0%
Medicare	924	794	900	900	900	900		0.0%
Retirement	8,639	9,393	10,200	10,000	10,800	10,800		8.0%
Insurance Benefits	25,715	18,707	22,700	20,200	21,400	21,400		5.9%
Workers Compensation	136	145	200	200	200	200		0.0%
Total Personnel Services	95,518	80,677	88,500	85,800	89,300	89,300		4.1%
Materials & Services:								
Materials & Supplies	700	303	500	300	500	500		66.7%
Meetings, Travel & Training	100	-	1,000	500	1,000	1,000		100.0%
Judge's Services	14,098	15,756	16,000	16,000	16,000	16,000		0.0%
Other Contractual Services	5,239	9,131	7,500	7,500	8,000	8,000		6.7%
Peer Court	20,837	25,030	24,700	24,700	24,700	24,950		1.0%
Collections Cost	733	357	800	800	800	800		0.0%
Interagency Assessments	42,242	72,775	81,300	66,300	72,300	72,300		9.0%
Total Materials & Services	83,949	123,352	131,800	116,100	123,300	123,550		6.4%
Total Expenditures	\$ 179,467	\$ 204,029	\$ 220,300	\$ 201,900	\$ 212,600	\$ 212,850		5.4%

Budget Notes:

5 Municipal Court Fines are expected to remain consistent with the prior year.

Expenditures:

Personnel Services:

15 The Budget provides a 1.5% salary increase for all non-represented staff. In addition step increases for those eligible as provided for in the City Personnel Policies.

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

Materials & Services:

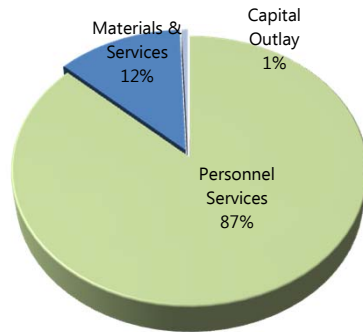
31 Interagency Assessments are approximately 17% of citation revenue

General Fund Police Operations

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

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
RESOURCES:								
Beginning Balances:								
1 Reserve Donations	2,379	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
2 K-9 Donations	12,575	18,890	16,600	16,800	16,800	16,800	16,800	0.0%
3 Civil/Criminal Forfeitures	82,573	113,212	76,700	75,700	70,700	70,700	70,700	-6.6%
4 Total Beginning Balances	97,527	132,102	93,300	92,500	87,500	87,500	87,500	-5.4%
Revenues:								
Intergovernmental:								
7 Special Duty Officers	2,504	1,958	3,000	3,000	3,000	3,000	3,000	0.0%
8 School Resource Contract	154,328	163,376	168,000	168,000	175,000	175,000	175,000	4.2%
9 Materials & Services Grants	5,500	18,422	5,000	-	-	-	-	
10 Overtime Grants	1,872	6,807	2,000	7,000	5,000	5,000	5,000	-28.6%
11 Total Intergovernmental	164,204	190,563	178,000	178,000	183,000	183,000	183,000	2.8%
Fines & Forfeits:								
13 Impound Fees	780	-	-	-	-	-	-	
14 Civil/Criminal Forfeitures	65,404	-	-	-	-	-	-	
15 Total Fines & Forfeits	66,184	-	-	-	-	-	-	
Miscellaneous:								
17 Police Testing Reimbursements	825	615	-	100	-	-	-	-100.0%
18 Reserve Officer Donations	300	-	-	-	-	-	-	
19 Police Donations	3,136	1,573	-	900	-	-	-	-100.0%
20 K-9 Donations	9,303	1,119	8,000	3,700	-	-	-	-100.0%
21 Event Overtime Reimbursements	3,413	3,998	-	3,300	-	-	-	-100.0%
22 Miscellaneous	15,903	13,720	15,000	20,000	15,000	15,000	15,000	-25.0%
23 Total Miscellaneous	32,880	21,025	23,000	28,000	15,000	15,000	15,000	-46.4%
24 TOTAL RESOURCES	360,795	343,690	294,300	298,500	285,500	285,500	285,500	-4.4%

General Fund Police Operations



	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
25 Expenditures:								
26 Personnel Services:								
27 Chief of Police	115,562	121,331	125,800	125,800	131,600	131,600		4.6%
28 Deputy Chief	112,368	117,957	118,800	118,800	120,600	120,600		1.5%
29 Lieutenants	285,987	252,791	282,900	282,900	295,300	295,300		4.4%
30 Sergeants	516,844	539,321	542,700	540,700	548,600	548,600		1.5%
31 Police Officers	1,868,523	1,960,983	1,935,700	1,895,000	2,012,800	2,012,800		6.2%
32 Community Service Officer	25,867	26,357	26,600	12,000	23,300	23,300		94.2%
33 Administrative Support	394,212	402,125	393,600	393,600	403,700	403,700		2.6%
34 Temporary Employees	14,215	6,149	17,600	17,600	17,700	17,700		0.6%
35 Overtime	122,070	155,092	156,000	156,000	159,200	159,200		2.1%
36 Overtime - Grant Programs	10,142	9,792	12,000	12,000	12,000	12,000		0.0%
37 Overtime - Community Events	9,321	8,799	5,500	8,800	8,800	8,800		0.0%
38 On Call Duty Pay	-	-	18,200	18,200	18,200	18,200		0.0%
39 Clothing, Cell Phone Stipends	32,435	39,025	40,500	40,000	41,700	41,700		4.3%
40 Wellness	10,086	11,642	15,000	12,000	21,700	21,700		80.8%
41 Medicare SSI	56,567	58,123	60,000	60,000	62,000	62,000		3.3%
42 Retirement & VEBA	738,012	888,002	912,000	890,300	1,048,600	1,048,600		17.8%
43 Insurance Benefits	807,193	855,918	941,800	922,700	997,200	997,200		8.1%
44 Workers Compensation	49,704	36,450	39,500	39,500	42,200	42,200		6.8%
45 Total Personnel Services	5,169,108	5,489,857	5,644,200	5,545,900	5,965,200	5,965,200		7.6%

General Fund

Police Operations

		ACTUAL	ACTUAL	APPROVED	PROJECTED	PROPOSED	APPROVED	ADOPTED	% CHANGE
		2014-15	2015-16	2016-17	2016-17	2017-18	2017-18	2017-18	FROM PROJ
46	Materials & Services:								
1	Cadet Program	507	1,763	2,500	2,500	2,500	2,500		0.0%
2	Reserve Officer Program	13,370	18,727	21,000	15,000	21,000	21,000		40.0%
3	K-9 Donation Expense	2,989	3,141	11,000	-	5,800	5,800		
4	Clothing & Duty Gear	21,680	35,286	24,000	24,000	24,000	24,000		0.0%
5	Civil/Criminal Forfeiture Expense	1,095	37,454	5,000	5,000	5,000	5,000		0.0%
6	K-9 Program	4,779	5,137	5,500	6,000	6,000	6,000		0.0%
7	Association Memberships	1,849	2,604	2,000	2,200	2,500	2,500		13.6%
8	Meetings, Travel & Training	28,086	42,436	34,000	34,000	34,000	34,000		0.0%
9	Tuition Reimbursement	1,424	-	3,000	-	3,000	3,000		
10	Public Notices	684	427	500	500	500	500		0.0%
11	Labor Attorney	54,779	59,025	30,000	5,000	30,000	30,000		500.0%
12	Contractual Services	8,882	7,671	5,000	4,000	5,000	5,000		25.0%
13	Labor	4,537	-	-	-	-	-		
14	Telephone/Internet Service	13,109	12,702	15,000	12,000	12,000	12,000		0.0%
15	Auto Insurance	17,866	19,823	21,600	20,000	22,000	22,000		10.0%
16	Office Equipment Rental	1,343	1,343	2,000	1,400	1,400	1,400		0.0%
17	Gasoline	59,708	44,030	55,000	45,000	55,000	55,000		22.2%
18	Vehicle Maintenance	35,540	26,271	32,000	35,000	35,000	35,000		0.0%
19	Equipment Maintenance	956	1,341	3,500	1,500	2,000	2,000		33.3%
20	Community Events Materials	810	2,530	3,000	4,000	5,000	5,000		25.0%
21	Operating Materials	9,454	11,413	14,000	12,000	14,000	14,000		16.7%
22	Ammo & Weapons	14,898	6,943	12,000	14,000	12,000	12,000		-14.3%
23	Durable Goods	12,257	27,405	8,000	8,000	6,000	6,000		-25.0%
24	Willamette Valley Comm Center	371,599	398,508	429,400	425,000	446,300	446,300		5.0%
25	Salem Radio Bandwidth	28,728	31,683	34,000	34,000	35,700	35,700		5.0%
26	RAIN	7,410	7,594	8,400	8,400	8,800	8,800		4.8%
27	PRIORS	44,200	47,450	49,200	49,200	51,600	51,600		4.9%
28	Investigations	6,238	7,478	10,000	10,000	10,000	10,000		0.0%
29	Donation Expense	2,355	-	-	-	-	-		
30	Hiring Expense	2,030	1,232	3,000	6,000	7,500	7,500		25.0%
31	Total Materials & Services	773,162	861,417	843,600	783,700	863,600	863,600		10.2%
32	Capital Outlay:								
33	Uniforms & Equipment	14,719	-	-	-	-	-		
34	Vehicles	18,952	-	-	-	-	-		
35	Total Capital Outlay	33,671	-	-	-	-	-		
36	Total Expenditures	\$5,975,941	\$ 6,351,274	\$ 6,487,800	\$ 6,329,600	\$ 6,828,800	\$6,828,800		7.9%

General Fund

Police Operations

Budget Notes:

Revenues:

- 8 The Salem-Keizer School District contracts with the Keizer Police Department to provide School Resource Officers. The School District reimburses the City 40% of two School Resource Officer's yearly salary (1/2 the cost for 9.5 months of the school year), benefits & equipment needs and 20% of such costs for the sergeant who supervises the program.
- 14 Civil Forfeiture can be used only to support law enforcement operations, not personnel costs, and may be spent on such costs as equipment, training, and investigations.

Personnel Services:

- 26 The Budget provides a 1.5% wage and salary increase for all non-represented staff. Represented staff receive a 1.5% increase in July and a 1.0% increase in January as provided for in the Keizer Police Association Union Contract. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies.
- 35 Overtime costs are dependent upon after-hours investigations and court appearances. Training rarely incurs overtime. Overtime costs are about 6% of sworn staff wages.

Materials & Services:

- 2 This line-item includes all direct costs associated with Reserve Officers, including training, uniforms, and equipment, to provide an accurate accounting of the cost of this program.
- 11 Labor Attorney costs are for union negotiations including dispute resolution.
- 15 Auto insurance premiums will increase up to 10%. The increases result from claim loss settlements from prior years.
- 17 Gasoline is based on an estimate of \$2.50 per gallon, times 21,000 gallons.

General Fund Revenue Sharing

Fourteen percent of state liquor receipts are allocated to cities on a formula basis as outlined in state statute. This portion of liquor tax distributions is known as "state revenue sharing" and is distributed on a quarterly basis.

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCE:								
2 Beginning Balances	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
3 Revenues:								
4 Intergovernmental:								
5 State Revenue Sharing	307,203	298,844	325,000	315,000	325,000	325,000		3%
6 Police Capital Grants	2,191	5,429	5,600	5,600	5,600	5,600		0%
7 Total Intergovernmental	309,394	304,273	330,600	320,600	330,600	330,600		3%
8 TOTAL RESOURCES	309,394	304,273	330,600	320,600	330,600	330,600		3%
9 REQUIREMENTS:								
10 Expenditures:								
11 Capital Outlay:								
12 Police Protective Vests	8,678	11,165	11,200	11,200	11,200	11,200		0%
13 Parks Vehicle	28,462	-	-	-	-	-		
14 Police Leases	975	-	-	-	100,000	100,000		
15 Police Vehicle Purchases	256,294	-	141,000	141,000	70,000	70,000		-50%
16 Total Capital Outlay	294,409	11,165	152,200	152,200	181,200	181,200		19%
17 Total Expenditures	\$ 294,409	\$ 11,165	\$ 152,200	\$ 152,200	\$ 181,200	\$ 181,200		19%

Budget Notes:

Revenues:

- 5 State Revenue Sharing revenues have increased due to an increase in liquor sales in Oregon. The League of Oregon Cities projects a 3% increase in FY17-18. Due to funding constraints, Revenue Sharing dollars are planned to fund operating expenditures.
- 6 Police grants fund 50% of the cost for Protective Vests and the Department has applied for funding 13 vests for FY17-18. The actual amount awarded will not be available until October 2017.

Expenditures:

- 12 The City anticipates the need for 13 Protective Vests funded 50% with federal grant funds.
- 14 The City of Salem is in the process of upgrading their radio dispatch system to provide for better security, cross jurisdictional communication and eliminate dead spots. In order to be compatible with their system the City will need to upgrade the handheld radio system. The upgrade is expected to cost the City approximately \$282,000. The Police Leases line item provides for the first years payment on a three year lease to provide for the upgrade.

Urban Renewal District Summary

The North River Road Urban Renewal Plan was completed in fiscal year 2014-15 and the District was closed.

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 232,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Taxes & Assessments	1,175,799	-	-	-	-	-	-	-
5 Miscellaneous	400	-	-	-	-	-	-	-
6 Total Revenues	1,176,199	-	-	-	-	-	-	-
7 Other Resources:								
8 Debt Proceeds	71,477	-	-	-	-	-	-	-
9 TOTAL RESOURCES	1,479,976	-	-	-	-	-	-	-
10 REQUIREMENTS:								
11 Expenditures:								
12 Materials & Services	122,813	-	-	-	-	-	-	-
13 Capital Outlay	501	-	-	-	-	-	-	-
14 Debt Service	1,356,662	-	-	-	-	-	-	-
15 Total Expenditures	1,479,976	-	-	-	-	-	-	-
16 Fund Balance:								
17 Restricted	-	-	-	-	-	-	-	-
18 TOTAL REQUIREMENTS	\$ 1,479,976	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-

Urban Renewal District

Program Income Fund

The North River Road Urban Renewal Plan was completed in fiscal year 2014-15 and the District was closed.

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 51,837	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Miscellaneous:								
5 Interest	-	-	-	-	-	-	-	-
6 Total Miscellaneous	-	-	-	-	-	-	-	-
7 TOTAL RESOURCES	51,837	-	-	-	-	-	-	-
8 REQUIREMENTS:								
9 Expenditures:								
10 Materials & Services:								
11 Legal Services	126	-	-	-	-	-	-	-
12 Repayment to Taxing Jurisdictions	51,711	-	-	-	-	-	-	-
13 Miscellaneous Expense	-	-	-	-	-	-	-	-
14 Total Materials & Services	51,837	-	-	-	-	-	-	-
15 Debt Service:								
16 Assessment Payment on Foreclosures	-	-	-	-	-	-	-	-
17 Total Expenditures	51,837	-	-	-	-	-	-	-
18 Fund Balance:								
19 Restricted	-	-	-	-	-	-	-	-
20 TOTAL REQUIREMENTS	\$ 51,837	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-

Urban Renewal District Project Fund

The North River Road Urban Renewal Plan was completed in fiscal year 2014-15 and the District was closed.

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Miscellaneous:								
5 Reimbursements	-	-	-	-	-	-	-	-
6 Total Miscellaneous	-	-	-	-	-	-	-	-
7 Total Revenues	-	-	-	-	-	-	-	-
8 Other Resources:								
9 Debt Proceeds:								
10 Loan Proceeds	71,477	-	-	-	-	-	-	-
11 Bond Proceeds (from Tax Increment Fund)	-	-	-	-	-	-	-	-
12 Total Debt Proceeds	71,477	-	-	-	-	-	-	-
13 TOTAL RESOURCES	71,477	-	-	-	-	-	-	-
14 REQUIREMENTS:								
15 Expenditures:								
30 Materials & Services:								
31 Postage & Printing	-	-	-	-	-	-	-	-
32 Association Memberships	516	-	-	-	-	-	-	-
33 Public Notices	786	-	-	-	-	-	-	-
34 Legal Services	846	-	-	-	-	-	-	-
35 Administrative Services Charges	65,678	-	-	-	-	-	-	-
36 Contractual Services	2,870	-	-	-	-	-	-	-
37 Audit	250	-	-	-	-	-	-	-
38 Miscellaneous	30	-	-	-	-	-	-	-
39 Total Materials & Services	70,976	-	-	-	-	-	-	-
40 Capital Outlay:								
41 Property Acquisition & Development	501	-	-	-	-	-	-	-
42 Total Capital Outlay	501	-	-	-	-	-	-	-
43 Total Expenditures	71,477	-	-	-	-	-	-	-
44 Fund Balance:								
45 Restricted	-	-	-	-	-	-	-	-
46 TOTAL REQUIREMENTS	\$ 71,477	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-

Urban Renewal District

Tax Increment Fund

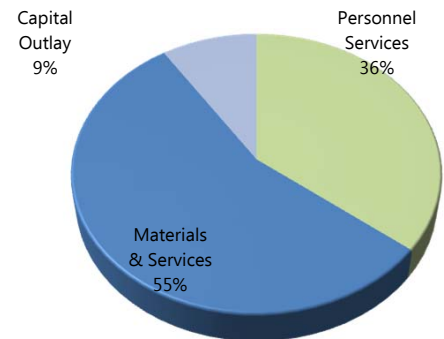
The North River Road Urban Renewal Plan was completed in fiscal year 2014-15 and the District was closed.

	ACTUAL	ACTUAL	BUDGETED	PROJECTED	PROPOSED	APPROVED	ADOPTED	% CHANGE
	2014-15	2015-16	2016-17	2016-17	2017-18	2017-18	2017-18	FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 180,463	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Taxes & Assessments:								
5 Tax Increment Revenue	1,112,116	-	-	-	-	-	-	-
6 Prior Year Taxes	63,683	-	-	-	-	-	-	-
7 Total Taxes & Assessments	1,175,799	-	-	-	-	-	-	-
8 Miscellaneous:								
9 Foreclosure Acquisition Funds	-	-	-	-	-	-	-	-
10 Interest	400	-	-	-	-	-	-	-
11 Total Miscellaneous	400	-	-	-	-	-	-	-
12 Total Revenues								
13 TOTAL RESOURCES	1,356,662	-	-	-	-	-	-	-
14 REQUIREMENTS:								
15 Expenditures:								
16 Debt Service:								
17 Repayment of Tax Increment	-	-	-	-	-	-	-	-
18 Bond Principal Payment (line of credit)	1,260,000	-	-	-	-	-	-	-
19 Interest on Line of Credit	25,185	-	-	-	-	-	-	-
20 Loan Payment (Project Fund)	71,477	-	-	-	-	-	-	-
21 Total Debt Service	1,356,662	-	-	-	-	-	-	-
22 Fund Balance:								
23 Restricted	-	-	-	-	-	-	-	-
24 TOTAL REQUIREMENTS	\$ 1,356,662	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-

Community Center Fund

The City of Keizer Community Center is a state of the art facility intended to accommodate the cultural, educational, professional, recreational, and economic needs of its citizens and the community. Rental fees help cover the operation and management of the center. During the last fiscal year, the Center has hosted a variety of events. During the week, the Center is used by many of our City Committees and local community groups such as West Keizer Neighborhood Association, Claggett Creek Watershed Council, and Keizer sports associations. On weekends, the Center has served as the venue for weddings, quinceaneras, anniversary parties, and baby/bridal showers. Keizer Parks Foundation, Union Gospel Mission, Chamber of Commerce, and other non-profit organizations have used the facility for their fundraising ventures.

During the last couple of years, staff has worked towards making the Center self-sustaining. City Staff manage the scheduling and coordination of the facility. Staff provide tours, answer rental inquiries, assist clients with the necessary contractual requirements (insurance, catering requirements, etc.) room sets, audio needs, and other amenities to assure the client's event is successful. Temporary event staffing is used to provide service during the event and upon completion of the event, cleaning and resetting the venue for the next event. During the last year, promotion of the Center has taken place at bridal shows, Chamber of Commerce, Travel Salem gatherings, and membership in the Mid-Willamette Valley Wedding Pro Association.



	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ 41,300	\$ 95,700	\$ 99,500	\$ 99,500		4.0%
3 Revenues:								
4 Taxes & Assessments:								
5 Hotel/Motel Tax	-	118,456	80,000	100,000	100,000	100,000		0.0%
6 Charges for Services:								
7 Rental Fees	115,844	144,416	145,000	145,000	145,000	145,000		0.0%
8 Miscellaneous:								
9 Donations	10,000	10,000	-	-	-	8,000		
10 Interest	-	127	-	-	-	-		
11 Total Miscellaneous	10,000	10,127	-	-	-	8,000		
12 Total Revenues	125,844	272,999	225,000	245,000	245,000	253,000		3.3%
13 Other Resources:								
14 Transfer from General Fund	43,875	-	-	-	-	-		
15 TOTAL RESOURCES	\$ 169,719	\$ 272,999	\$ 266,300	\$ 340,700	\$ 344,500	\$ 352,500		3.5%
16 REQUIREMENTS:								
17 Expenditures:								
18 Personnel Services:								
19 Event Center Coordinator	31,961	31,922	37,900	37,900	39,600	39,600		4.5%
20 Temporary Help	13,504	18,150	21,500	21,500	21,500	21,500		0.0%
21 Overtime Costs	357	34	-	-	-	-		
22 Cell Phone Stipend	660	1,100	900	900	900	900		0.0%
23 Wellness	-	-	400	400	400	400		0.0%
24 Medicare	1,632	1,957	900	900	900	900		0.0%
25 Retirement	5,963	7,440	9,900	9,200	10,800	10,800		17.4%
26 Insurance	4,760	4,800	20,600	20,200	21,400	21,400		5.9%
27 Workers Compensation	375	959	700	700	700	700		0.0%
28 Total Personnel Services	59,212	66,362	92,800	91,700	96,200	96,200		4.9%

Community Center Fund

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
29 Materials & Services:								
30 Materials & Supplies	497	366	800	800	800	800		0.0%
31 Association Memberships	15	-	500	500	500	500		0.0%
32 Meetings, Travel & Training	-	15	-	-	-	-		
33 Legal Notices	-	64	100	100	100	100		0.0%
34 Administrative Services Fund	79,024	75,857	97,800	84,800	111,000	111,000		30.9%
35 Contractual Services	13,261	12,778	14,000	14,000	14,000	14,000		0.0%
36 Marketing Costs	1,047	4,191	6,000	4,000	4,000	12,000		200.0%
37 Janitorial Services	4,758	4,537	4,400	4,400	5,400	5,400		22.7%
38 Utilities	5,167	5,707	5,500	5,500	5,500	5,500		0.0%
39 Equipment Maintenance & Repair	-	158	2,200	2,200	2,200	2,200		0.0%
40 Janitorial Supplies	6,008	5,465	5,000	5,000	6,000	6,000		20.0%
41 Medical Testing	123	164	200	200	200	200		0.0%
42 Total Materials & Services	109,900	109,302	136,500	121,500	149,700	157,700		29.8%
43 Capital Outlay:								
44 Furnishings & Fixtures	607	1,614	28,000	28,000	25,000	25,000		-10.7%
45 Total Expenditures	169,719	177,278	257,300	241,200	270,900	278,900		15.6%
46 Other Requirements:								
47 Contingency	-	-	11,000	-	50,000	50,000		
48 Fund Balance:								
49 Assigned	-	95,721	(2,000)	99,500	23,600	23,600		-76.3%
50 TOTAL REQUIREMENTS	\$ 169,719	\$ 272,999	\$ 266,300	\$ 340,700	\$ 344,500	\$ 352,500		3.5%

Summary of Administrative Service Fund Charges

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
City-Wide Administration	\$ 2,792	\$ 2,582	\$ 7,800	\$ 6,800	\$ 7,700	\$ 7,700		13.2%
City Manager	3,013	2,463	3,600	3,600	3,800	3,800		5.6%
Information Systems	4,409	6,988	9,800	9,700	11,800	11,800		21.6%
Attorney's Office	4,267	2,894	3,800	3,800	2,700	2,700		-28.9%
City Recorder	12,397	13,303	13,900	13,800	14,300	14,300		3.6%
Human Resources	3,286	3,334	3,600	3,600	7,300	7,300		102.8%
Finance	48,126	40,997	51,200	39,400	56,000	56,000		42.1%
Facility Maintenance	3,899	3,296	4,100	4,100	7,400	7,400		80.5%
Adjustments	(3,166)	-	-	-	-	-		
Administrative Services Charges	\$ 79,023	\$ 75,857	\$ 97,800	\$ 84,800	\$ 111,000	\$ 111,000		30.9%

Budget Notes:

- 7 Rental fees are expected to remain consistent with the previous year.
- 19 The Event Center Coordinator transitioned to a regular status position during FY16-17.
- 34 Funds were not sufficient to pay the full Administrative Services Charges, therefore the General Fund paid a portion of these costs in fiscal year 2014-15.
- 35 Contractual Services are primarily for event security and this cost is reimbursed through rental fees.
- 44 Furnishings and fixtures is to provide for replacement tables/chairs, floor tiles, and projectors.
- 47 Contingency is approximately 5% of personnel services and materials and services.

Public Education Government Fund

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

Legislative action taken in fiscal year 2007-2008 continues to threaten PEG revenues. Should revenues cease by the end of the fiscal year, the ending fund balance will be sufficient to pay monthly broadcasting expenses the following year.

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 243,379	\$ 237,387	\$ 253,800	\$ 260,400	\$ 275,100	\$ 275,100		6%
3 Revenues:								
4 Intergovernmental:								
5 PEG Fees	126,951	134,816	132,400	132,400	132,400	132,400		0%
6 Miscellaneous:								
7 Interest Earnings/Miscellaneous	468	630	500	500	500	500		0%
8 TOTAL RESOURCES	370,798	372,833	386,700	393,300	408,000	408,000		4%
9 REQUIREMENTS:								
10 Expenditures:								
11 Materials & Services:								
12 Public Notices	64	-	500	500	500	500		
13 Administrative Costs	-	2,099	6,700	6,700	7,900	7,900		18%
14 Production Services	500	-	-	-	-	-		
15 Broadcasting	96,900	96,000	96,000	96,000	96,000	102,000		6%
16 Total Materials & Services	97,464	98,099	103,200	103,200	104,400	110,400		7%
17 Capital Outlay:								
18 Television Equipment	30,947	14,335	25,000	15,000	25,000	25,000		67%
19 Total Expenditures	128,411	112,434	128,200	118,200	129,400	135,400		15%
20 Other Requirements:								
21 Contingency	-	-	50,000	-	50,000	50,000		
22 Transfers Out	5,000	-	-	-	-	-		
23 Restricted for Operations	237,387	260,399	208,500	275,100	228,600	222,600		-19%
24 Total Other Requirements	242,387	260,399	258,500	275,100	278,600	272,600		-1%
25 TOTAL REQUIREMENTS	\$ 370,798	\$ 372,833	\$386,700	\$ 393,300	\$408,000	\$ 408,000		4%

Budget Notes:

Revenues:

- 5 PEG Fees are franchise fees assessed on Comcast cable television bills; revenues continue to trend slightly upward from year to year.

Expenditures:

- 13 The Administrative Fee pays PEGs share of the City's network costs and general administration.
 15 Costs are \$8,000 per month for cable broadcasting.
 18 Capital Outlay expenditures are for ongoing video and television upgrades.
 21 Contingency is sufficient to cover a major equipment failure.

Law Enforcement Grant Fund

Revenues in the Law Enforcement Grant Fund are from state and federal grants with an occasional private sector grant. The appropriate uses of the funds are specifically described by each grant.

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
3 Revenues:								
4 Intergovernmental:								
5 Police Grants	8,325	-	30,000	10,000	30,000	30,000		200%
6 TOTAL RESOURCES	8,325	-	30,000	10,000	30,000	30,000		200%
7 REQUIREMENTS:								
8 Expenditures:								
9 Materials & Services:								
10 Operating Materials & Training	8,325	-	-	3,100	-	-		-100%
11 Capital Outlay:								
12 Police Equipment	-	-	30,000	6,900	30,000	30,000		335%
13 Total Expenditures	8,325	-	30,000	10,000	30,000	30,000		200%
14 Other Requirements:								
15 Restricted	-	-	-	-	-	-		
16 TOTAL REQUIREMENTS	\$ 8,325	\$ -	\$ 30,000	\$ 10,000	\$ 30,000	\$ 30,000		200%

Housing Rehabilitation Fund

The original source of revenues in the Housing Services Fund was from a State Community Development Block Grant. Uses were restricted to creating loans for housing rehabilitation projects. The original grant was completely expended in fiscal year 1998. The goal of the program is to preserve the existing supply of affordable low income housing and to ensure that the existing housing occupied by low income homeowners is safe, energy efficient and affordable to maintain.

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

This program, combined with the Energy Efficiency Revolving Loan Fund, provided loans to 21 qualified home owners who were able to replace roofs, heating systems, windows, doors and make other improvements.

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 14,455	\$ 13,775	\$ 13,800	\$ 13,800	\$ 13,800	\$13,800		0%
3 Revenues:								
4 Miscellaneous:								
5 Loan Proceeds	-	-	30,000	-	30,000	30,000		
6 Interest Revenue	-	-	-	-	-	-		
7 Total Miscellaneous	-	-	30,000	-	30,000	30,000		
8 TOTAL RESOURCES	14,455	13,775	43,800	13,800	43,800	43,800		217%
9 REQUIREMENTS:								
10 Expenditures:								
11 Materials & Services:								
12 Administrative Fee	317	-	-	-	-	-		
13 Housing Rehabilitation Services	363	-	43,800	-	43,800	43,800		
14 Total Materials & Services	680	-	43,800	-	43,800	43,800		
15 Other Requirements:								
16 Restricted	13,775	13,775	-	13,800	-	-		-100%
17 TOTAL REQUIREMENTS	\$ 14,455	\$ 13,775	\$43,800	\$13,800	\$43,800	\$43,800		217%

Budget Notes:

- 5 The program typically receives 1-2 repayments each year. The average balance of each loan is approximately \$15,000.
- 8 The City Council adopted policies for the housing services program in May 2012. The Council passed a motion to review these policies when at least 50% of the funds have been repaid and are available to lend.
- 13 Funds have been appropriated to loan should the City wish to continue the program in FY17-18 provided loan repayments come available.

Energy Efficiency Revolving Loan Fund

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

City staff will manage the program by accepting and approving qualified applications. City staff coordinates funds from the Housing Rehabilitation program to enhance the reach of this new program. Staff educates the public of these opportunities through the City's website, Keizer 23 channel, local newsletters, the City of Keizer Facebook page and other media. This funding, combined with the Housing Services funds provided loans to 21 home owners who were able to make energy efficiency improvements to their homes.

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 3,808	\$ 2,389	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400		0%
3 Revenues:								
4 Miscellaneous:								
5 Loan Proceeds	-	-	15,000	-	15,000	15,000		
6 Interest Revenue	-	-	-	-	-	-		
7 Total Miscellaneous	-	-	15,000	-	15,000	15,000		
8 Total Revenues	-	-	15,000	-	15,000	15,000		
9 TOTAL RESOURCES	3,808	2,389	17,400	2,400	17,400	17,400		625%
10 REQUIREMENTS:								
11 Expenditures:								
12 Materials & Services:								
13 Administrative Fee	143	-	-	-	-	-		
14 Energy Efficiency Loans	1,276	-	17,400	-	17,400	17,400		
15 Total Materials & Services	1,419	-	17,400	-	17,400	17,400		
16 Fund Balance:								
17 Restricted	2,389	2,389	-	2,400	-	-		-100%
18 TOTAL REQUIREMENTS	\$ 3,808	\$ 2,389	\$ 17,400	\$ 2,400	\$ 17,400	\$ 17,400		625%

Budget Notes:

- 5 The program typically receives 1-2 repayments each year. The average balance of each loan is approximately \$15,000.
- 9 The City Council adopted policies for the Energy Efficiency Program in May 2012. The Council passed a motion to review these policies when at least 50% of the funds have been repaid and are available to lend.
- 14 Funds have been appropriated to loan should the City wish to continue the program in FY17-18 provided loan repayments come available.

Keizer Station LID Fund

The Keizer Station Local Improvement Fund accounts for the improvements to the Keizer Station Development Project. The cost of the improvements has been assessed to those property owners who directly benefit from the project. The assessments received are used to pay off the long-term debt scheduled for maturity on June 1, 2031.

Currently, twenty-five commercial property owners owe assessments on the Keizer Station property development and all properties are current on assessment payments.

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 2,685,746	\$ 2,685,803	\$ 2,685,800	\$ 2,693,200	\$ 2,695,900	\$ 2,695,900		0%
3 Revenues:								
4 Taxes & Assessments:								
5 Assessments	730,738	1,445,014	776,000	775,600	821,000	821,000		6%
6 Total Taxes & Assessments	730,738	1,445,014	776,000	775,600	821,000	821,000		6%
7 Miscellaneous:								
8 Interest	6,667	8,696	7,000	8,000	8,000	8,000		0%
9 Assessment Interest	944,938	916,514	825,000	824,300	780,000	780,000		-5%
10 Assessment Penalty	1,094	-	-	-	-	-		
11 Total Miscellaneous	952,699	925,210	832,000	832,300	788,000	788,000		-5%
12 TOTAL RESOURCES	4,369,183	5,056,027	4,293,800	4,301,100	4,304,900	4,304,900		0%
13 REQUIREMENTS:								
14 Expenditures:								
15 Debt Service:								
16 Principal	770,000	1,490,000	810,000	810,000	864,200	864,200		7%
17 Interest	913,380	872,820	796,000	795,200	759,000	759,000		-5%
18 Total Debt Service	1,683,380	2,362,820	1,606,000	1,605,200	1,623,200	1,623,200		1%
19 Total Expenditures	1,683,380	2,362,820	1,606,000	1,605,200	1,623,200	1,623,200		1%
20 Fund Balance:								
21 Restricted Debt Reserve	2,685,803	2,693,207	2,687,800	2,695,900	2,681,700	2,681,700		-1%
22 TOTAL REQUIREMENTS	\$ 4,369,183	\$ 5,056,027	\$ 4,293,800	\$ 4,301,100	\$ 4,304,900	\$ 4,304,900		0%

Budget Notes:

Debt Service:

- 15 The City's debt obligation provides for annual interest payments on its outstanding debt each year through 2031 and one principal payment (\$14,685,000 currently) due June 1, 2031. The original issue date was May 21, 2008. Semi-annual interest payments of \$381,810 are due on 6/1 and 12/1 each year. The city may pay down the principal if assessment proceeds are available. The principal payment budgeted in FY17-18 assumes the City will receive the total amount of assessment payments due from each property owner.
- 21 Bond covenants require the City to retain at least \$2,681,000 in reserves

Debt Service Schedule				
	Principal	Principal	Interest	
Payment Date	Balance	Payment	Payment	Total Payment
12/1/2017	14,685,000	-	381,810	381,810
6/1/2018	14,685,000	-	381,810	381,810
12/1/2018	14,685,000	-	381,810	381,810
6/1/2019	14,685,000	-	381,810	381,810
12/1/2019	14,685,000	-	381,810	381,810
6/1/2020	14,685,000	-	381,810	381,810
12/1/2020	14,685,000	-	381,810	381,810
6/1/2021	14,685,000	-	381,810	381,810
12/1/2021 through 12/1/2030	14,685,000	-	7,254,390	7,254,390
6/1/2031	14,685,000	14,685,000	381,810	15,066,810
		<u>\$14,685,000</u>	<u>\$10,690,680</u>	<u>\$25,375,680</u>



Long Range Planning

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

Long Range Planning – Introduction

Early in fiscal year 2010-11 the City began a comprehensive long-range planning process. The General Fund Long-Range Planning Task Force was established and staff developed a process for annually updating the General Fund Long-Range Plan.

The Task Force is comprised of the same members as the Budget Committee and typically meets one to two months prior to the annual budget meetings.

Beginning in fiscal year 2012-13 the City added long-range plans for its Water and Stormwater operations. Both utilities had updated capital improvement plans and long-range planning was essential to stabilizing customer rates.

Each year the Task Force:

- receives an update from staff on year-to-date General Fund Revenue Status
- considers the variables to be used in developing the Long-Range Forecast and provides forecast scenarios using the following risk factors:
 - Conservative
 - Moderate
 - Aggressive

Through a consensus exercise the Task Force agreed on the level to be used for each variable in forecasting.

- receives a summary of the Citizen Survey Results in the years one is conducted

City of Keizer
General Fund Long Range Forecast
Fiscal Year 2017-18

	PROJECTED	FORECASTED			
	2016-17	2017-18	2018-19	2019-20	2020-21
1 REVENUES:					
2 Taxes & Assessments	5,004,000	5,379,500	5,595,000	5,819,000	6,052,000
3 Licenses & Fees	2,786,300	2,833,900	2,891,000	2,949,000	3,008,000
4 Intergovernmental	1,103,800	1,133,000	1,156,000	1,179,000	1,203,000
5 Fines & Forfeitures	428,000	428,000	437,000	446,000	455,000
6 Other	176,400	168,900	171,000	173,000	175,000
7 TOTAL REVENUES	\$ 9,498,500	\$ 9,943,300	\$ 10,250,000	\$ 10,566,000	\$ 10,893,000
8					
9 EXPENDITURES:					
10 Personnel Services					
11 Wages	\$ 4,238,300	\$ 4,429,800	\$ 4,496,000	\$ 4,563,000	\$ 4,631,000
12 Retirement	994,100	1,163,100	1,191,000	1,369,700	1,404,200
13 Health Insurance	1,030,500	1,221,300	1,342,800	1,476,400	1,623,300
14 Materials & Services	2,775,800	2,980,400	3,040,000	3,101,000	3,163,000
15 Capital Outlay	173,100	263,000	300,000	300,000	300,000
16 Overlapping Tax Jurisdiction Repayment	209,000	209,000	209,000	209,000	209,000
17 Other - Transfers Out	17,400	17,400	17,400	17,400	17,400
18 TOTAL EXPENDITURES	\$ 9,438,200	\$ 10,284,000	\$ 10,596,200	\$ 11,036,500	\$ 11,347,900
19					
20 REVENUES IN EXCESS OF EXPENDITURES	60,300	(340,700)	(346,200)	(470,500)	(454,900)
21					
22 BEGINNING FUND BALANCE	1,898,500	1,958,800	1,618,100	1,271,900	801,400
23					
24 ENDING FUND BALANCE	\$ 1,958,800	\$ 1,618,100	\$ 1,271,900	\$ 801,400	\$ 346,500

Notes:

- Historically the City has a favorable budget variance between \$300,000 and \$500,000

General Fund Long Range Forecast Assumptions

Fiscal Year 2017-18

		LONG RANGE PROJECTIONS			ACTUAL % CHANGE	
		Conservative	Moderate*	Aggressive	FY16-17 Actual	FY17-18 Recommended
(1)	Change in City-wide Assessed Property Valuation	3.00%	4.00%	5.00%	4.35%	4.00%
(2)	Property Tax Uncollectables and Discounts	6.00%	5.50%	5.00%	5.00%	5.50%
	Personnel Services Increase					
(3)	Pay Matrix Increase - non-represented	2.70%	1.70%	0.70%	1.50%	1.50%
(4)	Attrition	0.00%	-2.00%	-4.00%	-4.00%	-2.00%
(5)	Retirement Cost Increases/(Decrease)					
	Tier One/Two	-	18.07%	-	0.00%	18.07%
	OPSRP Police & Fire	-	10.86%	-	0.00%	10.86%
	OPSRP General Services	-	9.11%	-	0.00%	9.11%
(6)	Medical Insurance Premium Increase	12.00%	9.95%	8.00%	7.50%	9.00%
(7)	Materials & Services; Capital Outlay Increase	3.00%	2.00%	1.00%	NA	NA

* Staff Recommendation for Long-Range Planning purposes.

- (1) FY16-17 Marion County Assessor's data indicates a 4.35% increase in property valuation.
 - (2) Based on FY16-17 projected tax revenues collected over taxes assessed.
 - (3) Based on the U.S Department of Labor, Bureau of Labor Statistics Consumer Price Index for Urban Wage Earners and Clerical Workers for Portland-Salem for non-represented employees. Represented employees based on current collective bargaining agreements.
 - (4) Based on ten-year average attrition.
 - (5) Based on PERS 2017-19 Employer Rate Summary
 - (6) FY17-18 rates will be 3-4% below the long range projection as negotiated with the insurance carrier.
 - (7) The Bureau of Labor and Statistics shows a 2.1% all items index increase over the last 12 months (December 2016).
- NA = Not Applicable as the annual budget is not prepared using a standard inflation factor.

Long-Range Financial Plan

Civic Center Facility Sinking Fund Costs

Sinking Fund Needs	Life Expectancy	Current Day Replacement Costs
Flooring - Carpet for heavy traffic areas	5 years	\$5,000
Flooring - Slate	25+ years	\$30,000
Slate Rock Maintenance	5 years	\$2,000
Roof (Window Weather striping)	20+ years	\$220,000
Parking Lot (Resurface)	25+ years	\$160,000
Lounge furniture (Break Room, Lobbies)	10+ years	\$50,000
Space Savers/Lockers (see attachment)	25+ years	\$230,500
Police Gates	25+ years replace the electrical	\$80,000
Sidewalks	25+ years	\$150,000
Supermarket Doors	15 years with regular maintenance	\$20,000
Trellis wood treatments/weather Treatments	3 years	\$1,000
Bark Dust around Civic Center Grounds	3 years	\$2,500
Generator	20+ with regular maintenance	\$160,000
Police Bathroom Remodel	20+ years	\$180,000
Police Training Room - wall replacement	20+ with regular maintenance	\$20,000
Power point system (AV Council Chambers)	12 years	\$65,000
Reader Board	Purchase in FY17-18	\$50,000

The schedule above shows the replacement item, life expectancy and replacement cost for the Civic Center Sinking Fund.

The schedule on the following page shows the replacement schedule for each item by fiscal year.

Long-Range Financial Plan

Civic Center Facility Sinking Fund Schedule

Twenty Year Replacement Schedule

This schedule shows the replacement schedule for each Civic Center item by fiscal year.

	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FY26-27	FY27-28	FY28-29	FY29-30	FY30-31	FY31-32	FY32-33	FY33-34	FY34-35
Beginning Balance	\$ 140,500	\$ 105,300	\$ 165,300	\$ 188,300	\$ 268,600	\$ 288,600	\$ 368,600	\$ 423,900	\$ 481,900	\$ 561,900	\$ 642,200	\$ 727,200	\$ 782,200	\$ 225,500	\$ 310,500	\$ 390,500	\$ 470,800	\$ 465,800
Annual Reserve	19,500	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000
Replacement Expenses:																		
Carpets, heavy traffic			5,000					5,000					5,000					5,000
Floor, Slate																		30,000
Roof													220,000					
Parking Lot																		160,000
Lounge Furniture			50,000										50,000					
Space Savers																		230,500
Police Gates																		80,000
Sidewalks																		150,000
Supermarket Doors								20,000										
Trellis wood Treatments			5,000			5,000			5,000			5,000			5,000			5,000
Generator													160,000					
Police Bathroom Remodel													180,000					
Police Training Room													20,000					
Power Point System					65,000												65,000	
Replace Bark dust	4,700			4,700			4,700			4,700			4,700			4,700		
Reseal Slate Rock			2,000					2,000					2,000					2,000
Reseal Civic Center Block		25,000					25,000					25,000					25,000	
Civic Center Reader Board	50,000																	
Ending Balance	\$ 105,300	\$ 165,300	\$ 188,300	\$ 268,600	\$ 288,600	\$ 368,600	\$ 423,900	\$ 481,900	\$ 561,900	\$ 642,200	\$ 727,200	\$ 782,200	\$ 225,500	\$ 310,500	\$ 390,500	\$ 470,800	\$ 465,800	(111,700)

*Current Day Replacement Cost

Annual Reserve Amount

\$85,000

The City will need to add \$85,000 per year to the Sinking Fund Reserve to pay for needed replacement costs for the Civic Center

Long Range Plan - Stormwater Summary

FY17-18

The City Council approved a long range financial plan for the Stormwater Fund in fiscal year 2012-13 in order to address deficiencies and provide adequate financial planning for a self-sustaining fund. That strategy has been successful in addressing ongoing and upcoming regulatory, maintenance, and repair needs for the stormwater system. The Department continues to elevate repair activities while meeting regulatory permit requirements. These costs comprise the on-going capital outlay line item shown in the schedule below. The City plans to adopt a formal Capital Improvement Program for its stormwater system once it has completed inspection of the system and can identify needed improvements.

	PROJECTED	FORECASTED									
	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	
1	RESOURCES:										
2	Beginning Balance:	\$ 436,800	\$ 337,900	\$ 301,900	\$ 317,300	\$ 336,700	\$ 382,700	\$ 443,700	\$ 476,700	\$ 454,700	\$ 419,700
3	Service Fees	1,565,000	1,708,000	1,858,000	2,007,000	2,157,000	2,231,000	2,231,000	2,265,000	2,347,000	2,469,000
4	Other Revenues	12,000	12,000	16,000	17,000	18,000	19,000	19,000	19,000	19,000	19,000
5	Interfund Borrowing	-	100,000	50,000	-	-	-	-	-	-	-
6	TOTAL RESOURCES	\$ 2,013,800	\$ 2,157,900	\$ 2,225,900	\$ 2,341,300	\$ 2,511,700	\$ 2,632,700	\$ 2,693,700	\$ 2,760,700	\$ 2,820,700	\$ 2,907,700
7											
8	REQUIREMENTS:										
9	Expenditures:										
10	Personnel Services	677,400	732,000	783,000	838,000	897,000	960,000	1,027,000	1,099,000	1,176,000	1,258,000
11	Materials & Services	712,700	783,000	799,000	815,000	831,000	848,000	865,000	882,000	900,000	918,000
12	Capital Outlay	285,800	340,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000
13	Debt Service	-	1,000	1,600	26,600	76,000	56,000	-	-	-	-
14	Total Expenditures	1,675,900	1,856,000	1,908,600	2,004,600	2,129,000	2,189,000	2,217,000	2,306,000	2,401,000	2,501,000
15	Fund Balance:										
16	Unrestricted Fund Balance	337,900	301,900	317,300	336,700	382,700	443,700	476,700	454,700	419,700	406,700
17	TOTAL REQUIREMENTS	\$ 2,013,800	\$ 2,157,900	\$ 2,225,900	\$ 2,341,300	\$ 2,511,700	\$ 2,632,700	\$ 2,693,700	\$ 2,760,700	\$ 2,820,700	\$ 2,907,700
Day's Cash Supply at End of Year		79	65	62	61	65	73	78	73	65	60

In order to maintain at least a 60-day cash supply to correspond with the bi-monthly stormwater billings the following rate increase per ESU with a January 1st effective date is required:

	Per ESU	\$ Increase	% Increase
2017-18	\$ 6.56	\$ 0.55	9.2%
2018-19	\$ 7.11	\$ 0.55	8.4%
2019-20	\$ 7.66	\$ 0.55	7.7%
2020-21	\$ 8.21	\$ 0.55	7.2%
2021-22	\$ 8.21	\$ -	0.0%
2022-23	\$ 8.21	\$ -	0.0%
2023-24	\$ 8.46	\$ 0.25	3.0%

Proposed 2017-18 Rate Increase Analysis

	ESUs	Bi-Monthly Bill		Incremental Cost of Rate Increase		
		Current	Proposed	Monthly	Bi-Monthly	Annual
Single Family Residential	1	\$ 12.02	\$ 13.12	\$ 0.55	\$ 1.10	\$ 6.60
Commercial	86	\$ 1,033.72	\$ 1,128.32	\$ 47.30	\$ 94.60	\$ 567.60
School	94	\$ 1,129.88	\$ 1,233.28	\$ 51.70	\$ 103.40	\$ 620.40
Apartment	44	\$ 528.88	\$ 577.28	\$ 24.20	\$ 48.40	\$ 290.40

Long Range Plan - Water Services Summary

FY17-18

		PROJECTED	FORECASTED								
		2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2024-25	2025-26	2026-27
1	RESOURCES:										
2	Beginning Balance:	\$ 1,033,500	\$ 969,000	\$ 844,700	\$ 703,300	\$ 585,600	\$ 485,900	\$ 532,900	\$ 594,900	\$ 670,900	\$ 646,900
3	Water Sales	2,823,000	2,936,000	3,053,000	3,175,000	3,302,000	3,434,000	3,571,000	3,714,000	3,751,000	3,789,000
4	Other Revenues	132,900	85,500	89,000	93,000	97,000	101,000	105,000	109,000	113,000	118,000
5	TOTAL RESOURCES	\$ 3,989,400	\$ 3,990,500	\$ 3,986,700	\$ 3,971,300	\$ 3,984,600	\$ 4,020,900	\$ 4,208,900	\$ 4,417,900	\$ 4,534,900	\$ 4,553,900
6											
7	REQUIREMENTS:										
8	Expenditures:										
9	Personnel Services	\$ 940,000	\$ 1,035,000	\$ 1,107,000	\$ 1,184,000	\$ 1,267,000	\$ 1,356,000	\$ 1,451,000	\$ 1,553,000	\$ 1,662,000	\$ 1,778,000
10	Materials & Services	1,296,000	1,416,000	1,444,000	1,473,000	1,502,000	1,532,000	1,563,000	1,594,000	1,626,000	1,659,000
11	Capital Outlay	555,600	464,000	500,000	500,000	500,000	600,000	600,000	600,000	600,000	500,000
12	Debt Service	228,800	230,800	232,400	228,700	229,700		-	-	-	-
13	Total Expenditures	3,020,400	3,145,800	3,283,400	3,385,700	3,498,700	3,488,000	3,614,000	3,747,000	3,888,000	3,937,000
14	Fund Balance:										
15	Reserves	234,100	234,100	234,100	234,100	-	-	-	-	-	-
16	Fund Balance	734,900	610,600	469,200	351,500	485,900	532,900	594,900	670,900	646,900	616,900
17	TOTAL REQUIREMENTS	\$ 3,989,400	\$ 3,990,500	\$ 3,986,700	\$ 3,971,300	\$ 3,984,600	\$ 4,020,900	\$ 4,208,900	\$ 4,417,900	\$ 4,534,900	\$ 4,553,900
Days Cash Supply at End of Year		120	91	67	48	64	67	72	78	72	66

The Water Fund Long Range Plan includes expenditure projections consistent with the Water System Capital Improvement Program adopted by the City Council.

Conclusion: The update to the Water Services Long-Range plan supports a 4% rate increase for FY17-18 as anticipated when the model was presented to the Long Range Planning Committee last year (April 2016). Beginning in FY25-26 the rate decreases to 1%.

Proposed 2017-18 Rate Analysis

	Flat Rate		Variable Rate	
	Current	Proposed	Current	Proposed
Residential 5/8" meter	\$ 10.32	\$ 10.73	\$ 1.34	\$ 1.39
Multi-family 1" meter	\$ 20.97	\$ 21.81	\$ 1.34	\$ 1.39
Commercial 5/8" meter	\$ 10.32	\$ 10.73	\$ 1.29	\$ 1.34

Proposed 2017-18 Rate Increase Impact

	Bi-Monthly Bill		Incremental Cost of Rate Increase		
	Current	Proposed	Monthly	Bi-Monthly	Annual
Residential (1300 ccf)	\$ 27.74	\$ 28.85	\$ 0.55	\$ 1.11	\$ 6.66
Multi-family (17500 ccf)	\$ 255.47	\$ 265.69	\$ 5.11	\$ 10.22	\$ 61.31
Commercial (5100 ccf)	\$ 76.11	\$ 79.15	\$ 1.52	\$ 3.04	\$ 18.27

Water System - Capital Improvement Program

The Capital Improvement Plan (CIP) for the 2012 Keizer Water System Master Plan Update has been developed to coincide with the known and well-established strengths and historical success of the existing water system while recognizing the need to provide for future growth. In order to accommodate the projected growth and financial limitations, the CIP has been divided into four phases of implementation:

Phase I: 2013 - 2016

Description	Estimated Cost	Revised Cost	Status
Wiessner-Ridge Drive Intertie	\$ 366,000	\$ 227,600	Completed FY13-14
Install low-volume "jockey" pump at Bair Park pump station	33,000	32,300	Completed FY14-15
Hydrogeological Study for VOC Identification & Extent	79,000	88,000	Completed FY14-15
Install standby generator with automatic transfer switch at Reitz/Bair Park site	110,000	73,200	Completed FY14-15
Continued Steel waterline replacement program	400,000	400,000	Completed FY14-15
Three monitoring wells VOC sampling	324,000	75,000	Completed FY16-17
Abandon Lauderback Well	60,000	20,000	Completed FY16-17
Continued Steel waterline replacement program	610,000	400,000	Completed FY15-16
Subtotal	1,982,000	1,316,100	
10% Engineering & Administration	198,200	198,200	
10% Contingency	198,200	198,200	
Total Phase I	\$ 2,378,400	\$ 1,712,500	

Phase II: 2016 - 2021

Description	Estimated Cost	Revised Cost	Status
Continue steel waterline replacement program	\$ 400,000	385,000	Completed FY16-17
Continue steel waterline replacement program	\$ 610,000	400,000	Planned FY17-18
10% Engineering and Administration	101,000		
10% Contingency	101,000		
Total Phase II	\$ 1,212,000		

Phase III: 2021 - 2027

Description	Estimated Cost
1.25 Million Gallon Reservoir and 2000 GPM Pump Station (Site and timing TBD)	\$ 1,750,000
Continue steel waterline replacement program	2,020,000
Subtotal	3,195,000
10% Engineering and Administration	319,500
10% Contingency	319,500
Total Phase III	\$ 3,834,000



Glossary

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

ACTUAL – Denotes revenues are recognized or received and expenditures incurred or recorded for a given period which is in contrast to "Budget" which denotes plans for a period.

ADMINISTRATIVE SERVICES FUND – An Internal Services Fund which tracks City-wide shared expenditures including the offices and departments of the City Manager, City Attorney, City Recorder, Human Resources, Finance, Facility Maintenance and Public Works Administration.

ADOPTED BUDGET – The financial plan adopted by the City Council, which forms the basis and limits for appropriations for the fiscal year.

AD VALOREM TAX – A tax based on the assessed value of a property.

ARRA (AMERICAN RECOVERY AND REINVESTMENT ACT) – On February 17, 2009 President Obama signed the American Recovery and Reinvestment Act or Stimulus Package to restart the economy. The package contains extensive funding for science, engineering research and infrastructure, and more limited funding for education, social sciences and the arts.

APPROVED BUDGET – The budget recommended by the Budget Committee and reviewed by the City Council prior to adoption.

APPROPRIATION – The legal authorization granted by the City Council to spend specific amounts of public funds for specific purposes during specific periods of time.

ASSESSED VALUE – The portion of value of real or personal property which is taxable. It is the lesser of the property's real market value or the constitutional value limit (Maximum Assessed Value – MAV). The value limit may increase 3% annually unless qualifying improvements or changes are made to the property. These improvements or changes allow the value limit to increase by more than 3%.

AUDIT – A review of City accounts by an independent auditing firm to substantiate year-end fund balances, reserves, and cash in hand.

BALLOT MEASURE 50 – In May 1997 voters approved Ballot Measure 50 which fundamentally changed the structure of property taxes in Oregon from a tax base system to a permanent tax rate.

BOND – A written promise to pay a sum of money, called principal or face value at future date, called the maturity date, along with periodic interest paid at the specified percentage of the principal (interest rate). Bonds are typically used to finance long-term Capital Improvements.

BUDGET – The City's financial plan for a period of one year. By statute, the budget must be balanced and include a statement of actual revenues and expenditures for each of the last two years. Also required are estimated revenues and expenditures for the current and forthcoming year.

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

BUDGET CALENDAR – The schedule of key dates which the City follows in the preparation and adoption of the budget.

BUDGET COMMITTEE – The fiscal planning board of the local government, consisting of the Mayor and City Council plus an equal number of legal voters from the district.

BUDGET MESSAGE – An explanation of the budget and the City's financial priorities. Prepared by or under the direction of the City Manager.

BUDGET OFFICER – Person appointed by the City Council to be responsible for assembling the budget. For City of Keizer, the Finance Director serves this role.

BUDGET RESOLUTION – The budget is adopted each year by the City Council through passage of a Resolution. This Budget Resolution is the guiding document for compliance with budget law and for any necessary adjustments during the fiscal year.

CAFR (COMPREHENSIVE ANNUAL FINANCIAL REPORT) – The complete annual financial report of the City that is prepared in conformity with generally accepted accounting principles. An independent auditing firm audits the financial statements in this annual report.

CAPITAL BUDGET – The City's budget for projects, major repairs, and improvements or additions to the City's fixed assets (streets, sidewalks, roads, sewers, stormwater, parks, and buildings).

CAPITAL OUTLAY – Items which generally have a useful life of one or more years and a cost of \$5,000 or more. Examples include machinery, land, furniture, computers, equipment, vehicles, and buildings.

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

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

CITY COUNCIL – The legislative branch of the City composed of seven elected officials who serve a four-year term.

CIP (CAPITAL IMPROVEMENT PLAN) – An allocation plan for capital expenditures to be incurred over several future years. It sets forth each capital project, identifying the expected beginning and ending date for each project, the amount to be expended in each year, and the method of financing those expenditures.

CONTINGENCY – A special amount set aside for necessary unforeseen and unplanned expenses. Contingencies may not be spent without City Council approval via a Transfer Resolution or Supplemental Budget.

CONTRACTUAL SERVICES – The costs related to services performed for the City by individuals, businesses, or utilities.

DEBT SERVICE – The payment of general long-term debt, consisting of principal and interest payments.

DEPARTMENT – A major administrative organizational unit of the City which indicates overall management responsibility for one or more divisions.

DEPRECIATION – Expensing the cost of a capital asset over its useful life.

DEVELOPMENT CODE AND STANDARDS – The City's procedures and criteria for the review and approval of land development proposals.

DIVISION OF TAXES – Division of taxes refers to the process of, and revenue from, apportioning tax to urban renewal agencies based on the relationship of the "excess" to "frozen value" (i.e. tax increment revenue).

EMPLOYEE BENEFITS – Contributions made by a government to meet commitments or obligations for employee related expenses. Included is the government's share of costs for social security and the various pensions, medical, dental, life insurance, workers' compensation, and disability insurance.

ENDING FUND BALANCE – As shown in the budget, an amount representing the difference between the resources received by the fund compared to the amount expended in the fund. This becomes the subsequent year's beginning working capital or beginning fund balance.

ENTERPRISE FUND – A fund established to account for operations financed and operated in a manner similar to private business enterprises. The City's enterprise funds include Water, Sewer, Stormwater, Street Lighting District's, and Community Center.

ESU – (EQUIVALENT SERVICE UNIT) An area which is estimated to place approximately equal demand on the public stormwater facilities as defined in the Keizer Development Code as "Dwelling, single family". One (1) ESU shall be equal to 3,000 square feet of impervious surface.

EOC (EMERGENCY OPERATIONS CENTER) – Command center for coordination and intervention for city-wide or regional emergencies.

EXPENDITURES – The payment for goods and services, debt service, and Capital Outlay from a governmental fund.

FINANCIAL AUDIT – A comprehensive examination of the accounting and financial information by a qualified auditing firm. The auditing firm examines whether funds are spent according to intended purpose, within appropriations, and as authorized. It also examines if revenues, expenses, assets, and liabilities are stated fairly. The auditing firm reports to the City Audit Committee.

FISCAL YEAR – The twelve months beginning July 1 and ending June 30 of the following year.

FTE (FULL-TIME EQUIVALENT) – An abbreviation for full-time equivalent employees. Staffing levels are measured in FTE to give a consistent comparison from year to year.

FRANCHISE FEE – A fee charged each year to utilities as a payment in lieu of permit fees for the use of City streets. The fee is generally based on a percentage of revenues.

FULL FAITH AND CREDIT BONDS – Long-term obligations that are payable solely from a designated source of revenue. They do not carry any taxing power.

FUND – A fiscal and accounting entity with balancing revenues and appropriations.

FUND BALANCE – The difference between fund assets and fund liabilities of governmental and similar trust funds.

GAAP (GENERAL ACCEPTED ACCOUNTING PRINCIPLES) – Conventions, rules, and procedures used in performing accepted accounting practice and at a particular time.

GASB (GOVERNMENTAL ACCOUNTING STANDARDS BOARD) – The body that establishes accounting principles for state and local governments.

GENERAL FUND – Accounts for all financial resources except those required to be accounted for in another fund.

GENERAL OBLIGATION BONDS – Long-term obligations backed by the “full faith and credit” pledge of the City’s general fund revenues. They carry an unlimited taxing power, require voter-approval, and are limited in total to 3% of the City’s true cash value.

GFOA (GOVERNMENT FINANCE OFFICERS ASSOCIATION) – The premier association of the public-sector finance professionals and is dedicated to providing high-quality support to state and local governments.

GIS (GEOGRAPHIC INFORMATION SYSTEM) – A program which facilitates the efficient management of spatial information; offering enhanced analytical, cartographic, and reporting capabilities for internal and external customers.

GRANT – A contribution by one governmental unit to another. The contribution may be made to aid in the support of a specified purpose or function.

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

INTERGOVERNMENTAL REVENUES – Revenues received from another governmental entity, such as county, state, or federal governments.

INTERNAL SERVICES FUND – Funds used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the government and to other government units, on a cost reimbursement basis.

KEDC – (KEIZER ECONOMIC DEVELOPMENT COMMISSION) – The City Council established KEDC in 2014 to provide strategic planning recommendations regarding the economic development of the City.

LINE OF CREDIT – Short term credit provided by a bank whereby the lender can draw upon funds at any time and interest begins to accrue once funds are drawn.

LEVEL OF SERVICE – The amount and type of existing services, programs, and facilities provided. Level of service depends on the available resources.

LOCAL BUDGET LAW – Oregon Revised Statute (ORS) 294.305 to 294.565 Local Budget Law has several purposes: 1) establish standard procedures for presenting a local government budget; 2) outline programs and services provided; 3) provide a standard method of estimating revenues, expenditures, and proposed tax levies; and 4) encourage citizen involvement in the preparation of the budget before formal adoption.

LINE ITEM BUDGET – The traditional form of budgeting, where proposed expenditures are based on individual objects of expense within a department or division.

MATERIALS AND SERVICES – An object classification which includes contractual and other services, materials and supplies, and other charges.

MEASURE 5 – On November 6, 1990, Oregon citizens approved an amendment to the State Constitution (Measure 5) which limits the ability of state and local governments to levy property taxes, impose certain types of charges, and to issue certain types of debt. Measure 5 sets a maximum tax rate of \$10 per \$1,000 of true value for overlapping general-purpose governments. The amendment also subjects school districts to a property tax cap of \$15 per \$1,000 full market value in 1991-92, declining in \$2.50 increments to \$5 in 1995-96.

MEASURE 50 – On May 29, 1997, Oregon citizens approved an amendment to the State Constitution (Measure 50) which limits the ability of state and local governments to levy property taxes, impose certain types of charges and issue certain types of debt. Measure 50 sets a statewide property tax reduction of 17% which was authorized for 1996-97 fiscal year. Certain types of property tax levies are exempt or may be added outside of the reduced amount. Limits assessed value to 3% growth and requires that certain fees receive voter approval if increased.

MODIFIED ACCRUAL BASIS OF ACCOUNTING – The accrual basis of accounting adopted to governmental funds where revenues are recognized when they become both “measureable” and “available to finance expenditures of the current period.”

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

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

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

ORDINANCE – Written directive or act of a governing body. Has the full force and effect of law within the local government’s boundaries, provided it does not conflict with a State Statute or Constitutional Provision. See “Resolution.”

ORS (OREGON REVISED STATUTE) – Governing state law in Oregon.

PERMANENT RATE LIMIT – A tax rate calculated under the limitations of Measure 50 that would extend the full amount of “operating taxes” that could be imposed.

PERS (PUBLIC EMPLOYEE RETIREMENT SYSTEM) – The State of Oregon retirement program for about 95 percent of state and local government employees in Oregon.

PERSONNEL SERVICES – Costs associated with employees, including salaries, overtime, and fringe benefit costs.

PROPERTY TAX – Amounts imposed on taxable property by a local government within its operating rate limit, levied under local option authority, or levied to repay bonded debt.

PROJECTED ACTUAL – The amount of total estimated revenues collected and expenditures incurred during the fiscal year.

PROPOSED BUDGET – The proposed budget is the one proposed by the City Manager and is reviewed by the Budget Committee.

PERMANENT RATE – A district’s permanent ad valorem property tax rate for operating purposes. This rate levied against the assessed value of property raises taxes for general operations. Permanent tax rate limits were either computed by the Department of Revenue for districts existing prior to 1997-1998 or are voter-approved for districts formed in 1997-1998 and later.

PROJECTED – The amount of projected revenues and expenditures to be collected during the fiscal year.

REAL MARKET VALUE – Value set on real and personal property as a basis for imposing tax.

RESERVE – An accumulation of funds for a specific future purpose. Reserves may only be spent during the fiscal year with City Council approval through a Transfer Resolution or a Supplemental Budget.

RESOLUTION – An order of a governing body. Requires less legal formality and has lower legal status than an Ordinance. Statutes or Charter will specify which actions must be by ordinance and which may be by resolution. (For cities, revenue raising measures such as taxes, special assessments, and service charges always require ordinances.) See “Ordinance.”

REVENUE BONDS – Long-term obligations that are payable solely from a designated source of revenue generated by the project which was financed. No taxing power of general fund pledge is provided as security.

RESOURCES – Total funds available which include the estimated balances on hand at the beginning of the fiscal year plus all revenues anticipated being collected during the year.

REVENUE – Moneys received during the year to finance City services.

SPECIAL ASSESSMENTS – A way to finance a local improvement which allows benefited property owners to pay the City back over time. Special assessments may be bonded through a special bond or unbonded.

SPECIAL REVENUE FUND – Accounts for the proceeds of specific revenue sources (other than expendable trusts or for major capital projects) that are legally restricted for specified purposes.

STATE SHARED REVENUE – Revenues received from the State of Oregon from cigarette, liquor, and highway taxes under ORS 221. These funds are available to cities located in counties with at least 100,000 in habitants that provide at least four types of municipal services.

STATE REVENUE SHARING – A share of certain revenues from the State of Oregon that are apportioned among and distributed to cities for general purposes. These funds require a public hearing before the budget committee to discuss possible uses.

SUPPLEMENTAL BUDGET – An amendment to the adopted budget that is prepared to meet unexpected needs or to appropriate revenues not anticipated at the time the budget was adopted. The supplemental budget cannot increase the tax levy.

TAX INCREMENT FINANCING – A financial mechanism for urban renewal plans which captures the tax from the growth in property value within a designated geographical area. The City's urban renewal plans, as carried out by the Keizer Urban Renewal Agency, cover approximately 7 acres of the City.

TAX LEVY – The total amount of property taxes required by the City to meet requirements.

TAX RATE – The amount of tax stated in terms of a unit of the district's assessed value. For example, the City of Keizer's tax rate is \$2.0838 per \$1,000 of assessed value of taxable property.

Transient Occupancy Tax (TOT) – The City imposes a tax, which is 6% of gross revenues on establishments that meet the criteria.

TRANSFER – An amount distributed from one fund to finance activities in another fund. It is shown as a requirement in the originating fund and a resource in the receiving fund.

UNAPPROPRIATED ENDING FUND BALANCE – An amount set aside to be used as cash carry-over for the next fiscal year's budget.

WORKING CAPITAL CARRYFORWARD – Funds which allow the City to meet current cash flow requirements, shortfalls in revenues, or unexpected demands until tax revenues or other major revenues are available.

CITY OF KEIZER, STATE OF OREGON

RESOLUTION R2017-_____

**ADOPTING THE FY17-18 BUDGET, MAKING APPROPRIATIONS
AND IMPOSING AND CATEGORIZING TAXES**

BE IT RESOLVED, that the City Council of the City of Keizer hereby adopts a budget for fiscal year 2017-18 in the sum of \$45,293,600 now on file at City Hall in Keizer, Oregon.

BE IT FURTHER RESOLVED that the amounts for the fiscal year beginning July 1, 2017 and for the purposes shown below are hereby appropriated:

General Fund	General Services	\$2,090,400	10,381,950
	Parks	372,400	
	Community Development	628,900	
	Police	6,828,800	
	Municipal Court	212,850	
	Revenue Sharing	181,200	
	Transfers Out	17,400	
	Contingency	50,000	
TOTAL GENERAL FUND			
Administrative Services Fund	Admin Services - General	263,200	3,746,500
	City Manager	235,200	
	City Attorney	295,500	
	City Recorder	235,200	
	Human Resources	318,300	
	Finance – Non-Dept	430,500	
	Information Systems	535,700	
	Utility Billing	342,900	
	Public Works – Non-Dept	550,300	
	Facility Maintenance	308,200	
	Contingency	231,500	
TOTAL ADMINISTRATIVE SERVICES FUND			
Public Education Government (PEG) Fund			185,400
TOTAL PUBLIC EDUCATION GOVERNEMENT FUND	PEG	135,400	
	Contingency	50,000	

Law Enforcement Grant Fund	Law Enforcement Grant	30,000	
TOTAL LAW ENFORCEMENT GRANT FUND			30,000
Parks Improvement Fund	Park Improvement	981,800	
TOTAL PARKS IMPROVEMENT FUND			981,800
Keizer Station LID Fund	Debt Service	1,623,200	
TOTAL KEIZER STATION LID FUND			1,623,200
Transportation Improvement Fund	Transportation Improvement	650,000	
TOTAL TRANSPORTATION IMPROVEMENT FUND	Transfers Out	2,000,000	2,650,000
Off-Site Transportation Improvement Fund	Off-Site Transportation Improvement	90,500	
TOTAL OFF-SITE TRANSPORTATION IMPROVEMENT FUND			90,500
Housing Services Fund	Housing Services	43,800	
TOTAL HOUSING SERVICES FUND			43,800
Energy Efficiency Revolving Loan Fund	Energy Efficiency	17,400	
TOTAL ENERGY EFFICIENCY REVOLVING LOANFUND			17,400
Street Fund	Streets	4,745,900	
	Transfers Out	443,000	
	Contingency	46,300	
TOTAL STREET FUND			5,235,200

Sewer Fund			
	Sewer Contingency	5,934,100 20,000	
TOTAL SEWER FUND			5,954,100
Water Fund			
	Water	2,504,300	
	Debt Service	230,800	
	Transfers Out	400,000	
	Contingency	165,000	
TOTAL WATER FUND			3,300,100
Water Facility Replacement Reserve Fund			
	Water Facility Replacement	440,000	
TOTAL WATER FACILITY REPLACEMENT RESERVE FUND			440,000
Street Lighting Districts Fund			
	Street Lighting Districts	439,900	
	Contingency	30,000	
TOTAL STREET LIGHTING FUND			469,900
Stormwater Fund			
	Stormwater	1,853,500	
	Contingency	102,700	
STORMWATER FUND			1,956,200
Sewer Reserve Fund			
	Sewer Reserve	253,300	
TOTAL SEWER RESERVE FUND			253,300
Community Center Fund			
	Community Center	278,900	
	Contingency	50,000	
TOTAL COMMUNITY CENTER FUND			328,900
TOTAL APPROPRIATIONS ALL FUNDS			37,688,250
TOTAL UNAPPROPRIATED AND RESERVE AMOUNTS, ALL FUNDS			7,605,350
TOTAL ADOPTED BUDGET			<u>\$45,293,600</u>

BE IT FURTHER RESOLVED that the ad valorem property taxes are hereby imposed for tax year 2017-18 upon the assessed value of all taxable property within the district in the amount of \$2.0838 per \$1,000 of assessed value for permanent rate tax.

BE IT FURTHER RESOLVED that the taxes imposed are hereby categorized for purposes of Article XI section 11b as Permanent Rate Tax.

General Government Limitation \$2.0838/\$1000

BE IT FURTHER RESOLVED that this Resolution shall take effect immediately upon the date of its passage.

PASSED this ____ day of _____, 2017.

SIGNED this ____ day of _____, 2017.

Mayor

City Recorder

CITY COUNCIL MEETING: June 5, 2017

AGENDA ITEM NUMBER:_____

TO: MAYOR CLARK AND COUNCIL MEMBERS

THROUGH: CHRISTOPHER C. EPPLEY, CITY MANAGER

FROM: E. SHANNON JOHNSON, CITY ATTORNEY

SUBJECT: CONSORTIUM COOPERATION AGREEMENT AND INTERGOVERNMENTAL AGREEMENT; AND 2015-2019 CONSOLIDATED PLAN; AND 2017-2018 ANNUAL ACTION PLAN

The City of Keizer and the City of Salem participate in a joint program that provides funds to low-to-moderate income home owners for the rehabilitation of existing housing stock that is in poor condition. The funding for the program comes from the Federal Housing and Urban Development (HUD) and is associated with the Home Investment Partnership Program (HOME). The City of Salem is in a consortium with the City of Keizer for this program through the Consortium Cooperation Agreement entered into between the cities in 2002 (see copy attached).

The City of Salem manages this program for the City of Keizer and is requesting that the City extend the Consortium Cooperation Agreement for another three years. Such request is attached for your consideration. This request triggered review of action previously taken by the Council and it was discovered that prior to 2013, the Keizer City Council was asked to review the annual action plan each year and the long range consolidated plan every five years. Since it had been some time since Council addressed the issue, we felt it was appropriate to bring to Council.

Attached for your convenience are the 2015-2019 Consolidated Plan and the draft 2017-2018 Annual Action Plan.

Kristin Retherford, Urban Development Director, from the City of Salem will be at the meeting to give a short presentation and answer any questions you may have.

We are holding a public hearing on June 19, 2017 and Council action will occur at that time.

RECOMMENDATION:

Review the matter and direct questions as appropriate. No Council action is required at this meeting. Council action will occur at the June 19, 2017 meeting.

Please contact me if you have any questions in this regard. Thank you.

ESJ/tmh

1 CITY COUNCIL, CITY OF KEIZER, STATE OF OREGON

2 Resolution R2002- 1340

3 AUTHORIZING THE CITY MANAGER TO ENTER CONSORTIUM COOPERATION
4 AGREEMENT WITH CITY OF SALEM FOR FEDERAL HOUSING AND URBAN
5 DEVELOPMENT (HUD) HOME INVESTMENT PARTNERSHIP (HOME PROGRAM)
6

7 WHEREAS, the City of Keizer and the City of Salem have had a Consortium
8 Cooperation Agreement for the joint receipt and administration of federal HOME
9 funds since 1996; and

10 WHEREAS that Consortium has successfully served to help meet the needs of
11 low and moderate income residents of Keizer in meeting their housing needs; and

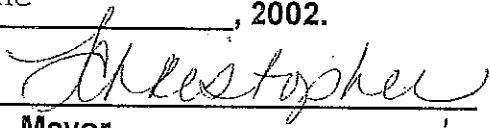
12 WHEREAS, continued HOME funding for Keizer depends on continuing this
13 Consortium; and

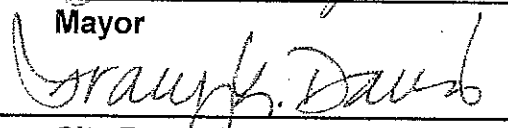
14 WHEREAS, the existing agreement needs to be renewed for an additional
15 three-year term; NOW THEREFORE

16 BE IT RESOLVED that the City Council of the City of Keizer hereby authorizes
17 the City Manager to enter a Consortium Cooperation Agreement with the City of
18 Salem, which is attached hereto and marked exhibit "A" for Federal Housing and
19 Urban Development (HUD) Home Investment Partnership Program (HOME) Program.

20 PASSED this 3rd day of June, 2002.

21 SIGNED this 3rd day of June, 2002.

22 
23 Mayor

24 
25 City Recorder
26

CONSORTIUM COOPERATION AGREEMENT

between

The CITY OF SALEM, an Oregon municipal corporation (Salem)

and

The CITY OF KEIZER, and Oregon municipal corporation (Keizer)

- (1) Authority. This Agreement is entered into pursuant to ORS 190.010.
- (2) Purpose. By this Agreement, the parties hereby form a consortium known as the Salem-Keizer HOME Consortium for the purpose of participation in the Federal Housing and Urban Development (HUD) Home Investment Partnership Program (HOME Program).
- (3) Administration. Salem is designated the representative for both Salem and Keizer and assumes overall responsibility for ensuring that the consortium's HOME Program is carried out in compliance with the HOME Program law, including requirements concerning a Housing and Community Development Strategic Plan (Consolidated Plan) in accordance with federal law. To the extent permitted by the Oregon Constitution and the Oregon Tort Claims Act, Salem shall be responsible only for the acts, omissions or negligence of its own officers, employees or agents. To the extent permitted by the Oregon Constitution and the Oregon Tort Claims Act, Keizer shall be responsible only for the acts, omissions or negligence of its own officers, employees or agents.
- (4) Housing and Community Development Strategic Plan. Keizer and Salem will jointly submit a single Housing and Community Development Strategic Plan (Consolidated Plan) to HUD covering the entire geographic area of both cities. Keizer is responsible for assisting Salem in a timely manner to gather all information necessary for participation in the HOME Program including information for the Housing and Community Development Strategic Plan.
- (5) Allocation of Funds. Funds will be allocated throughout the city limits of Salem and Keizer. Efforts shall be made to expend funds approximately in proportion to each jurisdiction's population over the life of the agreement. The top priority for funding projects will be the merit of the project and its conformance to the Housing and Community Development Strategic Plan, rather than geographic location. Project priorities will be established with the advice of the Community Development Directors of Salem and Keizer.
- (6) Publication of Materials. Any informational materials published for general public distribution shall display a notation that funding is provided by the Salem-Keizer HOME consortium.

- (7) Fair Housing. The parties agree to take affirmative action to further fair housing in their jurisdictions. The parties also agree to cooperate to undertake or assist in undertaking housing assistance activities for the HOME Program.
- (8) Adding New Members. Keizer authorizes Salem to amend this consortium agreement on behalf of the entire consortium to add qualified new members to the consortium.
- (9) Term of Agreement. This agreement shall begin on October 1, 2002 for federal FY 2003-2005. This agreement shall automatically be renewed for participation in successive three-year qualification periods, unless by the date specified by HUD, the Consortium lead entity will notify each participating unit of general local government in writing of its right not to participate for the successive three year period. The Consortium shall adopt any amendment to the agreement incorporating changes necessary to meet the requirements for cooperation as set forth by HUD for a subsequent three-year qualification period and submit the amendment to HUD. Failure to comply will void the automatic renewal of the consortium agreement.
- (10) The parties are required to remain in the consortium and cannot terminate or withdraw during the entire three year period. This agreement can be extended for additional three year periods by the mutual consent of the parties in writing.

IN WITNESS WHEREOF, the undersigned parties have executed this Agreement as of the date set forth below.

CITY OF SALEM

By: Robert D. DeLong
City Manager

Date: 6/13/02

CITY OF KEIZER

By: [Signature]
City Manager

Date: 6-4-02

ATTEST:

By: Jean Lacy
City Recorder

Date: 6-14-02

By: Wanda Davis
City Recorder

Date: 6-5-02



March 6, 2017

Chris Eppley, City Manger
City of Keizer
PO BOX 21000
Keizer, OR 97307

Dear Mr. Eppley:

The Consortium Cooperation Agreement and Intergovernmental Agreement between the cities of Salem and Keizer are up for renewal. The agreement was signed on June 4, 2002 and was effective October 1, 2002 (Federal Fiscal year) and is renewable every three years.

Paragraph nine of the Consortium Cooperation Agreement reads as follows:

Term of Agreement: This agreement shall begin on October 1, 2002 for federal FY 2003-2005. This agreement shall automatically be renewed for participation in successive three-year qualification periods, unless by the date specified by HUD, the Consortium lead entity will notify each participating unit of general local government in writing of its right not to participate for the successive three year period. The Consortium shall adopt any amendment to the agreement incorporating changes necessary to meet the requirements for cooperation as set forth by HUD for a subsequent three-year qualification period and submit the amendment to HUD. Failure to comply will void the automatic renewal of the consortium agreement.

In accordance with the Federal CPD notice 04-05, section V:

By June 1, the lead entity of a consortium that intends to renew its consortium agreement through automatic renewal provisions must notify each of its members of their right to not participate in the next qualification period.

The City of Salem, being the lead entity of the Consortium, is hereby giving the City of Keizer notification of their right not to participate in the next three-year qualification period of the Consortium Agreement (2017, 2018, and 2019).

If the City of Keizer chooses to continue or not continue their participation in the Consortium Agreement, please provide a written statement indicating their decision to the Urban Development Department no later than May 19, 2017.

If you have any questions, please feel free to contact Laura Walker, AIC Federal Programs Manager, Urban Development Department, 503.540.2405.

Sincerely,

A handwritten signature in dark ink, appearing to read "Steven D. Powers". The signature is fluid and cursive, with a long horizontal stroke at the end.

Steven D. Powers
City Manager
City of Salem

Enc. Consortium Cooperation Agreement
Intergovernmental Agreement

2015-2019 Consolidated Plan and 2015-2016 Annual Action



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Executive Summary

EXECUTIVE SUMMARY

ES-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

1. Introduction

The 2015-2019 Housing and Community Development Consolidated Plan (Consolidated Plan) is an inter-city effort to identify needs and formulate a five-year strategic plan with objectives and outcomes that address the needs for housing, community and economic development, and human services within the cities of Salem and Keizer.

As an entitlement community, the City of Salem is eligible to receive funds from the U.S. Department of Housing and Urban Development (HUD) under two formula grants: Community Development Block Grant (CDBG) and the Home Investment Partnerships Program (HOME). The creation of the Consolidated Plan is a federal requirement from HUD for the City to receive funds from these programs.

The Consolidated Plan for Salem and Keizer allows for the sharing of important public information and the identification of shared area, public and regional resources to address the housing and community development needs of all residents, objectives, and implementation strategies to assist low and moderate-income and special needs residents. Desired outcomes of the 2015-2019 Consolidated Plan are geared towards making the cities of Salem and Keizer decent, safe and affordable places to live, encouraging a vibrant, livable community.

