



City of Madras

Proposed Budget



2024-2025 Fiscal Year



Budget Committee

City Council

Members

Mayor, Mike Lepin
Jennifer Townsend
Gabriel Soliz
Gary Walker
Michael Seibold
Lamar Yoder
Patricia Spencer

Citizen Budget

Committee Members

Dawn Bright
Brad Johnston
Jamasa Sattler
Trevorr Beaver

City Management

Will Ibershof, City Administrator
Kate Knop, Finance Director
Rebecca Mock, HR Director
Tim Plummer, Police Chief
Jeff Hurd, Public Works Director
Nick Snead, Community
Development Director



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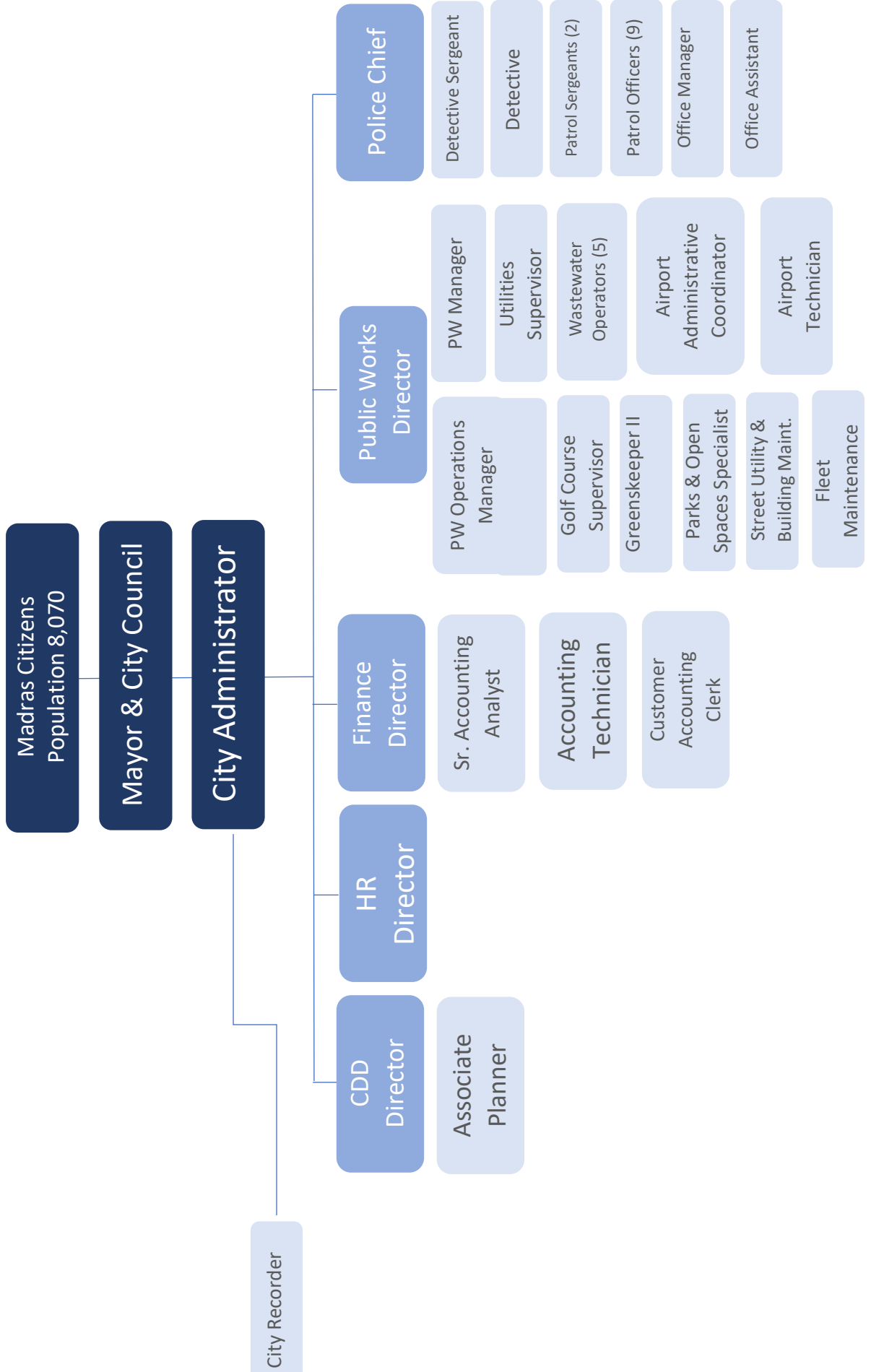


**City of Madras & Madras Redevelopment Commission (MRC)
Fiscal Year 2024-25 Budget Calendar**

Start Date	Complete By Date	Task	Relevant Parties
02/29/24	3/12/24	Budget packets are sent out to departments (online Caselle hybrid). Schedule training with any new director position to review the city budget process in detail and online Caselle entry.	Finance
02/29/24	N/A	Send out Doodle polls to departments regarding the budget work sessions. <ul style="list-style-type: none"> Review personnel, department, and fund budgets. 	Finance
3/12/24	3/12/24	Draft and present budget assumptions to Council & MRC <ul style="list-style-type: none"> Indirect rate is presented and adopted for an effective date of 7/1/2024. CPI - COLA New IT Costs PERS Side Account Rate Present budget committee candidates to the city council and MRC commission.	Finance/CA
3/12/24	3/22/24	<ul style="list-style-type: none"> Budgets are due. The Finance Director imports all budgets and balances. 	Finance
3/21/24	N/A	<ul style="list-style-type: none"> Send First MRC public notice (Madras Pioneer) “Notice of Budget Committee Meeting” (not more than 30 days before the scheduled meeting date). Publication date of March 27th. Schedule work sessions for departments that need review. 	Finance
03/25/24	N/A	Draft initial budget for CA and Budget Officer	Finance/CA
03/25/24	04/01/24	CA/Budget Officer and Finance Director review and balance overall budgets.	All
03/28/24	N/A	<ul style="list-style-type: none"> Send a second MRC public notice (Madras Pioneer & the city website), “Notice of Budget Committee Hearing.” Publication date of April 3rd. Send the first city public notice (Madras Pioneer & the city website), the “Notice of Budget Committee Meeting.” 	Finance
04/02/24	04/02/24	CA/Budget Officer and Finance Director approve the <i>final</i> proposal before budget book distribution.	

Start Date	Complete By Date	Task	Relevant Parties
04/04/24	N/A	Send second <u>city</u> public notice (Madras Pioneer & the city website) “Notice of Budget Committee Meeting.” Publication date of April 10 th .	Finance
04/05/24	N/A	Distribute Budget Books to Budget Committee Members	Finance
04/10/24		1st MRC Budget Committee Meeting – Rescheduled to 4/24/24	All
04/17/24		1 st City Budget Committee Meeting <ul style="list-style-type: none"> • Receive budget message. • Election of Chair. • Open public comment • Review individual department/elected budgets 	All
04/24/24		1 st MRC Budget Committee Meeting & 2 nd City Budget Committee Meeting <ul style="list-style-type: none"> • Finish up review of budget docs. • Approve adjustments and budget. 	All
05/01/24		3 rd City Budget Committee Meeting <i>or</i> MRC Budget Meeting (if needed)	All
05/16/24		<ul style="list-style-type: none"> • Send public notice to the newspaper to publish a budget summary approved by the Budget Committee and information about the June 4th Budget Hearing. (Publish 5 – 25 days before adopting). Publication date of May 22, 2024. 	Finance
06/04/24		<ul style="list-style-type: none"> • Budget Hearings held by the governing body (Council & Commission), receive citizens’ testimony on the budget approved by the Budget Committee. The budget is adopted by a resolution at this meeting. • Supplemental Budget Hearing for the budget year ending 6/30/2024. 	All

ORGANIZATION CHART FY2024-2025



PERSONNEL SUMMARY

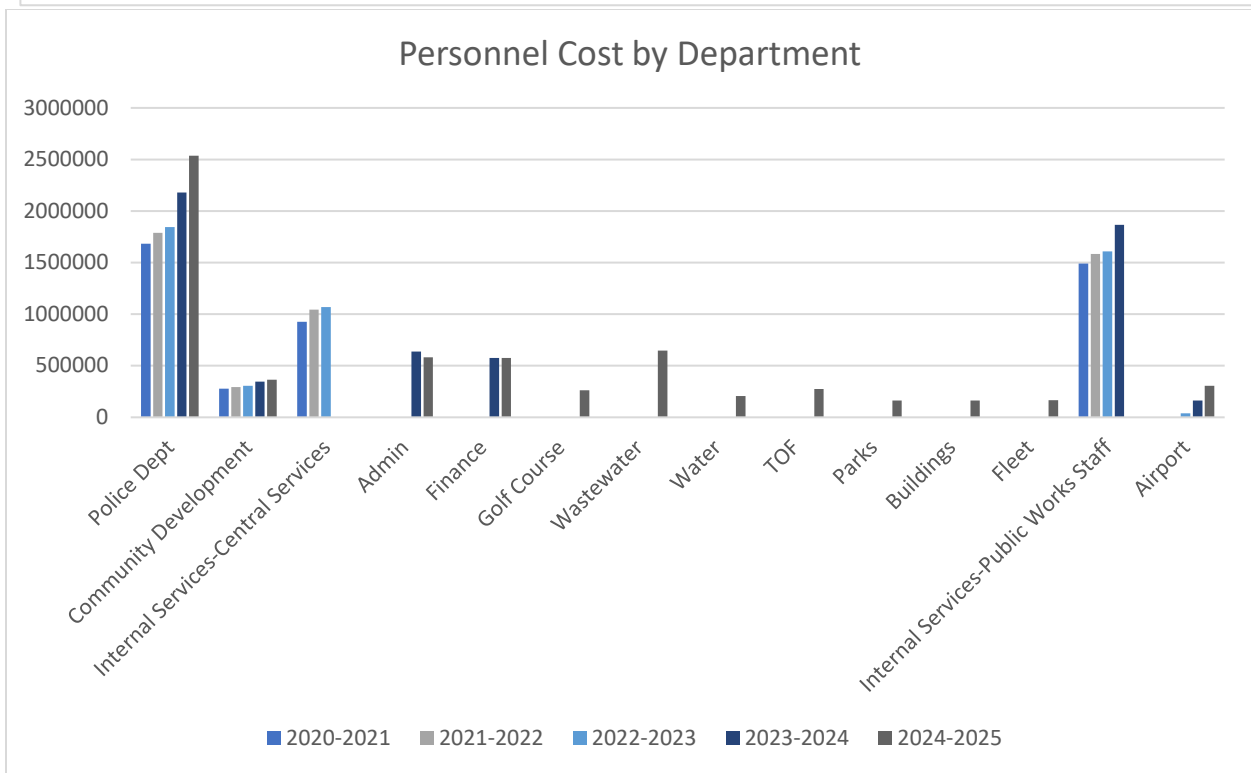
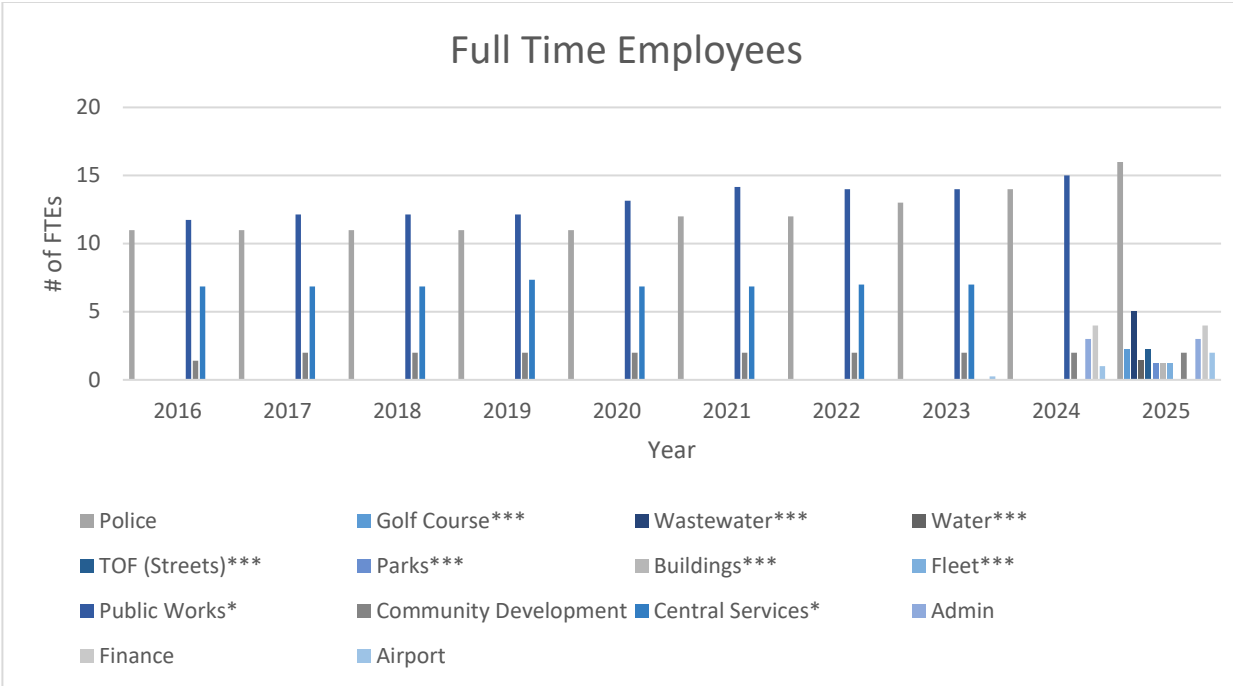
The proposed budget for FY 2024-2025 includes a total of 41.75 full-time equivalent positions (FTE). The City added one new Police Officer position and an Office Assistant. In the Airport fund, the budget is adding an Airport Technician.

FTE	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Police	11	11	11	11	11	12	12	13	14	16
Golf Course***	0	0	0	0	0	0	0	0	0	2.25
Wastewater***	0	0	0	0	0	0	0	0	0	5.05
Water***	0	0	0	0	0	0	0	0	0	1.45
TOF (Streets)***	0	0	0	0	0	0	0	0	0	2.25
Parks***	0	0	0	0	0	0	0	0	0	1.25
Buildings***	0	0	0	0	0	0	0	0	0	1.25
Fleet***	0	0	0	0	0	0	0	0	0	1.25
Public Works*	11.75	12.15	12.15	12.15	13.15	14.15	14	14	15	0
Community Development	1.4	2	2	2	2	2	2	2	2	2
Central Services*	6.85	6.85	6.85	7.35	6.85	6.85	7	7	0	0
Admin**	0	0	0	0	0	0	0	0	3	3
Finance**	0	0	0	0	0	0	0	0	4	4
Airport	0	0	0	0	0	0	0	0.25	1	2
Total	31	32	32	32.5	33	35	35	36.25	39	41.75

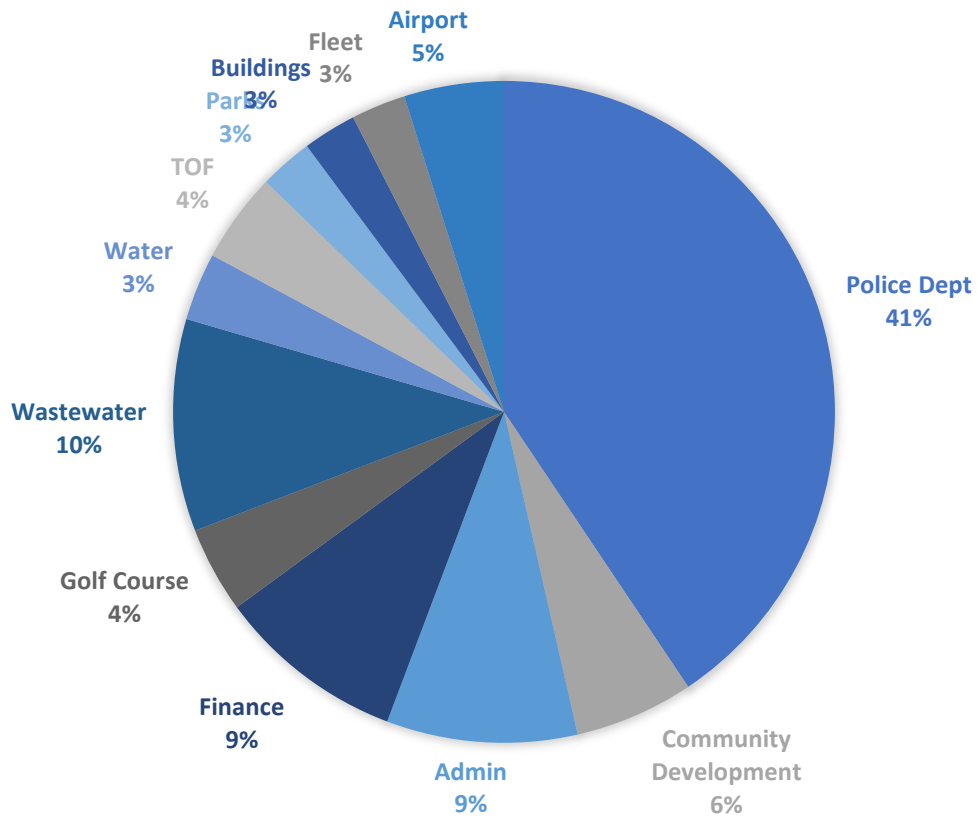
*Central Services and Public Works cost sharing of the Customer Accounting Specialist (85%/15% respectively) for FY2016-2021

**Starting in FY2023-24 Central Services is allocated in the General fund under Admin and Finance.

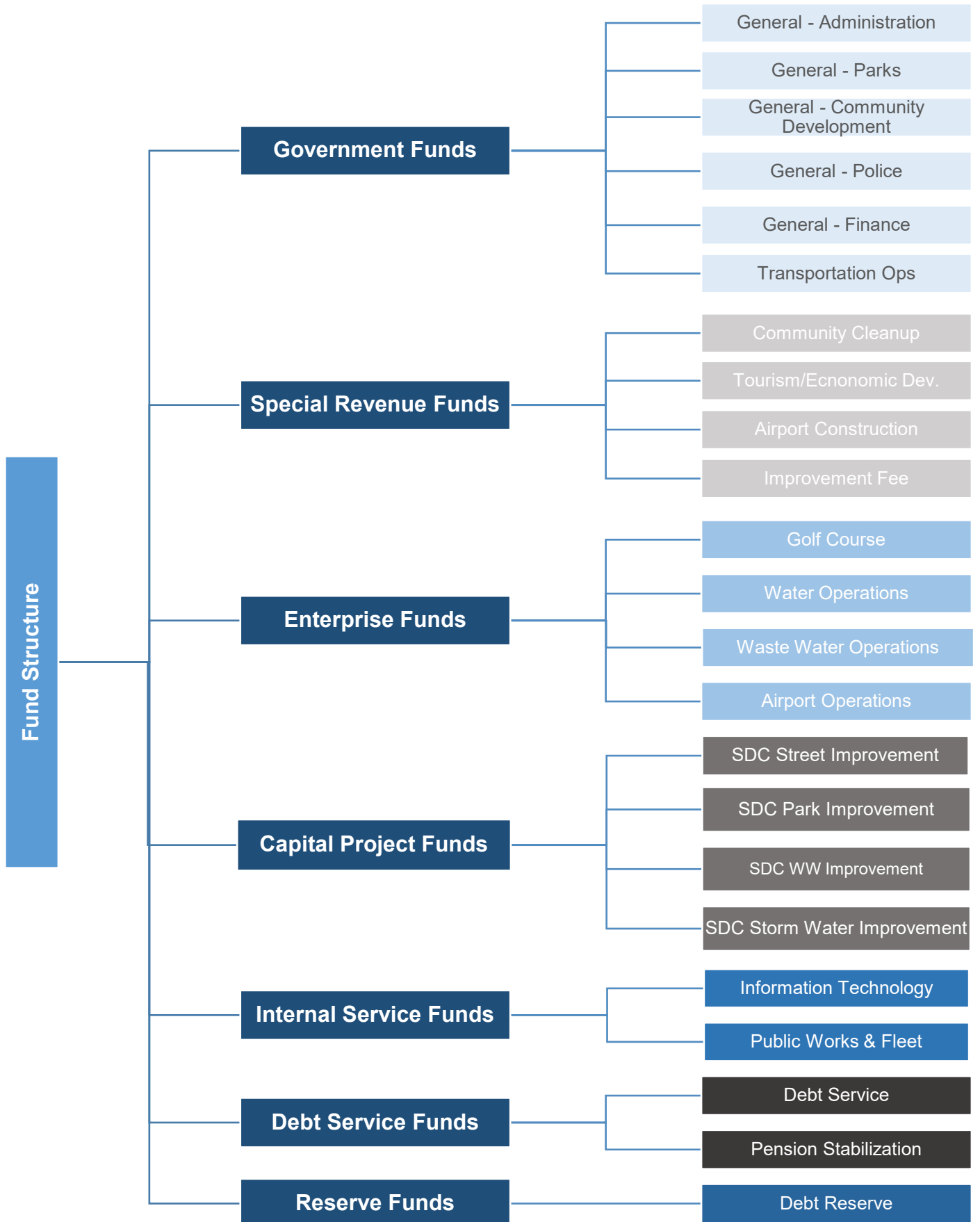
***Starting in FY2024-25 Public Works is allocated to Golf Course, Water, Wastewater, Streets, Parks, Buildings, and Fleet



PERSONNEL COST BY DEPARTMENT 2024-2025



FUND STRUCTURE



BASIS OF BUDGETING

Basis of Accounting and Budgeting		
Fund Type	Accounting Basis	Budgeting Basis
Governmental	Modified Accrual	Modified Accrual
Special Revenue	Modified Accrual	Modified Accrual
Debt Service	Modified Accrual	Modified Accrual
Debt Reserve	Modified Accrual	Modified Accrual
Capital Projects	Modified Accrual	Modified Accrual
Enterprise	Full Accrual	Full Accrual
Internal Service Funds	Full Accrual	Full Accrual

BASIS OF ACCOUNTING AND BUDGETING:

Modified accrual basis is used for governmental, special revenue, debt service, debt reserve, and capital project funds. Modified accrual method is used to record revenues that are both measurable and available for funding current appropriations when earned.

GOVERNMENTAL FUNDS

Many government services are financed through taxes and intergovernmental revenues. These are often called non-exchange revenues because there is not normally a direct relationship between the cost of the service provided and the amounts being paid by either individual taxpayers or other government agencies. When a service is largely funded through non-exchange revenues it can be called a governmental-type activity. The accounting for a governmental-type activity focuses on available spendable resources and the near-term demands upon them.

- **GENERAL FUND**

The General Fund accounts for services generally supported by property taxes and other nondedicated or restricted revenue. These services include police, administration, finance, planning, parks, City Council and Council directed funding of outside agencies or other activities. General administrative costs are recovered through internal charges to the fund or department using these services. These costs include Administration and financial services, risk management, network computer and phone services, and legal. The distributed costs of these services are at full cost, including replacement cost, thereby providing more accurate costs of providing services.

- **TRANSPORTATION OPERATIONS FUND**

This fund is responsible for improving & maintaining streets, the multi-use trail system, street greenways, street/trail lighting and associated material purchases. This fund is also responsible for the City's Street capital program and covering debt service under the SDC Street Improvement Fund when it has insufficient revenues to cover the annual debt obligation.

SPECIAL REVENUE FUNDS

Special revenue funds are a fund type used when certain revenues have been earmarked or are legally restricted to expenditure for a specific purpose.

- **COMMUNITY CLEANUP**

The purpose of this fund is to provide resources for helping clean up the Madras community through a variety of avenues. Revenues into the fund are primarily through 1) funds shared from Jefferson County's Solid Waste Management agreement; and 2) a portion of the City's annual purchase card rebate.

- **TOURISM/ECONOMIC FUND**

The Tourism and Economic Development Fund receives 2/3s of the transit occupancy tax deposited into the General Fund. This revenue combined with a portion of the purchase card rebates is re-invested in the community through many avenues. Each budget cycle includes Community Grant Applications and support for the annual Airshow of the Cascades event, Sister City program and the Chamber of Commerce.

- **AIRPORT CONSTRUCTION**

The Airport Construction Fund can provide budget dollars for capital improvement projects for the Madras Municipal Airport. This fund is not dependent on external revenue.

- **IMPROVEMENT FEE FUND**

This fund provides for infrastructure system improvements. Developers pay their proportional share of a larger system improvement. Street improvement fees are currently deposited into this fund. The fees collected must be used on streets adjacent to the lot or on the system that fee was paid into.

ENTERPRISE FUNDS

Enterprise funds are used to account for operations financed and operated in a manner similar to private enterprises.

- **GOLF COURSE FUND**
This fund records all sales related to the Golf Course including Food and Beverages, Green Fees, Memberships and rental fees in addition to all expenses related to the management and operation of Desert Peaks Golf Course.

- **WATER OPERATIONS FUND**
This fund accounts for the operation of the City's water utility. The principal sources of revenue are user fees. Expenditures are for the operation, administration, maintenance, system betterments, and expansion of the system.

- **WASTEWATER OPERATIONS FUND**
This fund accounts for the operation of the City's sewage utility. The principal sources of revenue are user fees. Expenditures are for operation, administration, maintenance, system betterments, and expansion of the system.

- **AIRPORT OPERATIONS**
This fund provides for the maintenance and operation of the Madras Municipal Airport including leasing of City-owned buildings and airport property to support airport operations. This fund also supports the annual Central Oregon Airshow of the Cascades event.

CAPITAL PROJECTS FUNDS

This fund type accounts for the accumulation of resources to construct capital improvements.

- **SDC STREET IMPROVEMENT FUND**
This fund accounts for the City's collection and investment of street system development charges (SDCs). The principal source of revenue is system development charges paid by builders and developers. Expenditures are for qualified system improvements that are listed on the City's Capital Improvement Plan.

- **SDC PARK IMPROVEMENT FUND**
This fund accounts for the City's collection and investment of parks system development charges (SDCs). The principal source of revenue is system development charges paid by builders and developers. Expenditures are for qualified system improvements. Monies are transferred to the Parks Fund to reimburse that fund for qualified costs.

- **SDC STORMWATER IMPROVEMENT FUND**
This fund accounts for the City's collection and investment of stormwater system development charges (SDCs). The principal sources of revenue are system development charges paid by builders and developers. Expenditures are for capital improvement projects for the City's storm water system.
- **SDC WASTEWATER IMPROVEMENT FUND**
This fund accounts for the City's collection and investment of wastewater system development charges (SDCs). The principal sources of revenues are system development charges paid by builders and developers. This fund is for new capacity, enlarging capital improvement projects for the City's Wastewater System. These funds are intended to pay for the wastewater system debt identified and any capital improvements. Funds are transferred to Wastewater Operations Fund each year to cover existing debt service and capital projects eligible for SDC funding.

INTERNAL SERVICE FUNDS

Internal service funds are used to account for the financing of goods and services provided by one department or agency to other departments or agencies of the City, on a cost reimbursement basis.

- **INFORMATION TECHNOLOGY**
This fund tracks expenditures for all City-related Informational Technology needs including Annual service contracts, Annual Licenses including Microsoft Office 365 and Acrobat, cyber security, internet, telephones and training. Capital projects related to IT including AV upgrades, and software will also be included in this fund.
- **PUBLIC WORKS STAFF & FLEET FUND**
Public works administration and support services are provided through this fund. Revenues are generated through user charges for the cost of providing the services to the various benefitting funds. Expenditures are for administrative and supervisory staffing, operating support costs, and the public works building operation, maintenance, and debt service. As of July 2021, Fleet expenditures are included in the Public Works Staff Fund rather than a separate Fleet Fund.

DEBT SERVICE FUNDS

This fund type accounts for the accumulation of resources for the payment of long-term debt principal and interest.

- **DEBT SERVICE FUND**

This fund serves as the payment mechanism for the Madras Redevelopment Commission's 2017 Refunding Debt payment obligations. The MRC transfers money into this fund, which in turn pays the debt service payments. The City is the guarantor for the MRC's debt obligations.

- **PENSION STABILIZATION FUND**

This fund accounts for monies set aside to either invest in a PERS side account to reduce the City's unfunded actuarial liability (UAL). Each fund including General Fund – Police Department, Community Development Department, ISF – Central Services and ISF – Public Works Staff will be charged 25% of their actual PERS costs to the Pension Stabilization Fund. From those resources, the City Council will choose to make a deposit into a side account offered by PERS or allow the balance in this fund to grow for future deposits into the side account.

RESERVE FUNDS

- **DEBT RESERVE FUND**

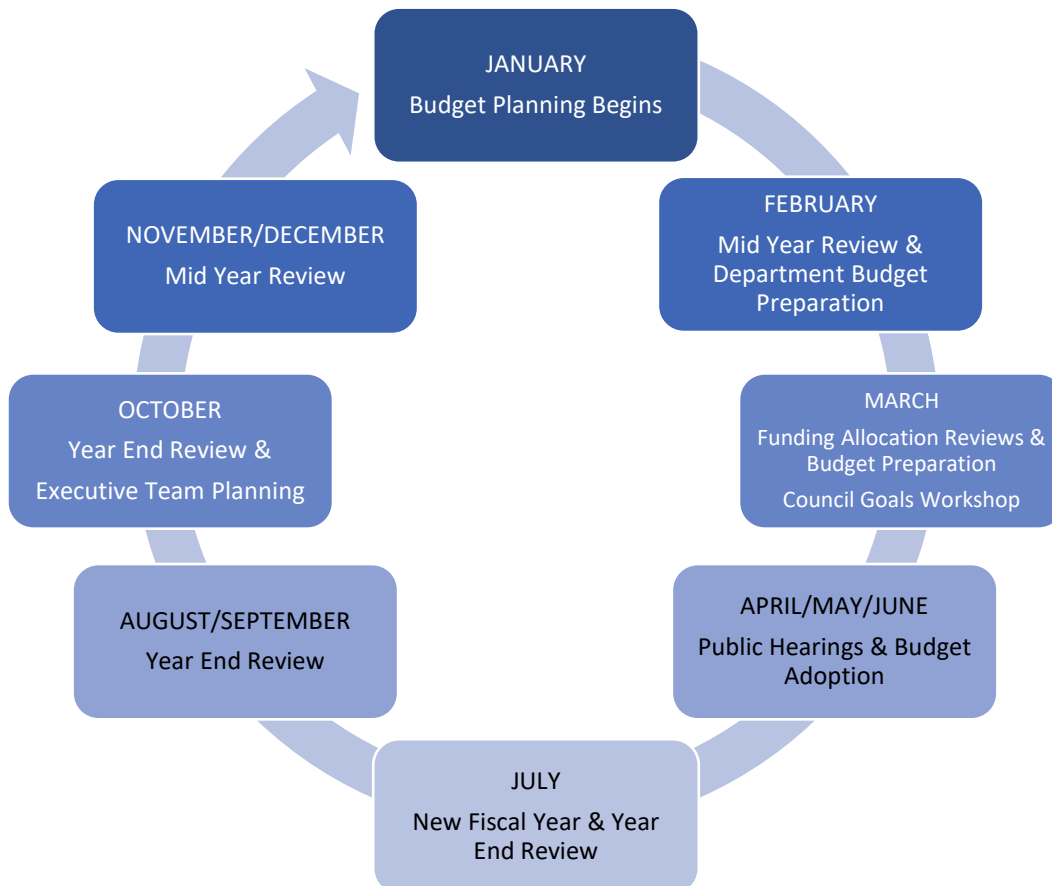
Debt Reserve requirements are part of the loan payment obligations for certain debts held by the City of Madras. The Debt Reserve Fund holds the funds as restricted as identified in each of the loan covenants.

