

West Lin

Adopted Budget

Fiscal Year 2006-07

City of West Linn

Budget Committee 2006-07

Council Members

Norm King, Mayor

Scott Burgess, Council President

Michele Eberle

Mike Gates

Jody Carson

Citizen Members

Jim Morton, Chair

Charles Lytle

Aalok Shaw

Jerry Switzer

Bruce Tribken

22500 Salamo Road | West Linn, OR 97068 | 503-657-0331

Table of Contents

City Managers Budget Message_____	5
Introduction	
Overview and History_____	15
City Government and Demographics_____	17
The Budget Process_____	20
City Vision, Goals and Priorities_____	22
Fiscal Policies_____	24
Revenue Trends & Assumptions	
Financial Trends	
General and Economic Information_____	28
Financial Trends – Budgets	
Financial Trends – Resources & Requirements	
Financial Trends – Bonded Debt	
Financial Trends – Property Taxes	
Personnel	
Organizational Chart_____	32
Full-time equivalent (FTE) budgeted positions	
Positions & Salary Ranges_____	33
Funds	
Budget Summary_____	35
General Fund Summary_____	36
City Council_____	37
City Manager’s Office_____	38
Human Resources_____	39
Community Services_____	41
Finance_____	43
Information Services_____	45
General Facility Services	
Municipal Court_____	46
Special Revenue Funds	
Street Fund_____	47
Parks Fund_____	49
Library Fund_____	53
Public Safety Fund_____	56
Cable TV Public Access Fund_____	61
Building Inspection Fund_____	63
Public Works Support Services Fund_____	65

Table of Contents

Special Revenue Funds cont.	
Planning Fund_____	68
Capital Projects Funds	
Systems Development Charges Fund_____	71
Park Bond #2_____	72
Debt Service Fund_____	73
Enterprise Funds	
Water Fund_____	74
Environmental Services Fund_____	77
Vehicles & Equipment Maintenance Fund_____	81
Appendix	
Glossary_____	83
Acronyms	
Budget Resolution FY 2006-2007	
Bond Amortization_____	94
Computation of Legal Debt Margin_____	95
Building Permits_____	97
Accounting/Budgeting Fund Structure Changes_____	98
Closed Funds_____	100

City Manager's Budget Message

Fiscal Year 2006-07 Budget Message City of West Linn, Oregon May 15, 2006

The Honorable Mayor King
Members of the West Linn City Council
Jim Morton, Chair
Citizen Members of the Budget Committee

Dear Mayor King, Members of the City Council, Chair Morton and Citizen Members of the Budget Committee:

“You don't make progress by standing on the sidelines, whimpering and complaining. You make progress by implementing ideas.” Shirley Chisholm, American Social Activist

Welcome to the City of West Linn, 2006. In this 93rd year of West Linn's history as an incorporated city, there is much to be celebrated and preserved. There is also still much to be accomplished, as recent events have demonstrated. The year 2006 must therefore be a time of change and progress. With the FY 2006-07 Proposed Budget, we begin to take the steps to prepare us for what lies ahead.

But before we can do that we still need to reflect back to fix what is currently broken.

This Budget begins to lay the blueprint for moving forward while recognizing that there is still work to be done to remedy the decisions of the past. The goal of this Budget is to get us off the “sidelines” and back into the game.

In the end, what you have before you is a “bare bones” budget. It continues current service levels with very little for capital projects. There are practically no new initiatives, other than those necessary to build the infrastructure to assure the community that we're able to protect the resources provided to us.

This is a budget based on the best information available to us. It isn't pretty and it isn't sexy. It's a simple reflection of reality for this agency in 2006.

The Goals of the FY 2006-07 Budget

When preparing this budget, the budget team focused on three main objectives:

- 1) Maintain current service levels. The primary goal of any City Manager is to keep the functions of government operating each year. Short of a decision by the Budget Committee or City Council to reduce or eliminate a specific program or service, the first priority when developing a budget is to ensure that service levels are acceptable. That is not to say that every program will meet every citizen's expectation – far from it. However, people live and work in West Linn for various reasons, one of which is an expectation that they will receive quality government services from this agency. As long as funds are available, it is our job to budget for, and deliver, those services.
- 2) Accomplish the Council's adopted list of priorities. In January 2006, the City Council met and discussed all the various issues facing the community. Out of that session came five priorities that they wished to focus attention on this year. Those priorities and how they are funded are discussed here.

a) Financial Credibility and Stability

Complete the audits for 2004, 2005 and 2006. Funds are appropriated for this purpose in the budget for the Finance Department. The fact that this agency failed to accomplish these tasks when legally mandated has resulted in numerous problems that are not necessary to detail here. However, it is important to note that this lack of oversight does mean that this budget must include a significantly greater appropriation for this purpose than we would hope to have to include. Whereas the 2006 Budget included only \$32,000 for audits, actual costs incurred for preparation of the financial statements and for the audits this year are now estimated at close to \$100,000. For FY 2007, this budget appropriates \$100,000 – a figure that we believe is realistic.

Improve the budget document, streamline the budget process, and adopt a balanced budget for 2007. This budget document is significantly shorter than the proposed budgets in the past, and contains more information for citizens and policy officials than previous proposed budgets. We have set a course for a budget review process that we believe will adequately inform the Committee as it moves toward making its decisions. And, the Proposed Budget is balanced, as required by state law.

As part of this effort, the Budget that you are now being asked to consider is not only significantly shorter, but also consolidates the 25 Funds in the 2006 Budget into 15 Funds in the 2007 Budget. The document also includes accomplishments by department or fund, and proposed performance measures for each. We have

City Manager's Budget Message

also included information on personnel (including organizational charts) and narratives for each department.

It is important to note, though, that this new document remains a work in progress. Each year we will plan to make improvements to how we present information and to the narratives and performance measures. This is just the first, critical step in the process.

