

FY 2022-2023



DRAFT BUDGET



Ontario | Oregon

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Fiscal Year 2022 – 2023 Budget

Budget Committee

City Council

Riley J. Hill, Mayor
Ken Hart, Council President
Michael Braden
Susann Mills
John Kirby
Sam Baker
Eddie Melendrez

Lay Members

David Sullivan
Judy Snyder
David Armstrong
LeRoy Cammack
Lynn Johnson
Darin Bell
Lee Newman

City Officials

Adam Brown, Budget Officer
Tori Barnett
Terry Leighton
Michael Iwai
May Swihart
Dan Cummings
Justin Zysk
Sheri Smith
Casey Mordhorst
Paul Woods
Kari Ott

City Manager
City Recorder
Fire Chief
Police Chief
HR Manager/ Assistant to CM
Community Development Director
Airport Manager
Technology Supervisor
Jacobs, Operations Manager
Jacobs, City Engineer
Oster, Finance Director

City of Ontario | Oregon

444 SW 4th Street
Ontario, Oregon 97914
(541) 889-7684

Cover: Armer Services Memorial at Four Rivers Cultural Center



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Ontario
Oregon**

For the Fiscal Year Beginning

July 01, 2021

Christopher P. Morill

Executive Director

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Ontario Splash Park



Beck-Kiwanis Park



Downtown Ontario



Utility Box Art in front of St. Alphonsus

Mission and CORE Values

Mission

The mission of the City of Ontario is to create a healthy, safe, diverse, and prosperous city by engaging community members to develop an enriched quality of life.

CORE Values

Commitment

To providing superior quality service
To doing what is right and acting decisively on what is wrong
To learning, knowing, and performing our jobs to the best of our abilities

Openness

With all facets of our government
With our public employees
In all our doings

Respect

For our fellow employees
For the citizens we serve
For the concepts of open, honest government

Efficiency

In providing services to the public
In getting answers to those who have questions



Community Profile

Government

The City of Ontario was incorporated in 1899 and is a Council/Manager form of government. The city is served by a six-member City Council and Mayor that are all elected to four-year terms. A full-time City Manager administers the affairs of the city for the Council. The Council meets two times a month to conduct city business, exercising legislative, quasi-judicial, and administrative powers.

The city has seven departments: Administration, Community & Economic Development, Finance, Fire, Police, Airport, and Public Works. The Finance and Public Works departments are contracted out to Oster Professional Group and Jacobs Engineering, respectively. These partnerships have allowed the city to operate with more efficiency while taking a fiscally responsible approach to managing personnel.

The Gateway to Adventure

The city continues to look towards the future as it expands recreational opportunities for citizens and visitors. The city recently completed its first multi-use bike and pedestrian trail in the city, which is just the first leg of a city loop. Ontario is only the beginning of what the Treasure Valley has to offer. The region offers a vast array of outdoor opportunities available to adventurers of all shapes and sizes.

Ontario is surrounded by the Snake, Malheur, Owyhee, and Payette Rivers. Close by is the Owyhee Reservoir, Bully Creek Reservoir, Brownlee and Oxbow Dam, and Hells Canyon for fishing, camping, hiking, and water sports.

What makes Ontario special is its accessibility. We sit on Interstate-84, halfway between Seattle and Salt Lake City. Our proximity to Boise also provides access to big city amenities without compromising our small-town feel. Travelers have many hotel options as they begin their adventure in our beautiful Treasure Valley.



Section 1: Introduction

Early History

After a coin-flip, Ontario was so named at the request of James W. Virtue, one of its founders, who wished to name the city after his birthplace, Ontario, Canada. In 1883, William Morfitt, Daniel Smith, James W. Virtue, and Mary Richardson, all of Baker City, exercised desert land rights under U.S. laws and took up four adjoining sections of desert land. Filings were made June 11, 1883, at Baker City. This was done to locate a railroad station on the land.



After the railroad came to town, William Morfitt, also known as the "Father of Ontario," platted the town site on the railroad's right of way. He also recognized the town needed water and negotiated with the stockholders of the Nevada Ditch Company to extend their ditch to the new town site for its first crops of hay and grain. The town soon outgrew the supply, and it was not until the spring of 1897 that ditches were made down both sides of Oregon Street, and trees were planted alongside them to shade the street.

The Oregon Short Line was built from Granger to Huntington in 1883. A station was established in Ontario in the winter of 1884-85. The largest stockyards were established on the Ontario Short Line Railroad, and nearly all stock and wool shipments made from Harney and Malheur Counties were forwarded by the Ontario Short Line from Ontario. In June 1899, the average of daily shipments of cattle alone was valued at \$25,000, a total of \$750,000 a month. The railroad was short 500 cars on its cattle orders, so two or three trainloads were forwarded daily, and cattle came from as far inland as Crook County.

Morfitt negotiated for a train depot at the new town site of Ontario, and had to give Robert Strahorn, of the Idaho and Oregon Land Improvement Company, two-thirds of a land claim to get the promise, but the depot was to be built in Ontario.

Morfitt built a store, the first in town, and his father built the first residence in Ontario in 1883. The following year, 1884, a post office was granted south of town. The first Ontario City Hall was located directly west of where the post office sits today. Ten years later, in 1894, the first schoolhouse was erected with about 50 children in attendance.

With each coming year, the town continued to grow. In January 1895, the Ontario News reported: Ontario has made the most growth, in proportion to population, then any other town on the Oregon Short Line. Just a year earlier the population was 105, but now, in 1895, it exceeded 300.

Section 1: Introduction

As early as 1895, officials from Malheur and Payette Counties began efforts to build a bridge across the Snake River. Ontario businessmen actively supported the new bridge, but businessmen in neighboring Idaho towns were just as violent in their opposition to the construction, even taking the argument to the U.S. Congress, attempting to have the bridge ruled out because the river was navigable.



In 1896, enough businesses were interested in petitioning for incorporation. The first city officials elected were Mayor E.H. Test, along with Councilmen J.T. Clement, H.T. Husted, J.A. Lackey, G.A.

Pogue, E.C. Bunch and J.M. Brown. Also elected was City Recorder G.W. Mellinger, A.W. Porter as Treasurer, and L.H. Moore was named City Marshall. With no city building available, most of the meetings were held in available business locations. During Test's administration, the first jail was built for \$100. The first order of business was passage of Ordinance No. 1, regulating the sale of alcohol in 'less quantity than one gallon.' Ordinance No. 2, adopted October 29, 1896, established the date, time and location of City Council Meetings. Ontario became incorporated February 11, 1899.

In 1899, it was estimated more than \$1.5 million worth of cattle was shipped from Ontario. It was also during this year that a fire swept through Ontario, destroying the town's seven original buildings – a total estimated loss of \$12,050.

By 1900, the population of Ontario grew to 445 and by 1902 it was nearing 700. Early settlers and pioneer immigrants found work in mining and in the livestock industry.



Economy

Agriculture remains an essential industry for Ontario and the surrounding area, which is considered the onion capital of the world. The climate and soil provide a fertile environment for onions, potatoes, sugar beets, and corn. Ontario is home to Kraft-Heinz, a major distributor across the world and is the birthplace of the original Ore-Ida tater tots. Other major employers include St. Alphonsus Medical Center and the Snake River Correctional Institute.

Section 1: Introduction

Ontario also provides the region with a large variety of retail stores. Stores range from “big-box” corporations to locally owned small businesses. Our retail brings in shoppers all over the Treasure Valley, swelling our day-time population to over 65,000.

Education

We know that the future of Ontario is based on the education of its children. We value and support our schools. Ontario has a variety of options for education at every level. Ontario School District is made up of five elementary schools, one middle school, and one high school with a 90% graduation rate. Four Rivers Community School offers a dual language immersion program dedicated to providing a progressive bi-literate and culturally engaged education from K-12. Saint Peter's Catholic School offers an exceptional private school alternative.



Treasure Valley Community College, the Eastern Oregon University Extension Office, and the Oregon State University Extension Office give students and prospective students the opportunities to further their education. The beautiful campus is another valuable gem in our community.

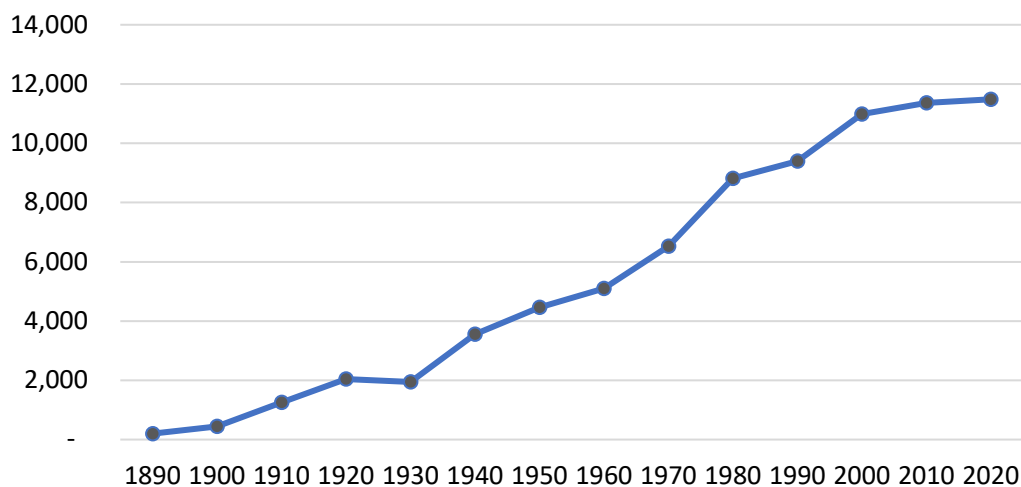
(Historical information gathered from "The Illustrated History of Baker, Grant, Malheur and Harney Counties," Argus Observer articles and historical accounts from Ontario residents and ancestors of the original founders.)

Section 1: Introduction

Ontario at a Glance	
Date of Incorporation	1899
Form of Government	Council-Manager
City Budget (FY 22-23)	\$46,939,977
Number of Employees (FTE)	50.5
Population ¹	11,816
Population per Square Mile	2,200
Elevation	2,150
Time Zone	Mountain
County	Malheur



Population by Decade



Infrastructure	
Miles of Water Lines	96.56
Water Services	4,084
Fire Hydrants	673
Miles of Sewer Lines	77.97
Miles of Storm Drain Collection Lines	56.33
Catch Basins	1,463
Miles of Streets	123
Public Safety	
Number of Police Stations	1
Number of Police Personnel and Officers	29.8
Number of Patrol Vehicles	7
Number of Fire Stations	2
Number of Fire Personnel	11
Number of Calls Answered (2021)	2,679

Section 1: Introduction

Education	
Number of Elementary Schools	7
Number of Middle Schools	3
Number of High Schools	2
Number of Community Colleges	1

Educational Attainment ²	
High School Graduate or Higher	81.5%
Bachelor's Degree or Higher	17.5%

Income ²	
Median Household Income	\$36,922

Annual Climate ³	
Average Max Temperature	65.4°F
Average Min Temperature	37.4°F
Average Total Precipitation	9.68"

2020 Census Estimates ²	
White alone	72.8%
Hispanic or Latino	41.3%
Two or more races	1.8%
Asian alone	2.9%
American Indian and Alaska Native alone	2.6%
Black or African American alone	1.1%
Native Hawaiian and other Pacific Islander alone	0.2%

Places and Events of Interest	
Ontario Splash Park	America's Global Village
Four Rivers Cultural Center	Chocolate and Wine Walk
Hikaru Mizu Japanese Garden	Japanese Obon Festival
Historic Downtown	Airport Appreciation Day
Treasure Valley Connector Trail	Winter Wonderland Parade
Treasure Valley Community College	Festival of Trees

Major Employers (100+ Employees) ⁴	
Employer	Industry
Kraft-Heinz	Food Processing
St Alphonsus Medical	Medical
8-C School District	Education
Lifeways	Mental Health
Treasure Valley Community College	Education
Americold	Cold Storage
Farmers Supply Coop	Agricultural Service

Sources: ¹Portland State University ²United States Census ³Western Regional Climate Center ⁴SREDA

City Officials



Riley J. Hill
Mayor



Ken Hart
Council President



Michael Braden
City Council



Susann Mills
City Council



John Kirby
City Council



Sam Baker
City Council

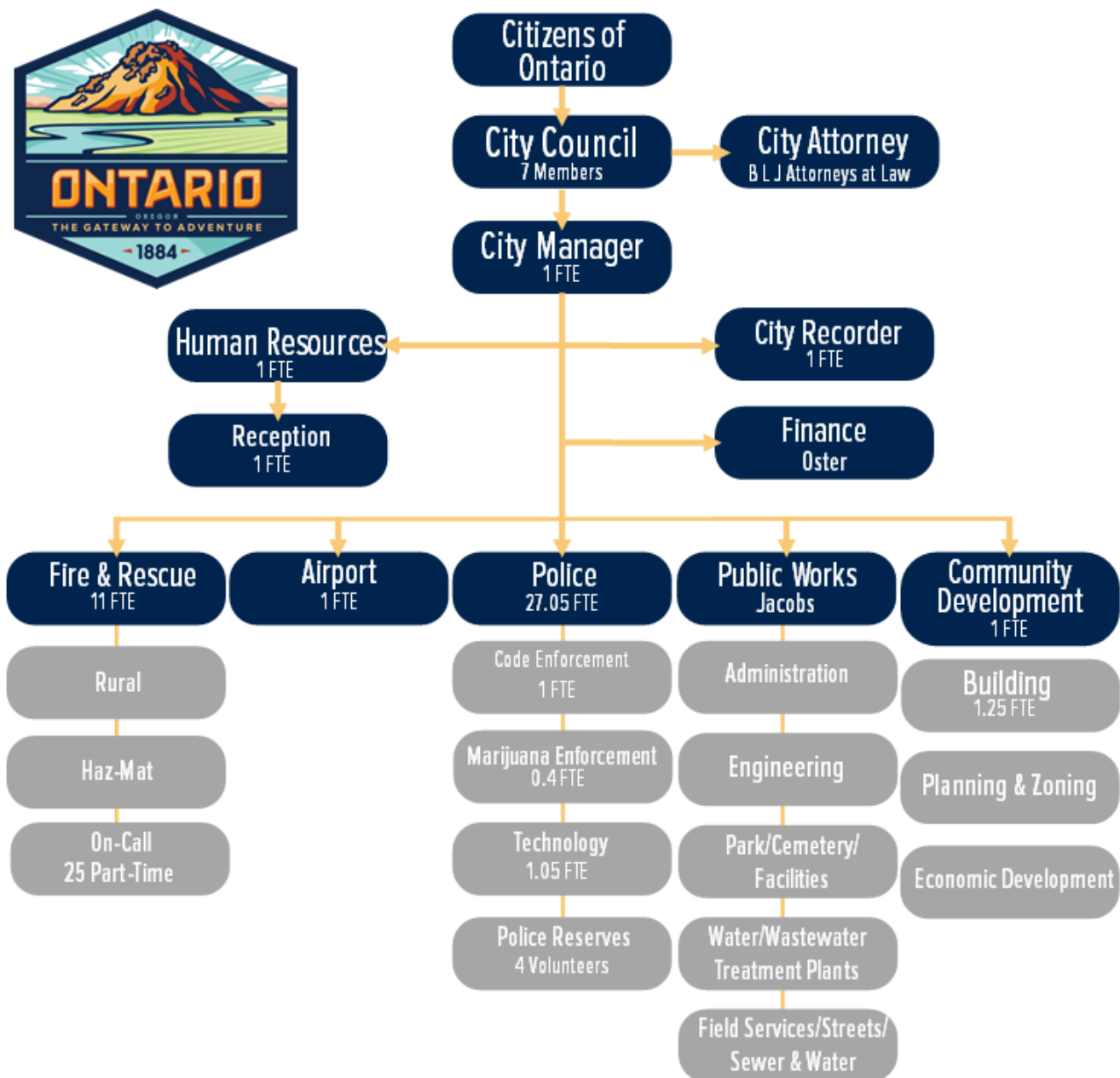


Eddie Melendrez
City Council



Adam Brown
City Manager

Organizational Chart



Section 1: Introduction

Leadership Team

The city leadership team consists of the department heads of each city department. The team meets formally three times a month to discuss progression on projects, upcoming business, and strategic planning.

Department	Department Head	Position	Email
Administration	Adam Brown	City Manager	adam.brown@ontariooregon.org
Records	Tori Barnett	City Recorder	tori.barnett@ontariooregon.org
Finance	Kari Ott	Finance Director	kott@opgcpa.com
Human Resources	May Swihart	HR Manager	may.swihart@ontariooregon.org
Fire	Terry Leighton	Fire Chief	terry.leighton@ontariooregon.org
Police	Michael Iwai	Police Chief	michael.iwai@ontariooregon.org
Community Development	Dan Cummings	Community Development Director	dan.cummings@ontariooregon.org
Airport	Justin Zysk	Airport Manager	justin.zysk@ontariooregon.org
Public Works	Casey Mordhorst	Operations Manager	casey.mordhorst@jacobs.com

Reader's Guide

Summary of the Budget

The length of a city budget can be intimidating for citizens wanting to be better informed of the financial decisions being made by the Budget Committee. The City of Ontario has organized their budget to make information more accessible and easier to consume. Below is an outline of the budget

- **Section 1: Introduction-** A high-level description of the City of Ontario, its mission and core values, City Council, and city staff organization.
- **Section 2: Priorities & Strategies-** A letter from the City Manager describing the trends and details which influenced the creation of the current fiscal year budget. The section also includes the City Council's Strategic Plan and long-term plans for the city.
- **Section 3: Budget Process-** An explanation of the budget process, budget calendar, financial policies, and description of city funds.
- **Section 4: Financial Overview-** A general summary of the overall budget. This includes summaries of personnel, revenues, expenditures, and debt service.
- **Section 5-9: City Funds and Departments-** The bulk of the budget. This includes in-depth looks at all city funds and their departments. Each fund is described in detail and provides a three-year history of all revenues and expenses as well as the adopted dollar amounts for the current fiscal year.

City Funds

The budget contains five fund categories, General, Special Revenue, Capital Projects, Debt Service, and Enterprise. These categories all serve different purposes and have specific limitations on how they can be used. Each category has additional funds or departments within. Each of these funds are described in detail in Section 3 under "City Funds".

Revenues and Expenses

All funds receive revenues from various sources such as taxes, fees, and grants. Some revenues can be used for any purpose, while others must be used for specific expenses. Expenses fall into one of six categories. These categories are personnel services, materials & services, capital outlay, debt services, interfund transfers, and contingency. To have a balanced budget, expenses may not exceed revenues. More details about revenues and expenses can be found in Section 4 in the revenue and expenditure overviews.

Section 1: Introduction

Spreadsheet Guide

Each fund includes one or more spreadsheets detailing budgeted revenues and expenditures. These spreadsheets include a three-year history of past budgets and information on the current budget. Spreadsheets are divided between revenues and expenses. Expense spreadsheets are divided further by expense categories.

Turquoise cells identify the category each line item is in. White cells below detail what revenues or expenses are within each category.

Budget approved last year

Departments first request their budgets. Staff works on requests and proposes the budget to the Budget Committee who approves the budget. Finally, City Council adopts the budget

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
TOTAL GENERAL FUND							
GENERAL REVENUES	10,332,148	12,815,374	14,376,146	13,517,657	13,517,657	13,517,657	13,517,657
BUSINESS REGISTRATIONS	2,430	2,770	2,500	-	-	-	-
CEMETERY	28,900	53,550	35,000	55,000	55,000	55,000	55,000
PARKS	770	51,236	2,000	2,000	2,000	2,000	2,000
COMMUNITY DEVELOPMENT	15,362	86,228	4,000	4,000	4,000	4,000	4,000
FIRE	123,238	152,222	234,572	234,572	234,572	234,572	234,572
POLICE	494,616	394,952	199,850	199,850	199,850	199,850	199,850
CODE ENFORCEMENT	113,489	184,695	126,600	156,900	156,900	156,900	156,900
RECREATION	(3)	-	-	-	-	-	-
Grand Total	\$ 11,108,950	\$ 13,741,037	\$ 14,960,688	\$ 14,169,979	\$ 14,169,979	\$ 14,169,979	\$ 14,169,979
EXPENDITURES							
ADMINISTRATION	482,168	465,300	535,334	532,881	532,881	532,881	532,881
ADMIN OVERHEAD	1,170,854	829,168	4,763,448	5,886,203	3,333,908	3,333,908	3,333,908
CITY COUNCIL	12,669	14,471	28,359	34,461	34,461	34,461	34,461
NON DEPARTMENTAL APPROPRIATIONS	30,000	20,000	379,015	602,500	500,000	500,000	500,000
BUSINESS REGISTRATION	485	569	1,100	1,100	1,100	1,100	1,100
CEMETERY	145,330	121,096	206,775	296,328	224,078	224,078	224,078
PARKS	162,683	166,974	339,707	655,299	422,549	422,549	422,549
COMMUNITY DEVELOPMENT	166,590	240,651	192,607	214,474	214,474	214,474	214,474
FINANCE	239,873	246,677	254,736	259,476	259,476	259,476	259,476
FIRE	1,625,875	1,632,685	1,884,340	1,991,801	1,991,801	1,991,801	1,991,801
POLICE	3,716,457	3,764,685	4,171,983	4,619,221	4,533,820	4,533,820	4,533,820
POLICE RESERVE	-	881	2,625	3,275	3,275	3,275	3,275
CODE ENFORCEMENT	166,015	175,966	151,348	150,577	150,577	150,577	150,577
RECREATION	-	-	-	-	-	-	-
TECHNOLOGY	112,248	131,569	193,641	214,940	214,940	214,940	214,940
EMERGENCY OPERATIONS	11,225	305,475	-	-	-	-	-
CONTINGENCY	-	-	175,650	-	52,639	52,639	52,639
ENDING FUND BALANCE	-	-	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
EXPENDITURE TOTAL	\$ 8,021,490	\$ 8,115,187	\$ 14,960,688	\$ 17,161,536	\$ 14,169,979	\$ 14,169,979	\$ 14,169,979

Empty cells are common. Line items were not being used this year

Section 1: Introduction

Changes to the Budget Document

The city of Ontario received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the FY 21-22 Budget. “To earn recognition, budget documents must meet program criteria and excel as a policy document, financial plan, operations guide, and communication tool.”¹

The City of Ontario is committed to maintaining the high standard of the GFOA by making changes suggested by volunteers who reviewed the previous year’s budget and staying current with changes the GFOA has made to criteria. Below are improvements made to the budget document to increase the level of organization, readability, and quality our community deserves.

- Department objectives and performance measures were reviewed and added in more detail to department fund overviews.
- Minor overall changes to improve organization and readability.

¹ <https://www.gfoa.org/budget-award>

Section 2: Priorities & Strategies

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Downtown Planters



Travel Oregon Mural



Treasure Valley Connector Trail



Council Chambers

Budget Message

To the Honorable City Council and Budget Committee:

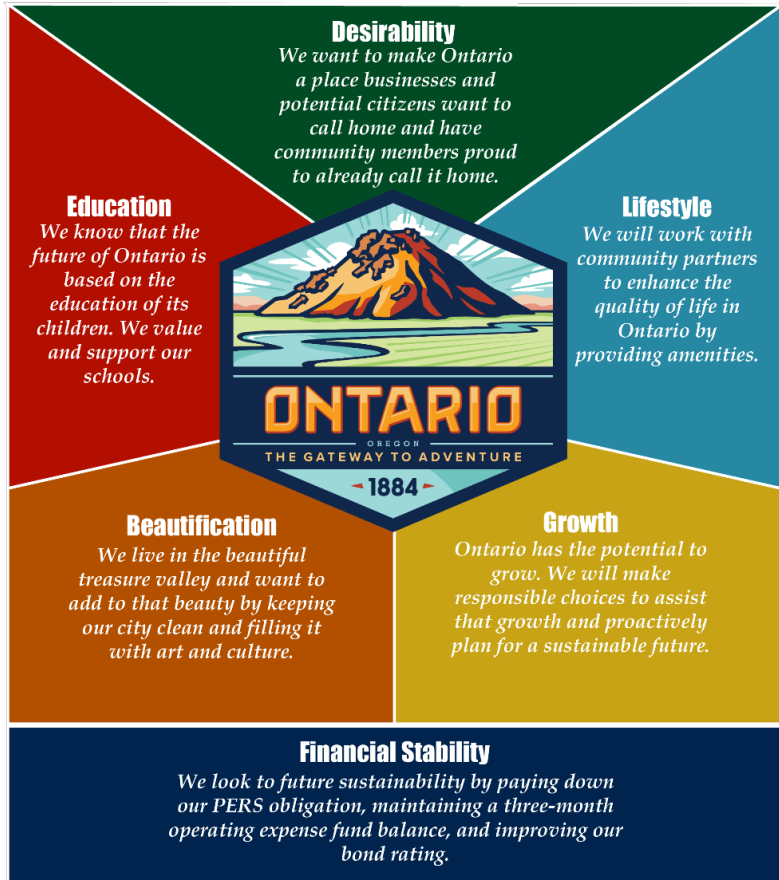
On behalf of the City of Ontario staff, I present to you a budget for the fiscal year (FY) beginning July 1, 2022 and concluding on June 30, 2023. The city continues to live within its means and explore creative ways to increase efficiency while making Ontario a better place. Our budget philosophy is to estimate revenues conservatively and estimate expenditures accurately to ensure we never end in a negative position.

The theme for this year’s budget is “Investing in the Future”. The Ontario City Council has placed its strategic priorities in investing in our financial future, the future of our service delivery, and in our youth. We continue to invest in maintaining existing capital, adding community amenities, and creating long-term financial stability by reducing the city’s long-term unfunded accrued liability (UAL) for employee retirement obligations.

The City Council’s 2019-2023 Strategic Plan provides goals and strategies for achieving this vision. These strategies have been implemented over the past three years by our city council, staff, and community partners with great success. Strategic Plan success can be seen in detail in Section 2.02 of the budget. A new addition to the strategic plan this year was the Ontario Promise, which is a contribution from the city to its youth in the amount of \$100,000 a year to an education savings plan.

The City Council meets annually each year to review the strategic plan and update the tactical plan for achieving their goals. This budget seeks to further implement that plan. The Ontario Strategic Plan goals are **Desirability, Beautification, Livability, Growth, Education, and Financial Stability**. Staff continue to complete strategic plan activities.

Marijuana dispensaries have brought a boon in revenue that continues to exceed estimates. Council and staff continue to plan as if this funding will not be permanent. This budget has been prepared to reflect the Council’s goals to use marijuana revenue for paying down the Public Employee Retirement System (PERS) UAL and investing in our community through beautification and capital investment.

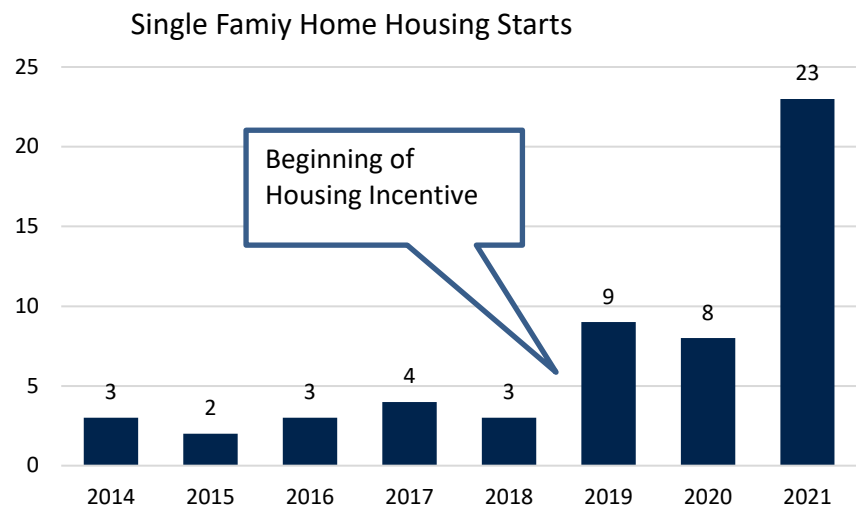


Successes

Projects funded in the last budget are now under production such as the wayfinding signs and downtown decorative lamp poles and Lumineers. The downtown attraction project, which was funded in the 2020-2021 budget, is under design by Trademark Design and GGLO Architects. We will be engaging the community, stakeholders and our elected body in the design of this future public space which could be transformative for our downtown area. An investment into this future attraction is included in this budget.

Staff made progress on the Tater Tots Trail (Snake River Trail) this year by completing the private right-of-way requirements. The State of Oregon has worked collaboratively with the City of Ontario to help facilitate the needs of this project. We have applied for a pre-engineering grant from the National Park Service to help with route alternatives, regulatory considerations, and funding possibilities. This 3-mile trail will be a monumental undertaking but will be an enormous attraction and transformative amenity for our citizens. Plans to connect the Treasure Valley Connector and the Tater Tots Trail are under way also through the North-South Trail Connector and North Oregon Trail Head project. The North-South Trail Connector was successfully funded by a grant from the Oregon Community Paths (OCP) program.

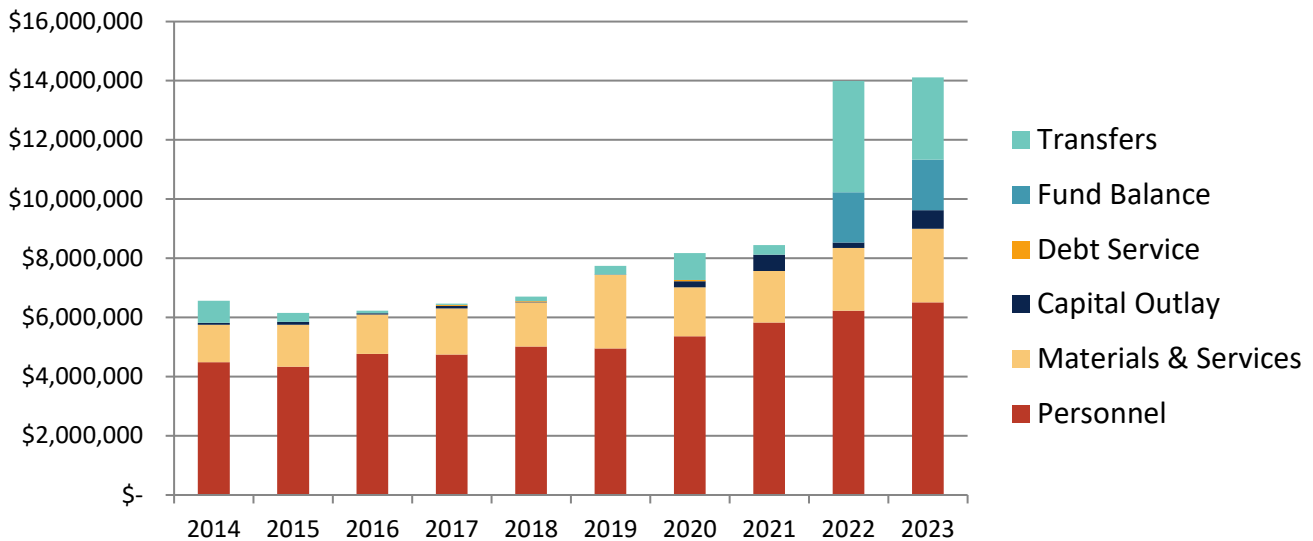
Incentivize Ontario - Incentive programs throughout the city have worked well. In our third year of the housing incentive program, we had a banner year of 23 new single family home housing starts. After over 20 years of no new hangar constructions, the city implemented a hangar incentive program. In the current fiscal year since implementing the new program we have 13 new hangars under construction. Our park match incentive program has led to park improvements at two city parks with more improvements planned. Lastly, the security grant incentive and façade grant programs also incentivized security improvements in private businesses of over \$50,000 in exterior aesthetic improvements.



Budget Drivers

Our recommended budget for Fiscal Year 2022-2023 is \$14,169,979. This is a reduction from the previous year’s budget of 5.4%. This decrease is attributable to planned fund balance expenditures. The funds carried over from fiscal year 2021 to fiscal year 2022 are about \$279,164. This budget forecasts approximately \$3.5 million in marijuana revenues and \$4.2 million in property taxes. By direction of the Ontario City Council, marijuana tax funds have been targeted for paying down the PERS UAL, capital expenditures, and infrastructure funding.

Ten-Year General Fund Budget History



American Rescue Plan Act

The city received \$2.4 million in American Rescue Plan Act (ARPA) funding. The specific spending requirements that were initially included which were for wage premiums, revenue replacement, water and wastewater extension, pandemic response, broadband, and sewer extension. Recently, further administrative lenience was provided to declare a standard deduction of revenue replacement of up to \$10 million. Declaring this standard deduction for revenue replacement opens more alternatives for the city’s use of ARPA funding. This budget recommends dedicating \$150,000 to the business revolving loan fund for additional housing incentive application, \$300,000 for design of the 2003 stormwater mainline, \$200,000 for homelessness, and \$1.8 million for construction of the water capacity expansion. The use of these funds could be changed by council as present opportunities and needs dictate higher priorities.

Short Term Factors

The largest driver of revenue over the past three years has been from the local marijuana sales tax and property tax. A second attempt at legislation on local marijuana tax reform is being attempted in Salem, but if a law is passed a vote of the people will be required to change the local option tax.

Long Term Factors

PERS is the biggest long-term factor and deterrent for sustainable services in Ontario. The City Council has made great headway towards a more sustainable future by paying significant amounts into a state side account to pay down the UAL. To date we have paid \$5,172,239 to a PERS side account. This budget proposes another payment of \$1,583,689. This is a mid-term year for the biennium, which means our PERS rates will not change. We have, however, received the interim forecast from the state. This interim does not include this year’s contribution of over \$2 million. Without those contributions the state predicts percentage point increases of 4.72 to 6.08.

Section 2: Priorities and Strategies

Retirement Category	2021-2023 Rates	2023-2024 Advisory Rates (without FY22 Contribution of \$2.2 million)	Percentage Point Difference
Tier 1/Tier 2	35.65%	40.37%	4.72
OPSRP General Services	26.32%	32.01%	5.69
OPSRP Police/Fire	30.68%	36.76%	6.08

The best way to expand services without relying on marijuana revenue in the long run is to pay off our PERS UAL. With every dollar we pay down now, we grow the city’s future capacity to continue vital and desired city services. According to last year’s accounting standards for UAL (GASB 27), the city’s current funding status is 68%. Under GASB 68 reporting standards we are funded at 63%. In the most recent City Council strategic planning session the Council set a target goal of 95% funding of the PERS UAL. Having the UAL funded will provide an additional \$1 million more to provide in city services, such as adding additional police.

Homelessness is a growing problem with an elusive solution. The additional multifamily housing units coming on board will help with a great housing need. City staff continue to support homelessness service efforts with the emergency winter shelter and the creation of a community strategic plan for homelessness. We have included \$200,000 from ARPA funding to use towards a long-term solution for homelessness. The city will be held to a new standard set by two newly passed laws by the 2021 legislature, which are HB 3124 and HB3115. These bills will force the city to solutions they may not otherwise be inclined to pursue.

Growth and Development

This budget includes adding \$150,000 from ARPA funding to the revolving loan fund to continue the Housing Incentive Program. This will add to a balance of around \$200,000 to fund up to 35 additional homes in 2022-2023. We anticipate that the \$11 million 70-unit townhome project and a 59-unit multifamily affordable housing development will be finished in 2022. We also expect construction to begin on a planned unit development of up to 36 senior single family housing units.

This budget includes a welcomed Sidewalk Incentive Program to encourage infill sidewalks. An initial program funding of \$50,000 is included in this budget to gauge the public’s interest in participating in the program. Staff have developed a basic framework to present to the city council. Citizens who have a sidewalk in front of their home will be able to access matching funds to complete sidewalk improvements.

Community Partners

We are recommending the continuation of our city park match program. This has been very effective at realizing improvements to our parks. This is one of many community partners who have been instrumental in helping us reach our lifestyle and beautification strategic goals. Our partnership with Four Rivers Community School to reconstruct the Beck Kiwanis Park tennis courts was completed this year. The Ontario Recreation District put approximately \$20,000 into the city’s baseball fields at Beck Kiwanis Park. Lastly, the city partnered with the Recreation District to donate \$250,000 to the rebuild of the Ontario Aquatic Center. That money was not spent in Fiscal Year 2021-2022 but is recommended to be pushed forward to the next budget year. Building community

Section 2: Priorities and Strategies

cannot be done by the city alone, so we are fortunate to have so many great community partners who expand our resources, creativity, and influence.

Staffing

This recommended budget includes the addition of 1.8 full time equivalent (FTE) employees. All 1.8 FTE will address a deficiency in our evidence room. The evidence tech position will be increased from .5 to 1. The records tech position will be increased from .75 to 1 and another records tech position is requested. The addition of another records tech position will allow our officers to do less administrative work and stay on the street more than current responsibilities allow.

The addition of a firefighter position from last year was never realized because a final rural contract had not been renegotiated and a firefighter position grant was not awarded.

Summary

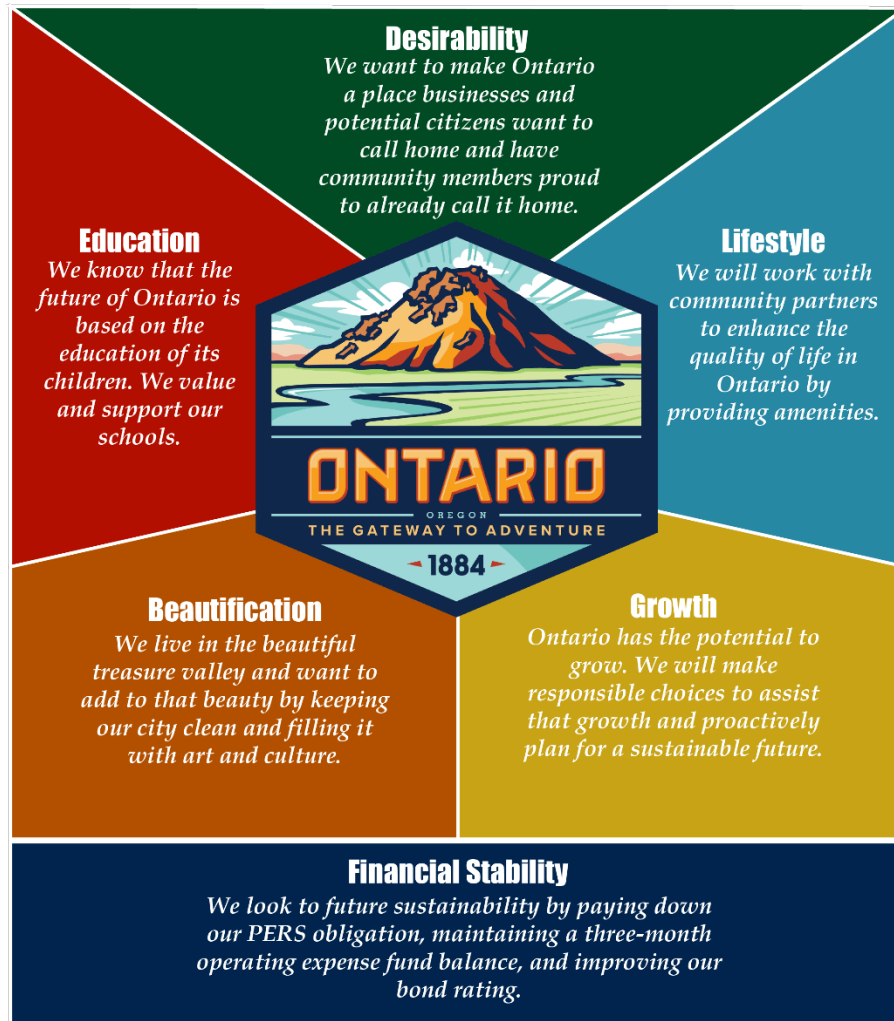
The City Council's strategic plan is being accomplished through annual goal setting and hard work. That vision has turned into a physical reality in the shape of a beautified downtown, a splash park, benches, more planters downtown, a river trail, a multipurpose trail, and more things to do in Ontario. We will continue to make the Council's vision a reality as we plan wisely for the coming years and work with our community partners to invest in a sustainable future for Ontario.

Sincerely,



Adam J. Brown
City Manager

City Council Strategic Plan

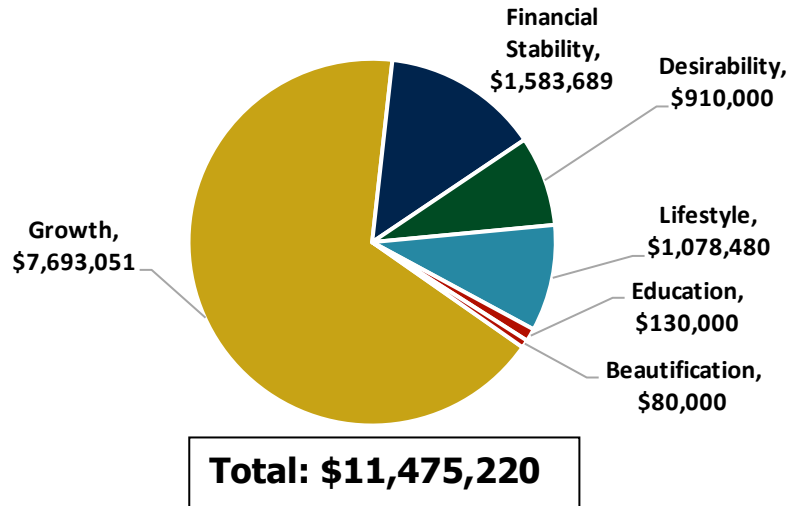


Overview

The City Council Strategic Plan was developed in February 2019 to help achieve the city’s mission to create a healthy, safe, diverse, and prosperous city by engaging community members to develop an enriched quality of life. Five goals were developed, each with several strategies and activities within those strategies to obtain the goals. The five goals are desirability, education, lifestyle, beautification, and growth.

This plan is intended to be administered from 2019-2023 and is reviewed and changed by the Council on an annual basis during budget preparations. Staff use the strategic plan to guide their goals and priorities during the budget year. The Council reviewed the plan for the current FY on January 23, 2022.

Total Budget Priority Spending



Desirability

Goal: We want to make Ontario a place where businesses and potential citizens want to call home and have community members proud to already call it home.

Strategies:

1. Improve cleanliness in Ontario.
2. Create more things to do.
3. Explore funding opportunities.

Strategy	Activity	Budget
2	Tater Tots Trail	\$610,000
2	Downtown Attraction Design and Engineering	\$70,000
2	Malheur River Trail	\$40,000
2	Phantom Concrete Pad	\$15,000
2	Tater Tots Festival	\$5,000
2	Lion’s Park Improvements	\$120,000
2	Sidewalk Incentive Program	\$50,000
Total		\$910,000

Notes: The Tater Tot Festival is a \$5,000 grant to Revitalize Ontario for the upcoming festival.

Accomplishments:

- Contracted with Merchant-McIntyre again to maintain grant writing capacity.
- Implemented the new city brand.
- Maintained additional street sweeps to primary routes.

Section 2: Priorities and Strategies

- Provided free dump passes on Serve Day.
- Partnering with the 2021 Tater Tot Festival.
- Continued the city wayfinding/branding project.
- Acquired the Looks Nu property for the downtown attraction project.
- Began design and engineering of the downtown attraction project.
- Working with partners for the Tater Tots Trail.

Education

Goal: We know that the future of Ontario is based on the education of its children. We value and support our schools.

Strategies:

1. Increase job placement within our community.
2. Give students civic opportunities.
3. Strengthen our relationships with our schools.

Strategy	Activity	Budget
3	Ontario Promise Scholarships	\$100,000
3	School Grant Program	\$15,000
3	Marijuana Youth Education	\$15,000
Total		\$130,000

Notes: Most budgeted activities for this goal fall under strategy 3. Strategies 1 and 2 have activities that do not have monetary requirements. This includes involving students in committees and working with other community partners to connect needs of graduating students with the needs of local employers.

Accomplishments:

- Continued attending a “Boots on the Ground” group with SBDC, SREDA, Business Oregon, and Work source Oregon to stay connected with needs of local businesses.
- Continuing to add fiber to accommodate the TVCC Aviation Program.
- Developing a program called “Ontario Promise” to give students \$100 scholarships.

Lifestyle

Goal: We will work with community partners to enhance the quality of life in Ontario by providing amenities and activities.

Strategies:

1. Create more amenities.
2. Bring more housing/affordability to Ontario.

Section 2: Priorities and Strategies

3. Focus on Downtown Ontario.
4. Create more things to do.
5. Internal improvements.

Strategy	Activity	Budget
3	Downtown Lighting	\$459,480
1	Beck Park Bathroom Rehabilitation	\$144,000
3	South Oregon Street Irrigation	\$80,000
1	Playground Match Program	\$30,000
2	Transit Program	\$15,000
5	Homeless	\$200,000
2	Housing Incentive Program Additional Funding	\$150,000
Total		\$1,078,480

Notes: The city has been saving for the Beck Park bathroom renovation and construction can begin in 2022.

Accomplishments:

- 23 participants in the Housing Incentive Program.
- Continue to offer matching funds for Service Clubs to use in parks.
- For the second year, the city ran an emergency winter shelter.
- Facilitated the development of a 20-unit subdivision and a 36-unit senior housing development.
- Replenished façade grant funding with \$25,000 in FY 22-23 and expanded eligibility to be used on back entrances as well.
- A gazebo was relocated to Moore Park.
- Phase III of the downtown project has begun; decorative lighting.
- The Diversity Advisory Committee is rolling out their diversity training to city staff.

Beautification

Goal: We live in the beautiful Treasure Valley and want to add to that beauty by keeping our city clean and filling it with art and culture.

Strategies:

1. Bring more art and culture to Ontario.
2. Improve cleanliness in Ontario.
3. Create more things to do.

Strategy	Activity	Budget
1	Wayfinding Signs	\$60,000
1	Façade Grant Program	\$20,000
Total		\$80,000

Section 2: Priorities and Strategies

Notes: Most activities for this goal have been completed, resulting in fewer beautification activities being funded during this year.

The façade grant program will carryover \$20,000 from 21-22 budgeted funds. The eligibility requirements will also be expanded for businesses to use on the façade of their back entrances.

Accomplishments:

- Implemented new brand.
- Continued additional street sweeps on primary routes.
- Provided free dump passes on Serve Day.
- Partnered with the 2021 Tater Tot Festival and Frosti Fest.

Growth

Goal: Ontario has the potential to grow. We will make responsible choices to assist that growth and proactively plan for a sustainable future.

Strategies:

1. Focus on the airport.
2. Prepare for city expansion.
3. Improve existing infrastructure.
4. Focus on the business climate.

Strategy	Activity	Budget
2	Increase Water Treatment Plant Capacity	\$2,016,931
3	SE 2 nd Street Improvement	\$3,200,000
3	Street Sealing Program	\$150,000
2	Navarette Property Development	\$750,000
2	Treasure Valley 200 Property Development	\$750,000
3	Crackfill Program	\$60,000
1	FAA 2022-2023 Airport Grant	\$50,000
3	East Lane Rehabilitation Engineering	575,000
1	Airport Master Plan	\$111,120
4	Security Matching Program	\$20,000
4	SREDA Services	\$10,000
Total		\$7,693,051

Section 2: Priorities and Strategies

Notes: Many activities under the growth goal focus on infrastructure improvements. The city is working on creating shovel-ready projects for funds coming from COVID relief bills and other upcoming legislation focusing on infrastructure improvements.

Accomplishments:

- Finished fencing at the Airport.
- Connecting fiber to the Airport.
- Added sewer lines to the Airport.
- Updating the Airport Master Plan.
- Water Master Plan completed.
- 13 new hangars under construction.
- Design for a second water cassette is prepared for construction.

Financial Stability

During the City Council's most recent review of the strategic plan, they added a sixth goal, financial stability. The main focuses of this goal are:

- The city has paid down the city's PERS obligation by over \$5 million.
 - \$1,583,689 budgeted for the FY 22-23
 - 95% funding target set by Council
- Maintain a three-month operating expense fund balance.
- Improve the city's bond rating.
- The public safety fee has been removed from user's bills.

Long-Term Financial Plan

Introduction

While the Strategic Plan outlines goals which affect decision making during budget preparation, the city also has goals specific to finances. These include:

- To establish and sustain a community supported service system.
- To have a capital improvement program that adequately maintains and enhances the public's assets over their useful life.
- To provide cost effective services to citizens.
- To provide financial and other service information to enable citizens to assess the costs and results of city services.
- To follow prudent and professional financial management practices to assure residents of Ontario and the financial community that our city government is well managed and in sound fiscal condition.

These goals are achieved on a short-term basis by monitoring the current fiscal year. To approach these goals on a long-term basis, we use five-year projections to evaluate any obstacles, trends, and changes that are required. These goals tie directly to the Financial Stability strategy of the Council Strategic Plan.

Methodology

To assess our long-term financial future, the City of Ontario creates revenue and expenditure projections for major funds. These funds include the General, Water, and Sewer Funds. The Capital Projects Fund is excluded as it is difficult to project what future projects may be needed.

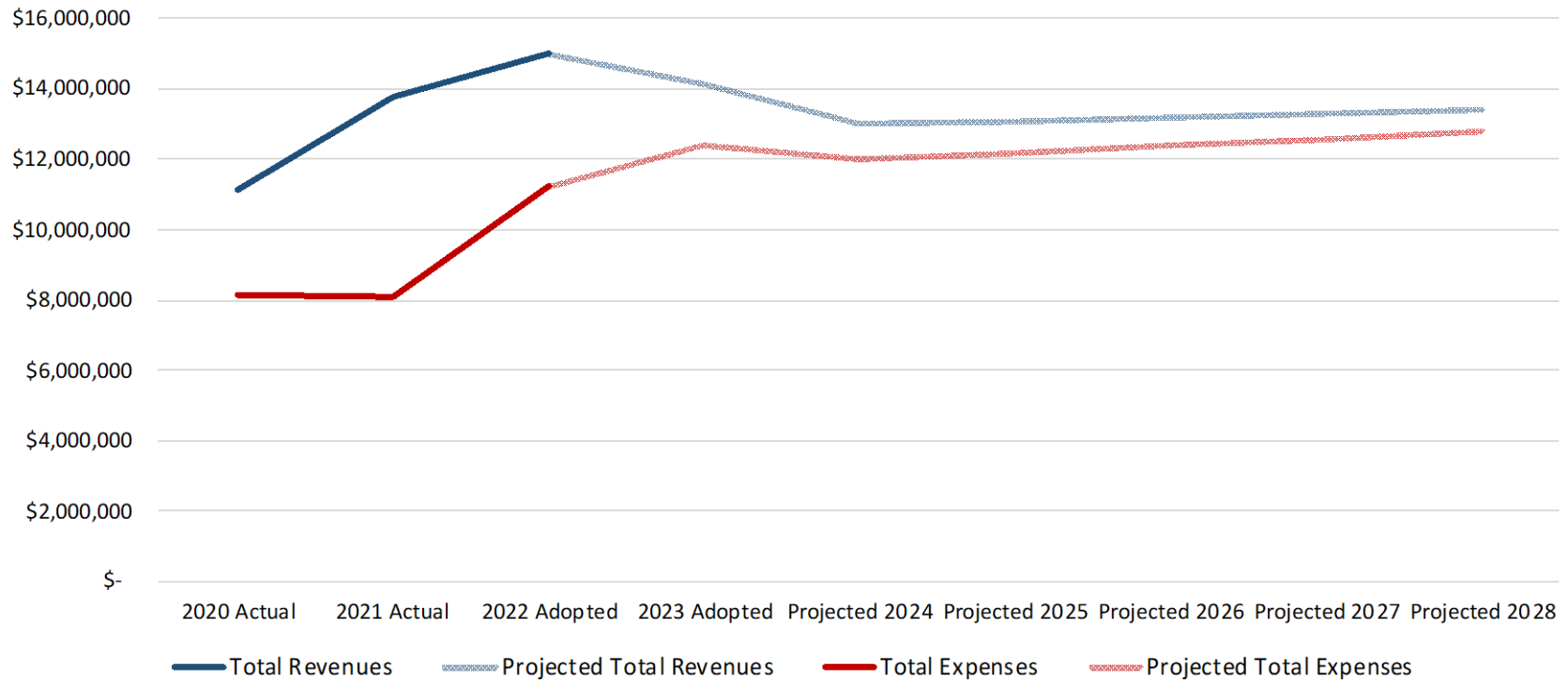
The following charts include actual and adopted budgets for 2019-2023 and projected budgets for 2024-2028. Revenues are charted using regression analysis, a statistical model that estimates the strength of a modeled relationship between multiple variables, controlling for other factors, and trend analysis, which uses data to identify patterns. The city forecasts revenues conservatively.

The city incorporates these methods, legislative and political impacts, and other federal, state, and local trends that could affect revenue sources.

Expenses are projected by looking at budget drivers such as inflationary costs, service contracts and, employee cost increases.

The city realizes that any forecast comes with many unknowns, assumptions, and variables that are constantly changing. For example, in FY 20-21 Budget Committee meetings were held as the COVID-19 pandemic began to unfold; however, the City of Ontario will continually monitor changes and apply new data to future projections.

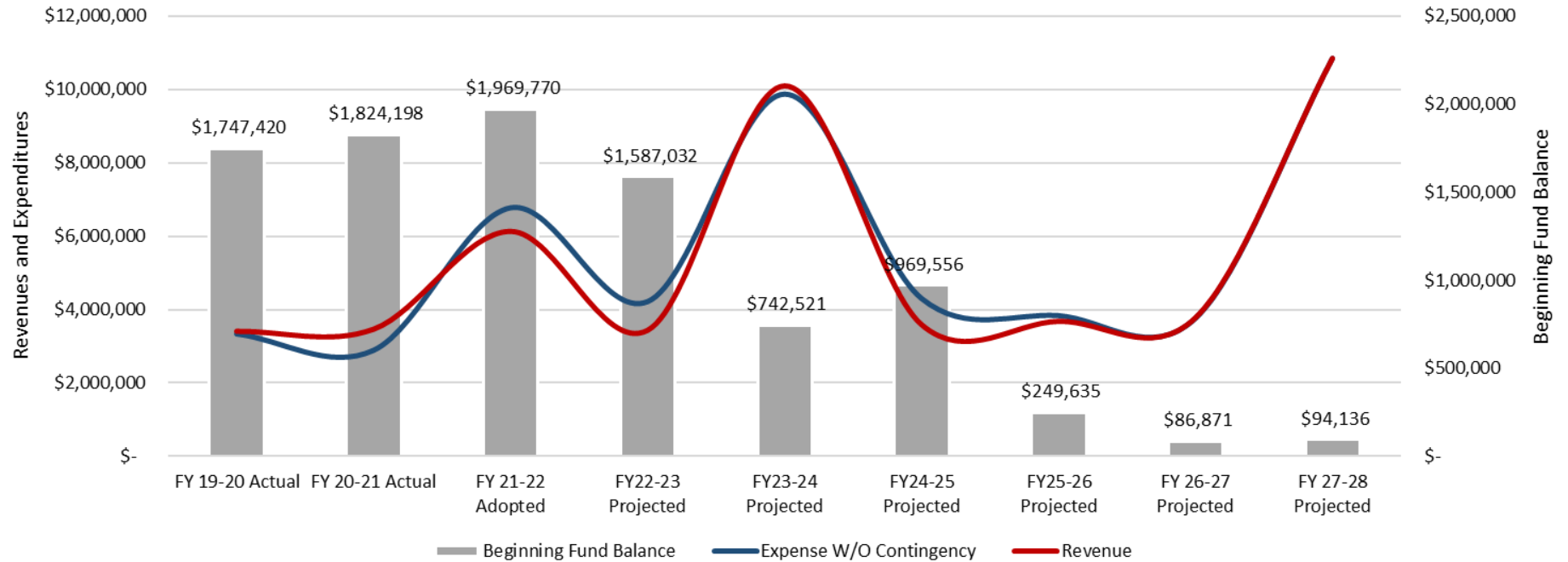
General Fund Revenue and Expenditure Forecast



Assumptions

- 3% employee cost increase
- Moderate growth in marijuana revenue and non-legalization in Idaho
- Consistent dedication of marijuana revenue into debt and capital

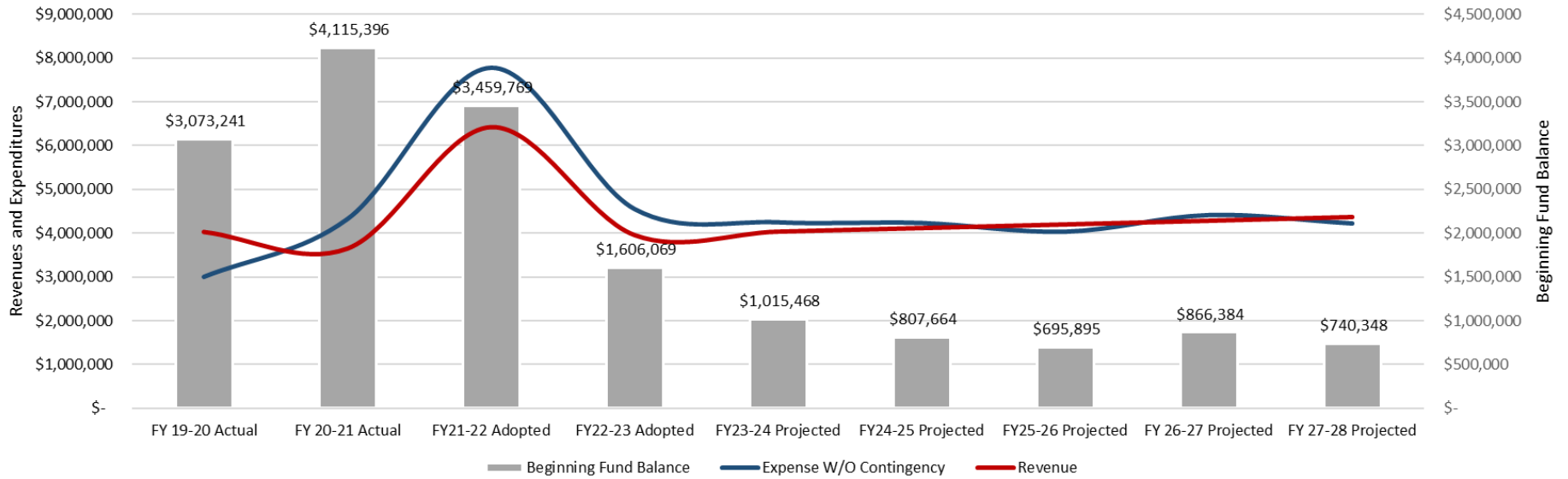
Water Long-Term Financial Forecast



Notes

- \$6.6 Million West Tech Project Financed< Annual \$350,000 over 20 years at 2.7%, project in 2024, payments begin 2025.
- \$7 million eastside reservoir replacement financed Annual \$367,000 over 20 years at 2.7%, project in 2028, payments begin 2029.

Wastewater Long-Term Financial Forecast



Notes

- The City planned ahead to do a few large projects associated with the NPDES permit, which is why there were large fund balances and then it was substantially reduced.

Section 3: Budget Process

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Ontario City Hall



Malheur Butte



City Hall 9/11 Monument



Hikaru Mizu Japanese Garden Bridge

The Budget Process

Appoint Budget Officer: ORS 294.331

As designated in the City's Charter, the budget officer is the City Manager.

Prepare Proposed Budget: ORS 294.331

The budget is prepared under the direction of the City Manager.

Publish Notice of Budget Committee Meeting: ORS 294.426

The notice of budget committee meeting is published twice in The Argus Observer separated by no less than five days with the first publication being no later than 30 days prior to the meeting and the final publication being no earlier than five days prior to the first meeting. Alternatively, one publication in The Argus Observer not more than 30 days prior plus posting on the city's website not more than 10 days prior to the budget committee meeting. Newspaper notice must contain internet website address at which the notice is posted.

Budget Committee Meets: ORS 294.426

When the proposed budget is provided to the Budget Committee members, it then becomes a public record and a copy is available for public inspection at City Hall (444 SW 4th Street). The proposed document can be distributed at any point prior to the first meeting. The budget message, which is delivered at the first meeting, explains the proposed budget and significant changes in the city's financial position. The Budget Committee may meet as many times as necessary to go through the budget and make any revisions they deem appropriate. Budget Committee meetings are open to the public.

Budget Committee Approves Budget and Authorizes the Levy of Taxes: ORS 294.428

When the Budget Committee is satisfied with the proposed budget, including any revisions, it is then approved.

Budget Summary and Notice of Budget Hearing Published: ORS 294.438 & ORS 294.448

After the budget has been approved by the Budget Committee, a budget hearing must be held, and a summary of the budget must be published in The Argus Observer 5 to 30 days prior to the scheduled hearing date.

Budget Hearing: ORS 294.453

The purpose of the budget hearing is to listen to citizens' testimony on the budget approved by the Budget Committee.

Section 3: Budget Process

Adopt Budget, Make Appropriations & Levy Tax: ORS 294.453

The resolution to formally adopt the budget must occur no later than June 30. This resolution, when signed, gives the city the authority to spend the funds appropriated in the Adopted Budget beginning with the new fiscal year (July 1).

File Budget & Certify Levy

The city must deliver two copies of the Adopted Budget to the County Assessor for filing and certification of the tax levy by July 15.

File Complete Budget Document: ORS 294.458

The city must deliver a complete copy of the budget document to the Malheur County Clerk by September 30.

When the above steps are completed and the new fiscal year has begun, the city is limited to spending only the amounts appropriated in the Adopted Budget. If it becomes necessary to exceed those amounts, the city will either need to make appropriation transfers or prepare a supplemental budget.

Transfers

Appropriation transfers enacted by a resolution must be 15% or less of appropriations and can be made from any fund to another fund.

Supplemental Budgets

The city may amend the current budget by adopting a supplemental budget at a regular public meeting which has been published not less than five days prior if the expenditures being adjusted are 10% or less than the annual budget of the fund being adjusted. If the expenditures are greater than 10%, the supplemental budget must be published, and a special hearing held. (ORS 294.471)

The final phase of the budget process is an audit of the previous fiscal year. The auditor examines the financial record and activities of the city and prepares an audit report. The audit report includes financial statements and the auditor's opinion of the financial statements. The report also contains the auditor's comments on the city's compliance with legal requirements.

Public Engagement

The CORE value of Openness plays an important role in the budget process. Over the past five years, the city has worked to increase the transparency of the budget and budget process and is continuing to plan more strategies to increase the engagement of the public. This section will outline the steps the city is taking to foster an environment of accessibility, priorities, education, and engagement for the budget process.

Section 3: Budget Process

Accessibility

The push for more openness in the budget process started with the budget document itself. City staff have worked over the past years to meet the high standards of the GFOA Distinguished Budget Presentation Award. The FY 2021-2022 Adopted Budget was awarded this honor. The unprecedented amount of information provided for the City of Ontario budget was also organized to ensure readability and comprehension for anyone who is not familiar with municipal budgets.

Building on this momentum, the city has since provided the public with documents for the Capital Improvement Program and Strategic Plan. These documents take in-depth looks at every capital project planned for the upcoming five years, and the priorities planned for the 2019-2023 window of the strategic plan.

Information for the budget is posted and distributed through traditional news outlets, social media, the city website, and the city's OpenGov transparency portal. Links to Zoom were also provided to the public during the Budget Committee Meetings to allow citizens virtual access to meetings during the pandemic.

Priorities

The budget process begins with the City Council reviewing and revising the Council Strategic Plan. Council represents the public in choosing goals, strategies, and activities to move forward during the upcoming fiscal year.

Education

During the budget process, city leaders spend time speaking with groups about council priorities and what is coming in the next budget cycles. Meetings can include the Chamber of Commerce, Revitalize Ontario, and service groups. City leaders also work with the Citizens Coalition of Ontario which organizes forums where the public can ask questions directly about the topics set up by the coalition.

Engagement

The city continues to plan ways to increase public involvement in the budget process. The city leadership team is currently discussing plans to implement a community survey. This would provide the city with more direct feedback regarding strategies, complaints, and progress.

Budget Calendar

Departments prepare requested budget documents	November 1, 2021
Departments turn in budget documents to Finance Department	December 15, 2021
Budget narrative and performance measures completed	December 31, 2021
Finance Department prepares requested/proposed budget	December 16 – January 15, 2022
Budget priorities with City Council	January 19, 2022
Review budget between Finance Director, City Manager, and Assistant City Manager	January 20, 2022
Proposed budget reviewed with departments	January 25 – January 29, 2022
Preliminary Budget Committee Meeting	February 1, 2022
Proposed budget made available to Budget Committee and Public	February 22, 2022
Publish first notice of Budget Committee Meeting (5 – 30 days before meeting)	February 23, 2022
Publish second notice of Budget Committee Meeting (5 days before meeting)	March 2, 2022
Budget Committee Meetings (Budget Committee approves budget; Budget Committee approves state revenue sharing)	March 8, 9, 10, 2022
Prepare budget summary	March 15, 2022
Publish budget summary and notice of Budget Hearing (5 – 30 days before hearing)	April 1, 2022
Public Hearing by City Council	April 19, 2022
City Council adopts budget, makes appropriations, imposes taxes, and categorizes taxes, election to receive state revenues	April 19, 2022
Certify taxes to County Assessor	By July 15, 2022
File budget document with County Clerk	By September 30, 2022

City Funds

All funds are listed (bolded and underlined) beneath fund categories. Each fund is identified as major or non-major. Any fund whose revenues or expenditures, excluding other financing sources and uses, constitute more than 10% of the revenues or expenditures of the appropriated budget is considered a major fund.

General Fund

The general fund accounts for the administrative, police and fire protection, cemetery, parks, facilities, community development, and technology functions of the city. These departments are not their own funds but are all included within the General Fund.

General Fund (Major Fund)

Principal sources of revenue consist of property taxes, franchise and occupancy taxes, licenses and permits, grants, interest earnings, and operating transfers from other funds. Major expenditures are for personnel services, materials and supplies, capital outlay, and transfers to other funds.

Special Revenue Funds

Accounts for the proceeds of specific revenue sources that are legally restricted to expenditures with specified purposes.

Building Fund (Non-Major Fund)

The Ontario Building Inspection program is funded by fees charged for building inspection services. The fees and operating costs are accounted for within the Building Fund.

Grant Fund (Non-Major Fund)

The Grant Fund accounts for federal and state grants received and expended.

Marijuana Enforcement Fund (Non-Major Fund)

The State of Oregon charges a 17% tax on marijuana sold in Oregon. A percentage of the tax collected is paid to cities and restricted for use to “assist local law enforcement in performing its duties” under Measure 91. Measure 110 has reduced the City’s portion of marijuana taxes by approximately 75%. The Marijuana Enforcement Fund accounts for revenues and expenses relating to the Oregon marijuana tax.

Reserve Fund (Non-Major Fund)

The Reserve Fund accounts for funding set aside for specific purposes. The Reserve Fund has funding in separate departments for footpaths, building inspection, emergency equipment, public works, PERS lump-sum payments and infrastructure.

Revolving Loan Fund (Non-Major Fund)

Section 3: Budget Process

The Revolving Loan Fund accounts for the funding received from economic development loans issued. Three programs are accounted for within this fund: economic development loans, ECE grants, and the housing incentive program.

Street Fund (Non-Major Fund)

Gas tax funds are received from the State of Oregon which are restricted to maintaining city streets. The Street Fund accounts for the restricted funds and all the maintenance of the City of Ontario streets.

Trust Fund (Non-Major Fund)

The Trust Fund accounts for restricted funds that are received by the city and held mostly for other organizations.

Capital Project Funds

Accounts for resources designated to acquire and construct capital facilities primarily related to infrastructure, except for minor acquisitions financed from regular operating funds.

Capital Projects Fund (Major Fund)

The City of Ontario has funding set aside for specific capital project funding sources. Various departments within the capital project funds are for street projects, utility capitalization fees, park donations, and amphitheater projects.

SDC Fund (Nonmajor Fund)

The SDC fund accounts for the restricted System Development Charges that are required to be spent on specified approved capital projects.

Debt Fund

Accounts for the accumulation of resources for, and payment of, general long-term debt principal and interest.

Debt Service (Non-Major Fund)

The Debt Service Fund accounts for the funding received from property owners on bonded and unbonded liens. The revenue is used to redeem improvement bonds and coupons maturing during the fiscal year. This fund was closed in 2019-2020. This is for historical purposes only.

Enterprise Funds

Accounts for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user determination of revenues earned, expenses incurred, and/or net income as appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Airport Fund (Nonmajor Fund)

The Airport operates as an enterprise fund meaning it should be self-sustaining. The Airport Fund accounts for the operations of the Ontario Municipal Airport.

Section 3: Budget Process

Aquatic Fund (Nonmajor Fund)

The Aquatic Fund operates as an enterprise fund meaning it should be self-sustaining. This fund is closed and included for historical purposes only.

Storm Water Fund (Nonmajor Fund)

The Storm Water Fund accounts for the care and maintenance of the city's storm water collection systems including storm drains and catch basins located throughout the city.

Wastewater Fund (Major Fund)

The Wastewater Fund accounts for the direct oversight and management of the city's wastewater treatment plant and wastewater collection systems including nine lift stations.