THE BUDGET PROCESS

A budget is defined by Oregon State Law (Oregon Revised Statutes, Chapter 294), as a financial plan containing estimates of revenues and expenditures for a given period or purpose, such as the fiscal year. The City is required to budget all funds and for each fund to have a balanced budget.

The State of Oregon defines balanced budgets as one in which total resources, including beginning resources, current resources and debt proceeds, equal total requirements, including current year expenditures, capital outlay, transfers, debt service, and any other requirements such as debt service reserves. Budgeting is critical to cities because it requires local governments to evaluate plans and establish priorities in relation to available financial resources. Also, under Oregon Revised Statutes (ORS), a legally adopted budget is necessary to establish and justify a given rate and or amount of property taxes to be levied on the property within the city.

The City of Madras prepares and adopts a budget in accordance with Oregon Budget statutes. The budget is presented by fund and department categories. The City Administrator has responsibility for management of the overall City budget and maintaining budgetary control at the approved appropriation level. Ongoing review and monitoring of revenues and expenditures 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.



There will be times when an adopted budget has no authority to make certain expenditures or when revenues are received for which the City had no prior knowledge. The budget may be amended during a budget period through adoption of a transfer resolution or supplemental budget to authorize expenditures and/or appropriate additional revenues in the current budget period. Amendments to budget appropriations are approved by Council. By transferring appropriations, the City has sufficient flexibility to carry out the programs prescribed in its adopted budget.

The Citizens’ Budget Committee consists of the governing body plus an equal number of City residents appointed by the Madras City Council. Accordingly, the City of Madras has seven budget committee members in which the votes of all members are equal. The first review of the budget occurs when the budget is presented to the Committee. At that time the budget is made publicly available, and the Committee begins their review. 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 local budget law, the budget is forwarded to the Council for formal adoption prior to June 30. Budget amendments may be made during the fiscal year through adoption of a supplemental budget process.

City of Madras Budget Process



MADRAS' HISTORY

The Willow Creek basin that cradles Madras held four homesteads in 1902 when John Palmain platted the town. It was initially called Palmain, an Americanized version of Palmain, but the U.S. Postal Department denied that moniker, noting it too closely resembled Palmer, a community that has long since vanished. Debate continues how Madras was chosen as the second option, but it stuck.

A commercial district rapidly formed in Madras, fueled by the promise of a railroad through town. The town incorporated in 1910, and the Oregon Trunk Railroad and Deschutes Railroad Co. both arrived in 1911. Jefferson County was forged out of Crook County in 1914, with Culver as the county seat. In 1916, however, a

countywide vote gave the seat to Madras; and in the early morning hours of January 1, 1917, Madras area residents went to Culver and se- cured—stole, according to Culver versions—the county records.

In 1937, over twenty years after a local irrigation district formed, the Roosevelt Administration approved the Deschutes Project, which brought irrigation water to nearly 60,000 acres in central Jefferson County's North Unit Irrigation District. World War II slowed the project, but it also brought a U.S. Army air base to town, an economic lifeline for Madras, whose population had dwindled to fewer than 300 residents.

In 1946, irrigation water finally reached the district, and the dry-land wheat country soon turned green. The irrigation project created a land rush and a population boom in Madras and the surrounding area, and the farmland around the town would eventually produce some of the world's finest mint and seed crops.



Madras c. 1911

Courtesy Oregon Historic Society Research Lib., acc. No. 7562



Madras Trading Center, c. 1900

Courtesy Oregon Historic Society Research Lib., bc 006099

Sox outfielder Jacoby Ellsbury. He made the Majors in 2007, starring in that year's World Series. He made the American League All-Star team in 2011.

Two dams built by Portland General Electric reshaped the region, bringing hundreds of new residents and changing the landscape. PGE finished Pelton Dam in 1958 and, a few miles upstream, Round Butte Dam in 1964. Both are on the Deschutes River near its confluence with the Crooked and Metolius Rivers. Round Butte Dam created Lake Billy Chinook, where the Cove Palisades is one of the most popular state parks in Oregon.

Among the town's more famous residents is Jake DeShazer, a member of Doolittle's Raiders, who undertook daring bombing raids during the early days of World War II. DeShazer survived being shot down over China and three years in a Japanese prison camp. Madras is also the birthplace and boyhood home of Boston Red

Farming and ranching continue to be an important part of the local economy. Bright Wood Corporation, a wood-remanufacturing plant owned by the Stovall family, employs approximately 650 people at its Madras plant. Deer Ridge Correctional Institution, a state prison, is also located just east of Madras.

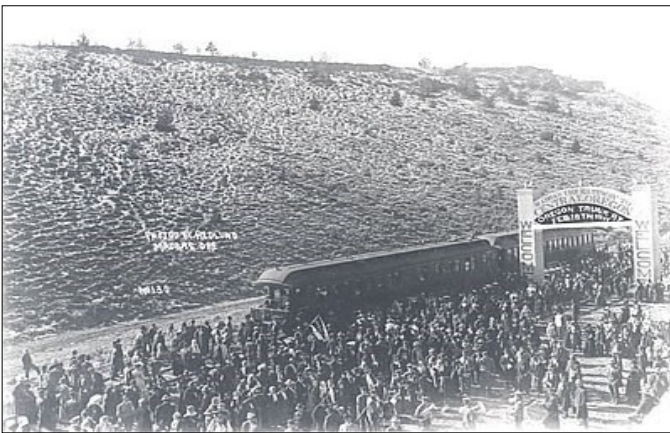
The town's location at the junction of U.S. Highways 97 and 26 make Madras a popular spot for travelers on their way to Central Oregon. With strong influences from both Hispanics and Native Americans and a century-long relationship with the neighboring Confederated Tribes of Warm Springs (the tribal children come to Madras for middle and high school), Madras has grown into a multicultural community with a 2010 population of nearly 7,000 people.

Written by Tony Ahern, published in the Oregon Encyclopedia



Early Madras

Courtesy Oregon Historic Society Research Lib., S.P., & S. coll., bc006111



Oregon Trunk Railway Celebration, 1911

Courtesy Oregon Historic Society Research Lib., S.P., & S. coll.,



Madras early street scene

Courtesy Oregon Historic Society Research Lib., S.P., & S. coll.,



Madras Railway Station, 1910

Courtesy Oregon Historic Society Research Lib., OrHi102168

WELCOME TO MADRAS!

On your way through town, take a moment to step off the beaten path of Highway 97/26 and discover just why the locals call this community home!

LOCATION

Madras is a rural community in Central Oregon along Highway 97/26 (also known as the Oregon—California Highway). It is within Jefferson County and is bordered by the Warm Springs Indian Reservation to the North and Redmond to the South.

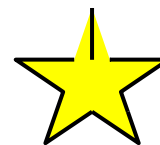
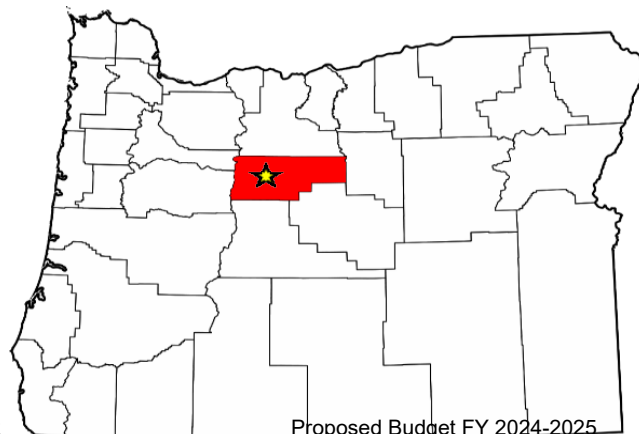
In addition, Madras’s local economy has access to multimodal transit systems, including the highway system, the municipal general aviation airport, and the rail system operated by BNSF Railway.

DEMOGRAPHIC

The Madras community is rich with cultural diversity and socioeconomics. Currently, area residents are made up of Caucasian, Latino and Native American ethnicity.

Madras works to provide a vibrant place for living, offering affordability for all levels of income and living situations, while embracing and supporting our community’s cultural variety.

DISTANCE FROM MADRAS	
Destination	Miles
Cities	
Warm Springs, OR	14
Redmond, OR	29
Bend, OR	40
Portland, OR	119
Salem, OR	154
Airports	
Redmond Airport	28
Portland International Airport	116
Recreational Areas	
Lake Billy Chinook/The Cove Palisades	20
Smith Rock	23
Indian Head Casino	14
Mt. Hood Ski area	68
Public Colleges & Universities	
Central Oregon Community College Madras	2
Oregon State University Cascades	45
Portland State University	121
University of Oregon	153
Oregon Institute of Technology	178

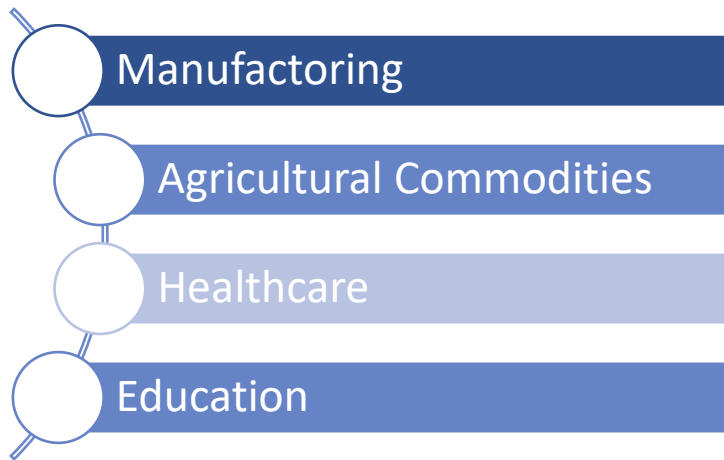


Madras, Oregon
Jefferson County

MADRAS ECONOMY

At the center of the Jefferson County, sits Madras – a city with affordable homes, well-established manufacturers, and the best industrial land prices in the region.

KEY INDUSTRIES



The City of Madras is one of five communities within Jefferson County. Together, they share a common desire for a vibrant future.

With a “can do” style of doing business, tax incentives, wage and cost of living advantages, companies benefit from locating and expanding in this spectacular area of Central Oregon.

BY THE NUMBERS

8,099
Population of Madras

752
*Business Licenses
within City Limits*

33
Median Age

\$245,000 - \$411,700
Average Home Price

\$52,500
Median Household Income

57.5%
Employment Rate

**Statistics and information from EDCCoInfo.com and census.gov.*

BUDGET SUMMARY

2024-2025

	General Fund	Community Cleanup Fund	Tourism Economic Development	Transportation (Streets) Fund	Golf Course Fund	Water Funds	Wastewater Funds	Airport Funds	Capital Project (SDC) Funds	Reserve Funds	Internal Service Funds	Total
Beginning Fund Balance	3,507,662	97,656	607,067	1,840,243	192,193	436,566	3,703,989	1,071,495	3,024,309	279,426	405,835	15,171,016
Property Taxes	2,015,186											2,015,186
Fees, Licenses, Permits, Assmnts, Fines & Charges	1,864,421	41,117		541,112	255,350	990,000	4,268,000	609,900	408,840	163,001	1,469,800	10,611,540
Intergovernmental Grants & Donations	939,238			974,891		20,000	2,500,000	293,931	732,000			5,460,060
All Other Revenues	492,500	55,000	109,000	95,500	85,000	2,500	5,000	768,300	21,500			1,882,500
Transfers	-	38,500	363,000	1,044,945	1,075,000		142,200		587,244			3,250,889
Total Resources	8,819,007	232,273	1,079,067	4,496,691	1,607,543	1,449,066	10,619,189	2,743,626	4,773,893	442,427	1,875,635	38,391,192
Personnel	4,200,641			281,045	266,272	216,758	658,725	305,020			336,034	6,264,496
Materials & Services	1,656,878	134,700	500,300	1,415,357	821,045	747,289	1,740,177	1,108,234			512,652	8,636,632
Capital Outlay	101,000			1,375,000	50,000		3,250,000	587,000	2,075,000		682,000	8,120,000
Debt Services	208,000			201,119		9,600	801,152	87,445				1,555,516
Total Expenditures	6,166,520	134,700	500,300	3,272,522	1,137,317	973,647	6,450,054	2,087,699	2,075,000	-	1,530,686	24,576,644
Transfers Out	595,000		38,500	131,055			1,075,000		1,261,334			3,100,889
Special Payments	330,000		5,500							375,000		710,500
Contingency	363,000	60,000	100,000	150,000	75,000	75,000	250,000	125,000	433,508		75,000	1,706,508
Reserves			5,000	150,000	225,000		1,000,000	200,000	50,000	45,623	130,000	1,805,623
Unappropriated Ending Balance	1,364,487	37,573	429,767	793,114	170,226	400,419	1,844,135	330,927	954,051	21,804	139,949	6,491,028
Total Other Uses	2,652,487	97,573	578,767	1,224,169	470,226	475,419	4,169,135	655,927	2,698,893	442,427	344,949	13,814,548
Total Expenditures & Other Uses	8,819,007	232,273	1,079,067	4,496,691	1,607,543	1,449,066	10,619,189	2,743,626	4,773,893	442,427	1,875,635	38,391,192

CONSOLIDATED SCHEDULE OF RESOURCES & EXPENDITURES

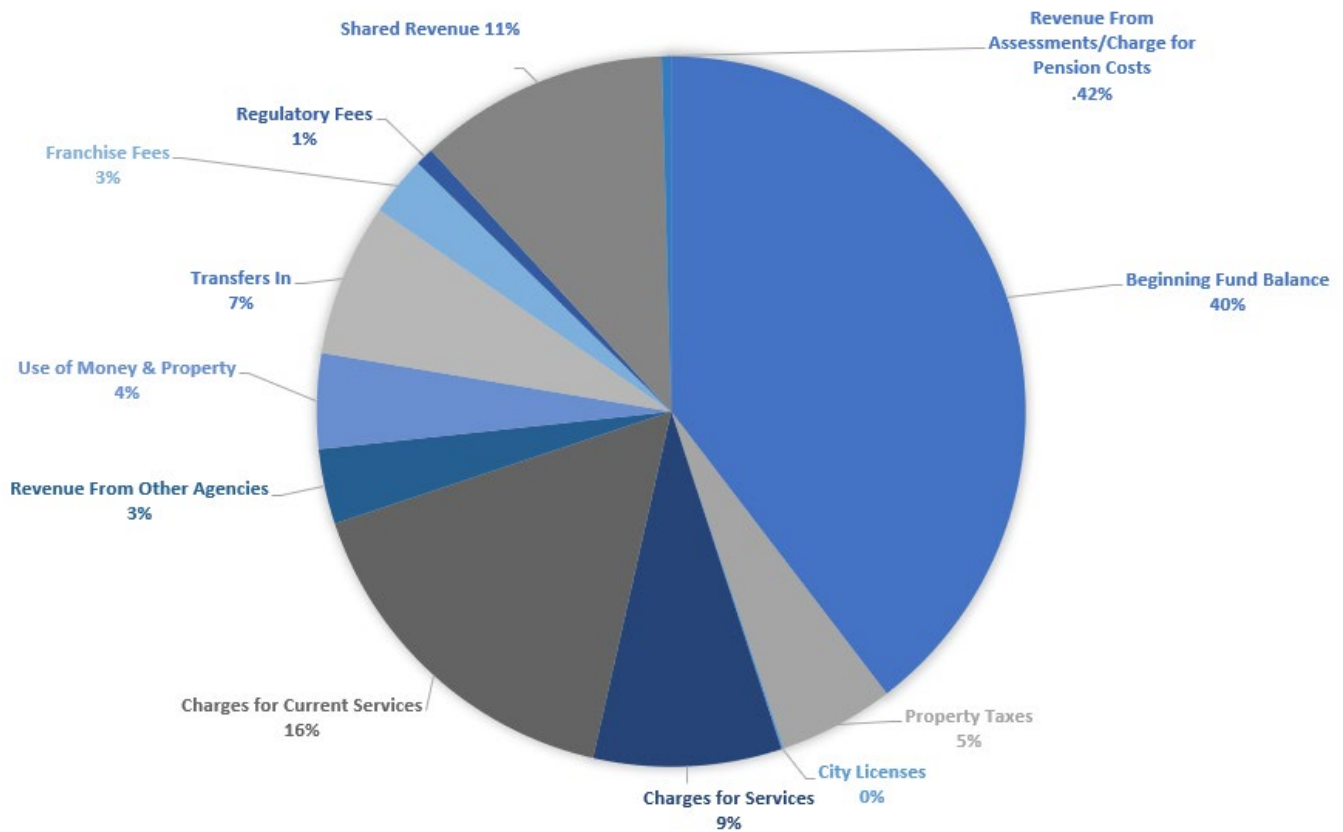
ALL FUNDS—FISCAL YEARS 2022 TO 2025

Budget Summary Description	6/30/2022 Actual	6/30/2023 Actual	6/30/2024 Actual	6/30/2024 Adopted	6/30/2025 Budget
Resources					
Beginning Fund Balance	\$ 10,081,833	\$ 13,230,198	\$ 14,581,002	\$ 13,222,779	\$ 15,171,016
Property Taxes	\$ 1,615,788	\$ 1,722,980	\$ 1,816,963	\$ 1,785,857	\$ 2,015,186
City Licenses	\$ 34,868	\$ 38,153	\$ 34,435	\$ 35,000	\$ 38,850
Charges for Services	\$ 4,395,871	\$ 5,418,978	\$ 881,692	\$ 4,345,754	\$ 3,288,522
Charges for Current Services	\$ 6,416,521	\$ 6,283,475	\$ 5,340,472	\$ 6,063,517	\$ 6,265,340
Revenue from Other Agencies	\$ 3,867,825	\$ 2,223,515	\$ 750,389	\$ 995,693	\$ 1,308,822
Use of Money & Property	\$ 1,198,182	\$ 1,444,656	\$ 891,218	\$ 1,488,431	\$ 1,659,500
Transfers In	\$ 2,338,219	\$ 3,018,730	\$ 247,298	\$ 2,047,960	\$ 2,663,645
Franchise Fees	\$ 963,535	\$ 1,045,627	\$ 836,431	\$ 983,580	\$ 1,074,224
Regulatory Fees	\$ 614,521	\$ 448,177	\$ 450,418	\$ 310,730	\$ 318,848
Shared Revenue	\$ 16,673,540	\$ 5,499,619	\$ 3,095,450	\$ 8,776,766	\$ 4,374,238
Revenue From Assessments/Charge for Pension Costs	\$ 336,565	\$ 104,178	\$ 86,245	\$ 148,088	\$ 163,001
Fines and Forfeitures	\$ 48,275	\$ 42,591	\$ 35,185	\$ 45,000	\$ 50,000
Total Resources	\$ 48,585,544	\$ 40,520,877	\$ 29,047,195	\$ 40,249,155	\$ 38,391,192
Expenditures					
Personnel Services	\$ 4,448,497	\$ 4,617,080	\$ 3,341,777	\$ 5,691,822	\$ 6,264,496
Materials & Services	\$ 8,629,961	\$ 9,760,112	\$ 4,588,296	\$ 9,800,035	\$ 8,636,632
Capital Outlay	\$ 4,483,796	\$ 6,986,504	\$ 3,785,854	\$ 11,284,541	\$ 8,120,000
Transfers Out	\$ 2,338,219	\$ 3,018,730	\$ 247,298	\$ 1,949,960	\$ 3,100,889
Debt Service	\$ 14,824,568	\$ 1,481,850	\$ 1,440,575	\$ 1,582,600	\$ 1,555,516
Contingency	\$ -	\$ -	\$ -	\$ 3,496,840	\$ 1,706,508
Reserve for Future Expenditures	\$ 36,862	\$ -	\$ -	\$ 745,623	\$ 1,805,623
Interfund Loan & Special Payments	\$ 630,325	\$ 75,599	\$ 255,500	\$ 335,500	\$ 710,500
Unappropriated Ending Fund Balance	\$ 13,193,316	\$ 14,581,002	\$ 15,387,896	\$ 5,362,234	\$ 6,460,936
Total Expenditures	\$ 48,585,544	\$ 40,520,878	\$ 29,047,195	\$ 40,249,155	\$ 38,361,100
Revenue over/(under) expenditures	\$ (0)	\$ (0)	\$ 0	\$ -	\$ 30,091
Ending Fund Balance	\$ (0)	\$ (0)	\$ 0	\$ -	\$ 30,091
Grand Total of Expenditures	\$ 48,585,544	\$ 40,520,877	\$ 29,047,195	\$ 40,249,155	\$ 38,391,192
Total Resources Available	\$ 48,585,544	\$ 40,520,877	\$ 29,047,195	\$ 40,249,155	\$ 38,391,192

CONSOLIDATED SCHEDULE OF RESOURCES

ALL FUNDS—FISCAL YEARS 2022 TO 2025

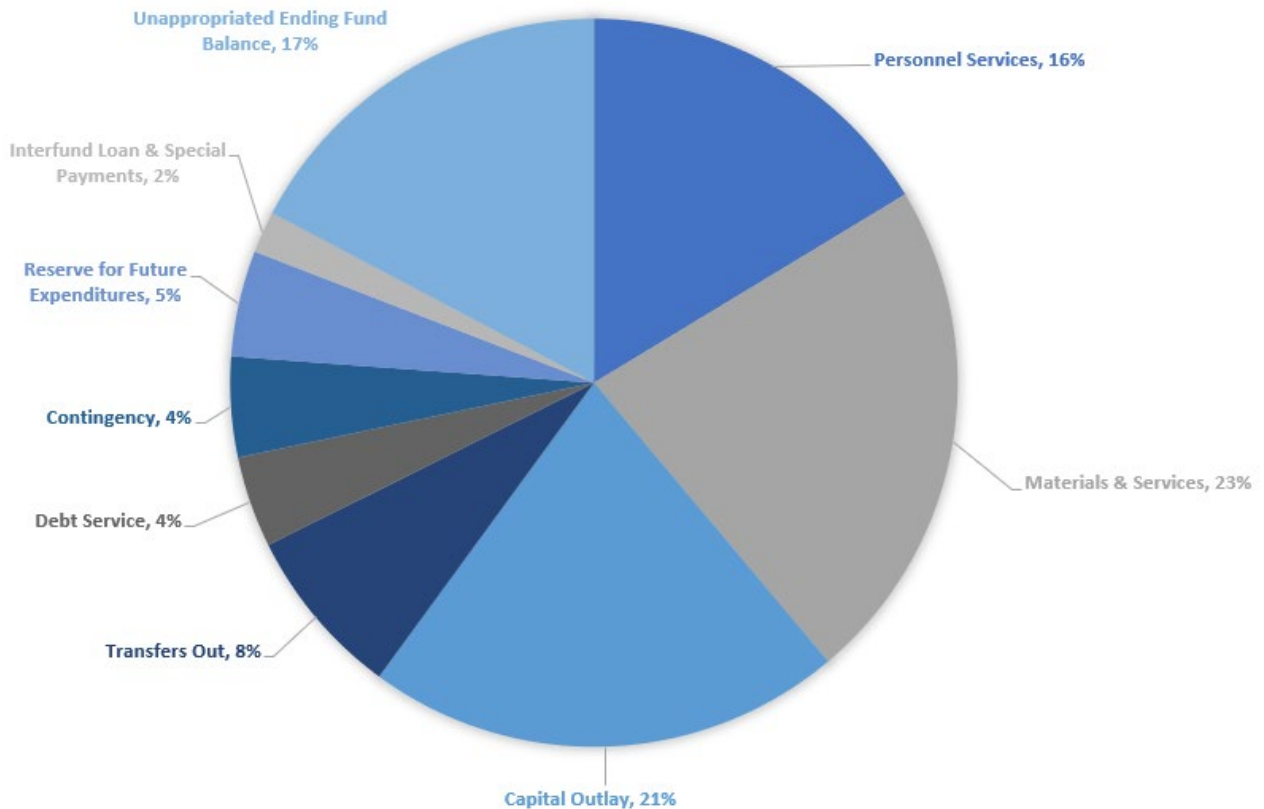
Budget Summary by % Description	6/30/2022 Actual	6/30/2023 Actual	6/30/2024 Actual	6/30/2024 Adopted	6/30/2025 Budget
<i>Resources</i>					
Beginning Fund Balance	21%	33%	33%	33%	40%
Property Taxes	3%	4%	4%	4%	5%
City Licenses	0%	0%	0%	0%	0%
Charges for Services	9%	13%	11%	11%	9%
Charges for Current Services	13%	16%	15%	15%	16%
Revenue From Other Agencies	8%	5%	2%	2%	3%
Use of Money & Property	2%	4%	4%	4%	4%
Transfers In	5%	7%	5%	5%	7%
Franchise Fees	2%	3%	2%	2%	3%
Regulatory Fees	1%	1%	1%	1%	1%
Shared Revenue	34%	14%	22%	22%	11%
Revenue From Assessments/Charge for Pension Costs	1%	0%	0%	0%	0%
Fines and Forfeitures	0%	0%	0%	0%	0.13%
Total Resources	100%	100%	100%	100%	100%



CONSOLIDATED SCHEDULE OF EXPENDITURES

ALL FUNDS—FISCAL YEARS 2022 THROUGH 2025

Budget Summary by %	6/30/2022	6/30/2023	6/30/2024	6/30/2024	6/30/2025
Description	Actual	Actual	Actual	Adopted	Budget
Expenditures					
Personnel Services	9%	11%	14%	14%	16%
Materials & Services	18%	24%	24%	24%	23%
Capital Outlay	9%	17%	28%	28%	21%
Transfers Out	5%	7%	5%	5%	8%
Debt Service	31%	4%	4%	4%	4%
Contingency	0%	0%	9%	9%	4%
Reserve for Future Expenditures	0%	0%	2%	2%	5%
Interfund Loan & Special Payments	1%	0%	1%	1%	2%
Unappropriated Ending Fund Balance	27%	36%	13%	13%	17%
Total Expenditures	100%	100%	100%	100%	100%



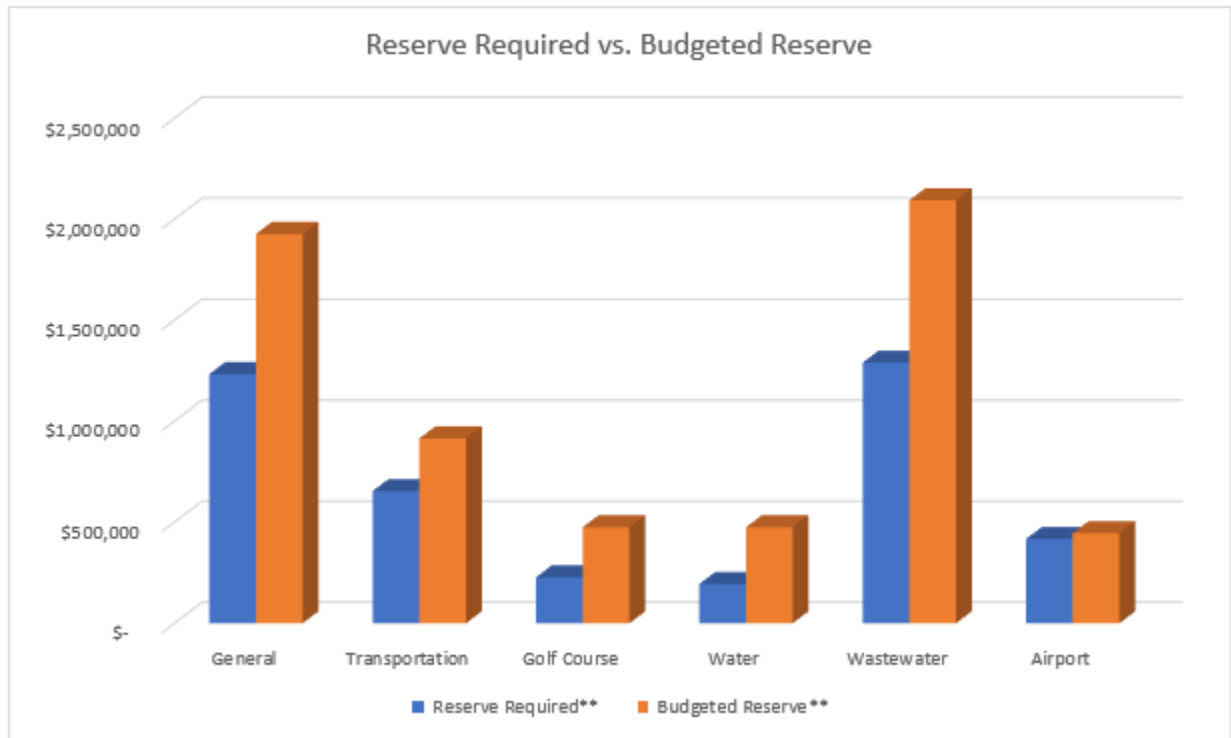
CONTINGENCY AND RESERVES FOR OPERATING FUNDS

FISCAL YEARS 2024 - 2025

Fund	Total Budgeted	EFB + Contingency	%	Operating Expenses*	Reserve Required**	Budgeted Reserve**	Reserve Difference	% of Budget
General	\$ 8,819,007	\$ 1,727,487	28.01%	\$ 6,166,520	\$ 1,233,304	\$ 1,727,487	\$ 494,183	19.59%
Transportation	\$ 4,496,691	\$ 943,114	28.82%	\$ 3,272,522	\$ 654,504	\$ 943,114	\$ 288,610	20.97%
Golf Course	\$ 1,607,543	\$ 475,419	41.80%	\$ 1,137,317	\$ 227,463	\$ 475,419	\$ 247,956	29.57%
Water	\$ 1,449,066	\$ 475,419	48.83%	\$ 973,647	\$ 194,729	\$ 475,419	\$ 280,690	32.81%
Wastewater	\$ 10,619,189	\$ 2,094,135	32.47%	\$ 6,450,054	\$ 1,290,011	\$ 2,094,135	\$ 804,124	19.72%
Airport	\$ 2,743,626	\$ 455,927	21.84%	\$ 2,087,699	\$ 417,540	\$ 455,927	\$ 38,387	16.62%
Total	\$ 29,735,122	\$ 6,171,501	20.2%	\$ 20,087,759	\$ 4,017,552	\$ 6,171,501	\$ 2,153,950	20.75%

*Operating expenditures are the personnel, materials & services and transfers, excluding those transfers for project portions of the budgets.