Renew Police Levy. The police levy, with a maximum rate of \$.75/\$1,000 of assessed valuation (AV), as approved in 2002 included funding for 12 police officers and for operating expenses and capital. The levy expires at the end of FY 2007. There are no budget implications associated with the renewal of the levy in this budget.

Financial Forecast and Plan in 2006. For the past several years, the Finance Department has been understaffed and focused solely on day-to-day bookkeeping and not on long-term financial analysis. This will change in FY 2007. This budget includes adequate funding for one additional staff position that will be filled by a senior level accountant who, along with the Finance Director, will be tasked with development of a long-term financial plan.

b) Stafford Basin Strategy

Seek buffer land. The City Council has discussed the possibility of acquiring property in the Stafford basin that would help preserve the some of the rural nature of this area. To accomplish this, the City would likely need to utilize proceeds from the sale of general obligation bonds. Such bonds would require approval of the voters. The Council has not determined if it will request voter consideration of such a measure. Therefore, there are no FY 2007 Budget implications.

Support Metro bond measure for investments in Stafford. Support of this measure does not impact the City's budget.

Work with Lake Oswego, Tualatin, Clackamas County, Metro and residents to develop a West Linn community-supported strategy for the Stafford Basin. Expenses associated with any such discussions should be minimal, and are available in the City Manager's budget.

c) Road Maintenance – *Identify a consistent and adequate source of funding road maintenance.* Many Oregon communities have considered and approved various sources of revenues to maintain the local street system. Options are being reviewed and funds are appropriated in the Public Works Support Services and Street Funds to cover expenses associated with such a study.

City Manager's Budget Message

d) Water – *Initiate a new Water Master Plan.* The last comprehensive effort to review the City's water system occurred in the 1990's. The City Council believes that it is time to update the data that led to the adoption of that plan in 1999 and the subsequent update in 2004. This Budget appropriates \$15,000 in the Water Fund and \$61,000 in the SDC Fund to initiate this effort. Additional funding will also likely be necessary in FY 2008 as it is expected that this project will not be complete until that fiscal year.

e) Transportation – *Initiate a new Transportation Systems Plan.* The City's current TSP (adopted in 2000) is in need of updating. Funds are allocated in the Street Fund for this purpose.

3) Assess and limit risk throughout the agency.

Most of us, both staff and policy officials, would prefer to spend the citizens' hard-earned money on interesting projects – new parks, new public facilities, etc., or on functions that directly serve or support the citizens – i.e., police officers, library staff. However, it is also critical that we protect the resources that are provided to us. As recent history clearly demonstrates, the City of West Linn has not lived up to the citizens' expectations in this area. In the past two years, two former city employees have been incarcerated for stealing money and items from the City. Another one has recently been charged with over 100 felonies for stealing well over \$1 million from the City.

The systems currently in place that allowed such activities to occur cannot be allowed to continue in the future!

Therefore, this budget includes funding for two new positions specifically to provide the City with an ability to mitigate risk – an Accountant in the Finance Department and a Manager for Information Technology. The Accountant position will allow the City to hire an individual with the requisite experience and knowledge to help ensure appropriate internal controls. The IT Manager position is necessary as many of the City's systems are beyond their useful life. The IT Manager will be charged with developing an IT System Plan that will set the City on a course to upgrade both hardware and software to ensure proper accountability and satisfactory systems for an efficient, effective work place.

Financial Policies

Most of the City's current financial policies are reasonable, although it is clear that many have not been adhered to over the past several years. However, the policies establishing required reserves for unappropriated ending fund balances and contingencies are not adequate. There are four reasons why it is critical for a City to maintain adequate reserves:

1. In case of an emergency such as a natural disaster.

City Manager's Budget Message

2. To assist in receiving a better bond rating from rating agencies that, in turn, results in lower interest rates on the City's debt.
3. To cover payroll costs until November when tax revenues are received.
4. To allow the City to take advantage of opportunities when they arise.

If the current approved policies are followed, the City will not have adequate resources to accomplish the above list. Therefore, staff is proposing a change to the financial policies under separate cover. However, the Budget Committee should understand that the proposed policy level for reserves is not met in this Proposed Budget, and it likely will be several years before the goal can be achieved. In accordance with the Council's priorities, the City's financial forecast, which will be completed this Fall, will outline when, and how, we believe this can be accomplished

Personnel Challenges

The FY 2006-07 Budget proposes three new positions, plus one part-time seasonal utility worker in the Parks Fund. These three new positions are proposed to be offset by the reduction of three FTEs citywide. The three positions will be determined by September 2006 and will be accomplished through attrition and following a comprehensive analysis by the City Manager and department heads. Savings associated with these reductions will be used to increase the contingency in the appropriate funds. When these reductions are accomplished, the City will maintain a work force of 136 FTE's.

Fund Status

As mentioned earlier in this Message, one of the objectives of the Budget team was to create a document that accounted for expenses and revenues by program, not just by funding source. Therefore, we were able to consolidate many of the funds. In total, we have taken 25 Funds and reduced them to 15. We believe this makes for a more streamlined, user-friendly document that focuses more attention on policies and programs.

Below is a description of those funds that are undergoing major changes or account for specific initiatives.

General Fund

The General fund is now primarily an internal service fund with revenues coming from inter-fund transfers to pay for the management and administration of the agency. The City Manager's budget increases significantly as the cost of contracted legal services has been placed in this budget. Also, Information Services includes one of the new positions – the Information Technology Manager.

The other department with a significant increase from the 2005-06 Budget is the Finance Department. This was under staffed and under appropriated for years. The result is a need to complete audits, add one staff position and improve internal controls and other systems to ensure proper financial management.