With available funds, the City administers housing and community development loans and grants programs to projects and programs in Salem and Keizer. The allocation of these funds is determined through an application and Annual Action Plan process, determining which projects and/or programs fit most closely with the Consolidated Plan and are allocated based on annual resources provided through these two funding sources.

The mission of the City of Salem, Urban Development Department, is to provide for the sustainable expansion of the community's prosperity, measured in terms of jobs and income growth, human development, education, health, and environmental sustainability. The Federal Programs Division of the City of Salem, Urban Development Department, remains committed to assisting the citizens of Salem and Keizer in obtaining clean and safe living conditions that enhance livability, provide for economic stability and growth, and to provide for their overall well-being.

As the lead agency between Salem and Keizer overseeing the development and implementation of the Consolidated Plan, the City of Salem, Urban Development Department, collaborates with other City departments and organizations to identify community needs. Once these needs are determined, priorities for the implementation of the Consolidated Plan are used to direct activities and expenditures of CDBG and HOME funds.

Disclaimer

This Consolidated Plan layout is prescribed by the U.S. Department of Housing and Urban Development. In an effort to provide a more readable document for the public, the City has included cover pages for each section and a table of contents.

Additionally, data was collected through multiple means. Due to the data collection process, various reports encompass different geographical areas including City of Salem, Salem Metropolitan Statistical Area (Marion and Polk), Mid-Willamette Valley (a three-county area of Marion, Polk, and Yamhill), and Salem including the county areas. The Salem Metropolitan Statistical Area (MSA) encompasses the City of Salem and a majority of the urban centers in Marion and Polk Counties. Due to a majority of the social service agencies and groups in the area being located in Salem, most statistical data shows the combined results of both Counties. West Salem is part of Polk County, but considered a suburb of the City of Salem.

2. Summary of the objectives and outcomes identified in the Plan Needs Assessment Overview

This Consolidated Plan addresses three objectives and three outcomes, defined by HUD, through the Community Planning and Development performance measurement framework, to address the needs of the community (HOME restricts the use of its funds to address affordable housing). The following are the three performance objectives and three outcomes:

Objectives

- Decent Housing
- Suitable Living Environment
- Economic Opportunities

Outcomes

- Availability/Accessibility
- Affordability
- Sustainability

The Federal Programs Division utilizes the above objectives and outcomes to determine the eligibility of programs and projects submitted during the application process.

3. Evaluation of past performance

In the 2009-2014 Consolidated Plan, the following priorities were identified and the goals met over the past five years:

PRIORITY # 1: END HOMELESSNESS

The City provided social service funding for programs such as homeless case management to assist social service agencies in capacity building to identify persons at risk of homelessness, their needs, and support systems available while providing assistance in these areas as well. Direct housing assistance was provided in the forms of subsistence payments (one-time rent/utility crisis payments) for those at-risk of homelessness, security deposits, and tenant based rental assistance.

Programs such as self-sufficiency case management in conjunction with transitional housing were funded including the major rehabilitation of an existing transitional housing facility.

PRIORITY # 2: PROMOTE ECONOMIC DEVELOPMENT

The City of Salem provided funding for the following types of economic development activities, expanding the opportunity for low to moderate income families to gain capital and increase their socioeconomic status: microenterprise training and technical assistance, micro loans to small businesses, and projects generating jobs for those with disabilities.

PRIORITY # 3: EXPAND AND SUSTAIN OWNER AND RENTER AFFORDABLE HOUSING STOCK

Financial support was provided to various multifamily housing projects including the following: rental rehabilitation, rental new construction, tenant- based rental assistance programs, and Community Housing Development Organization (CHDO) operating.

Loans were provided to low and moderate income homeowners for down payment assistance and single family housing rehabilitation. These two programs ended in 2011 due to a downturn in the economy and lack of interest.

Funding was provided to the Fair Housing Council of Oregon in an effort to provide awareness and education around Fair Housing over the past five years.

PRIORITY # 4: REVITALIZE LOW-INCOME NEIGHBORHOODS

Public facility improvements benefiting low and moderate income residents included the following: acquisition and rehabilitation of a domestic violence facility, rehabilitation of a community pool, installation of a community kitchen and repacking equipment at the local food bank, and construction of a clinic.

Funding has been provided over the past five years to carry out case management activities for persons fleeing domestic violence, human trafficking, and stalking.

4. Summary of citizen participation process and consultation process

The Citizen Participation Plan provides for and encourages citizens to participate in the planning, development, implementation and evaluation of the City's Housing and Community Development plans and programs. The Citizen Participation Plan focuses on public involvement in the process of developing the City's Housing and Community Development Consolidated Plan (Consolidated Plan), Annual Action Plan, and a review of the Consolidated Annual Performance and Evaluation Report (CAPER). Substantial amendments to the Consolidated Plan and the Annual Action Plan go before citizens for evaluation and comments prior to City Council approval.

Participation in these new plans includes:

Con Plan

- *Housing and Community Needs Survey* (Survey Monkey or Hard Copy)
- *Organizational/Business Survey* (Survey Monkey or Hard Copy)
- Public Meetings (Neighborhood Associations, Emergency Housing Network, etc.)
- Farmers' Market Mini Survey
- Public Comment Period
- Public Hearing

Annual Plan

- Application Process (Public Meetings with HUDAC and SSAB)
- Public Comment Period
- Public Hearing

CAPER

- Board Review (Public Meetings with HUDAC)
- Public Comment Period
- Public Hearing

5. Summary of public comments

There were no public comments received during the 30-day comment period.

6. Summary of comments or views not accepted and the reasons for not accepting them

There were no public comments received during the 30-day comment period.

7. Summary

This Consolidated Plan takes into consideration current planning efforts across the City of Salem including, but not limited to, the Housing Needs Assessment, Economic Opportunity Analysis, and the Community Economic Development Strategy. The plan utilizes coordinated planning, analysis of local, regional, and national data, and citizen input to identify projects of the highest priority over the next five years. The main goals identified for the 2015-2019 Plan Cycle include:

- Goal #1- Promote Economic Development;
- Goal #2- End Homelessness;
- Goal #3-Expand Affordable Housing; and
- Goal #4-Neighborhood Revitalization.

This prioritization identifies a shift in the first two goals from the previous Consolidated Plan. This appears to be due in part to a national shift to provide an avenue to self-sufficiency beyond meeting an emergency need. A more detailed account of the goals and the subset goals are identified in section SP-45. The goals are set based on activities that are eligible under the HOME and CDBG entitlement funds received by the City. Validations of the needs are indicated through local, regional, and national data sources.

The Process

- Lead and Responsible Agencies
- Consultation
- Citizen Participation

THE PROCESS

PR-05 Lead & Responsible Agencies 24 CFR 91.200(b)

1. Describe agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Table 1 – Responsible Agencies

Agency Role	Name	Department/Agency
Lead Agency	SALEM	
CDBG Administrator	City of Salem	Urban Development-Federal Programs
HOME Administrator	City of Salem	Urban Development-Federal Programs

Narrative

Managing the Process (Federal Programs)

City of Salem Urban Development Department's Federal Programs Division manages housing and community development activities with CDBG and HOME funds. HOME funds are received through the Salem/Keizer HOME Consortium - an intergovernmental partnership between the cities of Salem and Keizer. The City of Salem receives both CDBG and HOME funds annually and awards funding through an annual competitive application process. These funds provide finances for housing activities, economic development, community development projects, social services (public services), and public improvements for the benefit of low and moderate income individuals, families, and neighborhoods across the area.

Activities and programs funded by both CDBG and HOME funds are carried out in cooperation with several partners: community based non-profit organizations, for-profit organizations, faith-based groups, private developers, and other City and State agencies and departments. The creation of this Consolidated Plan is a collective effort of City of Salem Urban Development staff, Housing and Urban Development Advisory Committee (HUDAC) members, Social Services Advisory Board (SSAB), participating citizens, and community stakeholders.

Consolidated Plan Public Contact Information

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PR-10 Consultation - 91.100, 91.200(b), 91.215(l)

1. Introduction

Federal regulations require that recipients of CDBG and HOME funds follow an approved Citizen Participation Plan in order to receive continued federal funding. The City of Salem follows a detailed Citizen Participation Plan that sets forth the City's policies and procedures for citizen participation. The citizen participation process implemented by the City is developed to encourage input from community stakeholders and citizens of Salem and Keizer. Private and Public local support organizations including social service agencies, welfare organizations, the local housing authority, and citizen boards and commissions, work to meet the needs of the homeless and low and moderate income persons in Salem and Keizer. These groups and individuals are given an opportunity to review and comment on the information contained in this Consolidated Plan and other plans and reports developed by the City.

During the 2015-2019 Consolidated Plan process, *Housing and Community Needs Surveys* were made available to the public via Survey Monkey and by paper if requested for a 60-day survey period beginning July 10, 2014 and ending on September 8, 2014. Additionally, Organizational/Business Surveys were provided to organizations and businesses in the cities of Salem and Keizer. Individuals, Businesses (Non-Profit and For-Profit), and Neighborhood Associations across the City provided input as part of the consultation and citizen participation process.

The development of this Consolidated Plan is guided by the effort of HUDAC, and this draft will be made available to the public for review and comment beginning March 2015.

Key components of the citizen participation process include:

1. Focus group discussion with neighborhood associations and other groups
2. Involvement from citizen advisory groups in Salem and Keizer
3. Review of the *2014 Homeless Count Report: Marion and Polk Counties*
4. Interviews with key stakeholders who are knowledgeable of housing and community development needs within the City.
5. Feedback from the *Housing and Community Needs Survey*
6. Feedback from the *Business/Organizational Survey*
7. Feedback for general categories at the local Farmer's Market
8. Review of current City planning documents
9. Coordination of data collection with the Planning Division of Community Development
10. Final public comment period and a hearing on the draft Consolidated Plan

Staff is working with a number of key agencies; both public and private, to better coordinate housing, health, mental health, prevention of homelessness, and social services in the City of Salem. The coordination efforts are expected to reduce duplication of services and better manage the social services provided. This is considered especially essential in a difficult economy with more and more people needing basic services and with funding being more difficult to obtain.

Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(l)).

Activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health, and service agencies are evident in the organizations listed in the Consultation section of this Consolidated Plan. Coordination of housing projects, housing programs, and inclusion within the planning process with the Salem Housing Authority (SHA) will continue. SHA is consulted regularly when preparing planning documents. SHA also contributes to expansion of affordable housing through Section 8 Vouchers, VASH Vouchers, and other such programs as described throughout this Consolidated Plan.

The City of Salem continues to coordinate regulated monitoring of projects that received both City of Salem federal funds and state of Oregon funding such as Low Income Housing Tax Credit funds. This coordination is a streamlining effort to reduce the burden of entry for tenants occupying the funded units, and to reduce the administrative burden of monitoring on the City of Salem and the State of Oregon.

The City of Salem participates in meetings regarding the Continuum. The Continuum of Care is consulted during the planning process including the preparation of this Consolidated Plan. Many of the organizations funded with City of Salem CDBG and General Funds received funding through the Continuum of Care as described within this Consolidated Plan.

The consultation and inclusion of other listed categories are identified in the Consultation section of this Consolidated Plan and throughout each defined section.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness

The Mid-Willamette Valley Community Action Agency coordinates the local Continuum of Care efforts. The Continuum of Care is a community based long-range planning organization that addresses the needs of homeless persons in order to help them reach maximum self-sufficiency¹. The Continuum of Care is developed through the effort of the Mid-Valley Housing and Services Collaborative comprised of community stakeholders and is based on an assessment of homeless needs and resources. The Continuum of Care serves Marion and Polk counties, particularly the cities of Salem and Keizer.

Mid-Willamette Valley Community Action Agency's Community Resource Program provides a variety of services focused on helping low-income persons achieve decent and stable housing. The services provided include: Arches Project, Community Action Resource Centers, and Community Action Reentry Services.

¹ <http://www.thecontinuumofcare.org/default.asp?page=home>

Over the next five years, the City's strategy of reducing, preventing, and supporting the elimination of homelessness is to market CDBG and HOME funds to community agencies providing services needed to help move people from homelessness into permanent housing. This strategy is aligned with HUD's goal of eliminating homelessness.

A variety of homeless programs and services already exist in the City and its surrounding area. Many community development agencies, non-profit organizations, and faith based groups have contributed in various capacities to assist the homeless population in the area. The City of Salem will continue to advance the efforts of the Continuum of Care 10-year plan to eliminate homelessness through partnerships with members of the Continuum of Care. The City will not only support the rehabilitation of existing homeless shelters and facilities, it will support projects and programs that expand both transitional and permanent affordable housing for low and moderate income residents.

The Mid-Willamette Valley Community Action Agency administers the McKinney-Vento resources received for the City. The following members of the Continuum of Care receive McKinney Vento resources that assist in eliminating homelessness: Mid-Willamette Valley Community Action Agency, Shangri-La, Northwest Human Services, and the Salvation Army.

In 2009, the City received \$597,562 in Homeless Prevention and Rapid Re-housing Program Funds (HPRP) was awarded to Mid-Willamette Valley Community Action Agency. Mid-Willamette Valley Community Action Agency also received \$818,455 from the State of Oregon to expend over the three-year grant period. HPRP funds were focused on housing for homeless and at-risk households. The intent is to provide homeless prevention assistance to households who would become homeless but for this assistance, and to provide assistance to rapidly re-house persons who have recently become homeless. Assistance was provided for up to eighteen (18) months. The funds were used for financial assistance, housing relocation, and stabilization services, data collection, and evaluation. This program was funded for three years and ended on June 30, 2012. No other special federal, state, local, or private funds were received to target homeless individuals and families, or persons who are chronically homeless.

Gap analysis allows the City of Salem to leverage other viable and necessary resources for programs and projects. Through the *Housing and Community Needs Survey*, the City of Salem is able to formulate strategies to provide sustainable housing and supportive services. There were 566 children in Salem-Keizer School District counted as homeless during the 2014 Point in Time Count. The majority of homeless individuals included in the count fell under single adults in their 40s and 50s. Across all surveyed, a significant barrier reported is job training and education.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards and evaluate outcomes, and develop funding, policies and procedures for the administration of HMIS

MWVCAA administers the McKinney-Vento resources received for the City. The MWVCAA, as a member of the Rural Oregon CoC, also coordinates the local CoC effort for Marion and Polk Counties which is a community based long-range plan addressing the needs of homeless persons in order to help them reach maximum self-sufficiency. The following members of the Continuum of Care receive McKinney Vento resources that assist in eliminating homelessness: Mid-Willamette Valley Community Action Agency, Shangri La, Northwest Human Services, and the Salvation Army.

2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdictions consultations with housing, social service agencies and other entities

1	Agency/Group/Organization	Salem Interfaith Hospitality Network
	Agency/Group/Organization Type	Services-homeless
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Salem Interfaith provided a response to the Organizational/Business Survey. They indicated that their "wish list" for the next five years would be to empower more volunteers and congregations to participate and continue to provide transitional housing. More information from the survey is utilized throughout this Consolidated Plan
2	Agency/Group/Organization	Windsor Place
	Agency/Group/Organization Type	Services - Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Windsor Place provided a response to the Organizational/Business Survey. In the survey response, they indicated that their "wish list" for the next five years includes expanding and serving more clients. Additional information from their survey is included throughout this Consolidated Plan.

3	Agency/Group/Organization	Northwest Human Services
	Agency/Group/Organization Type	Services - Housing Services - Children Services - Persons with Disabilities Services - homeless Services - Education Health Agency
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Unaccompanied youth Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Northwest Human Services provided a response to the Organizational/Business Survey. In their survey response, they indicated that their "wish list" for the next five years is stable funding, increased access to affordable housing, and alcohol and drug treatment. More information from the survey is included throughout this Consolidated Plan.
4	Agency/Group/Organization	Congregations Helping People
	Agency/Group/Organization Type	Services - Housing Services - Victims of Domestic Violence Services - homeless
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Congregations Helping People provided information in the Organizational/Business Survey and also provided information regarding persons at-risk of homelessness. Their "wish list" for the next five years includes greater employment opportunities and job counseling and training, transportation (bus is Monday through Friday only), the City should exert some influence to have lower priced bus passes and tickets administered through non-profits (particularly for those on unemployment that can prove it).

5	Agency/Group/Organization	Garten Services, Inc.
	Agency/Group/Organization Type	Services - Persons with Disabilities Services - Employment Major Employer
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs Economic Development Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Garten Services, Inc. completed an Organizational/Business Survey. In their survey response, they indicated that their "wish list" for the next five years includes improved government service rates to allow livable wages for direct service staff, more integrated employment opportunities with community employers for people with disabilities, and continuing to reduce poverty and homelessness through increased job creation. More information from their survey is included throughout this Consolidated Plan.
6	Agency/Group/Organization	Interface Network, Inc.
	Agency/Group/Organization Type	Services - Education Services - Employment Business and Civic Leaders
	What section of the Plan was addressed by Consultation?	Economic Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Interface provided a response to the Organizational/Business Survey. In the survey response, they indicated that their "wish list" for the next five years is inclusion of linguistically and culturally diverse populations on boards, advisory groups, committees, etc.; culturally competency training for state, city, county, and business staff; expansion of culturally and linguistically appropriate services for diverse populations; eliminating systemic discrimination; equal access to city funding and programs for diverse populations; appropriate funding levels for job training, business creation, and youth programs; and appropriate youth, education, job training and business creation funding for the city's diverse populations. More information from the survey is utilized throughout this Consolidated Plan.

7	Agency/Group/Organization	Oregon Health Authority
	Agency/Group/Organization Type	Housing Services - Persons with HIV/AIDS Health Agency Other government - State
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Oregon Health Authority responded to the Organizational/Business Survey. They indicated that their "wish list" for the next five years is more affordable housing options. Additional information from the survey is included throughout this Consolidated Plan.
8	Agency/Group/Organization	Salem Housing Authority (SHA)
	Agency/Group/Organization Type	PHA
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	SHA provided a response to the Organizational/Business Survey, Public Housing information and review, and other additional information as relates to the public housing authority. They did not indicate a "wish list" for the next five years. Information included in the survey and additional conversations is included through this Consolidated Plan.

9	Agency/Group/Organization	Polk Community Development Corp
	Agency/Group/Organization Type	Housing Services - Housing Services - Homeless
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Polk Community Development Corporation provided a response to the Organizational/Business Survey. Their five year "wish list" stated, "1) Polk CDC has funding to offer affordable home repairs to low income homeowners within Polk County but not enough to meet the demonstrated need in West Salem. We often have more applications form West Salem than we have funding for; we cannot use an open CDBG grant in West Salem and our Revolving Loan Fund availability is limited. Our wish for the next 5 years would be to have funding that we could develop into a Revolving Loan Fund to expand our housing rehabilitation work in West Salem. 2) We would also like to secure some property in West Salem for new development of Veterans housing. 3) We would also like to secure some property in West Salem for new development of housing for persons and/or families in recovery of addictions that are being served by the Polk County Mental Health and Addictions office in West Salem. Persons referred to reside in transitional housing in Polk County are given a local preference by West Valley Housing Authority and they move to the top of the waiting list for Section 8 rental assistance. Parents being serviced by DHS in Polk County who will be living in stable housing and being reunited with their children are often provided with the deposit and first month's rent. Affordable housing for this population would give them a full year of good rental history allowing them to move on into a sustainable home for their reunited family." More information from the survey is included throughout this Consolidated Plan.

10	Agency/Group/Organization	Where You Want to Be
	Agency/Group/Organization Type	Services - Persons with Disabilities
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Where You Want to Be responded to the City's Organizational/Business Survey. In the survey response, they indicated that their "wish list" for the next five years is more job skills and training programs for all walks of life and more public transportation. More information from their survey is included throughout this Consolidated Plan.
11	Agency/Group/Organization	Marion Polk Food Share
	Agency/Group/Organization Type	Regional organization
	What section of the Plan was addressed by Consultation?	Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Marion Polk Food Share responded to the Organizational/Business Survey. In their response, they indicated their "wish list" for the next five years is for increased cold storage capacity to allow them to accept, screen, and handle more fresh produce; remodel an existing receiving dock area so it may be used for food receiving; add a temperature controlled room in the remodeled receiving area to process incoming perishable goods; purchase a new refrigerated truck for food donation pick-up and delivery. Additional information from their survey response is included throughout this Consolidated Plan.
12	Agency/Group/Organization	MicroEnterprise Resources Initiatives and Training
	Agency/Group/Organization Type	Services-Education
	What section of the Plan was addressed by Consultation?	Economic Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	MERIT responded to the Organizational/Business Survey. In their response, they indicated their "wish list" for the next five years is development of business education videos online access, increased utilization of technology in the classroom for intake information, surveys and knowledge testing, development of a food and retail incubation center, further development of alternative business capital opportunities for people unable to access traditional lending sources, and add a credit building component to their financial education program. More information from their survey is included through this Consolidated Plan.

13	Agency/Group/Organization	Retirement Housing Foundation
	Agency/Group/Organization Type	Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Retirement Housing Foundation responded to the Organizational/Business Survey. They did not indicate a "wish list" for the next five years. More information from their survey response is included throughout this Consolidated Plan.
14	Agency/Group/Organization	Catholic Community Services Foundation
	Agency/Group/Organization Type	Services - Housing Services - Children Services - Persons with Disabilities Services - Victims of Domestic Violence Services - Employment Services - Victims Health Agency Child Welfare Agency Publicly Funded Institution/System of Care Major Employer
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Catholic Community Services responded to the Organizational/Business Survey. In the survey response, they indicated the following as their "wish list" for the next five years: to increase high quality affordable housing; increase meaningful employment opportunities for low income parents, youth aging out of foster care, and adults with intellectual disabilities; improve public policy support for poor and vulnerable families at risk of losing their children to foster care; decrease the number of foster children who age out of foster care on their own by increasing the number of foster children that transition out of foster care to family, adoption or guardianship. More information from their survey is included throughout this Consolidated Plan.

15	Agency/Group/Organization	St. Francis Shelter
	Agency/Group/Organization Type	Services - Housing Services - Children Services - Victims of Domestic Violence Services - Homeless
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	St. Francis Shelter completed an Organizational/Business Survey. In the survey response, they stated that their "wish list" for the next five years includes expanding shelter units and facility improvements. Additional information from their survey is included throughout this Consolidated Plan.
16	Agency/Group/Organization	Mid-Valley Women's Crisis Service
	Agency/Group/Organization Type	Services - Victims of Domestic Violence Business Leaders
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Families with children Non-Homeless Special Needs Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Mid-Valley Women's Crisis Services, now called Center for Hope and Safety, responded to the City's Organizational/Business Survey. They did not indicate a five-year "wish list". More information from their survey is included throughout this Consolidated Plan.

17	Agency/Group/Organization	Transformational Associates Counseling Services
	Agency/Group/Organization Type	Services - Health
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Transformational Associates Counseling Services responded to the City's Organizational/Business Survey. In the survey response, they indicated their "wish list" for the next five years are a transgender center here in Salem, staffed by interns, led by a Director, with ongoing peer-support groups; a trans-safe housing program that ensures clients live safely and affordably in their own cottages with a shared community center; a trans-safe schooling track, where students are safe from bullying and harassment, and where scholarships are offered so that they can afford higher-education; and OHP to cover trans-surgeries, and hormone replacement therapy at a Trans-Safe medical center here in town. More information from their survey is included throughout this Consolidated Plan.
18	Agency/Group/Organization	Capital River CPR and First Aid, Inc.
	Agency/Group/Organization Type	Services - Health Services - Education
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs Health Education
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Capital River CPR and First Aid, Inc. responded to the City's Organizational/Business Survey. In the survey response, they indicated that their "wish list" for the next five years is to obtain higher quality mannequins and First Aid teaching equipment, produce and teach a disaster preparation/response course, and provide CPR and First Aid training to special needs populations. More information from their survey is included throughout this Consolidated Plan.

19	Agency/Group/Organization	Women at the Well
	Agency/Group/Organization Type	Services - homeless
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Women at the Well Grace House provided a response to the Organizational/Business Survey. In their response, they indicated that their "wish list" for the next five years includes: consistency of funding; more volunteers to provide in-house training opportunities and mentorship to clients; increasing staff to provide needed services to clients; property improvements to remodel or build an external building to provide adequate space for client training; and increase clients becoming self-sufficient. More information from their survey is included throughout this Consolidated Plan.
20	Agency/Group/Organization	Lansing Neighborhood Association
	Agency/Group/Organization Type	Neighborhood Association Neighborhood Organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Economic Development Market Analysis Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Lansing Neighborhood Association was consulted through a presentation and question and answer session at their regular meeting. During the meeting, attendees provided feedback regarding their neighborhood needs and were encouraged to participate in both the Organizational/Business Survey and the Housing and Community Needs Survey.

21	Agency/Group/Organization	Morningside Neighborhood Association
	Agency/Group/Organization Type	Neighborhood Association Neighborhood Organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Economic Development Market Analysis Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Morningside Neighborhood Association was consulted through a presentation and question and answer session at their regular meeting. During the meeting, attendees provided feedback regarding their neighborhood needs and were encouraged to participate in both the Organizational/Business Survey and the Housing and Community Needs Survey.
22	Agency/Group/Organization	North Lancaster Neighborhood Association
	Agency/Group/Organization Type	Neighborhood Association Neighborhood Organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Economic Development Market Analysis Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	North Lancaster Neighborhood Association Neighborhood Association was consulted through a presentation and question and answer session at their regular meeting. During the meeting, attendees provided feedback regarding their neighborhood needs and were encouraged to participate in both the Organizational/Business Survey and the Housing and Community Needs Survey.

23	Agency/Group/Organization	Southeast Mill Creek Association
	Agency/Group/Organization Type	Neighborhood Association Neighborhood Organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Economic Development Market Analysis Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Southeast Mill Creek Association Neighborhood Association was consulted through a presentation and question and answer session at their regular meeting. During the meeting, attendees provided feedback regarding their neighborhood needs and were encouraged to participate in both the Organizational/Business Survey and the Housing and Community Needs Survey.

24	Agency/Group/Organization	East Lancaster Neighborhood Association
	Agency/Group/Organization Type	Neighborhood Association Neighborhood Organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Economic Development Market Analysis Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	East Lancaster Neighborhood Association Neighborhood Association was consulted through a presentation and question and answer session at their regular meeting. During the meeting, attendees provided feedback regarding their neighborhood needs and were encouraged to participate in both the Organizational/Business Survey and the Housing and Community Needs Survey.

25	Agency/Group/Organization	Sunnyslope Neighborhood Association
	Agency/Group/Organization Type	Neighborhood Association Neighborhood Organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Economic Development Market Analysis Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Sunnyslope Neighborhood Association Neighborhood Association was consulted through a presentation and question and answer session at their regular meeting. During the meeting, attendees provided feedback regarding their neighborhood needs and were encouraged to participate in both the Organizational/Business Survey and the Housing and Community Needs Survey.

26	Agency/Group/Organization	Central Area Neighborhood Development Organization
	Agency/Group/Organization Type	Neighborhood Association Neighborhood Organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Economic Development Market Analysis Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Central Area Neighborhood Association was consulted through a presentation and question and answer session at their regular meeting. During the meeting, attendees provided feedback regarding their neighborhood needs and were encouraged to participate in both the Organizational/Business Survey and the Housing and Community Needs Survey.

27	Agency/Group/Organization	Southeast Salem Neighborhood Association
	Agency/Group/Organization Type	Neighborhood Association Neighborhood Organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Economic Development Market Analysis Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Southeast Salem Neighborhood Association was consulted through a presentation and question and answer session at their regular meeting. During the meeting, attendees provided feedback regarding their neighborhood needs and were encouraged to participate in both the Organizational/Business Survey and the Housing and Community Needs Survey.
28	Agency/Group/Organization	Northeast Neighbors
	Agency/Group/Organization Type	Neighborhood Association Neighborhood Organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Economic Development Market Analysis Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Northeast Neighbors was consulted through a presentation and question and answer session at their regular meeting. During the meeting, attendees provided feedback regarding their neighborhood needs and were encouraged to participate in both the Organizational/Business Survey and the Housing and Community Needs Survey.

29	Agency/Group/Organization	North East Salem Community Association
	Agency/Group/Organization Type	Neighborhood Association Neighborhood Organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Economic Development Market Analysis Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	North East Salem Community Association was consulted through a presentation and question and answer session at their regular meeting. During the meeting, attendees provided feedback regarding their neighborhood needs and were encouraged to participate in both the Organizational/Business Survey and the Housing and Community Needs Survey.
30	Agency/Group/Organization	Emergency Housing Network
	Agency/Group/Organization Type	Inclusive Service Network
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Economic Development Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Emergency Housing Network was consulted through a presentation and question and answer session at their regular meeting. During the meeting, attendees provided feedback regarding the community needs and were encouraged to participate in both the Organizational/Business Survey and the Housing and Community Needs Survey.

Identify any Agency Types not consulted and provide rationale for not consulting

A wide range of affordable housing agencies, social service agencies, economic development partners, and others were consulted during this Con Plan process and public meetings. There were no known agency types not consulted. Additional organizations contacted for distribution of information regarding the surveys and other outreach is included in Table-3 Citizen Participation Outreach.

Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Mid-Willamette Valley Community Action Agency	The 2015-2019 Con Plan will steer community housing, and economic development programs to ensure that homeless persons recover, and acquire necessary support services that ensure self-sufficiency. This will be achieved by implementing the CoC's 10- Year Plan to End Chronic Homelessness. The objectives of the CoC 10-Year Plan to End Chronic Homelessness include: Create new permanent housing beds for the chronically homeless (60 beds in 10 years); increase the percentage of homeless persons staying in permanent housing over six months to at least 71 percent (increase from 80 percent to 85 percent); increase the percentage of homeless persons moving from transitional housing to permanent housing; increase the percentage of homeless persons employed at completion of the self-sufficiency program (from 33 to 40 percent); decrease the number of homeless households with children (from 292 to at most 155).
211 Implementation	United Way	The 2015-2019 Con Plan will work to coordinate efforts to provide services and housing to homeless, at-risk and low to moderate income individuals and families. The 211 line through the United Way provides a connection to all types of services at one phone number. This provides a coordinated effort in addressing all of the needs of a caller, instead of the web of phone calls that an individual would have had to make in the past. Additionally, data received through those calls will assist in planning and development of programs and resources to better address the needs of those searching for assistance.
Housing First Model	City of Salem	The City staff has been meeting with key community leaders to implement a "Housing First" model that would mirror the prevalent permanent supportive housing best practices approach. This includes: Resource mapping to identify all community resources currently flowing into the housing and social service delivery system; leveraging Section 8 vouchers, SHA resources, local, and federal funds in a comprehensive way to provide maximum benefit to target populations; change housing capital resource allocation processes to ensure integrated, outcome based investment strategies; create new programs utilizing existing unrestricted, market housing units as the backbone for implementing a "Housing First" model. This includes creating financial and non-financial incentives to participate.
Housing Needs Assessment (HNA)	City of Salem	The HNA validates other information collected during the Consolidated Plan process. The goal of more "aging in place" housing and the increase in job training and job creation programs and projects over the next five-years is a shared goal. Additionally the HNA indicates the need for additional affordable housing.
Community Economic Development Strategy (CEDS)	Mid-Willamette Valley Council of Governments	The CEDS report contains a shared vision for increased economic opportunities for low to moderate income families. Some of the shared goals include increasing capital for microenterprises, continued development of job creation activities, and increased financial capacity of existing companies to continue adding living wage jobs.
10-Year Plan for Oregon	State of Oregon	The 10-Year Plan for Oregon contains a shared vision for the increase of economic opportunities including job creation and training, better quality of life, and sustainable environmental management through fiscal responsibility.

Describe cooperation and coordination with other public entities, including the State and any adjacent units of general local government, in the implementation of the Consolidated Plan (91.215(I))

The City of Salem works in coordination with the State of Oregon's Housing and Community Services Department in the monitoring of projects with joint funding. Projects containing federal funds provided through the city and tax credits through the state are monitored through the streamlining process. The City of Salem conducts the physical inspections of the units while the state completes the tenant file monitoring. This streamlined approach provides for less disruption to the tenants and a cooperative relationship between the City and the State.

The City of Salem is in a consortium with the City of Keizer for HOME funding. The City of Salem is the lead in the consortium. During public outreach and available comment periods, plans and reports are made available at the City of Keizer's City Hall. Additionally, public outreach through flyers is conducted in both communities. During the outreach process, the Housing and Community Needs Survey was available for completion by Salem and Keizer residents.

Other public entities coordinated with throughout the implementation of the Consolidated Plan include: the City of Salem Planning Department, Mid-Willamette Valley Council of Governments, City of Salem Public Works Department, Oregon Health Authority, etc.

These relationships vary, from including the information developed in the plans through these agencies, to gap funding of programs such as Oregon Health Authority's Oregon Housing Opportunities in Partnership (OHOP) program providing TBRA for families living with HIV/AIDS.

PR-15 Citizen Participation

1. Summary of citizen participation process/Efforts made to broaden citizen participation

Summarize citizen participation process and how it impacted goal-setting

In an effort to garner the broadest input possible, local and regional organizations, including businesses, non-profit, and faith based groups, are encouraged to participate in the process of developing, and implementing the City's Housing and Community Development Consolidated Plan, Annual Action Plan, Substantial Amendments to the Annual Action Plan or Consolidated Plan, Citizen Participation Plan, and the Consolidated Annual Performance Evaluation Report (CAPER). Individuals and organizations participate exclusively in advisory roles, including agencies that provide services for the homeless and those with special needs. This includes the Mid-Willamette Valley Community Action Agency which oversees the local Continuum of Care. The Citizen Participation Plan addresses the following elements: Public and private agency participation, access to meetings, citizen comments, access to information, technical assistance, public hearings, amendments, publication of the Consolidated Plan, complaint procedures, public notices, and a public hearing were both completed prior to the approval of the Consolidated Plan in an effort to broaden public participation in its development. A draft Consolidated Plan was made available to the public for a 30-day comment period beginning on March 16, 2015. No comments were received during the 30-day comment period.

A public hearing was held on April 27, 2015. After the public hearing, the Salem City Council approved the Consolidated Plan.

The citizen participation process implemented by the City is developed to encourage input from community stakeholders and citizens of Salem and Keizer. Locally, private and public support organizations including social service agencies, federal support organizations, SHA, and citizen boards and commissions, work to meet the needs of homeless and low- and moderate-income persons in Salem and Keizer. These groups and individuals are given an opportunity to review and comment on the information contained in this Consolidated Plan and other plans and reports developed by the City.

During the 2015-2019 Housing and Community Development Consolidated planning process, community needs surveys were sent to over 100 stakeholders in and around the Salem-Keizer area. Individuals, Organizations and Neighborhood Associations groups across the City provided input as part of the consultation and citizen participation process.

The development of this Consolidated Plan is guided by the effort of HUDAC. This draft Consolidated Plan will be made available to the public for review and comment beginning March 2015.

Key components of the citizen participation process include:

1. Focus group discussions with neighborhood associations and groups
2. Involvement from citizen advisory groups in Salem and Keizer
3. Interviews with key stakeholders who are knowledgeable of housing and community development needs within the City
4. Feedback from the Housing and Community Needs Survey
5. Feedback from the Organizational/Business Survey
6. Discussions from Mid Valley Community Action Collaborative
7. Review of current City planning documents
8. Final public comment period and a hearing on the draft Consolidated Plan

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/ attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Housing and Community Needs Survey	Salem and Keizer Residents	There were 424 Housing and Community Needs Surveys completed and submitted.	The majority of comments were in regards to the need for job training programs.	There were some comments within the surveys that were not pertinent to the Consolidated Plan but rather to personal views and/or missions. These comments are included in the back up documentation; however they are not relevant to the Consolidated Plan.	http://www.cityofsalem.net/Departments/UrbanDevelopment/FederalPrograms/Pages/Surveys.aspx
2	Housing and Community Needs Survey	Local Organizations and Businesses	There were 24 surveys completed by both non-profit and for-profit organizations.	The majority of comments were in regards to the need for more job training and job creation opportunities.	N/A	http://www.cityofsalem.net/Departments/UrbanDevelopment/FederalPrograms/Pages/Surveys.aspx
3	Housing and Community Needs Survey	Non-targeted /broad community	There were 94 participants in this survey.	The majority of respondents on this mini survey indicated a high need for programs preventing and ending homelessness.	N/A	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/ attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
4	Public Meeting	Neighborhood Associations	City staff attended, presented, and provided question and answer sessions at the following Neighborhood Associations: Lansing, Morningside, NOLA, SEMCA, ELNA, Sunnyslope, CAN-Do, SESNA, NEN, and NESCA. The City of Salem, Urban Development, Federal Programs Division contacted all of Salem's neighborhood associations to inquire about the availability to attend one of their meetings to present information on the Consolidated Planning process and to gain information from the participants. Meeting attendance included board members, City Councilors, Police Representatives, Code Enforcement Representatives, and other such speakers.	There were some questions regarding the eligibility of funding.	N/A	
5	Public Meeting	Housing and Social Service Providers	City of Salem staff presented and provided for a question and answer session with members of the Emergency Housing Network. The group consists of 500 organizations with 35 in attendance on the day of the presentation. Additionally, the information presented was included in the EHN newsletter distributed via email to all 500 organizations.	There were a couple of questions regarding the amount of funding available annually.	N/A	
6	Housing and Community Needs Survey	Minorities Non-English Speaking - Specify other language: Spanish	City of Salem staff provided information regarding the Consolidated Planning process including the availability of completing a survey. There were 25 individuals in attendance.	N/A	N/A	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/ attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
7	Housing and Community Needs Survey	Real Estate Professionals	The meeting was cancelled on the day scheduled to present.	N/A	N/A	
8	Housing and Community Needs Survey	Non-targeted/ broad community Neighborhood Associations	The Community Connection Newsletter was distributed to all subscribers including all Salem Neighborhood Associations.	N/A	N/A	http://www.cityofsalem.net/About%20Salem/Community-Connections-Newsletter/Community%20Connections%20Newsletter/Sep%202014.pdf
9	Internet Outreach	Non-targeted/ broad community	Information regarding the surveys, Consolidated Planning process, and the availability of completion of the survey via survey monkey were available on the City's main webpage for all web visitors.	N/A	N/A	http://www.cityofsalem.net/Departments/UrbanDevelopment/FederalPrograms/Pages/Surveys.aspx
10	Housing and Community Needs Survey	City Employees	Information regarding the surveys, Consolidated Planning process, and the availability of completion of the survey via survey monkey were available on the Browser page for all City employees	N/A	N/A	http://atwork/Pages/Home2.aspx
11	Housing and Community Needs Survey	Members of the Salem Chamber of Commerce	The newsletter was distributed to all Salem Chamber of Commerce subscribers.	N/A	N/A	
12	Housing and Community Needs Survey	SEDCOR Members	The newsletter was distributed to all SEDCOR subscribers.	N/A	N/A	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/ attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
13	Housing and Community Needs Survey	Board Members	An email regarding the availability to complete the surveys was sent to the Board Members of the Downtown Business Advisory Board.	N/A	N/A	
14	Housing and Community Needs Survey	Board Members	An email regarding the availability to complete the surveys was sent to the Board Members of the Housing and Urban Development Advisory Committee.	N/A	N/A	
15	Housing and Community Needs Survey	Board Members	An email regarding the availability to complete the surveys was sent to the Board Members of the Social Service Advisory Board.	N/A	N/A	
16	Housing and Community Needs Survey	Board Members	An email regarding the availability to complete the surveys was sent to the Board Members of the West Salem Redevelopment Advisory Board.	N/A	N/A	
17	Housing and Community Needs Survey	Public Transit Riders	Survey informational flyers were posted on the Public Transit vehicles.	N/A	N/A	
18	Housing and Community Needs Survey	Board Members	An email regarding the availability to complete the surveys was sent to the Board Members of the North Gateway Redevelopment Advisory Board.	N/A	N/A	
19	Housing and Community Needs Survey	FHCO and their members	An email regarding the availability to complete the surveys was sent to the Fair Housing Council of Oregon and all of their members.	N/A	N/A	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/ attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
20	Newspaper Ad	Readers of the Statesman Journal	There was one notification and one story regarding the Consolidated Planning process and the availability of the Housing and Community Needs Survey and the Organizational/Business Survey in the local paper, the Statesman Journal.	N/A	N/A	
21	Housing and Community Needs Survey	Salem City Council	The City Manager's Report is provided to the Salem City Council and all Department Heads in the City of Salem. The report included information on the availability of the surveys and Consolidated Planning process.	N/A	N/A	
22	Housing and Community Needs Survey	Media	A press release was sent to all media contacts regarding the Consolidated Planning process and the availability of completing surveys for input. There was one follow-up interview and story.	N/A	N/A	
23	Internet Outreach	City of Salem Facebook Friends	Information regarding the availability of the surveys was posted on the City of Salem's Facebook page.	N/A	N/A	
24	Housing and Community Needs Survey	Markit Group's subscribers	Information regarding the availability of survey completion was provided in a local real estate company's, The Markit Group, August Newsletter.	N/A	N/A	
25	Housing and Community Needs Survey	Members	An email regarding the availability to complete the surveys was sent to the members of the North Salem Business Association.	N/A	N/A	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/ attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
26	Housing and Community Needs Survey	Minorities Non-English Speaking - Specify other language: Spanish Persons with disabilities Non-targeted/broad community Residents of Public and Assisted Housing	Flyers regarding the Consolidated Planning Process and the availability of completing a survey for input into the Consolidated Planning cycle were posted at the following locations: Willamette University, Chemeketa, Community College, Corban University, Center 50+, Kroc Center, Salem City Hall, Keizer City Hall, Salem Library, Congregations Helping People, Salem Interfaith Hospitality Network, Mid-Valley Women's Crisis Services, Women at the Well Grace House, Mano a Mano , NW Human Services, Marion Polk Food Share, St. Francis Shelter, HOME Youth Resources, UGM, MERIT, Interface Network, Garten Services, Veteran's Clinic, SHA, Salem-Keizer School District, Salem Leadership Foundation, 17 CAN Centers, Health Department, Salem YMCA, Catholic Community Services, RHF, Spruce Villa, Windsor Place, Shangri-La, Sunny Oaks, St. Vincent's, Farmworker Housing Development Corporation, and De Muniz Resource Center.	N/A	N/A	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/ attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
27	Housing and Community Needs Survey	Minorities Non-English Speaking - Specify other language: Spanish Persons with disabilities Non-targeted/broad community Residents of Public and Assisted Housing	Additionally email notifications were sent to the following organizations: Oregon Health Authority, Micronesian Island Community, Mid-Willamette Valley Community Action Agency, NEDCO, Oregon Housing and Associated Services, DHS, Polk Community Development Corporation, Salem-Keizer Education Foundation, Salvation Army, and United Methodist Retirement Center.	N/A	N/A	

Needs Assessment

- Overview
- Housing Needs Assessment
 - Disproportionately Greater Need:
 - Housing Problems
 - Severe Housing Problems
 - Housing Cost Burdens
 - Discussion
- Homeless Needs Assessment
- Non-Homeless Special Needs Assessment
- Non-Housing Community Development Needs

NEEDS ASSESSMENT

NA-05 Overview

Needs Assessment Overview

Homelessness

There is no single reason known to cause homelessness. More often, a variety of issues combine to lead individuals and households to becoming homeless. Homeless persons and families include those living in shelters, in places not meant for human habitation, and those living with family or friends. Information from area homeless counts show that more than half of the participants experienced eviction from a home. The following reasons primarily cause homelessness in the Salem-Keizer area, according to the *2014 Homeless Count Report: Marion and Polk Counties*. The information is based on survey information provided by Street Count Surveys.

- Unemployed
- Couldn't Afford Rent
- Criminal History
- Evicted by landlord
- Kicked out by family/friends

Assessment and priority needs for the homeless in the 2015-2019 Con Plan were developed from data contained in the needs assessment and from information provided by MWVCAA. This provides the basic inventory of homeless needs and sets off activities that seek to eliminate homelessness in the area.

NA-10 Housing Needs Assessment - 24 CFR 91.205 (a,b,c)

Summary of Housing Needs

This section identifies the housing needs in the goals section of this Consolidated Plan. Under Ending Homelessness we have identified the following housing needs: Coordinated Access to Housing (housing with self-sufficiency) and Homeless Prevention Subsidies/Subsistence Payments. The subcategories identified under Coordinated Access to Housing are Tenant Based Rental Assistance with Self-Sufficiency and Transitional Housing with Self-Sufficiency. Under the goal of Expanding Affordable Housing, the following housing needs were identified: Rehabilitation of existing housing for "aging in place", Energy Efficient Improvements to existing affordable housing, Rehabilitation/Conversion affordable housing (1-2 bedrooms with a concentration in serving 30% AMI populations), and Rehabilitation of housing for elderly and disabled (conversion or updates).

Table 2 - Housing Needs Assessment Demographics

Demographics	Base Year: 2000	Most Recent Year: 2011	% Change
Population	136,946	153,481	12%
Households	50,593	58,206	14%
Median Income	\$38,881.00	\$44,226.00	14%

Data Source: 2000 Census (Base Year), 2007-2011 ACS (Most Recent Year)

Table 3 - Total Households Table

	0-30% HAMFI	>30-50% HAMFI	>50-80% HAMFI	>80-100% HAMFI	>100% HAMFI
Total Households *	5,830	6,775	10,280	6,110	29,205
Small Family Households *	2,020	1,925	3,635	2,350	14,070
Large Family Households *	460	775	920	535	2,490
Household contains at least one person 62-74 years of age	755	1,320	1,600	835	5,530
Household contains at least one person age 75 or older	510	1,130	1,690	770	2,290
Households with one or more children 6 years old or younger *	1,490	1,445	2,069	1,240	2,840
* the highest income category for these family types is >80% HAMFI					

Data Source: 2007-2011 CHAS

HAMFI-Housing and Urban Development Area Median Family Income.

Housing Needs Summary Tables

Table 4 – Housing Problems Table

	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
NUMBER OF HOUSEHOLDS										
Substandard Housing - Lacking complete plumbing or kitchen facilities	100	95	145	105	445	20	30	0	55	105
Severely Overcrowded - With >1.51 people per room (and complete kitchen and plumbing)	95	90	45	0	230	0	20	90	20	130
Overcrowded - With 1.01-1.5 people per room (and none of the above problems)	290	480	240	90	1,100	0	165	70	40	275
Housing cost burden greater than 50% of income (and none of the above problems)	3,415	1,810	520	170	5,915	830	760	950	445	2,985
Housing cost burden greater than 30% of income (and none of the above problems)	275	1,670	2,475	480	4,900	40	575	1,615	1,030	3,260
Zero/negative Income (and none of the above problems)	270	0	0	0	270	105	0	0	0	105

Data 2007-2011 CHAS
Source:

Table 5 – Housing Problems 2

	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
NUMBER OF HOUSEHOLDS										
Having 1 or more of four housing problems	3,900	2,475	950	365	7,690	850	975	1,115	565	3,505
Having none of four housing problems	585	2,275	4,860	2,865	10,585	125	1,055	3,360	2,320	6,860
Household has negative income, but none of the other housing problems	270	0	0	0	270	105	0	0	0	105

Data 2007-2011 CHAS
Source:

Table 6 – Cost Burden > 30%

	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
NUMBER OF HOUSEHOLDS								
Small Related	1,635	1,355	1,225	4,215	160	280	960	1,400
Large Related	390	590	180	1,160	30	155	390	575
Elderly	675	775	520	1,970	385	840	930	2,155
Other	1,440	1,390	1,310	4,140	320	225	370	915
Total need by income	4,140	4,110	3,235	11,485	895	1,500	2,650	5,045

Data 2007-2011 CHAS
Source:

Table 7 – Cost Burden > 50%

	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
NUMBER OF HOUSEHOLDS								
Small Related	1,610	525	50	2,185	160	215	405	780
Large Related	305	95	15	415	30	85	85	200
Elderly	545	450	280	1,275	355	405	310	1,070
Other	1,220	840	280	2,340	300	160	150	610
Total need by income	3,680	1,910	625	6,215	845	865	950	2,660

Data 2007-2011 CHAS
Source:

Table 8 – Crowding Information – 1/2

	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
NUMBER OF HOUSEHOLDS										
Single family households	335	515	240	75	1,165	0	170	135	60	365
Multiple, unrelated family households	10	55	20	15	100	0	15	30	0	45
Other, non-family households	40	0	25	0	65	0	0	0	0	0
Total need by income	385	570	285	90	1,330	0	185	165	60	410

Data 2007-2011 CHAS
Source:

Table 9 – Crowding Information – 2/2

	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
Households with Children Present								

No information could be located to populate Table 9.

Describe the number and type of single person households in need of housing assistance.

Due to the economy and the overwhelming need for jobs, there has been an influx in the number of young adults in their 20s and 30s continuing to live with their parents. In *The State of the Nation's Housing 2014* by the Joint Center for Housing Studies of Harvard University it states, "Indeed, some 2.1 million more adults in their 20s and 300,000 more adults in their 30s lived with their parents in 2013 than if the shares living at home had remained at 2007 levels." Housing assistance in conjunction with job training and increasing the number of jobs available through job creation activities would provide opportunities for this population to live on their own. This increase in single person households would provide an even greater opportunity for the community to increase the tax base through jobs and potential owner-occupied housing. In *The State of the Nation's Housing 2014* by the Joint Center for Housing Studies of Harvard University it states, "Assuming current headship rates hold, the number of households in their 30s should therefore increase by 2.7 million over the next decade and provide a strong lift to the rental and starter home markets."

Estimate the number and type of families in need of housing assistance who are disabled or victims of domestic violence, dating violence, sexual assault and stalking.

In the *2014 Homeless Count Report: Marion and Polk Counties* it states, "136 Participants (67%) reported having a disability, the most common one being a mental health problem (33%)." Catholic Community Services indicated in their survey response that they have seen an increase in services to parents, foster children, and adults with intellectual disabilities.

In the same report there are a total of 136 victims of domestic violence identified as homeless (22 on the street and 114 in shelters). This is 7.5% of the respondents. Polk CDC indicated in their survey response that they have seen an increase in services to victims of domestic violence. Center for Hope and Safety (formally Mid-Valley Women's Crisis Services) stated in their survey response when asked, "Has there been an increase of service to any particular group listed above? "Yes" and If yes, which one, "More survivors of domestic violence contacting our agency than ever before."

It is difficult to know the types of families that these particular categories are made up of, however, the assumption could be made that if the categories follow the same responses as the overall responses, the majority of these families would be made up of single adults in their 40s and 50s, with a higher concentration than the demographics of the area of American Indian or Alaskan Native individuals. The majority of the families would be white.

What are the most common housing problems?

The most common housing problem according to the 2007-2011 Comprehensive Housing Affordability Strategy (CHAS) data for renters is a housing cost burden greater than 50% of income. For renters, the housing problem of having a cost burden greater than 30% is most common among the small related category. For renters, the housing problem of having a cost burden greater than 50% is most common in the other category. For owners, the 2007-2011 CHAS data indicates that the most common housing problem is a housing cost burden greater than 30% of income. For owners, the housing problem of having a cost burden greater than 30% is most common among the elderly category. For owners, the housing problem of having a cost burden greater than 50% is most common with the elderly category. In regards to crowding, both renters and owners under the single family households category have the highest ranking. It appears through this information that the greatest housing problem for this area is that the cost of housing is high compared to income available. Another conclusion is that the elderly are paying more for housing than the recommended cap and that there may be a need for more elderly affordable housing in the area.

The number of families nationally whose housing cost burden exceeds 50% of their gross income is increasing. In The State of the Nation's Housing, 2013 report from the Joint Center for Housing Studies of Harvard University, it states "...Worse still, the number of households with severe housing cost burdens has set a new record." There are two variables that lead to the circumstance of higher housing cost burden, income and housing cost. This information, collectively, indicates a need for more affordable housing and also resources for economic development.

Are any populations/household types more affected than others by these problems?

The elderly seem to be impacted by the high cost of housing. The data indicates that there may be a need for additional elderly affordable housing or elderly rental assistance programs in the area. It also seems that single family households are greatly impacted by overcrowding. This may indicate that the cost for housing with 3+ bedrooms may be too high or there may be a deficiency in the number of homes with 3+ bedrooms available.

Describe the characteristics and needs of Low-income individuals and families with children (especially extremely low-income) who are currently housed but are at imminent risk of either residing in shelters or becoming unsheltered 91.205(c)/91.305(c)). Also discuss the needs of formerly homeless families and individuals who are receiving rapid re-housing assistance and are nearing the termination of that assistance.

The following is a quote from Congregations Helping People:

"A noticeable pattern of requests for interim housing assistance has emerged around the fact that more and more families are **chronically unemployed or underemployed**. Whether it is due to the total loss of a job or a reduction in hours, it affects their financial bottom line. Most have had unemployment, but due to the length of time without a job, the claim is then exhausted and they are still jobless.

A few people have presented with small medical reasons for lost wages, but the long term, overall cause is that families have **continued to live as if they had funds or wages like they used to** and they have been accustomed to certain means. With no new employment for months on end, their expenses stacked up, their choices are more and more limited to radically downsizing or living with friends and family members. Quite often those opportunities are dried up because those people in their support system have also lost wages or are in their own economic struggle and their resources cannot stretch to taking in or helping out others.

Any other long term assistance like a housing voucher is not an easy fix either with many programs having **wait lists that are calendared in years**, or the family doesn't even qualify. Shelters are too few for a town this size and they run at max capacity as well as the continuing problem of having **limited shelters for families.**"

-Congregations Helping People

Mid-Willamette Valley Community Action Agency requests come from all different household compositions – all of the options listed. When taking a sampling of households at imminent risk that end up enrolling in their programs, they see approximately 55% of the households are families with children and 45% households with single individuals. Approximately 45% of the individuals report having a disability, and 3% are elderly. Families with children are the majority at 55%. The families are predominantly white, non-Hispanic. Of the sampling of enrolled households at imminent risk of losing housing, 83% report as white and 27% report as being Hispanic. Job loss is by far the number one reason stated for requesting housing assistance.

Mid-Willamette Valley Community Action Agency identified the following needs for their clients: More Permanent Support Housing/long-term subsidized housing options, more affordable housing options, and more ongoing supportive services/case management. Typically, Rapid Re-Housing (RRH) programs are shorter term (3-24 months), and many RRH households have a history of being chronically homeless and/or coming from generational poverty. These households could vastly benefit from receiving some form of additional supportive services/case management beyond this term.

If a jurisdiction provides estimates of the at-risk population(s), it should also include a description of the operational definition of the at-risk group and the methodology used to generate the estimates:

Table-Congregations Helping People

	Average	2013	2012	2011
Households	1442	1536	1366	1425
Disabled/Special Needs	163	136	110	244
Elderly (65+)	38	61	39	13
w/ Children (under 18)	301	468	320	115
Single Adult	733	707	731	760
Mixed Adults or Unknown	208	164	166	293
Individuals	2728	3163	2581	2439
Asian	12	14	11	11
White (hispanic/russian)	2099	2336	2069	1892
Black or African American	135	161	106	139
Pacific Islander/Native Hawaiian	69	95	59	52
American Indian/Alaskan Native	58	55	49	71
Unknown	172	212	144	159
Other/Mixed	183	290	143	115

The information collected by Congregations Helping People (CHP) indicates a significant increase in the numbers of persons under the following categories seeking assistance in the past year: Disabled/Special Needs, Elderly (65+), and w/children (under 18). Under the indication of race, the following race categories have seen a significant increase over the past year: All races listed.

Mid-Willamette Valley Community Action Agency (MWVCAA) reported that between November 2013 and October 2014, they provided referral services to 13,820. This is not an unduplicated count and MWVCAA does not have the breakdown between those requesting services that were at imminent risk of losing housing versus those already homeless.

Specify particular housing characteristics that have been linked with instability and an increased risk of homelessness

"A specific housing characteristic that has emerged is evidence that landlords "carry" the rent for two or three months because the family has: held out hope, made promises of paying, prospect of a new job, or thinking they can easily get rental assistance. The major problem this causes is that the rent debt becomes so large that it takes several agencies coming together to get it all paid. However, this collaboration doesn't necessarily solve the family's long term dilemma of too little income to pay the bills from month to month and be stable and self-sufficient.

A few causes of the economic crisis are the previously mentioned job loss or under employed person who can't afford basic rent and utilities. Sometimes the case is the person having made the choice or design to be under employed or their lack of skills for the jobs that are currently being offered. Quite often these families come in under funded from job loss, on unemployment, on a limited retirement or limited social security disability and cannot afford their rent in full. Choosing to live on a meager income means also making economically sound decisions to support that choice. Many clients do not understand how to do this. Simply put, they can't afford to find a more affordable place because it requires them to have deposits, fees and a first month's rent just to save a few hundred dollars a month down the line. They are unable to make this happen.”-Congregations Helping People

Mid-Willamette Valley Community Action Agency stated, “Typically those at imminent risk are coming from multi-family dwellings and from low socio-economic areas/neighborhoods.”

Discussion

Overall the data indicates that the number of households with housing needs has decreased significantly from the 2006-2010 to 2007-2011 American Community Survey (ACS) data (54%). It is difficult to speculate due to the age of the data, but if this is a trend that has continued, the housing needs in the community should be even less today. This decrease was substantiated even with a 12% increase in population for the area. The median income has moderately increased from \$38,881 to \$44,226. The largest numbers of households indicated in this data are single family households with households containing at least one person 62-74 years of age at the top of the age designation categories including those families with children 6 years old or younger. This aging of the population may be due in part to the aging of the “Baby Boomers”, those born from 1946-1964. In the article *New Rules for Retirement: Baby Boomers face big housing crunch*, by *CCN Money* says, “By 2030, the number of adults age 65 and older will more than double to 73 million, according to a report by the Harvard Joint Center for Housing Studies and the AARP.” It also states that, “In 10 years, the number of senior households living on less than \$15,000 a year is expected to surge by 37%”. This would indicate that the need for senior housing is abundant. In the Preliminary Draft Housing Needs Analysis (HNA) developed through the City of Salem’s Planning Division of Community Development, it states “Salem’s demand for housing for seniors will grow at a slower rate than across the state.” With this additional information, it seems that a higher priority for “aging in place” should be given over the next five years. This information still indicates a high need for elderly housing; however in circumstances where a development can be constructed under an “aging in place” basis versus designated elderly housing, “aging in place” would be the preferred development. In *The State of the Nation’s Housing 2014* by the Joint Center for Housing Studies of Harvard University it states, “Meanwhile, the aging of the baby-boomer generation over the next decade will lift the number of households aged 65 and over by some 10.7 million. Many of these households will choose to make improvements and modifications to their current homes so that they can age in place, while others will seek out new housing options geared towards seniors. Additionally, the HNA states, “Demand for housing is closely tied to jobs and incomes which are taking longer to recover than in previous cycles.”

NA-15 Disproportionately Greater Need: Housing Problems – 91.205 (b)(2)

Assess the need of any racial or ethnic group that has disproportionately greater need in comparison to the needs of that category of need as a whole.

Introduction

This particular section will address housing deficiencies across the various income brackets defined by HUD. The discussion will provide detail on what has been found through the analysis of the data.

Table 10 - Disproportionately Greater Need 0 - 30% AMI

Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	5,250	515	255
White	3,815	400	175
Black / African American	25	0	0
Asian	115	10	20
American Indian, Alaska Native	45	25	15
Pacific Islander	40	0	0
Hispanic	1,105	45	45

Data Source: 2007-2011 CHAS

*The four housing problems are:

1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one person per room, 4. Cost Burden greater than 30%

Table 11 - Disproportionately Greater Need 30 - 50% AMI

Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	5,045	1,600	0
White	3,770	1,395	0
Black / African American	35	30	0
Asian	105	0	0
American Indian, Alaska Native	79	25	0
Pacific Islander	45	20	0
Hispanic	945	55	0

Data Source: 2007-2011 CHAS

*The four housing problems are:

1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one person per room, 4. Cost Burden greater than 30%

Table 12 - Disproportionally Greater Need 50 - 80% AMI

Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	6,155	5,490	0
White	4,705	4,260	0
Black / African American	25	55	0
Asian	120	130	0
American Indian, Alaska Native	85	0	0
Pacific Islander	0	100	0
Hispanic	1,130	915	0

Data Source: 2007-2011 CHAS

*The four housing problems are:

1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one person per room, 4. Cost Burden greater than 30%

Table 13 - Disproportionally Greater Need 80 - 100% AMI

Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	2,225	3,530	0
White	1,770	2,875	0
Black / African American	65	60	0
Asian	15	110	0
American Indian, Alaska Native	40	0	0
Pacific Islander	0	45	0
Hispanic	305	360	0

Data Source: 2007-2011 CHAS

*The four housing problems are:

1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one person per room, 4. Cost Burden greater than 30%

Discussion

The four housing problems discussed in this section are lack of complete kitchen facilities, lack of complete plumbing facilities, crowding (more than one person per room), and cost burden (housing costs in excess of 30% of income.)

2007-2011 CHAS data has identified six racial and/or ethnic categories: American Indian/Alaska Native, Asian, Black/African American, Hispanic, Pacific Islander, and White. White comprised the largest percentage of those reporting (77%), followed by Hispanic (16.3%), Asian (2.1%), American Indian/Alaska Native and Black/African American (1% each), and Pacific Islander (0.8%). (It should be noted that the racial ethnic data reported by CHAS leaves approximately 1% of the category "jurisdiction as a whole" unaccounted for in the specific race or ethnicity categories.)

According to the CHAS data, all households reporting less than 50% of the area median income (AMI) have one or more of the stated housing problems, regardless of race or ethnicity. Of the households reporting income greater than 50% of the AMI, only Pacific Islanders indicate having none of these housing problems.

0%-30% of AMI:

As might be expected, this category had the greatest number of households reported as having one or more of the housing problems. 6,020 households reported in this income category. Of those, 73% of households identified as white, 20% as Hispanic, 2.4% as Asian, 1.4% as American Indian/Alaska Native, 0.7% as Pacific Islander and 0.4% as Black/African American. Out of the total households reporting, approximately 87% (5,250) reported one or more of the housing problems. The racial/ethnic composition of those 5,250 is roughly the same as the make-up of the income category as a whole.

30%-50% of AMI:

The total number of households identified in this category is 6,645, of which 76% (5,045) report having one or more of the housing problems. Of the total households reporting, approximately 77.7% identify as white, those identifying as Hispanic represent 15%, Asian and American Indian/Alaska Native represent 1.6% each, and Black/African American and Pacific Islander represent approximately 1% each. The racial/ethnic make-up of those households in this income bracket reporting one or more of the housing problems closely mirrors the composition of the category as a whole.

50% to 80% of AMI:

The largest number of households reported being in this income category, with a total of 11,645 households; 77% identified as white, 17.6% as Hispanic, 2.1% as Asian, 0.9% as Pacific Islander, and households identifying as American Indian/Alaska Native and Black/African American 0.7% each. Of the 11,645 total households in this income category, slightly more than half, (6,155) indicated having one or more of the housing problems. The composition of the 6,155 again generally mirrors the make-up of the category as a whole.

80%-100%:

There were a total of 5,755 households reported in this income category, with 2,225 (38.7%) indicating having one or more of the identified housing problems. Of the 5,755 households reported in this category, 80.7% identified as white, 11.6% as Hispanic, Asian and Black/African American represented 2.2% each, and American Indian/Alaska Native and Pacific Islander represented 0.7% each. Again, percentages of those reported as having one or more of the housing problems generally mirrors the composition of the income category as a whole.

Based on this analysis, it appears that income, rather than race or ethnicity, causes the most disparity in housing need.

NA-20 Disproportionately Greater Need: Severe Housing Problems – 91.205

(b)(2)

Assess the need of any racial or ethnic group that has disproportionately greater need in comparison to the needs of that category of need as a whole.

Introduction

This section will discuss any disparities among racial or ethnic groups within the needs categories under housing.

Table 14 – Severe Housing Problems 0 - 30% AMI

Severe Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	4,730	1,035	255
White	3,440	775	175
Black / African American	25	0	0
Asian	115	10	20
American Indian, Alaska Native	40	35	15
Pacific Islander	40	0	0
Hispanic	970	175	45

Data Source: 2007-2011 CHAS

*The four severe housing problems are:

1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than 1.5 persons per room, 4. Cost Burden over 50%

Table 15 – Severe Housing Problems 30 - 50% AMI

Severe Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	2,320	4,325	0
White	1,710	3,455	0
Black / African American	35	30	0
Asian	50	60	0
American Indian, Alaska Native	10	89	0
Pacific Islander	0	60	0
Hispanic	445	555	0

Data Source: 2007-2011 CHAS

*The four severe housing problems are:

1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than 1.5 persons per room, 4. Cost Burden over 50%

Table 16 – Severe Housing Problems 50 - 80% AMI

Severe Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	2,140	9,510	0
White	1,400	7,565	0
Black / African American	0	80	0
Asian	80	170	0
American Indian, Alaska Native	40	50	0
Pacific Islander	0	100	0
Hispanic	600	1,445	0

Data Source: 2007-2011 CHAS

*The four severe housing problems are:

1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than 1.5 persons per room, 4. Cost Burden over 50%

Table 17 – Severe Housing Problems 80 - 100% AMI

Severe Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	670	5,080	0
White	420	4,230	0
Black / African American	50	75	0
Asian	0	125	0
American Indian, Alaska Native	30	10	0
Pacific Islander	0	45	0
Hispanic	170	495	0

Data Source: 2007-2011 CHAS

*The four severe housing problems are:

1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than 1.5 persons per room, 4. Cost Burden over 50%

Discussion

The four severe housing problems discussed in this section are lack of complete kitchen facilities, lack of complete plumbing facilities, crowding (more than 1.5 persons per room), and cost burden (housing costs in excess of 50% of income.)

2007-2011 CHAS data has identified six racial and/or ethnic categories: American Indian/Alaska Native, Asian, Black/African American, Hispanic, Pacific Islander, and White. The overall composition of this sample is the same as the previous section: White comprises the largest percentage of those reporting (77%), followed by Hispanic (16.3%), Asian (2.1%), American Indian/Alaska Native and Black/African American (1% each), and Pacific Islander (0.8%). (It should be noted that the racial/ethnic data reported by CHAS leaves approximately 1% of the category "jurisdiction as a whole" unaccounted for in the specific race or ethnicity categories.)

According to the CHAS data, all households reporting less than 30% of the area median income (AMI) have one or more of the stated severe housing problems. Above 30% AMI, Pacific Islander were the only households to report having none of the severe housing problems. Below 30% AMI, 100% of Pacific Islander and 100% of Black/African American households report having one or more of the severe housing problems. Black/African American households at 50% to 80% AMI reported having none of the severe housing problems, but did report severe housing problems at 80%-100% AMI. Asian households at 80%-100% AMI reported having none of the severe housing problems, but indicated having one or more severe housing problem at all other income levels. White, Hispanic and American Indian/Alaska Native households reported having one or more of the severe housing problems at all income levels.

0%-30% of AMI:

As might be expected, this category had the greatest number of households reported as having one or more of the severe housing problems. CHAS data reported 6,020 households in this income category; 73% of the households identified as White, 19.8% as Hispanic, 1.5% as American Indian/Alaska Native, 0.7% as Pacific Islander, 0.4% as Black/African American, and 0.3% as Asian. Out of the 6,020 households reported, approximately 97.8% (4,630) reported one or more of the housing problems. The racial/ethnic composition of those 4,630 varies slightly from the composition of the income level as a whole. At this income level it appears that Hispanic households are more likely to have one or more of the severe housing problems than any of the other racial/ethnic groups identified.

Households that reported no income or negative income as the only severe housing problem comprised 4.2% of the total at this income level. Hispanic, American Indian/Alaska Native and Asian each represented proportionally larger shares at this income level than in the sample as whole, while White represented a smaller percentage at this income level than in the survey as a whole. There were no Black/African American or Pacific Islander households reported as having income/negative income as the only severe housing problem.

30%-50% of AMI:

The total number of households identified at this income level is 6,645, of which 76% (5,045) reported having one or more of the severe housing problems. Of the total households reported, approximately 77.7% identified as White; those identified as Hispanic represent 15%, American Indian/Alaska Native represent 1.3%, Black/African American 1%, Asian and Pacific Islander represent 0.9% each. The racial/ethnic make-up of the households at this income level reporting one or more of the severe housing problems roughly mirrors the composition of the category as a whole, indicating no racial/ethnic group more likely than any other to have one or more of the severe housing problems at this income level.

50% to 80% of AMI:

The largest number of households reported being at this income level, with a total of 11,650 households; 77% identified as White, 17.6% as Hispanic, 2.1% as Asian, 0.9% as Pacific Islander, 0.8% as American Indian/Alaska Native, and 0.7% as Black/African American. Of the 11,650 total households at this income level, less than 20%, (2,140) indicated having one or more of

the severe housing problems. The composition of the 2,140 varies from the composition of the category as a whole. Black/African American and Pacific Islander households comprised slightly less than 2% of survey participants but, according to the CHAS data, reported having none of the four severe housing problems. White households were 76.9% of the total survey, but only 65% of the total of households having one or more of the four severe housing problems. Hispanic households made up 17.6% of the total survey and 28% of those reporting one or more of the severe housing problems; Asian families were 2.1% of the survey as a whole and 3.7% of the number of households having severe housing problems; American Indian/Alaska Native households were 0.8% of the survey as a whole at this income level and 1.9% of the total with severe housing problems. The race/ethnicities most likely to have one or more of the severe housing problems at this income level were Asian, American Indian/Alaska Native and Hispanic.

80%-100%:

There were a total of 5,750 households reported at this income level, with 670 (11.7%) indicating having one or more of the identified severe housing problems. Of the 5,750 households reported at this income level, 80.9% identified as White, 11.7% as Hispanic, 3.8% as Black/African American, 2.2% as Asian, 0.8% as Pacific Islander and 0.7% as American Indian/Alaska Native. As at the previously reviewed income level, percentages of those reported as having one or more of the severe housing problems varied from the composition of the income level as a whole.

At this income level, Asian and Pacific Islander households comprised 2.2% and 0.8%, respectively, of the income level as a whole but reported having none of the four severe housing problems. Hispanic households were 11.7% of the total income level, yet comprised 25.4% of the households reporting one or more of the severe housing problems. Black/African American households comprised 3.8% of the total at this income level and were 7.5% of the households reporting one or more of the severe housing problems (data indicated this group had none of the severe housing problems at the 50% to 80% AMI level). American Indian/Alaska Native were 0.7% of the total at this income level and 4.5% of the households that reported one or more of the severe housing problems. At 80% to 100% AMI, Asian, Pacific Islander and White households were least likely to have one or more of the severe housing problems, while American Indian/Alaska Native, Black/African American, and Hispanic households were more likely.

NA-25 Disproportionately Greater Need: Housing Cost Burdens – 91.205 (b)(2)

Assess the need of any racial or ethnic group that has disproportionately greater need in comparison to the needs of that category of need as a whole.

Introduction:

This section will analyze the disproportionate needs among racial and ethnic groups.

Table 18 – Greater Need: Housing Cost Burdens AMI

Housing Cost Burden	<=30%	30-50%	>50%	No / negative income (not computed)
Jurisdiction as a whole	33,885	12,775	8,520	270
White	28,255	10,305	6,585	190
Black / African American	290	55	165	0
Asian	885	200	245	20
American Indian, Alaska Native	255	155	80	15
Pacific Islander	275	80	40	0
Hispanic	3,455	1,825	1,225	45

Data Source: 2007-2011 CHAS

Discussion:

2007-2011 CHAS data has identified six racial and/or ethnic categories: American Indian/Alaska Native, Asian, Black/African American, Hispanic, Pacific Islander, and White. In this instance, White comprised the largest percentage of those reporting (81.7%), followed by Hispanic (11.8%), Asian (2.4%), American Indian/Alaska Native and Black/African American (0.9% each), and Pacific Islander (0.7%). (It should be noted that the racial/ethnic data reported by CHAS leaves approximately 1% of the category “jurisdiction as a whole” unaccounted for in the specific race or ethnicity categories.)

<= 30% AMI:

According to HUD guidelines, households paying less than 30% of household gross income are not considered “cost burdened”. Based on the 2007-2011 CHAS data, it appears that households identifying as White and households identifying as Asian are somewhat less likely than the other four race/ethnic categories to be cost burdened. Although the racial/ethnic distribution in this category roughly mirrors the composition of the sample as a whole, White and Asian households represent slightly larger percentages here; White comprises 81.7% of the total survey and 83.4% of this category, while Asian comprises 2.4% of the total survey and 2.6% of this category. In all other identified race/ethnic groups, percentages in this category are lower than their percentages of the survey as a whole, indicating more of those households are cost burdened.

30%-50% AMI:

Distribution between race/ethnic groups is slightly more disproportionate in this category. Here there is a lower percentage of households identifying as White (80.6%), Asian (1.6%), Pacific Islander (0.6%), and Black/African American (0.4%) than in the sample as a whole, while a greater percentage of the households identifying as Hispanic (14.3%) and American Indian/Alaska Native (1.2%) indicate a 30% to 50% cost burden.

>50% AMI:

This group is considered severely cost-burdened. White (77.3%) and Pacific Islander (0.5%) are the only race/ethnic categories that are smaller percentages of this category than the sample of the whole, Hispanic (14.4%), Asian (2.9%), Black/African American (1.9%) are all higher than their percentages of the sample as a whole; the percentage of American Indian/Alaska Native reporting in this category is equal to their percentage in the sample overall.

No Income/Negative Income:

Households in this category are the most severely cost burdened. The majority of households in this category identified as White (70.4%) but that is a smaller percentage than White represents in the sample as a whole (81.7%); Hispanic (16.7%), Asian (7.4%) and American Indian/Alaska Native (5.6%) had greater percentages in this category than in the sample as a whole. Black/African American and Pacific Islanders were the only racial/ethnic groups that had no households reporting in this category.

NA-30 Disproportionately Greater Need: Discussion – 91.205(b)(2)

Are there any Income categories in which a racial or ethnic group has disproportionately greater need than the needs of that income category as a whole?

Overall, 2007-2011 CHAS data reported indicates that White and Pacific Islander households are least likely to be considered cost-burdened. Compared to the survey as a whole, both of these racial/ethnic categories had smaller proportions of the three levels of cost-burden. Hispanic households were the only racial/ethnic group that represented a consistently higher proportion in each of the three levels of cost-burdened households. Black/African American households were proportionately higher at one level, the greater-than-50% category, and didn't appear at all in the no income/negative cost-burden category. Asian households also had slightly higher numbers, proportionately, at the greater-than-50% level than in the survey as a whole, but had a significantly higher proportion at the no income/negative cost burden level. American Indian/Alaska Native had slightly higher proportions at the 30%-50% level and significantly higher proportions at the no income/negative cost-burden level.

If they have needs not identified above, what are those needs?

Other needs include business assistance for Hispanic populations as provided by two of our previously funded microenterprise training organizations, MERIT and Interface Network. There has been an influx in the Hispanic population reaching out for business assistance. Both organizations provide assistance in English and Spanish. MERIT has recently hired an additional staff person that is fluent in Spanish.

Are any of those racial or ethnic groups located in specific areas or neighborhoods in your community?

Census Tracts 2, 3, 6, 9 and 10 have been identified as a Neighborhood Revitalization Strategy Area (NRSA) and have higher concentrations of Hispanic and Black/African American households than these populations represent in the city as a whole. Hispanic households comprise 17.3% of the city as a whole, but represent 24.6% of the population in these Census Tracts. Black/African American households are 1.3% of the total population, and 1.8% of the households in these census tracts. American Indian/Alaska Native, Asian, Pacific Islander, and White households each represent smaller percentages of the population in these census tracts than they do in the city as a whole.

NA-35 Public Housing – 91.205(b)

Introduction

The tables below provide resident characteristics for the clientele served by the Salem Housing Authority (SHA) in the Moderate Rehabilitation, Public Housing and Housing Choice Voucher Programs. The data reflected is from the Salem Housing Authorities database.

Table 19 - Public Housing by Program Type

	Program Type								
	Certificate	Mod-Rehab	Public Housing	Vouchers			Special Purpose Voucher		
				Total	Project-based	Tenant-based	Veterans Affairs Supportive Housing	Family Unification Program	Disabled*
# of units vouchers in use	0	34	291	2872	0	2629	35	116	92

*includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition

Data Source: PIC (PIH Information Center) and SHA's software system. The data provided is as of 8/31/14 with the exception of the information regarding average length of stay. That data is provided for time frame 5/1/13 through 8/31/14. The Housing Authorities software data was used as while it appears PIC is using information tied to the Resident Characteristics report data; it appears to be pulling in data that is either incorrect or doesn't apply to the program for which it is entered. PIC provided data is in blue.

Table 20 – Characteristics of Public Housing Residents by Program Type

	Program Type							
	Certificate	Mod-Rehab	Public Housing	Vouchers			Special Purpose Voucher	
				Total	Project-based	Tenant-based	Veterans Affairs Supportive Housing	Family Unification Program
Average Annual Income	0	6474	16676	12007	0	12472	9,761	10620
Average length of stay	0	3	3	4	0	3	1	1
Average Household size	0	1	3	2	0	2	1	0
# Homeless at admission	0	3	40	1	0	1	0	0
# of Elderly Program Participants (>62)	0	5	65	607	0	602	3	2
# of Disabled Families	0	9	62	1420	0	1401	11	8
# of Families requesting accessibility features	0	0*	13	0*	0	0*	0*	0*
# of HIV/AIDS program participants	0	0	0	0	0	0	0	0
# of DV victims	0	0	0	0	0	0	0	0

Data Source: PIC (PIH Information Center) and SHA's software system. Items with * are statistics that are not reported/applicable to programs other than the Public Housing Program. The 50058 for the Moderate Rehabilitation and Tenant Based Voucher Program does not contain a line item to gather this data. PIC provided data is in blue.

Table 21 – Race of Public Housing Residents by Program Type

Race	Certificate	Mod-Rehab	Public Housing	Program Type					
				Vouchers			Special Purpose Voucher		
				Total	Project-based	Tenant-based	Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
White	0	25	211	2831	0	2629	31	95	76
Black/African American	0	0	13	118	0	107	3	2	6
Asian	0	1	4	44	0	42	0	1	1
American Indian/Alaska Native	0	2	10	86	0	80	1	4	1
Pacific Islander	0	1	16	49	0	48	0	1	0
Other	0	0	3	3	0	3	0	0	0

*Includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition

Data Source: PIC (PIH Information Center) and SHA's software system. PIC provided data is in blue.

Table 22 – Ethnicity of Public Housing Residents by Program Type

Ethnicity	Certificate	Mod-Rehab	Public Housing	Program Type					
				Vouchers			Special Purpose Voucher		
				Total	Project-based	Tenant-based	Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
Hispanic	0	7	80	464	0	441	0	14	9
Not Hispanic	0	24	211	2408	0	2188	35	102	83

*Includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition

Data Source: PIC (PIH Information Center) and SHA's software system. PIC provided data is in blue.

Section 504 Needs Assessment: Describe the needs of public housing tenants and applicants on the waiting list for accessible units:

Public Housing tenants are instructed at time of move-in and throughout their tenancy if a need for a reasonable accommodation arises (i.e. need for an accessible unit), they can contact SHA staff and submit a request for the specific reasonable accommodation. SHA's software system has recently been updated to allow SHA to track this data for tenants; however, statistics from that data are not available at this time. The data in the Public and Indian Housing Information Center (PIC) appears to be incorrect. It appears to be pulling in data for the Voucher tenants, and this is a statistic that is not reported to PIC for the Voucher Program. It is not a line item on the Section 8 50058. Salem Housing Authority's (SHA's) data base indicates as of 10/31/14 there are 24 Public Housing applicants who indicate a need for an accessible unit and/or accessibility feature.

Most immediate needs of residents of Public Housing and Housing Choice voucher holders

Annual statistical reports generated by SHA indicate that the number of elderly and/or disabled households applying for housing continues to increase, however, tenant statistics indicate that the number of disabled and/or elderly households receiving assistance remains consistent showing approximately 50% of the households served by SHA are elderly and/or disabled households.

How do these needs compare to the housing needs of the population at large

The needs are consistent with the general population, indicating a need for elderly and disabled housing and/or units for aging in place. There seems to be a greater need in Public Housing for families rather than individuals as indicated in the Homeless Count information.

Discussion

Overall, the conclusions of SHA are consistent with all other findings related to housing throughout this Consolidated Plan.

NA-40 Homeless Needs Assessment – 91.205(c)

Introduction:

The 2014 Point in Time Count collected information for both Marion and Polk Counties. The City of Salem encompasses areas in both Marion and Polk counties; however it is not inclusive of the entirety of both counties. The numbers reported were for the following homeless populations: Homeless Street Surveys, One Night Shelter Count, Short Surveys, Jail Surveys, and School Counts. It states in the *2014 Homeless Count Report: Marion and Polk Counties*, "The total number of homeless students was reliant on each district's definition of who is eligible for enrollment in their program." The total homeless count for 2014 was 1,815 for the two counties. This amounts to 1.5% of the total population in Marion and Polk Counties (400,408) in 2013.

Population	Estimate the # of persons experiencing homelessness on a given night		Estimate the # experiencing homelessness each year	Estimate the # becoming homeless each year	Estimate the # exiting homelessness each year	Estimate the # of days persons experience homelessness
	Unsheltered	Sheltered				
Persons in Households with Adult(s) and Child(ren)	44	54	N/A	N/A	N/A	N/A
Persons in Households with Only Children	N/A	N/A	N/A	N/A	N/A	N/A
Persons in Households with Only Adults	224	429	N/A	N/A	N/A	N/A
Chronically Homeless Individuals	91	205	N/A	N/A	N/A	N/A
Chronically Homeless Families	N/A	N/A	N/A	N/A	N/A	N/A
Veterans	30	38	N/A	N/A	N/A	N/A
Unaccompanied Youth	N/A	N/A	N/A	N/A	N/A	N/A
Persons with HIV	N/A	N/A	N/A	N/A	N/A	N/A

Information reported in the Point in Time Count was not collected in the same break-downs listed above. There is no breakdown by the line categories reported for the estimates and the numbers under the unsheltered and sheltered counts are most likely duplicated for specific categories. The numbers reported under unsheltered also include those respondents in jail. N/A represents data not collected.

Indicate if the homeless population is ☐ All Rural Homeless ☐ Partially Rural Homeless ☒ Has No Rural Homeless

Homeless projects and programs receiving funding through the City are limited to the city limits of Salem for CDBG and Salem/Keizer for HOME. There will not be any homeless populations serviced outside this area with the City of Salem funds.