**The goal is 20% Ending Fund Balance + Contingency



STATEMENT OF BONDS & LOANS OUTSTANDING AS OF JUNE 30, 2024

	Date of Issue	Maturity Date	Amount of Issue	Rate of Interest	Outstanding 6/30/24	Maturing FY 24-25	Maturing FY 24-25
						Principal	Interest
Short-term Debt:							
<i>MRC Line of Credit</i>							
Commercial				7.5%	\$ 683,000	n/a	
Housing				7.5%	\$ 455,000	n/a	
Total Short-term Debt					\$ 1,138,000		
Long-term Debt							
GENERAL FUND BONDS							
2017 Series	6/1/2017	12/1/2033	\$ 1,375,000	3%-4%	\$ 950,000	\$ 85,000	\$ 30,500
2021A Series	10/12/2021	3/21/2052	\$ 1,775,000	3%	\$ 1,640,000	\$ 35,000	\$ 57,500
Total General Fund			\$ 3,150,000		\$ 2,590,000	\$ 120,000	\$ 88,000
STREET BONDS							
2015 Series	6/16/2015	12/1/2036	\$ 805,230	1%-4%	\$ 455,130	\$ 43,000	\$ 18,000
ODOT-J Street Flood Mitigation	9/1/2019	10/1/2041	\$ 1,070,437	1.99%	\$ 832,264	\$ 124,172	\$ 15,947
Total Streets Fund			\$ 1,875,667		\$ 1,287,394	\$ 167,172	\$ 33,947
AIRPORT BONDS							
2015 Series	6/16/2015	12/1/2036	\$ 1,087,371	1%-4%	\$ 614,601	\$ 58,000	\$ 24,000
Jefferson County	7/15/2013	7/15/2038	\$ 65,000	3%	\$ 24,936	\$ 4,697	\$ 748
Total Airport Fund			\$ 1,152,371		\$ 639,537	\$ 62,697	\$ 24,748
WATER BONDS							
2015 Series	6/16/2015	12/1/2036	\$ 124,200	1%-4%	\$ 70,200	\$ 6,600	\$ 3,000
Total Water Fund			\$ 124,200		\$ 70,200	\$ 6,600	\$ 3,000
WASTEWATER BONDS							
2015 Series	6/16/2015	12/1/2036	\$ 53,199	1%-4%	\$ 30,069	\$ 3,000	\$ 1,200
2021B Series	10/12/2021	6/30/2038	\$ 10,390,000	.321%-2.051%	\$ 9,180,000	\$ 470,000	\$ 206,914
DEQ-62371 N. Madras Collect.	11/1/2013	5/1/2033	\$ 183,705	2.71%	\$ 100,537	\$ 9,415	\$ 2,661
DEQ-62372 Bel-Air	10/1/2018	10/1/2048	\$ 615,000	1.41%	\$ 536,531	\$ 18,178	\$ 7,378
DEQ-62373 Cleveland Street	5/10/2022	4/1/2052	\$ 501,088	1%	\$ 479,010	\$ 14,903	\$ 4,753
DEQ-62374 Grizzly Road	3/1/2023	9/1/2052	\$ 431,235	1%	\$ 418,410	\$ 12,941	\$ 3,737
DEQ-62375 Skyridge	12/15/2023	9/1/2053	\$ 395,667	1%	\$ 395,667	\$ 11,664	\$ 3,770
OBDD Willowbrook	7/1/2020	12/1/2050	\$ 633,266	2.69%	\$ 582,736	\$ 14,962	\$ 15,676
Total Wastewater Fund			\$ 13,203,160		\$ 11,722,960	\$ 555,063	\$ 246,089
Madras Redevelopment Commission							
2017 Series	6/1/2017	6/30/2032	\$ 1,770,000	3%-4%	\$ 1,260,000	\$ 140,000	\$ 40,900
2021A Series	10/12/2021	6/30/2041	\$ 1,030,000	3%	\$ 910,000	\$ 40,000	\$ 27,550
PD Grant Agreement	5/16/2018	5/16/2028	\$ 655,000	0%	\$ 262,000	\$ 65,500	n/a
Total MRC Fund			\$ 3,455,000		\$ 2,432,000	\$ 245,500	\$ 68,450
Total Debt			\$ 22,960,398		\$ 19,880,091	\$ 1,157,032	\$ 464,234

GENERAL FUND

DEPARTMENT DESCRIPTION AND CORE SERVICES

The General Fund focuses on the following operating programs: administration, community development, parks, police department, and non-department. Non-department includes appropriations for the du jour loan assistance for the urban renewal districts, debt reserve for the police station/city hall, and a pass-through of two-thirds of the transient lodging tax to the Tourism/Economic Development Fund.

The General Fund revenues include city property taxes (\$4.1262 per \$1,000 assessed value), franchise fees (50% - other 50% to Transportation Operations Fund), state shared revenues (liquor and cigarette taxes), regulatory fees, and court fines.

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

The General Fund continued increasing transparency by re-aligning its operating revenues and expenditures. The indirect *charges for services* were revised for 2024-2025 to reflect a 10% indirect charge applied to other operating and propriety funds, personnel and materials, and services expenditures. Implementing the charge reduces *charges for services* from the adopted \$1,386,666 in 2023-2024 to \$856,108 in the proposed budget for 2024-2025. The decrease is <\$530,558.> However, the correction helps funds like water and wastewater operations that have historically struggled to support services without increasing rates.

Other changes include adding personnel to the parks department and aligning full-time employees with general operating public services. Two additional full-time employees and body camera capital outlay appropriations are included in the police department and the addition of a leased vehicle for city administration. The remaining ARPA funds are in contingency.

The General Fund now contains the Administrative, Finance, Community Development and Parks resources and expenditures in addition to the Police Department expenditures. This change is consistent with revisions made during FY 2023-24 Budget Process that will improve transparency in priorities of the General Fund over time. The individual organizational units identify the changes in detail.

The Homeless Services Center is expected to be operational by November 2023. Staff is continuing to look for resources to help complete the off-site infrastructure improvements; furniture, fixtures and equipment; and construction costs that were in excess of original estimates.

City of Madras
2024-25 Budget Worksheet
General Fund
Revenues

Description	2021-22 Actuals	2022-23 Actuals	2023-24 Adopted	2023-24 Actuals	2024-25 Proposed
Beginning Fund Balance					
Beginning Fund Balance	1,224,461	2,635,228	3,564,072	3,582,543	3,507,677
Total Beginning Fund Balance	1,224,461	2,635,228	3,564,072	3,582,543	3,507,677
Property Taxes					
Current Property Taxes	1,573,830	1,685,797	1,745,857	1,779,397	1,972,736
Prior Property Taxes	41,959	37,183	40,000	37,566	42,450
Total Property Taxes	1,615,788	1,722,980	1,785,857	1,816,963	2,015,186
City Licenses					
Business Licenses	-	-	35,000	34,435	38,850
Total City Licenses	-	-	35,000	34,435	38,850
Franchise Fees					
Cascade Natural Gas 50%	76,391	108,268	68,000	70,132	112,562
TDS/Crestview Cable TV 50%	19,801	20,808	15,800	11,180	15,800
Pacific Power & Light 50%	309,517	317,473	335,875	285,877	335,875
Qwest Communications 50%	7,468	6,537	7,700	2,811	7,700
LS Networks 50%	5,724	6,219	5,415	3,056	5,415
Madras Sanitary Servc 50%	41,776	43,711	38,000	30,366	38,760
Level 3 Communications 50%	15,157	15,840	15,000	11,880	15,000
TDS/Bend Broadband 50%	5,933	3,958	6,000	2,913	6,000
Total Franchise Fees	481,768	522,813	491,790	418,215	537,112
Regulatory Fees					
Liquor license Renewals	1,525	2,230	1,500	1,865	2,500
Nuisance Enforcement Fee	37,922	24,097	-	33,789	30,000
Impound fees	-	75	200	75	200
Retail Marijuana License	630	630	630	630	1,000
SDC Deferral Application Fee	-	-	1,000	800	1,000
Community Development Fees	-	-	185,900	231,277	184,274
Planning Fees	-	-	108,000	38,580	69,874
Credit Card Fee - 3%	-	-	-	2,635	10,000
Total Regulatory Fees	40,077	27,032	297,230	309,651	298,848
Shared Revenues					
COIC-Cascades East Transit	73,136	76,792	-	-	-
P. D. Overtime Grant	8,264	1,656	-	-	10,000
Motel Tax	406,971	417,125	500,000	370,947	550,000
Cigarette Tax	5,585	5,744	5,800	3,688	5,000
Liquor Tax	134,810	155,592	150,000	91,524	140,000
Marijuana Tax	197,617	186,488	158,000	126,382	200,000
Miscellaneous Grants	-	-	-	17,296	-
Jefferson Co District Attorney	76,842	75,414	37,707	37,350	-
509J - School Resource Officer	89,078	61,987	-	-	-
Travel Cntr Plaza Public Safet	17,606	18,134	18,678	-	19,238
American Rescue Plan - COVID R	783,066	783,066	-	-	-
COVID Response & Relief - FED.	95,713	-	-	-	-
CDBG-Homeless Shelter ORHB5006	64,223	525,113	1,463,045	1,168,119	-
ARPA State Allocation	750,000	-	-	-	-
COIC Homeless Svcs Grant	-	-	1,060,536	1,023,182	-
JeffCo RFPD Permit Fees	-	-	-	-	15,000
ODOT E-citations Grant	-	-	-	-	-
Total Shared Revenues	2,702,911	2,307,113	3,393,766	2,838,488	939,238

**General Fund
Revenues Continued**

Description	2021-22 Actuals	2022-23 Actuals	2023-24 Adopted	2023-24 Actuals	2024-25 Proposed
Revenues from Other Agencies					
Madras Redevelop. Commission	-	-	65,000	-	-
Total Revenues from Other Agencies	-	-	65,000	-	-
Charges for Services					
Miscellaneous Revenue	775	31	10,000	24,072	45,000
Airport Operations Fund	-	-	206,605	-	125,656
Golf Course Fund	-	-	86,086	-	94,043
Water Operations Fund	-	-	325,829	-	85,958
Wastewater Operations Fund	-	-	635,908	-	209,183
Transportation Operations Fund	-	-	34,434	-	147,080
Tourism/Econ Development Fund	-	-	18,500	-	44,800
Public Works Fund	-	-	-	-	57,384
Community Cleanup	-	-	-	-	12,700
Comm District Project Fund	-	-	45,000	-	45,000
Housing District Project Fund	-	-	34,304	-	34,304
Total Charges for Services	775	31	1,396,666	24,072	901,108
Fines & Forfeitures					
Court Fines & Background Check	48,275	42,591	45,000	25,100	50,000
Total Fines & Forfeitures	48,275	42,591	45,000	25,100	50,000
Use of Money & Property					
Interest	13,719	80,059	7,500	94,901	150,000
Sale of Assets	-	-	-	-	-
P-card Rebate	-	-	12,500	-	12,500
DuJour Loan - Commercial Distr	85,501	-	250,000	-	250,000
DuJour Loan - Housing District	-	-	80,000	-	80,000
Total Use of Money & Property	99,219	80,059	350,000	94,901	492,500
Transfers In					
SDC Parks Improvement	-	-	200,000	-	-
Parks Fund	-	-	-	-	-
Community Development Fund	-	-	-	-	-
ISF-Central Services	-	-	-	-	-
Total Transfers In	-	-	200,000	-	-
Total Revenues	6,213,274	7,337,847	11,624,381	9,144,369	8,780,519

GENERAL FUND - ADMINISTRATION

DEPARTMENT DESCRIPTION AND CORE SERVICES

This budget provides funds for administrative services in the areas of financial management of all city functions, human resources, contract/project management, property management, records management, elections, risk management, overall City Administration and City Council expenses.

- City Administrator
- City Recorder
- HR Director
 - Total Full Time Equivalent Employees = 3.0

Dues and membership including League of Oregon Cities, Central Oregon Cities Organization, Oregon Mayor's Association, Deschutes Water Alliance, Oregon City-County Management Association & ICMA, and Oregon Association of Municipal Recorders.

ACCOMPLISHMENTS

- The Mayor and Council hired a City Administrator.
- Hired an HR Director.
- Engaged the employees and changed the culture to be more inclusive.
- City Recorder improved the city's social media presence within the community.
- Developed a robust engaging management team.

GOALS

- Increase the police department's workforce so two officers will be on duty at one time.
- Align the city's resources to support increased communications and engagement with the community.
- Enhance the functionality of the city's website, so it is easier to locate key information.
- Partner with community organizations and agencies to emphasize Madras's hometown livability and desires for community growth.
- Implement strategies to enforce the camping regulations.
- Promote affordable housing strategies with the HURD.
- Create a robust onboarding plan for new employees.
- Develop a wellness and benefits committee to provide a voice for city employees, so future benefit offerings provide employees options for coverage.
- Enhance the communication and outreach of the HR department, to increase employee engagement and satisfaction.
- Partner with Jefferson County and its cities on an EDCO Director in City Hall.
- Develop a marketing strategy for the city owned vacant properties.
- Work with the city elected officials on a five-year infrastructure funding plan.

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

Previously, Administrative Services was included in the Internal Service Fund – Central Services. Beginning July 1, 2023, the Internal Services Fund is closed, and Administrative Services are no longer separated from the General Fund.

**General Fund
Administration
Expenditures**

Description	2021-22 Actuals	2022-23 Actuals	2023-24 Adopted	2023-24 Actuals	2024-25 Proposed
Personnel Services					
Regular Payroll	-	-	398,124	252,743	384,637
PERS	-	-	112,093	48,678	96,890
PERS Charge for Pension Costs	-	-	17,465	10,951	17,309
Social Security	-	-	29,977	18,678	29,425
Unemployment Tax	-	-	2,500	207	1,154
Industrial Accident Ins.	-	-	5,915	5,761	346
Health & Accident Insurance	-	-	71,273	37,387	107,489
Total Personnel Services	-	-	637,347	374,405	637,249
Total FTE			3.00	3.00	4.05
Materials & Services					
Advertising	-	-	1,500	1,824	1,500
Building Maintenance	-	-	25,000	30,183	25,000
Computer Expense	-	-	20,890	23,033	10,000
City Council Expense	-	-	20,000	15,434	20,000
Dues & Membership	-	-	15,000	16,125	15,000
Utilities	-	-	20,000	14,827	20,000
Insurance & Surety Bonds	-	-	-	3,692	-
Legal Fees	-	-	60,000	82,211	80,000
Meetings, Travel, EE Develop	-	-	16,000	27,212	25,000
Bank Service Fees	-	-	4,000	3,172	8,000
Office Supplies	-	-	7,500	7,160	7,500
Postage	-	-	1,500	742	1,500
Professional Services	-	-	50,200	58,706	45,000
Internal Services IT Fund	-	-	26,707	9,094	24,300
Total Materials & Services	-	-	268,297	293,413	282,800
Total Expenditures - Administration	-	-	905,644	667,818	920,049

GENERAL FUND - COMMUNITY DEVELOPMENT

DEPARTMENT DESCRIPTION AND CORE SERVICES



The Community Development Department serves a critical function in the planning and development of our community and is responsible for:

- Long-Range Planning
- Zoning & Development Code Administration
- Administration of the Madras Planning Commission
- Administrative support to:
 - Madras Urban Renewal District (MURD)
 - Housing Urban Renewal District (HURD)
 - Homeless Advisory Committee
 - Economic Development
- Code Enforcement

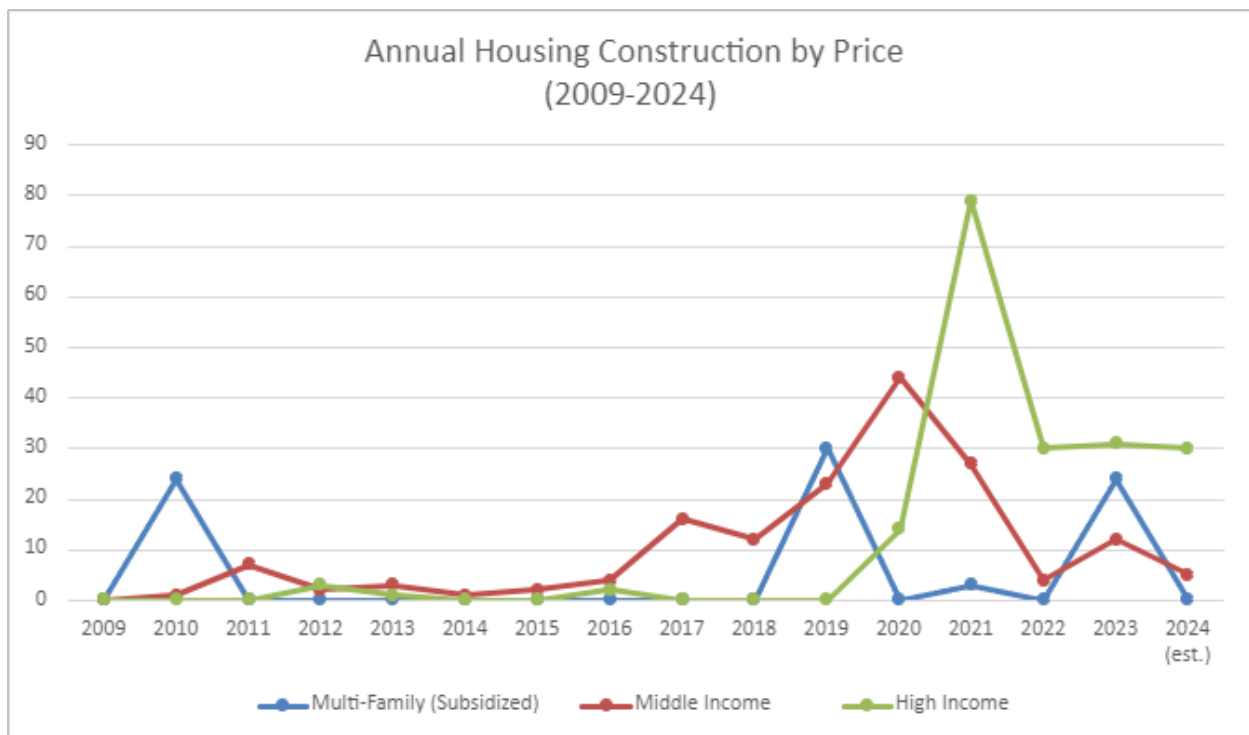
The Department is responsible for ensuring that the City's Comprehensive Plan is consistent with State Statutes and Administrative Rules and that development is in compliance with City Ordinances (i.e. Development Code). It also administers and interprets the City's Comprehensive Plan and Development Ordinances, and the Oregon Revised Statutes and Administrative Rules that pertain to land use. The Department coordinates the land division process (i.e. subdivisions and partitions) within the Urban Growth Boundary. It coordinates the permitting of new building construction with the Jefferson County Building Department. The Department coordinates enforcement of the zoning, subdivision, sign, nuisance, and other related land use ordinances with the City Police, Public Works Departments, and other agencies. The Department has two full-time employee positions as detailed below.

- Community Development Director
- Associate Planner
- In FY 2024-25 the City will continue a partnership with Jefferson County Fire & EMS for a Code Enforcement position (30 hrs./wk.) that is supervised by the Community Development

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

The Community Development Department receives fee revenue from land use applications and Zoning Review fees and other charges for services. Economic conditions have historically driven land use and building permit activity in Madras, and as a result fee revenues for the Department. Key policy changes implemented starting in 2019 to reduce SDC, utilizing urban renewal tax increment to incentive housing construction, and Middle Housing Code changes are increasing housing planning and development permits. The Department is experiencing sustained higher volumes of land use and Zoning Review applications as a result despite economic changes. Higher interest rates have made home mortgages more expensive and accordingly the Department is seeing a significant decrease in single-family dwelling related permits and an increase in multi-family dwelling permits (see Figure 1 below).

Figure 1. Annual Housing Construction by Price.



The Community Development Fund will enable the following proprieties for FY 2024-25: 1) reclassification and promotion of staff based on merit through performance and certifications obtained; 2) housing Action Plan update; 3) creating a Homelessness Report; 4) needed Development Code changes. The Department's largest FY 2024-25 expenditures are Personnel Services (\$361,236) and Materials & Services (\$144,760). The FY 2024-25 Budget will fund 2.0 FTE and the Department will continue to supervise the City's Code Enforcement Officer that is funded in

the Community Cleanup Fund. It is forecasted that permit activity, long-range planning, and other related project activity will be similar as that in FY 2023-24. The Department will continue to staff meetings and public meetings related to current-and-long-range planning and Homelessness.

**General Fund
Community Development
Expenditures**

Description	2021-22 Actuals	2022-23 Actuals	2023-24 Adopted	2023-24 Actuals	2024-25 Proposed
Charges for Services					
Technology Fee - 61%	-	-	-	(4,813)	38,503
Total Charges for Services	-	-	-	(4,813)	38,503
Personnel Services					
Regular	-	-	223,142	142,816	233,907
PERS	-	-	56,210	35,799	58,921
Charge for Pension Costs	-	-	10,041	6,395	10,526
Social Security	-	-	18,179	10,352	17,894
Unemployment Tax	-	-	500	142	702
Industrial Accident Ins.	-	-	3,584	3,816	252
Health & Accident Ins.	-	-	34,332	23,775	39,035
Total Personnel Services	-	-	345,988	223,095	361,236
Total FTE			2	2	2.00
Materials & Services					
Advertising	-	-	3,000	3,007	3,000
Computer license/web/telephone	-	-	8,160	11,048	8,160
Dues/Memberships	-	-	1,600	-	1,600
Legal Fees	-	-	25,000	20,100	25,000
Mapping	-	-	3,000	6,150	3,000
Meetings/Travel/Schools	-	-	6,000	6,849	6,000
Office Supplies	-	-	6,000	3,555	6,000
Planning Commission	-	-	5,000	1,197	5,000
Postage	-	-	2,000	631	2,000
Professional Services	-	-	80,000	24,408	73,000
ISF IT Fund	-	-	18,135	4,547	12,000
Total Materials & Services	-	-	157,895	81,492	144,760
Total Expenditures - Community Development	-	-	503,883	304,587	505,996

GENERAL FUND - PARKS

DEPARTMENT DESCRIPTION AND CORE SERVICES

The Parks Fund is responsible for the maintenance & operation of Madras parks and greenways including, but not limited to mowing, tree trimming, irrigating, weed control, and public restroom maintenance.

Current Inventory of the City's Public Parks and Greenways:

- Open Space within City Limits = 290.61 acres
- Open Space with Public Buildings = 194.67 acres
- Parks = 29.78 acres

- North Y Intersection Landscaping (Hwy 26 & Hwy 97)
- South Y Intersection Landscaping (Hwy 97/26 & J St)
- Sahalee Park (restroom facilities)
- Madras Bike & Skate Park (restroom facilities)
- Westside Elementary
- Bean Park (restroom facilities)
- Oak Park
- Cowden Park
- Kenwood Park
- Sun Drive Park
- Crescent Park (Yarrow developed)
- Veterans' WW II War Memorial
- Trail System Park areas - 7th & "A," and 9th & Willow Creek
- Trees, grass & irrigation – Hwy 26 frontage between Earl Street and NUID Canal in North Madras
- Greenway maintenance along the Willow Creek & Loop Trail Section – 6.3 miles
- Hoffman Park – 6.08 acres
- Willowbrook Park – 2.72 acres

ACCOMPLISHMENTS

- Willowbrook Park: Partnered with Montevista Homes to provide grass and trees.
- Bean Park: Upgraded the playground equipment at Bean Park

GOALS

- All Park Capital Projects are now funded out of the SDC Park Improvement Fund. See SDC Park Improvement fund narrative for planned parks projects.

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

- Personal have been allocated directly to each respective fund.
- Operating costs have increased 2.5%

**General Fund
Parks
Expenditures**

Description	2021-2022		2023-24		2024-25
	Actuals	Actuals	Adopted	Actuals	Proposed
Personnel Services					
Regular					96,551
Overtime					2,919
PERS					25,891
PERS Charge for Pension Costs					4,345
Social Security					7,386
Unemployment Tax					290
Industrial Accident Ins.					1,448
Health & Accident Ins.					27,398
Retiree Health & Accident Ins.					377
Total Personnel Services	-	-	-	-	166,604
Total FTE					1.25
Materials & Services - Parks					
Building Maintenance	-	-	-	-	10,000
Temp Services	-	-	200,000	80,279	130,000
Computer	-	-	-	1,761	1,500
Contract Services	-	-	10,000	20,228	45,000
Utilities	-	-	18,000	10,697	15,000
Insurance & Surety Bonds	-	-	8,078	8,927	9,552
Meetings, Travel, EE Develop.	-	-	-	168	2,500
Neighborhood	-	-	500	150	500
Materials & Supplies	-	-	-	-	4,000
Professional Services	-	-	25,000	5,187	-
Repairs/Maintenance Materials	-	-	70,000	32,438	75,000
Tree Replenishment	-	-	5,000	-	5,000
ISF-PW Staff	-	-	243,000	60,750	121,000
ISF IT Fund	-	-	-	-	7,500
Total Materials & Services - Parks	-	-	579,578	220,586	426,552
Capital Outlay					
Willowbrook Park Buildout	-	-	10,000	-	-
Bean Park Equipment Rehab	-	-	65,000	67,379	-
Total Capital Outlay	-	-	75,000	67,379	-
Reserve for Future Expenditure					
Reserve for Parks Equipment	-	-	15,000	-	-
Total Reserve for Future Expenditure	-	-	15,000	-	-
Total Expenditures - Parks	-	-	669,578	287,964	593,156

GENERAL FUND - POLICE DEPARTMENT

MISSION STATEMENT

The mission of the Madras Police Department is “to work with all citizens to preserve life, maintain human rights, and protect property; to hold ourselves accountable to our community and to recognized industry standards; to reduce crime, and the fear of crime, by facilitating positive police-citizen contacts.”

DEPARTMENT DESCRIPTION AND CORE SERVICES

Police service is the part of the governmental process that provides public safety through protection of life and property and the preservation of peace. The police have a responsibility to control both criminal and non-criminal conduct. This is accomplished through the enforcement of a wide variety of State and local laws, ordinances, and regulations. The Madras Police Department emphasizes problem-solving policing through community involvement, regulating non-criminal conduct, and other service-oriented activities, which accounts for expenditures of time and personnel resources.

Police Department Objectives:

- Protect life and property.
- Safeguard the rights of individuals.
- Control, prevent and repress crime.
- Control conduct and maintain peace and public order.
- Apprehend law violators.
- Recover stolen property.
- Traffic control
- Enforce local ordinances.
- Investigate reported crimes.
- Render aid and comfort to victims of crimes.

Authorized staffing:

1 Chief of Police
3 Patrol Sergeants
1 Detective
9 Patrol Officers
2 Reserve Officers
1 Office Manager
1 Office Assistant/Records Specialist
1 Evidence Technician

Provision of services:

The Police Department is divided into three divisions: Patrol Services, responsible for operations; Criminal Investigations, responsible for all major investigations; and Support Services, responsible for all ancillary and support activities.

Division: *Patrol*

The function of patrol is to respond to calls for assistance and reports of criminal activity, act as a deterrent to crime, enforce state and local laws, identify community needs, provide support and assistance to the community, and respond to emergencies.

Activity:

- Conduct high visibility patrols that are directed at prevention of criminal acts, traffic violations and crashes, the maintenance of public order, and the discovery of hazardous situations or conditions.
- Respond to calls for service involving, but not limited to, enforcement of state laws and city ordinances, investigation of traffic crashes and criminal offenses, response to requests for assistance by the public and other agencies as well as emergency situations as they arise.
- Engage in Joint Community Policing programs, crime prevention programs, other community events or self – initiated community engagement.
- Respond to both criminal and non-criminal acts and take the appropriate action.
- Apprehend criminal offenders.
- Share information between the patrol division and other divisions within the Department, as well as other external criminal justice agencies.
- Conduct Traffic enforcement and traffic control activities.

Authorized Staffing:

3 Patrol Sergeants (2 filled)
9 Patrol Officers (6 filled)

Program: *Reserve Officers****Activity:***

- Provides volunteer assistance for officers and police-related activities.
- Creates opportunities for those who are interested in the law enforcement profession to observe and participate in police activities.

Currently, the department is not actively recruiting new Reserve Officers due to full-time staffing shortages.

Division: *Criminal Investigations*

The Criminal Investigations Division is under the supervision of the Chief of Police.

Activity:

- Provide continuing investigation of crimes that the patrol unit is unable to complete the required follow-up due to restrictions of time and area.
- Provide investigation of more complex.

Division: *Support Services*

Programs managed and coordinated by this division include, but are not limited to, research and development, technical services, personnel and training, crime prevention, records and communications and facility management.

Authorized staffing:

- 1 Office Manager
- 1 Office Assistant/Records Specialist
- 1 Evidence Technician

Activity:

- Accurately route, process, and file case reports.
- Provide Federal, State agencies and City staff with accurate and punctual statistical reports.
- Provide records retention/destruction services as established by the State Archivist.
- Maintain records security when releasing controlled documents.
- Complete court record-sealing requests accurately and lawfully.
- Report cases with the National Incident Based Reporting System (NIBRS).

ACCOMPLISHMENTS

- Hired a permanent Police Chief in July 2023.
- Hired an Evidence Technician in November 2023.
- Made huge strides in overcoming a backlog of records and evidence.
- Launched the department into social media.

GOALS

For the upcoming fiscal year 2024-25, the police department's proposed budget reflects an overall moderate increase in "personnel services" and "materials and services" categories. This year's budget will continue to reflect the department's commitment to providing quality of service with honesty, integrity, and professionalism. Our goal is to improve and continue to provide a professional service to the community of Madras within the department's budgetary means.

Personnel Services:

- Retain existing work force.
- Recruit and fill any remaining vacancies in the department.
- Continue to provide professional development and training opportunities for staff.
- Increase opportunities for mental, physical, and social health for Officers and staff.
- Increase community engagement/involvement by maintaining a presence at events in the community, schools, and on social media.
- Continue to explore opportunities to engage with Neighborhood and Community Associations and groups.

Materials & Services:

- Further upgrade and/or standardize technology including computers, Mobile Data Terminals, radios, body cameras, E-citation/crash and evidence storage and tracking.
- Increase usage of electronic formats to reduce paper and increase physical storage capacity.
- Further upgrade and/or standardize equipment items such as tasers, firearms and other necessary equipment.

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

CAPITAL OUTLAY

- Changes to facilities and an increase in equipment will be required due to the addition of personnel.
- Improving the department's use of technology (E-Citations, OnQ, Body Cameras, etc.) with accompanying backend support and storage will aid in investigations, officer safety, prosecutions and risk management/complaint resolution. In addition, these improvements will bring the agency into current industry standards.

- Facilities will need to be modified from their original layout from 12 years ago to accommodate the increase in personnel and evidence. Additional equipment (vehicles, computers, radios, firearms, etc., will also be required.