Water Fund (Major Fund)

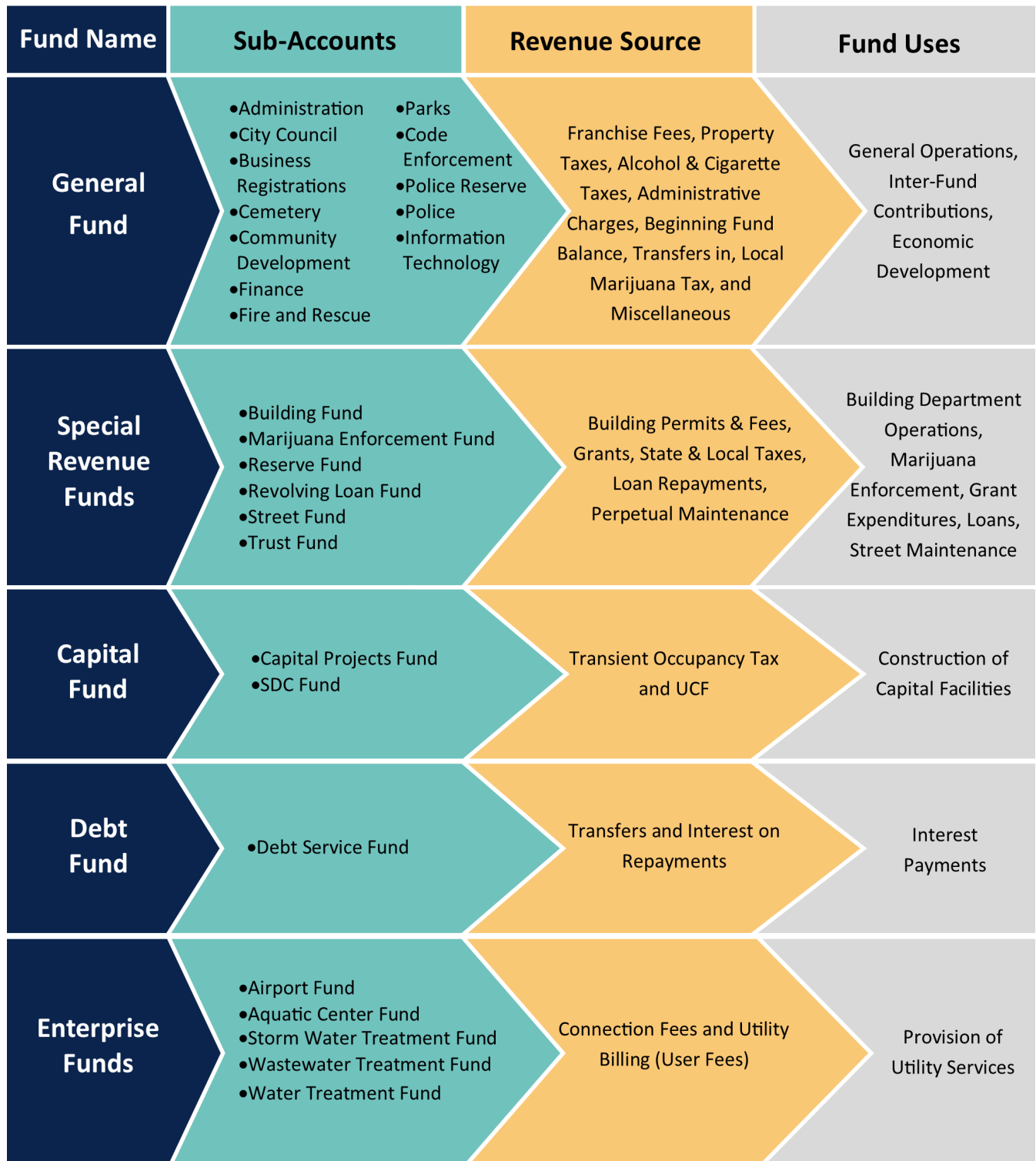
The Water Fund accounts for all the operation and maintenance of the city's water treatment plant, reservoirs, and water distribution system. This includes providing safe drinking water to all citizens of the community.

Unappropriated Funds

Any unappropriated funds are identified within each fund in the summary table. These will also be identified in the resolution approving the budget.

Section 3: Budget Process

Fund Structure



Section 3: Budget Process

Fund Structure by Activity

Department/Activity	Fund Family	Primary Revenue Source
Administration	General	Taxes, Fees, & General Revenue
Airport Fund	Enterprise	Leases
Aquatic Center Fund	Enterprise	Grant Awards
Building Fund	Special Revenue	Building Permits and Fees
Business Registrations	General	Taxes, Fees, & General Revenue
Capital Projects Fund	Capital Projects	Transient Occupancy Tax & UCF
Cemetery	General	Taxes, Fees, & General Revenue
City Council	General	Taxes, Fees, & General Revenue
Code Enforcement	General	Taxes, Fees, & General Revenue
Community Development	General	Taxes, Fees, & General Revenue
Debt Service Fund	Debt Service	Transfers In
Emergency Operations	General	Grant Funding
Finance	General	Taxes, Fees, & General Revenue
Fire and Rescue	General	Taxes, Fees, & General Revenue
Grant Fund	Special Revenue	Grant Awards
Information Technology	General	Taxes, Fees, & General Revenue
Marijuana Enforcement Fund	Special Revenue	State & Local Taxes, Business Fees
Parks	General	Taxes, Fees, & General Revenue
Police	General	Taxes, Fees, & General Revenue
Police Reserve	General	Taxes, Fees, & General Revenue
Reserve Fund	Special Revenue	Motel Occupancy Tax, Inspection Fees
Revolving Loan Fund	Special Revenue	Loan Repayments
SDC Fund	Capital Projects	SDC Fees
Storm Water Treatment Fund	Enterprise	Storm Water User Charges
Street Fund	Special Revenue	State Tax, ODOT STP Funds, Fees
Trust Fund	Special Revenue	Perpetual Maintenance, Motel Occupancy Tax
Wastewater Treatment Fund	Enterprise	Sewer User Charges
Water Treatment Fund	Enterprise	Water User Charges

Basis of Budgeting

The City of Ontario’s basis of accounting and basis of budgeting are the same.

Basis of Accounting

The term “basis of accounting” refers to when revenues, expenses, expenditures – and the related assets and liabilities – are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing of the measurements made. The city uses the modified accrual basis. This means that expenditure transactions are recognized when incurred. Revenues are recognized when they are both measurable and available to finance the expenditures of the current period.

Governmental Funds

Governmental funds, including general, special revenue, debt service, enterprise, and capital projects, use the modified accrual basis of accounting. For a revenue to be recognized in a governmental fund, it must be “measurable” (the amount must be known or be reasonably estimated), and it must be “available” to finance the expenditures of the same fiscal period for which the revenue is recorded. “Available,” in this case, means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. For purposes of consistency, that timeframe shall be sixty (60) days which was set for property tax revenues and within a year for grants and other revenues.

Financial Policies

All financial policies are available in the City of Ontario Financial Policies and Procedures Manual. This manual is available on the city website at www.ontariooregon.org on the Finance Department page.

Financial Goals

- To establish and sustain a community supported service system.
- To have a capital improvement program that adequately maintains and enhances the public's assets over their useful life.
- To provide cost effective services to citizens.
- To provide financial and other service information to enable citizens to assess the costs and results of city services.
- To follow prudent and professional financial management practices to assure residents of Ontario and the financial community that our city government is well managed and in sound fiscal condition.

General Budget Policies- Section 3

- The budget officer must present a balanced budget to the budget committee. To be in balance, the proposed total of the anticipated revenues must be equal to the expenditures and other requirements in that fund. A budget calendar is prepared each year by the City Manager and Finance Director and is approved by the City Council.
- Departments prepare a budget narrative and financial summary request.
- The City Council adopts an annual budget on the modified accrual basis of accounting for all governmental fund types.
- The Finance Director and the City Manager, with the assistance of the department heads, prepares a budget of estimated revenues and expenditures for the forthcoming year.
- The Budget Committee conducts budget work sessions to make final revisions to the proposed budget.
- The budget is presented in an advertised budget hearing.
- At the end of each budget period, all positive appropriated balances lapse. Expenditures are not carried forward unless budgeted to do so.
- During the budget year, the City Manager may transfer any unencumbered balance or portion thereof from the expenditure authorization of one account to another within expenditure type in the same fund.
- The Council shall levy and cause to be assessed and collected ad valorem property taxes.

Financial Planning Policies- Section 1.1

- The city budget will support the goals and policies of the City Council, Council adopted long-range plans, and service needs of the community.
- Funding for services should take into consideration whether demand exists for maintaining the service or whether funding is better used elsewhere.

Section 3: Budget Process

- The city will maintain financial systems, which will develop budgets, provide control, and report revenue and expenditures at the line-item detail.
- Revenues, operating, debt service, and capital expenditures will be projected each year for at least the succeeding four years.

Cash Management Policy- Section 4.7

- Cash is received either over the counter at City Hall, or via wire transfer to the city's bank account.
- Cash receipts are numbered by a computer cash register.
- Cash is balanced daily, and the cash receipts journal is posted at the time a deposit is made.

Investment Policies- Section 1.6

- The primary objective of investment activities is the preservation of capital.
- In investing public funds, the city will not assume unreasonable investment risk to obtain current investment income.
- The city's investment portfolio will remain sufficiently liquid to enable the city to meet all capital and debt service requirements.
- To the extent possible, the city will attempt to match its investments to anticipated cash flow requirements.
- The city will diversify its investments across security types and institutions.
- The Finance Director will act only upon such authority as provided for within this policy, state statute, and by authorization of the City Manager.

Fixed Asset Policy- Section 4.5

- Fixed assets are maintained by the Finance Department using a perpetual inventory system.
- Fixed asset is used to describe land, buildings, vehicles, equipment, and other items used in providing services to the community.
- The city will perform a physical inventory of its tangible capital assets, either simultaneously or on a rotating basis, so that all the city's tangible capital assets are physically accounted for at least once every five years.
- It is the department's responsibility to notify the Finance Department upon transfer to another department or disposal.

Revenue Policies

- Fees and Charges (1.3)
 - The city is committed to recovering the full cost of providing services, including both direct and indirect costs, through a user fee or service charge.
 - The city will develop broad policies concerning funding of services, review all services to determine if a fee should be charged, set fees that are comparable to other jurisdictions and/or that

- recover the partial or full costs of providing that service, consider user's ability to pay and other social/community benefits of the service, and periodically evaluate fee amounts.
- A comprehensive fee schedule will be presented annually for the Council to approve.
- A budget resolution to amend the budget is required to recognize unanticipated revenue. (2.6.5)

Expenditure Policies

- Expenditures are reported at the line-item detail. (1.1.3)
- Operating/Capital Budget- The budget review process provides a method of estimating expenditures. The City Council adopts an annual budget on the modified accrual basis of accounting for all governmental fund types. This process establishes the allocation of resources and determination of expenditures. (3.4)
- Actual Monitoring- After the month ends, a financial statement is generated which summarizes each expenditure account detailing total spent for the month and year-to-date. Each department head receives a financial statement for that department's activity, which serves as a tool for monitoring the department's budget. The City Council, City Manager, and Finance Director also review the monthly financial statement for unusual activity. (2.7.2)
- The General Fund will maintain an unappropriated ending fund balance within the General Fund to ensure sustainability. The target ending fund balance will be 3 months of General Fund operating expenses. (1.2.3)
- The General Fund will maintain a contingency account within the Administrative Overhead Department to meet unanticipated requirements during the budget year. It is not always possible to anticipate every expenditure requirement during the budget year. Therefore, contingency funds are established to meet emergency requirements necessary to maintain services and to meet unexpected requirements. (1.2.4)
- Bid awards over \$100,000 must be approved by the City Council. (1.8.10)
- Special revenue funds are legally restricted to expenditures with specified purposes. (2.2.3)

Debt Policies- Section 1.7

- The city will seek to maintain or improve its current bond rating to minimize borrowing costs and preserve access to credit.
- The city will not fund current operations from the proceeds of borrowed funds, except for short-term borrowing.
- The city will confine long-term borrowing to capital improvements, projects, or equipment, which cannot be funded from current revenues.
- When the city uses long-term debt financing, it will repay the debt within a period not to exceed the useful life of the improvements or equipment.

Grant Management System- Section 2.9

- Upon notice of grant award, the grantee department submits the contract to the City Manager's Office for signature and Council action based on the dollar amount (if required).
- Request new grant, activity, and revenue codes from Finance. These codes will be used to track grant revenues, expenditures, and City match.

Section 3: Budget Process

- There are two options for budgeting grants:
 - Budget only the amount of the grant and match expected to be spent in the current fiscal year, or
 - Budget and encumber the entire amount of the grant and the match, regardless of the amount you intend to spend during the current year. At the end of the fiscal year, the actual expenditure will be reconciled with the budgeted amount. Any remaining encumbrance will be carried forward to the new fiscal year.
- Successful grant management requires that the City be able to demonstrate that the service delivery and/or project requirements of the grant have been met.
 - The grantee department is responsible for constantly monitoring performance to ensure that time schedules are being met, projected work units by time periods are being accomplished, and other performance goals are being achieved.
 - The Finance Department will provide technical support to consult with departments on program compliance issues.

Fund Balance Policy- Section 1.2.3

- The General Fund will maintain an unappropriated ending fund balance within the General Fund to ensure sustainability. The target ending fund balance will be 3 months of General Fund operating expenses.

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Beck Park Bridge



Global Village Festival



The Owyhee River



Splash Park Grand Opening 2019

Budget Overview

Budget in Brief

The following table provides a brief summary of all funds in the FY 2022-23 budget and their percentage change from the previous fiscal year. All funds are explored in more detail within their fund categories.

Fund	FY 2022-23 Budget	% Change from FY 21-22	Notes
Total	\$46,939,977	-11.60%	Capital Outlay Total: \$16,013,141
General	\$14,169,979	-5.40%	CIP Total: \$626,600 Personnel increase 1.8 FTE, -1 FTE information technology Service Contract Increase: Jacobs 5% Service Contract Increase: Oster 3% Local marijuana tax revenue increased from \$3 million to \$3.5 million
Building	\$688,073	75.00%	Increase in building development
Grant	\$2,741,931	1698%	ARPA funds of \$2.4 million
Marijuana Enforcement	\$25,600	-15.00%	Revenue decrease due to Measure 110
Reserve	\$4,391,468	-15.00%	Capital Outlay Total: \$1,334,218 \$610,000 towards Tater Tots Trail PERS side account payment of \$1.54 million
Revolving Loan	\$449,164	32.00%	48 Housing Incentives Funded since 2018
Street	\$6,323,164	5.00%	Capital Outlay Total: \$4,395,000
Trust	\$845,542	4.00%	No significant changes
Capital Projects	\$4,603,050	-20.00%	Capital Outlay Total: \$2,778,974
System Development Charges	\$794,798	47.00%	Capital Outlay: \$794,798
Airport	\$937,129	114.00%	Capital Outlay: \$712,120
Aquatic Center	\$0	0%	
Storm Water	\$453,340	-2.00%	Capital Outlay Total: \$50,000
Wastewater	\$5,561,514	-44.00%	Capital Outlay Total: \$1,795,000 \$2.5 million CDBG Grant finished
Water	\$4,955,225	-39.00%	Capital Outlay Total: \$934,500

Service Level Changes

- Personnel Changes
 - Increase of 1.8 FTE for Police.
 - Reduce 1 FTE from Information Technology.
- Contract Service Changes
 - Jacobs contract for Public Works services: 5% contract increase.
 - Oster contract for Finance services: 3% contract increase.

Budget Trends

- Revenues
 - Local marijuana tax surpassing FY 2021-2022 estimates.
 - Increase in local marijuana tax was \$3M to \$3.5M.
 - Decrease in state tax- was reduced by 75% due to Ballot Measure 110.
 - Increase in dispensary license fees- increase comes as more dispensaries have come to Ontario.
 - Property tax budgeted at a modest 2.89% increase.
 - This is the highest increase in property tax we have experienced in the past five years.
 - State Revenue Sharing
 - Highway Trust Fund Revenues- continue to increase.
 - Liquor Revenues- will rise in 22-23 by about 4.2%.
 - Marijuana Tax Revenues- cut due to Ballot Measure 110.
 - Cigarette Tax Revenues- projected to continue to fall.
 - 9-1-1 Tax Revenues- projected to continue to rise.
- Expenditures
 - Decisions are based on the City Council Strategic Plan using the goals of Desirability, Education, Lifestyle, Beautification, Growth, and Financial Sustainability.
 - Engineering was begun in Fiscal Year 2021-2022 to extend utilities to strategic areas.
 - Extra principal payments are made to PERS each year to reduce the city's future obligation.
 - New funds from marijuana revenues are spent with long-term sustainability in mind, knowing that one day these revenues will not be as much as they are now.

Changes Made from Presented Budget

Changes Made During Budget Hearing

Personnel Summary

Personnel Changes

The Police Department is requesting to increase the $\frac{3}{4}$ time records for a cost of \$19,191, to add another records tech for a total cost of \$84,598, and to make the $\frac{1}{2}$ time evidence tech full time for an additional cost of \$45,578. Additional help is needed on patrol, however, adding another records tech will allow officers to spend more time on patrol.

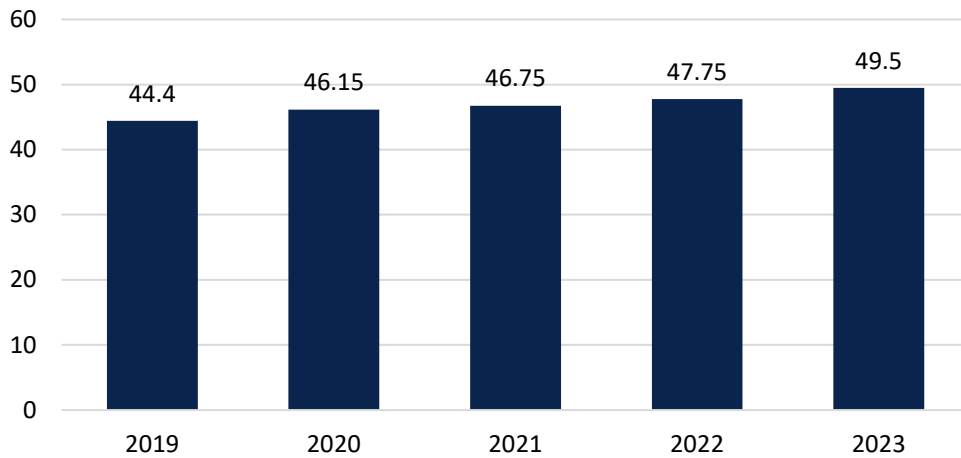
The Information Technology Department decreased by 1 FTE with the outsourcing of services to a third party. This reduced the IT reoccurring costs by \$83,663.

Personnel Summary

The City of Ontario has seven departments with approximately 47 full-time employees. Most employees fall within the General Fund (45.1). The Finance and Public Works Departments are contracted through Oster Professional Group and Jacobs, respectively. The bulk of employees are within the city’s public safety departments (Police and Fire). The following table and chart detail the recent history of FTE’s.

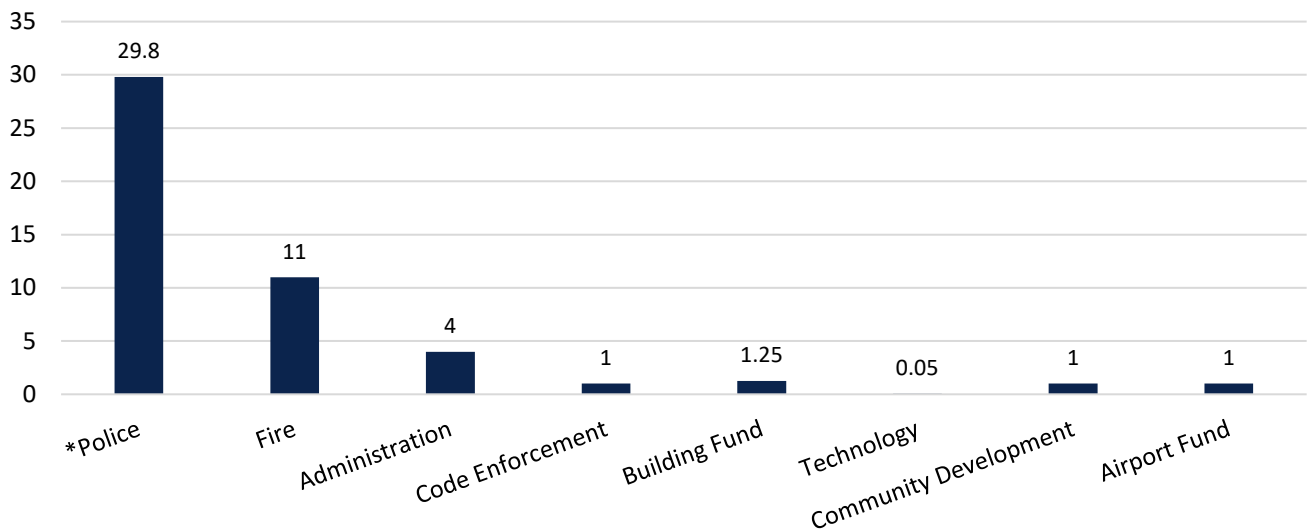
General Fund Departments	2018	2019	2020	2021	2022	2023
Administration	3	4	4	4	4	4
Human Resources	1	0	0	0	0	0
Community Development	1.1	1.1	1	1	1	1
Finance	0	0	0	0	0	0
Fire	10	9.5	10	10	11	11
Code Enforcement	1.5	1	2	2	1	1
Police	24.15	24.15	24.15	26.05	27.05	29.8
Recreation	2	2	0	0	0	0
Technology	1.05	1.05	1.05	1.05	1.05	0.05
Total General Fund	43.8	42.8	42.2	44.1	45.1	46.85
Other Funds	2018	2019	2020	2021	2022	2023
Building Fund	0.9	0.9	1.25	1.25	1.25	1.25
Airport Fund	0.7	0.7	0.7	1	1	1
Public Works	0	0	0	0	0	0
Marijuana Enforcement Fund	0	0	2	0.4	0.4	0.4
Total Other Funds	1.6	1.6	3.95	2.65	2.65	2.65
Grand Total	45.4	44.4	46.15	46.75	47.75	49.5

City of Ontario FTE History



The final chart illustrates the number of FTEs by department. As aforementioned, Police and Fire fund most full-time positions.

Ontario FTE by Department



**0.4 FTE positions are funded by the Marijuana Enforcement Fund*

Capital Expenditures

Capital Expenditures

Capital expenditures are defined as a disbursement of money which result in the acquisition of, or addition to, fixed assets. The total dollar amount for capital expenditures in the 2022-2023 proposed budget is \$16,013,141. Many of these expenses are nonrecurring; however, some are considered recurring expenses. These are noted in the following list. The city's five-year Capital Improvement Plan (CIP) provides additional information regarding non-recurring capital projects. [The CIP can be viewed online here.](#)

Identifying Funded Projects

Ideas for capital projects stem from three sources, the strategic plan, committees, and departments. Projects are typically based on needs or respond to feedback from the community. Capital projects are first presented when department heads meet with the Finance Director, City Manager, and Assistant City Manager to discuss changes to departmental budgets.

Once all budgets have been requested, all capital projects are prioritized by the Leadership Team. Priorities are based on the ties to the strategic plan, necessity, and financial feasibility. Projects are also presented to corresponding boards and committees for recommendation. Finally, the budget committee approves or denies project funding.

Anticipated Operating Costs

The cost of vehicle repairs has gone down significantly with the purchase of new patrol cars. Radio equipment will reduce emergency repairs required during equipment failure. Operating expenses (Cloud Service Subscription) will come due again in four years.

Downtown lighting, expected to be finished in 2022, will reduce costs by reducing the frequency in which bulbs are changed out. Built in irrigation channels in the poles will reduce staff watering times throughout the year. The lamps are also more efficient and will cost less to maintain.

The river trail will need to be added to Jacobs annual inspections. Ongoing maintenance costs were moved out of project funds and into the Jacobs contract. The Beck Park bathroom will reduce the cost of portable toilet rentals but will be replaced by maintenance and cleaning of our own facility.

Anticipated Impact of Capital Projects

Many of the projects are designed to add non-monetary value to the citizens. Projects like downtown beautification, wayfinding, and the Beck-Kiwanis Park bathroom repair provide improvements around the city for community members to enjoy. Projects like the downtown attraction and Tater Tots Trail also provide draw from visitors who will in turn support the local economy during their stay.

Section 4: Financial Overview

Other projects focus on repairs, improvements, or expansion of infrastructure. Again, the city does not receive additional revenues for these projects, but they are essential to ensure that citizens are satisfied with city services. Some projects focus on internal organization needs such as new vehicles and equipment.

List of Capital Expenditures

The following pages list all capital expenditures and is sorted by fund. The proposed budget for each project is provided with any clarifying notes.

Section 4: Financial Overview



Fund	Department Name	Description	2023 Proposed	Recurring?	Operational Costs
General Fund	Administrative Overhead	FIBER LINES	\$ 15,600	No	
General Fund	Administrative Overhead	WAYFINDING SIGNS	\$ 60,000	No	
General Fund	Administrative Overhead	PUBLIC WORKS EQUIPMENT STORAGE	\$ 25,000	No	
General Fund	Cemetery	EQUIP PURCHASE	\$ 13,750	No	
General Fund	Cemetery	UNDERGROUND IRRIGATION	\$ 40,000	No	
General Fund	Cemetery	METAL SHED	\$ 47,500	No	
General Fund	Fire	VEHICLE PURCHASE	\$ 50,000	No	
General Fund	Parks	EQUIPMENT PURCHASE	\$ 11,000	No	
General Fund	Parks	VEHICLE PURCHASE	\$ 13,750	No	
General Fund	Parks	PLAYGROUND MATCH	\$ 50,000	No	
General Fund	Parks	BECK PARK PATH	\$ 45,000	No	
General Fund	Parks	LION'S PARK SIDEWALK	\$ 60,000	No	
General Fund	Parks	SECURITY CAMERAS	\$ 10,000	No	
General Fund	Parks	LION'S PARK SHELTER	\$ 100,000	No	
General Fund	Police	EVIDENCE ROOM REMODEL	\$ 35,000	No	
General Fund	Technology	NETWORK INFRASTRUCTURE CLEANUP	\$ 50,000	No	
Fund Total			\$611,000		
Grant Fund	Grant	FAA 2021 AIRPORT GRANT	\$ 50,000	No	
Grant Fund	Grant	EOBB GRANT FUNDS PAYOUT	\$ 100,000	No	
Grant Fund	Grant	EOBB HOUSING INCENTIVE PAYOUT	\$ 150,000	No	
Grant Fund	Grant	ARPA-STORM INFRASTRUCTURE	\$ 300,000	No	

Section 4: Financial Overview



Fund	Department Name	Description	2023 Proposed	Recurring?	Operational Costs
Grant Fund	Grant	ARPA-HOMELESS	\$ 200,000	No	
Grant Fund	Grant	ARPA - WATER CAPACITY INCREASE	\$ 1,791,931	No	
Fund Total			\$3,566,681		
Capital Projects Fund	Fire Apparatus	Fire Equipment	\$ 634,280	No	
Capital Projects Fund	Downtown Attraction	Downtown Attraction	\$ 78,513	Yes	Maintenance
Capital Projects Fund	Park Donations	Park Improvements	\$ 4,000	No	
Capital Projects Fund	W. IDAHO EXT	W IDAHO EXT CAPITAL OUTLAY	\$ 118,977	No	
Capital Projects Fund	UCF	WATER/SEWER LINE REPLACEMENT	\$ 150,000	No	
Capital Projects Fund	UCF	METER REGISTER REPLACEMENT	\$ 75,000	No	
Capital Projects Fund	UCF	UTILITIES EXTENSION - NAVARETTE	\$ 750,000	Yes	Maintenance
Capital Projects Fund	UCF	TREASURE 200 PROPERTY DEVELOPMENT	\$ 750,000	Yes	Maintenance
Capital Projects Fund	UCF	MANHOLE REPAIR & REPLACEMENT	\$ 50,000	No	
Capital Projects Fund	E ID	STR-5 E IDAHO AVE	\$ 68,704	No	
Capital Projects Fund	SRCI WATER	SRCI WATER PROJECTS	\$ 84,500	No	
Capital Projects Fund	SRCI WASTEWATER	SRCI WW PROJECTS	\$ 15,000	No	
Fund Total			\$8,337,586		
SDC FUND	SDC	CAPITAL OUTLAY	\$ 794,798	No	
Fund Total			\$15,478,039		
Street Fund	STREET	10-YD DUMP TRUCK	\$ 225,000	No	
Street Fund	STREET	13STR-01 STREET SEALING	\$ 150,000	No	
Street Fund	STREET	CRACKFILL	\$ 60,000	No	

Section 4: Financial Overview



Fund	Department Name	Description	2023 Proposed	Recurring?	Operational Costs
Street Fund	STREET	HAUL SWEEPER SOLIDS	\$ 50,000	Yes	Annual
Street Fund	STREET	ODOT SIGNAL UPGRADES	\$ 35,000	No	
Street Fund	STREET	SE 2ND STREET IMPROVEMENT	\$ 3,200,000	Yes	Maintenance
Street Fund	STREET	EAST LANE REPAIR	\$ 575,000	No	
Street Fund	STREET	GRANT MATCHES	\$ 100,000	No	
Fund Total			\$29,223,627		
Reserve Fund	BIKE PATH	SNAKE RIVER WATER TRAIL	\$ 40,000	Yes	Maintenance
Reserve Fund	BIKE PATH	TATER TOTS TRAIL	\$ 610,000	Yes	Maintenance
Reserve Fund	PUBLIC SAFETY	RADIO EQUIPMENT	\$ 100,006	No	
Reserve Fund	PUBLIC SAFETY	FIRE EQUIPMENT	\$ 21,707	No	
Reserve Fund	PUBLIC SAFETY	POLICE EQUIPMENT	\$ 10,000	No	
Reserve Fund	PUBLIC SAFETY	MOBILE RADAR SPEED SIGN	\$ 5,539	No	
Reserve Fund	EMERGENCY EQUIP	EQUIPMENT PURCHASE	\$ 140,637	No	
Reserve Fund	GC SINKING FUND	CAPITAL OUTLAY	\$ 600	No	
Reserve Fund	INSURANCE RESERVE	CAPITAL OUTLAY	\$ 111,996	No	
Reserve Fund	ECONOMIC DEVELOPMENT INFRASTRUCTURE	CAPITAL OUTLAY	\$ 93,733	No	
Reserve Fund	PUBLIC WKS RESERVE	SITE IMPROVEMENTS - WATER	\$ 100,000	No	
Reserve Fund	PUBLIC WKS RESERVE	SITE IMPROVEMENTS - SEWER	\$ 100,000	No	
Fund Total			\$31,232,845		
Water Fund	WATER	EQUIP PURCH	\$ 40,000	No	
Water Fund	WATER	FLOC MECHANISM AND SEDIMENT BASIS	\$ 75,000	No	

Section 4: Financial Overview



Fund	Department Name	Description	2023 Proposed	Recurring?	Operational Costs
Water Fund	WATER	WTP PLAN CAPACITY EXPANSION	\$ 225,000	Yes	Maintenance
Water Fund	WATER	WESTECH FILTER MEDIA REPLACEMENT	\$ 200,000	No	
Water Fund	WATER	WTP PUMPS	\$ 77,500	No	
Water Fund	WATER	CHLORINE PUMPS	\$ 10,000	No	
Water Fund	WATER	SMALL PUMP REPLACEMENTS	\$ 15,000	No	
Water Fund	WATER	SCADA UPGRADE (TELEMETRY)	\$ 100,000	No	
Water Fund	WATER	BOOSTER STATION PUMPS & FLOW METER	\$ 117,000	No	
Water Fund	WATER	POLE BARN - EQUIP STORAGE	\$ 50,000	No	
Water Fund	WATER	REGULATORY COMPLIANCE	\$ 25,000	No	
Fund Total			\$32,461,078		
Sewer Fund	Sewer	EQUIP PURCH	\$ 485,000	No	
Sewer Fund	Sewer	HEADWORKS CONVEYOR	\$ 50,000	No	
Sewer Fund	Sewer	DISINFECTION & DECHLORINATION SYSTEM	\$ 10,000	No	
Sewer Fund	Sewer	PUMPS & VALVES	\$ 100,000	No	
Sewer Fund	Sewer	SCADA UPGRADE (TELEMETRY)	\$ 100,000	No	
Sewer Fund	Sewer	SKYLINE & MALHEUR FARM UPGRADES	\$ 30,000	No	
Sewer Fund	Sewer	POLE BARN - EQUIP STORAGE	\$ 50,000	No	
Sewer Fund	Sewer	POLLUTANT SOURCE IDENTIFICATION & REMOVAL	\$ 500,000	No	

Section 4: Financial Overview

Fund	Department Name	Description	2023 Proposed	Recurring?	Operational Costs
Sewer Fund	Sewer	DIFFUSER DESIGN & CONSTRUCTION	\$ 200,000	No	
Sewer Fund	Sewer	OFFICE ROOF & REPAIR	\$ 150,000	No	
Sewer Fund	Sewer	SHOP ROOF	\$ 60,000	No	
Sewer Fund	Sewer	SHOP LEAN TO COVER	\$ 60,000	No	
Fund Total			\$34,331,078		
Storm Sewer Fund	Storm	Storm Drainage Mainline Repair	\$ 50,000	No	
Fund Total			\$68,637,156		
Airport Fund	Airport	BLM CONSOLIDATION OF EFFORTS	\$ 560,000	No	
Airport Fund	Airport	AIRPORT MASTER PLAN	\$ 111,120	No	
Airport Fund	Airport	PHANTOM CONCRETE PAD	\$ 15,000	No	
Airport Fund	Airport	AIRPORT LIGHTING IMPROVEMENTS	\$ 16,000	No	
Airport Fund	Airport	WELL WATER METERS	\$ 10,000	No	
Fund Total			\$104,780,354		

Debt Service

Debt Guidelines

The City does not have any debt limits, but follows guidelines outlined in the City Financial Policies and Procedures Manual. The City of Ontario has established a set of guidelines which are to be used when reviewing the key debt ratios. These numbers are indicators of financial stability. Below is a listing of the city's key debt ratios and city actuals.

Type of Ratio	Guidelines	Actuals
Net Direct Bonded Debt as percentage of Assessed Value	20%	0.5%
Net Direct Bonded Debt Per Capita	\$750	\$366
Net Direct Bonded Debt Per Capita as Percentage of Per Capita Income	3.0%	1.8%
General Obligation Debt Service as a Percentage of General Fund Revenues	10.0%	0%
Percentage of Total Debt that will be retired at the end of Ten Years Expenditures	50.0%	91%

Bond Rating

The City of Ontario currently has no bond rating as it has never utilized public bonds. The Strategic Plan now includes a goal to increase the city's bond rating.

Debt Service Schedule

The following table shows the principal and interest payments for the budget year for each fund. The city is currently under obligation for two funds, the Water Fund and Sewer Fund. Payments will end in 2031 and 2033 respectively.

Section 4: Financial Overview



Fund	Description	Original Amount	Balance July 1, 2022	2022-2023 Principal Payment	2022-2023 Interest Payment	Balance June 30, 2023	Last Payment Due
<i>Existing Debt</i>							
Water Fund	OECD WTP Upgrade	\$ 2,772,333	\$ 2,137,078	\$ 170,507	\$ 104,466	\$ 1,966,571	12/1/2031
Sewer Fund	OECD WW Improvement Project	\$ 2,717,515	\$ 2,190,870	\$ 139,169	\$ 108,811	\$ 2,051,701	12/1/2033
Total Debt		\$ 5,489,848	\$ 4,327,948	\$ 309,676	\$ 213,277	\$ 4,018,272	

Revenue Overview

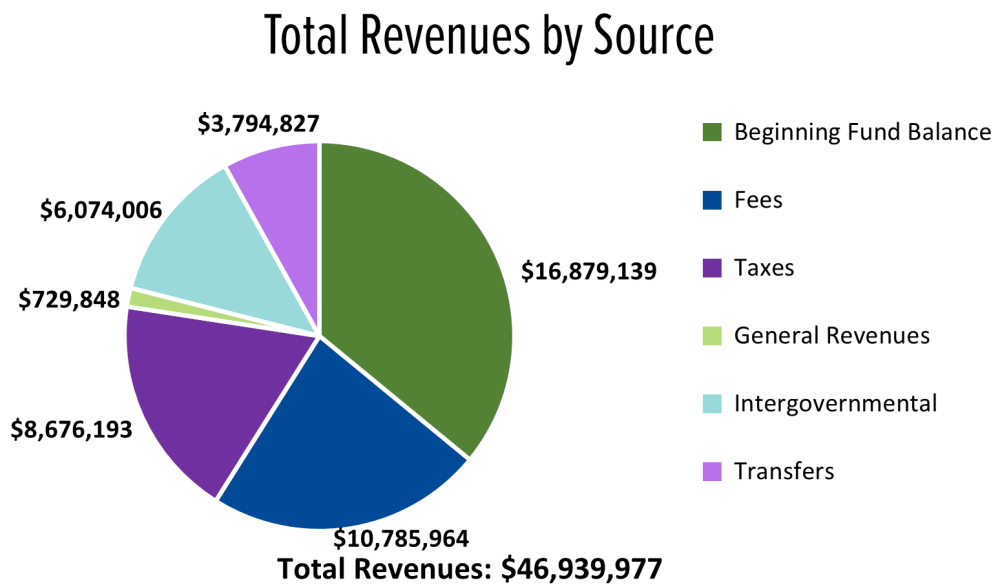
Introduction

The total revenues for the City of Ontario’s combined funds for FY 22-23 amounts to \$46,939,977, an 11.63% decrease from the FY 21-22. The increase occurred due to a few items:

- Planned use of fund balance.
- Increase in local marijuana tax revenues.
- Debt proceeds for Energy Savings Performance Contract projects and the Water Treatment Plant capacity increase.
- Grants (fire apparatus, wastewater CDBG, SE 5th Avenue, SE 2nd Street).

Summary of Total Revenue Sources

The chart below details revenue sources across all funds for the city. These revenues will be explored further for each fund.



Total Revenue Categories

- Beginning Fund Balance.
- Fees- Includes franchise fees and fees collected by the city for services.
- Taxes- Includes local taxes, motel tax, and property tax.
- General Revenues- Includes administrative, debt, donations, grants, interest, leases, and other.

- Intergovernmental- Includes state sharing revenues from marijuana tax, alcohol & cigarette tax, and highway funds.
- Transfers- Includes all interfund transfers in.

Revenue Projection Methodology

Revenue projections are developed by the Finance Director and City Manager’s Office. Budget projections are developed by using a combination of regression analysis and trend analysis. Regression analysis is a statistical model that estimates the strength of a modeled relationship between multiple variables, controlling for other factors. Trend analysis uses data to identify patterns. The city forecasts revenues conservatively.

The city incorporates these methods, legislative and political impacts, and other federal, state, and local trends that could affect revenue sources.

The combination of these analytical tools allows the city to more accurately predict revenues for the coming year; however, the city realizes that any forecast comes with many unknowns, assumptions, and variables that are constantly changing. The budget is monitored throughout the fiscal year to ensure that revenues and expenditures balance at the end of the term.

Fund Category Revenue Summaries

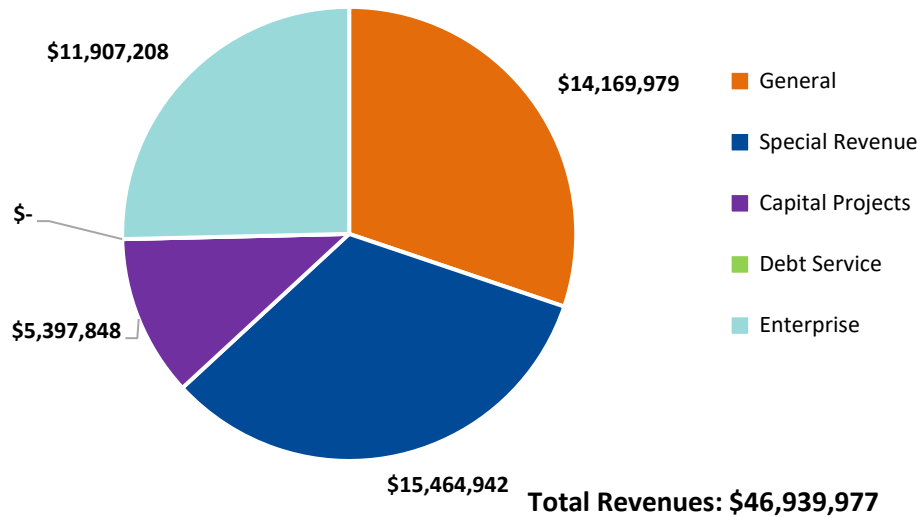
The following summarizes revenue changes for each fund in the budget. The funds are grouped as General Fund, Enterprise Fund, Debt Service Fund, Capital Projects Fund, and Special Revenue Fund. Revenues for each fund will be detailed in subsequent sections.

- General Fund- The General Fund is the second largest fund in the budget, accounting for 30.2% of total revenues. General fund revenues will decrease in FY 2023 by 5% from \$14,980,668 to \$14,169,979. Decreases come from planned use of fund balance and increases come from more local marijuana tax revenues.
- Special Revenue Funds- Special Revenue Funds make up 32.9% of total revenues. Revenues in this fund will increase in FY 2023 by 19.46% from \$12,945,577 to \$15,464,942. Increases come from a large PERS transfer into the fund and ARPA funding.
- Capital Projects Fund- The Capital Projects Fund consists of 11.5% of total revenues. Capital Projects Fund revenues will decrease in FY 2023 by 14.66% from \$6,325,439 to \$5,397,848. Significant changes include beginning fund balance for system development charges and less funding for fire apparatus.
- Debt Service Fund- The Debt Service Fund was closed in FY 2020 so there are no revenues in FY 2022.
- Enterprise Funds- Enterprise Funds make up the third largest fund in the budget, consisting of 25.4% of total revenues. Enterprise fund revenues decrease in FY 2023 by 36.89% from \$18,867,776 to \$11,907,208. The largest decrease comes from available cash on hand, which was a reduction of 19%.

Portion of Total Revenue by Fund Category

The following chart shows the percentage of total revenue each fund produces. The majority of the city’s revenue comes from Enterprise Funds and General Fund.

Portion of Total Revenue by Fund Category



Revenue Trends

Marijuana revenues continue to increase. As this is a new revenue for the city, projections are being refined as the city receives more data. These revenues come from three sources, local marijuana tax, state marijuana tax, and dispensary license fees. The local tax revenues continue to grow as we enter the third year since legalization. State tax revenues decreased dramatically with the passage of Ballot Measure 110, which redistributes funds to addiction recovery centers and services. Dispensary license fees are annual and continue to grow as more dispensaries are established.

Property tax is budgeted at a modest 2.9% increase, the highest in the last five years, due to property appreciation and new development.

State Revenue Sharing estimates are described in more detail in the General Fund Overview. Increases are projected for Highway Trust Fund Revenues, and 9-1-1 Tax Revenues. Decreases are projected for Liquor Revenues, Marijuana Tax Revenues, and Cigarette Tax Revenues.

Many grant revenues are dependent on grants written through the city’s grant writer on projects throughout the city.

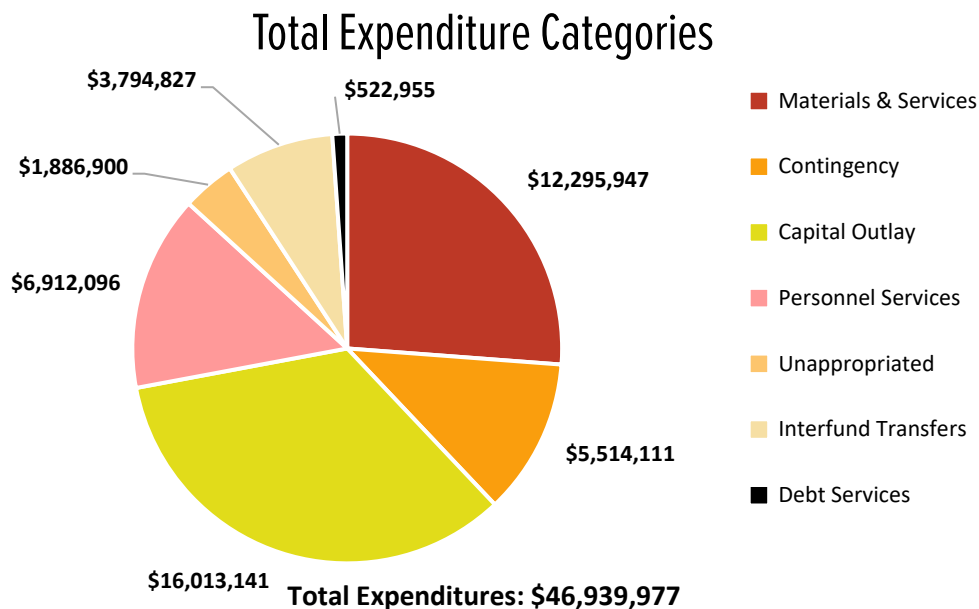
Expenditure Overview

Introduction

The total operating expenditures for the City of Ontario’s combined funds for FY 22-23 amounts to \$46,939,977, an 11.63% decrease from the \$53,119,460 projection for FY 21-22.

Summary of Total Expenditure Categories

The chart below details expenditure categories across all funds for the city. These expenditures will be explored further for each fund. The chart illustrates the overall picture of how Ontario is spending its money.



Expense Categories

Expenses are sorted into the following categories.

- **Personnel Services-** Salaries, Overtime, Seasonal & Temporary, and associated fringe benefits such as Social Security, PERS Retirement, Health and Life Insurance.
- **Materials & Services-** Costs such as Utilities, Parts & Supplies, Professional Services, Training & Education, Insurance, Postage, Small Tools & Equipment, Repairs & Maintenance, etc.
- **Capital Outlay-** Acquisition or construction of buildings, improvements, machinery, equipment, and land with a cost of \$5,000 or more and a life expectancy of more than one year.
- **Debt Services-** Dollars set aside for repayment of principal and interest obligations.

- **Interfund Transfers-** Amounts distributed from one fund to finance activities in another fund shown as an expenditure in the originating fund and as a revenue in the receiving fund.
- **Contingency-** Money budgeted and appropriated and must be transferred to another appropriation by resolution or supplemental budget before it can be spent.
- **Reserved for Future-** Dollars that are not appropriated that identifies funds to be “saved” for use in future years. A supplemental budget is required to expend these funds in the current budget year.
- **Unappropriated-** Dollars that cannot be spent or appropriated until the following budget year, except in an emergency created by civil disturbance or natural disaster.

Expenditure Projection Methodology

Expenditure estimates for the upcoming fiscal year are prepared by each department and submitted to the budget officer. This excludes personnel service expenses which are calculated by the Finance Director. Once all departments have submitted their requests, the leadership team convenes and prioritizes expenses based on need and the Council’s Strategic Plan. Net expenditures must balance with projected revenues.

Departments use regression analysis to forecast recurring expenses, but must thoroughly research expenses for nonrecurring expenses, such as capital projects, to provide accurate estimates. Personnel service expenses are forecasted using percentage increases from workers compensation, health insurance providers, PERS, union contracts, and the city classification and compensation plan.

The city realizes that any forecast comes with many unknowns, assumptions, and variables that are constantly changing. The budget is monitored throughout the fiscal year to ensure that revenues and expenditures balance at the end of the term.

Fund Category Expenditure Summaries

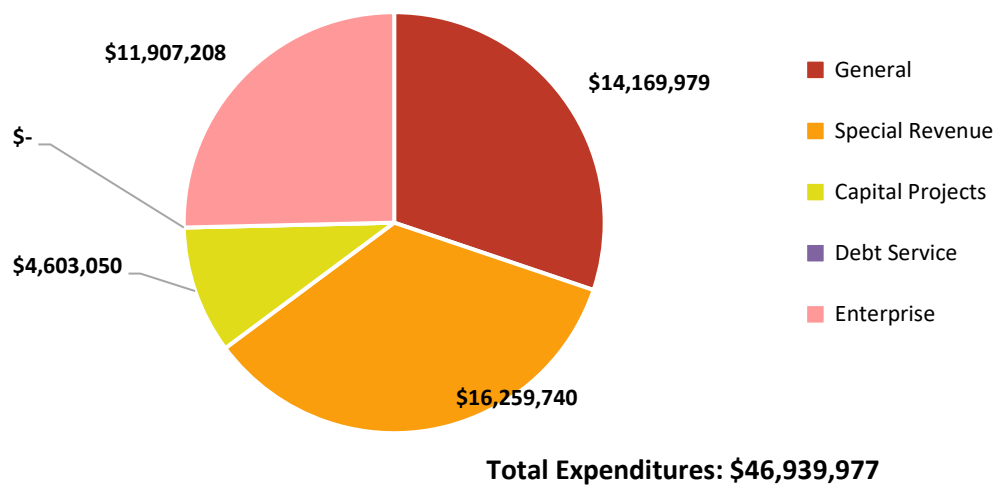
The following summarizes expenditure changes for each fund type in the budget. The funds are grouped as General Fund, Enterprise Funds, Debt Service Fund, Capital Projects Funds, and Special Revenue Funds.

- **General Fund-** The General Fund is the second largest fund in the budget, accounting for 30.2% of total expenditures. General fund expenditures will decrease in FY 2023 by 5.41% from \$14,980,668 to \$14,169,979.
- **Special Revenue Expenditures-** Special Revenue Funds make up 34.6% of total expenditures. Expenditures in this fund will increase in FY 2023 by 20.58% from \$13,485,119 to \$16,259,740. The greatest portion of this increase comes from ARPA funded projects.
- **Capital Projects Funds-** The Capital Projects Funds consists of 9.8% of total expenditures. Capital Projects Funds expenditures will decrease in FY 2023 by 20.44% from \$5,785,897 to \$4,603,050.
- **Debt Service Fund-** The Debt Service Fund was closed in FY 2020 so there are no expenditures in FY 2022.
- **Enterprise Funds-** Enterprise Funds make up the third largest fund type in the budget, consisting of 25.4% of total expenditures. Enterprise fund expenditures will decrease in FY 2023 by 36.89% from \$18,867,776 to \$11,907,208.

Portion of Total Expenditures by Fund Category

The following chart shows the percentage of total expenditures each fund type produces. The majority of the city’s expenditures come from personnel costs, contracted services and capital projects.

Portion of Total Expenditures by Fund Category



Expenditure Trends

Budget decisions are based on the City Council Strategic Plan. This plan outlines six goals: desirability, education, lifestyle, beautification, growth, and financial stability.

This budget includes many projects that invest in extending utilities to strategic areas. Many of these projects will complete design and engineering with the intent of creating shovel-ready projects for upcoming grants and funding from federal relief packages.

Extra principal payments are made to PERS each year to deduce the city’s future obligation, freeing up funds for future operational costs.

Funds from the local marijuana tax are spent with long-term sustainability in mind. As these revenues could decrease with the passage of marijuana legalization in neighboring Idaho, funds are not directed towards programs or increasing staff; instead, they are used to make improvements and investments around the city.

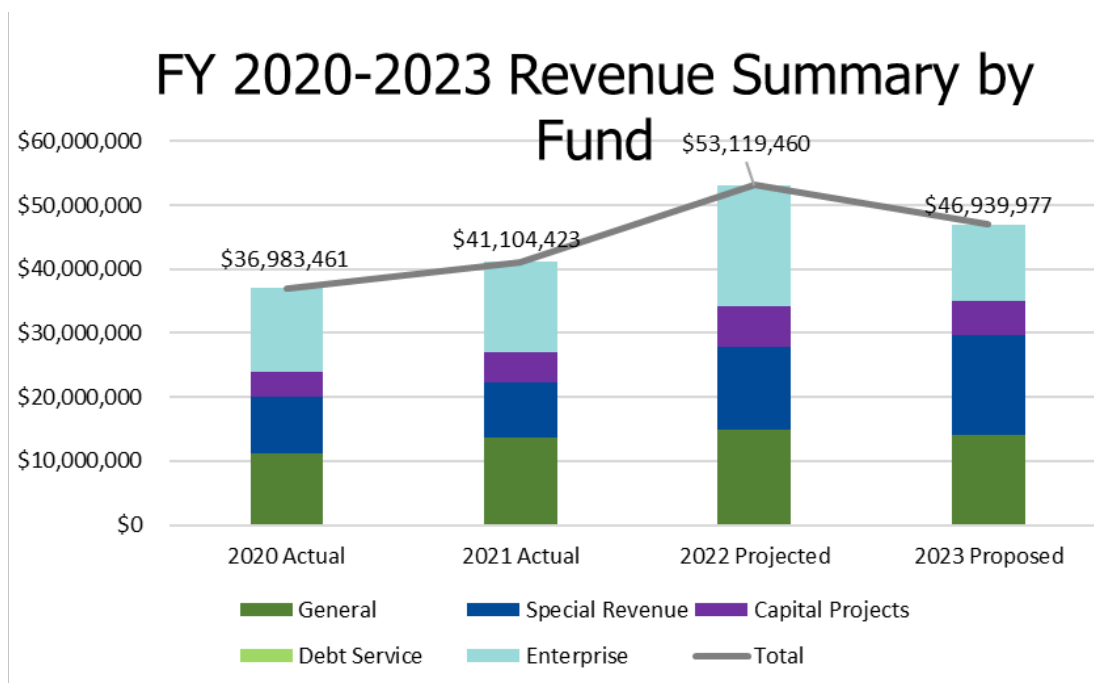
Consolidated Financials

Three-Year Consolidated Financial Fund Financial Schedule

For all funds in FY 22-23, we anticipate \$46,939,977 in revenue, a decrease of 11.63% from the projection for FY 21-22 of \$53,119,460. The table below summarizes total revenue from 2020-2023. The chart illustrates FY 2020-2023 revenues by fund.

FY 2020-2023 Revenue Summary by Fund

Fund Revenues	2020 Actual	2021 Actual	2022 Projected	2023 Proposed	Δ 2022-2023
General	\$11,108,950	\$13,750,957	\$14,980,668	\$14,169,979	(\$810,689)
Special Revenue	\$8,973,574	\$8,634,980	\$12,945,577	\$15,464,942	\$2,519,365
Capital Projects	\$3,834,487	\$4,568,053	\$6,325,439	\$5,397,848	(\$927,591)
Debt Service	\$27,943	\$0	\$0	\$0	\$0
Enterprise	\$13,038,507	\$14,150,433	\$18,867,776	\$11,907,208	(\$6,960,568)
Total	\$36,983,461	\$41,104,423	\$53,119,460	\$46,939,977	(\$6,179,483)



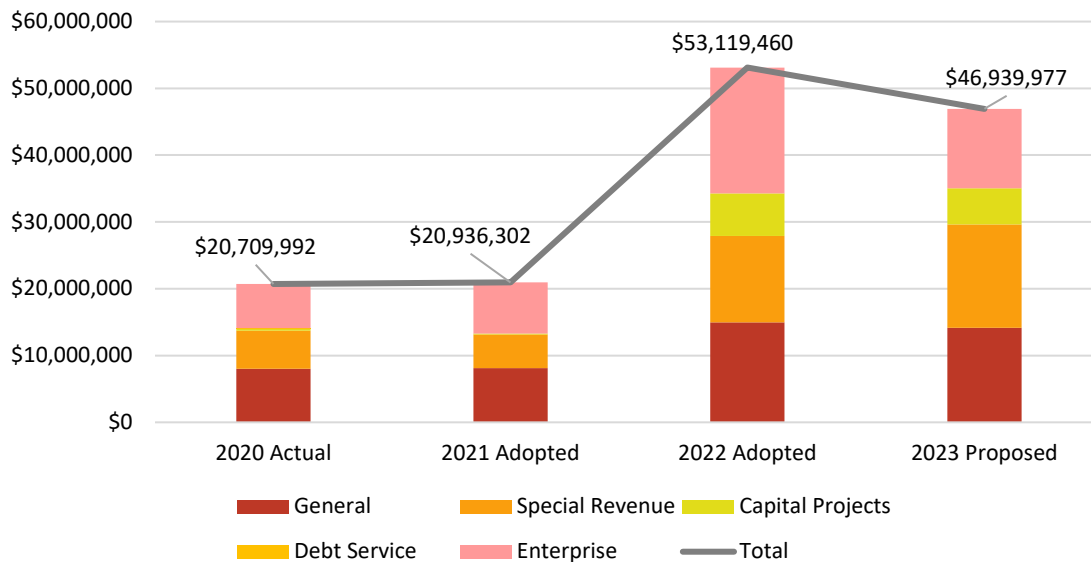
Section 4: Financial Overview

FY 2020-2023 Expenditure Summary by Fund

Based on expenditures from all funds, the city’s total proposed FY 22-23 budget is \$46,939,997, a decrease of 11.63% from the projection for FY 21-22 of \$53,119,460. The table below summarizes total expenditures from FY 2020-2023 by fund.

Fund Expenditures	2020 Actual	2021 Actual	2022 Adopted	2023 Proposed	Δ 2022-2023
General	\$8,021,490	\$8,115,187	\$14,980,668	\$14,169,979	\$(810,689)
Special Revenue	\$5,692,174	\$5,036,602	\$12,945,577	\$15,464,942	\$2,519,365
Capital Projects	\$346,056	\$135,599	\$6,325,439	\$5,397,848	\$(927,591)
Debt Service	\$27,943	\$0	\$0	\$0	\$0
Enterprise	\$6,622,329	\$7,648,914	\$18,867,776	\$11,907,208	\$(6,950,568)
Total	\$20,709,992	\$20,936,302	\$53,119,460	\$46,939,977	\$(6,179,483)

FY 2020-2023 Expenditure by Fund



Section 4: Financial Overview

FY 2023 Consolidated Financial Schedule

The following table provides a detailed summary of FY 2023 revenue and expenditures and changes in fund balances for major funds and nonmajor funds in the aggregate.

Categories	Governmental Funds			Enterprise Funds			2022-2023 Totals
	General Fund	Capital Projects Fund	Non Major Governmental	Water Fund	Wastewater Fund	Non Major Enterprise	
FY 2023 Revenue							
Property Taxes	\$ 4,231,967	\$ -	\$ 14,226	\$ -	\$ -	\$ -	\$ 4,246,193
Other Taxes	\$ 3,500,000	\$ -	\$ 930,000	\$ -	\$ -	\$ -	\$ 4,430,000
Administrative Services	\$ 497,148	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 497,148
Fees and Charges	\$ 2,222,169	\$ 580,147	\$ 598,934	\$ 3,320,693	\$ 3,912,245	\$ 151,776	\$ 10,785,964
Intergovernmental/Grants	\$ 399,626	\$ -	\$ 5,003,260	\$ -	\$ -	\$ 671,120	\$ 6,074,006
Miscellaneous	\$ 52,000	\$ 4,000	\$ 12,070	\$ 47,500	\$ 43,200	\$ 73,930	\$ 232,700
Interfund Transfers	\$ 20,000	\$ 249,125	\$ 3,447,578	\$ -	\$ -	\$ 78,124	\$ 3,794,827
Total	\$ 10,922,910	\$ 833,272	\$ 10,006,068	\$ 3,368,193	\$ 3,955,445	\$ 974,950	\$ 30,060,838
FY 2023 Expenditures							
Personnel Services	\$ 6,507,903	\$ -	\$ 311,930	\$ 600	\$ 600	\$ 91,063	\$ 6,912,096
Materials & Services	\$ 2,494,309	\$ 11,000	\$ 4,696,117	\$ 2,680,091	\$ 2,187,502	\$ 226,928	\$ 12,295,947
Capital Outlay	\$ 626,600	\$ 2,778,974	\$ 9,115,947	\$ 934,500	\$ 1,795,000	\$ 762,120	\$ 16,013,141
Debt Services	\$ -	\$ -	\$ -	\$ 274,974	\$ 247,981	\$ -	\$ 522,955
Interfund Transfers	\$ 2,788,528	\$ 720	\$ 351,334	\$ 322,539	\$ 314,963	\$ 16,743	\$ 3,794,827
Total	\$ 12,417,340	\$ 2,790,694	\$ 14,475,328	\$ 4,212,704	\$ 4,546,046	\$1,096,854	\$ 39,538,966
Balance Summary							
Excess	\$ (1,494,430)	\$ (1,957,422)	\$ (4,469,260)	(\$844,511)	(\$590,601)	(\$121,904)	(\$9,478,128)
Fund Balance- Beginning	\$ 3,247,069	\$ 3,769,778	\$ 6,253,672	\$1,587,032	\$1,606,069	\$415,519	\$16,879,139
Fund Balance- Ending	\$ 1,752,639	\$ 1,812,356	\$ 1,784,412	\$742,521	\$1,015,468	\$293,615	\$7,401,011
Fund Balance % Change	-46.02%	-51.92%	-71.47%	-53.21%	-36.77%	-29.34%	-56.15%

Fund Balance

Fund balance is defined as the difference between assets and liabilities reported in a governmental fund. The following paragraphs identify fund balances in the aggregate that are anticipated to increase or decline by more than 10%.

The balance of the General Fund is projected to decrease 46.02%. This is a planned use of fund balance to fund some non-recurring projects and to pay down PERS debt.

The Capital Projects Fund is projected to decrease 51.92%. This is due to the purchase of fire equipment and water and sewer economic development projects.

The nonmajor governmental funds are projected to decrease 71.47%. This is because the city is working on a couple of large street projects, the full amount of ARPA funds are budgeted to be spent, the city is hoping to use the SDC funds on capital projects and to be able to use the revolving loan funds for the housing incentive program (which will be paid back to the fund over time).

The Water Fund is projecting a fund balance decrease of \$844,511 or 53.21%. This is due to working on design for a water plant capacity increase project. The city will have to debt finance a portion of the project in future years in order to keep rates down.

The Wastewater Fund is projecting a fund balance decrease of \$590,601 or 36.77%. The city has worked to ensure revenues cover capital projects in the future and has adjusted revenues accordingly. This decrease is due some large projects required by the Oregon DEQ permit. The wastewater fund will still have almost 6 months of operating reserve, which is the recommended fund balance for the fund.

The nonmajor enterprise funds is projecting a \$121,904 decrease. This decrease is because of a storm sewer projects and planned decrease in fund balance in the Airport Fund.

Section 4: Financial Overview

FY 2021-2023 Consolidated Financial Schedule History

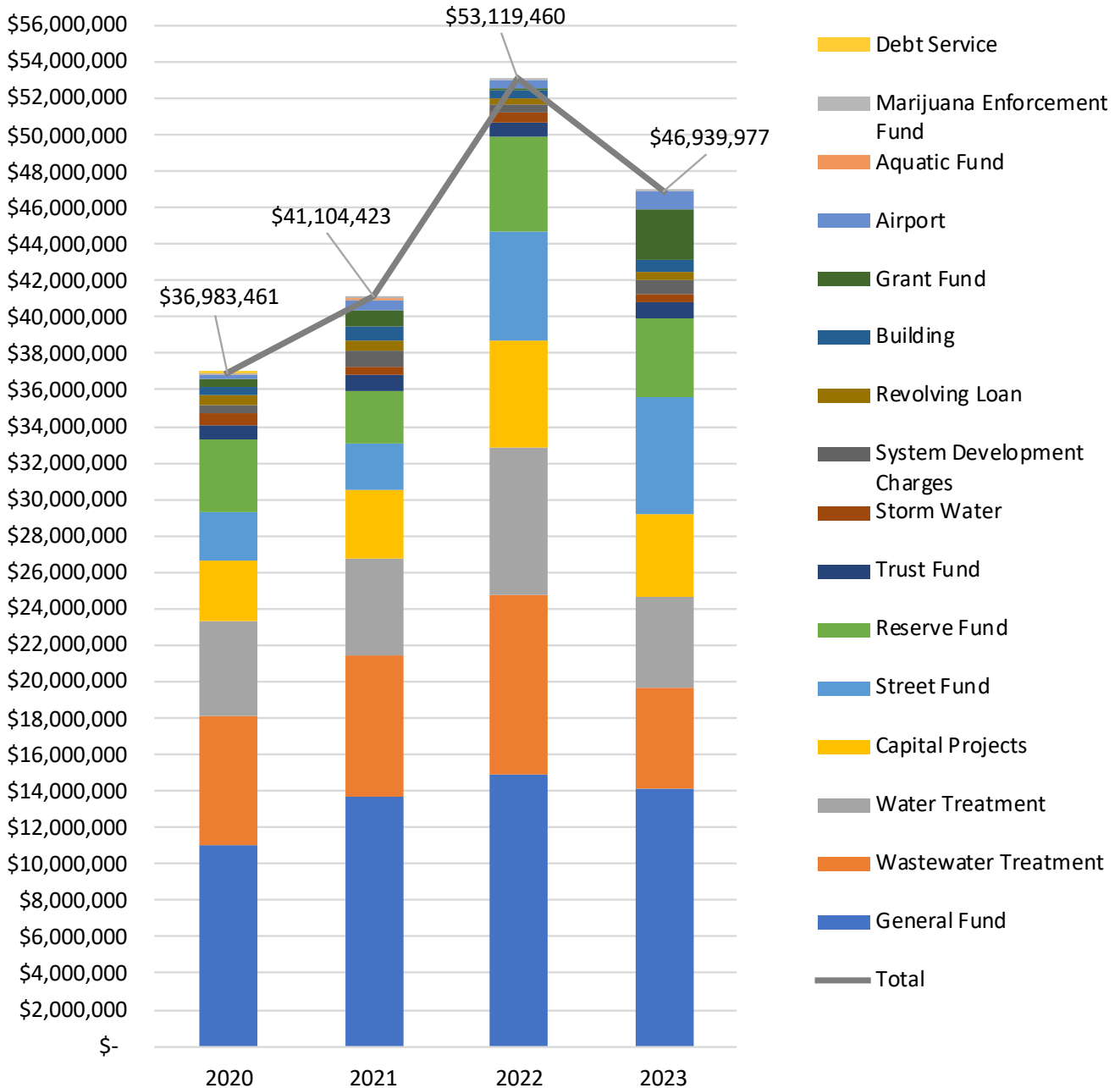
The following table provides a detailed summary of FY 2021-FY 2023 revenue and expenditures for all funds.