If data is not available for the categories "number of persons becoming and exiting homelessness each year," and "number of days that persons experience homelessness," describe these categories for each homeless population type (including chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth):

The number of homeless in the 2013 count was 1,750; the 2014 count was 1,815. This shows an increase in the number of homeless over the past year of 65 (4%). There was an increase in the number of students and a decrease in the number of those in jail exiting to homelessness. The increase in students in Salem-Keizer was 166 students, an increase of 30%. In 2014 the most common response to the survey was that the time period of homelessness was 1-3 years compared to 0-3 months in 2013. This information may indicate that the respondents in the 2013 Count are still homeless. In the *2014 Homeless Count Report: Marion and Polk Counties*, it states, "More than half (59%) qualified as chronically homeless." The definition of chronically homeless is, "An individual who 1) is homeless and lives in a place not meant for human habitation, a safe haven, or in an emergency shelter; and 2) has been homeless (in one of the above mentioned locations) for at least one year or on at least four separate occasions in the past 3 years; and 3) can be diagnosed with one or more of the following conditions: substance use disorder, serious mental illness, developmental disability, post-traumatic stress disorder, cognitive impairments resulting from brain injury, or chronic physical illness or disability.

Nature and Extent of Homelessness: (Optional)

Race:	Sheltered:	Unsheltered (optional)
American Indian/Alaskan Native	31	13
Asian	5	1
Black or African American	25	4
Native Hawaiian or Pacific Islander	4	2
White	502	159
Refused/Unknown/Didn't Ask	32	23
Total	599	202
Ethnicity:	Sheltered:	Unsheltered (optional)
Hispanic or Latino	104	22
Non-Hispanic or Latino	487	165
Refused/Unknown/Didn't Ask	8	15
Total	599	202

Estimate the number and type of families in need of housing assistance for families with children and the families of veterans.

The numbers of households with children unsheltered are reported as 3 (2%) of those surveyed. Of that, the number of two parent households with child(ren) is higher at two (2) than single parent with child(ren) at one (1). Under the sheltered category, the number of single parents with child(ren) increases significantly to 41 (8.5%) of respondents and the number of two parent households with child(ren) increases to 13 (2.7%) of respondents. This may indicate that the need for housing assistance such as Tenant Based Rental Assistance (TBRA), Transitional Housing, and possibly more affordable units with two or more bedrooms may be needed. Programs with wrap-around services for families with children may prove to be more beneficial, such as transitional housing and/or TBRA with coordinated self-sufficiency programs. There is a significant number of respondents that were sheltered that reported that they had been a victim of domestic violence 114 (19%). In the same category under Miscellaneous Categories in the 2014 Homeless Count Report: Marion and Polk Counties, there was a 14% indication of domestic violence. This may indicate that there is a need for housing assistance programs such as Tenant Based Rental Assistance (TBRA) and/or Transitional Housing with a preference for service to victims of domestic violence.

In the sheltered count 38 (7%) respondents were veterans. This was the third most responded under the Miscellaneous category for sheltered persons at 6.5% of the total respondents. In the unsheltered category this number was 23, percentagewise an increase to 13% of respondents. This may indicate a higher population of veterans that are not receiving shelter. This information may indicate a need for veterans housing assistance in the form of Transitional and/or permanent supportive housing. The fact that the percentage of homeless veterans on the street is higher than those in emergency shelters indicates that their willingness to seek out this type of shelter may not be as high as a non-veteran. Integrated services through supportive housing may be a better option for the veteran population.

Although the above populations are provided specific information on the survey, in both sheltered and unsheltered categories the majority of respondents are single adults. This particular information indicates a high need for smaller affordable units, possibly transitional housing with a self-sufficiency services, as this population seems to have been homeless for 1-3 years with a significant need for employment and job training. In the *2014 Homeless Count Report: Marion and Polk Counties* it states, "The two main factors respondents believe could improve their current situation are affordable housing and a job/income."

Describe the Nature and Extent of Homelessness by Racial and Ethnic Group.

Compared to population demographics, it appears through the *2014 Homeless Count Report* that there is a disproportionate number of American Indian/Alaskan Natives reported under the sheltered and unsheltered homeless groups. The other data collected in the report is consistent with population demographics.

Describe the Nature and Extent of Unsheltered and Sheltered Homelessness.

The demographic information under sheltered and unsheltered Homeless is consistent. Over 50% more respondents were sheltered than were unsheltered. It appears through this information that shelters are providing shelter to a greater number of homeless individuals than they are not. In the *2014 Homeless Count Report: Marion and Polk Counties* it states, "64% of respondents had been previously incarcerated. This was a 34% increase in Marion County over the past year; however, the percentage of "Yes" answers from Polk County respondents remained virtually the same." It goes on to state, "When asked what they needed to remain clean, sober, and crime-free, the two most common responses were mental health treatment and employment assistance."

Discussion:

In all of the information above, it seems as though there is a great need for Tenant Based Rental Assistance (TBRA) programs and transitional housing projects across families, demographics, and special populations. The need for smaller (1-bedroom) affordable transitional housing units seems to be the highest need for the homeless populations that participated in the 2014 Homeless Count.

NA-45 Non-Homeless Special Needs Assessment - 91.205 (b,d)

Introduction

Persons with alcohol or other drug addiction

The following organizations responded to our Organizational/Business Survey that they service persons with alcohol and other drug addictions: Northwest Human Services, Polk Community Development Corporation.

Persons with Disabilities (mental, physical, developmental)

The following organizations responded to our *Organizational/Business Survey* that they service persons with disabilities: Windsor Place, Northwest Human Services, Congregations Helping People, Garten Services, Oregon Health Authority, Salem Housing Authority (SHA), Polk Community Development Corporation, Where You Want to Be, Microenterprise Resources Initiatives and Training, Catholic Community Services, and Women at the Well Grace House. In *the 2014 Homeless Count Report: Marion and Polk Counties* it states, "136 Participants (67%) reported having a disability, the most common one being a mental health problem (33%)." Catholic Community Services indicated in their response that they have seen an increase in services to parents, foster children, and adults with intellectual disabilities. Garten Services responded in the Organizational/Business Survey that they have seen an increase of services provided to persons with disabilities. Where You Want to Be responded that they have seen an increase in services to persons with disabilities. They stated, "Persons with Developmental Disabilities are getting more services under Employment First." Microenterprise Resources, Initiatives and Training (MERIT) indicated in their response to the Organizational/Business Survey that they have seen an increase in services to, "...persons with disabilities..." Catholic Community Services indicated in their response to the same survey that they have seen an increase in services to, "...adults with intellectual disabilities."

HIV/AIDS

The information specific to persons living with HIV/AIDS is explained in detail in the following section, Discussing the size and characteristics of the population with HIV/AIDS and there families within the Eligible Metropolitan Statistical Area and the Discussion.

Public Housing Residents

Information regarding Public Housing Residents is found in the Public Housing Section and will be included in our Discussion at the end of this section.

Elderly/Frail Elderly

Several organizations that work with the elderly have been funded through the City of Salem over the past several years: Garten Services, Northwest Human Services, Congregations Helping People, SHA, Polk Community Development Corporation, and Providence Place. The largest numbers of households indicated in NA-10 Housing Needs Assessment are single family households containing at least one person 62-74 years of age at the top of the age designation categories including those families with children 6 years old or younger. This aging of the population may be due in part to the aging of the "Baby Boomers", those born from 1946-1964. In the article *New Rules for Retirement: Baby Boomers face big housing crunch*, by CCN Money

says, "By 2030, the number of adults age 65 and older will more than double to 73 million, according to a report by the Harvard Joint Center for Housing Studies and the AARP."

Describe the characteristics of special needs populations in your community:

Persons with alcohol or other drug addiction

Through programs provided through organizations such as Polk Community Development Corporation and Catholic Community Services, it appears that there is a need for housing programs designed for families with children under this category. From their continued efforts to ensure that supportive services are in place as a piece of housing, these with children that may be able to stay together.

Persons with Disabilities (mental, physical, developmental)

In conducting monitoring of group homes and accessible units, it seems that the majority of persons with disabilities either live alone in small units (1-2 bedrooms) or in group homes. The supportive services depend on the individual types of disabilities. Not all persons with disabilities require supportive services. In the past the City has funded group homes and affordable housing serving populations with Traumatic Brain Injuries, mental disabilities, and physical disabilities. The supportive services at these sites range from no services, on-site resident assistant, to full service (food preparation, daily assistance, medical assistance, and case management).

HIV/AIDS

The information specific to persons living with HIV/AIDS is explained in detail in the following section, Discussing the size and characteristics of the population with HIV/AIDS and there families within the Eligible Metropolitan Statistical Area and the Discussion.

Public Housing Residents

SHA's database indicates as of 10/31/14 there are 24 Public Housing applicants who indicate a need for an accessible unit and/or accessibility feature. Public Housing tenants are instructed at time of move-in and throughout their tenancy that if a need for a reasonable accommodation arises (i.e. need for an accessible unit), they can contact SHA staff and submit a request for reasonable accommodation. SHA's software system has recently been updated to allow SHA to track this data for tenants.

Elderly/Frail Elderly

Generally as the population ages, the family size decreases, due to children living on their own and spouses being deceased. Additionally, as individuals age, their needs for accessible units increase. Their health may decline, requiring some type of supportive service or assistance to get to services.

What are the housing and supportive service needs of these populations and how are these needs determined?

Persons with alcohol or other drug addiction

Northwest Human Services listed the following barriers for their clients in accessing affordable housing: "limitations, lack of income, mental illness and Alcohol and Drug issues." Polk

Community Development Corporation answered that they have seen an increase in services to “Homeless/Domestic violence victims/abused children all related to drug use.” They stated “We have developed housing for single parents in recovery to be reunited with their children.”

Persons with Disabilities (mental, physical, developmental)

Windsor Place stated in their response to the Organizational/Business Survey that the unmet needs of their clients are job training and training and work opportunities for Traumatic Brain Injury residents. Where You Want to Be stated the unmet need for their clientele (persons with disabilities) are job training and affordable transportation or public transportation to work and back. Catholic Community Services indicated an unmet need for, “Job Training, Case Management, Legal Services, and timely access to affordable housing.” Service for those with disabilities ranked 6th (44.89% as High Priority) in the *Housing and Community Needs Survey*. Rental Units for Special Needs Populations ranked 8th (42.68% as High Priority) and Rehabilitation/Construction of Group Homes (homes for persons with disabilities that require on-site assistance) ranked 10th (41.67% as High Priority) in the *Housing and Community Needs Survey*. The percentage of persons living in group homes within the Salem Metropolitan Statistical Area (MSA) has decreased according to *Salem-Keizer Housing Needs Analysis* conducted by the *Mid-Willamette Valley Council of Governments*. In 1990 the percentage was 4.7% and in 2008 it was 3.5%. Americans with Disabilities Act (ADA) Accessibility (i.e. Audible Signals, curb-cut access ramps, etc.) ranked 7th (24.85%) out of 10 on *Infrastructure Improvement Needs* in the same survey.

HIV/AIDS

The information specific to persons living with HIV/AIDS is explained in detail in the following section, Discussing the size and characteristics of the population with HIV/AIDS and there families within the Eligible Metropolitan Statistical Area and the Discussion.

Public Housing Residents

Annual statistical reports generated by SHA indicate that the number of elderly and/or disabled households applying for housing continues to increase; however tenant statistics indicate that the number of disabled and/or elderly households receiving assistance remains consistent showing approximately 50% of the households served by SHA are elderly and/or disabled households.

Elderly/Frail Elderly

In the article *New Rules for Retirement: Baby Boomers Face Big Housing Crunch*, by CCN Money, it says “In 10 years, the number of senior households living on less than \$15,000 a year is expected to surge by 37%”. In the Preliminary Draft Housing Needs Analysis (HNA) developed through the City of Salem’s Community Development Planning Division, it states “Salem’s demand for housing for seniors will grow at a slower rate than across the state.” With this additional information, it seems that a higher priority for aging in place should be given over the next five years. Accessible units are in a greater demand due to the decline in health as one ages. This population tends to also need close proximity to transit and medical services. In the Organizational/Business Survey, Northwest Human Services identified medical services as an unmet need of their clients, one of which is the elderly population. *Senior Services* was

identified as number 7 (44.77% as High Priority) on the list of 18 in *Public Service Needs* listed in our *Housing and Community Needs Survey*. Rental units with 1-2 bedrooms for the elderly ranked number 4 (47.69% as High Priority) on the *Housing Needs* section of the *Housing and Community Needs Survey*. "If the future differs from the past, it is likely to move in the direction (on average) of smaller units and more diverse housing types", is the statement in the *Salem-Keizer Housing Needs Analysis* prepared by the *Mid-Willamette Valley Council of Governments*. *Senior Centers* ranked last (24.55% as High Priority and 33.64% as Low Priority) on the list of *Public Facility Needs* in the *Housing and Community Needs Survey*.

Discuss the size and characteristics of the population with HIV/AIDS and their families within the Eligible Metropolitan Statistical Area:

According to the Oregon Health Authority:

As of September, 2013, there were 328 known persons living with HIV/AIDS (PLWH/A) in Marion County. The CDC estimates that 18% of all infected persons do not know their status, a total of 387 HIV infected individuals are likely living in Marion County. Of all reported persons, 34 are currently being supported in OHOP subsidized housing within the Salem/Keizer city limits.

People living with HIV experience significant barriers and unique consequences as a result of unstable housing. Compared to stably housed PLWH/A, homeless PLWH/A have lower CD4 counts, higher viral loads, are less likely to adhere to treatment, and 3 times more likely to engage in risky behavior therefore increasing risk of transmission. Furthermore, homeless PLWH/A are more likely to be co-infected with Hepatitis or TB and have higher costs related to increased use of emergency rooms and hospitalization. In 2013, a survey was conducted of CAREAssist clients (CAREAssist is Oregon's AIDS Drugs Assistance Program). One fifth of surveyed clients had experienced housing instability at some point in the past year, meaning they had stayed with a family or friend, in a hotel or motel, emergency shelter or in another location not suitable for habitation. Fifteen percent of respondents had considered themselves to be homeless at some point in past two years.

Housing as health care is a recognized evidence based practice for improving medical outcomes in PLWH/A. Both locally and nationally, there is a wealth of evidence that supports this intervention. Research has demonstrated that housing PLWH/A reduces opportunistic infections by 44%, reduces sex trade by 40%, and significantly improves mental health status. According to the National AIDS Housing Coalition, "over time, housing status is among the strongest predictors of entry into HIV care, primary care visits, continuous care, and care that meets clinical practice standards, and receipt of housing assistance has an independent, direct impact on improved medical care." Locally, the OHOP program consistently reports positive outcomes for housing clients who are accessing care. In 2012, 95% of all OHOP clients saw a medical provider for HIV care.

Finally, housing for PLWH/A is not only a best practice, but a cost-savings intervention. The Housing and HIV/AIDS Research Summit reported on two studies that supported housing's impact on health care utilization and outcomes among homeless or unstably housed PLWH/A.

In terms of medical savings alone, research shows that a housing intervention that prevents just 1 new transmission per 64 clients is cost effective as an HIV prevention strategy.

Discussion:

Persons with alcohol or other drug addiction

When Northwest Human Services was asked what could be done to eliminate the barriers to affordable housing of their clients listed above they stated, "Increased vocational training and employment opportunity." Under their "wish-list" for the next five years they would like: "Stable funding, increased access to affordable housing and Alcohol and Drug Treatment." Polk Community Development Corporation's "wish-list" for the next five years was, "We would also like to secure some property in West Salem for new development of housing for persons and/or families in recovery of addictions that are being served by the Polk County Mental Health and Addictions office in West Salem. Persons referred to reside in transitional housing in Polk County are given a local preference by West Valley Housing Authority and they move to the top of the waiting list for Section 8 rental assistance. Parents being served by DHS in Polk County who will be living in stable housing and be reunited with their children are often provided with the deposit and first month's rent. Affordable housing for this population would give them a full year of good rental history allowing them to move on into a sustainable home for their reunited family." Substance Abuse Services ranked 12th (37.53% as High Priority) out of 18 in our *Housing and Community Needs Survey*.

Persons with Disabilities (mental, physical, developmental)

Garten stated in their *Organizational/Business Survey* "wish list" for the next five years: "More integrated employment opportunities with community employers for people with disabilities and continue to reduce poverty and homelessness through increased job creation." Where You Want to Be stated in their *Organizational/Business Survey* "wish list" for the next five years: "More Job Skills and Training Programs for all walks of life" and "More public transportation." Catholic Community Services stated in their *Organizational/Business Survey* "wish list" for the next five years: "Increase meaningful employment opportunities for ...adults with intellectual disabilities." Windsor Place stated their "wish-list" for the next five years, "To expand and serve more clients."

HIV/AIDS

Oregon Health Authority responded in the Organizational/Business Survey they have "...noticed an increase in the rental application fees and most housing programs in Salem are not able to assist with rental application fees. These barriers make it extremely difficult for someone to access affordable housing. They suggest, "Establish a grant/fund that landlords can access if/when tenant gets evicted and expenses exceed the security deposit." And offer remodel grant (install energy efficient windows, better insulation, other updates) to landlords and have a stipulation that a certain number of units in the complex must be dedicated to tenants who receive housing assistance. This could include some sort of partnership with our local community action agency since they have a weatherization program." In projects funded with the City's HOME and CDBG allocations, a requirement is that a percentage of the units be designated as affordable according to HUD's standards. For HOME, this requirement lasts throughout the affordability period (determined by project type and amount of per unit subsidy

in the project). The ability to designate units specifically to those that receive housing assistance is only granted under certain programs within HUD's purview (such as Veteran's Affairs Supportive Housing (VASH) and project-based Section 8).

Public Housing Residents

SHA responded in the Organizational/Business Survey that the primary barriers to affordable housing for their clients are criminal backgrounds, long wait lists, and negative rental history. They also indicated that the unmet service needs include legal services and medical services.

Elderly/Frail Elderly

In *The State of the Nation's Housing 2014* by the Joint Center for Housing Studies of Harvard University it states, "Meanwhile, the aging of the baby-boom generation over the next decade will lift the number of households aged 65 and over by some 10.7 million. Many of these households will choose to make improvements and modifications to their current homes so they can age in place, while others will seek out new housing options geared towards seniors."

NA-50 Non-Housing Community Development Needs – 91.215 (f)

Describe the jurisdiction's need for Public Facilities:

The top three needs for public facilities have been identified as: 1) Facilities for Abused and Neglected Children; 2) Homeless Facilities (overnight emergency shelters, no operating costs); and 3) Parks and Recreational Facilities.

The lowest three needs for public facilities have been identified as: 1) Senior Centers; 2) Health Facilities (clinics, dental offices, etc.); and 3) Neighborhood Facilities (community centers).

How were these needs determined?

The needs indicated above were derived from the data collected during the *Housing and Community Needs Survey*. The survey was open to all residents of the cities of Salem and Keizer. Participation included the completion of 424 surveys. The survey outreach is indicated in section PR-15. The survey was available for 60 days on-line and in hard copy format in both English and Spanish.

Describe the jurisdiction's need for Public Improvements:

The top three needs for public improvements have been identified as: 1) Sidewalk Improvements (new surfacing, ramps, grades, etc.); 2) Street Improvements (new surfacing, striping, curb cuts, etc.); and 3) Flood Drain Improvements.

The lowest three needs for public improvements have been identified as: 1) Way-finding Improvements (signage); 2) Parking Facilities (parking garages); and 3) Solid Waste Disposal Improvements.

How were these needs determined?

The needs indicated above were derived from the data collected during the *Housing and Community Needs Survey*. The survey was open to all residents of the cities of Salem and Keizer. Participation included the completion of 424 surveys. The survey outreach is indicated in section PR-15. The survey was available for 60 days on-line and in hard copy format in both English and Spanish.

Describe the jurisdiction's need for Public Services:

The top three needs for public services have been identified as: 1) Services for Abused and Neglected Children; 2) Mental Health Services; and 3) Transportation Services.

The lowest three needs for public services have been identified as: 1) Historic Preservation Non-Residential Needs (literature about Historic areas/structures; 2) Minority Service Programs (English as a second language training); and 3) Housing Counseling (foreclosure prevention, first-time homebuyer, etc.).

How were these needs determined?

The needs indicated above were derived from the data collected during the *Housing and Community Needs Survey*. The survey was open to all residents of the cities of Salem and Keizer. Participation included the completion of 424 surveys. The survey outreach is indicated in section PR-15. The survey was available for 60 days on-line and in hard copy format in both English and Spanish.

Market Analysis

- Overview
- Number of Housing Units
- Cost of Housing
- Condition of Housing
- Public and Assisted Housing
- Homeless Facilities
- Special Needs Facilities and Services
- Barriers to Affordable Housing
- Non-Housing Community Development Assets
- Needs and Market Analysis Discussion

MARKET ANALYSIS

MA-05 Overview

Market Analysis Overview:

MARKET ANALYSIS

The market analysis section of the Consolidated Plan describes the characteristics of the City's housing market including supply and demand, conditions and cost, and the availability of housing stock to special needs populations and to low- and moderate- income families and information regarding public housing. Additionally this section discusses homeless needs, non-homeless special needs, and non-housing community development needs.

MA-10 Number of Housing Units – 91.210(a)&(b)(2)

Introduction

This section describes the types of units including number of bedrooms.

Table 23 – Residential Properties by Unit Number

Property Type	Number	%
1-unit detached structure	36,951	60%
1-unit, attached structure	3,081	5%
2-4 units	5,151	8%
5-19 units	7,708	12%
20 or more units	5,348	9%
Mobile Home, boat, RV, van, etc.	3,374	6%
Total	61,613	100%

Data Source: 2011-2013 ACS

Table 24 – Unit Size by Tenure

	Owners		Renters	
	Number	%	Number	%
No bedroom	91	0%	827	3%
1 bedroom	455	2%	6,345	23%
2-3 bedrooms	22,614	74%	19,310	70%
4 or more bedrooms	7,194	24%	1,103	4%
Total	30,354	100%	27,585	100%

Data Source: 2011-2013 ACS

Describe the number and targeting (income level/type of family served) of units assisted with federal, state, and local programs:

The table below includes affordable units (a total of 2,709) in the cities of Salem and Keizer provided funding through the City of Salem, the State of Oregon, and/or some managed by the Salem Housing Authority. All affordable units meet the income restrictions of the various funding sources with target populations under 50%, 80%, and 140% of Area Median Income (AMI) depending on the funding source. Some projects are targeted to the elderly and some to the disabled. Elderly housing includes but is not limited to, Providence Place, Englewood East and West, and Southview Terrace. Housing for the disabled includes but is not limited to New Day, Emerson, Duniway, New Horizons, 49th Street, Rivercrest, Glynbrook, Mason House, Windsor House, Fisher/Sizemore, and Harabaugh House.

Organization and Property Name	Funding Sources	P of A End date	Assited unit totals	Total Number of units	Unit Mix
Catholic Community Services Foundation					
MF - River Park Apts.	HOME and CDBG	HOME-1/20/2016 CDBG-04/29/2017	HOME-6 CDBG-10	10	HOME-2L (1-1bd, 1-2bd)/4H (4-2bd)
MF - Lee Street	HOME	3/4/2015	HOME-8	8	HOME-2L/6H
MF - Highland Station	HOME, LIHTC, HELP Grants, OAHTC, Trust Fund Grant	9/12/2026	HOME-2	16	HOME-2H (1-2bd, 1-3bd)
MF - Chemawa	HOME	12/14/2021	HOME-6	12	4H/2L
MF - Marilyn St	HOME	4/7/2022	HOME-3	4	HOME-3H
MF - Mill Creek Meadows	HOME, LIHTC, OAHTC, Trust Fund Grant	3/10/2024	HOME-4	31	HOME-4H (3-1bd, 1-2bd)
MF - Woodmansee Apts, Phase I and Phase II	HOME	Phase I-4/21/2030 Phase II-Underway	HOME-4	11	HOME-4H(1-1bd, 3-2bd)
MF-Winter Street	HOME	11/10/2024	HOME-6	12	HOME-2L (1-1bd, 1-2bd), 4H (2bd)
MF – Renaissance Place	HOME	3/1/2027	HOME-12	28	HOME-9H=7-1bd,2-2bd 3L=2-1bd,1-2bd
MF - New Day	HOME	3/23/2019	HOME-4	4	HOME-4H (group homes)
MF - Emerson	HOME, OLTC Expired, Trust Fund Grant	1/23/2016	HOME-6	6	N/A
MF - Statesman Village	HOME	12/10/2032	HOME-3	11	HOME-3H(2-1bd, 1-3bd)
MF - White Oak	HOME	Underway	HOME-5	11	
MF - Center Court	HOME	Underway	HOME-6	6	HOME-5H (2-bd), 1L (2-bd)
MF-Grant Apartments	CDBG	06/06/2022	CDBG-6	6	CDBG-6 (2-bd)
MF-Highland Cottages	CDBG	Underway	CDBG-9	9	CDBG-8 (1-bd), 1 (5-bd)
Salem Housing Authority					
MF-Englewood West	HOME, LIHTC	06/15/2015	HOME-46	50	HOME-37H/9L (1-bd)
MF-Southview Terrace	HOME, LIHTC, OAHTC	09/09/52015	HOME-53	60	HOME-42H/11L (1-bd)
MF - Parkway Village	HOME, LIHTC, Trust Fund Grant, OAHTC, Weatherization Loan, and CDBG	HOME-10/30/2020 CDBG-underway	HOME-4	124	HOME-4H CDBG-124 (78 2-bd, 46 3-bd)
MF-Southfair	HOME, LIHTC, Risksharing, Trust Fund, and Project Based Section 8	underway	HOME-35	40	HOME-8 Low (2-1bd, 5-2bd, 1-3bd), 27 High (6-1bd, 18-2bd, 3-3bd)
MF-Englewood East	CDBG, Section 8, Section 202	07/14/2019		46	47 (1 bd), 3 (2-bd)
MF-Meadowlark Village	CDBG, Public Housing	06/30/2021		30	22 (3-bd), 6 (4-bd), 2 (5-bd)
MF-Robert Lindsey Tower (Senior Housing)	LIHTC, OAHTC, RAD Conversion, and Weatherization Loan			62	62 (1-bd)
MF-Brush College	Public Housing			20	14 (3-bd), 4 (4-bd), 2 (5-bd)
MF-Glen Creek Apartments	Public Housing			30	22 (3-bd), 6 (4-bd), 2 (5-bd)
MF-Northgate Apartments	Public Housing			26	18 (3-bd), 6 (4-bd), 2 (5-bd)
MF-Livingston Apartments	Public Housing			24	18 (3-bd), 4 (4-bd), 2 (5-bd)
MF-Shelton Village	Public Housing			28	20 (3-bd), 6 (4-bd), 2 (5-bd)
SF-Scattered Site Homes				87	22 (2-bd), 56 (3-bd), 9 (4-bd)
MF-Moderate Rehab Units				57	47 (Studios), 4 (1-bd), 4 (2-bd), 2 (3-bd)
Shangri-La					
MF - Duniway	HOME	11/1/2015	HOME-3	3	N/A
MF - New Horizons	HOME, HELP Expired, Trust Fund Grant	11/8/2021	HOME-6	6	N/A

FHDC					
MF - Colonia Libertad	HOME, Farmworker Tax Credit, LIHTC, OAHTC, Trust Fund Grant, Weatherization Grant	11/16/2025	HOME-12	49	HOME-3L(2-2bd, 1-3bd)/9H(1-1bd,4-2bd,3-3bd,1-4bd)
Spruce Villa					
MF -49th St. NE	HOME	3/5/2021	HOME-1	1	N/A
MF - Rivercrest	HOME	11/30/2015	HOME-1	1	N/A
MF-Fisher/Sizemore	HOME, Trust Fund	7/11/2017	HOME-3	12	3H
Sunny Oaks					
MF - Harbaugh House	HOME, OAHTC, Trust Fund Grant	10/3/2022	HOME-2	8	HOME-2H (1- 1bd and 1-2bd)unit #s 3 and 7
Windsor Place Inc.					
MF - Windsor House	HOME	4/28/2018	HOME-5	1	N/A
MF - Mason House	HOME, OAHTC, Trust Fund Grant	4/28/2018	HOME-5	1	N/A
RHF					
MF - Providence Place	HOME, 202	8/12/2028	HOME-3	66	HOME-3H (1-bd)
United Methodist Retirement					
Jason Lee Manor	HOME, Section 8	HOME-underway		75	
Willson House	Elderly			50	
Additional Properties with State Funding					
Barrier Free	Trust Fund			6	
Bluff Street Apartments	Section 8			20	
Broadway Place (FKA Mixed-Use Building)	LIHTC, OAHTC, Trust Fund Grant, Weatherization Grant			55	
Campus Court Apartments	Section 8			47	
Capitol Plaza	Section 8			35	
Coral Avenue SRO	Trust Fund			28	
East State Street Project	HOME Grant, Trust Fund			5	
Fischer Court I	Section 8			47	
Fischer Court II	Section 8			16	
Four Oaks	Elderly, LIHTC, Section 8, Trust Fund Grant			24	
Gibson Creek (ALF)	Elderly-ALF			50	
Highland Manor	Section 8			12	
Highland Manor Annex	LIHTC			4	
Highland Properties	OAHTC, Trust Fund Grant			9	
Lancaster Assisted Living Apartments	Elderly			50	
Lancaster Terrace Apartments	LIHTC, OAHTC			104	
Lancaster Village Assisted Living Apartments	Elderly			32	
Meadow Creek Village (ALF)	Conduit, Elderly/Disabled, Operation Agreement			44	
New Options Transitional	OAHTC, Trust Fund Grant			16	
Oak Hill Apartments	Section 8			56	
Orchard Park Apartments	LIHTC			224	
Salem Manor	Section 8			64	
Shelly's House	Alcohol and Drug Facility, HELP Expired, Trust Fund Grant, Weatherization Grant			6	

State Street	Trust Fund Grant			11	
Sunnyslope Manor	Section 8			50	
University House	Trust Fund Grant			3	
Vets Transitional Housing	Trust Fund Grant			6	
Viking Village	Section 8			87	
Village East Apartments	LIHTC, OLTC Expired, Trust Fund Grant			112	
Vista Apartments	Elderly/Special, HELP Expired, Trust Fund Grant			12	
Wallerwood Apartments	Elderly, LIHTC, Section 8, Trust Fund Grant, Weatherization Expired			22	
Winston House	Trust Fund Grant			19	
Apple Blossom Apartments	OAHTC, Trust Fund Grant			12	
Briarwood Manor	Multi-purpose loans Section 8			10	
Emerald Pointe	Elderly, Weatherization Grant			144	
River Road (ALF)	Elderly-ALF			49	

City HOME
City CDBG
Affordable w/o City Funding

Provide an assessment of units expected to be lost from the affordable housing inventory for any reason, such as expiration of Section 8 contracts.

There are no known losses of affordable housing planned over the next five years.

Does the availability of housing units meet the needs of the population?

The 2011-2013 ACS data reports a total of 61,613 housing units; 57,939 (94%) are occupied; 3,634 (6%) are vacant. Approximately 70% of the vacant units are categorized as rental units.

The majority of the total housing units, 36,951 (60%), were single-unit, detached (aka single family homes); large multi-family complexes of five or more units were the second largest category, reported at 13,056 units; smaller multi-family complexes of two to four units were the third largest category, at 5,151 units. Room counts provided in the 2011-2013 ACS data indicates 41% of the total units were three bedroom, 31% were two bedroom; one-bedroom and four-bedroom units make up 23% of the total at slightly over 11% each.

Of the 57,939 occupied units, approximately 34,763 (60%) are single family homes, 87% of which are owner-occupied. Large multi-family complexes comprise the second largest category of occupied units at approximately 12,167 (21%) of the total occupied units. Slightly more than 8% (4,867) of the occupied units are in the small complex category. 67.7% of renters occupy multi-family housing units

The majority of both owner-occupied and rental units have two or three bedrooms; units larger than three bedrooms appear to be predominantly owner-occupied, while one bedroom and studio units are more prevalent in the rental market.

Describe the need for specific types of housing:

Affordable housing is the most significant housing need in the Salem area, specifically in the rental market. The number of vacant units, 3,634, indicates that housing is available, but affordability is likely an issue for many households.

Discussion

According to HUD guidelines, households paying more than 30% of household gross income are considered "cost burdened". Based on this guideline, ACS data indicates that just over 52% of renter households are cost burdened. Additionally, households occupying rental units are typically on the lower end of the income scale. Per ACS data, 53% of renters reported an income of less than \$35,000 annually. Percentages are likely higher among the elderly and disabled.

MA-15 Housing Market Analysis: Cost of Housing - 91.210(a)

Introduction

This section will discuss the ability of families to afford housing within the cities of Salem and Keizer.

Table 25 – Cost of Housing

	Base Year: 2000	Most Recent Year: 2011	% Change
Median Home Value	126,300	199,500	58%
Median Contract Rent	489	633	29%

Data Source: 2000 Census (Base Year), 2007-2011 ACS (Most Recent Year)

Table 26 - Rent Paid

Rent Paid	Number	%
Less than \$500	6,006	24%
\$500-999	16,903	67%
\$1,000-1,499	1,324	5%
\$1,500-1,999	520	2%
\$2,000 or more	526	2%
Total	25,279	100.0%

Data Source: 2007-2011 ACS

Table 27 – Housing Affordability

% Units affordable to Households earning	Renter	Owner
30% HAMFI	585	No Data
50% HAMFI	3,120	1,050
80% HAMFI	14,685	3,650
100% HAMFI	No Data	6,155
Total	18,390	10,855

Data Source: 2007-2011 CHAS

Table 28 – Monthly Rent

Monthly Rent (\$)	Efficiency (no bedroom)	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom
Fair Market Rent	547	578	780	1149	1381
High HOME Rent	547	578	780	980	1074
Low HOME Rent	498	534	641	741	827

Data Source: HUD FMR and HOME Rents 2014

Is there sufficient housing for households at all income levels?

There is no data reported for renters above the 80% HAMFI threshold, but it is not unreasonable to infer that there is sufficient housing for households at that income level. Data for owners at or below 30% HAMFI is also missing, but it is likely that any housing affordable for purchase at this income level would have one or more of the previously discussed severe housing problems. Based on the 2007-2011 ACS data provided, it appears that households at the 80% HAMFI level that rent have the largest selection of affordable housing, while those at 50% or less of HAMFI have less housing selection available.

How is affordability of housing likely to change considering changes to home values and/or rents?

According to the percentages of increase from the U.S. Census Bureau, there have been extreme increases in the Median Home Value, but increases in the Median Contract Rent are somewhat less dramatic. With a 58% increase in the Median Home Value, owner-occupied housing is less affordable and, in the absence of significant subsidies, is most likely out of reach for low and moderate income buyers. The City is seeing a significant increase in the number of subordination and reduced payoff requests (due to short sales) on existing homebuyer and owner-occupied rehab loans from prior years. The homebuyer, owner-occupied rehab, and critical repair program was eliminated in 2010 due to the situation with the housing market.

Median Contract Rent, although increased, did not see the same rate of inflation and is currently within the guidelines of affordable rents for units with 0 to 1 bedroom. Rent for larger units, two or more bedrooms, exceeds the area median contract rent.

In the Preliminary Draft Housing Needs Assessment being prepared through the City's Community Development Department Planning Division, it states, "Median sales prices for single-family housing increased by about twenty percent between 2004 and 2013. Median housing prices generally peaked in 2007, at roughly \$215,000. By 2013, prices had decreased to about \$166,000."

How do HOME rents / Fair Market Rent compare to Area Median Rent? How might this impact your strategy to produce or preserve affordable housing?

In the 0 to 2 bedroom categories, the High HOME rents are equal to the Fair Market Rents. Rents for larger units, 3 or 4 bedrooms, exceed the High HOME Rent by approximately 17 % and 28%, respectively. The 2007-2011 ACS data provided states the Median Contract Rent for 2011 (the most recent year) is \$633, however there is no indication of unit size provided with this figure. The average of the High HOME Rent data provided by HUD FMR and HOME Rents for all sizes of units is approximately \$792, while the average of the Low HOME Rent for all units is approximately \$648. In review of existing multifamily portfolios in Salem and Keizer, it appears that rents being charged are, for the most part, well below the High HOME Rent for the area. There may be some ability to increase rents within the jurisdiction and still meet the affordability requirements of the funding sources. The ability to increase rents provides for more stability and re-investment into the existing affordable housing stock. This also indicates

that there is a strong need for affordable housing designed for the elderly and disabled, however maybe not so many “just affordable housing” units.

Discussion

Based on the data provided, fair market rents in the area are comparable to High HOME Rents, with the exception of larger units. This may be caused, at least in part, by the smaller number of larger units available, particularly in multi-family units. The majority of 3 to 4 bedroom units in the Salem-Keizer market are detached houses; rents for detached houses are generally higher than equivalently-sized multi-family units, as are utility expenses.

Home ownership is likely outside the affordability range of low to moderate income households.

MA-20 Housing Market Analysis: Condition of Housing – 91.210(a)

Introduction

This section will discuss the conditions of housing. This section additionally addresses lead-based paint hazards that may exist due to the age of the housing stock.

Definitions

Describe the jurisdiction's definition for "substandard condition" and "substandard condition but suitable for rehabilitation:"

The City of Salem does not have an existing manual with definitions of substandard condition or substandard condition but suitable for rehabilitation. Properties are considered substandard if they do not meet all of the City code requirements. Additionally, properties must meet the UPCS standards if provided HOME funding through the City. UPCS has been included in the Federal Programs Division's Policies and Procedures. Both sets of criteria would need to be met at project completion and during the HOME affordability monitoring period. Determination of whether the property is suitable for rehabilitation is determined by the costs required to meet the HOME, UPCS, and City code requirements and available funding.

Table 29 - Condition of Units

Condition of Units	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
With one selected Condition	11,118	34%	11,859	47%
With two selected Conditions	386	1%	1,464	6%
With three selected Conditions	22	0%	20	0%
With four selected Conditions	0	0%	0	0%
No selected Conditions	21,401	65%	11,936	47%
Total	32,927	100%	25,279	100%

Data Source: 2007-2011 ACS

Table 30 – Year Unit Built

Year Unit Built	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
2000 or later	4,887	15%	2,733	11%
1980-1999	9,410	29%	8,048	32%
1950-1979	13,303	40%	11,186	44%
Before 1950	5,327	16%	3,312	13%
Total	32,927	100%	25,279	100%

Data Source: 2007-2011 CHAS

Table 31 – Risk of Lead-Based Paint

Risk of Lead-Based Paint Hazard	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
Total Number of Units Built Before 1980	18,636	57%	14,485	57%
Housing Units build before 1980 with children present	2,375	7%	2,530	10%

Data Source: 2007-2011 ACS (Total Units) 2007-2011 CHAS (Units with Children present)

Table 32 - Vacant Units

	Suitable for Rehabilitation	Not Suitable for Rehabilitation	Total
Vacant Units	N/A	N/A	3,555
Abandoned Vacant Units	N/A	N/A	N/A
REO Properties	N/A	N/A	519
Abandoned REO Properties	N/A	N/A	N/A

The number of vacant units was obtained through 2007-2011 ACS data. The number of Real Estate Owned (REO) Properties was obtained on Realty Trac's website for the City of Salem. REO properties account for 55% of the homes on the market according to this website. Information regarding abandoned housing could not be located.

Need for Owner and Rental Rehabilitation

Although there are four selected characteristics listed in the table above, there are only three identified by ACS. The three selected characteristics for 2007-2011 are : Lacking complete plumbing facilities, Lacking complete kitchen facilities, and No telephone service available.

The 2007-2011 ACS data states 47% of the renter-occupied units have none of the "selected conditions" compared to 65% of owner-occupied units. This indicates rental units have a greater need for rehabilitation. It appears the type of rehabilitation needed is similar in both renter and owner occupied units; the percentages are comparable across each category. 47% of renter-occupied units report one of the selected conditions, compared to 34% of the owner-occupied units; 6% of the renter-occupied units report two of the selected conditions, compared to 1% of the owner-occupied units; less than 1% of each unit type reported three of the selected conditions, and neither renters nor owners reported having four of the selected conditions. Through recent monitoring and a detailed portfolio analysis, it is evident there is a need for greater investment at the time of rehabilitation of multifamily units. To remain a viable property throughout the HUD defined period of affordability, the amount of investment required at the initial rehabilitation should be substantial and reflect close-to if not a full rehabilitation of the structure to ensure that maintenance items survive and are addressed through the use of replacement reserves. Replacement reserves and the ability to maintain the structures and the organizations have been incorporated to a greater extent in the revised underwriting process through coordination with the City of Salem's HUD field office. Criteria for rehabilitation and new construction applications have been tightened and will be enforced to assist in the prevention of loss of affordable housing for the cities of Salem and Keizer.

Estimated Number of Housing Units Occupied by Low or Moderate Income Families with LBP Hazards

2007-2011 ACS data indicates that out of the 58,206 total occupied housing units, approximately 57 % (33,177) of those units were built prior to 1980. Units built prior to 1980 are likely to contain lead-based paint hazards. Table 31 indicates that 18,636, (57%) of the 32,927 total owner-occupied housing units were built prior to 1980, while 14,485 (also 57%) of the 25,279 total renter-occupied housing units were built prior to 1980. The 2007-2011 CHAS data in the table indicates that children are present in 4,905 housing units built prior to 1980.

The data also indicates a higher concentration of Lead Based Paint Hazards where children are present in rental housing. With the majority of low-mod families living in rental housing and a higher concentration of Lead Based Paint Hazards in rental housing, the focus should be to eliminate the Lead Based Paint Hazards in rental housing through continued rehabilitation and new construction of affordable multifamily housing.

Discussion

All of the 33,128 housing units built prior to 1980 could potentially contain lead based paint hazards. The 2007-2011 CHAS data reported in Table 27, 79% of households reported income of less than 80% HAMFI. Applying this percentage to the total number of housing units built prior to 1980 would indicate a potential of 26,171 of these units being occupied by low to moderate income households. However, HUD considers the greatest risk of lead based paint hazards to be the effects of lead poisoning in children, so it is more reasonable to focus on the number of units where children are present. The number of housing units built prior to 1980 that have children present, as reported in the 2007-2011 CHAS data, is relatively evenly divided between owners (2,375) and renters (2,530). (This appears to indicate that type of occupancy is irrelevant and of no assistance in estimating the number of housing units occupied by low or moderate income families that may contain lead based paint hazards.) Applying the same percentage (79%) to the 4,905 units built prior to 1980 where children are present, it appears that approximately 3,875 of these units are occupied by low to moderate income households.

MA-25 Public and Assisted Housing – 91.210(b)

Introduction

The Salem Housing Authority (SHA) administers thirty-six (36) Moderate Rehabilitation units; three hundred seven (307) Public Housing units and three thousand forty-seven (3047) Vouchers.

Table 33 – Total Number of Units by Program Type

	Program Type								
	Certificate	Mod-Rehab	Public Housing	Vouchers					
				Total	Project-based	Tenant-based	Special Purpose Voucher		
							Veterans Affairs Supportive Housing	Family Unification Program	Disabled*
# of units vouchers available	0	36	307	3047	0	2815	38	100	94
# of accessible units		N/A	13			N/A	N/A	N/A	N/A

***includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition**

Data SHA's software system.

Source:

Describe the supply of public housing developments:

Describe the number and physical condition of public housing units in the jurisdiction, including those that are participating in an approved Public Housing Agency Plan:

SHA has six (6) multi-family projects that are 3, 4 and 5-bedroom townhomes.

SHA has 87 scattered site units which include duplexes; triplexes; six-plexes and single family homes.

SHA has a 62 unit project where the head of household, spouse and/or co-head of household must be age 62 or older.

SHA owns and operates 307 housing units for families, seniors and persons with disabilities under the HUD Public Housing Program. HUD funds annual operating subsidies for Public Housing, as well as a Capital Fund Grant for capital improvements of the housing stock, and management systems.

SHA not only oversees Public Housing facilities, but also has affordable housing facilities outside of the traditional Public Housing. Over the course of a few years of funding, Parkway Village received multiple allocations of CDBG to provide the necessary gap financing for other funding sources including LIHTC 9% [equity] (\$7,584,997) and OHCS Trust Fund (\$230,000), and Parkway East: LIHTC 4% [equity] (\$2,791,172) and OAHTC application (estimate: \$1,350,000). In the 2012-2013 Plan Year, SHA received \$520,000 (\$20,000 for Project Delivery costs) to rehabilitate this affordable housing facility. The rehabilitation included, but was not limited to demolition and replacement of sidewalks, staircases, repairs to the water supply line, and

painting of the exterior of the 40 units. Robert Lindsey Tower, an elderly housing facility owned and operated by SHA, also received additional financing as listed in 2013-2014: LIHTC 4% [equity] (\$2,159,186) and OHCS Weatherization (\$222,246).

Table 34 - Public Housing Condition

Public Housing Condition	
Public Housing Development	Average Inspection Score
Meadowlark Village	87 of 100 (2011) High Performer
Northgate Village	87 of 100 (2011) High Performer
Livingston Village	87 of 100 (2011) High Performer
Shelton Village	87 of 100 (2011) High Performer
Glen Creek Village	93 of 100 (2011) High Performer
Brush College Village	93 of 100 (2011) High Performer
Robert Lindsey Tower	79 of 100 (2011) High Performer
Scattered site units	83 of 100 (2011) High Performer

Describe the restoration and revitalization needs of public housing units in the jurisdiction:

Current condition of public housing properties is in good condition. SHA will continue to need to access local, federal, and state funds in order to maintain viable decent safe sanitary housing.

Describe the public housing agency's strategy for improving the living environment of low- and moderate-income families residing in public housing:

Public Housing Resident Initiatives and Outreach

SHA has a Central Resident Council/Resident Advisory Board that meets several times a year to review the annual Public Housing Authority (PHA) Plan, as well as other topics including how to use resident participation funds. Some properties, including Robert Lindsey Tower, have organized tenant associations who determine house rules and represent the residents when making requests of management. SHA also solicits resident input on the capital needs assessment each year, and alerts tenants of potential policy changes to allow opportunity for tenant comment. Robert Lindsey Tower has a Resident Services Representative who receives a stipend to act as the "eyes and ears" for the property. The bylaws of both the SHA Commission and the Housing Advisory Committee (HAC) require at least one tenant serve on the Commission and Committee. All tenants are always welcome to attend meetings without actually serving on the Committee or Commission. A resident advisory board is comprised of tenants who review the Family Self-Sufficiency Program Action Plan, and review any proposed

changes to the plan. Tenants are sent newsletters and other correspondence to ensure awareness of SHA activities, and are encouraged to provide feedback to staff. All tenants are given a 30-60 day period to comment on updated utility allowances, changes made to the security deposits, updates to maintenance charges, modifications to the Admissions and Continued Occupancy Policy, as well as revisions to leases and addendums or other items that could directly affect them. Housing Commission and HAC meetings are open to the public with meeting details included on the City of Salem's Meetings of Interest website.

Discussion:

SHA will continue to encourage input from the Resident Advisory Board as well as from tenants when required by the Public Housing regulations, HAC bylaws and the Commission which include but are not limited to: revisions to the Family Self-Sufficiency Program Action Plan; updated utility allowances; changes made to security deposits; updates to maintenance charges; modifications to the Admissions and Continued Occupancy Policy; revisions to leases; addendums and other items that would directly affect tenants.

MA-30 Homeless Facilities and Services – 91.210(c)

Introduction

The information collected during the 2014 Homeless Count did not go into the detail of each type of household under the various housing options listed. Below is a chart that shows the total number of beds under each category of Emergency Shelter, Transitional Housing, and Permanent Supportive Housing. The Emergency Shelters in the 2014 count included: Mid-Valley Women's Crisis Services (Center for Hope and Safety), Northwest Human Services-Street Outreach Shelter, Polk county Parole and Probation, Sable House, Union Gospel Mission-Men's Shelter, and Union Gospel Mission-Simonka Place. The Transitional Housing facilities/programs included the following: Mid-Willamette Valley Community Action Agency-Arches Transitional Housing Program, Northwest Human Services-Transitional Living Program, Salem Interfaith Hospitality Network, Salvation Army, Shangri-La-New Options, Shelly's House, St. Francis Shelter, St. Joseph-Family Shelter, Titus 3, Union Gospel Mission-Men's Shelter, Union Gospel Mission-Simonka Place, and Women at the Well-Grace House. Under Permanent Supportive Housing and Rapid Re-Housing were Mid-Willamette Valley Community Action Agency-Emergency Solutions Grant and Shangri-La-Supportive Housing Assistance Program, Bonus Project, Permanent Housing Expansion Project. It seems there may be some organizations that provide these types of programs that were not included in this count. This may be due to the official name of the project or program or such. Catholic Community Services has a transitional housing facility that services children aging out of foster care. They have 12 beds. SHA provides Section 8 vouchers for 3044 Tenant Based Vouchers, 4 project based Veterans Affairs Supportive Housing (VASH) vouchers and 36 Moderate Rehabilitation units households. This could also be considered a transitional housing program for some. SHA has designated vouchers for homeless households and veterans.

Table 35 - Facilities and Housing Targeted to Homeless Households

	Emergency Shelter Beds	Transitional Housing Beds	Permanent Supportive Housing / Rapid Re-Housing Beds
	Year Round Beds (Current & New)	Current & New	Current & New
Totals	309	313	60

Describe mainstream services, such as health, mental health, and employment services to the extent those services are used to complement services targeted to homeless persons

Through the *Housing and Community Needs Survey* and the *Business/Organizational Survey* conducted in preparing this Consolidated Plan, agencies were consulted and provided input into the services that they provide. Also included were agencies that participated in the 2014 Point in Time Count and agencies that the City works directly with. Through this data collection, the following services were determined to be utilized to complement services targeted to homeless persons in the areas of health, mental health and employment services. The following chart comprises of the entirety of the responses received from organizations working with the homeless population and the services that they provide.

- Windsor Place-Housing, medical assistance, food, case management
- Polk Community Development Corporation-Housing
- NW Human Services-Prescription payments, clinic, Street Outreach Shelter, Crisis Hotline, case management, and Transitional Living Program
- Shangri-La-Supportive Housing
- Congregations Helping People (imminent risk)-Interim housing (subsistence payments), and utility assistance
- Oregon Health Authority-Tenant Based Rental Assistance (TBRA) for families living with HIV/AIDS, case management
- Where You Want to Be-Disability job consulting

The surveys indicate that the greatest unmet need is job training. The responses indicate there is a significant deficiency in the number of organizations providing this service, as indicated in the following chart. A high priority over the next five years will be to increase the number of job training programs and to encourage greater education.

List and describe services and facilities that meet the needs of homeless persons, particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth. If the services and facilities are listed on screen SP-40 Institutional Delivery Structure or screen MA-35 Special Needs Facilities and Services, describe how these facilities and services specifically address the needs of these populations.

Organization	Facility/Program-description	Who Served
Mid-Valley Women's Crisis Services (Center for Hope and Safety)	Emergency Shelter/Case Management/Safety Planning/Resources/Protective Orders/Advocacy/Support Group	Victims of domestic violence,/human trafficking/stalking and Abused Children
Mid-Willamette Valley Community Action Agency	Arches Transitional Housing Program/Emergency Solutions Grant Rapid Re-Housing Program/HOME Youth Resources	Ex-offenders, chronically homeless, and homeless youth
Northwest Human Services	Street Outreach Shelter/Transitional Living Program/HOST/Crisis Hotline/Homeless Case Management/Other Case Management, Housing	Homeless, Victims of Domestic Violence/Human Trafficking, Persons with Disabilities, Abused Children, Illiterate Adults, Persons with Aids, Elderly, Mentally Ill, Veterans
Polk County Parole and Probation	Emergency Shelter	
Sable House	Emergency Shelter	Victims of domestic and sexual violence in Polk County
Salem Interfaith Hospitality Network	Homeless Case Management/ Direct Aid (medical assistance, food, etc.), Other Case Management, Housing/Tenant Based Rental Assistance (TBRA)	Homeless families with children
Salvation Army	Transitional Housing	Homeless Individuals
Shangri-La	New Options/Supportive Housing Assistance Program, Bonus Project, Permanent Housing Expansion Project	Homeless Individuals with substance-abuse problems, disabled, and homeless families
Shelly's House	Transitional Housing	Women offenders
St. Francis Shelter	Transitional Housing/Homeless Case Management	Homeless, Victims of Domestic Violence/Human Trafficking
St. Joseph	Family Shelter	Homeless families, single migrant/seasonal workers
Titus 3	Transitional Housing	
Union Gospel Mission	Emergency Shelter-Men's Shelter and Simonka Place/Transitional Housing-Men's Shelter and Simonka Place	Homeless men, homeless women, homeless women with children, veterans
Women at the Well Grace House	Transitional Housing-Grace House/Homeless Case Management	Homeless, Victims of Domestic Violence/Human Trafficking, Persons with Disabilities
Catholic Community Services	Transitional Housing-Center Court	Persons with Disabilities, Abused Children, Parents who need support to protect and nurture their children, children who fail to thrive in regular foster care.

Salem Housing Authority	Homeless Case Management, Housing	Homeless, Victims of Domestic Violence/Human Trafficking, Persons with Disabilities, Elderly, and Veterans
Congregations Helping People	Direct Aid (interim housing assistance, Utility assistance, IDs)	Homeless, Victims of Domestic Violence/Human Trafficking, Persons with Disabilities, Abused Children, Migrant Farm Workers, Elderly
Mano a Mano	Community Wellness Program	Homeless families and individuals with a special concentration in the Latino Population
Marion Polk Food Share	Direct Aid (Food)	Anyone in need of emergency food assistance
Oregon Health Authority	Tenant Based Rental Assistance (TBRA) for families with HIV/AIDS, Homeless Case Management, Housing Case Management	Homeless, Persons with Aids, Persons with Disabilities
Windsor Place	Direct Aid (medical assistance, food, etc.)/Other Case Management, Housing/Services for Adults with Traumatic Brain Injuries	Disabled-Traumatic Brain Injury
Polk CDC	Housing for families, single parents in recovery, mental health clients and services: IDA Program financial fitness, ABCs of homeownership, referrals for services	Homeless, Victims of Domestic Violence/Human Trafficking, Persons with Disabilities, Abused Children, and Elderly
Where You Want to Be	Job Consulting	Persons with Disabilities

MA-35 Special Needs Facilities and Services – 91.210(d)

Introduction

The Special Needs section of the 2015-2019 Consolidated Plan describes priorities and supportive service needs for persons who are not necessarily homeless, but may require supportive housing. For instance, an elderly/frail individual may reside in a home but suffer from a developmental disability that requires some level of extra special housing assistance. The City of Salem maintains its commitment towards prioritizing objectives for special needs populations in order to facilitate affordable housing and supportive services that meet community members' needs.

Including the elderly, frail elderly, persons with disabilities (mental, physical, developmental), persons with alcohol or other drug addictions, persons with HIV/AIDS and their families, public housing residents and any other categories the jurisdiction may specify, and describe their supportive housing needs

Elderly/Frail Elderly

As individuals age, their needs for accessible units increase. Their health may decline, requiring some type of supportive service or ability to get to services. Through supportive housing for the elderly already in place, it seems that the following services are the most needed: meal preparation, medical care, and transportation. This could be achieved by "off-site" services under most circumstances. Other circumstances may require "on-site" services.

Persons with disabilities (mental, physical, developmental)

Not all persons with disabilities require supportive housing. In the past the City has funded group homes and affordable housing that serve populations with Traumatic Brain Injuries, mental disabilities, and physical disabilities. The supportive services at these sites range from no services, on-site resident assistant, to full service (food preparation, daily assistance, medical assistance, and case management).

Persons with alcohol or other drug addictions

Through the programs established and being developed by Catholic Community Services and Polk CDC, it appears the greatest supportive housing need for persons with alcohol and drug addictions is the inclusion of on-site case management services. It appears that transitional housing designed specifically for families living with alcohol and drug addictions with children is greatly needed and must include on-site case management.

Persons with HIV/AIDS and their Families

Housing as health care is a recognized evidence based practice for improving medical outcomes in persons living with HIV/AIDS (PLWH/A). Both locally and nationally, there is a wealth of evidence that supports this intervention. Research has demonstrated that housing PLWH/A reduces opportunistic infections by 44%, reduces sex trade by 40%, and significantly improves mental health status. According to the National AIDS Housing Coalition, "over time, housing status is among the strongest predictors of entry into HIV care, primary care visits, continuous care, and care that meets clinical practice standards, and receipt of housing assistance has an independent, direct impact on improved medical care." Locally, the OHOP program consistently

reports positive outcomes for housing clients who are accessing care. In 2012, 95% of all OHOP clients saw a medical provider for HIV care. Supportive housing for these families tends to be provided through tenant based rental assistance (TBRA) in connection with case management.

Public Housing Residents

Public Housing Residents appear to need supportive services for senior housing and disabled housing facilities that SHA owns. There appears to be an increase in the need for housing for elderly and disabled clients which could be attributed to the overall aging of the population.

Describe programs for ensuring that persons returning from mental and physical health institutions receive appropriate supportive housing

Windsor Place owns affordable housing for brain injured clients. The facilities offer supportive services including meal preparation, social activities, physical fitness, special events, and other medical support provisions. The two facilities have community kitchens and recreation space and are set up like a traditional home. Each unit has its own restroom facilities. Windsor Place receives referrals for placement through the Department of Human Services (DHS) to ensure that they provide the level of care necessary for the prospective client. DHS provides monetary subsidies to those clients in need for meal costs and supportive services on site.

Sunny Oaks provides a variety of facilities for individuals with varying disability needs. There are facilities for both men and women and mentally and physically disabled individuals. One facility provided funding in the past through the City is the Harabaugh House. This facility is currently providing housing for disabled women. There is a community kitchen on site and support staff to assist with daily activities.

Shangri-La began providing permanent supportive housing for homeless individuals and families with disabilities through partnership with the Department of Housing and Urban Development (HUD) in March of 2006. The program was named the Shangri-La Housing Assistance Program (SHAP).

Catholic Community Services Foundation (CCSF) is a non-profit, faith-based organization serving children, youth, adults and families with special needs in the Mid-Willamette Valley and Central Oregon Coast.

Founded in Salem in 1938, CCSF offers more than 15 programs providing family support services, independent living services, and community homes for children in long term foster care and for adults with developmental disabilities. They serve more than 1,200 people annually and employ nearly 300 members of our community. Dedicated to providing the highest quality services and research-based practices, CCSF is nationally accredited by the Council on Accreditation for Child and Family Services, Behavioral Health Services and Group Living Services.

Spruce Villa provides supportive housing for persons with disabilities. The housing units are considered assisted care facilities.

The Community Housing Section (CHS) of the Oregon Development Disability Services assists persons with developmental disabilities to live successfully in community housing that is affordable and safe and contributes to their independence and quality of life. CHS supports services to persons with developmental disabilities in the following ways:

- Oversees the property management of homes developed for the former Fairview State Training Center residents.
- Develops, manages, and funds home modification projects for Children's Intensive In-Home Services and Crisis Services for children and adults.
- Coordinates the operation of the Fairview Community Housing Trust that was established with revenue from the sale of Fairview. The Trust funds grants for home modifications to Oregonians with developmental disabilities living in their own or family home.
- Provides technical assistance to individuals, families, brokerages, and counties regarding housing issues faced by persons with developmental disabilities and best practices to implement solutions.

This is not an exhaustive list of supportive housing options, but rather an example of the types of housing and services available within the cities of Salem and Keizer.

Specify the activities that the jurisdiction plans to undertake during the next year to address the housing and supportive services needs identified in accordance with 91.215(e) with respect to persons who are not homeless but have other special needs. Link to one-year goals. 91.315(e) and 91.220

The City follows federal statute with respect to inclusion of 504 accessibility standards and non-discrimination. The City of Salem highly encourages the modification and construction of accessible units to meet the needs of the families in the community.

Elderly/Frail Elderly

Supportive housing for the elderly including: meal preparation, medical care, and transportation.

United Methodist Retirement Center will complete their rehabilitation of a senior housing facility, Jason Lee Manor, during the 2015-2016 Plan Year. Jason Lee Manor provides on-site services including medical and meal preparation. Additionally, Polk Community Development Corporation will be providing a program for single family rehabilitation in West Salem, targeted to the elderly.

This could be achieved by "off-site" services under most circumstances. Other circumstances may require "on-site" services.

Persons with disabilities (mental, physical, developmental)

Supportive housing services for persons with disabilities including: on-site resident assistant, to full service (food preparation, daily assistance, medical assistance, and case management).

Oregon Health Authority will receive funding for a tenant-based rental assistance program targeted to families living with HIV/AIDS. The assistance is provided in conjunction with case management related to self-sufficiency and medical case management.

All projects and programs funded with the City's federal funding are required to adhere to the ADA requirements for that specific project or program. Most construction projects include more than the required number of accessible units.

Persons with alcohol or other drug addictions

Supportive housing needs for persons with alcohol and drug addictions including: on-site case management services and transitional housing designed specifically for families with children living with alcohol and drug addictions with on-site case management.

This particular addition is in response to a new program partnership between Catholic Community Services Foundation (CCSF) and the Department of Human Services (DHS). This partnership will provide funding and housing for families with children at risk of entering the foster care system. The housing would have supportive services including case management for families that would otherwise enter the foster care system. The housing would act as transitional housing for these families as they work with case managers through their individual needs. This pathway to self-sufficiency would eliminate the influx of children entering the DHS system, and subsequently would reduce the cost associated with this situation. This would provide an opportunity for families to stay together and to become self-sufficient. CCSF has been awarded CDBG and HOME funding for the rehabilitation of five affordable housing facilities that would potentially be utilized for this program. Renaissance Place, Winter Street Apartments, Marilyn Street, Chemawa, and River Park Apartments are those housing facilities.

Persons with HIV/AIDS and their Families

Supportive housing for families with HIV/AIDS including: tenant based rental assistance (TBRA) in connection with case management.

Oregon Health Authority will receive funding for a tenant-based rental assistance program with a coordinated self-sufficiency case management targeted to families living with HIV/AIDS during the 2015-2016 Plan Year.

Public Housing Residents

Public Housing Residents appear to need supportive services for senior housing and disabled housing facilities that SHA owns. There is an increase in the need for housing for elderly and disabled clients which could be attributed to the overall aging of the population.

The Salem Housing Authority continues to provide reasonable accommodations for persons with disabilities and continues to maintain multiple senior housing facilities.

MA-40 Barriers to Affordable Housing – 91.210(e)

Negative Effects of Public Policies on Affordable Housing and Residential Investment

The cost of housing or the incentives to develop, maintain, or improve affordable housing are affected by both public and private sector policies in Salem and Keizer. Public policies include taxation, fees, land use controls, zoning ordinances, and building codes. Private sector barriers include the tightening of lending standards, lack of credit, and unfair lending practices. In the past several years, the activities of the housing industry have been a more significant barrier to affordable housing in Salem and Keizer. Several factors, including credit restrictions caused by the sub- prime mortgage fallout, a weakening economy, and rising unemployment make it difficult for low and moderate income individuals to attain or retain housing.

The Preliminary Draft Housing Needs Assessment prepared through the City's Community Development Department Planning Division states, "Salem has a deficit of nearly 6,400 dwelling units that are affordable to households earning less than \$25,000 annually." This would indicate the need for affordable housing dedicated to those with incomes below 60% of Area Median Income.

MA-45 Non-Housing Community Development Assets – 91.215 (f)

Introduction

Information in this section was collected through many sources. Listed below are those sources. All activities funded under the Non-Housing section will be funded with CDBG. CDBG requires that the activities funded under this section meet the objectives of providing decent housing, suitable living environment, and/or expanding economic opportunities, principally for low-income and moderate-income persons. Sources:

- American Community Survey (ACS)
- Housing and Community Needs Survey
- Organizational/Business Survey
- Mid-Willamette Valley Community Economic Development Strategy (CEDS)
- MERIT
- Interface Network, Inc.
- Garten Services, Inc.

Table 36 - Business Activity

Business by Sector	Number of Workers	Number of Jobs	Share of Workers %	Share of Jobs %	Jobs less workers %
Agriculture, Mining, Oil & Gas Extraction	1,916	609	4	1	-3
Arts, Entertainment, Accommodations	5,241	6,649	12	11	-1
Construction	2,275	2,837	5	5	0
Education and Health Care Services	8,596	13,918	20	24	4
Finance, Insurance, and Real Estate	2,772	4,164	6	7	1
Information	674	723	2	1	0
Manufacturing	5,090	5,814	12	10	-2
Other Services	2,082	2,887	5	5	0
Professional, Scientific, Management Services	2,918	4,175	7	7	0
Public Administration	0	0	0	0	0
Retail Trade	6,009	9,261	14	16	2
Transportation and Warehousing	1,210	1,094	3	2	-1
Wholesale Trade	1,728	1,654	4	3	-1
Total	40,511	53,785	--	--	--

Data Source: 2007-2011 ACS (Workers), 2011 Longitudinal Employer-Household Dynamics (Jobs)

Table 37 - Labor Force

Total Population in the Civilian Labor Force	73,752
Civilian Employed Population 16 years and over	65,735
Unemployment Rate	10.87
Unemployment Rate for Ages 16-24	28.28
Unemployment Rate for Ages 25-65	6.79

Data Source: 2007-2011 ACS

Table 38 – Occupations by Sector

Occupations by Sector	Number of People
Management, business and financial	15,523
Farming, fisheries and forestry occupations	3,481
Service	7,298
Sales and office	16,431
Construction, extraction, maintenance and repair	6,756
Production, transportation and material moving	3,467

Data Source: 2007-2011 ACS

Table 39 - Travel Time

Travel Time	Number	Percentage
< 30 Minutes	47,720	77%
30-59 Minutes	10,437	17%
60 or More Minutes	3,685	6%
Total	61,842	100%

Data Source: 2007-2011 ACS

Education:

Table 40 - Educational Attainment by Employment Status

Educational Attainment	In Labor Force		Not in Labor Force
	Civilian Employed	Unemployed	
Less than high school graduate	7,053	889	3,674
High school graduate (includes equivalency)	10,963	1,807	5,722
Some college or Associate's degree	19,473	1,872	6,954
Bachelor's degree or higher	16,531	832	3,692

Data Source: 2007-2011 ACS

Table 41 - Educational Attainment by Age

	Age				
	18–24 yrs	25–34 yrs	35–44 yrs	45–65 yrs	65+ yrs
Less than 9th grade	527	1,513	1,652	2,250	1,059
9th to 12th grade, no diploma	2,130	2,455	1,625	2,121	1,518
High school graduate, GED, or alternative	4,972	5,560	4,631	8,320	6,372
Some college, no degree	6,275	5,644	4,766	9,920	4,671
Associate's degree	690	2,108	1,848	4,084	936
Bachelor's degree	1,091	3,566	3,247	6,588	2,315
Graduate or professional degree	137	1,414	1,659	4,599	2,188

Data Source: 2007-2011 ACS

Table 42 – Median Earnings in the Past 12 Months

Educational Attainment	Median Earnings in the Past 12 Months
Less than high school graduate	19,742
High school graduate (includes equivalency)	24,397
Some college or Associate's degree	30,717
Bachelor's degree	45,401
Graduate or professional degree	52,469

Data Source: 2007-2011 ACS

Based on the Business Activity table above, what are the major employment sectors within your jurisdiction?

The tables above indicate the three largest categories for business in the area, listed from greatest number of jobs to least are: Retail Trade; Education and Health Care Services; and Arts, Entertainment, Accommodations. Salem is the capital of the State of Oregon and houses the majority of state offices in Oregon. Salem is home to Salem Hospital and the Oregon State Hospital along with private medical facilities including Kaiser Permanente and others. Salem is also home to Willamette University, Corban University, and Chemeketa Community College along with the Salem-Keizer School District.

Describe the workforce and infrastructure needs of the business community:

The Labor Force table indicates an extremely high rate of unemployed persons between the ages of 16-24 (28.28). The Occupations by Sector table indicates the majority of persons are reported under Sales and Office (16,431). The Travel Time table indicates the majority of persons live within 30 minutes of their job location. The Educational Attainment table indicates the majority of respondents are listed under Some college or Associate's degree and of that, this population also has the highest number of employed civilians.

The greatest population response under Educational Attainment by Age is for 45-65 year olds (37,882). The smallest population response in this category is for 18-24 year olds (15,822). The data indicates that the educational attainment of those persons 45-65 is higher, with the greatest number out of the age categories with Associates, Bachelors, and Graduate or Professional degrees. This could indicate the onset of a "Brain Drain" for the community.

These age categories have had a greater amount of time to complete more education and additionally, prior to the Great Recession, companies were encouraged to provide incentives such as reimbursement for educational expenses, for their employees to participate in continued professional development. The Great Recession left companies with little to continue this incentive. In addition, the loyalty of employees and employers has changed over time. This also indicates that there may be a possibility of persons able to retire that are still employed, in effect occupying a discretionary amount of positions that could be filled by unemployed or underemployed populations of the other categories of 18-24, 25-34, and 35-44. The longevity of employees may be an effect of State government jobs, education jobs, and medical jobs. The educational requirements and experience levels required for these types of jobs cater to populations over the age of 40. For example, a recent graduate may have a degree and some experience in the field through an internship, however another candidate may have the same degree and 20 years of experience. If the hire is always for the person with the most "experience" the recent grad may never have the opportunity to gain that experience and to begin working in that field. This may have a negative impact on the younger populations wanting to remain in the area. If they are afforded better opportunities elsewhere, then they may move, perpetuating the "Brain Drain". In as early as the next ten years, the community may see the impacts of this type of "Brain Drain" as the "Baby Boomers" retire and yet there are few, if any "experienced" candidates to take their place. As the table indicates, the higher the education of the individual is, the higher the Median Earnings for the individual in general.

Based on the information, the business community needs resources to train and educate persons from 16-44 with an emphasis on 18-24 in the fields of Retail Trade, Education and Health Care Services, and Arts, Entertainment, Accommodations. The information also warrants greater consideration of younger candidates when hiring and possibly considering alternatives to years of experience in hiring the "best candidate".

Describe any major changes that may have an economic impact, such as planned local or regional public or private sector investments or initiatives that have affected or may affect job and business growth opportunities during the planning period. Describe any needs for workforce development, business support or infrastructure these changes may create.

Microenterprise

MERIT is a small business development and training organization that has been funded by the City of Salem to assist clients living and/or owning a business in the City of Salem, with a special focus for serving clients who are Low to Moderate Income (LMI) by HUD definition. MERIT's website says, "MERIT helps entrepreneurs by providing training and ongoing support from pre-business through start-up, and beyond business-launch. We do this through a three-tiered program design: Explore and Define Your Business, Launch Your Business, and Grow Your Business. We serve residents of Marion, Polk, Yamhill and surrounding counties; many of whom are unemployed, underemployed, hobbyists who want to earn supplemental income, individuals testing the feasibility of a business idea, or individuals already in the start-up phase of their business. We serve both English and Spanish speakers." Over the past three years, MERIT has provided services through CDBG to approximately 25-30 businesses annually. These

businesses tend to hire 2-4 additional staff upon completion of the program. One of the items on MERIT's "wish list" for the next five years is "Development of a food and retail incubation center" as identified in their response to the Organizational/Business Survey.

Interface Network is also a small business development and training organization that has been funded through the City of Salem to assist clients living and/or owning a business in the City of Salem, with a special focus for serving Latino clients who are Low to Moderate Income (LMI) by HUD definition. Interface provides microenterprise trainings in both English and Spanish. Over the past three years, Interface has provided services through CDBG to approximately 20-25 businesses annually. These businesses tend to hire 2-4 additional staff upon completion of the program. One of the items on Interface's "wish list" for the next five years is "Appropriate youth, education, job training and business creation funding for the city's diverse populations", as identified in their response to the Organizational/Business Survey.

Job Creation through CDBG

Garten Services is an organization providing services to the disabled and the elderly. Their website says, "Garten Services, Inc. is a 501(c)(3) non-profit organization established in 1970 to support people with disabilities in their effort to contribute to the community through employment, career, and retirement opportunities. Our actions increase society's awareness of human potential.

We integrate individuals with disabilities into their communities: Garten helps to create opportunities for over 500 adults with disabilities in the Willamette Valley to work, live and participate in non-segregated settings. We also work closely with local employers to assist in recruiting, training and hiring Garten program participants into their workforce.

Garten augments community placements with employment opportunities in our own fee-for-services professional enterprises, including: Recycling, Commercial Laundry, Mail Services, Packaging and Assembly, Custodial, Electronics Recycling and Secure Document Destruction.

We also provide our Day Break Activities Program at our South Salem location. This program is designed for seniors with disabilities who have reached retirement age. We keep them physically, socially and cerebrally active, while also engaged in their community. Garten offers services from five locations in Salem, Dallas and Eugene." Garten currently has a Facility Modernization Project underway in which there will be 60 (14 FTE) jobs created, with a hiring preference for persons with disabilities. This project will not only provide additional jobs, it will reduce and/or eliminate the need to transport recycling materials out of Salem. This will reduce the pollution and expense of transporting the materials out of the city, while retaining the material for distribution with the City providing increased revenue and potentially spin-off job creation through partnerships.

City of Salem Urban Renewal

The purpose of urban renewal is to invest in key locations and opportunity sites and improve specific, designated geographic areas of a city. Urban renewal is a transformative tool, providing a dedicated source of funding and a specialized financing mechanism for construction

of an agreed upon set of public infrastructure and financing activities in those designated areas, to spur redevelopment where it might not otherwise occur without public investment.

In Salem, urban renewal investments in public infrastructure (water, sewer, roads); parks, trail connections and restoration of natural areas (Riverfront Park); and public-private partnerships have opened blighted areas to private investment, increased employment and enhanced the economic prosperity of the community.

Urban Renewal Agencies (Agencies) are authorized by state statute (Oregon-ORS 457.010 *etseq.*), must be activated by a municipality, and may be governed by a housing authority, a board or commission appointed by the city, or by a city council.

Agencies do not provide general government services, but may make or carry out urban renewal plans which may include the following activities in support of projects in the plan:

- Acquisition of real property;
- Assistance in relocation of displaced persons;
- Installation, construction or reconstruction of streets and utilities; and
- Repair, rehabilitation or demolition of buildings.

In Salem, the Urban Renewal Agency Board is constituted by the Mayor and City Council, with the Mayor acting as Chair. The City Manager serves as the Executive Director of Agency. Urban Development staff support to the urban renewal program is provided through an intergovernmental agreement with the City of Salem.

The Urban Renewal Agency of the City of Salem is a separate municipal corporation responsible for administering and implementing the urban renewal plans in Salem's seven urban renewal areas:

- Fairview
- McGilchrist
- Mill Creek Industrial Park
- North Gateway
- South Waterfront
- Riverfront Downtown
- West Salem

Urban renewal activities are funded through Tax Increment Financing (TIF). This mechanism relies on the increment of taxes resulting from increased property values during the life of the urban renewal area. Taxing districts continue to collect revenues at a capped level set when the area is formed, until the area closes, at which point the original formula for distribution resumes.

When urban renewal is successful, property values in the area increase. The assessed valuation of all properties in the renewal area is added back into the tax rolls and taxing districts get additional tax revenues that would not have been generated without the urban renewal activity. To collect tax increment, the Agency must have debt. Revenues are used to fund

projects and pay off the debt. In Salem, the Agency tracks funding priorities through a Ten-Year Spending Plan which shows expected project cost in relationship to projections for tax increment revenue for each area over a ten-year period. These priorities are forwarded to the Agency with a recommendation by the respective advisory boards of the Riverfront Downtown, North Gateway, and West Salem Urban Renewal Areas. Funding priorities for the other urban renewal areas are confirmed by the Agency.

Mill Creek Industrial Park

The Mill Creek Industrial Park is comprised of about 650 acres of relatively flat land in Southeast Salem located along Kuebler Boulevard SE, with easy access to Interstate 5 and Highway 22. Approximately 60 acres has been developed to date, with 488 acres available for construction. In preparing the site for development, the City of Salem has constructed over 70 acres of centrally located mitigated wetlands so the surrounding lots can be developed unencumbered by this lengthy environmental process. The State of Oregon is planning and designing an additional 26 acres of wetland mitigation, stormwater retention, and open space area to meet the City of Salem stormwater management requirements and fulfill State and Federal wetland permits. When complete, the new Employment Center zoned area is projected to generate \$400M in private investment and create around 5,000 new jobs over the next 15-20 years.

- In 2008, FedEx opened a 50,000 square foot facility which employs around 50 employees. In the spring of 2014, FedEx began construction to invest an additional \$5 million in building expansion and equipment.
- In 2011, The Home Depot opened a 465,000 square foot Rapid Deployment Center which employs 230 full time employees.
- Construction of a 2.2 million gallon reservoir commenced in the summer of 2013 to meet the water system development needs. The project will cost around \$6 million and it will be financed with TIF and system development charges. Construction was completed in 2014.
- The Aumsville Highway SE road widening and utilities projects were completed in the summer of 2013; spanning 3,750 feet to include a three-lane roadway, a center turn lane, bicycle and pedestrian amenities, stormwater facilities, and traffic signal modifications. Project costs were over \$6 million and they were funded with TIF and a \$4 million grant from Oregon Department of Transportation Oregon Jobs and Transportation Act.
- The U.S. Department of Commerce awarded the City of Salem an Economic Development Administration (EDA) grant in the amount of \$1.1 million to be used for the Mill Creek Industrial Park wetland construction project. The project was completed in August 2013.
- 10,000 linear feet of 18 inch and 24 inch water mainline were installed to improve water flow at a cost of around \$750,000. The project was completed in December 2012 and it was funded with TIF and an Economic Development Initiative (EDI) grant from the U.S. Department of Housing and Urban Development (HUD).

Downtown

In Riverfront Downtown, urban renewal funds have been used to attract and retain commercial businesses in the downtown and spur private investment. By making strategic investments in the early 1980s in parking infrastructures, Salem was able to bring a mall, Salem Center, to its downtown. Salem Center included construction of nationally recognized retailers such as Nordstroms, Mervyn's (now Kohl's) and Meier and Frank (now Macy's), as well as smaller specialty shops. These retail anchors, connected by a system of other urban renewal investments in skybridges, weather protection, building improvements (Toolbox), and streetscape improvements (sidewalks and street furniture), have made the downtown core a vibrant retail and dining hub.

Urban renewal investments have also led to marquee projects for the community, such as the Convention Center (CDBG 108 Loan was utilized), Union Street Railroad Bridge, and Riverfront Park. To stimulate a revitalized, welcoming, and vibrant mixed-use district with unique, distinctive establishments, the City of Salem has also assembled funding options for downtown property and business owners. Urban renewal funds support Toolbox grants and loans for building improvements (including upper story conversion for housing and artist space), and tax incentives for multi-unit housing located in downtown. Since 1975, over \$249M in private investment has been created in downtown as a result of leveraging these unique resources.

Riverfront Park: \$8.5M public investment; completed 2005.

Salem Convention Center: \$32M public investment (including a CDBG 108 Loan); completed February 2005.

Chemeketa, Liberty and Marion Parkade Construction/Improvements: \$5.9M capital improvements to parking structures since 2006. Initial investment, including acquisition, \$9.5M.

Redevelopment at Sites A, B and C in the North Downtown (between Broadway and Market Streets): \$5.6M public investment; approximately \$50M private investment (majority completed in 2009)

- Site A: 2.2 acres to mixed-use with 18,000 square feet street-level retail and office; 21 market rate unit apartments; theater; 16 townhomes (completed 2010)
- Site B: 54 affordable housing units and 1 market rate unit; Center for Community Innovation; 3,900 square feet ground floor retail
- Site C: 50,000 square feet parcel; office, commercial, program space for Salem Alliance Church, 400-seat auditorium

Union Street Railroad Bridge: \$3.4M investment (\$990K Agency; \$2.5M in federal, state, and private grants); to convert the railroad bridge for pedestrian and bicycle traffic completed in May 2009; repainting and lead paint abatement (\$3.5M ARRA grants (ODOT Lead Hazard); \$1.3M Agency funds) completed in May 2010.

High Street Water Line Infrastructure: \$1.65M (completed 2011).

Mobility Study: Phase 1 project approximately \$1M; Union and Commercial Street pedestrian/bicycle improvements.

Toolbox Programs: \$11M public investment and \$19M private investment; ongoing

- Toolbox of funding options for downtown business and historic property owners for permanent interior/exterior improvements.

Minto Island Pedestrian Bridge: Estimated \$9M. 300 foot long tied arch bridge that connects three major urban parks and more than twenty miles of trails. Construction to start summer 2015.

Recruitment and Retention

The City of Salem coordinates workforce training, business recruitment, and business retention with various local, state, and national organizations. Some of these organizations include the Strategic Economic Development Corporation (SEDCOR), Incite Inc., Business Oregon, Salem Chamber of Commerce, Oregon University System, Chemeketa Community College, Oregon Economic Development Association, and many others.

There is an immediate need to further engage a range of businesses in the community to understand their needs and discover ways that city and urban renewal services may help bolster their footing within their respective markets and to establish themselves as a significant economic multiplier locally, regionally, nationally, and internationally.

The City of Salem and its Urban Renewal Agency have invested significantly in transportation, water and sewer infrastructure, blight removal, and matching grants and loans in an effort to enhance the community for all residents and accommodate business. Another program the City participates in is the Oregon Enterprise Zone.

City of Salem Enterprise Zone

The Salem Enterprise Zone is a five-year property tax abatement program. In order to qualify, an eligible firm must be making new investment in construction or equipment to a leased or owned property within the Enterprise Zone boundary and must be creating new or additional employment. Once an authorized company enters into the program, it will receive full tax abatement on all qualified property for five years, consecutively, as long as annual compliance with program requirements is met. New companies to the Salem area that are eligible for the program must create at least one new job, while existing companies must expand employment by at least 10% in the first year to be eligible. Non-qualifying employers include retail, commercial, most services, and other non-business-to business operations. The total minimum investment required is \$50,000. Eligible investments are new real property improvements (including buildings), major site improvements, large or immobile equipment and tools. Non-qualifying investments include land, existing buildings, existing equipment, most rolling stock (forklifts, delivery trucks) and most personal property. There are no limits to the number of times a company may use the zone.