**General Fund
Police Department
Expenditures**

Description	2021-22	2022-23	2023-24		2024-25
	Actuals	Actuals	Adopted	Actuals	Proposed
Personnel Services					
Regular Payroll	865,154	818,936	1,170,573	655,907	1,409,215
Reserves	2,180	1,830	3,500	1,290	10,000
Overtime	71,736	124,574	85,000	92,088	40,000
Overtime - Police Court	7,499	8,557	10,000	6,524	10,000
Overtime - Police Grant	5,828	-	-	-	10,000
PERS	267,325	246,503	366,446	223,500	428,230
PERS Charge for Pension Costs	130,760	31,420	53,108	29,340	66,565
Social Security	70,852	71,189	92,991	56,104	113,160
Unemployment Tax	2,496	830	5,000	668	4,438
Industrial Accident Ins.	15,021	22,835	23,900	24,811	35,568
Health & Accident Insurance	226,866	184,162	288,324	164,670	339,011
Retiree Health & Accident Ins.	36,409	22,951	35,500	12,193	6,833
Total Personnel Services	1,702,126	1,533,788	2,134,342	1,267,094	2,473,019
Total FTE	12	12	14	14	16
Materials & Services					
Auto Repairs & Maintenance	22,871	7,585	25,000	20,292	26,125
Ammunition/Firearms/Range	9,697	10,131	15,000	1,922	10,000
Building Maintenance	28,244	26,796	25,000	26,630	26,125
Computer-Annual Licenses	-	33,250	45,000	46,873	45,000
Computer Hardware	-	3,275	-	-	-
Temporary Services	-	-	45,000	43,112	20,000
Dispatch	137,434	137,339	151,073	113,306	152,000
Utilities	16,398	19,626	32,000	14,232	32,000
Equipment Purchases / Supplies	22,614	29,634	40,000	21,671	20,000
Fuel	21,509	14,938	30,000	8,554	15,000
Hospital Charges	-	-	2,500	-	2,613
Insurance & Surety Bond	58,463	61,726	67,281	74,333	70,309
Legal Fees / Code	37,734	41,608	35,000	30,894	35,000
Meetings, Travel, EE Develop.	19,891	24,350	25,000	29,681	35,000
Miscellaneous	-	1,792	-	-	-
Major Investigations & Equip.	7,851	5,548	5,000	7,573	12,000
Office Supplies	-	-	-	93	20,000
Professional Services	7,952	16,998	20,000	7,928	6,500
Safety Employee	-	700	700	990	732
Tires	7,494	7,345	7,500	4,059	7,500
Uniform Allowance / Cleaning	14,849	15,331	15,000	18,079	16,000
ISF Central Services	232,953	222,266	-	-	-
ISF Building	11,695	-	-	-	-
ISF IT	101,171	51,535	44,511	11,367	96,000
Total Materials & Services	758,819	731,771	630,565	481,588	647,903
Capital Outlay					
Equipment Purchases	-	58,254	-	11,848	-
PD Radios	12,737	12,737	12,737	12,737	-
PD Body Cameras	-	-	40,000	-	50,000
PD Mobile Data Terminals	-	62,906	-	-	-
PD E-citations	-	-	-	4,388	-
Total Capital Outlay	12,737	133,896	52,737	28,973	50,000
Total Expenditures - Police Dept	2,473,682	2,399,454	2,817,644	1,777,655	3,170,922

GENERAL FUND - FINANCE

DEPARTMENT DESCRIPTION AND CORE SERVICES

This budget provides funds for financial management of all city functions, customer service support, utilities and franchise management, contract/project management, property management, business licenses.

- Finance Director
- Accounting Analyst
- Accounting Technician
- Customer Accounting Specialist
 - Total Full Time Equivalent Employees = 4.0

ACCOMPLISHMENTS

- The Finance Department has successfully maintained internal and external service and operations during personnel transitioning and turnover.
- Moody's Investors Service has upgraded to A2 from A3 the City of Madras, OR's issuer rating. The issuer rating reflects the city's credit quality and ability to repay debt and debt-like obligations without consideration of any pledge, security, or structural features.

GOALS

- Align the budget with the council's strategic goals.
- Participate in the city's strategic planning process.
- Prepare a 5-year forecast that reflects the council's strategic plan.
- Streamline processes and procedures to improve efficiency and effectiveness.
- Issue a bond for the Madras Redevelopment Commission to stabilize funding.
- Review the return on seeking the Government Finance Officer Association's Distinguished Budget Award.

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

The department experienced significant turnover during 2023-2024 and looks forward to realigning duties, updating job descriptions, and improving a culture the team is proud of.

**General Fund
Finance
Expenditures**

Description	2021-22	2022-23	2023-24		2024-25
	Actuals	Actuals	Adopted	Actuals	Proposed
Personnel Services					
Regular Payroll	-	-	330,236	182,582	368,540
Overtime	-	-	2,000	649	2,000
PERS	-	-	91,247	41,562	92,835
Charge for Pension Costs	-	-	16,300	7,425	16,584
Social Security	-	-	27,841	13,413	28,193
UNEMPLOYMENT TAX	-	-	2,500	183	1,106
Industrial/Accident Ins.	-	-	5,391	7,676	436
Health & Accident Insurance	-	-	71,175	34,389	52,839
Total Personnel Services	-	-	546,690	287,878	562,533
Total FTE			4.00	4.00	4.00
Materials & Services					
Advertising	-	-	1,500	256	1,568
Computer Expense	-	-	25,824	18,626	26,986
Contract Services	-	-	65,000	37,891	15,000
Dues/Memberships	-	-	1,000	-	1,045
Meetings, Travel, EE Develop	-	-	6,000	12,018	6,270
Office Supplies	-	-	7,500	6,904	7,838
Postage	-	-	3,500	725	3,658
Professional Services	-	-	-	3,562	-
Internal Services IT Fund	-	-	53,413	11,367	24,000
Total Materials & Services	-	-	163,737	91,348	86,364
Total Expenditures - Finance	-	-	710,427	379,226	648,897

**General Fund
Non-Departmental
Expenditures**

Description	2021-22 Actuals	2022-23 Actuals	2023-24 Adopted	2023-24 Actuals	2024-25 Proposed
Materials & Services					
COIC/ODOT Transit Passthrough	73,136	75,000	-	-	-
JeffCo RFPD Pass-thru 90%	-	-	-	-	13,500
Audit	-	-	55,000	25,460	55,000
Total Materials & Services	73,136	75,000	55,000	25,460	68,500
Capital Outlay					
Homeless Shelter & Srvc's Proj.	425,175	551,260	2,965,804	2,799,571	-
AV Airport Conference Room	-	14,995	-	-	-
AV City Hall Council Chambers	-	40,594	-	-	-
Server PD/City Hall	-	22,068	22,068	22,068	-
Equipment Leases - Vehicles	-	-	-	-	51,000
Total Capital Outlay	425,175	628,917	2,987,872	2,821,639	51,000
Special Payments					
DuJour Loan to Comm. Dist.	85,501	-	250,000	-	250,000
DuJour Loan to Housing Dist.	-	-	80,000	-	80,000
Total Special Payments	85,501	-	330,000	-	330,000
Interfund Transfers - Out					
Parks Fund - Motel (TRT) Tax	146,532	139,042	-	-	-
Parks Fund-Property Tax	80,958	86,031	-	-	-
TED Fund (2/3) Motel Tax	293,063	278,084	330,000	247,298	363,000
Tourism/Economic Dev. fund	-	93,750	-	-	-
Transportation Operations Fund	-	1,000,000	-	-	32,000
Water Operations Fund	-	100,000	-	-	-
SDC Park Improvement	-	-	-	-	200,000
Total Interfund Transfers - Out	520,553	1,696,906	330,000	247,298	595,000
Debt Service					
2017 Refund 2011B - Principal	-	-	88,000	85,000	85,000
2017 Refund 2011B - Interest	-	-	35,000	17,375	30,500
2021 Refund 2013 - Principal	-	-	35,000	35,000	35,000
2021 Refund 2013 - Interest	-	-	60,000	58,550	57,500
Total Debt Service	-	-	218,000	195,925	208,000
Reserve for Future Expenditure					
Capital Building Maint Reserve	-	-	300,000	-	-
Total Reserve for Future Expenditure	-	-	300,000	-	-
Operating Contingency					
Operating Contingency	-	-	800,000	800,000	363,000
Total Operating Contingency	-	-	800,000	800,000	363,000
Total Expenditures - Non-Departmental	1,104,364	2,400,823	5,020,872	4,090,322	1,615,500
Ending Fund Balance					
Unappropriated Ending Balance	2,635,228	2,537,570	996,333	1,636,787	1,364,487
Total Ending Fund Balance	2,635,228	2,537,570	996,333	1,636,787	1,364,487

**General Fund
TOTALS**

Description	2021-22 Actuals	2022-23 Actuals	2023-24 Adopted	2023-24 Actuals	2024-25 Proposed
Total General Revenues	6,213,274	7,337,847	11,624,381	9,144,358	8,819,006
Total General Expenditures	6,213,274	7,337,847	11,624,381	9,144,358	8,819,006

Fiscal Policy Analysis	2021-22	2022-23	2023-24	Yr. End Proj.	2024-25
Ending Fund Balance + Contingency	2,635,228	2,537,570	1,796,333	2,436,787	1,727,487
Expenses = PS, MS + Transfers Out	3,054,634	4,037,465	5,849,439	3,593,656	6,285,915
Minimum Fiscal Policy	16.40%	16.40%	16.40%	16.40%	16.40%
Minimum Mgmt Policy 20% of PS & MS	20.00%	20.00%	20.00%	20.00%	20.00%
Actual	86.27%	62.85%	30.71%	67.81%	27.48%

*Due to rounding, estimated numbers may not add up precisely with the totals provided

TRANSPORTATION OPERATIONS FUND

DEPARTMENT DESCRIPTION AND CORE SERVICES

This fund is responsible for improving & maintaining the City Street network, multi-use trail system, and street greenways. This fund is also responsible for the City's Street capital program.

Current Street and Trail Inventory

- Public Maintained Paved Streets – 49.76 miles
- Privately Maintained Paved Streets – 4.51 miles
- Unimproved Streets – 10.62 miles
- Alleys – 2.8 miles

ACCOMPLISHMENTS

- Chip Sealing of the following streets:
 - NW Depot St.-From Hwy 26 to Railroad - 0.29 miles
 - NW Mill St.- From Adler St to Cherry Ln – 0.49 miles
 - NW Cherry Ln- From Hwy 26 to Berg Dr – 0.63 miles
 - Oak St. – HWY 97 to dead – 0.68 miles
 - 16th from Oak to B Street – 0.24 miles

Total = 2.33 miles

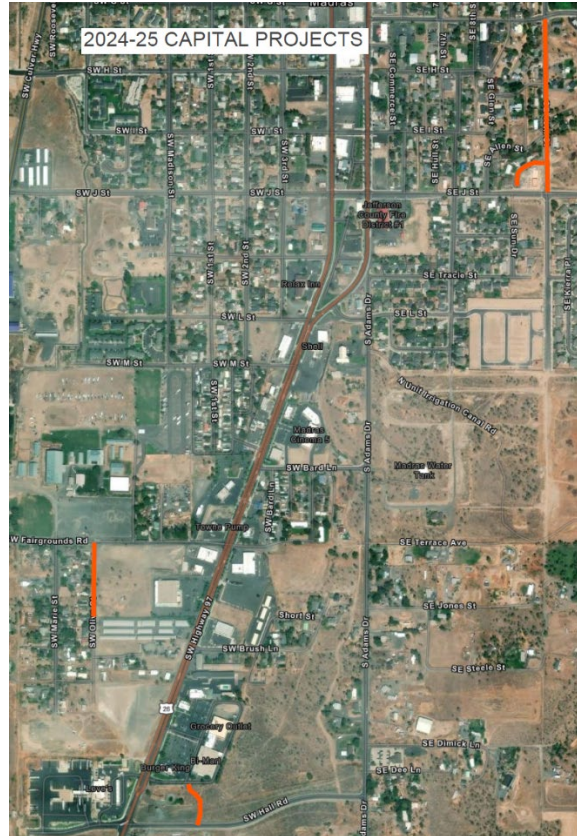
GOALS

- Chip Sealing of the following Streets:
 - J Street/Belmont Lane – From City Limits to City View – 2.02 miles
 - Cedar Hill – 0.28 miles
 - SE McTaggart Road – From Buff Street to City Limits – 0.62 miles
 - NE Loucks Rd – From Hwy 97 to Bean Drive – 0.89 miles
 - NE Bean Drive – From NE Loucks Road to B Street – 0.84 miles

Total – 4.65 miles.



- Capital Improvement Projects:
 - 10th Street – J Street to Buff Street – Pavement and Storm Drainage Improvements - \$650,000
 - Olive Street – Pavement, curb, walk - \$400,000.
 - Bi-Mart to Hall Road – Pavement, curb and walk - \$300,000.



- Transportation Advisory Committee – Resurrect the Transportation Advisory Committee to analyze and recommend a long-term financial sustainability plan for maintaining existing streets including paving of gravel roads.

- Grant Applications:
 - Safe Routes to School – Apply for grant to install Rapid Flashing Beacon at Strawberry Heights and J Street and add walk on McTaggart Road – Grant match set aside is \$100,000.
 - Community Paths – Apply for grant to reconstruct the trail section from C Street to Buff Street – Grant match set aside \$50,000.



EXPLANATION OF SIGNIFICANT BUDGET CHANGES

10% reduction in revenues and expenditures due to reduced amount of capital projects proposed.

City of Madras
2024-25 Budget Worksheet
Transportation Operations Fund
Revenues

Description	2020-21	2021-22	2022-23	2023-24		2024-25
	Actuals	Actuals	Actuals	Adopted	Actuals	Proposed
Beginning Fund Balance						
Beginning Fund Balance	381,925	881,297	1,166,414	1,552,645	1,873,839	1,840,243
Total Beginning Fund Balance	381,925	881,297	1,166,414	1,552,645	1,873,839	1,840,243
Franchise Fees						
Cascade Natural Gas 50%	62,258	76,391	108,268	68,000	70,132	112,562
TDS/Crestview Cable TV 50%	18,730	19,802	20,808	15,800	11,180	15,800
Pacific Power & Light 50%	308,145	309,517	317,473	335,875	285,877	335,875
Qwest Communications 50%	7,863	7,468	6,537	7,700	2,811	7,700
LS Networks 50%	5,415	5,724	6,219	5,415	3,056	5,415
Madras Sanitary Service 50%	37,230	41,776	43,711	38,000	30,366	38,760
Level 3 Communications 50%	-	15,157	15,840	15,000	11,880	15,000
TDS/Bend Broadband 50%	7,018	5,933	3,958	6,000	2,913	6,000
Total Franchise Fees	446,659	481,767	522,813	491,790	418,215	537,112
Shared Revenues						
OTIB Loan J St WillowCrk Bridg	223,835	518,257	222,156	50,000	-	-
OTIB Loan Hall Rd/Culver Hwy/J	-	-	-	1,250,000	-	-
COIC/CET Grant	-	-	-	83,000	40,316	83,000
Total Shared Revenues	223,835	518,257	222,156	1,383,000	40,316	83,000
Revenues From Other Agencies						
State Gas Funds (City Airport)	487,832	580,363	582,142	596,633	419,785	592,000
State Revenue Sharing	101,538	105,619	120,387	94,060	67,549	100,000
STP Allotment Funds	73,478	220,128	107,107	-	80,963	102,000
Jefferson Co.Trail Improvement	-	55,023	-	-	-	-
Grant - ODOT SRTS B Street	159,245	-	-	-	-	-
Grant/Loan Jeff. Cnty J St Bri	248,705	587,794	691,615	50,000	80,891	80,891
Grant ODOT - Juniper to Mad Ea	-	121,968	6,419	-	-	-
Grant - ODOT SRTS 7th St	-	-	300,000	-	-	-
Jeff Cnty Hall Rd/Culver Hwy/J	-	-	-	-	-	100,000
Total Revenues from Other Agencies	1,070,799	1,670,895	1,807,671	740,693	649,189	974,891
Charges for Services						
Miscellaneous Receipts	102	30,693	2,730	500	-	500
Total Charges for Services	102	30,693	2,730	500	-	500
Charges for Current Services						
Street Const. Reimb. SDC	18,258	7,142	4,358	2,356	6,576	3,500
Total Charges for Current Services	18,258	7,142	4,358	2,356	6,576	3,500
Use of Money & Property						
Interest	2,332	990	49,733	4,500	-	4,500
Industrial Site Leases	8,209	8,267	8,522	8,000	5,980	8,000
Total Use of Money & Property	10,541	9,257	58,255	12,500	5,980	12,500
Interfund Transfers - In						
Madras Redevelopment Commissio	-	35,000	-	10,000	-	150,000
Airport Operations	9,000	9,000	9,000	9,000	-	-
Wastewater Improvement SDC	-	42,000	-	-	-	-
General - Non Departmental	-	-	1,000,000	-	-	32,000
Improvement Fee Fund	-	-	150,000	-	-	70,000
SDC Storm Water Imp. Fund	-	25,000	-	25,000	-	-
SDC Street Improvement Fund	59,000	224,000	298,443	500,000	-	792,945
HURD - Infrastructure	-	-	-	88,000	-	-
Total Interfund Transfers- In	68,000	335,000	1,457,443	632,000	-	1,044,945
Total Revenues	2,220,119	3,934,307	5,241,839	4,815,484	2,994,115	4,496,690

**City of Madras
2024-25 Budget Worksheet
Transportation Operations Fund
Expenditures**

Description	2020-21 Actuals	2021-22 Actuals	2022-23 Actuals	2023-24 Adopted	2023-24 Yr End Proj.	2024-25 Proposed
Regular Payroll						158,600
Overtime						6,313
PERS						41,521
PERS Charge for Pension Costs						7,137
Social Security						12,133
Unemployment Tax						476
Industrial Accident Ins.						3,837
Health & Accident Ins.						50,351
Retiree Health & Accident Ins.						678
Total Personnel Services	-	-	-	-	-	281,045
Total FTE						2.25
Materials & Services						
Advertising	-	-	-	-	-	
Alley Maintenance	-	-	600	-	-	
Building Maintenance	-	-	1,127	-	-	25,000
Bicycle Path and Light Maint	550	-	-	-	-	
Temp Services	-	-	-	-	-	43,000
Annual Dues and Licenses	-	-	50	100	-	5,000
Computer	-	-	1,489	1,500	1,428	2,500
Contract Services	-	-	1,007	3,500	-	
Utilities	-	-	-	-	-	135,000
Equipment Repairs	6,523	-	-	-	-	
Equipment Rentals	349	-	-	1,000	-	
Insurance & Surety Bonds	8,695	8,844	9,451	10,200	11,380	12,177
Legal Fees	2,680	11,898	10,502	6,500	10,031	10,000
Meetings, Travel, EE Develop	-	-	2,323	3,000	-	10,000
Bank Service Fees	-	-	-	25,000	-	
Materials & Services	-	-	-	-	-	10,000
Professional Services	3,311	28,825	62,022	125,000	37,458	25,000
Repairs/Maintenance Materials	160,760	58,213	60,398	150,000	58,046	220,000
Street / Trail lighting Utilit	87,047	83,302	84,961	85,000	65,244	
Storm Sewer Maintenance	21,486	-	-	5,000	-	
Street Greenway Maintenance	40,280	37,828	36,709	35,000	20,504	
ADA Ramp Replacement	-	-	1,000	-	-	50,000
Street Preservation	11,469	56,773	-	200,000	127,182	300,000
Uniforms	-	-	-	-	441	
Inventory Used	-	-	-	-	-	
Cascades East Transit Grnt Mtc	7,973	8,372	8,788	92,500	44,930	92,500
General Fund	-	-	-	34,434	-	147,080
ISF Central Services	59,492	56,230	64,828	-	-	
ISF Public Works	316,239	458,466	589,345	631,800	157,950	314,600
ISF Building	35,464	13,691	-	-	-	
ISF IT	-	-	-	-	-	13,500
ISF Fleet	19,624	-	-	-	-	
Total Materials & Services	781,941	822,441	934,598	1,409,534	534,595	1,415,357
Capital Outlay						
Juniper Hills to Madras East	-	169,300	14,110	-	-	
Safe Routes to School	20	-	-	-	-	
South Y Sign	-	-	61,874	-	-	
J Street Willow Creek Bridge	491,128	1,228,911	1,444,473	100,000	56,845	
Safe Routes to School (7th St)	-	12,341	672,617	-	-	
Marie Street Rehab	-	441,173	-	-	-	
10th Street - Summer Place	-	-	-	-	150,000	
MTEP - Hall/Culver Hwy/J. St	-	90	36,694	1,250,000	1,254	
Pave 10th Street - J to Buff	-	-	-	400,000	-	500,000
Cleveland, Birch & 3rd Street	-	-	-	175,000	-	
Oak Street Improvements	-	-	-	250,000	-	
Cedar Street Storm	-	-	-	-	15,730	
2024 Safe Routes to School	-	-	-	-	-	100,000
2024 Oregon Community Paths	-	-	-	-	-	75,000
Bi-Mart to Hall Road	-	-	-	-	-	300,000
Olive Street	-	-	-	-	-	400,000
Total Capital Outlay	491,149	1,851,815	2,229,768	2,175,000	223,829	1,375,000

**City of Madras
2023-24 Budget Worksheet
Transportation Operations Fund
Expenditures**

Description	2020-21	2021-22	2022-23	2023-24		2024-25
	Actuals	Actuals	Actuals	Adopted	Actuals	Proposed
Special Payments						
ODOT	-	-	-	150,000	150,000	-
Total Special Payments	-	-	-	150,000	150,000	-
Interfund Transfers - Out						
Parks SDC Fund	-	-	-	-	-	131,055
Total Interfund Transfers - Out	-	-	-	-	-	131,055
Debt Service						
2015 J St/CityView-Principal	40,845	40,845	43,050	43,000	29,042	43,000
2015 J St/City View-Interest	21,045	20,228	20,465	19,000	13,137	18,000
OTIB/J Street Bridge Interest	3,843	-	21,008	86,500	17,325	15,893
OTIB/J Street Bridge Principal	-	-	119,112	54,000	122,794	124,227
Total Debt Service	65,733	61,073	203,634	202,500	182,298	201,119
Reserve for Future Expenditure						
Reserve Cherry Lane Reconstruct	-	-	-	105,000	-	150,000
Mtch ODOT US 97 Earl to Colfax	-	-	-	-	-	-
Total Reserve For Future Expenditure	-	-	-	105,000	-	150,000
Operating Contingency						
Operating Contingency	-	-	-	175,000	-	150,000
Total Operating Contingency	-	-	-	175,000	-	150,000
Ending Fund Balance						
Unappropriated Ending Balance	881,297	1,198,978	1,873,839	598,450	1,903,393	793,114
Total Ending Fund Balance	881,297	1,198,978	1,873,839	598,450	1,903,393	793,114
Total Expenditures	2,220,119	3,934,307	5,241,839	4,815,484	2,994,115	4,496,690
Total TOF Revenues	2,220,119	3,934,307	5,241,839	4,815,484	2,994,115	4,496,690
Total TOF Expenditures	2,220,119	3,934,307	5,241,839	4,815,484	2,994,115	4,496,690
Fiscal Policy Analysis						
Ending Fund Balance + Contingency	881,297	1,198,978	1,873,839	773,450	1,903,393	943,114
Expenses = PS, MS + Transfers Out	781,941	822,441	934,598	1,409,534	534,595	1,415,357
Minimum End Fund Bal Policy 16.4%	16.40%	16.40%	16.40%	16.40%	16.40%	16.40%
Management Target 20% End. Fund Bal.	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%
Actual Ending Fund Bal Percentage	112.71%	145.78%	200.50%	54.87%	356.04%	66.63%

**Due to rounding, estimated numbers may not add up precisely with the totals provided*

COMMUNITY CLEANUP FUND



DEPARTMENT DESCRIPTION AND CORE SERVICES

The Community Cleanup Fund was established on June 26, 2018 by Resolution number 17-2018, with a review date no later than March 2028. The purpose of this Fund is to provide funding to clean up the Madras community through a variety of avenues as listed below based on the requirements of Madras Municipal Code Chapter 6 – Animals, Chapter 8 – Health and Safety, Chapter 9 – Peace, Safety, & Welfare, Chapter 10 – Public Improvements & Open Spaces, and Chapter 18 – Development Code . Revenues into the fund are primarily through 1) funds shared from Jefferson County's Solid Waste Management agreement; 2) a portion of the City's annual purchase card ("P-Card") rebate.

Per the 2016 Solid Waste Management Agreement, clean-up funds may be used for the following purposes:

- Community clean up events or programs to increase recycling,
- Code enforcement solid waste activities, including abatement costs,
- Nuisance abatement solid waste activities and costs,
- Community beautification projects on publicly owned land or facilities,
- Graffiti clean-up grants
- Fences, gates, access barrier grants to prevent/reduce illegal solid waste dumping.

ACCOMPLISHMENTS

- Instituted Code Enforcement case management software
- Hiring contract Code Enforcement Officer (.75 FTE)
- Removal and disposal of solid waste, abandoned RVs
- Removal and disposal of solid waste from homeless encampments
- Vegetation management in Willow Creek
- Supplies for Adopt-a-Trail program

GOALS

- Continue to fund contract Code Enforcement Officer in partnership with Jefferson County Fire & EMS
- Enforcement of Camping Regulations (MMC 9.30)
- Safe & timely removal of solid waste associated with homeless encampments
- Minimize prevalence of noxious weeds
- Minimize wildfire risk by cutting tall grass

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

- No significant changes from prior fiscal year

City of Madras
2024-25 Budget Worksheet
Community Clean-up Fund

Description	2021-22 Actuals	2022-23 Actuals	2023-24 Adopted	2023-24 Actuals	2024-2025 Proposed
Beginning Fund Balance					
Beginning Fund Balance	73,213	103,215	81,695	106,951	97,656
Total Beginning Fund Balance	73,213	103,215	81,695	106,951	97,656
Revenue from Other Agencies					
Jeff Cnty Fire & EMS	-	-	40,000	7,500	40,000
Total Revenue from Other Agencies	-	-	40,000	7,500	40,000
Charges for Services					
Community Clean-Up Jeff. Co	13,008	15,390	13,000	14,272	14,000
Nuisance Fees	-	-	12,500	1,379	2,500
Technology Fee - 39%	-	-	-	2,975	24,617
Total Charges for Services	13,008	15,390	25,500	18,625	41,117
Use of Money & Property					
P-Card Rebate	15,778	14,705	15,000	10,431	15,000
Sale of Assets	11,690	-	-	-	-
Total Use of Money & Property	27,468	14,705	15,000	10,431	15,000
Transfers In					
Tourism/Economic Development	-	-	35,000	-	38,500
Total Transfers In	-	-	35,000	-	38,500
Total Revenues	100,682	117,920	136,695	124,882	232,273
Materials & Services					
Community Cleanup	10,211	27,606	25,000	7,730	15,000
Homeless Cleanup	-	-	-	9,377	20,000
Rock Shop	-	-	-	555	1,000
Code Enforcement	264	-	35,000	6,035	25,000
Contract Services	-	-	50,000	8,267	50,000
Legal Fees	-	1,520	5,000	1,145	2,000
Office Supplies	-	-	1,000	1,082	2,000
Postage	-	-	2,000	-	2,000
Professional Services	-	-	10,000	-	5,000
General Fund	-	-	-	-	12,700
Total Materials & Services	10,475	29,126	128,000	34,190	134,700
Operating Contingency					
Operating Contingency	-	-	25,000	-	60,000
Total Operating Contingency	-	-	25,000	-	60,000
Ending Fund Balance					
Unappropriated Ending Balance	90,207	88,793	(16,305)	90,692	37,573
Total Ending Fund Balance	90,207	88,793	(16,305)	90,692	37,573
Total Expenditures	100,682	117,920	136,695	124,882	232,273
Total Community Cleanup Revenues	100,682	117,920	136,695	124,882	232,273
Total Community Cleanup Expenditures	100,682	117,920	136,695	124,882	232,273

TOURISM & ECONOMIC DEVELOPMENT FUND

DEPARTMENT DESCRIPTION AND CORE SERVICES

This fund supports the following programs: 1) Madras Municipal Airport; 2) Chamber of Commerce; 3) Golf Course; 4) Community Grant Projects supporting economic growth; 5) Economic Development program for Jefferson County; and 6) Sister City Program (Tomi City, Japan). The City Council approved a 9-year commitment to support the Jefferson County Fair Board's request for \$5,000 per year to replace and improve Jefferson County's Fairgrounds show barn. This funding commitment started in FY 2022-23 and will finish in FY 2031-32.

The original 6% transient occupancy tax was established by voter levy in 1983. Jefferson County collects the tax and transfers it to the City of Madras. In 2021, the County adopted the State's Model ordinance, and the administration of these funds follows Jefferson County Code 3.08.150A in part:

"Taxes will be used to encourage economic growth, including, but not limited to, promotion of the county fairgrounds, industrial sites, chambers of commerce, parks, libraries, schools and other such entities."

Then, on August 21, 2001, the City Council adopted Ordinance No. 694, which initiated an additional three percent (3%) of transient occupancy room tax to be collected for a total 9% assessment. Section 20 of Ordinance No. 694 reads:

"Funds collected pursuant this ordinance will be distributed to the General Fund of the City... The City of Madras will use taxes to encourage economic growth but is not limited to spending within the city. Economic growth means but is not limited to promotion of the fair board, airport, Industrial Site, Chamber of Commerce, parks, libraries, schools and like entries."

ACCOMPLISHMENTS

- ARPA Grant to Initiative Brewing for \$100,000.
- Awarded twenty-five community grant awards promoting economic development for \$60,000, Airshow of the Cascades for \$9,000, and Chamber of Commerce for \$76,500.

GOALS

- Partner with Jefferson County to support an Economic Development for Central Oregon (EDCO) contract position at city hall. EDCO was founded in 1981 to create a diversified local economy and a strong base of middle-class jobs in Central Oregon. EDCO will assist the city and county in attracting and guiding outside employers, mentoring, and advising scalable young companies on multiple issues.

- Revise the community grant application process for the fiscal year 2025-2026.

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

Effective July 1, 2019, all transit occupancy tax is being deposited into the General Fund of the City as stipulated in the ordinances to increase transparency. The tax is then distributed one-third to the Parks Fund and two-thirds to the Tourism and Economic Development Fund. This practice will continue in 2024-25.

- Implement a contract between Jefferson County and the City of Madras supporting the EDCO contract position. The revenue from the county is \$100,000 and the city is contributing \$40,000 and providing office space.
- Maintain the same level of funding to the Chamber of Commerce for fiscal year 2024-2025 for \$76,500.
- The airport and golf fund transfers were eliminated in the budget proposal. The two funds are more sustainable with the change in indirect charges for service fees to the general fund and do not need the TED funding. The total savings is \$150,000 and allocated to community projects – unprogrammed. The appropriations are available for unforeseen economic development opportunities.