Categories	2021 Actual	2022 Adopted	2023 Requested
Revenue			
Property taxes	\$3,891,469	\$3,975,255	\$4,246,193
Other taxes	\$4,061,711	\$3,930,000	\$4,430,000
Administrative Services	\$497,148	\$497,148	\$497,148
Fees and charges	\$11,315,362	\$10,864,470	\$10,785,964
Intergovernmental/Grants	\$3,604,791	\$8,144,594	\$6,074,006
Miscellaneous	\$506,933	\$253,378	\$232,700
Debt Proceeds	\$0	\$2,750,000	\$0
Interfund transfers	\$1,167,676	\$4,898,502	\$3,794,827
Total	\$25,045,090	\$35,313,347	\$30,060,838
Expenditures			
Personnel Services	\$5,952,256	\$6,672,186	\$6,912,096
Materials & Services	\$9,187,556	\$11,609,634	\$12,295,947
Capital Outlay	\$4,107,361	\$19,617,033	\$16,013,141
Debt Services	\$521,453	\$516,205	\$522,955
Interfund Transfers	\$1,167,676	\$4,898,502	\$3,794,827
Total	\$20,936,302	\$43,313,560	\$39,538,966
Balance Summary			
Excess	\$4,108,788	(\$8,000,213)	(\$9,478,128)
Fund Balance- Beginning	\$16,059,333	\$17,806,113	\$16,879,139
Fund Balance- Ending	\$20,168,121	\$9,805,900	\$7,401,011

Section 4: Financial Overview

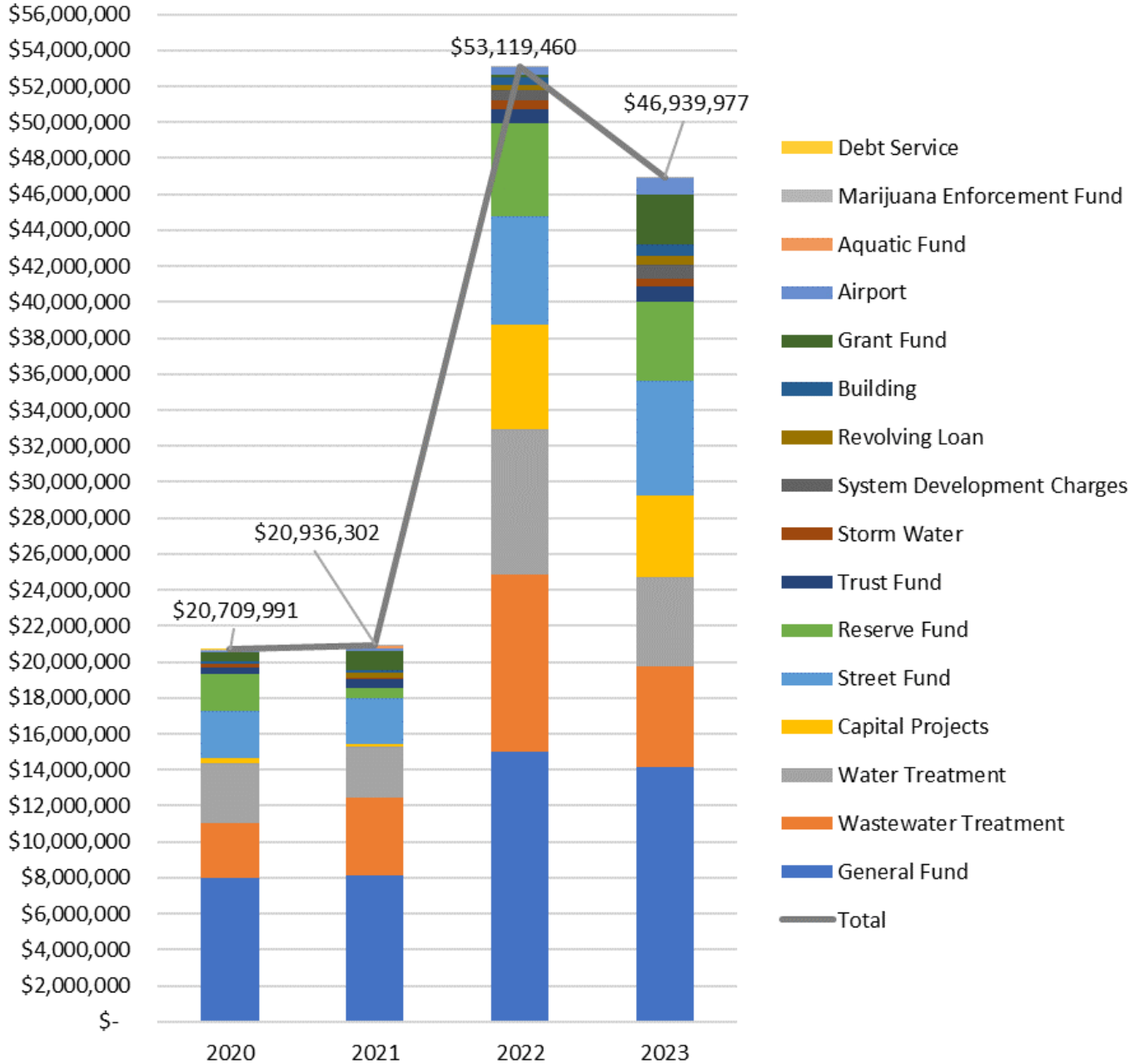
All Funds- Including Beginning Fund Balance, Contingencies, and Unappropriated

All Funds- Revenues



Section 4: Financial Overview

All Funds- Expenditures



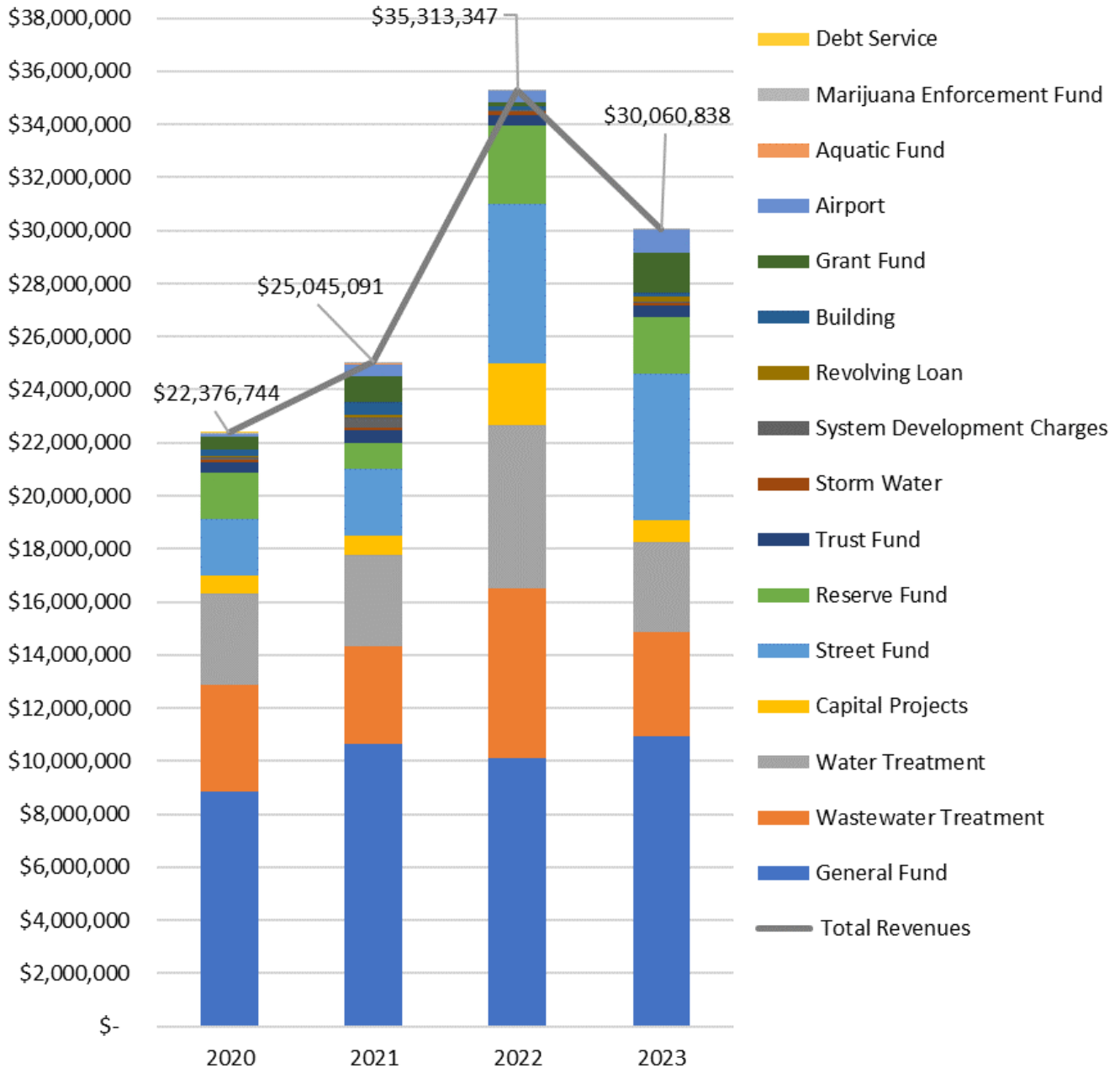
Section 4: Financial Overview

Fund	Revenues				Expenses			
	2020	2021	2022	2023	2020	2021	2022	2023
General Fund	\$11,108,950	\$13,750,957	\$14,980,668	\$14,169,979	\$8,021,490	\$8,115,187	\$14,980,668	\$14,169,979
Wastewater Treatment	\$7,100,290	\$7,763,765	\$9,874,236	\$5,561,514	\$2,995,654	\$4,316,392	\$9,874,236	\$5,561,514
Water Treatment	\$5,142,627	\$5,278,705	\$8,091,463	\$4,955,225	\$3,331,886	\$2,887,651	\$8,091,463	\$4,955,225
Capital Projects	\$3,375,869	\$3,759,830	\$5,785,897	\$4,603,050	\$335,380	\$129,174	\$5,785,897	\$4,603,050
Street Fund	\$2,643,245	\$2,586,029	\$6,048,299	\$6,323,164	\$2,560,682	\$2,567,520	\$6,048,299	\$6,323,164
Reserve Fund	\$4,013,539	\$2,857,745	\$5,166,407	\$4,391,468	\$2,068,362	\$562,584	\$5,166,407	\$4,391,468
Trust Fund	\$754,322	\$851,541	\$815,886	\$845,542	\$368,279	\$440,009	\$815,886	\$845,542
Storm Water Treatment	\$600,649	\$521,914	\$463,445	\$453,340	\$190,452	\$130,614	\$463,445	\$453,340
SDC Fund	\$458,618	\$808,223	\$539,542	\$794,798	\$10,676	\$6,425	\$539,542	\$794,798
Revolving Loan	\$581,220	\$550,780	\$339,021	\$449,164	\$4,553	\$237,040	\$339,021	\$449,164
Building	\$466,753	\$757,854	\$393,464	\$688,073	\$174,515	\$187,696	\$393,464	\$688,073
Grant Fund	\$465,238	\$980,335	\$152,500	\$2,741,931	\$466,528	\$997,497	\$152,500	\$2,741,931
Airport	\$136,968	\$474,869	\$438,632	\$937,129	\$99,936	\$204,106	\$438,632	\$937,129
Aquatic Fund	\$57,975	\$111,180	\$0	\$0	\$4,400	\$110,151	\$0	\$0
Marijuana Enforcement Fund	\$49,255	\$50,696	\$30,000	\$25,600	\$49,255	\$44,256	\$30,000	\$25,600
Debt Service	\$27,943	\$0	\$0	\$0	\$27,943	\$0	\$0	\$0
Total	\$36,983,461	\$41,104,423	\$53,119,460	\$46,939,977	\$20,709,991	\$20,936,302	\$53,119,460	\$46,939,977

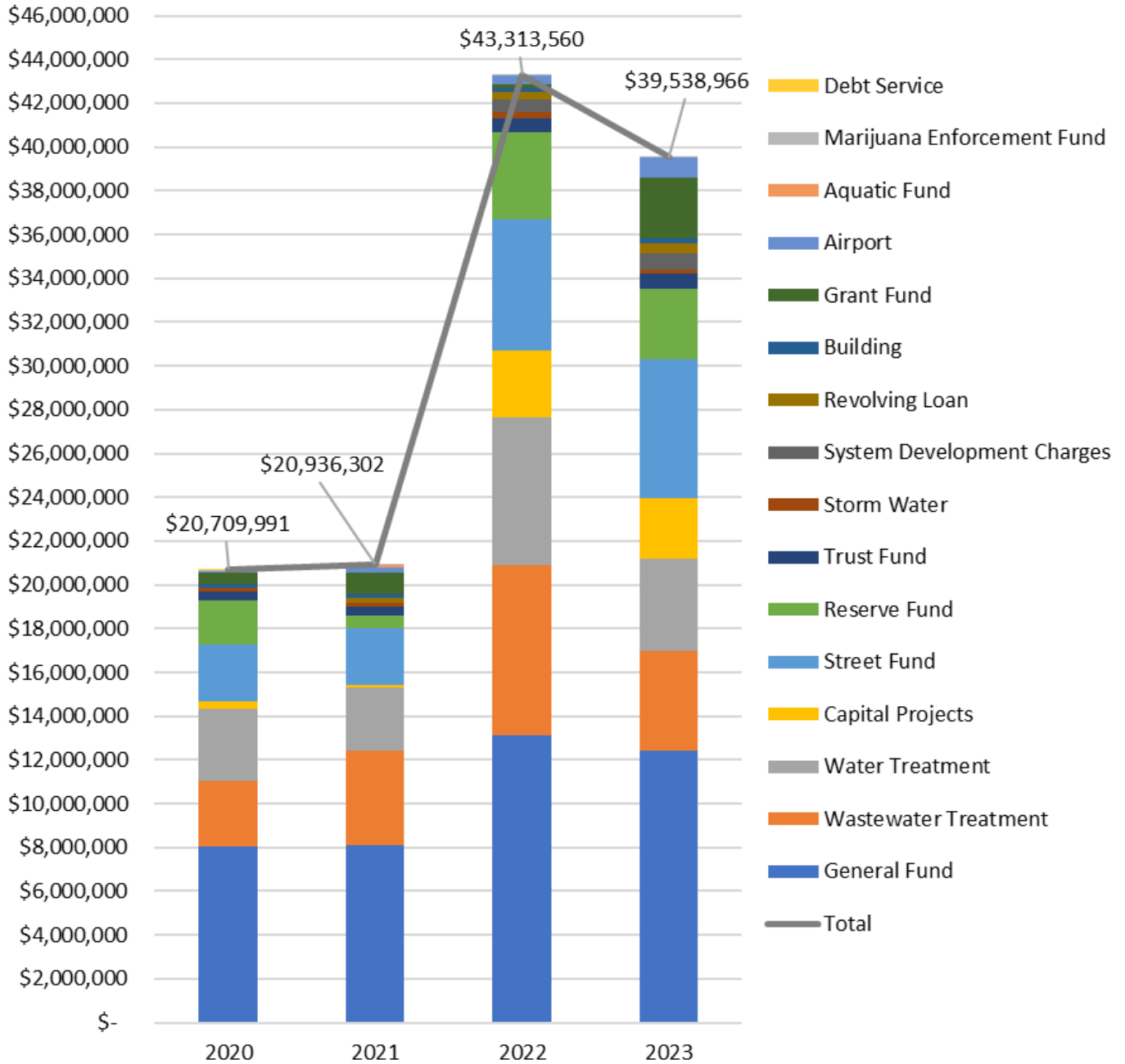
Section 4: Financial Overview

All Funds- Not Including Beginning Fund Balance, Contingencies, or Unappropriated

All Funds- Revenues



All Funds- Expenditures



Section 4: Financial Overview



Fund	Revenues				Expenses			
	2020	2021	2022	2023	2020	2021	2022	2023
General Fund	\$8,874,788	\$10,666,249	\$10,116,371	\$10,922,910	\$8,021,490	\$8,115,187	\$13,105,018	\$12,417,340
Wastewater Treatment	\$4,027,049	\$3,648,369	\$6,414,467	\$3,955,445	\$2,995,654	\$4,316,392	\$7,771,498	\$4,546,046
Water Treatment	\$3,395,207	\$3,454,507	\$6,121,693	\$3,368,193	\$3,331,886	\$2,887,651	\$6,768,246	\$4,212,704
Capital Projects	\$694,439	\$719,341	\$2,318,427	\$833,272	\$335,380	\$129,174	\$3,027,069	\$2,790,694
Street Fund	\$2,116,747	\$2,527,467	\$6,048,299	\$5,523,164	\$2,560,682	\$2,567,520	\$6,048,299	\$6,323,164
Reserve Fund	\$1,757,523	\$984,648	\$2,922,889	\$2,147,843	\$2,068,362	\$562,584	\$3,951,207	\$3,252,082
Trust Fund	\$383,441	\$465,498	\$419,395	\$419,270	\$368,279	\$440,009	\$627,474	\$658,642
Storm Water	\$122,266	\$111,238	\$107,708	\$107,650	\$190,452	\$130,614	\$314,109	\$159,725
System Development Charges	\$83,402	\$360,281	\$55,000	\$55,000	\$10,676	\$6,425	\$539,542	\$794,798
Revolving Loan	\$70,750	\$114,113	\$17,966	\$164,226	\$4,553	\$237,040	\$339,021	\$449,164
Building	\$237,181	\$465,616	\$150,000	\$150,000	\$174,515	\$187,696	\$200,945	\$229,947
Grant Fund	\$460,851	\$981,625	\$152,500	\$1,520,965	\$466,528	\$997,497	\$152,500	\$2,741,931
Airport	\$94,714	\$437,838	\$438,632	\$867,300	\$99,936	\$204,106	\$438,632	\$937,129
Aquatic Fund	\$0	\$57,605	\$0	\$0	\$4,400	\$110,151	\$0	\$0
Marijuana Enforcement Fund	\$49,255	\$50,696	\$30,000	\$25,600	\$49,255	\$44,256	\$30,000	\$25,600
Debt Service	\$9,131	\$0	\$0	\$0	\$27,943	\$0	\$0	\$0
Total Revenues	\$22,376,744	\$25,045,091	\$35,313,347	\$30,060,838	\$20,709,991	\$20,936,302	\$43,313,560	\$39,538,966

Section 5: General Fund

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Veterans Memorial



Fire & Rescue Rig



Evergreen Cemetery Columbarium

General Fund Overview

Description

The General Fund is used to account for programs that are not self-funded. These are services that are provided by the city to its citizens paid by property and other taxes, franchise fees, and other general revenues. This fund includes the following departments: Administration (including Administrative Overhead and no

n-departmental appropriations), City Council, Business Registrations, Community Development, Finance, Fire, Police, Code Enforcement, Police Reserves, and Information Technology.

The Recreation Department was dissolved after the creation of the Recreation District in 2019. It is included in the budget for historical purposes.

Budget Adjustments

- Local marijuana tax has surpassed the 2021-2022 budget estimates; this revenue budget will be increased to \$3.5 million for 2022-2023.
- Property taxes will be budgeted with a modest 3% increase.

Objectives and Performance Measures

Key indicators were first introduced in the FY 2017-18 Budget. This first iteration focused on outputs of departments and continued through the following years. This year, department heads are working to revise and build upon the key indicators to include more concrete objectives, show outcomes, and tie in with the City Council Strategic Plan.

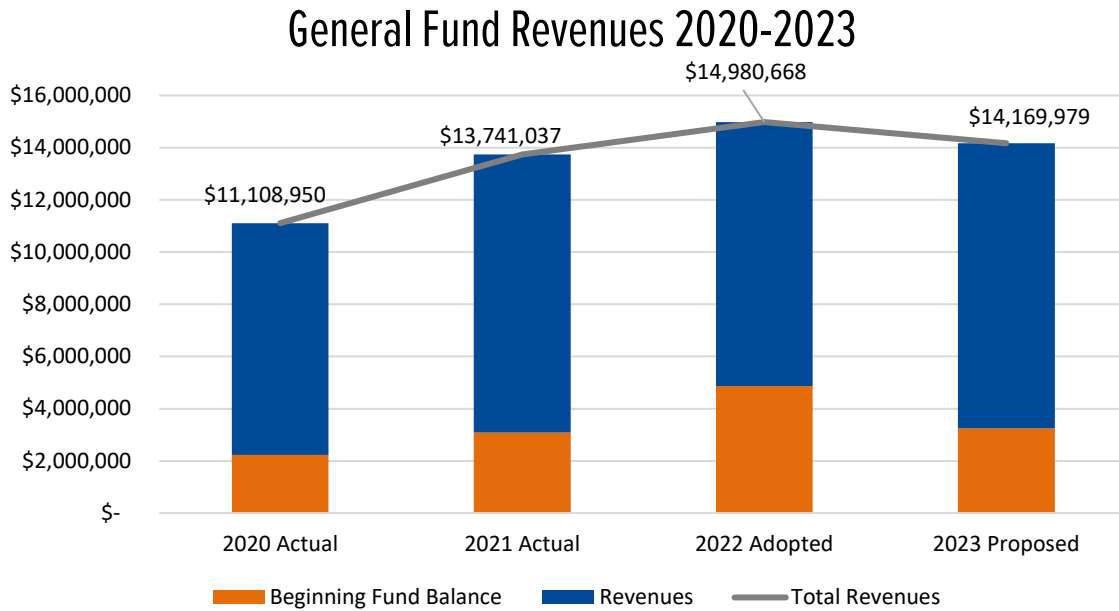
This year's budget will include a preliminary structure of objectives, connection to the strategic plan, outputs (key indicators), and outcomes (accomplishments). While some departments, especially internal services, are not represented in the strategies and activities of the Council's strategic plan, they do tie in to at least one of the five overall goals.

Performance measures are discussed for the eight main departments of the city. Administration, Community Development, Finance, Fire and Rescue, Police, and Information Technology are all listed under the general fund. The Airport is listed under enterprise funds. Public Works is represented in the general fund, special revenue funds, and enterprise funds.

Section 5: General Fund

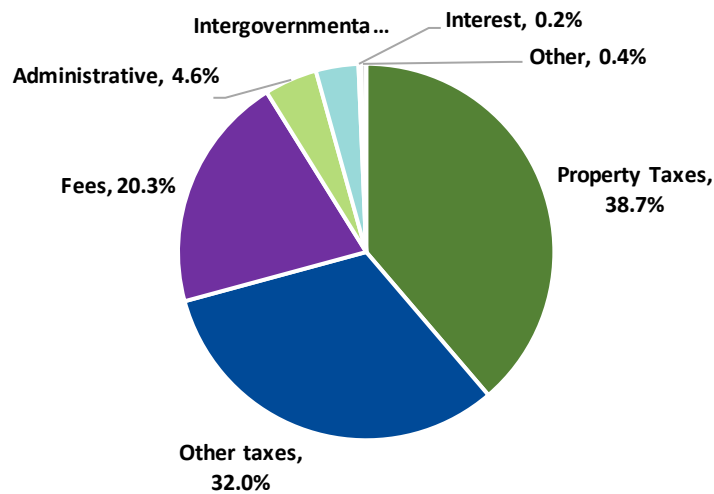
General Fund Revenues

General Fund Revenues have remained steady with a decrease of 5.41% between FY 2022 and FY 2023.



General Fund revenue comes from property taxes, fees, other taxes, administrative fees, intergovernmental/grant funding, interest, other sources, and interfund transfers. These funds are used to finance services provided to citizens by the City of Ontario. The pie chart below does not include beginning fund balance.

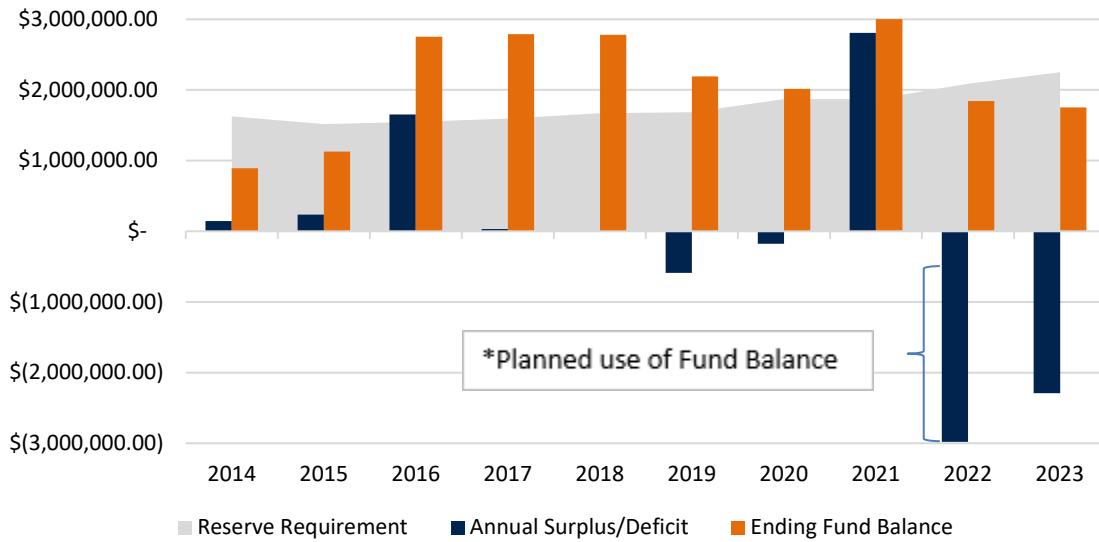
General Fund Revenue by Source



Section 5: General Fund

Since FY 2017-18, the City of Ontario has maintained a reserve surplus equal to three months of operating expenses.

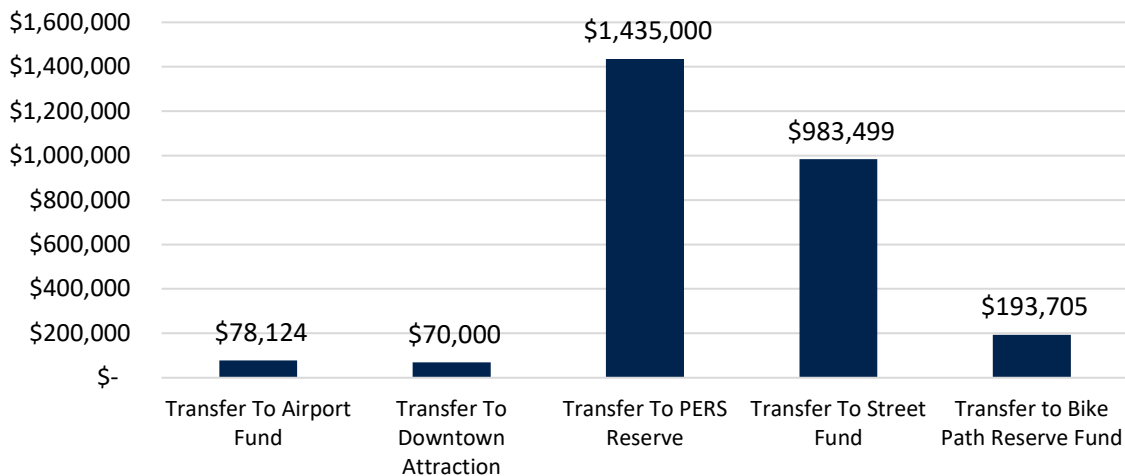
General Fund Reserve Surplus 2014-2023



Transfers Out of the General Fund

Funds are transferred out of the General Fund to supplement other funds with insufficient revenue to balance expenditures. The following chart shows the \$2,760,328 total which will be transferred in FY 2022-23.

Transfers Out of General Fund 2023

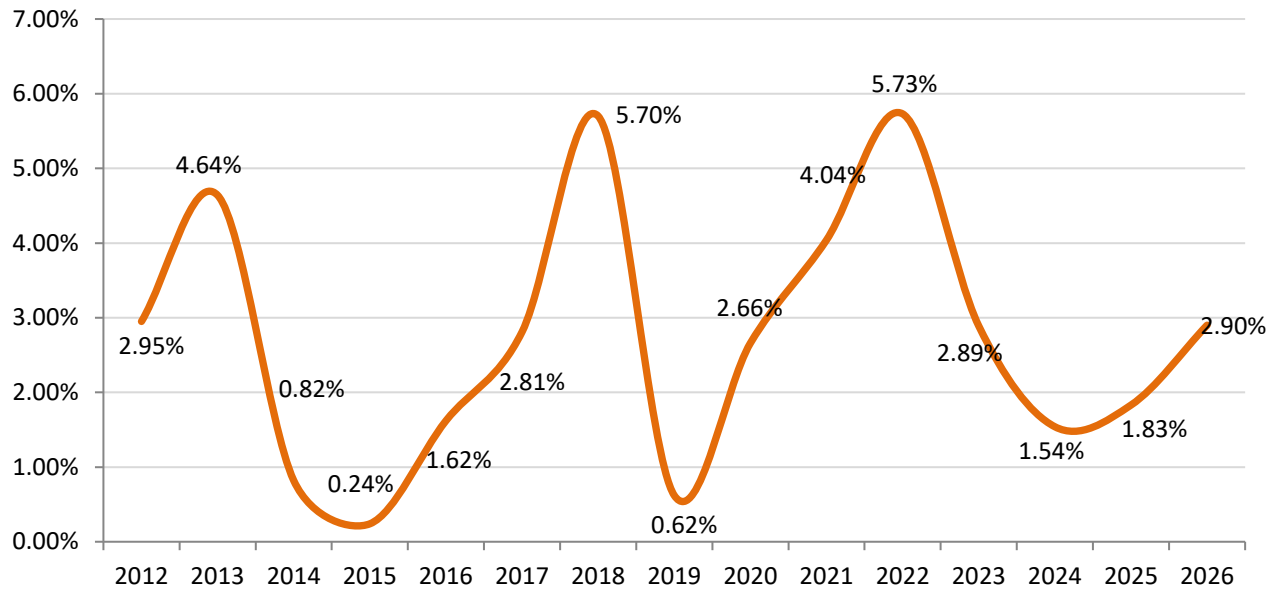


Section 5: General Fund

Property Tax

Property tax revenue is projected to increase at a modest 2.89%. The spike in revenue increase in 2018 is from a high value property which was constructed that year.

Percent Increase in Property Tax Revenue



Section 5: General Fund

State Shared Revenues

The League of Oregon Cities (LOC) reports estimates for per capita state shared revenues for cities on an annual basis. As written in their 2020 report:

“Per capita distributions for revenue sources are calculated based on certified population statistics from Portland State University’s Center for Population Research (PSUCPR). Population estimates, compiled each July, are typically certified on December 15, and thereafter begin to govern the distributions. A copy of the certified estimate applicable to 2020 distributions is available near the end of the report. We have not attempted to project population increases in future year per capita revenue estimates, different locations will see different demographic changes over time and future distributions will be affected.”

Per Capita State Shared Revenues for Cities

	Highway Trust Fund Revenues (Gas Tax)	Liquor Revenues (20% of Total Share)	Marijuana Tax Revenues (75% of City's Share)	Cigarette Tax Revenues	9-1-1 Tax Revenues
2018-19 Actuals	\$ 71.15	\$ 16.58	\$ 2.74	\$ 1.15	\$ 5.19
2019-20 Actuals	\$ 66.81	\$ 17.94	\$ 2.38	\$ 1.10	\$ 6.09
2020-21 Actuals	\$ 73.47	\$ 19.25	\$ 1.29	\$ 0.96	\$ 8.05
2021-22 Estimates	\$ 77.91	\$ 17.56	\$ 1.26	\$ 0.78	\$ 11.39
2022-23 Estimates	\$ 76.42	\$ 18.30	\$ 1.25	\$ 0.75	\$ 11.67

“State marijuana tax and liquor revenue distributions are not exclusively based on population. The 14% liquor revenue share to cities uses an adjusted population formula that factors in per capita property taxes and per capita income of each city (see ORS 221 .770). The 25% state marijuana tax share to cities is distributed based on the number of licensed marijuana premises in each certified city compared to the total number of licensed marijuana premises in all certified cities. The estimates for the total share for all cities are provided to allow cities to see trends that will assist cities in their individual computations.”

Non-Per Capita Based State Shared Revenues for Cities

	Liquor Revenues (Based on Formula, 14% of Total Share)	Marijuana Tax Revenues (Based on Licenses, 25% of City's Share)
2018-19 Actuals	\$33,424,766	\$2,331,214
2019-20 Actuals	\$36,638,000	\$2,054,400
2020-21 Actuals	\$39,771,000	\$1,125,000
2021-22 Estimates	\$37,180,000	\$1,125,000
2022-23 Estimates	\$39,149,000	\$1,125,000
2023-24 Estimates	\$41,353,000	\$1,125,001

Ontario’s population as certified from PSUCPR is 11,816.

Section 5: General Fund



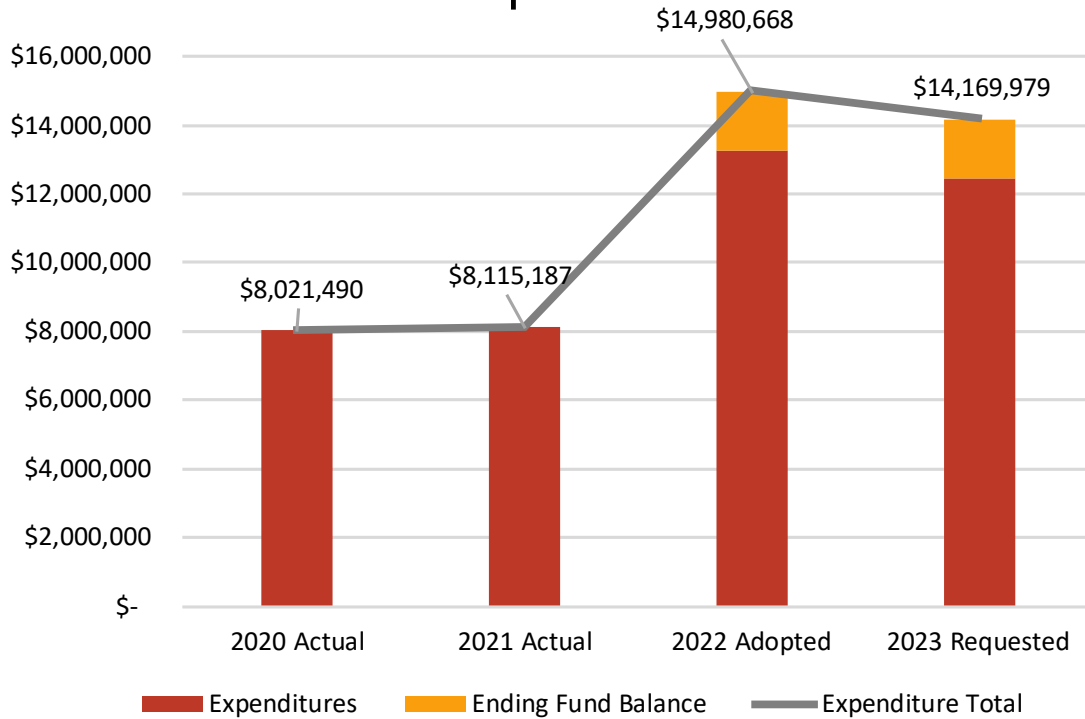
Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
GENERAL REVENUES							
AVAILABLE CASH ON HAND	2,234,162	3,084,708.39	4,864,297	3,247,069	3,247,069	3,247,069	3,247,069
BAD DEBT RECOVERY	-	-	500	500	500	500	500
COVID RELIEF FUND	5,731	332,772	-	-	-	-	-
COVID-19 SAIF GRANT	2,976	-	-	-	-	-	-
CUSTOMER COPIES	-	2	5	5	5	5	5
DONATIONS	-	-	10,000	-	-	-	-
GAMING ADMINISTRATIVE FEE	25	25	-	-	-	-	-
INTEREST ON DEPOSIT	58,571	23,446	28,000	24,500	24,500	24,500	24,500
LAND SALES	5,398	17,265	8,000	11,000	11,000	11,000	11,000
LATE FEES & PENALTIES	1,661	1,322	750	750	750	750	750
MISC ADMIN REVENUE	163	-	-	-	-	-	-
MISC COLLECTIONS	10,470	5,808	5,000	5,000	5,000	5,000	5,000
PUBLIC WORKS REVENUE--FUND 001	431,524	431,524	431,524	431,524	431,524	431,524	431,524
STATE REVENUE SHARING	136,990	151,904	153,265	154,031	154,031	154,031	154,031
STREET FUND REVENUE-FUND 001	65,624	65,624	65,624	65,624	65,624	65,624	65,624
YARD SALE PERMITS	1,280	1,240	2,230	2,230	2,230	2,230	2,230
GENERAL REVENUE TOTAL	\$ 2,954,576	\$ 4,115,639	\$ 5,569,195	\$ 3,942,233	\$ 3,942,233	\$ 3,942,233	\$ 3,942,233
TAXES							
ALCOHOL BVG LICENSE & FEE	205,410	225,481	238,446	226,233	226,233	226,233	226,233
CIGARETTE TAX	12,546	11,046	13,376	8,862	8,862	8,862	8,862
LOCAL MARIJUANA TAX	1,822,248	3,014,105	3,000,000	3,500,000	3,500,000	3,500,000	3,500,000
PROPERTY TAXES - DELINQUE	171,355	119,496	144,295	135,900	135,900	135,900	135,900
PROPERTY TAXES CURRENT	3,566,542	3,756,909	3,826,960	4,089,713	4,089,713	4,089,713	4,089,713
PYMT IN LEIU OF TAXES	5,691	6,711	4,000	6,354	6,354	6,354	6,354
TAXES TOTAL	\$ 5,783,792	\$ 7,133,748	\$ 7,227,077	\$ 7,967,062	\$ 7,967,062	\$ 7,967,062	\$ 7,967,062
FRANCHISE FEE							
CABLE T V	38,170	30,147	29,800	30,298	30,298	30,298	30,298
CASCADE NATURAL GAS	163,125	174,898	176,486	175,773	175,773	175,773	175,773
IDAHO POWER FRANCHISE	1,246,463	1,212,530	1,229,712	1,243,137	1,243,137	1,243,137	1,243,137
LS NETWORKS FRANCHISE	1,443	-	-	-	-	-	-
ONTARIO SANITARY SERVICE	99,293	101,333	100,397	111,839	111,839	111,839	111,839
TELECOMMUNICATIONS	45,287	47,079	43,479	47,315	47,315	47,315	47,315
FRANCHISE FEE TOTAL	\$ 1,593,781	\$ 1,565,987	\$ 1,579,874	\$ 1,608,362	\$ 1,608,362	\$ 1,608,362	\$ 1,608,362
Grand Total	\$ 10,332,148	\$ 12,815,374	\$ 14,376,146	\$ 13,517,657	\$ 13,517,657	\$ 13,517,657	\$ 13,517,657

Section 5: General Fund

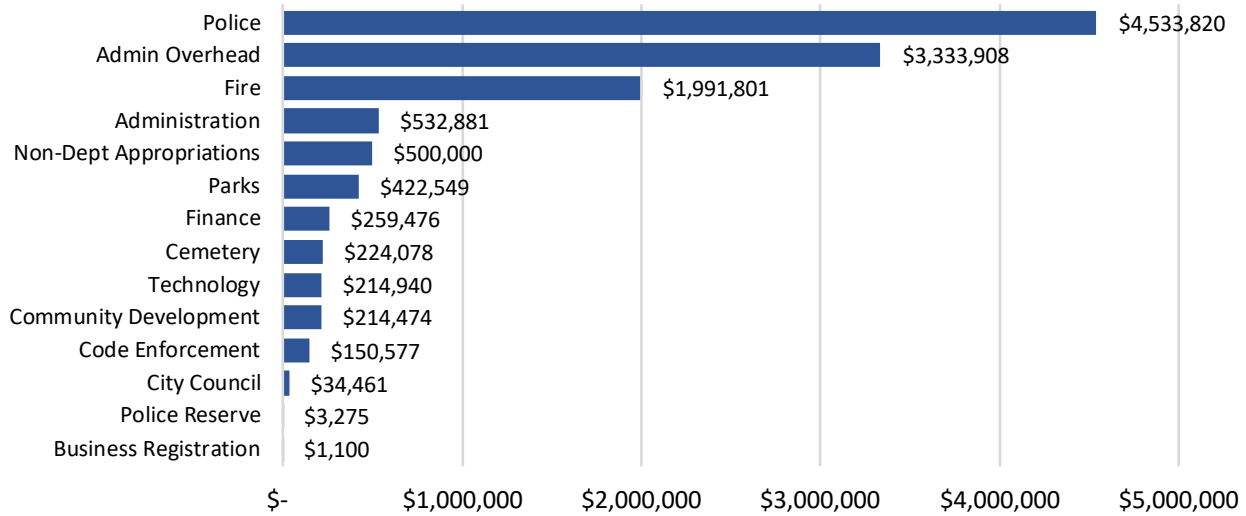
General Fund Expenditures

General Fund expenditures mirror the revenues with a decrease of 5.41% between FY 2022 and FY 2021.

General Fund Expenditures 2020-2023



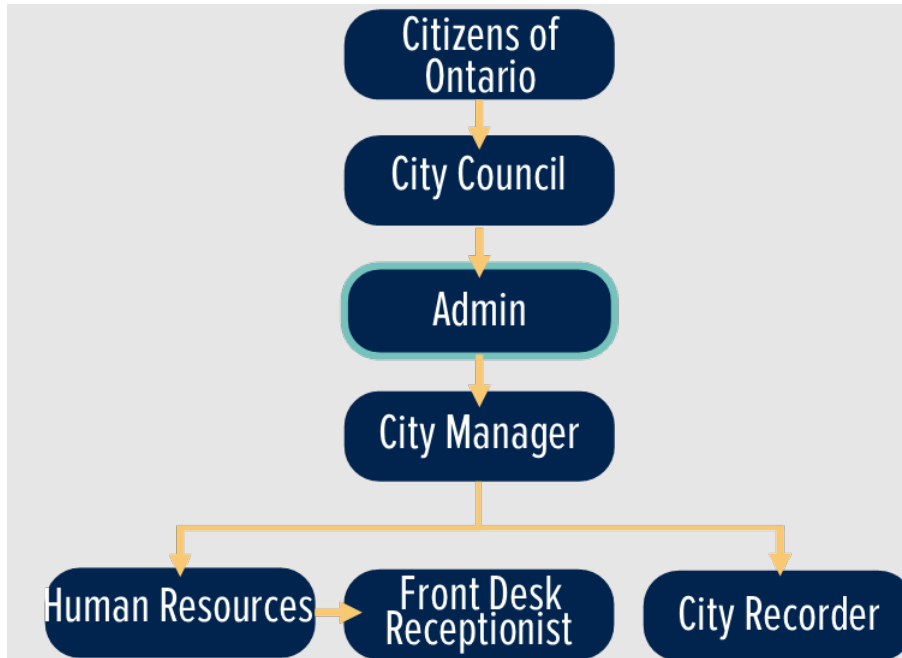
Expenditures by Department



Section 5: General Fund

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
TOTAL GENERAL FUND							
GENERAL REVENUES	10,332,148	12,815,374	14,376,146	13,517,657	13,517,657	13,517,657	13,517,657
BUSINESS REGISTRATIONS	2,430	2,770	2,500	-	-	-	-
CEMETERY	26,900	53,550	35,000	55,000	55,000	55,000	55,000
PARKS	770	51,236	2,000	2,000	2,000	2,000	2,000
COMMUNITY DEVELOPMENT	15,362	86,228	4,000	4,000	4,000	4,000	4,000
FIRE	123,238	152,222	234,572	234,572	234,572	234,572	234,572
POLICE	494,616	394,962	199,850	199,850	199,850	199,850	199,850
CODE ENFORCEMENT	113,489	184,695	126,600	156,900	156,900	156,900	156,900
RECREATION	(3)	-	-	-	-	-	-
Grand Total	\$ 11,108,950	\$ 13,741,037	\$ 14,980,668	\$ 14,169,979	\$ 14,169,979	\$ 14,169,979	\$ 14,169,979
EXPENDITURES							
ADMINISTRATION	462,166	465,300	535,334	532,881	532,881	532,881	532,881
ADMIN OVERHEAD	1,170,854	829,168	4,763,448	5,886,203	3,333,908	3,333,908	3,333,908
CITY COUNCIL	12,689	14,471	28,359	34,461	34,461	34,461	34,461
NON DEPARTMENTAL APPROPRIATIONS	30,000	20,000	379,015	602,500	500,000	500,000	500,000
BUSINESS REGISTRATION	485	569	1,100	1,100	1,100	1,100	1,100
CEMETERY	145,330	121,096	206,775	295,328	224,078	224,078	224,078
PARKS	162,683	166,974	339,707	655,299	422,549	422,549	422,549
COMMUNITY DEVELOPMENT	166,590	240,651	192,607	214,474	214,474	214,474	214,474
FINANCE	239,873	245,677	254,736	259,476	259,476	259,476	259,476
FIRE	1,625,875	1,632,685	1,884,340	1,991,801	1,991,801	1,991,801	1,991,801
POLICE	3,716,457	3,764,685	4,171,983	4,619,221	4,533,820	4,533,820	4,533,820
POLICE RESERVE	-	881	2,625	3,275	3,275	3,275	3,275
CODE ENFORCEMENT	165,015	175,986	151,348	150,577	150,577	150,577	150,577
RECREATION	-	-	-	-	-	-	-
TECHNOLOGY	112,248	131,569	193,641	214,940	214,940	214,940	214,940
EMERGENCY OPERATIONS	11,225	305,475	-	-	-	-	-
CONTINGENCY	-	-	175,650	-	52,639	52,639	52,639
ENDING FUND BALANCE	-	-	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
EXPENDITURE TOTAL	\$ 8,021,490	\$ 8,115,187	\$ 14,980,668	\$ 17,161,536	14,169,979	\$ 14,169,979	\$ 14,169,979

City Administration



Description

City Administration includes the City Manager, City Recorder, Human Resources Manager/ Assistant to the City Manager, and the Front Desk Receptionist. Administrative overhead also falls under this category.

The City Manager is hired by the City Council, and serves as the Chief Executive Officer, or head of the executive branch, of the local government. He directs, manages, and supervises the administration of city government, following policies established by the City Council. He makes recommendations to the Council and keeps them up to date on the city's business and financial condition. He is responsible for the day-to-day operations of the city, for the operation of all city services, personnel, equipment, and resources, and carrying out the policy and direction set by the City Council. He is responsible for hiring and managing all employees, including departmental directors, to carry out Council-directed goals.

The City Recorder is responsible for elections; administers Oaths of Office; receives and processes public inquiries and complaints; is responsible for the City Charter; records management; preparing City Council agendas; transcribing/proving minutes; processing city documents; updates the Ontario Municipal Code and Planning & Zoning Code; is the custodian of official city records and public documents; administers city-wide records management and retention programs; maintains storage of records; attests all city documents; prepares resolutions or ordinances; oversees storage of records; serves as the Agent of Record for the City of Ontario; is the Clerk to the City Council; and assists in preparing the annual departmental budget for the Administration Department and City Council. Processes, files, and distributes cemetery deeds and receipts for Evergreen and Sunset Cemetery;

Section 5: General Fund

creates and manages documents for transfers, sales, and buy-back of all cemetery deeds; maintains master file database for both cemeteries for all cemetery records. Processes, files, and distributes necessary documentation for the annual Business Registrations; Creates or updates permit application forms and licenses (i.e., Sidewalk Food Vendors, Gaming, Yard Sale, etc.); maintains database for all city committees; prepares notifications for vacancies and subsequent reports for Council for appointment; distributes letters of appointment/reappointment.

The Assistant to the City Manager is responsible for the administration and implementation of all Human Resource activities for the City which include policies and procedures, collective bargaining, employment law, recruitment, compensation, risk management, workers compensation, record management, employee relations and training for all city personnel. She also completes tasks as assigned by the City Manager and is the city website administrator.

The Front Desk Receptionist/Customer Service Clerk performs various customer service and accounting tasks primarily related to utility billing receipts; posts payments to customer accounts; processes permits for park reservations, events, food vendors, and yard sales; processes county burn permits; administers calendars for meetings in city facilities; schedules use of travel vehicles; answers and transfers calls for City Hall; distributes incoming mail; and assists City Hall departments as requested.

Objectives and Performance Measures

Accomplishments

- Finished downtown beautification phase II.
- Recruited Airport Manager.
- Recruited Human Resources Manager.
- Received GFOA Distinguished Budget Presentation Award.
- City wayfinding signs were installed.
- The city acquired land rights from LooksNu for the downtown attraction.

Strategic Impact

City Administration, as the name implies, plays a role in administering to all six goals of the Council's strategic plan. Administration facilitates the planning sessions, tracks all updates for activities listed under the strategic plan, and oversees the implementation of all activities.

Section 5: General Fund

Key Indicators

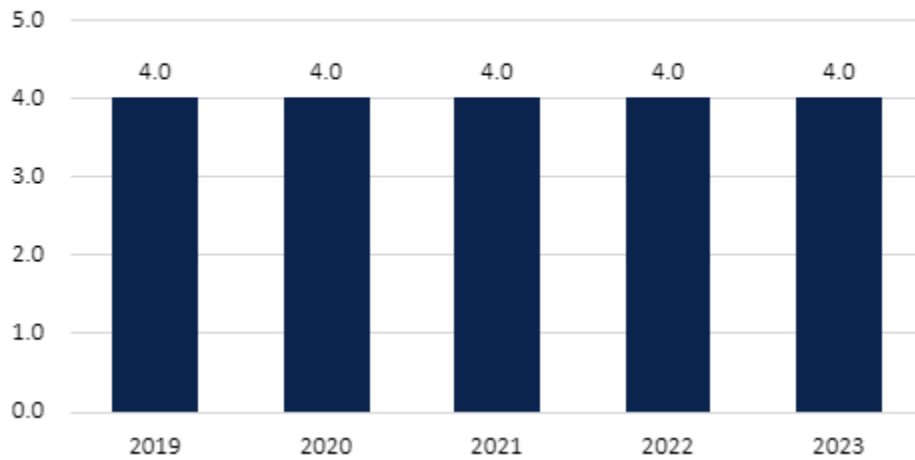
Indicator	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Projected
Resolutions Prepared and Approved by City Council	39	45	36	39	19	20
Meetings of the City Council	23	28	26	32	29	26
Ordinances Prepared and Approved by City Council	10	17	19	17	7	12
New Business Registrations Received	23	27	48	46	37	35
Cemetery Documents Prepared	89	85	138	141	125	120
Committee Appointments	10	22	15	18	25	20
Oaths Administered	9	2	9	3	4	10
Special Event Permits Issued	58	55	69	*4	74	65
Yard Sale Permits Issued	447	446	393	154	248	150

*Special Event Permits were limited due to the COVID-19 pandemic.

Budget Adjustments

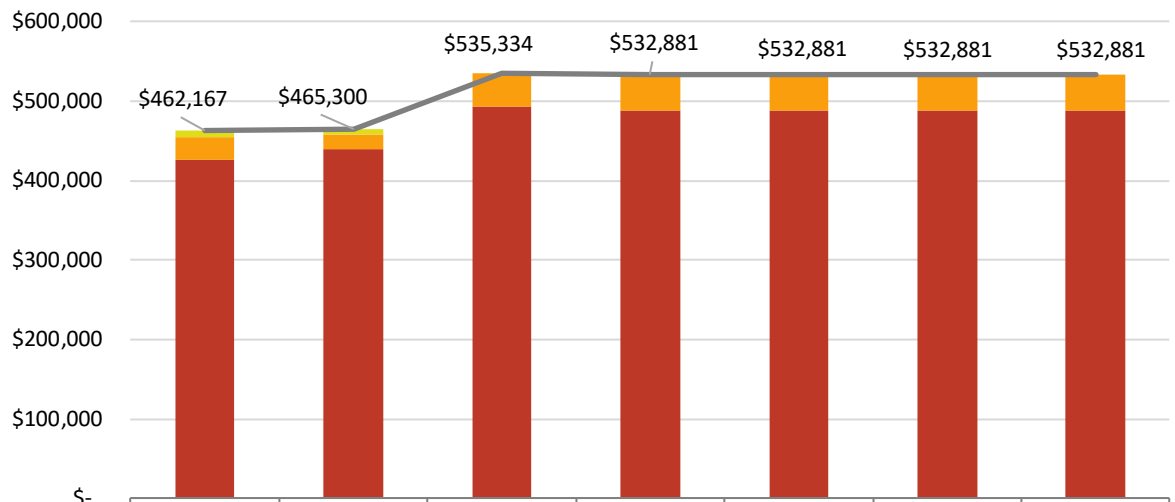
- There is an increase in salaries from a performance-based evaluation process.

Administration FTE History



Section 5: General Fund

City Administration Expenditures



	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
Transfers Out	\$6,941	\$6,992	\$-	\$-	\$-	\$-	\$-
Materials & Services	\$29,731	\$19,191	\$42,730	\$44,730	\$44,730	\$44,730	\$44,730
Personnel Services	\$425,495	\$439,117	\$492,604	\$488,151	\$488,151	\$488,151	\$488,151
Total Program Costs	\$462,167	\$465,300	\$535,334	\$532,881	\$532,881	\$532,881	\$532,881

Section 5: General Fund



Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
PERSONNEL SERVICES							
DEFERRED COMPENSATION	5,400	5,400	5,400	5,400	5,400	5,400	5,400
MEDICAL INSURANCE CO-PAY	47,214	48,458	59,351	53,273	53,273	53,273	53,273
RETIREMENT	70,453	72,993	90,021	90,446	90,446	90,446	90,446
SOCIAL SECURITY	21,037	21,685	24,191	24,250	24,250	24,250	24,250
VACATION/SICK BUYOUT	1,244	1,250	7,206	7,266	7,266	7,266	7,266
WAGES & SALARIES	277,924	286,642	303,613	304,317	304,317	304,317	304,317
WORKMANS COMP	2,222	2,689	2,822	3,199	3,199	3,199	3,199
PERSONNEL SERVICES TOTAL	\$ 425,495	\$ 439,117	\$ 492,604	\$ 488,151	\$ 488,151	\$ 488,151	\$ 488,151
MATERIALS & SERVICES							
CELL PHONE	1,338	1,158	1,700	1,700	1,700	1,700	1,700
CONTRACT LABOR	2,609	1,500	-	-	-	-	-
DATA PROCESSING	-	-	5,300	5,300	5,300	5,300	5,300
DONATIONS & OTHER CONTRIBUTION	-	152	150	150	150	150	150
GENERAL SUPP & MAINT	5,646	1,583	2,850	2,850	2,850	2,850	2,850
MEDICAL EXAMS	47	-	-	-	-	-	-
MEETING MEAL EXPENSE	454	518	1,425	1,425	1,425	1,425	1,425
OFFICE MACH CONTRACT	2,033	2,961	3,000	3,000	3,000	3,000	3,000
OFFICE SUPPLIES	2,004	1,896	2,900	2,900	2,900	2,900	2,900
PETROLEUM	279	234	600	600	600	600	600
POSTAGE	148	132	325	325	325	325	325
PRINT / AD / RECORD	1,576	307	3,630	3,630	3,630	3,630	3,630
PROFESSIONAL DEVELOPMENT	13,129	6,006	17,700	19,700	19,700	19,700	19,700
RECRUITMENT	445	2,710	3,000	3,000	3,000	3,000	3,000
VEHICLE REPAIR	21	34	150	150	150	150	150
MATERIALS & SERVICES TOTAL	\$ 29,731	\$ 19,191	\$ 42,730	\$ 44,730	\$ 44,730	\$ 44,730	\$ 44,730
TRANSFERS OUT							
TRANSFER TO PERS RESERVE	6,941	6,992	-	-	-	-	-
TRANSFERS OUT TOTAL	\$ 6,941	\$ 6,992	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 462,166	\$ 465,300	\$ 535,334	\$ 532,881	\$ 532,881	\$ 532,881	\$ 532,881

Administration Overhead

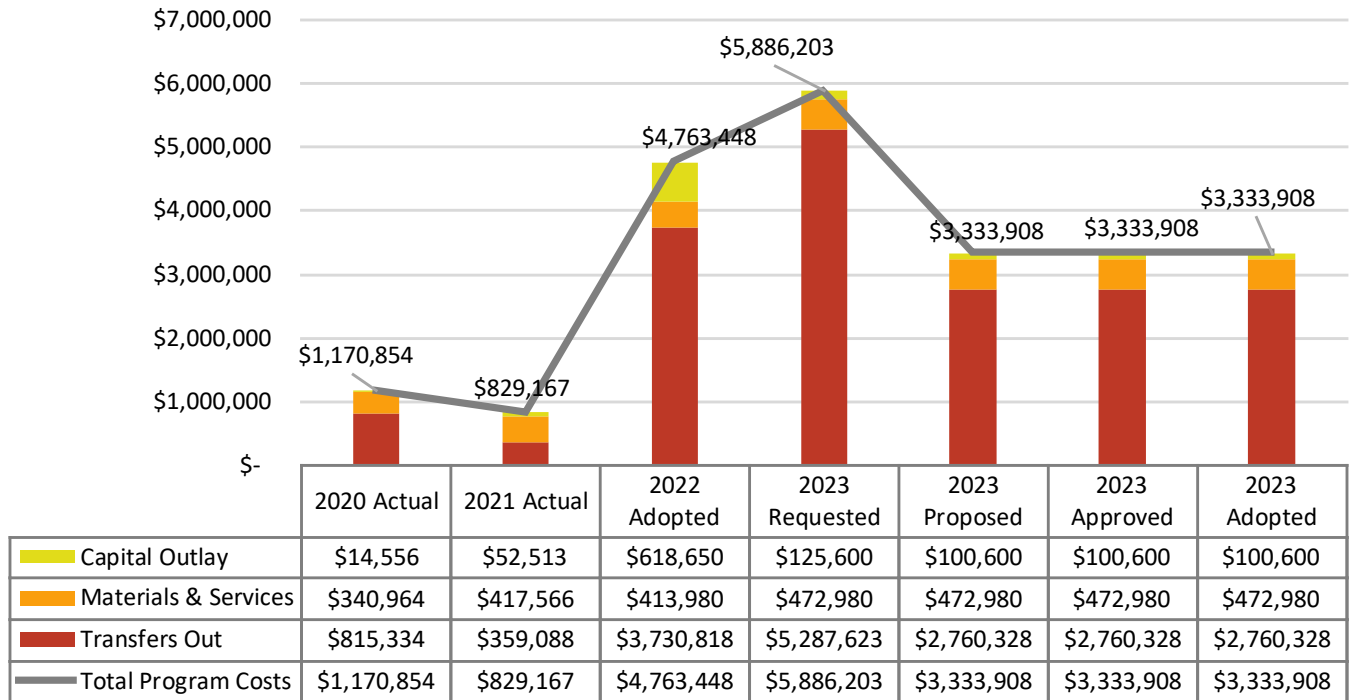
Description

The Administrative Overhead department consists of expenses that are used for the entire city or the entire general fund. Items consist of things like liability insurance, legal services, and utilities.

Budget Adjustments

- The 2022-2023 budget has \$15,600 budgeted for fiber lines, this is to continue the project.
- The city received a grant in 2019-2020 which allowed for the wayfinding study. There is \$60,000 in the budget to purchase the new signage based on the study.
- Legal services expenditures increase due to new attorney.
- \$25,000 is budgeted to fund a portion of the Public Works Equipment Storage building.
- The Administrative Overhead Department accounts for transfers out to other funds when necessary. Total transfers out in 2020-2021 were \$3,730,818 and total transfers out in 2022-2023 are \$2,760,328. The transfers are as follows:
 - Transfer to Airport Fund \$78,124.
 - Transfer to Downtown Attraction is \$70,000.
 - Transfer to Street Fund \$983,499.
 - Transfer for trails \$193,705.
 - Transfer for PERS side account payment \$1,435,000

Administrative Overhead Expenditures



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Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
MATERIALS & SERVICES							
APT BLDG MAINT & REPAIR	-	-	495	495	495	495	495
AUDITOR	23,205	22,165	30,000	30,000	30,000	30,000	30,000
BANK CHARGES	2,517	8,020	3,000	3,000	3,000	3,000	3,000
BLDG MAINT & REPAIR	24,959	25,077	38,000	38,000	38,000	38,000	38,000
CITY BEAUTIFICATION	39,208	4,207	-	-	-	-	-
CONTRACT SERVICES	4,595	76,095	82,733	82,733	82,733	82,733	82,733
CONTRACT SETTLEMENT	-	520	5,000	5,000	5,000	5,000	5,000
DATA PROCESSING	-	1,499	-	5,112	5,112	5,112	5,112
DISPENSARY LICENSE SUPPLIES	73	-	-	-	-	-	-
DUES & MEMBERSHIPS	11,148	11,974	11,535	12,000	12,000	12,000	12,000
ELECTRICITY	30,763	32,276	36,000	36,000	36,000	36,000	36,000
EMPLOYEE RECOGNITION	-	-	-	1,000	1,000	1,000	1,000
FUEL HEAT	3,516	4,457	4,000	4,000	4,000	4,000	4,000
GARBAGE SERVICE	3,757	3,762	3,911	3,911	3,911	3,911	3,911
GENERAL SUPPLIES & MAINT	1,425	1,694	1,260	1,260	1,260	1,260	1,260
INS PREM & SURETY	88,121	99,458	108,330	117,753	117,753	117,753	117,753
LEGAL SERVICES	70,515	69,300	40,000	80,000	80,000	80,000	80,000
LOBBYING	-	24,000	-	-	-	-	-
MEDICAL EXAMS	-	-	500	500	500	500	500
OFFICE MACHINE CONTRACT	9,649	9,489	13,116	13,116	13,116	13,116	13,116
OFFICE SUPPLIES	3,923	1,882	4,000	4,000	4,000	4,000	4,000
ORDINANCE CODIFICATION	3,851	3,397	7,500	10,000	10,000	10,000	10,000
PERS RESERVE	-	-	-	-	-	-	-
PERS SIDE ACCOUNT	-	-	-	-	-	-	-
POSTAGE	1,630	925	3,500	3,500	3,500	3,500	3,500
PRINT / AD / RECORD	2,353	876	4,000	4,000	4,000	4,000	4,000
RECRUITMENT	-	470	-	-	-	-	-
SAFETY COMMITTEE	-	-	500	500	500	500	500
SISTER CITY	-	-	-	-	-	-	-
TELEPHONE	15,256	16,024	14,600	14,600	14,600	14,600	14,600
UNEMPLOYMENT CLAIMS	500	-	2,000	2,000	2,000	2,000	2,000
VEHICLE REPAIR	-	-	-	500	500	500	500
MATERIALS & SERVICES TOTAL	\$ 340,964	\$ 417,566	\$ 413,980	\$ 472,980	\$ 472,980	\$ 472,980	\$ 472,980

Section 5: General Fund

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
CONTINGENCY							
OPERATING CONTINGENCY	-	-	175,650	-	52,639	52,639	52,641
CONTINGENCY TOTAL	\$ -	\$ -	\$ 175,650	\$ -	\$ 52,639	\$ 52,639	\$ 52,641
CAPITAL OUTLAY							
ALAMEDA SIDEWALK PROJECT	6,800	-	-	-	-	-	-
CITY FLEET CAR	-	23,306	-	-	-	-	-
DOWNTOWN ATTRACTION	-	-	50,000	-	-	-	-
DOWNTOWN ATTRACTION LAND ACQUISITIC	-	-	200,000	-	-	-	-
DOWNTOWN LIGHTING	-	-	171,000	-	-	-	-
ENTERPRISE CAMERA SYSTEM	-	-	20,000	25,000	-	-	-
FIBER LINES	7,756	640	-	15,600	15,600	15,600	15,600
MALHEUR RIVER TRAIL	-	-	40,000	-	-	-	-
S. OREGON STREET IRRIGATION	-	-	80,000	-	-	-	-
WAYFINDING SIGNS	-	24,225	57,650	60,000	60,000	60,000	60,000
PUBLIC WORKS EQUIPMENT STORAGE	-	4,342	-	25,000	25,000	25,000	25,000
CAPITAL OUTLAY TOTAL	\$ 14,556	\$ 52,513	\$ 618,650	\$ 125,600	\$ 100,600	\$ 100,600	\$ 100,600
TRANSFERS OUT							
TRANSFER TO AIRPORT FUND	-	102,423	194,775	64,124	78,124	78,124	78,124
TRANSFER TO BIKE PATH FUND	-	-	198,470	390,000	193,705	193,705	193,705
TRANSFER TO DOWNTOWN ATTRACTION	-	-	-	400,000	70,000	70,000	70,000
TRANSFER TO FIRE APPARATUS	-	79,299	300,000	-	-	-	-
TRANSFER TO INFRASTRUCTURE FUND	93,733	-	-	-	-	-	-
TRANSFER TO PERS RESERVE	416,965	50,000	2,000,000	2,000,000	1,435,000	1,435,000	1,435,000
TRANSFER TO STREET FUND	304,636	127,366	1,037,573	2,433,499	983,499	983,499	983,499
TRANSFERS OUT TOTAL	\$ 815,334	\$ 359,088	\$ 3,730,818	\$ 5,287,623	\$ 2,760,328	\$ 2,760,328	\$ 2,760,328
UNAPPROPRIATED							
UNAPPROPRIATED ENDING BAL	-	-	1,700,000	1,700,000	1,700,000	1,700,000	1,700,002
ENDING FUND BALANCE TOTAL	\$ -	\$ -	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000	\$ 1,700,002
Grand Total	\$ 1,170,854	\$ 829,168	\$ 6,639,098	\$ 7,586,203	\$ 5,086,547	\$ 5,086,547	\$ 5,086,551

Non-Departmental Appropriations

Description

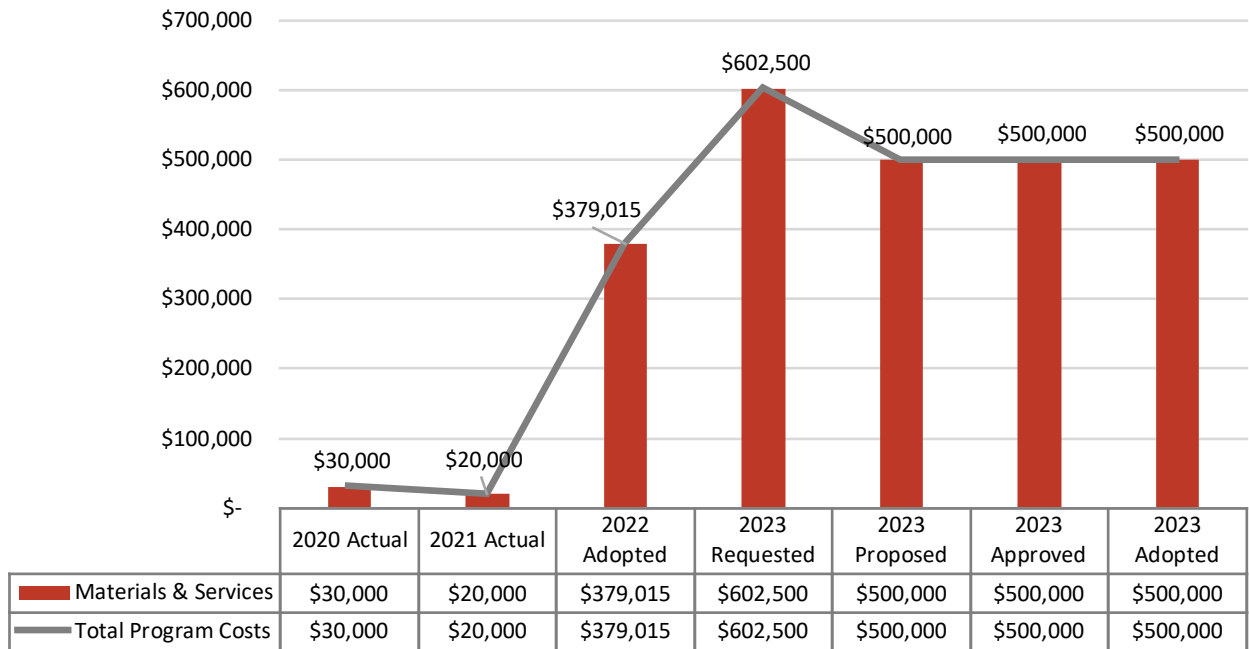
The Non-Departmental Appropriations department includes items paid to community organizations at the discretion of the Budget Committee and Council.

Budget Adjustments

- The following community organizations/projects were funded in 2021-2022 and will continue to be funded in 2022-2023:
 - SREDA \$10,000
 - Transit Program \$15,000
 - Façade Grant \$20,000 (carryover from last year)
 - Security Grant \$20,000 (carryover from last year)
 - Marijuana youth education \$15,000
 - School grant program \$15,000
 - Tater Tots Festival \$5,000
 - Recreation District (reopening the aquatic center) \$250,000 (carryover from prior year)

- The following are new community organizations/projects funded in 2022-2023:
 - Sidewalk incentive program \$50,000

Non-Departmental Appropriations



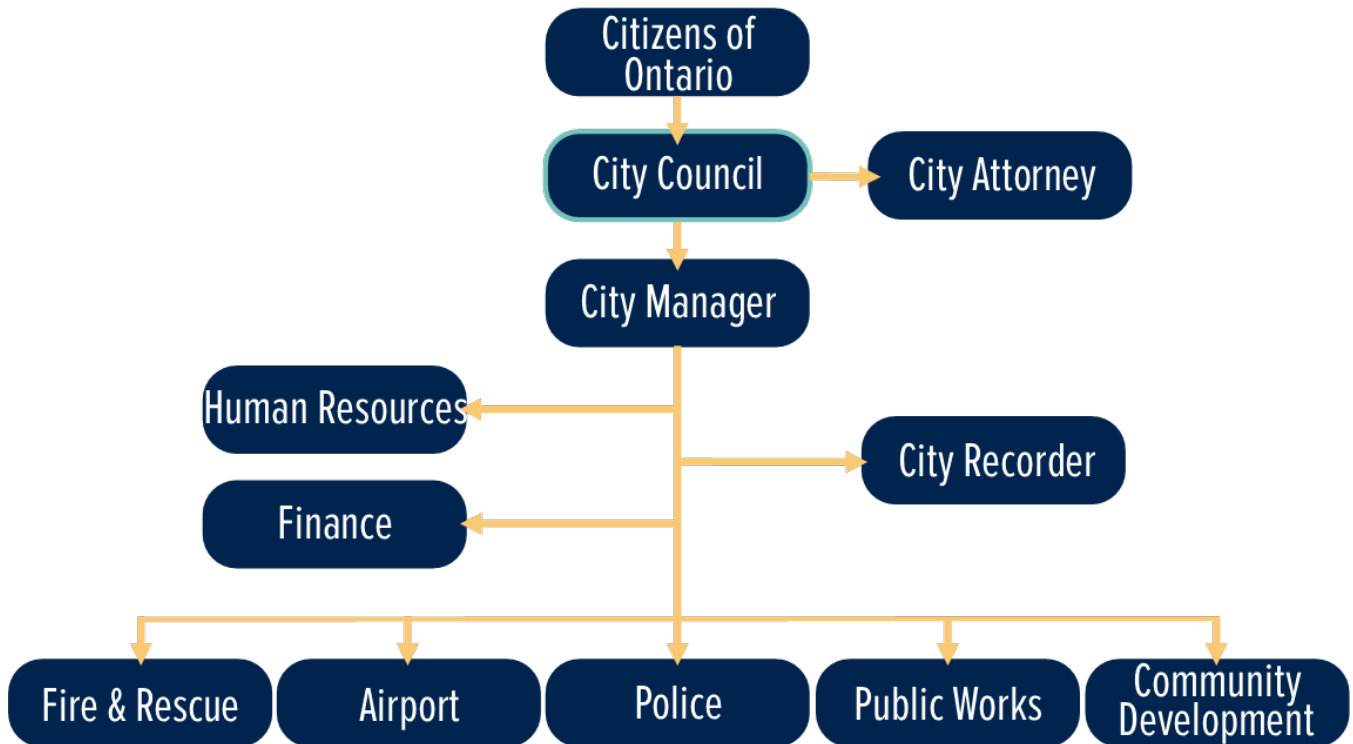
Section 5: General Fund



Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
MATERIALS & SERVICES							
BACK ENTRANCE FAÇADE GRANTS	-	-	-	25,000	-	-	-
DESERT SAGE EVENT CENTER	5,000	-	14,015	-	-	-	-
FAÇADE GRANT	-	-	25,000	20,000	20,000	20,000	20,000
HOMELESS APPROPRIATION	-	-	15,000	-	-	-	-
MARIJUANA YOUTH EDUCATION	-	-	5,000	15,000	15,000	15,000	15,000
MCOA FLOORING	-	-	-	7,500	-	-	-
MEALS ON WHEELS DONATION	-	-	-	15,000	-	-	-
ONTARIO PROMISE	-	-	-	100,000	100,000	100,000	100,000
POVERTY TO PROSPERITY DONATION	5,000	-	5,000	-	-	-	-
RECREATION DISTRICT	-	-	250,000	250,000	250,000	250,000	250,000
SCHOOL GRANT	-	-	10,000	20,000	15,000	15,000	15,000
SECURITY MATCHING GRANT	-	-	25,000	20,000	20,000	20,000	20,000
SIDEWALK INCENTIVE PROGRAM	-	-	-	100,000	50,000	50,000	50,000
SREDA PROGRAM CONT	10,000	10,000	10,000	10,000	10,000	10,000	10,000
TATER TOT FESTIVAL	-	-	5,000	5,000	5,000	5,000	5,000
TRANSIT PROGRAM CONTRIBUTION	10,000	10,000	15,000	15,000	15,000	15,000	15,000
MATERIALS & SERVICES TOTAL	\$ 30,000	\$ 20,000	\$ 379,015	\$ 602,500	\$ 500,000	\$ 500,000	\$ 500,000
Grand Total	\$ 30,000	\$ 20,000	\$ 379,015	\$ 602,500	\$ 500,000	\$ 500,000	\$ 500,000

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City Council



Description

The Ontario City Council is the elected governing body for the City of Ontario. As such, they set strategic direction and policy for the organization. The City Manager is the agent of the City Council that carries out the policies and the strategic direction of services. The City Council annually approves a budget, which is prepared by the City Manager with a recommendation from the Budget Committee. The City Council appoints individuals to boards and commissions of the City Council, such as the Public Works Committee, Airport Committee, and the Planning Commission.