The Enterprise Zone offers traded-sector employers (companies that sell goods or services outside the local area and expand its economic base) and other eligible companies three (3) to

five (5) year property tax exemptions on certain new capital investments that create jobs in the designated areas. The zone is sponsored by the City of Salem and is managed by Strategic Economic Development Corporation (SEDCOR). Only new facilities or improvements not yet on the tax roll are eligible for this tax incentive.

Related to the City of Salem Enterprise Zone: Henningsen Cold Storage Company has completed the construction of its new \$26 million facility adjacent to the newly constructed corporate headquarters of Norpac Foods, Inc. located off of Madrona Avenue SE and near the intersection of 25th Street SE. Another significant private investment in Salem: the new building addition to the Garmin AT, Inc. campus. Scheduled to be completed in 2015, the \$11 million building will accommodate around 70 new employees. Also, FedEx Ground expanded 22,500 square feet at the Mill Creek Industrial Park.

In 2014, SEDCOR reports that there was over \$1.4 million invested in building improvements and equipment and around 36 new jobs created throughout the City of Salem Enterprise Zone.

How do the skills and education of the current workforce correspond to employment opportunities in the jurisdiction?

It appears through the tables that there are more jobs than workers for the following categories ranked by greatest number of available positions: Education and Health Care Services; Retail Trade; Professional, Scientific, Management services; Arts, Entertainment, Accommodations; Finance, Insurance, and Real Estate; Other Services; Manufacturing; Construction; and Information. It appears there are more workers than jobs in the following categories: Agriculture, Mining, Oil & Gas Extraction; Transportation and Warehousing; and Wholesale Trade. With the greatest number of people age 18-65 having some college and no degree and the greatest number of people from 65+ being a High school graduate, GED, or alternative, there is not a significant base to hire from for the positions that are currently under-filled. The positions indicated require at the very least a college degree in most instances. Under the Educational Attainment by Employment Status table, the greatest number of employed persons have some college or Associate's Degree, and the second greatest number of employed persons have a Bachelor's Degree or higher. This reporting provides information indicating there is a need for educational programs in the City of Salem. The greater number of reporting under some college or an Associate Degree may be related to the greater number of employees being 45-65 years of age as they hold the education needed for the jobs at hand. The unemployment rate for persons over 25 dramatically decreases from 28.28 to 6.79. The data provided indicates this may be due to educational attainment. Job training and higher education are directly related to the ability of individuals to obtain jobs. This information indicates funding job training and higher education programs would provide an avenue out of poverty and into self-sufficiency while in-turn increasing Salem's ability to be competitive nationally with job creation and continued population growth through stability in numbers at a time with an aging workforce.

Describe any current workforce training initiatives, including those supported by Workforce Investment Boards, community colleges and other organizations. Describe how these efforts will support the jurisdiction's Consolidated Plan.

Incite

Incite represents the Local Workforce Board of Linn, Marion, Polk and Yamhill counties in Oregon. They have four WorkSource Centers. They are located in Salem, Woodburn, Dallas, and McMinnville and are the hub of adult Workforce Investment Act services in the region. Incite's website states, "We create opportunity to support the dignity of work by helping employers find solutions to their workforce challenges and by helping people achieve the skills necessary to engage in today's workplace."

Some of the clients find jobs quickly, and others take advantage of workshops and training activities provided by Incite to enhance their employability. Specialized activities include on-the-job training activities and the availability of the National Career Readiness Certificate, a nationally recognized certificate providing objective documentation of an individual's skills."

SEDCOR

Strategic Economic Development Corporation (SEDCOR) "leverages the strength of public/private partnerships, aggressively retaining and attracting high value jobs and capital investment, while providing member services that support business success in the Mid-Willamette Valley of Oregon."

SEDCOR and Chemeketa Community College collaborated to develop Industrial Maintenance Operator/Mechanic Training Program (IMOM) to provide the Salem region with an industry-driven workforce training program designed to advance the talent capabilities of existing employees and effectively transfer the knowledge and expertise of a seasoned workforce to the next generation of workers. The goal of the IMOM program is to become a model to not only prepare the next generation of replacement workforce, but also to stabilize the regional workforce needs resulting in accelerating the Salem region's strategic global competitiveness.

Over 30 companies within the region have been interviewed to identify top employee competencies. The IMOM program will raise the universal skill set of the workforce, as companies train for the optimum competencies in their own environment; an overall, better-trained workforce is created. In fact, the second largest school district in Oregon is now asking to participate in the partnership to help ready students for the workforce. The SEDCOR Construction Alliance has adopted the IMOM as their training program to bring the fundamental and universal skills of construction employees to a higher level.

The SEDCOR Construction Alliance (SCA) is dedicated to providing a strategic and economically competitive advantage to investors, developers and corporations working to improve the economic diversity and well-being of the Mid-Willamette Valley.

Using the IMOM process to identify the fundamental skills needed to enter the construction industry, the members of the SCA created 10 key, "mission critical" skills. Once those were identified, Master Trainers from within the group began to put key points for each mission

critical skill together in a comprehensive outline that will instruct individuals and prepare them for employment in the construction industry.

All of these fundamental skills are cross-industry skills that can help individuals advance in other industries as well, skills such as interpreting plans and symbols, communication, basic math, and safety.

The SCA has partnered with state agencies and public schools to bring the skill training and exposure of the various trades to individuals. The exposure to the variety of trades involved in construction allows individuals to make better decisions about their future or how they will reach their personal goals in life.

The SCA mission is to build integrity and excellence in the region's construction industry, unmatched in Oregon.

CCBI

The training programs and resources of the Chemeketa Center for Business & Industry (CCBI) help create high-performing employees, managers and organizations. The services of CCBI include online classes, customized training, reference material, and professional advising. CCBI houses several programs to support small business. Their Small Business Development Center provides the tools and environment to help business owners make great decisions with a resource library, workshops and expert advisors.

Does your jurisdiction participate in a Comprehensive Economic Development Strategy (CEDS)?

Yes, it is a Regional Comprehensive Economic Development Strategy created November 2012 through the Mid-Willamette Valley Community Development Partnership Board and prepared by the Mid-Willamette Valley Council of Governments.

http://www.mwvcog.org:8080/2/document-folder/MWVCEDSdraft2011_6.pdf

If so, what economic development initiatives are you undertaking that may be coordinated with the Consolidated Plan? If not, describe other local/regional plans or initiatives that impact economic growth.

Most of the listed action items in the CEDS report are coordinated and integrated into this Consolidated Plan. Below are those with greater potential of coordination during the 2015-2019 Consolidated Planning cycle. Although we have listed those action items most likely to move forward during this Consolidated Planning cycle, the City may be able to coordinate additional items if time and resources permit.

Objective (Obj) 1.2 (b) Opportunities to expand existing small business finance programs, The City has historically provided funding to MERIT and Interface Network for microenterprise training and technical assistance. Both programs have additional resources to assist in small business financing.

Obj 1.2 (d) Evaluate existing microenterprise resources, barriers to access them, gaps in service

and identify ways to overcome these barriers. The City has provided funding to MERIT and Interface for microenterprise development.

Obj 1.5 (c) Explore opportunities to develop shared commercial kitchen and regional food hub facilities, the City, through potential applicant training, has exhibited several innovative U.S. projects funded with federal resources. One example project, Sprout, a regional food hub with commercial kitchen is in Springfield, Oregon. Before, during, and after training there was interest in moving forward with this type of a project including incubator space for small businesses.

Obj 2.1 (c) Help communities gain a better understanding of what resources are available to promote economic development, Federal Programs hosts an annual pre-application training session for organizations interested in completing a funding application. Potential applicants for HOME, CDBG, and General Fund Social Service dollars are required to attend. During training Federal Programs provides significant information regarding resources available and their applicability. In 2013, during the pre-application training for the 2014-2015 plan year, Federal Programs provided information on current and potential innovative projects as explained above.

Obj 2.2 (a) Help communities improve and invest in their downtowns, Federal Programs works with other Divisions within Urban Development (UD) to identify potential projects that are eligible for federal funding. This partnership and collaboration has allowed Federal Programs to become a more integral part of UD. This collaboration helps to identify other opportunities for further investment and coordination in projects that are currently underway in the downtown and near-downtown.

Obj 2.6 (a) Support economic development efforts that assist economically distressed individuals and communities, Federal Programs, by the very nature of the resources, has an obligation to assist projects and programs that target low and moderate income families and areas. Currently, Federal Programs funds MERIT and Interface Network. Both of these organizations assist low and moderate income business owners. Interface targets their programs to Latino populations. Both organizations provide their courses in both English and Spanish. Federal Programs provided funding to Garten Services, Inc. (2013, 2014) for their Facility Modernization Project. This project included the installation of upgrades to their recycling facility, allowing for the creation of 60 new and 160 retained jobs for persons with disabilities and low-moderate income individuals.

Obj 3.1 (b) Support and promote the efforts of local agencies providing business recruitment/expansion services, workforce training, small business assistance, as explained above, Federal Programs has provided funding to MERIT, Interface, and Garten for these very types of programs and projects.

Federal Programs will continue to seek opportunities to partner and assist in the high priority of economic development activities that will provide the necessary jobs and economic stability to the community.

Discussion

The information researched to associate economic goals throughout various strategic economic development plans is discussed in this section. This information provides background and foundation for the coordination efforts listed above. The first item of note is that the CEDS report covers a three-county area (Marion, Polk, and Yamhill). This Consolidated Plan covers the Salem Metropolitan Statistical Area (MSA) which is inclusive of parts of two of the counties (Marion and Polk).

The 10-Year Plan for Oregon as it relates to state economic development activities was initiated in 2011 by Governor Kitzhaber. "The plan identifies six key policy outcome areas intended to make Oregon a better place to live work and play:

- Education-Oregonians are prepared for lifelong learning, rewarding work and engaged citizenship.
- Healthy People-Oregonians are healthy and have the best possible quality of life at all ages.
- Economy and Jobs-Oregon has a diverse and dynamic economy that provides jobs and prosperity for all Oregonians.
- Healthy Environment-Manage Oregon's air, water, land and wildlife resources to support a healthy environment that sustains Oregon communities, Oregon's economy and the places Oregonians treasure.
- Safety-Oregonians will be safe where they live, work and play.
- Improved Government-Government will be trustworthy, responsive and solve problems in a financially sustainable way. "

*-Mid-Willamette Valley Community Development Partnership Board
Regional Comprehensive Economic Development Strategy (CEDS)*

In the Mid-Willamette Valley Community Development Partnership Board's Regional Comprehensive Economic Development Strategy (CEDS), the following Goals and objectives are identified with the subsequent coordinated actions with this Consolidated Plan as described in the previous section:

Goal 1: Support opportunities for employment growth with a focus on increasing the number of living wage jobs in the region.

Objectives:

- Provide adequate infrastructure to support economic development.
- Ensure an adequate supply of capital to support business development.
- Reduce barriers and obstacles to economic development and employment growth.
- Support opportunities for workforce development.
- Promote regional competitive advantage for traded sector development.

Ensure an adequate supply of developable land is available for new and expanding businesses

throughout the region.

Support opportunities for business growth and development.

Goal 2: Maintain and promote vibrant, livable communities.

Objectives:

- Help communities build on their existing strengths & unique assets to develop their own niche economic opportunities.
 - Encourage downtown revitalization.
 - Provide technical support for adequate planning and managed growth.
 - Promote community festivals, events and cultural activities.
 - Improve access to recreation opportunities.
- Increase economic opportunities for disadvantaged and disenfranchised populations and individuals.

Goal 3: Support efforts to improve the regional economy through partnerships and regional collaboration.

Objectives:

- Coordinate regional economic development efforts with other agencies.
- Promote collaborative projects that maximize and leverage economic development programs and efforts to avoid duplication of services.

MA-50 Needs and Market Analysis Discussion

Are there areas where households with multiple housing problems are concentrated? (include a definition of "concentration")

In this discussion, "concentration" is defined as a geographic area within a jurisdiction having a greater number of households with multiple housing problems than occur in the jurisdiction as a whole.

It is reasonable to infer that the oldest neighborhoods in the Salem-Keizer area are the most likely to have the highest concentration of units with multiple housing problems; these neighborhoods include Grant, North East, Highland, and Central neighborhoods. Portions of these neighborhoods have been identified by the City of Salem as a Neighborhood Revitalization Strategy Area (NRSA). Housing characteristics assessed in conjunction with the establishment of the NRSA reveal that approximately 96% of the housing structures in the NRSA were built prior to 1980; 58% are renter-occupied.

Are there any areas in the jurisdiction where racial or ethnic minorities or low-income families are concentrated? (include a definition of "concentration")

The assessment of racial/ethnic composition of neighborhoods performed in conjunction with the NRSA indicates that there are greater concentrations of certain minority races/ethnic groups, specifically Hispanic and Black/African American, within the NRSA. This information was derived from the 2000 Census. The 2000 Census indicates the population of Salem is 83.1% white; within the NRSA, whites comprise 68.9% of the population. Hispanics comprise 17.3% of the total population of Salem and 24.6% of the population of the NRSA. Black/African Americans are 1.3% of Salem's total population and 1.8% of the NRSA. The remainder of the race/ethnicities identified, American Indian/Alaska Native, Asian, and Pacific Islander, are more equally distributed.

What are the characteristics of the market in these areas/neighborhoods?

As discussed previously, 96% of the housing units within the NRSA were constructed prior to 1980. The majority (58%) are rentals, many owned by absentee owners. New construction is practically non-existent and likely to occur on smaller in-fill lots, if at all. A review of properties currently listed (February, 2015) on the real estate website Zillow.com indicates the average sale price for a single-family home in this area is \$137,000, compared to \$180,000 for Salem as a whole.

Are there any community assets in these areas/neighborhoods?

Assets in this area include Center 50+, a 30,000 square foot senior recreation facility built in 2008, and recently redeveloped commercial sites that provide new or updated office, retail and restaurant space, as well as additional low-income housing in a multifamily, mixed use development. The current non-residential occupants of some of these redeveloped areas include the Center for Community Innovation (CCI), Broadway Commons, and Salem Cinema, an independent movie theater.

Are there other strategic opportunities in any of these areas?

Opportunities exist throughout the area to improve livability by improving neighborhoods; rehabilitating both single and multifamily housing units to alleviate housing problems, improving neighborhood appearance and infrastructure, and reducing blight. Providing assistance to business, both new business starts and expansions would promote neighborhood vitality and provide employment opportunities for residents.

Strategic Plan

- Overview
- Geographic Priorities
- Priority Needs
- Influence of Market Conditions
- Anticipated Resources
- Institutional Delivery Structure
- Goals
- Public Housing Accessibility and Involvement
- Barriers to Affordable Housing
- Homelessness Strategy
- Lead Based Paint Hazards
- Anti-Poverty Strategy
- Monitoring

STRATEGIC PLAN

SP-05 Overview

Strategic Plan Overview

The City of Salem's strategic plan is based on an assessment of community needs as identified in this Consolidated Plan, in related plans and policy documents, and on the suitability of the Consolidated Plan and other funds to meet the identified needs. To the extent possible, targeted funds will be used to their maximum extent while resources with more discretionary purposes will be used to address needs without their own targeted funds. For instance, while the development of affordable housing is a critical issue for Salem, not all Consolidated Plan funds will be used for the creation or preservation of affordable housing. The HOME funds designated to the Salem/Keizer Consortium are utilized to specifically meet that need, as affordable housing is the only eligible use of HOME funds. Therefore, not all CDBG funds will be used to address this need since the regulations under this program provide for more flexibility in its use.

Within this context, as described in the four priority goals listed below, the funding will be applied.

1. Promote Economic Development
2. End Homelessness
3. Expand Affordable Housing
4. Neighborhood Revitalization

SP-10 Geographic Priorities – 91.215 (a)(1)

Geographic Area

Table 43 - Geographic Priority Areas

1	Area Name:	Central Salem
	Area Type:	Strategy area
	Other Target Area Description:	NRSA
	HUD Approval Date:	7/1/2009 Re-submitted with this Consolidated Plan
2	Area Name:	Salem Citywide
	Area Type:	Local Target area

General Allocation Priorities

Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA)

The City of Salem is a Community Development Block Grant (CDBG) entitlement community. An entitlement community is a community that is deemed a grantee perpetually as long as all of the criteria remain the same and funding continues at the federal level. The annual allocations are determined through formulas by the U.S. Department of Housing and Urban Development (HUD) upon congressional appropriation of funds. The CDBG funds received by the City of Salem are utilized within the City of Salem city limits. This includes all physical projects and services provided only for those clients with addresses within the boundary described. Physical addresses are verified against a Google boundary map to ensure compliance with this restriction. For microenterprise training recipients, the residential or business address must be within these boundaries.

The City of Salem participates with the City of Keizer as a consortium. The Salem/Keizer Consortium is a HOME Investment Partnerships (HOME) entitlement community. The HOME funds received by the consortium are utilized within the city boundaries of Salem and Keizer. For tenant based rental assistance programs, the address for which the rental assistance is being applied is utilized to determine eligibility within the boundaries.

The City of Salem created a Neighborhood Revitalization Strategy Area (NRSA) in 2009. During this new Consolidated Planning cycle, the City of Salem is renewing the NRSA with updated data. Programs and projects submitting applications for funding within the NRSA are given additional points during the application scoring process. The City of Salem continues to provide outreach and technical assistance regarding the NRSA and the advantages of programs and projects within this area. The City anticipates more applications for programs and projects servicing the NRSA over the next five years.

SP-25 Priority Needs - 91.215(a)(2)

Priority Needs

1	Priority Need Name	Job Training Programs
	Priority Level	High
	Population	Extremely Low Low Moderate Veterans Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Victims of Domestic Violence Other
	Geographic Areas Affected	Salem Citywide
	Associated Goals	Promote Economic Development
	Description	Job Training Programs with a special focus on ages 16-44, disabled, veterans, and victims of domestic violence.
	Basis for Relative Priority	As identified throughout this Consolidated Plan, the need for job training programs is great in Salem. Through information collected locally, statewide, regionally, and nationally this is the highest priority under Goal #1: Promote Economic Development.
2	Priority Need Name	Direct Assistance to Microenterprises
	Priority Level	High
	Population	Extremely Low Low Moderate Non-housing Community Development
	Geographic Areas Affected	Central Salem Salem Citywide
	Associated Goals	Promote Economic Development
	Description	This priority is for direct assistance to microenterprises (start-up funds (loans)).
	Basis for Relative Priority	This priority was rated as the second priority under Goal #1: Promote Economic Development through our analysis of local, state, regional, and national information.

3	Priority Need Name	Microenterprise Training and Technical Assistance
	Priority Level	High
	Population	Extremely Low Low Moderate Non-housing Community Development
	Geographic Areas Affected	Central Salem Salem Citywide
	Associated Goals	Promote Economic Development
	Description	This priority includes training, education, and technical assistance to microenterprises where the owner either lives in Salem or the business is located in Salem.
	Basis for Relative Priority	This priority is identified as the third priority under Goal #1: Promote Economic Development in this Consolidated Plan.
4	Priority Need Name	Small-Scale Incubator
	Priority Level	High
	Population	Extremely Low Low Moderate Non-housing Community Development
	Geographic Areas Affected	Central Salem Salem Citywide
	Associated Goals	Promote Economic Development
	Description	This priority includes start-up incubators for manufacturing and food within the City of Salem.
	Basis for Relative Priority	This particular priority was identified as the fourth priority under Goal #1: Promote Economic Development as identified in this Consolidated Plan through the evaluation of local, regional, state, and national data sources.
5	Priority Need Name	Services/Facilities for Abused and Neglected Children
	Priority Level	High
	Population	Extremely Low Low Moderate Families with Children Unaccompanied Youth
	Geographic Areas Affected	Salem Citywide
	Associated Goals	End Homelessness-Public Service End Homelessness-Public Facility
	Description	This priority includes services and facilities for abused and neglected children.
	Basis for Relative Priority	This priority was identified as the top priority under Goal #2: End Homelessness through the evaluation of local, regional, state, and national data sources.

6	Priority Need Name	Coordinated Access to Housing
	Priority Level	High
	Population	Extremely Low Low Moderate
	Geographic Areas Affected	
	Associated Goals	End Homelessness-TBRA and Transactional Housing End Homelessness-TBRA Special Populations
	Description	This priority includes housing with self-sufficiency programs including Tenant Based Rental Assistance (TBRA) with self-sufficiency and Transitional Housing with self-sufficiency.
	Basis for Relative Priority	This priority is identified as the second priority under Goal #2: End Homelessness throughout this Consolidated Plan through the analysis of local, regional, state, and national data sources.
7	Priority Need Name	Homeless Prevention Subsidies/Subsistence Payments
	Priority Level	High
	Population	Extremely Low Low Moderate Other
	Geographic Areas Affected	Salem Citywide
	Associated Goals	End Homelessness-Subsistence Payments
	Description	This priority includes homeless prevention subsidies and subsistence payments (one-time crisis rent and/or utility assistance).
	Basis for Relative Priority	This priority was identified as fourth under Goal #2: End Homelessness as identified throughout this Consolidated Plan through evaluation of local, regional, state, and federal data sources.
8	Priority Need Name	Rehabilitation for "Aging in Place"
	Priority Level	High
	Population	Extremely Low Low Moderate
	Geographic Areas Affected	Salem Citywide
	Associated Goals	Expand Affordable Housing
	Description	This priority includes rehabilitation of existing housing for "aging in place". This would include rehabilitation for accessible units and other such modifications.
	Basis for Relative Priority	This priority is identified as the first priority under Goal #3: Expand Affordable Housing as identified in this Consolidated Plan through evaluation of local, regional, state, and federal data.

9	Priority Need Name	Energy Efficient Improvements
	Priority Level	High
	Population	Extremely Low Low Moderate
	Geographic Areas Affected	Salem Citywide
	Associated Goals	Expand Affordable Housing
	Description	This priority includes modification to existing affordable housing to increase the efficiency.
	Basis for Relative Priority	This priority is identified as the second priority under Goal #3: Expand Affordable Housing as identified in this Consolidated Plan through evaluation of local, regional, state, and federal data sources.
10	Priority Need Name	Rehabilitation/Conversion Affordable Housing
	Priority Level	High
	Population	Extremely Low
	Geographic Areas Affected	Salem Citywide
	Associated Goals	Expand Affordable Housing
	Description	This priority includes the rehabilitation or conversion of existing housing for 1-2 bedrooms with a concentration in serving 30% AMI populations.
	Basis for Relative Priority	This priority is listed third under Goal #3: Expand Affordable Housing as identified in this Consolidated Plan through evaluation of local, regional, state, and federal data.

11	Priority Need Name	Elderly and Disabled Housing Rehabilitation
	Priority Level	High
	Population	Extremely Low Low Moderate Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with HIV/AIDS and their Families
	Geographic Areas Affected	Salem Citywide
	Associated Goals	Expand Affordable Housing
	Description	This priority includes the rehabilitation and/or conversion of housing for the elderly and disabled.
	Basis for Relative Priority	This priority is identified fourth under Goal #3: Expand Affordable Housing as identified in this Consolidated Plan through the evaluation of local, regional, state, and federal data sources.
12	Priority Need Name	Sidewalk Improvements
	Priority Level	High
	Population	Extremely Low Low Moderate Non-housing Community Development
	Geographic Areas Affected	Salem Citywide
	Associated Goals	Neighborhood Revitalization-Availability/Access
	Description	This priority includes sidewalk improvements such as ramps, grades, and accessibility.
	Basis for Relative Priority	This is the first priority under Goal #4: Neighborhood Revitalization as identified in this Consolidated Plan through evaluation of local, regional, state, and federal data sources.

13	Priority Need Name	Parks and Recreational Facilities
	Priority Level	High
	Population	Extremely Low Low Moderate Non-housing Community Development
	Geographic Areas Affected	Salem Citywide
	Associated Goals	Neighborhood Revitalization-Availability/Access
	Description	This priority includes activities involving parks and recreational facilities.
	Basis for Relative Priority	This priority is the second identified under Goal #4: Neighborhood Revitalization as identified throughout this Consolidated Plan through evaluation of local, regional, state, and federal data sources.
14	Priority Need Name	Street Improvements
	Priority Level	High
	Population	Extremely Low Low Moderate Non-housing Community Development
	Geographic Areas Affected	Central Salem Salem Citywide
	Associated Goals	Neighborhood Revitalization-Sustainability
	Description	This priority includes new surfacing, striping, curb cuts, and bike lanes.
	Basis for Relative Priority	This priority is identified as the third priority under Goal #4: Neighborhood Revitalization as identified throughout this Consolidated Plan through the evaluation of local, regional, state, and federal data sources.
15	Priority Need Name	Flood Drain Improvements
	Priority Level	High
	Population	Extremely Low Low Moderate Non-housing Community Development
	Geographic Areas Affected	Central Salem Salem Citywide
	Associated Goals	Neighborhood Revitalization-Sustainability
	Description	This priority includes flood drain improvements.
	Basis for Relative Priority	This priority is identified as the fourth priority under Goal #4: Neighborhood Revitalization as identified throughout this Consolidated Plan through evaluation of local, regional, state, and federal data.

Narrative (Optional)

The goals listed were derived through careful collection and consideration of the following: Housing and Community Needs Survey (*Urban Development Survey Monkey*), Organizational/Business Survey (*Urban Development Survey Monkey*), Consolidated Economic Development Strategy (CEDS) for the Mid-Willamette Valley(*Mid-Willamette Valley Council of Governments*), Interviews and Consultations with Non-Profit and For-Profit Partners (*List Attached*), 2014 Homeless Count Report: Marion and Polk Counties (*Mid-Willamette Valley Community Action Agency*), Housing Needs Assessment (HNA)-Salem-Keizer and the City of Salem(*Mid-Willamette Valley Council of Governments and City of Salem-Community Development*), Economic Opportunity Analysis (EOA) -Mid-Willamette Valley and City of Salem(*Mid-Willamette Valley Council of Governments and City of Salem-Community Development*), U.S. Census Bureau Data (*Census and American Community Survey*), The State of the Nation's Housing 2014 (*Joint Center for Housing Studies*), 10-Year Plan for Oregon (state of Oregon), Various Presentations and Meetings (*including Neighborhood meetings and Emergency Housing Network*), Wednesday Farmer's Market Survey (*Urban Development booth*), and other publications and consultations as identified throughout the 2015-2019 Con Plan.

SP-30 Influence of Market Conditions – 91.215 (b)

Table 44 – Influence of Market Conditions

Affordable Housing Type	Market Characteristics that will influence the use of funds available for housing type
Tenant Based Rental Assistance (TBRA)	With the cost of housing being out of reach for Low and Moderate Income families, especially for purchase, the use of funding for TBRA has continually increased over the past three years. It seems that this trend will continue into the next five years. The ability to coordinate supportive services with TBRA also provides for a much more sustainable investment, bringing these families out of poverty.
TBRA for Non-Homeless Special Needs	As discussed previously, the need for temporary rental assistance through TBRA has continued to increase over the past three years. This is also true for the OHA TBRA program that has provided funding over the past three years for families living with HIV/AIDS. For some families, TBRA also bridges the gap of the Section 8 Housing Voucher waiting list for these vulnerable family types.
New Unit Production	As discussed in our survey responses, there is more interest by the community to invest in rehabilitation of rental housing than new construction. However, if there is an opportunity to fund new construction of housing, especially for the elderly and disabled, then this would also meet the need presented in the surveys of housing availability for the disabled and elderly.
Rehabilitation	The surveys indicated a need for a rehabilitation and conversion project for affordable housing units with a concentration in 1-2 bedrooms. There was also a great need identified for elderly and disabled housing. For rehabilitation and conversion the emphasis will be on making these “aging in place” units.
Acquisition, including preservation	Preservation of affordable housing is certainly a goal as there are limited units currently available. In preserving affordable housing, when acquisition is a part of the preservation, any and all code deficiencies should be addressed. The property should be “shored up” to ensure that the property remains sustainable for the long-term.

SP-35 Anticipated Resources - 91.215(a)(4), 91.220(c)(1,2)

Introduction

The Community Development Block Grants (CDBG) entitlement program established in 1974 and administered by HUD, provides metropolitan cities and urban counties with funds to assist in the efforts of providing decent housing, neighborhood revitalization, and economic development, as well as the prevention and elimination of slums and blight, and assistance to low- and moderate income persons. In conjunction with the entitlement allocations, the City contributes approximately \$400,000 annually of General Fund dollars for various social service programs and for the annual Homeless Connect. The General Funds will be allocated to support individuals and families in need of essential services such as food, shelter, health care, etc. The CDBG social service allocation works in conjunction with the General Funds towards meeting the same goals.

Eligible CDBG activities include but are not limited to:

- Economic Development-Microenterprise, special economic development, financial assistance
- Public Services-Job training and employment, health care, and substance abuse services
- Community Facilities-Rehabilitation, construction, or acquisition of neighborhood facilities
- Community Revitalization-Urban renewal activities and the removal of slums and blight
- Housing-Rehabilitation for residential purposes, lead-based paint testing, and mitigation

The HOME program addresses a variety of activities such as acquisition, rehabilitation, new construction, tenant-based rental assistance, and homebuyer assistance aimed at developing and providing affordable housing for low- and moderate-income persons.

Eligible HOME activities include:

- Housing- Homebuyer activities and homeowner rehabilitation
- Tenant-Based Rental Assistance- Rental assistance, and Security Deposit programs
- Rental Housing Activities- New construction, rehabilitation, site improvement, among others

Program Income, reallocation of funds from canceled projects, and past project funding reduction will supplement the entitlement funds received by the City to complete projects. Program Income is an additional source of funds generated in whole or in part by repayment of CDBG or HOME loan funds. The City receives no proceeds from Section 108 loan guarantees.

Table 45 - Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total:\$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,233,989	215,000	134,595	1,583,584	4,679,318	The expected amount for the remainder includes a 10% annual reduction in funding and with PI staying the same each year.
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	586,147	205,000	145,000	936,147	2,814,180	The expected amount for the remainder includes a 10% annual reduction in funding and with PI staying the same each year.

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

Leveraged Funds

The City requires all applicants to document leveraged funds as part of the application process. If an applicant does not provide some level of leveraging, the City may require an effort be made to locate other sources of funds to leverage against the federal dollars. Oregon Housing and Community Services, Community Resource Division, provides state, and federal grant funds to private, public, and non-governmental agencies to develop, direct, and administer programs focused on improving housing, livability standards, and encourage self-sufficiency to low-income Oregonians.

Tax Credits

The City leverages funds with Oregon Housing and Community Services (OHCS) as it relates to affordable housing, and low income tax credits. The local Community Development Housing Organizations (CHDOs) and/or other recipients at times apply for both HOME and tax credit funds to assist in the acquisition, construction, and rehabilitation of low-income housing projects.

Section 8 Funds

SHA anticipates receiving Public Housing funds, and other related housing activities dollars. These funds, including Rental Assistance Demonstration (RAD) funding, provided to SHA in 2014 for the rehabilitation of two current facilities, Robert Lindsey Tower (Senior Housing) and Parkway Village (Affordable Housing). Parkway Village is currently under a HOME affordability period and received additional CDBG funds for this current rehabilitation project. Many tenants occupying affordable units receive housing vouchers through the Housing Authority. There are currently 2,975 households receiving Housing Vouchers from SHA.

McKinney-Vento

The Mid-Willamette Valley Community Action Agency (MWVCAA) administers the McKinney-Vento resources received for the City. The MWVCAA, as a member of the Rural Oregon Continuum of Care, also coordinates the local Continuum of Care effort for Marion and Polk Counties which is a community based long-range plan addressing the needs of homeless persons in order to help them reach maximum self-sufficiency. The following members of the Continuum of Care receive McKinney-Vento resources that assist in eliminating homelessness: Mid-Willamette Valley Community Action Agency, Shangri La, Northwest Human Services, and the Salvation Army.

HOME Match

The City will ensure that matching contributions from nonfederal sources are made to housing that qualifies as affordable housing under the HOME program (other than Tenant Based Rental Assistance) at the time of application.

Possible sources of match may include but are not limited to:

- Private grants
- Donated real property
- Value of donated or voluntary labor of professional services
- Sweat equity
- Cash contribution by nonfederal sources
- Proceeds from bonds not repaid with revenue from an affordable housing project
- State and local taxes, charges or fees

The HOME program requires a twenty-five percent (25%) match for all activities (excluding administration) completed during a program year. Federal funds from other agencies are not considered eligible match.

There are additional resources utilized through Public Housing. SHA continues to participate with West Valley Housing and Marion County Housing via the Mobility Agreement, effective February 1, 2010, allowing families to move from one jurisdiction to another while they remain participants of the original housing authority that issued their voucher. SHA continues to administer the 63 Department of Veteran Affairs Supportive Housing (VASH) Vouchers as well as the 125 Family Unification Program Vouchers through a combination of those from June 2011, 19 from an older program and 6 through a program with DHS. Final amounts may differ based on the federal allocations made for the PY.

If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

There is no currently identified publically owned land or property located within the jurisdiction that will be used to address the needs identified in the Consolidated Plan.

Discussion

As discussed in the previous sections, the city requires match and leverage on all projects unless a waiver request is provided and approved. Exceptions or reduced percentages are reviewed individually with approval contingent on the circumstance and the city having the required match through other sources and projects.

SP-40 Institutional Delivery Structure – 91.215(k)

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

Table 46 - Institutional Delivery Structure

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
City of Salem	Local Government	Participating Jurisdiction (lead)	CDBG-City of Salem HOME-Cities of Salem/Keizer Special Designation-NRSA
SALEM HOUSING AUTHORITY	PHA	Public Housing Rental	Other
Mid-Willamette Community Action Agency	Continuum of care	Homelessness Planning	Region

Assess of Strengths and Gaps in the Institutional Delivery System

Institutional Structures

The City of Salem operates under the council-manager form of city government. The Salem City Council consists of eight councilors, each representing the eight wards across the City. The Mayor stands for elections in all eight wards and serves a two-year term. The City Manager acting on behalf of the Mayor and City Council is responsible for running the day-to-day operations of the City.

1. Salem Housing Authority (SHA)

SHA, a division of the City of Salem's Urban Development Department (UD), manages all issues relating to public housing in the Salem area. SHA works with UD to offer security deposit assistance to income-qualified households. They promote family self-sufficiency and homeownership opportunities for low-income households in Salem and Keizer. The Salem City Councilors sit as the SHA Board of Commissioners and make decisions regarding proposed capital improvements, development and demolition of public housing units. SHA Board acts as a separate agency responsible for developing and administering housing assistance programs for low-income households within the Urban Growth Boundary surrounding the cities of Salem and Keizer.

2. Mid-Willamette Valley Community Action Agency

The Mid-Willamette Valley Community Action Agency (MWVCAA) coordinates the local Continuum of Care (CoC) efforts. The CoC is a community based long-range planning organization that addresses the needs of homeless persons in order to help them reach maximum self-sufficiency. The CoC is developed through the efforts of the Mid-Valley Housing and Services Collaborative which comprises a broad cross section of community stakeholders and is based on a thorough assessment of homeless needs and resources. MWVCAA CoC serves Marion-Polk counties particularly the cities of Salem and Keizer.

Various local service agencies and private groups (as listed in the consultation section of this Consolidated Plan) are involved in recommending and implementing specific funding strategies that address affordable housing, homelessness, and community development. These organizations provide project proposals to the City through an application process each year. Proposals are tailored to match priorities contained in the five-year goals of the Consolidated Plan and are implemented by the respective organizations each year. The Social Service Advisory Board (SSAB) makes funding recommendations to the Director of Urban Development whom in turn makes funding recommendations to City Council for approval of social service allocations of HOME, CDBG, and General Funds designated for social service activities through Federal Programs. The Housing and Urban Development Advisory Committee (HUDAC) makes funding recommendations to the Director of Urban Development whom in turn makes funding recommendations to City Council for approval of projects and programs, other than social service programs, through the City's annual allocations of HOME and CDBG.

There do not appear to be any significant gaps in the existing institutional structure.

Availability of services targeted to homeless persons and persons with HIV and mainstream services

Below is a table indicating the number of particular services for the population label of each column. The information in this table was derived from information available through the local 211 program for Marion and Polk Counties and individual organizations currently funded through the City. The numbers are an unduplicated representation of agencies providing services within each line item service listed.

Table 47 - Homeless Prevention Services Summary

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
Homelessness Prevention Services			
Counseling/Advocacy	11	6	1
Legal Assistance	2	0	0
Mortgage Assistance	1	0	0
Rental Assistance	7	4	1
Utilities Assistance	9	0	0
Street Outreach Services			
Law Enforcement	2	0	0
Mobile Clinics	1	0	0
Other Street Outreach Services	7	7	0
Supportive Services			
Alcohol & Drug Abuse	56	0	0
Child Care	4	0	0
Education	42	0	1
Employment and Employment Training	15	0	0
Healthcare	28	0	0
HIV/AIDS	34	0	34
Life Skills	10	2	0
Mental Health Counseling	26	0	0
Transportation	6	1	0

Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)

All programs accounted for in the table above are currently available in Marion and Polk Counties. The information seems to exhibit a large concentration of services provided under Alcohol and Drug Abuse, Education, and HIV/AIDS. Programs specifically designed for homeless persons were available under Counseling/Advocacy, Other Street Outreach Services, Life Skills, and Transportation. Programs specifically designed for persons living with HIV/AIDS were listed under the following categories: Counseling/Advocacy, Education, and HIV/AIDS. There are programs listed in the 211 system specifically designed for families, families with children, veterans and unaccompanied youth. These programs are accounted for in the numbers included in the table. It appears that all service categories have some type of availability for all populations.

Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above

Although not all needs can be met, the following are the strengths of the service delivery system for special needs populations and persons experiencing homelessness in Marion and Polk Counties.

Strengths

- Homeless Prevention Services for:
 - Counseling/Advocacy
 - Utilities Assistance
 - Rental Assistance
- Street Outreach Services for:
 - Other Street Outreach Services
- Supportive Services for:
 - Alcohol and Drug Abuse
 - Education
 - HIV/AIDS

Many obstacles stand in the way of meeting the critical needs of homeless persons in Salem and Keizer. Individuals and families are faced with many of these challenges. While some of these barriers can be mitigated through actions by the City, a majority of them cannot be corrected at the local level. Gaps in the service delivery system for special needs populations and persons experiencing homelessness include:

Gaps

- Homeless Prevention Services for:
 - Mortgage Assistance
 - Legal Assistance
- Street Outreach Services for:
 - Mobile Clinics
 - Law Enforcement
- Supportive Services for:
 - Child Care
 - Transportation
 - Life Skills
 - Employment and Employment Training

Information collected in our Housing and Community Needs Survey and our Organizational/Business Survey solidify these findings as identified in the table above.

Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs

There do not appear to be any significant gaps in the institutional structure.

System Delivery

While there are minimal gaps in the system delivery, it is imperative that the City does not reduce its involvement and allocations for services. A reduction of involvement and resources may result in a reduction of families having an opportunity to access assistance. Below are the City's strategies for addressing the gaps identified over the next five years.

- **Homeless Prevention Services for:**

- Mortgage Assistance-The City currently reviews subordination requests of homes funded in the past with HOME and/or CDBG for down payment assistance and/or single family rehab projects. Under certain circumstances, in compliance with the cities policies and procedures, subordination requests for a rate and term refinancet may be provided even if the loan is in excess of 80% LTV and is refinanced under the HARP Act. This ability provides for LMI households to secure reduced interest rates and monthly payments. The City anticipates the ability to continue this process over the next five years.
- Legal Assistance-The City has provided general funds to organizations such as Mano a Mano that provide legal services on a limited basis. The City anticipates the ability to fund social service organizations such as this over the next five years.

- **Street Outreach Services for:**

- Mobile Clinics-The City recently provided general funds for the rental of a mobile clinic at the annual Homeless Connect. The City anticipates the ability to continue this contribution over the next five years.
- Law Enforcement-Through continued communication and notification to the Neighborhood Associations about events such as National Night Out, law enforcement will continue their outreach. Officers regularly attended neighborhood meetings providing information about each neighborhood and an opportunity for the community to voice any concerns.

- **Supportive Services for:**

- Child Care-This particular gap may be addressed through programs generated for working parents, as a piece to job training and job creation projects. This could potentially fall under goal number 1.
- Transportation-Projects including sidewalk improvements (ramps, grades, accessibility) and street improvements (new surfacing, striping, curb cuts, and bike lanes) will be given highest priority under goal number 4-Neighborhood Revitalization.
- Life Skills-Under the End Homelessness goal (goal number 2), highest priority will be given to applications with housing programs and projects, including homeless case management that integrate self-sufficiency aspects as identified under the city's five-year goals.
- Employment and Employment Training- During the application process, programs providing job training and job creation will be given the highest priority for funding as this is our number one priority over the next five years.

SP-45 Goals Summary – 91.215(a)(4)

Table 48 – Goals Summary

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Promote Economic Development	2015	2019	Non-Housing Community Development	Salem Citywide	Job Training Programs, Direct Assistance to Microenterprises, Microenterprise Training and Technical Assistance, Small-Scale Incubator		Jobs created/retained: 40 Jobs Businesses assisted: 250 Businesses Assisted
2	End Homelessness-Public Service	2015	2019	Homeless	Salem Citywide	Services/Facilities for Abused and Neglected Child		Public service activities other than Low/Moderate Income Housing Benefit: 7564 Persons Assisted
3	End Homelessness-Subsistence Payments	2015	2019	Homeless	Salem Citywide	Homeless Prevention Subsidies/Subsistence Payments		Public service activities for Low/Moderate Income Housing Benefit: 312 Households Assisted
4	End Homelessness-Public Facility	2015	2019	Homeless	Salem Citywide	Services/Facilities for Abused and Neglected Child		Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 1700 Persons Assisted
5	End Homelessness-TBRA and Transitional Housing	2015	2019	Homeless	Salem and Keizer Citywide	Coordinated Access to Housing		Rental units rehabilitated: 25 Household Housing Unit Tenant-based rental assistance / Rapid Rehousing: 488 Households Assisted
6	End Homelessness-TBRA Special Populations	2015	2019	Homeless	Salem and Keizer Citywide	Coordinated Access to Housing		Tenant-based rental assistance / Rapid Rehousing: 56 Households Assisted
7	Expand Affordable Housing	2015	2019	Affordable Housing	Salem and Keizer Citywide	Rehabilitation for "Aging in Place" Energy Efficient Improvements Rehabilitation/Conversion Affordable Housing Elderly and Disabled Housing Rehabilitation		Rental units constructed: 16 Household Housing Unit Rental units rehabilitated: 200 Household Housing Unit
8	Neighborhood Revitalization-Availability/Access	2015	2019	Non-Housing Community Development	Central Salem/City wide	Sidewalk Improvements Parks and Recreational Facilities		Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 3600 Persons Assisted
9	Neighborhood Revitalization-Sustainability	2015	2019	Non-Housing Community Development	Central Salem/City wide	Street Improvements Flood Drain Improvements		Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 1800 Persons Assisted

Goal Descriptions

1	Goal Name	Promote Economic Development
	Goal Description	Job creation/ Job Training are the number one priority. The rankings through the City of Salem's survey were through Direct assistance to Microenterprises, Microenterprise training and technical assistance, and Small-Scale Incubators (manufacturing and food).
2	Goal Name	End Homelessness-Public Service
	Goal Description	This goal includes public service programs such as case management.
3	Goal Name	End Homelessness-Subsistence Payments
	Goal Description	This goal includes subsistence programs such as interim housing.
4	Goal Name	End Homelessness-Public Facility
	Goal Description	This goal includes modifications and/or rehabilitation of public facilities with a focus on facilities for abused and neglected children.
5	Goal Name	End Homelessness-TBRA and Transitional Housing
	Goal Description	This goal includes tenant based rental assistance (TBRA) programs and transitional housing projects
6	Goal Name	End Homelessness-TBRA Special Populations
	Goal Description	This goal will be for tenant based rental assistance (TBRA) targeted to special populations (the disabled and those living with HIV/AIDS).
7	Goal Name	Expand Affordable Housing
	Goal Description	This goal will include the following: rehabilitation of existing housing for "aging in place", energy efficiency improvements to existing affordable housing, rehabilitation/conversion of affordable housing (1-2 bedrooms with a concentration in serving 30% AMI populations), and rehabilitation of housing for elderly and disabled (conversion or updates).
8	Goal Name	Neighborhood Revitalization-Availability/Access
	Goal Description	This goal will include projects such as sidewalk improvements (ramps, grades, and accessibility), parks and recreational facilities, and street improvements (new surfacing, striping, curb cuts, and bike lanes).
9	Goal Name	Neighborhood Revitalization-Sustainability
	Goal Description	This goal will include flood drain improvements.

Goal Descriptions

In the 2009-2014 Consolidated Plan the following priorities were identified:

1. End Homelessness
2. Promote Economic Development
3. Expand Affordable Housing
4. Neighborhood Revitalization

During data collection for this Consolidated Plan, these same goals were utilized to see if the ranking remained the same through a survey at the Wednesday Farmers' Market. The survey was conducted by allowing passersby to drop a bean into a mason jar labeled with the four categories. The survey concluded with the following re-prioritization:

1. End Homelessness
2. Expand Affordable Housing
3. Neighborhood Revitalization
4. Promote Economic Development

This was a limited survey in which there were 94 respondents. This data is utilized in conjunction with our *Housing and Community Needs Survey* and our *Organizational Business survey* which identified re-prioritization collectively as indicated in the table above.

The 2015-2019 Consolidated Plan goals listed were derived through careful collection and consideration of the following: Housing and Community Needs Survey, Wednesday Farmers' Market Survey, Organizational/Business Survey, Consolidated Economic Development Strategy (CEDS for the Mid-Willamette Valley), Interviews and Consultations with Non-Profit and For-Profit Partners, 2014 Homeless Count Report: Marion and Polk Counties, Housing Needs Assessment (Salem-Keizer and the City of Salem), Economic Opportunity Analysis (Mid-Willamette Valley and City of Salem), U.S. Census Bureau Data (Census and American Community Survey), The State of the Nation's Housing 2014 (Joint Center for Housing Studies), 10-Year Plan for Oregon, Various Presentations and Meetings, and other publications and consultations.

1. Promote Economic Development (job training/job creation)
 - Job Training Programs
(Special focus on ages 16-44, disabled, veterans, and victims of domestic violence)
 - Direct Assistance to Microenterprises
(Start-up Funds (loans))
 - Microenterprise Training and Technical Assistance
 - Small-scale Incubator
(Start-up for Manufacturing and Food)
2. End Homelessness
 - Services and facilities for Abused and Neglected Children
 - Coordinated Access to Housing (housing with self-sufficiency programs)
 - Tenant Based Rental Assistance with Self-Sufficiency
 - Transitional Housing with Self-Sufficiency
 - Emergency Shelters : Case Management and facility
 - Homeless prevention subsidies/Subsistence Payments
(One-time crisis rent/utility assistance)
3. Expand Affordable Housing
 - Rehabilitation of existing housing for "aging in place"
 - Energy Efficient Improvements to existing affordable housing
 - Rehabilitation/Conversion affordable housing
(1-2 bedrooms with a concentration in serving 30%AMI populations)
 - Rehabilitation of housing for elderly and disabled (conversion or updates)
4. Neighborhood Revitalization
 - Sidewalk Improvements (ramps, grades, accessibility)
 - Parks and Recreational Facilities
 - Street Improvements (new surfacing, striping, curb cuts, bike lanes)
 - Flood Drain Improvements

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)

The City discontinued the homebuyer assistance program in 2011 due to the recession. The recession had a dramatic effect on the ability of residents to purchase homes. In the cities of Salem and Keizer the focus has currently been on providing affordable housing through rental rehabilitation, rental new construction, and tenant based rental assistance (TBRA). Based on the numbers served over the past couple of years, the estimates of populations to be served over the next five years are as follows:

- Extremely low-income-510
- Low-income-95
- Moderate income-300

These numbers will be met by continuing funding for TBRA programs and the development and rehabilitation of multi-family rental housing with a special focus in creating "aging in place" units as identified in the goals section of this Consolidated Plan.

SP-50 Public Housing Accessibility and Involvement – 91.215(c)

Need to Increase the Number of Accessible Units (if Required by a Section 504 Voluntary Compliance Agreement)

N/A – there is currently no Section 504 Voluntary Compliance Agreement in effect.

Activities to Increase Resident Involvements

Resident Advisory Board and on-going access to information through family self-sufficiency newsletters. A resident is a member of the SHA Commission.

Is the public housing agency designated as troubled under 24 CFR part 902?

SHA is designated as a HIGH Performer; therefore, this is not applicable.

Plan to remove the ‘troubled’ designation

Not Applicable

SP-55 Barriers to affordable housing – 91.215(h)

Barriers to Affordable Housing

Impediments to fair housing are affected by both the public and private sector in Salem and Keizer. Fair housing programs and practices especially in recent years have gone a long way to addressing many actual and potential impediments in the area. A summary of identified Impediments and recommendations are discussed below.

✓ *Impediment: Fees and Charges*

In the City of Salem's *Organizational/Business Survey*, 75% of respondents stated the primary barrier to their clients accessing affordable housing were fees and charges. Some of the reasons that this is a barrier for their clients include: inability to qualify for jobs with adequate salaries (full-time, permanent), lack of income, increase in rental application fees, and coming up with move-in costs (i.e. deposit and first month's rent). This is consistent with the overwhelming response to the *Organizational/Business Survey*, the *Housing and Community Needs Survey*, and documentation from other reports such as the *Housing Needs Assessment* (Mid-Willamette Valley Council of Governments, City of Salem) stating the highest priority for the next five years is funding of job training programs and job creation projects so that persons are able to pay the fees associated with housing.

✓ *Impediment: Limitations*

In the City of Salem's *Organizational/Business Survey*, 50% of respondents indicated the primary barriers to their clients accessing affordable housing are limitations. The three primary limitations listed in the survey response were criminal record, negative rental history, and alcohol and drug issues. Additionally through our analysis, it appears there is a significant limitation for persons with disabilities. As indicated in the fair housing complaints, this population reports more frequently violations of fair housing. Disabilities may also limit the number of units that the person can live in due to accessibility requirements and the costs associated to make reasonable accommodations. Other limitations listed included: limited English proficiency, lack of culturally appropriate services, gender status (transgendered), fair market rent (FMR), cycle of abuse and poverty, and mental illness.

✓ *Impediment: Limited Availability*

In responses to the City of Salem's *Organizational/Business Survey*, Limited Availability was the third most frequently reported barrier for clients accessing affordable housing. The reasons listed for limited availability included the following: lack of affordable units for persons with disabilities, limited funding, lack of affordable housing in desirable areas, long wait lists, and policies affecting return on residential investment. In our *Bean Survey* at the Wednesday Farmer's Market, respondents listed their second top priority as *Expanding Affordable Housing*. The need for additional affordable housing was also indicated in the *Housing Needs Analysis* (Mid-Willamette Valley Council of Governments and the City of Salem). The overwhelming type indicated through these analyses and national housing analyses are "aging in place" units. "Aging in place" units would meet the needs of all populations including the elderly and the disabled.

Other Impediments

The 2014 Impediments analysis identified numerous barriers to fair housing in Salem and Keizer. Several barriers to affordable housing were also identified in the Consolidated Plan to be problems intensifying the lack of access and availability to fair housing choices. Some of the barriers to affordable housing include:

- Job Training and Higher Education
- Job Creation
- Lack of “Aging in Place” units
- Lack of 1-2 bedroom Units
- Lack of coordinated housing (integrated self-sufficiency programs)

Strategy to Remove or Ameliorate the Barriers to Affordable Housing

Conclusions and Recommendation

Conclusions drawn from data gathered in this Analysis of Impediments to Fair Housing Choice (AI) report suggest that;

- Additional cost and requirements make both the rental and owner housing markets unavailable to low/moderate income persons
- Job training and creation will lead to a major reduction in barriers to affordable housing across protected classes by providing personal resources for housing
- Discriminatory and unfair lending practices are impediments to fair housing in Salem and Keizer
- Language and cultural differences are impediments to fair housing
- Increasing resources for fair housing programs and activities will promote access to affordable housing
- Expanding affordable housing through projects including “aging in place” units will resolve barriers for various groups including those with disabilities while providing a foundation for versatile housing

RECOMMENDATIONS

In addition to various strategies mentioned earlier in this report, the cities of Salem and Keizer remain committed to assisting residents in obtaining and retaining decent, safe, affordable housing. Salem and Keizer should continue to partner with non-profit organizations, SHA, Community Housing Development Organizations (CHDO's), Fair Housing Council of Oregon, and other government agencies to further improvement towards fair housing.

To promote community and economic development, eliminate homelessness, provide affordable housing, and revitalize neighborhoods, it is important that the jurisdiction focuses its attention on removing barriers that impede fair housing. The following activities are intended to steer the City towards achieving fair housing goals:

- Continue funding for programs such as TBRA, multi-family rental rehabilitation, and self-sufficiency programs related to housing to bridge the financial gap for LMI households
- Encourage job training programs for LMI persons to increase their ability to be sustainable in housing
- Encourage job creation to provide jobs for LMI persons (with increased services to special populations including the disabled, veterans, and victims of domestic violence) to increase their ability to be sustainable in housing
- Supporting fair housing education for consumers, lenders, real estate agents, landlords, and all individuals providing housing services
- Supply community education tools to non-English speaking residents in both cities
- Make available information regarding federal housing assistance programs and resources
- Encourage the production of additional housing, including units for “aging in place” to increase greater choice
- Target communities with high percentages of low- and moderate incomes persons with funding for affordable housing

SP-60 Homelessness Strategy – 91.215(d)

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

An estimated 1,815 people in Marion and Polk counties are homeless, according to the final numbers in the 2014 Point in Time Count. By HUD's definition, this includes people living in shelters and on the streets. Every year, the Mid-Willamette Valley Community Action Agency organizes dozens of volunteers to count and survey the homeless residents of Marion and Polk Counties as part of the National Point in Time Count. The Point in Time Count for Marion and Polk Counties was conducted on January 29, 2014 at various sites and shelters. There was one mobile team driving throughout Salem to survey homeless hot spots. Some of the questions posed during the interviews of homeless persons included: Are you looking for a job? Do you have any medical problems? What is the hardest part about being homeless? and What can be done to improve your current situation? Once the final report is reviewed by HUD, report data is used to determine the next year's CoC funding allocation. For non-profit agencies serving the homeless and at-risk populations of the region, Continuum of Care funding is often critical for service provision.

Addressing the emergency and transitional housing needs of homeless persons

In the *2014 Homeless Count Report: Marion and Polk Counties* there are only two individuals that were turned away from shelter. This information may indicate that the need for shelter and housing assistance for the homeless is being met in Marion and Polk counties. The numbers reported indicate that those sheltered are in greatest need of transitional housing assistance potentially in the form of TBRA with integrated services and transitional housing facilities with integrated services. One of the most needed services in combining the information from the *2014 Homeless Count Report: Marion and Polk Counties*, the *Housing and Community Needs Survey*, and the *Organizational/Business Surveys* are job training and higher education.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again.

The Center for Hope and Safety provides case management to victims of domestic violence, human trafficking, and stalking. Emergency housing assistance is provided by: Salem Interfaith Hospitality Network through tenant based rental assistance in conjunction with homeless case management; the Oregon Health Authority through tenant based rental assistance targeted to persons living with HIV/AIDS; SHA through security deposits; and Congregations Helping People through interim housing assistance (subsistence payments) which are funded with both HOME and CDBG. In addition to the CDBG funds allocated for Public Service, the City allocates General Fund dollars with the intention of providing emergency services to those that are homeless or at risk of homelessness. St. Francis Shelter provides case management services for homeless families with children. Congregations Helping People provides utility support to those at risk of homelessness. HOME Youth Resources provides a day shelter and case management services to homeless youth. Northwest Human Services provides case management to homeless youth and crisis assistance (medical assistance and utility assistance). Mano a Mano provides case management and emergency assistance to families in crisis with a focus on servicing Hispanic populations. Marion Polk Food Share provides emergency food supplies to those who are homeless or at-risk of homelessness.

There is a focus on providing “wrap-around services” through all of these agencies. Additionally there is a group called the Emergency Housing Network that meets monthly. The group is comprised of over 500 social and public agencies that provided housing and other services to at-risk populations within the cities of Salem and Keizer. The group provides an opportunity for networking and updates through each organization in attendance. This allows organizations to coordinate services and work through any gaps in services.

Help low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families who are likely to become homeless after being discharged from a publicly funded institution or system of care, or who are receiving assistance from public and private agencies that address housing, health, social services, employment, education or youth needs

Through the organizations listed above and housing providers including organizations such as Windsor Place, Spruce Villa, Sunny Oaks, and Shangri-La, the City is able to provide housing opportunities to at-risk of homelessness due to disabilities. Additionally, the Oregon Health Authority provides tenant based rental assistance and case management to families living with HIV/AIDS. Other programs designed specifically to prevent homelessness include the rent and utility assistance provided by Congregations Helping People and Northwest Human Services Crisis Hotline. Housing is provided through various types of assistance including tenant based rental assistance, security deposits, affordable housing units, public housing, and other types of voucher programs (i.e. VASH Vouchers, Section 8, 202 projects, etc.)

SP-65 Lead based paint Hazards – 91.215(i)

Actions to address LBP hazards and increase access to housing without LBP hazards

According to the Code of Federal Regulations (CFR) 24 part 35, any housing rehabilitation project involving housing constructed before 1978, and receiving \$5,000 or more in Federal funds, shall be tested for lead-based paint. All projects meeting those parameters with identified lead-based paint hazards are mitigated or abated.

How are the actions listed above, related to the extent of lead poisoning and hazards?

Congress passed the Residential Lead-Based Paint Hazard Reduction Act of 1992 to protect families from exposure to lead from paint, dust, and soil. This act seeks to direct HUD and the Environmental Protection Agency (EPA) to identify and mitigate sources of lead-based paint and lead hazard before the sale or lease of houses built before 1978.

In Salem and Keizer, more than 60 percent of the total housing units were built prior to 1978. More than 11,829 housing units in Salem were built between 1970 and 1979. Nine percent of the total housing units in Keizer were built during that same period.

Since many of these structures are susceptible to structural damage and wear and tear, they pose lead-based paint and lead hazard risks to inhabitants. The City of Salem has estimated a total number of homes having the potential for lead-based paint hazards to be 22,583; of that number low- and moderate- income families occupy an estimated 9,777 or 43 percent of these homes.

In 1978, the Consumer Product Safety Commission banned the manufacture of paint containing more than 0.06 percent lead by weight for use on interior and exterior residential surfaces and furniture. The presence of lead-based paint alone does not indicate the extent of exposure hazards. Poor maintenance, remodeling, peeling and chipping paint are lead-based paint hazards. According to the Code of Federal Regulation 24 CFR Part 35, any housing rehabilitation project involving housing constructed prior to 1978, and receiving \$5,000 or more of Federal funding shall be tested for lead-based paint.

How are the actions listed above integrated into housing policies and procedures?

Projects receiving \$5,000 - \$24,999 in Federal funds shall have identified lead-based paint hazards mitigated. Lead hazard mitigation may be accomplished through the use of interim controls. Those projects receiving \$25,000 or more in Federal funds shall have identified lead-based paint hazards abated.

Interim controls are measures designed to temporarily reduce exposure to lead-based paint hazards. Interim controls include repairs, maintenance, painting, temporary containment, specialized cleaning, ongoing monitoring of lead-based paint hazards and establishing management programs for the property. Unlike abatement, interim controls require periodic monitoring and reevaluation to ensure they remain effective.

Abatement measures are designed to eliminate lead-based paint hazards or lead-based paint permanently (defined as at least 20 years effective life). Different methods of abatement can be summarized into two primary approaches.

1. Removing the lead-based paint from the structure
2. Covering the lead-based paint and making it inaccessible

The City of Salem has established a policy that all housing rehabilitation projects subject to 24 CFR Part 35 shall utilize abatement methods. Abatement methods ensure the highest level of protection for housing occupants and eliminate the costly requirement for annual monitoring of interim controls by City staff. At the completion of a rehabilitation project in housing constructed prior to 1978 a Lead Based Paint (LBP) Clearance Exam shall be conducted in accordance with 24 CFR Part 35. Once a project passes LBP clearance it can then be considered lead safe housing.

All necessary notices as required by Title X of the Housing and Community Development Act of 1992 are given to property owners and tenants at appropriate times.

SP-70 Anti-Poverty Strategy – 91.215(j)

Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families

More than 16.7% of families residing in Salem fell below the Federal Poverty Line in 2010 which is 2.7% higher than figures reported for the entire State of Oregon which is at 14%. Poverty reduction strategies in the city encompass a variety of processes that provide support to agencies that assist low and moderate income households as they progress toward economic self-sufficiency. Salem Housing Authority (SHA) provides Security Deposits to income-eligible families, allowing them access to affordable housing. In coordination with assistance provided through SHA, families are offered the opportunity to participate in the Family Self-Sufficiency (FSS) Program. Salem Interfaith Hospitality Network provides homeless case management and tenant-based rental assistance, allowing a two-fold approach to self-sufficiency including housing stability. Congregations Helping People provides rental assistance (subsistence payments). This program provides rental assistance to families in crisis situations, reducing the likelihood of homelessness for those families and providing an opportunity for self-sufficiency. MERIT and Interface provide training and technical assistance to microenterprises. Through this training and technical assistance, low-moderate income business owners are able to secure their own careers and create job opportunities for others through business development. Garten is increasing the stability of currently employed persons with disabilities and increasing the job opportunities to persons with disabilities. In 2014, Garten completed a Facility Modernization Project creating 34 Full-Time Equivalent (FTE) jobs (60 jobs) with a focus on hiring persons with disabilities. State and local agencies, as well as private organizations, have partnered to provide the needed services in order for families and individuals to gain economic independence. For example, the Department of Human Services (DHS) helps obtain child support payments from absent parents, and provides a State Employment Related Day Care program for low income persons. Section 3 guidelines are provided to every organization carrying out construction projects. Documentation of outreach under Section 3 is required for projects meeting the regulatory threshold. The City of Salem's goal is to continue providing assistance to the programs listed and to continue outreaching to additional organizations over the next five years.

How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan

Through integration of the above listed programs and the provision of developing self-sufficiency, the stability of housing for the residents of Salem and Keizer can become a reality for the most under-served populations. Through development and rehabilitation of existing affordable housing units, the use of HOME for support to tenant based rental assistance programs, and the integration of Section 504 accessible units, the goal of generating more "aging in place" units can be met. The goal of integrating energy efficient methods when conducting rehabilitation projects are formalized through the application and agreement process through integrated development within the City of Salem's housing standards for projects built with federal funding.

SP-80 Monitoring – 91.230

Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements

Monitoring and Coordination

The City of Salem has sought input from various organizations, groups and other interested parties throughout the process of developing the Consolidated Plan. As the citizen participation process indicates, the City has established policies and procedures to ensure long-term compliance with the requirements of the programs funded. When implementing housing and community development programs and activities under the CDBG and HOME programs, the City of Salem and the Salem/Keizer HOME Consortium will adhere to the following:

Community Development Block Grant (CDBG)

To ensure the objectives of the program are met, HUD has established eligible activities that can be funded with CDBG dollars.

CDBG Eligible activities include;

- Economic development activities
- Activities related to real property (includes affordable housing)
- Planning and administration activities
- Assistance to Community Based Development Organizations (CBDOS)
- Activities related to public and social services
- Other types of activities (includes technical assistance to non-profits)

CDBG monitoring will be conducted to ensure compliance with the CDBG project eligibility requirements, national objectives, performance measurements, and performance outcomes established by HUD. Site visits will be coordinated with record monitoring. Project agreements will include the requirement that ensures employment and other economic opportunities generated by housing and community development assistance programs benefit minority businesses and low and moderate income households and persons.

Sub- recipient/Developer Monitoring

Monitoring and technical assistance are vital parts of a successful sub-recipient/developer and the participating city relationship. The City provides an orientation session for all funded sub-recipients and developers to explain their roles and responsibilities under the CDBG program and the City's monitoring policies and procedures. This orientation includes a review of all CDBG eligible activities, documentation requirements, submittal of claims for reimbursement, and applicability to various programs.

The level of sub-recipient/developer monitoring depends on the length of time a sub-recipient/developer has been receiving CDBG funds and their performance level. All first year recipients will be monitored on-site and required to submit reports as provided in their written agreement.

HOME Investment Partnership Program (HOME)

All projects funded with HOME are required to meet minority and women owned business standards, Section 3 requirements, Section 504 disability requirements, Davis Bacon as applicable and environmental requirements including interim controls and/or abatement of lead. HOME encourages all levels of government and private-sector participation in the production and operation of affordable housing for low and moderate income households.

HOME monitoring will be conducted to ensure that recipients are managing projects in compliance with HOME eligibility and income-qualified housing recipients.

HOME Eligible Activities;

- Rental Housing
- Tenant Based Rental Assistance
- Community and Housing Development Organization (CHDO) operation
- Homebuyer Assistance
- Owner-occupied Rehabilitation

HOME Eligible Beneficiaries;

- Individuals and households with incomes 60 percent or below MFI
- Homebuyers with incomes at 80 percent of MFI
- Have legal residency

HOME-assisted rental projects will meet the low-income occupancy and rent level requirement at initial occupancy and throughout the period of affordability. Property inspections must meet the requirement of state and local codes and rehabilitation standards for projects in the cities of Salem and Keizer. The required frequency of inspections has been modified with the implementation of the 2013 HOME Rule. The 2013 HOME Rule reduces the administrative burden on the Participating Jurisdiction (PJ), the City of Salem, by allowing on-site physical inspections to be conducted every three years. If the City of Salem determines that a more frequent schedule of on-site physical inspection is required, then this modification will be determined on an organizational and/or property level as needed. In addition, all properties within their affordability period are required to submit an Annual HOME Report for each property. This additional level of reporting provides an interim ability to “desk monitor” the property. If there are concerns identified during this annual reporting period, a more frequent schedule may be implemented as well. Replacement reserve reports are due quarterly on properties within their affordability period.

Please see the City of Salem’s, Urban Development Department’s, Federal Program Division Policies and Procedures for the most updated Policies and Procedures regarding monitoring requirements for recipients of HOME and CDBG funding through the City.

Annual Action Plan

- Expected Resources
- Annual Goals and Objectives
- Projects
- Geographic Distribution
- Affordable Housing
- Public Housing
- Homeless and Other Special Needs Activities
- Barriers to Affordable Housing
- Program Specific Requirements

ANNUAL ACTION PLAN

AP-15 Expected Resources – 91.220(c)(1,2)

Introduction

Community Development Block Grants (CDBG) entitlement program, established in 1974 and administered by HUD, provides metropolitan cities and urban counties with funds to assist in the efforts of providing economic development, assistance to low- and moderate income persons, decent housing, neighborhood revitalization, as well as the prevention and elimination of slums and blight. In conjunction with the entitlement allocations, the City contributes approximately \$400,000 of General Fund dollars for various social service programs and for the annual Homeless Connect. The General Funds will be allocated to support individuals and families in need of essential services such as food, shelter, health care, etc. The CDBG social service allocation works in conjunction with the General Funds towards meeting the same goals.

Eligible CDBG activities include but are not limited to:

- Economic Development-Microenterprise, special economic development, financial assistance
- Public Services-Job training and employment, health care, and substance abuse services
- Community Facilities-Rehabilitation, construction, or acquisition of neighborhood facilities
- Housing-Rehabilitation for residential purposes, lead-based paint testing, and mitigation
- Community Revitalization-Urban renewal activities and the removal of slums and blight

The HOME program addresses a variety of activities such as acquisition, rehabilitation, new construction, tenant-based rental assistance, and homebuyer assistance aimed at developing and providing affordable housing for low- and moderate-income persons.

Eligible HOME activities include:

- Tenant-Based Rental Assistance- Rental assistance, and Security Deposit programs
- Rental Housing Activities- New construction, rehabilitation, site improvement, among others
- Housing- Homebuyer activities and homeowner rehabilitation

Program Income, reallocation of funds from canceled projects, and past project funding reduction will supplement the entitlement funds received by the City to complete projects. Program Income is an additional source of funds generated in whole or in part by repayment of CDBG or HOME loan funds. The City receives no proceeds from Section 108 loan guarantees.

Table 49 - Expected Resources – Priority Table

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,233,989	215,000	134,595	1,583,584	4,679,318	The expected amount for the remainder includes a 10% annual reduction in funding and with PI staying the same each year.
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	586,147	205,000	145,000	936,147	2,814,180	The expected amount for the remainder includes a 10% annual reduction in funding and with PI staying the same each year.

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

Leveraged Funds

The City requires all applicants to document leveraged funds as part of the application process. If an applicant does not provide some level of leveraging, the City may require an effort be made to locate other sources of funds to leverage against the federal dollars. Oregon Housing and Community Services, Community Resource Division, also provide state, and federal grant funds to private, public, and non-governmental agencies to develop, direct, and administer programs focused on improving housing, livability standards, and encourages self-sufficiency to low-income Oregonians.

Tax Credits

The City leverages funds with Oregon Housing and Community Services (OHCS) as it relates to affordable housing, and low income tax credits. The local Community Development Housing Organizations (CHDOs) and/or recipients at times apply for both HOME and tax credit funds to assist in the acquisition, construction, and rehabilitation of low-income housing projects.

Section 8 Funds

The Salem Housing (SHA) anticipates receiving Public Housing funds, and other related housing activities dollars. These funds, including RAD funding, were provided to SHA in 2014 for the rehabilitation of two current facilities, Robert Lindsey Tower (senior housing) and Parkway Village (affordable housing). Parkway Village is currently under a HOME affordability period and received additional CDBG funds for this current rehabilitation project. Many tenants occupying affordable units receive housing vouchers through SHA.

McKinney-Vento

The Mid-Willamette Valley Community Action Agency (MWVCAA) administers the McKinney-Vento resources received for the City. The MWVCAA, as a member of the Rural Oregon Continuum of Care, also coordinates the local Continuum of Care effort for Marion and Polk Counties which is a community based long-range plan addressing the needs of homeless persons in order to help them reach maximum self-sufficiency. The following members of the Continuum of Care receive McKinney Vento resources that assist in eliminating homelessness: Mid-Willamette Valley Community Action Agency, Shangri La, Northwest Human Services, and the Salvation Army.

HOME Match

The City will ensure that matching contributions from nonfederal sources are made to housing that qualifies as affordable housing under the HOME program (other than Tenant Based Rental Assistance).

Possible sources of match may include but are not limited to:

- Private grants
- Donated real property
- Value of donated or voluntary labor of professional services
- Sweat equity
- Cash contribution by nonfederal sources
- Proceeds from bonds not repaid with revenue from an affordable housing project
- State and local taxes, charges or fees

The HOME program requires a twenty-five percent (25%) match for all activities (excluding administration) completed during a program year. Federal funds from other agencies are not considered eligible match.

If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

There is no publically owned land or property located within the jurisdiction that will be used to address the needs identified in the AP.

Discussion

There are additional resources utilized through Public Housing. SHA continues to participate with West Valley Housing and Marion County Housing via the Mobility Agreement allowing families to move from one jurisdiction to another while they remain participants of the original housing authority that issued their voucher. SHA also continues to administer 63 Department of Veteran Affairs Supportive Housing (VASH) Vouchers as well as the 125 Family Unification Program Vouchers through a combination of those from June 2011, 19 from an older program and 6 through a program with DHS. All funding allocations and amounts are based on estimates. Final amounts may differ based on the federal allocations made for the PY.

Annual Goals and Objectives

AP-20 Annual Goals and Objectives

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Promote Economic Development	2015	2019	Non-Housing Community Development	Salem Citywide	Job Training Programs Microenterprise Training and Technical Assistance	CDBG: \$262,450	Jobs created/retained: 128 Jobs Businesses assisted: 52 Businesses Assisted
2	End Homelessness-Public Service	2015	2019	Homeless	Salem Citywide	Emergency Shelters: Case Management and Facility	CDBG: \$154,000	Public service activities other than Low/Moderate Income Housing Benefit: 1942 Persons Assisted
3	End Homelessness-Subsistence Payments	2015	2019	Homeless	Salem Citywide	Homeless Prevention Subsidies/Subsistence Payments	CDBG: \$60,000	Public service activities for Low/Moderate Income Housing Benefit: 96 Households Assisted
4	End Homelessness-Public Facility	2015	2019	Homeless	Salem Citywide	Emergency Shelters: Case Management and Facility	CDBG: \$81,765	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 1000 Persons Assisted
5	End Homelessness-TBRA and Transitional Housing	2015	2019	Homeless	Salem Citywide	Coordinated Access to Housing	HOME: \$260,000	Tenant-based rental assistance / Rapid Rehousing: 130 Households Assisted
6	End Homelessness-TBRA Special Populations	2015	2019	Homeless	Salem Citywide	Coordinated Access to Housing	HOME: \$79,800	Tenant-based rental assistance / Rapid Rehousing: 18 Households Assisted
7	Expand Affordable Housing	2015	2019	Affordable Housing	Salem Citywide	Rehabilitation for "Aging in Place" Rehabilitation/Conversion Affordable Housing Elderly and Disabled Housing Rehabilitation	CDBG: \$453,500 HOME: \$523,267	Rental units rehabilitated: 64 Household Housing Unit Homeowner Housing Rehabilitated: 10 Household Housing Unit
8	Neighborhood Revitalization-Availability/Access	2015	2019	Non-Housing Community Development	Central Salem	Parks and Recreational Facilities	CDBG: \$81,769	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 5322 Persons Assisted

Goal Descriptions

1	Goal Name	Promote Economic Development
	Goal Description	For 2015-2016 Plan Year the following programs have been awarded funding under the #1 goal of Promote Economic Development: - Garten Services - Job Training Program (targeted to persons with disabilities) - MERIT - Job Savers Program (job training leading to permanent jobs in welding) - MERIT - Microenterprise training and technical assistance - Interface Network - Microenterprise training and technical assistance
2	Goal Name	End Homelessness-Public Service
	Goal Description	For 2015-2016 the programs falling under goal #2 End Homelessness and the subcategory of Public Service are the following: - Center for Hope and Safety (previously Mid-Valley Women's Crisis Services) - Prevention of Domestic Violence Case Management - Salem Interfaith Hospitality Network - Homeless Case Management in conjunction with the HOME funding for TBRA
3	Goal Name	End Homelessness - Subsistence Payments
	Goal Description	For 2015-2016 the following program has been awarded funding to address goal #2 End Homelessness under the subcategory of Subsistence Payments: Congregations Helping People - Interim Housing (One-time rental assistance/Subsistence Payments)
4	Goal Name	End Homelessness - Public Facility
	Goal Description	For the 2015-2016 Plan Year the following project has been awarded funding for goal #2 End Homelessness under the subcategory of Public Facility: Center for Hope and Safety - Rehabilitation including the replacement of windows
5	Goal Name	End Homelessness-TBRA and Transitional Housing
	Goal Description	For the 2015-2016 Plan Year the following programs have been awarded funding for goal #2 End Homelessness under the subcategory of TBRA and Transitional Housing: - Salem Interfaith Hospitality Network - TBRA in conjunction with supportive services funded by CDBG - Salem Housing Authority - Security Deposits
6	Goal Name	End Homelessness - TBRA Special Populations
	Goal Description	For the 2015-2016 Plan Year the following program has been awarded funding to address goal #2 End Homelessness under the subcategory of TBRA Special Populations: Oregon Health Authority - TBRA for families living with HIV/AIDS
7	Goal Name	Expand Affordable Housing
	Goal Description	For the 2015-2016 Plan Year the following projects have been awarded funding to address goal #3 Expand Affordable Housing: - Catholic Community Services - Rehabilitation of Affordable Housing (Transitioned Portfolio) and CHDO Operating Funds - Polk Community Development Corporation - Owner Occupied Rehabilitation Program - Set-aside for rehabilitation project (s)
8	Goal Name	Neighborhood Revitalization - Availability/Access
	Goal Description	For the 2015-2016 Plan Year funding has been awarded to the following projects to address goal #4 Neighborhood Revitalization under the subcategory of Availability/Accessibility: City of Salem Parks Department - Grant School Park Rehab (NRSA Project)

Projects

AP-35 Projects – 91.220(d)

Introduction

The Housing and Urban Development Advisory Committee (HUDAC) reviews submitted eligible applications to determine which programs or projects to recommend to City Council for funding. HUDAC and the City have historically funded projects that meet the objectives and outcomes of suitable living environment, decent housing, and the creation of economic opportunities. The City's distribution of HOME and CDBG funds are based on the type of project, and how the programs/projects meet the allowable activities. For the 2015-2016 PY, 23 applications were received and considered for funding. Of those applications, 17 were allocated funding.

Table 50 – Project Information

#	Project Name
1	Promote Economic Development
2	End Homelessness
3	Expand Affordable Housing
4	Neighborhood Revitalization
5	Administrative Costs/108 Loan Payments

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

Allocations were based on the preliminary goals established in the City's 2015-2019 Proposed Consolidated Plan. Consideration of organizational capacity and the viability of the programs and projects were taken into account. The greatest obstacle in addressing underserved needs is the reduction in resources available to provide such services and projects. The City's reduction in federal funding is also reflected in other sources of funds that the agencies and developers are seeking as leverage, sometimes delaying and/or eliminating the ability to complete projects. The ability to show funding for the entire project has been secured played an important role in the allocation of funding.

AP-38 Project Summary

Project Summary Information

1	Project Name	Promote Economic Development
	Target Area	Salem Citywide
	Goals Supported	Promote Economic Development
	Needs Addressed	Job Training Programs Microenterprise Training and Technical Assistance
	Funding	CDBG: \$262,450
	Description	This project includes all projects/programs funded under Economic Development
	Target Date	2/13/2015
	Estimate the number and type of families that will benefit from the proposed activities	An estimated 128 jobs and 52 businesses will be assisted through these programs, targeted to persons and businesses under the 80% AMI threshold.
	Location Description	These programs will be provided to citizens of the city of Salem.
	Planned Activities	The following projects/programs have been awarded funding for the 2015-2016 Plan Year: • Garten Services Inc.-Job Training (with preference for assisting those with disabilities) • MERIT-Job Training Program (Welding Certifications) • MERIT-Microenterprise Training and Technical Assistance • Interface Network- Microenterprise Training and Technical Assistance

2	Project Name	End Homelessness
	Target Area	Salem Citywide
	Goals Supported	End Homelessness-Public Service End Homelessness-Subsistence Payments End Homelessness-Public Facility End Homelessness-TBRA and Transitional Housing End Homelessness-TBRA Special Populations
	Needs Addressed	Coordinated Access to Housing Emergency Shelters: Case Management and Facility Homeless Prevention Subsidies/Subsistence Payments
	Funding	CDBG: \$295,765 HOME: \$339,800
	Description	This project includes funding for three TBRA programs, subsistence payments, case management, and a public facility project awarded funding during the 2015-2016 Plan Year.
	Target Date	6/30/2016
	Estimate the number and type of families that will benefit from the proposed activities	An estimated 2,942 individuals will be assisted and an additional 244 households will be assisted through these activities.
	Location Description	Funds will be used to provide TBRA, subsistence payments, case management, and a public facility project within the city limits of Salem and Keizer.
	Planned Activities	Tenant Based Rental Assistance (TBRA), subsistence payments, case management and public facility provided by the following: • Salem Interfaith Hospitality Network (TBRA and Case Management) • Oregon Health Authority (TBRA) • Salem Housing Authority (Security Deposit) • Congregations Helping People (Subsistence Payments) • Center for Hope and Safety (Public Facility Rehab and Case Management)

3	Project Name	Expand Affordable Housing
	Target Area	Salem Citywide
	Goals Supported	Expand Affordable Housing
	Needs Addressed	Rehabilitation for "Aging in Place" Rehabilitation/Conversion Affordable Housing Elderly and Disabled Housing Rehabilitation
	Funding	CDBG: \$453,500 HOME: \$523,267
	Description	This project includes affordable housing projects and programs for the 2015-2016 Plan Year.
	Target Date	6/30/2016
	Estimate the number and type of families that will benefit from the proposed activities	An estimated 74 families under the 80% AMI threshold will be assisted through these activities.
	Location Description	The CDBG funded project will take place in the City of Salem and the HOME projects will take place in the cities of Salem and Keizer.
	Planned Activities	The following are programs and projects included in this Project that have been awarded funding for the 2015-2016 Plan Year: • Polk Community Development Corporation-Owner Occupied Rehabilitation • Catholic Community Services Foundation-CHDO Operating and Portfolio Rehabilitation • A set-aside for rehabilitation project(s)
4	Project Name	Neighborhood Revitalization
	Target Area	Central Salem
	Goals Supported	Neighborhood Revitalization-Availability/Access
	Needs Addressed	Parks and Recreational Facilities
	Funding	CDBG: \$81,769
	Description	This project includes all activities funded under Neighborhood Revitalization for the 2015-2016 Plan Year.
	Target Date	6/30/2016
	Estimate the number and type of families that will benefit from the proposed activities	An estimated 5,322 individuals under the 80% AMI threshold will be assisted through this project.
	Location Description	Grant Park is in the City of Salem's NRSA.
	Planned Activities	Under this particular project the rehabilitation of Grant Park is included during the 2015-2016 Plan Year.

5	Project Name	Administrative Costs/108 Loan Payments
	Target Area	
	Goals Supported	Promote Economic Development End Homelessness-Public Service End Homelessness-Subsistence Payments End Homelessness-Public Facility End Homelessness-TBRA and Transitional Housing End Homelessness-TBRA Special Populations Expand Affordable Housing Neighborhood Revitalization-Availability/Access
	Needs Addressed	
	Funding	CDBG: \$490,100 HOME: \$73,080
	Description	This project is for the payment of administrative costs and 108 Loan Payments.
	Target Date	6/30/2016
	Estimate the number and type of families that will benefit from the proposed activities	This project is for administrative costs and 108 Loan Payments.
	Location Description	City of Salem.
	Planned Activities	Payment of Administrative costs associated with the HOME and CDBG program funds and 108 Loan Payments.

AP-50 Geographic Distribution – 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

The CDBG funding is restricted to use for residents of the City of Salem. The area is outlined by the City limits. This boundary has been applied to a Google maps application for a much easier determination of eligibility of projects and clients.