Planning Fund

The Planning Department is always the focus of much attention in West Linn and FY 2006-07 will be no different. Revenues from the review of development have not approached the cost of the staff work involved with these reviews. Therefore, this budget is predicated on a review of these fees with a significant increase to be proposed. In addition, expenses include the cost of hiring consultants for the following projects: Highway 43 planning (90% offset by approximately \$272,000 in grants), neighborhood planning, implementation of Goal 5, and completion of the historic resource inventory (partially offset by a grant). Finally, the Planning Commission and staff agree that there is a need for at least one additional Associate Planner, which is budgeted here.

Building Inspection Fund

In accordance with State Law, the expense of providing plan review and inspection services is expected to pay for that service. This would also be in concert with the City's position that development should pay for itself.

However, as with the Planning Department, the revenues for the Building Division have not been covering the expense associated with these services. In fact, fees were not increased for several years and now revenues lag far behind actual expenses. To maintain this area as an enterprise fund requires the City to loan money to this Fund from the SDC Fund. This loan of \$250,000 will be re-paid over the next two years. To ensure that adequate funds are available for re-payment and to cover the continuing expense of a full-service building inspection division, fees will need to be increased again later this year.

Public Works Support Services

The Engineering Department will begin the year without a permanent City Engineer and with relatively fewer public projects due to the shortage of funds available in the utility funds. Therefore, the Proposed Budget eliminates outside consulting services for development review. This task will be the responsibility of existing engineering staff at a savings of roughly \$80,000.

Public Safety

This Fund provides funding for both the Police Department and the City's contract with Lake Oswego for emergency dispatch services. The Police Department is fully funded at its current level of 30 sworn police officers. There is also funding provided for the design of a new police station.

Library Fund

Due to a decision to alter the formula for the distribution of County library funds that places greater emphasis on population served, the West Linn library will receive \$11,000 less in County funding than in FY 2005-06. The Proposed Budget absorbs this with a reduction in the amount budgeted for materials.

Parks and Recreation Fund

As the City continues to develop new parks, costs escalate for parks maintenance. This budget reflects this increase with the addition of one more seasonal maintenance employee. However, recognizing the City's current financial position, the proposal is to reduce the parks capital budget from the FY 2005-06 level of \$606,000 to \$300,000, primarily for a restroom at Mary S. Young State Park and for dredging at the Cedaroak boat ramp, both funded partially through grants. In no way should this be considered a reflection of this administration's support for parks; it is a necessity of the conditions we find ourselves facing.

The Parks and Recreation Fund is also now where funding is allocated for the Adult Community Center.

Street Fund

One of the constant challenges of funding essential services for Oregon cities in the 21st Century is the cost of street maintenance. To accomplish some basic maintenance tasks and to pay for streetlights, the budget proposes that \$568,000 of PGE franchise fee revenues be receipted into the Street Fund. In the long term, this revenue source will be needed for other purposes, which highlights the necessity of identifying a dedicated, consistent source of revenue to fund the maintenance of the City's street system.

Resources in this fund will also be used to initiate the development of a new Transportation Systems Plan in accordance with one of the Council's adopted priorities.

Utilities

The Water Fund has presented one of the many challenges to the Budget Team as this document was prepared. Despite including a rate increase of 5% as recommended by the Utility Advisory Board, the situation did not brighten. As our process evolved, we realized that revenues consistently have been over estimated. When the Budget Committee met in Spring of 2005, you would have anticipated approximately \$300,000 more in revenues for the two-year period ending in June 2006. Because these revenues will not be realized, in FY 2006-07 the City will need to borrow, on an interim basis, \$250,000 from other City resources to meet the reserve and coverage requirements of the 2000 revenue bonds. This is not a situation that can be allowed to continue long-term. When we present the City's financial plan this Fall, the subject of how much will be needed in the future will be discussed with a recommendation for future rate increases.

The Environmental Services Fund, with revenues from both the Stormwater and Sanitary Sewer rates, remains in better condition than the Water Fund, but both utilities also require a rate increase of 5% to continue to meet demands. And, in this case, the ending fund balance is estimated to decrease by over \$200,000 in FY 2006-07 -- a situation that is not sustainable for many more years.

Property Taxes

When we initiated the budget process this year, it was our hope to maintain the tax rate at its current level. This was not possible. What we discovered is that the tax rate has been kept artificially low over the past few years due to poor information presented to the Budget Committee. The information you've received has not been credible. For example, you based decisions last Spring on the assumption that the General Fund would have beginning working capital of \$842,000 July 1, 2005. In reality, we estimate that there was only \$228,000 at that time.

Also, as the 2003 audit indicated (completed in November 2005), many Funds exceeded their appropriation three years ago. In total, at that time, excessive spending was over \$200,000. Although the 2004 and 2005 audits are not complete at this time, we need to recognize that there has been a ripple effect from this overspending that we now have to fix. This means either severe cuts to services, or an increase in taxes.

However, despite this bleak news, there is reason for hope. In 2002, this community agreed that continuing quality services was important and agreed to tax themselves to pay for these services. This is reflected in the police services levy of \$.75/\$1,000 of AV. In 2005-06, the City only levied 48 cents of this total. Now, presented with more credible information, we are recommending that the full amount be levied. Even with this, the Funds that are receiving general, non-restricted, revenues are budgeted to have total reserves equaling less than 10% of their operating budgets. As mentioned at the beginning of this message, this is a "bare bones" budget.

The FY 2006-07 Proposed Budget includes the following tax rates:

Permanent Tax Rate:	\$2.12/\$1,000 of AV
Police Services Levy:	<u>.75/\$1,000 of AV</u>
Subtotal:	2.87/\$1,000 of AV
Bonded Debt:	.43/\$1,000 of AV
Total:	\$3.30/\$1,000 of AV

Conclusion

"Everything comes to him who hustles while he waits."