Accomplishments

- Revised the Ontario City Council Strategic Plan.
- Held the “If I Were Mayor” contest for Ontario students.
- Council created an ad hoc committee in 2021 to give recommendations regarding code enforcement in Ontario.
- Council created an ad hoc committee in 2021 to give recommendations regarding the City Charter in Ontario. Their recommendations have been approved for ballot vote in May 2022.
- The city worked with community partners to sponsor the 2021 Tater-Tots Festival.

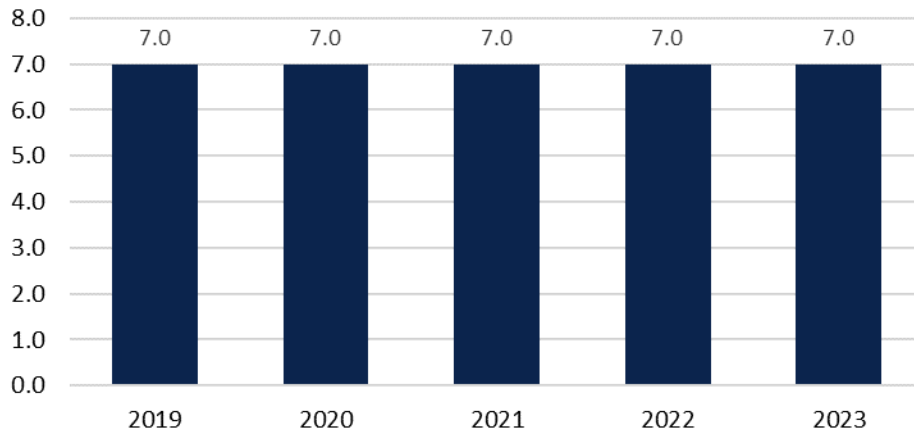
Section 5: General Fund

- Council approved a contract with GGLO for the Downtown Attraction design.
- Council approved the Ontario Promise program in January 2022 to fund education savings accounts for Ontario K-12 students.

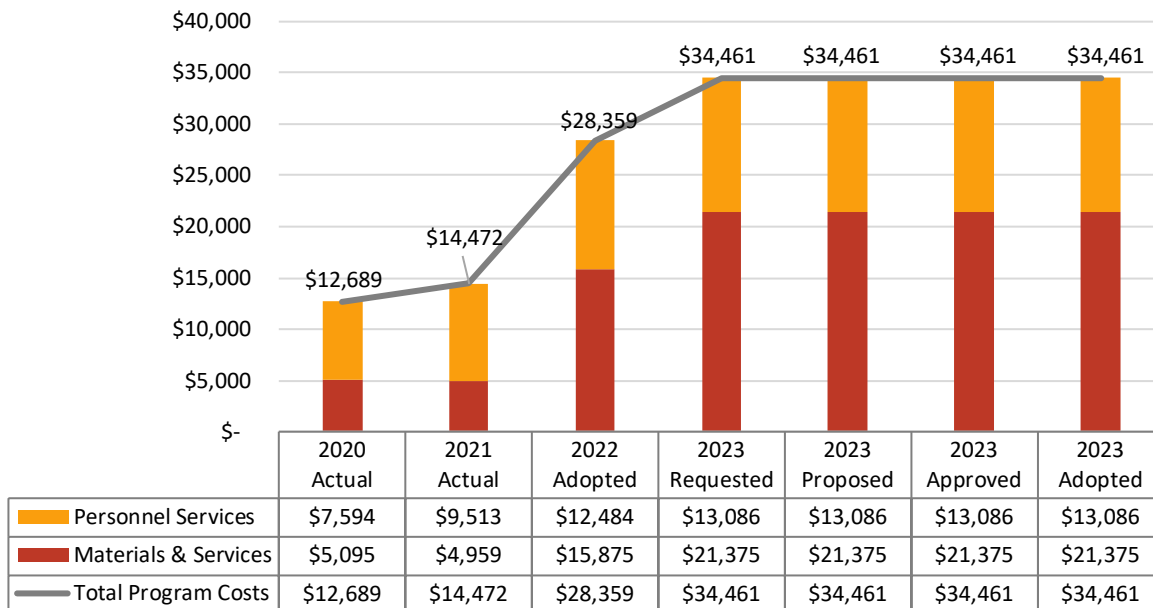
Budget Adjustments

- No substantial changes, similar to prior year.

City Council FTE History



City Council Expenditures



Section 5: General Fund



Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
PERSONNEL SERVICES							
PART TIME EMPLOYEES	6,900	8,650	11,400	11,400	11,400	11,400	11,400
SOCIAL SECURITY	528	662	873	873	873	873	873
WORKMAN'S COMPENSATION	166	201	211	813	813	813	813
PERSONNEL SERVICES TOTAL	\$ 7,594	\$ 9,513	\$ 12,484	\$ 13,086	\$ 13,086	\$ 13,086	\$ 13,086
MATERIALS & SERVICES							
DATA PROCESSING	265	473	1,300	1,300	1,300	1,300	1,300
DONATIONS & OTHER CONTRIBUTION	718	379	2,500	2,500	2,500	2,500	2,500
GENERAL SUPPLIES & MAINTENANCE	-	-	500	500	500	500	500
MEETING MEAL EXPENSE	129	173	700	700	700	700	700
OFFICE MACHINE CONTRACT	-	-	275	275	275	275	275
OFFICE SUPPLIES	221	921	300	300	300	300	300
PETROLEUM SUPPLIES	-	-	100	100	100	100	100
POSTAGE	-	-	200	200	200	200	200
PRINT / AD / RECORD	1,292	2,764	1,000	5,000	5,000	5,000	5,000
PROFESSIONAL DEVELOPMENT	2,470	139	9,000	9,000	9,000	9,000	9,000
SCHOLARSHIPS	-	-	-	1,500	1,500	1,500	1,500
UNEMPLOYMENT CLAIMS	-	109	-	-	-	-	-
MATERIALS & SUPPLIES TOTAL	\$ 5,095	\$ 4,959	\$ 15,875	\$ 21,375	\$ 21,375	\$ 21,375	\$ 21,375
Grand Total	\$ 12,689	\$ 14,471	\$ 28,359	\$ 34,461	\$ 34,461	\$ 34,461	\$ 34,461

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Business Registrations

Description

In fiscal year 2015-16, the City of Ontario adopted Ordinance #2702-2015, requiring each business within the Ontario city limits to register with the city. This is not a license, but rather a registration process that will provide important information to the city's public safety personnel. Currently, the city has 226 businesses registered, 15 more than the previous year.

As a benefit, the city lists registered businesses on our website.

Budget Adjustments

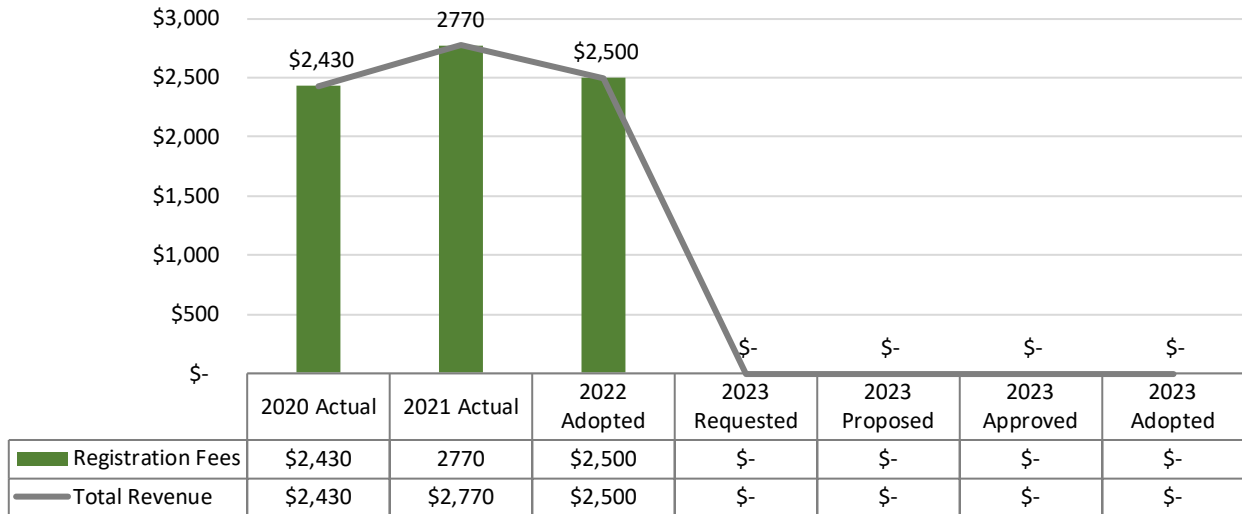
- The City Council approved to no longer charge for business registrations; it is voluntary.

Registrations

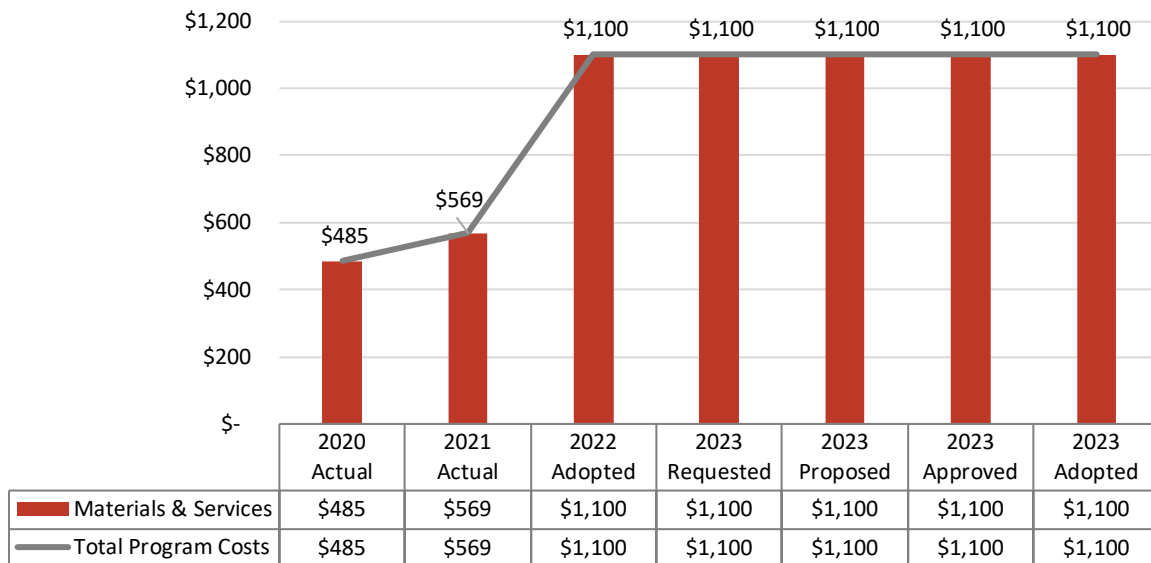
Registrations for this program are presented by calendar year as renewals are completed in January.

Indicator	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Projected
New Registrations	52	45	48	48	37	35
Renewals	70	132	138	163	188	160
Total Registrations	122	177	186	211	225	195

Business Registration Revenues



Business Registration Expenditures



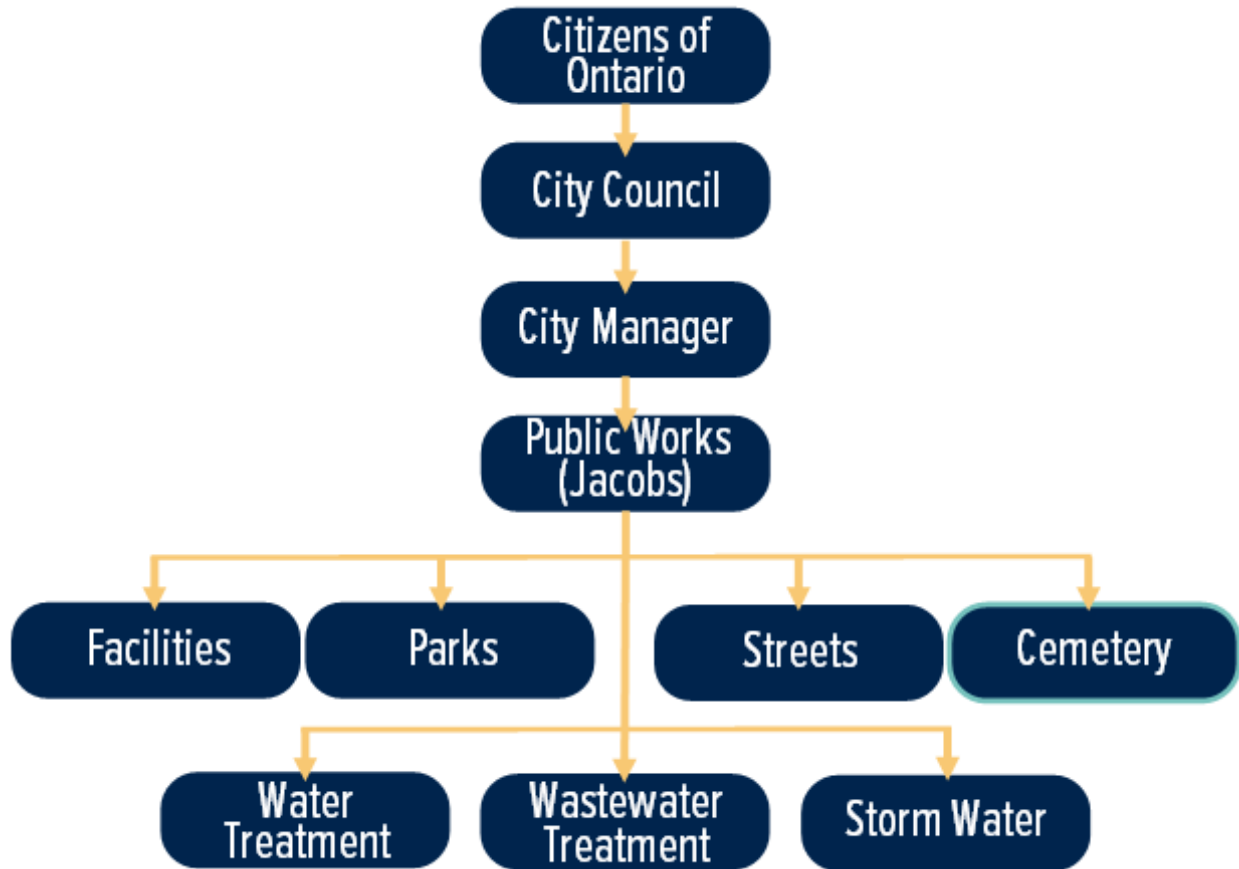
Section 5: General Fund



Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
GENERAL REVENUE							
BUSINESS REGISTRATION REVENUE	2,430	2,770	2,500	-	-	-	-
Grand Total	\$ 2,430	\$ 2,770	\$ 2,500	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICES							
GENERAL SUP & MAINT	245	310	750	750	750	750	750
POSTAGE	240	260	350	350	350	350	350
MATERIALS & SERVICES TOTAL	\$ 485	\$ 569	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100
Grand Total	\$ 485	\$ 569	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100

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Cemetery



Description

The Cemetery Department is responsible for all the care and maintenance of the two cemeteries owned by the city. Jacobs provides direct oversight and operation including maintenance of the Sunset and Evergreen cemeteries. The scope includes mowing, watering, and general landscape. Also included are grave excavation and cemetery management services.

Objectives and Performance Measures

Objectives

- Install a second columbarium by FY 2024-2025 to increase the sustainability of the cemetery.
- Create the cemetery master plan to maximize space availability in FY 2023-2024.

Section 5: General Fund

Accomplishments

- Provided grass trimming around tombstones.
- Installed the city’s first columbarium providing additional burial services for Ontario.

Strategic Impact

- Beautification- Our cemeteries play an important role for beautification. Much like our parks, the cemeteries provide a quiet, green space for our residents to enjoy. Maintaining the beauty of our cemeteries is a high responsibility as we wish to provide peaceful and well-kept grounds for residents to pay their respects to their loved ones.

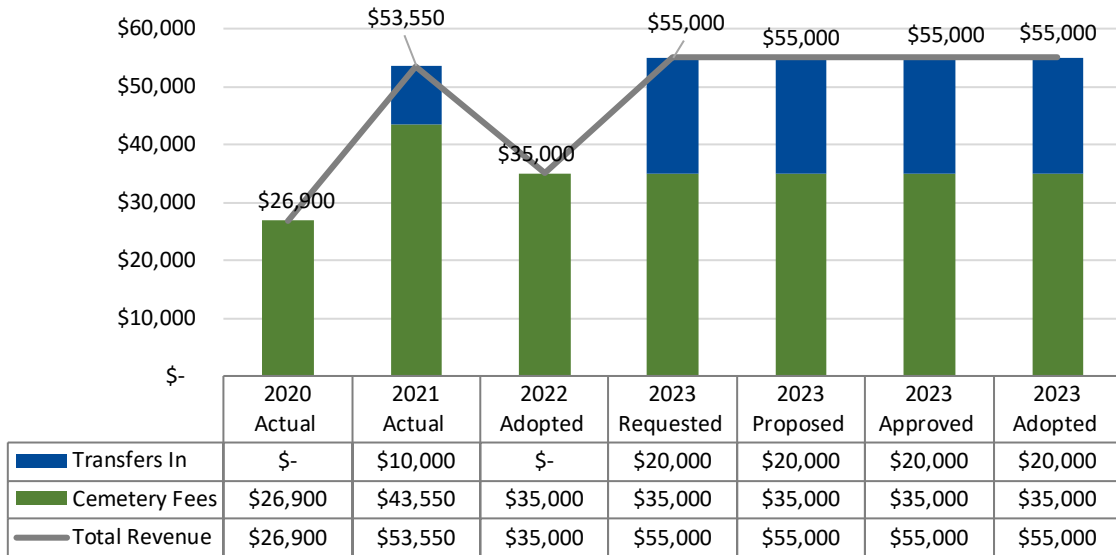
Key Indicators

Indicator	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Projected
Burials	79	75	44	61	60

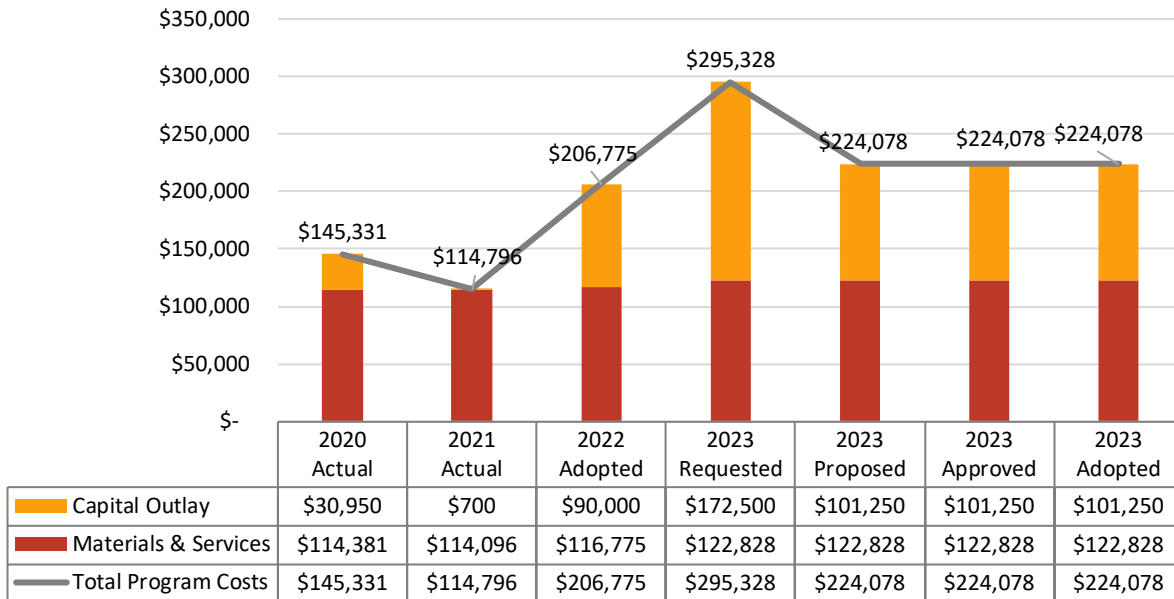
Budget Adjustments

- The Jacobs contract increased by 5%.
- A \$40,000 project is budgeted at the Evergreen Cemetery to finish up the underground sprinkler system that was mostly finished in 2021-2022
- A metal equipment shed to take care of the City’s equipment investment is budgeted at \$47,500.

Cemetery Revenues



Cemetery Expenditures



Section 5: General Fund

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
CEMETERY REVENUES							
CEMETERY PERP REV - FUND 001	\$ -	\$ 10,000	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
CEM-OPENING & CLOSING SPACES	26,900	43,550	35,000	35,000	35,000	35,000	35,000
MISC CEMETERY REVENUE	-	-	-	-	-	-	-
Grand Total	\$ 26,900	\$ 53,550	\$ 35,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000
MATERIALS & SERVICES							
CONTRACT SERVICES	112,791	113,937	116,740	122,793	122,793	122,793	122,793
POSTAGE	22	23	25	25	25	25	25
REFUND	403	125	-	-	-	-	-
RETIREMENT	1,159	-	-	-	-	-	-
TELEPHONE	5	11	10	10	10	10	10
MATERIALS & SERVICES TOTAL	\$ 114,381	\$ 114,096	\$ 116,775	\$ 122,828	\$ 122,828	\$ 122,828	\$ 122,828
CAPITAL OUTLAY							
CEMETERY MASTER PLAN	-	-	-	50,000	-	-	-
COLUMBARIUM	-	7,000	-	-	-	-	-
METAL SHED	-	-	-	47,500	47,500	47,500	47,500
UNDERGROUND IRRIGATION	-	-	90,000	40,000	40,000	40,000	40,000
VEHICLE PURCHASE	24,321	-	-	-	-	-	-
CAPITAL OUTLAY TOTAL	\$ 30,950	\$ 7,000	\$ 90,000	\$ 172,500	\$ 101,250	\$ 101,250	\$ 101,250
Grand Total	\$ 145,330	\$ 121,096	\$ 206,775	\$ 295,328	\$ 224,078	\$ 224,078	\$ 224,078

Community & Economic Development



Description

The Community and Economic Development Department is responsible for the planning, building oversight, and economic development of the city. This includes development review, land use action processing, zoning ordinance enforcement, comprehensive plan and zoning ordinance review and updates, and building code enforcement, and updates.

The Community Development Center:

- Plans, organizes, and administers economic development/marketing activities for business expansion, attraction, and job development.
- Pursues leads and promotes Ontario as a good place to do business, serving as the sole point of contact. Our “one-stop-shop” ensures that prospective businesses and developers are receiving timely permits and city services in an efficient and customer-friendly manner.
- Communicates official plans, policies, and procedures to staff and to the public.
- Makes presentations to fellow employees, City Council, civic groups, and to the public.
- Works with department directors and managers on selected projects as assigned by the City Manager.

- Answers public questions regarding construction and development within the city and Urban Growth Area (UGA) and assists in the preparation of the Building Department budget.
- Ensures that city, county, and Oregon state regulations are being followed.
- Meets with prospective developers and businesses, outlining the advantages of becoming a part of the Ontario community, and working with other Economic Development Agencies within the Treasure Valley to promote a healthy community.
- Assists in the preparation and administration of the Community Development/Planning Division budget.
- Assists the City Council, Planning Commission, residents, developers, contractors, business owners and other public agencies with land-use actions, planning policies, planning and zoning codes, building codes, permits, and procedures.

Objectives and Performance Measures

Objectives

1. Support a diverse economy to provide family jobs, employment for youth, and a positive environment for business creation.
2. Recognize value-added processing that contributes positively to economic well-being in all areas of production.
3. View agriculture as a crucial segment of the economy, utilizing both traditional production and alternative methods in support of a strong industry.
4. Encourage local financial institution and private investor collaboration and utilizing government economic development programs to promote small business growth, while supporting sustainable operations.
5. Build a flourishing, low-impact tourism collaboration to support the success of local businesses in the lodging, retail, and restaurant industries.

Accomplishments

- Planning actions for the fiscal year 2020-21 included **48** planning actions: similar to the **49** actions from the fiscal year of 2019-20.
- For the calendar year of 2021, staff received **35** new Land Use Applications: continuing the surge of growth and development in the city.
- Marijuana shops in Ontario made up 9.4% of the state's \$1.2 billion dollar sales for 2021. Adding to Ontario's tax base and growth, sales in Malheur County increased by 21.3%. Collectively, adult-use and medical sales last year topped \$111 million in the county.
<https://www.bizjournals.com/portland/news/2022/01/04/2021-oregon-county-cannabis-sales.html>
- "In 2020, Malheur County sales of retail marijuana crested at over \$90 million, becoming the state's per-capita cannabis sales leader for the year." <https://www.malheurenterprise.com/posts/9191/new-marijuana-shops-signal-pot-economy-in-ontario-is-still-going-strong>
- Currently, **nine** Retail Marijuana Facilities are licensed and operating within city limits. In FY20-21, **eleven** structural permits were issued for retail marijuana sites. In 2021, **two** sites were under construction, with a **half dozen** more locations under review for businesses (for a total of **17** sites).

- Ontario’s housing shortage continues. Efforts by staff to update the municipal codes were successful. Oregon House Bill 2001 required changes to duplex housing and manufactured homes. The HNA grant from DLCD is now completed. Staff accomplished the following:
 - the Ontario Housing Needs Analysis report
 - the Residential Buildable Lands Inventory and Policy Recommendations
 - the 2021 Housing Report, intended as a background
 - the adoption of city Ordinance #2790-2021
 - Amendments completed for Ontario Municipal Code Title 10 and 10-A
 - Updates completed for the Ontario Comprehensive Plan
 - A new, 20-year aspirational population forecast of **3,481** new residents
 - A new housing projection of **1,493** new dwelling units needed in the city
 - An estimate of **587** acres of buildable land (vacant or partially developed lots)
- Efforts also continue to provide low-income housing. One example is the **PCCC Housing Project**, which construction is underway on the former Presbyterian care center. The renovations continue for these new housing units.
- Construction also is happening on the east side of Interstate 84. This 70-unit townhouse complex (Nascosto-affordable housing) had their permitting completed in 2021.
- The planning and permitting process was also completed for the newly constructed **River Point RV Park**. This includes **176** RV stalls built, along with a clubhouse and sports courts.
- Since the inception of the **Ontario Housing Incentive Program** in 2017, the city has offered cash incentives for new housing construction projects. In the calendar year of 2021, **24** different housing applications have been received. This makes a total of **43** housing construction projects over the life of the program.
- **Two** new residential housing subdivisions: Harris Heights is 20 lots and Mayberry Subdivision is 36 lots are either under construction or completed in calendar year 2021.
- Updates to city municipal code have been completed through the ODOT TGM Grant. In 2021, development for the citywide **Active Transportation Plan** was updated, as was the **East Idaho Avenue Refinement Planning**.
- Staff and consultants worked to extend the \$600,000 Brownfield grant. A full year extension was approved. The final nine months will still provide nearly \$200,000 in funding. Staff completed studies and reports on **six** facilities, Phase I ESAs, as well as outreach with the City of Vale to various property owners.
- Community Development staff continue to work with over **33** Economic Development Projects. Staff also successfully focused on the following:
 - **Project Build Ontario** - **23** different housing applications in 2021
 - **Project Westpark** – to add businesses and housing on the West Park Plaza Mall
 - A Geotech study is underway for 21-year lease for **Project Affordable Sun**
 - **Project PNW** – 100-acre distribution center
 - Project Vet is now **Mayberry Subdivision**, for retired demographic housing
 - **Project Tomiyoshi** – 56-acre mixed-use property was sold to the developer
 - **Project Plus** – Food processing for 500-600 employees

- **Project Grand Prix** – Industrial manufacturing for 150-200 employees
 - **Project Otis** – 16-acre property
 - **Project Guild Gold** – 100–200-acre manufacturing for 200-300 employees
 - Gazebo installation completed at Moore Park downtown
- In 2021, staff scheduled **33** various **Preliminary Design Advisory Committee** meetings for proposed project ideas and proposed developments.
 - Staff responded to literally hundreds of phone calls, text messages, emails, and walk-in contacts. They address questions on planning and building, as well as complaints dealing with code issues and land use.
 - In the Fiscal Year 2020-21, our staff has reviewed and processed **414** different structural and mechanical building permits (with construction values of nearly **\$50.4 million**).
 - For calendar year 2021, the Building Department collected a total of **\$483,479** in permitting fees. This construction added millions of dollars in site development values, for the city tax base.
 - Funding approved by the Budget Committee helped support two additional positions for the Community Development Center. A contract employee was secured for building inspections. A part-time Planning Technician assists the Community Development Director in his efforts, attends the Planning Commission Meetings, and continues the work of digitizing and archiving our planning documents in storage. This will allow future electronic access to these older files and to free up needed storage space.
 - Part-time staff have also assisted with outreach endeavors, grant requirements, public meetings, and data management. Planning and Building project demands can be delegated to this position.

Strategic Impact

- Desirability- Updated city codes to meet current living standards, while considering citizens' concerns and needs has made Ontario a very desirable community to live in.
- Education- Staff works daily with the public to explain city codes and development regulations as well as held several community outreach meetings to help educate the community on the changing times and current issues at hand.
- Lifestyle- Staff was part of getting the new splash pad built and opened as well as working on getting several pathways designed and easements obtained. There have been several new commercial businesses open in the community adding to the Ontario lifestyle.
- Beautification- Staff updated the historical building codes within the community as well as working closely with Revitalize Ontario. The Façade Grant Program was completed this year adding beautification to the downtown area. Staff has been working with Alameda Elementary School on the beautification of East Idaho Avenue as well as working with ODOT staff in getting this accomplished.
- Growth- Staff has worked with many new businesses adding to the tax base of Ontario; approved nine Housing Incentive applications, adding nine new homes to Ontario. Eleven annexations were completed last year adding to the Ontario's tax base and buildable land within the city.

Section 5: General Fund

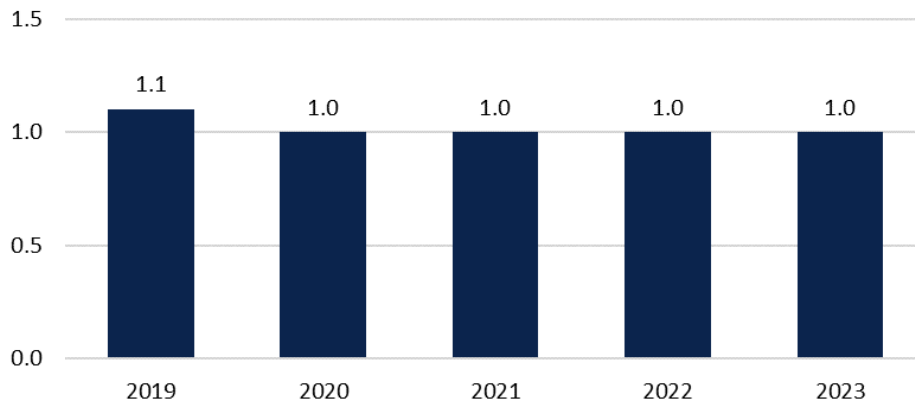
Key Indicators

Indicator	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/2021 Actual	2021/22 Actual/Target	2022/23 Projected
Subdivisions	0	0	1	4	0/2	2
Comprehensive Plan Amendments	0	0	0	0	0/2	1
Rezones	0	1	1	4	0/2	3
Lot Line Adjustments	1	3	3	7	2/4	3
Variances	1	5	5	3	0/2	1
Conditional Use Permits	3	17	17	8	3/5	3
Annexations	2	8	8	3	2/3	3
Temporary Use Permits	2	2	2	3	1/3	2
Partitions	3	8	8	2	2/3	4
Zone Code Amendments	2	2	2	0	0/3	2
Site Developments	5	9	9	4	1/8	6
Grants	0	0	0	0	0/1	1
Economic	1	0	0	0	0/1	1
Appeals	0	0	0	0	0/0	0
Vacations	1	0	0	2	0/2	2
Non-Conforming Uses	1	0	0	0	0/0	1
Right of Ways	0	1	1	0	0/1	2
Urban Growth Area-UGA	0	1	1	0	0/1	1
Public Easements	NA	NA	NA	1	0/5	2
Total Land Use Actions-Fiscal Year	22	58	47	46	11/48	40
Housing Incentive Applications	4	3	8	9	23/30	25

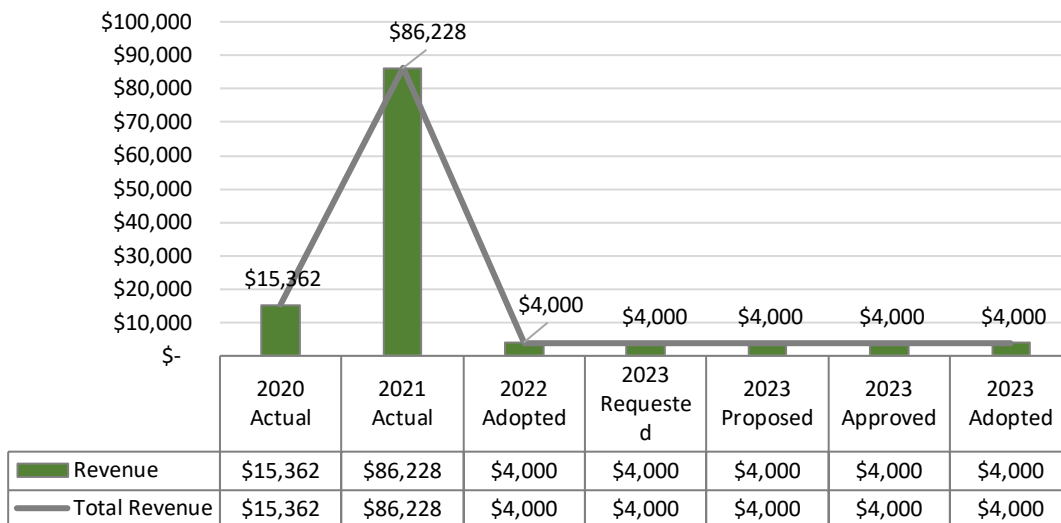
Budget Adjustments

- The Professional Services line item added \$8,000 to assist with issues as needed.
- The community development department will continue to contract with American Staffing for clerical assistance.

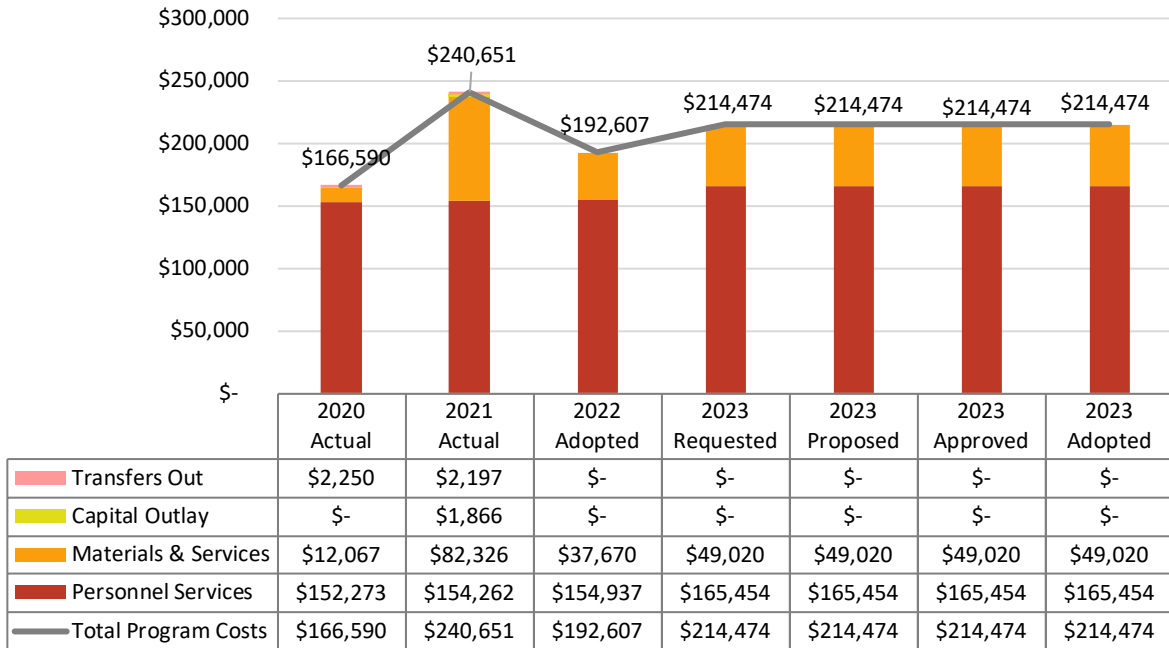
Community & Economic Development FTE History



Community Development Revenues



Community Development Expenditures



Section 5: General Fund



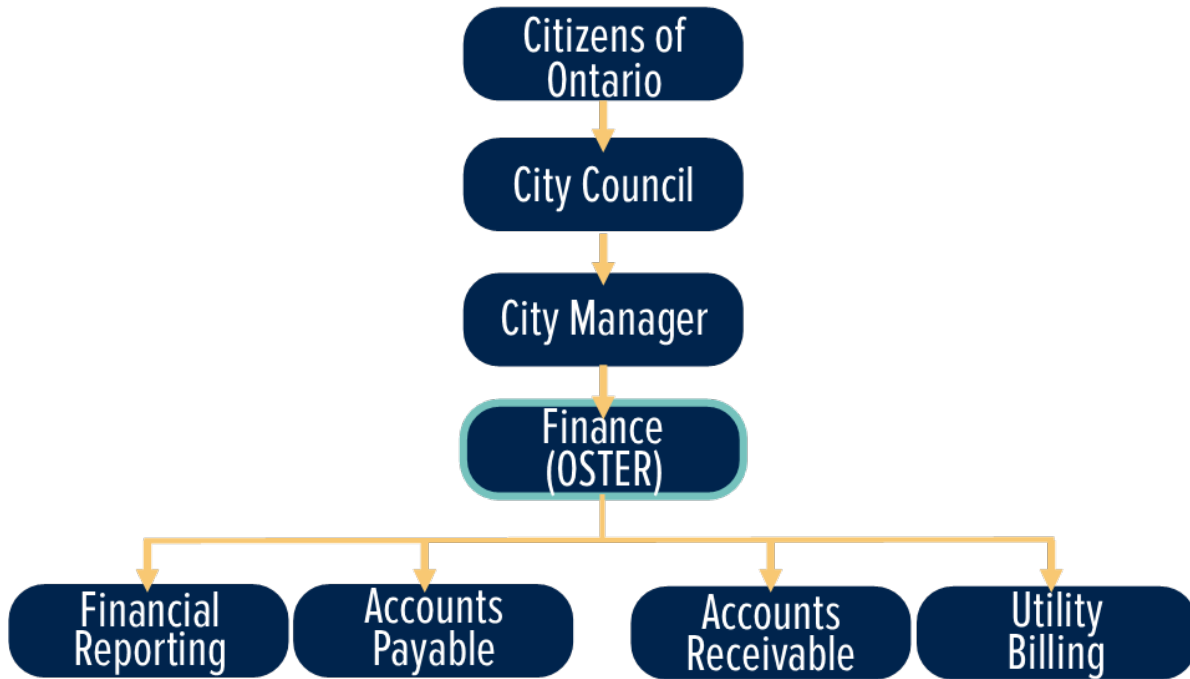
Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
COMMUNITY DEVELOPMENT REVENUES							
APPLICATION FEES	-	600	-	-	-	-	-
COMM DEV GRANTS	-	50,000	-	-	-	-	-
P & Z HEARINGS	15,362	13,628	4,000	4,000	4,000	4,000	4,000
WAYFINDING GRANT	-	22,000	-	-	-	-	-
Grand Total	\$ 15,362	\$ 86,228	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
PERSONNEL SERVICES							
DEFERRED COMPENSATION	1,530	1,530	1,530	1,530	1,530	1,530	1,530
MEDICAL INSURANCE CO-PAY	16,799	17,076	16,571	19,159	19,159	19,159	19,159
RETIREMENT	30,507	30,807	33,110	34,975	34,975	34,975	34,975
SOCIAL SECURITY	7,107	7,193	7,359	7,768	7,768	7,768	7,768
VACATION/SICK BUYOUT	2,954	4,453	2,027	2,136	2,136	2,136	2,136
WAGES & SALARIES	92,010	91,580	92,637	97,872	97,872	97,872	97,872
WORKMANS COMP	1,366	1,622	1,703	2,014	2,014	2,014	2,014
PERSONNEL SERVICES TOTAL	\$ 152,273	\$ 154,262	\$ 154,937	\$ 165,454	\$ 165,454	\$ 165,454	\$ 165,454

Section 5: General Fund

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
MATERIALS & SERVICES							
BUILDING MAINT & REPAIR	-	-	100	100	100	100	100
CELL PHONE	420	420	420	420	420	420	420
CONTRACT LABOR	5,971	17,106	20,000	23,000	23,000	23,000	23,000
DATA PROCESSING	-	-	250	600	600	600	600
DOWNTOWN CODE CHANGES	-	-	1,000	1,000	1,000	1,000	1,000
ECONOMIC DEVELOPMENT MARKETING	490	-	1,000	1,000	1,000	1,000	1,000
FUEL	167	72	600	600	600	600	600
GENERAL SUPPLIES	142	333	900	900	900	900	900
OFFICE MACHINE CONTRACTS	1,411	1,614	2,000	2,000	2,000	2,000	2,000
OFFICE SUPPLIES	838	626	600	600	600	600	600
POSTAGE	152	178	800	800	800	800	800
PRINT / AD / RECORD	1,610	1,939	2,000	2,000	2,000	2,000	2,000
PROFESSIONAL DEVELOPMENT	867	38	6,000	6,000	6,000	6,000	6,000
PROFESSIONAL SERVICES	-	60,000	2,000	10,000	10,000	10,000	10,000
WAYFINDING PROJECT	-	-	-	-	-	-	-
MATERIALS & SERVICES TOTAL	\$ 12,067	\$ 82,326	\$ 37,670	\$ 49,020	\$ 49,020	\$ 49,020	\$ 49,020
CAPITAL OUTLAY							
SCANNER	-	1,866	-	-	-	-	-
CAPITAL OUTLAY TOTAL	\$ -	\$ 1,866	\$ -	\$ -	\$ -	\$ -	\$ -
TRANSFERS OUT							
TRANSFER TO PERS RESERVE	2,250	2,197	-	-	-	-	-
TRANSFERS OUT TOTAL	\$ 2,250	\$ 2,197	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 166,590	\$ 240,651	\$ 192,607	\$ 214,474	\$ 214,474	\$ 214,474	\$ 214,474

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Finance



Description

The Finance Department is responsible for the control of all financial activities of the city, including the disbursement of financial resources, ensuring adequate resources are available, and recording and invoicing financial resources. The city contracts with Oster Professional Group, CPA’s, to manage the Finance Department.

The Finance Department handles financial reporting, Accounts Payable, Accounts Receivable, and Utility Billing.

Objectives and Performance Measures

Accomplishments

- Unmodified independent auditor’s report.
- Provide accurate monthly reports to departments and City Council.
- Helped administer pass-through grants and housing incentive programs for the Eastern Oregon Border Board.
- Set up a new system to take utility payments over the phone.

Section 5: General Fund

Strategic Impact

- Desirability- Strategy 3, explore funding opportunities, is a constant focus of the Finance Department. This includes creating cost-effective processes. A good example is last year’s utility billing postcards, which generates savings on printing costs each month from the former method.

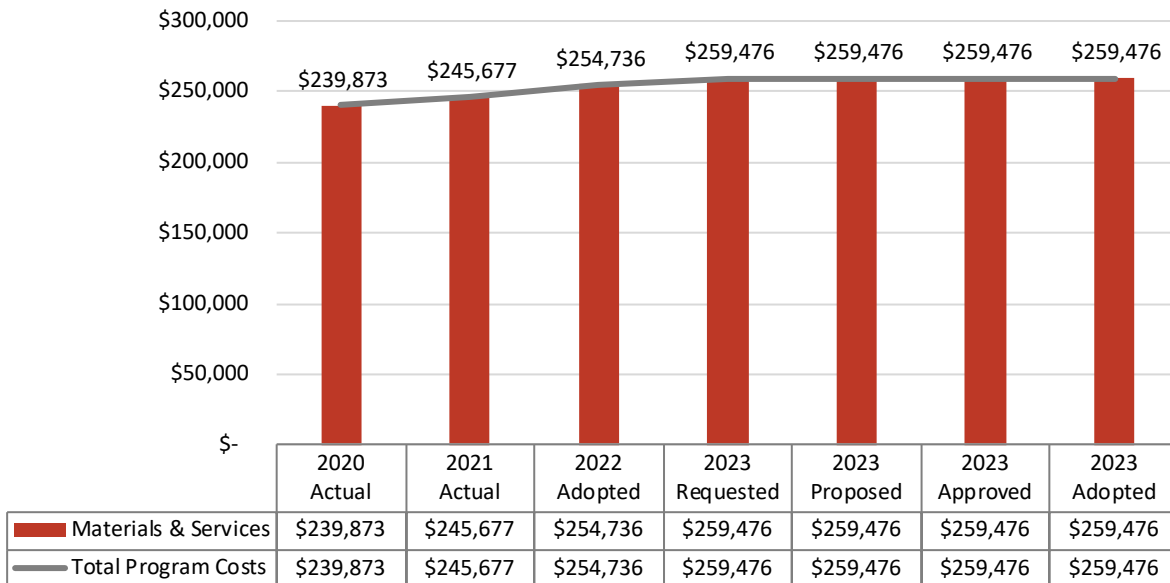
Key Indicators

Indicator	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Projected
Number of Accounts Payable Checks	1,657	1,449	1,539	1,310	1,498	1,400
Number of W-2's Issued	92	116	96	86	84	90
1099's Issued	19	25	23	62	42	45

Budget Adjustments

- Oster’s contract increased by 3%

Finance Expenditures



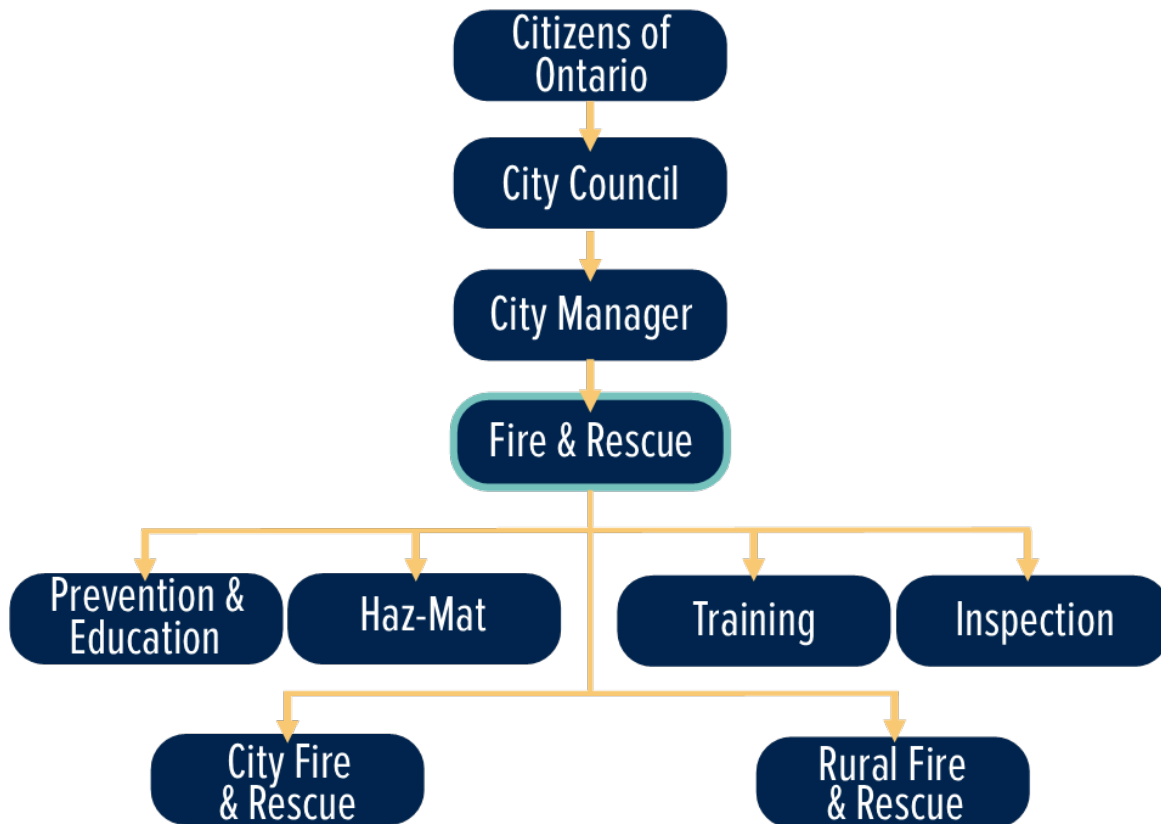
Section 5: General Fund



Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
MATERIALS & SERVICES							
CONTRACT SERVICES	218,379	223,402	228,901	233,326	233,326	233,326	233,326
DATA PROCESSING	20,854	21,666	24,335	24,650	24,650	24,650	24,650
GENERAL SUPPLIES & MAINT	-	-	-	-	-	-	-
PRINT / AD / RECORD	639	609	1,500	1,500	1,500	1,500	1,500
MATERIALS & SERVICES TOTAL	\$ 239,873	\$ 245,677	\$ 254,736	\$ 259,476	\$ 259,476	\$ 259,476	\$259,476
Grand Total	\$ 239,873	\$ 245,677	\$ 254,736	\$ 259,476	\$ 259,476	\$ 259,476	\$259,476

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Fire & Rescue



Description

The Fire Department’s main goal is to be able to serve the public safely, promptly, and professionally. The best way to do this is through education and preventing dangerous situations. We educate by getting out into the elementary schools twice a year. In the spring, along with the Bureau of Land Management, we focus on outside-type fires with second graders, but still get the message out there on all fire safety. In the fall, during fire prevention month, we visit the schools again to teach the first graders. We also provide education at several community events during that time of year. In addition, we educate the public on having good defensible space around their properties to protect from fire spread.

Our annual smoke detector program supplies and installs detectors for those in our area that have a need. This gives us a great opportunity to educate them as well. We host weekly training for staff, and host numerous other training classes for all departments in the Snake River Fire Association.

The department is there to respond to about any type of emergency. Medical emergencies are the greatest amounts of calls at approximately 85 percent, followed by fire calls then Haz-Mat calls. Haz-Mat response is of great importance to Malheur, Baker, and Harney counties. There are many highways, railroads, and waterways that

Section 5: General Fund

have great potential for disastrous exposures to the environment if there is a release of hazardous materials. Ontario is the only Haz-Mat unit on the eastern side of Oregon, with Hermiston being the next closest.

Strategic Impact

- Desirability- Desirability often starts with feeling safe. Staff trains each week to stay current with firefighting skills and techniques. The department also retains a response time within the critical window. The funding strategy under desirability also focuses on ensuring staff is well equipped.
- Education- Firefighters spend many hours in the community visiting schools or inviting schools to tour the fire station. Firefighters teach students and families the importance of fire safety and provide educational materials.
- Lifestyle- The department has worked with Malheur County health department and many other community partners to assist with the physical well-being of our community during this pandemic by assisting and providing a site for both testing and vaccines for the Covid-19.

Objectives and Performance Measures

Objectives

- Increase the public education to children equal to or greater than the pre-Covid 2019 levels.
- Increase the number of annual commercial inspections to a level greater than 100 per year.
- Attain a compliance level of 85% or greater on all annual commercial inspections conducted.
- Increase the number of annual smoke detector inspections to a level equal to or greater than the pre-Covid 2019 levels.

Accomplishments

- Station tours: 4
- Community events: 64
- Rural fire calls: 95 Rural medical calls: 198
- City fire calls: 264 City medical calls: 2,122
- Haz-Mat calls: 1
- Burn permits issued: City 50 Rural 471
- Smoke Detector campaign: 15 installations.
- Training events: 96 (Weekly drills, CPR recertification, EMS classes, Eastern Oregon EMS Conference, Physical agility exercise, Code and Plan review at National Fire Academy, Haz-Mat awareness taught at Baker County.)
- Commercial inspections: 79
- Former Public Works Facility will be developed into a Public Safety Training Facility for first responders from Ontario and around the region.

Section 5: General Fund

Key Indicators

Indicator	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Projected
Total Call Volume	2,468	2,300	2,478	2,406	2679	2550
Total Medical Call Volume	2,096	1,982	2,125	2,094	2320	2200
Total Fire Call Volume	368	318	349	312	359	350
City Response Times	5:15	5:45	5:37	5:41	5:39	5:40
Children Reached through Public Education	875	900	586	*0	163	350
Smoke Detector Visits	253	250	192	30	15	60
Commercial Inspections	92	95	78	12	79	80
Commercial Inspection Compliance	^	^	^	^	^	85%

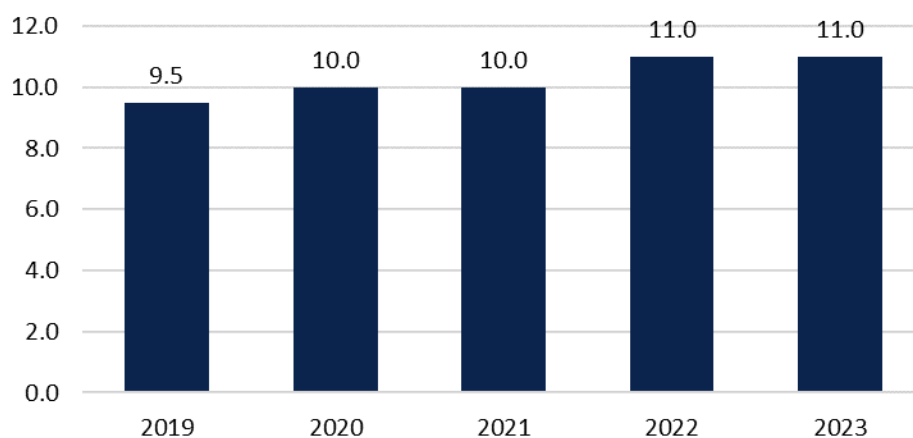
*Fire & Rescue ceased station and school visits due to the COVID-19 pandemic.

^Data not compiled

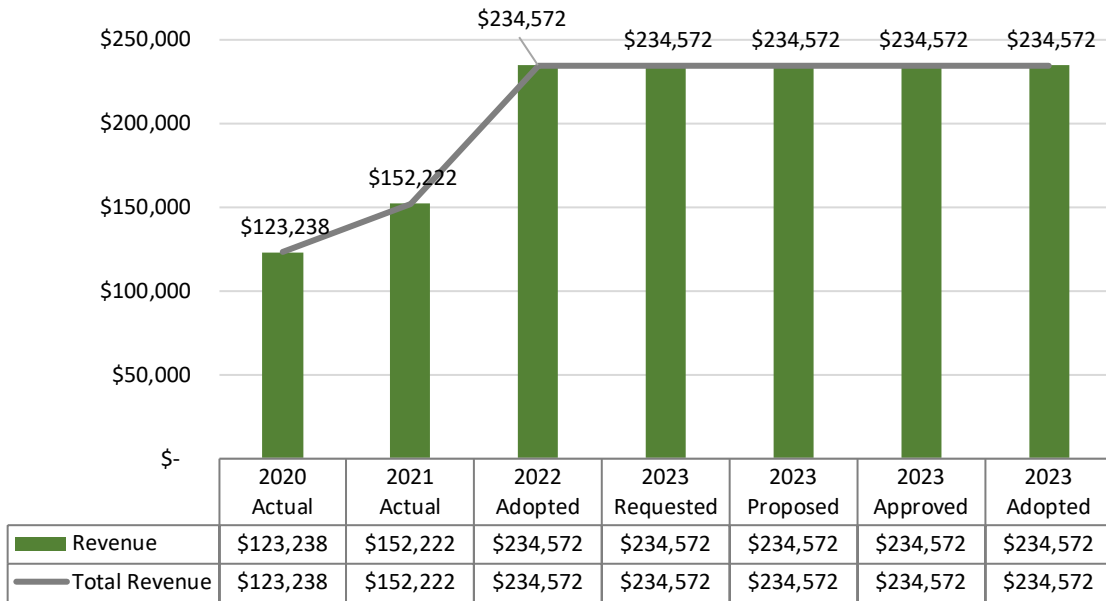
Budget Adjustments

- There is an increase in salaries due to union contract increases and performance evaluation increases.
- Continue to budget for additional firefighter FTE; this is contingent on the rural contract negotiations.
- The fire department is budgeting \$50,000 for a new supervisor vehicle.

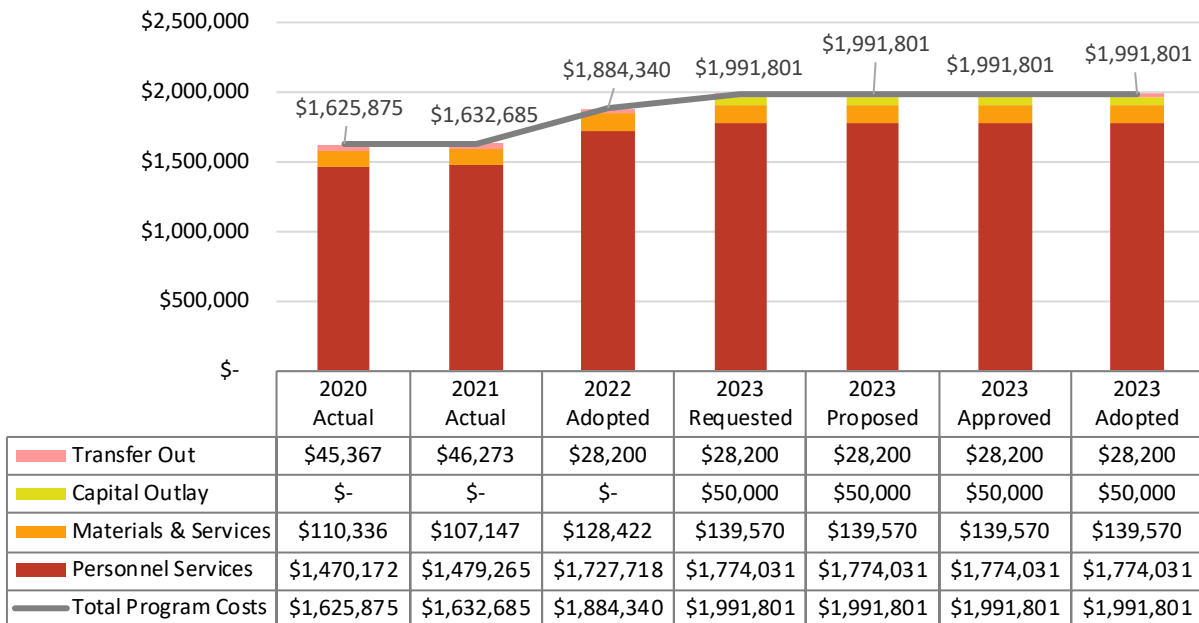
Fire & Rescue FTE History



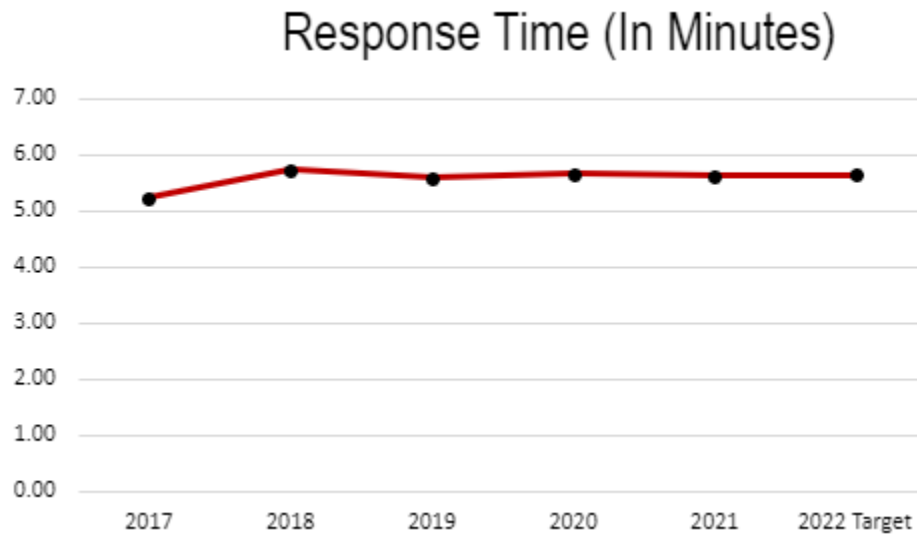
Fire & Rescue Revenues



Fire & Rescue Expenditures



Section 5: General Fund



Critical response time is between 4-6 minutes. Ontario Fire & Rescue continues to maintain a response time within this range.

Section 5: General Fund

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
FIRE REVENUES							
ASD REIMBURSEMENT	7,800	7,375	5,000	5,000	5,000	5,000	5,000
FD-BURNING/BURN BARREL PERMI	930	790	1,000	1,000	1,000	1,000	1,000
HAZMAT REV	-	7,174	16,000	16,000	16,000	16,000	16,000
MISC FIRE REV	2,936	25,311	1,000	1,000	1,000	1,000	1,000
RURAL FIRE CONTRACT	111,572	111,572	211,572	211,572	211,572	211,572	211,572
Grand Total	\$ 123,238	\$ 152,222	\$ 234,572	\$ 234,572	\$ 234,572	\$ 234,572	\$ 234,572
PERSONNEL SERVICES							
DEFERRED COMPENSATION	1,800	1,800	1,800	1,800	1,800	1,800	1,800
EMPLR-PAID EMPLE BENEFITS	-	-	-	-	-	-	-
HAZ MAT WAGES	3,711	1,318	15,000	15,000	15,000	15,000	15,000
MEDICAL INSURANCE CO-PAY	212,398	221,386	262,817	268,340	268,340	268,340	268,340
OVERTIME	43,304	52,818	60,000	60,000	60,000	60,000	60,000
PART-TIME EMPLOYEES	64,248	58,010	80,375	80,375	80,375	80,375	80,375
RETIREMENT	246,144	250,681	282,242	289,792	289,792	289,792	289,792
RETIREMENT- EE SHARE	38,604	35,404	38,874	39,942	39,942	39,942	39,942
SOCIAL SECURITY	66,333	65,987	67,664	69,525	69,525	69,525	69,525
VACATION/SICK BUYOUT	19,729	2,874	20,070	20,579	20,579	20,579	20,579
WAGES & SALARIES	749,319	754,455	862,616	886,433	886,433	886,433	886,433
WORKMANS COMP	24,581	34,532	36,260	42,245	42,245	42,245	42,245
PERSONNEL SERVICES TOTAL	\$ 1,470,172	\$ 1,479,265	\$ 1,727,718	\$ 1,774,031	\$ 1,774,031	\$ 1,774,031	\$ 1,774,031

Section 5: General Fund



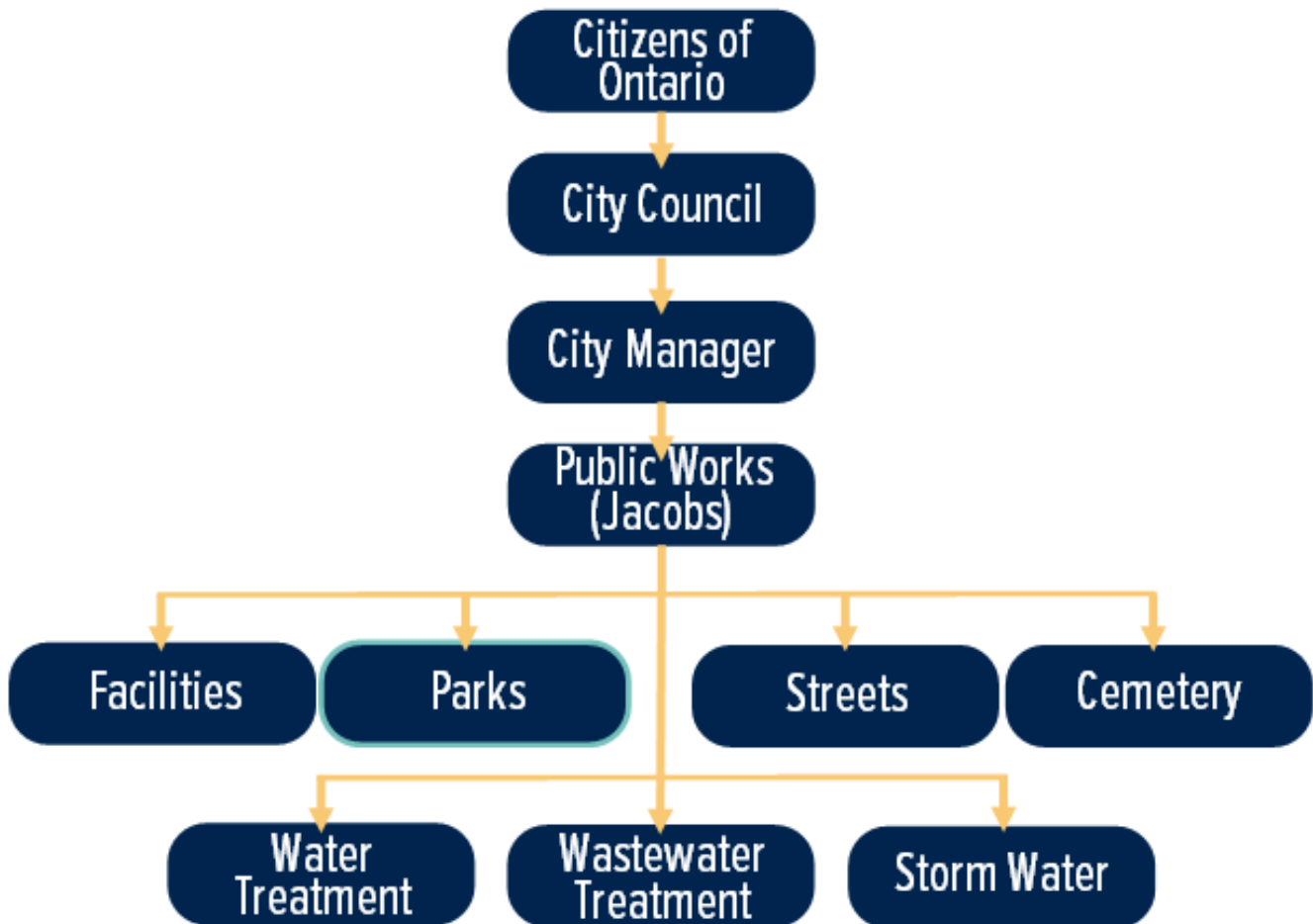
Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
MATERIALS & SERVICES							
AWARDS BANQUET	850	-	1,000	1,000	1,000	1,000	1,000
BLDG MAINT & REPAIR	1,943	358	1,000	1,000	1,000	1,000	1,000
CELL PHONE	2,757	1,896	2,490	2,490	2,490	2,490	2,490
CONTRACT LABOR	2,480	-	-	-	-	-	-
DATA PROCESSING	9,228	7,303	5,600	5,800	5,800	5,800	5,800
DISPATCHING SERVICES	34,495	30,291	30,213	38,770	38,770	38,770	38,770
EDUCATION SUPPLIES	407	100	1,000	1,000	1,000	1,000	1,000
EQUIPMENT REPAIR	8,727	8,102	9,658	9,095	9,095	9,095	9,095
FIRE EQUIP/REPLACEMENT	13,301	6,148	6,700	6,900	6,900	6,900	6,900
GENERAL SUP & MAINT	4,119	2,331	3,531	3,531	3,531	3,531	3,531
HAZ MAT EXPENSE	-	685	1,000	1,000	1,000	1,000	1,000
LAND LEASE/RENT	-	-	870	870	870	870	870
LIABILITY INSURANCE	-	-	800	1,500	1,500	1,500	1,500
MEDICAL EXAMS	1,885	2,977	2,400	2,400	2,400	2,400	2,400
MEDICAL TRAINING	-	3,815	4,875	2,775	2,775	2,775	2,775
MEETING MEAL EXPENSE	325	20	400	400	400	400	400
OFFICE MACHINE CONTRACT	610	484	660	660	660	660	660
OFFICE SUPPLIES	1,360	552	1,946	1,946	1,946	1,946	1,946
PETROLEUM SUPPLIES	7,746	7,370	13,475	13,475	13,475	13,475	13,475
POSTAGE	94	128	200	200	200	200	200
PROFESSIONAL DEVELOPMENT	2,796	4,355	5,809	6,100	6,100	6,100	6,100
RADIO SUPPLY & MAINTENANCE	842	2,408	9,118	9,118	9,118	9,118	9,118
RECORDS FEE	-	-	-	-	-	-	-
TRAINING SUPPLIES	742	477	1,195	2,565	2,565	2,565	2,565
UNEMPLOYMENT CLAIMS	65	76	1,000	1,000	1,000	1,000	1,000
UNIFORMS	3,860	9,713	11,365	11,365	11,365	11,365	11,365
VEHICLE REPAIR	11,705	17,558	12,117	14,610	14,610	14,610	14,610
MATERIALS & SERVICES TOTAL	\$ 110,336	\$ 107,147	\$ 128,422	\$ 139,570	\$ 139,570	\$ 139,570	\$ 139,570
CAPITAL OUTLAY							
VEHICLE PURCHASE	-	-	-	50,000	50,000	50,000	50,000
CAPITAL OUTLAY TOTAL	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000

Section 5: General Fund



Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
TRANSFERS OUT							
RSRV FUND EMERG EQUIP-FUND 001	28,200	28,200	28,200	28,200	28,200	28,200	28,200
TRANSFER TO PERS RESERVE	17,167	18,073	-	-	-	-	-
TRANSFERS OUT TOTAL	\$ 45,367	\$ 46,273	\$ 28,200	\$ 28,200	\$ 28,200	\$ 28,200	\$ 28,200
Grand Total	\$ 1,625,875	\$ 1,632,685	\$ 1,884,340	\$ 1,991,801	\$ 1,991,801	\$ 1,991,801	\$ 1,991,801

Parks



Description

The Parks Department is responsible for the care and maintenance of the parks owned by the city. Jacobs provides oversight and maintenance management of all the city’s parks, includes mowing, landscaping, playground equipment inspections, and trash removal.