The HOME funding is restricted to use for residents of the cities of Salem and Keizer. This area is also determined by the city limits of the two cities. This boundary has been applied as an area to a Google Maps application for easier determination of eligibility.

As defined in the attached updated Neighborhood Revitalization Strategy Area (NRSA), an area of low-income, minority concentration, this is an area that encompasses the central core of the City of Salem, stretching to the Northeast, through downtown, and to the Southeast on the other side of downtown. There are many industrial, residential and commercial opportunities in this area. This area has been applied to a Google Maps application for an easier determination of eligibility.

Table 51 - Geographic Distribution

Target Area	Percentage of Funds
Central Salem	3
Salem Citywide	97

Rationale for the priorities for allocating investments geographically

The City of Salem is a Community Development Block Grant (CDBG) entitlement community. An entitlement community is a community that is deemed a grantee perpetually as long as all of the criteria remain the same and funding continues at the federal level. The annual allocations are determined through formulas by the U.S. Department of Housing and Urban Development (HUD) upon congressional appropriation of funds. The CDBG funds received by the City of Salem are utilized within the City of Salem city limits. This includes all physical projects and services provided only for those with addresses within the boundary described. Physical addresses are verified against a Google boundary map to ensure compliance with this restriction. For microenterprise training recipients, the residential or business address must be within these boundaries.

The City of Salem participates with the City of Keizer as a consortium. The Salem/Keizer Consortium is a HOME Investment Partnerships (HOME) entitlement community. The HOME funds received by the consortium are utilized within the city boundaries of Salem and Keizer. For tenant based rental assistance programs, the address for which the rental assistance is being applied is utilized to determine eligibility within the boundaries.

The City of Salem created a Neighborhood Revitalization Strategy Area (NRSA) in 2009. During this new Consolidated Planning period, the City of Salem is renewing the NRSA with updated data. Programs and projects submitting applications for funding within the NRSA are given additional points during the application scoring. The City of Salem continues to provide

outreach and technical assistance regarding the NRSA and the advantages of programs and projects within this area. For the 2015-2016 Plan Year, one project, Grant Park Rehabilitation, has been awarded funding in the NRSA.

Discussion

Special considerations for projects and/or programs applying within the NRSA are given if they meet one of the preliminary goals defined in the proposed Consolidated Plan.

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

The project/program goals described will target the homeless, non-homeless, and special needs households. These goals provide affordable housing through rehabilitation of existing affordable housing, security deposits, and rental assistance. All projects will target extremely low-income to moderate-income households.

Table 52 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households to be Supported	
Homeless	30
Non-Homeless	174
Special-Needs	18
Total	222

Table 53 - One Year Goals for Affordable Housing by Support Type

One Year Goals for the Number of Households Supported Through	
Rental Assistance	148
The Production of New Units	0
Rehab of Existing Units	74
Acquisition of Existing Units	0
Total	222

Discussion

The numbers above represent the funding provided through the HOME program for rehabilitation of affordable housing units, new construction of affordable housing units, tenant-based rental assistance, and security deposits. These numbers do not reflect the additional funding through CDBG for interim housing assistance provided through Congregations Helping People.

As mentioned in previous sections of this Consolidated Plan, the Salem Housing Authority not only manages public housing, they also manage additional affordable housing facilities. There have been many improvements to these properties made over the past five years.

AP-60 Public Housing – 91.220(h)

Introduction

The Salem Housing Authority (SHA) owns and operates 307 housing units for families, seniors and persons with disabilities under the HUD Public Housing Program. HUD funds annual operating subsidies for Public Housing, as well as a Capital Fund Grant for capital improvements of the housing stock, and management systems.

Actions planned during the next year to address the needs to public housing

Individuals and families benefiting from public housing must be at or below 80% of the area median family income. Households currently being served through the Public Housing Program have average incomes under \$20,000 which is well below the allowed income limit. As of December 2014, 296 families were being served by the Public Housing Program in Salem. SHA maintains waiting lists for the public housing units and the Section 8 Housing Choice Voucher Program. As of October 2014, there were 1305 families on the waiting lists for public housing assistance in Salem and 5419 on the waiting list for Section 8 Housing Choice Voucher assistance. The majority of households on the waiting lists are comprised of families with children, and 90% of the families on all of the SHA's waiting lists have annual incomes below \$20,000.

Actions to encourage public housing residents to become more involved in management and participate in homeownership

Public Housing Resident Initiatives and Outreach

SHA has a Central Resident Council/Resident Advisory Board that meets several times a year to review the annual Public Housing Authority (PHA) Plan, as well as other topics including how to use resident participation funds. Some properties, including Robert Lindsey Tower, have organized tenant associations who determine house rules and represent the residents when making requests of management. SHA solicits resident input on the capital needs assessment each year, and alerts tenants of potential policy changes to allow opportunity for tenant comment. Robert Lindsey Tower has a Resident Services Representative who receives a stipend to act as the "eyes and ears" for the property. The bylaws of both the SHA Commission and the Housing Advisory Committee (HAC) require at least one tenant serve on the Commission. All tenants are always welcome to attend meetings without actually serving on the Committee or Commission. A resident advisory board is comprised of tenants who review the Family Self-Sufficiency Program Action Plan, and review any proposed changes. Tenants are sent newsletters and other correspondence to ensure awareness of SHA activities, and are encouraged to provide feedback to staff. All tenants are given a 30-60 day period to comment on updated utility allowances, changes made to the security deposits, updates to maintenance charges, modifications to the Admissions and Continued Occupancy Policy, as well as revisions to leases and addendums or other items that could directly affect them. Housing Commission and HAC meetings are open to the public with meeting details included on the City of Salem's Meetings of Interest website.

SHA also provides Valley Individual Development Accounts (VIDA), a program that prepares and assists families and individuals who qualify, to plan and reach financial goals such as becoming a

first time homeowner, start/expand a small business, pursue a college degree or job training to get a better paying job. VIDA allows families to save a maximum amount of \$3000. If a family saves the maximum of \$3000 in their savings the family's savings is matched three to one. Meaning for every dollar the family saves, they get \$3 up to a total of \$12,000.

If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance.

The PHA is not troubled.

Discussion

As mentioned in previous sections of this Consolidated Plan, the Salem Housing Authority not only manages public housing, they also manage additional affordable housing facilities. There have been many improvements to these properties made over the past five years.

AP-65 Homeless and Other Special Needs Activities – 91.220(i)

Introduction

The City prioritizes capacity building among social service agencies to identify and assist persons at risk of homelessness. This will be achieved by providing funds for housing to persons who are income-qualified, in crisis situations, living with HIV/AIDS, persons with disabilities, and persons leaving correctional facilities, and social service programs including emergency and crisis services, subsistence payments, homeless case management, and case management for persons fleeing domestic and sexual violence.

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including:

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

An estimated 1,815 people in Marion and Polk counties are homeless, according to the final numbers in the 2014 Point in Time Count. By HUD's definition, this includes people living in shelters and on the streets. Every year, the Mid-Willamette Valley Community Action Agency organizes dozens of volunteers to count and survey the homeless residents of Marion and Polk Counties as part of the National Point in Time Count. The Point in Time Count for Marion and Polk Counties was conducted on January 29, 2014 at various stationary sites and shelters. There was one mobile team driving throughout Salem to survey homeless hot spots. Some of the questions posed during the interviews of homeless persons during this event included: Are you looking for a job? Do you have any medical problems? What is the hardest part about being homeless? and What can be done to improve your current situation? Once the final report is reviewed by HUD, report data is used to determine the next year's CoC funding allocation. For non-profit agencies serving the homeless and at-risk populations of the region, Continuum of Care funding is often critical for service provision.

Addressing the emergency shelter and transitional housing needs of homeless persons

Specific projects and programs will provide emergency shelter and transitional housing to prevent low-income individuals, and families with children from becoming homeless. CDBG funds assist with emergency shelter and homeless prevention: Salem Interfaith Hospitality Network (SIHN) will receive funds to provide case management to homeless families staying at the day shelter (they will be partnering these funds with HOME Tenant Based Rental Assistance to provide supportive services throughout the path to self-sufficiency). Local churches provide sleeping facilities for the families until they can transition into permanent and independent housing. Congregations Helping People will receive funds to provide one-time crisis rent assistance, preventing the need for emergency shelter and keeping families in their homes. Center for Hope and Safety will receive funds for domestic violence case management. Center for Hope and safety not only provides case management, they also provide shelter for survivors of domestic violence while they rebuild their lives.

In addition to the CDBG funds allocated for Public Service, the City allocates General Fund dollars with the intention of providing emergency services to those that are homeless or at risk of homelessness. The HOST program, which is operated by Northwest Human Services, will receive funding during the 2015-2016 Plan Year. This program provides emergency shelter for youth who are homeless, and at risk of homelessness. Mid-Willamette Valley Community Action Agency will receive funding for case management provided to homeless and at-risk teens at their HOME Day Shelter. The Salvation Army will be receiving funding for homeless case management that is partnered with their transitional housing facility. Mano a Mano will receive funding for their Community Wellness Program that provides emergency items, legal assistance, and counseling towards self-sufficiency with a concentration in assisting Spanish-speaking clients. St. Francis Shelter will receive funding for case management that is coordinated with their transitional housing facility. Congregations Helping People will receive funding for utility assistance that is available to those families in crisis situations in which a one-time assistance will prevent them from becoming homeless. Northwest Human Services Crisis Hotline has also been awarded funding that allows for crisis intervention and direct assistance for utilities and prescription costs. Marion Polk Food Share will receive funds for food purchases to provide emergency food assistance to families in need.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

Center for Hope and Safety will receive funding to provide case management to victims of Domestic Violence and Human Trafficking. They will also receive funding to complete the rehabilitation of their new facility acquired and rehabilitated with CDBG funds. Emergency housing assistance will be provided by Salem Interfaith Hospitality Network, the Oregon Health Authority, Salem Housing Authority, and Congregations Helping People which are funded with both HOME and CDBG. In addition to the CDBG funds allocated for Public Service, the City allocates General Fund dollars with the intention of providing emergency services to those who are homeless or at risk of homelessness. St. Francis Shelter will receive funding for case management services for homeless families with children. Congregations Helping People will receive funding to provide utility support to those at risk of homelessness. The Salvation Army will receive funding to provide case management in tandem with transitional housing.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs

Congregations Helping People (CHP) will be receiving CDBG funding for one-time crisis rental assistance (subsistence payments) and social service General Funds for one-time crisis utility

assistance. These two programs provide assistance during crisis situations, reducing the possibility of the families becoming homeless. CHP has a strong evaluation system to ensure the client will be able to pay their costs in the future and that this is truly a crisis situation.

Catholic Community Services Foundation is partnering with DHS to provide affordable housing with integrated self-sufficiency training for families at risk of losing their children into foster care. This program not only allows the families to remain together, but also to develop skills necessary to become self-sufficient. The coordination of the programming, housing, and rental assistance reduces the potential of the family becoming homeless and losing their children. HOME funding is being provided for the rehabilitation of affordable housing owned by Catholic Community Services Foundation that will be utilized for this program.

Discussion

As described above, the City will be continuing the effort to prevent and eliminate homelessness. The issue of homelessness will be addressed through multiple programs with a focus on preventing homelessness.

AP-75 Barriers to affordable housing – 91.220(j)

Introduction:

In order to continue receiving federal funds for housing and community development activities in Salem and Keizer, the City of Salem is required by the U.S. Department of Housing and Urban Development (HUD) to prepare a Housing and Community Development Consolidated Plan (Consolidated Plan). The Consolidated Plan describes strategies, priorities, and proposed actions including activities taken to Affirmatively Further Fair Housing. In order to Affirmatively Further Fair Housing, HUD requires jurisdictions that receive federal funds to prepare an Analysis of Impediments to Fair Housing Choice and develop strategies to overcome the effects of identified impediments.

Impediments to Fair Housing Choice are defined as any actions, omissions, or decisions taken because of protected class status that have an effect of restricting housing choice or the availability of housing choice. The federally protected classes are race, color, religion, sex, disability, familial status, or national origin. The State of Oregon adds the following classes as protected classes within the state of Oregon: marital status, source of income, sexual orientation including gender identity, honorably discharged veterans/military status (WA) and domestic violence. At a local level, age is added. The analysis reviews the entitlement community's laws, regulations, administrative procedures, and practices. It assesses how laws affect the location, availability, and accessibility of housing while considering conditions, both public and private, affecting fair housing choice for all protected classes within the jurisdiction.

City of Salem recognizes there are many obstacles that prevent residents from attaining or retaining housing. The costs of housing or incentives to develop, maintain, or improve housing in Salem and Keizer are affected by both public and private sector policies. Public policies include taxation of land and other property, land use regulations, zoning ordinances, building codes, fees, and urban growth boundaries. Private sector policies include the tightening of lending standards, unfair lending practices, housing discrimination, and other issues that directly or indirectly affect an individual's housing choice.

Actions planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

Funds have been allocated to rehabilitate low-income housing for several properties; Renaissance Place, Winter Street Apartments, Marilyn Street, Chemawa, and River Park to ensure affordable housing remains viable in the community. The City supports affordable housing efforts by requiring owners to place funds in reserve accounts for the ongoing maintenance of low income housing on a long term basis. Granting System Development Charges (SDC) waivers and educating the public about affordable housing resources are other activities the City provides that address barriers to affordable housing in Salem.

Discussion:

Below is a description of how the City intends to address the impediments listed in the attached Analysis of Impediments to Fair Housing (AI) for the City of Salem.

Impediment: Fees and Charges

In the City of Salem's Organizational/Business Survey, 75% of respondents stated that the primary barrier to their clients accessing affordable housing were fees and charges. Some of the reasons this is a barrier for their clients include: inability to qualify for jobs with adequate salaries (full-time, permanent), lack of income, increase in rental application fees, and coming up with move-in costs (i.e. deposit and first month's rent). This is consistent with the overwhelming response to the Organizational/Business Survey, the Housing and Community Needs Survey, and documentation from other reports such as the Housing Needs Assessment (Mid-Willamette Valley Council of Governments, City of Salem) stating that the highest priority for the next five years is funding of job training programs and job creation projects so that persons are able to pay the fees associated with housing.

During the 2015-2016 Plan Year, the City has awarded funding to Garten Services, Inc. for a job training program through Garten Services, Inc. with a priority for providing the training to persons with disabilities. Additionally, we have awarded funding to MERIT for a Job Savers Program in which training in the welding industry is provided to low and moderate income individuals.

In addition to the job training programs, funding has been provided to MERIT and Interface to continue their microenterprise training programs. Through these training programs local businesses are able to establish and expand, providing employment opportunities through job creation.

Impediment: Limitations

In the City of Salem's Organizational/Business Survey, 50% of respondents indicated the primary barriers to clients accessing affordable housing are limitations. The three primary limitations listed in the survey responses were criminal record, negative rental history, and alcohol and drug issues. Additionally, through the analysis, it appears there is a significant limitation for persons with disabilities. As indicated in the fair housing complaints, this

population reports more frequently violations of fair housing. Disabilities may also limit the number of units a person can live in due to accessibility requirements and the costs associated to make reasonable accommodations. Other limitations listed included: limited English proficiency, lack of culturally appropriate services, gender status (transgendered), fair market rent (FMR), cycle of abuse and poverty, and mental illness.

During the 2015-2016 Plan Year, the City has awarded funding to Interface Network and MERIT for microenterprise training programs. Both organizations provide training in both English and Spanish. In addition, Salem Interfaith Hospitality Network, Congregations Helping People, and Center for Hope and Safety not only provide services to under-served populations including one-time rental assistance (subsistence payments) and case management services to homeless persons and victims of domestic violence, but they also have staff on-site that can speak Spanish if translation is needed.

Catholic Community Services Foundation is partnering with the Department of Human Services in providing housing with self-sufficiency to parents currently at risk of losing their children to foster care. CCSF will be receiving HOME and CDBG funding to rehabilitate five affordable housing projects. Some of those units will be used in conjunction with this program.

Impediment: Limited Availability

In responses to the City of Salem's Organizational/Business Survey, Limited Availability was the third most frequently reported barrier for clients accessing affordable housing. The reasons listed for limited availability included the following: lack of affordable units for persons with disabilities, limited funding, lack of affordable housing in desirable areas, long wait lists, and policies affecting return on residential investment. In the City's Bean Survey at the Wednesday Farmer's Market, respondents listed their second top priority as Expanding Affordable Housing. The need for additional affordable housing was also indicated in the Housing Needs Analysis (Mid-Willamette Valley Council of Governments and the City of Salem). The overwhelming type indicated through these analyses and national housing analyses are "aging in place" units. "Aging in place" units would meet the needs of all populations including the elderly and the disabled, and ensure lower vacancy rates.

Other Impediments

The 2014 AI identified numerous barriers to fair housing in Salem and Keizer. Several barriers to affordable housing were also identified in the Consolidated Plan to be problems intensifying the lack of access and availability to fair housing choices. Some of the barriers to affordable housing include:

- Job Training and Higher Education
- Job Creation
- Lack of "Aging in Place" units
- Lack of 1-2 bedroom Units
- Lack of coordinated housing (integrated self-sufficiency programs)

The City of Salem will continue to address those identified barriers to affordable housing.

During the 2015-2016 Plan Year, the City awarded funding to Salem Interfaith Hospitality Network, Salem Housing Authority, and Oregon Health Authority for tenant-based rental assistance and security deposits. These awards will decrease the wait time for units and make units that are not necessarily affordable available to low and moderate income families. The tenant-based rental assistance program through the Oregon Health Authority targets assistance to families living with HIV/AIDS. This allows more units to be made affordable to this particular population. Salem Interfaith Hospitality Network and Oregon Health Authority's programs include self-sufficiency programs in tandem with the rental assistance provided, addressing also the need for coordinated housing as discussed in the City's Analysis of Impediments to Fair Housing.

Catholic Community Services Foundation is working with DHS on a coordinated effort to provide housing to prevent families from being broken up and the children entering the foster care system. They plan to do this through a coordination of affordable housing units, rental assistance, and self-sufficiency programming.

Polk Community Development Corporation has been awarded funding during the 2015-2016 Plan Year for a West Salem Owner Occupied Rehabilitation program. This program will provide 0% interest loans to families who are low and moderate income. These funds will address health and safety concerns within their homes through rehabilitation efforts.

Job training and job creation are addressed through awards provided to Garten Services, MERIT, and Interface. These organizations, collectively, will provide job training and microenterprise training in an effort to develop and grow businesses. Garten's job training program is specifically designed for persons with disabilities. All of the programs are marketed to low and moderate income individuals.

AP-85 Other Actions – 91.220(k)

Introduction:

This section will outline other actions the City has planned to address the needs of underserved populations, fostering and maintaining affordable housing, reduction of lead-based paint hazards, reduction in the number of poverty-level families, development of institutional structure, and coordinated efforts.

Actions planned to address obstacles to meeting underserved needs

All of the actions taken by FP in the management of HOME and CDBG funds are completed within program guidelines and address one or more preliminary goals identified in the proposed Consolidated Plan. Coordination between public and private housing and social services agencies is an extremely important activity. The City participates in the CoC Collaborative, which is comprised of various housing and social service agencies. The collaboration of many local stakeholders provides better service to the underserved through many different projects and programs. Partnering with these institutions is vital to overcoming any gaps in institutional structure, and will continue in the next plan year. The City has committed to provide fifteen percent (15%) of its total allocation of CDBG funds to organizations that oversee public service activities for individuals and families. Some of these services will be provided by organizations such as Center for Hope and Safety, Congregations Helping People, and Salem Interfaith Hospitality Network's day shelter. Through the City's General Fund, other organizations such as Marion-Polk Food Share, Northwest Human Services, Congregations Helping People, MWVCAA, Mano a Mano, The Salvation Army, and St. Francis Shelter will provide emergency services for low income families. These programs help to alleviate the obstacles many of these families face due to. These organizations provide tools to help individuals move beyond their current living conditions to self-sufficiency. The City instituted a Social Services Advisory Board (SSAB) to oversee the organization receiving CDBG and General Funds for social service activities.

Actions planned to foster and maintain affordable housing

As outlined in the proposed 2015-2019 Consolidated Plan, the City's third priority is to Expand Affordable Housing. During the 2015-2016 plan year, funds have been allocated to the following housing related projects to assist the housing needs of low and moderate income persons:

HOME funds will provide rehabilitation of single family dwellings in West Salem through Polk Community Development Corporation's Owner-Occupied Housing Loan Program. Additional rehabilitation of affordable housing will be carried out by Catholic Community Services Foundation through the rehabilitation of four properties: Renaissance Place, Winter Street Apartments, Marilyn Street, and River Park Apartments.

HOME funds are designated for rehabilitation by Catholic Community Services Foundation of four properties acquired through a transfer with another non-profit housing agency (Renaissance Place, Winter Street Apartments, Marilyn Street, and Chemawa); Tenant-Based Rental Assistance through Salem Interfaith Hospitality Network (SIHN) and the Oregon Health

Authority(OHA), Security Deposits through the Salem Housing Authority (SHA), Owner-Occupied Rehabilitation Program through Polk CDC, and Community Housing Development Organization (CHDO) Operating funds awarded to Catholic Community Services Foundation. A project previously funded with HOME dollars that will continue during the 2015-2016 plan year includes the continuation of rehabilitation of Jason Lee Manor through United Methodist Retirement Center (UMR).

Actions planned to reduce lead-based paint hazards

According to the Code of Federal Regulations (CFR) 24 part 35, any housing rehabilitation project involving housing constructed before 1978, and receiving \$5,000 or more in Federal funds, shall be tested for lead-based paint. All projects meeting those parameters with identified lead-based paint hazards are mitigated or abated. City policy is to abate all reported lead based paint.

Actions planned to reduce the number of poverty-level families

More than 16.7% of families residing in Salem fell below the Federal Poverty Line in 2010 which is 2.7% higher than figures reported for the entire State of Oregon which is at 14%. Poverty reduction strategies in the City encompass a variety of processes that provide support to agencies assisting low and moderate income households as they progress toward economic self-sufficiency. Salem Housing Authority provides security deposits to income-eligible families, providing them access to affordable housing. In coordination with SHA programs, families are offered the opportunity to participate in the Family Self-Sufficiency (FSS) Program. Salem Interfaith Hospitality Network provides Homeless Case Management and Tenant-Based Rental Assistance, allowing a two-fold approach to self-sufficiency including housing stability. Congregations Helping People provides rental assistance (subsistence payments) to families in crisis situations, reducing the likelihood of homelessness for those families and providing an opportunity for self-sufficiency. MERIT and Interface provide training and technical assistance to microenterprises. Through this training and technical assistance, low-moderate income business owners are able to secure their own careers and create job opportunities for others through business development. Garten is increasing the stability of currently employed persons with disabilities and increasing the job opportunities to persons with disabilities. In 2014, Garten completed a Facility Modernization Project creating 34 Full-Time Equivalent (FTE) jobs (60 jobs) with a focus in hiring persons with disabilities. State and local agencies, as well as private organizations, have partnered to provide the needed services for families and individuals to gain economic independence. For example, the Department of Human Services (DHS) helps obtain child support payments from absent parents, and provides a State Employment Related Day Care program for low income persons. Section 3 guidelines are provided to every organization carrying out construction projects. Documentation of outreach under Section 3 is required for projects meeting the regulatory threshold. The City of Salem's goal is to continue providing assistance to the programs listed and to continue outreaching to additional organizations during the application cycle.

Actions planned to develop institutional structure

Various local service agencies and private groups are involved in recommending, and implementing specific funding strategies that address affordable housing, homelessness, and

community development needs in Salem. These organizations provide project proposals to the City through an application process each year. Proposals are tailored to match the goals identified in the 2015-2019 Consolidated Plan, and are implemented by the respective organizations. Some institutions and agencies supporting the work of the City include: SHA, City of Salem Public Works, Mid-Willamette Valley Community Action Agency, Northwest Human Services, Interface Network, Inc.-Latino Microenterprise, MERIT Program, Congregations Helping People, Salem Interfaith Hospitality Network, Garten Services Inc., United Methodist Retirement Center, St. Francis Shelter, Mano a Mano, YMCA of Salem, Mid-Valley Women's Crisis Services, and the Oregon Health Authority. The City participates in several social service groups that discuss the issues surrounding homelessness, mental illness, individuals released from prisons, affordable housing, etc. These groups work to address the gaps identified by the Continuum of Care in the 10 Year Plan to End Homeless.

Actions planned to enhance coordination between public and private housing and social service agencies

Coordination between public and private housing and social services agencies is an extremely important activity. The City participates in the CoC Collaborative, which is comprised of various housing and social service agencies. The collaboration of many local stakeholders provides better service to the underserved through many different services. Partnering with these institutions is vital to overcoming any gaps in institutional structure, and will continue in the next program year.

Discussion:

For several years, the City of Salem's Urban Renewal Agency (Agency) has identified opportunities for developing a new mixed use, mixed income neighborhood in the area north of the City's downtown core. To understand the current market for more housing in the area, the Agency completed the North Downtown Housing Investment Strategy (Strategy) in summer of 2013. The Strategy identifies a need for nearly 5,700 new multi-family units city-wide, but suggests that encouraging new housing north of downtown will require development incentives until a critical mass is reached. The Strategy includes several near, mid, and longer term actions that the Agency can take to encourage more housing and mixed use that is attractive to individuals at a range of ages and incomes.

In 2015, Agency staff expects to continue to monitor development opportunities in the area, changes in the market, outreach to the development community to identify development opportunities and partnerships, and to re-engage the Urban Renewal Agency and City Council in Strategy recommendations, including recommendation of future funding for possible site acquisition and assembly.

Program Specific Requirements

AP-90 Program Specific Requirements – 91.220(I)(1,2,4)

Introduction:

The CDBG entitlement program, established in 1974 and administered by HUD, provides metropolitan cities and urban counties with funds to assist in the efforts of providing decent housing, neighborhood revitalization, and economic development as well as the prevention, and elimination of slums and blight, and assistance to low- and moderate income persons. For the 2015-2016 plan year, the City anticipates receiving \$1,233,989 in CDBG funds, \$134,595 in prior year funds, and \$215,000 in CDBG program income. No program income was received in the preceding PY that has not been included. CDBG funding is utilized to assist Low to Moderate Income (LMI) residents of Salem.

The HOME program addresses a variety of activities such as acquisition, rehabilitation, new construction, and tenant-based rental assistance aimed at developing and providing affordable housing for low- and moderate-income persons. For the 2015-2016 plan year, the Salem/Keizer Consortium anticipates receiving \$586,147 in entitlement, \$145,000 of prior year funds, and \$205,000 in program income. Program income, reallocation of funds from canceled projects, and past project funding reductions will supplement the entitlement funds received by the City. Program Income is an additional source of funds generated in whole or in part by repayment of HOME loan funds. The City allocates Program Income to qualifying projects that support the needs of low and moderate income persons.

Community Development Block Grant Program (CDBG)

Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	0
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
Total Program Income:	0

Other CDBG Requirements

1. The amount of urgent need activities 0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan. 100.00%

HOME Investment Partnership Program (HOME)

Reference 24 CFR 91.220(I)(2)

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:

The HOME funds allocated are not being utilized for any forms of investments beyond those identified in Section 92.205.

2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

For down payment assistance and homebuyer activities that incorporate a direct benefit to the homebuyer (i.e. down payment assistance, closing cost, interest subsidies, or other HOME assistance provided directly to the homebuyer which can additionally include the amount of assistance that reduced the purchase price from fair market value (appraised value) to an affordable price), the City will follow the recapture provisions as mandated by 24 CFR 92.254 (a) (5)(ii)(A)(2). A Trust Deed will be executed between the City or sub recipient and the homeowner and recorded in the office of the Marion County or Polk County Recorder's office depending on the location of the property. Assistance will be provided in the form of a deferred loan, which will be deferred until the sale, refinance and/or transfer of the property. If HOME funds are used for the cost of developing a property and the unit is sold below fair market value the difference between the fair market value and the purchase price is considered to be directly attributable to the HOME subsidy.

- Home Investment under \$15,000 has a 5 year affordability period.
- HOME Investment \$15,000-\$40,000 has a 10 year affordability period.
- HOME Investment over \$40,000 has a 15 year affordability period.

The City will recapture an amount that does not exceed the net sale proceeds from the sale of the property. In effect, the City will recapture the amount that is still outstanding (based on the remaining balance due on the loan including any interest incurred), however, not in an amount

that is greater than the net sale proceeds. If the net proceeds are sufficient, the borrower shall repay to the City the full HOME subsidy plus interest, which is outlined in the promissory note. Should the net proceeds be insufficient to repay, the City will opt to forgive the difference. In the event only a development subsidy is provided to a home, or the property has multiple funding sources (providing homebuyer and/or development subsidy) and the other funding sources are more restrictive, the city will utilize resale provisions in these instances. The property must be resold to an income eligible household making less than or equal to 80% AMI. The homeowner will be allowed to base the sales price of the home on the original cost of the home inflated by the consumer price index, reflecting the sales price cap. The new owner's principal, interest, taxes and insurance, PITI, will not exceed 30% of the homebuyer's gross wages. This will allow for a reasonable range of homebuyers to afford the property.

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:

For homebuyer projects the above mentioned recapture provisions apply. As required by HOME funding, all rental units acquired with HOME funding will be subject to resale provisions to ensure the affordability of the units. The same per unit funding amounts apply to the affordability period of the rental units unless it is new construction. Under new construction, regardless of the amount of funding provided, the affordability period will be twenty (20) years. Rental projects affordability period is also secured through an agreement, covenant, note, and trust deed.

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

There are no projects that are being refinanced with HOME funding scheduled for this plan year.

Discussion:

In addition, to ensure that proper legal documentation is maintained, monitoring of the funding provided is conducted by Federal Programs as required by the funding source and as included in Federal Programs Policies and Procedures.

Sub recipient Monitoring

Monitoring and technical assistance are vital to ensure a successful partnership with the subrecipient and City to help guarantee short and/or long term compliance. The level and type of annual monitoring depends on the length of time a subrecipient has been receiving CDBG funds, and their performance. All first year subrecipients have onsite monitoring to ensure they are meeting the program requirements. Pay requests for all projects and programs are processed only after all required documents are received. When construction or rehabilitation projects are closed out, documentation of client eligibility is obtained. Projects funded in past years are monitored annually to ensure the original intended use has not changed during the change of use period. For all construction or rehabilitation projects, ongoing physical inspections occur throughout the project to ensure local housing codes are met. For projects triggering Davis Bacon, staff provides extensive training with the subrecipient to ensure all

federal requirements are met. This includes mandatory contractor and payroll staff meetings, review of certified payroll, and additional training depending on the level of sub recipient expertise.

HOME monitoring is undertaken to ensure recipients are managing projects in compliance with funded activities. HOME assisted rental projects must meet the low-income occupancy and rent level requirements at initial occupancy and throughout the period of affordability. Property inspections must meet the requirement of state and local codes, and rehabilitation standards for projects in the cities of Salem and Keizer. The City continues to monitor HOME funded projects in accordance with HOME monitoring requirements of at least every three years. If determined a "high-risk property, the project will be monitored more frequently. Additionally, HOME Annual Reports are required to be submitted for all projects in the affordability period in January of each year. Through this annual monitoring, the City is able to provide technical assistance and to address any issues of compliance if noted. Replacement reserve reports are required quarterly on the HOME-assisted properties still in the affordability period.

Due to the shift in the economy, the Homebuyer Program was eliminated July 1, 2010. Homebuyers who were funded in the past are reviewed annually, for a minimum of five years after project close out, to ensure they are still residing at the residence funded. This same process is used for homebuyers in the Habitat for Humanity program. The City is a participant in the streamlining effort coordinated by OHCS. The goal of streamlining is to reduce staff time and tenant interruptions throughout the year. Every recipient and subrecipient, with programs or projects that are not closed out, must submit Quarterly Progress Reports (QPR) that clearly define the progress made for the quarter, anticipated progress, and any challenges or barriers that may have occurred. These reports help ensure timeliness of expenditures, project status, and provide an indication of when onsite inspections are required.



2017-2018

Annual Action Plan



Executive Summary

AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

1. Introduction

The 2015-2019 Housing and Community Development Consolidated Plan (Consolidated Plan) is an inter-city effort to identify needs and formulate a five-year strategic plan with objectives and outcomes that address the needs for housing, community and economic development, and human services within the cities of Salem and Keizer.

As an entitlement community, the City of Salem (City) is eligible to receive funds from the U.S. Department of Housing and Urban Development (HUD) under two formula grants: Community Development Block Grant (CDBG) and the HOME Investment Partnerships Program (HOME). The creation of the Consolidated Plan is a federal requirement from HUD for the City to receive funds from these programs.

The Consolidated Plan for Salem and Keizer allows for the sharing of important public information and the identification of shared public and regional resources in the area to address the housing and community development needs, objectives, and implementation strategies to assist low and moderate-income and special needs residents. Desired outcomes of the 2015-2019 Consolidated Plan are geared towards making the cities of Salem and Keizer decent, safe and affordable places to live, and encouraging a vibrant, livable community.

With available funds, the City administers housing and community development loans and grant programs to projects and programs in Salem and Keizer. The allocation of these funds is determined through an application and Annual Action Plan process, determining which projects and/or programs fit most closely with the Consolidated Plan. Projects are allocated funds based on annual resources provided through these two funding sources.

The mission of the City of Salem Urban Development Department is to provide for the sustainable expansion of the prosperity in the community, measured in terms of jobs and income growth, human development, education, health, and environmental sustainability. The Federal Programs Division of the City of Salem Urban Development Department remains committed to assisting the citizens of Salem and Keizer obtain clean and safe living conditions that enhance livability, and provide for economic stability, growth, and overall well-being.

As the lead agency between Salem and Keizer overseeing the development and implementation of the Consolidated Plan, the City of Salem Urban Development Department collaborates with other City departments and organizations to identify community needs. Once these needs are determined, priorities for the implementation of the Consolidated Plan are used to direct activities and expenditures of CDBG and HOME funds.

This 2017-2018 Annual Action Plan is a requirement of the 2015-2019 Consolidated Plan. The Annual Action Plan will discuss the projects and programs taking place during the 2017-2018 Plan Year.

Disclaimer

The Consolidated Plan and subsequent Annual Action Plan layout is prescribed by the U.S. Department of Housing and Urban Development.

Additionally, data for the 2015-2019 Consolidated Plan was collected through multiple means. Due to the data collection process, various reports encompass different geographical areas that include the City of Salem, Salem Metropolitan Statistical Area (Marion and Polk), and the Mid-Willamette Valley (a three-county area of Marion, Polk, and Yamhill). The Salem Metropolitan Statistical Area (MSA) encompasses the City of Salem and a majority of the urban centers in Marion and Polk Counties.

2. Summarize the objectives and outcomes identified in the Plan

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

The Consolidated Plan addresses three objectives and three outcomes defined by HUD, through the Community Planning and Development performance measurement framework, to address the needs of the community. The following are the three performance objectives and three outcomes:

Objectives

- Decent Housing
- Suitable Living Environment
- Economic Opportunities

Outcomes

- Availability/Accessibility
- Affordability
- Sustainability

The Federal Programs Division utilizes the above objectives and outcomes to determine the eligibility of programs and projects submitted during the application process.

3. Evaluation of past performance

This is an evaluation of past performance that helped lead the grantee to choose its goals or projects.

In the 2009-2014 Consolidated Plan, the following priorities were identified and the goals met over the past five years:

PRIORITY # 1: END HOMELESSNESS

The City provided social public service funding for programs such as homeless case management to assist social service agencies in capacity building to identify persons at risk of homelessness, their client needs, and client support systems. Direct housing assistance was provided in the forms of security deposits, tenant based rental assistance, and subsistence payments (one-time rent/utility crisis payments) for those at-risk of homelessness.

Programs such as self-sufficiency case management, in conjunction with transitional housing, were funded including the major rehabilitation of an existing transitional housing facility.

PRIORITY # 2: PROMOTE ECONOMIC DEVELOPMENT

The City of Salem provided funding for the following types of economic development activities that expanded the opportunity for low to moderate income families to gain capital and increase their socioeconomic status: microenterprise training and technical assistance, micro loans to small businesses, and projects generating jobs for those with disabilities.

PRIORITY # 3: EXPAND AND SUSTAIN OWNER AND RENTER AFFORDABLE HOUSING STOCK

Financial support was provided to various multifamily housing projects including the following: rental rehabilitation, rental new construction, tenant- based rental assistance programs, and Community Housing Development Organization (CHDO) operating costs.

Loans were provided to low and moderate-income homeowners for down payment assistance and single family housing rehabilitation. These two programs ended in 2011 due to a downturn in the economy and lack of interest.

Funding was provided to the Fair Housing Council of Oregon in an effort to provide awareness and education around fair housing.

PRIORITY # 4: REVITALIZE LOW-INCOME NEIGHBORHOODS

Public facility improvements, funded with CDBG, benefited low and moderate-income residents and included the following: acquisition and rehabilitation of a domestic violence facility, rehabilitation of a community pool, installation of a community kitchen and repacking equipment at the local food bank, and construction of a clinic.

Funding was provided to carry out case management activities for persons fleeing domestic violence, human trafficking, and stalking.

4. Summary of Citizen Participation Process and consultation process

The Citizen Participation Plan provides for, and encourages, citizens to participate in the planning, development, implementation, and evaluation of the City Housing and Community Development plans and programs. The Citizen Participation Plan focuses on public involvement in the process of developing the City's Housing and Community Development Consolidated Plan (Consolidated Plan), Annual Action Plan, and the Consolidated Annual Performance and Evaluation Report (CAPER). Substantial amendments to the Consolidated Plan and the Annual Action Plan go before citizens for evaluation and comments prior to City Council approval.

Annual Plan

- Application Process (Public Meetings with Salem Urban Development, Community Services and Housing Commission [CSHC])
- Public Comment Period
- Public Hearing

5. Summary of public comments

This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Consolidated Plan.

6. Summary of comments or views not accepted and the reasons for not accepting them

7. Summary

The Consolidated Plan and subsequent Annual Action Plan take into consideration current planning efforts across the City of Salem including, but not limited to, the Housing Needs Assessment, Economic Opportunity Analysis, and the Community Economic Development Strategy. The Consolidated Plan utilizes coordinated planning, analysis of local, regional, and national data, and citizen input to identify projects of the highest priority over the next five years. The goals identified for the 2015-2019 Consolidated Plan cycle include:

- Goal #1- Promote Economic Development;
- Goal #2- End Homelessness;
- Goal #3-Expand Affordable Housing; and
- Goal #4-Neighborhood Revitalization.

This prioritization identifies a shift in the first two goals from the previous Consolidated Plan. This is due, in part, to a national shift to provide an avenue to self-sufficiency beyond meeting an emergency need. A more detailed account of the goals and the subset goals are identified in section SP-45 of the 2015-2019 Consolidated Plan. The goals are set based on eligible activities under the HOME and CDBG entitlement funds received by the City. Validations of needs are indicated through local, regional, and national data sources.

PR-05 Lead & Responsible Agencies – 91.200(b)

1. Agency/entity responsible for preparing/administering the Consolidated Plan

Describe the agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Table 1 – Responsible Agencies

Agency Role	Name	Department/Agency
Lead Agency	SALEM	
CDBG Administrator		City of Salem
HOME Administrator		City of Salem

Narrative (optional)

Managing the Process (Federal Programs)

City of Salem Urban Development Department's Federal Programs Division manages housing and community development activities with CDBG and HOME funds. HOME funds are received through the Salem/Keizer HOME Consortium - an intergovernmental partnership between the cities of Salem and Keizer. The City of Salem receives both CDBG and HOME funds annually and awards funding through an annual competitive application process. These funds provide financing for housing activities, economic development, community development, social services (public services), and public improvements for the benefit of low and moderate income individuals, families, and neighborhoods across the area.

Activities and programs funded by both CDBG and HOME are carried out in cooperation with several partners: community based non-profit organizations, for-profit organizations, faith-based groups, private developers, and other City and State agencies and departments. The creation of this Annual Action Plan is a collective effort of City of Salem Urban Development staff, Salem Urban Development Community Services and Housing Commission (CSHC), participating citizens, and community stakeholders.

Consolidated Plan Public Contact Information

Urban Development Department: Federal Programs Division
350 Commercial Street NE, Salem, OR 97301
503-588-6178

AP-10 Consultation – 91.100, 91.200(b), 91.215(I)

1. Introduction

Federal regulations require that entitlements of CDBG and HOME funds follow an approved Citizen Participation Plan in order to receive continued federal funding. The detailed Citizen Participation Plan for the City of Salem sets forth the policies and procedures for citizen participation. The citizen participation process implemented by the City is developed to encourage input from community stakeholders and citizens of Salem and Keizer. Private and public local support organizations (social service agencies, state assistance departments, the housing authority, and citizen boards and commissions) work to meet the needs of the homeless and low and moderate-income persons in Salem and Keizer. These groups along with community members are given an opportunity to review and comment on the information contained in this Annual Action Plan and other plans and reports developed by the City.

The development of this Annual Action Plan is guided by the effort of CSHC, and this draft was made available to the public for review and comment beginning March 15, 2017.

Key components of the citizen participation process include:

1. Involvement from citizen advisory groups in Salem and Keizer
2. Information and notices provided at community meetings such as the Emergency Housing Network (EHN)
3. Final public comment period and a hearing on the draft Consolidated Plan

Staff is working with a number of key agencies; both public and private, to better coordinate housing, health, mental health, prevention of homelessness, and social services in the City of Salem. The coordination efforts are expected to reduce duplication of services and better manage the social services provided. This is considered especially essential in a difficult economy with more and more people needing basic services and funding being more difficult to obtain.

Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(I)).

Activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health, and service agencies are evident in the organizations listed in the Consultation section of the 2015-2019 Consolidated Plan. Coordination of housing projects, housing programs, and inclusion within the planning process with the Salem Housing Authority (SHA) will continue. SHA is consulted regularly when preparing planning documents. SHA also contributes to expansion of affordable housing through Section 8 Vouchers, HUD-Veterans Affairs Supportive Housing (VASH) Vouchers, and other such programs as described throughout this Annual Action Plan.

The City of Salem continues to coordinate regulated monitoring of projects that received both City of Salem federal funds and State of Oregon funding such as Low Income Housing Tax Credit (LIHTC) funds. This coordination is a streamlining effort to reduce the burden of entry for tenants occupying funded units, and to reduce the administrative burden of monitoring on the City of Salem and the State of Oregon.

The City of Salem is currently working with Marion County and Salem Health on developing a sobering center. This project is in the conceptual phase.

The consultation and inclusion of other listed categories are identified in the Consultation section of this Annual Action Plan and throughout each defined section.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness

The Continuum of Care is a community based long-range planning organization that addresses the needs of homeless persons in order to help reach maximum self-sufficiency. The Continuum of Care is comprised of community stakeholders and is based on an assessment of homeless needs and resources. The Mid-Willamette Valley Community Action Agency (MWVCAA) coordinates the local Continuum of Care efforts as a part of the Rural Oregon Continuum of Care (ROCC). The ROCC serves 28 counties including Marion and Polk, inclusive of the cities of Salem and Keizer.

Gap analysis allows the City of Salem to leverage other viable and necessary resources for programs and projects. The City completed a Housing and Community Needs Survey, which formulated strategies to provide sustainable housing and supportive services in the 2015-2019 Consolidated Plan. In January 2016, a homeless point in time count was conducted and the results showed there were 298 homeless children in Marion and Polk counties (All school districts in the two-county area were contacted, but not all were able to participate).

Over the next year, the strategy of reducing, preventing, and supporting the elimination of homelessness in the City is to support community agencies providing services needed to help move people from homelessness into permanent housing. Through partnerships with local service agencies, housing developers, and job training programs, barriers for persons experiencing homelessness will be reduced, providing the stability, support, and means for those experiencing homelessness to move into permanent housing. This strategy is aligned with HUD's goal of eliminating homelessness. The participation of the City in the Mid-Willamette Homeless Initiative has provided an opportunity to reach collective goals across the region in reducing homelessness, mitigating the barriers for those experiencing homelessness, and provided informative tools to assist the four jurisdictions of Marion County, Polk County, City of Salem, and City of Keizer in policy making decisions and ensuring the success of collective goals. The collective goals established through the Mid-Willamette Homeless Initiative strategic plan will help in providing a more coordinated approach to assisting individuals experiencing homelessness both on the agency level, local government level, and regionally.

A variety of homeless programs and services exist in the City and its surrounding area. Many community development agencies, non-profit organizations, and faith based groups have contributed in various capacities to assist the homeless population in the area. The City of Salem will continue to advance the efforts of the Marion and Polk Counties Plan to End Homelessness through partnerships with members of the Continuum of Care. The City supports the rehabilitation of existing homeless shelters and facilities, and projects and programs that expand both transitional and permanent affordable housing for low and moderate-income residents.

During the 2016 Program Year, the City of Salem provided a letter of support to the ROCC in their application for the Runaway and Homeless Youth (RHY) Demonstration Program through HUD. The application consisted of eight (8) of the 28 counties included in the ROCC. The eight counties are Marion, Polk, Linn, Benton, Lincoln, Klamath, Malheur, and Harney. Unfortunately, the ROCC was not successful in receiving an award. However, the partnerships and networking that occurred in the preparation of the application will have lasting impacts on creating a coordinated entry system for homeless and runaway youth regionally. This foundation will help to continue the efforts of the agencies and their partners in providing a full continuum of services for runaway and homeless youth.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards and evaluate outcomes, and develop funding, policies and procedures for the administration of HMIS

Mid-Willamette Valley Community Action Agency (MWVCAA) administers the McKinney-Vento resources for the City. The MWVCAA, as a member of the Rural Oregon Continuum of Care (ROCC), also coordinates the local CoC effort for Marion and Polk counties through the Marion and Polk Counties Plan to End Homelessness. The Marion and Polk Counties Plan to End Homelessness is a community based long-range plan addressing the needs of homeless persons in order to help them reach maximum self-sufficiency. The Homeless Management Information System (HMIS) currently is only required by agencies receiving funds that are tied to the use of the system. The City of Salem in conjunction with the Mid-Willamette Homeless Initiative is evaluating if there could be wider participation in the use of the system across the four jurisdictions of the City of Salem, City of Keizer, Marion County, and Polk County.

2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdictions consultations with housing, social service agencies and other entities

1	Agency/Group/Organization	Salem Interfaith Hospitality Network
	Agency/Group/Organization Type	Services-Homeless Services-Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Salem Interfaith Hospitality Network (SIHN) submitted applications for a tenant-based rental assistance program, Fresh Start, and homeless case management. The two programs have been awarded funding and will work together to provide coordinated access to housing and self-sufficiency. SIHN attends the Community Services and Housing Commission meetings and provides feedback to Federal Programs staff throughout the year about the success of their clients in gaining permanent housing and becoming self-sufficient. During 2016, Salem Interfaith participated in a discussion panel for the annual League of Oregon Cities conference. The discussion panel presented information regarding homelessness in Salem and the current efforts to reduce homelessness.

2	Agency/Group/Organization	Northwest Human Services
	Agency/Group/Organization Type	Services - Housing Services - Children Services - Persons with Disabilities Services - Homeless Services - Education Health Agency
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Unaccompanied youth Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Northwest Human Services submitted two applications for General Funds dedicated to public services. They have been awarded funding for both programs. One is the Crisis Hotline and the other is the HOST program. Crisis Hotline provides case management and emergency direct assistance to those in crisis. The HOST program provides homeless case management services to youth. Northwest Human Services attends the Community Services and Housing Commission meetings regularly. In 2016 Northwest Human Services provided a packet of information cards (clinic pick up locations and times) to the Salem Police Department Downtown team for distribution to persons experiencing homelessness.

3	Agency/Group/Organization	Congregations Helping People
	Agency/Group/Organization Type	Services - Housing Services - Victims of Domestic Violence Services - Homeless
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Congregations Helping People (CHP) submitted two applications for funding. Both programs were provided funding (one through CDBG and the other through General Funds dedicated to public services). The Housing Assistance Program provides one-time subsistence payments to families in crisis for rent. The other program provides one-time utility assistance to households in crisis. CHP regularly attends the Community Services and Housing Commission meetings. Throughout the year, CHP consults with Federal Programs regarding clients with varying situations to ensure eligibility and to streamline their program and make any programmatic modifications that provide for a more effective program.
4	Agency/Group/Organization	Interface Network, Inc.
	Agency/Group/Organization Type	Services - Education Services - Employment Business and Civic Leaders
	What section of the Plan was addressed by Consultation?	Economic Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Interface submitted an application for a microenterprise training program. They have been awarded funding for this program that will provide technical assistance and training to small businesses owned by low and moderate-income persons. Interface Network provides information throughout the year regarding conferences and events that the City may attend to distribute materials about City programs that align with microenterprise development.

5	Agency/Group/Organization	Salem Housing Authority (SHA)
	Agency/Group/Organization Type	PHA
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	SHA submitted an application for the conversion of a historic nurses quarters at the Oregon State Hospital grounds (Yaquina Hall) for 50 units of affordable housing and an application for one-time security deposit assistance. Yaquina Hall was awarded funding. The Security Deposit Program was also funded. SHA works with Federal Programs staff in review of plans, updates regarding the Housing Authority properties and programs, and in consultation with Federal Programs as needed about overlaying of funding sources and the outcome in regards to income restrictions and rent restrictions. SHA provided updates to the Public Housing and Voucher sections of this Annual Action Plan.
6	Agency/Group/Organization	Marion Polk Food Share
	Agency/Group/Organization Type	Regional organization
	What section of the Plan was addressed by Consultation?	Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Marion Polk Food Share has been awarded funding for the purchase of emergency food resources from General Funds dedicated to public services. Marion Polk Food Share attend the Community Services and Housing Commission regularly.

7	Agency/Group/Organization	MicroEnterprise Resources Initiatives and Training
	Agency/Group/Organization Type	Services-Education Services-Employment
	What section of the Plan was addressed by Consultation?	Economic Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	MERIT has been provided funding for a microenterprise program that will provide training and technical assistance for low and moderate-income business owners. MERIT also has a Job Savers Program that provides training and job placement in the field of welding. This program has partnered with the Union Gospel Mission (a men's shelter) to offer placements for clients served through UGM.

8	Agency/Group/Organization	Catholic Community Services Foundation
	Agency/Group/Organization Type	Housing Services - Housing Services - Children Services - Persons with Disabilities Services - Victims of Domestic Violence Services - Employment Services - Victims Health Agency Child Welfare Agency Publicly Funded Institution/System of Care Civic Leaders
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Catholic Community Services has been provided funding for Community Housing Development Organization (CHDO) Operating in conjunction with the reconstruction of an affordable multi-family housing facility, St. Monica. They have also been awarded funds for the reconstruction of St. Monica. Federal Programs works closely with Catholic Community Services in unit distribution and in providing guidance as requested on income and rent restrictions. Catholic Community Services is currently the only Community Housing and Development Organization in Salem.

9	Agency/Group/Organization	St. Francis Shelter
	Agency/Group/Organization Type	Housing Services - Housing Services - Children Services - Victims of Domestic Violence Services - Homeless
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	St. Francis Shelter has been awarded General Funds dedicated to public services for homeless case management for families living in transitional housing. St. Francis Shelter regularly attends the Community Services and Housing Commission meetings. In 2016 St. Francis Shelter also participated in a discussion panel at the annual League of Oregon Cities conference. The discussion panel presented information regarding homelessness in Salem and the current efforts to reduce homelessness.

1 0	Agency/Group/Organization	Center for Hope and Safety
	Agency/Group/Organization Type	Services - Victims of Domestic Violence Business Leaders
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Families with children Non-Homeless Special Needs Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Center for Hope and Safety has been awarded funding for case management that will be provided to victims of domestic violence, human trafficking, and stalking. Center for Hope and Safety attends the Community Services and Housing Commission meeting regularly.
1 1	Agency/Group/Organization	Women at the Well
	Agency/Group/Organization Type	Services - Homeless
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Women at the Well Grace House submitted an application for federal funding for case management that would be provided to homeless women. They were not funded due to the reduced amount of funding available to allocate.

1 2	Agency/Group/Organization	Emergency Housing Network
	Agency/Group/Organization Type	Inclusive Service Network
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Economic Development Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Emergency Housing Network was consulted through notification and distributed information at the March 9, 2017 meeting. Federal Programs staff regularly attend the Emergency Housing Network meetings, providing updates and information including opportunities for input and review. Many of the attendees are representatives of agencies funded through Federal Programs.
1 3	Agency/Group/Organization	Westcare
	Agency/Group/Organization Type	Services-Homeless
	What section of the Plan was addressed by Consultation?	Homelessness Strategy Homelessness Needs - Veterans Non-Homeless Special Needs Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Westcare submitted an application for CDBG funds for roof replacement on a transitional housing facility for veterans. This project was awarded funding. Westcare anticipates having 30 beds for homeless veterans by the end of 2017.

1 4	Agency/Group/Organization	Garten Services Inc.
	Agency/Group/Organization Type	Services-Education Services-Employment Services-Persons with Disabilities
	What section of the Plan was addressed by Consultation?	Economic Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Garten submitted an application for Phase II of the Facility Modernization project. They were awarded these funds that will continue to increase jobs available. Garten Services provides preferences to hiring and training individuals with disabilities. Garten participates on the Site Re-Use and Revitalization Advisory Committee that oversees an Environmental Protection Agency grant that Urban Development oversees. During 2016 they provided employment training in relation to Phase I of the Facility Modernization project to persons with disabilities.
1 5	Agency/Group/Organization	Jason Lee Manor
	Agency/Group/Organization Type	Housing Services-Elderly Persons
	What section of the Plan was addressed by Consultation?	Housing Need Assessment
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Jason Lee Manor submitted an application for additional funds in the rehabilitation of 75 units of senior affordable housing. This request is for funding to remove environmental hazards identified during rehabilitation including lead and asbestos. This project has been awarded a portion of the additional funds requested. Federal Programs continues to work with Jason Lee Manor in ensuring the appropriate rents, incomes, and layering of funds to move the project forward.

1 6	Agency/Group/Organization	Mountain West-Community Resource Trust
	Agency/Group/Organization Type	Housing Business and Civic Leaders
	What section of the Plan was addressed by Consultation?	Housing Need Assessment
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Funding was set-aside through City Council for the Portland Road Apartments project by Mountain West-Community Resource Trust that will provide 180 units of affordable housing. Community Resource Trust has been working with Federal Programs to learn more about the regulatory requirements of the HOME program and how to best leverage funding including an application to Oregon Housing and Community Services for Low Income Housing Tax Credits and LIFT funds for which they have received funding. Community Resource Trust plans to partner with the Mid-Willamette Community Action Agency in providing on-site services at this facility.

1 7	Agency/Group/Organization	Mid-Willamette Valley Community Action Agency
	Agency/Group/Organization Type	Services-Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-Homeless Services-Education Regional Organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs-Chronically Homeless Homeless Needs-Families with Children Homeless Needs-Veterans Homeless Needs-Unaccompanied Youth Homeless Strategy Non-Homeless Special Needs Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The Mid-Willamette Valley Community Action Agency, as the local arm of the Rural Oregon Continuum of Care (ROCC), provided information from the Point in Time Count including numbers, updates to questions asked etc. The outcomes of consulting with MWVCAA include more up to date information and the ability for improved coordination in data collection and use. The City will also be providing \$2,000 of General Fund Social Service funds for the Annual Community Connect event hosted by MWVCAA. This event brings service providers together annually in one location for persons experiencing homelessness.

1 8	Agency/Group/Organization	City of Salem-Urban Development (Downtown Revitalization)
	Agency/Group/Organization Type	Other government-Local
	What section of the Plan was addressed by Consultation?	Housing Need Assessment
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The Downtown Revitalization Division of the City of Salem Urban Development Department provided updated information regarding additional housing efforts underway through the use of additional funding sources to provide housing in Salem's downtown. The outcomes of consulting with Downtown Revitalization are the ability to be more informed of additional efforts to build housing and information related to developer interest improving overall coordination between the Divisions.
1 9	Agency/Group/Organization	City of Salem-Community Development (Planning)
	Agency/Group/Organization Type	Other government-Local
	What section of the Plan was addressed by Consultation?	Housing Need Assessment
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The Planning Division of the City of Salem Community Development Department provides information regarding additional efforts to reducing barriers to affordable housing development including efforts in Salem to allow Accessory Dwelling Units (ADUs). The anticipated outcome is that there will be greater communication and involvement in furthering the efforts of expanding affordable housing through improved coordination between funding sources and zoning modifications such as the implementation of ADUs.

20	Agency/Group/Organization	Rural Oregon Continuum of Care (ROCC)
	Agency/Group/Organization Type	Regional Organization Planning Organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs-Chronically homeless Homeless Needs-Families with children Homelessness Needs-Veterans Homelessness Needs-Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The ROCC provided updated information in the Annual Action Plan related to the leveraging of McKinney Vento funding within our community. The anticipated outcomes of consultation are continued communication between agencies and the ability to better leverage funding in the future. Over the past couple of years Federal Programs has worked more closely with the ROCC in collection of data for Plans and in learning additional ways that we can partner including more use of HMIS within our community.

Identify any Agency Types not consulted and provide rationale for not consulting

A wide range of affordable housing agencies, social service agencies, economic development partners, and others were consulted during this Consolidated Plan process and subsequently as listed above, for the Annual Action Plan and public meetings. Currently, the City does not coordinate with the state or local health departments. This is due to the City not currently receiving funds designated for activities such as lead-based paint removal in which the health departments would be included. All projects involving lead-based paint are required to go through proper abatement.

Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Mid-Willamette Valley Community Action Agency	The 2015-2019 Consolidated Plan and subsequently this 2017-2018 Annual Action Plan will guide community housing and economic development programs to ensure that homeless persons recover and acquire necessary support services that ensure self-sufficiency. This will be achieved by implementing the Marion and Polk Counties Plan to End Homelessness. The objectives of the Marion and Polk Counties Plan to End Homelessness include: Create new permanent housing beds for the chronically homeless; increase the percentage of homeless persons staying in permanent housing over six months; increase the percentage of homeless persons moving from transitional housing to permanent housing; increase the percentage of homeless persons employed at completion of the self-sufficiency program; decrease the number of homeless households with children.
211 Implementation	United Way	The 2015-2019 Consolidated Plan and subsequently this 2017-2018 Annual Action Plan will work to coordinate efforts to provide services and housing to homeless, at-risk and low to moderate-income individuals and families. The 211 line through the United Way is a connection to all types of services via one phone number. This provides a coordinated effort in addressing all of the needs of a caller, instead of the web of phone calls that an individual would have had to make in the past. Additionally, data received through those calls will assist in planning and development of programs and resources to better address the needs of those searching for assistance.
Housing First Model	City of Salem	City staff has been meeting with key community leaders to implement a "Housing First" model that would mirror the prevalent permanent supportive housing best practices approach. This includes: Resource mapping to identify all community resources currently flowing into the housing and social service delivery system; leveraging Section 8 vouchers, SHA resources, local, and federal funds in a comprehensive way to provide maximum benefit to target populations; changing housing capital resource allocation processes to ensure integrated, outcome-based investment strategies; and creating new programs utilizing existing unrestricted, market housing units as the backbone for implementing a "Housing First" model. This includes creating financial and non-financial incentives to participate.

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Housing Needs Assessment (HNA)	City of Salem	The HNA validates information collected during the Consolidated Plan process. The goal of more “aging in place” housing and the increase in job training and job creation programs and projects over the next five years is a shared goal. The HNA indicates the need for an additional 6,400 housing units over the next 20 years.
Community Economic Development Strategy (CEDS)	Mid-Willamette Valley Council of Governments	The CEDS report contains a shared vision for increased economic opportunities for low to moderate-income families. Some of the shared goals include increasing capital for microenterprises, development of job creation activities, and increased financial capacity of existing companies to increase living wage jobs.
10-Year Plan for Oregon	State of Oregon	The 10-Year Plan for Oregon contains a shared vision for the increase of economic opportunities including job creation and training, better quality of life, and sustainable environmental management through fiscal responsibility.
Mid-Willamette Homeless Initiative	City of Salem, Marion County, City of Keizer, and Polk County	The Mid-Willamette Homeless Initiative Strategic Plan contains a shared vision with a regional approach. As the City of Salem was actively engaged in the Initiative, the City will work collaboratively with the other partners in the Initiative to move the goals in the strategic plan forward. The strategies address affordable housing, transportation, addictions and mental health, veterans, domestic violence, runaway and homeless youth and seniors.

Describe cooperation and coordination with other public entities, including the State and any adjacent units of general local government, in the implementation of the Consolidated Plan (91.215(l))

The City of Salem works in coordination with the State of Oregon Housing and Community Services (OHCS) Department monitoring projects with joint funding. These projects containing funds from the City and various OHCS affordable housing grants and loans are monitored through the streamlining program. The City of Salem conducts the physical inspections of the units while the State completes the tenant file monitoring. This streamlined approach provides for less disruption to the tenants and a cooperative relationship between the City and the State.

The City of Salem is in a consortium with the City of Keizer for HOME funding. The City of Salem is the lead in the consortium. During public outreach and available comment periods, plans and reports are made available at City Hall in the City of Keizer. Additionally, public outreach through flyers is conducted in both communities during our planning process. During the 2015-2019 Consolidated Plan outreach process, the Housing and Community Needs Survey was available for completion by Salem and Keizer residents.

In 2016, the Mid-Willamette Homeless Initiative, a 20-member group of local government officials, business owners, non-profit representatives, and public safety officials from the cities of Salem and Keizer and the counties of Marion and Polk began work on developing strategies to reduce homelessness. Those strategies will be utilized to implement solutions and to solicit funding both federally and locally, public and private.

Other public entities coordinated with throughout the implementation of the Consolidated Plan include: the City of Salem Planning and Public Works Departments, Mid-Willamette Valley Council of Governments, Oregon Health Authority, etc.

AP-12 Participation – 91.105, 91.200(c)

1. Summary of citizen participation process/Efforts made to broaden citizen participation

Summarize citizen participation process and how it impacted goal-setting

Federal regulations require recipients of CDBG and HOME funds follow an approved Citizen Participation Plan in order to receive continued funding. The City of Salem's Citizen Participation Plan sets forth policies and procedures for the City for citizen participation. The citizen participation process implemented by the City is developed to encourage input from community stakeholders and citizens of Salem and Keizer. Local private and public support organizations including social service agencies, state assistance programs, local housing authorities, and citizen boards and commissions, work to meet the needs of the homeless and low and moderate income persons in Salem and Keizer. These households and individuals are given an opportunity to review and comment on the information contained in this Consolidated Plan, subsequent Annual Action Plan and other plans and reports developed by the City.

During the 2015-2019 Consolidated Plan process, *Housing and Community Needs Surveys* were made available to the public via Survey Monkey and by paper, if requested, for a 60-day survey period beginning July 10, 2014 and ending September 8, 2014. Organizational/Business Surveys were provided to organizations and businesses in the cities of Salem and Keizer. Individuals, Businesses (Non-Profit and For-Profit), and Neighborhood Associations across the City provided input as part of the consultation and citizen participation process.

The development of the 2015-2019 Consolidated Plan and the Annual Action Plan is guided by the effort of the Community Services and Housing Commission (CSHC), and this draft will be made available to the public for review and comment beginning March 15, 2017.

Key components of the citizen participation process for this Annual Action Plan include:

1. Notifications in media outlets including English and Spanish publications
2. Informational reports to the Emergency Housing Network and other such community groups
3. Presentation of, review by, and recommendation of the plan by CSHC
4. Final public comment period and a public hearing on the draft Annual Action Plan

Staff is working with a number of key agencies, both public and private, to better coordinate housing, health, mental health, prevention of homelessness, and social services in the City of Salem. The coordination efforts are expected to reduce duplication of services and better manage the social services provided. This is considered especially essential in a difficult economy with more and more people needing basic services and with funding being more difficult to obtain. In 2016, the Mid-Willamette Homeless Initiative, a multi-jurisdictional task force assessing and addressing homelessness, was formed. The City of Salem was one of the four jurisdictions participating and provided staff for the Mid-Willamette Homeless Initiative. The strategic plan developed through the Mid-Willamette Homeless Initiative will provide a regional approach to reducing homelessness. The goals generated in the strategic plan will help to guide future funding both locally and through competitive grant approaches.

Citizen Participation Outreach

Table 2 – Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
1	Public Meeting	Non-targeted/broad community	The Annual Action Plan was presented at the CSHC public meeting on March 15, 2017 for review and recommendation.			
2	Newspaper Ad	Non-targeted/broad community	The Public Notice was posted in the March 13, 2017 Statesman Journal for the comment period of March 15, 2017 through April 14, 2017.			
3	Public Hearing	Social Service and Housing Agencies	Notification of the Public Comment Period was provided at the Emergency Housing Network meeting on March 9, 2017. Public Hearing took place on _____.			
4	Other-Media Release	Minorities Non-English Speaking (Spanish) Non-targeted/broad community	A media release was issued _____ to announce the comment period.			

Expected Resources

AP-15 Expected Resources – 91.220(c) (1, 2)

Introduction

Community Development Block Grants (CDBG) entitlement program, established in 1974 and administered by HUD, provides metropolitan cities and urban counties with funds to assist in the efforts of providing economic development, assistance to low and moderate-income persons, decent housing, neighborhood revitalization, and the prevention and elimination of slum and blight. In conjunction with the entitlement allocations, the City contributes \$400,000 of General Fund dollars for various social service programs and for the annual Salem-Keizer Community Connect. The General Funds will be allocated to support individuals and families in need of essential services such as food, shelter, health care, etc. The 15% CDBG social service allocation works in conjunction with General Funds toward meeting the same goals.

Eligible CDBG activities include, but are not limited to:

- Economic Development-Microenterprise, special economic development, financial assistance
- Public Services-Job training and employment, health care, and substance abuse services
- Community Facilities-Rehabilitation, construction, or acquisition of neighborhood facilities
- Housing-Rehabilitation for residential purposes, acquisition, lead-based paint testing, and mitigation
- Community Revitalization-Urban renewal activities and the removal of slum and blight

The HOME program addresses a variety of activities such as acquisition, rehabilitation, new construction, tenant-based rental assistance, and homebuyer assistance; these activities are aimed at developing and providing affordable housing for low and moderate-income persons.

Eligible HOME activities include:

- Tenant-Based Rental Assistance- Rental assistance and Security Deposit programs
- Rental Housing Activities- New construction, rehabilitation, and site improvements
- Housing- Homebuyer activities and homeowner rehabilitation

Program Income (PI), reallocation of funds from canceled projects, and past project funding reduction will supplement the entitlement funds received by the City to complete projects. PI is an additional source of funds generated in whole, or in part by repayment of CDBG or HOME loan funds. The City does not participate in a Section 108 loan guarantee program therefore does not receive any

loan proceeds.

Table 3 - Expected Resources – Priority Table

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,209,850	175,000	101,830	1,486,680	1,758,162	The expected amount for the remainder includes a 10% annual reduction in funding and with PI staying the same each year.
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	614,970	210,000	214,940	1,039,910	897,322	The expected amount for the remainder includes a 10% annual reduction in funding and with PI staying the same each year.

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

Leveraged Funds

The City requires all applicants to document leveraged funds as part of the application process. If an applicant does not provide some level of leveraging, the City may require an effort be made to locate other funding sources to leverage against the federal dollars. Oregon Housing and Community Services, Community Resource Division, provide state and federal grant funds to private, public, and non-governmental agencies to develop, direct, and administer programs focused on improving housing, livability standards, and encourage self-sufficiency to low-income Oregonians.

Tax Credits

The City leverages funds with the Oregon Housing and Community Services' (OHCS) Low Income Housing Tax Credit (LIHTC), and the State tax credit programs. The local Community Development Housing Organizations (CHDOs) and/or recipients at times apply for HOME, LIHTC, and Oregon State tax credit funds to assist in the acquisition, construction, and rehabilitation of low-income housing projects. In 2017-2018 two projects, a new construction project on Portland Road by Mountain West and the Yaquina Hall rehabilitation project by Salem Housing Authority, will pair LIHTC funds with HOME and CDBG funds.

Section 8 Funds

Salem Housing Authority (SHA) anticipates receiving funding for Housing Choice Voucher and Public Housing, as well as other related housing activity dollars. Funds were provided to SHA in 2014 for the rehabilitation of two existing housing facilities, Robert Lindsey Tower (senior housing) and Parkway Village (affordable housing). Parkway Village is currently under a HOME affordability period and received additional CDBG funds for this rehabilitation project. Many tenants occupying affordable units receive SHA Housing Choice Vouchers.

McKinney-Vento

The Mid-Willamette Valley Community Action Agency (MWVCAA) administers the McKinney-Vento resources received for use in the City. The MWVCAA, as a member of the Rural Oregon Continuum of Care (ROCC), coordinates the local Continuum of Care effort for Marion and Polk Counties. The Continuum of Care (CoC) is a community based long-range planning organization addressing the needs of homeless persons in order to help them reach maximum self-sufficiency. The following members of the CoC received McKinney Vento resources in 2016 that assist in eliminating homelessness: Mid-Willamette Valley Community Action Agency (ARCHES (2016) and then a new/reallocated Supportive Services Only for Coordinated Entry (SSO for CE) pilot project that splits work between the Marion-Polk counties and balance of the CoC's geography), and Shangri-La (Permanent Supportive Housing (PSH) Assistance Permanent Housing (PH), Permanent Housing (PH) Bonus State Homeless Assistance Program (SHAP) 1, and Permanent Housing (PH) State Homeless Assistance Program (SHAP) 2).

HOME Match

The City will ensure matching contributions from non-federal sources are made to housing that qualifies under the HOME program (other than Tenant Based Rental Assistance).

Possible sources of match may include, but are not limited to:

- Private grants
- Donated real property
- Value of donated or voluntary labor of professional services
- Sweat equity
- Cash contribution by non-federal sources
- Proceeds from bonds not repaid with revenue from an affordable housing project
- State and local taxes, charges or fees

The HOME program requires a 25 percent (25%) match for all activities (excluding administration) completed during a program year. Federal funds from other agencies are not considered eligible match.

If appropriate, describe publicly owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

There is no publicly owned land or property located within the jurisdiction that will be used to address the needs identified in the Annual Plan.

Discussion

SHA participates with West Valley Housing and Marion County Housing via a Mobility Agreement, allowing families to move from one jurisdiction to another while they remain participants of the original housing authority that issued their voucher. In all, SHA administers nearly 3,000 Housing Choice Vouchers. SHA continues to administer 63 Department of Veteran Affairs Supportive Housing (VASH) vouchers as well as the 125 Family Unification Program vouchers through a combination of those from June 2011, 19 from an older program, and 6 through a program with the Department of Human Services (DHS). Additionally, SHA administers five homeless vouchers and three domestic violence vouchers. All funding allocations and amounts are based on estimates until final funding approval from HUD is received. Final amounts may differ based on the federal allocations made for the Plan Year.

Annual Goals and Objectives
AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)
Goals Summary Information

Table 4– Goals Summary

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Promote Economic Development	2015	2019	Non-Housing Community Development	Salem Citywide	Microenterprise Training and Technical Assistance	CDBG: \$322,585 HOME: \$0	Jobs created/retained: 137 Jobs Businesses assisted: 52 Businesses Assisted
2	End Homelessness- Public Service	2015	2019	Homeless	Salem Citywide	Emergency Shelters: Case Management and Facility Coordinated Access to Housing	CDBG: \$150,000	Public service activities other than Low/Moderate Income Housing Benefit: 2,225 Persons Assisted
3	End Homelessness- Subsistence Payments	2015	2019	Homeless	Salem Citywide	Homeless Prevention Subsidies/Subsistence Payments	CDBG: \$50,230	Public service activities for Low/Moderate Income Housing Benefit: 50 Households Assisted
4	End Homelessness- TBRA and Transitional Housing	2015	2019	Homeless	Salem Citywide	Coordinated Access to Housing Rehabilitation/Conversion Affordable Housing	CDBG: \$74,535 HOME: \$200,000	Overnight/Emergency Shelter/Transitional Housing Beds Added: 10 Beds Tenant-based rental assistance / Rapid Rehousing: 50 Households Assisted
5	Expand Affordable Housing	2015	2019	Affordable Housing	Central Salem Citywide	Rehabilitation for "Aging in Place" Rehabilitation/Conversion Affordable Housing Elderly and Disabled Housing Rehabilitation	CDBG: \$612,740 HOME: \$759,970	Rental units rehabilitated: 61 Household Housing Unit Rental Units Constructed: 180 Household Housing Unit Tenant-based rental assistance/Rapid Rehousing: 118 Households Assisted

Annual Action Plan
2017

Goal Descriptions

Table 5 – Goal Descriptions

1	Goal Name	Promote Economic Development
Goal Description	For 2017-2018 the following programs have been awarded funding under the #1 goal of Promote Economic Development: • MERIT - Microenterprise training and technical assistance • Interface Network - Microenterprise training and technical assistance • Garten Services Inc. - Facility Modernization Phase II	
2	Goal Name	End Homelessness-Public Service
Goal Description	For 2017-2018 the following programs have been awarded under goal #2 End Homelessness- Public Service: • Center for Hope and Safety (previously Mid-Valley Women's Crisis Services) - Prevention of Domestic Violence Case Management • Salem Interfaith Hospitality Network - Homeless Case Management in conjunction with the HOME funding for TBRA	
3	Goal Name	End Homelessness-Subsistence Payments
Goal Description	For 2017-2018 the following program has been awarded funding under goal #2 End Homelessness-Subsistence Payments: • Congregations Helping People - Interim Housing (one-time rental assistance/Subsistence Payments)	
4	Goal Name	End Homelessness-TBRA and Transitional Housing
Goal Description	For 2017-2018 the following programs have been awarded funding under goal #2 End Homelessness-TBRA and Transitional Housing: • Salem Interfaith Hospitality Network - TBRA in conjunction with supportive services funded by CDBG • Westcare Rehabilitation-Transitional Veterans Housing (roof replacement)	
5	Goal Name	Expand Affordable Housing
Goal Description	For 2017-2018 the following projects have been awarded funding under goal #3 Expand Affordable Housing: • Catholic Community Services - CHDO Operating Funds • Jason Lee Manor Elderly-affordable housing rehabilitation • Salem Housing Authority-Yaquina Hall • Catholic Community Services Foundation-St. Monica CHDO set-aside project • Salem Housing Authority-Security Deposits • Mt. West Investments (Community Resource Trust)-New construction of affordable housing	

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.215(b):

The City will be providing 2017-2018 PY funds for affordable housing activities to the following categories:

- People experiencing homelessness – 60
 - 30% AMI – extremely low
- People with special needs – 0
 - 30% of AMI – extremely low
- People not experiencing homelessness – 434
 - 50% AMI – low income

AP-35 Projects – 91.220(d)

Introduction

The Salem Urban Development, Community Services, and Housing Commission (CSHC) reviewed eligible applications for funding recommendations to City Council. The City has historically funded projects that meet the objectives and outcomes of suitable living environment, decent housing, and the creation of economic opportunities. The City's distribution of HOME and CDBG funds is based on the type of project, and how the programs/projects meet the allowable activities. For the 2017-2018 Plan Year, 15 applications were received and considered for federal funding. Of those applications, 14 were allocated funding. The City plans to dedicate \$150,000 for Community Housing and Development Organization (CHDO) set-aside projects and \$30,000 for CHDO operating costs.

Table 6 – Project Information

#	Project Name
1	Promote Economic Development
2	End Homelessness
3	Expand Affordable Housing
4	Administrative Costs
5	108 Loan Payments

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

All project or program allocations are based on the goals and priorities established in the 2015-2019 Consolidated Plan. The largest obstacle to addressing the needs of underserved populations is that there is simply not enough money to service the need and the lack of affordable housing. The vacancy rate in Salem is approximately 2.9% (December 2016 Rental Housing Journal) therefore landlords can charge whatever rents people are willing to pay. The other main obstacle that has been identified are the increased rent rates that exceed the maximum standards (Fair Market Rent (FMR) standards) in place with the federal funding provided for assistance. In 2016 the City of Salem received approval from the local HUD Field Office to utilize the increased FMR rates submitted and approved for the Salem Housing Authority for the HOME-funded tenant based rental assistance programs. This ability provided more opportunities for clients to secure housing in a really tight market.

Projects
AP-38 Projects Summary
Project Summary Information

Table 7 – Project Summary

1	Project Name	Promote Economic Development
	Target Area	Salem Citywide
	Goals Supported	Promote Economic Development
	Needs Addressed	Microenterprise Training and Technical Assistance
	Funding	CDBG: \$322,585
	Description	This project includes all projects/programs funded under Economic Development.
	Target Date	6/30/2018
	Estimate the number and type of families that will benefit from the proposed activities	An estimated 137 jobs and 52 businesses will be assisted through these programs, targeted to persons and businesses under the 80% AMI threshold.
	Location Description	These programs will be provided to citizens and businesses within the city limits of Salem.
	Planned Activities	The following projects/programs have been awarded funding for the 2017-2018 Plan Year: • MERIT-Microenterprise Training and Technical Assistance • Interface Network- Microenterprise Training and Technical Assistance • Garten Services Inc.-Facility Modernization Project Phase II

2	Project Name Target Area Goals Supported Needs Addressed Funding Description Target Date Estimate the number and type of families that will benefit from the proposed activities Location Description Planned Activities	End Homelessness Central Salem Salem Citywide End Homelessness-Public Service End Homelessness-Subsistence Payments End Homelessness-TBRA and Transitional Housing Coordinated Access to Housing Emergency Shelters: Case Management and Facility Homeless Prevention Subsidies/Subsistence Payments CDBG: \$274,765 HOME: \$200,000 This project includes funding for three TBRA programs, subsistence payments, case management, and a veterans transitional housing project awarded funding during the 2017-2018 Plan Year. 6/30/2018 An estimated 2,225 individuals will be assisted and an additional 110 households will be assisted through these activities. Funds will be used to provide TBRA, subsistence payments, case management, and a veterans transitional housing project within the city limits of Salem and Keizer. Tenant Based Rental Assistance (TBRA), subsistence payments, case management, and a veterans transitional housing project provided by the following: • Salem Interfaith Hospitality Network (TBRA and Case Management) • Congregations Helping People (Subsistence Payments) • Westcare-Rehabilitation of Veterans Transitional Housing (Roof Replacement) • Center for Hope and Safety (Case Management)
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3	Project Name	Expand Affordable Housing
	Target Area	Central Salem (NRSA) Salem Citywide
	Goals Supported	Expand Affordable Housing
	Needs Addressed	Rehabilitation/Conversion Affordable Housing Elderly and Disabled Housing Rehabilitation
	Funding	CDBG: \$612,740 HOME: \$759,970
	Description	This project includes new construction, reconstruction, and rehabilitation of affordable housing, security deposits and CHDO Operating funding for the 2017-2018 Plan Year.
	Target Date	6/30/2018
	Estimate the number and type of families that will benefit from the proposed activities	An estimated 359 households under the 80% Area Median Income (AMI) threshold will be assisted through these activities. Jason Lee Manor is receiving additional funding for a structure with 75 units.
	Location Description	The projects will take place in the City of Salem and the City of Keizer. Jason Lee Manor is also located in the Neighborhood Revitalization Strategy Area (NRSA).
	Planned Activities	The following are programs and projects included in this Project that have been awarded funding for the 2017-2018 Plan Year: • Catholic Community Services Foundation-CHDO Operating • Jason Lee Manor-rehabilitation of affordable elderly housing • Salem Housing Authority-Yaquina Hall (rehabilitation of affordable housing) • Catholic Community Services Foundation-St. Monica (reconstruction of affordable housing-CHDO set-aside project) • Salem Housing Authority-Security Deposit Program • Mt. West-Community Resource Trust-new construction of affordable housing

4	Project Name	Administrative Costs
	Goals Supported	Promote Economic Development End Homelessness-Public Service End Homelessness-Subsistence Payments End Homelessness-TBRA and Transitional Housing Expand Affordable Housing
	Funding	CDBG: \$276,590 HOME: \$79,940
	Description	This project is for the payment of administrative costs.
	Target Date	6/30/2018
	Estimate the number and type of families that will benefit from the proposed activities	This project is for administrative costs.
	Location Description	City of Salem and City of Keizer (Keizer included for HOME Program as a Consortium).
	Planned Activities	Payment of Administrative costs associated with the HOME and CDBG program funds.

AP-50 Geographic Distribution – 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

The CDBG funding is restricted to use for residents of the City of Salem. The area is outlined by the city limits. This boundary has been applied to a Google Maps and Salem Maps application for a much easier determination of eligibility of projects and clients.

The HOME funding is restricted to use for residents of the cities of Salem and Keizer. This area is also determined by the city limits of the two cities. This boundary has been applied as an area to a Google Maps application for easier determination of eligibility.

The City has a HUD approved Neighborhood Revitalization Strategy Area (NRSA), an area of low-income and minority concentration. This area encompasses the central core of the City of Salem, stretching to the Northeast, to the Southeast, and to the east of downtown. There are many industrial, residential and commercial opportunities in this area. This area has been layered to the jurisdictional map the City created for project and/or client eligibility on the Salem Maps application.

Geographic Distribution

Table 8 - Geographic Distribution

Target Area	Percentage of Funds
Central Salem	6
Salem Citywide	94

Rationale for the priorities for allocating investments geographically

The City of Salem is a Community Development Block Grant (CDBG) entitlement community and receives the grant funds from the US Department of Housing and Urban Development (HUD). The annual allocations to the City are determined through specific formulas created by HUD and Congress. The CDBG funds received by the City are utilized within the city limits of Salem. This includes all physical projects and services provided only for those with addresses within the boundary described. Physical addresses are verified against a Google and/or Salem Maps boundary map to ensure compliance with this restriction. For microenterprise training recipients, the residential or business address must be within these boundaries.

HOME Investment Partnership (HOME) funds are allocated to both the City of Salem and City of Keizer through a consortium agreement making both cities collectively an entitlement community. The HOME funds received by the consortium are utilized within the city limits of Salem and Keizer.

The City created a Neighborhood Revitalization Strategy Area (NRSA) in 2009. During the 2015-2019 consolidated planning period, the City renewed the NRSA. Programs and projects submitting applications for funding within the NRSA were given additional points during the application scoring. The City continues to provide outreach and technical assistance regarding the NRSA and the advantages of administering programs and completing projects within this area. For the 2017-2018 Plan Year, one project, Jason Lee Manor Rehabilitation, has been awarded funding and is located in the NRSA.