City of Madras
2024-25 Budget Worksheet
Tourism/Economic Development Fund
Revenues

Description	2021-22 Actuals	2022-23 Actuals	2023-2024 Adopted	2023-2024 Actual	2024-2025 Proposed
Beginning Fund Balance					
Beginning Fund Balance	333,250	414,592	568,562	556,567	607,067
Total Beginning Fund Balance	333,250	414,592	568,562	556,567	607,067
Shared Revenues					
CDBG Grant - COVID Relief	20,855	10,360	-	-	-
CDBG Grant - Rental Assistance	-	-	-	-	-
Jefferson County - EDCO Assist	-	-	-	-	100,000
Total Shared Revenues	20,855	10,360	-	-	100,000
Use of Money & Property					
Intereset	1,604	14,756	4,500	-	4,500
P-Card Rebate	4,500	4,500	4,500	-	4,500
Total Use of Money & Property	6,104	19,256	9,000	-	9,000
Interfund Transfers - In					
General - (TRT) Motel Tax	293,063	278,084	330,000	330,000	363,000
GeneralL - Emergency Aid	-	93,750	-	-	-
Madras Redevelopment Commissio	-	-	-	-	-
Total Interfund Transfers - In	293,063	371,834	330,000	330,000	363,000
Total Revenues	653,272	816,042	907,562	886,567	1,079,067

City of Madras
2024-25 Budget Worksheet
Tourism/Economic Development Fund
Expenditures

Description	2021-22 Actuals	2022-23 Actuals	2023-2024 Adopted	2023-2024 Actual	2024-2025 Proposed
Materials & Services					
Airshow	7,500	9,000	9,000	9,000	9,000
Chamber of Commerce	68,000	76,500	76,500	76,500	76,500
Community Proj- Programmed	45,848	55,045	60,000	45,395	60,000
Community Proj- Unprogrammed	3,200	500	5,000	2,500	155,000
CP - Economic Development	7,500	10,000	20,000	10,000	140,000
CP- Solar Eclipse Project	-	-	-	100	-
Legal Fees	-	-	2,000	150	2,000
Professional Services	-	-	-	-	13,000
General Fund	-	-	18,500	-	44,800
ISF Central Services	22,951	46,305	-	-	-
ISF Building	856	-	-	-	-
Total Materials & Services	155,855	197,350	191,000	143,645	500,300
Special Payments					
Sister City Program	-	-	5,500	5,500	5,500
Emergency Aid & Economic Assis	1,250	-	100,000	100,000	-
COIC - OBDD COVID19 Match	-	-	-	-	-
CDBG - Neighbor Impact COVID	20,855	10,360	-	-	-
MRC - Commercial Loan Fund	-	-	-	-	-
CDBG - Neigh. Imp. RentalAssis	5,720	64,235	-	-	-
Jefferson County Comm. Pathway	-	1,004	-	-	-
Total Special Payments	27,825	75,599	105,500	105,500	5,500
Interfund Transfers - Out					
Airport Fund	-	-	125,000	-	-
Parks Fund	55,000	55,000	-	-	-
Golf Course Fund	-	-	75,000	-	-
Community Clean-up Fund	-	-	35,000	-	38,500
Housing Urban Renewal District	-	-	-	-	-
Total Interfund Transfers - Out	55,000	55,000	235,000	-	38,500
Reserve for Future Expenditure					
Sister City Reserve	-	-	5,000	-	5,000
Total Reserve For Future Expenditure	-	-	5,000	-	5,000
Operating Contingency					
Operating Contingency	-	-	100,000	-	100,000
Total Operating Contingency	-	-	100,000	-	100,000
Ending Fund Balance					
Unappropriated Ending Balance	414,592	488,093	271,062	637,422	429,767
Total Ending Fund Balance	414,592	488,093	271,062	637,422	429,767
Total Expenditures	653,272	816,042	907,562	886,567	1,079,067
Total Tourism/E. D. Revenues	653,272	816,042	907,562	886,567	1,079,067
Total Tourism/E. D. Expenditures	653,272	816,042	907,562	886,567	1,079,067

Fiscal Policy Analysis	2021-22	2022-23	2023-2024	Yr. End Proj.	2024-2025
Ending Fund Balance + Contingency	414,592	488,093	371,062	637,422	529,767
Expenses = PS, MS + Transfers Out	210,855	252,350	426,000	143,645	538,800
Minimum Policy 16.4%	16.40%	16.40%	16.40%	16.40%	16.40%
Management Target 20%	20.00%	20.00%	20.00%	20.00%	20.00%
Actual	196.62%	193.42%	87.10%	443.75%	98.32%

**Due to rounding, estimated numbers may not add up precisely with the totals provided*

AIRPORT CONSTRUCTION FUND

DEPARTMENT DESCRIPTION AND CORE SERVICES

The Airport Construction is utilized as a reserve fund for capital projects associated with the Madras Municipal Airport. Per the Federal Aviation Administration, revenues the City collects from asset sales (lands, buildings) must be used to fund capital projects for the Airport and cannot be used for operational expenses. This fund serves as a holding place for these revenues until needed.

ACCOMPLISHMENTS

- None for 2023/24.

GOALS

- Since the fund has no resources, there are no goals for FY2024-25.

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

No budget changes.

**City of Madras
2024-25 Budget Worksheet
Airport Construction Fund**

Description	2020-21 Actuals	2021-22 Actuals	2022-2023 Actuals	2023-2024 Adopted	2023-2024 Actuals	2024-2025 Proposed
Beginning Fund Balance						
Beginning Fund Balance	-	35,970	35,970	-	-	-
Total Beginning Fund Balance	-	35,970	35,970	-	-	-
Use of Money and Property						
Land Sales	35,970	-	-	-	-	-
Total Use of Money and Property	35,970	-	-	-	-	-
Total Revenues	35,970	35,970	35,970	-	-	-
Interfund Transfers-Out						
Airport Operations	-	-	35,970	-	-	-
Total Interfund Transfers-Out	-	-	35,970	-	-	-
Ending Fund Balance						
Ending Cash Balance	35,970	35,970	-	-	-	-
Total Ending Fund Balance	35,970	35,970	-	-	-	-
Total Expenditures	35,970	35,970	35,970	-	-	-
Total Airport Construction Revenues	35,970	35,970	35,970	-	-	-
Total Airport Construction Exp.	35,970	35,970	35,970	-	-	-

**Due to rounding, estimated numbers may not add up precisely with the totals provided*

IMPROVEMENT FEE FUND

DEPARTMENT DESCRIPTION AND CORE SERVICES

This fund provides for infrastructure system improvements. Developers pay their proportional share of a larger system improvement. The fees collected must be used in the area on the system that fee was paid into.

ACCOMPLISHMENTS

- Payment of \$150,000 to developer of Summer Place Mobile Home Park for half street improvements on 10th Street
- Collection of \$70,000 from Olive Street Mini Storage

GOALS

- Transfer of \$70,000 to Transportation Operations Fund for design and construction of Olive Street from the Mini Storage to Fairgrounds Road.



EXPLANATION OF SIGNIFICANT BUDGET CHANGES

There are no significant budget changes to the Improvement Fee Fund for FY2024-25.

**City of Madras
2024-25 Budget Worksheet
Improvement Fee Fund**

Description	2021-22 Actuals	2022-2023 Actuals	2023-2024 Adopted	2023-2024 Actuals	2024-2025 Proposed
Beginning Fund Balance					
Beginning Fund Balance	426,241	517,927	381,377	421,637	544,031
Total Beginning Fund Balance	426,241	517,927	381,377	421,637	544,031
Regulatory Fees					
Street Imp. Fee	89,271	42,509	5,000	39,394	5,000
Other Improvement Fee	-	-	-	78,000	
Total Regulatory Fees	89,271	42,509	5,000	117,394	5,000
Use of Money & Property					
Interest on Investments	2,415	11,201	5,000	-	5,000
Total Use of Money & Property	2,415	11,201	5,000	-	5,000
Total Revenues					
	517,927	571,637	391,377	539,031	554,031
Transfers Out					
Transportation Operations Fund	-	150,000	-	-	70,000
Total Interfund Transfers - Out	-	150,000	-	-	70,000
Capital Outlay					
Improvement Projects	-	-	320,000	-	320,000
Total Capital Outlay	-	-	320,000	-	320,000
Ending Fund Balance					
Unappropriated Ending Balance	517,927	421,637	71,377	539,031	164,031
Total Ending Fund Balance	517,927	421,637	71,377	539,031	164,031
Total Expenditures					
	517,927	571,637	391,377	539,031	554,031
Total Improvement Fee Revenues					
	517,927	571,637	391,377	539,031	554,031
Total Improvement Fee Expenditures					
	517,927	571,637	391,377	539,031	554,031

**Due to rounding, estimated numbers may not add up precisely with the totals provided*

GOLF COURSE FUND

DEPARTMENT DESCRIPTION AND CORE SERVICES

The Golf Course Fund is responsible for the maintenance & operation of the City's Municipal 9-hole Golf Course (Desert Peaks) located on Adler Road just west of the Willowbrook Subdivision. At Desert Peaks, we offer year-round play, cart rentals, annual memberships, golf cart storage, a driving range, food and beverages, and merchandise. Each year, the golf course offers 5 annual passes as a donation for non-profit organizations to use in charity fundraising events.

ACCOMPLISHMENTS

- Added Ice Cream for sale at the Clubhouse.
- Recruited a full-time Greens Maintenance position.
- Expanding food services to the Airport.
- Obtained Oregon Liquor Control Commission license to sell hard liquor.
- Extended the cart path from Willowbrook Subdivision to the Club House, funded by developer contribution (\$20,000) matched with the City's \$40,000.
- Promoted Tournaments in the Summer of 2023
 - FFA Golf Tournament Fundraiser
 - Duffers and Dolls/Couples Tournament
 - MHS Volleyball Golf Tournament Fundraiser
 - MHS Football Golf Tournament Fundraiser
 - Men's Club Association Championship

GOALS

- Begin offering wider variety of beverages for purchase in the Pro Shop and via mobile food/beverage trolley to golfers on the course.
- Replace several pieces of golf course maintenance equipment (aerator, work mule, mower)
- Add a single stall restroom at Hole No. 4.
- Start an irrigation replacement reserve line item.
- Offer advertising opportunities to local merchants through billboards on the south wall of the cart barn.
- Continue to sponsor and promote tournaments. Summer 2024 anticipated tournaments include:
 - FFA Golf Tournament Fundraiser
 - Duffers and Dolls/Couples Tournament
 - MHS Volleyball Golf Tournament Fundraiser
 - MHS Football Golf Tournament Fundraiser
 - Men's Club Association Championship
 - Greens Keeper Revenge
 - Offer City Promoted Tournaments

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

- The Wastewater fund contribution to the Golf Course has been increased from \$500,000 to \$1,075,000 to start building the irrigation reserve line item.

**City of Madras
2024-25 Budget Worksheet
Golf Course Fund
Revenues**

Description	2021-22 Actuals	2022-23 Actuals	2023-2024 Adopted	2023-2024 Actuals	2024-2025 Proposed
Beginning Fund Balance					
Beginning Fund Balance		-	116,581	158,916	192,193
Total Beginning Fund Balance	-	-	116,581	158,916	192,193
Charges for Services					
Merchandise Sales G.C.	-	11,486	8,700	6,377	8,500
Food and Beverage Sales	-	57,665	50,000	36,202	53,000
Gift Certificate Sales	-	3,111	3,000	2,319	3,000
Driving Range	-	7,822	6,500	3,930	6,500
Power Cart Rental	-	51,578	55,000	28,269	60,000
Power Cart Storage	-	17,958	15,000	7,392	16,000
Pull Cart Storage	-	170	300	122	200
Club Rental	-	620	350	437	500
Electric Fee	-	-	-	-	-
Trail Fee	-	726	500	200	150
Green Fees	-	81,527	85,000	42,847	90,000
Tournament Fees	-	-	1,000	-	-
Deli Sales	-	8,190	15,000	4,271	15,000
Cart Barn Advertising Fees	-	-	15,000	-	-
Miscellaneous Revenue	-	20,870	500	1,197	2,500
Total Charges for Services	-	261,723	255,850	133,561	255,350
Use of Money & Property					
Memberships	-	82,495	70,000	45,153	85,000
Interest	-	4,113	-	-	-
Willowbrook Cart Path	-	-	20,000	-	-
Total Use of Money & Property	-	86,608	90,000	45,153	85,000
Interfund Transfers - In					
Parks Fund	-	535,168	-	-	-
WW Operations Fund	-	-	500,000	-	1,075,000
Tourism/Econ Devel Fund	-	-	75,000	-	-
Total Interfund Transfers - In	-	535,168	575,000	-	1,075,000
Total Revenues	-	883,500	1,037,431	337,631	1,607,543

Golf Course Fund Expenditures

Description	2021-22 Actuals	2022-23 Actuals	2023-2024 Adopted	2023-2024 Yr End Proj.	2024-2025 Proposed
Personnel Services					
Regular Payroll	-	-			159,119
Overtime	-	-			3,068
PERS	-	-			40,082
PERS Charge for Pension Costs	-	-			7,160
Social Security	-	-			12,173
Unemployment Tax	-	-			477
Industrial Accident Ins.	-	-			42,638
Health & Accident Ins.	-	-			1,554
Total Personnel Services	-	-	-	-	266,272
Total FTE					2.25
Materials & Services - Golf Course					
Advertising	-	5,455	7,500	580	2,500
Building Maintenance	-	6,057	15,800	3,120	15,000
Temp Services	-	-	50,000	94,546	200,000
Annual Dues and Licenses					9,500
Computer	-	6,686	6,996	6,715	3,500
Contract Services	-	1,879	2,000	1,183	
Annual Dues and Licenses	-	1,340	2,000	1,069	
Utilities	-	29,958	30,000	21,992	37,000
Merchandise Expense	-	11,241	9,000	5,664	
Food and Beverage Expense	-	27,578	25,000	17,638	50,000
Deli Supplies		8,684	13,000	2,873	
Insurance & Surety Bonds	-	2,944	3,208	3,552	3,802
Meetings, Travel, EE Develop.	-	2,517	3,000	262	5,000
Bank Service Fees	-	8,600	8,500	3,938	10,000
Materials & Supplies	-	5,282	6,500	1,597	10,000
Professional Services (A&E)	-	-	5,000	-	1,500
Power Cart Lease	-	21,167	22,000	14,497	40,000
Reparis and Maint - Materials	-	65,587	54,000	48,584	120,000
Repairs and Maint. - Proshop	-	15,561	8,000	5,630	
Safety Employee	-	100	-	-	
NUID	-	-	6,600	6,061	
Inventory Used	-	-	-	-	
General Fund	-	-	86,086	-	94,043
ISF Central Services	-	64,828	-	-	
ISF Public Works	-	415,488	413,100	103,275	205,700
ISF IT	-	3,540	8,902	2,274	13,500
Total Materials & Services	-	704,490	786,192	345,050	821,045
Capital Outlay					
Cart Path - Willowbrook	-	-	40,000	-	
Cart Charging Station	-	-	-	-	
Cart Barn Extension	-	20,094	-	-	
Restroom on Hole 4	-	-	-	-	50,000
Total Capital Outlay	-	20,094	40,000	-	50,000
Reserve for Future Expenditure					
Golf Course Irrigation Replace	-	-	-	-	225,000
Total Reserve for Future Expenditure	-	-	-	-	225,000

Golf Course Fund Expenditures

Operating Contingency					
Operating Contingency	-	-	126,840	-	75,000
Total Operating Contingency	-	-	126,840	-	75,000
Ending Fund Balance					
Unappropriated Ending Balance	-	158,916	84,399	(7,419)	170,226
Total Ending Fund Balance	-	158,916	84,399	(7,419)	170,226
Total Expenditures	-	883,500	1,037,431	337,631	1,607,543
Total Golf Course Revenue	-	883,500	1,037,431	337,631	1,607,543
Total Golf Course Expenditures	-	883,500	1,037,431	337,631	1,607,543

WATER OPERATIONS FUND

DEPARTMENT DESCRIPTION AND CORE SERVICES

This fund is responsible for improving and maintaining the City's water system (water valves, meters, water main replacement, and improvements).

Current Inventory of Water Facilities:

- 19.7 miles of water main varying from 2" to 12" in size.
- 1 – one-million-gallon water tank
- 2 Water Wells

ACCOMPLISHMENTS

- All of the water meters for the upgrade project have been purchased.

GOALS

- Plan a 3% rate increase to maintain costs with inflation.
- Purchase the water meter end points to install all the water meters.
- Begin a Water Master Plan update (anticipated 2-year project) to include an analysis of the existing system worth and remaining useful life of the system

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

No major significant budget changes for FY 2024-25

City of Madras
2024-25 Budget Worksheet
Water Operations Fund
Revenues

Description	2021-22 Actuals	2022-23 Actuals	2023-2024 Adopted	2023-2024 Actuals	2024-2025 Proposed
Beginning Fund Balance					
Beginning Fund Balance	395,351	352,375	251,467	270,367	436,566
Total Beginning Fund Balance	395,351	352,375	251,467	270,367	436,566
Revenues from Other Agencies					
Grant - Community Dev. Block G	20,749	2,009,259	40,816	216,646	-
Business Oregon Grant	-	-	-	-	20,000
Total Revenues from Other Agencies	20,749	2,009,259	40,816	216,646	20,000
Charges for Services					
Miscellaneous Revenue	-	-	-	-	-
Total Charges for Services	-	-	-	-	-
Charges for Current Services					
Water Sales	770,476	859,587	932,798	616,302	965,000
Turn Off - Late Fees	16,800	26,721	20,000	21,330	20,000
Installation Inspection Fees	750	1,000	500	1,375	500
Backflow Inspection	3,804	3,966	4,400	-	3,500
SDC - Water	3,575	2,277	1,423	5,255	1,000
Total Charges for Current Services	795,405	893,551	959,121	644,262	990,000
Use of Money and Property					
Interest on Investments	1,863	7,186	2,500	-	2,500
Total Use of Money & Property	1,863	7,186	2,500	-	2,500
Interfund Transfers - In					
General - Non-Departmental	-	100,000	-	-	-
Total Interfund Transfers-In	-	100,000	-	-	-
Total Revenues	1,213,368	3,362,371	1,253,904	1,131,275	1,449,066

**City of Madras
2024-25 Budget Worksheet
Water Operations Fund
Expenditures**

Description	2021-22 Actuals	2022-23 Actuals	2023-2024 Adopted	Actuals	2024-2025 Proposed
Personnel Services					
Regular Payroll	-	-			130,713
Overtime	-	-			9,691
PERS	-	-			32,927
PERS Charge for Pension Costs	-	-			5,882
Social Security	-	-			10,000
Unemployment Tax	-	-			392
Industrial Accident Ins	-	-			1,869
Health & Accident Ins.	-	-			25,284
Total Personnel Services	-	-	-	-	216,758
Total FTE					1.45
Materials & Services					
Annual Dues and Licenses	-	1,165	1,500	2,468	3,500
Computer	-	5,220	5,100	2,425	3,500
Chemicals/Testing	2,801	5,590	4,500	2,054	4,500
Contract Services	-	100	4,400	7,370	10,000
Meter Reads	10,600	9,748	15,200	7,759	15,200
Utilities	4,645	6,121	6,400	4,084	6,400
Insurance & Surety Bonds	8,710	3,985	4,344	4,790	5,125
Legal Fees	4,307	-	3,500	1,805	3,500
Meetings, Travel, EE Develop.	-	2,942	-	1,018	5,000
Bank Service Fees	5,219	5,444	5,500	4,336	5,500
Professional Services (A&E)	54,244	2,015	2,000	2,093	25,000
Repairs/Maintenance Materials	39,232	3,865	20,000	9,285	20,000
Water Meter/ End Point	72,309	8,158	114,000	134,132	190,000
Water Purchases	240,145	244,504	270,000	162,345	260,000
General Fund	-	-	325,829	-	85,958
ISF Central Services	173,280	269,498	-	-	-
ISF Public Works	221,822	312,353	191,600	47,900	95,406
ISF Building	14,261	-	-	-	-
ISF Fleet	-	-	-	-	-
ISF IT Fund	-	-	13,353	4,547	8,700
Total Materials & Services	851,573	880,708	987,226	398,410	747,289
Capital Outlay					
G St Water Line Replacement	-	2,202,090	42,337	42,337	-
Total Capital Outlay	-	2,202,090	42,337	42,337	-
Debt Service					
2015 Refund N-Y Principal	6,300	6,300	6,500	4,250	6,600
2015 Refund N-Y Interest	3,120	2,906	3,500	1,923	3,000
Total Debt Service	9,420	9,206	10,000	6,173	9,600
Reserve for Future Expenditures					
Res For Water Meters & End Pts	-	-	10,000	-	-
Total Reserve for Future Expenditures	-	-	10,000	-	-
Operating Contingency					
Operating Contingency	-	-	100,000	-	75,000
Total Operating Contingency	-	-	100,000	-	75,000
Ending Fund Balance					
Unappropriated Ending Balance	352,375	270,367	104,341	684,356	400,419
Total Ending Fund Balance	352,375	270,367	104,341	684,356	400,419
Total Expenditures	1,213,368	3,362,371	1,253,904	1,131,275	1,449,066
Total Water Operations Revenues	1,213,368	3,362,371	1,253,904	1,131,275	1,449,066
Total Water Operations Expenditures	1,213,368	3,362,371	1,253,904	1,131,275	1,449,066
Fiscal Policy Analysis					
Ending Fund Balance + Contingency	352,375	270,367	204,341	684,356	475,419
Expenses = PS, MS + Transfers Out	851,573	880,708	987,226	398,410	747,289
Minimum Policy 60 days	16.40%	16.40%	16.40%	16.40%	16.40%
Management Target 20%	20.00%	20.00%	20.00%	20.00%	20.00%
Actual	41.38%	30.70%	20.70%	171.77%	63.62%

**Due to rounding, estimated numbers may not add up precisely with the totals provided*

WASTEWATER OPERATIONS FUND

DEPARTMENT DESCRIPTION AND CORE SERVICES

This fund provides for the operation and maintenance of the City's wastewater collection and treatment system. It is also responsible for covering debt service and capital improvement projects with the SDC Wastewater Improvement Fund.

Current Inventory of Wastewater Facilities:

- Sewer Main – Approx. 63 miles of sewer main varying in sizes from 6" to 24"
- Manholes – Approximately 870 gravity sewer manholes
- Lift Stations – 5 publicly owned and maintained lift stations.
- Treatment Plants – 2 (North Wastewater Treatment Plant, South Wastewater Treatment Plant)

ACCOMPLISHMENTS

- Completion of South WasteWater Treatment Plant Odor Control Project.
- Completed design on Culver Hwy Sewer Extension began construction.

GOALS

- Propose a 3% rate increase to maintain costs with inflation.
- Continue implementing Cartegraph (the City's Asset Management Program) to incorporate the Wastewater assets as step number one to get the manhole inspection and sewer main cleaning on a 5-year turnaround. In addition, the program will also include all the normal wear-and-tear parts in the plants and lift stations to keep us on top of proactive maintenance instead of reactive maintenance.
- Begin the process of updating the Wastewater Master Plan to include an Industrial Pretreatment Program. The estimated cost is \$500,000.

Projects planned include the following:

- Complete construction of the Culver Highway Sewer: Fairgrounds Road to Hall Road project. This project was funded by a Clean Water State Revolving Fund Loan with 50% principal forgiveness and Jefferson County.
- Set aside \$50,000 for economic initiatives in need of sewer service as needed.
- Replace the blowers at the South Wastewater Treatment Plant - \$300,000
- Upgrade the SCADA system - \$200,000.
- Purchase of a new vacor truck - \$600,000
- Upgrade the Demers Lift Station - \$1,000,000.
- Increase the Dewatering System reserve from \$150,000 to \$500,000.
- Add a reserve account for North Plant Restoration for \$500,000.

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

No significant budget changes for FY 2024-25

City of Madras
2024-25 Budget Worksheet
Wastewater Operations Fund
Revenues

Description	2022-2023 Actuals	2023-2024 Adopted	Actuals	2024-2025 Proposed
Beginning Fund Balance				
Beginning Fund Balance	2,607,783	3,672,620	3,132,189	3,703,989
Total Beginning Fund Balance	2,607,783	3,672,620	3,132,189	3,703,989
Revenues from Other Agencies				
Bond Proceeds	-	-	-	
Bus OR Loan - Willowbrook Pump	-	-	-	
DEQ-Skyridge/McKenzie Sewer	791,334	-	-	
Business Oregon - Effluent Stu	2,065	-	-	
DEQ-Grizzly Road	-	-	-	
DEQ-Hess/Cleveland/Fairgrounds	-	-	-	
Loan-Demers Pumpstation	-	1,000,000	-	1,000,000
DEQ Loan - Fairgrounds to Hall	-	1,000,000	-	1,000,000
DEQ Loan - Hall Rd Sewer Ext	-	1,000,000	-	
DEQ Loan - Sewer Effluent Irri	-	1,000,000	-	
Jefferson County - ARPA	-	-	-	500,000
Total Revenues from Other Agencies	793,399	4,000,000	-	2,500,000
Charges for Services				
Miscellaneous Revenue	7,336	-	5,225	
Total Charges for Services	7,336	-	5,225	-
Revenue from Assessments				
LID 88-S Principal	-	-	-	
LID 88-S Interest	48	-	48	
Total Revenue from Assessments	48	-	48	-
Charges for Current Services				
Sewer Deposits	-	-	-	
Permits & Inspection Fees	10,657	8,000	11,375	10,000
Sewer User Fees	4,167,597	4,100,000	3,363,185	4,223,000
SDC's - Sewer	33,798	31,932	54,976	35,000
Total Charges for Current Services	4,212,052	4,139,932	3,429,536	4,268,000
Use of Money and Property				
Interest	83,258	16,000	-	
Land Rentals	709	709	5,000	5,000
Total Use of Money & Property	83,967	16,709	5,000	5,000
Interfund Transfers - In				
Debt Reserve Fund	-	-	-	
Wastewater Improvement SDC	158,243	142,200	-	142,200
Total Interfund Transfers - In	158,243	142,200	-	142,200
Total Revenues	7,862,827	11,971,461	6,571,998	10,619,189

City of Madras
2024-25 Budget Worksheet
Wastewater Operations Fund
Expenditures

Description	2022-2023 Actuals	2023-2024 Adopted	Actuals	2024-2025 Proposed
Personnel Services				
Regular Payroll	-			395,755
Overtime	-			9,691
PERS	-			99,691
PERS Charge for Pension Costs	-			17,809
Social Security	-			30,275
Unemployment Tax	-			1,187
Industrial Accident Ins	-			6,874
Health & Accident Ins.	-			97,443
Total Personnel Services	-	-	-	658,725
Total FTE				5.05
Materials and Services				
BUILDING MAINTENANCE	6,372	15,000	5,247	15,000
Temp Services	-	-	1,084	1,500
Annual Dues and Licenses	841	1,500	2,862	10,000
Computer	31,163	28,261	28,948	40,000
Chemical/Testing	139,331	120,000	84,679	150,000
Contract Services	400	-	7,254	8,200
Utilities	234,984	225,000	167,860	240,000
Equipment Repairs	-	-	-	
Insurance & Surety Bonds	36,209	42,738	45,828	49,000
Legal Fees	2,593	10,000	1,075	10,000
Meetings, Travel, EE Develop	13,433	13,500	6,017	15,000
Bank Service Fees	30,213	26,000	27,239	38,000
Materials & Services	429	-	1,767	8,500
Postage	-	-	1,088	1,500
Professional Services	32,437	150,000	5,007	250,000
Permits	6,513	5,000	3,815	
Repairs/Maintenance Materials	162,666	185,000	87,743	200,000
FOG Program	2,700	5,000	-	5,000
Safety Employee	600	600	101	
Sewer Effluent Land Appl.	3,932	4,500	-	
N.U.I.D.	-	-	-	
Personal Protective Equipment	54	-	2,387	
Bad Debt Expense	-	-	-	
Airport Operations - Lease	9,900	9,900	9,900	9,900
ISF Central Services	971,488	-	-	
ISF Public Works	1,305,398	901,900	225,475	449,094
ISF Building	-	-	-	
General Fund	-	635,908	-	209,183
ISF Fleet	-	-	-	
ISF IT	6,098	44,511	11,367	30,300
Total Materials & Services	2,997,753	2,424,318	726,744	1,740,177

**City of Madras
2024-25 Budget Worksheet
Wastewater Operations Fund
Expenditures**

Description	2022-2023 Actuals	2023-2024 Adopted	Actuals	2024-2025 Proposed
Capital Outlay				
Building Upgrades	-	-	-	
Equipment Purchases	88,375	80,000	-	
Willowbrook Pump Station	-	-	-	
Cleveland, Hess, FairgrndSewer	-	-	-	
Sewer Improvement Econ Dev Ini	11,250	85,000	18,260	50,000
Willowcreek Sewer Main Ext.	-	-	-	
SWWTP Sludge Dewatering	-	-	-	
HWY 97 Sewer Upgrade	11,088	40,000	-	
Mt. View Est./Skyridge Sewer	777,504	-	-	
Culver Hwy Swr:Fairgrnds-Hall	3,763	1,000,000	16,184	1,000,000
SWWTP Odor Control	115,750	300,000	324,891	
Demers Pumpstation Upgrade	-	1,250,000	2,030	1,000,000
Sewer Effluent Irrigation Proj	5,052	1,000,000	-	
Hall Road Sewer Extension	-	1,000,000	-	
RV Dump/Fairgrounds	-	20,000	10,000	
Heliclean - lg debris separate	-	100,000	-	100,000
SWWTP Blowers	-	200,000	-	300,000
Sludge Pump #1 & #2	-	90,000	-	
WWTP Radio Upgrade	-	-	-	200,000
Vactor	-	-	-	600,000
Total Capital Outlay	1,012,782	5,165,000	371,365	3,250,000

Interfund Transfers - Out				
Housing Urban Renewal District	-	-	-	
Parks	-	-	-	
Golf Course	-	500,000	-	1,075,000
Debt Reserve Fund	-	-	-	
Total Interfund Transfers - Out	-	500,000	-	1,075,000

Debt Service				
DEQ Loan Principal - SRF R62371	8,920	9,500	9,164	9,415
DEQ Loan Interest - SRF R62371	3,156	3,300	2,912	2,661
DEQ Loan Principal - SRF R62372	17,674	18,500	17,923	18,178
DEQ Loan Interest - SRF R62372	7,882	8,000	7,633	7,378
DEQ Loan Principal - SRF R62373	7,323	15,000	14,755	14,903
DEQ Loan Interest - SRF R62373	4,658	5,200	4,901	4,753
Business Oregon Loan - X20002 Principal	14,189	15,000	14,570	14,962
Business Oregon Loan - X20002 Interest	16,449	16,500	16,068	15,676
DEQ Loan Principal - SRF R62374	-	15,000	12,825	12,941
DEQ Loan Interest - SRF R62374	2,959	5,200	3,853	3,737
DEQ Loan Principal - SRF R62375	-	18,000	-	11,664
DEQ Loan Interest - SRF R62375	-	8,500	3,875	3,770
OEDD - North Y Principal	3,150	3,000	2,125	3,000
OEDD - North Y Interest	1,492	1,500	961	1,200
2013 Bond Principal	-	-	-	
2013 Bond Interest	-	-	-	
2021 Bond Principal	420,000	455,000	450,000	470,000
2021 Bond Interest	212,251	211,000	210,357	206,914

Total Debt Service	720,103	808,200	771,922	801,152
Reserve for Future Expenditure				
Dewatering System for South PI	-	150,000	-	500,000
North plant Restoration	-	-	-	500,000
Total Reserve for Future Expenditure	-	-	-	1,000,000
Operating Contingency				
Operating Contingency	-	1,000,000	-	250,000
Total Operating Contingency	-	1,000,000	-	250,000
Ending Fund Balance				
Unappropriated End. Balance	3,132,189	2,073,943	4,701,967	1,844,135
Total Ending Fund Balance	3,132,189	2,073,943	4,701,967	1,844,135
Total Expenditures	7,862,827	11,971,461	6,571,998	10,619,189
Total Wastewater Oper. Revenues	7,862,827	11,971,461	6,571,998	10,619,189
Total Wastewater Oper. Expenditures	7,862,827	11,971,461	6,571,998	10,619,189

Fiscal Policy Analysis	2022-2023	2023-2024	Yr. End Proj.	2024-2025
Ending Fund Balance + Contingency	3,132,189	3,073,943	4,701,967	2,094,135
Expenses = PS, MS + Transfers Out	2,997,753	2,924,318	726,744	2,815,177
Minimum Policy 60 days	16.40%	16.40%	16.40%	16.40%
Management Target	25.00%	25.00%	25.00%	25.00%
Actual	104.48%	105.12%	646.99%	74.39%

**Due to rounding, estimated numbers may not add up precisely with the totals provided*

AIRPORT OPERATIONS FUND

DEPARTMENT DESCRIPTION AND CORE SERVICES

This fund provides for the maintenance and operation of the Madras Municipal Airport including leasing of City-owned buildings and airport property to support airport operations. This fund also supports the annual Central Oregon Airshow of the Cascades event. New this fiscal year, the Airport Fund will be managing the Fixed Base Operator operation for fueling, airplane parking, overnight hangaring, and pilot customer services. In addition, the Airport has been absorbed into the Public Works Department.