Objectives and Performance Measures

Objectives

Section 5: General Fund

- Complete the review of the Turf Management Plan by FY 2023-2024 to identify soil and water condition to deduce the accurate maintenance needs for each specific park. This will optimize the amount of maintenance required to keep the parks in their best condition.
- Improve current outdoor recreation locations for the citizens and visitors of Ontario to enjoy by rehabilitating bathroom facilities at Beck Park by the end of 2022 and continuing the city’s park match program.

Accomplishments

- No time loss accidents
- Installed new Trash cans and Benches at Laxson Park in partnership with the Rotary Club.
- Downtown water of hanging pots and flowerpots installed.
- Rehabbed and re-stained picnic benches and tables at all parks.
- Trimmed trees and shrubs at all City Parks.
- Weekly inspection and repairs to playground equipment.
- Sidewalk and parking lot snow removal.
- Sprayed 170 acres for weeds at the golf course.

Strategic Impact

- Desirability- Parks play a central role in the strategy of creating more things to do. This started last year with the opening of the Splash Park and continues as staff looks to provide more city-sponsored activities and establish trails and community gathering places. Parks are also an important asset as staff continues to build and maintain the relationship with the Recreation District.
- Lifestyle- Parks also include amenities for Ontario citizens. The strategic plan prioritizes the construction of dog parks, planting trees, and repairing the Beck-Kiwanis Park bathrooms. Last year, the city offered \$10,000 matching funds for service organizations looking to make improvements to their respective parks. The Kiwanis, Lions, and Rotary Clubs all took advantage of this opportunity, and the city is again proposing matching funds to continue improving our parks with our community partners.
- Beautification- Staff wants to keep the parks beautiful. This strategy includes incrementally replacing benches and trash cans to improve aesthetics and to prevent vandalism.

Key Indicators

Indicator	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Target
Mowing Hours	933	950	940	990	1000	1300
Special Event Permits	58	55	69	*4	61	60
Amount of Match Dollars Awarded	-	-	\$10,000	\$10,513	\$6,373	\$10,000

*Special Event Permits were limited due to the COVID-19 pandemic

Section 5: General Fund

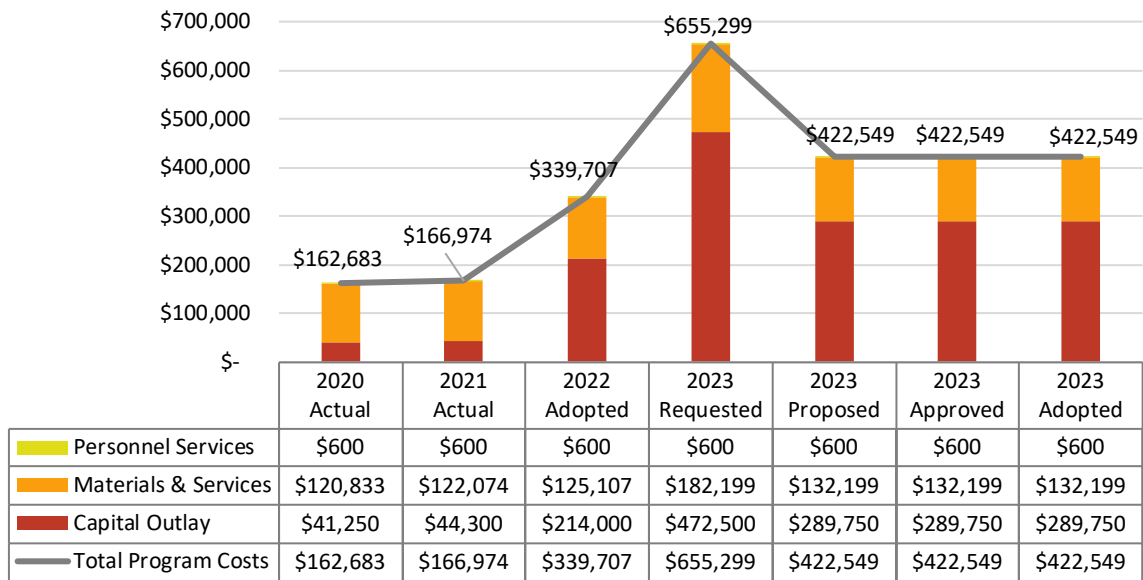
Budget Adjustments

- Jacobs contract will increase by 5%.
- There is a new utility cart budgeted for \$11k and a pickup split with the cemetery for \$13,750.
- Playground match will continue to be budgeted.
- Beck Park path improvements are budgeted at \$45k.
- Lions park shelter and sidewalk will be improved \$120k.

Parks Revenue



Parks Expenditures

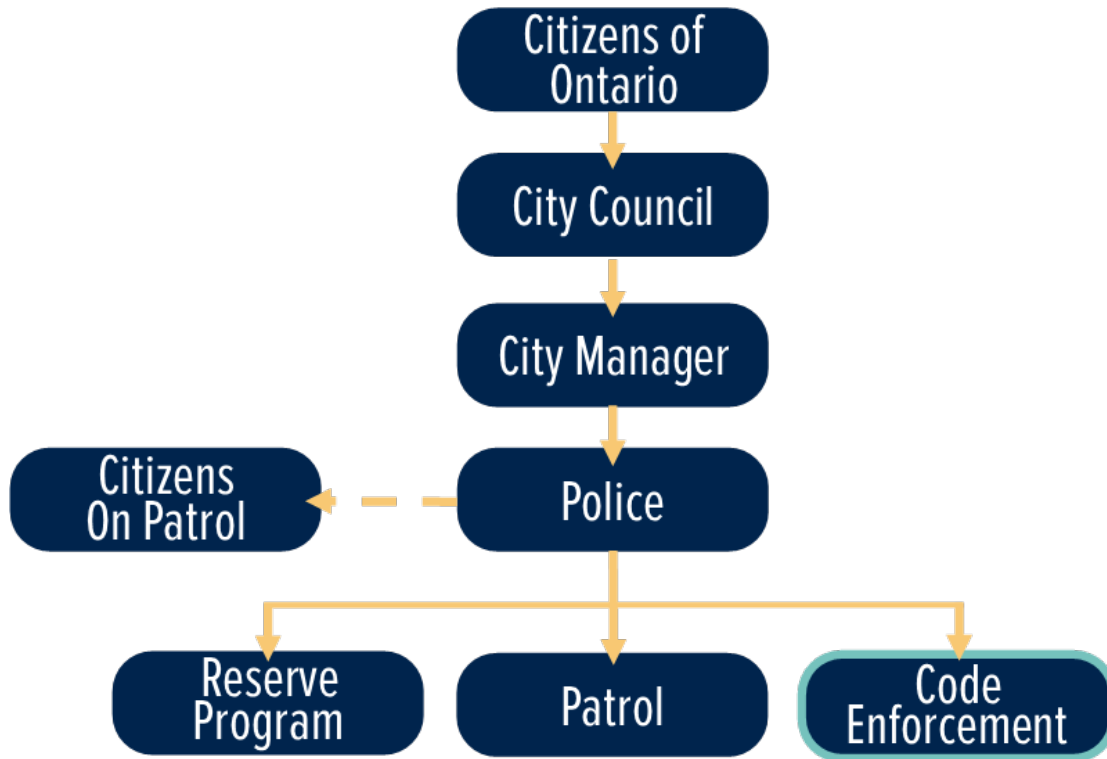


Section 5: General Fund

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
PARKS REVENUES							
PARKS MISC REVENUE	770	1,236	2,000	2,000	2,000	2,000	2,000
DONATIONS (PARKS)	-	50,000	-	-	-	-	-
Grand Total	\$ 770	\$ 51,236	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
PERSONNEL SERVICES							
EMPLYR-PAID EMPLYE BENEFITS	600	600	600	600	600	600	600
PERSONNEL SERVICES TOTAL	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
MATERIALS & SERVICES							
CONTRACT LABOR	-	-	640	640	640	640	640
CONTRACT SERVICES	120,347	121,569	123,957	131,019	131,019	131,019	131,019
LAND LEASES	480	494	500	530	530	530	530
TELEPHONE	6	11	10	10	10	10	10
TURF MANAGEMENT	-	-	-	50,000	-	-	-
MATERIALS & SERVICES TOTAL	\$ 120,833	\$ 122,074	\$ 125,107	\$ 182,199	\$ 132,199	\$ 132,199	\$ 132,199
CAPITAL OUTLAY							
BECK - BATHROOM REHAB	-	-	144,000	-	-	-	-
BECK PARK FLOATING DOCK	-	-	-	50,000	-	-	-
EQUIPMENT PURCHASE	21,250	-	20,000	15,000	11,000	11,000	11,000
GAZEBO	-	17,875	-	5,000	-	-	-
LION'S PARK SHELTER	-	-	-	100,000	100,000	100,000	100,000
LION'S PARK SIDEWALK	-	-	-	60,000	60,000	60,000	60,000
PARKS TRASH CANS	-	20,376	-	-	-	-	-
PLAYGROUND EQUIPMENT	20,000	-	-	100,000	-	-	-
PLAYGROUND MATCH	-	6,049	50,000	50,000	50,000	50,000	50,000
SECURITY CAMERAS	-	-	-	20,000	10,000	10,000	10,000
VEHICLE PURCHASE	-	-	-	27,500	13,750	13,750	13,750
BECK PARK PATH	-	-	-	45,000	45,000	45,000	45,000
CAPITAL OUTLAY TOTAL	\$ 41,250	\$ 44,300	\$ 214,000	\$ 472,500	\$ 289,750	\$ 289,750	\$ 289,750
Grand Total	\$ 162,683	\$ 166,974	\$ 339,707	\$ 655,299	\$ 422,549	\$ 422,549	\$ 422,549

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Code Enforcement



Description

The Code Enforcement Officer is a non-sworn inspector, officer, or investigator who has specialized training in, and whose primary duties are, the prevention, detection, investigation, and enforcement of violations of laws regulating public nuisance, public health, safety, business activities and consumer protection, building standards, land-use, or municipal ordinances. Also, the Code Enforcement Officer may at times be called upon to handle animal control concerns and violations, community relations activities, and serve as a support service to on-duty police personnel for non-enforcement activities.

Objectives and Performance Measures

The Code Enforcement division falls under the Police Department. Objectives and performance measure are listed under that department. Additional data, accomplishments, and strategic impacts are listed here for informational purposes.

Accomplishments

- Developed first written Standard Operating Procedures for positions.
- Created streamlined civil penalty citation document.

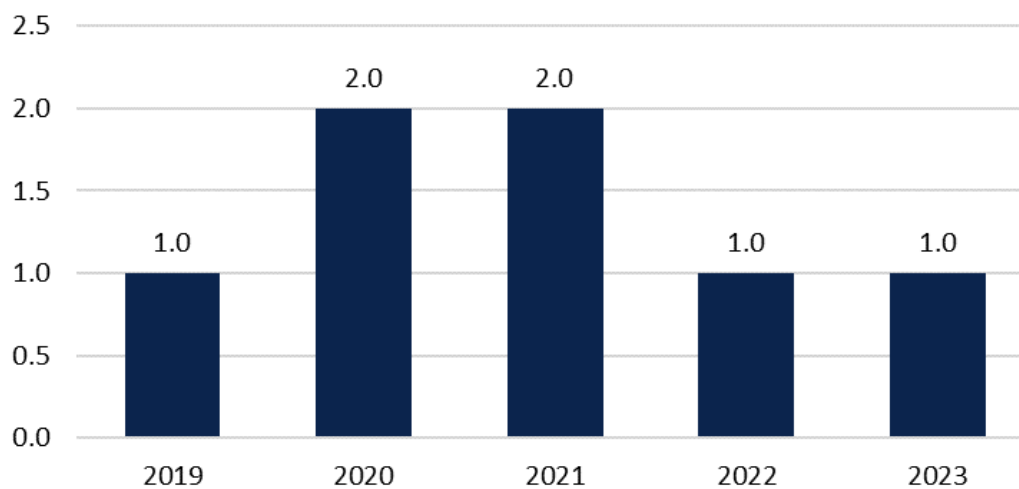
Strategic Impact

- Desirability- Code enforcement has a direct impact on strategy one of this goal, improve cleanliness in Ontario.
- Beautification- Likewise, code enforcement works directly with improving cleanliness which is strategy two of the beautification goal.

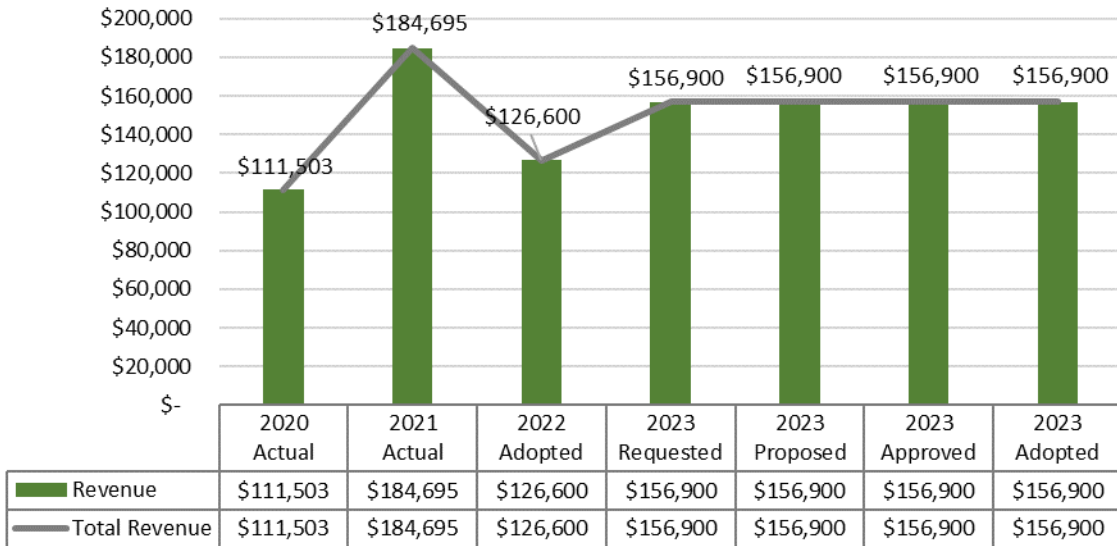
Budget Adjustments

- There is an increase in salaries from union contract increases and performance evaluation increases.
- The department will remain at 1 FTE.
- iWorQ software has a code enforcement module that will be utilized.

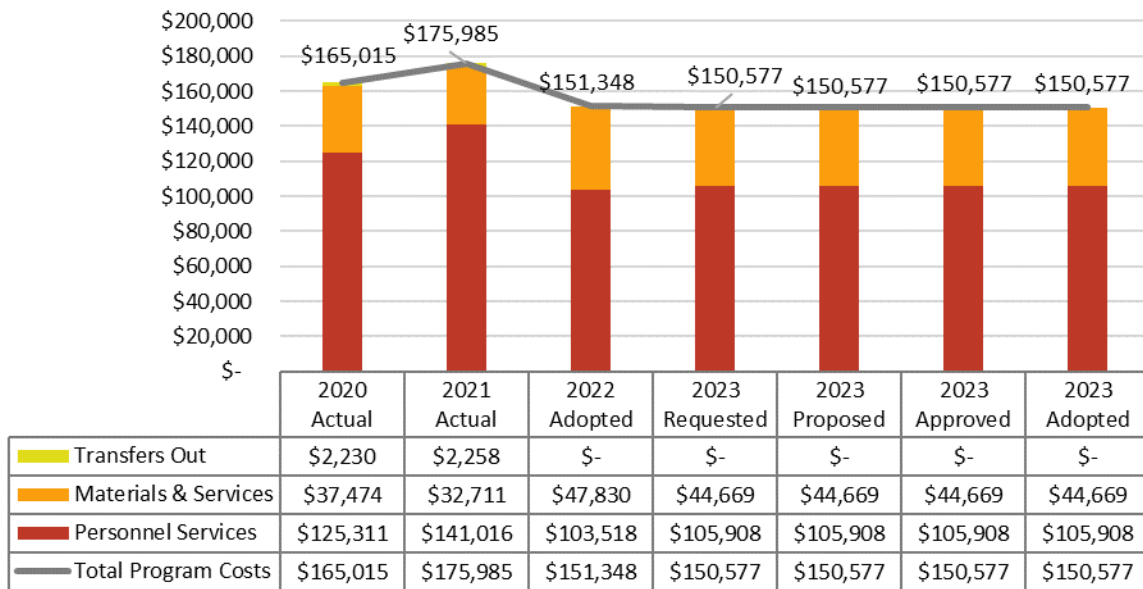
Code Enforcement FTE History



Code Enforcement Revenues



Code Enforcement Expenditures



Section 5: General Fund

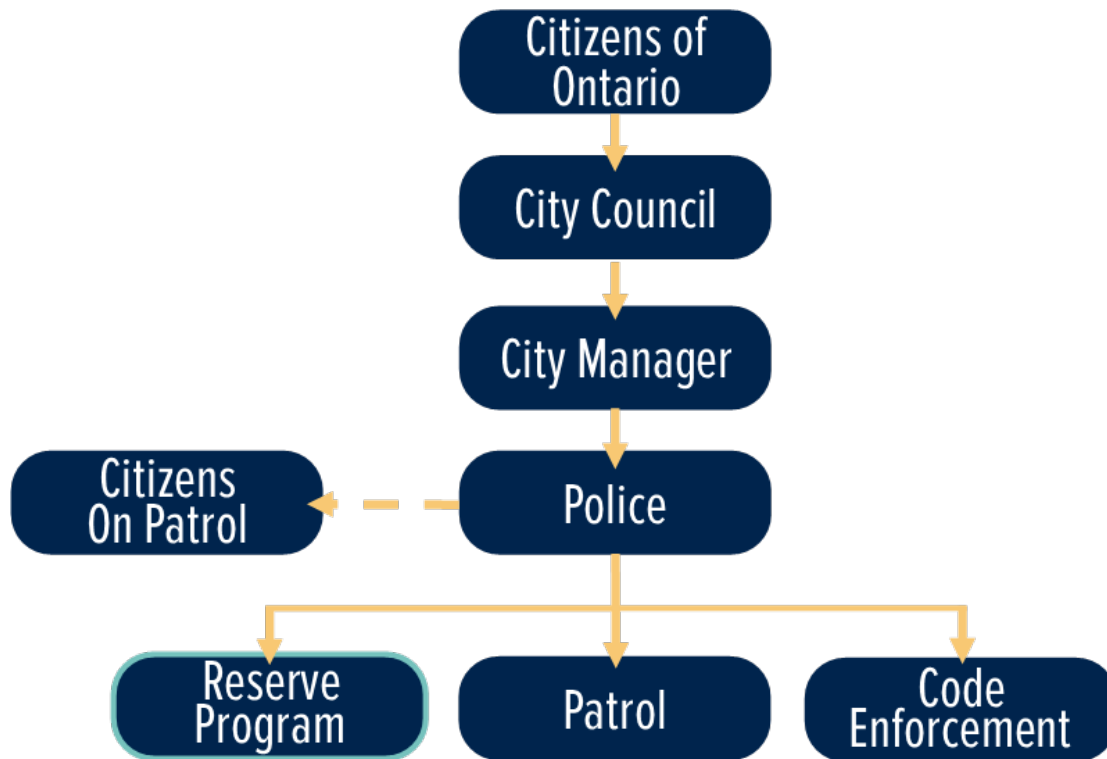
Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
CODE ENFORCEMENT REVENUES							
CIVIL PENALTIES APPEAL INCOME	200	1,500	-	-	-	-	-
CIVIL PENALTIES INCOME	22,647	87,720	30,000	10,000	10,000	10,000	10,000
DERELICT BUILDINGS INCOME	46,250	14,498	30,000	10,000	10,000	10,000	10,000
DISPENSARY BUSINESS LICENSES	31,000	68,200	55,800	111,600	111,600	111,600	111,600
GAMING FEES	200	100	300	300	300	300	300
LIEN SEARCH FEES	7,150	11,325	7,000	7,000	7,000	7,000	7,000
MANDATORY GARGABE	-	-	500	-	-	-	-
MISC CODE REVENUES	1,986	-	-	-	-	-	-
PD-ABATEMENT REV	1,122	(379)	-	15,000	15,000	15,000	15,000
PD-DOG IMPOUNDING	1,155	105	1,500	1,500	1,500	1,500	1,500
PD-DOG LICENSES	1,779	1,626	1,500	1,500	1,500	1,500	1,500
Grand Total	\$ 113,489	\$ 184,695	\$ 126,600	\$ 156,900	\$ 156,900	\$ 156,900	\$ 156,900
PERSONNEL SERVICES							
MEDICAL INSURANCE CO-PAY	21,426	29,513	23,496	26,093	26,093	26,093	26,093
OVERTIME	5,319	3,996	4,000	4,000	4,000	4,000	4,000
RETIREMENT	12,572	17,383	13,981	14,087	14,087	14,087	14,087
RETIREMENT -EE SHARE	3,338	4,615	3,188	3,212	3,212	3,212	3,212
SOCIAL SECURITY	6,154	6,241	4,064	4,095	4,095	4,095	4,095
VACATION/SICKBUYOUT	-	292	1,003	1,010	1,010	1,010	1,010
WAGES & SALARIES	75,308	77,385	52,115	52,510	52,510	52,510	52,510
WORKMANS COMP	1,194	1,592	1,671	901	901	901	901
PERSONNEL SERVICES TOTAL	\$ 125,311	\$ 141,016	\$ 103,518	\$ 105,908	\$ 105,908	\$ 105,908	\$ 105,908

Section 5: General Fund

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
MATERIALS & SERVICES							
ABATEMENT	12	1,560	4,696	4,696	4,696	4,696	4,696
SOCIAL SECURITY+A36A33:I52	-	290	200	200	200	200	200
DATA PROCESSING	7,304	7,242	500	250	250	250	250
DOG LODGING	16,658	9,159	19,300	19,300	19,300	19,300	19,300
GENERAL SUPPLIES & MAINT	482	964	1,010	974	974	974	974
LIEN SEARCH FEES EXPENSE	3,432	5,664	5,000	6,000	6,000	6,000	6,000
OFFICE MACHINE CONTRACT	204	208	200	200	200	200	200
PERSONAL PROTECTIVE DEVICES	229	-	585	300	300	300	300
PETROLEUM SUPPLIES	1,883	1,550	2,000	2,000	2,000	2,000	2,000
POSTAGE	1,007	677	1,350	1,350	1,350	1,350	1,350
PRINTING & ADVERTISING	200	150	550	500	500	500	500
PROFESSIONAL DEVELOPMENT	150	-	3,150	1,575	1,575	1,575	1,575
UNIFORMS	1,899	2,892	3,580	1,225	1,225	1,225	1,225
VEHICLE EQUIP & REPAIR	4,014	2,356	5,709	6,099	6,099	6,099	6,099
MATERIALS & SERVICES TOTAL	\$ 37,474	\$ 32,711	\$ 47,830	\$ 44,669	\$ 44,669	\$ 44,669	\$ 44,669
TRANSFERS OUT							
TRANSFER TO PERS RESERVE	2,230	2,258	-	-	-	-	-
TRANSFERS OUT TOTAL	\$ 2,230	\$ 2,258	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 165,015	\$ 175,986	\$ 151,348	\$ 150,577	\$ 150,577	\$ 150,577	\$ 150,577

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Police Reserve



Description

The Police Reserve Program provides an opportunity for eligible community members to serve the Ontario community through their involvement with the Ontario Police Department. The Reserve Officers are formally trained, volunteer, sworn Police Officers that supplement the day-to-day work of the full-time staff and assist the Police Department with the following law enforcement functions: patrol duties, assisting with special events, warrant service, community and school events, investigations, and emergency situations.

Reserve Police Officers are held to the same expectations and standards as full-time Police Officers, on and off duty. Police Reserve Officers work limited hours monthly while assigned to a Training Officer or senior, non-probationary officer. It is the intent of the program to utilize Reserve Officers as a “Force-Multiplier” for the department at a reduced cost and only after they are adequately trained and equipped.

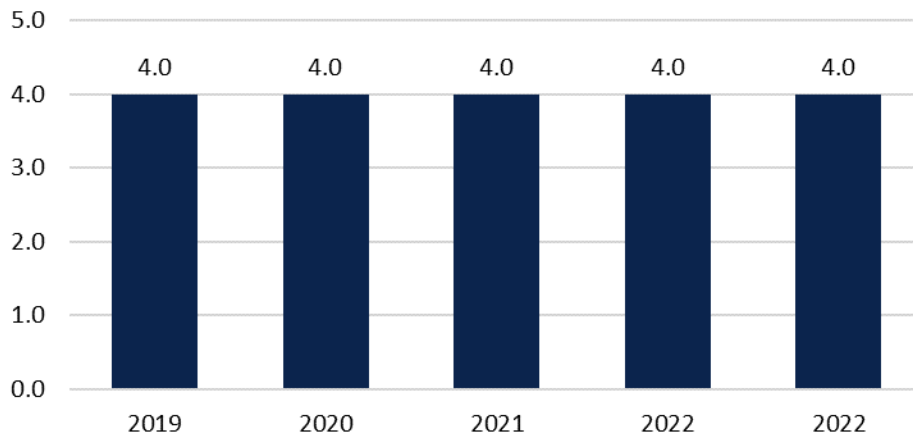
Objectives and Performance Measures

The Reserve Program division falls under the Police Department. Objectives and performance measures are listed under that department.

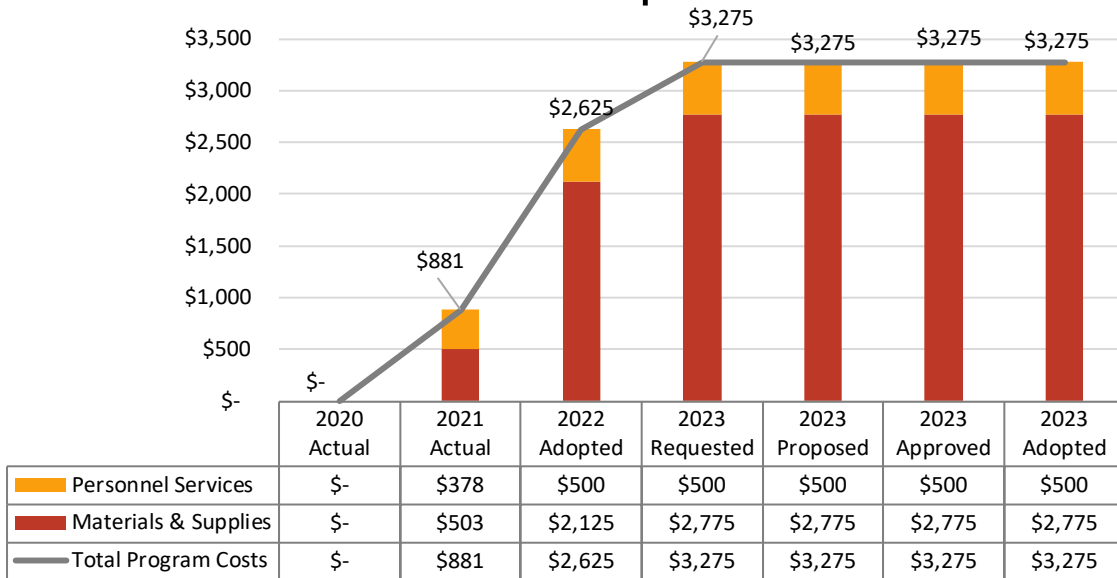
Budget Adjustments

- No substantial changes; similar to prior year.

Police Reserve FTE History



Police Reserve Expenditures



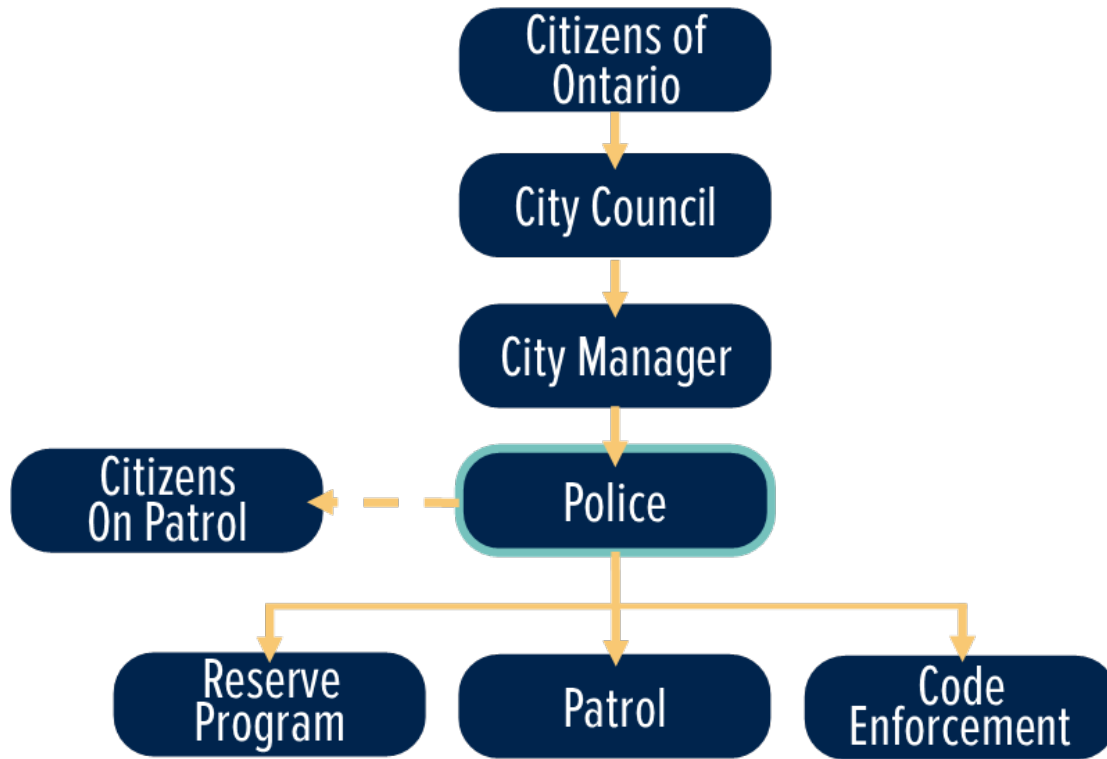
Section 5: General Fund



Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
PERSONNEL SERVICES							
WORKMANS COMP	-	378	500	500	500	500	500
Grand Total	-	378	500	500	500	500	500
MATERIALS & SERVICES							
PATROL SUPPLIES	-	253	500	500	500	500	500
PERSONAL PROTECTIVE DEVICES	-	-	-	900	900	900	900
PROFESSIONAL DEVELOPMENT	-	-	-	35	35	35	35
RADIO MAINTENANCE	-	15	860	80	80	80	80
RECRUITMENT	-	-	765	760	760	760	760
UNIFORMS	-	235	-	500	500	500	500
MATERIALS & SERVICES TOTAL	-	503	2,125	2,775	2,775	2,775	2,775
Grand Total	\$ -	\$ 881	\$ 2,625	\$ 3,275	\$ 3,275	\$ 3,275	\$ 3,275

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Police



Description

The Ontario Police Department (OPD) works daily with staff and community to enhance the ability to achieve the key points of the mission which is: “To create a safer Ontario by protecting our citizens, enforcing laws and building trust in partnership with our community. We strive to serve with integrity and professionalism while ensuring fair and impartial treatment for all.”

The Ontario Police Department is currently comprised of twenty-five (25), sworn, full-time Police Officers: 2-Management (Chief, Lieutenant), 4-Supervisors (Sergeants), 2-Detectives, 2-School Resource officers and 15-Patrolman. Four non-sworn employees assigned to critical support services positions (records (1 full-time), property (1 full-time), ordinance enforcement (full time), and office management (full time)).

The requested general fund allocations will be used to facilitate the Police Department’s mission in all operations. The funds will be strategically applied to ensure maximum efficiency and crime prevention effectiveness. Without adequate funding, OPD will run the risk of not being properly structured which in turn could result in a reduced level of important police services for the City of Ontario and the Malheur County region as a whole.

OPD has established a reputation and capability to best address large scale issues within the county region. OPD is the only law enforcement agency in Malheur County providing 24/7 police services. With calls for service

regularly exceeding 16,000+ per annum, OPD's capacity to respond to its primary responsibility of crime prevention and maintaining public safety throughout all areas of the city, demands a contemporary and collaborative effort in achieving its mission.

OPD desires an ability to provide services for both criminal and non-criminal (parades, public education, etc.) events to enhance public safety, providing support/assistance to other city and county agencies incapable of such techniques or services.

All budgeted expenses are necessary to complete the objectives and activities of the Ontario Police Department.

Objectives and Performance Measures

Objectives

OPD accomplishes its mission through the daily activities including enforcing laws, protecting life/property, providing safety education and crime prevention services, and providing full-service law enforcement assistance to community members. In addition, OPD regularly coordinates a multi-agency, multi-jurisdictional team approach to combating major crimes and are supported by prosecutorial and civilian support teams. OPD personnel have obtained expertise and training in an array of crime prevention and investigative methodology which includes major crimes investigations, narcotics investigations, gang suppression, elder and child abuse, and domestic violence, in addition to other specialties that go beyond the state's minimum standards for training.

1. Maximize public safety.
 - a. Increase administrative support to relieve officers from administrative duties by increasing the records manager position to full-time.
 - b. Expand dedicated investigation methods.
2. Enhance community partnerships.
 - a. The department will participate in events such as the annual Shop with a Cop program and the officer-juvenile mentorship program, Fish with a Cop.
3. Commit to modern and strategic training opportunities to promote officer development at all levels.
 - a. Leadership opportunities will be provided for patrol officers such as opening specialized supervisor training to officers that are interested in leadership positions and assigning them occasional supervisor shifts to develop their skills.
 - b. OPD will increase specialty skills within the agency by offering diverse training opportunities.
4. Improve organizational efficiency and transparency.
 - a. Implement Property & Evidence room best practices by increasing the dedicated staff from part time to full time, creating policy and procedure manuals, and purchasing modern management materials and software.

Section 5: General Fund

Accomplishments

- Staffing
 - Hired 25th sworn FTE.
- Infrastructure
 - OPD Radio communication system improvement (Phase II-radio infrastructure backhaul).
- Training
 - Provided over 1703 hours of training and development for OPD personnel.
- Employee Development
 - Sergeant Swank attended the F.B.I. LEEDA (Supervision course), obtaining 40 hours of executive development training.
 - Sergeant Esplin attended the F.B.I. LEEDA (Management course), obtaining 40 hours of executive development training.
 - Enrolled Officer Llamas to the Oregon D.R.E. (Drug recognition expert) program.
 - Ofc Cisneros graduated from the Police Academy.
 - Ofc Mitchell will attend the Police Academy.
- Equipment
 - Procured a training center (Firearms range) UTV at no cost to the police department.
 - Purchased budgeted police cruiser for patrol group.
 - Purchased budgeted police in-car camera system.

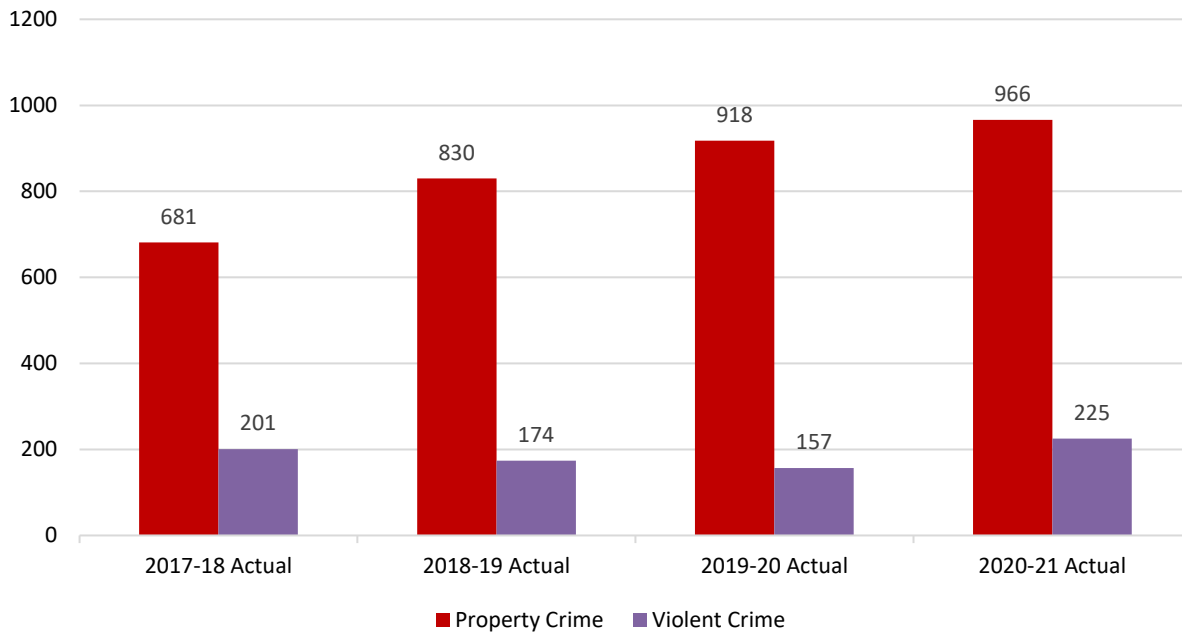
Strategic Impact

- Desirability- Although no specific activity or strategy is related to OPD, public safety plays an essential role in attracting visitors and residents to Ontario.
- Education- OPD’s strategic plan ties in with education on two fronts. First by connecting police and community members in two-way educational opportunities. The second is by providing staff development through education and advancement programs.
- Growth- As the city continues to grow, OPD will need to match the law enforcement issues that come with development. These challenges are addressed in the department’s plan through objectives under maximizing public safety and improving organizational efficiency and transparency.

Key Indicators

Indicator	2017-18 Actual	2018-19 Actual	2019-20 Actual	2019-20 Actual	2020-21 Actual
Total Call Volume	20,148	18,023	18,792	10,802	16,725
Property Crimes (Burglary/Larceny)	681	830	918	918	966
Violent/Person Crimes	201	174	157	157	225

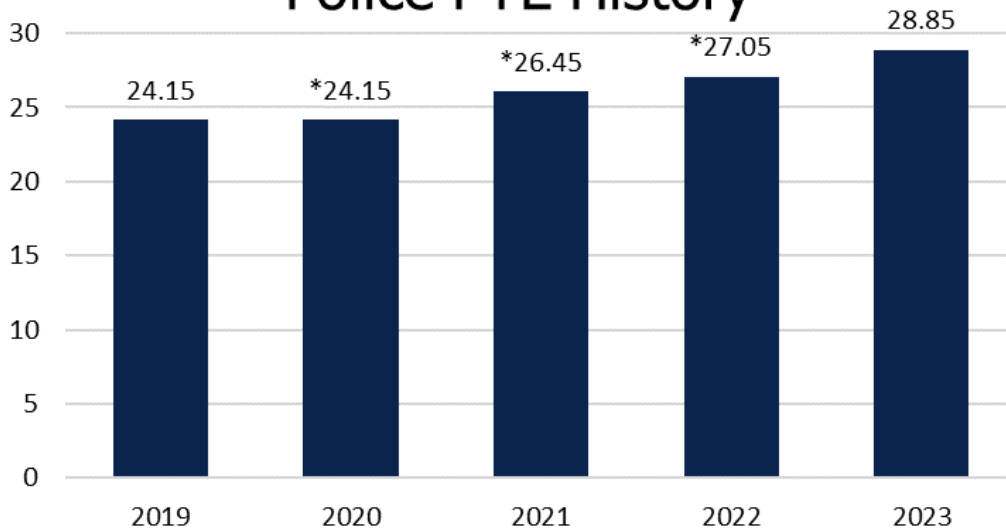
Violent and Property Crimes in Ontario



Budget Adjustments

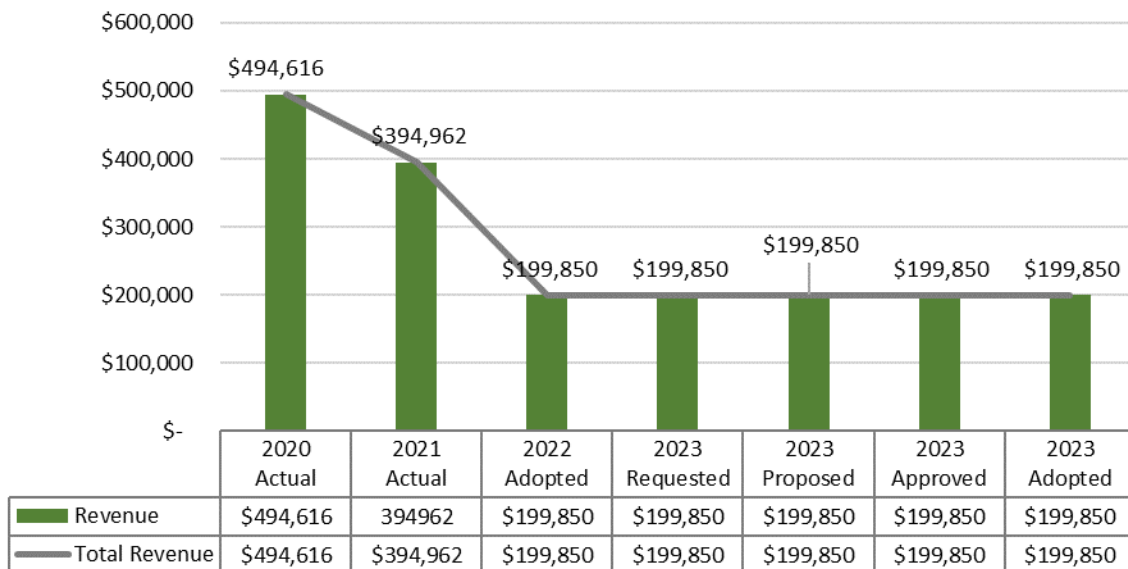
- There is an increase in salaries from union contract increases and performance evaluation increases.
- The dispatching contract was much higher than expected in the previous year, so this budget reflects an increase from 21-22 budget.
- There were two Police Officers originally expected to be funded from the Marijuana Enforcement Fund in 2019-2020. The revenues from the state tax continue to come in substantially less than originally expected and a large portion of the FTE will continue to be funded in the Police Department.
- The police department is budgeting \$35k for remodel of the evidence room.
- Evidence room software was purchased in 2021-2022 and a continuing cost is budgeted in 22-23.
- The following are adjustments to the police FTE:
 - Moving .7 FTE records specialist to full-time
 - Adding an additional full-time records specialist
 - Moving .5 FTE evidence technician to full-time

Police FTE History

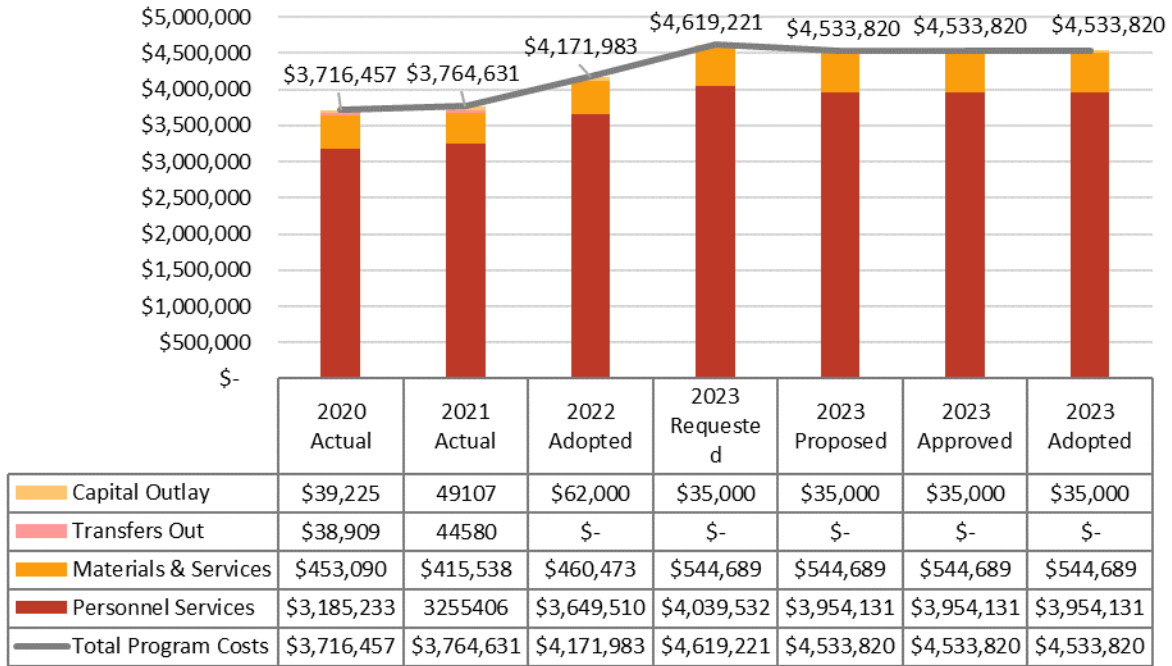


*0.4 FTE funded through the Marijuana Enforcement Fund

Police Revenues



Police Expenditures



Section 5: General Fund

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
POLICE REVENUES							
COURT CONTRACT- COUNTY	43,390	44,717	48,000	48,000	48,000	48,000	48,000
MISC POLICE REVENUE	30,197	6,890	8,000	8,000	8,000	8,000	8,000
PD-FALSE ALARM FEES	-	-	-	-	-	-	-
PD-FINGERPRINTING	495	-	1,500	1,500	1,500	1,500	1,500
PD-IMPOUNDMENT FEE/ SALES	3,800	7,070	2,000	2,000	2,000	2,000	2,000
PD-MEDICAL EXAMINER FUNDS	525	875	500	500	500	500	500
PD-SRO PROGRAMS REV	97,115	99,770	125,000	125,000	125,000	125,000	125,000
PD-TRAFFIC SCHOOL REVENUE	3,825	-	5,200	5,200	5,200	5,200	5,200
PD-WINDOW SERVICES	4,842	5,525	4,150	4,150	4,150	4,150	4,150
POLICE GRANTS	2,093	1,202	2,500	2,500	2,500	2,500	2,500
PUBLIC SAFETY FEE	308,130	226,526	-	-	-	-	-
SLOT GRANT	204	2,387	-	-	-	-	-
VEST GRANT	-	-	3,000	3,000	3,000	3,000	3,000
Grand Total	\$ 494,616	\$ 394,962	\$ 199,850	\$ 199,850	\$ 199,850	\$ 199,850	\$ 199,850
PERSONNEL SERVICES							
DEFERRED COMPENSATION	-	-	1,800	1,800	1,800	1,800	1,800
EMPLOYER PAID BENEFITS	2,400	2,400	-	-	-	-	-
MEDICAL INSURANCE CO-PAY	520,572	533,334	570,275	660,906	660,906	660,906	660,906
OVERTIME	152,673	150,942	125,000	125,000	125,000	125,000	125,000
PART TIME EMPLOYEES	23,389	21,478	24,669	-	-	-	-
REIMBURSABLE PAYROLL	69,950	77,657	-	-	-	-	-
RETIREMENT	520,126	556,373	656,725	708,430	687,573	687,573	687,573
RETIREMENT - EE SHARE	93,282	93,753	101,191	110,982	106,903	106,903	106,903
SOCIAL SECURITY	144,883	144,570	154,960	168,721	163,521	163,521	163,521
VACATION/SICK BUYOUT	78,783	23,818	47,610	51,294	40,110	40,110	40,110
WAGES & SALARIES	1,531,415	1,579,000	1,891,531	2,126,809	2,085,709	2,085,709	2,085,709
WORKMANS COMP	47,761	72,135	75,749	85,590	82,609	82,609	82,609
PERSONNEL SERVICES TOTAL	\$ 3,185,233	\$ 3,255,460	\$ 3,649,510	\$ 4,039,532	\$ 3,954,131	\$ 3,954,131	\$ 3,954,131

Section 5: General Fund

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
MATERIALS & SERVICES							
BAD DEBT EXPENSE	-	208	-	-	-	-	-
CELL PHONE	18,339	19,403	20,995	20,995	20,995	20,995	20,995
CITIZENS ON PATROL SUPPLIES	255	90	1,000	1,000	1,000	1,000	1,000
CONTRACT SERVICES	209,434	183,907	183,583	235,537	235,537	235,537	235,537
CRIME PHOTO/FILM	2,764	3,074	1,350	1,500	1,500	1,500	1,500
DATA PROCESSING	15,692	2,093	8,850	14,665	14,665	14,665	14,665
GENERAL SUP & MAINT	5,466	12,416	5,553	5,603	5,603	5,603	5,603
IMPOUNDING	260	150	600	600	600	600	600
MEDICAL EXAMS	3	1,230	4,230	4,460	4,460	4,460	4,460
MEETING MEAL EXPENSE	210	285	600	1,080	1,080	1,080	1,080
NARCOTIC DOG	355	103	1,600	-	-	-	-
NARCOTICS & INVESTIGATION	2,934	3,833	9,800	11,900	11,900	11,900	11,900
OFFICE MACHINE CONTRACT	40,106	40,446	37,222	42,719	42,719	42,719	42,719
OFFICE SUPPLIES	1,917	1,835	3,300	3,300	3,300	3,300	3,300
PATROL SUPPLIES	27,222	23,625	27,168	30,904	30,904	30,904	30,904
PERSONAL PROTECTIVE DEVICES	5,562	4,211	7,360	8,800	8,800	8,800	8,800
PETROLEUM SUPPLIES	30,984	31,004	40,000	42,000	42,000	42,000	42,000
POSTAGE	1,927	1,969	1,650	1,900	1,900	1,900	1,900
PRINTING & ADVERTISING	126	830	1,625	2,680	2,680	2,680	2,680
PROFESSIONAL DEVELOPMENT	21,034	32,114	42,947	45,196	45,196	45,196	45,196
RADIO MAINT	14,629	10,256	16,600	16,200	16,200	16,200	16,200
RECRUITMENT/CONTRACT SETTLEMEN	1,815	1,747	2,030	5,300	5,300	5,300	5,300
REFUNDS	-	-	400	1,000	1,000	1,000	1,000
TELEPHONE	140	-	-	-	-	-	-
UNEMPLOYMENT CLAIMS	-	-	-	-	-	-	-
UNIFORM CLEANING	796	339	1,000	1,000	1,000	1,000	1,000
UNIFORMS	16,540	12,168	17,175	19,715	19,715	19,715	19,715
VEHICLE & EQUIP REPAIR	34,580	28,203	23,835	26,635	26,635	26,635	26,635
MATERIALS & SERVICES TOTAL	\$ 453,090	\$ 415,538	\$ 460,473	\$ 544,689	\$ 544,689	\$ 544,689	\$ 544,689

Section 5: General Fund

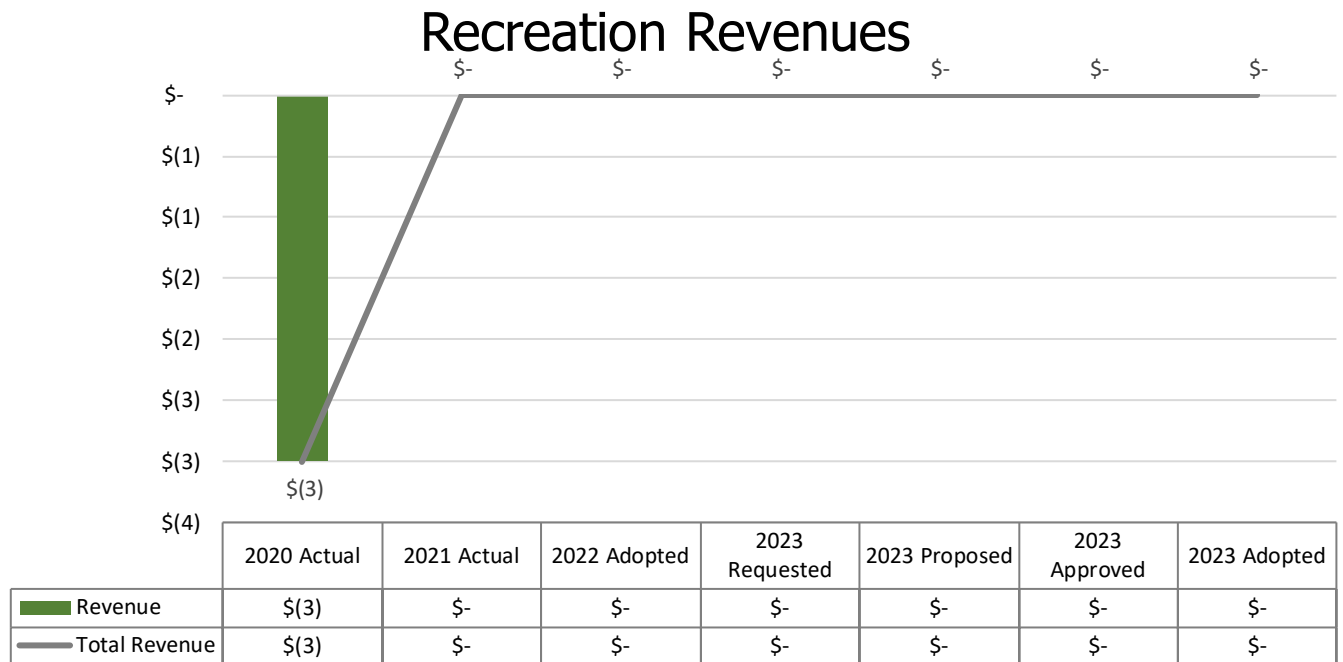


Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
CAPITAL OUTLAY							
AUTOMOTIVE EQUIPMENT	39,085	46,107	43,000	-	-	-	-
BREAKROOM REMODEL	-	-	9,000	-	-	-	-
EQUIP PURCHASING	140	-	10,000	-	-	-	-
MOBILE RADAR SPEED SIGN	-	-	-	-	-	-	-
STORAGE UNIT	-	3,000	-	-	-	-	-
EVIDENCE ROOM REMODEL	-	-	-	35,000	35,000	35,000	35,000
CAPITAL OUTLAY TOTAL	\$ 39,225	\$ 49,107	\$ 62,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
TRANSFERS OUT							
TRANSFER TO PERS RESERVE	38,909	44,580	-	-	-	-	-
TRANSFERS OUT TOTAL	\$ 38,909	\$ 44,580	\$ -	\$ -	\$ -	\$ -	\$ -
DEBT SERVICE							
CAR LEASE	-	-	-	-	-	-	-
DEBT SERVICE TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 3,716,457	\$ 3,764,685	\$ 4,171,983	\$ 4,619,221	\$ 4,533,820	\$ 4,533,820	\$ 4,533,820

Recreation

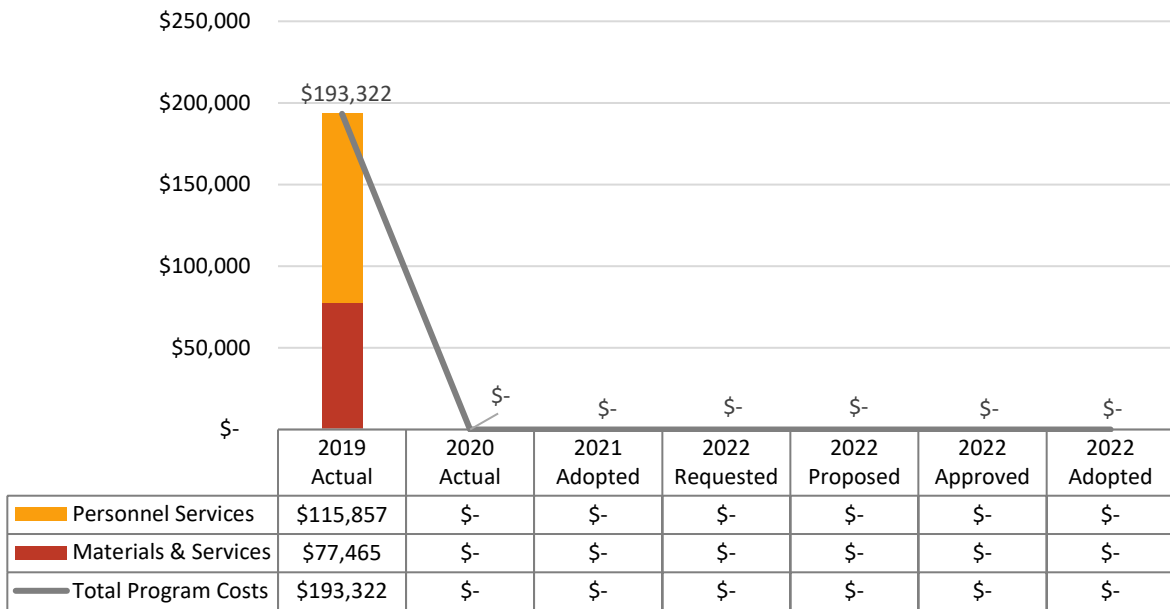
Description

The City of Ontario Recreation program closed on June 30, 2019. Services are delivered by the Ontario Recreation District. This is for historical purpose only.



Section 5: General Fund

Recreation Expenditures



Section 5: General Fund



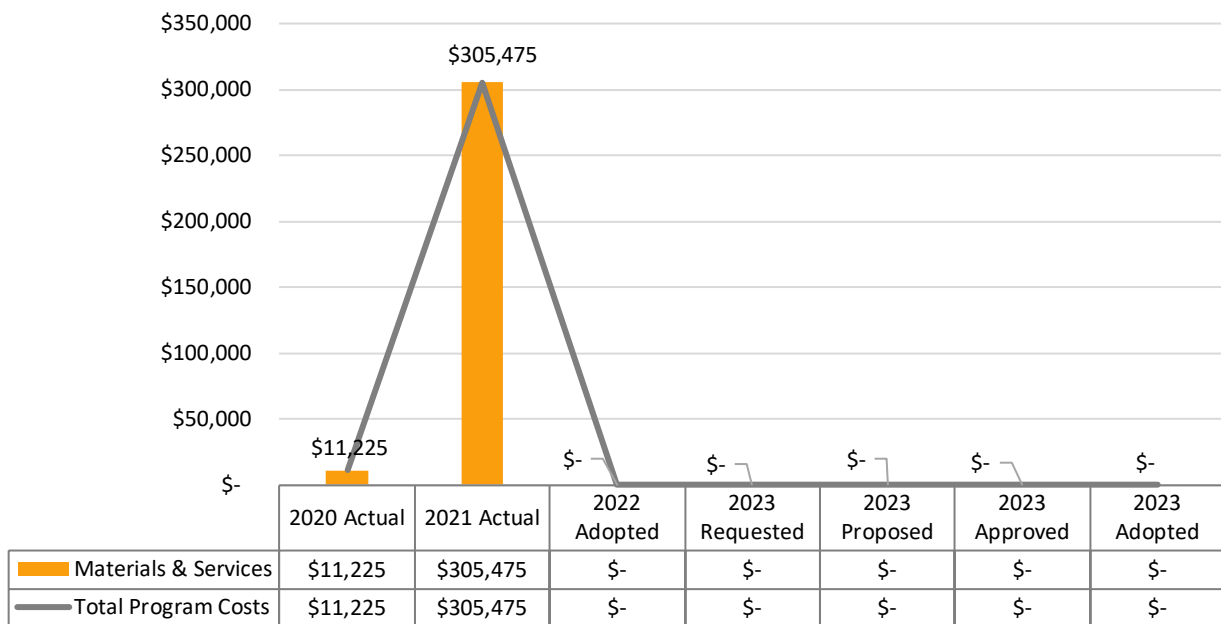
Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
RECREATION REVENUES							
REC-UNIFORM SPONSOR FEES	(3)	-	-	-	-	-	-
Grand Total	\$ (3)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Emergency Operations

Description

The Emergency Operations is associated with a one-time American Recovery Act grant received by the City of Ontario in 2021. This is for historical purpose only.

Emergency Operations Expenditures



Section 5: General Fund



Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
MATERIALS & SERVICES							
COMMUNITY SUPPORT PROGRAM	-	152,957	-	-	-	-	-
CONTRACT SERVICES	7,953	17,500	-	-	-	-	-
GENERAL SUPP & MAINT	3,272	135,018	-	-	-	-	-
MATERIALS & SERVICES TOTAL	\$ 11,225	\$ 305,475	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 11,225	\$ 305,475	\$ -	\$ -	\$ -	\$ -	\$ -

Information Technology



Description

The Department of Information Technology provides secure, reliable, high-quality, technology-based services, in the most cost-effective manner, while delivering excellence in customer service in alignment with the City of Ontario’s mission and core values.

The IT Department provides support services for all city departments, contract agencies, and employees. These services include miscellaneous desktop/server applications, backup services, virus protections, system-wide updates and patches, disaster recovery planning, project review and planning, network infrastructure planning and support, active directory migration, as well as Microsoft Outlook Exchange e-mail services and mobile device support.

The IT Department maintains the city website, a virtual server environment, as well as a hybrid ESI phone system.

Objectives and Performance Measures

Objectives

- The technology company will completely learn the city’s network infrastructure and make it more efficient in FY 2022-2023. The city’s server is Windows 12 which expires this December. The servers need to be updated to the appropriate Windows version. The network cleanup will eliminate the multiple failure points that currently exist.

Section 5: General Fund

- Complete SAN replacement. The city has disks that need to be replaced. The current SAN will be repurposed as a backup and a new 100 TB SAN will be purchased for production.

Accomplishments

- Contracted with MicroTech Systems as a backup to our city in-house technology specialist. Started on-boarding process in July 2021.
- Implemented Veeam as a new backup solution in 2020-21 FY. Replaced Veeam with new backup solution provided by new contract technology company in 2021-22 FY.
- Upgraded server room switch, changed out numerous UPS units and batteries throughout the network user base.
- Replaced and setup additional staff laptops and devices.
- City continues to add Verkada cameras to additional key locations. This will be an on-going project as new sites are identified, and camera solutions implemented.
- Wireless access point upgrades for Planning/Building Department, Water Treatment Plant, Wastewater Treatment Plant, and additional installs at City Shop.

Strategic Plan

As an internal service department, Information Technology does not have many direct applications to the strategic plan; however, it is instrumental in ensuring the city runs smoothly and is therefore essential to the plan. This past year we added a contracted company to serve as a backup to our internal staff. One month into our new budget period we started the on-boarding process with our backup I.T. company. At the end of July our FTE resigned. MicroTech Systems became our full-time technology solution. We are still working through this transition but have found this change to be in a positive direction.

Key Indicators

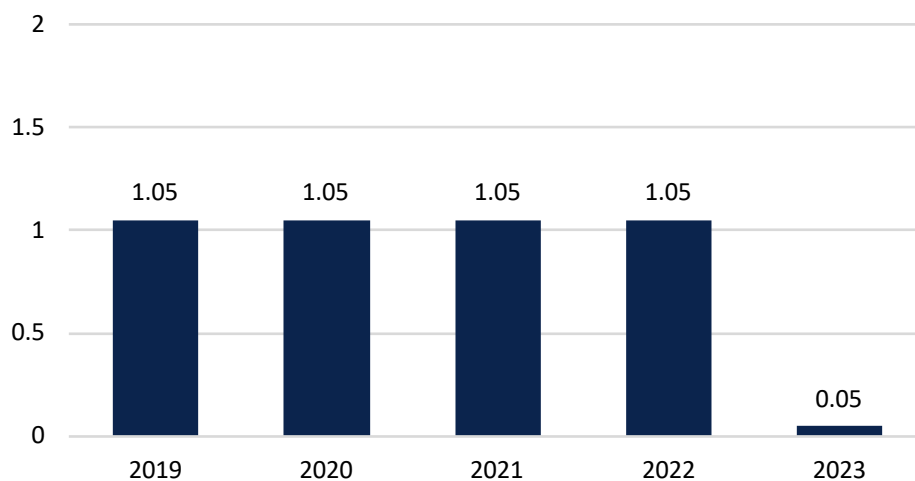
Indicator	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Projected
Staff	1.05	1.05	1.05	1.05	1.05	.05
Computers/Laptops	57/18	55/18	50/23	45/23	42/23	42/25
Virtual Servers	20	20	20	17	17	10
Smart Phones	6	6	6	14	14	32
Push to Talk Cell Phones (Police)	13	13	13	13	13	0
Tablets, iPads	33	34	34	36	36	38
VoIP Phones	6	6	6	6	6	6
Incidents/Tickets	340	355	450	500	321*	500
Incidents/Tickets - Closed	294	312	400	500	307*	500

*August 1, 2021-March 1, 2022

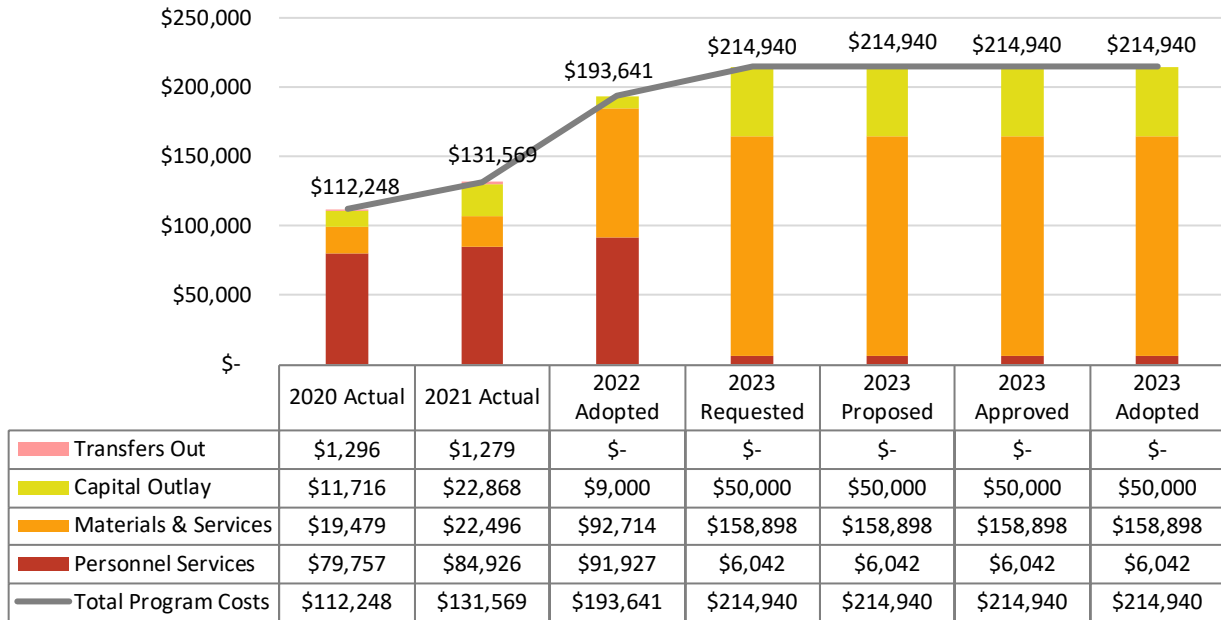
Budget Adjustments

- Office 365 has an annual license renewal.
- Budget increases \$106,200 in contract services for full-time I.T. company.
 - The City’s IT’s FTE staff moved on and the city replaced the FTE with contracted services.
- Three major projects need completed in FY 2022-23 to ensure the integrity and efficiency of the City’s network infrastructure at an estimated cost of \$50,000.
 - Network (Servers/Device) cleanup which also includes updating server software.
 - Purchasing new SAN device for production, repurposing older SAN for additional backup storage.
 - Relocating and replacing WAN antenna.