Discussion

Special considerations for projects and/or programs applying within the NRSA are given if they meet one of the goals defined in the Consolidated Plan.

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

The project/program goals described in the Annual Plan will target the homeless, non-homeless, and special needs households in the tables below. These goals provide affordable housing through rehabilitation of existing affordable housing, reconstruction of affordable housing units, new construction of affordable housing, rental assistance and security deposit assistance. All projects will target extremely low-income to moderate-income households.

Table 9 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households to be Supported	
Homeless	60
Non-Homeless	434
Special-Needs	0
Total	494

Table 10 - One Year Goals for Affordable Housing by Support Type

One Year Goals for the Number of Households Supported Through	
Rental Assistance	168
The Production of New Units	240
Rehab of Existing Units	86
Acquisition of Existing Units	0
Total	494

Discussion

The numbers above represent the funding provided through the HOME and CDBG programs for rehabilitation of affordable housing units, reconstruction of affordable housing, new construction of affordable housing, security deposits, and tenant-based rental assistance. The numbers included under production of new units include all units that were not previously existing being developed through new construction, rehabilitation, and rehabilitation/conversion. These numbers do not reflect the additional funding through the CDBG program for interim housing assistance (subsistence payments) provided through Congregations Helping People.

Additionally, the number of non-homeless indicated above is for the number of units at Jason Lee Manor. These are the same units reported in the 2016-2017 Annual Plan. They are receiving additional funds to assist in remediating health and safety items discovered during the renovation process.

The Salem Housing Authority manages public housing, and non-HUD affordable housing properties. There have been many improvements to these properties made over the last few years.

AP-60 Public Housing – 91.220(h)

Introduction

Salem Housing Authority (SHA) owns and operates 245 housing units for families, seniors, and persons with disabilities under the HUD Public Housing Program. HUD funds annual operating subsidies for Public Housing, as well as a Capital Fund Grant for capital improvements of the housing stock and management systems.

Actions planned during the next year to address the needs to public housing

Individuals and families benefiting from public housing must be at or below 80% of the area median family income. Households currently being served through the Public Housing Program have average incomes under \$20,000, which is well below the allowed income limit. As of December 2016, 243 families were being served by the Public Housing Program in Salem. SHA maintains waiting lists for the public housing units and the Section 8 Housing Choice Voucher Program. As of January 2017, there were 1,622 families on the waiting lists for public housing assistance in Salem and 8,538 on the waiting list for Section 8 Housing Choice Voucher assistance. The majority of households on the waiting lists are comprised of families with children, and 90% of the families on all of the SHA waiting lists have annual incomes below \$20,000.

Actions to encourage public housing residents to become more involved in management and participate in homeownership

Public Housing Resident Initiatives and Outreach

SHA has a Central Resident Council/Resident Advisory Board that meets several times a year to review the annual Public Housing Authority (PHA) Plan, as well as other topics including how to use resident participation funds. SHA solicits resident input on the capital needs assessment each year, and alerts tenants of potential policy changes to allow opportunity for tenant comment. The bylaws of both the SHA Commission and the Housing Advisory Committee (HAC) require at least one tenant serve on the Commission. All tenants are always welcome to attend meetings without actually serving on the Committee or Commission. A resident advisory board is comprised of tenants who review the Family Self-Sufficiency Program Action Plan, and review any proposed changes. Tenants are sent newsletters and other correspondence to ensure awareness of SHA activities, and are encouraged to provide feedback to staff. All tenants are given a 30-60 day period to comment on updated utility allowances, changes made to the security deposits, updates to maintenance charges, modifications to the Admissions and Continued Occupancy Policy, as well as revisions to leases and addendums or other items that could directly affect them. Housing Commission and HAC meetings are open to the public with meeting details included on the City of Salem website under Meetings of Interest.

In partnership with CASA of Oregon, SHA also facilitates Valley Individual Development Accounts (VIDA), a program that prepares and assists families and individuals who qualify, to plan and reach financial goals such as becoming a first time homeowner, starting/expanding a small business, or pursuing a college degree or job training to get a better paying job. VIDA allows families to save a maximum of \$3000 over three years. The savings are matched three to one; a family who saves the maximum \$3,000 will be matched by \$9,000 for a total of \$12,000.

If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance

The Salem Housing Authority is not troubled.

Discussion

As mentioned in previous sections of the Consolidated Plan, the Salem Housing Authority not only manages public housing, they also manage additional affordable housing properties. There have been many improvements to these properties made over the past five years.

AP-65 Homeless and Other Special Needs Activities – 91.220(i)

Introduction

The City prioritizes capacity building among social service agencies to identify and assist persons at risk of homelessness. This will be achieved by providing funds for the following programs:

- housing to persons who are income-qualified,
- in crisis situations,
- persons with disabilities,
- emergency and crisis services,
- subsistence payments,
- homeless case management, and
- case management for persons fleeing domestic and sexual violence.

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

An estimated 1,537 people in Marion and Polk counties are homeless, according to the 2016 Point in Time Count. By HUD definition, this includes people living in shelters and on the streets. Every year, the Mid-Willamette Valley Community Action Agency organizes dozens of volunteers to count and survey the homeless residents of Marion and Polk Counties as part of the National Point in Time Count. The Point in Time Count for Marion and Polk Counties was conducted on January 25, 2017 and included one-night shelter counts, street/mobile outreach, stationary sites, homeless observation, short surveys, jail surveys, and school counts. Some of the questions posed during the interviews of homeless persons during this event included: Are you able to eat regularly?; When was the last time you saw a doctor?; When was the last time you saw a dentist?; Are you looking for a job?; What do you do for income? Once the final report is reviewed by HUD, report data is used to determine the CoC funding allocation for the next year. For non-profit agencies serving the homeless and at-risk populations of the region, Continuum of Care funding is often critical for service provision.

In 2016, the City of Salem, City of Keizer, Marion County, and Polk County joined together to form the Mid-Willamette Homeless Initiative Task Force (Task Force). The Task Force was a group of 20 individuals representing elected officials, social service entities, public safety, and businesses. The Task Force was supported with one staff liaison for the City of Salem and one staff liaison for Marion County. The purpose of this group was to identify and launch proven strategies that will reduce homelessness in the Marion-Polk County region, encompassing the cities of Keizer and Salem. Through 8 subcommittees and 11 regular meetings of the Task Force, members and interested parties heard from expert presenters and engaged with the local community including those experiencing homelessness. The result of the Task Force is a collaborative strategic plan that will be implemented through the hiring of a Project Manager. The Project Manager will ensure that the goals and performance measurements in the strategic plan move forward, while continuing to develop partnerships with service agencies, elected officials, public safety representatives, businesses, and other interested parties. Many of the goals included in the Mid-Willamette Homeless Initiative Strategic Plan, as mentioned in the Consultation Section (AP-10) overlap with our current goals and will help guide the future work

of the City around ending homelessness.

Addressing the emergency shelter and transitional housing needs of homeless persons

Specific projects and programs will provide emergency shelter and transitional housing to prevent low-income individuals and families with children from becoming homeless. CDBG funds assist with emergency shelter and homeless prevention. Westcare will receive funding for roof replacement of a new veterans transitional housing facility (rehabilitation of an existing building). Salem Interfaith Hospitality Network (SIHN) will receive funds to provide case management to homeless families staying at the day shelter. They will be partnering these funds with HOME Tenant-Based Rental Assistance to provide supportive services throughout the path to self-sufficiency. Local churches provide sleeping facilities for the families until they can transition into permanent and independent housing. Congregations Helping People will receive funds to provide one-time crisis rent assistance, preventing the need for emergency shelter and keeping families in their homes. Center for Hope and Safety will receive funds for domestic violence case management. Center for Hope and Safety not only provides case management, they also provide shelter for survivors of domestic violence, human trafficking, and stalking while they rebuild their lives.

In addition to the CDBG funds allocated for Public Service, the City allocates General Fund dollars with the intention of providing emergency services to those that are homeless or at risk of homelessness. The HOST Program, which is operated by Northwest Human Services, will receive funding during the 2017-2018 Plan Year. This program provides emergency shelter for youth who are homeless, and at risk of homelessness. St. Francis Shelter will receive funding for case management that is coordinated with their transitional housing facility. Congregations Helping People will receive funding for utility assistance that is available to those families in crisis situations in which a one-time assistance will prevent them from becoming homeless. Northwest Human Services Crisis Hotline has also been awarded funding that allows for crisis intervention and direct assistance for utilities and prescription costs. Marion Polk Food Share will receive funds for food purchases to provide emergency food assistance to families in need.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

Center for Hope and Safety will receive funding to provide case management to victims of domestic violence, human trafficking, and stalking. Center for Hope and Safety provides a continuum of services including shelter, case management, and supports. Many of the people they serve are families with children and unaccompanied youth. Emergency housing assistance will be provided by Salem Interfaith Hospitality Network (SIHN) and Congregations Helping People which are funded with both HOME and CDBG. SIHN provides homeless case management in conjunction with shelter, as mentioned previously. In addition to case management and shelter, SIHN provides transitional (6 month) tenant based rental assistance

with a preference for homeless families with children.

In addition to the CDBG funds allocated for public service, the City allocates General Fund dollars with the intention of providing emergency services to those who are homeless or at risk of homelessness. St. Francis Shelter will receive funding for case management services for homeless families. Congregations Helping People will receive funding to provide utility support to those at risk of homelessness. Northwest Human Services will receive funding for the Crisis Hotline providing direct emergency assistance as needed by clients to remain housed. Northwest Human Services will also receive funding for their HOST program that provides a day shelter and case management to homeless youth.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.

Congregations Helping People (CHP) will be receiving CDBG funding for one-time crisis rental assistance (subsistence payments) and social service General Funds for one-time crisis utility assistance. These two programs provide assistance during crisis situations, reducing the possibility of the families becoming homeless. CHP has a strong evaluation system to ensure the client will be able to pay their costs in the future and that their situation is truly a crisis.

MERIT and Interface Network will be receiving CDBG funding for microenterprise training and technical assistance. These programs provide training and technical assistance to low and moderate income business owners that may be unemployed or underemployed. These programs provide a way for these business owners to generate living wages and in many cases employ additional individuals that may also be unemployed or underemployed.

Garten Services Inc. will be receiving CDBG funding for Phase II of their Facility Modernization project. This project will create jobs and training for persons with disabilities allowing them to earn living wages and providing stability in income and subsequently stability in housing.

The Salem Housing Authority will received HOME funds for security deposit assistance for low and moderate income households. This program will provide funds that are difficult to save for moving into homes, preventing households from becoming homeless due to financial barriers of housing.

Discussion

As described above, the City will be continuing the effort to prevent and eliminate homelessness. The issue of homelessness will be addressed through multiple programs with a focus on preventing homelessness.

AP-75 Barriers to affordable housing – 91.220(j)

Introduction

In order to continue receiving federal funds for housing and community development activities in Salem and Keizer, the City of Salem is required by the U.S. Department of Housing and Urban Development (HUD) to prepare a Housing and Community Development Consolidated Plan (Consolidated Plan). The Consolidated Plan describes strategies, priorities, and proposed actions including activities taken to Affirmatively Further Fair Housing. In order to Affirmatively Further Fair Housing, HUD requires jurisdictions that receive federal funds to prepare an Analysis of Impediments to Fair Housing Choice and develop strategies to overcome the effects of identified impediments.

Impediments to Fair Housing Choice are defined as any actions, omissions, or decisions taken because of protected class status that have an effect of restricting housing choice or the availability of housing choice. The federally protected classes are race, color, religion, sex, disability, familial status, or national origin. The State of Oregon adds the following classes as protected classes within the State of Oregon: marital status, source of income, sexual orientation including gender identity, honorably discharged veterans/military status (WA), and domestic violence. At a local level, age is added. The analysis reviews the laws, regulations, administrative procedures, and practices of the entitlement community. It assesses how laws affect the location, availability, and accessibility of housing while considering conditions, both public and private, affecting fair housing choice for all protected classes within the jurisdiction.

The City of Salem recognizes there are many obstacles that prevent residents from attaining or retaining housing. The costs of housing or incentives to develop, maintain, or improve housing in Salem and Keizer are affected by both public and private sector policies. Public policies include taxation of land and other property, land use regulations, zoning ordinances, building codes, fees, and urban growth boundaries. Private sector policies include the tightening of lending standards, unfair lending practices, housing discrimination, and other issues that directly or indirectly affect the housing choice of an individual.

Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

The City supports affordable housing efforts by requiring owners place funds in reserve accounts for the ongoing maintenance of low income housing on a long-term basis. Granting System Development Charges (SDC) waivers and educating the public about affordable housing resources are other activities the City provides that address barriers to affordable housing in Salem. In 2016, the Community Development Department of the City of Salem began outreach to allow accessory dwelling units (ADUs) in Salem to help meet the future housing needs of the city, including the need for affordable housing in Salem. Staff plans to bring a proposal for ADUs through the City adoption process in early 2017. This will be followed by additional efforts to address housing needs in Salem, including further expanding housing choices in the city and removing barriers to multifamily development.

Other actions to address barriers are a part of the Mid-Willamette Homeless Initiative strategic plan and will assist in removing barriers on a regional basis. Some examples of the goals that will address these issues are:

- Expansion of the implementation efforts included in the City of Salem Implementation Strategy and the City of Keizer's Proposed Residential Goals, Objectives, and Policies derived from the Housing Needs Analysis across Marion and Polk counties (e.g., SDC waivers or reductions, ADUs, reduced parking requirements, etc.)
- Consideration of converting existing vacant buildings into affordable housing
- Revision of zoning and conditional uses to allow affordable housing in light industrial areas

Discussion

Below is a description of how the City intends to address the impediments listed in the Analysis of Impediments to Fair Housing Choice for the City of Salem. A full accounting of the impediments is also included in the attached Unique Appendices of the Annual Action Plan.

Impediment: Fees and Charges

During the 2017-2018 Plan Year, the City has awarded funding to MERIT and Interface Network to continue their microenterprise training programs. Through these training programs, local businesses are able to establish and expand, providing employment opportunities through job creation. In 2017-2018, funds have also been awarded to Garten Services Inc. for Phase II of their Facility Modernization project that will create jobs and provide training with a focus on servicing individuals with disabilities.

Impediment: Limitations

During the 2017-2018 Plan Year, the City awarded funding to Interface Network and MERIT for microenterprise training programs. Both MERIT and Interface Network have bilingual employees and trainers. Both organizations provide training in English and Spanish. In addition, Salem Interfaith Hospitality Network, Congregations Helping People, and Center for Hope and Safety not only provide services to under-served populations including one-time rental assistance (subsistence payments) and case management services to homeless persons and victims of domestic violence, but they also have staff on-site that are bilingual if translation is needed.

In 2016, the City of Salem was successful in gaining HUD approval to utilize the increased Fair Market Rents (FMRs) approved through the Salem Housing Authority for tenant-based rental assistance programs funded with HOME. The City anticipates the ability to continue to utilize these values. This ability to increase the cap for FMR in TBRA programs provides more flexibility in finding units where the rents are continually increasing and in a market where the vacancy rate is lower than 3%.

Impediment: Limited Availability

During the 2017-2018 Plan Year, five affordable housing projects have been awarded funding. There is one new construction project (180 units), one reconstruction project (11), two affordable housing rehabilitation projects (50 additional units in 2017-2018), and one transitional housing project (10). These projects will add stock to the affordable housing inventory in Salem and Keizer. In addition to the construction projects listed, tenant-based rental assistance and security deposit assistance programs have also been funded.

Other Impediments

During the 2017-2018 Plan Year, the City awarded funding to Salem Interfaith Hospitality Network for tenant-based rental assistance including a self-sufficiency program in tandem with the rental assistance provided, addressing the need for coordinated housing as discussed in the Analysis of Impediments to Fair Housing Choice by the City. Jason Lee Manor has been awarded additional funding for health and safety items discovered during renovation of elderly housing providing the ability for “aging in place” of their residents. Job training and job creation are addressed through awards provided to MERIT, Garten Services Inc., and Interface Network.

These organizations, collectively, will provide job training, job creation (through facility modernization), and microenterprise training in an effort to develop and grow businesses. All programs are marketed to low and moderate-income individuals. Additionally, in 2016, MERIT began partnering with the Union Gospel Mission through their Job Savers Program, a welding job training program, to provide greater opportunity for homeless individuals to secure skills that will assist in their ability to secure employment and become self-sufficient.

AP-85 Other Actions – 91.220(k)

Introduction

This section will outline other actions the City has planned to address the needs of underserved populations, fostering and maintaining affordable housing, reduction of lead-based paint hazards, reduction in the number of poverty-level families, development of institutional structure, and coordinated efforts.

Actions planned to address obstacles to meeting underserved needs

All of the actions taken by the City in the management of HOME and CDBG funds are completed within program guidelines and address one or more goals identified in the Consolidated Plan. Coordination between public and private housing and social services agencies is an extremely important activity. The City participates in the meetings of our local CoC collaborative, which is comprised of various housing and social service agencies. The collaboration of many local stakeholders provides better service to the underserved through many different projects and programs. Partnering with these institutions is vital to overcoming any gaps in institutional structure, and will continue in the next plan year. The City has committed to providing 15 percent (15%) of its CDBG allocation to organizations that oversee public service activities for individuals and families. Some of these services will be provided by organizations such as Center for Hope and Safety, Congregations Helping People, and Salem Interfaith Hospitality Network day shelter. Through the City General Fund, other organizations such as Marion-Polk Food Share, Northwest Human Services, Congregations Helping People, and St. Francis Shelter will provide emergency services for low income families. These programs help to alleviate the obstacles many families face due to their current circumstances. These organizations provide tools to help individuals move beyond their current living conditions to self-sufficiency. The City instituted that the Salem Urban Development, Community Services, and Housing Commission (CSHC) review submitted funding requests, make funding recommendations to City Council and monitor those organizations receiving CDBG and General Funds for social service activities.

Actions planned to foster and maintain affordable housing

As outlined in the 2015-2019 Consolidated Plan, the third priority for the City is to Expand Affordable Housing. During the 2017-2018 plan year, HOME and CDBG funds have been allocated to the following housing related projects to assist the housing needs of low and moderate income persons:

- Rehabilitation of transitional veterans housing - Westcare;
- New construction of affordable housing - Mt. West Investments, Community Resource Trust;
- Tenant-Based Rental Assistance - Salem Interfaith Hospitality Network (SIHN);
- Community Housing Development Organization (CHDO) Operating funds - Catholic Community Services Foundation;
- Rehabilitation of senior housing - Jason Lee Manor (a project previously funded with HOME dollars, and provided additional HOME dollars in 2017-2018);
- Reconstruction of affordable housing-Catholic Community Services Foundation;
- Rehabilitation of housing-Salem Housing Authority; and
- Security Deposit Program-Salem Housing Authority.

Actions planned to reduce lead-based paint hazards

According to the Code of Federal Regulations (CFR) 24 part 35, any housing rehabilitation project involving housing constructed before 1978, and receiving \$5,000 or more in Federal funds, shall be tested for lead-based paint. All projects meeting those parameters with identified lead-based paint hazards are to be mitigated or abated. City policy is to abate all reported lead based paint with levels exceeding the acceptable limits.

Actions planned to reduce the number of poverty-level families

More than 16.7% of families residing in Salem fell below the Federal Poverty Line in 2010, which is 2.7% higher than the 14% reported for the entire State of Oregon. Poverty reduction strategies in the City encompass a variety of processes that provide support to agencies assisting low and moderate-income households as they progress toward economic self-sufficiency. Salem Interfaith Hospitality Network provides Homeless Case Management and Tenant-Based Rental Assistance, allowing a two-fold approach to self-sufficiency including housing stability. Congregations Helping People provides rental assistance (subsistence payments) to families in crisis situations, reducing the likelihood of homelessness for those families and providing an opportunity for self-sufficiency. MERIT and Interface Network provide training and technical assistance to microenterprises. Through this training and technical assistance, low and moderate-income business owners are able to secure their own careers and create job opportunities for others through business development. In 2016, MERIT began partnering with the Union Gospel Mission through the Job Savers Program, providing opportunities for homeless individuals to participate in the program, gaining employment skills and the ability to secure permanent employment. Garten Services Inc. provides job creation and job training opportunities with a focus on persons with disabilities. This creation of jobs and job training provides employment skills and generates employment stability for individuals. State and local government agencies, as well as private organizations, have partnered to provide the needed services for families and

individuals to gain economic independence. For example, the Department of Human Services (DHS) helps obtain child support payments from absent parents, and provides a State Employment Related Day Care Program for low income persons.

Section 3 guidelines (those which provide opportunities for employment to low and moderate income individuals) are provided to every organization carrying out construction projects with funds through Federal Programs. Documentation of outreach under Section 3 is required for projects meeting the regulatory threshold. The City of Salem's goal is to continue providing assistance to the programs listed and to continue outreaching to additional organizations during the application cycle.

Actions planned to develop institutional structure

Various local service agencies and private groups are involved in recommending, and implementing, specific funding strategies that address affordable housing, homelessness, and community development needs in Salem. These organizations provide project proposals to the City through an application process each year. Proposals are tailored to match the goals identified in the 2015-2019 Consolidated Plan, and are implemented by the respective organizations. Some institutions and agencies supporting the work of the City include: SHA, Mid-Willamette Valley Community Action Agency, Northwest Human Services, Interface Network, Inc., MERIT, Congregations Helping People, Salem Interfaith Hospitality Network, Catholic Community Services Foundation, Jason Lee Manor, St. Francis Shelter, Shelly's House, Center for Hope and Safety, Westcare, Mountain West Investments-Community Resource Trust, and Garten Services Inc. The City participates in several groups that discuss the issues surrounding homelessness, mental illness, individuals released from prisons, affordable housing, etc. such as the Emergency Housing Network, the Mid-Willamette Homeless Initiative, Health and Housing subcommittee, etc. These groups work to address the gaps identified by the CoC in the Marion and Polk Counties Plan to End Homelessness.

Actions planned to enhance coordination between public and private housing and social service agencies

Coordination between public and private housing and social services agencies is an extremely important activity. The City participates in meetings of the local CoC Collaborative, which is comprised of various housing and social service agencies. The City is also in communication with the ROCC and other major services providers such as the Mid-Willamette Valley Community Action Agency throughout the year. The collaboration of many local stakeholders provides better service to the underserved through a variety of services. Partnering with these institutions is vital to overcoming any gaps in institutional structure, and will continue in the next program year.

Discussion

Over the last year, Riverfront-Downtown Urban Renewal (RDURA) funds have partially funded 16 rental housing units in downtown Salem. These units were part of larger historic building renovations within the downtown core of Salem that have increased the housing options available in Salem. In addition RDURA funds have been committed for new construction of an additional 40 rental housing units in downtown, scheduled for completion in 2018. Private redevelopment of the former Boise Cascade site just outside of downtown Salem, included new construction of 172 rental housing units for the community.

Program Specific Requirements

AP-90 Program Specific Requirements – 91.220(I)(1,2,4)

Introduction

The CDBG entitlement program, established in 1974 and administered by HUD, provides metropolitan cities and urban counties with funds to assist in the efforts of providing decent housing, neighborhood revitalization, and economic development as well as the prevention and elimination of slums and blight, and assistance to low and moderate-income persons. For the 2017-2018 Plan Year, the City anticipates receiving \$1,209,850 in CDBG funds, \$101,830 in prior year funds, and \$175,000 in CDBG program income. No program income was received in the preceding Plan Year that has not been included. CDBG funding is utilized to assist Low to Moderate Income (LMI) residents of Salem.

The HOME program addresses a variety of activities such as acquisition, rehabilitation, new construction, and tenant-based rental assistance aimed at developing and providing affordable housing for low and moderate-income persons. For the 2017-2018 Plan Year, the Salem/Keizer Consortium anticipates receiving \$614,970 in entitlement, \$214,940 of prior year funds, and \$210,000 in program income. Program income, reallocation of funds from canceled projects, and past project funding reductions will supplement the entitlement funds received by the City. Program income is an additional source of funds generated in whole, or in part, by repayment of HOME loan funds. The City allocates program income to qualifying projects that support the needs of low and moderate-income persons. HOME funding is utilized to assist Low to Moderate Income (LMI) residents of Salem and Keizer.

Community Development Block Grant Program (CDBG)

Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	0
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
Total Program Income:	0

Other CDBG Requirements

1. The amount of urgent need activities 0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two, or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate- income. Specify the years covered that include this Annual Action Plan. The City of Salem utilizes a three year certification (2015-2017) 100.00%

HOME Investment Partnership Program (HOME) Reference 24 CFR 91.220(I)(2)

1. **A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:**

The HOME funds allocated are not being utilized for any forms of investments beyond those identified in Section 92.205.

2. **A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:**

For down payment assistance and homebuyer activities that incorporate a direct benefit to the homebuyer (i.e. down payment assistance, closing cost, interest subsidies, or other HOME assistance provided directly to the homebuyer which can additionally include the amount of assistance that reduced the purchase price from fair market value (appraised value) to an affordable price), the City will follow the recapture provisions as mandated by 24 CFR 92.254 (a) (5) (ii) (A) (2). A Trust Deed will be executed between the City or sub recipient and the homeowner and recorded in the office of the Marion County or Polk County Recorder depending on the location of the property. Assistance will be provided in the form of a deferred loan, which will be deferred until the sale, refinance and/or transfer of the property. If HOME funds are used for the cost of developing a property and the unit is sold below fair market value the difference between the fair market value and the purchase price is considered to be directly attributable to the HOME subsidy.

- HOME Investment per assisted unit under \$15,000 has a 5-year affordability period.
- HOME Investment per assisted unit \$15,000-\$40,000 has a 10-year affordability period.
- HOME Investment per assisted unit over \$40,000 has a 15-year affordability period.
- HOME Investment for new construction has a 20-year affordability period.

The City will recapture an amount that does not exceed the net sale proceeds from the sale of the property. In effect, the City will recapture the amount that is still outstanding (based on the remaining balance due on the loan including any interest incurred), however, not in an amount that is greater than the net sale proceeds. If the net proceeds are sufficient, the borrower shall repay to the City the full HOME subsidy plus interest, which is outlined in the promissory note. Should the net proceeds be insufficient to repay, the City will opt to forgive the difference. In the event only a development subsidy is provided to a home, or the property has multiple funding sources (providing homebuyer and/or development subsidy) and the other funding sources are more restrictive, the City will utilize resale provisions in these instances. The property must be resold to an income eligible household making less than or equal to 80% AMI. The homeowner will be allowed to base the sales price of the home on the original cost of the home inflated by the consumer price index, reflecting the sales price cap. The principal, interest, taxes and insurance (PITI) of the new owner will not exceed 30% of the gross wages of the homebuyer. This will allow for a reasonable range of homebuyers to afford the property.

The Participating Jurisdiction (PJ) is currently enforcing recapture/resale provisions for projects covered under previous plans; however the City of Salem is not carrying out homebuyer assistance with the 2017 allocation.

For owner-occupied rehabilitation projects, the after-rehab value will not exceed the HUD Homeownership Sales Price Limits. After-rehab value is established by utilizing the assessed value and adding the cost of rehabilitation of the home.

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:

For homebuyer projects, the above-mentioned recapture provisions apply. As required by HOME funding, all rental units acquired with HOME funding will be subject to resale provisions to ensure the affordability of the units. The same per unit funding amounts apply to the affordability period of the rental units unless it is new construction. Under new construction, regardless of the amount of funding provided, the affordability period will be 20 years. Rental project affordability period is also secured through an agreement, covenant, note, and trust deed.

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

There are no projects being refinanced with HOME funding scheduled for this plan year.

Discussion

In addition, to ensure that proper legal documentation is maintained, monitoring of the funding provided is conducted by Federal Programs as required by the funding source (CDBG or HOME) and as included in Federal Programs Policies and Procedures.

Sub recipient Monitoring

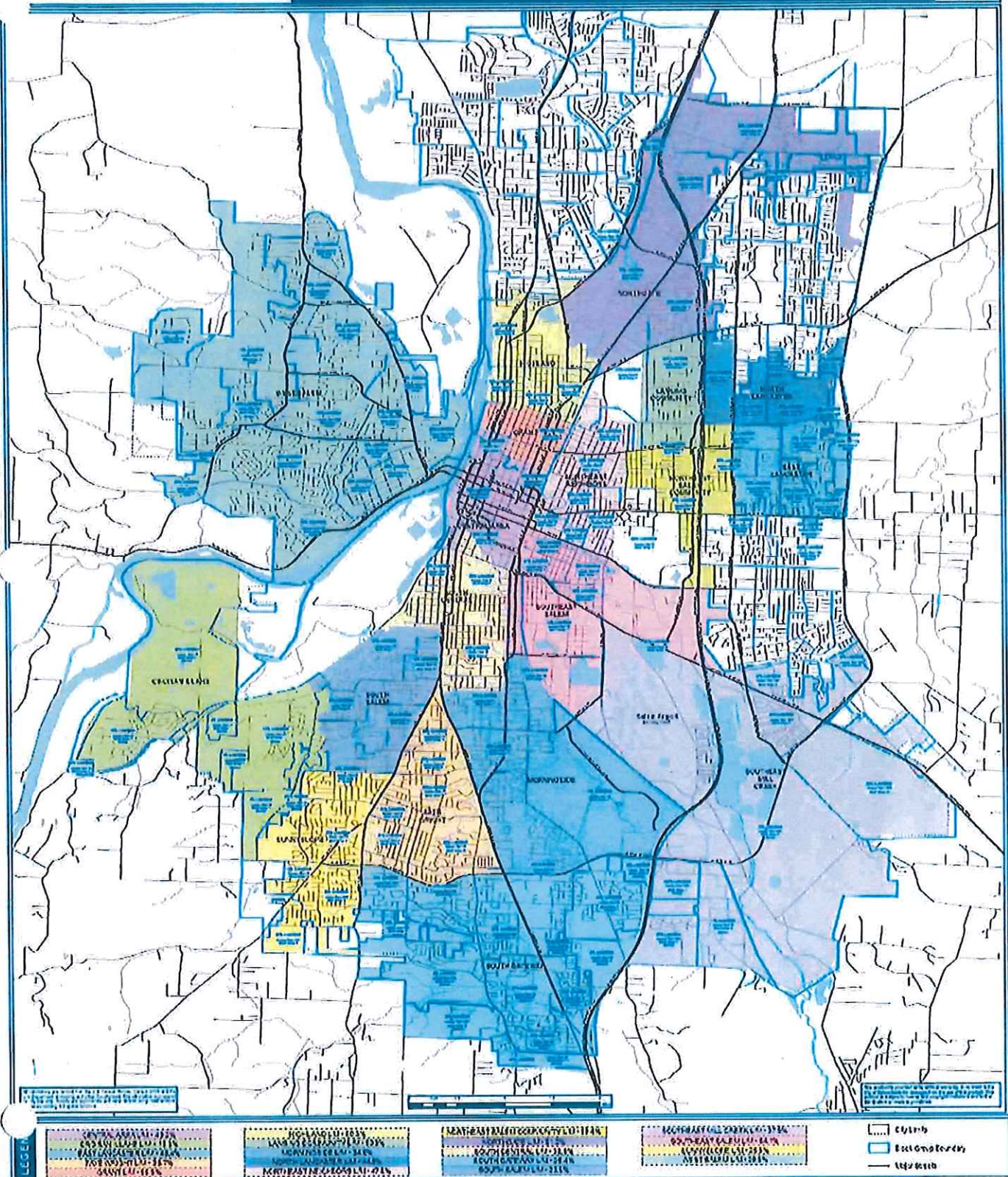
Monitoring and technical assistance are vital to ensure a successful partnership with the subrecipient and City to help guarantee short and/or long term compliance. The level and type of annual monitoring depends on the length of time a subrecipient has been receiving CDBG funds, and their performance. All first-year subrecipients have onsite monitoring to ensure they are meeting the program requirements. Pay requests for all projects and programs are processed only after all required documents are received. When construction or rehabilitation projects are completed, documentation of client eligibility is obtained. Projects funded in past years are monitored annually to ensure the original intended use has not changed during the change of use period. For all construction or rehabilitation projects, ongoing physical inspections occur throughout the project to ensure local codes are met. For projects triggering Davis Bacon, staff provides extensive training with the subrecipient to ensure all federal requirements are met. This includes a mandatory contractor and payroll pre-construction meeting, review of certified payrolls, and any additional training depending on the level of sub recipient expertise.

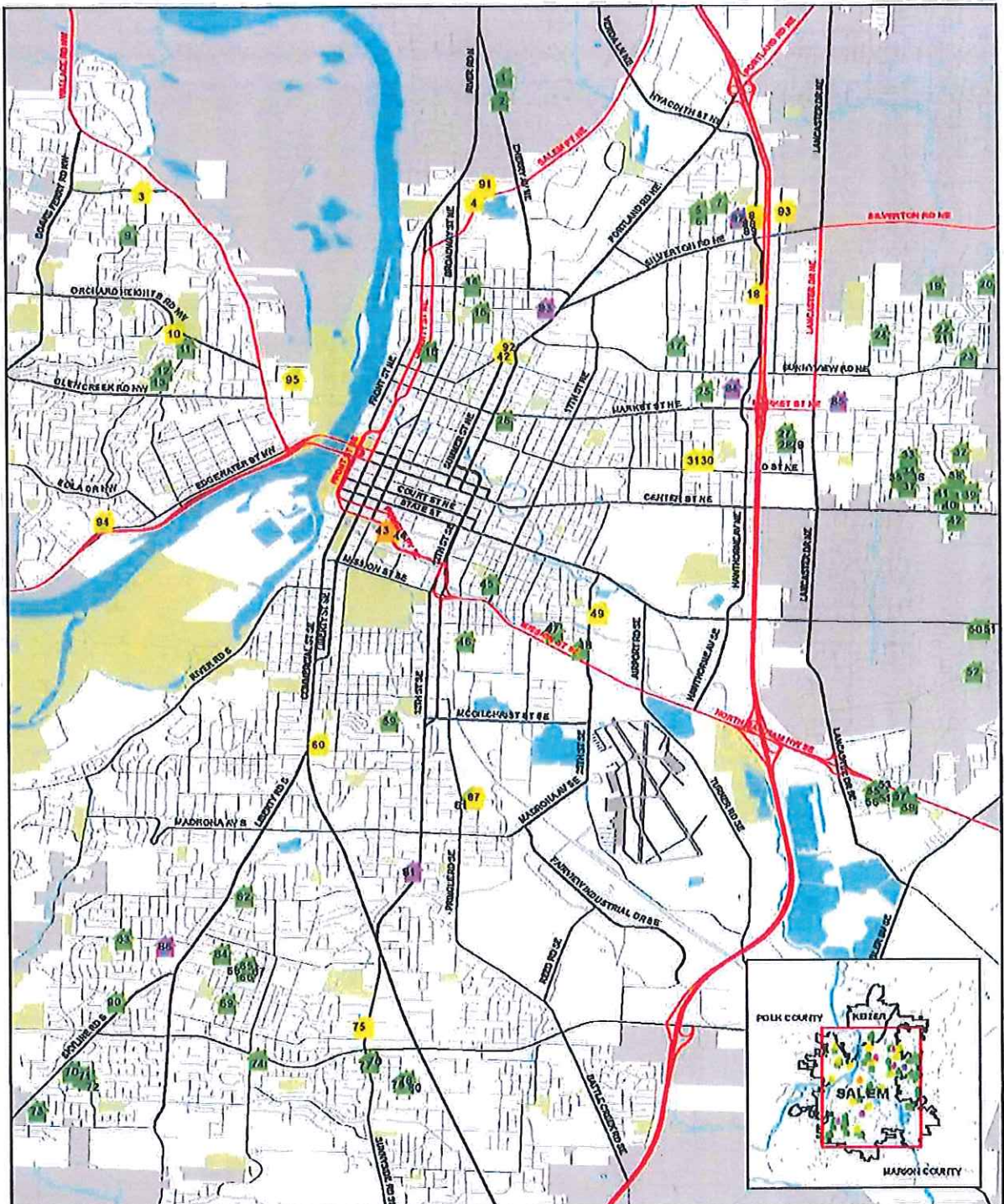
HOME monitoring is undertaken to ensure recipients are managing projects in compliance with funded activities. HOME assisted rental projects must meet the low-income occupancy and rent level requirements at initial occupancy and throughout the period of affordability. Property inspections must meet the requirement of State and local codes, and rehabilitation standards for projects in the cities of Salem and Keizer. The City continues to monitor HOME funded projects in accordance with HOME monitoring requirements at least every three years. If determined a “high-risk” property, the project will be monitored more frequently. Additionally, HOME Annual Reports are required to be submitted for all projects in the affordability period in January of each year. Through this annual monitoring, the City is able to provide technical assistance and address any issues of compliance if noted. Replacement reserve reports are required quarterly on HOME-assisted properties still in the affordability period.

Due to the shift in the economy, the Homebuyer Program was eliminated July 1, 2010. Homebuyers who were funded in the past are reviewed annually, for a minimum of five years after project completion, to ensure they are still residing at the funded residence. The City is a participant in the streamlining effort coordinated by Oregon Housing and Community Services (OHCS). The goal of streamlining is to reduce staff time and tenant interruptions throughout the year. Every recipient and subrecipient, with programs or projects that are not closed out, must submit Quarterly Status Reports (QSR) that clearly define the progress made for the quarter, anticipated progress, and any challenges or barriers that may have occurred. These reports help ensure timeliness of expenditures, project status updates, and an indication of when onsite inspections are required.

The TBRA program planned for the 2017-2018 plan year includes a preference to certain populations. Salem Interfaith Hospitality Network's TBRA Program gives preference to homeless families. Westcare will give preference to veterans in their transitional housing facility. It is the policy of the City of Salem to assure that no person shall be discriminated against on the grounds of race, religion, color, sex, marital status, familial status, national origin, age, mental or physical disability, sexual orientation, gender identity and source of income, as provided by Salem Revised Code Chapter 97. The City of Salem also fully complies with Title VI of the Civil Rights Act of 1964, and related statutes and regulations, in all programs and activities.

Urban Development Department

City of Salem Neighborhoods
Low-Moderate Income Analysis



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Map printed 7 November 2007
H:\NOD\Products\shp_properties.mxd

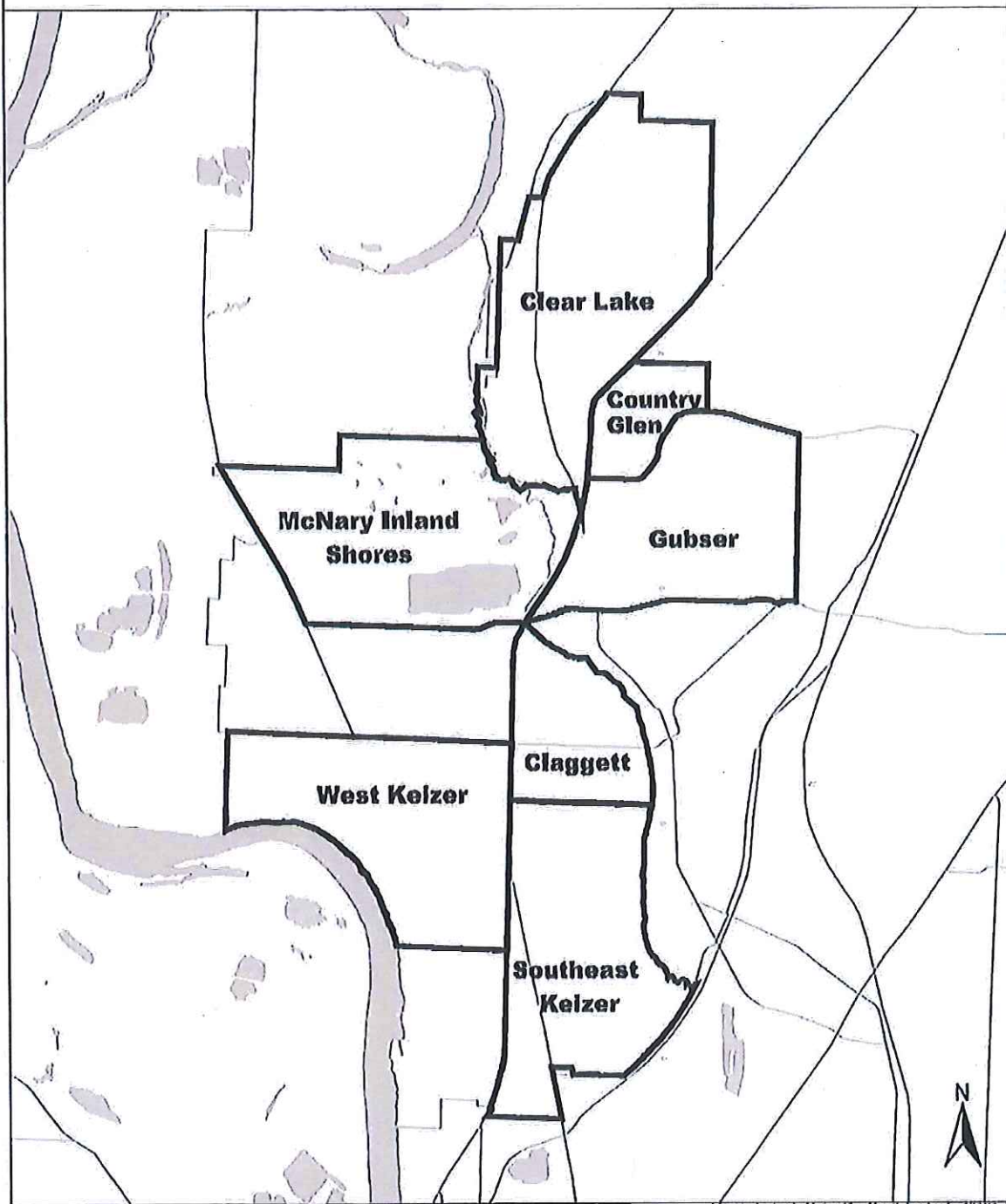
PROPERTY DESIGNATIONS

- Public Housing Multi-Family
- Public Housing Scattered Site
- Project Based Subsidized, Private
- Salem Housing Authority Administrative Building
- 11 Property ID
See attached table for property ID and detail

Public Housing Properties City of Salem, Oregon

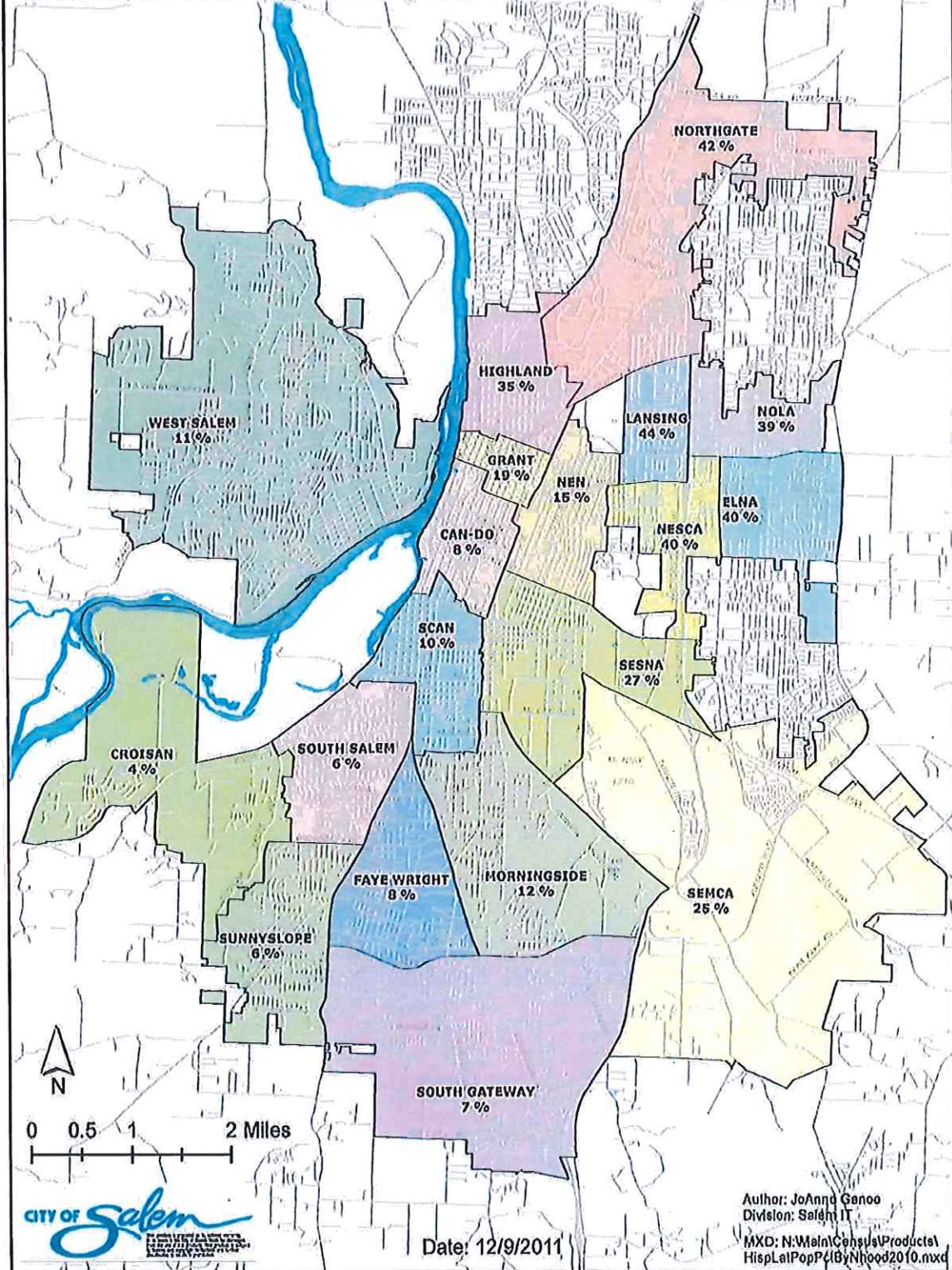
0 0.25 0.5 1 Miles

Keizer Neighborhood Associations



2010 Census data by Salem Neighborhood

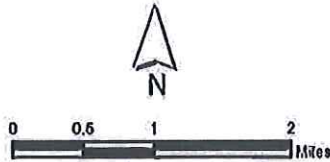
Estimated Percentage of Hispanic or Latino Population



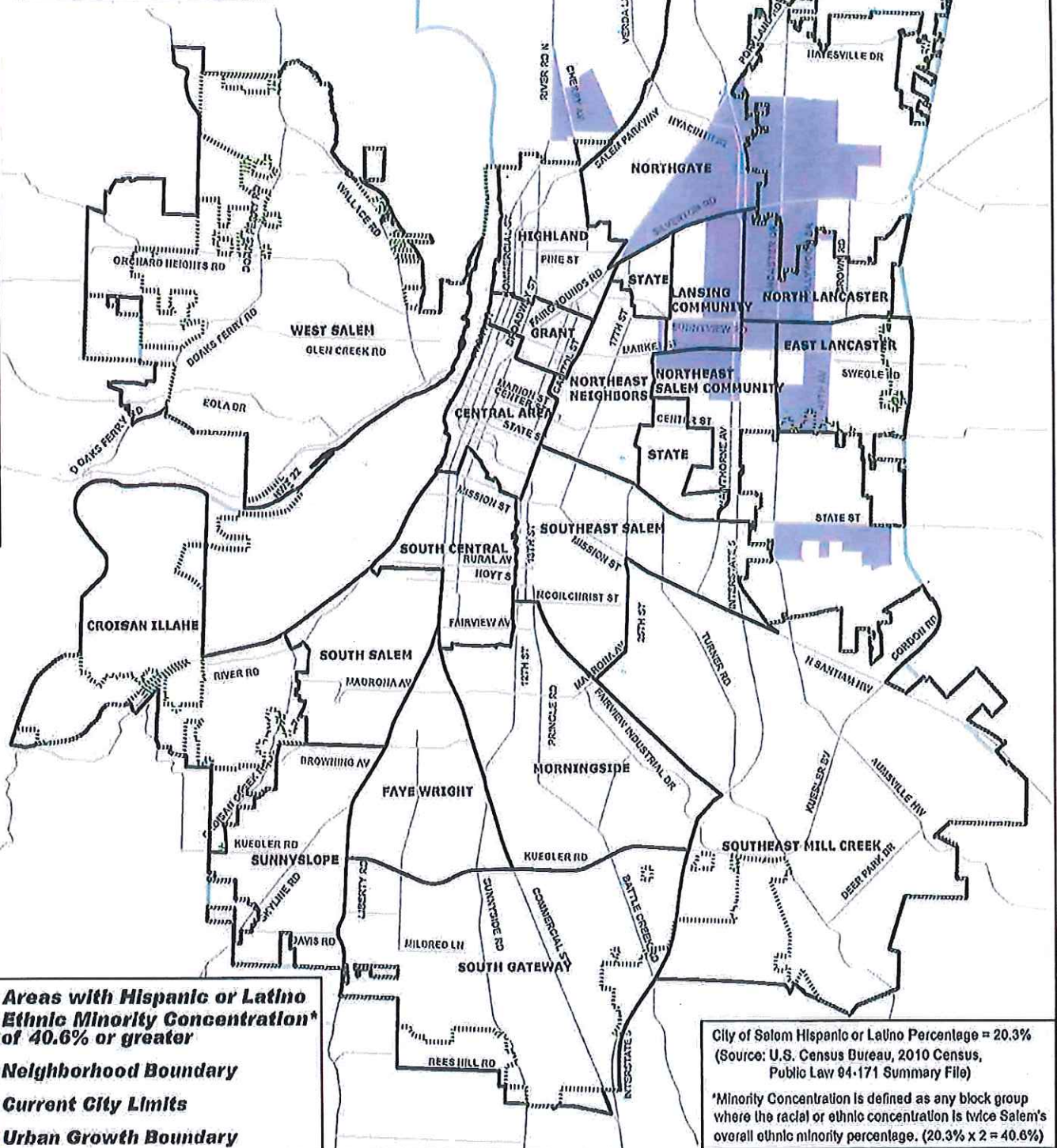
CITY OF SALEM CENSUS 2010

Hispanic or Latino Minority Concentration

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Prepared by IT Division
SIS Section of the City of Salem for the City of Salem.
(For map products: I:\MAIN\Census\Documents\HispLat2010.mxd,
2010HispLatEthnicConcentration.pdf. 08/27/2011)





CITIZEN PARTICIPATION PLAN

COMMUNITY DEVELOPMENT BLOCK GRANTS HOME INVESTMENT PARTNERSHIPS PROGRAM

URBAN DEVELOPMENT DEPARTMENT-FEDERAL PROGRAMS DIVISION
350 COMMERCIAL STREET NE, SALEM, OREGON 97301

April 2014 (2015-2019 Con Plan)

I. INTRODUCTION

As an entitlement community, City of Salem is eligible to receive Community Development Block Grants (CDBG) and HOME Investment Partnerships program (HOME) funds from the U.S. Department of Housing and Urban Development (HUD). These funds are used to administer housing and community development loans and programs within the cities of Salem and Keizer. The goals of the CDBG and HOME Investment Partnerships programs are to develop viable urban communities through the provision of decent housing and economic opportunities for low- and moderate-income residents. Federal law requires the City to develop a detailed Citizen Participation Plan to describe the City's policies and procedures for public involvement in the use of CDBG and HOME funds. Salem receives HOME funds as part of a consortium with the City of Keizer.

The Citizen Participation Plan provides for and encourages citizens to participate in the planning, development, implementation, and evaluation of the City's Housing and Community Development plans and programs. The Citizen Participation Plan focuses on public involvement in the process of developing the City's Housing and Community Development Consolidated Plan (Consolidated Plan), Annual Action Plan, and a review of the Consolidated Annual Performance and Evaluation Report (CAPER). Substantial amendments to the Consolidated Plan and the Annual Action Plan go before citizens for evaluation and comments prior to City Council approval.

DEFINITIONS

Community Development Block Grant

Community Development Block Grant (CDBG) is a formula grant provided annually to the City to administer, subject to federal appropriations. It is used for a variety of housing and community development programs and activities with the objective of providing decent housing, a suitable living environment, and expanded economic opportunities that benefit low- and moderate-income persons in the City.

HOME Investment Partnerships Program (HOME)

HOME program funds are provided by HUD, subject to annual federal appropriations, to the City on behalf of the Salem-Keizer Consortium. HOME funds are utilized to carry out activities that expand the supply of decent affordable housing to low- and moderate-income households, expand the capacity of non-profit housing providers, strengthen the ability of State and Local government to provide housing, and leverage private sector participation in the provision of decent affordable housing.

Housing and Community Development Consolidated Plan

Every five years, staff of the Urban Development (UD) Department, with assistance and input of Salem and Keizer residents, develops a new Housing and Community Development Consolidated Plan (Consolidated Plan). The Consolidated Plan identifies community needs and formulates a Five-Year strategic plan with objectives, implementation strategies, and outcomes that address the needs for housing, community and economic development, and human service needs of residents within the cities of Salem and Keizer.

Annual Action Plan

The Consolidated Plan guides the development of an Annual Action Plan. The Annual Action Plan outlines the City's funding priorities and sets goals during the program year for assisting citizens of Salem and Keizer in obtaining clean, safe, and affordable living conditions. The plan outlines the City's efforts towards reducing homelessness, and lists community and economic development projects targeted for funding. The City works with advisory boards, social service agencies, non-profits, and interest groups to develop the Annual Action Plan.

Before the Consolidated and Annual Action Plans are adopted, the City makes public the amount of funds available (including program income), the range of activities that can be undertaken with each grant, the estimated amount of funds that will benefit low- and moderate-income persons, the City's plans to minimize displacement, and when and how the City will make this information available to the public.

Consolidated Annual Performance and Evaluation Report (CAPER)

Performance measurements are designed to monitor all applications and to determine the impacts of the City's housing and community development programs and activities. The City has established a vigorous performance measurement system to review the outcomes of all programs funded with HUD dollars. The Consolidated Annual Performance and Evaluation Report (CAPER) documents accomplishments of CDBG and HOME program investments in the City. The CAPER presents information to assist citizens in the evaluation of the City's performance in meeting goals of the Annual Action Plan and subsequently the Consolidated Plan.

II. FEDERAL CITIZEN PARTICIPATION REQUIREMENTS

Annual program application submitted to HUD must:

1. Give maximum feasible priority to programs that will principally benefit low – and moderate - income families or aid in the prevention of slum and blighted conditions.
2. Have provided citizens with information as to the amount of funds expected to be annually available (including the annual program income that is expected to be received during the program year, together with any program income received during the preceding program year that has not yet been allocated to a project during the development of the annual program.)
3. Set out costs and other resources to be used, as well as a description of the targeted areas.
4. Contain proper provisions for community involvement in the review and preparation of the Consolidated Plan and Annual Action Plan.

Encouraging Public Participation

Citizen Participation Plan requirements are designed to encourage participation by low- and moderate-income persons, particularly those living in low- and moderate- income areas where CDBG funds are proposed to be used. Local and regional institutions and organizations, including businesses, non-profits, neighborhood associations, and faith based groups are encouraged to take part in the process of developing and implementing the City's housing and community development plans and programs.

Low- and moderate-income individuals, minorities, non-English speakers, and residents of public and assisted housing benefiting from CDBG and HOME programs will be notified and encouraged to participate through community newspapers, neighborhood group meetings, minority publications, and through attending various community meetings.

The City will consider all comments received in writing or given orally at public hearings during the preparation of the Consolidated Plan, Annual Action Plan, and the CAPER.

The Role of Low Income Persons

Citizen Participation Plan requirements are aimed at developing viable urban communities through the provision of decent housing and the implementation of mechanisms that enhance community development. This includes assisting low- and moderate-income persons to find suitable living environments, decent housing, and sustained living wage jobs.

A variety of local service agencies and private groups are involved in recommending and implementing specific funding strategies that address affordable housing, homelessness, and community development activities in the City. In order to grasp the true needs of low income residents, representatives of social services agencies and the low- and moderate-income individuals they serve are encouraged to take part at all stages of the process including:

- Identifying needs
- Setting priorities and goals
- Funding allocation
- Recommending strategies and programs that best serve the needs of individuals receiving assistance from CDBG and HOME funded activities.

III. STAGES OF THE CITIZEN PARTICIPATION PLAN DEVELOPMENT PROCESS

1. Assessment and identification of housing and community development needs.
2. The draft Consolidated Plan and/or Annual Action Plan.
3. Formal approval by the City Council of the Consolidated Plan and/or final Annual Action Plan.
4. Substantial and Minor amendments necessary to change the use of funds already budgeted in an Annual Action Plan or established in the Consolidated Plan.
5. Performance Reviews in the CAPER.

STRUCTURE OF CITIZEN PARTICIPATION PLAN

1. Citizens will be given reasonable and timely access to local meetings, information, and records relating to the proposed use of community development funds. Copies of all reports and materials relevant to a Salem Council meeting will be available on the Thursday before the Monday meeting at the Urban Development Department, 350 Commercial Street NE. Information can also be found on the City's website at <http://www.cityofsalem.net>.

HOME Consortium amendments affecting the City of Keizer will be provided to the Keizer City Council as specified. Materials relevant to the Keizer City Council meetings will be made available according to City of Keizer policy.

2. Technical assistance will be provided to groups and agencies representing low- and moderate-income persons when requesting assistance in developing project/funding proposals. Typical entities requesting technical assistance may include neighborhood associations, city advisory boards and commissions, interest groups, non-profit agencies, and citizens. Such groups will be responsible for the actual writing and submission of proposals.
3. At least two public hearings will be held every year to obtain citizen views and to respond to proposals at different stages of the programs administered by UD, specifically: the development of the Consolidated Plan, the solicitation of program/project proposals for the Annual Action Plan; and the annual hearing on the prior year's CAPER.
4. The meeting place of public hearings or public meetings shall be suitable to accommodate persons with disabilities.
5. Written answers to complaints and grievances will be provided within 15 working days. Complaints and grievances may either be addressed to the Urban Development Department, 350 Commercial Street NE, or the City Manager's Office, Salem Civic Center, 555 Liberty Street SE, Salem, Oregon 97301.
6. Efforts will be made to meet the needs of those likely to benefit from housing and urban development programs including persons with special needs, the homeless, minorities, and non-English speaking residents by providing opportunities for participation in plan development and in public hearings. Alternative forms of the documents including translated versions will be provided upon request. Staff will need a 48 hour advance notice to provide for those who can reasonably be expected to attend and participate in such activities.
7. Consultation efforts will be made with social service agencies, State of Oregon departments specifically concerned with lead based paint hazards and non-housing activities, adjacent local government entities, and local housing authorities.
8. A variety of methods, including the City's internet site, shall be used to facilitate the review and evaluation of proposed housing and urban development policies, programs, and projects.

URBAN DEVELOPMENT DEPARTMENT – FEDERAL PROGRAMS

Each year citizens and interested agencies will be notified of the funding level of assistance expected in the upcoming year; initial information may be based on local estimates. Citizen and interested entities will also be informed of the amount of funding expected to benefit low- and moderate- income persons.

Except as outlined in Amendments, the types of activities funded each year will be determined through the process outlined in this Citizen Participation Plan. Programs and activities administered by the Federal Programs Division of UD will be aligned directly to the needs and goals identified in the Consolidated Plan.

PUBLIC NOTICE

City of Salem will provide advance notice once any of the following documents are available for public comment.

1. Consolidated Plan
2. Annual Action Plan
3. Proposed Amendments
4. Consolidated Annual Performance and Evaluation Report.

Notice will be published in a newspaper of general circulation to advise citizens of the hearings and deliberations scheduled. Information of the date, time and place of these hearing will be made available through these advertisements and other publications. Efforts will be made to advertise in media that serves non-English speaking households in the community.

Prior to final adoption of the Consolidated Plan and Annual Action Plan, a 30-day comment period will be required to receive written comments. A brief summary of the plan will be published in the Statesman Journal and, if feasible, in media that serves non-English speaking persons. The notice will also provide information about the location where complete copies of the plan may be reviewed.

IV. CITY OF SALEM NEIGHBORHOOD ASSOCIATIONS

A primary vehicle for the citizen participation element of the Community Development Block Grant Program will be the City's neighborhood associations. These associations are officially recognized by the Planning Commission and City Council. The City has adopted policies and procedures ensuring fair and open access by citizens pursuant to SRC 64.250-64.350.

All of Salem's 18 neighborhood associations have a Neighborhood Services Specialist from the City assigned to assist with communications, obtaining information, and organizing of various events. Neighborhood association volunteers make a difference in the Salem community by providing information to decision-makers, working on self-help projects, and acting as a communication link between the City and other citizens.

To support the activities of neighborhood associations, the City publishes a monthly newsletter – Salem Community Connections. The purpose of the Salem Community Connections is to engage citizens in activities that benefit their neighborhoods as well as the general community. Information presented includes educational workshops, volunteer activities, the opportunity to review and comment on proposed City Plans, City news and updates, and an overview of City Council activities.

V. AMENDMENTS

Substantial and minor amendments to the Consolidated Plan and Annual Action Plan may be made subject to the following procedures and requirements: The Housing and Urban Development Advisory Committee (HUDAC) will review all amendments, if a quorum can be met, and make recommendations to the UD Director to decide minor amendments to the Consolidated Plan or Annual Action Plan. All substantial amendments must be acted on by Salem City Council. Amendments affecting housing related policies or projects within the Keizer City Limits must also be addressed by the Keizer City Council as described below.

A. CONSOLIDATED PLAN

1. Substantial Amendment

A substantial amendment to the Consolidated Plan means an amendment that changes the intent of the plan by modifying adopted priority needs and implementation strategies. Substantial amendments require a public hearing and City Council approval. HUDAC and City staff shall review substantial amendments. Either HUDAC or City staff may provide recommendations to the City Council. Written notices of City Council consideration of substantial amendment shall be published in a newspaper of general circulation to provide a period of not less than thirty days to receive comments on the substantial amendment before implementation.

2. Minor Amendment

- a. Amendments that change the text of the Consolidated Plan to correct errors, or changes to text, which will not modify the intent of the plan by changing adopted priority needs, and implementation strategies; or
- b. Any amendment that does not qualify as a substantial amendment as defined above.
- c. The UD Director or designee is granted authority to decide minor amendments to the Consolidated Plan. Notwithstanding this authority, the UD Director or designee may refer a minor amendment to HUDAC for action. The decision of the UD Director and HUDAC is the final local determination unless acted upon by City Council.

B. ANNUAL ACTION PLAN

1. Substantial Amendments

A substantial amendment to the Annual Action Plan means an amendment that includes:

- a. Changes in approved federal funding sources.
- b. Proposals that change land use to one that requires a special or conditional use permit or is likely to result in a 50% change in capacity or amount of service provided.
- c. There is a change in the priority needs served by the original proposal.
- d. The cost of completing the project or conducting a program exceeds the original approved budget by 50% or more.

Substantial amendments require a public hearing and City Council approval. HUDAC and City staff shall review all substantial amendments. Either the Committee or staff may provide recommendations to the City Council. Written notices of City Council consideration of substantial amendments shall be published in a newspaper of general circulation to provide a period of not less than thirty days to receive comments on the substantial amendment before implementation. HOME Consortium amendments shall be processed according to Consortium agreement.

2. Minor Amendments

Any change to a project contained in the Annual Action Plan that does not meet the conditions for a substantial amendment.

The UD Director or designee is granted authority to decide minor amendments to the Annual Action Plan. Notwithstanding this authority, the UD Director or designee may refer a minor amendment to HUDAC for action. This is the final local determination unless acted upon by City Council.

C. HOME CONSORTIUM AMENDMENTS

The City of Keizer may initiate amendments to modify priorities and funding of any project located within the Keizer city limits and approved in the Consolidated Plan and Annual Action Plan. Such amendments shall be referred to HUDAC and UD Department staff for recommendation to the Salem City Council. Such amendments must be approved by the Keizer City Council and Salem City Council.

The City of Salem may initiate amendments to modify priorities and projects approved in the Consolidated Plan and Annual Action Plan. Amendments that require Salem City Council action to modify funded projects approved in the Annual Action Plan shall also be approved by the City of Keizer, if the project is located within the Keizer city limits. An amendment requiring Salem City Council action to modify a funded project within the Salem city limits shall be approved by the Salem City Council. The City of Keizer shall be provided with written notice at least 30 days in advance of Salem City Council consideration of such an amendment to provide the City of Keizer with an opportunity to comment on proposals prior to Salem City Council action.

Written notice of an amendment to projects acted on by the Salem or Keizer City Council shall be published in a newspaper of general circulation to provide a period of not less than 30 days to receive comments on the amendment prior to implementation.

VI. CONSOLIDATED ANNUAL PERFORMANCE AND EVALUATION REPORT (CAPER)

Citizens and citizen groups will be requested to assess and comment on the performance of programs, projects, and services funded through the Federal Program division of the City's UD Department. A 15-day comment period is required prior to Council approval of the CAPER.

VII. RESPONSE TO SUBMISSION OF VIEWS AND PROPOSALS

The City will respond to all complaints or grievances submitted. Project proposals shall be responded to and addressed at the public hearing for the program year. Testimony received at a public hearing, if properly addressed, will not require a written response.

VIII. COMPLAINT PROCEDURES

When complaints are addressed to the City regarding the Housing and Urban Development programs, every effort will be made to respond in writing within fifteen (15) working days of receipt of such complaint. Complaints should be addressed to: Urban Development Department, 350 Commercial St. NE, Salem, Oregon 97301, 503.588.6178; or to the City Manager's Office, 555 Liberty St. SE, Salem, Oregon 97301, 503.588.6255.

IX. AVAILABILITY OF PROGRAM RECORDS AND INFORMATION

The Consolidated Plan and other documents, including citizen comments related to the final plan and relevant to covered programs, will be made available for public review at the Urban Development Department, 350 Commercial St. NE, Salem, Oregon 97301, phone: 503.588.6178. These documents include but are not limited to the Consolidated Plan, Annual Action Plan, Citizen Participation Plan, Annual Performance Report, Analysis of Impediments to Fair Housing, and minutes of public meetings. Copies will be provided free of charge and are located at www.cityofsalem.net.



ANALYSIS OF IMPEDIMENTS TO FAIR HOUSING

City of Salem CDBG

City of Salem/Keizer HOME Consortium

September 2014 (2015-2019 Con Plan)



Contact:
City of Salem
Urban Development Department
350 Commercial Street NE
Salem, OR 97301

INTRODUCTION AND GENERAL SUMMARY

ASSESSMENT OF THE IMPEDIMENTS TO FAIR HOUSING

In order to continue receiving federal funds for housing and community development activities in Salem and Keizer, the City of Salem is required by the U.S. Department of Housing and Urban Development (HUD) to prepare a Housing and Community Development Consolidated Plan (Consolidated Plan). The Consolidated Plan describes strategies, priorities, and proposed actions including activities taken to Affirmatively Further Fair Housing. In order to Affirmatively Further Fair Housing, HUD requires jurisdictions that receive federal funds to prepare an Analysis of Impediments to Fair Housing Choice and develop strategies to overcome the effects of identified impediments.

Impediments to Fair Housing Choice are defined as any actions, omissions, or decisions taken because of protected class status that have an effect of restricting housing choice or the availability of housing choice. The federally protected classes are race, color, religion, sex, disability, familial status, or national origin. The state of Oregon adds the following classes as protected classes within the state of Oregon: marital status, source of income, sexual orientation including gender identity, honorably discharged veterans/military status (WA) and domestic violence. At a local level, age is added. The Analysis reviews the entitlement community's laws, regulations, administrative procedures, and practices. It assesses how laws affect the location, availability, and accessibility of housing while considering conditions, both public and private, affecting fair housing choice for all protected classes within the jurisdiction.

City of Salem recognizes that there are many obstacles that prevent residents from attaining or retaining housing. The costs of housing or incentives to develop, maintain, or improve housing in Salem and Keizer are affected by both public and private sector policies. Public policies include taxation of land and other property, land use regulations, zoning ordinances, building codes, fees, and urban growth boundaries. Private sector policies include the tightening of lending standards, unfair lending practices, housing discrimination, and other issues that directly or indirectly affect an individual's housing choice.

Funding and Services

The Federal Programs Division of the City of Salem Urban Development Department administers the federal allocations of Community Development Block Grant (CDBG) for Salem and HOME Investment Partnerships Program (HOME) funds for both Salem and Keizer. CDBG and HOME funds are provided by HUD to fund housing activities, community development projects, public improvements and public services for the benefit of low- and moderate-income individuals, families, and neighborhoods. In 2012, staff of the Urban Development Department-Federal Programs Division attended a Fair Housing class.

FAIR HOUSING LAWS

Title VIII of the Civil Right Act outlaws discrimination in regards to access to housing resources. Also known as the Fair Housing Act, the act currently encompasses federally-protected classes including:

- Race
- Color
- Religion
- National Origin
- Sex
- Disability (added in 1988)
- Familial Status (having children under 18 in a household, including pregnant women) (added in 1988)

The Fair Housing Act outlaws discrimination in the sale, rental, and financing of housing based on the protected classes listed above.

The state of Oregon adds the following classes as protected classes within the state of Oregon:

- Marital status
- Source of income
- Sexual orientation including gender identity
- Honorably discharged veterans/military status (WA)
- Domestic violence.

Salem's Revised Code Chapter 97 (Human Rights), in addition to the above stated protected classes, ensures that age and domestic partnership are protected against housing discrimination.

CONDUCT OF THE ANALYSIS

This Analysis of Impediments to Fair Housing builds on the Impediments Analysis completed in September 2014. It considers information, strategies, and goals contained in the 2015-2019 Housing and Community Development Consolidated Plan. City of Salem Urban Development Department staff reviewed several documents and information during the development of this analysis. Information from the following agencies was included in the analysis:

- Fair Housing Council of Oregon (FHCO)
- Mid-Willamette Valley Council of Government
- Salem Human Rights and the Human Rights & Relation Advisory Commission
- Salem Housing Authority
- United States Census Bureau
- United States Department of Housing and Urban Development (HUD)
- Salem Area Transit
- City-data.com
- Salem Community Development Department-Planning Division
- Oregon Labor trends
- City of Salem Urban Development
- Mid-Willamette Valley Community Action Agency (Continuum of Care documentation)

SUMMARY OF IMPEDIMENTS IDENTIFIED

Impediments to fair housing are affected by both the public and private sector in Salem and Keizer. Fair housing programs and practices, especially in recent years, have gone a long way toward addressing many actual and potential impediments in the area. A summary of identified impediments and recommendations are discussed below.

✓ ***Impediment: Fees and Charges***

In the City of Salem's *Organizational/Business Survey*, 75% of respondents stated that the primary barrier to their clients accessing affordable housing were fees and charges. Some of the reasons that this is a barrier for their clients include: inability to qualify for jobs with adequate salaries (full-time, permanent), lack of income, increase in rental application fees, and coming up with move-in costs (i.e. deposit and first month's rent). This is consistent with the overwhelming response to the *Organizational/Business Survey*, the *Housing and Community Needs Survey*, and documentation from other reports such as the *Housing Needs Assessment* (Mid-Willamette Valley Council of Governments, City of Salem) stating that the highest priority for the next five years is funding of job training programs and job creation projects so that persons are able to pay the fees associated with housing.

✓ ***Impediment: Limitations***

In the City of Salem's *Organizational/Business Survey*, 50% of respondents indicated that the primary barriers to their clients accessing affordable housing are limitations. The three primary limitations listed in the survey response were criminal record, negative rental history, and alcohol and drug issues. Additionally, through this analysis, it appears there is a significant limitation for persons with disabilities. As indicated in the fair housing complaints, this population reports more frequently violations of fair housing. Disabilities may also limit the number of units that the person can live in due to accessibility requirements and the costs associated to make reasonable accommodations. Other limitations listed included: limited English proficiency, lack of culturally appropriate services, gender status (transgendered), fair market rent (FMR), cycle of abuse and poverty, and mental illness.

✓ ***Impediment: Limited Availability***

In responses to the City of Salem's *Organizational/Business Survey*, Limited Availability was the third most frequently reported barrier for their clients accessing affordable housing. The reasons listed for limited availability included the following: lack of affordable units for persons with disabilities, limited funding, lack of affordable housing in desirable areas, long wait lists, and policies affecting return on residential investment. The need for additional affordable housing was also indicated in the *Housing Needs Analysis* (Mid-Willamette Valley Council of Governments and the City of Salem). The overwhelming type indicated through these analyses and national housing analyses are "aging in place" units. "Aging in place" units would meet the needs of all populations including the elderly and the disabled, and ensure lower vacancy rates.

Other Impediments

The 2014 Impediments analysis identified numerous barriers to fair housing in Salem and Keizer. Several barriers to affordable housing were also identified in the Consolidated Plan to be problems intensifying the lack of access and availability to fair housing choices. Some of the barriers to affordable housing include:

- Job Training and Higher Education
- Job Creation
- Lack of "Aging in Place" units
- Lack of 1-2 bedroom Units
- Lack of coordinated housing (integrated self-sufficiency programs)

BACKGROUND DATA

Demographics Information

Salem, the capital city of Oregon and its third largest city, lies in the center of the lush Willamette River Valley, 47 miles from Portland. Salem is a city of over 47 square miles, located an hour from the Cascade Mountains to the east and an hour from the Pacific Ocean beaches to the west. Salem's current population is 157,770 (2013).¹ Real GMP Growth Rates for Salem 2014 are 1.0. The unemployment rate is 7.5 according to the U.S. Conference of Mayors U.S. Metro Economies publication.

Presently, at a population of 36,295, Keizer is the 14th largest City in Oregon. It is nestled in the center of the Willamette Valley and is recognized as the "Iris Capital of the World." The City is bordered on the western edge by the Willamette River, southern edge by the city of Salem, eastern edge by Interstate 5, and the northern edge by rural portions of Marion County. In the 1990's, the City experienced a rapid amount of new residential building and growth, establishing Keizer as one of the fastest growing cities in Oregon. In spite of this growth, the community continues to preserve its small-town pride by supporting the largest volunteer little league organization in Oregon and community-wide events, such as the Keizer Iris Festival and the annual Miracle of Christmas lighting display. Opening for the first season in 1997, the Keizer Stadium is home to the Volcanoes, a minor league baseball team affiliated with the San Francisco Giants.²

Population

The rapid increase in population growth experienced in Keizer and Salem is due to net migration into the area. Major industries in the Mid-Willamette Valley region, including agriculture, food & beverage products, metals, machinery and equipment, forest products, specialty materials manufacturing (e.g. fertilizer mixing, plastic products, and fabric coating), and traded sector services (e.g. office administrative services, higher education, and state and local non-education), have a competitive advantage as evidenced in the Mid-Willamette Valley Council of Governments Comprehensive Economic Development Strategy (CEDS). Salem alone witnessed an increased population growth of 36.6% from 1990 to 2005. Between 2000 and 2010, the

¹ This discussion is taken from the welcome page on cityofsalem.net

² This discussion is taken from Keizer.org

population grew by 12.9% in Salem while Keizer witnessed an increase of 13.3% in its population. Between 2012 and 2013, Marion County experienced a 0.7% increase in population and Polk County experienced a 0.6% population increase according to Portland State University's Population Estimates for Oregon and Counties. The total population estimate for Salem-Keizer in 2013 was 194,565. Salem's population alone was 157,770.

The Median age of residents in Salem and Keizer stands at 34.5 years and 35.7 years respectively, compared to 38.4 years for the entire state of Oregon.

Table 1
Population Total: 2000 and 2010

Population Totals: Salem and Keizer, 2000 and 2010						
	Salem			Keizer		
	2000	2010	% Change	2000	2010	% Change
Population	136,924	154,637	12.9%	32,203	36,478	13.3%
Families	32,326	36,261	12.1%	8,642	9,498	9.9%
Households	50,676	57,290	13.1%	12,110	13,703	13.2%

Source: U.S Census Bureau, 2010 Census, Summary File 1; 2000 Census, Summary File 1. Tabulated by Population Research Center, Portland State University.

Racial and Ethnic Composition

A majority of Salem and Keizer residents are white although data shows a 1.2 and 4.5 percentage decline in that population between 2005 and 2010 for the two cities respectively. The increasing numbers of minorities in the Salem/Keizer area suggests that the jurisdiction is expected to have greater responsibilities serving low- and moderate income individuals and an opportunity to reach out to minority groups and communities.

Table 2
Population by Race and Ethnicity, 2010

Race	Salem	Keizer	Oregon
White	79%	82.5%	83.6%
Black/African American	1.5%	0.8%	1.8%
American Indian and Alaskan Native	1.5%	1.3%	1.4%
Asian	2.7%	1.6%	3.7%
Native Hawaiian and Pacific Islander	0.9%	0.6%	0.3%
Some other race	10.1%	9.0%	5.3%
Two or more race	2.8%	4.1%	3.8%
Total	100%	100%	100%
<i>Hispanic or Latino (of any race)</i>	20.3%	18.3%	11.7%

Sources: U.S. Census Bureau, 2010 Census, Summary File 1; 2000 Census, Summary File 1. Tabulated by Population Research Center, Portland State University.

Income Data

In 1999, Census Bureau reported median household incomes for Salem and Keizer as \$38,881 and \$45,052 respectively. Median household incomes for Salem and Keizer in 2005 were \$39,259 and \$48,200 respectively, while Oregon's statewide median household income was reported to be \$42,944. Salem's median household income (\$43,880), as seen below, falls short

of the income levels for both Oregon (\$46,618) and U.S. (\$50,054) income figures while Keizer's (\$48,544) exceeds Oregon, however it falls short of the U.S. Median Income.

Figure 1
Median Household Income



Source: U.S Census Bureau; Income, poverty, and Health Insurance Coverage in the U.S.: 2011; City-data.com, 2011.

In the 20 years after 1979, the poverty rate in Marion County increased from 10.8% of the population to 13.5%. In 2008-2012, the rate increased to 18% in Marion County. This was a 3 percent increase from what was reported in the 2000 Census. In Salem 18.2% individuals between 2008 and 2012 were living below the poverty line. According to the most recent U.S. Census data, between 2008 and 2012, the percentage of persons living below the poverty line in Keizer was 14.4%, a five percent increase from the percentage of 9.3% reported in the 2000 Census. In 2013 Kids Count Data Book, Oregon shows a six percent increase in the number of children living in poverty from 2005. The current rate is 24 percent. Additionally, 37 percent of Oregon children have parents who lack secure employment. The cause of poverty in Oregon children is attributed to underemployed parents and housing costs.

Table 3
Household Income: Salem and Keizer 2005-2007 and 2008-2012

	Salem				Keizer			
	2005-2007		2008-2012		2005-2007		2008-2012	
Income	No.	%	No.	%	No.	%	No.	%
Less than \$10,000	3,892	7.1	4,696	8.1	773	5.7	632	4.6
\$10,000-\$14,999	3,409	6.2	3,519	6.1	823	6.0	755	5.5
\$15,000-\$24,999	7,621	13.9	6,575	11.4	1,332	9.7	1,291	9.4
\$25,000-\$34,499	7,806	14.2	6,966	12	1,524	11.2	2,019	14.7
\$35,000-\$49,999	8,779	16.0	9,921	17.1	2,115	15.5	1,854	13.5
\$50,000-\$74,999	10,877	19.8	10,667	18.4	2,983	21.8	3,077	22.4
\$75,000-\$99,999	5,474	10.0	6,820	11.8	2,267	16.6	1,909	13.9
\$100,000-\$149,999	5,028	9.2	5,904	10.2	1,317	9.6	1,415	10.3
\$150,000 or more	2,059	3.6	2,844	4.9	529	3.8	563	4.1
Total	54,946	100	57,912	100	13,663	100	13,740	100
Median Household Income	\$42,050				\$51,617		\$51,708	

Source: American Community Survey 2005-2007 and 2008-2012.

Employment

Management, professional, and related occupations comprise the largest areas of employment for the civilian population 16 years of age and above in Salem and Keizer according to the ACS 2008-2012 data. Sales and office occupations follow closely in both cities while natural resources, construction, and maintenance occupations jobs have the least individuals in the labor force according to the ACS 2008-2012 data. The Bureau of Labor Statistics for Salem indicated the largest numbers of employees are in trade, transportation, and utilities with education and health services close behind. The total number of employed population 16 years and over for Salem from 2008-2012 was 65,191, for Keizer it was 16,392, and for the state of Oregon it was 1,743,524.

Table 4
Employment in Salem: March 2014

Type of Occupation	Employees
Mining and Logging	1,001
Construction	6,500
Manufacturing	10,800
Trade, Transportation, and Utilities	23,800
Information	1,000
Financial Activities	7,100
Professional and Business Services	12,300
Education and Health Services	23,500
Leisure and Hospitality	13,100
Other Services	5,000
Government	41,000

Sources: Bureau of Labor Statistics-Salem, OR.

Table 5
Occupation: Civilian Employed Population 16 years and Over

Type of Occupation	Employees		
	Salem	Keizer	Oregon
Management, business, science and arts occupations	23,084	5,389	627,719
Service occupations	12,316	3,130	315,529
Sales and office occupations	16,586	4,491	426,554
Natural resources, construction, and maintenance occupations	5,920	1,530	164,625
Production, transportation, and material moving occupations	7,285	1,852	209,097
Total	65,191	16,392	1,743,524

Source: U.S. Census Bureau, American Community Survey 5-Year Estimate, 2008-2012.

Oregon Employment Department reported that Oregon's unemployment rate for March 2014 was 6.9% and the U.S. rate was 6.7%. In April 2014, the Salem Metropolitan Statistical Area (MSA) unemployment rate was 7.1% with the U.S. rate at 5.9% according to the U.S. Department of Labor's Bureau of Labor Statistics.

Major employers in Salem are shown in Table 5 below. The State of Oregon is the largest employer with 21,000 employees, with Salem-Keizer School District and Salem Hospital following.

Table 6
Salem Largest Employers

Employer	Employees
State of Oregon	21,000
Salem-Keizer School District	4,638
Salem Hospital	3,900
Chemeketa Community College	1,651
Marion County	1,487
Federal Government	1,400
City of Salem	1,312
Norpac Foods Incorporated	1,097
Kaiser Permanente	1,048
State Accident Insurance Fund	837

Source: City of Salem, Oregon Comprehensive Annual Financial Report (CAFR) 2012.