Thomas Edison

The City of West Linn is, essentially, in a waiting game. We are laying the plans to create an even better community, and a better public agency, in the near future. With this Proposed Budget, we anticipate greatness in the future, while hustling and waiting during this next fiscal year.

City Manager's Budget Message

If we accomplish what this budget anticipates, we should be in a position in the near future to continue to improve our parks, our infrastructure and our ability to manage these systems. The changes will not happen overnight, but they will happen.

This blueprint for our future is the result of many hours of work by the Budget Team, comprised of Elizabeth Carlson, the Department Directors and their staff. A special thanks to Andy Parks and his staff who helped pull together this new budget document while the rest of City Hall was focused on other critical issues during the past five weeks.

When we first started this process, the initial look at this budget had the City over \$2 million out of balance. The proposal to you, the Budget Committee, is balanced, achieves all the goals discussed at the beginning of this Message, and lays the groundwork for an optimistic future.

Respectfully submitted on this 15th day of May 2006.

Chris Jordan
City Manager

Overview and History

History

The history of West Linn is as rugged as its topography. The area was first settled in the early 1840s when Robert Moore purchased 1,000 acres of land from the "Wallamut" Indians. He built his cabin high on a slope overlooking the Willamette Falls and set about building a town, calling it Robin's Nest.

By 1846, Moore had built four flour and lumber mills, along with dwelling for his mill workers. He also operated a ferry to Oregon City. In 1845, Moore renamed his tiny town Linn City in honor of his friend, well-known free- state advocate Dr. Lewis F. Linn, a U.S. Senator from Missouri and sponsor of the Donation Land Claim Bill. Moore became the first postmaster in 1850 and purchased an Oregon City newspaper, "The Spectator," in 1852. By then, his Linn City enterprises included a gristmill, sawmill, warehouse, wharves and a breakwater to create a basin for boats to tie up in for loading and unloading cargo. But when he died in 1857, Moore had still not seen his dream of a completed town realized. Not long after Moore's death, a devastating fire destroyed the sawmill, gristmill, wharves and even a steamer ship docked there. Local businessmen began to rebuild, only to see their hard work washed away in the terrible floods that would come later that same year. Linn City was gone. But in 1868, the Willamette Transportation Locks Co. began operating--providing passage to shipping over the Willamette Falls. The locks have remained in continuous operation to this day.

In 1913, the City of West Linn was incorporated, encompassing four areas--West Oregon City, Bolton, Sunset and Willamette Heights. The incorporation allowed the settlements to obtain needed services, utilities and improvements without annexing to Oregon City. After considerable debate on a name, the city founders decided to honor the pioneer town that Moore had established.

The city's population has grown steadily. The 1860 census listed 225 residents. By 1920, the number had grown to 1,628. The 1960 census set the population at 2,923, and by 1970, West Linn had grown to more than 7,000. The growth pattern continued through the 1980s and 90s, with the population today standing at 23,820.

With Portland about 12 miles to the north, West Linn is close to the region's business core and urban amenities. At the same time, this "City of Hills, Trees and Rivers" is rich with cozy, small-town atmosphere and distinct neighborhoods that range from the historic Willamette district with its pioneer-era dwellings to the contemporary architecture of newer settlements nestled in wooded highlands. The city also is about 20 miles from Portland International Airport.

Overview and History

Among West Linn's special assets are its dedicated parks and open spaces, where residents and visitors can stroll among Douglas firs and take in panoramic views of the Willamette and Tualatin rivers, with Mount Hood, Mount Adams, Mount St. Helens and the Cascades as a backdrop. West Linn's residents are among the best educated in Oregon, and earn incomes well above the state average. Civic pride and a strong volunteer base benefit both the city government and the school district.

The West Linn-Wilsonville School District is the home to exceptional K-12 schools, staff and students. SAT scores for seniors are consistently among the highest in the state of Oregon and 90 percent of graduating seniors continue on to college. Serving 8,080 students, the District prides itself on substantial staff development at its twelve schools.

City Government and Demographics



Today

The City of West Linn is one of the most desirable places to live in the Portland metropolitan area. West Linn is a vibrant community where citizens, civic organizations, businesses and city government work closely to ensure that the community retains its hometown identity, high quality of life and its natural beauty.

West Linn Government

The City of West Linn is a full-service municipality that operates under a council/manager form of government. The City Council sets policies for city government, enacts ordinances and hires, directs and evaluates the City Manager. In turn, the City Manager is the city's chief executive officer, responsible for overall management and administration.

The five City Council members, including the mayor, are elected at-large to serve two-year terms. Municipal services are provided by a staff of 140 full-time employees and headed by the City Manager.

The city operates its own police department, a municipal court, water, wastewater and storm water utilities, street operations, planning, engineering, fleet management, library and an extensive, year-round parks and recreation program. The Tualatin Valley Fire and Rescue District provides fire and emergency services to the community.

West Linn lies within Clackamas County, which is headed by its board of commissioners and based in neighboring Oregon City, and Metro, the tri-county urban services district based in Portland.

The West Linn City Council meets the second and fourth Monday of each month at City Hall. Council meetings are televised live on West Linn TV cable Channel 30 and are replayed at various times during the week. The city also cablecasts and replays meetings of the West Linn Planning Commission, Budget Committee, Board of County Commissioners and other public meetings and events.

Notices of public meetings and the West Linn TV program schedule appear on the Channel 30 TV Readerboard. Meeting notices and news of city government

City Government and Demographics

also are published in the city's monthly *Update* newsletter, delivered to every home and business in West Linn. Additional information about the City of West Linn, its services and programs, as well as community information and links to other information sources, is provided on the City's website: www.ci.west-linn.or.us

City residents have many opportunities to affect city policies and priorities by serving on city boards and commissions and through participation in their neighborhood associations.