Technology FTE History



Information Technology Expenditures



Section 5: General Fund

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
PERSONNEL SERVICES							
EMPLYR-PAID EMPLOYEE BENEFIT	-	-	-	-	-	-	-
MEDICAL INSURANCE CO-PAY	9,143	9,332	9,740	1,131	1,131	1,131	1,131
RETIREMENT	12,357	13,225	15,700	1,220	1,220	1,220	1,220
SOCIAL SECURITY	3,958	4,233	4,478	262	262	262	262
TECH OVERTIME	2,346	553	2,500	-	-	-	-
VACATION/SICK BUYOUT	110	55	1,165	130	130	130	130
WAGES & SALARIES	51,072	56,584	57,352	3,291	3,291	3,291	3,291
WORKMANS COMP	772	944	992	8	8	8	8
PERSONNEL SERVICES TOTAL	\$ 79,757	\$ 84,926	\$ 91,927	\$ 6,042	\$ 6,042	\$ 6,042	\$ 6,042
MATERIALS & SERVICES							
CELL PHONE	573	563	624	480	480	480	480
CONTRACT SERVICES	776	-	30,000	106,200	106,200	106,200	106,200
DATA PROCESSING	1,986	183	1,530	730	730	730	730
EQUIPMENT REPAIR	1,137	2,053	4,400	4,400	4,400	4,400	4,400
GENERAL SUPPLIES & MAINTENANCE	25	149	150	-	-	-	-
INTERNET	5,264	9,540	6,168	5,553	5,553	5,553	5,553
LICENSES/PERMITS/FEES	8,272	8,052	39,552	34,895	34,895	34,895	34,895
NETWORK SUPPLIES	602	1,153	6,640	6,640	6,640	6,640	6,640
OFFICE MACHINE CONTRACT	65	1	50	-	-	-	-
OFFICE SUPPLIES	4	-	100	-	-	-	-
PETROLEUM SUPPLIES	40	-	200	-	-	-	-
POSTAGE	-	11	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	734	790	3,300	-	-	-	-
MATERIALS & SERVICES TOTAL	\$ 19,479	\$ 22,496	\$ 92,714	\$ 158,898	\$ 158,898	\$ 158,898	\$ 158,898

Section 5: General Fund

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
CAPITAL OUTLAY							
EQUIPMENT PURCHASE	-	8,919	9,000	-	-	-	-
NETWORK EQUIPMENT PURCHASE	11,716	13,880	-	-	-	-	-
NETWORK INFRASTRUCTURE CLEANUP	-	-	-	50,000	50,000	50,000	50,000
WEBSITE UPGRADE	-	68	-	-	-	-	-
CAPITAL OUTLAY TOTAL	\$ 11,716	\$ 22,868	\$ 9,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
TRANSFERS OUT							
TRANSFER TO PERS RESERVE	1,296	1,279	-	-	-	-	-
TRANSFERS OUT TOTAL	\$ 1,296	\$ 1,279	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 112,248	\$ 131,569	\$ 193,641	\$ 214,940	\$ 214,940	\$ 214,940	\$ 214,940

Section 6: Special Revenue Funds

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Airport Beacon



Snake River at Dawn



The Community Development Center

Section 6: Special Revenue Funds

Special Revenue Funds Overview

Description

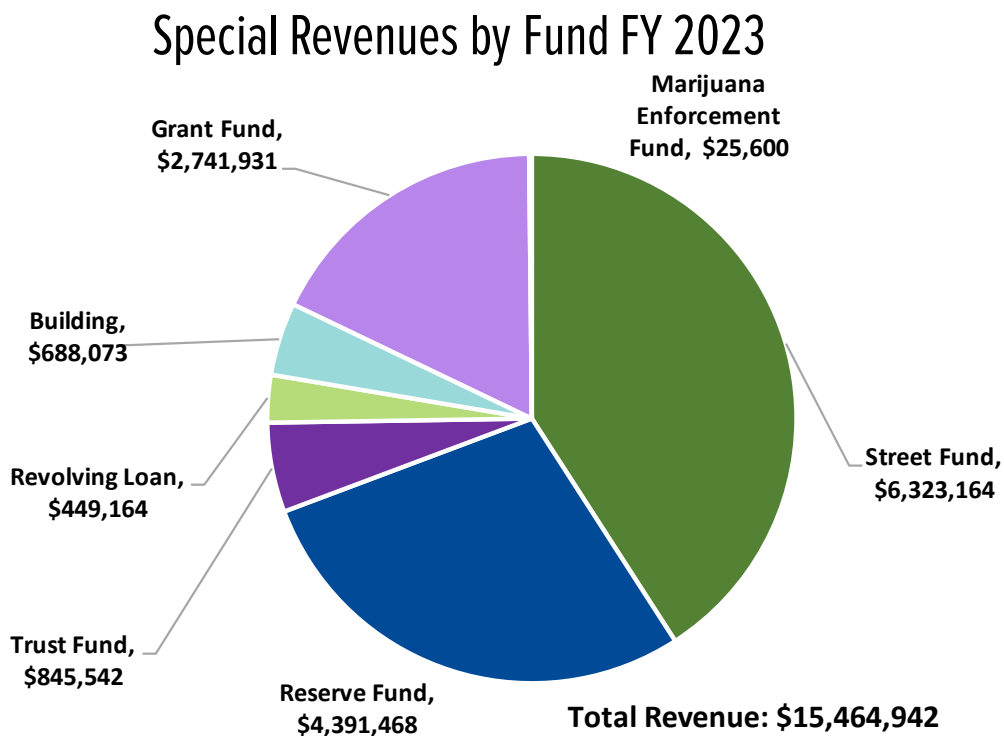
Special funds account for the proceeds of specific revenue sources that are legally restricted to expenditures with specified purposes. These funds include the Building, Grant, Marijuana Enforcement, Reserve, Revolving Loan, Street, and Trust Funds.

Budget Adjustments

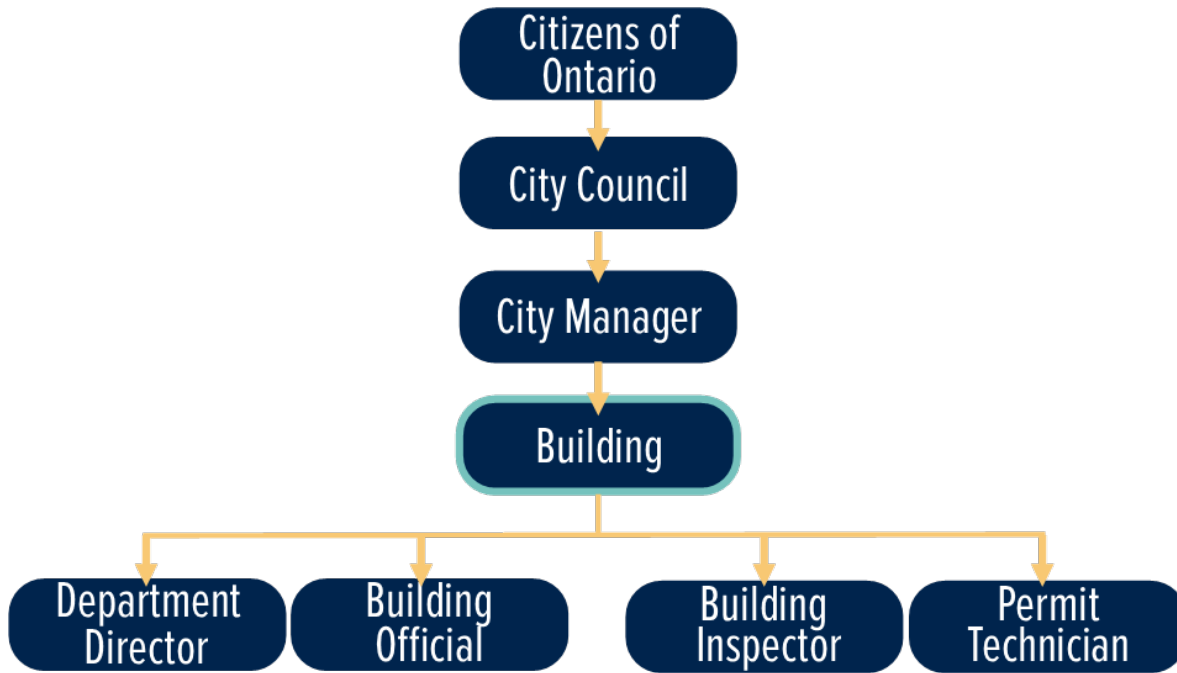
- The budget structure is similar to last year.

Special Fund Revenues

Revenues from special funds include State Marijuana Taxes, State Gas Tax Revenue, Beginning Fund Balance, Grant Awards, Interest, Transient Occupancy Tax, Cemetery Perpetual Maintenance, Interfund Transfers, Late Fees and Penalties, Insurance Dividends, Loan Repayments, and Building. Revenues from each fund is restricted for specific purposes within these funds.



Building Fund



Description

The City of Ontario operates the Building Department under a MOA (Memorandum of Agreement) with the State of Oregon Building Division and provides for the Building Official, Oregon Inspector Certification (OIC), A-level Plan Examiner, Fire and Life Safety Plans Examiner, Residential Plans Examiner (Residential Structural Inspector Cert), A-level Mechanical Inspector, Residential Inspector, A-level Structural Inspector, Residential Structural Inspector and Manufacture Home Inspector.

The Building Department provides interpretation of the Uniform Building Code in conformance with the adopted Section 4-1-1 of the City Code. They enforce rules and supplemental regulations. They also enforce the Dangerous Building Code adopted by the City of Ontario Code in Section 4-5-1.

The department reviews construction plans, blueprints, architectural drawings, design specifications, and other documents for compliance on small and large commercial and industrial structures, along with all types of residential dwellings, mechanical, energy, and fire protection codes. They provide code interpretation guidance and counseling on technical issues, technology, advice and problem-solving assistance to department staff, inspectors, and general public. They also enforce the State Structural Safety, Mechanical, and City Codes through plan reviews and inspections of all building types.

Objectives and Performance Measures

Objectives

1. Support a diverse economy to provide family jobs, employment for youth, and a positive environment for business creation.
2. Recognize value-added processing that contributes positively to economic well-being in all areas of production.
3. View agriculture as a crucial segment of the economy, utilizing both traditional production and alternative methods in support of a strong industry.
4. Encourage local financial institution and private investor collaboration and utilizing government economic development programs to promote small business growth, while supporting sustainable operations.
5. Build a flourishing, low-impact tourism collaboration to support the success of local businesses in the lodging, retail, and restaurant industries.

Strategic Impact

- **Desirability:** Updating city codes to meet current living standards, while considering citizens' concerns and needs has made Ontario a very desirable community to live in.
- **Education:** Staff works daily with the general public explaining city Codes and State regulations to help educate the community on the changing times and current codes.
- **Lifestyle:** Staff was part of getting the new Splash Park permitted and open, as well as permitting new commercial businesses in the community.
- **Beautification:** Staff updated the historical building codes within the community and is working closely with Revitalize Ontario. The Façade Grant Program was completed this year adding beautification to the downtown area.
- **Growth:** Staff has worked with many new businesses, adding to the tax base. Staff approved nine Housing Incentive Program applications adding nine new homes to Ontario.

Accomplishments

- In the 2021 calendar year, our staff has reviewed and processed 443 different structural and mechanical building permits (with construction values of over **\$51 million**).
- As well, the Building Department collected a total of **\$483,479** for issuing permits.
- In 2021, staff scheduled **33** various **Preliminary Design Advisory Committee** meetings for proposed project ideas and proposed developments.
- Staff responded to literally hundreds of phone calls, text messages, emails, and walk-in contacts. They address questions on planning and building, as well as complaints dealing with code issues and land use.
- Marijuana shops in Ontario made up 9.4% of the state's \$1.2 billion dollar sales for 2021. Adding to Ontario's tax base and growth, sales in Malheur County increased by 21.3%. Collectively, adult-use and medical sales last year topped \$111 million in the county.

<https://www.bizjournals.com/portland/news/2022/01/04/2021-oregon-county-cannabis-sales.html>

- “In 2020, Malheur County sales of retail marijuana crested at over \$90 million, becoming the state’s per-capita cannabis sales leader for the year.” <https://www.malheurenterprise.com/posts/9191/new-marijuana-shops-signal-pot-economy-in-ontario-is-still-going-strong>
- Currently, **nine** Retail Marijuana Facilities are licensed and operating within city limits. In FY20-21, **eleven** structural permits were issued for retail marijuana sites. In 2021, **two** sites were under construction, with a **half dozen** more locations under review for businesses (for a total of **17** sites).
- Staff attended additional training and classes for certification for continuing education as a Building Official and continues to learn daily through conducting inspections and spending time on plan reviews.
- Ontario’s housing shortage continues. Efforts by staff to update the municipal codes were successful. Oregon House Bill 2001 required changes to duplex housing and manufactured homes. The HNA grant from DLCDC is now completed. Staff accomplished the following:
 - the Ontario Housing Needs Analysis report
 - the Residential Buildable Lands Inventory and Policy Recommendations
 - the 2021 Housing Report, intended as a background
 - the adoption of city Ordinance **#2790-2021**
 - Amendments completed for Ontario Municipal Code Title 10 and 10-A
 - Updates completed for the Ontario Comprehensive Plan
 - A new, 20-year aspirational population forecast of **3,481** new residents
 - A new housing projection of **1,493** new dwelling units needed in the city
 - An estimate of **587** acres of buildable land (vacant or partially developed lots)
- Efforts also continue to provide low-income housing. One example is the **PCCC Housing Project**, which construction is underway on the former Presbyterian care center. The renovations continue for these new housing units.
- Construction also is happening on the east side of Interstate 84. This 70-unit townhouse complex (Nascosto-affordable housing) had their permitting completed in 2021.
- The planning and permitting process was also completed for the newly constructed **River Point RV Park**. This includes **176** RV stalls built, along with a clubhouse and sports courts.
- Since the inception of the **Ontario Housing Incentive Program** in 2017, the city has offered cash incentives for new housing construction projects. In the calendar year of 2021, **24** different housing applications have been received. This makes a total of **43** housing construction projects over the life of the program.
- **Two** new residential housing subdivisions: Harris Heights is 20 lots and Mayberry Subdivision is 36 lots are either under construction or completed in calendar year 2021.

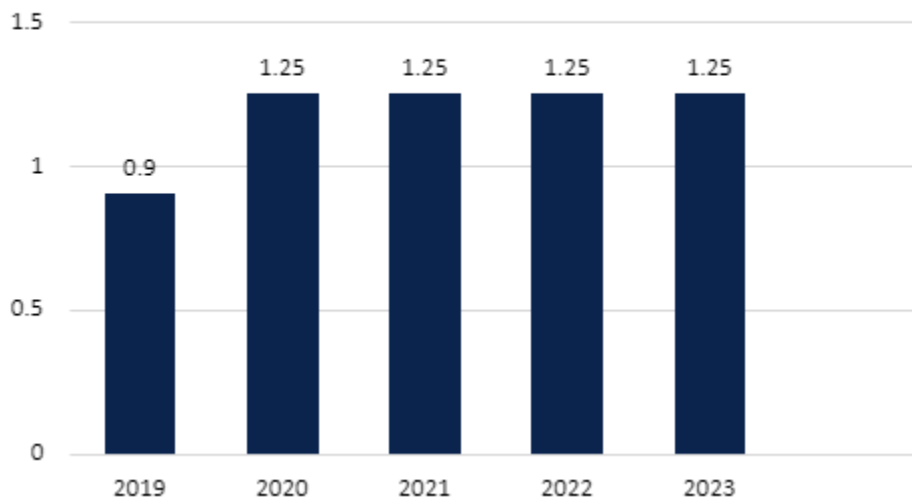
Key Indicators

Indicator	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/2022 Actual/Target	2022/23 Target
Mechanical Permits	228	168	170	92	121/100	150
Residential Structural Permits	71	32	53	27	20/30	35
Commercial Structural Permits	111	90	87	50	58/55	60
New Residential Buildings	5	4	12	6	7/7	7
New Commercial Buildings	7	9	5	1	11/4	5
Total Mechanical & Structural Permits	410	290	310	169	199	250

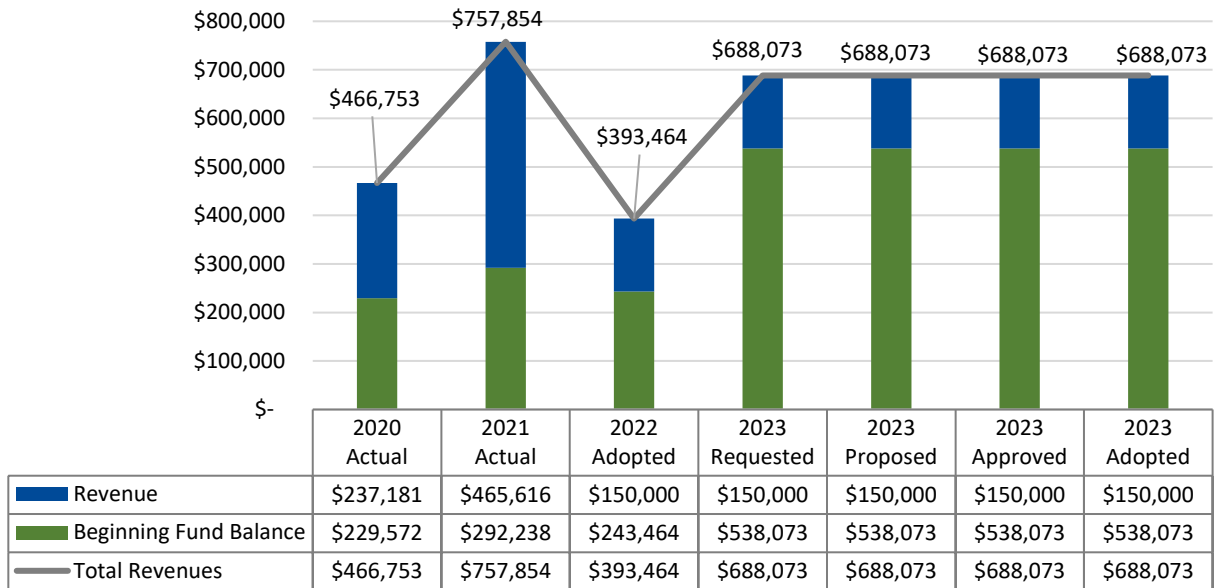
Budget Adjustments

- There is an increase in salaries from a performance-based evaluation process.
- The city continues to transfer the difference in PERS rates before the lump sum payment in 2018-2019. \$2,209 will be transferred to the PERS reserve for an additional PERS lump sum payment in 2022-2023.
- The part-time building official moved to contract services.
- Budgeted for contracted clerical help.

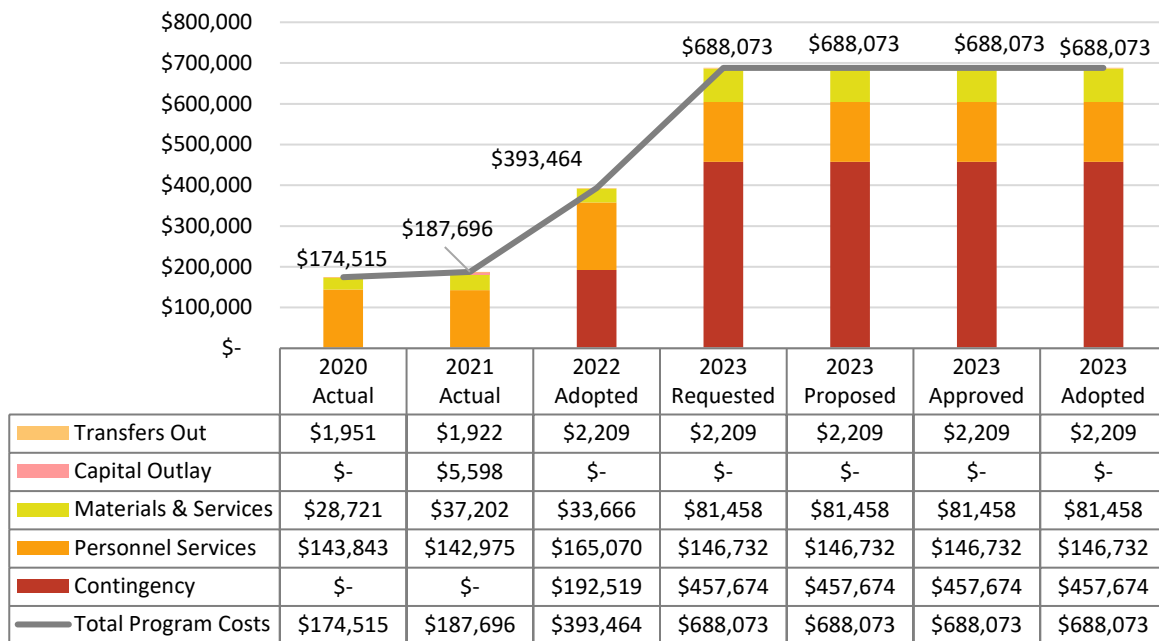
Building FTE History



Building Revenues



Building Expenditures



Section 6: Special Revenue Funds

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
BUILDING REVENUES							
AVAILABLE CASH ON HAND	229,572	292,238	243,464	538,073	538,073	538,073	538,073
BUILDING PERMITS & FEES	237,181	465,616	150,000	150,000	150,000	150,000	150,000
Grand Total	\$ 466,753	\$ 757,854	\$ 393,464	\$ 688,073	\$ 688,073	\$ 688,073	\$ 688,073
PERSONNEL SERVICES							
DEFERRED COMPENSATION	270	270	270	270	270	270	270
EMPLOYER PAID BENEFITS	-	-	-	-	-	-	-
MEDICAL INSURANCE CO-PAY	20,221	20,513	21,018	22,643	22,643	22,643	22,643
OVERTIME	-	-	-	-	-	-	-
RETIREMENT	19,491	20,167	24,071	25,027	25,027	25,027	25,027
SOCIAL SECURITY	6,741	6,638	8,388	6,879	6,879	6,879	6,879
VACATION/SICK BUYOUT	521	786	2,986	3,096	3,096	3,096	3,096
WAGES & SALARIES	95,068	92,740	106,381	86,555	86,555	86,555	86,555
WORKMANS COMP	1,530	1,861	1,956	1,810	1,810	1,810	1,810
PERSONNEL SERVICES TOTAL	\$ 143,843	\$ 142,975	\$ 165,070	\$ 146,280	\$ 146,280	\$ 146,280	\$ 146,280
MATERIALS & SERVICES							
BANK FEES / CHARGES	-	-	25	25	25	25	25
BUILDING MAINT & REPAIR	-	-	250	250	250	250	250
CELL PHONE	940	923	1,248	1,248	1,248	1,248	1,248
CONTRACT LABOR	-	-	-	47,774	47,774	47,774	47,774
CONTRACT SERVICES	389	3,236	390	390	390	390	390
DATA PROCESSING	2,718	559	968	986	986	986	986
GENERAL SUPPLIES	673	162	1,575	1,575	1,575	1,575	1,575
OFFICE MACHINE CONTRACT	1,244	1,392	1,680	1,680	1,680	1,680	1,680
OFFICE SUPPLIES	611	544	2,260	2,260	2,260	2,260	2,260
PETROLEUM SUPPLIES	345	355	600	600	600	600	600
POSTAGE	3	11	300	300	300	300	300
PRINT / AD / RECORD	-	-	400	400	400	400	400
PROFESSIONAL DEVELOPMENT	1,865	-	5,970	5,970	5,970	5,970	5,970
STATE ASSESSMENT	19,933	30,020	18,000	18,000	18,000	18,000	18,000
MATERIALS & SERVICES TOTAL	\$ 28,721	\$ 37,202	\$ 33,666	\$ 81,458	\$ 81,458	\$ 81,458	\$ 81,458

Section 6: Special Revenue Funds

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
CAPITAL OUTLAY							
EQUIP PURCHASE	-	5,598	-	-	-	-	-
CAPITAL OUTLAY TOTAL	\$ -	\$ 5,598	\$ -	\$ -	\$ -	\$ -	\$ -
TRANSFERS OUT							
TRANSFER TO PERS RESERVE	1,951	1,922	2,209	2,209	2,209	2,209	2,209
TRANSFERS OUT TOTAL	\$ 1,951	\$ 1,922	\$ 2,209	\$ 2,209	\$ 2,209	\$ 2,209	\$ 2,209
CONTINGENCY							
OPERATING CONTINGENCY	-	-	192,519	458,126	458,126	458,126	458,126
CONTINGENCY TOTAL	\$ -	\$ -	\$ 192,519	\$ 458,126	\$ 458,126	\$ 458,126	\$ 458,126
Grand Total	\$ 174,515	\$ 187,696	\$ 393,464	\$ 688,073	\$ 688,073	\$ 688,073	\$ 688,073

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Grant Fund

Description

The Grant Fund accounts for different federal, state, and local grants. Required matching funds are transferred from other funds as required. Grant programs include:

- Federal Administration Aviation (FAA) Grant
- Community Development Block Grant
- Border Board pass through grants
- ARPA Funds

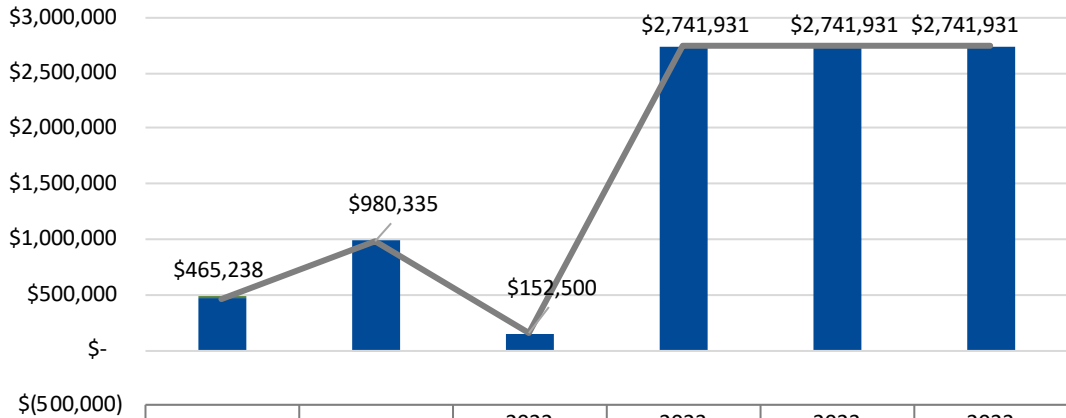
Strategic Impact

- Desirability- Grants are an essential part of Strategy 3, which focuses on funding. Staff continues to find opportunities to leverage city funds with grant awards. As part of Strategy 3, the city hired a professional grant writing team.

Budget Adjustments

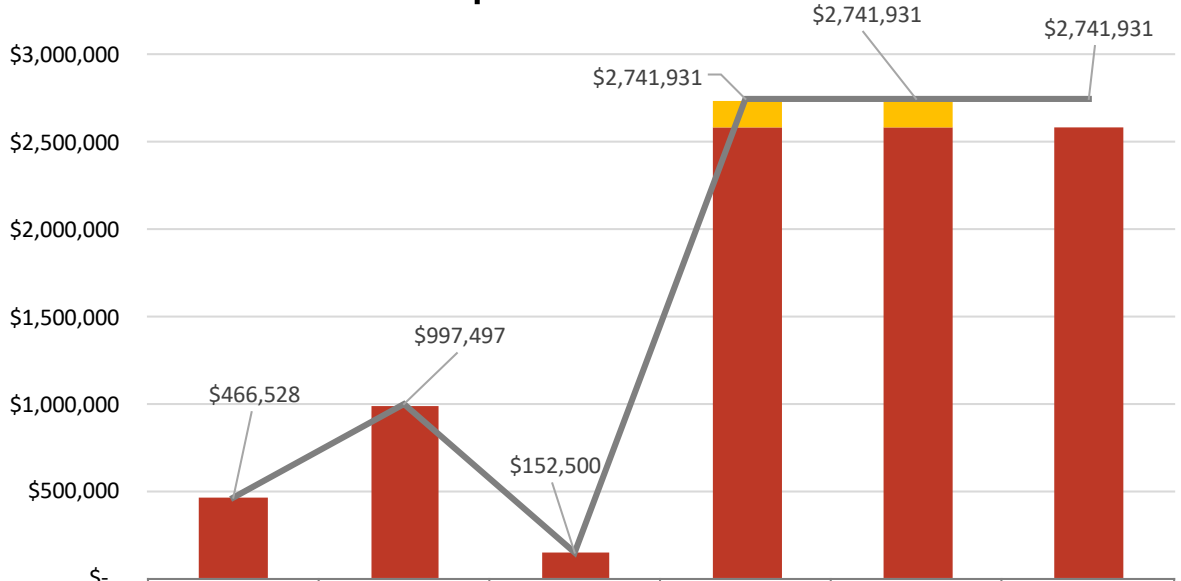
- 2022-2023 budget shows the following grants:
 - \$50,000 FAA project.
 - \$2,441,931 ARPA grant funds
 - Border Board pass through grants and housing incentives.

Grant Revenues



	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved
Beginning Fund Balance	\$4,387	\$(1,290)	\$-	\$-	\$-	\$-
Revenues	\$460,851	\$981,625	\$152,500	\$2,741,931	\$2,741,931	\$2,741,931
Total Revenues	\$465,238	\$980,335	\$152,500	\$2,741,931	\$2,741,931	\$2,741,931

Grant Expenditures



	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved
Transfers	\$-	\$-	\$-	\$150,000	\$150,000	
Capital Outlay	\$466,528	\$997,497	\$152,500	\$2,591,931	\$2,591,931	\$2,591,931
Total Program Costs	\$466,528	\$997,497	\$152,500	\$2,741,931	\$2,741,931	\$2,741,931

Section 6: Special Revenue Funds

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
GRANT REVENUES							
ARPA FUNDS	-	-	-	1,220,965	1,220,965	1,220,965	1,220,965
AVAILABLE CASH OH HAND	4,387	(1,290)	-	1,220,966	1,220,966	1,220,966	1,220,966
BORDER BOARD OCF GRANT	-	184,000	-	100,000	100,000	100,000	100,000
CDBG MISCELLANEOUS	300	-	-	-	-	-	-
COMM DEVELOPMENT BLOCK GRANT	167,394	12,957	-	-	-	-	-
EOBB HOUSING INCENTIVE	-	60,000	-	150,000	150,000	150,000	150,000
FAA AIRPORT GRANT	72,101	651,300	45,000	43,750	43,750	43,750	43,750
IFA BROWNSFIELD GRANT	207,882	71,529	100,000	-	-	-	-
OREGON AIRPORT GRANT	8,380	1,838	-	-	-	-	-
POLICE SAFE KIDS PROJECT	1,494	-	-	-	-	-	-
SHOP WITH A COP GRANT	2,500	-	2,500	-	-	-	-
TRANSFER IN	800	-	5,000	6,250	6,250	6,250	6,250
Grand Total	\$ 465,238	\$ 980,335	\$ 152,500	\$ 2,741,931	\$ 2,741,931	\$ 2,741,931	\$ 2,741,931
CAPITAL OUTLAY							
ARPA EXPENDITURES	-	-	-	2,441,931	-	-	-
BROWNSFIELD GRANT	170,550	69,247	100,000	-	-	-	-
CDBG EXPENSES	205,660	13,406	-	-	-	-	-
EOBB GRANT FUNDS PAYOUT	-	184,000	-	100,000	100,000	100,000	100,000
EOBB HOUSING INCENTIVE PAYOUT	-	84,000	-	150,000	150,000	150,000	150,000
FAA 2019 AIRPORT GRANT	82,567	-	-	-	-	-	-
FAA 2020 AIRPORT GRANT	3,758	646,843	-	-	-	-	-
FAA 2021 AIRPORT GRANT	-	-	50,000	50,000	50,000	50,000	50,000
POLICE GRANT PROJECTS	2,500	-	2,500	-	-	-	-
POLICE SAFE KIDS PROJECT	1,494	-	-	-	-	-	-
ARPA-STORM INFRASTRUCTURE	-	-	-	-	300,000	300,000	300,000
ARPA-HOMELESS	-	-	-	-	200,000	200,000	200,000
ARPA - WATER CAPACITY INCREASE	-	-	-	-	1,791,931	1,791,931	1,791,931
CAPITAL OUTLAY TOTAL	\$ 466,528	\$ 997,497	\$ 152,500	\$ 2,741,931	\$ 2,591,931	\$ 2,591,931	\$ 2,591,931
TRANSFERS OUT							
ARPA-TRANSFERS OUT - HOUSING INCENTIV	-	-	-	-	150,000	150,000	150,000
TRANSFERS TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	\$ 150,000
Grand Total	\$ 466,528	\$ 997,497	\$ 152,500	\$ 2,741,931	\$ 2,741,931	\$ 2,741,931	\$ 2,741,931

Marijuana Enforcement

Description

This fund was set up during the 2019-2020 fiscal year to track the expenditures of the restricted Oregon Marijuana Tax.

The Police Department works daily with staff and the community to enhance the ability to achieve the key points of the mission which is to create a safer Ontario by protecting its citizens, enforcing laws, and building trust in partnership within the community. Staff strives to serve with integrity and professionalism while ensuring fair and impartial treatment for all.

Oregon Marijuana Tax is restricted to “assist local law enforcement in performing its duties” under the control and regulation of the marijuana act.

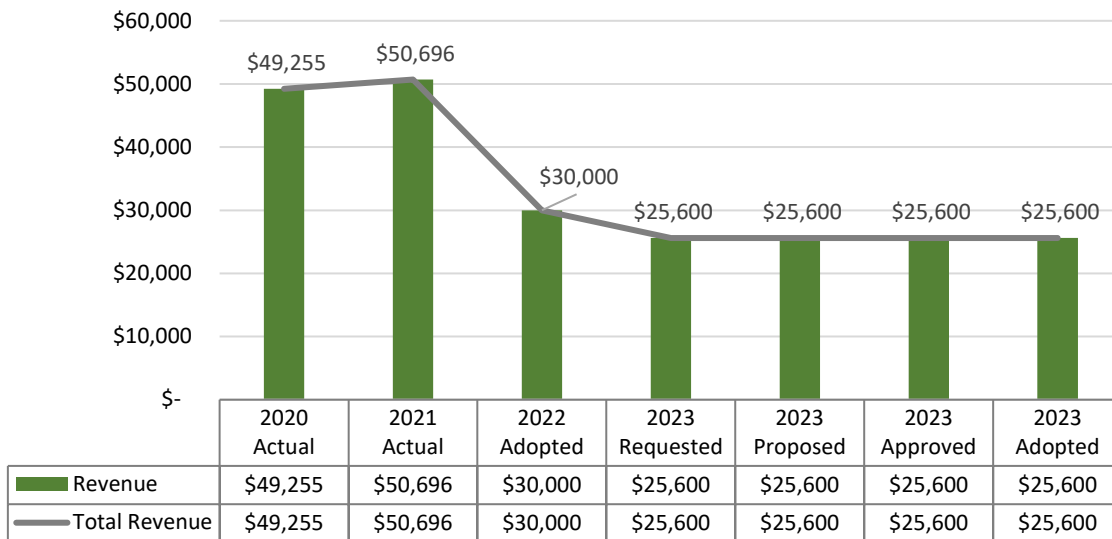
Strategic Impact

- Desirability- The Marijuana Enforcement Fund funds a small portion of a police officer’s salary.

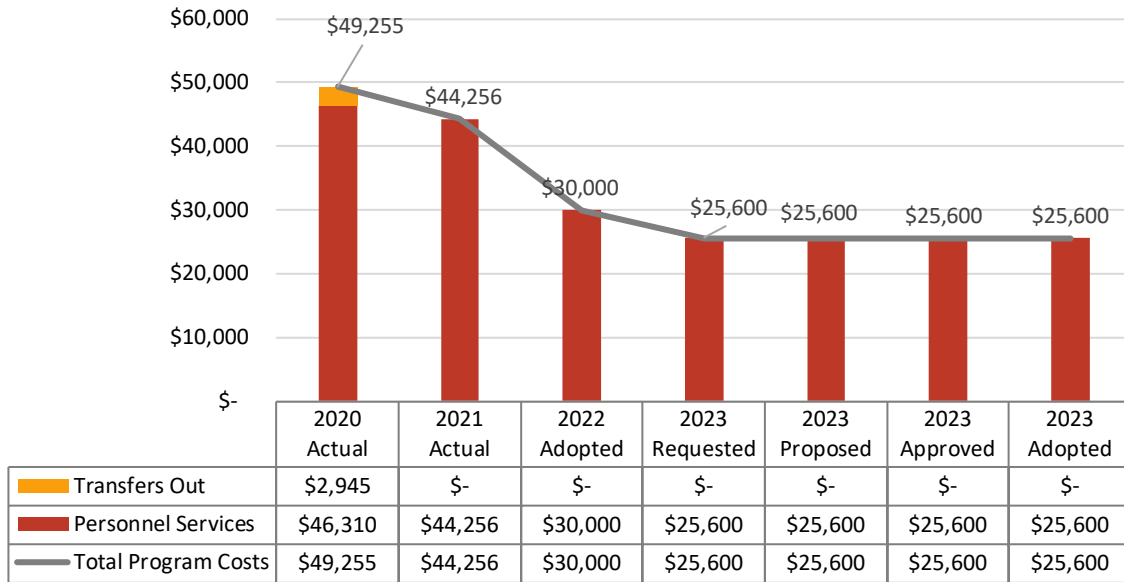
Budget Adjustments

- Measure 110 has further reduced the City’s portion of State cannabis tax, \$25,600 was budgeted this year.

Marijuana Enforcement Revenues



Marijuana Enforcement Expenditures



Section 6: Special Revenue Funds

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
MARIJUANA ENFORCEMENT REVENUES							
MARIJUANA TAX	49,255	50,696	30,000	25,600	25,600	25,600	25,600
Grand Total	\$ 49,255	\$ 50,696	\$ 30,000	\$ 25,600	\$ 25,600	\$ 25,600	\$25,600
PERSONNEL SERVICES							
WAGES & SALARIES	46,310	44,256	30,000	25,600	25,600	25,600	25,600
PERSONNEL SERVICES TOTAL	\$ 46,310	\$ 44,256	\$ 30,000	\$ 25,600	\$ 25,600	\$ 25,600	\$25,600
TRANSFERS OUT							
TRANSFER TO PERS RESERVE	2,945	-	-	-	-	-	-
TRANSFERS OUT TOTAL	\$ 2,945	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 49,255	\$ 44,256	\$ 30,000	\$ 25,600	\$ 25,600	\$ 25,600	\$25,600

Reserve Fund

Description

The Reserve Fund accounts for funds that are set aside by the city for specific purposes.

- The Insurance Reserve Department is used to account for a worker's compensation dividend. This reserve is to be used for future insurance claims.
- The Bike Path Reserve Department is used to account for setting aside 1% of State Highway Gas Tax revenues for the construction of bike path or footpath facilities. This reserve was established as a result of State requirements. 12.5% tot tax also goes to this fund. It is mainly used for trails at this point.
- The Building Inspection Reserve Department is used to account for setting aside excess revenues from building operations for future use in operating the Building Department. This fund was established during Fiscal Year 2000-2001 as a result of requirements established through the passage of Senate Bill 587.
- The Emergency Equipment Replacement/Repair Reserve Department is used to account for setting aside for and purchase of emergency equipment. This fund accounts for funds set aside by the Fire Department to purchase turnouts and air packs.
- The Public Safety Reserve Department is used to account for 26.25% of the Transient Occupancy Tax to be set aside for public safety purchases approved by the City Council.
- The Public Works Reserve is used to account for setting aside utility revenues for the construction of major utility improvements, the replacement of sewer plant equipment as required by the Oregon Department of Environmental Quality (ODEQ), and debt service reserve funds as required by ODEQ to cover one year of debt service for the existing sewer system loans.
- The PERS reserve is used for money set aside to make a lump payment to PERS.
- The Economic Development Infrastructure Fund is money set aside to fund economic development projects as they come up.

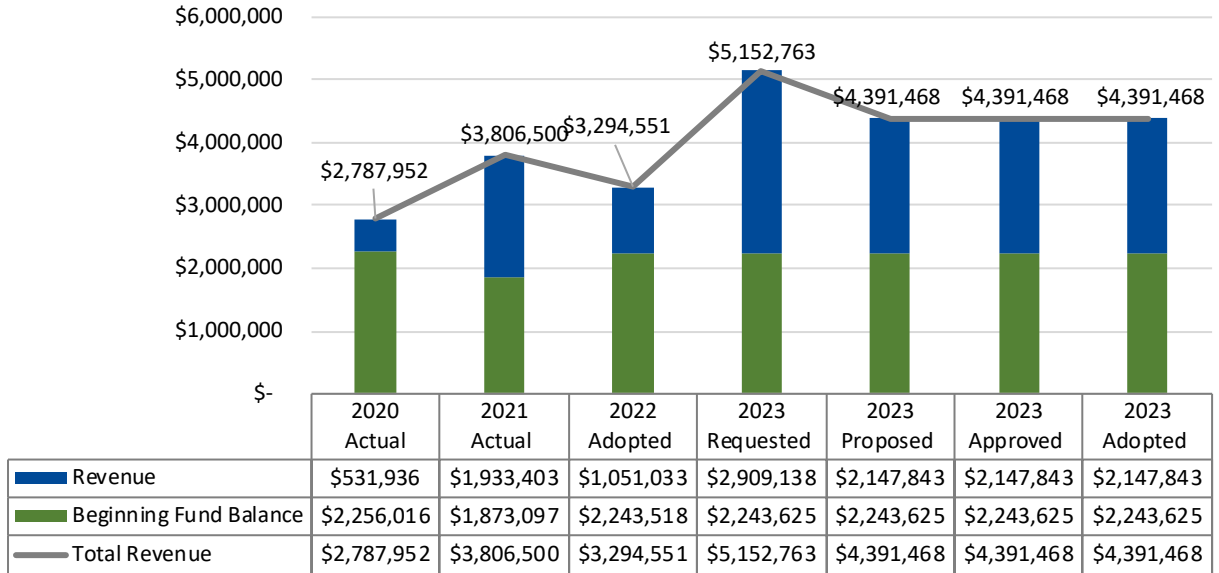
Accomplishments

- Right of ways for the tater tots trail were purchased.
- Public Safety Radio upgrade has been started.
- \$1.5 million has currently gone to the PERS side account.

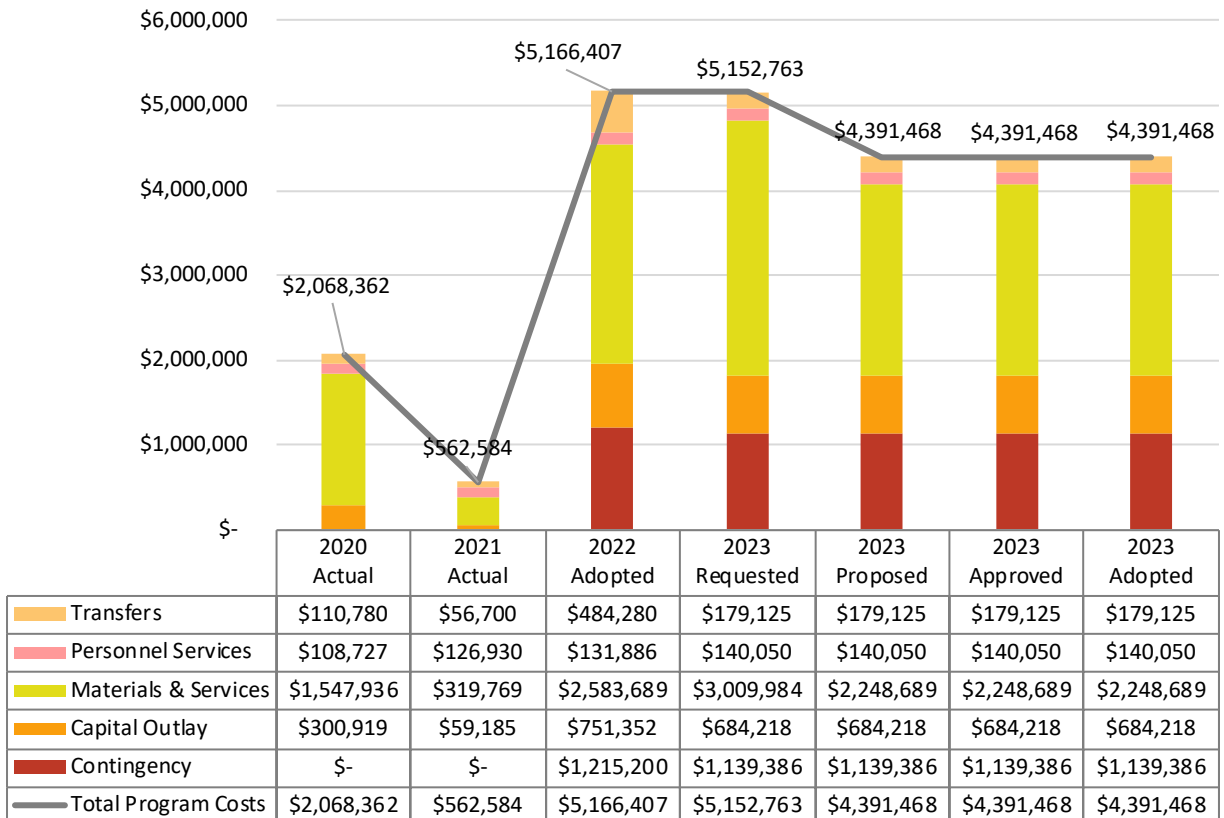
Budget Adjustments

- \$1,583,689 will be paid to PERS as a lump sum payment.
- The Public Safety Department will fund the following items in 2022-2023:
 - Generator for Fire Station (2) \$21,707
 - Mobile Radar Speed Sign \$5,539
 - Two patrol cars \$100,006 and 2 police car camera systems
 - The fund continues to fund one police officer

Reserve Revenues



Reserve Expenditures



Section 6: Special Revenue Funds

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
INSURANCE RESERVE REVENUES							
AVAILABLE CASH - INSURANCE RES	65,684	60,069	103,974	106,996	106,996	106,996	106,996
FACILITY INSURANCE CLAIM	-	16,284	-	-	-	-	-
INSURANCE DIVIDEND	10,244	41,254	10,000	10,000	10,000	10,000	10,000
Grand Total	\$ 75,928	\$ 117,606	\$ 113,974	\$ 116,996	\$ 116,996	\$ 116,996	\$ 116,996
INSURANCE RESERVE EXPENDITURES							
MATERIALS & SERVICES							
CLAIMS PAID OUT	1,000	4,330	5,000	5,000	5,000	5,000	5,000
MATERIALS & SERVICES TOTAL	\$ 1,000	\$ 4,330	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
CAPITAL OUTLAY							
CAPITAL OUTLAY	-	16,280	108,974	111,996	111,996	111,996	111,996
LION'S SHELTER	14,859	-	-	-	-	-	-
CAPITAL OUTLAY TOTAL	\$ 14,859	\$ 16,280	\$ 108,974	\$ 111,996	\$ 111,996	\$ 111,996	\$ 111,996
Grand Total	\$ 15,859	\$ 20,610	\$ 113,974	\$ 116,996	\$ 116,996	\$ 116,996	\$ 116,996

Section 6: Special Revenue Funds

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
BIKE PATH							
1% STATE TAX STREET REV	7,846	8,553	9,233	9,029	9,029	9,029	9,029
AVAILABLE CASH - BIKE PATH	96,171	(135,093)	45,000	347,266	347,266	347,266	347,266
GRANT	-	132,109	67,297	-	-	-	-
MOTEL OCCUPANCY TAX -TRAILS/BIKE PATH	82,238	116,570	100,000	100,000	100,000	100,000	100,000
TRANSFER FROM GENERAL FUND	-	-	198,470	390,000	193,705	193,705	193,705
Grand Total	\$ 186,255	\$ 122,138	\$ 420,000	\$ 846,295	\$ 650,000	\$ 650,000	\$ 650,000
BIKE PATH EXPENDITURES							
CAPITAL OUTLAY							
MALHEUR RIVER TRAIL	-	-	-	40,000	40,000	40,000	40,000
N/S TRAIL	-	-	75,000	-	-	-	-
SITE IMPROVEMENTS	9,476	-	-	-	-	-	-
TV CONNECTOR	309,697	-	-	-	-	-	-
TATER TOTS TRAIL	2,175	17,575	345,000	806,295	610,000	610,000	610,000
CAPITAL OUTLAY TOTAL	\$ 321,348	\$ 17,575	\$ 420,000	\$ 846,295	\$ 650,000	\$ 650,000	\$ 650,000
Grand Total	\$ 321,348	\$ 17,575	\$ 420,000	\$ 846,295	\$ 650,000	\$ 650,000	\$ 650,000

Section 6: Special Revenue Funds



Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
BUILDING INSPECTION							
AVAILABLE CASH-BLDG INSPECTION	137,893	137,893	137,893	137,893	137,893	137,893	137,893
Grand Total	\$ 137,893	\$ 137,893	\$ 137,893	\$ 137,893	\$ 137,893	\$ 137,893	\$ 137,893
BUILDING INSPECTION EXPENDITURES							
CONTINGENCY							
CONTINGENCY	-	-	137,893	137,893	137,893	137,893	137,893
CONTINGENCY TOTAL	\$ -	\$ -	\$ 137,893	\$ 137,893	\$ 137,893	\$ 137,893	\$ 137,893
Grand Total	\$ -	\$ -	\$ 137,893	\$ 137,893	\$ 137,893	\$ 137,893	\$ 137,893

Section 6: Special Revenue Funds

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
EMERGENCY EQUIPMENT RESERVE REVENUES							
AVAILABLE CASH - EMERG EQUIP	80,902	84,237	112,437	112,437	112,437	112,437	112,437
GEN FUND REV -EM EQ- FUND 055	28,200	28,200	28,200	28,200	28,200	28,200	28,200
Grand Total	\$ 109,102	\$ 112,437	\$ 140,637	\$ 140,637	\$ 140,637	\$ 140,637	\$ 140,637
EMERGENCY EQUIPMENT RESERVE EXPENDITURES							
CAPITAL OUTLAY							
EQUIPMENT PURCHASE	24,865	-	140,637	140,637	140,637	140,637	140,637
CAPITAL OUTLAY TOTALS	\$ 24,865	\$ -	\$ 140,637	\$ 140,637	\$ 140,637	\$ 140,637	\$ 140,637
Grand Total	\$ 24,865	\$ -	\$ 140,637	\$ 140,637	\$ 140,637	\$ 140,637	\$ 140,637

Section 6: Special Revenue Funds

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
PUBLIC SAFETY RESERVE							
AVAILABLE CASH-PUBLIC SAFETY R	669,430	334,176	328,177	304,794	304,794	304,794	304,794
CAPITAL ASSET SALES	5,220	12,097	-	-	-	-	-
GRANTS/CONTRIBUTIONS	-	9,507	-	-	-	-	-
MISC REIMBURSEMENTS	-	4,000	-	-	-	-	-
RURAL FIRE REIMBURSEMENT	-	-	-	-	-	-	-
MOTEL OCCUPANCY TAX 26.25%	203,176	244,796	210,000	210,000	210,000	210,000	210,000
Grand Total	\$ 877,826	\$ 604,575	\$ 538,177	\$ 514,794	\$ 514,794	\$ 514,794	\$ 514,794
PUBLIC SAFETY RESERVE EXPENDITURES							
PERSONNEL SERVICES							
MEDICAL INSURANCE CO-PAY	24,762	25,469	23,496	26,093	26,093	26,093	26,093
RETIREMENT	1,887	19,651	22,661	23,523	23,523	23,523	23,523
RETIREMENT - EE SHARE	4,157	4,319	4,432	4,601	4,601	4,601	4,601
SOCIAL SECURITY	5,267	5,485	5,651	5,866	5,866	5,866	5,866
VACATION/SICK BUYOUT	-	-	1,394	1,447	1,447	1,447	1,447
WAGES & SALARIES	72,633	71,984	72,468	75,224	75,224	75,224	75,224
WORKMANS COMP	21	21	1,784	3,296	3,296	3,296	3,296
PERSONNEL SERVICES TOTAL	\$ 108,727	\$ 126,930	\$ 131,886	\$ 140,050	\$ 140,050	\$ 140,050	\$ 140,050

Section 6: Special Revenue Funds



Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
CAPITAL OUTLAY							
ADA CURB IMPROVEMENTS	58,753	-	-	-	-	-	-
AIRPORT SNOW EQUIPMENT	-	-	-	-	-	-	-
BALLISTIC SHIELDS	7,748	-	-	-	-	-	-
BALLISTIC TRAUMA PLATES	8,748	-	-	-	-	-	-
CAMERA SYSTEM	6,161	6,561	-	-	-	-	-
EXTRICATION EQUIPMENT	-	13,349	-	-	-	-	-
FIRE EQUIPMENT	-	-	21,707	21,707	21,707	21,707	21,707
FIRE- EXHAUST SYSTEM	-	-	-	-	-	-	-
HOLDING CELL IMPROVEMENTS	-	-	-	-	-	-	-
MOBILE RADAR SPEED SIGN	-	-	-	5,539	5,539	5,539	5,539
PHONE SYSTEM	-	-	-	-	-	-	-
POLICE CAR PURCHASE	145,051	-	-	100,006	100,006	100,006	100,006
POLICE EQUIPMENT	-	14,749	10,000	10,000	10,000	10,000	10,000
RADIO EQUIPMENT	34,733	8,244	175,701	-	-	-	-
THERMAL IMAGE CAMERA	-	-	-	-	-	-	-
CAPITAL OUTLAY TOTAL	\$ 261,195	\$ 42,904	\$ 207,408	\$ 137,252	\$ 137,252	\$ 137,252	\$ 137,252
TRANSFERS							
TRANSFER TO PERS RESERVE	1,649	1,719	-	-	-	-	-
TRANSFERS OUT	100,000	20,701	-	100,000	100,000	100,000	100,000
TRANSFERS OUT TOTAL	\$ 101,649	\$ 22,420	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
CONTINGENCY							
CONTINGENCY	-	-	198,883	137,492	137,492	137,492	137,492
CONTINGENCY TOTAL	\$ -	\$ -	\$ 198,883	\$ 137,492	\$ 137,492	\$ 137,492	\$ 137,492
Grand Total	\$ 471,571	\$ 192,255	\$ 538,177	\$ 514,794	\$ 514,794	\$ 514,794	\$ 514,794

Section 6: Special Revenue Funds



Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
PUBLIC WORKS RESERVE REVENUES							
AVAILABLE CASH - PW RESERVE	1,205,636	1,297,484	1,421,704	1,139,906	1,139,906	1,139,906	1,139,906
BAD DEBT RECOVERY	597	1,309	500	500	500	500	500
INTEREST ON DEPOSIT-PW RESERVE	883	753	500	-	-	-	-
LATE FEE & PENALTIES	99,499	92,385	150,000	12,000	12,000	12,000	12,000
TRANSFERS IN	-	-	-	720	720	720	720
Grand Total	\$ 1,306,615	\$ 1,391,930	\$ 1,572,704	\$ 1,153,126	\$ 1,153,126	\$ 1,153,126	\$ 1,153,126
PUBLIC WORKS RESERVE EXPENDITURES							
MATERIALS & SERVICES							
BAD DEBT EXPENSE	-	21,031	10,000	10,000	10,000	10,000	10,000
MATERIALS & SERVICES TOTAL	\$ -	\$ 21,031	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
CAPITAL OUTLAY							
SITE IMPROVEMENTS - SEWER	-	-	100,000	100,000	100,000	100,000	100,000
SITE IMPROVEMENTS - WATER	-	-	100,000	100,000	100,000	100,000	100,000
CAPITAL OUTLAY TOTAL	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
TRANSFERS OUT							
TRANSFERS OUT	9,131	34,280	484,280	79,125	79,125	79,125	79,125
TRANSFERS OUT TOTAL	\$ 9,131	\$ 34,280	\$ 484,280	\$ 79,125	\$ 79,125	\$ 79,125	\$ 79,125
CONTINGENCY							
WATER SYSTEM CONTINGENCY	-	-	878,424	864,001	864,001	864,001	864,001
CONTINGENCY TOTAL	\$ -	\$ -	\$ 878,424	\$ 864,001	\$ 864,001	\$ 864,001	\$ 864,001
Grand Total	\$ 9,131	\$ 55,311	\$ 1,572,704	\$ 1,153,126	\$ 1,153,126	\$ 1,153,126	\$ 1,153,126

Section 6: Special Revenue Funds

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
PERS RESERVE REVENUES							
TRANSFERS IN	1,225,588	276,833	2,148,689	2,148,689	1,583,689	1,583,689	1,583,689
Grand Total	\$ 1,225,588	\$ 276,833	\$ 2,148,689	\$ 2,148,689	\$ 1,583,689	\$ 1,583,689	\$ 1,583,689
PERS RESERVE EXPENDITURES							
MATERIALS & SERVICES							
PERS SIDE ACCOUNT	1,225,588	276,833	2,148,689	2,148,689	1,583,689	1,583,689	1,583,689
MATERIALS & SERVICES TOTAL	\$ 1,225,588	\$ 276,833	\$ 2,148,689	\$ 2,148,689	\$ 1,583,689	\$ 1,583,689	\$ 1,583,689
Grand Total	\$ 1,225,588	\$ 276,833	\$ 2,148,689	\$ 2,148,689	\$ 1,583,689	\$ 1,583,689	\$ 1,583,689

Section 6: Special Revenue Funds

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
ECONOMIC DEVELOPMENT INFRASTRUCTURE REVENUES							
AVAILABLE CASH ON HAND - ECONOMIC DE	-	93,733	93,733	93,733	93,733	93,733	93,733
TRANSFER FROM GENERAL FUND	93,733	-	-	-	-	-	-
Grand Total	\$ 93,733	\$ 93,733	\$ 93,733	\$ 93,733	\$ 93,733	\$ 93,733	\$ 93,733
ECONOMIC DEVELOPMENT INFRASTRUCTURE EXPENDITURES							
CAPITAL OUTLAY							
CAPITAL OUTLAY	-	-	93,733	93,733	93,733	93,733	93,733
CAPITAL OUTLAY TOTALS	\$ -	\$ -	\$ 93,733	\$ 93,733	\$ 93,733	\$ 93,733	\$ 93,733
Grand Total	\$ -	\$ -	\$ 93,733	\$ 93,733	\$ 93,733	\$ 93,733	\$ 93,733

Section 6: Special Revenue Funds

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
GC SINKING FUND REVENUES							
AVAILABLE CASH - GC SINKING FUND	300	600	600	600	600	600	600
RENT - SINKING FUND	300	-	-	-	-	-	-
Grand Total	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
GC SINKING FUND EXPENDITURES							
CAPITAL OUTLAY							
CAPITAL OUTLAY	-	-	600	600	600	600	600
CAPITAL OUTLAY TOTALS	\$ -	\$ -	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
Grand Total	\$ -	\$ -	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
FUND REVENUE TOTALS	\$ 4,013,539	\$ 2,857,745	\$ 5,166,407	\$ 5,152,763	\$ 4,391,468	\$ 4,391,468	\$4,391,468
FUND EXPENDITURE TOTALS	\$ 2,068,362	\$ 562,584	\$ 5,166,407	\$ 5,152,763	\$ 4,391,468	\$ 4,391,468	\$4,391,468

Revolving Loan Fund

Description

The Revolving Loan Fund accounts for the funding received from economic development loans and loans issued. In 2015-2016 the Council approved a one-time allocation of \$50,000 for façade grants. The Council approved a grant match of \$14,000 in 2017-2018 to be allocated for an Executive Director for Revitalize Ontario. In February 2018, Resolution #2018-111 was approved by the Council to revise the Business Loan Fund to include a Housing Incentive Program. Currently there is one economic development loan in default. Interest received for economic development loans reduced by uncollectible loans is used for Economic and Community Enhancement grants.

Programs include:

- Economic Development Loans
- Housing Incentive Program

Strategic Impact

- Lifestyle- Economic development loans and the Housing Incentive Program offer businesses and residents opportunities to help grow within our community.

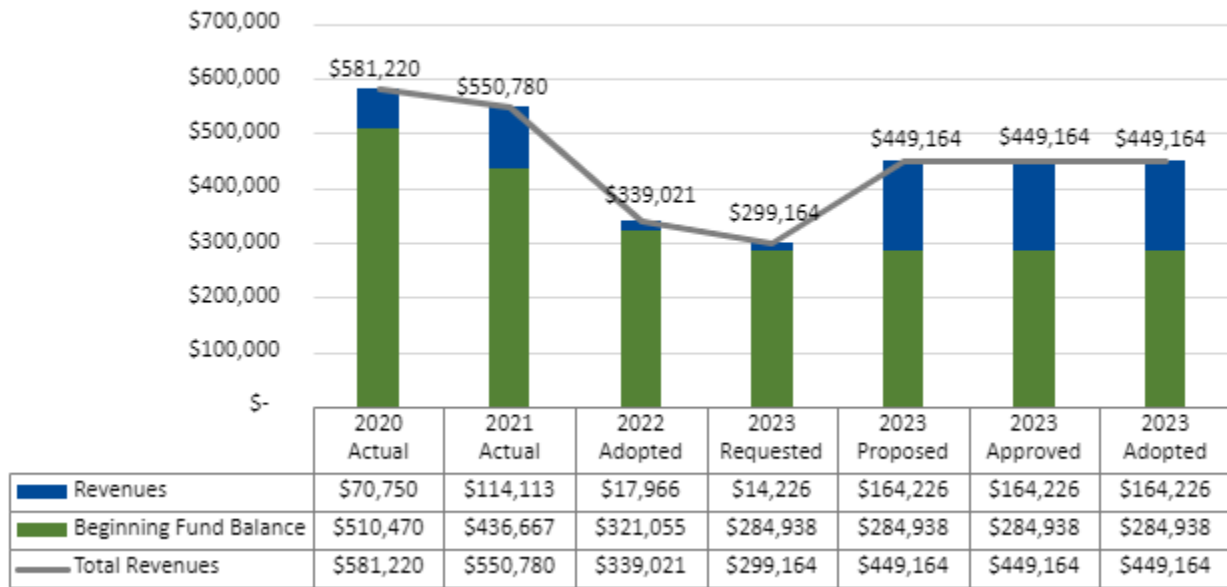
Accomplishments

- 43 housing incentive program payments have been approved currently.

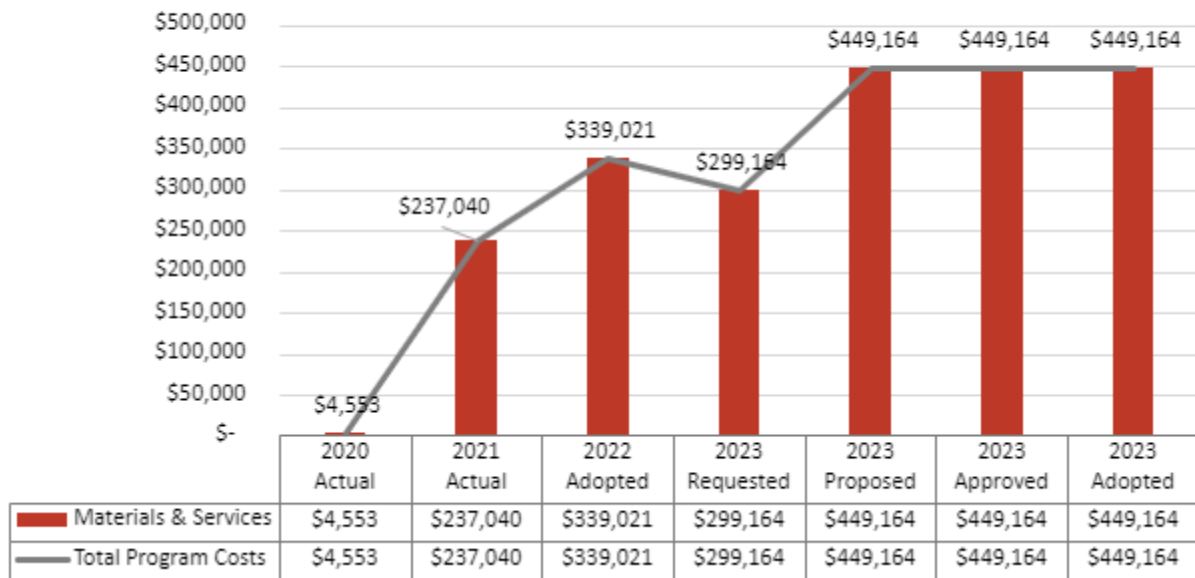
Budget Adjustments

- Will have \$150,000 transferring in from ARPA funding.
- \$14,226 will be added to this fund because of the new taxes from the Housing Incentive Program.

Revolving Loan Revenues



Revolving Loan Expenditures



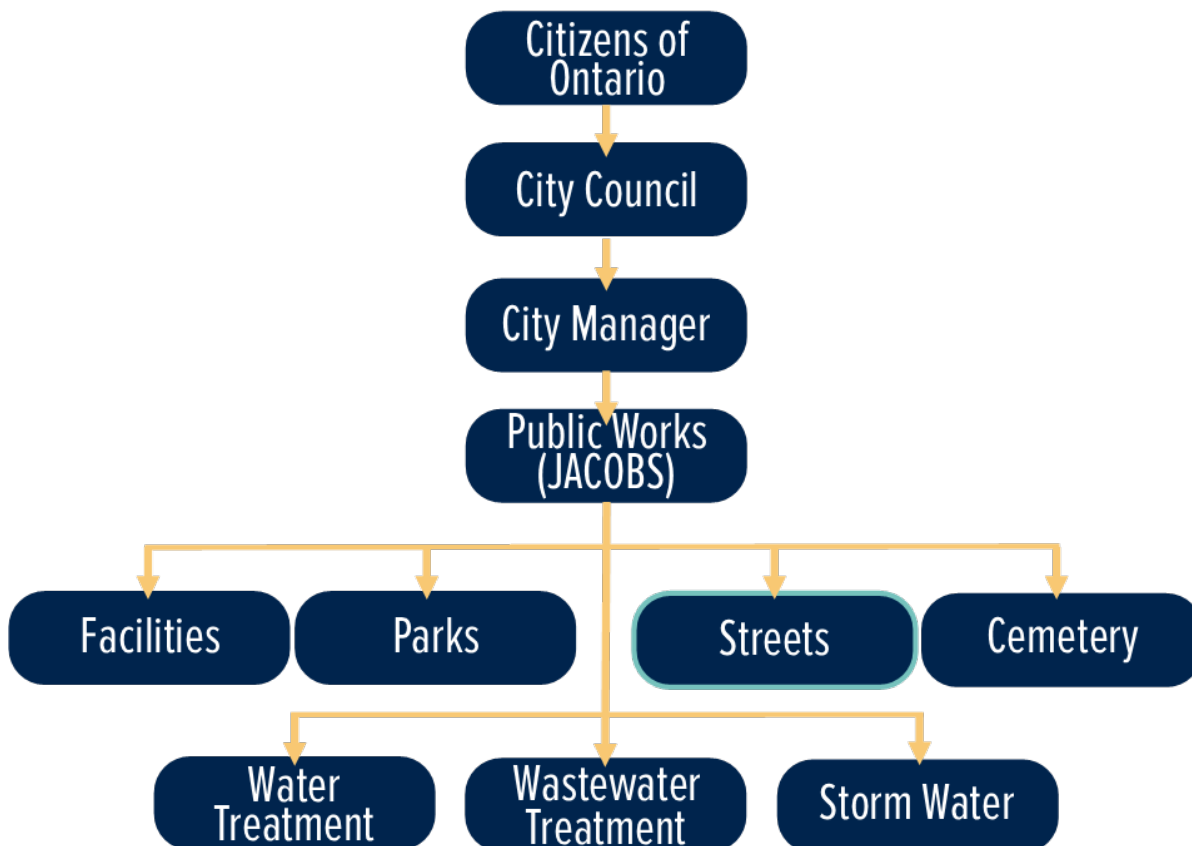
Section 6: Special Revenue Funds



Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
REVOLVING LOAN FUND REVENUES							
AVAILABLE CASH ON HAND	510,470	436,667	321,055	284,938	284,938	284,938	284,938
BUSINESS OREGON COVID-19	-	28,520	-	-	-	-	-
CURRENT YEAR PROPERTY TAXES	-	8,353	-	14,226	14,226	14,226	14,226
ECON DEV LOAN PAYMENTS	-	55,500	-	-	-	-	-
HOUSING INCENTIVE REPAYMENTS	70,000	-	8,500	-	-	-	-
INTEREST ON RLF REPAYMENTS	750	-	-	-	-	-	-
MICRO LOAN REPAYMENTS	-	21,740	9,466	-	-	-	-
MISC COLLECTIONS	-	-	-	-	-	-	-
TRANSFER FROM ARPA FUNDS	-	-	-	-	150,000	150,000	150,000
Grand Total	\$ 581,220	\$ 550,780	\$ 339,021	\$ 299,164	\$ 449,164	\$ 449,164	\$ 449,164
MATERIALS & SERVICES							
COVID-19 MICRO LOAN PROGRAM	-	28,520	-	-	-	-	-
DOWNTOWN FACADE GRANTS	4,553	-	-	-	-	-	-
HOUSING INCENTIVE PROGRAM	-	180,000	-	-	-	-	-
LOAN FUNDS AVAILABLE	-	-	339,021	299,164	449,164	449,164	449,164
OREGON SMALL BUSINESS GRANTS	-	28,520	-	-	-	-	-
MATERIALS & SERVICES Total	\$ 4,553	\$ 237,040	\$ 339,021	\$ 299,164	\$ 449,164	\$ 449,164	\$ 449,164
Grand Total	\$ 4,553	\$ 237,040	\$ 339,021	\$ 299,164	\$ 449,164	\$ 449,164	\$ 449,164

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Street Fund



Description

The Street Fund accounts for the care and maintenance of the street system within the Ontario city limits. Jacobs provides direct oversight and management of all streets located within the city limits. The scope of this service includes asphalt repair, chip seal, pothole repair, cross walks and signs, and right-of-way maintenance. Also included is snow removal and curb, gutter, and sidewalk maintenance.