Women-Owned business as a percentage of all firms in Oregon is growing. Census data from 2007 shows that 29.8% of businesses in Oregon are owned by women, 27.6% of businesses in Salem are owned by women while 32.3% of all businesses are owned by women in Keizer. The Oregon Business Development Department currently reports that there are 1,268 certified Women Business Enterprises in Oregon.

Employment levels and trends especially for women are important benchmarks for fair housing analysis. Higher levels of employed women increase homeownership rates and stable households, and assist in lowering fair housing discrimination.

Transportation

The cities of Salem and Keizer are served by the Cherriots public transportation system. Even though Cherriots administers the alternative rideshare program with carpools, vanpools etc., a large percentage of residents in both cities drive alone to their work places. According to the U.S. Census Bureau, ACS 2007-2011, 74% of individuals commuting to work drove alone in Salem compared to 77% in Keizer and 71% in Oregon. Between 2007 and 2011, 74% of individuals commuting to work drove alone in Salem while 13% carpooled. A total of 2% of individuals commuting to work in Salem used the public transit system, while 4 % walked to work.

In Keizer, 77% of individuals commuting to work drove alone while 13% carpooled. The public transit system was patronized by 14% of commuters in Keizer while 1% of commuters walked to their work places.

Cherriots operates Monday through Friday on a fixed route service in the Salem-Keizer area with easy connections to Wilsonville and Grand Ronde. Cherriots also oversees Chemeketa Area Regional Transportation System (CARTS) that provides daily service to rural Marion and Polk counties. The RED Line is another service provided by Cherriots. The RED Line is a shopper shuttle and dial-a-ride service for seniors and people with disabilities. There was a decline in transit ridership to workplaces from 5.2% and 3.3% in 1980 and 2000 respectively, to 2.4% in 2005 and in 2007-2011 public transit ridership was 2%. A similar trend was seen in Keizer with transit ridership falling by 5% between 1980 and 2000. Currently, Keizer shows 14% utilizing public transportation. The goals identified in the Salem-Keizer Transit Long-Range Regional Transit Plan October 2013 include: grow service levels significantly but reasonably, balance the goal of highly productive transit service against demands for broad geographic coverage, long operating hours and seven day a week service, and to facilitate development of regional public transit services.

Table 7
Modal Splits for Home to Work Travel: Salem/Keizer Work Area
2007-2011 5-year estimates

Commuting to Work	Salem		Keizer		Oregon	
	Population	%	Population	%	Population	%
Drove Alone	47,978	74	12,261	77	1,230,834	71
Carpooled: Car, truck, or van	8,531	13	2,195	13	181,410	10
Public Transportation (excluding Taxi)	1,341	2	233	14	72,130	4
Walked	2,592	4	161	1	66,934	4
Taxi, motorcycle, bicycle, or other means	1,400	2	357	2	54,676	3
Worked at Home	2,642	4	704	4	107,356	6

Source: U.S Census Bureau, American Community Survey 2007-2011.

Housing

According to the 2010-2012 American Community Survey data, there were 61,313 housing units in Salem, 14,539 housing units in Keizer, and 1,679,365 housing units in Oregon. A total of 64.7% of the housing units in Salem were constructed between 1970 and 2009 while 76.8% of all housing units in Keizer and 63.9% of all housing units in Oregon were built during that same period. High construction rates of multiple family housing in the 1990's, as mentioned in the 2003 Impediments analysis, has assisted in meeting rental demand in both Salem and Keizer.

The Federal Programs Division of the City of Salem Urban Development Department is committed to assisting low- and moderate-income residents of Salem and Keizer in obtaining clean, safe, and affordable housing. The City of Salem identified a total of 22,583 homes as having the potential for lead-based hazards during the preparation of the 2007 Analysis of Impediments to Fair Housing. It is estimated that 9,777 of those homes are inhabited by low- and moderate-income families.

According to the Code of Federal Regulation 24 CFR Part 35, any housing rehabilitation project involving houses constructed prior to 1978, and receiving \$5,000 or more in Federal funding, shall be tested for lead-based paint. Projects receiving more than \$5,000 in federal funding shall have all identified lead-based paint hazards mitigated or abated. The City has established a policy that all housing rehabilitation projects subject to 24 CFR Part 35 shall utilize abatement methods.

A majority of housing in Salem and Keizer are single-family detached units (See table 7). Almost the same numbers of people are living in single family detached units in Keizer (60.5%) as in Salem (60.6%). This is in line with the State of Oregon statistics of 63.8% of Oregonians are living in single family detached units. Census data indicates that more people were living in mobile homes and trailers during 2010-2012 than in 2005-2007 in both Salem and Keizer. The average household size for the state of Oregon is 2.55 for owner-occupied units and 2.43 for renter-occupied units compared to 2.64 for owner-occupied units and 2.49 for renter-occupied units for Salem and 2.67 for owner-occupied units and 2.54 for renter-occupied units in Keizer.

Table 8
Selected Housing Occupancy Characteristics

	Salem				Keizer				Oregon	
	2005-2007		2010-2012		2005-2007		2010-2012		2010-2012	
Units in Structure	#	%	#	%	#	%	#	%	#	%
1 unit, detached	34,756	59.0	37,171	60.6	9,045	64.5	8,798	60.5	1,070,823	63.8
1 unit, attached	N/A	N/A	3,399	5.5	N/A	N/A	1,087	7.5	74,873	4.5
2 to 4	5,447	9.3	4,436	7.2	1,708	12.1	1,279	8.8	121,083	7.2
5 to 9	5,726	9.7	3,817	6.2	1,159	8.3	919	6.3	73,850	4.4
10 or more	7,813	13.3	9,016	14.7	820	5.8	1,777	7.2	195,662	11.7
Mobile home, trailer	2,852	4.8	3,450	5.6	565	4.0	679	4.7	138,401	8.2
Boat, RV, van, etc.	83	0.1	27	0	0	0.0	0	0	4,673	0.3
Total	58,922	100	61,316	100	14,013	100	14,539	100	1,679,365	100

Source: U.S Census Bureau 2010; American Community Survey 2010-2012 3-year Estimates.

According to Zillow, the cost of single-family housing had decreased in Salem by 0.9% from 2011-2012. In 2014 Zillow stated that the home values in Salem had gone up 7.7% in the last year and are predicted to rise another 4.5% within the next year. This will impact the ability of low-income families to become homeowners and limit their opportunity to create wealth.

The data in Table 9 indicates an increase in homeownership for Asian/Pacific Islander and Hispanic populations from 2000-2010 and a decrease in homeownership for Non-Hispanic White, Black, and American Indian. The decrease in homeownership among the majority of populations could be attributed to the housing market crash over the last few years. From July of 2012 - June of 2013, Federal Programs received approximately fifty subordination requests for second liens associated with the refinance of properties under the HARP Act. These homeowners had received federal assistance either in the purchase or rehab of the property. The refinances were requested to reduce the monthly mortgage payments for the homeowner when the Loan to Value was greater than 80%. Additionally, there have been five reduced payoff requests for the same types of loans submitted to Federal Programs for properties in Short Sale status submitted between April 2013 and June 2014.

Table 9-Housing Opportunities: Homeownership Rate by Race/Ethnicity

Race	2000	2010	2000-2010
	%	%	% Change
Non-Hispanic White	67.6	66.5	-1.1
Black	36.8	35.7	-1.1
American Indian	46.8	45.6	-1.2
Asian/Pacific Islander	53.2	54.6	1.4
Hispanic	37	40.8	3.8

Sourcediversitydata.org 2000-2010

Cost of Housing

A total of 343 new single-family construction building permits were issued in Salem between 06/18/2013-06/17/2014. Forty-six construction building permits were issued in Keizer from 06/01/2013-05/31/2014. Estimated median house/condominium values reported in the 2010-2012 American Community Survey for Salem, Keizer, and Oregon were \$186,400, \$200,300 and \$233,900 respectively. More than 22,677 housing units in Salem, 5,951 housing units in Keizer, and 643,213 housing units in Oregon had mortgages. A total of 14,784 housing units in Salem had monthly mortgage payments between \$1,000 and \$1,999. In Keizer, 4,178 housing units had mortgage payments between \$1,000 and \$1,999. In Oregon, 358,085 housing units had mortgage payments between \$1,000 and \$1,999. More than 9,128, 2,261, and 289,519 housing units in Salem, Keizer, and Oregon respectively were with no mortgage payments. Median gross monthly rent was \$776, \$799, and \$855 for Salem, Keizer, and Oregon respectively as reported in the 2010-2012 American Community Survey.

According to the National Low Income Housing Coalition (NLIHC), the Fair Market Rent for a two bedroom apartment in the Salem Metropolitan Statistical Area (MSA) is \$756. In order to afford this level of rent and utilities without paying more than 30% of income on housing, a household must earn \$2,520 monthly or \$30,240 annually. A resident working 52 weeks per year and 40 hours a week must earn a housing wage of \$14.54 an hour to be able to afford decent housing. A minimum wage worker earning \$8.95 an hour must maintain 1.6 full time jobs in order to afford Fair Market Rent in the Salem MSA.

Tenure

In 2010, 61.0% of occupied housing units in Keizer were owner-occupied. A total of 55.7% of occupied housing was owner-occupied in Salem. The state of Oregon reported that 62.2% of occupied housing was owner-occupied. Vacant housing unit rates stood at 6.5% in Salem, 5.1% in Keizer, and 9.3% for Oregon (See Table 9). The average household size of owner-occupied units was 2.66 persons in Keizer, 2.6 persons in Salem, and 2.53 for Oregon.

Table 10-Housing Tenure by Occupied Housing Units

	Salem 2010	Keizer 2010	Oregon 2010
Occupied Housing Units	57,290	13,703	1,518,938
Owner Occupied	31,904	8,363	944,485
Renter Occupied	25,386	5,340	574,453
Vacant Housing Units	6.5%	5.1%	9.3%

Source: U.S. Census Bureau, 2010 Census, Summary File 1; 2000 Census, Summary File 1. Tabulated by Population Research Center, Portland State University.

Evaluation of Jurisdiction's Current Fair Housing Profile: Human Rights and Relation
Advisory Commission Individual Discrimination Complaint Process

The City of Salem Human Rights and Relation Commission (HRRAC) was created in 1964 by the City Council to respond to concerns of the treatment of minority residents of Salem. The Salem Non-Discrimination Code-Salem Revised Code (SRC Chapters 8 and 97) establishes the Commission and describes the definition, offenses, and administration/enforcement of the City's local law.

Under City of Salem Revised Code Chapter 8.010, the HRRAC is empowered to take action on alleged acts of discrimination in employment, housing and public accommodation in the City of Salem. Chapter 97 specifically prohibits discrimination on the basis of an individuals' race, color, religion, national origin, sex, age, marital status, disability, familial status, domestic partnership, sexual orientation, gender identity, and source of income.

Persons who have been discriminated against under the provisions of the Federal Fair Housing Act have the right to file an administrative complaint with HUD and the Oregon Bureau of Labor and Industry (BOLI). The complaint must be filed within one year of the alleged discriminatory activity. The investigating agency will determine where there is "reasonable cause" to believe discrimination has taken place and proceed as required. The Oregon Comprehensive Housing Manual, developed with the assistance of a HUD grant, provides additional details.

People experiencing discrimination or harassment or who have other human rights concerns are able to contact the HRRAC by phone, by sending letters, filing complaint on-line, dropping by the office during business hours, or visiting the Commission during one of the Commission's monthly general meetings. Commissioners and/or staff determine if the complaint has a reasonable basis under Salem ordinance or other law. This depends on whether the act:

- Was discriminatory if it occurred
- Occurred in Salem
- Was unlawful
- Was significant to human relations
- Occurred within the last twelve months

The HRRAC is empowered to seek informal resolution of a complaint through fact-finding, mediation, and discussion with all parties to the complaint. The HRRAC attempts to accomplish this settlement in a quick and efficient manner. Complaints through state or federal agencies can be more lengthy and complicated but may be appropriate where the complainant seeks more than an informal resolution.

Steps in Complaint Resolution

Two avenues are available to consider in resolving discrimination cases that come to the Commission.

- The first avenue involves complaints except those that are against the City of Salem.
- The second works solely with discrimination complaints that are against the City.

According to the HRRAC individual discrimination complaint process, in the event there are complaints against the City, prescribed administrative processes must be exhausted first. These are mainly involving complaints related to police action or employer-employee cases. If Commissioners receive complaints against the City, they contact staff to assist with the appropriate next steps. For all other complaints brought to the Commission, the following steps apply:



Step 1.

When staff or a Commissioner receives a complaint, an intake form is completed immediately. This form includes:

- ✓ Date and time of the complaint intake and the name of the person completing the form
- ✓ Name, address, and phone (if available) of the individual seeking assistance
- ✓ Name, address, and phone of the respondent
- ✓ Description of concern, including date and location

Whenever possible and applicable, individuals seeking assistance are urged to submit information in writing. Individuals can also submit this information on-line through the Commission's website (www.cityofsalem.net/~scserv/HRRAC/complaint_form.htm).



Step 2.

In special cases where the role of a Commissioner is necessary, either staff or the Chair may request assistance from a Commissioner or from a community member.



Step 3.

By the seventh working day following the intake, a return contact is made with the individual seeking assistance and an interview arranged, either by phone or in person. The Commissioner and/or staff will discuss options with the individual and determine a proposed course of action.

Guidelines for Commissioners And Or Staff - Intake and Initial Processing:

After hearing and taking notes of important points described in the problem, staff and/or the Commissioner work with the individual to determine appropriate resolution options. It may be determined quickly that the complaint either does not fall under the jurisdiction of the Commission or needs to be referred to another agency or organization.

After the interview, a one-page statement of concern is written outlining the issues in the complaint. This statement details the issues discussed in the interview. The statement includes the options chosen for resolution and any referrals given. If the complaint is closed without further action, the statement serves as a record of the Commission's response to the situation.



Step 4.

Within seven working days of the interview and as appropriate, contact is made with the respondent(s). In cases where a Commissioner is assigned to work on a complaint, if contact cannot be made with the complainant within seven days, staff will meet with the Commissioner to discuss the case. The Commissioner and/or staff discuss the complaint with the respondent and outline the desired outcomes as determined in the initial interview. From this, the Commissioner determines what recommendations may be helpful to achieve resolution. If the respondent is willing and it is appropriate to the case, a meeting should be arranged between the parties in the case. In cases where the individual seeking assistance is or was a client or employee of the respondent, a release of information may be obtained. The respondent may give information contradicting the claims in the complaint. Additional fact-finding may be needed to determine action.

Guidelines for Commissioners and/or Staff - Resolution Options:

Referral: The nature of the situation may make it appropriate for referral to another agency or group. In some cases, the Commissioner and/or staff may make the initial contact and explain the situation to the referral, and provide other assistance as appropriate. With complaints against law enforcement, the Commission has agreed to help facilitate community members' access to internal complaint processes.

Conciliation: If the complaint is appropriate for resolution by the Commission, the Commissioner and/or staff, after consultation with one another, will attempt conciliation in the most informal manner available. First contact can be made by telephone to the respondent to attempt resolution. The Commissioner and/or staff should explain the situation to the respondent and ask for their response to the situation.

The manner of conciliation will vary according to the issues in the complaint. An apology, an agreement to stop the offending behavior or to have employees attend training to correct behavior, could be part of the conciliation. The Commissioner and/or staff, after consultation with one another, may request a mediated meeting between the person seeking assistance and the respondent to discuss the situation.

If a resolution cannot be reached, or if at any time a request is made, the complaint can be referred to another agency or legal counsel. Financial resources for legal assistance are not provided. At this time, it is considered closed by the Commission but can still be monitored to learn the ultimate outcome.

Correspondence/Contacts: All correspondence regarding the complaint between individuals seeking help, and respondents, are either mailed on City letterhead or emailed by staff.



Step 5.

When the case is successfully conciliated, it is considered closed. The case will also be considered closed if it is successfully referred to another agency. If an agreement is reached, where appropriate, the Commission prepares a written statement of agreement for both parties. Once the case is closed, Commissioners complete the Discrimination Complaint Case Form and/or provide staff this information to include in the complaint file.



Step 6.

After a case is closed, as appropriate, staff follows up with participants for feedback and to determine how to improve services to complainants in future cases. A Case Closing Survey may be used to gather this information. In some cases, the participants may not be satisfied with the result of the Commission's work. Staff and the Commission can then determine further steps that could be taken as a way of improving the process.



Step 7.

In appropriate cases, after a case is closed, the Commission Chair and staff will evaluate the handling of the complaint and the overall complaint process. The Case Review form is a two-sided format designed as a self-evaluation tool for the Commissioner involved in the case. The Commission schedules an annual evaluation of its complaint process and case resolution.

Fair Housing Complaint Statistics

The Salem Human Rights and Relations Commission provided the fair housing complaint data used in this analysis. Complaint diversity categories provided below covers 2012 and 2013 calendar years.

Table 11
City of Salem: Complaint Diversity Categories by Class

Cases by Protected Classes	Number
Race/National Origin	1
Age	0
Disability	4
Religion	0
Gender Identity	0
Familial Status	0
Sexual Orientation	0
Source of Income	0
Other	20
Total	25

Source: Salem Human Rights and Relation Commission

Number of Complaints received related to Housing:	2009: 11
	2010: 8
	2011: 4
	2012: 9
	2013: 16

Cases by Protected Classes	Number
Race/National Origin	6
Age	1
Disability	28
Religion	0
Gender Identity	0
Familial Status	7
Sexual Orientation	3
Source of Income	3
Other	5
Total	53

Home Mortgage Disclosure Act (HMDA) Analysis

In 1975, the U.S. Congress voted to create the HMDA and the Federal Financial Institution Examination Council (FFIEC) to track and disclose information on lending patterns. HMDA data particularly covers home purchases and home improvements loans and includes information on race, ethnicity and income of applicants which allows for an analysis of lending disparity practices. Table 13 below shows the lending disparity profile for Salem Metropolitan Statistical Area (MSA).

Table 13

17

**Lending Disparity Profile, 2012
Salem Metropolitan Statistical Area**

	Originations	Denials	Fallout	Purchased	Total
Race	#	%	%	Loans	Applications
White	9,189	16.10%	19%	1,595	15,754
Black	38	21.92%	26.03%	12	85
Hispanic	736	26.32%	20.62%	149	1,536
Asian	202	19.76%	19.76%	26	360
Native American	55	18.07%	15.66%	8	91
Hawaiian	37	18.97%	17.24%	5	63
Multi-Race	46	28.24%	17.65%	9	94
Unknown/NA	1,019	25.62%	27.42%	1,390	3,560
Totals	11,322	18.16	20.13	3,194	21,543

Source: 2012 National HMDA-LAR

Public Policies and Fair Housing Actions

Provision of Financial Assistance for Dwelling

The 2009-2014 Housing and Community Development Consolidated Plan, established four primary goals for allocating CDBG and HOME funds. According to the Consolidated Annual Performance and Evaluation Report (CAPER) for 2013-2014, projects receiving allocations of CDBG or HOME funds helped the City to meet one of the three annual goals of the Annual Action Plan by assisting individuals and families earning 80% or less Median Family income obtain or retain decent housing and provided funding through public services for homeless case management and interim housing assistance (subsistence payments). The other two goals in the Annual Action Plan have projects underway that will meet those goals in the 2014 CAPER. The following is a summary of Consolidated Plan goals:

1. End Homelessness
2. Promote economic development by creating economic opportunities
3. Expand and sustain owner and renter affordable housing stock
4. Revitalize low income neighborhoods and create suitable living environment

In order to increase home ownership, support community development, and increase access to affordable housing, HUD provides the City with HOME and CDBG funds. The HOME Investment Partnerships Program was created to develop partnerships between public and private agencies in order to provide affordable housing. HOME funds can be used to carry out multi-year housing strategies through acquisition, rehabilitation and new construction of housing and to provide tenant based rental assistance (TBRA).

The Community Development Block Grant (CDBG) program consolidates several categorical grants such as urban renewal, neighborhood development and model cities into a single block grant program. The primary objective of CDBG, apart from providing affordable housing to low and moderate income persons, is to develop a strong community through the provision of:

- Decent housing
- Suitable living environments and
- Expanded economic opportunities

Table 14

2013-2014 Table of assistance to racial and ethnic populations by source of funds

Describe the families assisted (including the racial and ethnic status of families assisted)	CDBG	HOME
Race		
White	2,949	242
Black or African American	63	30
Asian	12	2
American Indian or American Native	35	22
Native Hawaiian or Other Pacific Islander	43	2
Ethnicity		
Hispanic	441	64
Not Hispanic	2,661	234
Total	3,102	298

Source: City of Salem 2013 Consolidated Annual Performance and Evaluation Report (CAPER).

The Federal Programs Section administers the City's federal allocation of CDBG and HOME programs. The 2013-2014 loan and grants impacts include the following:

Table 15: Accomplishments for the Program Year 2013

Annual Goals								
Goal	Category	Funding Source	Amount Expended	Outcome Indicator	Outcome Expected	Actual	Unit of Measure	Percent Complete
1	Ending Homelessness	CDBG	\$362,973	Public Service Activities (Housing and Non-Housing)/ Public Facility	2,554 served	3,128 served	Persons Assisted	122%
2	Economic Development	CDBG	\$303,320	Businesses Assisted/Jobs	67 served	56 served	Businesses Assisted	83%
3	Affordable Housing	HOME	\$1,612,519	Tenant Based Rental Housing	422 served	222 served	Households Assisted	52%

Source: City of Salem 2013 Consolidated Annual Performance and Evaluation Report (CAPER).

CONCLUSIONS AND RECOMMENDATION

Conclusions drawn from data gathered in this AI report suggest that:

- Additional cost and requirements make both the rental and owner housing markets unavailable to low/moderate income persons
- Job training and creation will lead to a major reduction in barriers to affordable housing across protected classes by providing personal resources for housing
- Discriminatory and unfair lending practices are impediments to fair housing in Salem and Keizer
- Language and cultural differences are impediments to fair housing
- Increasing resources for fair housing programs and activities will promote access to affordable housing
- Expanding affordable housing through projects including "aging in place" units will resolve barriers for various groups including those with disabilities while providing a foundation for versatile housing

RECOMMENDATIONS

In addition to various strategies mentioned earlier in this report, the cities of Salem and Keizer remain committed to assisting residents in obtaining and retaining decent, safe, affordable housing. Salem and Keizer should continue to partner with non-profit organizations, the Salem Housing Authority, Community Housing Development Organizations (CHDO's), Fair Housing Council of Oregon, and other government agencies to further improvement towards fair housing.

To promote community and economic development, eliminate homelessness, provide affordable housing, and revitalize neighborhoods, it important that the jurisdiction focuses its attention on removing barriers that impede fair housing. The following activities are intended to steer the City towards achieving fair housing goals:

- Continue funding for programs such as TBRA, multi-family rental rehabilitation, and self-sufficiency programs related to housing to bridge the financial gap for LMI households
- Encourage job training programs for LMI persons to increase their ability to be sustainable in housing
- Encourage job creation to provide jobs for LMI persons (with increased services to special populations including the disabled, veterans, and victims of domestic violence) to increase their ability to be sustainable in housing
- Supporting fair housing education for consumers, lenders, real estate agents, landlords, and all individuals providing housing services
- Supply community education tools to non-English speaking residents in both cities
- Make available, information regarding federal housing assistance programs and resources
- Encourage the production of additional housing, including units for "aging in place" to increase greater choice
- Target communities with high percentages of low- and moderate incomes persons with funding for affordable housing

COUNCIL MEETING: June 5, 2017

AGENDA ITEM NUMBER: _____

TO: MAYOR CLARK AND CITY COUNCILORS

THROUGH: CHRISTOPHER C. EPPLEY, CITY MANAGER

FROM: TIM WOOD, FINANCE DIRECTOR

SUBJECT: DELINQUENT SEWER ASSESSMENTS

ISSUE:

The City of Keizer collects sewer fees from residents and businesses of Keizer. The attached list marked as exhibit "A" represents an itemized list of delinquent accounts from March 1, 2016 through February 28, 2017. Each resident (and property owner, if different) has been notified by certified letter and given a sufficient amount of time to remit payment for their accounts. ORS 454.225 authorizes the City to certify the delinquent amounts to the County Assessor for the amounts assessed against the premises serviced. The statute also allows the City to collect penalty, interest or costs associated with the delinquencies. A 10% delinquent amount has been added as a penalty and a \$37.00 administration fee has been added to cover the City's costs.

FISCAL IMPACT:

Delinquent assessments total \$7,138.67 for tax year 2017-2018. This compares to \$5,597.61 for tax year 2016-2017.

RECOMMENDATION:

Staff recommends the City Council adopt the attached Resolution, which certifies the delinquent sewer accounts to the County Assessor for collection.

CITY COUNCIL, CITY OF KEIZER, STATE OF OREGON

Resolution R2017-_____

CERTIFICATION OF DELINQUENT SEWER ACCOUNTS

WHEREAS, the City of Keizer is responsible for the collection of sewer fees from the residents of Keizer;

NOW THEREFORE, BE IT RESOLVED by the City Council of the City of Keizer that the attached Exhibit "A" is an itemized list of delinquent sewer charges through and including February 28, 2017 that the City has been unable to collect through the usual collection procedures.

BE IT FURTHER RESOLVED that ten percent (10%) of the delinquent amount has been added as a penalty and that a \$37.00 administration fee has been added to cover the City's costs.

BE IT FURTHER RESOLVED that the amounts certified on the attached Exhibit "A" shall be added to the appropriate tax accounts as indicated pursuant to ORS 454.225.

BE IT FURTHER RESOLVED that this Resolution shall take effect immediately upon the date of its passage.

PASSED this _____ day of _____, 2017.

SIGNED this day of , 2017.

Mayor

City Recorder

CITY OF KEIZER
DELINQUENT SEWER ACCOUNTS
EXHIBIT A

Property ID	Service Address	Owner's Name	Sewer	Admi n	Total Billing	Penalty 10%	Chg \$37.00	Total
R43845	5060 Windsor Island Rd N	Thelma Thurman	179.61	18.75	198.36	19.84	37.00	\$ 255.20
R19693	7585 Wheatland Rd N	Garen & Diana Jiracek	179.61	18.75	198.36	19.84	37.00	255.20
R45871	4985 Bailey Rd NE	Dawn Chike	240.95	25.00	265.95	26.60	37.00	329.55
R20087	7225 Wheatland Rd N	Robert & Barbara Haskins	359.22	37.50	396.72	39.67	37.00	473.39
R25374	4935 Delight St N	Ruben Limas	359.22	37.50	396.72	39.67	37.00	473.39
R20526	6255 Mcleod Ln NE	Ronald Johnson	360.69	37.50	398.19	39.82	37.00	475.01
R45803	1090 Barbara Ave NE	James Ashton	232.30	24.25	256.55	25.66	37.00	319.21
R45930	1097 Dearborn Ave NE	Jeff Warren	206.57	21.41	227.98	22.80	37.00	287.78
R45743	1215 Jays Dr NE	Kever & Kandis Miller	359.22	37.50	396.72	39.67	37.00	473.39
R20342	1060 Harmony Dr NE	Stacy Brown	300.82	31.25	332.07	33.21	37.00	402.28
R20165	7029 Fir Grove Ln N	Scott & Shannon White	359.22	37.50	396.72	39.67	37.00	473.39
R20577	5625 Mcleod Ln NE	Justinder Bhatia & Alicia Singh	360.69	37.50	398.19	39.82	37.00	475.01
R45575	930 Claggett St NE	Estate of Bernard Snook	240.95	25.00	265.95	26.60	37.00	329.55
R20126	7495 Wheatland Rd N	Patrick & Tana Bryant	359.22	37.50	396.72	39.67	37.00	473.39
R20573	5540 St Croix Wy NE	E-Village LLC	360.69	37.50	398.19	39.82	37.00	475.01
R20048	6995 River Rd N	Donald & Tamara Palmer	359.22	37.50	396.72	39.67	37.00	473.39
R65528	1551 Sieburg Dr NE	Laura Scotch	360.69	37.50	398.19	39.82	37.00	475.01
R20579	5565 St Croix Wy NE	E-Village LLC	152.92	13.01	165.93	16.59	37.00	219.52

\$ 7,138.67

CITY COUNCIL MEETING: June 5, 2017

AGENDA ITEM NUMBER:_____

TO: MAYOR CLARK AND COUNCIL MEMBERS

THROUGH: CHRISTOPHER C. EPPLEY, CITY MANAGER

FROM: E. SHANNON JOHNSON, CITY ATTORNEY

SUBJECT: REPEAL OF VEHICLE FOR HIRE ORDINANCE

At the April 15, 2017 Council meeting, Council directed staff to prepare an Ordinance repealing the Vehicle for Hire Ordinance. Such Ordinance is attached for your review.

With the repeal of the Ordinance, the fee Resolution is no longer required. Therefore, I have prepared a Resolution repealing the fees. Such Resolution is attached for your review.

RECOMMENDATION:

Adopt the attached Ordinance. Following adoption of the Ordinance, adopt the attached Resolution.

Please let me know if you have any questions. Thank you.

ESJ/tmh

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A BILL
ORDINANCE NO.
2017-_____
FOR
AN ORDINANCE

REPEALING ORDINANCE NO. 94-307 (REQUIRING
VEHICLES FOR HIRE TO BE LICENSED; ESTABLISHING
REGULATIONS) AND ORDINANCE NO. 2016-752
(AMENDING ORDINANCE NO. 94-307); DECLARING AN
EMERGENCY

WHEREAS, the City Council adopted regulations regarding vehicles for hire by
Ordinance 94-307 on November 21, 1994;

WHEREAS, the City Council amended the regulations by Ordinance No. 2016-
752 on April 18, 2016;

WHEREAS, Council has determined that Ordinance No. 94-307 and Ordinance
No. 2016-752 should be repealed;

NOW, THEREFORE, the City of Keizer ordains as follows:

Section 1. FINDINGS. The City Council hereby finds that the City has
insufficient resources to implement and operate a regulatory system for licensing and
inspecting vehicle-for-hire businesses and drivers.

Section 2. REPEAL OF ORDINANCE NO. 94-307. Ordinance No. 94-307 (An
Ordinance Requiring Vehicles for Hire to be Licensed; Establishing Regulations;
Repealing Ordinance No. 87-075) is hereby repealed in its entirety.

1 Section 3. REPEAL OF ORDINANCE NO. 2016-752. Ordinance No. 2016-752
2 (Amending Ordinance No. 94-307 (Requiring Vehicles for Hire to be Licensed;
3 Establishing Regulations); Repealing Ordinance 87-076 (Establishing Fees for Taxicab
4 Drivers and Taxicab Operators); Declaring an Emergency) is hereby repealed in its
5 entirety.

6 Section 4. EMERGENCY CLAUSE. This Ordinance being necessary for the
7 immediate preservation of the public health, safety, and welfare, an emergency is
8 declared to exist and this Ordinance shall take effect immediately upon its passage.

9 PASSED this _____ day of _____, 2017.

10 SIGNED this _____ day of _____, 2017.

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17

Mayor

City Recorder

1 CITY COUNCIL, CITY OF KEIZER, STATE OF OREGON

2
3 Resolution R2017-____

4
5
6 REPEALING RESOLUTION R2016-2667 (ESTABLISHING
7 LICENSE FEES FOR OPERATOR OF VEHICLE FOR HIRE AND
8 DRIVER OF A VEHICLE FOR HIRE)
9

10
11 WHEREAS, Resolution R2016-2667 (Establishing License Fees for Operator of
12 Vehicle for Hire and Driver of a Vehicle for Hire; Repeal of Resolution No. R94-790)
13 was adopted by Council on April 18, 2016;

14 WHEREAS, Council has repealed the requirement for vehicles for hire to be
15 licensed;

16 WHEREAS, Resolution R2016-2667 is no longer necessary and should be
17 repealed;

18 NOW, THEREFORE,

19 BE IT RESOLVED by the City Council of the City of Keizer that Resolution
20 R2016-2667 (Establishing License Fees for Operator of Vehicle for Hire and Driver of a
21 Vehicle for Hire; Repeal of Resolution No. R94-790) is hereby repealed in its entirety.
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1 BE IT FURTHER RESOLVED that this Resolution shall take effect immediately
2 upon the date of its passage.

3 PASSED this _____ day of _____, 2017.

4

5 SIGNED this _____ day of _____, 2017.

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Mayor

City Recorder

Council Meeting: June 5, 2017

TO: MAYOR CHRISTOPHER AND CITY COUNCIL MEMBERS

THROUGH: CHRIS EPPLEY
CITY MANAGER

FROM: NATE BROWN
COMMUNITY DEVELOPMENT DIRECTOR

SUBJECT: AREA B MASTER PLAN AMENDMENT HEARD BY CITY COUNCIL

BACKGROUND:

We have been contacted by Chuck Nakvasil, Sr., who wants to place a movie theater on Area B West, the land between McLeod Lane and Keizer Station Boulevard. Staff has met with Mr. Nakvasil regarding revising the site plan of the Area B master plan. The current site plan envisions two buildings in this area of roughly similar sizes totaling 24,000 square feet. Mr. Nakvasil wishes to place one 21,000 square foot building (theater) and a 3,000 square foot building near a new driveway opposite the Transit Center. Though the total square footage of the two buildings is the same as the Master Plan, the individual building sizes are different. It is anticipated that the conditions of approval will remain similar, though certain changes may need to be made.

Our code does not make provision for an amendment to an approved Keizer Station Master Plan. If this were a new application for a master plan, the process would require an additional hearing before Planning Commission.

Staff is recommending sending this directly to the Council for the following reasons:

- The decision has been developed after lengthy and arduous work and the changes are minor.
- The Council has background and familiarity with the issues regarding the current approval.
- The decisions and conditions will remain largely intact.
- Mr. Nakvasil is under an extremely tight timeline.
- The Council is the final decision maker in Master Plan applications.
- The reported changes will not significantly change the overall plan, or affect any utility, stormwater or transportation issues.

RECOMMENDATION:

Staff recommends: Passing a minute motion to direct staff to refer the Area B master plan amendment directly to the City Council.

CITY COUNCIL MEETING: June 5, 2017

AGENDA ITEM NUMBER: _____

TO: MAYOR CLARK AND CITY COUNCIL MEMBERS

**THROUGH: CHRIS EPPLEY
CITY MANAGER**

**FROM: BILL LAWYER
PUBLIC WORKS DIRECTOR**

SUBJECT: PLAYGROUND SURFACING AT THE BIG TOY

DATE: May, 24, 2017

BACKGROUND:

A request for proposals was advertised for the materials and installation of rubberized poured in place surfacing for the Big Toy at Keizer Rapids Park. Two proposals were received and scored by staff. The company selected for this work is Ross Recreation with a bid of \$244,434.50.

This project is one part of the project the City received grant funding for from the Oregon Parks and Recreation Department. The other parts of the overall project are the new pathways and the permanent restrooms.

The surfacing will be installed after September 15th and the Big Toy will be closed for use during this project which is expected to take 3 to 4 weeks to complete.

FISCAL IMPACT:

Funds for this project are available in the City Council adopted FY 17-18 Park Improvement Fund budget, lines 17 and 18.

RECOMMENDATION:

Staff recommends the City Council adopt the attached Resolution authorizing the City Manager to enter into a contract with Ross Recreation in the amount of \$244,434.50 for the Keizer Rapids Park Surfacing project.

Please contact me with any questions or concerns.

CITY COUNCIL, CITY OF KEIZER, STATE OF OREGON

Resolution R2017-_____

AUTHORIZING THE CITY MANAGER TO SIGN AN
AGREEMENT WITH ROSS RECREATION EQUIPMENT CO.,
INC. FOR KEIZER RAPIDS PARK SURFACING PROJECT

WHEREAS, the City received grant funding from the Oregon Parks and Recreation
Department for the Big Toy surfacing, permanent restrooms, and a paved pathway;

WHEREAS, proposals were solicited for the materials and installation of rubberized
poured in place surfacing for the Big Toy at Keizer Rapids Park;

WHEREAS, funds available to complete this project are in the 2017/18 Park
Improvement Fund;

WHEREAS, two proposals for this project were received. The proposals were
independently evaluated by the three evaluators identified in the Request for Proposal and the
evaluators recommended that Ross Recreation Equipment Co., Inc. be awarded the Contract;

WHEREAS, the proposers were notified that the evaluation resulted in the intent to
award the Contract to Ross Recreation Equipment Co., Inc.;

WHEREAS, the parties have negotiated the terms of the Contract and desire to enter
into such Contract;

NOW, THEREFORE,

BE IT RESOLVED by the City Council of the City of Keizer that the City Manager is
hereby authorized to enter into the attached Contract with Ross Recreation Equipment Co.,
Inc. for a total cost of \$244,434.50 for the materials and installation of rubberized poured in

1 place surfacing for the Big Toy at Keizer Rapids Park. Funding for this project is from the
2 Park Improvement Fund.

3 BE IT FURTHER RESOLVED that this Resolution shall take effect
4 immediately upon the date of its passage.

5 PASSED this _____ day of _____, 2017.

6
7 SIGNED this _____ day of _____, 2017.

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Mayor

City Recorder

CONTRACT
FOR
KEIZER RAPIDS PARK SURFACING PROJECT

THIS AGREEMENT, made this 9th day of May, 2017, at Keizer, Oregon, by and between the City of Keizer, an Oregon municipal corporation, hereinafter called "Owner", and Ross Recreation Equipment Co., Inc., a California corporation, hereinafter called "Contractor".

WITNESSETH THAT: In consideration of the mutual covenants and conditions hereinafter set forth, the Owner and Contractor hereby agree as follows:

1. **WORK BY CONTRACTOR.** The Contractor shall perform the work as described in the Scope of Services included in Attachment "A" (Attachment "A" may include Contractor's Proposal, Scope of Work, Plans, Specifications, Drawings, Special Provisions, and any other related Contract documents) which is attached hereto and by this reference incorporated herein.
2. **TIME OF COMPLETION.** The Contractor shall commence the work covered by this Contract upon full execution of all parties. However, installation of the materials will not be allowed until September 11, 2017. All aspects of the project shall be completed no later than October 25, 2017. **Time limits stated above are of the essence of this Contract.**
3. **LIQUIDATED DAMAGES.** Contractor and Owner recognize that time is of the essence of this Contract and that Owner will suffer financial loss if the Work is not completed within the times specified in Section 2 above. The parties recognize the delays, expense, and difficulties involved in proving in a legal or arbitration proceeding the actual loss suffered by Owner if the Work is not completed on time. Therefore, instead of requiring any such proof, Owner and Contractor agree that as liquidated damages for delay (but not as a penalty), Contractor shall pay Owner One Hundred and no/100 Dollars (\$100.00) for each calendar day that expires after the final completion date specified in Section 2 until the Work is complete.
4. **BONDS.** Performance and Payment Bonds are required of Contractor at Contractor's own expense. Such bonds shall be issued by a surety licensed in the State of Oregon and must be acceptable to Owner. The bonds must equal the sum of the contract price.

The Contractor and all subcontractors must obtain or possess a valid Public Works Bond, filed with the Construction Contractors Board (CCB) before beginning any work on this project.

5. **PRECONSTRUCTION CONFERENCE.** Before any Work is started, a Preconstruction Conference attended by the Contractor, Public Works Director, and others as appropriate, will be held to establish a working understanding among

the parties as to the Work and to discuss the procedures for handling submittals, processing applications for payment, and maintaining records. Contractor is required to request such Preconstruction Conference as soon as possible to prevent delays in the project.

6. **CONTRACT SUM.** The Contract Sum payable to Contractor for the materials, labor, freight, and any other costs hereunder is \$244,434.50, as modified by Change Orders as provided herein.
7. **PAYMENTS.** Contractor may request partial payments as work progresses. Partial payment requests shall be submitted to the Public Works Director by the 10th calendar day of each month for processing. Payment requests shall accurately and completely detail all work completed since the last payment request up to the last day of the month. Any and all additional forms and documentation required by statute or this Agreement shall be submitted with the pay request. No partial or final payments shall be made unless required certified payroll reports have been provided to Owner.

When final completion and acceptance of the work has been achieved, Contractor shall prepare for Owner's acceptance a final application for payment stating that to the best of Contractor's knowledge, and based on Owner's inspections, the work has reached final completion in accordance with the Contract Documents. Payment of the Contract Sum shall be made to Contractor within twenty (20) days after acceptance of the work by Owner and Contractor's submittal of the final application for payment and the following submissions:

- A. Surface America, Inc.'s Playground Surface System Seven Year Warranty executed by the authorized representative of Surface America, Inc.
- B. Any and all additional forms and documentation required by statute or this Agreement;
- C. An affidavit declaring any indebtedness connected with the work, e.g. payrolls or invoices for materials or equipment, to have been paid, satisfied or to be paid with the proceeds of final payment, so as not to encumber the project property;
- D. A statement, under oath, that it has complied with all provisions of State law governing contractors on a public contract and it has complied with the provisions governing fair employment practices;
- E. A statement by each of Contractor's subcontractors, under oath, that each of the subcontractors has complied with all provisions of State law governing contractors on a public contract and has complied with the provisions governing fair employment practices;
- F. Release of any liens, conditioned on final payment being received;
- G. A report of any accidents or injuries experienced by Contractor or its Subcontractors at the worksite.
- H. All certified payroll reports.

If the work has been substantially completed and full completion thereof is materially delayed through no fault of the Contractor and the Public Works Director so certifies, the Owner shall, upon the certificate of the Public Works Director, and without terminating the Contract, make payment for the balance due for that portion of the work fully complete and accepted, less a retained amount equal to five percent (5%) of the amount requested.

8. **PAYMENTS WITHHELD.** Owner may withhold, or on account of subsequently discovered evidence, nullify the whole or part of any estimate to such extent as may be necessary to protect the Owner from losses on account of:
- a. Defective work not remedied within a reasonable time after written notice.
 - b. Claims filed or reasonable evidence indicating probable filing of claims.
 - c. Failure of the Contractor to make payments properly to subcontractors or for material or labor.
 - d. A reasonable doubt that the Contract can be completed for the balance then unpaid.
 - e. Damage to the site, adjacent public or private property, or to another contractor.
 - f. Failure of the Contractor to keep Contractor's work progressing in accordance with Contractor's time schedule.

When the above grounds are removed, payment shall be made for amounts withheld because of them.

9. **CHANGES.** Contractor may request and/or Owner may order changes in the work or the timing or sequencing of performance of the work that impacts the Contract Price or the Contract Time. All such changes in the work that affect Contract Time or Contract Price shall be formalized in a written Change Order. Acceptance of the Change Order and any adjustment in the Contract Price and/or Contract Time must be signed by all parties.
10. **NOTICES.** Any written notices permitted or required by this Contract shall be deemed given when personally delivered, or three days after deposit in the United States mail, postage fully prepaid, addressed to the parties as set forth below or such other address as either party may provide to the other by notice given in accordance with this provision.

OWNER:

Bill Lawyer
Public Works Director
City of Keizer
930 Chemawa Road NE
PO Box 21000
Keizer, OR 97307

CONTRACTOR:

Ross Recreation Equipment Co, Inc.
Attn: Ben Stanford
16917 SE Johnston Dr
Portland, OR 97236

and

Ross Recreation Equipment Co, Inc.
Attn: Ewing R. Philbin
100 Brush Creek Road, Suite 206
Santa Rosa, CA 95404

11. **LICENSES AND PERMITS.** The Contractor shall obtain and maintain all licenses required for public works contracts in the State of Oregon and shall secure and pay for all fees and permits required for the project, if any. Contractor shall comply with all laws, ordinances and regulations, (Federal, State, or local) which may be applicable to the project to be conducted hereunder.
12. **RESPONSIBILITY OF PUBLIC WORKS DIRECTOR.** The term "Public Works Director" herein shall be Bill Lawyer, or his duly authorized representative. The Public Works Director shall have full authority to interpret the plans and specifications and shall determine the amount, quality, and acceptance of the work and supplies to be paid for under this Contract. It shall be the duty of the Public Works Director to enforce the specifications in a fair and unbiased manner, although he has the right to waive any term of the specifications if that term is found to be unreasonable and inconsistent with the general spirit of the specifications.
13. **WAIVER.** It is expressly understood and agreed that any waiver granted by the Public Works Director or the Owner of any term, provision or covenant of this Contract shall not constitute a precedent nor breach of the same of any other terms, provisions, or covenants of this Contract. Neither the acceptance of the work by Owner nor the payment of all or any part of the sum due the Contractor hereunder shall constitute a waiver, by the Owner, of any claim which the Owner may have against the Contractor.
14. **LIABILITY INSURANCE.** The Contractor shall procure and maintain ongoing and completed liability insurance as hereinafter specified at Contractor's own expense. All such insurance shall be subject to the approval of the Owner for adequacy of protection and shall include a provision preventing cancellation without ten (10) day's prior notice to the Owner in writing. Contractor must provide the Owner with a certificate of insurance and endorsement evidencing the insurance within five (5) days from Contractor's execution of this Contract. Contractor shall not commence work until the required evidence has been delivered to Owner. The endorsement must insure the City of Keizer as an additional insured. The "City of Keizer" includes its officers, agents, contractors, and employees. This insurance requirement is to be in effect during the life of this Contract. The liability insurance required is as follows:
 - a. Contractor's General Public Liability and Property Damage Insurance issued to the Contractor and protecting him from all claims for personal injury including death, and all claims for destruction of or damage to property, arising out of or in connection with any operations under this Contract, whether such operations be by himself or by any subcontractor

under him, or anyone directly or indirectly employed by the Contractor or by a subcontractor under him.

All such insurance shall be written with a limit of liability of not less than \$1,000,000 for all damages arising out of bodily injury, including death, at any time resulting therefrom, sustained by any one person in any one accident; a limit of liability of not less than \$2,000,000 for any such damages sustained by two or more persons in any one accident; a limit of liability of not less than \$1,000,000 for all damages arising out of injury or destruction of property, damages arising out of injury or destruction of property, (including property of the City) in any one accident; and a limit of liability of not less than \$2,000,000 for all damage arising out of injury to or destruction of property, including property of City, during the policy period.

- b. Automobile Liability Insurance with a limit of liability of not less than \$1,000,000 issued to Contractor and protecting him from all claims arising out of or in connection with any operations under this Contract, whether such operations be by himself or by any subcontractor under him, or anyone directly or indirectly employed by Contractor or by a subcontractor under him.

15. **WORKERS COMPENSATION INSURANCE.** The Contractor shall procure and maintain, at Contractor's own expense, during the life of this Contract, in accordance with the provision of the laws of the state of Oregon, Workman's Compensation Insurance for all of Contractor's employees at the site of the project and in case any work is sublet, the Contractor shall require such subcontractor similarly to provide Workman's Compensation Insurance for all of its employees unless such employees are covered by the protection afforded by the Contractor. Certificates evidencing the issuance of such insurance shall be filed with the Owner within five (5) days after execution of this Contract.

16. **INDEMNITY.** The Contractor shall indemnify and save harmless the Owner, the Owner's agents and employees from and against all losses and all claims, demands, payments, suit actions, recoveries, and judgment of every nature and description brought or recovered against them by reason of any act or omission of the said Contractor, Contractor's agents, or employees, in the execution of the work or in guarding the same.

17. **SUBCONTRACTS.** The Contractor shall have full responsibility under these conditions, general provisions, plans and specifications for any subcontracts which Contractor may let. Work not performed by Contractor with its own forces shall be performed by subcontractors. Contractor agrees to bind each subcontractor and material supplier (and require every subcontractor to so bind its subcontractors and material suppliers) to all the provisions of this Contract and the Contract Documents as they apply to the subcontractor's and material supplier's portions of the work. Contractor shall submit a certification to Owner that all subcontractors

performing work will be registered with the Construction Contractors Board or licensed by the State Landscape Contractors Board in accordance with ORS 701.035 to 701.055 before the subcontractors commence work under the contract.

18. **CONTRACTOR PAYMENTS.** Contractor shall: (1) make payment promptly, as due, to all persons supplying to Contractor labor or materials for the prosecution of the Work provided for in this Contract; (2) pay all contributions or amounts due the State Industrial Accident Fund and the State Unemployment Compensation Trust Fund from such Contractor or Subcontractor incurred in the performance of the Contract; (3) not permit any lien or claim to be filed or prosecuted against the Owner because of any labor or material furnished; and (4) pay to the Department of Revenue all sums withheld from employees.

If Contractor fails, neglects or refuses to make prompt payment of any claim for labor or services furnished to the Contractor or a Subcontractor by any person in connection with the Project as such claim becomes due, the proper officer(s) representing the Owner may pay the claim and charge the amount of the payment against funds due or to become due Contractor under this Contract.

19. **PROTECTION OF WORK AND PROPERTY.** The Contractor shall continuously maintain adequate protection of all Contractor's work and materials from damage or theft and shall protect the Owner's property and all adjacent property from injury or loss arising in connection with the activities under this Contract. The Contractor shall make good any such damage, injury, or loss, except such as may be due to errors in the Contract documents or such as may be caused by agents or employees of the Owner.

The Contractor shall take, use, provide, and maintain all necessary precautions, safeguards, and protection to prevent accidents, or injury to persons or property on, about, or adjacent to the work site, warning against any hazards created by the work being done under this Contract. Contractor shall designate a responsible member of Contractor's organization on the work, whose duty shall be the prevention of accidents, and the name of the person so designated shall be reported to the Owner in writing. In any emergency affecting the safety of life, or of the work or adjoin property, the Contractor, without special instruction or authorization from the Owner, is hereby permitted to act, at Contractor's discretion, to prevent such threatened loss or injury, and Contractor must take such action if so instructed or authorized by the Owner. The Contractor shall also protect adjacent property as required by law.

Contractor shall promptly, as due, make payment to any person, co-partnership, association or corporation furnishing medical, surgical, and hospital care or other needed care and attention, incident to sickness or injury, to the employees of such Contractor and sums of which the Contractor agrees to pay for such services and all moneys and sums which the Contractor has collected or deducted from the

wages of personnel pursuant to any law, contract or agreement for the purpose of providing or paying for such services.

20. WORK HOURS. Contractor must give notice to employees who work on this contract in writing, either at the time of hire or before commencement of work on the contract, or by posting a notice in a location frequented by employees, of the number of hours per day and days per week that the employees may be required to work. Furthermore, Contractor shall not employ any person performing work under this contract for more than ten hours in any one day, or 40 hours in any one week, except in cases of necessity, emergency, or where the public policy absolutely requires it. Contractor shall pay all individuals performing work under this contract at least time-and-a-half pay for:

- a. All overtime in excess of eight hours a day or 40 hours in any one week when the work week is five consecutive days, Monday through Friday; and
- b. All overtime in excess of 10 hours a day or 40 hours in any one week when the work week is four consecutive days, Monday through Friday; and
- c. All work performed on Saturday or Sunday and on any legal holiday specified in ORS 279C.540.

21. PREVAILING WAGE. Contractor must ensure that each worker in each trade or occupation employed in the performance of this Contract either by the Contractor, Sub-contractor or other person doing or contracting to do the whole or any part of the work on this Contract, shall be paid not less than the applicable prevailing rate of wage set forth in the attached schedule pursuant to ORS 279C.840(4) & OAR 839-016-0033(1).

Contractor shall maintain all records and file all wage certification forms as required by Oregon Administrative Rules.

A. Prevailing Wage Requirements

a. Applicable Prevailing Wage Rates

- i. If this project is subject to the applicable Oregon Prevailing Wage Rate publication and any amendments, and/or the federal Davis Bacon Wage Rate Act (40 U.S.C. 3141 et seq.), in effect at the time of solicitation, the Contractor shall pay the wage rate and fringe benefits listed in the Bureau of Labor and Industries publication titled "January 1, 2017 Prevailing Wage Rates for Public Works Contracts in Oregon", which is incorporated herein by reference or can be accessed and downloaded at BOLI's website at: http://www.oregon.gov/boli/WHD/PWR/JAN_2017/January_1_2017_PWR.pdf.

- ii. If the project is subject to the federal Davis Bacon Act, the current wage rate publication for Oregon can be accessed and downloaded at <http://www.dol.gov/whd/govcontracts/dbra.htm>. ORS.279C.838.
- iii. If the project is subject to the Davis-Bacon Act and if the state prevailing rate of wage is higher than the federal prevailing rate of wage that is in effect at the time a public agency enters into a contract with a contractor for the project, the contractor and every subcontractor on the project shall pay no less than the state prevailing rate of wage. ORS 279C.838.
- iv. All prevailing wage rates that apply to the project must be posted at the job site. Every contractor on the site is responsible for this posting. ORS 279C.840(4) & OAR 839-025-0033(1).
- v. All contracts and subcontracts for this project must include a provision that each worker in each trade or occupation employed in the performance of the contract either by the contractor, subcontractor or other person doing or contracting to do or contracting for the whole or any part of the work on the contract, must be paid not less than the applicable state prevailing rate of wage, or the applicable federal prevailing rate of wage, whichever is higher. ORS 279C.838.

b. Certified Payroll Filing Requirements

- i. Every employer on a covered project must file certified payroll records with the Owner. Certified statements for each week during which the Contractor or Subcontractor employs a worker upon the public work shall be submitted once a month, by the fifth business day of the following month. Information submitted on certified statements may be used only to ensure compliance with the provisions of ORS 279C.845 to 279C.860.

c. Certified Payroll Form

- i. To help employers satisfy the filing requirement, Form WH-38 is included in each PWR rate book. BOLI does not require contractors to use this form, but contractors must supply all information the form requests and this information must be certified.

Employers using their own forms or reports can comply with the certification requirement by attaching and completing a copy of the certification from the WH-38 form to their filing.

Employers must submit the hours worked each day by each employee, his or her name, address, the pay rate, work classification, gross pay to the employee and the amount contributed to any third party fringe benefits (and the type of benefit provided).

To meet filing requirements, the employer must sign the certified payroll to confirm that the information is true and complete. Unsigned reports do not satisfy the filing requirement. Submitting false or incomplete information can be the basis for civil penalties or debarment.

The Contractor and subcontractors shall preserve the certified statements for a period of three (3) years from the completion of the contract.

d. Certified Payroll Retainage

- i. As required in ORS 279C.845, the Owner will retain 25% of any amount earned by the Contractor on the project until the Contractor has filed the certified statements required in ORS 279C.845. The Owner will pay to the Contractor the amount retained within 14 days after the Contractor files the required certified statements, regardless of whether a subcontractor has failed to file certified statements.
- ii. As required in ORS 279C.845, the Contractor shall retain 25% of any amount earned by a first tier subcontractor on the project until the first tier subcontractor has filed with the Owner the certified statements required in ORS 279C.845. Before paying any amount retained, the Contractor shall verify that the first tier subcontractor has filed the certified statement. Within 14 days after the first tier subcontractor files the required certified statement the Contractor shall pay the first tier subcontractor any amount retained.

22. **QUALIFYING EMPLOYEE DRUG TESTING PROGRAM.** Contractor represents and warrants that Contractor has in place at the time of the execution of this Contract, and shall maintain during the term of this Contract, a Qualifying Employee Drug Testing Program for its employees that includes, at a minimum a written employee drug testing policy, required drug testing for all new subject employees or, alternatively, required testing of all subject employees every 12 months on a random selection basis, and required testing of a subject employee when the Contractor has reasonable cause to believe the subject employee is under the influence of drugs.

23. **SAFETY MEASURES.** Contractor agrees that all personnel must wear safety vests at all times and use safety cones as required. Contractor also agrees that Contractor, Contractor employees, and subcontractors will comply with all OSHA regulations applicable to the work being performed.

24. **INSPECTION.** Owner and his representative shall at all times have access to the work during its construction, and shall be furnished with every reasonable facility for ascertaining that the stock and materials used and employed, and the workmanship are in accordance with the requirements and intentions of the specifications. All work done and all materials furnished shall be subject to inspection and approval. If any work should be covered up without approval or consent of Owner, it must, if required by Owner, be uncovered for examination at the Contractor's expense.

Re-examination of questioned work may be ordered by Owner. If such work be found in accordance with the Contract documents, the Owner shall pay the cost of re-examination and replacement. If such work is found to not be in accordance with the Contract documents, the Contractor shall pay such costs unless Contractor shall show that the defect in the work was caused by another contractor, and in that event, the Owner shall pay such costs.

The inspection of the work shall not relieve the Contractor of any of Contractor's obligations to fulfill the Contract in full and as prescribed. Defective work shall be made good and unsuitable material shall be rejected, notwithstanding that such defective work and material may have been previously overlooked and accepted on estimates for payment. No work shall be done at night without the prior written approval of Owner.

25. **DEFECTIVE WORK OR MATERIAL.** The Contractor shall promptly remove from the premises all work and materials condemned by Owner as failing to conform to the Contract, whether incorporated or not, and the Contractor shall promptly replace and re-execute Contractor's own work in accordance with the Contract and without expense to the Owner and shall bear the expense of making good all work of other contractors destroyed or damaged by such removal or replacement.

26. **LIENS.** Contractor shall not permit any lien or claim to be filed or prosecuted against the City of Keizer, Oregon or the private property owner, in connection with this contract and agrees to assume responsibility should such lien or claim be filed. If at any time there shall be evidence of any lien or claim for which the Owner might become liable and which is chargeable to the Contractor, the Owner shall have the right to retain out of any payment then due or thereafter to become due, an amount sufficient to provide complete indemnification against such lien or claim. In the event the Owner has already paid to the Contractor all sums due under this Contract or the balance remaining unpaid is insufficient to protect the Owner, the Contractor shall be liable to the Owner for any loss so sustained.

27. **OWNER'S RIGHT TO TAKE OVER THE WORK.** If the Contractor should be adjudged as bankrupt, or if it should make a general assignment for the benefit of its creditors, or if a receiver should be appointed to take over its affairs, or if it should fail to prosecute its work with due diligence and carry the work forward in

accordance with its work schedule and the time limits set forth in the Contract documents, or if it should fail to substantially perform one or more of the provisions of the Contract documents to be performed by it, the Owner may serve written notice on the Contractor and the surety of its performance and payment bond, stating its intention to exercise one of the remedies hereinafter set forth and the grounds upon which the Owner bases its right to exercise such remedy.

In any event, unless the matter complained of is satisfactorily corrected within ten (10) days after service of such notice, the Owner may, without prejudice to any other right or remedy, exercise one of the following such remedies, at once, having first obtained a certificate from the Public Works Director that sufficient cause exists to justify such action.

- a. The Owner may terminate the services of the Contractor, which termination shall take effect immediately upon service of notice thereof on the Contractor, whereupon Owner may itself take over the work, take possession of and use all materials, tools, equipment and appliances on the premises and prosecute the work to completion by such means as it shall deem best. In the event of such termination of its service, the Contractor shall not be entitled to any further payment under this Contract until the work is completed and accepted. If the Owner takes over the work and if the unpaid balance of the Contract price when the Owner takes over the work exceeds the cost of completing the work, including compensation for any damages or expenses incurred by Owner through the default of the Contractor, such excess shall be paid to the Contractor. In such event, if such costs, expenses and damages shall exceed such unpaid balance of the Contract price, the Contractor shall pay the difference to the Owner. Such costs, expenses, and damages shall be certified by the Public Works Director.
- b. The Owner may take control of the work and either make good the deficiencies of the Contractor itself or direct the activities of the Contractor in doing so, employing such additional help as the Owner deems advisable. In such event, the Owner shall be entitled to collect from the Contractor, or to deduct from any payment then or thereafter due the Contractor, the cost incurred by it through the default of the Contractor, provided the Public Works Director approves the amount thus charged to the Contractor.
- c. The Owner may require the surety on the Contractor's bond to take control of the work at once and see to it that all of the deficiencies of the Contractor are made good with due diligence. As between the Owner and the surety, the cost of making good such deficiencies shall all be borne by the surety. If the surety takes over the work, either upon instructions from the Owner to do so or based upon the surety's choice, all provisions of the Contract documents shall govern in respect to the work done by the surety, the surety being substituted for the Contractor as to such provisions as to payment for the work and provisions of this section as to the right of the Owner to do the work itself or to take control of the work.

The above remedies are in addition to any other remedies allowed by law or equity.

28. **CONTRACTOR'S RIGHT TO STOP OR TERMINATE CONTRACT.** If the work shall be stopped under an order of any court or other public authority for a period of no less than three (3) months through no act or fault of the Contractor or of any one employed by it, then the Contractor may on seven (7) days written notice to the Owner stop work or terminate this Contractor and recover from the Owner payment for all work executed to the date of stoppage, any losses sustained from any plant or material, and a reasonable profit. If the Public Works Director shall fail to issue any certificate for payment within ten (10) days after it is due, or if the Owner shall fail to pay the Contractor within fifteen (15) days after its maturity and presentation to the Owner any sum certified by the Public Works Director, then the Contractor may, on seven (7) days written notice to Owner, terminate the Contract and recover from the Owner payment for all work executed to date, any losses sustained upon any plant for material, and a reasonable profit.

29. **DELAYS AND EXTENSION OF TIME.** If the Contractor is delayed at any time in the progress of the work by an act or neglect of the Owner, or any employee of Owner, or by any separate contractor employed by the Owner, or by changes ordered in the work, or by strike, lockouts, fire, unusual delay in transportation, unavoidable casualties, or any cause beyond the Contractor's control, or by delay authorized by the Public Works Director, or by any cause which the Public Works Director shall decide to justify the delay, then the time of completion shall be extended for such reasonable time as the Public Works Director may decide.

No such extensions shall be made for a delay occurring more than seven (7) days before claim therefore is made in writing to the Public Works Director. In the case of a continued cause of delay, only one claim is necessary. This section does not exclude the recovery of damages for delays by either party under other provisions in the Contract documents.

30. **ACCEPTANCE.** Final inspection and acceptance of the work shall be made by the Owner and local appointed authority. Such inspection shall be made as soon as practical after the Contractor has notified the Owner in writing that the work is ready for such inspection.

31. **GUARANTEE.** Except for normal wear and tear, Contractor agrees to guarantee all work under this Contract for a period of one (1) year from the date of acceptance of the work. If any unsatisfactory condition or damage develops within the time of this guarantee due to materials or workmanship which were defective, inferior, or not in accordance with the Contract, Contractors agrees, whenever notified by Owner, to immediately place such guaranteed work in a condition satisfactory to Owner and make repairs of all damage made necessary in the fulfillment of the guarantee. This provision shall survive termination of this Contract.

32. DISPUTE RESOLUTION.

- (a) Any dispute arising out of or in connection with this Agreement, which is not settled by mutual agreement of the Contractor and the Owner within sixty (60) days of notification in writing by either party, shall be submitted to an arbitrator mutually agreed upon by the parties. In the event the parties cannot agree on the arbitrator, then the arbitrator shall be appointed by the Presiding Judge (Civil) of the Circuit Court of the State of Oregon for the County of Marion. The arbitrator shall be selected within thirty (30) days from the expiration of the sixty (60) day period following notification of the dispute. The arbitration, and any litigation arising out of or in connection with this Agreement, shall be conducted in Salem, Oregon, shall be governed by the laws of the State of Oregon, and shall be as speedy as reasonably possible. The applicable arbitration rules for the Marion County courts shall apply unless the parties agree in writing to other rules. The arbitrator shall render a decision within forty-five (45) days of the first meeting with the Contractor and the Owner. Insofar as the Contractor and the Owner legally may do so, they agree to be bound by the decision of the arbitrator.
- (b) Notwithstanding any dispute under this Agreement, whether before or during arbitration, the Contractor shall continue to perform its work pending resolution of a dispute, and the Owner shall make payments as required by the Agreement for undisputed portions of work.

33. ASSIGNMENT. Neither Owner nor Contractor shall assign its interest in this Contract without the written consent of the other except as to the assignment of proceeds. The terms and conditions of this Contract shall be binding upon both parties, their partners, successors, assigns and legal representatives. Neither party to this Contract shall assign the Contract as a whole without written consent of the other.

34. INDEPENDENT CONTRACTOR STATUS. The service or services to be performed under this Contract are those of an independent contractor as defined in ORS 670.600. Contractor represents and warrants that it is not an officer, employee or agent of the Owner. Contractor is not entitled to, and expressly waives all claim to City benefits including, but not limited to health, life, and disability insurance, overtime pay, paid leave, and retirement.

35. GOVERNING LAW. This Contract shall be governed by the laws of the State of Oregon.

36. SEVERABILITY. Any provision or part of this Contract held to be void or unenforceable under any law or regulation shall be deemed stricken, and all remaining provisions shall continue to be valid and binding upon Owner and Contractor. Owner and Contractor agree that this Contract shall be amended to replace such stricken provision or part thereof with a valid and enforceable

provision that comes as close as possible to expressing the intention of the stricken provision.

37. COMPLIANCE. The Contractor shall comply with and require its subcontractors to comply with all applicable provisions of Federal, State and local statutes, ordinance, orders, rules, regulations, and all other specifications and provisions as contained within these Contract documents.

38. INCORPORATION; PRECEDENCE. The Exhibits, if any, attached to this Contract are incorporated herein as if fully set forth in this Contract. If any provision of any Exhibit conflicts with the provisions of this Contract, the terms of this Contract shall govern.

IN WITNESS WHEREOF, the parties hereto have caused these presents to be executed the day and year first above written.

CITY OF KEIZER

ROSS RECREATION EQUIPMENT CO, INC.

By: _____
Christopher C. Eppley,
City Manager

By: Heather Hiley
Heather Hiley
Accounting Manager

Dated: _____

Dated: 5/9/17

APPROVED AS TO FORM:

Keizer City Attorney

Exhibit "A"

Keizer Rapids Park Surfacing Project Scope of Services

1. Obtain appropriate permits needed, if any.
2. City to remove existing wood chips without involvement of contractor, leaving a 12" deep play pit.
3. Provide and install 4" of fractured drain rock throughout play pit.
4. Provide and install filter cloth between drain rock and the ¾" minus rock.
5. Provide and install and compact ¾" minus gravel as sub base for rubber preparation.
6. Provide and install two layer rubber-urethane playground surfacing system as follows:
 - 9556 sq. ft. of a 3" system
 - 2888 sq. ft. of a 3.5" system

Top surface 50% Color/50% Black speckled mix to include Aromatic binder

The surfacing system must be designed, manufactured and installed to meet the following criteria:

 - a. Shock Attenuation (ASTM F1292):
 - i. Gmax: Less than 200
 - ii. Head Injury Criteria: Less than 1000
 - b. Flammability (ASTM D2859): Pass
 - c. Tensile Strength (ASTM D412): 60 psi (413 kPa)
 - d. Tear Resistance (ASTM D624): 140%
 - e. Water Permeability: .04 gal/yd²/second
 - f. Accessibility: Comply with requirements of ASTM F1951
7. The project shall be constructed/installed and finished pursuant to any and all standards and requirements of the manufacturer as of the date of the contract. The City is dependent on Contractor's expertise and experience in this regard.
8. Properly dispose of all waste material from project.
9. Comply with appropriate safety measures.
10. Obtain satisfactory final inspection from the City of Keizer.

City of Keizer

Keizer Rapids Park Surfacing Project



Presented by:

Ben Stanford
Ross Recreation Equipment Co, Inc.
April 18th, 2017

April 18th, 2017

City of Keizer
Keizer Rapids Park
ATTN: Bill Lawyer
930 Chemawa Road NE
PO Box 21000
Keizer, OR 97307

Thank you for allowing Ross Recreation the opportunity to provide a bid for your Keizer Rapids Park Project. We've enjoyed the chance to provide bids and partner on projects in the past, and we're excited for this opportunity as well.

Below you'll find the detailed information that was requested in the RFP. Should there be any questions or requests for more information, I'll be happy to provide that to the best of my ability.

Background and History:

A family-owned business since 1973, Ross Recreation has a proven track record of providing safe, fun, creative, and durable recreation sites in Northern California and Oregon. From research to ribbon-cutting, we guide our customers through every step of the project, helping to create inspiring community spaces that can be enjoyed for decades, while making it an easy, turn-key project for our customers.

We provide our customers with everything they would need in an outdoor setting: play equipment, athletic equipment, safety surfacing, shade shelters, site furnishings, splash pads, and more. Ross Recreation has the capabilities to not only design an outdoor space, but to manage the construction and see the project through completion.

In the case of Keizer Rapids, we have been providing Poured-in-Place rubber-surfacing materials for over 20 years. Not only do we represent the highest quality manufacturers and materials, we also partner with the highest quality installers. We have been working with G.R. Morgan for our

Poured-in-Place installations for over a decade and they are widely recognized as one of the best installers in the area.

With 2 full-time Oregon reps and a fully staffed support office, we are able to comfortably tackle jobs of all sizes and scopes. We have the capabilities to be a materials-only supplier or to manage a project from inception to completion. Our only limitations, in terms of this specific project, would be weather and timing. Poured-in-Place surfacing needs to have certain atmospheric conditions to cure properly, which means it becomes more difficult in the winter season. Fortunately, we work closely with our installers and our customers to make sure we are able to meet their timeline expectations, while still providing the best possible installation.

Scope of Services for this RFP:

- Labor, machinery, and gravel to supply, install, and compact $\frac{3}{4}$ " minus gravel as sub base for rubber preparation.
- Labor to install provided Surface America 2 layer rubber system as follows:
- 9556 sq. ft. of a 3" system (due to recent updates with Surface America, the 3" system will meet both 6' and 7' fall heights).
- 2888 sq. ft. of a 3.5" system (meets an 8' fall height).
- Total for 12,444 sq. ft. area.

(We have added a 5% buffer to help protect against shortages of material. We highly recommend having additional materials on hand, as a shortage close to completion can not only cause time delays, but can also create installation issues. If this buffer is requested to be removed, we can do that at the customer's request).

- Supply and install 4" of fractured drain rock throughout.
- Supply and place filter cloth over drain rock.
- Please note: This pricing assumes City would perform the following preparatory work: Remove existing wood chips, leaving a 12" deep play pit.

Sub-Contractor History and Background:

G.R. Morgan Construction was established in 1991 by owners George and Tana Morgan. Over the course of 22 years, the company has been involved in the successful installation of hundreds of play structures and even more site furnishings.

Beginning with residential playground installation projects in the 90's, G.R. Morgan quickly broadened their capabilities by becoming certified to install play equipment in commercial settings. G.R. Morgan has attended and passed certification classes with manufacturers who have these available, including Surface America.

A large portion of G.R. Morgan business is devoted to installed Poured-in-Place rubber surfacing. From the beginning, G.R. Morgan has been involved in both Oregon and Washington installations that have included detailed design work and collaboration with customers. Locally, Salem Health's adaptive playground is a great reference point to see their work up close.

Based out of Portland, OR, G.R. Morgan is a licensed General Contractor, providing excellent customer service and precise technical installations.

Certifications:

See Next Section

References:

We have had the pleasure of working with many municipalities, school districts, housing developers, architects, and installers. We are known throughout Oregon and Northern California for our high quality materials and our even higher quality service to our customers. Below are 4 references that can attest to our quality, our capabilities, and our service:

City of Salem
Toni Whittler
503-588-6304

City of Portland

Travis Ruybal

503-823-5487

Precision Recreation Contractors

Ed Davis

503-788-4002

Greenworks Landscape Architects

Ben Johnson

503-222-5612

Product Data and Installation Instructions:

See Specs Section



SURFACEAMERICA
I N C O R P O R A T E D

Resilient Surfacing from Recycled Rubber

Re: Sole Source Vendor In Northern California

Date : December 16th, 2015

To Whom It May Concern :

The intent of this letter is to clearly state that Ross Recreation is the sole source vendor of Surface America's PlayBound Poured in Place in Northern California. This product is not offered by any other vendor in that area and is available for purchase to the public through Ross Recreation alone. Please do not hesitate to call 800-999-0555 with further questions.

Thank-you,

SURFACE AMERICA, INC

Deanna Raichel

Account Manager



SURFACEAMERICA
INCORPORATED

Resilient Surfacing from Recycled Rubber

Certification of Installation Company

GR Morgan

is hereby Certified by Surface America, Inc. as an installer
of the PlayBound Poured-In-Place System.

Signed: Thomas D. DiScipio Date: 3/12/15
Thomas D. DiScipio, Executive Vice President of Operations

PlayBound™ Poured-in-Place 3-Part Specification



Surface America, Inc.
PO Box 157
Williamsville, NY 14231
Phone: (800) 999-0555
Phone: (716) 632-8413
Fax: (716) 632-8324
E-mail: JavaScript must be enabled to view this email address
www.surfaceamerica.com

PART 1 GENERAL

1.01 SUMMARY

A. Section Includes: Poured-in-Place Playground Surfacing System: Super-7 (when aromatic urethane for the top surface is specified) with a 7-year warranty & Extreme-10 (when aliphatic urethane for the top surface is specified) with a 10-year warranty.

Specifier Note: Revise paragraph below to suit project requirements. If a reader of this section could reasonably expect to find a product or component specified in this section, but it is actually specified elsewhere, then the related section number(s) should be listed in the paragraph below. In the absence of related sections, delete paragraph below.

Specifier Note: Site materials and methods, drainage, playground equipment, fencing, substrate preparation and similar work is provided by others and is described in other sections. Consult manufacturer for specific substrate preparation requirements. Edit, retain or delete paragraph below to suit project requirements and specifier practice.

B. Related Sections: Division 2 Sitework Sections: Materials and Methods, Excavation, Asphalt Paving, Concrete Paving Sub-Drainage, Storm Drainage, Fencing, Playground Equipment and Structures.

Specifier Note: Article below may be omitted when specifying manufacturer's proprietary products and recommended installation. Retain References Article when specifying products and installation by an industry reference standard. If retained, list standard(s) referenced in this section. Indicate issuing authority name, acronym, standard designation and title. Establish policy for indicating edition date of standard referenced. Conditions of the Contract or Division 1 References Section may establish the edition date of standards. This article does not require compliance with standard. It is a listing of all references used in this section.

1.02 REFERENCES

A. American Society for Testing and Materials (ASTM):

1. ASTM D412 Standard Test Methods for Vulcanized Rubber and Thermoplastic Rubbers and Thermoplastic Elastomers-Tension.
2. ASTM D624 Standard Test Method for Tear Strength of Conventional Vulcanized Rubber and Thermoplastic Elastomers.

3. ASTM D2047 Standard Test Method for Static Coefficient of Friction of Polish-Coated Floor Surfaces as Measured by the James Machine.
4. ASTM D2859 Standard Test Method for Flammability of Finished Textile Floor Covering Materials.
5. ASTM E303 Standard Test Method for Measuring Surface Frictional Properties Using the British Pendulum Tester.
6. ASTM F1292 Standard Specification for Impact Attenuation of Surface Systems Under and Around Playground Equipment.
7. ASTM F1951 Standard Specification for Determination of Accessibility of Surface Systems Under and Around Playground Equipment.

Specifier Note: Article below should be restricted to statements describing design or performance requirements and functional (not dimensional) tolerances of a complete system. Limit descriptions to composite and operational properties required to link components of a system together and to interface with other systems.

1.03 SYSTEM DESCRIPTION

A. Performance Requirements: Provide a 2 layer rubber-urethane playground surfacing system which has been designed, manufactured and installed to meet the following criteria:

1. Shook Attenuation (ASTM F1292):
 - a. Gmax: Less than 200.
 - b. Head Injury Criteria: Less than 1000.
2. Flammability (ASTM D2859): Pass.
3. Tensile Strength (ASTM D412): 60 psi (413 kPa).
4. Tear Resistance (ASTM D624): 140%.
5. Water Permeability: 0.4 gal/yd²/second.
6. Accessibility: Comply with requirements of ASTM F1951.

Specifier Note: Article below includes submittal of relevant data to be furnished by Contractor before, during or after construction. Coordinate this article with Architect's and Contractor's duties and responsibilities in Conditions of the Contract and Division 1 Submittal Procedures Section.

1.04 SUBMITTALS

- A. General: Submit listed submittals in accordance with Conditions of the Contract and Division 1 Submittal Procedures Section.
- B. Product Data: Submit manufacturer's product data and installation instructions.
- C. Verification Samples: Submit manufacturer's standard verification samples of 9" x 9" (229 x 229 mm) minimum.
- D. Quality Assurance/Control Submittals: Submit the following:
1. Certificate of qualifications of the playground surfacing installer.
- E. Closeout Submittals: Submit the following:
1. Warranty documents specified herein.

Specifier Note: Article below should include statements of prerequisites, standards, limitations and criteria that establish an overall level of quality for products and workmanship for this section. Coordinate article below with Division 1 Quality Assurance Section.

1.05 QUALITY ASSURANCE

A. Qualifications: Utilize an installer approved and trained by the manufacturer of the playground surfacing system, having experience with other projects of the scope and scale of the work described in this section.

B. Certifications: Certification by manufacturer that installer is an approved applicator of the playground surfacing system

C. International Play Equipment Manufacturers Association (IPEMA) certified.

Specifier Note: Article below should include specific protection and environmental conditions required during storage. Coordinate article below with Division 1 Product Requirements Section.

1.06 DELIVERY, STORAGE & HANDLING

A. General: Comply with Division 1 Product Requirement Section.

B. Delivery: Deliver materials in manufacturer's original, unopened, undamaged containers with identification labels intact.

C. Storage and Protection: Store materials protected from exposure to harmful environmental conditions and at a minimum temperature of 40 degrees F (4 degrees C) and a maximum temperature of 90 degrees F (32 degrees C).

Specifier Note: In article below, state physical or environmental limitations or criteria for installation such as weather, temperature, humidity, ventilation or illumination required for proper installation or application.

1.07 PROJECT/SITE CONDITIONS

A. Environmental Requirements: Install surfacing system when minimum ambient temperature is 40 degrees F (4 degrees C) and maximum ambient temperature is 90 degrees F (32 degrees C). Do not install in steady or heavy rain.

Specifier Note: Coordinate article below with Conditions of the Contract and with Division 1 Closeout Submittals (Warranty) Section. Use this article to require special or extended warranty or bond covering the work of this section.

1.08 WARRANTY

A. Project Warranty: Refer to Conditions of the Contract for project warranty provisions.

B. Manufacturer's Warranty: Submit, for Owner's acceptance, manufacturer's standard warranty document executed by authorized company official. Manufacturer's warranty is in addition to, and not a limitation of, other rights Owner may have under contract documents.

C. Proper drainage is critical to the longevity of the PlayBound Poured-in-Place surfacing system. Inadequate drainage will cause premature breakdown of the poured system in affected areas; and void the warranty.

Specifier Note: Coordinate subparagraph below with manufacturer's warranty requirements.

1. Warranty Period: Super-7 (when aromatic urethane for the top surface is specified): 7 years from date of completion of work. Extreme-10 (when aliphatic urethane for the top surface is specified): 10 years from date of completion of work. 2 years from date of completion of work when surface is in water play areas, pool surrounds or similar applications.

PART 2 PRODUCTS

Specifier Note: Retain article below for proprietary method specification. Add product attributes, performance characteristics, material standards and descriptions as applicable. Use of such phrases as "or equal" or "or approved equal" or similar phrases may cause ambiguity in specifications. Such phrases require verification (procedural, legal and regulatory) and assignment of responsibility for determining "or equal" products.

2.01 POURED-IN-PLACE PLAYGROUND SURFACING SYSTEM

Specifier Note: Retain or delete paragraph below per project requirements and specifier's practice.

A. Manufacturer: Surface America, Inc.

1. Contact: PO Box 157, Williamsville, NY 14231; Telephone: (800) 999-0555, (716) 632-8413; Fax: (716) 632-8324; E-mail: (JavaScript must be enabled to view this email address); website: <http://www.surfaceamerica.com>.

B. Proprietary Products/Systems. Poured-in-place playground surfacing system, including the following:

1. PlayBound Poured-In-Place Primer:

a. Material: Polyurethane.

2. PlayBound Poured-in-Place Basemat:

a. Material: Blend of 100% recycled SBR (styrene butadiene rubber) and urethane.

Specifier Note: The type of playground equipment determines the required basemat thickness, and the basemat thickness may be different at various locations on the playground site. Depending on ASTM F1292 requirements for critical fall height (4', 5', 6', 7', 8', 9' or 10' (1219, 1524, 1829, 2134, 2438, 2743 or 3048 mm)), select basemat thickness from options provided in subparagraph below (1 1/4", 1 1/2", 2", 2 1/2", 3", 3 1/2", 4" or 5" (31.75, 38, 51, 64, 76, 89 or 102 mm), respectively). Specify project requirements below and coordinate with working drawings.

b. Thickness: [1 1/4" (31.75 mm)] [1 1/2" (38 mm)] [2" (51 mm)] [2 1/2" (64 mm)] [3" (76 mm)] [3 1/2" (89 mm)] [4" (102 mm)] [5" (127mm)].

c. Formulation Components: Blend of strand and granular material.

3. PlayBound Poured-In-Place Top Surface:

a. Material: Blend of recycled EPDM (ethylene propylene diene monomer) rubber and aromatic or aliphatic urethane binder.

b. Thickness: Nominal 1/2" (12.7 mm), minimum 3/8" (9.5 mm), maximum 5/8" (15.9 mm).

c. Color: [Standard Combination - 50% Terra Cotta Red / 50% Black] [Standard Combination - 50% Beige / 50% Black] [Standard Combination - 50% Hunter Green / 50% Black] [Standard Combination - 50% Royal Blue / 50% Black] [Terra Cotta Red] [Primary Red] [Orange (indoor only)] [Pink] [Gold] [Beige] [Yellow] [Bright Green] [Army Green] [Hunter Green] [Teal] [Sky Blue] [Royal Blue] [Purple] [Pearl] [Eggshell] [Brown] [Light Gray] [Dark Gray] [Black] [Custom color (specify requirements)].

Specifier Note: Aliphatic urethane (Extreme-10) is recommended for certain colors (blue, teal, purple, pearl, eggshell and grays) because aromatic binder (Super-7) "yellows" slightly upon exposure to ultraviolet rays. Most of this thin layer of urethane wears off with foot traffic and weathering typically within two to six months. This characteristic applies industry-wide.

d. Dry Static Coefficient of Friction (ASTM D2047): 1.0.

e. Wet Static Coefficient of Friction (ASTM D2047): 0.9.

f. Dry Skid Resistance (ASTM E303): 89.

g. Wet Skid Resistance (ASTM E303): 57.