City Government and Demographics

Fast Facts About West Linn

Established in 1845

Incorporated - August 8, 1913

Incorporated area - 7.9 sq mi

Population – 24,080

%male - 48.1%

% female - 51.9%

Average household size - 2.66

Registered voters - 13,866

Miles of city streets - 104

Miles of sewer mains - 105

Number of city parks - 23

City parklands - 292 acres

Trails & bike paths - 5.1 miles

Median family income - \$80,181

Median age - 38.6

Households – 9,063

Owner occupied – 79.6%

Renter occupied – 20.4%

Median property value - \$348,000

% workforce in management,
executive or professional
occupations - 42.0%

The Budget Process

The Budget Process

A budget as defined by Oregon State Law (Oregon Revised Statutes (ORS)), is a financial plan containing estimates of revenues and expenditures for a given period or purpose, such as the fiscal year. The City is required to budget all funds. As a rule, local governments in Oregon operate on a fiscal year that begins on July 1 and ends the following June 30. Budgeting is critical to cities because it requires local governments to evaluate plans and establish priorities in light of its financial resources. Also under ORS, a City budget is necessary to establish and justify a given rate and or amount of property taxes.

The City of West Linn's budget will accomplish each of the four major purposes of Oregon Local Budget Law (ORS 294.305 – 294.555 and 294.565) including:

- Establish standard financial procedures
- Outline programs and services in conjunction with the fiscal policy and implement them
- Provide methods of estimating revenue, expenditures, and proposed levies
- Cultivate public involvement in the budgeting process before adoption

West Linn prepares and adopts its annual budget in accordance with the City Charter, Oregon Law and the Government Finance Officers Association budget guidelines.

The Budget Process

City of West Linn Budget Calendar – Fiscal Year 2007

January 4	Budget kick off meeting with City staff: budget calendar for the upcoming fiscal year is reviewed, changes or key issues to address in preparation of the budget discussed. (Fund structure, narrative, performance measures, assumptions)
January 17	Budget Committee training session to review current year-to-date information, finance policy review, budget committee rules, fund structure review, and discuss budget process.
February 10	Department expenditure and revenue estimates for the current fiscal year entered in HTE (update monthly through May). Proposed personnel requirements and estimated salary and benefits changes for fiscal year 2007 are reviewed with City Manager, Human Resources Director and Finance Director. Preliminary approved positions, pay and benefit adjustments are provided to finance.
February 17	Finance provides payroll budget information to departments.
February 24	Revenue projections for fiscal year 2007 are completed by Finance Director. Department budget proposals for the upcoming fiscal year are provided to finance (entered in HTE). First draft of the proposed budget narrative including brief description of various services, goals, key performance indicators, trend information if available, capital outlay, and significant changes to Finance Director.
March 8	Finance Director completes and distributes proposed budgets including narrative and financial information to City Manager and department heads.
Week of March 13	City Manager reviews the budget and Capital Improvement Program with department heads and Finance Director.
Week of March 27	City Manager reviews/discusses potential budget adjustments w/ Finance Director and department heads.
April 24	Budget Committee Work Session
May 15	Budget Committee Meeting: Budget Message presented and 2006-2007 City Manager Budget Proposal presented
May 23	Budget Committee deliberations
May 24	Budget Committee deliberations (continued)
June 26	Budget Adoption by City Council
July 1	Adopted budget is in effect.

City Vision, Goals and Priorities

Vision

The City of West Linn is a vibrant and safe community in which to live, work and play now and into the future.

Goals

- Promote trust and open communication between our citizens and their City government.
- Enhance the quality of life for West Linn's citizens by providing the highest quality City services efficiently and economically.
- Protect and enhance the integrity, stability and beauty of the natural environment.
- Provide sound and prudent fiscal management.
- Foster strategic relationships with other jurisdictions, agencies and organizations.
- Sustain and strengthen West Linn's cultural and historic resources.
- Support a vibrant business climate consistent with citizens' values, interests and needs.
- Celebrate our sense of community.

Council Priorities, 2006

Adopted March 13, 2006

Financial Credibility and Stability

- Complete audits for 2004, 2005, 2006
- Improve budget document, streamline the budget process, and adopt a balanced budget for 2007
- Renew Police Levy
- Financial forecast and plan in 2006

Stafford Basin Strategy

- Seek buffer land
- Support Metro bond measure for investments in Stafford
- Work with Lake Oswego, Tualatin, Clackamas County, Metro and residents to develop a West Linn community-supported strategy for the Stafford Basin

Road Maintenance

- Identify a consistent and adequate source of funding road maintenance

Water

- Initiate a new Water Master Plan

Transportation

- Initiate a new Transportation Systems Plan

City Vision, Goals and Priorities

Other Council Objectives

Wi-Fi

- Complete feasibility study
- If feasible, negotiate with providers and create system

Police Station

- Schedule a work session to discuss the opportunity of developing a new police station at the Bolton Fire Station location
- Identify location
- Develop a design
- Public information campaign
- Refer to voters for balance of funding

Sustainability

- Adopt plan
- Initiate implement

Update Emergency Preparedness Plan

Boards and Commissions

- Schedule training session with boards and commissions to discuss roles and responsibilities
- Improve communication between Council and boards and commissions

Neighborhood Associations

- Schedule annual meeting for neighborhood association chairs with the Council
- Schedule training on roles and responsibilities (revamp expectations)

Youth Needs

- Refer to Parks and Recreation Advisory Board for input
- Invite input from School District

Develop Accountability Policy for Complaints

Improve Communication

- Internal – staff and Council
- External – with citizens

Projects Currently Underway

Goal 5 completion and adoption
Revise Tree Code
Resolve Willamette Cove issue
Complete six neighborhood plans
Implement Willamette Greenway Trail