Objectives and Performance Measures

Objectives

- Improve the city transportation system by rehabilitating existing infrastructure and expanding new road sections as identified in the CIP.
- Continue to improve pedestrian safety in school zones by installing school zone crosswalk improvements and implementing the Safe Routes to School project.
- Improve cleanliness of city streets by maintaining increased street sweeping capacity. Increased street sweeping includes sweeping the entire town three times per year, primary and secondary routes six times a year, and the downtown and underpass as needed. Continue to share street sweeping information with the community to improve communication with the community relationship.
- Pursue grant funding for street improvement projects.

Accomplishments

- No safety incidents.
- Swept the town a total of three times, including the downtown core area weekly throughout the year. The primary and secondary routes were swept between the full town sweepings with additional sweepings when available and needed.
- Street sweeping schedule was added to the city's website and Facebook page to improve communication with the community.
- Crack sealed 8 lane miles of streets.
- Right-of-way maintenance including weed abatement.
- Hauled 85 dump truck loads of leaves from the fall cleanup event.
- Installed and removed holiday decorations and banners throughout town at the request of the Ontario Chamber of Commerce.
- All crosswalks were painted and new Thermo plastic installed where needed.
- Chip sealed W. Idaho Ave., Verde Drive, and NW 9th St.
- Built a dump pit for the bio-solids project at Skyline Farm.
- Removed the remaining trees on the south side of E. Idaho Ave. Adjacent to the ODOT drainage swells.
- Maintained primary and secondary roads during snow events, getting to wet pavement within hours of each snow event.
- Facilitated the paving of Goodfellow St.
- Painted the yellow curb on the primary, secondary and school zones.

Strategic Impact

- Growth- The Street Fund plays an essential role in Strategy 3 to improve existing infrastructure. This includes street repairs with chip seal and crack fill, as well as complete rebuilds.

Section 6: Special Revenue Funds

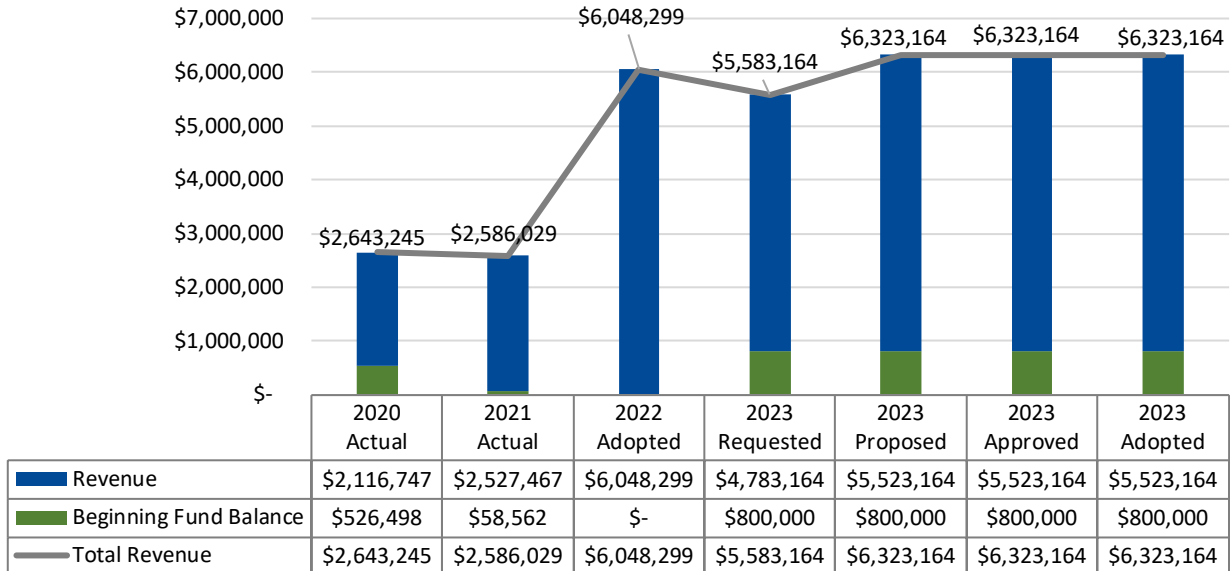
Key Indicators

Indicator	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Projected
Fall Clean Up - Truck Loads of Leaves Picked Up	65	95	80	100	85	90
Miles of Curb Painted	9.5	9.5	0	0	9.5	0
Lane Miles of City Street Sweeping	632	632	674	650	610	650
Miles of Primary and Secondary Routes Swept Between City-Wide Cycles	42	42	42	60	60	60
Curb Miles of Sweeping Downtown Each Night	2.7	2.7	2.7	2.7	2.7	2.7
Weeks of Trash Patrolled Around the Marketplace (East Idaho Avenue)	52	26	26	26	26	26
New or Upgraded Certifications	2	4	0	2	1	2
Amount of Lost Time of Recordable Incidents	0	0	0	0	0	0
Number of Lane Miles Chip Sealed	13.45	0	2	9.5	8	10
Number of Times Entire Town Swept Plus the Primary and Secondary Roads in between the Main Sweeps of Town	6	7	8	8	8	8
Number of Lane Miles Crack Sealed	13.45	13.5	13	13	8	15
Feet of Curb and Gutter Replaced in Preparation for Chip Seal	0	0	0	0	0	0
# of CIP street projects completed	-	-	-	-	-	2

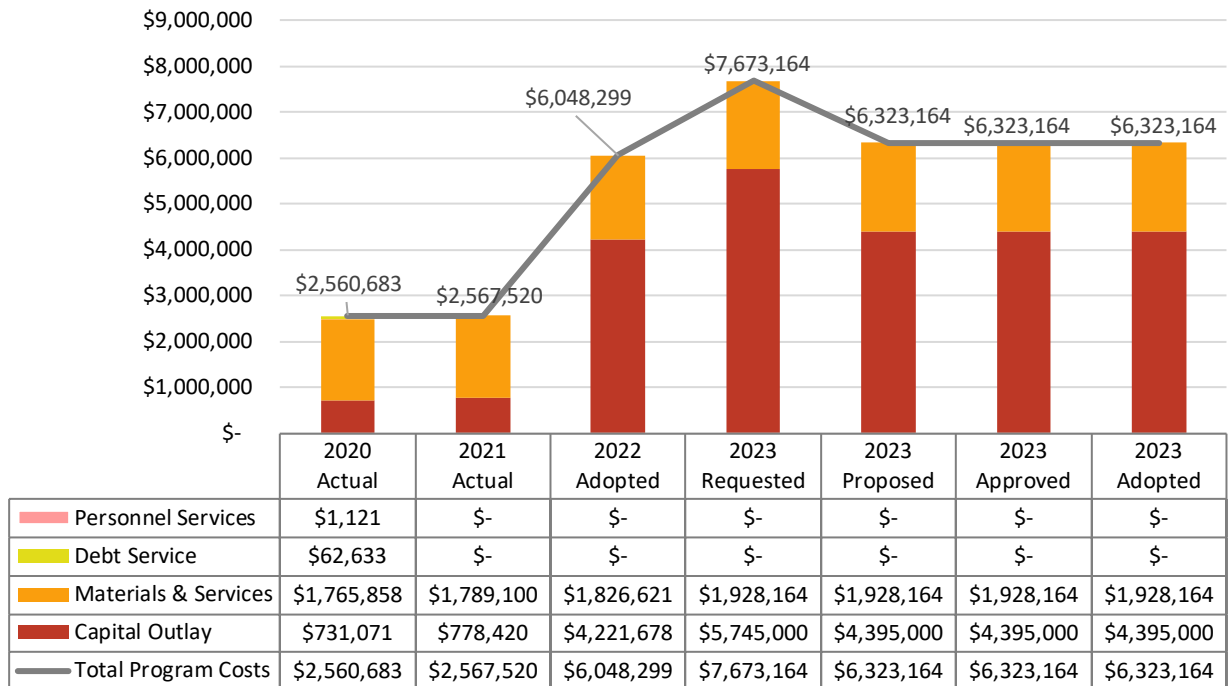
Budget Adjustments

- Jacobs contract increased 5%.
- \$1,343,429 to be transferred from the General Fund.
- Setting aside funds for grant match.
- Street sealing machine \$150k, crack fill \$60k.
- \$225,000 for 10-yd dump truck
- The following are new capital outlay projects budgeted:
 - N Park Street Development \$20k.
 - East Lane repair \$575k.
 - \$35k for ODOT signal upgrades.

Street Revenues



Street Expenditures



Section 6: Special Revenue Funds

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
STREET REVENUES							
AVAILABLE CASH ON HAND	526,498	58,562	-	800,000	800,000	800,000	800,000
INTEREST ON DEPOSIT	430	159	300	300	300	300	300
MISC COLLECTIONS	211	1,420	1,000	1,000	1,000	1,000	1,000
MISC EXPENSE REIMBURSEMENTS	1,121	-	-	-	-	-	-
ODOT CONTRACT	-	253,287	-	-	-	-	-
ODOT GRANTS	-	-	2,446,000	2,560,000	2,560,000	2,560,000	2,560,000
ODOT STP FUNDS	-	-	206,018	-	-	-	-
PUBLIC WORKS REVENUE-FUND 045	460,687	488,574	501,515	501,515	501,515	501,515	501,515
ROW INSPECTION FEES	5,541	7,569	5,000	5,000	5,000	5,000	5,000
SAFE ROUTES TO SCHOOL GRANT	-	22,016	358,932	-	-	-	-
STATE TAX STREET REV	776,754	846,706	914,027	893,916	893,916	893,916	893,916
STREET MAINTENANCE FEE	364,190	365,776	367,934	367,934	367,934	367,934	367,934
TRANSF FROM GEN FUND	304,636	127,366	1,037,573	243,499	983,499	983,499	983,499
TSP GRANT	-	169,800	-	-	-	-	-
MOTEL OCCUPANCY TAX 26.25%	203,177	244,796	210,000	210,000	210,000	210,000	210,000
Grand Total	\$ 2,643,245	\$ 2,586,029	\$ 6,048,299	\$ 5,583,164	\$ 6,323,164	\$ 6,323,164	\$ 6,323,164
PERSONNEL SERVICES							
RETIREMENT - EMPLYR EXP	1,121	-	-	-	-	-	-
PERSONNEL SERVICES TOTAL	\$ 1,121	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICES							
ADMINISTRATIVE SERVICES	65,624	65,624	65,624	65,624	65,624	65,624	65,624
BAD DEBT EXPENSE	-	413	-	-	-	-	-
CONTRACT SERVICES	1,674,373	1,691,371	1,724,284	1,822,828	1,822,828	1,822,828	1,822,828
INSURANCE PREM & SURETY B	16,125	17,822	18,713	21,712	21,712	21,712	21,712
ROAD MAINT & SUPPLIES	9,736	13,870	18,000	18,000	18,000	18,000	18,000
MATERIALS & SERVICES TOTAL	\$ 1,765,858	\$ 1,789,100	\$ 1,826,621	\$ 1,928,164	\$ 1,928,164	\$ 1,928,164	\$ 1,928,164

Section 6: Special Revenue Funds

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
CAPITAL OUTLAY							
10-YD DUMP TRUCK	-	-	-	225,000	225,000	225,000	225,000
13STR-01 STREET SEALING	48,961	74,691	150,000	150,000	150,000	150,000	150,000
ADA COMPLIANCE PROJECT	496,506	215,051	-	-	-	-	-
BUCKET TRUCK	-	-	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	-	-	-	-
CIMLINE CRACKFILL MACHINE	56,464	-	-	-	-	-	-
CRACKFILL	-	-	60,000	60,000	60,000	60,000	60,000
EAST LANE REPAIR	-	-	41,000	575,000	575,000	575,000	575,000
HAUL SWEEPER SOLIDS	-	-	-	50,000	50,000	50,000	50,000
LOADER	128,367	-	-	-	-	-	-
MASTER PLAN UPDATE	-	172,815	-	-	-	-	-
NE AREA STREET REPAIR	-	13,983	-	1,000,000	-	-	-
NORTH OREGON STREET DEVELOPMENT	-	-	-	150,000	-	-	-
NORTH PARK BLVD. EXTENSION	-	-	20,000	-	-	-	-
ODOT SIGNAL UPGRADES	-	16,388	30,000	35,000	35,000	35,000	35,000
PAINT MACHINE	-	-	-	-	-	-	-
ROADWAY EVALUATION	-	-	-	-	-	-	-
RUBBER TIRED ROLLER FOR CHIP SEAL	-	-	-	-	-	-	-
SAFE ROUTES TO SCHOOL	-	27,519	448,660	-	-	-	-
SANDING & MATERIAL BINS	-	-	-	-	-	-	-
SCHOOL ZONE MAST ARM	-	-	20,000	25,000	-	-	-
SE 2ND ODOT PROJECT	-	-	-	-	-	-	-
SE 2ND STREET IMPROVEMENT	-	253,287	1,600,000	3,200,000	3,200,000	3,200,000	3,200,000
SE 5TH ODOT PROJECT	-	4,686	1,852,018	-	-	-	-
STEEL DRUM ROLLER FOR CHIP SEAL	-	-	-	-	-	-	-
TRANSPORTATION MASTER PLAN	773	-	-	-	-	-	-
UTILITY CART	-	-	-	-	-	-	-
GRANT MATCHES	-	-	-	275,000	100,000	100,000	100,000
CAPITAL OUTLAY Total	\$ 731,071	\$ 778,420	\$ 4,221,678	\$ 5,745,000	\$ 4,395,000	\$ 4,395,000	\$ 4,395,000
DEBT SERVICE							
CAPITAL LEASE REPAYMENT	62,633	-	-	-	-	-	-
DEBT SERVICE Total	\$ 62,633	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 2,560,682	\$ 2,567,520	\$ 6,048,299	\$ 7,673,164	\$ 6,323,164	\$ 6,323,164	\$ 6,323,164

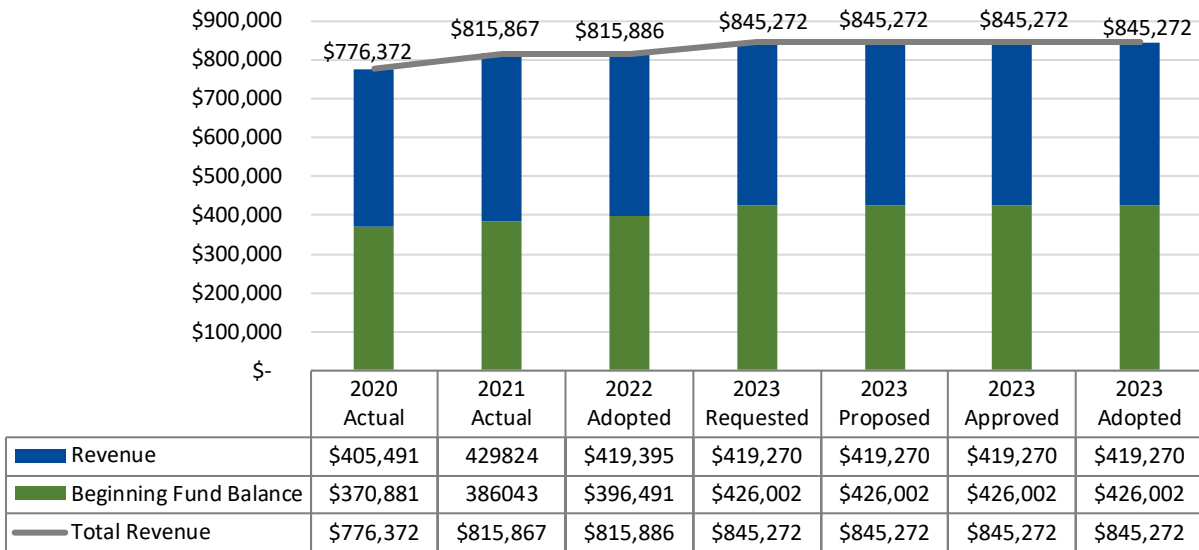
Trust Fund

Description

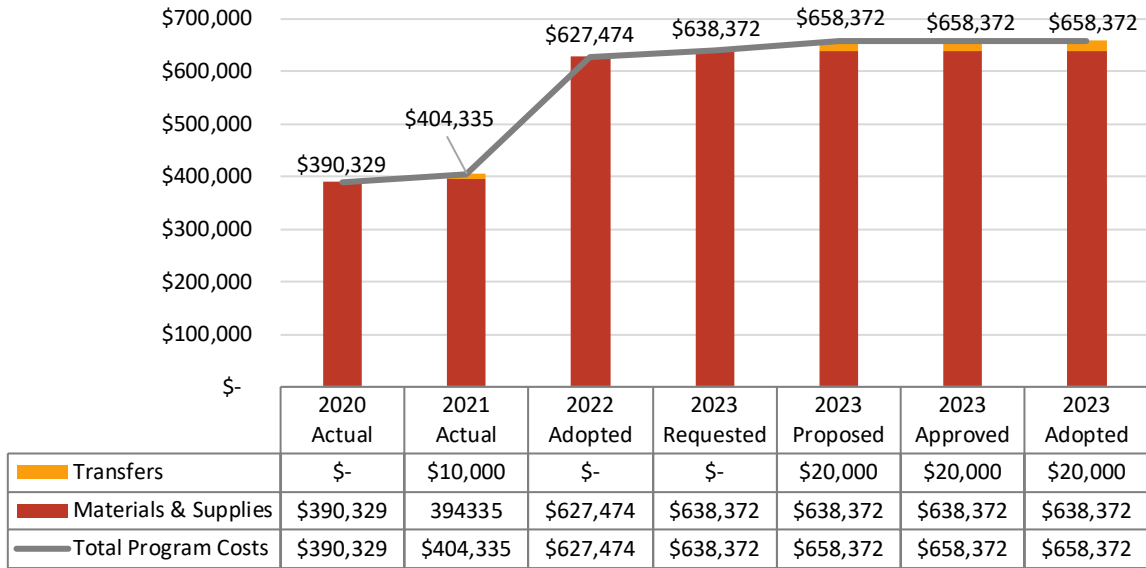
The Trust Fund accounts for restricted funds that are received by the city for restricted purposes and are mostly held for other organizations.

- Cemetery Perpetual Trust Department accounts for revenues from interest income and perpetual care services charged on cemetery operations and expenditures for the maintenance of the cemeteries.
- Chamber of Commerce Trust Department is a pass-through fund that accounts for revenues from Transient Occupancy Tax collections for the benefit of the Ontario Chamber of Commerce.
- Ontario Sanitary Service (OSS) Trust Department accounts for restricted funds collected from Ontario Sanitary Service based on an agreement relative to mitigating clean-up costs for the city’s old dump site owned by Ontario Sanitary Service or its affiliates. Interest earnings on this account are added to the Trust balance.
- Visitors & Convention Bureau Trust Department is a pass-through fund that accounts for revenues from Transient Occupancy Tax collections.

Trust Fund Revenues



Trust Expenditures



Section 6: Special Revenue Funds

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
CEMETERY PERPETUAL REVENUES							
AVAILABLE CASH - CEM PERP	156,645	172,712	179,212	197,750	197,750	197,750	197,750
INTEREST ON DEP - CEM PERP	217	188	200	150	150	150	150
PERPETUAL MAINTENANCE	15,850	23,700	9,000	9,000	9,000	9,000	9,000
Grand Total	\$ 172,712	\$ 196,600	\$ 188,412	\$ 206,900	\$ 206,900	\$ 206,900	\$ 206,900
CEMETERY PERPETUAL EXPENDITURES							
TRANSFERS OUT							
CEMETERY EXP - FUND 050	-	10,000	-	-	20,000	20,000	20,000
TRANSFERS OUT TOTAL	\$ -	\$ 10,000	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 20,000
UNAPPROPRIATED							
UNAPPROPRIATED ENDING BAL	-	-	188,412	206,900	186,900	186,900	186,900
UNAPPROPRIATED TOTAL	\$ -	\$ -	\$ 188,412	\$ 206,900	\$ 186,900	\$ 186,900	\$ 186,900
Grand Total	\$ -	\$ 10,000	\$ 188,412	\$ 206,900	\$ 206,900	\$ 206,900	\$ 206,900

Section 6: Special Revenue Funds



Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
CHAMBER OF COMMERCE REVENUES							
AVAILABLE CASH - C OF C	15,696	15,696	15,695	15,695	15,695	15,695	15,695
MOTEL OCCUPANCY TAX-C OF C	166,200	144,151	168,000	168,000	168,000	168,000	168,000
Grand Total	\$ 181,896	\$ 159,847	\$ 183,695	\$ 183,695	\$ 183,695	\$ 183,695	\$ 183,695
CHAMBER OF COMMERCE EXPENDITURES							
MATERIALS & SERVICES							
CHAMBER OF COM TOT DISTR	166,200	144,151	183,695	183,695	183,695	183,695	183,695
MATERIALS & SERVICES TOTAL	\$ 166,200	\$ 144,151	\$ 183,695	\$ 183,695	\$ 183,695	\$ 183,695	\$ 183,695
Grand Total	\$ 166,200	\$ 144,151	\$ 183,695	\$ 183,695	\$ 183,695	\$ 183,695	\$ 183,695
Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
OSS TRUST							
AVAILABLE CASH - OSS TRUST	152,734	152,928	153,095	153,224	153,224	153,224	153,224
INTEREST ON DEP - OSS TRUST	194	166	195	120	120	120	120
Grand Total	\$ 152,928	\$ 153,095	\$ 153,290	\$ 153,344	\$ 153,344	\$ 153,344	\$ 153,344
OSS TRUST EXPENDITURES							
MATERIALS & SERVICES							
OSS MITIGATION EXPENSES	-	-	153,290	153,344	153,344	153,344	153,344
MATERIALS & SERVICES TOTAL	\$ -	\$ -	\$ 153,290	\$ 153,344	\$ 153,344	\$ 153,344	\$ 153,344
Grand Total	\$ -	\$ -	\$ 153,290	\$ 153,344	\$ 153,344	\$ 153,344	\$ 153,344

Section 6: Special Revenue Funds

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
V&C							
AVAILABLE CASH - V & C	45,806	44,707	48,489	59,333	59,333	59,333	59,333
MOTEL OCCUPANCY TAX - V & C	223,029	261,619	242,000	242,000	242,000	242,000	242,000
Grand Total	\$ 268,835	\$ 306,326	\$ 290,489	\$ 301,333	\$ 301,333	\$ 301,333	\$ 301,333
V&C EXPENDITURES							
MATERIALS & SERVICES							
FOUR RIVERS TOT DISTR	193,029	231,619	212,000	212,000	212,000	212,000	212,000
GRANT PROJECT DISBURSEMENTS	31,030	18,565	76,809	87,653	87,653	87,653	87,653
MEETING EXPENSES	70	-	1,440	1,440	1,440	1,440	1,440
POSTAGE	-	-	240	240	240	240	240
MATERIALS & SERVICES TOTAL	\$ 224,128	\$ 250,184	\$ 290,489	\$ 301,333	\$ 301,333	\$ 301,333	\$ 301,333
Grand Total	\$ 224,128	\$ 250,184	\$ 290,489	\$ 301,333	\$ 301,333	\$ 301,333	\$ 301,333
FUND REVENUE TOTALS	\$ 776,371	\$ 815,867	\$ 815,886	\$ 845,272	\$ 845,272	\$ 845,272	\$ 845,272
FUND EXPENDITURE TOTALS	\$ 390,329	\$ 404,335	\$ 815,886	\$ 845,272	\$ 845,272	\$ 845,272	\$ 845,272

Section 7: Capital Projects Fund

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Water Treatment Baffle Wall



Inspecting the Splash Park



New Shelter at Lion's Park



City Hall Solar Panels

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Capital Projects Fund Overview

Description

Capital funds account for resources designated to acquire and construct capital facilities primarily related to infrastructure, except for minor acquisitions financed from regular operating funds. The City of Ontario has funding set aside for specific capital project funding sources. Various departments within the Capital Project Funds are for street projects, Utility Capitalization Fees, park donations, downtown attraction projects, and SRCI water and sewer projects. The SDC fund accounts for the restricted System Development Charges that are required to be spent on specified approved capital projects.

Budget Adjustments

- Structure is similar to last year.

Capital Funds Revenues

Revenues in capital funds come from System Development Charges (SDC), Utility Capitalization Fees (UCF), transfers in, donations, and the Snake River Correctional Institute (SRCI) water and wastewater infrastructure charges.

Capital Projects Fund List

Capital projects can occur in any fund; the following projects are specific to the Capital Projects Fund.

Department	Project	Expenditure
Fire Apparatus	Fire Equipment	\$634,280
SDC	Capital Outlay	\$794,798
UCF	Water/Sewer Line Replacement	\$150,000
UCF	Manhole Repair & Replacement	\$50,000
W Idaho Extension	Capital Outlay	\$118,997
UCF	Meter Register Replacement	\$75,000
UCF	Navarette Utilities Extension	\$750,000
E ID	STR-5 East Idaho Avenue	\$68,704
UCF	Treasure Valley 200 Property Development	\$750,000
SRCI Water	SRCI Water Projects	\$84,500
Downtown Attraction	Downtown Attraction	\$308,513
Park Donation	Park Improvements	\$4,000
TOTAL		\$3,788,792

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Capital Projects Fund

Description

The Capital Project Fund accounts for the funding that is set aside from specific capital project funding sources. The Capital Projects Fund has varying funding sources; some of these are as follows:

- Local Improvement District Reimbursements
- Stelling Property Proceeds
- Annexation Fees
- Oregon Department of Transportation Projects
- Utility Capitalization Fees (17% of water cost)
- Park Donations
- Transient Occupancy Tax (TOT)
- Snake River Correctional Institute (SRCI) water and sewer infrastructure charges

Funds are set aside in separate departments as follows:

- Special Projects Department
- Utility Capitalization Fee Department
- East Idaho Transportation Project Department
- West Idaho Extension Project
- Parks Donations Department
- Fire Apparatus Department
- Downtown Attraction Department
- SRCI Water Department
- SRCI Sewer Department

Strategic Impact

This fund correlates with all capital projects within the Strategic Plan. This includes infrastructure (Growth), a new fire apparatus (Desirability), park improvements (Lifestyle), and the downtown attraction (Lifestyle).

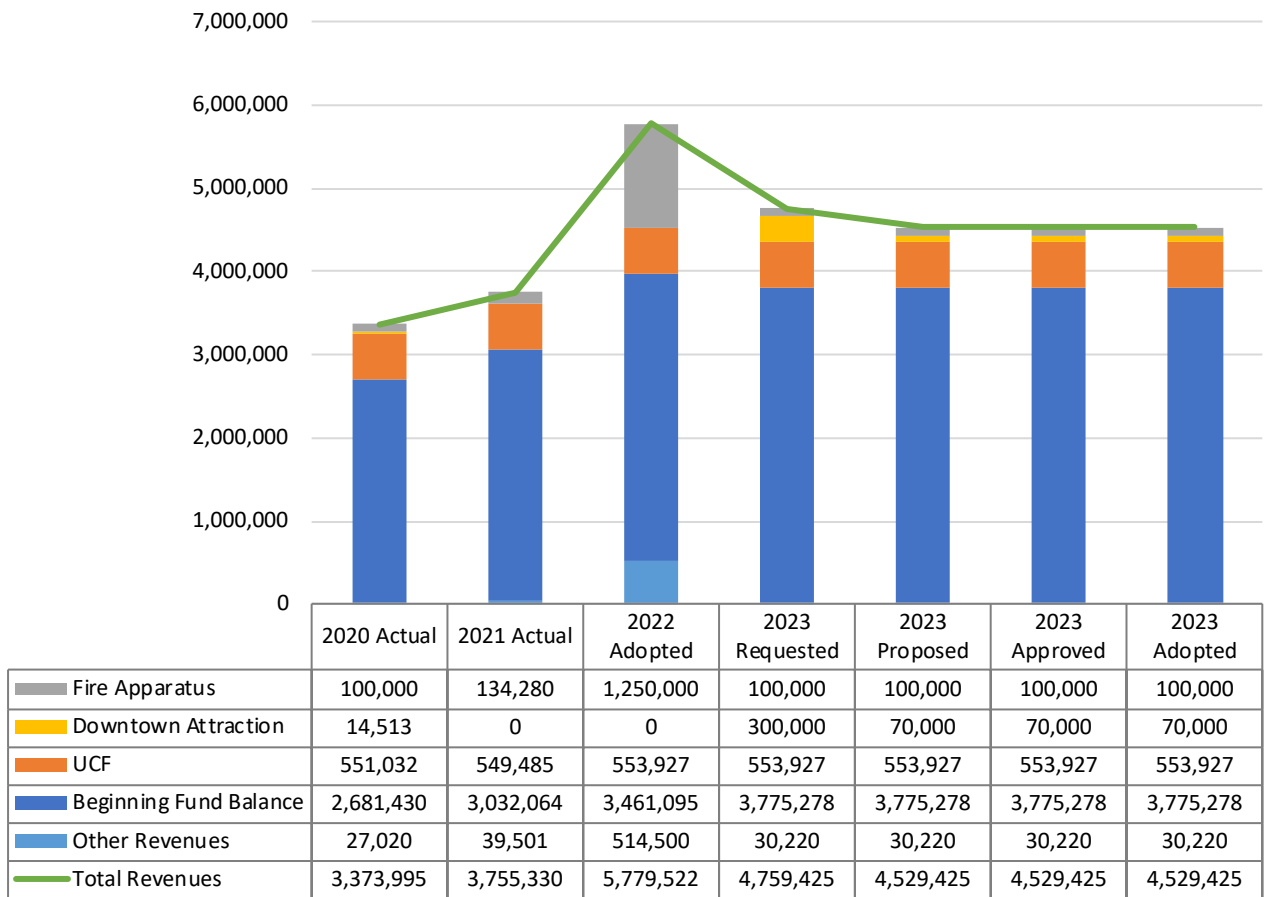
Accomplishments

- Completed the downtown attraction study and moved to phase 2 of design.
- More efficient water meters continue to be replaced as batteries near end of life.

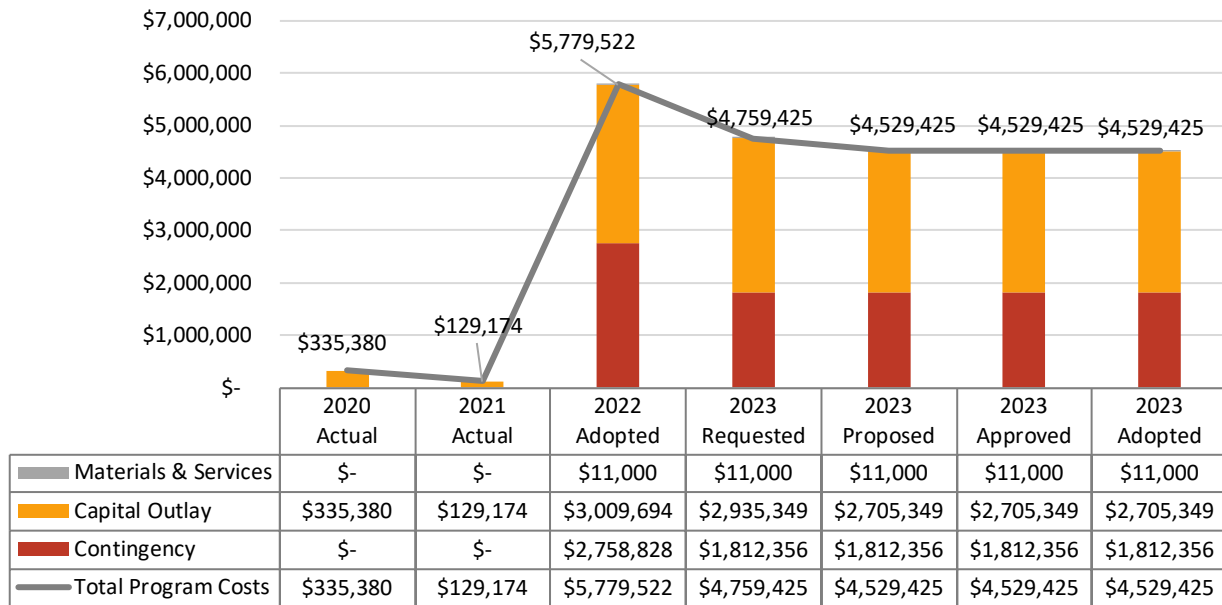
Budget Adjustments

- The Downtown Attraction Department has project funds rolled over from FY 2021-2022 for the design of the downtown attraction.
- Funds set aside for grant match and rescue one purchase

Capital Projects Revenues



Capital Projects Expenditures



Section 7: Capital Projects Fund



Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
W IDAHO EXTENSION PROJECT REVENUES							
AVAILABLE CASH - W. IDAHO EX	118,977	118,977	118,977	118,977	118,977	118,977	118,977
Grand Total	\$ 118,977	\$ 118,977	\$ 118,977	\$ 118,977	\$ 118,977	\$ 118,977	\$ 118,977
W IDAHO EXTENSION PROJECT EXPENDITURES							
CAPITAL OUTLAY							
W IDAHO EXT CAPITAL OUTLAY	-	-	118,977	118,977	118,977	118,977	118,977
CAPITAL OUTLAY TOTAL	\$ -	\$ -	\$ 118,977	\$ 118,977	\$ 118,977	\$ 118,977	\$ 118,977
Grand Total	\$ -	\$ -	\$ 118,977	\$ 118,977	\$ 118,977	\$ 118,977	\$ 118,977

Section 7: Capital Projects Fund

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
SPECIAL PROJECTS REVENUES							
ANNEXATION FEES	741	8,859	5,000	5,000	5,000	5,000	5,000
AVAILABLE CASH - SPECIAL PROJ	415,064	370,036	378,336	572,889	572,889	572,889	572,889
LID 47 REIMBURSEMENTS	3,028	3,181	2,000	2,000	2,000	2,000	2,000
SEWER ASSMNT-N BELTLINE	4,702	3,316	1,000	1,000	1,000	1,000	1,000
SPECIAL PROJECTS	10,000	-	-	-	-	-	-
Grand Total	\$ 433,534	\$ 385,392	\$ 386,336	\$ 580,889	\$ 580,889	\$ 580,889	\$ 580,889
SPECIAL PROJECTS EXPENDITURES							
MATERIALS & SERVICES							
CONTRACT SERVICES	-	-	1,000	1,000	1,000	1,000	1,000
PRINT / AD / RECORD	-	-	-	-	-	-	-
MATERIALS & SERVICES TOTAL	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
TRANSFERS OUT							
TRANSFERS OUT	50,000	-	-	-	-	-	-
TRANSFERS OUT TOTAL	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CONTINGENCY							
SPEC PROJECT CONTINGENCY	-	-	385,336	579,889	579,889	579,889	579,889
CONTINGENCY TOTAL	\$ -	\$ -	\$ 385,336	\$ 579,889	\$ 579,889	\$ 579,889	\$ 579,889
Grand Total	\$ 50,000	\$ -	\$ 386,336	\$ 580,889	\$ 580,889	\$ 580,889	\$ 580,889

Section 7: Capital Projects Fund



Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
UCF REVENUES							
AVAILABLE CASH - UCF DEPT	2,074,685	2,363,834	2,684,565	2,463,540	2,463,540	2,463,540	2,463,540
INSURANCE PROCEEDS	-	-	-	-	-	-	-
MISC COLLECTIONS	941	1,125	-	-	-	-	-
UTILITY CAPITALIZATION FEE REV	550,090	548,360	553,927	553,927	553,927	553,927	553,927
Grand Total	\$ 2,625,717	\$ 2,913,319	\$ 3,238,492	\$ 3,017,467	\$ 3,017,467	\$ 3,017,467	\$ 3,017,467
UCF EXPENDITURES							
MATERIALS & SERVICES							
BAD DEBT EXPENSE	-	-	10,000	10,000	10,000	10,000	10,000
MATERIALS & SERVICES TOTAL	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
CAPITAL OUTLAY							
AIRPORT WW EXTENSION	63,497	-	250,000	-	-	-	-
MANHOLE REPAIR & REPLACEMENT	-	-	-	50,000	50,000	50,000	50,000
METER REGISTER REPLACEMENT	18,172	49,882	75,000	75,000	75,000	75,000	75,000
SE 2ND WATER & SEWER LINE	103,688	-	-	-	-	-	-
TREASURE 200 PROPERTY DEVELOPMENT	-	16,485	60,000	750,000	750,000	750,000	750,000
UTILITIES EXTENSION - NAVARETTE	-	18,186	70,000	750,000	750,000	750,000	750,000
WATER/SEWER LINE REPLACEMENT	140,023	19,154	400,000	150,000	150,000	150,000	150,000
CAPITAL OUTLAY TOTAL	\$ 325,380	\$ 103,706	\$ 855,000	\$ 1,775,000	\$ 1,775,000	\$ 1,775,000	\$ 1,775,000
CONTINGENCY							
UCF DEPT CONTINGENCY	-	-	2,373,492	1,232,467	1,232,467	1,232,467	1,232,467
CONTINGENCY TOTAL	\$ -	\$ -	\$ 2,373,492	\$ 1,232,467	\$ 1,232,467	\$ 1,232,467	\$ 1,232,467
Grand Total	\$ 325,380	\$ 103,706	\$ 3,238,492	\$ 3,017,467	\$ 3,017,467	\$ 3,017,467	\$ 3,017,467

Section 7: Capital Projects Fund



Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
E IDAHO TRANSPORTATION PROJECT REVENUES							
AVAILABLE CASH - E ID TRN PROJ	68,704	68,704	68,704	68,704	68,704	68,704	68,704
Grand Total	\$ 68,704	\$ 68,704	\$ 68,704	\$ 68,704	\$ 68,704	\$ 68,704	\$ 68,704
E IDAHO TRANSPORTATION PROJECT EXPENDITURES							
CAPITAL OUTLAY							
STR-5 E IDAHO AVE	-	-	68,704	68,704	68,704	68,704	68,704
CAPITAL OUTLAY TOTAL	\$ -	\$ -	\$ 68,704	\$ 68,704	\$ 68,704	\$ 68,704	\$ 68,704
Grand Total	\$ -	\$ -	\$ 68,704	\$ 68,704	\$ 68,704	\$ 68,704	\$ 68,704
Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
PARKS DONATIONS REVENUES							
AVAILABLE CASH - PARKS DONATIONS	4,000	2,000	2,000	2,000	2,000	2,000	2,000
PARKS DONATIONS	2,000	-	2,000	2,000	2,000	2,000	2,000
Grand Total	\$ 6,000	\$ 2,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
PARKS DONATIONS EXPENDITURES							
CAPITAL OUTLAY							
PARK IMPROVEMENTS	4,000	-	4,000	4,000	4,000	4,000	4,000
CAPITAL OUTLAY TOTAL	\$ 4,000	\$ -	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Grand Total	\$ 4,000	\$ -	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000

Section 7: Capital Projects Fund

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
FIRE APPARATUS REVENUES							
AVAILABLE CASH - FIRE APPARATUS	-	100,000	200,000	534,280	534,280	534,280	534,280
FEMA FIRE GRANT	-	-	950,000	-	-	-	-
TRANSFER IN	100,000	134,280	300,000	100,000	100,000	100,000	100,000
Grand Total	\$ 100,000	\$ 234,280	\$ 1,450,000	\$ 634,280	\$ 634,280	\$ 634,280	\$ 634,280
FIRE APPARATUS EXPENDITURES							
CAPITAL OUTLAY							
FIRE EQUIPMENT	-	-	1,450,000	634,280	634,280	634,280	634,280
CAPITAL OUTLAY TOTAL	\$ -	\$ -	\$ 1,450,000	\$ 634,280	\$ 634,280	\$ 634,280	\$ 634,280
Grand Total	\$ -	\$ -	\$ 1,450,000	\$ 634,280	\$ 634,280	\$ 634,280	\$ 634,280
Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
DOWNTOWN ATTRACTION REVENUES							
AVAILABLE CASH - DOWNTOWN	-	8,513	8,513	8,513	8,513	8,513	8,513
MOTEL OCCUPANCY TAX-DOWNTOWN ATTI	14,513	-	-	-	-	-	-
TRANSFER IN	-	-	-	300,000	70,000	70,000	70,000
Grand Total	\$ 14,513	\$ 8,513	\$ 8,513	\$ 308,513	\$ 78,513	\$ 78,513	\$ 78,513
DOWNTOWN ATTRACTION EXPENDITURES							
CAPITAL OUTLAY							
DOWNTOWN ATTRACTION	6,000	-	8,513	308,513	78,513	78,513	78,513
CAPITAL OUTLAY TOTAL	\$ 6,000	\$ -	\$ 8,513	\$ 308,513	\$ 78,513	\$ 78,513	\$ 78,513

Section 7: Capital Projects Fund



Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
SRCI WATER REVENUES							
AVAILABLE CASH - SRCI WATER	-	-	-	6,375	6,375	6,375	6,375
SRCI WATER INFRASTRUCTURE CHARGE	-	1,875	4,500	4,500	4,500	4,500	4,500
Grand Total	\$ -	\$ 1,875	\$ 4,500	\$ 10,875	\$ 10,875	\$ 10,875	\$ 10,875
SRCI WATER EXPENDITURES							
CAPITAL OUTLAY							
SRCI WATER PROJECTS	-	-	4,500	875	875	875	875
CANYON BOOSTER PUMP	-	-	-	10,000	10,000	10,000	10,000
CAPITAL OUTLAY TOTAL	\$ -	\$ -	\$ 4,500	\$ 10,875	\$ 10,875	\$ 10,875	\$ 10,875
Grand Total	\$ -	\$ -	\$ 4,500	\$ 10,875	\$ 10,875	\$ 10,875	\$ 10,875
Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
SRCI WASTEWATER REVENUES							
AVAILABLE CASH - SRCI WW	-	6,550	-	-	-	-	-
SRCI WW INFRASTRUCTURE CHARGE	6,550	15,720	15,720	15,720	15,720	15,720	15,720
TRANSFER IN	-	-	484,280	-	-	-	-
Grand Total	\$ 6,550	\$ 22,270	\$ 500,000	\$ 15,720	\$ 15,720	\$ 15,720	\$ 15,720
SRCI WASTEWATER EXPENDITURES							
CAPITAL OUTLAY							
SRCI LOWER LIFT STATION	-	25,467	500,000	-	-	-	-
SRCI WW PROJECTS	-	-	-	15,000	15,000	15,000	15,000
CAPITAL OUTLAY TOTAL	\$ -	\$ 25,467	\$ 500,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
TRANSFERS							
TRANSFER OUT	-	-	-	720	720	720	720
TRANSFERS TOTAL	\$ -	\$ -	\$ -	\$ 720	\$ 720	\$ 720	\$ 720
Grand Total	\$ -	\$ 25,467	\$ 500,000	\$ 15,720	\$ 15,720	\$ 15,720	\$ 15,720
FUND REVENUE TOTALS	\$ 3,373,994	\$ 3,755,330	\$ 5,779,522	\$ 4,759,425	\$ 4,529,425	\$ 4,529,425	\$ 4,529,425
FUND EXPENDITURE TOTALS	\$ 385,380	\$ 129,174	\$ 5,779,522	\$ 4,759,425	\$ 4,529,425	\$ 4,529,425	\$ 4,529,425

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SDC Fund

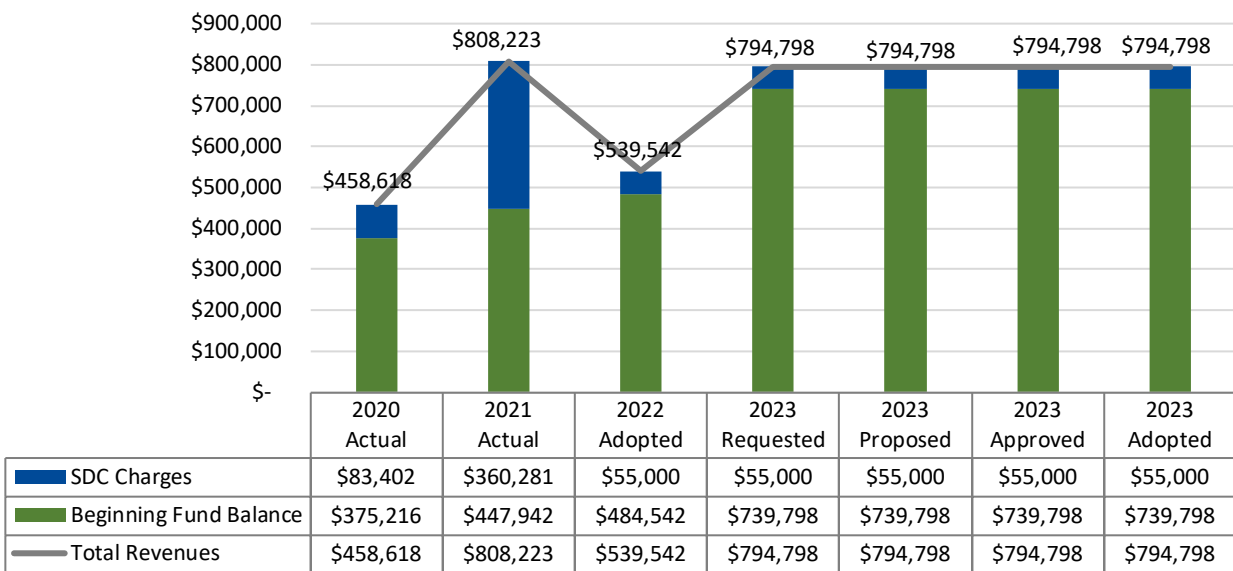
Description

The SDC Fund accounts for the restricted System Development Charges that are required to be spent on specified approved capital projects. The System Development Charges are established by Council resolution. Charges are assessed or collected at the time of increased usage of a capital improvement, issuance of a development or building permit, or connection to the capital improvement. The charges are split between transportation, water, and sewer. The projects in the capital improvement plan are restricted to use for projects that expand capacity.

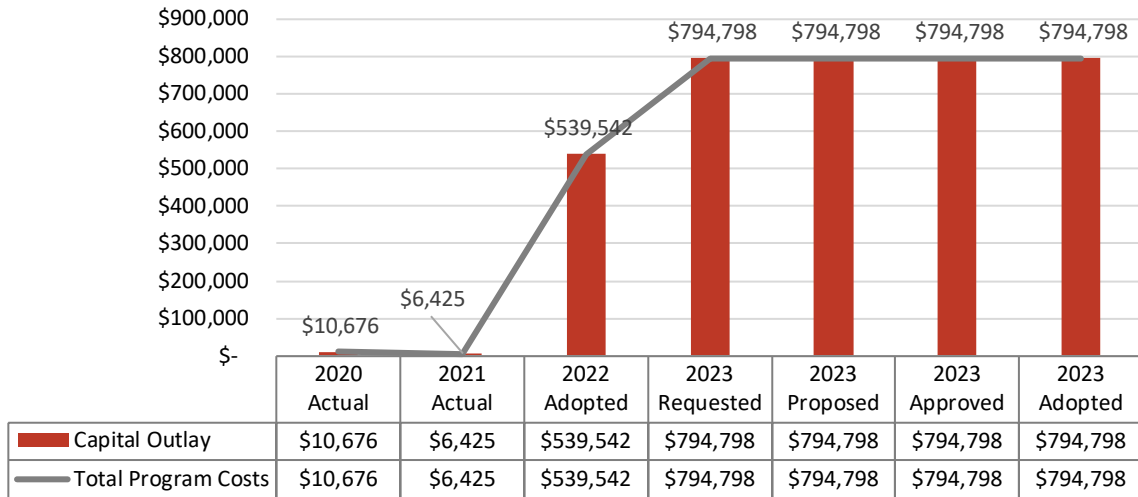
Budget Adjustments

- No substantial changes; similar to prior year.

SDC Revenues



SDC Expenditures



Section 7: Capital Projects Fund



Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
SDC REVENUES							
AVAILABLE CASH - SDC DEPT	375,216	447,942	484,542	739,798	739,798	739,798	739,798
SYS DEV - SEWER SYSTEM	8,177	14,430	15,000	15,000	15,000	15,000	15,000
SYS DEV - TRANSP SYSTEM	58,650	308,801	25,000	25,000	25,000	25,000	25,000
SYS DEV - WATER SYSTEM	16,575	37,050	15,000	15,000	15,000	15,000	15,000
Grand Total	\$ 458,618	\$ 808,223	\$ 539,542	\$ 794,798	\$ 794,798	\$ 794,798	\$ 794,798
CAPITAL OUTLAY							
CAPITAL OUTLAY	10,676	6,425	539,542	794,798	794,798	794,798	794,798
CAPITAL OUTLAY TOTAL	\$ 10,676	\$ 6,425	\$ 539,542	\$ 794,798	\$ 794,798	\$ 794,798	\$ 794,798
Grand Total	\$ 10,676	\$ 6,425	\$ 539,542	\$ 794,798	\$ 794,798	\$ 794,798	\$ 794,798

Section 8: Debt Service Fund

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Debt Service Fund241



Downtown Mural



Budget Committee Meeting



Ontario Skate Park



Malheur River

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Debt Fund Overview

Description

The debt fund accounts for the accumulation of resources for, and payment of, general long-term debt principal and interest. The Debt Service Fund accounts for the funding received from property owners on bonded and unbonded liens. The revenue is used to redeem improvement bonds and coupons maturing during the fiscal year.

Budget Adjustments

- The only Debt Service Fund was closed in 2019-2020.

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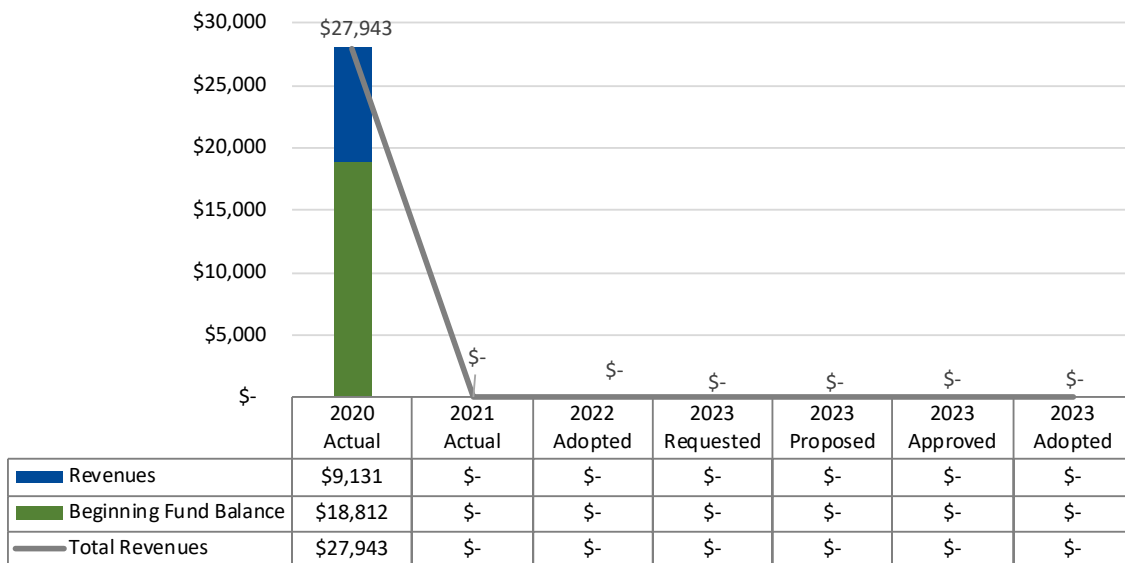
Debt Service Fund

Description

The Debt Service Fund accounts for the funding received from property owners on bonded and unbonded liens. The revenue is used to redeem improvement bonds and coupons maturing during the fiscal year. Assessments receivable are deferred until payment is due. Currently, there are no Local Improvement District (LID) loans left to repay.

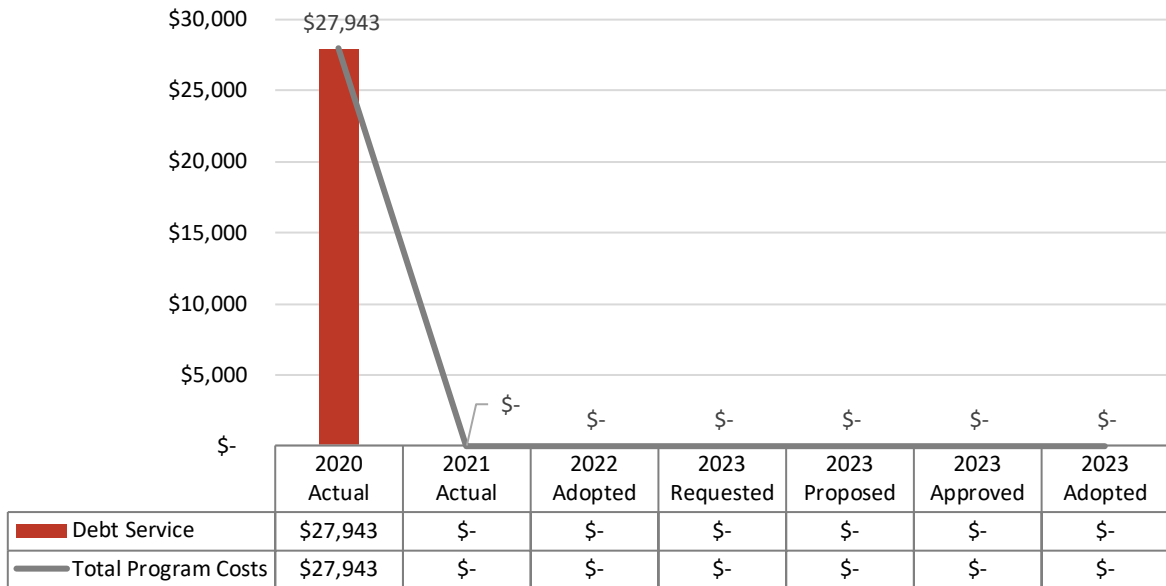
The debt was paid off in 2019-2020 and the debt service fund was closed. This is for historical purposes only.

Debt Service Revenues



Section 8: Debt Fund

Debt Service Expenditures



Section 8: Debt Fund

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
DEBT SERVICE REVENUES							
AVAILABLE CASH ON HAND	18,812	-	-	-	-	-	-
INTEREST ON REPAYMENTS	-	-	-	-	-	-	-
LID 45	-	-	-	-	-	-	-
TRANSFERS IN	9,131	-	-	-	-	-	-
Grand Total	\$ 27,943	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DEBT SERVICE							
INTEREST ON DEBT	-	-	-	-	-	-	-
LID 45 - 2004	\$ 27,943	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DEBT SERVICE Total	\$ 27,943	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 27,943	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Section 9: Enterprise Funds

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Sunset Water Reservoir



View from Bench Reservoir



Inspecting Future Site of the Tater Tots Trail



Ontario Chamber of Commerce

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Enterprise Funds Overview

Description

Enterprise funds account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user determination of revenues earned, expenses incurred, and/or net income as appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

These funds include the Airport, Storm Water, Wastewater, and Water Funds. The Aquatic Fund was closed in 2021 and is included in the budget for historical purposes.

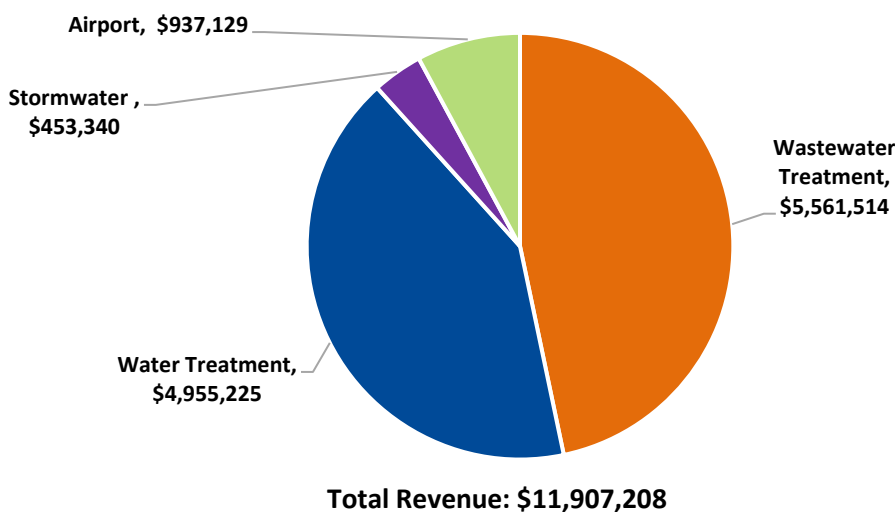
Budget Adjustments

- Jacobs contract increased by 5%
- Liability insurance increased by 10%

Enterprise Funds Revenue

The primary source of enterprise funds revenues are user fees, leases, and grant awards.

Enterprise Revenues by Fund FY 2023



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Airport Fund



Description

The Airport Fund accounts for the operations of the Airport and the maintenance of the land formerly used as the golf course. User fees are the main source of income within the Airport.

The Airport is classified as a core, Category 3 Regional General Aviation Airport. The Airport site also contains the Fixed Base Operator, the BLM SEAT program, a Life Flight base, the TVCC Aviation program, and an A&P mechanic.

Objectives and Performance Measures

Objectives

- Increase the amount of grant dollars Ontario Municipal Airport receives each year in order to jumpstart sustainable future growth projects.
- Attain and maintain 100% equipment operational status through organized inventory management, prompt maintenance and regular inspections.
- Increase community engagement and excitement around the Ontario Municipal Airport through high quality events.

Accomplishments

- Mowing and spraying services will continue to be contracted out.
- A full-time Airport Manager was hired to replace the outgoing manager.
- Airport pavement rehabilitation project is progressing towards bidding in the Spring and construction in the Summer.

Section 9: Enterprise Funds

- Airport Master Plan process resumes with hiring of a new Airport Manager and should be near completion by the end of 2022.
- 16k for airport lighting replacement
- 15k for Phantom concrete pad

Strategic Impact

- Desirability- The Airport provides convenience to a variety of air traffic, from corporate jets to ag planes, to local pilots. The Airport will work to draw crowds through annual community events and increase the desire of visiting Ontario Municipal Airport.
- Education- The Treasure Valley Community College Aviation Program holds classes at the Airport. This partnership is an excellent way for the city to help students prepare for careers after graduation.
- Growth- The Airport is an important part of the Council’s Strategic Plan for growth. This includes continuing to add infrastructure for future hangar growth, revitalizing the airport master plan and promoting the Airport’s development.

Key Indicators

Indicator	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Projected	2021/22 Actual	2022/23 Target
Hangar Leases	49	49	49	65	77	77
Grant Award Amount	-	-	-	-	-	\$50k
Events Held	-	-	-	-	-	2

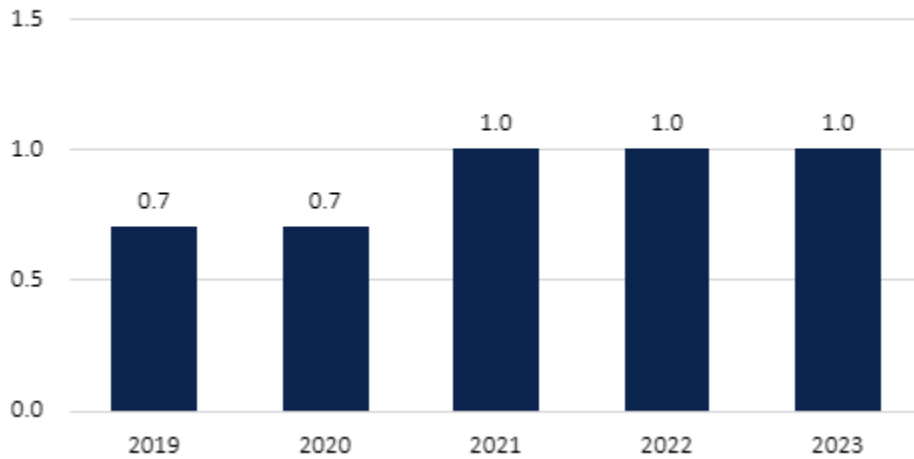
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Budget Adjustments

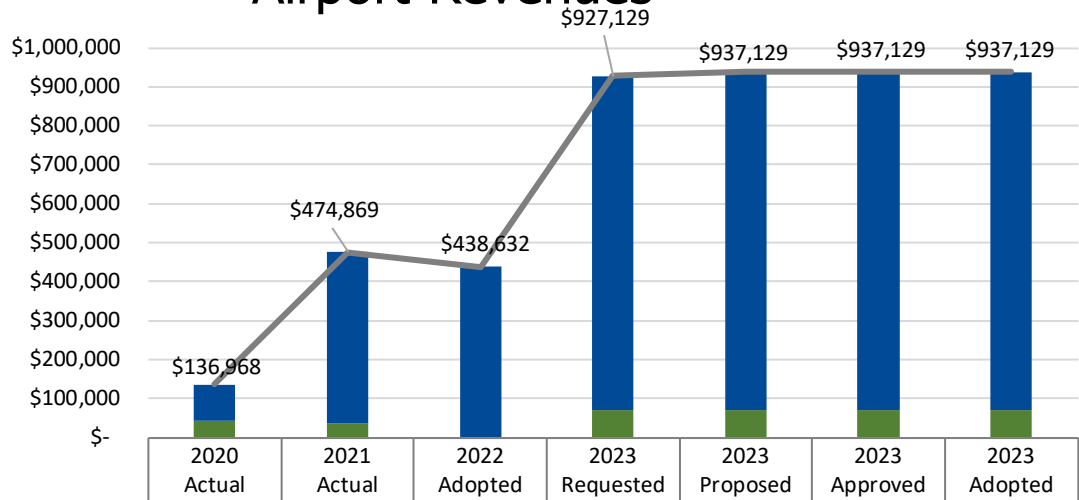
- The city will continue to contract out mowing and spraying.
- The General Fund will transfer in \$78,124
- The Airport Fund is budgeting the following projects:
 - 16k for runway lighting equipment improvements.
 - \$111,120 to complete the master plan.
 - \$15k for the phantom concrete pad.

Section 9: Enterprise Funds

Airport FTE History

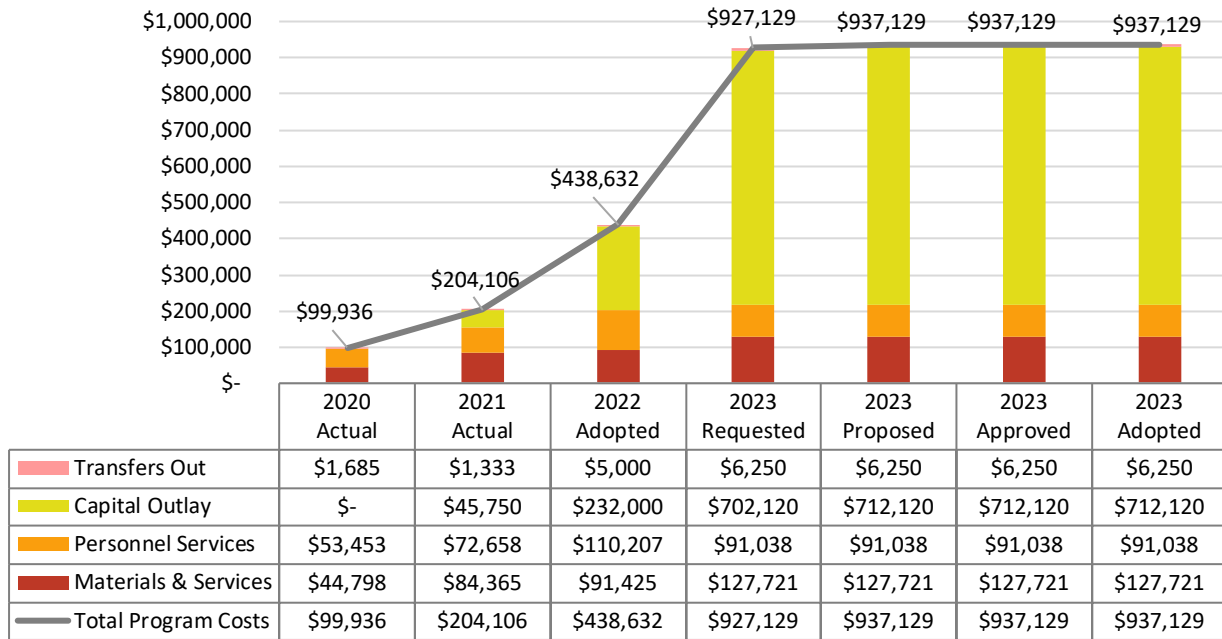


Airport Revenues



	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
Revenue	\$94,714	\$437,838	\$438,632	\$857,300	\$867,300	\$867,300	\$867,300
Beginning Fund Balance	\$42,254	\$37,031	\$-	\$69,829	\$69,829	\$69,829	\$69,829
Total Revenues	\$136,968	\$474,869	\$438,632	\$927,129	\$937,129	\$937,129	\$937,129

Airport Expenditures



Section 9: Enterprise Funds

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
MATERIALS & SERVICES							
CELL PHONE	519.68	502.78	635	635	635	635	635
CHEMICAL / FERT / SEED	4,180	-	2,500	2,500	2,500	2,500	2,500
CONTRACT LABOR	-	-	-	-	-	-	-
CONTRACT SERVICES	13,725	58,781	45,500	45,929	45,929	45,929	45,929
ELECTRICITY	8,376	6,672	10,500	9,500	9,500	9,500	9,500
EQUIPMENT REPAIR	-	700	2,400	2,400	2,400	2,400	2,400
FUEL HEAT	96	373	3,000	2,000	2,000	2,000	2,000
GARBAGE SERVICE	-	-	-	-	-	-	-
GENERAL SUPPLIES	2,892	2,775	3,500	3,500	3,500	3,500	3,500
INTERNET	-	-	665	8,832	8,832	8,832	8,832
LIABILITY INSURANCE	2,915	2,915	3,000	3,000	3,000	3,000	3,000
LICENSES / PERMITS / FEES	75	75	350	200	200	200	200
MEDICAL EXAMS	90	-	-	-	-	-	-
MEETING MEAL EXPENSE	50	10	-	250	250	250	250
MINOR AIRPORT IMPROVEMENTS	2,037	2,299	8,000	8,000	8,000	8,000	8,000
OFFICE LEASES	5,100	5,100	5,100	5,100	5,100	5,100	5,100
OFFICE SUPPLIES	311	128	250	5,700	5,700	5,700	5,700
PETROLEUM SUPPLIES	935	301	2,000	2,000	2,000	2,000	2,000
POSTAGE	36	46	150	150	150	150	150
PRINT / AD / RECORD	538	167	275	275	275	275	275
PROFESSIONAL DEVELOPMENT	1,296	241	2,000	2,000	2,000	2,000	2,000
RADIO MAINT.	-	-	300	-	-	-	-
RECRUITMENT	-	2,500	-	-	-	-	-
TELEPHONE	866	778	550	-	-	-	-
UTILITIES	-	-	250	250	250	250	250
VEHICLE REPAIR	760	-	500	500	500	500	500
EVENT EXPENSES	-	-	-	25,000	25,000	25,000	25,000
MATERIALS & SERVICES TOTAL	\$ 44,798	\$ 84,365	\$ 91,425	\$ 127,721	\$ 127,721	\$ 127,721	\$ 127,721

Section 9: Enterprise Funds



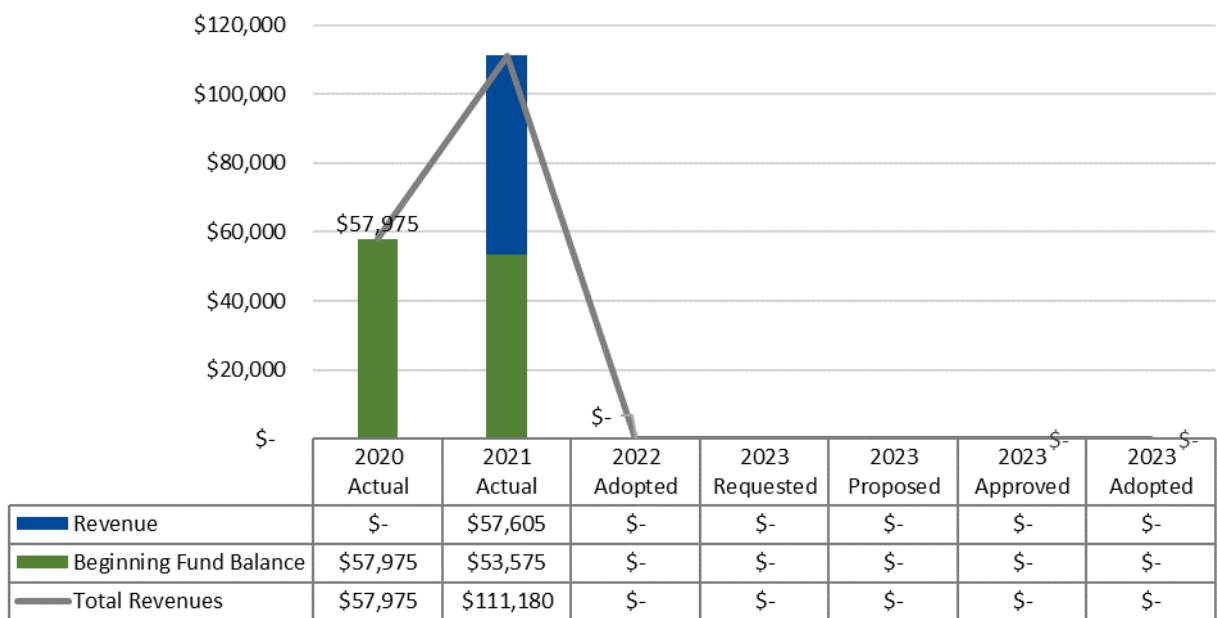
Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
CAPITAL OUTLAY							
AIRPORT FENCING	-	-	35,000	-	-	-	-
AIRPORT LIGHTING IMPROVEMENTS	-	-	-	16,000	16,000	16,000	16,000
AIRPORT MASTER PLAN	-	3,250	32,000	111,120	111,120	111,120	111,120
BLM CONSOLIDATION OF EFFORTS	-	-	150,000	560,000	560,000	560,000	560,000
CAPITAL OUTLAY	-	-	-	-	-	-	-
EQUIPMENT	-	3,000	-	-	-	-	-
PHANTOM CONCRETE PAD	-	-	15,000	15,000	15,000	15,000	15,000
UNDERGROUND IRRIGATION	-	39,500	-	-	-	-	-
WELL WATER METERS	-	-	-	-	10,000	10,000	10,000
CAPITAL OUTLAY TOTAL	\$ -	\$ 45,750	\$ 232,000	\$ 702,120	\$ 712,120	\$ 712,120	\$ 712,120
TRANSFERS OUT							
TRANSFER TO GRANT FUND	800	-	5,000	6,250	6,250	6,250	6,250
TRANSFER TO PERS RESERVE	885	1,333	-	-	-	-	-
TRANSFERS OUT TOTAL	\$ 1,685	\$ 1,333	\$ 5,000	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250
Grand Total	\$ 99,936	\$ 204,106	\$ 438,632	\$ 927,129	\$ 937,129	\$ 937,129	\$ 937,129

Aquatic Fund

Description

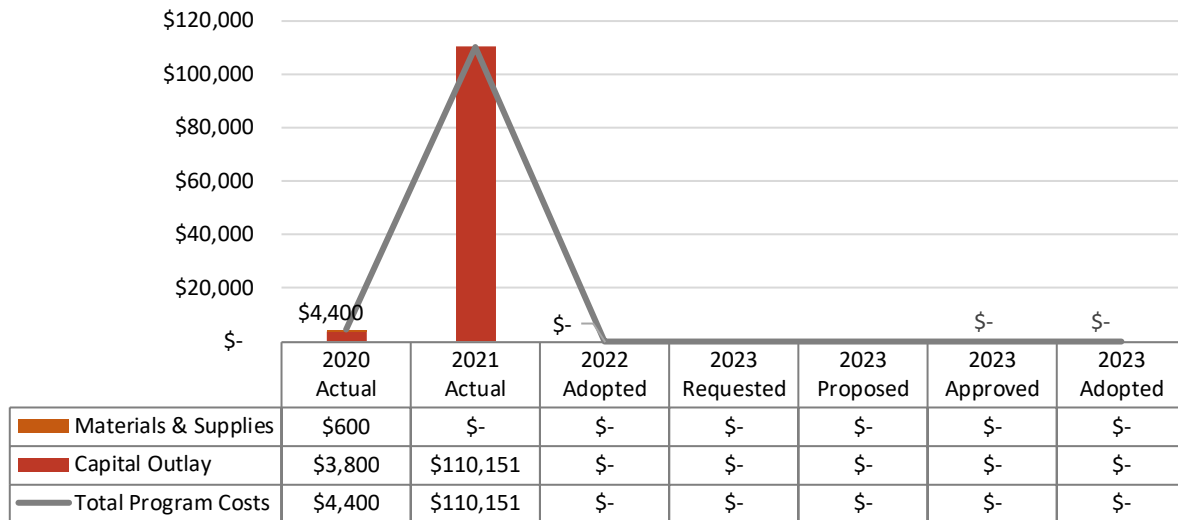
This fund accounted for the operation and maintenance of the city’s Aquatic Center. Most recently the Splash Park construction was accounted for through this fund. This is for historical purposes only.