Airport Assets:

- Main runway 16-34 = 5,089' long by 75' wide
- Crosswind runway 4-22 = 2,701' long by 50' wide
- 39,550 square foot Heavy Aircraft Engine & Maintenance Facility
- 2 World War II B-17 Hangars & Aircraft Fueling Facilities
- AWOS system
- SRE Building (Snow Removal Equipment)
- Property/Buildings under lease
 - Aero Air Heavy Aircraft Engine & Maintenance Facility
 - Erickson Group Air Museum
 - Barbless Backcountry Hangar (city-owned)
 - T-Hangars (city-owned)
 - Cat-Ag Aviation hangar and fenced area (city-owned)
 - Demers Drive Hangar and fenced area (ground lease only)
 - Madras Drag Racing Association
 - Madras Speedway
 - Jefferson County Gun & Rod Club
 - Daimler Trucks of North America
 - Other Airport/Industrial Ground Leases

ACCOMPLISHMENTS

- Construction of new Helibase on the North end of the Airport, including a connector road for access.
- Hired a new Airport Manager
- Transferred the Airport into the Public Works Department
- Began construction on the Apron Reconstruction Project (to be completed in July of 2024)
- Standardized the Aeronautical Ground Lease and Hangar Lease.
- Executed leases with all tenants on the Airport.
- Executed a new fueling agreement to provide airplane fuel

GOALS

Complete a full reset at the Airport and begin managing the Fixed Base Operator service in-house versus contracted. With this reset, provide upgrades to the General Aviation Building and

Grounds to draw new business to the Airport for ground leases. The following capital improvements are planned in FY 2024-25:

- Complete the Apron rehabilitation construction and security fencing project.
- Pave additional Apron areas to reduce dirt and debris on the taxiways and apron.
- Purchase the necessary equipment needed to operate the FBO.

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

- The Airport will be managing the Fixed Base Operator operation starting in FY 2024-25.



**City of Madras
2024-25 Budget Worksheet
Airport Operations Fund
Revenues**

Description	2020-21 Actuals	2021-22 Actuals	2022-23 Actuals	2023-2024 Adopted	2023-2024 Actuals	2024-2025 Proposed
Beginning Fund Balance						
Beginning Fund Balance	252,839	810,058	924,948	748,495	985,992	1,071,495
Total Beginning Fund Balance	252,839	810,058	924,948	748,495	985,992	1,071,495
Revenues from Other Agencies						
FAA CIP Funding	493,152	32,000	175,497	-	55,111	263,931
OR Dept of Aviation Grant	25,393	110,267	155,348	150,000	38,589	30,000
Homeland Security Grant	-	-	-	-	-	-
OPRD Grant	-	-	20,000	-	-	-
Total Revenues from Other Agencies	518,545	142,267	350,844	150,000	93,700	293,931
Charges for Services						
Miscellaneous Revenue	43,045	45	42,453	-	1,266	-
WW Operations - Lease	9,900	9,900	9,900	9,900	9,900	9,900
Total Charges for Services	52,945	9,945	52,353	9,900	11,166	9,900
Charges for Current Services						
Aviation Gas	621,395	740,823	687,851	600,000	417,844	600,000
FBO - Flowage Fee	-	-	-	-	-	-
Total Charges for Current Services	621,395	740,823	687,851	600,000	417,844	600,000
Use of Money and Property						
Grounds & Lights Maintenance	21,853	22,984	24,110	25,874	20,031	26,000
Interest	4,753	4,478	26,225	2,500	-	2,500
Freightliner Corp. Lease	446,716	453,416	460,218	467,120	310,255	474,000
Old Hangar Rent	20,623	23,929	24,730	11,000	37,809	54,000
T-Hangar Rent	14,880	14,880	17,349	17,007	14,922	18,000
Heavy Aircraft & Equip Hangar	98,664	100,609	102,238	103,303	69,701	105,000
Airport Pad Lease	2,259	2,764	3,495	2,800	2,436	3,000
Airport Fire	41,400	4,975	-	5,000	300	300
Land Rentals	71,913	75,041	76,619	74,368	46,880	78,000
Tie Downs	-	-	-	-	-	7,500
Total Use of Money & Property	723,060	703,076	734,983	708,972	502,334	768,300
Interfund Transfers - In						
Airport Construction	-	-	35,970	-	-	-
Tourism/Econ Devel Fund	-	-	-	125,000	-	-
Interfund Transfers - In	-	-	35,970	125,000	-	-
Total Revenues	2,168,783	2,406,168	2,786,949	2,342,367	2,011,035	2,743,626

**City of Madras
2024-25 Budget Worksheet
Airport Operations Fund
Expenditures**

Description	2020-21 Actuals	2021-22 Actuals	2022-23 Actuals	2023-2024 Adopted	2023-2024 Actuals	2024-2025 Proposed
Personnel Services						
Regular Payroll	-	-	24,361	108,950	42,692	177,483
Overtime	-	-	-	-	-	395
PERS	-	-	5,128	27,453	8,508	44,708
PERS Charge for Pension Costs	-	-	868	4,904	1,849	7,987
Social Security	-	-	1,656	9,124	3,236	13,577
Unemployment Tax	-	-	22	50	38	532
Industrial Accident Ins	-	-	458	2,340	1,904	2,816
Health & Accident Insurance	-	-	2,485	9,849	4,178	57,522
Total Personnel Services	-	-	34,979	162,670	62,405	305,020
Total FTE				0.25	0.25	2.25
Materials & Services						
ARFF Maintenance	-	-	-	6,000	6,654	6,000
Aviation Gas	357,664	595,263	534,379	480,000	247,340	480,000
Airshow	-	11,000	9,631	12,000	9,500	-
Building Maintenance	-	23,036	14,917	24,000	7,420	10,000
Rental Building Maint.	-	-	-	-	-	50,000
Temp Services	-	-	-	-	12,930	50,000
Computer	11,355	-	6,051	6,770	7,089	10,000
Utilities	-	-	-	-	-	42,000
Fixed Base Operator	61,492	67,641	74,405	81,846	61,380	-
Commissions - FBO	168,566	87,551	75,682	70,800	70,899	-
Insurance & Surety Bonds	25,109	39,537	52,368	57,116	63,675	71,878
Legal Fees	20,968	6,643	14,438	25,000	32,594	25,000
Meetings, Travel, EE Develop.	37	-	4,134	5,000	8,107	10,000
Miscellaneous Expense	-	50	-	-	(61)	-
Rental Buildings Repair	12,753	4,020	10,672	25,000	8,660	-
Bank Service Fees	3,455	2,755	2,202	3,500	2,595	10,000
Maintenance & Repairs	56,351	93,302	92,247	145,000	25,921	-
Materials & Supplies	9,179	11,632	14,945	15,000	9,647	-
Materials & Services	-	-	-	-	-	20,000
Professional Services	9,398	23,520	31,064	45,000	2,717	15,000
Repair - Maint Materials	-	-	-	-	-	145,000
Utilities	24,701	30,662	41,624	37,000	25,006	-
General Fund	-	-	-	206,605	-	125,656
ISF Central Services	146,748	142,296	92,611	-	-	-
ISF Public Works	56,837	82,398	70,721	48,600	12,150	24,200
ISF Building	41,756	18,255	-	-	-	-
ISF Fleet	3,511	-	-	-	-	-
ISF IT	-	10,103	5,507	8,902	2,274	13,500
Total Materials & Services	1,009,879	1,249,663	1,147,600	1,303,139	616,498	1,108,234
Capital Outlay						
Airport Improvement	-	52,617	84,215	80,000	-	-
Heavy Aircraft Hangar Repair	-	-	9,267	-	-	-
Taxi-way Improvement Project	53,723	-	-	-	-	-
ARFF & airport Maint. Building	-	-	-	-	-	-
Airport Mast Plan Update	197,104	17,887	-	-	-	-
Helipad	-	38,540	262,976	189,000	800	-
Airport Fiber - WiFi	-	-	-	-	-	-
Airport Fencing	-	-	-	-	-	-
Airport Fuel Storage	-	-	-	-	-	-
AeroAir Furnace	-	25,592	-	-	-	-
AeroAir Hangar Roof Repair	-	-	-	50,000	6,917	-
Apron and Fencing Improvements	-	-	170,113	-	81,814	312,000
South WWII Heating System Impr	-	-	-	-	-	-
Apron Paving	-	-	-	-	-	200,000
FBO Equipment	-	-	-	-	-	75,000
Total Capital Outlay	250,827	134,636	526,571	319,000	89,531	587,000

**City of Madras
2024-25 Budget Worksheet
Airport Operations Fund
Expenditures**

Description	2020-21 Actuals	2021-22 Actuals	2022-23 Actuals	2023-2024 Adopted	2023-2024 Actuals	2024-2025 Proposed
Interfund Transfers - Out						
TOF	9,000	9,000	9,000	9,000	-	-
Total Interfund Transfers - Out	9,000	9,000	9,000	9,000	-	-
Debt Service						
2015 Refund Principal	55,157	55,157	52,500	56,000	35,417	58,000
2015 Refund Interest	28,419	27,320	24,863	26,000	16,021	24,000
Berg Drive Extension Loan - Pr	4,173	4,298	4,427	4,900	4,560	4,697
Berg Drive Extension Loan - In	1,272	1,147	1,018	1,000	885	748
Total Debt Service	89,020	87,922	82,808	87,900	56,883	87,445
Reserve for Future Expenditure						
Reserve for Future Expenditure	-	-	-	95,000	-	200,000
Total Facilities/Capital Reserves	-	-	-	95,000	-	200,000
Operating Contingency						
Operating Contingency	-	-	-	300,000	-	125,000
Total Operating Contingency	-	-	-	300,000	-	125,000
Ending Fund Balance						
Unappropriated Ending Balance	810,058	924,948	985,992	65,658	1,185,718	330,927
Total Ending Fund Balance	810,058	924,948	985,992	65,658	1,185,718	330,927
Total Expenditures	2,168,783	2,406,168	2,786,949	2,342,367	2,011,035	2,743,626
Total Airport Operations Revenues	2,168,783	2,406,168	2,786,949	2,342,367	2,011,035	2,743,626
Total Airport Oper. Expenditures	2,168,783	2,406,168	2,786,949	2,342,367	2,011,035	2,743,626
Fiscal Policy Analysis	2020-21	2021-22	2022-23	2023-2024	Yr. End Proj.	2024-2025
Ending Fund Balance + Contingency	810,058	924,948	985,992	365,658	1,185,718	455,927
Expenses = PS, MS + Transfers Out	1,018,879	1,258,663	1,191,579	1,474,809	678,903	1,413,254
Minimum Policy 60 days	16.40%	16.40%	16.40%	16.40%	16.40%	16.40%
Management Target 20%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%
Actual	79.50%	73.49%	82.75%	24.79%	174.65%	32.26%

**Due to rounding, estimated numbers may not add up precisely with the totals provided*

SDC STREET IMPROVEMENT FUND

DEPARTMENT DESCRIPTION AND CORE SERVICES

This fund is for street improvement projects that build new capacity. Eligible projects are listed in the Transportation System Development Charge Update adopted in June of 2019. Only 58.27% of the project costs can be paid utilizing SDCs. The remaining 41.73% of costs must come from other sources.

ACCOMPLISHMENTS

- This fund supported the Transportation Operations Fund by paying the debt for the street improvements.

GOALS

- Transfer of funding to the Transportation Operations Fund and SDC Parks Fund for the following debt commitments and eligible capital projects.
 - 10th Street Improvements – Buff Street to J Street – 58.27% of Project Costs
 - Bi-Mart Road – Road connection from Bi-Mart to Hall Road – 58.27% of Project Costs
 - Olive Street – Fairgrounds Road to Olive Street Mini Storage - \$38,944.50 from Developer.
 - Hoffman Park – Improvements to 10th Street adjacent to the park – 58.27% of 10th Street Project costs

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

Revenue for this SDC fund is dependent upon new construction and can fluctuate dramatically depending on development activity. Increase in transfers for proposed capital projects.

**City of Madras
2024-25 Budget Worksheet
SDC Street Improvement Fund**

Description	2021-22 Actuals	2022-23 Actuals	2023-2024 Adopted	2023-2024 Actuals	2024-2025 Proposed
Beginning Fund Balance					
Beginning Fund Balance	836,980	1,018,832	1,181,817	992,863	1,095,363
Total Beginning Fund Balance	836,980	1,018,832	1,181,817	992,863	1,095,363
System Development Fees					
SDC - Streets	400,954	245,917	131,500	378,425	130,000
Total System Development Fees	400,954	245,917	131,500	378,425	130,000
Use of Money and Property					
Interest	4,898	26,557	15,000	-	9,500
Total Use of Money & Property	4,898	26,557	15,000	-	9,500
Total Revenues	1,242,832	1,291,306	1,328,317	1,371,288	1,234,863
Material & Services					
Professional Services	-	-	-	-	-
Total Material & Services	-	-	-	-	-
Interfund Transfers - Out					
Transportation Operations	224,000	298,443	500,000	-	792,945
Housing Urban Renewal District	-	-	-	-	-
SDC Park Improvement	-	-	-	-	167,865
Total Interfund Transfers - Out	224,000	298,443	500,000	-	960,810
Operating Contingency					
Operating Contingency	-	-	300,000	-	150,000
Total Operating Contingency	-	-	300,000	-	150,000
Ending Fund Balance					
Unappropriated Ending Balance	1,018,832	992,863	528,317	1,371,288	124,053
Total Ending Fund Balance	1,018,832	992,863	528,317	1,371,288	124,053
Total Expenditures	1,242,832	1,291,306	1,328,317	1,371,288	1,234,863
Total SDC Street Imp. Revenues	1,242,832	1,291,306	1,328,317	1,371,288	1,234,863
Total SDC Street Imp. Expenditures	1,242,832	1,291,306	1,328,317	1,371,288	1,234,863

**Due to rounding, estimated numbers may not add up precisely with the totals provided*

SDC PARK IMPROVEMENT FUND

DEPARTMENT DESCRIPTION AND CORE SERVICES

This fund is for new capacity enlarging capital improvement projects for City parks.

ACCOMPLISHMENTS

- None to report for FY 2023/2024

GOALS

- Hoffman Park – Design, bid, and construct Hoffmann Park – a 6.08-acre park south of Strawberry Heights and Summer Place Mobile Home Park. Project estimated at \$1,430,000.
- Apply for grant funding through the Oregon Parks and Recreation Department to construct a new pre-cast restroom at Sahalee Park. A grant match of \$325,000 has been set aside.



EXPLANATION OF SIGNIFICANT BUDGET CHANGES

Ending cash to be reduced significantly to pay for proposed projects.

**City of Madras
2024-25 Budget Worksheet
SDC Park Improvement Fund**

Description	2021-22 Actuals	2022-2023 Actuals	2023-2024 Adopted	Actuals	2024-2025 Proposed
Beginning Fund Balance					
Beginning Fund Balance	223,710	380,103	371,903	392,524	447,024
Total Beginning Fund Balance	223,710	380,103	371,903	392,524	447,024
Shared Revenues					
Grant - Hofman Park	-	-	-	-	732,000
Total Shared Revenues	-	-	-	-	732,000
Interfund Transfers - In					
TOF	-	-	-	-	131,055
SDC Street Improvement	-	-	-	-	167,865
SDC WW Improvement	-	-	-	-	44,547
SDC Storm Water Improvement	-	-	-	-	43,777
General Fund	-	-	-	-	200,000
Total Transfers In	-	-	-	-	587,244
System Development Fees					
SDC - Parks	147,930	63,393	68,200	108,493	70,740
Total System Development Fees	147,930	63,393	68,200	108,493	70,740
Use of Money & Property					
Interest	1,849	10,438	1,500	-	1,500
Park Fees In Lieu Of	6,614	18,590	-	-	-
Total Use of Money & Property	8,463	29,028	1,500	-	1,500
Total Revenues	232,173	409,131	373,403	392,524	1,838,508
Capital Outlay					
Hoffman Park	-	-	-	-	1,430,000
Sahalee Park Restrooms	-	-	-	-	325,000
Total Capital Outlay	-	-	-	-	1,755,000
Interfund Transfers - Out					
Parks Fund	-	80,000	200,000	-	-
Total Interfund Transfers - Out	-	80,000	200,000	-	-
Reserve for Future					
Park Improvements	-	-	-	-	50,000
Total Reserve for Future	-	-	-	-	50,000
Operating Contingency					
Operating Contingency	-	-	150,000	-	33,508
Total Operating Contingency	-	-	150,000	-	33,508
Ending Fund Balance					
Ending Cash Balance	232,173	329,131	23,403	392,524	-
Total Ending Fund Balance	232,173	329,131	23,403	392,524	-
Total Expenditures	232,173	409,131	373,403	392,524	1,838,508
Total SDC Park Improve. Revenue	232,173	409,131	373,403	392,524	1,838,508
Total SDC Park Improve. Expenditures	232,173	409,131	373,403	392,524	1,838,508

**Due to rounding, estimated numbers may not add up precisely with the totals provided*

SDC WASTEWATER IMPROVEMENT FUND

DEPARTMENT DESCRIPTION AND CORE SERVICES

This fund is for new capacity and enlarging capital improvement projects for the City's Wastewater System. It is intended to pay for the wastewater system debt identified and any capital improvements that expand the current infrastructure. Funds are transferred to the Wastewater Operations Fund each year to cover existing debt service and capital projects eligible for SDC funding and to maintain two years of debt service reserves.

ACCOMPLISHMENTS

- Transferred \$142,200 to Wastewater Operations Fund to cover debt service on SDC Eligible Debt Projects.

GOALS

- Transfer of \$142,200 to Wastewater Operations Fund to cover debt service.
- Transfer of \$44,547 to SDC Park Fund for the Wastewater portion of improvements to 10th Street to serve Hoffman Park.

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

No significant budget changes

City of Madras
2024-25 Budget Worksheet
SDC Wastewater Improvement Fund

Description	2021-22 Actuals	2022-23 Actuals	2023-2024 Adopted	2023-2024 Actuals	2024-2025 Proposed
Beginning Fund Balance					
Beginning Fund Balance	475,797	712,121	758,878	734,685	788,725
Total Beginning Fund Balance	475,797	712,121	758,878	734,685	788,725
System Development Fees					
SDC - Wastewater	424,149	161,239	155,992	274,009	195,000
Total System Development Fees	424,149	161,239	155,992	274,009	195,000
Use of Money & Property					
Interest	3,503	19,568	5,000	-	5,000
Total Use of Money & Property	3,503	19,568	5,000	-	5,000
Total Revenues	903,449	892,928	919,870	1,008,694	988,725
Interfund Transfers - Out					
Housing Urban Renewal District	-	-	-	-	-
Debt Reserve Fund	-	-	8,760	-	-
Transportation Operations Fund	42,000	-	-	-	-
Wastewater Operations Fund	149,328	158,243	142,200	-	142,200
SDC PARK IMPROVEMENT FUND	-	-	-	-	44,547
Total Interfund Transfers - Out	191,328	158,243	150,960	-	186,747
Operating Contingency					
Operating Contingency	-	-	300,000	-	200,000
Total Operating Contingency	-	-	300,000	-	200,000
Ending Fund Balance					
Ending Cash Balance	712,121	734,685	468,910	1,008,694	601,978
Total Ending Fund Balance	712,121	734,685	468,910	1,008,694	601,978
Total Expenditures	903,449	892,928	919,870	1,008,694	988,725
Total SDC WW Improve. Revenues	903,449	892,928	919,870	1,008,694	988,725
Total SDC WW Improve. Expenditures	903,449	892,928	919,870	1,008,694	988,725

**Due to rounding, estimated numbers may not add up precisely with the totals provided*

SDC STORMWATER IMPROVEMENT FUND

DEPARTMENT DESCRIPTION AND CORE SERVICES

The SDC Stormwater Improvement Fund provides capital improvement projects for the City's stormwater system.

ACCOMPLISHMENTS

- No significant accomplishments occurred in the current fiscal year. Continued to grow the fund balance from developer contributions.

GOALS

- The SDC Park Improvement Fund will receive \$43,777 in transfers to construct 10th Street adjacent to Hoffman Park.
- A budgeted \$50,000 is set in contingency to be available if an unknown need arises throughout the year.

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

There are no significant budget changes for FY2024-25.

City of Madras
2024-25 Budget Worksheet
SDC Storm Water Improvement Fund

Description	2021-22 Actuals	2022-23 Actuals	2023-2024 Adopted Actuals		2024-2025 Proposed
Beginning Fund Balance					
Beginning Fund Balance	86,977	113,047	138,847	131,666	149,166
Total Beginning Fund Balance	86,977	113,047	138,847	131,666	149,166
System Development Fees					
SDC - Storm Drains	50,535	15,114	6,416	16,135	8,100
Total System Development Fees	50,535	15,114	6,416	16,135	8,100
Use of Money & Property					
Interest	535	3,506	800	-	500
Total Use of Money & Property	535	3,506	800	-	500
Total Revenues	138,047	131,666	146,063	147,801	157,766
Interfund Transfers - Out					
Transportation Operations Fund	25,000	-	25,000	-	-
SDC Park Improvement Fund	-	-	-	-	43,777
Total Interfund Transfers - Out	25,000	-	25,000	-	43,777
Operating Contingency					
Operating Contingency	-	-	50,000	-	50,000
Total Operating Contingency	-	-	50,000	-	50,000
Ending Fund Balance					
Unappropriated Ending Balance	113,047	131,666	71,063	147,801	63,989
Total Ending Fund Balance	113,047	131,666	71,063	147,801	63,989
Total Expenditures	138,047	131,666	146,063	147,801	157,766
Total SDC Storm Wtr Improv Revs	138,047	131,666	146,063	147,801	157,766
Total SDC Storm Wtr Imp Expenditures	138,047	131,666	146,063	147,801	157,766

**Due to rounding, estimated numbers may not add up precisely with the totals provided*

INTERNAL SERVICES INFORMATION TECHNOLOGY FUND

DEPARTMENT DESCRIPTION AND CORE SERVICES

The IT fund was established on June 22, 2021, by Resolution number 16-2021, with a review date no later than March 2031. The Internal Service Fund for Informational Technology helps provide and support a stable, secure, and efficient technology platform for City operations. This fund is responsible for shared City-wide technological needs including contracted IT services, annual license costs, cyber security, hardware, internet, and mobile radios.

ACCOMPLISHMENTS

The fiscal year 2024-25 is the fourth year of the ISF-IT Fund. This fund has been adjusted to maximize its efficiency and transparency. No capital projects were budgeted in FY 2023-24 within the ISF-IT Fund.

GOALS

The goal for the ISF-IT Fund in FY 2024-25 is to maintain a stable, secure, and efficient technology platform for City operations through continuing to fund contracted IT services, annual license costs, cyber security, hardware, internet, and mobile radios.

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

An indirect cost rate was created for the 2024-2025 budget to sustain the IT fund's current and future budget requirements. \$6,000 per person/year is charged to each department and fund for IT services. The charges for services from other funds are \$244,800 in the proposed budget for 2024-2025. The change sustains current materials and services expenditures for \$213,965 and adds a reserve for future expenditures for \$30,000.

City of Madras
2024-25 Budget Worksheet
Internal Services - Information Technology (IT) Fund

Description	2021-22 Actuals	2022-2023 Actuals	2023-2024 Adopted	Actuals	2024-2025 Proposed
Beginning Fund Balance					
Beginning Fund Balance	-	5,000	5,000	10,000	5,008
Total Beginning Fund Balance	-	5,000	5,000	10,000	5,008
Charges for Services					
Airport Operations Fund	10,103	5,507	8,902	2,274	13,500
Comm Develop Fund	20,608	11,802	-	-	-
Golf Course	6,466	3,540	8,902	2,274	13,500
Police Department	101,171	51,535	44,511	11,367	96,000
Wastewater Operations	6,148	6,098	44,511	11,367	30,300
ISF Central Services	86,692	53,698	-	-	-
Water Operations	-	-	13,353	4,547	8,700
ISF Public Works Staff Fund	112,313	60,189	-	-	15,000
Madras Urban Renewal Agency	7,425	4,327	-	-	-
Gen Fund - Admin	-	-	26,707	9,094	24,300
Gen Fund - Finance	-	-	53,415	11,367	24,000
Gen Fund - Parks	-	-	8,902	2,226	7,500
Gen Fund - Community Developme	-	-	18,135	4,547	12,000
Total Charges for Services	350,927	196,696	227,338	59,061	244,800
Interfund Transfers - In					
General - Non Departmental	-	-	-	-	-
Total Interfund Transfers - In	-	-	-	-	-
Total Revenues	350,927	201,696	232,338	69,061	249,808
Materials & Services					
Annual Service Contracts	72,629	63,137	73,013	52,962	75,349
Annual License Costs	105,984	48,688	47,925	36,620	49,459
Annual Cyber Security	40,800	41,400	42,800	32,445	44,170
Hardware	30,520	-	-	-	-
Internet	25,475	11,329	12,000	2,956	12,384
Telephones	39,874	15,371	16,592	24,298	17,123
Training	-	550	2,000	-	2,064
Cyber Security Insurance	11,230	11,220	13,000	12,025	13,416
Annual Lease Agreements	-	-	-	-	-
Total Materials & Services	326,513	191,696	207,330	161,306	213,965
Capital Outlay					
PD Training Room - AV	-	-	-	-	-
Asset Mgmt Software	19,414	-	-	-	-
Total Capital Outlay	19,414	-	-	-	-
Reserve for Future Expenditures					
Reserve for Future Expenditure	-	-	-	-	30,000
Total Reserve for Future Expenditure	-	-	-	-	30,000
Operating Contingency					
Operating Contingency	-	-	20,000	-	-
Total Operating Contingency	-	-	20,000	-	-
Ending Fund Balance					
Unappropriated End. Balance	5,000	10,000	5,008	(92,245)	5,843
Total Ending Fund Balance	5,000	10,000	5,008	(92,245)	5,843
Total Expenditures	350,927	201,696	232,338	69,061	249,808
Total ISF IT Revenues	350,927	201,696	232,338	69,061	249,808
Total ISF IT Expenditures	350,927	201,696	232,338	69,061	249,808

*Due to rounding, estimated numbers may not add up precisely with the totals provided

INTERNAL SERVICES FUND PUBLIC WORKS STAFF & FLEET

DEPARTMENT DESCRIPTION AND CORE SERVICES

The Public Works Staff Fund is used to provide for Public Works personnel services, fleet equipment, and the related materials and expenses associated with fleet and personnel. It has undergone an overhaul, and staff are now allocated to each respective operations fund. The Public Works Staff and Fleet Fund manages fleet equipment for public works, engineering, and inspections for development only.

The Public Works Department's full-time positions are 17, as detailed below.

- Public Works Director
- Public Works Manager
- Utilities Supervisor (wastewater, water, & storm)
- Public Works Operations Manager
- Golf Course Supervisor
- Airport Manager
- Airport Operations Technician
- Greens Keeper
- Facilities Maintenance Specialist/Mechanic
- Wastewater Operators (5 water/storm/sewer)
- Parks and Open Spaces Specialist
- Street Utility & Building Maintenance (2)
 - Total Full Time Equivalent Employees = 17



ACCOMPLISHMENTS

- Implementation of plan review and inspection fees.
- The Public Works Department is now full staff! It has been several years since this has occurred.

GOALS

- Purchase of a new Backhoe, Workman, and Mower
- Purchase of new Fuel Tanks for the Golf Course
- Enter into an agreement with Enterprise Fleet to change to a fleet leasing program to update all Public Works Fleet.

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

The Public Works Staff and Fleet fund's expenses have dramatically reduced for FY 2024-25 as staff is now allocated (with the exception of fleet) to each respective operational fund.