Future Projects

Aquatic Center 2007
Affordable Housing 2007
Noise ordinance revision
Sign ordinance revision
Willamette Centennial 2008

Completed or in Process

Annexation Policy
Annexation Environmental Mitigation Policy
Staggered Terms for councilors
Resolve Wilderness Park issue (vote)
Boards and Commissions – revamp ordinance

Fiscal Policies

Fiscal Policies

In fall 2005 the Council and management recognized the need to review existing fiscal policies. Additionally, reported findings by financial and management consultants indicated a lack of adherence to existing fiscal policies, inefficient budgeting and the need to review roles and responsibilities of those involved in the budgeting process. During fall and winter 2005-06 staff, a finance/management consultant, Council and Budget committee members reviewed the financial reporting structure and fiscal policies of the City. Significant financial structure changes were agreed to, changes to fiscal policies were made and most significantly roles and responsibilities were addressed, particularly to introduce accountability, for all involved parties, into the process. The budgeting process utilized during the development, review and adoption of this budget reflects the changes to policy and process.

Significant objectives and goals of the fiscal policies are to:

- Ensure the financial integrity of the City.
- Improve financial information for decision makers at all levels.
 - Policy makers as they contemplate decisions that affect the City on a long-term basis
 - Managers as they implement policy on a day-to-day basis
- Restore the City's bond rating.
- Restore accountability into the financial operation of the City.

The City's fiscal policies address the following major areas:

- **Revenue policy** addresses property taxes, user charges and other sources to adequately fund desired services.
- **Operating budget policy** relating to budgeting guidelines.
- **Capital improvement policy** relating to capital improvement planning and implementation.
- **Accounting policy** relating to reporting financial transactions and preparing financial reports.
- **Debt policy** dealing with long-term financing of the city's capital needs and its bond rating.
- **Reserve policy** for establishing reserves and contingency funding as needed for the various activities of the City.
- **Management of fiscal policy** dealing with approval, recommendation, review and implementation of policies – including monitoring compliance.

Fiscal Policies

1 Revenue Policy

1.1. System development charges shall be established to fund the costs of improvements to service additional increments to growth, such as street, storm, water, sewer, and parks and recreation facilities.

1.2. The City will maximize the use of service users' charges in lieu of ad valorem taxes and subsidies from other City funds, for services that can be identified and where costs are directly related to the level of service provided.

1.2.1 Charges for providing utility services shall be sufficient to finance all operating, capital outlay and debt service expenses of the City's enterprise funds, including operating contingency and reserve requirements.

1.2.2 User charges shall fund 100% of the direct cost of development review and building activities. User charges include land use, engineering inspection, building permit and building inspection fees.

1.2.3 Park recreation programs shall be funded by a users' charge. Annual revenues raised by participant fees shall cover at least 100% of the program's cost with no assessment made for administration. No one shall be denied access to park recreation programs due to their lack of ability to pay for the full participant fee.

1.2.4 Other reimbursable work performed by the City (labor, meals, contracted services, equipment and other indirect expenses) shall be billed at actual or estimated actual cost.

1.2.5 Charges for services shall accurately reflect the actual or estimated cost of providing a specific service. The cost of providing specific services shall be recalculated periodically, and the fee adjusted accordingly. The City shall maintain a current schedule of fees, showing when the fees were last reviewed and/or recalculated.

1.3 The City shall pursue an aggressive policy of collecting delinquent accounts. When necessary, discontinuing service, small claims court, collection agencies, foreclosure, liens and other methods of collection, such as imposing penalties, collection and late charges, may be used.

2 Operating Budget Policy

2.1 The City shall prepare, present, adopt and amend its annual operating budget(s) in accordance with Oregon Budget Law.

2.1.1 The City shall maintain a budget system to monitor expenditures and revenues on a monthly basis, with a thorough analysis and adjustment (if required) at least at mid-year.

2.2 The City shall not adopt an operating budget that is greater than the amount of resources available to fund it. Current operating resources will be sufficient to support current operating expenditures, reimbursement transfers, reserves, unappropriated balances and contingencies.

Fiscal Policies

2.3 Annual recurring revenues (including interfund reimbursement charges) of the General and Enterprise Funds' shall not be less than annual recurring operating expenditures (total annual budget, minus capital outlay, equity transfers, reserves, appropriated balances and contingencies).

2.4 Unless otherwise authorized by City Council, General Fund and other unrestricted revenues shall not be earmarked for specific programs, activities or services.

2.5 Long-term debt or bond financing shall only be used for the acquisition of capital facilities or specialized equipment. Long-term debt or bond financing shall not be used to finance current operating expenditures.

3 Capital Improvement Policy

3.1 Annually, the City shall adopt a 5-year Capital Improvement Plan (CIP). Prior to adopting a Capital Improvement Plan, the City shall hold public meetings and a public hearing on the contents of the CIP document. The document shall provide details on each capital project plan: its estimated costs, sources of financing and a full description, including a detailed statement identifying: (a) the needs, conditions and circumstances that have caused the project's creation and (b) the expected results if the project is approved and implemented.

3.2 Operating expenditures shall be programmed into each capital project plan, including the cost of implementing the plan and all continuing labor, operating and capital outlay costs.

4 Accounting Policy

4.1 The City shall establish and maintain its accounting systems according to generally accepted accounting practices and shall adhere to generally accepted accounting principles and standards promulgated by the Government Finance Officers Association (GFOA), Government Accounting Standards Board (GASB) and the Financial Accounting Standards Board (FASB).

4.2 An annual audit shall be performed by an independent public accounting firm, which will issue an official opinion on the annual financial statements, along with a management letter identifying areas needing improvement, if necessary.

4.3 Full disclosure shall be provided in the financial statements and bond representations.

4.4 Quarterly budget reports showing the current status of revenues and expenditures shall be prepared and distributed to appropriate legislative, staff and management personnel in a timely manner and made available for public inspection.