Specifier Note: Edit Article below to suit project requirements. If substitutions are permitted, edit text below. Add text to refer to Division 1 Project Requirements (Product Substitutions Procedures) Section.

2.02 PRODUCT SUBSTITUTIONS

A. Substitutions: No substitutions permitted.

Specifier Note: Specify proportions and procedures for site mixing materials. Mixing is the preparation of materials for use and is considered to be part of the manufacturing process.

2.03 MIXES

A. Required mix proportions by weight:

1. Basecoat: 16+% urethane (as ratio: 14% urethane divided by 86% rubber). 14% urethane, 86% rubber (based on entire rubber & urethane mix).

2. Top Surface: 22% urethane (ratio: 18% urethane divided by 82% rubber). 18% urethane, 82% rubber (based on entire rubber & urethane mix).

PART 3 EXECUTION

Specifier Note: Revise article below to suit project requirements and specifier's practice.

3.01 MANUFACTURER'S INSTRUCTIONS

A. Comply with the instructions and recommendations of the playground surfacing manufacturer.

Specifier Note: Specify actions to physically determine that conditions are acceptable to receive primary products of the section.

3.02 EXAMINATION

A. Substrate preparation must be in accordance with surfacing manufacturer's specification. New asphalt must be fully cured - up to 30 days. New concrete must be fully cured - up to 7 days.

B. Proper drainage is critical to the longevity of the PlayBound Poured-in-Place surfacing system. Inadequate drainage will cause premature breakdown of the poured system in affected areas; and void the warranty.

Specifier Note: Specify actions required to physically prepare the surface, area, or site or to incorporate the primary products of the section.

3.03 PREPARATION

A. Surface Preparation: Using a brush or short nap roller, apply primer to the substrate perimeter and any adjacent vertical barriers such as playground equipment support legs, curbs or slabs that will contact the surfacing system at the rate of 300 ft²/gal (7.5 m²/L).

Specifier Note: Coordinate article below with manufacturer's recommended installation requirements.

3.04 INSTALLATION

A. Do not proceed with playground surfacing installation until all applicable site work, including substrate preparation, fencing, playground equipment installation and other relevant work, has been completed.

B. Basemat Installation:

1. Using screeds and hand trowels, install the basemat at a consistent density of 29 pounds, 1 ounce per cubic foot (466 kg/m³) to the specified thickness.
2. Allow basemat to cure for sufficient time so that indentations are not left in the basemat from applicator foot traffic or equipment.
3. Do not allow foot traffic or use of the basemat surface until it is sufficiently cured.

C. Primer Application: Using a brush or short nap roller, apply primer to the basemat perimeter and any adjacent vertical barriers such as playground equipment support legs, curbs or slabs that will contact the surfacing system at the rate of 300 ft²/gal (7.5 m²/L).

D. Top Surface Installation:

1. Using a hand trowel, install top surface at a consistent density of 58 pounds, 9 ounces per cubic foot (938 kg/m³) to a nominal thickness of 1/2" (12.7 mm).
2. Allow top surface to cure for a minimum of 48 hours.
3. At the end of the minimum curing period, verify that the top surface is sufficiently dry and firm to allow foot traffic and use without damage to the surface.
4. Do not allow foot traffic or use of the surface until it is sufficiently cured.

Specifier Note: Specify provisions for protecting work after installation but prior to acceptance by the owner. Coordinate article below with Division 1 Execution Requirements Section.

3.05 PROTECTION

- A.** Protect the installed playground surface from damage resulting from subsequent construction activity on the site.

PlayBound™ Poured-in-Place 10-Part Specification



1. Product Name

PlayBound™ Poured-in-Place Playground Surfacing: Super-7 (when aromatic urethane for the top surface is specified) with a 7-year warranty & Extreme-10 (when aliphatic urethane for the top surface is specified) with a 10-year warranty.

2. Manufacturer

Surface America, Inc.
PO Box 157
Williamsville, NY 14231
(800) 999-0555
(716) 632-8413
Fax: (716) 632-8324
E-mail: JavaScript must be enabled to view this email address
<http://www.surfaceamerica.com>

3. Product Description

BASIC USE

PlayBound™ Poured-in-Place Playground Surfacing is designed for playgrounds.

COMPOSITION & MATERIALS

PlayBound™ Poured-in-Place surfacing is a 2-layer system consisting of a basemat of 100% post-consumer recycled SBR (styrene butadiene rubber) and polyurethane and a top surface consisting of recycled post-industrial EPDM (ethylene propylene diene monomer) rubber and aromatic or aliphatic urethane binder.

The type of playground equipment determines the required basemat thickness, and the basemat thickness may be different at various locations on the playground site. Depending on ASTM F1292 requirements for critical fall height 4', 5', 6', 7', 8', 9' or 10' (1.2, 1.75, 1.8, 2.1, 2.4, 2.7, 3.1, or 3.6 m), select basemat thickness from optional thicknesses 1 1/4", 1 1/2", 2", 2 1/2", 3", 3 1/2", 4", or 5" (31.75, 38, 51, 64, 76, 89, 102, or 127 mm), respectively. Specify project requirements and coordinate with working drawings.

Typical design edge details include:

- Loose fill poured-in-place crushed stone (contained)
- Loose fill poured-in-place concrete
- Flush poured-in-place
- Overrun poured-in-place
- Saw Cut poured-in-place

BASEMAT THICKNESSES

1 1/4", 1 1/2", 2", 2 1/2", 3", 3 1/2", 4", 5" (31.75, 38, 51, 64, 76, 89, 102, 127 mm)

TOP SURFACE THICKNESS

Nominal 1/2" (12.7 mm), minimum 3/8" (9.5mm), maximum 5/8" (15.9 mm)

TOP SURFACE COLORS

- Standard Combination - 50% Terra Cotta Red / 50% Black

-

Standard Combination - 50% Belge / 50% Black

-

Standard Combination - 50% Hunter Green / 50% Black

-

Standard Combination - 50% Royal Blue / 50% Black

-

Terra Cotta Red

-

Primary Red

-

Pink

-

Gold

-

Belge

-

Yellow

-

Bright Green

-

Army Green

-

Hunter Green

-

- Teal
- Sky Blue
- Royal Blue
- Purple
- Pearl
- Eggshell
- Brown
- Light Gray
- Dark Gray
- Black
- Orange (indoor only)
- Custom color combinations and graphics

LIMITATIONS

The following chemicals may cause damage to the playground surface and should be avoided: disinfectants, concentrated chlorine bleach, gasoline, diesel fuel, hydraulic and lubricating oils, acids and organic solvents.

Though not commonly used in water play areas, pool surrounds and similar applications, dissolved minerals and other chemicals (hydrochlorides) may cause surface discoloration over time. This condition, should it occur, is not considered to be a product failure.

A yellowish shading of the top surface will be noticeable when using standard aromatic urethane binder (Super-7 system) to encapsulate some colors of EPDM granules. This characteristic is industry-wide. An aliphatic urethane binder (Extreme-10 system), which does not produce this yellowish shading, is recommended. The specifier should seriously consider its use, especially with the following surface colors: blue, teal, purple, pearl, eggshell and grays. For indoor applications where variable exposure to UV (ultraviolet) light occurs through windows, use of the aliphatic binder is

recommended to ensure acceptable long-term aesthetic and visual consistency. Aliphatic binder must be used for water play areas.

4. Technical Data

APPLICABLE STANDARDS

ASTM International

- ASTM D412 Standard Test Methods for Vulcanized Rubber and Thermoplastic Rubbers and Thermoplastic Elastomers - Tension
- ASTM D624 Standard Test Method for Tear Strength of Conventional Vulcanized Rubber and Thermoplastic Elastomers
- ASTM D2047 Standard Test Method for Static Coefficient of Friction of Polish- Coated Floor Surfaces as Measured by the James Machine
- ASTM D2859 Standard Test Method for Flammability of Finished Textile Floor Covering Materials
- ASTM E303 Standard Test Method for Measuring Surface Frictional Properties Using the British Pendulum Tester
- ASTM F1292 Standard Specification for Impact Attenuation of Surface Systems Under and Around Playground Equipment
- ASTM F1951 Standard Specification for Determination of Accessibility of Surface Systems Under and Around Playground Equipment

APPROVALS

PlayBound Poured-In-Place Playground Surfacing is certified by the International Play Equipment Manufacturers Association (IPEMA). Contact manufacturer for information on approvals by major owners, agencies and other industry entities.

ENVIRONMENTAL CONSIDERATIONS

This system makes extensive use of recycled tire rubber as a major component.

PHYSICAL/CHEMICAL PROPERTIES

- Shock attenuation (ASTM F1292) Gmax - Less than 200
- Head injury criteria - Less than 1000
- Tensile strength (ASTM D412) - 60 psi (413 kPa)
- Tear resistance (ASTM D624) - 140%
- Water permeability - 0.4 gal/yd²/second
- Dry static coefficient of friction (ASTM D2047) - 1.0
- Wet static coefficient of friction (ASTM D2047) - 0.9
- Dry skid resistance (ASTM E303) - 89
- Wet skid resistance (ASTM E303) - 57 Required mix proportions by weight:

- Basemat - 16+% urethane (as ratio: 14% urethane divided by 86% rubber). 14% urethane, 86% rubber (based on entire rubber & urethane mix).
- Top Surface - 22% urethane (ratio: 18% urethane divided by 82% rubber). 18% urethane, 82% rubber (based on entire rubber & urethane mix).

Test reports and additional product information are available upon request.

FIRE PERFORMANCE

Flammability (ASTM D2859) - Pass

5. Installation

PREPARATORY WORK

Store materials protected from exposure to harmful environmental conditions and at a minimum temperature of 40 degrees F (4 degrees C) and a maximum temperature of 90 degrees F (32 degrees C).

Install surfacing system when minimum ambient temperature is 40 degrees F (1 degree C) and maximum ambient temperature is 90 degrees F (32 degrees C).

METHODS

Do not proceed with playground surfacing installation until all applicable site work, including substrate preparation, fencing, playground equipment installation and other relevant work, has been completed.

Substrate preparation must be in accordance with surfacing manufacturer's specification. New asphalt must be fully cured - up to 30 days. New concrete must be fully cured - up to 7 days.

Surface Preparation

Using a brush or short nap roller, apply primer to the substrate perimeter and any adjacent vertical barriers such as playground equipment support legs, curbs or slabs that will contact the surfacing system at the rate of 300 ft²/gal (7.5 m²/L).

Basemat Installation

Using screeds and hand trowels, install the basemat at a consistent density of 29 pounds,

10 ounces per cubic foot (475 kg/m³) to the specified thickness.

Allow basemat to cure for sufficient time so that indentations are not left in the basemat from applicator foot traffic or equipment. Do not allow foot traffic or use of the basemat surface until it is sufficiently cured.

Primer Application

Using a brush or short nap roller, apply primer to the basemat perimeter and any adjacent vertical barriers such as playground equipment support legs, curbs or slabs that will contact the surfacing system at the rate of 300 ft²/gal (7.5 m²/L).

Top Course Installation

Using a hand trowel, install basemat at a consistent density of 58 pounds, 9 ounces per cubic foot (938 kg/m³) to a nominal thickness of 1/2" (12.7 mm).

Allow top course to cure for a minimum of 48 hours. At the end of the minimum curing period, verify that the top course is sufficiently dry and firm to allow foot traffic and use without damage to the surface. Do not allow foot traffic or use of the surface until it is sufficiently cured.

Complete installation recommendations are available from the manufacturer.

PRECAUTIONS

Protect the installed playground surface from damage resulting from subsequent construction activity on the site.

BUILDING CODES

Current data on product compliance may be obtained from the manufacturer's technical support specialists.

6. Availability & Cost

AVAILABILITY

PlayBound Poured-in-Place Surfacing System is available through Surface America, Inc. Contact Surface America, Inc., for more information.

COST

Budget installed cost information may be obtained from Surface America, Inc.

7. Warranty

The standard warranty period is 7 years from date of completion of work when aromatic urethane is specified (Super-7 system), 10 years from date of completion of work when aliphatic urethane is specified (Extreme-10 system), 2 years from date of completion of work when surface is in water play areas, pool surrounds or similar applications. Contact Surface America, Inc. for more information on warranty terms.

8. Maintenance

Hose off entire playground surface to remove food, drink, sand, dirt and loose debris. A pressure washer may be used, but do not exceed 1500 psi (10 MPa) pressure or place nozzle closer than 12" (305 mm) to surface. While surface is still damp, apply a mild household or commercial cleaner to a small area using a sprayer. Scrub using a medium bristle brush. Repeat as necessary on heavily stained areas. Once entire surface has been cleaned, rinse using a garden hose with spray nozzle attachment. Complete maintenance recommendations are available from the manufacturer.

9. Technical Services

Surface America, Inc., works closely with the contractor to ensure the site is prepared and the installation is on schedule. For technical assistance, contact Surface America, Inc.

10. Filing System

Additional product information is available from Surface America, Inc., upon request.

PLAYBOUND™ TEST RESULTS

PlayBound™ Tiles

Critical Fall Height

1-3/4"	4'
2-3/8"	6'
3-3/8"	8'

UltraTiles

Critical Fall Height

2-1/2"	6'
4-1/4"	8'

PlayBound™ Poured-in-Place

Critical Fall Height

1-3/4	4'
2"	5'
2-1/2"	6'
3"	7'
3-1/2"	8'
4"	9'
4-1/2"	10'
5-1/2"	12'

PlayBound™ TurfTop with Infill

Critical Fall Height

4-1/2" (2" base/ 2-1/2" turf)	6'
5-1/2" (3" base/ 2-1/2" turf)	8'

PlayBound Non Infill Turf

Critical Fall Height

3-1/4" (1-1/2" base/ 1-3/4" turf)	4'
4" (2-1/4" base/ 1-3/4" turf)	5'
4-1/4" (2-1/2" base/ 1-3/4" turf)	6'
5-1/2" (3-3/4" base/ 1-3/4" turf)	8'



SURFACEAMERICA
I N C O R P O R A T E D

Resilient Surfacing from Recycled Rubber

PLAYGROUND SURFACE SYSTEM SEVEN YEAR WARRANTY

Scope of Warranty

Surface America, Inc. expressly warrants to the Owner that the materials supplied and installed per the purchase order agreement shall remain free from defects in workmanship and materials for a period of seven (7) years from the date of this Warranty.

This Warranty shall be pro-rated as follows:

- If at any time in years 1-5 of the Warranty a Warranty claim is made and determined to be valid, Surface America shall repair or replace the affected area without cost to the Owner.
- If a Warranty claim is made and determined to be valid in year 6 of the Warranty, Surface America shall repair or replace the affected area at a cost to the Owner of 30% of the repair cost.
- If a Warranty claim is made and determined to be valid in year 7 of the Warranty, Surface America shall repair or replace the affected area at a cost to the Owner of 60% of the repair cost.

Surface America, Inc. expressly warrants that if the surface is used as a playground it shall remain at or below 1000 HIC and 200 GMAX as tested in accordance with ASTM F1292 for a period of three (3) years from the date of this Warranty.

- Any repairs/replacements which are necessary as a result of the failure of the system to maintain 1000 HIC and 200 GMAX shall be covered for a period of three (3) years from the date of this Warranty

Owner's Compliance with Maintenance Manual

The Warranties stated above are subject to and conditioned upon the Owner's compliance with Surface America, Inc's maintenance procedures.

Exclusions from Warranties

The Warranties stated above exclude damage due to:

- Improper or faulty subsurface preparation
- Shrinkage (which is an inherent characteristic of elastic rubber)
- Normal wear and tear
- Slight color variations
- Improper snow removal

- Neglect, abuse, deliberate act, accident, or vandalism
- Act of God, casualty
- Vehicular traffic
- Improper dry cleaning fluids
- Improper cleaning methods and/or cleaning methods not sanctioned by SURFACE AMERICA, INC.

Warranty Claims Procedure

All warranty claims must be made in writing and sent with photographs to Surface America, Inc., at the address listed below, within thirty (30) days after Owner has or should have knowledge of the alleged defect. Within a reasonable time of receipt of notice, Surface America, Inc. shall have the opportunity to inspect the site and investigate the affected area, including the right to take any photographs and/or tests of the area. Any repair or replacement work performed by a party other than Surface America, Inc. shall invalidate this Warranty and terminate any further obligation of Surface America, Inc.

Limitations and Exclusions of Warranty/Remedy

If an area of the surface is determined to be covered by this Warranty, Surface America, Inc.'s obligations under this Warranty shall be to repair or replace the area. The remedy of repair or replacement shall be the Owner's sole and exclusive remedy. Except in the case of personal injury, Surface America, Inc. shall not be liable for consequential damages. In no event shall Surface America, Inc. be liable for incidental or punitive damages.

This Warranty shall be of no force and effect if Surface America, Inc. is not paid in full for the System and Surface America, Inc.'s obligations under this Warranty are expressly contingent upon Surface America, Inc. being paid in full for the System. Surface America, Inc. must be paid at least 90% of its contract balance within one hundred twenty (120) days of the substantial completion of its work and fully paid within one year of the substantial completion of its work, or when the retainage is due by Contract. In the event that repairs are required which would otherwise be covered under the Warranty but for non-payment, Surface America, Inc. and the Owner may mutually agree that Surface America, Inc. shall perform such repairs on a pre-pay basis.

NO OTHER WARRANTIES OR REPRESENTATIONS, EXPRESS OR IMPLIED AS TO MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE OR OTHERWISE ARE MADE AND ALL OTHER WARRANTIES EXCEPT AS EXPRESSLY STATED HEREIN ARE DISCLAIMED.

This Warranty is issued by Surface America, Inc. in the State of New York and shall be governed by and interpreted in accordance with the laws of the State of New York.

DATE : _____

SIGNATURE: _____
on the behalf of SURFACE AMERICA, INC.

PROJECT: _____

SURFACE AMERICA

PlayBound Poured-in-Place Maintenance General Guidelines (Outdoors)

WARNING: READ ALL INSTRUCTIONS BEFORE CLEANING

A. Monthly Maintenance Cleaning

1. Hose off entire surface to remove food, drink, and loose debris. A pressure washer may be used at a setting not to exceed 1500 psi. Do not place the spray nozzle closer than 12 inches to the surface. Note: Repeat process on an as-needed basis.
2. **ISOLATED STAINS:** On heavily stained isolated spots, while surface is still damp from hosing, apply a sufficient amount of a mild household or commercial detergent for adequate coverage using a hand-held spray bottle. Scrub thoroughly with a 10 inch medium basine bristle scrub brush. Repeat as necessary on extremely tough stains. It is at the owner's discretion how often to repeat the process on extremely tough stains.
3. **GENERAL AREA CLEANING:** While surface is still damp from hosing, apply a mixture of full strength mild household or commercial detergent and water using a garden pump sprayer to an area approximately 4 foot by 4 foot in size. Be sure to follow directions for use on the cleaner you choose from your local supplier. Scrub using the basine 10 inch medium bristle scrub brush. Repeat this process until entire surface has been completely and thoroughly cleansed.
4. Once the entire surface area has been cleaned, rinse thoroughly using a garden hose with attachment.

B. For Best Results

1. Perform cleaning during early morning or late afternoon so the cleaner will have time to react without evaporating.
2. Area to be cleaned must be slightly damp prior to applying cleansing solution.
3. Clean only a small 4 foot by 4 foot area at a time making sure it is thoroughly scrubbed to eliminate the possibility of dirty spots and/or streaking caused by areas missed while scrubbing.

4. It shall be at the owner's discretion whether to remove stains on a less than annual basis. The owner acknowledges that a stain may become more difficult or even impossible to remove if not addressed immediately.
5. This procedure provides no guarantee of stain removal.

C. Recommended Cleaning Aids For General Cleaning of Surface

1. Mild household or commercial detergent (check with your local supplier).
2. Hand spray bottle.
3. One 1/2 gallon garden pump sprayer.
4. 10 inch medium bristle scrub brush.
5. Garden hose with spray nozzle.
6. Pressure washer recommended (1500 psi maximum).

NOTE: The following chemicals can cause potential damage to the Surface America surface and should be avoided: disinfectants, concentrated bleach, gasoline, diesel, hydraulic and lubricating oils, weak acids and organic solvents.

Use only a "Basine" straw scrub brush and/or attachment on the Surface America surface. **NEVER USE A STEEL OR HARD PLASTIC BRUSH ON MANUAL OR ELECTRIC CLEANING UNITS.** Failure to read and follow instructions explicitly will result in damage to the surface and termination of the Surface America warranty.

PlayBound Poured-in-Place Maintenance Guidelines (Indoors)

WARNING: ALSO READ OUTDOOR INSTRUCTIONS BEFORE CLEANING

A. WEEKLY (or Bi-Weekly as needed) Maintenance Cleaning

1. Damp mop as much surface as possible.
2. Isolate stains: Use a basine straw (medium bristle) brush. Apply a mild household or commercial detergent.

3. In addition to weekly cleaning, a commercial carpet shampooer may be used for a more a more detailed cleaning.
4. Excess water should be vacuumed up immediately to prevent standing water or damp spots.
5. Drying time may vary depending on temperature and humidity.

B. Quarterly (or Monthly as needed) Maintenance Cleaning

1. A carpet shampoo/cleaner may be used for a thorough cleaning.

DO NOT USE ANY STEAMING OR HOTSY MACHINES FOR CLEANING AS HOT WATER MAY CAUSE DELAMINATION OF SURFACE.

Adherence to all of the above requirements will ensure maximum longevity and help maintain the original appearance of your Surface America surface. Please contact Surface America with any questions.

Cleaners/ supplies suggested for specific problem areas:

Use the Right Cleaner for Problem Deposits

Bird Droppings or Other Excrement

Wear disposable gloves. Do not attempt to loosen any dry excrement that is stuck to the surfacing, as this could cause disease-causing fungus in the deposition to become air-borne. Remove any loose excrement.

Scrub deposits with dampened Bon Ami™, Borax™ or STPP and then wash with a Borax™ or STPP solution.

Soak up residue with disposable rags. Disinfect by spraying hydrogen peroxide on affected area. Let stand for at least two minutes and then spray again with vinegar. Let stand for an additional two minutes. Soak up residue with disposable rags. Double-rinse with clean water. (Do not mix hydrogen peroxide and vinegar together. Do not mix these together; spray separately for best results.)

Blood

Wear disposable gloves. Disinfect by spraying hydrogen peroxide on affected area. Let stand for at least two minutes and then spray again with vinegar. Let stand for an additional two minutes. Soak up residue with disposable rags. Double rinse with clean water.

Chewing Gum

Apply dry ice (regular ice isn't as effective) to freeze the gum and chip it from the surface and remove it.

Gasoline

Wash with a detergent and water. Soak up with disposable rags. Double rinse with clean water.

Grass Stains

Apply orange oil cleaner. Work in and soak up with disposable rags. Double rinse with clean water.

Moss / Algae / Mildew / Mold

Saturate with hydrogen peroxide and let stand for at least five minutes. Repeat using vinegar. Soak up with disposable rags. Double rinse with clean water.

Scuff Marks

Scrub with dampened Bon Ami™, Borax™, or STPP. Double rinse with clean water.

Soda or Juice

Saturate with Formula 407™. Work in and soak up with disposable rags. Then wash with a liquid detergent, Borax™ or STPP solution. Double rinse with clean water.

Tar / Crayon / Lipstick / Tree Sap / Motor Oil / Grease

Apply one or more of the following: orange oil cleaner, Goop™, or Formula 407™. Work in and soak up with disposable rags. Then scrub with dampened Bon Ami™, Borax™ or STPP. Double rinse with clean water.

Urine / Vomit / Nasal Discharge

Wear disposable gloves. Wash with a Borax™ or STPP solution. Soak up residue with disposable rags. Disinfect by spraying on hydrogen peroxide and let stand for at least two minutes, then

spraying again with vinegar and let stand for an additional two minutes. (Do not mix these together. Spray separately for best results.) Soak up residue with disposable rags. Double rinse with clean water.

Avoid harmful solvents and cleaning products

The following are effective cleaning agents but they are not recommended on most unitary safety surfaces. They may be detrimental to the surfacing because, over time, they could break down the polyurethane binding component and may lead to de-plasticization of the EPDM rubber. Most are not environmentally friendly. Some also change the appearance of the cleaned area compared to the rest of the surface, or make the surface very slippery:

Acetate Ammonia Benzene Carbon tetrachloride

**Chlorine Bleach Glycerin Lighter fluid Mineral
Spirits**

Naphtha Petroleum distillates Turpentine WD40

Petroleum Jelly

The information provided here is condensed from Maintaining Safe Play, the course manual of the new NPSI Playground Maintenance Service Program.

Maintenance for Snow and Ice Conditions

To remove ice or snow we recommend using ELS Safe Ice Melt (a Calcium Chloride free product).

CITY COUNCIL MEETING: June 5, 2017

AGENDA ITEM NUMBER: _____

TO: MAYOR CLARK AND CITY COUNCIL MEMBERS

**THROUGH: CHRIS EPPLEY
CITY MANAGER**

**FROM: BILL LAWYER
PUBLIC WORKS DIRECTOR**

SUBJECT: WELL ABANDONMENT

DATE: May 23, 2017

BACKGROUND:

The adopted 2012 Water Master Plan Update Capital Improvement Program includes a project to abandon the existing well at the Lauderback well site. This well does not meet the current standards for domestic water well construction and has been out of service for a few years. Staff and the consulting engineer for the Water Master Plan update evaluated the opportunity for a replacement well at this site and determined it was not feasible due to access constraints and available space on the site for a new well.

Quotes were requested from four well drilling companies and only one response was received. The primary reason only one response was received is due to the access and other site constraints. Three of the companies contacted did not have the necessary equipment available to abandon this well. Schneider Water Services submitted a bid of \$25,890.00

FISCAL IMPACT:

Funds for this project are included in the FY 2106/2017 Water Facility Replacement Fund line 21.

RECOMMENDATION:

Staff recommends the City Council adopt the attached resolution authorizing the City Manager to enter into a contract with Schneider Water Services in the amount of \$25,890.00 for the Removal and Abandonment of Lauderback well.

Please contact me with any questions or concerns.

CITY COUNCIL, CITY OF KEIZER, STATE OF OREGON

Resolution R2017-_____

AUTHORIZING THE CITY MANAGER TO SIGN CONTRACT
WITH SCHNEIDER WATER SERVICES FOR REMOVAL AND
ABANDONMENT OF LAUDERBACK WELL

WHEREAS, the abandonment of the Lauderback well is identified in the adopted
Water Master Plan Update;

WHEREAS, the City solicited bids for this project and only one bid was received
from Schneider Water Services for a total amount of \$25,890.00;

NOW, THEREFORE,

BE IT RESOLVED by the City Council of the City of Keizer that the City Manager
is hereby authorized to sign the attached contract with Schneider Water Services for
removal and abandonment of Lauderback well for \$25,890.00. Funding for this project
is from the Water Facility Replacement Fund.

BE IT FURTHER RESOLVED that this Resolution shall take effect immediately
upon the date of its passage.

PASSED this _____ day of _____, 2017.

SIGNED this _____ day of _____, 2017.

Mayor

City Recorder

CONTRACT
FOR
REMOVAL AND ABANDONMENT OF LAUDERBACK WELL

THIS AGREEMENT, made this ____ day of _____, 2017, by and between the City of Keizer, an Oregon municipal corporation, hereinafter called "Owner", and Schneider Water Services, an Oregon corporation, hereinafter called "Contractor".

WITNESSETH THAT: In consideration of the mutual covenants and conditions hereinafter set forth, the Owner and Contractor hereby agree as follows:

1. **WORK BY CONTRACTOR.** The Contractor shall provide all labor and materials to provide the services described in Exhibit "A" (Attachment "A" may include Contractor's Proposal, Scope of Services, and Contractor's SEI Terms – 5/1/12) attached hereto and by this reference incorporated herein.
2. **TIME OF COMPLETION.** The Contractor shall complete all aspects of the project no later than June 30, 2017.
3. **CONTRACT SUM.** The Contract Sum is Twenty-Five Thousand, Eight Hundred and Ninety Dollars (\$25,890.00).
4. **PAYMENTS.** When final completion of the work has been achieved, Contractor shall prepare for Owner's acceptance a final application for payment stating that to the best of Contractor's knowledge, and based on Owner's inspections, the work has reached final completion in accordance with the Contract Documents. Payment of the Contract Sum shall be made to Contractor within twenty (20) days after acceptance of the work by Owner and Contractor's submittal of the final application for payment.

If the work has been substantially completed and full completion thereof is materially delayed through no fault of the Contractor and the Public Works Director so certifies, the Owner shall, upon the certificate of the Public Works Director, and without terminating the Contract, make payment for the balance due for that portion of the work fully complete and accepted, less a retained amount equal to five percent (5%) of the amount requested.

5. **PAYMENTS WITHHELD.** Owner may withhold, or on account of subsequently discovered evidence, nullify the whole or part of any estimate to such extent as may be necessary to protect the Owner from losses on account of:
 - a. Defective work not remedied within a reasonable time after written notice.
 - b. Claims filed or reasonable evidence indicating probable filing of claims.
 - c. Failure of the Contractor to make payments properly to subcontractors or for material or labor.

- d. A reasonable doubt that the Contract can be completed for the balance then unpaid.
- e. Damage to the site, adjacent public or private property, or to another contractor.
- f. Failure of the Contractor to keep Contractor's work progressing in accordance with Contractor's time schedule.

When the above grounds are removed, payment shall be made for amounts withheld because of them.

- 6. **CHANGES.** Contractor may request and/or Owner may order changes in the work or the timing or sequencing of performance of the work that impacts the Contract Price or the Contract Time. All such changes in the work that affect Contract Time or Contract Price shall be formalized in a Change Order. Acceptance of the Change Order and any adjustment in the Contract Price and/or Contract Time must be signed by all parties.
- 7. **NOTICES.** Any written notices permitted or required by this Contract shall be deemed given when personally delivered, or three days after deposit in the United States mail, postage fully prepaid, addressed to the parties as set forth below or such other address as either party may provide to the other by notice given in accordance with this provision.

OWNER:

Bill Lawyer
Public Works Director
City of Keizer
930 Chemawa Road NE
PO Box 21000
Keizer, OR 97307

CONTRACTOR:

Schneider Water Services
21881 River Road NE
St. Paul, OR 97137

- 8. **LICENSES AND PERMITS.** Contractor shall secure and pay for all fees and permits required for the project, if any. Contractor shall comply with all laws, ordinances and regulations, (Federal, State, or local) which may be applicable to the project to be conducted hereunder.
- 9. **RESPONSIBILITY OF PUBLIC WORKS DIRECTOR.** The term "Public Works Director" herein shall be Bill Lawyer, or his duly authorized representative. The Public Works Director shall have full authority to interpret the plans and specifications and shall determine the amount, quality, and acceptance of the work and supplies to be paid for under this Contract. It shall be the duty of the Public Works Director to enforce the specifications in a fair and unbiased manner, although he has the right to waive any term of the specifications if that term is found to be unreasonable and inconsistent with the general spirit of the specifications.

10. **WAIVER.** It is expressly understood and agreed that any waiver granted by the Public Works Director or the Owner of any term, provision or covenant of this Contract shall not constitute a precedent nor breach of the same of any other terms, provisions, or covenants of this Contract. Neither the acceptance of the work by Owner nor the payment of all or any part of the sum due the Contractor hereunder shall constitute a waiver, by the Owner, of any claim which the Owner may have against the Contractor.

11. **LIABILITY INSURANCE.** The Contractor shall procure and maintain ongoing and completed liability insurance as hereinafter specified at Contractor's own expense. All such insurance shall be subject to the approval of the Owner for adequacy of protection and shall include a provision preventing cancellation without ten (10) day's prior notice to the Owner in writing. Contractor must provide the Owner with a certificate of insurance and endorsement evidencing the insurance within five (5) days from Contractor's execution of this Contract. Contractor shall not commence work until the required evidence has been delivered to Owner. The endorsement must insure the City of Keizer as an additional insured. "The City of Keizer" includes its officers, agents, contractors, and employees. The liability insurance required is as follows:

- a. Contractor's General Public Liability and Property Damage Insurance issued to the Contractor and protecting him from all claims for personal injury including death, and all claims for destruction of or damage to property, arising out of or in connection with any operations under this Contract, whether such operations be by himself or by any subcontractor under him, or anyone directly or indirectly employed by the Contractor or by a subcontractor under him.

All such insurance shall be written with a limit of liability of not less than \$1,000,000 for all damages arising out of bodily injury, including death, at any time resulting therefrom, sustained by any one person in any one accident; a limit of liability of not less than \$2,000,000 for any such damages sustained by two or more persons in any one accident; a limit of liability of not less than \$1,000,000 for all damages arising out of injury or destruction of property, damages arising out of injury or destruction of property, (including property of the City) in any one accident; and a limit of liability of not less than \$2,000,000 for all damage arising out of injury to or destruction of property, including property of City, during the policy period.

- b. Automobile Liability Insurance with a limit of liability of not less than \$1,000,000 issued to Contractor and protecting him from all claims arising out of or in connection with any operations under this Contract, whether such operations be by himself or by any subcontractor under him, or anyone directly or indirectly employed by Contractor or by a subcontractor under him.

12. **WORKERS COMPENSATION INSURANCE.** The Contractor shall procure and maintain, at Contractor's own expense, during the life of this Contract, in accordance with the provision of the laws of the state of Oregon, Workman's Compensation Insurance for all of Contractor's employees at the site of the project and in case any work is sublet, the Contractor shall require such subcontractor similarly to provide Workman's Compensation Insurance for all of its employees unless such employees are covered by the protection afforded by the Contractor. Certificates evidencing the issuance of such insurance shall be filed with the Owner within five (5) days after execution of this Contract.

13. **INDEMNITY.** The Contractor shall indemnify and defend the Owner, the Owner's agents and employees from and against all losses and all claims, demands, payments, suit actions, recoveries, and judgment of every nature and description brought or recovered against them by reason of any act or omission of the said Contractor, Contractor's agents, or employees, in the execution of the work or in guarding the same.

14. **PROTECTION OF WORK AND PROPERTY.** The Contractor shall continuously maintain adequate protection of all Contractor's work and materials from damage or theft and shall protect the Owner's property and all adjacent property from injury or loss arising in connection with the activities under this Contract. The Contractor shall make good any such damage, injury, or loss, except such as may be due to errors in the Contract documents or such as may be caused by agents or employees of the Owner.

The Contractor shall take, use, provide, and maintain all necessary precautions, safeguards, and protection to prevent accidents, or injury to persons or property on, about, or adjacent to the work site, warning against any hazards created by the work being done under this Contract. Contractor shall designate a responsible member of Contractor's organization on the work, whose duty shall be the prevention of accidents, and the name of the person so designated shall be reported to the Owner in writing. In any emergency affecting the safety of life, or of the work or adjoin property, the Contractor, without special instruction or authorization from the Owner, is hereby permitted to act, at Contractor's discretion, to prevent such threatened loss or injury, and Contractor must take such action if so instructed or authorized by the Owner. The Contractor shall also protect adjacent property as required by law.

Contractor shall promptly, as due, make payment to any person, co-partnership, association or corporation furnishing medical, surgical, and hospital care or other needed care and attention, incident to sickness or injury, to the employees of such Contractor and sums of which the Contractor agrees to pay for such services and all moneys and sums which the Contractor has collected or deducted from the wages of personnel pursuant to any law, contract or agreement for the purpose of providing or paying for such services.

15. SAFETY MEASURES. Contractor agrees that Contractor and Contractor's employees will comply with all OSHA regulations applicable to the work being performed. Contractor agrees that all personnel must wear safety vests at all times and use safety cones as required.

16. INSPECTION. Owner and his representative shall at all times have access to the work during its construction, and shall be furnished with every reasonable facility for ascertaining that the stock and materials used and employed, and the workmanship are in accordance with the requirements and intentions of the specifications. All work done and all materials furnished shall be subject to inspection and approval.

The inspection of the work shall not relieve the Contractor of any of Contractor's obligations to fulfill the Contract in full and as prescribed. Defective work shall be made good and unsuitable material shall be rejected, notwithstanding that such defective work and material may have been previously overlooked and accepted on estimates for payment. No work shall be done at night without the prior written approval of Owner.

17. DEFECTIVE WORK OR MATERIAL. The Contractor shall promptly remove from the premises all work and materials condemned by Owner as failing to conform to the Contract, whether incorporated or not, and the Contractor shall promptly replace and re-execute Contractor's own work in accordance with the Contract and without expense to the Owner and shall bear the expense of making good all work of other contractors destroyed or damaged by such removal or replacement.

18. LIENS. Contractor shall not permit any lien or claim to be filed or prosecuted against the City of Keizer, Oregon or the private property owner, in connection with this contract and agrees to assume responsibility should such lien or claim be filed. If at any time there shall be evidence of any lien or claim for which the Owner might become liable and which is chargeable to the Contractor, the Owner shall have the right to retain out of any payment then due or thereafter to become due, an amount sufficient to provide complete indemnification against such lien or claim. In the event the Owner has already paid to the Contractor all sums due under this Contract or the balance remaining unpaid is insufficient to protect the Owner, the Contractor shall be liable to the Owner for any loss so sustained.

19. OWNER'S RIGHT TO TAKE OVER THE WORK. If the Contractor should be adjudged as bankrupt, or if it should make a general assignment for the benefit of its creditors, or if a receiver should be appointed to take over its affairs, or if it should fail to prosecute its work with due diligence and carry the work forward in accordance with its work schedule and the time limits set forth in the Contract documents, or if it should fail to substantially perform one or more of the provisions of the Contract documents to be performed by it, the Owner may serve written notice on the Contractor stating its intention to exercise one of the

remedies hereinafter set forth and the grounds upon which the Owner bases its right to exercise such remedy.

In any event, unless the matter complained of is satisfactorily corrected within ten (10) days after service of such notice, the Owner may, without prejudice to any other right or remedy, exercise one of the following such remedies, at once, having first obtained a certificate from the Public Works Director that sufficient cause exists to justify such action.

- a. The Owner may terminate the services of the Contractor, which termination shall take effect immediately upon service of notice thereof on the Contractor, whereupon Owner may itself take over the work, take possession of and use all materials, tools, equipment and appliances on the premises and prosecute the work to completion by such means as it shall deem best. In the event of such termination of its service, the Contractor shall not be entitled to any further payment under this Contract until the work is completed and accepted. If the Owner takes over the work and if the unpaid balance of the Contract price when the Owner takes over the work exceeds the cost of completing the work, including compensation for any damages or expenses incurred by Owner through the default of the Contractor, such excess shall be paid to the Contractor. In such event, if such costs, expenses and damages shall exceed such unpaid balance of the Contract price, the Contractor shall pay the difference to the Owner. Such costs, expenses, and damages shall be certified by the Public Works Director.
- b. The Owner may take control of the work and either make good the deficiencies of the Contractor itself or direct the activities of the Contractor in doing so, employing such additional help as the Owner deems advisable. In such event, the Owner shall be entitled to collect from the Contractor, or to deduct from any payment then or thereafter due the Contractor, the cost incurred by it through the default of the Contractor, provided the Public Works Director approves the amount thus charged to the Contractor.

The above remedies are in addition to any other remedies allowed by law or equity.

20. **CONTRACTOR'S RIGHT TO STOP OR TERMINATE CONTRACT.** If the work shall be stopped under an order of any court or other public authority for a period of no less than three (3) months through no act or fault of the Contractor or of any one employed by it, then the Contractor may on seven (7) days written notice to the Owner stop work or terminate this Contractor and recover from the Owner payment for all work executed to the date of stoppage, any losses sustained from any plant or material, and a reasonable profit. If the Public Works Director shall fail to issue any certificate for payment within ten (10) days after it is due, or if the Owner shall fail to pay the Contractor within fifteen (15) days after its maturity and presentation to the Owner any sum certified by the Public Works Director, then the Contractor may, on seven (7) days written notice to Owner, terminate

the Contract and recover from the Owner payment for all work executed to date, any losses sustained upon any plant for material, and a reasonable profit.

21. DELAYS AND EXTENSION OF TIME. If the Contractor is delayed at any time in the progress of the work by an act or neglect of the Owner, or any employee of Owner, or by any separate contractor employed by the Owner, or by changes ordered in the work, or by strike, lockouts, fire, unusual delay in transportation, unavoidable casualties, or any cause beyond the Contractor's control, or by delay authorized by the Public Works Director, or by any cause which the Public Works Director shall decide to justify the delay, then the time of completion shall be extended for such reasonable time as the Public Works Director may decide.

No such extensions shall be made for a delay occurring more than seven (7) days before claim therefore is made in writing to the Public Works Director. In the case of a continued cause of delay, only one claim is necessary. This section does not exclude the recovery of damages for delays by either party under other provisions in the Contract documents.

22. ACCEPTANCE. Final inspection and acceptance of the work shall be made by the Owner and local appointed authority. Such inspection shall be made as soon as practical after the Contractor has notified the Owner in writing that the work is ready for such inspection.

23. GUARANTEE. Contractor agrees to guarantee all work under this contract for a period of one (1) year from the date of final acceptance thereof. If any unsatisfactory condition or damage develops within the time of this guarantee due to materials or workmanship which were defective, inferior, or not in accordance with the Contract, Contractors agrees, whenever notified by Owner, to immediately place such guaranteed work in a condition satisfactory to Owner and make repairs of all damage made necessary in the fulfillment of the guarantee. This provision shall survive termination of this Contract.

24. DISPUTE RESOLUTION.

- (a) Any dispute arising out of or in connection with this Agreement, which is not settled by mutual agreement of the Contractor and the Owner within sixty (60) days of notification in writing by either party, shall be submitted to an arbitrator mutually agreed upon by the parties. In the event the parties cannot agree on the arbitrator, then the arbitrator shall be appointed by the Presiding Judge (Civil) of the Circuit Court of the State of Oregon for the County of Marion. The arbitrator shall be selected within thirty (30) days from the expiration of the sixty (60) day period following notification of the dispute. The arbitration, and any litigation arising out of or in connection with this Agreement, shall be conducted in Salem, Oregon, shall be governed by the laws of the State of Oregon, and shall be as speedy as reasonably possible. The applicable arbitration rules for the Marion County courts shall apply unless the parties agree in writing to other rules. The arbitrator shall render a decision within forty-five (45) days of the first meeting with the Contractor and

the Owner. Insofar as the Contractor and the Owner legally may do so, they agree to be bound by the decision of the arbitrator.

- (b) Notwithstanding any dispute under this Agreement, whether before or during arbitration, the Contractor shall continue to perform its work pending resolution of a dispute, and the Owner shall make payments as required by the Agreement for undisputed portions of work.

25. **ASSIGNMENT.** Neither Owner nor Contractor shall assign its interest in this Contract without the written consent of the other except as to the assignment of proceeds. The terms and conditions of this Contract shall be binding upon both parties, their partners, successors, assigns and legal representatives. Neither party to this Contract shall assign the Contract as a whole without written consent of the other.

26. **INDEPENDENT CONTRACTOR STATUS.** The service or services to be performed under this Contract are those of an independent contractor as defined in ORS 670.600. Contractor represents and warrants that it is not an officer, employee or agent of the Owner. Contractor is not entitled to, and expressly waives all claim to City benefits including, but not limited to health, life, and disability insurance, overtime pay, paid leave, and retirement.

27. **GOVERNING LAW.** This Contract shall be governed by the laws of the State of Oregon.

28. **SEVERABILITY.** Any provision or part of this Contract held to be void or unenforceable under any law or regulation shall be deemed stricken, and all remaining provisions shall continue to be valid and binding upon Owner and Contractor. Owner and Contractor agree that this Contract shall be amended to replace such stricken provision or part thereof with a valid and enforceable provision that comes as close as possible to expressing the intention of the stricken provision.

29. **COMPLIANCE.** The Contractor shall comply with and require its subcontractors to comply with all applicable provisions of Federal, State and local statutes, ordinance, orders, rules, regulations, and all other specifications and provisions as contained within these Contract documents.

30. **INCORPORATION; PRECEDENCE.** The Exhibits, if any, attached to this Contract are incorporated herein as if fully set forth in this Contract. If any provision of any Exhibit conflicts with the provisions of this Contract, the terms of this Contract shall govern.

IN WITNESS WHEREOF, the parties hereto have caused these presents to be executed the day and year first above written.

CITY OF KEIZER

SCHNEIDER WATER SERVICES

By: _____
Christopher C. Eppley,
City Manager

By: 
Vice President

APPROVED AS TO FORM:

Keizer City Attorney

Exhibit “A”

Removal and Abandonment of Lauderback Well Scope of Services

1. Obtain appropriate permits to remove pump and abandon well of Lauderback well.
2. Mobilize and demobilize pump rig, perforator, pipe, grout equipment, air compressor, etc. to/from 6180 Lauderback St NE work site.
3. File start card and well log.
3. Perform all work required to remove pump and abandon the Lauderback well pursuant to all applicable regulations. The City is dependent on Contractor's expertise and experience in this regard.
4. Proper disposal of pump.
5. Properly dispose of any other waste material from project.
7. Comply with appropriate Erosion Prevention and Sediment Control and obtain satisfactory final inspection from the City of Keizer.

WELL DRILLING
PUMPS • CONTROLS
SALES & SERVICE

ST. PAUL, OR
(503) 633-2666



SINCE 1945
OR CCB No. 39265
WA SCHNEBI940R8

RICHLAND, WA
(509) 943-0331

21881 River Road NE • St. Paul, OR 97137

www.schneiderwater.com

PROPOSAL TO:

City of Keizer

Attn: Pat Taylor

taylorp@keizer.org

503-856-3560

DATE: April 26, 2017

PAGE: 1

site: 6180 Lauderback St. NE

Item #	DESCRIPTION	Unit	Estimated Quantity	Unit Price	Estimated Amount
Remove pump & abandon Lauderback well - MARI 5200					
1	Mob / demob pump rig, perforator, pipe, grout equipment, air compressor, etc. Includes filing start card and well log.	LS	1	\$25,890.00	\$ 25,890.00
	Also includes disposal of pump.				
NOTE: Assumes no abnormal difficulties with pump removal and no slough, cave, bridge or defective casing in well. Limbing of nearby tree allowed.					Total \$ 25,890.00

SEI TERMS - 5/1/12 apply and copy received. Parties agree that all terms are conspicuous.

Proposal good for 30 days except for all steel items which are subject to price adjustment at any time.

SEI TERMS – 5/1/12

1. The terms “Contractor” and “Owner” refer to the parties between which an agreement is entered that includes these SEI Terms physically or by reference. Specifically, “Contractor” is Schneider Equipment, Inc., also doing business as Schneider Water Services, and “Owner” is the other party or parties.
2. All underground utilities must be located in a timely manner prior to any excavation. Owner accepts full responsibility for timely coordinating, locating, and proper marking of the location of any underground utilities in the entire work area.
3. Generally, water supply wells must be located at least 50 feet from any septic tank, closed sewage or storm drainage system (except those in or underneath a building), confined animal feeding or holding area, confined animal feeding or holding area, or animal waste holding area such as a pond or lagoon; 100 feet from any septic drain line or sewage disposal structure or facility or sewage sludge disposal area; and 500 feet from a hazardous waste storage, disposal or treatment unit. Rain water gutter downspouts and drains are exempt from these setbacks. Owner accepts full responsibility for proper location of the well.
4. Water supply wells will be constructed in accordance with State well construction rules and all other work is intended to comply with State and local codes. Geologic, hydrologic, physical and/or unforeseen conditions and/or events sometimes result in a change in the estimated or planned approach to the work. Owner recognizes the need to comply with government rules and codes, and to timely deal with these conditions. Owner authorizes Contractor to adjust the work to comply with rules and codes and to deal with geologic, hydrologic, physical and unforeseen conditions.
5. Unless otherwise specified, during well construction, only the minimum well test required by the State well construction standards will be provided (one-hour yield test usually with air for water supply wells).
6. Contractor may construct a pit(s) as required for drilling and may discard associated drill cuttings, water, and drill fluid around the drill site at such place and in such manner as Contractor elects. Owner is responsible for any offsite disposal, on-site containment (e.g. silt fencing, bales, containers, etc.), and/or additional management of drill cuttings, drill fluids and water. Contractor will not be obligated to backfill pit(s) or remove said discarded materials.
7. Security fencing may be advisable or required. Unless otherwise specifically stated in the proposal/estimate, it is not included in the costs. Any costs associated therewith are the responsibility of the Owner.
8. Owner agrees to provide and maintain an acceptable site area including ingress and egress for all equipment, pits and/or disposal required. Any costs associated with towing Contractor's owned or rented equipment to, from, or at the site because of site access or area conditions will be paid by owner.

9. Owner agrees to make water for drilling and hole stability available within 100 feet of the well with an acceptable flow and pressure, unless otherwise negotiated.
10. Neither the Owner, Owner's agent, nor the Contractor warrants the presence of ground water in any quantity, or of any specific kind or quality. Contractor does not agree to find or develop water nor represent, warrant or guarantee the quantity, quality, or kind of water, if any, which may be encountered or developed or produced from a well or other source.
11. Work will be done on the unit price basis unless otherwise noted. Payment will be made for the actual units of work and materials incorporated in the project, not for the estimated quantities. In the event of mathematical errors, the unit price (including established, applicable add-ons) prevails; i.e. the unit price multiplied by the quantity used will determine each line item amount. The sum of all the line item amounts will then result in the total amount due if timely paid.
12. Acceptance of the proposal/estimate/contract/agreement to which these SEI Terms are attached, referenced, or applicable, consummates a construction contract. Said contract is not for the construction, alteration, repair, maintenance, moving or demolition of a building that is subject to the Low-Rise Residential Dwelling Code, as those terms are used in Oregon Revised Statutes 701.620 to 701.640.
13. Contractor and Owner mutually agree that Owner will make progress payments to Contractor. Progress billings will be submitted by the Contractor to the Owner for payment monthly (30-day cycle). Billings will be submitted by standard US Postal Service mailing to the Owner's address identified in the proposal/estimate/contract/agreement, unless otherwise mutually agreed upon by Owner and Contractor. Owner will make progress payment within 14 days of Contractor's submission of the progress billing. The final billing will be submitted by the Contractor after completion. Owner will make payment of all amounts due within 7 days of Contractor's submittal of final billing. Interest on any unpaid balance of a billing that is past due is payable at the rate of one and one-half percent a month, or fraction of a month. If any action, claim or arbitration is taken to collect any amount due, including interest, the prevailing party is entitled to recovery of reasonable attorney's fees, cost of suit, and all other associated costs.
14. Contractor will not be liable for any damages or penalties whatsoever, whether direct, indirect, special or consequential, resulting from its failure to perform or delay in performing any work, in whole or in part, regardless of the cause or reason. If work involves work on an existing well, Owner warrants that well and its appurtenances are structurally sound and suitable for any work that Owner contracts to have performed on it. Contractor is not liable for loss of structural integrity or structural damage to an existing well, resulting from Contractor's work.
15. Owner acknowledges receipt of "Consumer Notification" and/or "Information Notice to Owner About Construction Liens" forms (applicable only to particular construction in Oregon) by acceptance of the proposal/estimate/contract/agreement referencing these terms.
16. Owner and Contractor agree that all terms in the contract are conspicuous.

CITY COUNCIL MEETING: June 5, 2017

AGENDA ITEM NUMBER: _____

TO: MAYOR CLARK AND CITY COUNCIL MEMBERS

**THROUGH: CHRIS EPPLEY
CITY MANAGER**

**FROM: BILL LAWYER
PUBLIC WORKS DIRECTOR**

SUBJECT: ASPHALT PATHWAYS AT KEIZER RAPIDS PARK

DATE: May 24, 2017

BACKGROUND:

Staff solicited bids through an informal bidding process for the construction of approximately 2,000 feet of paved pathways in Keizer Rapids Park. A request for bids was sent to five companies and only three submitted bids. The bids ranged from a high of \$79,900 to a low of \$69,974.60 with Knife River submitting the lowest bid.

This project is one part of the project the City received grant funding for from the Oregon Parks and Recreation Department. The other parts of the overall project are the Big Toy surfacing and the permanent restrooms.

FISCAL IMPACT:

Funds for this project are available in the City Council adopted FY 17-18 Park Improvement Fund budget, lines 17 and 18.

RECOMMENDATION:

Staff recommends the City Council adopt the attached Resolution authorizing the City Manager to enter into a contract with Knife River in the amount of \$69,974.60 for the Asphalt Pathways at Keizer Rapids Park 2017.

Please contact me with any questions or concerns.

CITY COUNCIL, CITY OF KEIZER, STATE OF OREGON

Resolution R2017-_____

AUTHORIZING THE CITY MANAGER TO AWARD AND
ENTER INTO AN AGREEMENT WITH KNIFE RIVER
CONSTRUCTION - NORTHWEST FOR ASPHALT PATHWAYS
AT KEIZER RAPIDS PARK 2017

WHEREAS, the City received grant funding from the Oregon Parks and Recreation
Department for the Big Toy surfacing, permanent restrooms, and a paved pathway;

WHEREAS, bids were solicited for the construction of approximately 2,000 feet of
paved pathways in Keizer Rapids Park;

WHEREAS, funds available to complete this project are in the 2017/18 Park
Improvement Fund;

WHEREAS, three bids for this project were received. Knife River Construction -
Northwest submitted the low bid for a total amount of \$69,974.60;

NOW, THEREFORE,

BE IT RESOLVED by the City Council of the City of Keizer that the City Manager is
hereby authorized to award the contract to, and if no objections are received, enter into an
agreement with Knife River Construction - Northwest for a total cost of \$69,974.60 to
construct approximately 2,000 feet of paved pathways in Keizer Rapids Park. Funding for
this project is from the Park Improvement Fund.

1 BE IT FURTHER RESOLVED that this Resolution shall take effect
2 immediately upon the date of its passage.

3 PASSED this _____ day of _____, 2017.

4
5 SIGNED this _____ day of _____, 2017.

6
7
8 _____
9 Mayor

10
11 _____
City Recorder

CITY COUNCIL MEETING: June 5, 2017

AGENDA ITEM NUMBER: _____

TO: MAYOR CLARK AND CITY COUNCIL MEMBERS

**THROUGH: CHRIS EPPLEY
CITY MANAGER**

**FROM: BILL LAWYER
PUBLIC WORKS DIRECTOR**

SUBJECT: ANNUAL STREET RESURFACING

DATE: May 30, 2017

BACKGROUND:

The Department of Public Works in conjunction with Marion County Public Works solicited bids for resurfacing various streets in Keizer. This project consists of 7 streets totaling approximately 2.2 miles. See attachment "A" for maps showing the selected streets. A total of three bids were received and opened May 23rd 2017. Bids ranged from \$1,028,548.75 to \$864,451.50 with Roy Houck Construction LLC. submitting the lowest bid.

FISCAL IMPACT:

Funds for this project are available in the Fiscal Year 2017/2018 Street Fund Budget line 65.

RECOMMENDATION:

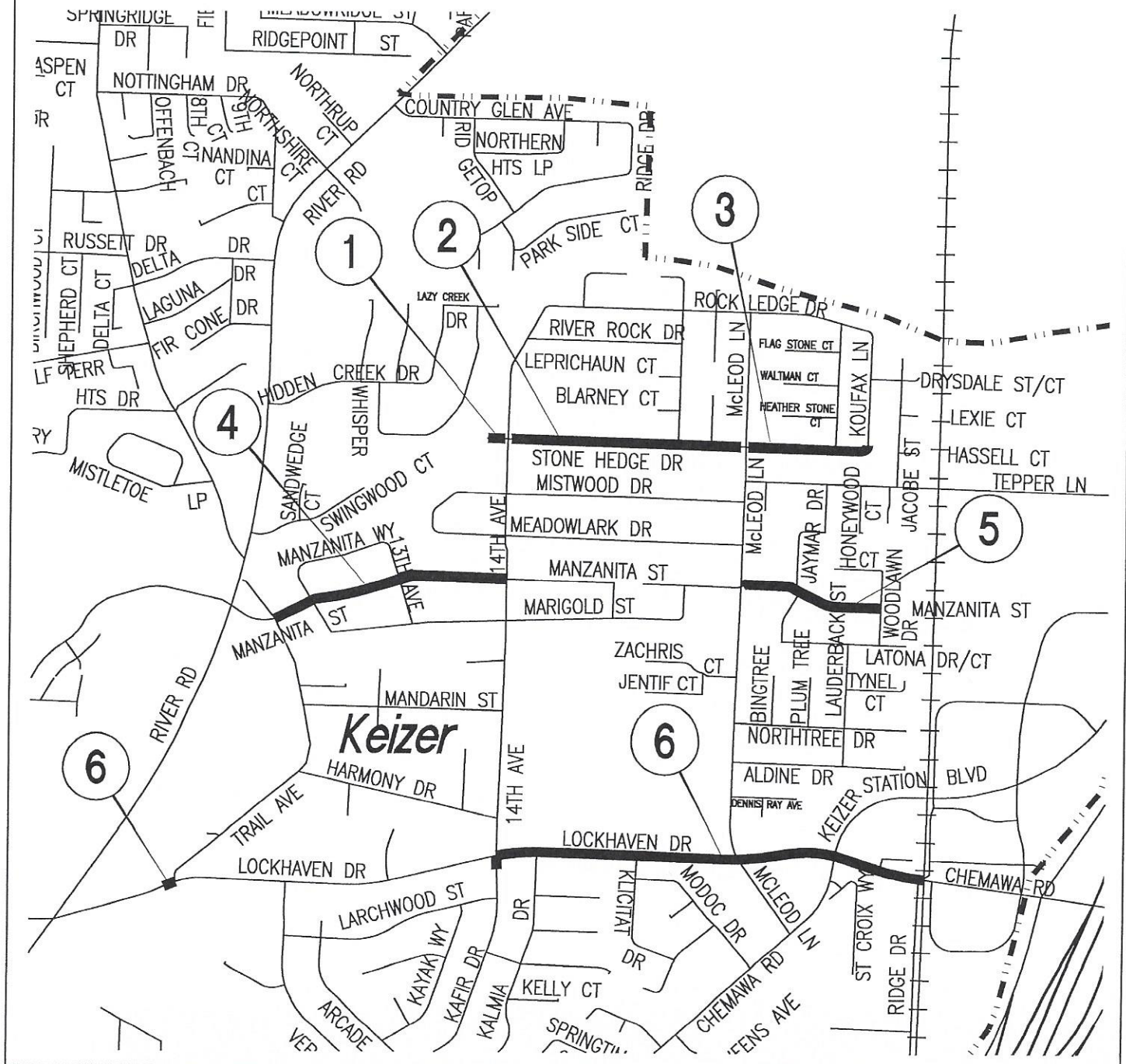
Staff recommends the City Council adopt the attached resolution authorizing the City Manger to enter into a contract with Roy Houck Construction LLC in the amount of \$864,451.50 for the resurfacing of Various City Streets.

Please contact me with any questions or concerns.

2017 KEIZER OVERLAYS NORTH SECTION

ECMS No. 2017-150

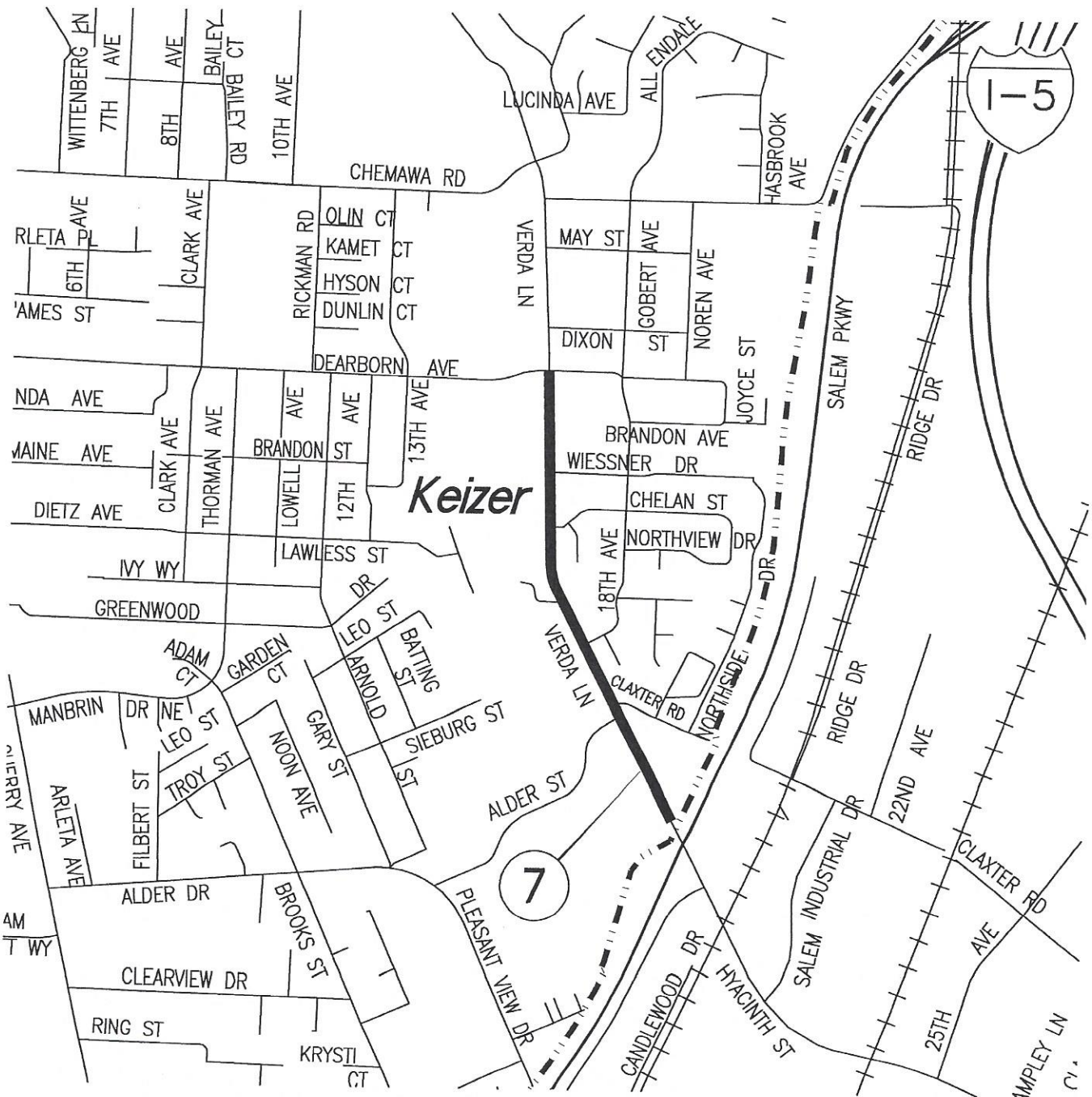
-  KEIZER OVERLAY
-  CITY LIMITS
-  PROJECT NUMBER



2017 KEIZER OVERLAYS SOUTH SECTION

ECMS No. 2017-150

-  KEIZER OVERLAY
-  CITY LIMITS
-  PROJECT NUMBER



1 CITY COUNCIL, CITY OF KEIZER, STATE OF OREGON

2
3 Resolution R2017-____

4
5 AUTHORIZING THE CITY MANAGER TO AWARD AND ENTER
6 INTO AN AGREEMENT WITH ROY HOUCK CONSTRUCTION
7 LLC FOR ANNUAL STREET RESURFACING PROJECT (2017)
8

9 WHEREAS, the Public Works Department in conjunction with Marion County Public
10 Works Department resurfaces streets annually;

11 WHEREAS, bids were solicited for resurfacing various streets in Keizer;

12 WHEREAS, funds available to complete this project are in the 2017/18 Street Fund;

13 WHEREAS, three bids for this project were received. Roy Houck Construction LLC
14 submitted the low bid for a total amount of \$864,451.50. This bid has been reviewed and certified
15 by the Marion County Public Works Department;

16 NOW, THEREFORE,

17 BE IT RESOLVED by the City Council of the City of Keizer that the City Manager is
18 hereby authorized to award the contract to, and if no objections are received, enter into an
19 agreement with Roy Houck Construction LLC for a total cost of \$864,451.50 to resurface various
20 city streets in Keizer. Funding for this project is from the Street Fund.

21 BE IT FURTHER RESOLVED that this Resolution shall take effect immediately
22 upon the date of its passage.

23 PASSED this _____ day of _____, 2017.

24 SIGNED this _____ day of _____, 2017.

25
26 _____
27 Mayor

28
29 _____
30 City Recorder



MINUTES
KEIZER CITY COUNCIL SPECIAL SESSION
Monday, May 8, 2017
Keizer Civic Center, Council Chambers
Keizer, Oregon

CALL TO ORDER

Mayor Clark called the Special Session to order at 6:00 pm. Roll Call was taken as follows:

Present:

Cathy Clark, Mayor
Roland Herrera, Councilor
Bruce Anderson, Councilor
Laura Reid, Councilor
Amy Ryan, Councilor
Kim Freeman, Councilor

Staff:

Chris Eppley, City Manager
Shannon Johnson, City Attorney
Bill Lawyer, Public Works Director
Robert Johnson, Public Works Division Manager
Tim Wood, Finance Director
Tracy Davis, City Recorder

Absent:

Marlene Parsons, Councilor

FLAG SALUTE

Mayor Clark led the pledge of allegiance.

DISCUSSION

**a. Proposed City
of Keizer Parks
Fee**

Public Works Director Bill Lawyer explained that the Parks Advisory Board has recommended the implementation of a dedicated fee to provide sustainable funding for park operations and improvements. He reviewed topics that should be considered by Council and provided a staff recommendation. City Manager Chris Eppley added that staff wishes to keep the general fund Parks budget intact using a percentage rate and this fee would be a dedicated fund for parks in addition to that amount.

Mayor Clark explained that the outreach was done and input received so that an informed decision could be made and this meeting tonight was a continuation of the outreach and input.

Matt Lawyer, Keizer, speaking on behalf of the Parks Advisory Board, provided a history of the process and outreach which took place regarding the decision to pursue sustainable funding for the parks and the efforts made to determine if the citizens would support a parks fee.

Bill Quinn, Keizer, voiced objection to the fee, suggested that if the fee be implemented, the money in the Parks budget be moved to police. He urged that this be put to a vote for the citizens to decide.

Bill Criteser, Keizer, suggested that Palma Ciega Park be sold to reduce Parks maintenance costs. Mr. Lawyer responded that staff investigated this possibility and determined that there were one or two saleable lots but

they would be difficult to develop. Council made the decision that there was not enough potential revenue so chose not to sell it.

Jerry McGee, Keizer, explained that he had talked with a number of people about the parks and they are aware that good parks mean good property values and good parks reduce occurrences of petty crime. He noted that he thought there would be wide support for this fee but suggested that the fee: (1) not be part of the water bill, (2) be reasonable, and (3) be put it to a vote at a general election.

Eric Howald, Keizer, noted that when his daughter was younger he spent a lot of time in parks but not in Keizer because there was not a lot of variety and there are people in this same situation right now. He urged Council to consider them when they make their decision.

Hans Schneider, Keizer, urged citizens to look at the fee as an investment in the youth of Keizer and voiced support for implementation of it.

Garry Whalen, Keizer, explained that subject of better funding has been a frequent topic and currently Keizer parks are "on life support". He questioned how those living in multi-family units would qualify for lower fee levels, and urged that the ordinance guarantee that funding currently in place remain in place. He added that because of statewide measures, increasing property tax is prohibited so fees are the new way local governments are increasing revenues and voiced support for the fee noting that, properly structured, it will benefit the entire community.

Jesse Borghesi, Salem, representing the non-profit Salem Rugby Club, explained that the club typically plays their games at Claggett Creek Park and voiced support for anything that assists staff in providing adequate park facilities to the community. He noted that his organization is interested in working with the Parks Department to make improvements to Claggett and making the park the Club's 'Home Pitch'.

Rhonda Rich, Keizer, reminded Council that when Keizer Rapids Park was initiated she was told that maintenance would not be an issue because funds from Keizer Station would help maintain it. She voiced support for parks and noted the following points: She is (1) opposed to a parks fee but is willing to pay \$2 per month as long as it is revisited after one year, (2) opposed to incremental increases up to \$8, (3) opposed to collection via the water bill but would support a fee paid annually by property owners, and (4) supported the fee as long as it is used solely for maintenance, repairs, safety or replacement.

Allen Barker, Keizer, explained that the current Keizer Budget does not support parks at the level required. He voiced support for the annual fee, noted that expenses outside the control of the City outpace any increases received from higher property values, and that \$2 a month will not provide the needed funds.

Daniel Miedema, Keizer, spoke in favor of city parks and the fee to keep

them maintained and safe.

Darrell Richardson, Keizer, stated that he was not opposed to the fee but expressed concern that it would not stop at \$8. He voiced support for the annual payment plan, urged enforcement of the no smoking in parks rule and suggested that an adopt-a-park program be implemented.

Jim Taylor, Keizer, noted that parks are a reflection of a healthy community and right now they are suffering due to lack of funding and that is why the Parks Board explored a sustainable funding mechanism and developed the proposed fee. He voiced appreciation for the Council's responsible spending habits and urged them to adopt the parks fee.

Davis Dyer, Keizer, pointed out that it is the responsibility of everyone in the city to maintain their parks and therefore the \$2 fee is basic maintenance and should be implemented. He urged that the \$2 fee be adopted and that citizens be urged to donate more as they are able.

David Loudon, Keizer, Chair of the Parks Board, noted that the parks are getting to the point that the sprinklers will be shut off, lawn mowing curtailed and damaged play structures will not be repaired. He reviewed various improvements that have been done or that are pending and noted that \$2 will not maintain the parks; \$4 would allow parks to be maintained and improvements made. He voiced support of the parks fee.

Mayor Clark read the City of Keizer Mission Statement and noted that 'least cost' is not necessarily the cheapest option. Following discussion regarding a popular vote vs. council implementation of a parks fee. Councilors agreed by consensus to consider implementation of a parks fee.

Discussion followed regarding the cost of a special election, the delay involved if the matter was put off until the next general election, annual fee vs monthly, method of billing, public safety needs, combining the parks fee with a public safety fee, whether or not the fee should be through ordinance or election and postponing the decision on the parks fee until the public safety fee has been addressed.

Mayor Clark moved that the Keizer City Council direct staff to come back with a fee mechanism for \$4 per month per household that would be structured so that the prioritization would not cause a person to have their water turned off for failure to pay the fee, that those funds would not supplant in any way the general fund allocation according to budget policy, and the fee would be attached to the Keizer billing structure in place to incur no additional cost to residents. Councilor Herrera seconded.

Councilor Ryan offered a friendly amendment to collect the fee from the commercial utility accounts as well as households. Mayor Clark and Councilor Herrera accepted the amendment.

Discussion then took place regarding the option of having the fee increase

incrementally; setting it up at the beginning or revisiting the ordinance in the future, placing a cap on the escalation, and how increases in the fee would be addressed. Mr. Lawyer added that with any fee there is a time lag in getting the program up and running and one year is not long enough to show much action or accomplishment. Mr. Eppley urged everyone to understand that the first year will be spent in getting the program established and the following years will have improvements.

Mayor Clark offered a friendly amendment that there be: no increase for a minimum of one year, an \$8 cap, and a reporting requirement from the Parks Board and Parks Department on what was done with the funds. Councilor Herrera accepted the amendment.

Discussion followed regarding an option in electronic bill pay of donating to the parks fund, consideration of discounts for seniors and low income families, implementing the fee at \$8 to cover the cost of a separate billing, developing a mechanism for determining eligibility for potential discounts and postponing this decision until public safety has the same public forum and Council discussion.

Mayor Clark offered a friendly amendment to include in the ordinance language that says that the Finance Department will use the programs and policies currently in place for senior and low income clients. Councilor Herrera accepted the friendly amendment.

Further dialog took place regarding how the fee would be calculated for multi-family units and whether or not senior living apartments would be exempt.

Councilor Ryan offered a friendly amendment to require senior living apartments to pay the fee. Mayor Clark did not accept the amendment.

Mr. Lawyer clarified that in his staff report the term senior living referenced independent senior living apartments like Emerald Point, not assisted care.

Councilor Ryan moved for an amendment to include the senior living apartments (not assisted living) in the fee. Councilor Herrera seconded. Motion failed as follows:

AYES: Ryan (1)

NAYS: Clark, Reid, Freeman, Herrera and Anderson (5)

ABSTENTIONS: None (0)

ABSENT: Parsons (1)

Discussion followed regarding how to determine discounts in apartments. Mayor Clark suggested staff explore how other cities have addressed this and perhaps Council can readdress the issue after the research has been done. Councilors Anderson and Freeman noted that they were in favor of directing staff to come back with an ordinance but they were both opposed to the incremental increase.

The following motion including friendly amendments was voted upon:

The Keizer City Council direct staff to come back with a fee mechanism for \$4 per month per household that would be structured so that the prioritization would not cause a person to have their water turned off for failure to pay the fee; that those funds would not supplant in any way the general fund allocation according to budget policy; and the fee would be attached to the Keizer billing structure currently in place to incur no additional cost to residents. The fee would be collected from the commercial utility accounts as well as households. There would be: no increase for a minimum of one year, an \$8 cap, and a reporting requirement from the Parks Board and Parks Department on what was done with the funds and the ordinance would include language indicating that the Finance Department will use the programs and policies currently in place for senior and low income clients.

Motion passed as follows:

AYES: Clark, Reid, Ryan, Freeman, Herrera and Anderson (6)

NAYS: None (0)

ABSTENTIONS: None (0)

ABSENT: Parsons (1)

ADJOURNMENT

Mayor Clark adjourned the meeting at 9:06 p.m.

MAYOR:

APPROVED:

Cathy Clark

Debbie Lockhart, Deputy City Recorder

COUNCIL MEMBERS

Councilor #1 – Laura Reid

Councilor #4 – Roland Herrera

Councilor #2 – Kim Freeman

Councilor #5 – Amy Ryan

~ Absent ~

Councilor #3 – Marlene Parsons

Councilor #6 – Bruce Anderson

Minutes approved:_____

Written Communications/Testimony and Submitted Documents

340 VISTA AVE SE, SUITE 200, SALEM, OREGON 97302

May 16, 2017

Mayor Cathy Clark
City of Keizer
930 Chemawa Rd. NE
Keizer, OR 97303

Dear Mayor Clark,

Enclosed please find several complimentary copies of the Statesman Journal's recent special section on a historical tour of the Mid-Willamette Valley.

This section was included in subscriber's Sunday, April 23 paper. Keizer was featured on Page 8.

Best wishes,



Cherrill Crosby

May 22, 2017

Mayor Cathy Clark
930 Chemawa Road NE
Keizer, OR 97303

Dear Mayor Clark,

Each year the American Cancer Society presents the Relay For Life of Salem Keizer for our community. This year marks our 25th event and we are celebrating with a special **Silver Year Of Hope**. The event will again be held at the Chemawa Indian School on Saturday, July 8th.

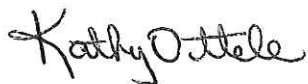
We would be honored to have you as one of the speakers to welcome the Relay participants and begin the event. This would be part of our Opening Ceremony at 10am and immediately followed by our Survivor Ceremony and opening lap.

It was a pleasure to have you part of the Relay last year and we would greatly appreciate your support in our continued fight against cancer.

Enclosed you will find a brochure regarding the Relay.

Thank you for your time and consideration to join us at the event.

Sincerely,

A handwritten signature in black ink that reads "Kathy Ottele". The signature is written in a cursive, flowing style.

Kathy Ottele, Volunteer
American Cancer Society
Relay For Life of Salem Keizer – Event Lead
503 551 2293

5-15-17

Dear Mayor Cathy Clark,

Previously, we came before the City Council with a goal to make sure Keizer is a safe, welcoming, and inclusive city and for the Council to consider creating an Inclusivity Resolution for Keizer. We expressed concerns and you asked that we think of some actions that could be taken. Thank you for your considerations, listening so far, and for your support & suggestion in including us in these discussions and actions.

At this time, we feel that having an Inclusivity Resolution is a foundational action we need to take in order to ensure our goal. We could help create a group or task force, so that we can work together with you and the City Council to create a Resolution and future actions that embody inclusivity.

The work group or task force would ideally include City Council and community members. It would be a diverse membership that reflects Keizer's population, and include representatives from community groups like Mano a Mano, NAACP, Causa; the LGBTQI+ community; education & religious leaders; and members from the Keizer Police & Fire Departments. We'd collaborate to form a Resolution and ongoing future actions related to our goal.

We feel that an Inclusivity Resolution is essential for Keizer for the following reasons:

1. To show Keizer's values of inclusion, equality, and respect for all residents that call our city home, and that Keizer embraces, celebrates, and welcomes all residents of any national origin, race, ethnicity, language, gender identity, sexual preference, marital status, disability, income, citizenship status, or religion, and their contributions to the collective prosperity of all residents.
2. To show Keizer resolves to fight racism, religious discrimination, sexism, homophobia, and violence or bullying in our schools and neighborhoods.
3. It is an uncertain time for many immigrant families, and the treatment of newcomers has had ripple effects throughout the immigrant community. Many have been afraid of going to the court house, taking their children to school, and going to local government buildings for fear of running into Immigration Customs Enforcement. To ensure the safety of everyone, we want immigrants to be able to call the police for help without worrying that their families will be broken up or that reporting a small crime will result in a disproportionate punishment. Effective policing requires trust between law enforcement and community members.

4. To understand that chronic discrimination leads to community disengagement, diminished opportunities for integration, increased stigmatization, and it negatively impacts local economic activity.
5. Many cities in Oregon are working to get Resolutions in place or already have one. Passing an Inclusivity Resolution strengthens the state law by showing that other cities or counties support it.

We must unite against any attempts to separate and treat any members of our Keizer communities as less than any other member. No matter where we come from, we are all Oregonians and we want all to be safe and welcome in Keizer.

We who are listed below, urge the city council to create a work group or task force to work together with us to create an Inclusivity Resolution for the City of Keizer that embraces, celebrates, and welcomes all its residents and their contributions.

Thank you!

Sincerely a group of concerned friends of Keizer,

Cyndi Swaney*
Carol Doerfler
Paula Doughty
Robert Glasgow
Levi Herrera-Lopez, Mano a Mano Representative
John Scott
Anna Siqueira da Silva

*When replying, please call or email our point person:

Cyndi Swaney
503-383-6083
mefilmgal@hotmail.com



2017-2018 ANNUAL ACTION PLAN



CITY OF *Salem*
AT YOUR SERVICE

What Guides the Annual Plan?

2015-2019 Consolidated Plan

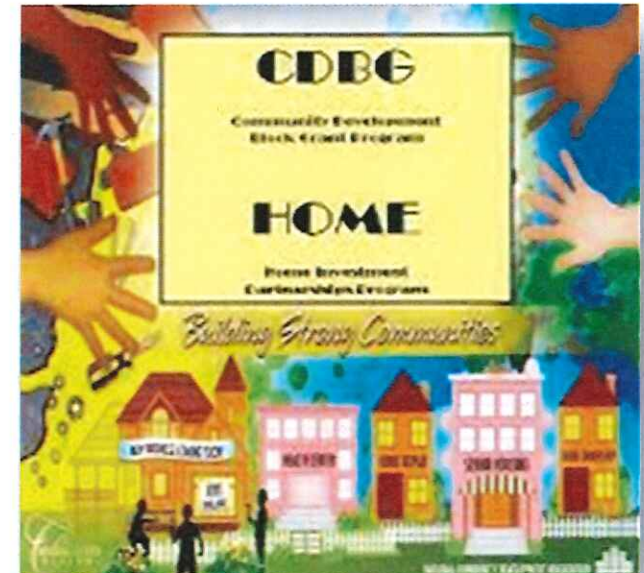
■Priorities:

- Promote Economic Development
- End Homelessness
- Provide Affordable Housing
- Revitalize Low Income Neighborhoods

Application Funding Requests

Community Services and Housing Commission

Public Comment



Budget

■ CDBG

■Entitlement	\$1,209,850
■Program Income	\$ 175,000
■Prior Year	<u>\$ 101,830</u>
■Total	\$1,486,680

■ HOME

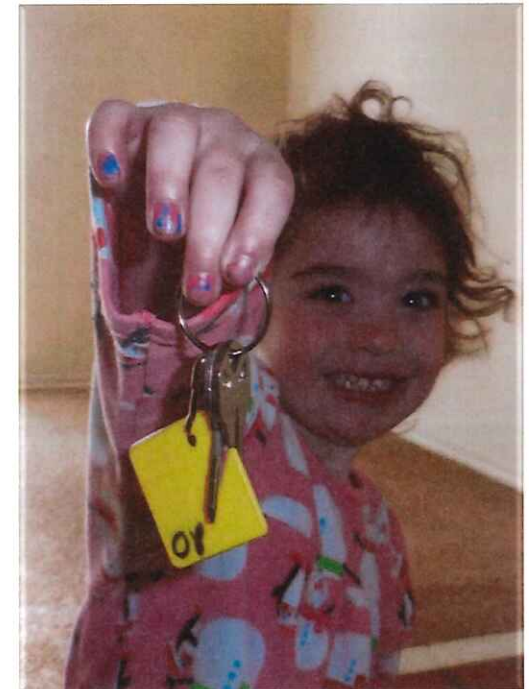
■Entitlement	\$ 614,970
■Program Income	\$ 210,000
■Prior Year	<u>\$ 214,940</u>
■Total	\$1,039,910



Jody Ulrickson, Equipment Operator at Garten Services

2017-2018 PROPOSED PROJECTS AND/OR PROGRAMS

- Elderly Multi-Family Housing Rehabilitation Set-Aside
- Transitional Housing Rehabilitation
- Multi-Family New Construction and Conversion
- Tenant-Based Rental/Security Deposit Assistance
- Community Housing Development Operating Assistance
- Micro-Enterprise Training and Technical Assistance
- Job Creation
- Homeless Case Management
- Domestic Violence Services
- Direct Assistance for low income/homeless families
- Fair Housing Activities



Sophie in her new
home through SIHN

Objectives

- Create 137 jobs
- Assist 52 microenterprises
- Create 10 transitional housing beds
- Provide one-time crisis rental assistance to 50 households
- Provide transitional rental assistance to 50 homeless families
- Provide public services to 2,225 individuals and families
- Reconstruction/Conversion of 61 units of affordable housing
- Construct 180 units of affordable housing
- Provide security deposit assistance to 118 households