City of Madras
2024-25 Budget Worksheet
ISF Public Works Staff & Fleet Fund
Revenues

Description	2021-22 Actuals	2022-2023 Actuals	2023-2024 Adopted	2023-2024 Actuals	2024-2025 Proposed
Beginning Fund Balance					
Beginning Fund Balance	383,501	520,130	545,825	1,041,668	400,827
Total Beginning Fund Balance	383,501	520,130	545,825	1,041,668	400,827
Regulatory Fees					
City Review, Permit & Vacates	17,379	12,207	8,500	13,100	15,000
Total Regulatory Fees	17,379	12,207	8,500	13,100	15,000
Charges for Services					
Miscellaneous Revenue	336	(125)	-	495	-
Airport Operations Fund	82,398	70,721	48,600	12,150	24,200
Parks Fund	206,749	253,418	243,000	60,750	121,000
Golf Course	215,793	415,488	413,100	103,275	205,700
Water Operations Fund	221,822	312,353	191,600	47,900	95,406
Wastewater Operations	1,229,191	1,305,398	901,900	225,475	449,094
Transportation Operations Fund	458,466	589,345	631,800	157,950	314,600
ISF Building	-	-	-	-	-
HURD	20,449	-	-	-	-
Total Charges for Services	2,435,205	2,946,598	2,430,000	607,995	1,210,000
Use of Money & Property					
Interest	60	60	-	40	-
Sale of Assets	7,401	-	-	-	-
Total Use of Money & Property	7,461	60	-	40	-
Total Revenues	2,843,546	3,478,994	2,984,325	1,662,803	1,625,827

**City of Madras
2024-25 Budget Worksheet
ISF Public Works Staff Fund
Expenditures**

Description	2021-22 Actuals	2022-2023 Actuals	2023-2024		2024-2025 Proposed
Personnel Services			Adopted	Actuals	
Regular Payroll	752,894	880,364	1,060,782	631,214	196,321
Overtime	31,590	39,041	38,004	30,941	5,922
On-Call Pier Diem	17,200	17,200	20,500	12,200	
PERS	193,637	224,597	326,513	166,122	52,592
PERS Charge for Pension Costs	93,225	37,666	46,224	30,238	8,834
Social Security	59,290	69,472	93,820	50,022	15,019
Unemployment Tax	2,167	870	3,000	599	589
Industrial Accident Insurance	16,788	24,673	21,550	26,709	3,019
Health & Accident Insurance	217,749	240,316	244,392	171,548	52,985
Retiree Health & Accident Ins.	9,687	7,719	10,000	4,520	753
Total Personnel Services	1,394,226	1,541,919	1,864,785	1,124,112	336,034
Total FTE	12.15	12.15	14.00	14.00	2.50
Materials & Services					
Weed Abatement	17,077	14,766	15,000	-	
Advertising	1,379	1,052	500	408	
Building Maintenance	31,269	31,037	32,000	19,515	
Temp Services	230,142	310,948	-	-	
Annual Dues and Licenses	3,462	1,576	4,000	2,556	5,000
Computer	-	31,759	76,000	25,882	3,500
Contract Services	64,580	38,284	30,000	100	
Utilities	9,186	9,153	10,000	9,126	
Insurance & Surety Bonds	19,707	21,167	22,674	24,022	
Legal Fees	15,437	10,412	15,000	11,448	
Meetings, Travel, EE Develop.	34,300	13,363	20,000	8,639	5,000
Bank Service Fees	740	-	-	-	
Materials & Supplies	21,057	15,328	20,000	11,756	5,000
Postage	673	384	800	217	
Professional Services (A&E)	109,537	40,043	55,000	20,329	15,000
Repairs Maintenance Materials	4,298	200	-	-	
Uniforms & Shop Towels	3,566	3,017	6,000	1,912	
First Aid Supplies	66	-	1,500	1,609	
Personal Protective Equipment	4,193	3,237	3,000	1,049	
Indirect - General Fund					57,384
ISF IT	112,313	60,189	-	-	15,000
Total Materials & Services	682,982	605,913	311,474	138,567	105,884
Total Expenditures- ISF PW	2,077,208	2,147,832	2,176,259	1,262,678	441,918

**City of Madras
2024-25 Budget Worksheet
ISF Fleet
Expenditures**

Description	2021-22 Actuals	2022-2023 Actuals	2023-2024 Adopted	2023-2024 Actuals	2024-2025 Proposed
Materials & Services					
Utilities	2,461	4,199	2,800	1,724	2,800
Equipment Repairs - PW	72,065	80,039	90,000	39,845	85,000
Shop Tools	12,179	5,541	5,500	3,308	-
Fuel - PW	67,062	83,510	70,000	41,635	70,000
Insurance & Surety Bonds - PW	11,537	14,751	15,000	17,760	19,003
Meetings, Travel, EE Develop.	-	-	-	-	6,000
Materials and Supplies	-	-	-	-	10,000
Tires - PW	11,936	10,208	13,000	7,021	-
Total Materials & Services	177,239	198,247	196,300	111,292	192,803
Capital Outlay					
Equipment Purchases - PW	50,750	88,975	75,000	13,205	300,000
Equipment Leases - PW	18,219	-	97,000	97,553	97,000
Enterprise Fleet	-	-	-	-	265,000
Fuel Tanks	-	-	-	-	20,000
Total Capital Outlay	68,969	88,975	172,000	110,758	682,000
Total Expenditures-ISF Fleet	246,208	287,222	368,300	222,050	874,803

**ISF PW Staff & Fleet
Non-Departmental
Expenditures**

Description	2021-22 Actuals	2022-2023 Actuals	2023-2024 Adopted	2023-2024 Actuals	2024-2025 Proposed
Interfund Transfers - Out					
Community Development Fund	-	-	-	-	-
Total Interfund Transfers - Out	-	-	-	-	-
Reserve for Future Expenditure					
Fleet Capital Reserve	-	-	20,000	-	100,000
Total Reserve for Future Expenditure	-	-	20,000	-	100,000
Operating Contingency					
Operating Contingency	-	-	50,000	-	75,000
Total Operating Contingency	-	-	50,000	-	75,000
Ending Fund Balance					
Unappropriated Ending Balance	520,130	1,043,940	369,766	178,074	134,106
Total Ending Fund Balance	520,130	1,043,940	369,766	178,074	134,106
Total Expenditures	2,843,546	3,478,994	2,984,325	1,662,803	1,625,827
Total ISF PW & Fleet Fund Revenues	2,843,546	3,478,994	2,984,325	1,662,803	1,625,827
Total ISF PW & Fleet Fund Expenditures	2,843,546	3,478,994	2,984,325	1,662,803	1,625,827

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Fiscal Policy Analysis	2021-22	2022-2023	2023-2024	Actuals	2024-2025
Ending Fund Balance + Contingency	520,130	1,043,940	419,766	178,074	209,106
Expenses = PS, MS + Transfers Out	2,254,447	2,346,079	2,372,559	1,373,971	634,721
Minimum Policy 60 days	16.40%	16.40%	16.40%	16.40%	16.40%
Management Target 20%	20.00%	20.00%	20.00%	20.00%	20.00%
Actual	23.07%	44.50%	17.69%	12.96%	32.94%

*Due to rounding, estimated numbers may not add up precisely with the totals provided

DEBT SERVICE FUND

DEPARTMENT DESCRIPTION AND CORE SERVICES

In May 2012, the City issued a Full Faith and Credit Bond purchase through the Local Oregon Capital Asset Program Series 2012B bond purchases for \$2,585,000 for the Madras Redevelopment Commission (MRC). This 2012B Local Oregon Capital Asset Program was refunded in October 2017. The debt refunding created savings in the 2017-18 fiscal year and restructured the debt payments.

Only the 2011B and 2012B Local Oregon Capital Asset Program's refunded portions remain. During FY 2024-25, \$40,900 in interest and \$140,000 in principle will be paid.

In October 2021, the City issued Full Faith and Credit 2021A and 2021B Bonds, taking advantage of lower interest rates and the opportunity to release debt reserves by refinancing under the tax-exempt 2021A Bonds the MRC's commercial line of credit for \$1,030,000 and the 2013 USDA Bonds for the police station/city hall for \$1,775,000. Under the taxable 2021B Bonds, the USDA 2013 Wastewater Revenue Bonds for \$10,390,000 were refinanced. The net savings for the city and MRC promoted the organization's overall health. Releasing the debt reserve requirements lessened the ongoing impact on the operating funds. In FY 2024-25, principal amounts of \$40,000 and interest amounts of \$27,300 are anticipated for the MRC's portion related to the Line of credit refinancing.

The MRC will service the debt payments by paying the city through this debt service fund for the above amounts; in turn, the city will pay the 2017B and 2021A refunding payments to Zions National Bank. The City serves as the pass-through entity for these debt obligations.

ACCOMPLISHMENTS

- While the City of Madras has secured this debt on behalf of the Madras Urban Renewal Agency (MURA), the MURA tax base has grown sufficiently to cover its debt service obligations, helping maintain its credit rating and asset base.

GOALS

- This fund is to be maintained according to the needs of the Madras Urban Renewal Agency and City of Madras financial obligations.
- The MRC commission and city council are reviewing debt restructuring for 2024-2025; budget changes may be required later.

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

There are no major changes in FY 2024-25. The MRC will continue contributing to the Debt Service Fund for 2017B and 2021A, refunding debt service payments due and payable to Zions National Bank.

**City of Madras
2024-25 Budget Worksheet
Debt Services Fund**

Description	2021-22 Actuals	2022-23 Actuals	2023-2024 Adopted	Actuals	2024-2025 Proposed
Beginning Fund Balance					
Beginning Fund Balance	4,575	4,575	4,575	4,125	4,575
Total Beginning Fund Balance	4,575	4,575	4,575	4,125	4,575
Use of Money & Property					
Bond Proceeds	1,154,275	-	-	-	
Loan Repayment	231,981	250,050	256,450	227,375	248,200
Total Use of Money & Property	1,386,256	250,050	256,450	227,375	248,200
Total Revenues	1,390,831	254,625	261,025	231,500	252,775
Materials & Services					
Bank Service Fees	225	450	450	(450)	
Total Materials & Services	225	450	450	(450)	-
Debt Service					
2017 Refunding Principal	125,000	130,000	135,000	135,000	140,000
2017 Refunding Interest	54,825	50,350	50,000	23,875	40,900
Pmnt to Escrow Agent Refunded	1,127,552	-	-	-	
2021 Bond - Principal	40,000	40,000	42,000	40,000	40,000
2021 Bond - Interest	11,931	29,700	29,000	28,500	27,300
Total Debt Service	1,359,308	250,050	256,000	227,375	248,200
Ending Fund Balance					
Unappropriated Ending Balance	31,298	4,125	4,575	4,575	4,575
Total Ending Fund Balance	31,298	4,125	4,575	4,575	4,575
Total Expenditures	1,390,831	254,625	261,025	231,500	252,775
Total Debt Service Revenues	1,390,831	254,625	261,025	231,500	252,775
Total Debt Service Expenditures	1,390,831	254,625	261,025	231,500	252,775

**Due to rounding, estimated numbers may not add up precisely with the totals provided*



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PENSION STABILIZATION FUND

DEPARTMENT DESCRIPTION AND CORE SERVICES

The Pension Stabilization Fund was created in FY 2019-20 to address the City's Unfunded Actuarial Liability (UAL) of \$4.3M. As shown in the table below, the current UAL is \$2.9 million. The table below also charts the growth of the UAL over the past several years.

The Pension Stabilization Fund charges the General Fund – Administration, General Fund - Community Development, General Fund – Police Department, General Fund - Finance and ISF – Public Works Staff & Fleet Fund 4.5% of their actual payroll costs in FY 2022-23. A \$500,000 PERS side account was established in November 2021. This lump sum payment reduced PERS rates by 1.61%.

Actual Valuation as of						
Net unfunded pension actuarial accrued liability	12/31/2016	12/31/2017	12/31/2018	12/31/2019	12/31/2020	12/31/2021
	\$ 3,545,900	\$ 3,493,993	\$ 4,321,444	\$ 4,057,261	\$ 4,743,288	\$2,908,117

ACCOMPLISHMENTS

- The City continues to prioritize setting money aside each year to pay down the City's unfunded actuarial liability and decrease the PERS rate.

GOALS

PERS rates have been rising over the past several years. As the City looks toward the future, rates are estimated to increase substantially as shown in the chart below. Based on the current trajectory, staff and council are considering many options to manage the rising costs of PERS and its personnel costs.

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

FY 2024-25 is reserving 4.5% of payroll costs, flat from 2023-24 consistent with the Fiscal Policy adopted in May 2021. While contributing to the UAL is one of the priorities of the City, it is also prudent to maintain healthy Ending Fund Balances in each of the funds. Staff continues to balance the ability to set aside reserves to pay down the UAL with operational effectiveness. This is especially critical in today's current economic environment.

**City of Madras
2024-25 Budget Worksheet
Pension Stabilization Fund**

Description	2021-22 Actuals	2022-2023 Actuals	2023-2024 Adopted	2023-2024 Actuals	2024-2025 Proposed
Beginning Fund Balance					
Beginning Fund Balance	206,969	43,475	158,078	147,606	233,803
Total Beginning Fund Balance	206,969	43,475	158,078	147,606	233,803
Charge for Pension Costs					
Charge for Pension Cost - PD	130,760	31,348	53,108	29,813	66,565
Charge for Pension Cost - CDD	24,179	7,500	10,041	6,395	10,526
Chg for Pension Cost - Admin	88,343	26,848	17,465	17,902	17,309
Charge for Pension Cost - PW	93,225	37,566	46,224	30,238	8,834
Charge for Pension Cost - Airp	-	868	4,904	1,849	7,987
Chg for Pension Cost - Finance	-	-	16,300	-	16,584
Chg for Pension Cost - Parks	-	-	-	-	4,345
Chg for Pension Cost - Golf	-	-	-	-	7,160
Chg for Pension Cost - Wtr Ops	-	-	-	-	5,882
Chg for Pension Cost - WW Ops	-	-	-	-	17,809
Total Charge for Pension Costs	336,506	104,130	148,042	86,197	163,001
Use of Money & Property					
Proceeds of Borrowing - Bonds	-	-	-	-	-
Total Use of Money & Property	-	-	-	-	-
Total Revenues	543,475	147,606	306,120	233,803	396,804
Special Payments					
Deposit in PERS Side Account	500,000	-	-	-	375,000
Total Special Payments	500,000	-	-	-	375,000
Ending Fund Balance					
Unappropriated Ending Balance	43,475	147,606	306,120	233,803	21,804
Total Ending Fund Balance	43,475	147,606	306,120	233,803	21,804
Total Expenditures	543,475	147,606	306,120	233,803	396,804
Total Debt Reserve Revenues	543,475	147,606	306,120	233,803	396,804
Total Debt Reserve Expenditures	543,475	147,606	306,120	233,803	396,804

**Due to rounding, estimated numbers may not add up precisely with the totals provided*

DEBT RESERVE FUND

DEPARTMENT DESCRIPTION AND CORE SERVICES

The Debt Reserve fund was established on April 11, 2017, by Resolution number 13-2017, with a review date no later than March 2027. This Fund was established in FY 2011-12 to record a loan covenant by the Department of Environment Quality (DEQ). The Debt Reserve Fund continues to operate as the repository for all debt reserve requirements outlined by the lenders. The city continues to meet the Debt Reserve obligations.

Lender/Description	Reserve
DEQ- State Revolving Loan R62371	6,038
DEQ- State Revolving Loan R62372	12,636
DEQ- State Revolving Loan R62373	9,700
DEQ- State Revolving Loan R62374	8,249
DEQ- State Revolving Loan R62375	9,000
Total	\$45,623

ACCOMPLISHMENTS

1. DEQ Loan R62371 Reserve

The current reserve requirement for the DEQ loan is equal to one annual payment, SRF R62371 Loan Reserve of \$6,038.

2. DEQ Loan R62372 Reserve

The current reserve requirement for the DEQ loan is equal to one annual payment, SRF R62372 Loan Reserve of \$12,636.

3. DEQ Loan R62373 Reserve

The current reserve requirement for the DEQ loan is equal to one annual payment, SRF R62373 Loan Reserve of \$9,700.

4. DEQ Loan R62374 Reserve

The current reserve requirement for the DEQ loan is equal to one annual payment, SRF R62374 Loan Reserve of \$8,488.

5. DEQ Loan R62375 Reserve

The current reserve requirement for the DEQ loan is equal to one annual payment, SRF R62375 Loan Reserve of an estimated \$9,000.

This fund will reserve the balances in a budget category classified as "Reserve for Future Expenditure," consistent with budget and accounting standards. To meet the requirements of the lenders, we must submit our accounting records annually to illustrate these reserve requirements are being met within our budget process. Total debt reserve requirements for FY2023-24 are \$45,623. Debt Reserve requirements identify these funds as being restricted from General Fund use; however, having a separate depository for these funds is not required. By identifying a Reserve Fund within the Budget Document and maintaining the reserve levels according to the specifications, the City has met all of the reserve requirements

GOALS

- Comply with the terms of the Debt requirements as outlined by the lenders.

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

The DEQ Loan State Revolving Fund Loan R62375 begins in FY 2024-2025 and includes an estimate reserve requirement of \$9,000.

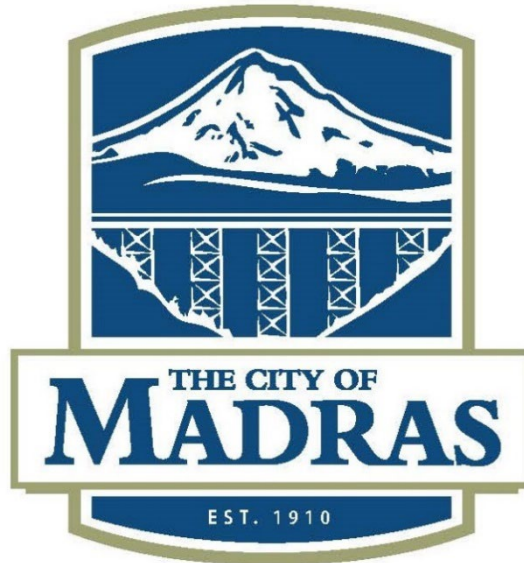
**City of Madras
2024-25 Budget Worksheet
Debt Reserve Fund**

Description	2020-21 Actuals	2021-22 Actuals	2022-23 Actuals	2023-2024 Adopted	Actuals	2024-2025 Proposed
Beginning Fund Balance						
Beginning Fund Balance	418,685	452,270	36,863	36,863	36,863	45,623
Total Beginning Fund Balance	418,685	452,270	36,863	36,863	36,863	45,623
Interfund Transfers - In						
ISF Building	9,713	9,713	-	-	-	
SDC WW Improvement	-	-	-	8,760	-	-
Wastewater Operations	23,872	17,709	-	-	-	-
Total Interfund Transfers - In	33,585	27,422	-	8,760	-	-
Total Revenues	452,270	479,692	36,863	45,623	36,863	45,623
Interfund Transfers Out						
Intrnl Srvc Building Fund	-	97,130	-	-	-	
Wastewater Operations Fund	-	345,699	-	-	-	-
Total Transfers Out	-	442,829	-	-	-	-
Reserve for Future Expenditure						
USDA Debt Reserve- City Hall/PD	9,713	-	-	-	-	
Series 2013 Refunding	10,792	-	-	-	-	
DEQ- State Revolving Loan R62371	-	6,038	-	6,038	-	6,038
DEQ- State Revolving Loan R62372	-	12,636	-	12,636	-	12,636
DEQ- State Revolving Loan R62373	13,080	9,700	-	9,700	-	9,700
Business Oregon - X20002	-	-	-	-	-	
DEQ- State Revolving Loan R62374	-	8,488	-	8,249	-	8,249
DEQ- State Revolving Loan R62375	-	-	-	9,000	-	9,000
Total Reserve for Future Expenditure	33,585	36,862	-	45,623	-	45,623
Ending Fund Balance						
Unappropriated Ending Balance	418,685	1	36,863	-	36,863	-
Total Ending Fund Balance	418,685	1	36,863	-	36,863	-
Total Expenditures	452,270	479,692	36,863	45,623	36,863	45,623
Total Debt Reserve Revenues	452,270	479,692	36,863	45,623	36,863	45,623
Total Debt Reserve Expenditures	452,270	479,692	36,863	45,623	36,863	45,623

REVIEW DATE MARCH 2027

**Due to rounding, estimated numbers may not add up precisely with the totals provided*

FISCAL POLICY



City of Madras
125 SW "E" Street, Madras, Oregon 97741
541-475-2344
www.ci.madras.or.us

Updated May 9, 2023

"A Vibrant Responsive Community Where You Can Thrive and Grow"

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I. PURPOSE

The City of Madras is committed to responsible fiscal management through financial integrity, prudent stewardship of public assets, planning, accountability, and full disclosure. The broad purpose of Fiscal Policies is to enable the City and the Madras Urban Renewal Agency to achieve and maintain a long term stable and positive financial condition. These policies are adopted by the City Council as the basic framework for overall financial management of the City and Madras Urban Renewal Agency. Any reference to 'the City' in this document shall also apply to the Madras Urban Renewal Agency.

The policies are designed to guide day-to-day and long-range fiscal planning and decision making, and to achieve the following general financial goals:

1. Provide an adequate financial base to sustain a sufficient level of municipal services to maintain the social well-being and physical conditions of the City.
2. Deliver cost effective and efficient services to citizens.
3. Provide and maintain essential public facilities, utilities, and capital equipment.
4. Protect and enhance the City's credit rating so as to obtain the lowest cost of borrowing and also to assure taxpayers and the financial community that the City is well managed and financially sound.
5. Provide the financial stability needed to navigate through economic downturns, adjust to changes in the service requirements of the community and respond to other changes as they affect City residents.
6. Adhere to the highest standards of financial management and reporting practices as set by the Government Finance Officers Association (GFOA), the Governmental Accounting Standards Board (GASB) and other related professional financial standards.
7. Fully comply with finance related legal mandates, laws, and regulations.
8. Promote intergenerational equity for the City's taxpayers and ratepayers by spreading the cost of new or upgraded City infrastructure over time so that generations benefitting from such infrastructure contribute to the cost.

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

II. REVENUE POLICIES

1. The City will strive for and maintain a diversified and stable revenue system to prevent undue or unbalanced reliance on any one source of funds. This revenue diversity will shelter the City from short-run fluctuations in any one revenue source.
2. When evaluating new revenue sources, the following elements will be taken into consideration: sustainability of the revenues to the programs they are intended to support, administrative costs, operational and maintenance costs, acceptability to the community, and the impact on economic competitiveness relative to other communities.

3. One-time and non-recurring revenues will be used only for one-time expenditures. The City will avoid using temporary revenues to fund mainstream services or for budget balancing purposes.
4. User fees and charges will be established for services provided that benefit specific individuals or organizations. Cost of service analyses will be prepared so that user fees and charges can or will be set at a level sufficient to recover full cost of service whenever practical to minimize subsidization by taxpayers. The City will systematically review user fees and charges to take into account the number of customers served, changes in methods or levels of service delivery as well as changes in cost of living, inflationary increases, and supplier related cost increases.
5. Unless prohibited by law, certain fees may be deferred by Council action when it can be demonstrated that a direct public benefit will be obtained. In addition, the Council may direct that certain fees be paid on behalf of applicants and Council's action will include a determination of the source of funds to pay such fees.
6. All fees, charges or assessments that are deferred for later payment will be evidenced by a promissory note or agreement. The City may charge periodic interest, processing fees and additional interest and penalties for delinquencies as appropriate.
7. Utility funds will be self-supporting through user fees. Fee adjustments will be based on long term financial plans that include a forecast period of no less than five years. The water and water reclamation utility rates should be set to yield a minimum 1.25 debt service coverage ratio or a debt service coverage ratio sufficient to maintain the credit rating of the Water and Wastewater systems.
8. To emphasize and facilitate long-range financial planning, the City will maintain current projections of revenues and expenditures in the General Fund and other major funds for the succeeding five years.
9. All potential grants shall be evaluated for matching requirements and on-going resource requirements and balanced with the benefits of the grant before acceptance. Grants may be rejected to avoid commitments beyond available funding.
10. The City will not respond to long-term revenue shortfalls with deficit financing and borrowing to support on-going operations. Expenses will be reduced to conform to the long-term revenue forecasts and/or revenue increases will be considered.
11. Revenues will be estimated realistically and prudently. Revenues of a volatile nature will be estimated conservatively; explanations of the underlying assumptions and risks to the forecast, including both upside and downside risks, will be provided. The City will estimate its revenues by an objective, analytical process using best practices as defined by the Government Finance Officers Association.
12. The City shall pursue a timely and firm policy of collecting delinquent accounts. When necessary, discontinuing service, small claims court, collection agencies, foreclosure, liens and other methods of collection, such as imposing penalties, collection and late charges, may be used.
13. Use of General Fund revenues is at the City Council's discretion and unless otherwise noted, discretionary revenues are not earmarked for specific purposes. Exceptions include:
 - a. Grants or other revenues that are legally restricted for specific purposes.

- b. Fifty percent (50%) of franchise fee revenues will be dedicated to transportation system improvements and maintenance; the other fifty percent (50%) will be allocated to the General Fund to support public safety services provided by the Madras Police Department.
- 14. Before the City sells any building or land or relinquishes any operating or capital arrangements that involved fixed revenue, the implications of such a sale or arrangements will be fully determined by City Council for impact on current and future year revenue estimates.

III. OPERATING BUDGET POLICIES

- 1. The City will prepare an annual budget with the participation of all Departments.
- 2. All budgetary procedures will conform to existing state and local regulations. Oregon budget law requires each local government to prepare a balanced budget and Oregon Administrative Rules state: the budget must be constructed in such a manner that the total resources in a fund equal the total of expenditures and requirements for that fund. Budgets for all funds will be prepared on a modified accrual basis consistent with Generally Accepted Accounting Principles.
- 3. The budget process will allocate resources to achieve Council goals and city-wide strategic plans. Department goals and objectives will be identified and incorporated into the budget.
- 4. A cost allocation plan will be developed and incorporated into the City budget. The cost allocation plan will be the basis for distribution of general government and internal service costs to other funds and capital projects to reflect the full cost of providing services.
- 5. A budget preparation calendar is crucial for successful budget preparation and execution. Finance department staff will prepare a detailed budget schedule for internal use that ensures the budget is approved by the Budget Committee and adopted by the City Council no later than June 30.
- 6. The City Council and Madras Redevelopment Commission shall adopt the budget for each fund or program as required by budget law.
- 7. Essential services will receive priority for funding. The City will attempt to maintain current service levels for all essential services. The quality of existing core services will be maintained before the City adds new services unless there is an explicit decision to lower the quality of existing services in favor of providing a new service. Essential services for the City are defined as follows (based on ORS 221.760 which determines if a city is eligible to receive state shared revenues):
 - a. Police protection.
 - b. Fire protection.
 - c. Street construction, maintenance, and lighting.
 - d. Sanitary sewers.
 - e. Storm sewers.
 - f. Planning, zoning and subdivision control.
 - g. One or more utility services.

8. All supplemental appropriations for programs requested after the original budget is approved will be analyzed by the City Administrator's Office and Finance Department and will only be presented to Council for approval after consideration of availability of revenues. Oregon budget law provides a means to adjust the budget for emergency expenditures or unforeseen circumstances. All resolutions adjusting the budget will be prepared by the Finance Department, at the direction of the City Administrator's Office, for Council approval to ensure compliance with budget laws.
9. Monthly reports comparing actual to budgeted expenditures will be prepared by the Finance Department and distributed to the City Administrator and Department Head Team. Significant budget to actual variances will be investigated and explained.
10. Quarterly reports comparing actual to budgeted expenditures will be prepared by the Finance Department and presented to City Council and Madras Urban Renewal Agency.

IV. FUND BALANCE POLICY

GOVERNMENT ACCOUNTING STANDARDS BOARD STATEMENT 54

1. Policy

The City of Madras shall maintain financial integrity and consistency in accounting and financial reporting practices using specific fund balance categories within the guidelines of generally accepted accounting principles (GAAP).

2. Purpose

The purpose of this policy is to define fund balance reporting policies as established by Governmental Accounting Standards Board (GASB) Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*, issued in February 2009.

3. Definitions

Fund balance classifications, per GASB Statement No. 54:

- a. Non-spendable - Represents assets that are non-liquid (such as inventory) or legally or contractually required to be maintained intact (such as the principal amount of an endowment)
- b. Restricted – When legally-enforceable constraints are placed on the use of resources for a specific purpose by a third party or enabling legislation.
- c. Committed – When constraints are created by formal action of the government's decision-making authority, generally by resolution and/or ordinance, on how it will spend its resources. The constraints remain binding until formally rescinded or changed by the same method the constraints were created.
- d. Assigned – When resources that are neither committed nor restricted are constrained by the intent of the governing body or authorized staff.
- e. Unassigned – The excess of total ending fund balance over non-spendable, restricted, committed and assigned amounts. Only the General Fund has an unassigned category since money remaining in any other fund is automatically considered assigned to the purpose(s) of that fund.

4. Fund Balance Reporting

GASB's objective in issuing Statement No. 54 was to enhance the usefulness of fund balance information by providing clearer fund balance classifications that can be more consistently applied.

5. This policy hereby delegates the authority to assign amounts to be used for specific purposes to the City Administrator and/or Finance Director for the purpose of reporting these amounts in the annual financial statements.

v. EXPENDITURE CONTROL POLICIES

1. Expenditures will be controlled through appropriate internal controls and procedures. Management must ensure expenditures comply with the legally adopted budget. Each Director will be responsible for the administration of his/her department/division/program budget. This includes accomplishing the goals and objectives incorporated into the budget and monitoring each department/division/program budget for compliance with spending limitations.
2. The City Council will adopt the budget by fund at the organizational unit or program level. Expenditures anticipated to be in excess of these levels require approval of a Council resolution. The City Administrator will administer expenditure control at the organizational unit and program level. Additionally, the City Administrator may give authorization to mandate this level of control down to any line-item level. Expenditures anticipated to be in excess of these levels require approval of the City Administrator.
3. All purchases of goods and services must comply with the City's Purchasing Policies, guidelines and procedures and with State and Federal laws and regulations.
4. Before the City purchases any major asset or undertakes any operating or capital arrangements that create fixed costs or ongoing operational expenses, the implications of such purchases or arrangements will be fully determined for current and future years.
5. All compensation planning and collective bargaining will include analysis of total cost of compensation which includes analysis of salary increases, health benefits, pension contributions, fringe benefits and other personnel costs. The City will only propose operating personnel costs which can be supported by on-going operating revenues.
6. The City will make every effort to control expenditures to ensure City services and programs provided to its citizens and taxpayers are cost effective and efficient.

vi. CAPITAL IMPROVEMENT POLICIES

1. The City's asset capitalization policy is to capitalize and depreciate assets greater than \$25,000 with a useful life beyond one year unless Fleet Equipment. Capital assets costing less than \$25,000 or having a useful life of one year or less will be treated as operating expenditures unless identified below. The asset capitalization threshold will be applied to individual assets rather than to groups of assets (i.e., office furniture, computer equipment, radio equipment, etc.).
2. All land is capitalized.
3. Fleet Equipment/Rolling Stock:
 - a. Equipment with a value greater than \$5,000 and/or required to be licensed for use on the roadway will be capitalized.