5 Debt Policy

5.1 Capital projects financed through the issuance of bonds shall not be financed for a period which (a) exceeds the expected useful life of the project and (b) is less than 30% of the expected useful life of the improvements.

5.2 The City shall use the most prudent methods of acquiring capital outlay items, including the use of lease-purchase agreements.

Fiscal Policies

5.3 The City shall maintain its bond rating at the highest level fiscally prudent, so that future borrowing costs are minimized and access to the credit market is preserved.

6 Reserve Policy

6.1 The City shall maintain an unappropriated working capital reserve in all Funds, that is at least 5% of their operating budget (excluding debt service, capital outlay, equity transfers, reserves and interfund transfer reimbursement revenues).

6.2 The City shall establish an operating contingency budget to provide for unanticipated expenditures of a nonrecurring nature to meet unexpected increases in service delivery costs. This budget shall be at least 10% of a fund's revenue estimate for the fiscal year for the Street and all enterprise funds. For Funds relying primarily on property tax revenues as a resource, a contingency of not less than 20% shall be maintained. This policy does not apply to debt service, trust and agency, capital projects, serial levy, temporary or certain special purpose funds.

7 Management of Fiscal Policy

7.1 Fiscal policies and changes in policies shall be approved by the City Council and adopted by resolution at a public hearing.

7.1.1 The City Manager shall recommend fiscal policy and changes in policy to the City Council. The City Manager shall prepare a report explaining the substantive impact of all recommendations and their impact on the City's operations, service levels and/or finances.

7.1.2 The City Council's Finance Committee shall conduct an annual review of the City's fiscal policies.

7.2.2 The City Manager shall implement fiscal policies and monitor compliance.

7.2.2.1 If the City Manager discovers a material deviation from policy, he/she shall report it in writing to the City Council within thirty days.

7.2.2.2 As a part of the City's annual budget document, the City Manager's budget message shall identify: (a) all major changes in policy since the previous budget year and (b) any material variations from policy in the ensuing year's budget.

Financial Trends

Population and Assessed Value Information

Fiscal Year	Population (June 30)	Total Assessed Property Values
1980	11,000	247,160,920
1981	11,440	313,417,740
1982	11,810	372,913,130
1983	12,380	396,982,860
1984	12,410	417,016,820
1985	12,620	436,131,970
1986	12,950	447,482,970
1987	13,130	466,362,100
1988	13,660	495,280,630
1989	14,020	530,668,400
1990	14,270	586,120,520
1991	16,479	634,490,520
1992	17,160	821,833,470
1993	17,645	963,683,810
1994	18,160	1,063,205,200
1995	18,860	1,177,065,060
1996	19,370	1,357,912,910
1997	19,960	1,523,490,300
1998*	20,415	1,310,447,470
1999	21,405	1,403,783,260
2000	22,261	1,539,223,380
2001	22,440	1,691,505,317
2002	23,090	1,818,901,983
2003	23,430	1,946,972,928
2004	23,820	2,074,290,770
2005	23,970	2,173,835,372
2006	24,110	2,266,911,704
2007**	24,260	2,378,149,061

* Effective fiscal year 1998, measures 50 and 47 require property values to be reported at taxable assessed value amounts (TAV), which at that time were approximately 16% less than true market value. Previously the assessed value was equal to true market value. TAV of existing property is limited to 3% annual increases and the value of new construction is at the reduced TAV amounts.

**Estimate by City staff

Assessed value information provided by Clackamas County Assessor

Population information provided by Portland State University

Financial Trends

Property Taxes

Fiscal Year	Type of Tax Levy						Total Current Year Tax Levy
	General Operating	1-Year Operating	Debt Service	Street Serial	Police Option	Fire Option	
1980	\$117,512	\$717,848	\$240,850	\$60,000			\$1,136,210
1981	1,130,618		250,666	60,000			1,441,284
1982	1,200,541	6,689	245,554	60,000			1,512,784
1983	1,278,954		225,158	60,000			1,564,112
1984	1,355,691	62,716	214,681	60,000			1,693,088
1985	1,437,645		214,530	60,000			1,712,175
1986	1,524,427		330,800	60,000			1,915,227
1987	1,616,818		343,578	285,000			2,245,396
1988	1,715,098		412,209	285,000	130,000		2,542,307
1989	1,818,004		483,748	285,000	130,000		2,716,752
1990	1,927,084		432,847	285,000	130,000		2,774,931
1991	2,042,709		390,000	285,000			2,717,709
1992	2,168,340		336,645	285,000	350,850	371,747	3,512,582
1993	2,298,550		352,555	285,000	350,850	371,747	3,658,702
1994	2,436,463		244,160	285,000	117,235	371,747	3,454,605
1995	2,582,650		297,129	285,000	350,850	371,747	3,887,376
1996	2,737,609		103,557	285,000	350,850	371,747	3,848,763
1997	2,903,259		109,664		350,850	371,747	3,735,520
1998	2,780,507		224,824		826,174	1,181,562	5,013,067
1999	2,976,021		264,330		940,486	1,181,607	5,362,444
2000	3,263,154		647,356		940,486	1,181,607	6,032,603
2001	3,585,991		1,170,860		940,486	1,181,607	6,878,944
2002	3,856,072		1,144,635		940,486	1,181,607	7,122,800
2003	4,127,582		1,211,991		1,469,965	1,878,829	8,688,367
2004	4,397,496		911,443		1,566,089	2,001,691	8,876,719
2005	4,608,530		847,083		1,097,786		6,553,399
2006	4,746,787		957,052		1,088,118		6,791,957
2007*	5,041,676		918,478		1,795,503		7,755,657

* City staff estimate for general operating levy and police option levy.