Aquatic Center Revenues



Section 9: Enterprise Funds

Aquatic Center Expenditures

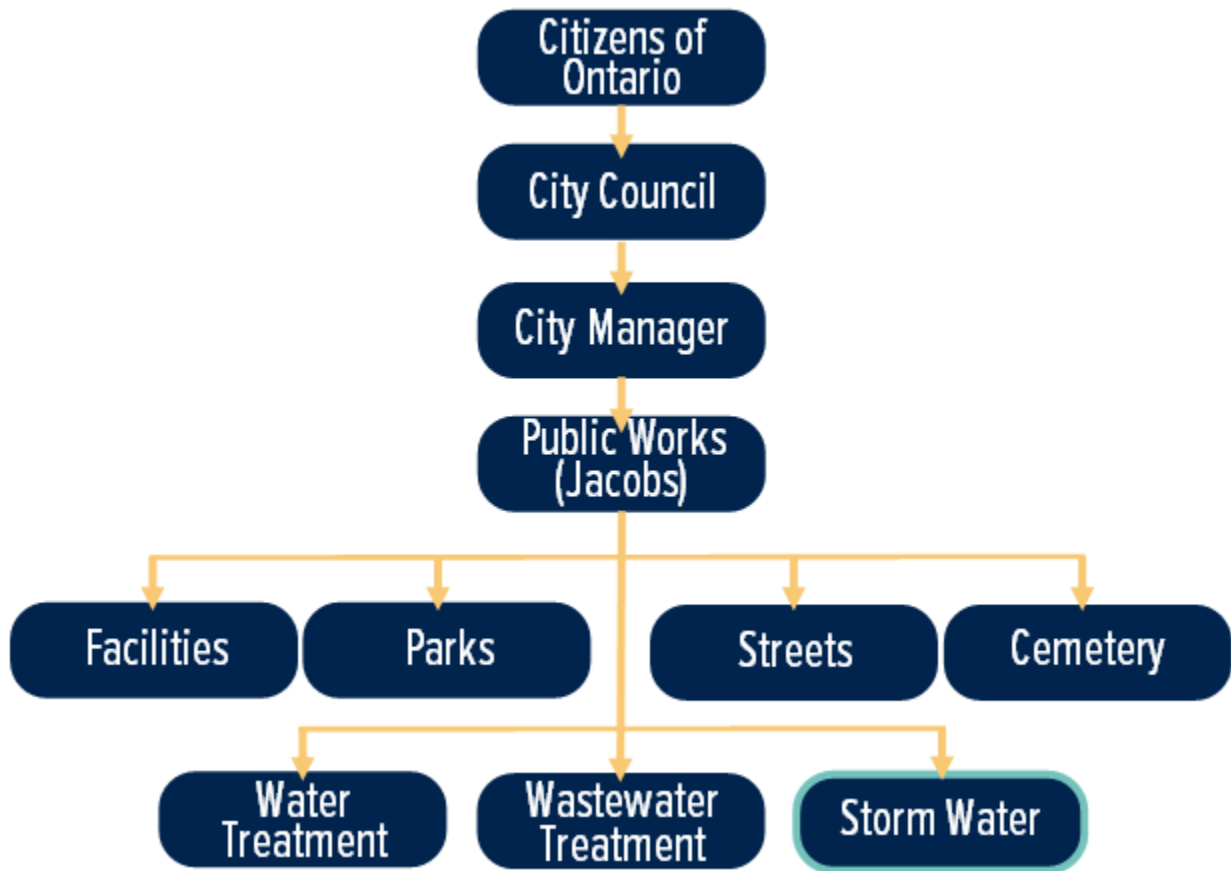


Section 9: Enterprise Funds

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
AQUATIC FUND REVENUES							
AVAILABLE CASH ON HAND	57,975	53,575	-	-	-	-	-
GRANTS & DONATIONS	-	57,605	-	-	-	-	-
Grand Total	\$ 57,975	\$ 111,180	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICES							
CONTRACT SERVICES	-	-	-	-	-	-	-
ELECTRICITY	-	-	-	-	-	-	-
FUEL HEAT	-	-	-	-	-	-	-
LICENSES/PERMITS/FEES	-	-	-	-	-	-	-
PRINT / AD / RECORD	-	-	-	-	-	-	-
SPLASH PAD OPERATIONS	600	-	-	-	-	-	-
MATERIALS & SERVICES TOTAL	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CAPITAL OUTLAY							
AQU-50 SITE IMPROVEMENTS	-	-	-	-	-	-	-
SKATE PARK RESTROOM	3,800	110,151	-	-	-	-	-
CAPITAL OUTLAY TOTAL	\$ 3,800	\$ 110,151	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 4,400	\$ 110,151	\$ -	\$ -	\$ -	\$ -	\$ -

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Storm Water Treatment



Description

The Storm Water Fund accounts for the care and maintenance of the city’s storm water collection systems. Jacobs provides direct oversight and management of the city’s storm water collection systems including storm drains and catch basins located throughout the city. Storm water is separate and distinct from sanitary sewer and waste systems. Due to the stormwater system being at its maximum capacity, all new developments are required to have onsite stormwater retention.

Objectives and Performance Measures

Objectives

- Increase system capacity by constructing a main trunk line addition by FY 2023-2024.
- Apply for a grant for stormwater capital funding in FY 2022-2023.

Section 9: Enterprise Funds

Accomplishments

- Cleaned 1,300 catch basins throughout the year.
- Cleared the catch basins needing attention during rain events.
- Cleaned 800 feet of 24-inch storm water line from the Treasure Valley Community College campus north toward the Four Rivers Community Center.
- Rebuilt Verde Drive irrigation pump due to shaft failure.

Strategic Impact

- Growth- Stormwater treatment is an integral part of Strategies 2 and 3 of Growth. This fund will be used to continue preparing for city expansion and maintaining and improving existing infrastructure.

Key Indicators

Indicator	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Target
Lost Time or Recordable Incidents	0	0	0	0	0	0
Catch Basins Cleaned	1,339	1,000	1,000	1,000	1,300	1,300
# of Grant Applications Submitted for Stormwater Capital Funding	-	-	-	-	-	1

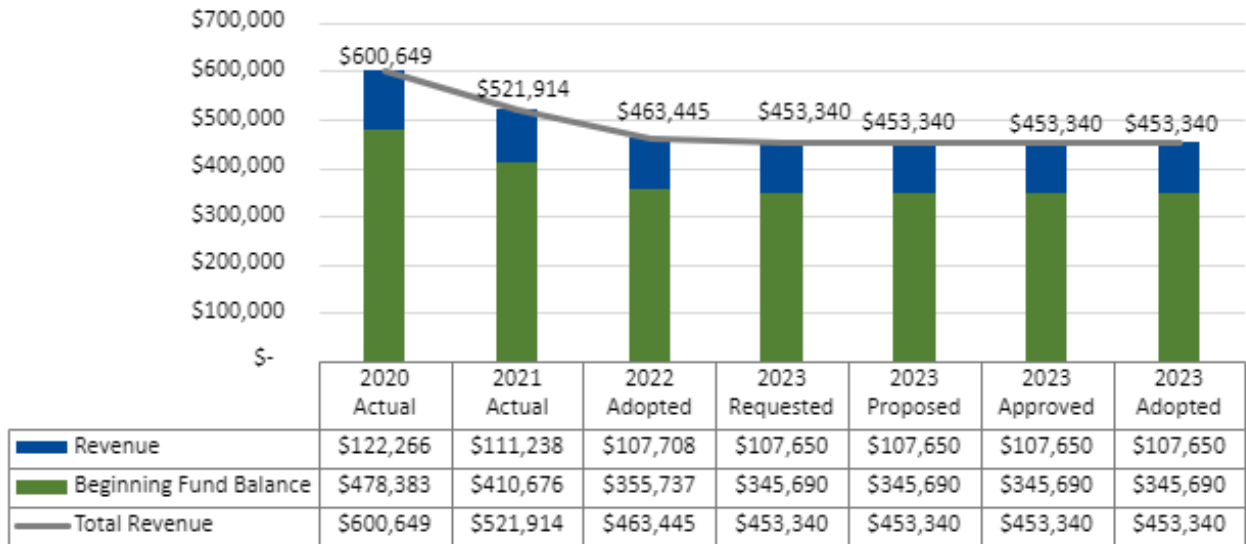
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Budget Adjustments

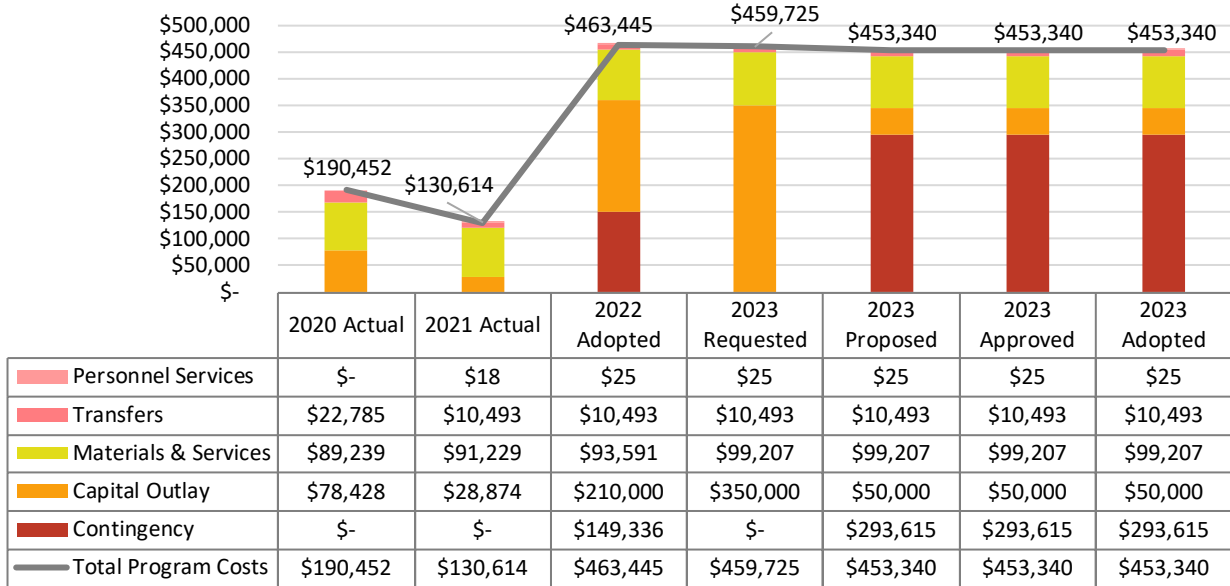
- Jacobs contract increased by 5%.
- New projects consist of the following:
 - Storm drainage mainline repair \$50,000.

Section 9: Enterprise Funds

Storm Water Treatment Revenues



Storm Water Treatment Expenditures



Section 9: Enterprise Funds

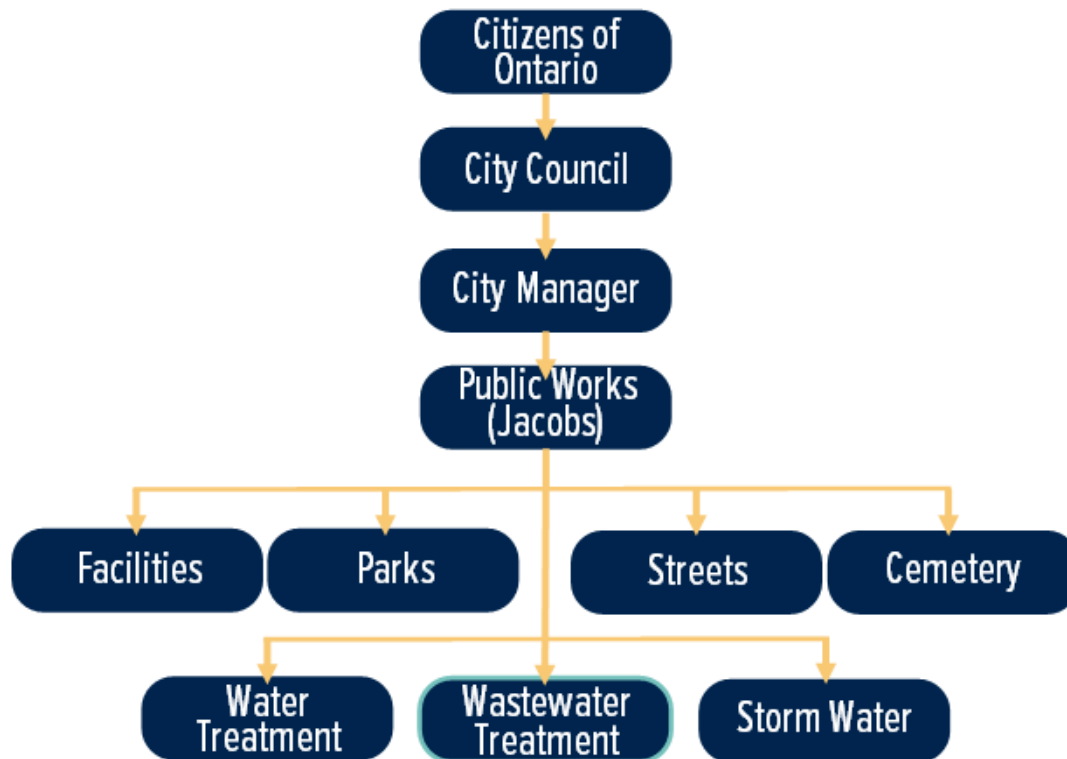
Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
STORM WATER REVENUES							
AVAILABLE CASH ON HAND	478,383	410,676	355,737	345,690	345,690	345,690	345,690
INTEREST ON DEPOSIT	3,433	1,482	1,408	1,350	1,350	1,350	1,350
MISC COLLECTIONS	8,494	42	300	300	300	300	300
OLD SHOP LEASE	280	200	-	-	-	-	-
STORM WATER REV	110,059	109,514	106,000	106,000	106,000	106,000	106,000
Grand Total	\$ 600,649	\$ 521,914	\$ 463,445	\$ 453,340	\$ 453,340	\$ 453,340	\$ 453,340
PERSONNEL SERVICES							
EMPLOYER-PAID EMPLOYEE BE	-	18	25	25	25	25	25
PERSONNEL SERVICES TOTAL	\$ -	\$ 18	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25
MATERIALS & SERVICES							
ADMINISTRATIVE SERVICES	3,822	3,822	3,822	3,822	3,822	3,822	3,822
BANK CHARGES	495	1,698	1,200	2,400	2,400	2,400	2,400
CONTRACT SERVICES	81,454	82,293	83,899	86,954	86,954	86,954	86,954
DATA PROCESSING	702	430	738	1,900	1,900	1,900	1,900
ELECTRICITY	12	-	-	-	-	-	-
GENERAL SUPPLIES & MAINT	16	1	100	100	100	100	100
INSURANCE PREM & SURETY	2,281	2,546	2,928	3,102	3,102	3,102	3,102
OFFICE MACHINE CONTRACT	17	21	50	50	50	50	50
POSTAGE	313	290	674	674	674	674	674
PROPERTY TAXES	-	1	-	-	-	-	-
TELEPHONE	2	2	5	5	5	5	5
UTILITY BILLING	125	87	175	175	175	175	175
MATERIALS & SERVICES TOTAL	\$ 89,239	\$ 91,229	\$ 93,591	\$ 99,207	\$ 99,207	\$ 99,207	\$ 99,207

Section 9: Enterprise Funds

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
CAPITAL OUTLAY							
24-INCH STORM SYSTEM	-	-	100,000	-	-	-	-
AMERICOLD INTERSECTION REPAIR	-	4,702	20,000	-	-	-	-
DOWNTOWN STORM DRAINS	52,878	18,102	-	-	-	-	-
MAIN TRUNK LINE ADDITION	-	-	-	300,000	-	-	-
NORTH DORIAN DITCH	-	-	40,000	-	-	-	-
STORM DRAINAGE MAINLINE REPAIR	25,550	6,070	50,000	50,000	50,000	50,000	50,000
CAPITAL OUTLAY TOTAL	\$78,428	\$28,874	\$210,000	\$350,000	\$50,000	\$50,000	\$50,000
TRANSFERS OUT							
PERS ALLOCATION - TRANSFER OUT	15,365	3,073	3,073	3,073	3,073	3,073	3,073
STREET-FRAN FEE - FUND 115	7,420	7,420	7,420	7,420	7,420	7,420	7,420
TRANSFERS OUT TOTAL	\$22,785	\$10,493	\$10,493	\$10,493	\$10,493	\$10,493	\$10,493
CONTINGENCY							
OPERATING CONTINGENCY	-	-	149,336	-	293,615	293,615	293,615
CONTINGENCY TOTAL	\$-	\$-	\$149,336	\$-	\$293,615	\$293,615	\$293,615
Grand Total	\$190,452	\$130,614	\$463,445	\$459,725	\$453,340	\$453,340	\$453,340

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Wastewater Treatment



Description

The Wastewater Treatment Fund accounts for the care and maintenance of the Wastewater Treatment Plant system. Jacobs provides direct oversight and management of the city’s Wastewater Treatment Plant and wastewater collection systems, including nine lift stations. Jacobs manages the treatment plant to meet all State and Federal regulations related to wastewater treatment and discharge. Also included in this scope are the Skyline and Malheur farm operations.

Objectives and Performance Measures

Objectives

- Complete the Facilities Plan by FY 2022-2023 to identify capacity restraints in the collection system and the wastewater lagoon system.
- Meet the regulatory requirements set by Oregon DEQ and the NPDES permit.
- Complete the outfall diffuser design in 2022-2023 and construct it in FY 2023-2024.
- Continue the pollutant source identification and removal project to identify inflow and infiltration and other sources of arsenic in the wastewater collection system.

Section 9: Enterprise Funds

Accomplishments

- No safety incidents for the year.
- 3 sanitary sewer overflows.
- Two certification upgrades for staff.
- All lift station pumps serviced and inspected annually.
- All Electrical/MMC panels inspected and thermo imaging inspected annually.
- All back-up emergency power sources inspected and operated weekly.
- Cleaned approximately 48,342 feet of the collections system.
- Cleaned 5 lift station wet wells.
- Operators cross-trained for improvement efficiency.
- Implemented new NPDES sampling plan including Copper Biotic and Tier 2.
- Participating with OSU and ASU on Covid-19 studies
- Irrigation filter rebuilt at Skyline Farm.
- Replaced 4 Pivot control Panels at Skyline Farms.
- CBDG Grant project, replaced approx. 11000 ft of Sanitary Sewer line by either CIPP or Pipe Bursting with HDPE. Removing I&I into the collection system.
- Cleaned the problem sewer spots monthly throughout the year, weekly inspections on these areas.
- Submitted the following required annual reports to OR DEQ: Inflow & Infiltration, Recycled Water Reuse Report, 0 Discharge to the river Report.
- Focusing on Pollutant Source Identification in the Collections System.

Strategic Impact

- Growth- Wastewater treatment is an integral part of Strategies 2 and 3 of Growth. This fund will be used to continue preparing for city expansion and maintaining and improving existing infrastructure.

Key Indicators

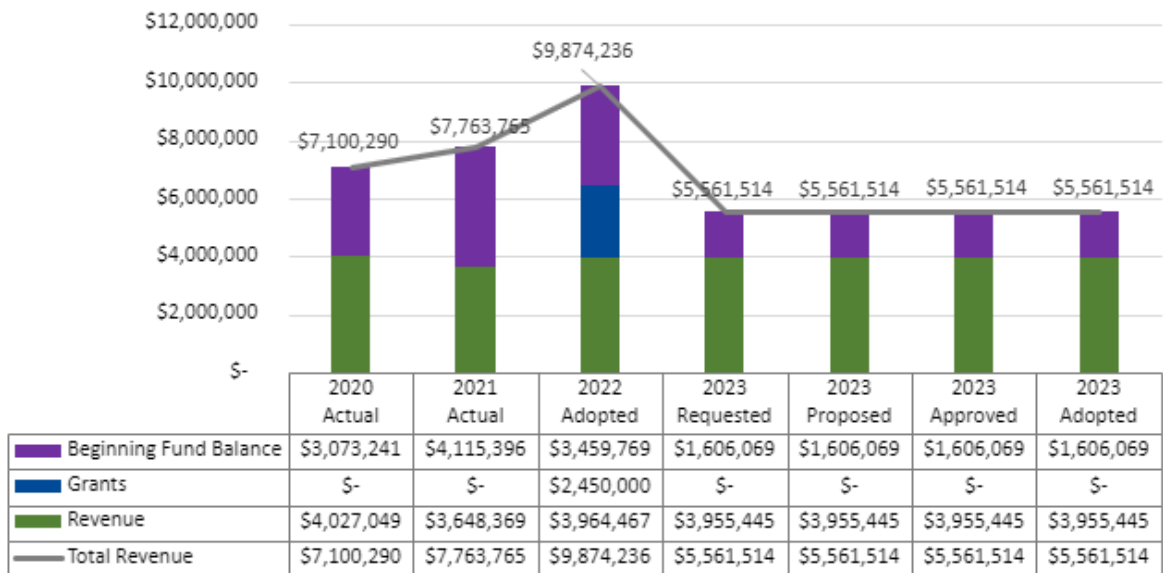
Indicator	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Target
New or Upgraded Certifications	0	2	5	3	2	2
Treatment Violations	0	0	0	0	0	0
Amount of Lost Time for Recordable Incidents	0	0	0	0	0	0
Gallons per Day	1,391,506	1,662,816	1,571,000	1,650,000	1,550,000	1,600,000

Section 9: Enterprise Funds

Budget Adjustments

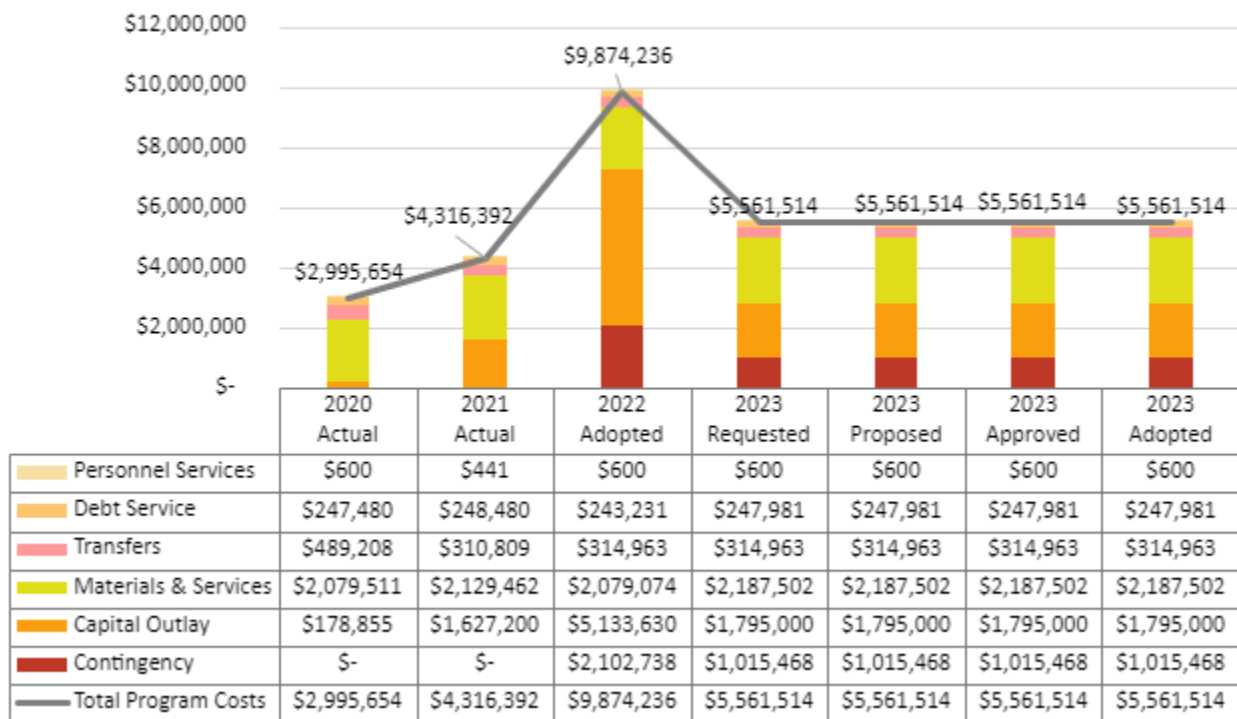
- Jacobs contract increased by 5%.
- Projects that will carryover from the year before are as follows:
 - Pickup \$35k
 - Vaccon Sewer Cleaner \$450k
 - Diffuser \$200K
 - Public Works Equipment Storage - \$50k
- New capital projects are as follows:
 - Disinfection & Dechlorination Systems \$10k
 - Headworks Conveyor \$50k
 - Offie Roof & Repair \$150k
 - Pollutant Source Identification & Removal \$500K
 - Pumps & Valves \$100k
 - Scada Upgrade \$100K
 - Shop Lean to cover \$60K
 - Shop Roof \$60K
 - Skyline & Malheur Farm Upgrades \$30K

Wastewater Treatment Revenues



Section 9: Enterprise Funds

Wastewater Treatment Expenditures



Section 9: Enterprise Funds

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
SEWER REVENUES							
AVAILABLE CASH ON HAND	3,073,241	4,115,396	3,459,769	1,606,069	1,606,069	1,606,069	1,606,069
CAPITAL ASSET SALES	-	4,000	-	-	-	-	-
CDBG GRANT	-	282	2,450,000	-	-	-	-
CROP SALES	127,000	126,700	126,700	126,700	126,700	126,700	126,700
DEBT PROCEEDS	-	-	-	-	-	-	-
INTEREST ON DEPOSIT	113,947	47,322	45,715	35,000	35,000	35,000	35,000
LATE FEE & PENALTIES	-	167	-	-	-	-	-
MISC COLLECTIONS	-	590	-	-	-	-	-
MISC SEWER REVENUE	(55)	32,542	5,000	5,000	5,000	5,000	5,000
OLD SHOP LEASE	6,860	4,900	-	-	-	-	-
PASTURE RENT	3,200	5,600	3,200	3,200	3,200	3,200	3,200
PROPERTY SALES	3,000	-	-	-	-	-	-
SEPTAGE RECEIVING REVENUE	-	-	-	-	-	-	-
SEWER CONNECTIONS	1,825	21,200	2,000	2,000	2,000	2,000	2,000
SEWER SERVICE REV	3,767,795	3,390,849	3,767,795	3,767,795	3,767,795	3,767,795	3,767,795
SRCI POWER REIMBURSEMENT	3,477	14,217	14,057	15,750	15,750	15,750	15,750
Grand Total	\$ 7,100,290	\$ 7,763,765	\$ 9,874,236	\$ 5,561,514	\$ 5,561,514	\$ 5,561,514	\$ 5,561,514
PERSONNEL SERVICES							
EMPLOYER-PAID EMPLOYEE BE	600	441	600	600	600	600	600
PERSONNEL SERVICES TOTAL	\$ 600	\$ 441	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600

Section 9: Enterprise Funds

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
MATERIALS & SERVICES							
ADMINISTRATIVE SERVICES	218,361	218,361	218,361	218,361	218,361	218,361	218,361
BAD DEBT EXPENSE	-	-	-	-	-	-	-
BANK CHARGES	11,292	38,066	26,000	42,000	42,000	42,000	42,000
CONTRACT SERVICES	1,622,442	1,639,204	1,671,158	1,765,568	1,765,568	1,765,568	1,765,568
DATA PROCESSING	12,217	5,554	12,828	13,469	13,469	13,469	13,469
DEQ PERMIT	13,918	16,082	-	-	-	-	-
DIFFUSER DESIGN & CONSTRUCTIONPLAN	-	33,976	-	-	-	-	-
DISCHARGE PERMIT FEE	10,787	12,102	13,000	13,500	13,500	13,500	13,500
ELECTRICITY	7,095	15,686	16,070	16,070	16,070	16,070	16,070
GENERAL SUPP & MAINT	9,121	-	500	500	500	500	500
INSURANCE PREM & SURETY B	62,720	70,014	80,516	85,295	85,295	85,295	85,295
IRRIGATION WATER PURCHASE	8,249	8,420	12,500	12,500	12,500	12,500	12,500
MERCURY MINIMIZATION PLAN	5,804	2,141	-	-	-	-	-
MIXING ZONE STUDY	78,358	27,437	-	-	-	-	-
NPDES COMPLIANCE PROJECTS	4,675	29,497	7,500	-	-	-	-
OFFICE MACH CONTRACT	413	515	1,000	500	500	500	500
OFFICE SUPPLIES	142	12	200	200	200	200	200
POLLUTANT SOURCE ID & REDUCTION	-	-	-	-	-	-	-
POSTAGE	7,672	7,105	11,300	11,300	11,300	11,300	11,300
PRINT / AD / RECORD	63	-	1,000	1,000	1,000	1,000	1,000
PROFESSIONAL SERVICES	3,075	3,075	3,291	3,389	3,389	3,389	3,389
PROPERTY TAX	-	30	50	50	50	50	50
TELEPHONE	47	41	300	300	300	300	300
UTILITY BILLING	3,060	2,143	3,500	3,500	3,500	3,500	3,500
MATERIALS & SERVICES TOTAL	\$ 2,079,511	\$ 2,129,462	\$ 2,079,074	\$ 2,187,502	\$ 2,187,502	\$ 2,187,502	\$ 2,187,502

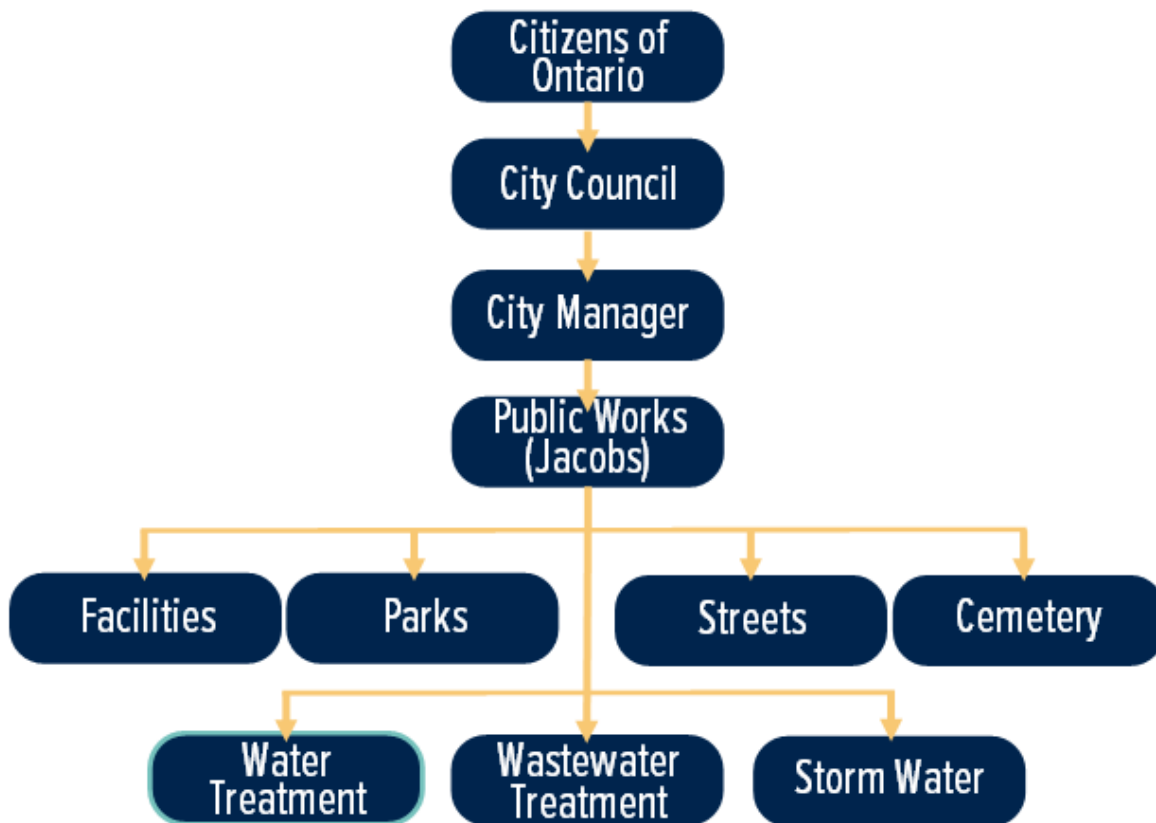
Section 9: Enterprise Funds

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
CAPITAL OUTLAY							
AERATORS	-	-	-	-	-	-	-
BIOSOLIDS REMOVAL	33,038	1,447,187	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	-	-	-	-
CCTV SYSTEM	-	-	175,000	-	-	-	-
CDBG WW PROJECT	-	15,140	2,500,000	-	-	-	-
CHLORINE ANALYZER	-	-	-	-	-	-	-
DIFFUSER DESIGN & CONSTRUCTION	-	-	272,000	200,000	200,000	200,000	200,000
DISINFECTION & DECHLORINATION SYSTEM	-	-	-	10,000	10,000	10,000	10,000
EQUIP PURCH	26,979	25,016	510,000	485,000	485,000	485,000	485,000
FACILITY PLAN	-	-	270,000	-	-	-	-
FLOW PACING (VFD'S)	-	-	26,630	-	-	-	-
HEADWORKS CONVEYOR	-	-	-	50,000	50,000	50,000	50,000
OFFICE ROOF & REPAIR	-	-	-	150,000	150,000	150,000	150,000
PH ADJUSTMENT	14,900	62,780	-	-	-	-	-
POLE BARN - EQUIP STORAGE	-	2,171	-	50,000	50,000	50,000	50,000
POLLUTANT SOURCE IDENTIFICATION & RE	-	-	-	500,000	500,000	500,000	500,000
PUMPS & VALVES	-	-	-	100,000	100,000	100,000	100,000
PUSH CAMERA	-	-	-	-	-	-	-
SCADA UPGRADE (TELEMETRY)	8,069	-	-	100,000	100,000	100,000	100,000
SECURITY UPGRADE	10,937	-	25,000	-	-	-	-
SHOP LEAN TO COVER	-	-	-	60,000	60,000	60,000	60,000
SHOP ROOF	-	-	-	60,000	60,000	60,000	60,000
SKID CAMERA	-	-	-	-	-	-	-
SKYLINE & MALHEUR FARM UPGRADES	84,932	41,451	305,000	30,000	30,000	30,000	30,000
SKYLINE FARM BOOSTER PUMP	-	-	-	-	-	-	-
SLUDGE REMOVAL	-	-	-	-	-	-	-
SRCI 37 MH REPLACEMENT	-	-	-	-	-	-	-
SRCI LOWER LIFT STATION	-	-	-	-	-	-	-
TAPADERA LIFT STATION	-	33,455	850,000	-	-	-	-
WASTEWATER REUSE PLAN UPDATE	-	-	-	-	-	-	-
WWTP PLC'S UPDATE	-	-	200,000	-	-	-	-
CAPITAL OUTLAY TOTAL	\$ 178,855	\$ 1,627,200	\$ 5,133,630	\$ 1,795,000	\$ 1,795,000	\$ 1,795,000	\$ 1,795,000

Section 9: Enterprise Funds

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
DEBT SERVICE							
OECD WW IMPR LOAN - 2008	247,480	248,480	243,231	247,981	247,981	247,981	247,981
DEBT SERVICE TOTAL	\$ 247,480	\$ 248,480	\$ 243,231	\$ 247,981	\$ 247,981	\$ 247,981	\$ 247,981
TRANSFERS OUT							
PERS ALLOCATION - TRANSFER OUT	256,085	51,217	51,217	51,217	51,217	51,217	51,217
STREET-FRAN FEE - FUND 110	233,123	259,592	263,746	263,746	263,746	263,746	263,746
TRANSFERS OUT TOTAL	\$ 489,208	\$ 310,809	\$ 314,963	\$ 314,963	\$ 314,963	\$ 314,963	\$ 314,963
CONTINGENCY							
OPERATING CONTINGENCY	-	-	2,102,738	1,015,468	1,015,468	1,015,468	1,015,468
CONTINGENCY TOTAL	\$ -	\$ -	\$ 2,102,738	\$ 1,015,468	\$ 1,015,468	\$ 1,015,468	\$ 1,015,468
Grand Total	\$ 2,995,654	\$ 4,316,392	\$ 9,874,236	\$ 5,561,514	\$ 5,561,514	\$ 5,561,514	\$ 5,561,514

Water Treatment



Description

The Water Fund accounts for all the care and maintenance of the Water Treatment Plant system. Jacobs provides direct operation and maintenance of the city’s Water Treatment Plant, reservoirs, and water distribution system. This includes providing safe drinking water to all citizens of the community. The city uses two sources for water: The Snake River and water wells located near the river.

Objectives and Performance Measures

Objectives

- Increase water production capacities, adding a third train in the WesTech building by FY 2022-2023.
- Implement the Water Master Plan improving system reliability and capabilities for future growth.
- Maintain compliance with the Oregon Health Authority’s drinking water program.

Section 9: Enterprise Funds

Accomplishments

- No non-compliance events for the year.
- Conducted an in-house evaluation of sampling compliance schedules on disinfection by products study.
- Optimize the treatment processes through computer programs weekly.
- Rebuilt Pump #3 at Eastside Booster Station.
- Replaced check valve on High Service Pump #4.
- Rebuilt 2 Filter Effluent valve actuators.
- Installed new bearings and sprockets on Old Plant Clarifier #1's chain and flight mechanism.
- Westech filter study to improve efficiency with higher rates of surface water.
- One employee obtained Oregon Water Treatment Plant Operator grade 1 certification.
- One employee obtained Oregon Water Distribution and Water Treatment Plant Operator certification grade 2.
- Developed new chemical transfer procedures to increase safety and compliance.
- Rehabbed well 14.
- Assisted with River samples for Tier 2 and Copper Biotic samples per NPDES at WWTP.
- Navigating nationwide chemical shortages and delays with no treatment interruption.
- Lab remodel/upgrade complete.

Strategic Impact

- Growth- Water treatment is an integral part of Strategies 2 and 3 of Growth. This fund will be used to continue preparing for city expansion and maintaining and improving existing infrastructure.

Key Indicators

Indicator	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Target
Lost Time or Recordable Incidents	0	0	0	0	0	0
Compliance- Treatment Violations*	0	0	0	0	0	0
Fire Hydrant Inspection and Flushing (100%)	647	659	40	70	70	70
New or Upgraded Inspections	2	3	2	3	2	2
Water Service Inspections (100%)	3,845	3,845	3,845	3845	3845	3845
Valve Exercising (100%)	1,889	500	500	500	500	500
Broken or Frozen Water Meters Repaired	22	0	0	0	3	0
Annual Water Production (MGD)	5.68	5.71	5.34	5.38	5.74	6.18
# of Water Master Plan Projects Completed	-	-	-	-	-	2

Note: Only the dead-end water mains were flushed in 2020.

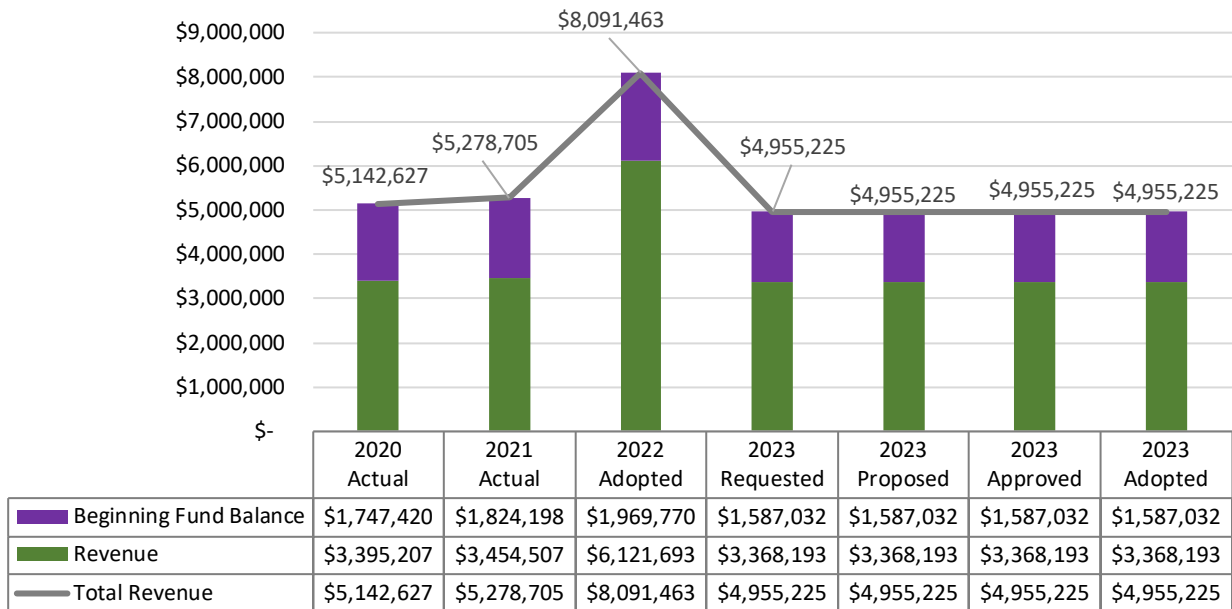
* Demonstrates compliance with OHA.

Section 9: Enterprise Funds

Budget Adjustments

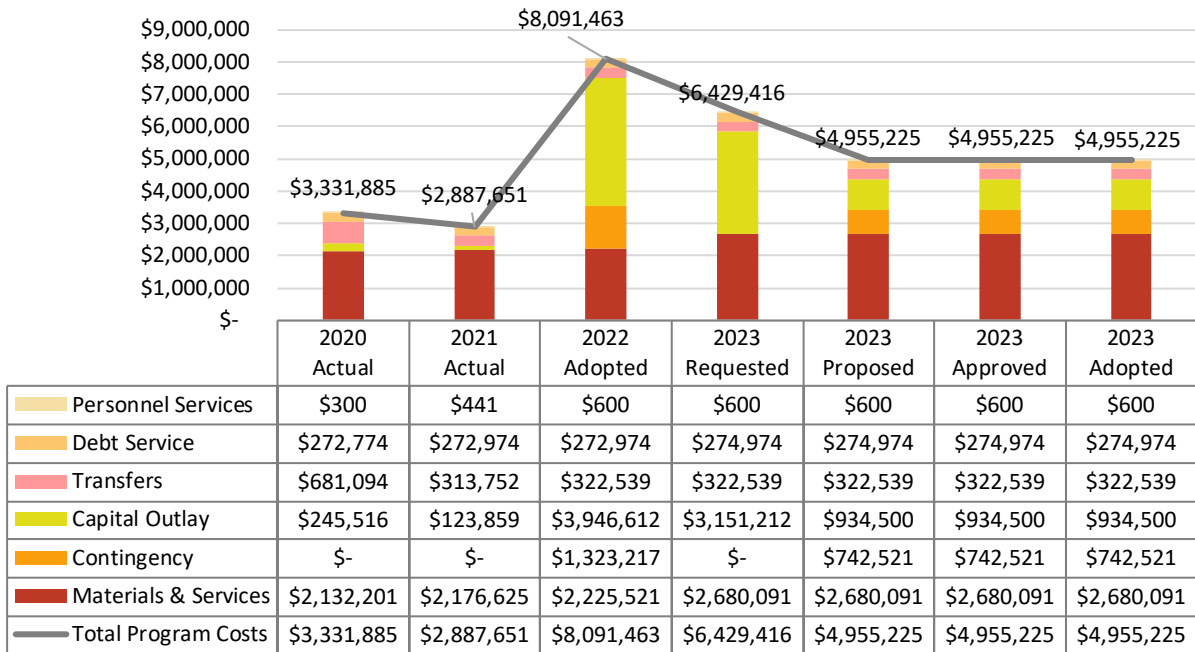
- Jacobs contract increased by 5%.
- Increase WTP capacity \$2,016,931.
 - \$225,000 Water Fund
 - \$1,791,931 ARPA Funds (Shown in the Grant Fund)
- New capital projects are as follows:
 - Booster station pumps & flow meter \$117,000
 - Chemical cost increase of \$331,000
 - SCADA upgrade (telemetry) \$100,000
 - Westech filter media replacement \$200,000

Water Treatment Revenues



Section 9: Enterprise Funds

Water Treatment Expenditures



Section 9: Enterprise Funds

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
WATER REVENUES							
AVAILABLE CASH ON HAND	1,747,420	1,824,198	1,969,770	1,587,032	1,587,032	1,587,032	1,587,032
CAPITAL ASSET SALES	-	2,000	-	-	-	-	-
CONNECTIONS & OTHER RECEI	38,276	88,613	30,000	30,000	30,000	30,000	30,000
DEBT PROCEEDS	-	-	2,750,000	-	-	-	-
INTEREST ON DEPOSIT	84,112	36,306	35,000	31,500	31,500	31,500	31,500
MISC COLLECTIONS	-	1,825	-	-	-	-	-
MISC WATER REVENUE	20,699	22,204	16,000	16,000	16,000	16,000	16,000
OLD SHOP LEASE	6,860	4,900	-	-	-	-	-
WATER BILLING REV	3,245,260	3,298,659	3,290,693	3,290,693	3,290,693	3,290,693	3,290,693
Grand Total	\$ 5,142,627	\$ 5,278,705	\$ 8,091,463	\$ 4,955,225	\$ 4,955,225	\$ 4,955,225	\$ 4,955,225
PERSONNEL SERVICES							
EMPLOYER-PAID EMPLOYEE BE	300	441	600	600	600	600	600
PERSONNEL SERVICES TOTAL	\$ 300	\$ 441	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
MATERIALS & SERVICES							
ADMINISTRATIVE SERVICES	209,341	209,341	209,341	209,341	209,341	209,341	209,341
BANK CHARGES	11,292	38,337	26,000	40,000	40,000	40,000	40,000
CONTRACT SERVICES	1,824,819	1,843,635	1,879,606	2,317,546	2,317,546	2,317,546	2,317,546
DATA PROCESSING	12,092	5,429	11,708	12,059	12,059	12,059	12,059
ELECTRICITY	302	-	-	-	-	-	-
GENERAL SUPP & MAINT	184	-	-	-	-	-	-
INSURANCE PREM & SURETY B	62,720	70,014	80,516	85,295	85,295	85,295	85,295
OFFICE MACH CONTRACT	413	515	1,000	1,000	1,000	1,000	1,000
OFFICE SUPPLIES	142	12	200	200	200	200	200
POSTAGE	7,672	7,130	11,300	11,300	11,300	11,300	11,300
PRINT / AD / RECORD	63	-	-	-	-	-	-
PROPERTY TAXES	61	30	2,500	-	-	-	-
TELEPHONE	40	39	150	150	150	150	150
UTILITY BILLING	3,060	2,143	3,200	3,200	3,200	3,200	3,200
MATERIALS & SERVICES TOTAL	\$ 2,132,201	\$ 2,176,625	\$ 2,225,521	\$ 2,680,091	\$ 2,680,091	\$ 2,680,091	\$ 2,680,091

Section 9: Enterprise Funds

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
CAPITAL OUTLAY							
AUTOMATIC BACKWASH SYSTEM	-	-	50,000	-	-	-	-
BENCH RESERVOIR IMPROVEMENTS	-	21,250	-	-	-	-	-
BOOSTER PUMP (EASTSIDE)	-	-	85,000	-	-	-	-
BOOSTER PUMP (WESTSIDE)	-	-	90,000	-	-	-	-
BOOSTER STATION PUMPS & FLOW METER	-	-	-	117,000	117,000	117,000	117,000
CHEMICAL STORAGE ROOM	-	-	-	500,000	-	-	-
CHLORINE ANALYZER	-	-	16,400	-	-	-	-
CHLORINE GENERATION SYSTEM	-	-	7,500	-	-	-	-
CHLORINE PUMPS	-	-	-	10,000	10,000	10,000	10,000
EFFLUENT CONTROL VALVE CONTROLLERS	-	-	25,000	-	-	-	-
EQUIP PURCH	22,948	31,948	16,000	40,000	40,000	40,000	40,000
FLOC MECHANISM AND SEDIMENT BASIS	-	-	50,000	700,000	75,000	75,000	75,000
HEINZ METER SIGNAL	-	-	40,000	-	-	-	-
MICROCHLOR CELL REPLACEMENT	20,065	-	15,000	-	-	-	-
PHASE 2- INCREASE WTP CAPACITY	-	11,561	2,750,000	-	-	-	-
POLE BAR - EQUIP STORAGE	-	2,171	-	50,000	50,000	50,000	50,000
REGULATORY COMPLIANCE	-	-	-	110,000	25,000	25,000	25,000
RESERVOIR IMPROVEMENTS	18,545	-	27,000	-	-	-	-
RISK & RESILIENCE ASSESSMENT	-	27,491	-	-	-	-	-
RIVER INTAKE SCREENS	10,351	-	-	-	-	-	-
SCADA UPGRADE (TELEMETRY)	-	-	-	100,000	100,000	100,000	100,000
SECURITY UPGRADE	11,587	-	15,000	-	-	-	-
SMALL PUMP REPLACEMENTS	-	-	-	15,000	15,000	15,000	15,000
SOLIDS REMOVAL	12,500	-	50,000	-	-	-	-
TURBIDIMETER REPLACEMENT	-	-	18,000	-	-	-	-
VIBRATION ANALYSIS	-	-	60,000	-	-	-	-
WATER MASTER PLAN	96,870	4,125	-	-	-	-	-
WELL 14 - FLOW METER	-	-	7,500	-	-	-	-
WELL REHABS	38,150	23,742	25,000	-	-	-	-
WESTECH FILTER MEDIA REPLACEMENT	-	-	-	200,000	200,000	200,000	200,000
WTP ELECTRICAL SUPPLY UPGRADE	14,500	-	-	-	-	-	-
WTP FACILITY IMPROVEMENTS	-	-	52,500	-	-	-	-
WTP LABORATORY UPGRADE	-	1,572	-	-	-	-	-
WTP PLAN CAPACITY EXPANSION	-	-	15,000	750,000	225,000	225,000	225,000
WTP PUMPS	-	-	531,712	559,212	77,500	77,500	77,500
CAPITAL OUTLAY TOTAL	\$ 245,516	\$ 123,859	\$ 3,946,612	\$ 3,151,212	\$ 934,500	\$ 934,500	\$ 934,500

Section 9: Enterprise Funds

Description	2020 Actual	2021 Actual	2022 Adopted	2023 Requested	2023 Proposed	2023 Approved	2023 Adopted
DEBT SERVICE							
WTP UPGRADE DEBT SRVC	272,774	272,974	272,974	274,974	274,974	274,974	274,974
DEBT SERVICE TOTAL	\$ 272,774	\$ 272,974	\$ 272,974	\$ 274,974	\$ 274,974	\$ 274,974	\$ 274,974
TRANSFERS OUT							
PERS ALLOCATION - TRANSFER OUT	460,950	92,190	92,190	92,190	92,190	92,190	92,190
STREET FUND EXP - FUND 105	220,144	221,562	230,349	230,349	230,349	230,349	230,349
TRANSF TO GRANT FUND	.	-	-	-	-	-	-
TRANSFERS OUT TOTAL	\$ 681,094	\$ 313,752	\$ 322,539	\$ 322,539	\$ 322,539	\$ 322,539	\$ 322,539
CONTINGENCY							
OPERATING CONTINGENCY	-	-	1,323,217	-	742,521	742,521	742,521
CONTINGENCY TOTAL	\$ -	\$ -	\$ 1,323,217	\$ -	\$ 742,521	\$ 742,521	\$ 742,521
Grand Total	\$ 3,331,886	\$ 2,887,651	\$ 8,091,463	\$ 6,429,416	\$ 4,955,225	\$ 4,955,225	\$ 4,955,225

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Jacobs Field Services



Treasure Valley Community College



National Guard Building



Malheur Butte

Glossary

Account Number System of numbering or otherwise designating accounts in such a manner that the used number identifies the nature of the financial transaction being recorded.

Accrual Basis Method of accounting that recognizes the financial effect of transactions, events, and inter-fund activities when they occur, regardless of the timing of related cash flows.

Adopted Budget The official expenditure plan adopted the by the Council for a fiscal year.

Ad Valorem Imposed at a rate percent of value (tax on goods).

Appropriation An authorization granted by a legislative body to incur obligations and to expend public funds for a stated purpose. An appropriation is usually limited in amount and as to the time when it may be expended.

Assessed Valuation Valuation set upon real estate or other property by a government as a basis for levying taxes.

Asset Resources owned or held by a government, which have monetary value.

Audit A formal examination of an organization or individual's accounts or financial situation.

Authority A government or public agency created to perform a single function or a restricted group of related activities.

Balanced Budget A budget in which estimated revenues is equal to or greater than estimated expenditures.

Basis Basis (of accounting) relates to the timing of the measurement made, or in other words, to when revenues, expenditures, expenses, and transfers are recognized in the accounts and reported in the financial statements of an entity.

Bond A written promise to pay a specified sum of money at a specified date in the future together with periodic interest at a specific rate.

Bond Rating A grade given to bonds that indicates their credit quality. Private independent rating services such as Standard & Poor's, Moody's and Fitch provide these evaluations of a bond issuer's financial strength, or its ability to pay a bond's principal and interest in a timely fashion.

Budget A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them, usually for a period of one year.

Budget Adjustment A legal procedure utilized by city staff and the Ontario City Council to revise a budget appropriation.

Budget Calendar The schedule of key dates which a government follows in the preparation and adoption of the budget.

Budget Message A written policy and financial overview of the city.

Budgetary Basis Refers to the form of accounting utilized throughout the budget process. Takes one of three forms: Cash, Modified Accrual or Full Accrual

Capital Improvement Plan (CIP) A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from long-term work programs. Capital expenditures of significant amounts of money involving major construction and acquisition are usually included in the capital improvement plan (CIP).

Capital Lease A lease that meets one or more of the following criteria, meaning it is classified as a purchase by the lessee: the lease term is greater than 75% of the property's estimated economic life; the lease contains an option to purchase the property for less than fair market value; ownership of the property is transferred to the lessee at the end of the lease term; or the present value of the lease payments exceeds 90% of the fair market value of the property.

Capital Outlay A disbursement of money which results in the acquisition of, or addition to, fixed assets. The item must have a purchase price greater than \$5000 and a life of over one-year to be a capital item.

Capital Projects Fund A fund type used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).

Comprehensive Annual Financial Report (CAFR) Financial report that contains, at a minimum, three sections: 1) introductory, 2) financial, and 3) statistical, and whose financial section provides information on each individual fund and component unit.

Component Unit Legally separate organization for which the elected officials of the primary government are financially accountable. In addition, component units can be other organizations for which the nature and significance of their relationship with a primary government are such that exclusion would cause the reporting entity's financial statements to be misleading or incomplete.

Contingency An estimated amount of funds needed for deficiency, contingent or emergency purposes.

Deficit An excess of liabilities and reserves of a fund over its assets.

Debt Something owed, obligation.

Debt Service Cash required over a given period for the repayment of interest and principal on outstanding bond debt.

Debt Service Fund Fund used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Department A major operating budget area of the city which includes overall management for an activity or group of related activities with possibly one or more sub-activities.

Depreciation (1) Expiration in the service life of fixed assets, other than wasting assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy and obsolescence. (2) The portion of the cost of a fixed asset other than a wasting asset which is charged as an expense during a particular period.

Distinguished Budget Presentation Awards Programs A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget and other financial documents.

Employee Benefits Compensation given to employees in addition to regular salaries and wages. Such compensation often includes but is not limited to employer sponsored benefits for health care or life insurance, travel reimbursements, vacation and sick pay

Enterprise Funds Proprietary fund types used to report an activity for which a fee is charges to external users for goods and services. Enterprise funds finance the jail commissary, copy center, sewer and wastewater treatment services.

Expenditures Under the current financial resources measurement focus, decreases in net financial resources now properly classified as other financing uses.

Fiduciary Funds Funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs. The fiduciary fund category includes pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and agency funds.

Fiscal Year A twelve-month period of time to which the annual budget applies. The city's fiscal year is from July 1 to June 30.

Fixed Assets Equipment and other capital items used in governmental fund type operations and are accounted for in the General Fixed Assets Group of Accounts rather than in the government funds. Such assets, which are recorded as expenditures at the time of purchase, do not include certain improvements such as roads, bridges, curbs and gutters, streets and sidewalks, and lighting systems. No depreciation has been provided on general fixed assets.

Fund A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and charges therein, which are segregated for the purpose of carrying on specific activities.

Fund Accounting The accounts of the city are organized on the basis of funds and account groups in order to report on its financial position and results of its operations. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions or activities.

Fund Balance Difference between assets and liabilities reported in a governmental fund.

General Fund One of five governmental fund types. The general fund typically serves as the chief operation fund of a government. The general fund is used to account for all financial resources except those required to be accounted for in another fund.

Governmental Funds Funds generally used to account for tax-supported activities. There are five different types of governmental funds; the general fund, special revenue funds, debt service funds, capital project funds, and permanent funds.

Grants Contributions or gifts of cash or other assets from another government, business or foundation to be used or expended for a specified purpose, activity or facility.

Interfund Transfer Flows of assets (such as cash or goods) between funds and blended component units of the primary government with a requirement for repayment.

Internal Service Funds Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis.

Liability Obligated according to law or equity.

Line Item A unit of budgeted expense used to classify expenditures by item or category. A line item establishes the permissible level of expenditure for an item.

Line Item Budget A budget that emphasizes allocations of resources to given organizational units for particular expenditures such as, salaries, supplies, services and equipment. Line item budgets may be organized to provide accountability at varying levels, such as on department, division, or agency levels.

Mandate A formal order from a superior court or official to an inferior one.

Millage / (Mill) One thousandth of dollar of assessed taxable value, meaning that one mill is worth \$1 of tax per \$1,000 of assessed taxable value.

Mission Statement A brief description of functions and objectives rendered by an organization for the community it serves.

Modified Accrual Basis of accounting used in conjunction with the current financial resources measurement focus that modifies the accrual basis of accounting in two important ways 1) revenues are not recognized until they are measurable and available, and 2) expenditures are recognized in the period in which governments in general normally liquidate the related liability rather than when that liability is first incurred (if earlier).

Net Assets Assets remaining after the deduction of all charges, outlay, or loss.

Non-Departmental Expenditures for purposes that are not related to a specific department or agency but relate to the overall operations of general government.

Object of Expenditure In the context of the classification of expenditures, the article purchased or the service obtained, rather than the purpose for which the article or service was purchased or obtained (e.g., personal services, contractual services, materials and supplies).

Obligations Amounts which a government may be required legally to meet out of its resources. They include not only actual liabilities, but also unliquidated encumbrances.

Other Post Employment Benefits (OPEB) Postemployment benefits other than pension benefits. Other postemployment benefits (OPED) include postemployment healthcare benefits, regardless of the type of plan that provides them, and all postemployment benefits provided separately from a pension plan, excluding benefits defined as termination offers and benefits.

Operating Budget The authorized revenues and expenditures for on-going municipal services and the primary means by which government spending is controlled. The life span of an operating budget typically is one year or less.

Operating Revenues and Expenses Cost of goods sold and services provided to customers and the revenue thus generated.

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

Other Charges An expenditure object within an activity, which includes professional services, rents, utilities, and training, as examples.

Strategic Outcomes Desired output-oriented accomplishments which can be measured within a given time period and are related to the city's strategic plan.

Personnel Services An expenditure object within an activity that includes payroll and all fringe benefits.

Policy A plan, course of action or guiding principle, designed to set parameters for decisions and actions.

Proprietary Funds Funds that focus on the determination of operating income, changes in net assets (or cost recover), financial position and cash flows. There are two types of proprietary funds: enterprise funds and internal service funds.

Resolution A special or temporary order of a legislative body requiring less legal formality than an ordinance or statute.

Revenue An addition to the assets of a fund which does not increase a liability, does not represent a recovery of an expenditure, does not represent the cancellation of a liability without a corresponding increase in any other liability or a decrease in assets, and does not represent a contribution of fund capital in enterprise or in intra-governmental service funds.

Revenue Bonds Bonds whose principal and interest are payable only from earnings of an Enterprise Fund. In addition to a pledge of revenues, such bonds sometimes contain a mortgage on the Enterprise Fund's property.

Self Insurance Self-funded insurance plan.

Securities Bonds, notes, mortgages, or other forms of negotiable or nonnegotiable instruments.

Special Assessment Fund Fund used to account for the construction and financing of public improvements provided in benefiting districts, which are to be paid, at least in part, from an assessment against the benefited property.

Special Revenue Fund Governmental fund type used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditure for specified purposes

Statute A law enacted by a legislature body, under constitutional authority, that becomes law, governing conduct within its scope. Statutes are enacted to prescribe conduct, define crimes, create inferior government bodies, appropriate public monies, and in general promote the public welfare.

Surplus An excess of the assets of a fund over its liabilities and reserves.

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.

Taxing Authority The government entity given authority by voter referendum or legislative action to levy a tax for the purpose of financing services performed for the common benefit.

Temporary Restraining Order A temporary restraining order is a temporary order of a court to preserve current conditions as they are until a hearing is held at which both parties are present.

Transfers In/Out A legally authorized funding transfer between funds in which one fund is responsible for the initial receipt and the other fund is responsible for the actual disbursement.

Trust Fund Funds used to account for assets by a government in a trustee capacity for individuals, private organizations, other governments, and/or other funds.

Unreserved Fund Balance The Unreserved Fund Balance represents that portion of a governmental fund's net assets that is available for appropriation. Unrestricted Net assets represent that portion of net assets that is neither restricted nor invested in capital assets (net of related debt).

User Fees An excise tax usually in the form of a license or supplemental charge levied to fund a public service

Voucher A written document, which evidences the propriety of transactions and usually indicates the accounts in which they are to be recorded.

Glossary of Acronyms

Acronym	Meaning
8C	Ontario School District
ADA	Americans with Disabilities Act
AHA	Activity Hazard Analysis
ARC	Annual Required Contribution
BLM	Bureau of Land Management
CBD	Cannabidiol
CDBG	Community Development Block Grant
CIP	Capital Improvement Projects
CLG	Certified Local Government
CORE	Commitment, Openness, Respect, Efficiency
CPA	Certified Public Accountant
DLCD	Department of Land Conservation and Development
DMV	Department of Motor Vehicles
EPA	Environmental Protection Agency
ESCO	Energy Savings Corporation
FAA	Federal Aviation Agency
FBO	Fixed Base Operator
FEMA	Federal Emergency Management Administration
FTE	Full-Time Employee
FY	Fiscal Year
GC	Golf Course
GF	General Fund
HB	House Bill
IT	Information Technology
KONO	Ontario Municipal Airport
LID	Local Improvement District
LOC	League of Oregon Cities
MMC	Microsoft Management Console
MOA	Memorandum of Agreement
NPDES	National Pollutant Discharge Elimination System
ODEQ	Oregon Department of Environmental Quality
ODOT	Oregon Department of Transportation
OECD	Oregon Economic and Community Development Department
OIC	Oregon Inspector Certification
OPD	Ontario Police Department
Acronym	Meaning

OSS	Ontario Sanitary Service
P2P	Poverty to Prosperity
PERS	Public Employee Retirement System
PSUCPR	Portland State University Center for Population Research
PTP	Pre-Task Plans
P&Z	Planning and Zoning
SB	Senate Bill
SCADA	Supervisory Control and Data Acquisition
SDC	System Development Charge
SEAT	Single Engine Air Tankers
SOP	Standard Operating Procedure
SRCI	Snake River Correctional Institute
SREDA	Snake River Economic Development Alliance
STEAM	Science, Technology, Engineering, Arts, Math
STP	Surface Transportation Program
TOT	Transient Occupancy Tax
TVCC	Treasure Valley Community College
UAL	Unfunded Accrued Liability
UCF	Utility Capitalization Fees
V&C	Visitors and Conventions
WTP	Water Treatment Plant
WW	Wastewater

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