4. Buildings:
 - a. When phasing new construction of a building it will be capitalized regardless of price when the purpose is to support agency operations. (example is the multi-year Public Works Fleet Building Remodel requiring multiple years of investment).
5. Public infrastructure repairs are not capitalized (exception can be made if these are combined as part of a larger capital project).
 - a. Transportation Infrastructure
 - i. Pavement preservation (i.e., chip sealing, crack-sealing, seal coating, pothole patching, pavement overlay, grind/inlay, etc.).
 - ii. Removal and replacement of existing footpaths (sidewalks, paved trails).
 - iii. Removal and replacement of existing curbing.
 - iv. Removal and replacement of landscaping and mobile streetscape items (i.e., flower pots, hanging baskets, pavers, grass, wood chips, gravel, irrigation, trees etc.).
 - v. Street lighting not owned by the City.
 - vi. Gravel applied for road maintenance.
 - vii. Cinders and/or gravel applied to road for snow response.
 - viii. Pavement markings (i.e., striping, thermoplastic).
 - ix. Road signage.
 - b. Utilities (water, sewer, storm, electrical) – When expanding the system or upsizing the system then it is all capitalized. Repair of current infrastructure is not capitalized.
 - c. Park Infrastructure
 - i. Removal and replacement of landscaping material and irrigation are not capitalized (grass, wood chips, trees, gravel, etc.).
 - ii. Equipment/structures are capitalized.
6. Annually, the City will approve a 5-year Capital Improvement Plan (CIP), congruent with the adoption of its annual budget. The CIP shall provide details on each capital project: its estimated costs, sources of financing and a description, including a statement identifying:
 - a. the needs, conditions and circumstances that have caused the project’s creation; and
 - b. the expected results if the project is approved and implemented.

VII. FINANCIAL PLANNING POLICIES

1. The City’s financial plan should be strategic, meeting regulatory requirements and reflecting the Council’s and the community’s priorities for service while providing resources that realistically fund routine operations.

VIII. ECONOMIC DEVELOPMENT FUNDING POLICIES

1. The City may employ economic development incentives to encourage value-added development and accrue public benefits to the City. Public benefits may include but not limited to, the following:
 - a. A benefit that increases the City's employment base or materially enhances the financial position of the City by increasing assessed valuation.
 - b. A contribution to the basic infrastructure of the City that is greater than that which would be required of the development alone.
 - c. A benefit that increases access to other public services.
 - d. A benefit that increases livability across socio-economic levels.
2. Economic development incentives may include formation of improvement or redevelopment districts, reimbursement, exemption or deferral of certain fees and charges, use of discount lease rates or other forms of financial incentives. All such incentives will be fully evaluated by the Finance Department as to the costs, risks and level of benefit as well as the financial impact of such incentives on the City's operating and capital budgets.
3. The fiscal impact evaluation will be presented to Council and Agency along with City Administrator's recommendation. The City Council and/or Madras Urban Renewal Agency shall make the final decision concerning proposed economic development incentives including any repayment of incentives if performance requirements are not met.
4. Funding for economic development incentives must be identified before approval of all such incentives.
5. A development incentive shall not be provided if the development does not provide sufficient public benefit or if the cost and risks to the City will have a materially adverse impact on the City's finances or operations.

IX. PENSION AND RETIREMENT FUNDING POLICIES

1. The City is an employer-participant in the State of Oregon Public Employees Retirement System (PERS). Actuarial valuations of PERS are performed for the Public Employees Retirement Board (PERB) to evaluate PERS' assets and liabilities and indicate its current and prospective financial condition. The PERB determines employer-participant contribution rates, which are then used to calculate each employer-participant's annual required contribution. It is the City's policy to make contributions at no less than the rate established by PERB and required by ORS 238.225. All current pension liabilities shall be funded on an annual basis.
2. In addition to providing pension benefits, the City provides certain health and dental care benefits for retired employees. Funding the liability for future retiree benefits will be determined by City Council action.
3. The PERS reserve fund exists to stabilize future cash flows. It will help stabilize the cost of PERS through the issuance of future pension obligation bonds (POB) to fund the City of Madras' existing unfunded actuarial liability (UAL) and associated debt repayment. The principal source of revenue is charges to other funds with salaries subject to the Oregon Public Employee Retirement System (PERS) via a surcharge. Expenditures are for payments to PERS for the UAL and for debt service requirements.

4. PERS Stabilization Policy includes a minimum rate of 3% consistent with the budget for FY 2020-21 and increases by 0.5% each year until the rate is equal to the PERS annual earnings rate (currently 7.2%).

x. CASH MANAGEMENT AND INVESTMENT POLICIES

1. The Finance Director or designee shall invest all City funds in accordance with ORS 294.035 Investment of Funds of Political Subdivisions; 294.040 Restriction on Investments under ORS 294.035; ORS 294.046 List of Approved Securities for Investment under ORS 294.035; ORS 294.047 Loss of Principal on Liquidation of Investments; ORS 294.048 Borrowing Money When Premature Withdrawal or Liquidation of Certain Investments Would Cause Loss; ORS 294.052 Definitions; ORS 294.125 Investment of Funds Authorized by Order of Governing Body; ORS 294.135 Investment Maturity Dates; 294.145 Prohibited Conduct for Custodial Officer.
2. The City will consolidate or pool cash balances from various funds for investment purposes and will allocate investment earnings to each participating fund.
3. The City's investment securities will be held by a third party for custodial safekeeping.
4. Quarterly investment reports summarizing investment holdings and compliance with the City's Investment Policy will be provided to City Council.
5. Review Attachment B for the City of Madras' complete Investment Policy.

xi. ACCOUNTING, AUDITING, AND FINANCIAL REPORTING POLICIES

1. The City will comply with the following accounting and reporting standards:
 - a. Generally Accepted Accounting Principles (GAAP) developed by Governmental Accounting Standards Board;
 - b. Government Accounting, Auditing and Financial Reporting standards prescribed by the Government Finance Officers Association (GFOA);
 - c. Government Accounting Standards, issued by the Comptroller General of the United States;
 - d. Oregon Revised Statutes relating to Municipal finance; and
 - e. U.S. Office of Management and Budget (OMB) Circular A-133.
2. Monthly financial reports summarizing financial activity by fund will be presented to the City Administrator and Department Heads.
3. A system of internal controls and procedures will be maintained to provide reasonable assurance of the safeguarding of assets and proper recording of financial transactions and compliance with applicable laws and regulations.
4. In accordance with State law, a comprehensive financial audit including an audit of federal grants will be performed annually by an independent public accounting firm with the objective of expressing an opinion on the City's financial statements and assessing the accounting principles used and evaluating the internal controls in place.
5. The City will prepare its financial statements and maintain its accounting and internal control systems in accordance with applicable standards with the goal of obtaining an unqualified opinion from its auditors.

6. All departments will provide notice of all significant events and financial and related matters to the Finance Director for the City's annual disclosures to the municipal markets as required by SEC Regulation 15-C-2-12. Full disclosure will be provided in the financial statements and bond representations. Significant events include delinquencies and defaults related to the City's bonds, adverse tax opinions or events affecting the tax-exempt status of bonds, the release, substitutions or sale of property securing repayment of bonds and other events having a significant impact on the City's finances and outstanding bonds. The Finance Director will notify the Municipal Securities Rulemaking Board's Electronic Municipal Market Access (EMMA) database of these significant events.
7. The City's asset capitalization policy is to capitalize and depreciate assets greater than \$10,000 with a useful life beyond one year. Capital assets costing less than \$10,000 or having a useful life of one year or less will be treated as operating expenditures. The asset capitalization threshold will be applied to individual assets rather than to groups of assets (i.e., office furniture, computer equipment, radio equipment, etc.).

XII. DEBT MANAGEMENT POLICIES

1. The debt management policy sets forth comprehensive guidelines for the financing of capital expenditures. It is the objective of the policies that:
 - a. The City obtain financing only when prudent;
 - b. The process for identifying the timing and amount of debt or other financing be as efficient as possible;
 - c. The most favorable interest rate and other related costs be obtained; and
 - d. When appropriate, future financial flexibility be maintained.
2. In conjunction with the City's debt financing team including but not limited to bond counsel and financial advisors, the Finance Director structures and recommends to the City Administrator and City Council all debt issuances and oversees the on-going management of all City debt. Debt includes voter approved general obligation bonds, tax increment financing, full faith and credit bonds, lease purchase obligations, revenue bonds, special assessment obligations, promissory notes, lines and letter of credit, interfund borrowings, variable rate debt, equipment financing agreements and any other contractual arrangements that obligate the City to make future principal and interest payments.
3. No debt shall be issued for which the City is not confident that a sufficient specifically identified revenue source is available for repayment. The Finance Director shall prepare an analysis of the source of repayment prior to issuance of any debt.
4. The City will not use long-term debt to fund current operations, to balance the budget or to fund projects that are more appropriately funded from current resources.
5. The City will issue advance refunding bonds (as defined by federal tax law) when advantageous, legally permissible, prudent and when the net present value savings exceeds the cost of the purchase price of the refunding bonds (defined as the par amount of the refunding bonds, plus net original issue premium, or less net original issue discount). The City will issue current refunding bonds (as defined by federal tax law) when advantageous, legally permissible, prudent and when the net present value savings exceed \$50,000. Refunding may also be undertaken for other reasons when legally permissible, prudent and when in the best interests of the City.

6. The City may utilize short-term debt or interfund loans as permitted, to cover temporary shortage due to timing of cash flows which may result from delay in receiving grant proceeds or other revenues and delay in issuance of long-term debt.
7. When issuing long-term debt, the City will ensure that the debt is soundly financed by:
 - a. Incurring debt only when necessary for capital improvements not appropriate to be financed from current available resources.
 - b. Ensuring that capital projects financed through long term debt shall be financed for a period not to exceed the useful life of the project. This precludes future generations of rate payers or taxpayers from paying debt service on an asset that no longer provides benefit and prevents debt capacity from being tied up servicing a defunct asset in the event the asset needs replacing.
 - c. Determining that the benefit of financing exceeds the cost of financing.
 - d. Analyzing source of repayment, debt service coverage ratios and the impact of debt service on annual fixed costs prior to issuance of long-term debt.
 - e. Amortizing debt on a level payment plan to the extent practical considering the forecasted available pledged revenues and impact on the City's aggregate overall debt payment schedules.
8. The City may issue debt on either a competitive or negotiated basis. Bank placements and other private offerings are authorized under circumstances such as interim financings or to avoid the cost of a public sale for smaller issuances. The Finance Director will recommend the most appropriate method of sale in light of financial, market, transaction specific, and issuer-related conditions. If a negotiated public sale is determined to be in the City's best interest, the underwriter should typically be selected through a request for proposal (RFP) process.
9. All bond issuances and promissory notes will be authorized by resolution of the City Council.
10. The City will comply with all statutory debt limitations imposed by the Oregon Revised Statutes.
11. ORS 287A.050 establishes a limitation on the amount of general obligation bonds the City may issue. This limitation is 3% of the City's Real Market Value as certified by the Jefferson County Assessor. "General obligation bonds" are defined by ORS 287A.010(10) to mean exempt bonded indebtedness, as defined in ORS 310.140, that is secured by a commitment to levy ad valorem taxes outside the limits of sections 11 and 11b, Article XI, of the Oregon Constitution (i.e., voter approved, unlimited tax general obligation bonds). Additionally, ORS 287A.050(3) excludes certain types of general obligation bonded indebtedness from being included in the limitation, including for example general obligation bonds issued for water supply, treatment, or distribution or sanitary or storm sewage collection or treatment. The City is not required to include full faith and credit obligations when computing its statutory general obligation bond debt limit.
12. The City will strive to maintain its current credit ratings which are (as provided by Moody's Investor Services): A3 for General Obligation Bonds, and A3 for Full Faith and Credit Obligations.

13. The City will strive to maintain debt service coverage ratios and percentages that uphold the City's credit rating. Water and Water Reclamation (Sewer) debt coverage ratios should be maintained at a minimum of 1.25 or at a level sufficient to protect the credit rating of the Water and Water Reclamation systems.

14. The City will comply with all bond covenants, arbitrage requirements, disclosure and other requirements specified by law.

a. Post Debt Issuance Tax Compliance

- i. External Advisors and Documentation - The City shall consult with bond counsel and other legal counsel and advisors, as needed, throughout the Bond issuance process to identify requirements and to establish procedures necessary or appropriate so that the Bonds will continue to qualify for tax-exempt status. Those requirements and procedures shall be documented in the tax certificate and agreement ("Tax Certificate") and/or other documents finalized at or before issuance of the Bonds. Those requirements and procedures shall include future compliance with applicable arbitrage rebate requirements and certain other applicable post-issuance requirements of federal tax law throughout (and in some cases beyond) the term of the Bonds. This shall include, without limitation, consultation in connection with any potential changes in use of Bond-financed or refinanced assets.

The City shall engage expert advisors (each a "Rebate Service Provider") to assist in the calculation of arbitrage rebate payable in respect of the investment of Bond proceeds, unless the Tax Certificate documents that arbitrage rebate will not be applicable to an issue of Bonds.

Unless otherwise provided by the transaction documentation relating to the Bonds, unexpended Bond proceeds shall be segregated from other funds of the City, and the investment of Bond proceeds shall be managed by the City. The City shall prepare (or cause to be prepared) regular, periodic statements regarding the investments and transactions involving Bond proceeds.

- ii. Arbitrage Rebate and Yield - Unless the Tax Certificate documents that arbitrage rebate will not be applicable to an issue of Bonds, the Finance Director, or persons reporting to the Finance Director shall be responsible for:

- Either (a) engaging the services of a Rebate Service Provider and, prior to each rebate calculation date, causing the trustee or other financial institution to deliver periodic statements concerning the investment of Bond proceeds to the Rebate Service Provider, or (b) undertaking rebate calculations itself and retaining or obtaining periodic statements concerning the investment of Bond proceeds;
- providing to the Rebate Service Provider additional documents and information reasonably requested by the Rebate Service Provider;
- monitoring efforts of the Rebate Service Provider;
- assuring payment of required rebate amounts, if any, no later than 60 days after each 5-year anniversary of the issue date of the Bonds, and no later than 60 days after the last Bond of each issue is redeemed;
- during the construction period of each capital project financed in whole or in part by Bonds, monitoring the investment and expenditure of Bond

proceeds and consulting with the Rebate Service Provider to determine compliance with any applicable exceptions from the arbitrage rebate requirements during each 6-month spending period up to 6 months or 18 months, as applicable, following the issue date of the Bonds; and

- retaining copies of all arbitrage reports, investment records and trustee statements.
- iii. Use of Bond Proceeds and Bond-Financed or Refinanced Assets - The City's Finance Director, or persons under the supervision of the Finance Director, shall be responsible for:
- monitoring the use of Bond proceeds (including investment earnings and including reimbursement of expenditures made before bond issuance) and the use of the financed asset throughout the term of the Bonds to ensure compliance with covenants and restrictions set forth in the Tax Certificate relating to the Bonds;
 - maintaining records identifying the assets or portion of assets that are financed or refinanced with proceeds of each issue of Bonds (including investment earnings and including reimbursement of expenditures made before bond issuance), including a final allocation of Bond;
 - consulting with bond counsel, City's counsel and other legal counsel and advisers in the review of any change in use or transfer of Bond-financed or refinanced assets to ensure compliance with all covenants and restrictions set forth in the Tax Certificate relating to the Bonds; and
 - to the extent that the City discovers that any applicable tax restrictions regarding use of Bond proceeds and Bond-financed or refinanced assets will or may be violated, consulting promptly with bond counsel and other legal counsel and advisers to determine a course of action to preserve the tax-exempt status of the bonds.
- b. Continuing Disclosure Policies
- i. The Finance Director, or persons under the supervision of the Finance Director, shall have a clear understanding of the continuing disclosure requirements for each bond transaction.
 - ii. Internal procedures shall be developed that identify the information that is obligated to be submitted in an annual filing, disclose the dates on which filings are to be made, list the material events as stated by the Securities and Exchange Commission (SEC) and the continuing disclosure agreement, and identify the person responsible for making the filings.
 - iii. Material event notices will be filed within 10 business days of the event.

XIII. UNRESTRICTED FUND BALANCES

1. With respect to the City's General Operating Funds and Enterprise Funds, the City will target an unrestricted fund balance of at least 60 days (approximately 16.4%) of its budgeted operating expenditures as recommended by the Government Finance Officers' Association (GFOA). Further, the City's General Operating Funds' unrestricted fund balance at the beginning of each fiscal year (July 1) shall be sufficient to meet budgeted operating expenditures (cash flow) over the course of the first 60

days (approximately 16.4%) of the fiscal year. The table below further summarizes these targets and the methodology for calculation the balances to be maintained.

	General Operating Funds	Enterprise Funds	Calculation
60 Days of Operating Expenses	Yes	Yes	Multiply 16.4% (60/365) by the total budget for Personnel Services, Materials & Services and Transfer categories
First 60 days of fiscal year (or approx 16.4%)	Yes	Not Applicable	Multiply 16.4% (60/365) of the total budget for Personnel Services, Materials & Services, and Transfer categories

2. Fund Balance Below Target - While targeting to maintain a fund balance as indicated above, the City understands there may be circumstances that warrant that the City use these funds temporarily. The City has established the following instances where it may elect to use these funds:
 - a. An economic downturn in which revenues have declined;
 - b. Unexpected and unappropriated costs to maintaining essential City services and operations;
 - c. Unexpected and non-budgeted emergencies, natural disaster costs, and/or litigation;
 - d. Grant matching;
 - e. Early retirement of debt;
 - f. To cover deficits in other funds due to a shortfall in budgeted revenues; or
 - g. Capital asset acquisition, construction, and improvement projects.

3. Fund Balance Above Target - In the event the fund balance is substantially higher than the target, the difference may be held or used to fund the following activities:
 - a. One-time capital expenditures which do not significantly increase ongoing City operating costs or, if significant, have been incorporated into long-term financial plans and are financially sustainable;
 - b. Other one-time costs;
 - c. Grant matching;
 - d. Ongoing or new City programs/initiatives, provided such action is short-term (temporarily) in nature and is considered in the context of multi-year projections of revenue and expenditures; or
 - e. Major financial risks as determined by the City.

EMPLOYEE BENEFITS OVERVIEW

SUMMARY

The City's Governance Policy states that the City Administrator will prevent "establishing compensation that deviates materially from the geographic or professional market for the skills employed and/or that is outside of the approved budget." A financial consultant has been utilized every three years to perform a salary survey and to establish/review pay ranges, grades and steps for employees of the city. However, the practice is under review with the changes in administration and information was unavailable at the time of budget preparation.

The FY 2024-25 Budget reflects proposed agency personnel changes, employee insurance rates, and salary adjustments to maintain alignment with comparable local governments.

HEALTH INSURANCE

City of Madras Health Care Plan in 2024:

The City's insurance provider, City County Insurance Services (CIS), negotiates insurance rates on behalf of their members. The City's insurance carrier is Regence Blue Cross Blue Shield of Oregon. Our insurance provider, CIS, provides the current plan that the City is on, a High Deductible Health Plan (HDHP-4) with Alternative Care and Health Savings Account (HSA), effective January 2024. Both Association employees (the police department) and non-union employees (all other City staff) are covered by this plan. City administration will continue to work with both Association leadership and City Council to ensure that employees are provided a plan that continues to meet the needs of staff while continuing to offer a good value to the City of Madras.

Premium Adjustments to Current Health Care Plan:

Based on the City's current health insurance plan, for FY 2023-24, the City is expecting up to a 9.4% increase in healthcare costs. The medical benefit is by far the largest component of the City's health insurance expense. Vision insurance is expected up increase to 5.1% and dental insurance is flat from the prior year.

Employees have multiple health insurance election options – each employee elects' medical coverage and vision (vision is automatic with the city's coverage) and the employee selects one of two dental offerings. The monthly premium cost share for the varying levels of coverage is based on the level of coverage selected by the employee and whether the employee is union or non-union.

Madras Police Employee Association (union employees)

Union employee health insurance premiums are established by a collective bargaining agreement that stipulates a 90/10 cost share on all health insurance premiums (90% employer covered; 10% employee covered; regardless of level of coverage selected by employee).

Non-Represented employees (all other employees)

City Cost Share	Employee Cost Share	Level of Employee Coverage
95%	5%	Employee Only
90%	10%	Employee Plus Spouse
90%	10%	Employee Plus Child
87.5%	12.5%	Employee Plus Children
85%	15%	Employee Plus Family

PERSONNEL SALARY ADJUSTMENTS

Madras Police Employee Association (union employees)

The City negotiated a new contract with the Madras Police Association for the 2022-2025 periods (July 2022 through June 2025). The collective bargaining agreement (CBA) establishes the salary schedule, employee benefits, and working conditions for all covered association employees. The negotiated COLA for FY 2024-25 is 3.2%. A copy of the current CBA is available upon request.

City of Madras Employees (non-represented)

The FY 2024-25 budget has made provisions for performance-based step increases (typically 2.5% increases between steps for non-represented staff, depending on where employees are on the salary schedule) and a 3.2% cost of living adjustment (COLA) per the Consumer Price Index data for the western U.S. region.

Current Positions	Wage Range		
	Budget FY 2022-23	Budget FY 2023-24	Budget FY 2024-25
Accounting Analyst	\$63,465 - \$87,082	\$67,590 - \$92,742	\$69,753 - \$95,710
Accounting Technician	\$50,253 - \$68,953	\$53,520 - \$73,435	\$55,232 - \$75,785
Airport Admin Coordinator	n/a	n/a	\$65,486 - \$89,854
Airport Manager	tbd	\$94,090 - \$129,102	n/a
Airport Technician	n/a	n/a	\$50,887 - \$69,823
Associate Planner	\$67,069 - \$92,026	\$71,428 - \$98,008	\$73,714 - \$101,144
Chief of Police	\$104,096 - \$142,833	\$110,863 - \$152,117	\$114,410 - \$156,984
City Administrator	\$136,744 - \$187,629	\$145,632 - \$199,825	\$150,293 - \$206,219
City Recorder	\$59,582 - \$81,754	\$63,455 - \$87,068	\$65,486 - \$89,854
Community Development Director	\$98,567 - \$135,246	\$104,974 - \$144,037	\$108,333 - \$148,646
Customer Accounting Clerk	\$46,300 - \$63,529	\$49,309 - \$67,658	\$50,887 - \$69,823
Facilities Maint./Mechanic	\$46,300 - \$63,529	\$49,309 - \$67,658	\$50,887 - \$69,823
Finance Director	\$98,567 - \$135,246	\$104,974 - \$144,037	\$108,333 - \$148,646
Golf Course Grndskpr II	n/a	n/a	\$48,874 - \$67,060
Golf Course Pro Shop Assoc.	\$41,093 - \$56,384	\$43,764 - \$60,049	n/a
Golf Course Supervisor	\$59,582 - \$81,754	\$63,455 - \$87,068	\$65,486 - \$89,854
HR Director	\$88,347 - \$121,223	\$94,090 - \$129,102	\$97,100 - \$133,233
Maintenance Specialist	\$46,300 - \$63,529	\$49,309 - \$67,658	\$50,887 - \$69,823
Office Assistant - PD	n/a	n/a	\$49,742 - \$70,712
Office Manager - PD	\$57,135 - \$74,064	\$60,880 - \$86,546	\$62,819 - \$89,302
Operations Manager	\$67,069 - \$92,026	\$71,428 - \$98,008	\$73,714 - \$101,144
Parks and Open Space Specialist	\$46,300 - \$63,529	\$49,309 - \$67,658	\$50,887 - \$69,823
Police Officer	\$58,108 - \$74,866	\$61,908 - \$88,007	\$63,889 - \$90,823
Police Sergeant	\$74,161 - \$94,835	\$83,885 - \$119,249	\$81,539 - \$115,914
Public Works Director	\$98,567 - \$135,246	\$104,974 - \$144,037	\$108,333 - \$148,646
Public Works Office Coordinator	\$48,228 - \$66,175	n/a	n/a
Public Works Manager	n/a	\$63,455 - \$87,068	\$65,486 - \$89,854
Street Utility & Building Maint. Specialist	\$46,300 - \$63,529	\$49,309 - \$67,658	\$50,887 - \$69,823
Utilities Supervisor	\$63,465 - \$87,082	\$67,590 - \$92,742	\$69,753 - \$95,710
WW Operator I	\$48,228 - \$66,175	\$51,363 - \$70,476	\$53,007 - \$72,732
WW Operator II	\$54,665 - \$75,006	\$58,218 - \$79,882	\$60,081 - \$82,438
WW Operator III	\$63,465 - \$87,082	\$67,590 - \$92,742	\$69,753 - \$95,710

GLOSSARY OF TERMS

Accrual

Adjustments to revenues that have been earned but are not yet recorded in the accounts, and to expenses that have been incurred but are not yet recorded in the accounts. Accruals need to be added via adjusting entries so that the financial statements report these amounts.

Actual

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

Ad Valorem Tax

A tax based on the assessed value of a property.

Adopted Budget

Adopted, as used in the fund summaries and department and division summaries within the budget document, represents the final budget approved by city council. Adopted budget becomes effective July 1. Subsequent to adoption; council may make changes throughout the year.

Amortization

The process of paying off debt through a series of fixed payments over time.

Approved Budget

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

Appropriations

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

Assessed Valuation

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

Assets

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

Audit

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

Balanced Budget

A budget where total resources, including beginning resources, current resources and debt proceeds, equal total requirements, including current year expenditures, capital outlay, transfers, debt service, and any other requirements such as debt service reserves.

Base Budget

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

Beginning Balance

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

Bond or Bond Issue

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

Bond Funds

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

Budget

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

Budget Calendar

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

Budget Committee

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

Budget Document

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

Budget Message

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

Budgetary Basis

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

Capital Budget

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

Capital Expenditures

The City defines a capital expenditure as using the following three criteria: (1) relatively high monetary value (equal or greater than \$10,000 with the exception of rolling stock which is capitalized at \$5,000), (2) long asset life (equal to or greater

than one year useful life), and (3) results in the creation of a fixed asset, or the revitalization of a fixed asset.

Capital Improvement

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

Capital Improvement Project

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

Capital Outlay

Includes the purchase of land, the purchase and/or construction of buildings, structures and facilities of all types, in addition to machinery and equipment. It includes expenditures that result in the acquisition or addition of a fixed asset or increase the capacity, efficiency, span of life, or economy of operating as an existing fixed asset. For an item to qualify as a capital outlay expenditure it must meet all of the following requirements: (1) have an estimated useful life of more than one year; (2) typically have a unit cost of \$10,000 or more; and (3) be a betterment or improvement. Replacement of a capital item is classified as capital outlay under the same code as the original purchase. Replacement or repair parts are classified under materials and services.

Capital Projects

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

Cash Management

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

Charges for Service

Includes a wide variety of fees charged for services provided to the public and other agencies. Comprehensive Annual Financial Report The annual audited results of the City's financial position and activity.

Comprehensive Plan

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

Consumer Price Index

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

Contingency

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted. Contingency may be

appropriated for a specific purpose by city council upon the approval of a resolution. The City separates contingencies into those that are designated for specific purposes and undesignated. (Also see Designated Contingency and Unappropriated Ending Fund Balance)

Cost Center

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

Debt Service

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

Debt Service Fund

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

Department

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

Division

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

Depreciation

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

Designated Contingency

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

Elderly and Disabled

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

Employee Benefits

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

Encumbrance

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

Ending Balance

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

Enterprise Funds

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

Estimated Actual

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

Expenditures

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

Fees

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

Fiscal Management

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

Fiscal Year

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

Five-year Financial Plan

An estimation of revenues and expenses required by the City to operate for the next five-year period.

Fixed Assets

Property, plant and equipment which includes furniture and fixtures, computer hardware and software with a cost basis in excess of \$10,000; and vehicles with a value of at least \$5,000. All fixed assets have a lifespan of greater than one year.

Franchise Fee

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

Full-time Equivalent

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

Fund

A fiscal and accounting entity with a self-balancing set of accounts. Records cash and other financial resources together with all related liabilities and residual equities, or balances and changes therein. These are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance

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

General Fund

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

General Long-term Debt

Represents any un-matured debt not considered to be a fund liability. General Obligation (GO) bonds are secured by the full faith and credit of the issuer. GO bonds issued by local units of government are secured by a pledge of the issuer's property

taxing power (secondary portion). Usually this is issued to pay for general capital improvements such as parks and City facilities.

Goal

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

Grant

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

Governmental Fund

Functions that are typical of government are accounted for in governmental funds. An example of this would include police or emergency dispatch.

Infrastructure

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

Indirect Charges

In support of an operating program, these administrative costs that are incurred in the General Fund or Planning Fund. These charges are budgeted as interfund transfers.

Indirect Cost Allocation

Funding transferred to the General Fund and Planning Fund from other funds for specific administrative functions, which benefit those funds.

Interfund Transfers

Appropriation category used in the City’s budget resolution which includes amounts distributed from one fund to pay for services provided by another fund. Transfers from the other

funds appear as non-departmental expenditures called “Interfund Transfers”.

Intergovernmental Revenues

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

Job Access/Reverse Commute

Grant funds available to help with operating costs of equipment, facilities, and associated expenses related to providing access to jobs.

Levy

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

Line Item Budget

The traditional form of budget, where proposed appropriations are based on individual objects of expense within a department or program.

Local Budget Law

Oregon Revised Statutes (ORS) dictates local budgeting practices. ORS Chapter 294 contains Local Budget Law provisions.

Local Improvement District

Consists of property owners desiring improvements to their property. Bonds are issued to finance these improvements, which are repaid by assessments on their property. Local Improvement District debt is paid for by a compulsory levy (special assessment) made against certain properties to

defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

Local Option Levy

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

Major Fund

Funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds.

Materials and Services

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

Mission

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

MRC

Madras Redevelopment Commission

MURA

Madras Urban Renewal Agency

Non-operating Budget

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

Objective

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

Operating Budget

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

Operating Revenue

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

Ordinance

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

Outstanding Debt

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

Performance Measure

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

Permanent Tax Rate

Under Measure 50, each school district, local government, and special district was assigned a permanent tax rate limit in fiscal year 1998. This permanent rate applies to property taxes for operations. The permanent tax rate for the City of Madras is \$4.1262 per \$1,000 of assessed value.

Personnel Services

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

Property Tax

Based according to assessed value of property and is used as the source of monies to pay general obligation debt and to support the General Fund.

Project Manager

An individual that is responsible for budgeting for a project and managing project to its completion.

Proposed Budget

A financial document that combines operating, nonoperating and resource estimates prepared by the city manager, which is submitted to the public and the budget committee for review and approval.

Resolution

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

Resources

Total of revenues, interfund transfers in and beginning fund balance.

Retained Earnings

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

Revenue

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

Revenue Bonds

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

Special Assessment

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

Special Assessment Bond

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

Special Revenue Funds

A fund established to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. Supplemental Budget Appropriations established to meet needs not anticipated at the time the budget was originally adopted. A supplemental budget cannot increase the tax levy.

System Development Charges

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

Tax Levy

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

Tax Rate

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

Tax Revenue

Includes property taxes, hotel and motel room tax.

Tax Roll

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

Taxes

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

Transfers

An authorized exchange of cash or other resources between funds.

Trust Funds

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

Unappropriated Ending Fund Balance

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

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

Unrestricted General Capital Fund

Established to account for transfers-in from the General Fund and for any other activity for which a special capital fund has not been created.

User Fees

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

Working Capital

Capital used for day-to-day operations, calculated as the current assets minus the current liabilities.