Financial Trends

Property Tax Rates

Tax Rates Per \$1,000 Assessed Property Value

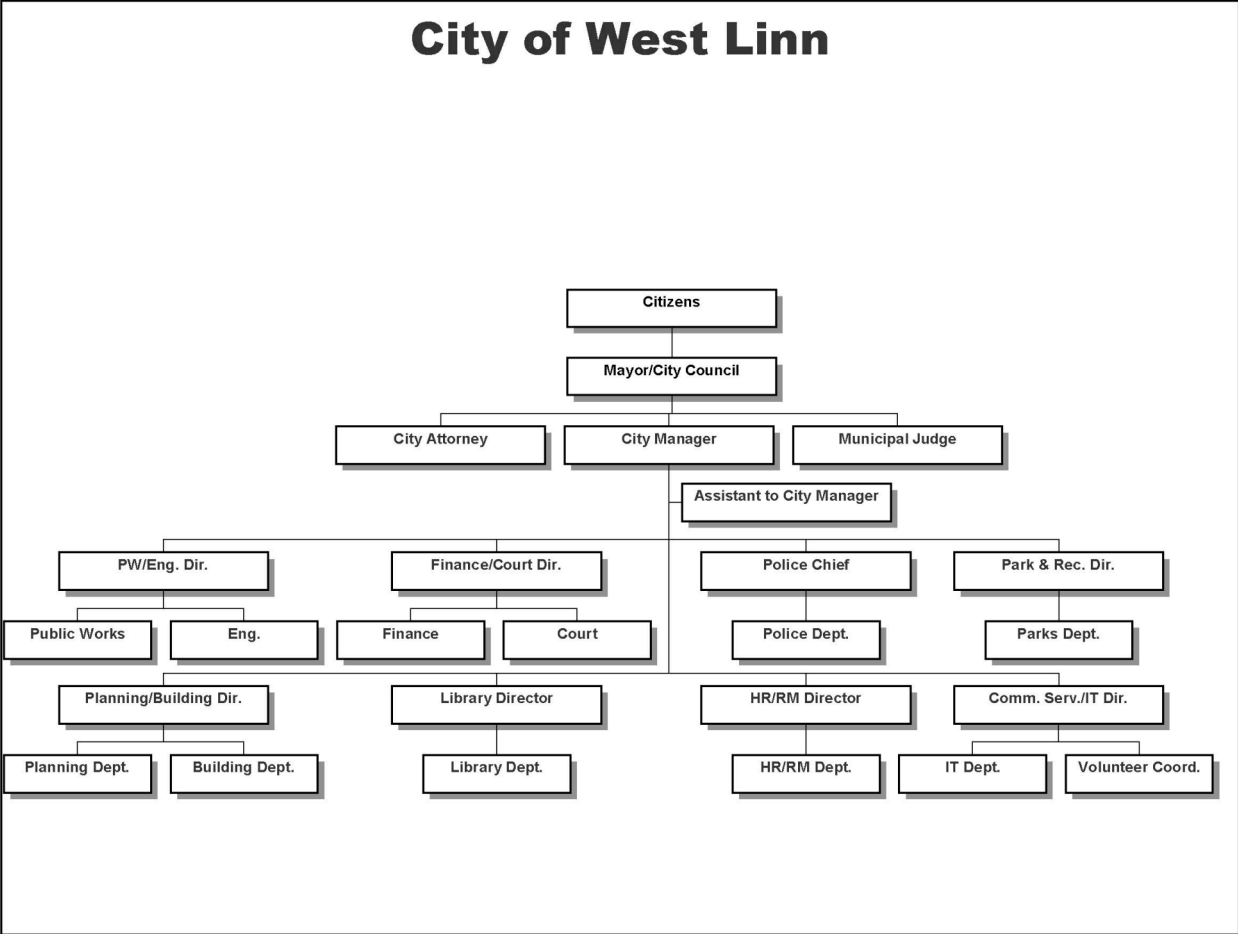
Fiscal Year	(a) Tax Base	1-Year Operating	Debt Service	Street Serial	Police Option	Fire Option	Total Tax Rate
1980	0.4750	2.9040	0.9740	0.2430			4.5960
1981	3.6070		0.8000	0.1910			4.5980
1982	3.2190	0.0180	0.6580	0.1610			4.0560
1983	3.2220		0.5670	0.1510			3.9400
1984	3.2510	0.1500	0.5150	0.1440			4.0600
1985	3.2960		0.4920	0.1380			3.9260
1986	3.4070		0.7390	0.1340			4.2800
1987	3.4670		0.7370	0.6110			4.8150
1988	3.4630		0.8320	0.5750	0.2620		5.1320
1989	3.4260		0.9120	0.5370	0.2450		5.1200
1990	3.2880		0.7380	0.4860	0.2220		4.7340
1991	3.2190		0.6150	0.4490			4.2830
1992	2.6380		0.4100	0.3470	0.4270	0.4520	4.2740
1993	2.3850		0.3660	0.2960	0.3640	0.3860	3.7970
1994	2.2920		0.2300	0.2680	0.1100	0.3500	3.2500
1995	2.1940		0.2520	0.2420	0.2980	0.3160	3.3020
1996	2.0160		0.0760	0.2100	0.2580	0.2740	2.8340
1997	1.9060		0.0720		0.2300	0.2440	2.4520
1998	2.1200		0.1716		0.6305	0.9016	3.8237
1999	2.1200		0.1882		0.6699	0.8417	3.8198
2000	2.1200		0.4392		0.6381	0.8016	3.9989
2001	2.1200		0.7127		0.5724	0.7192	4.1243
2002	2.1200		0.6355		0.5221	0.6559	3.9335
2003	2.1200		0.7548		0.7550	0.9650	4.5948
2004	2.1200		0.4568		0.7550	0.9650	4.2968
2005	2.1200		0.3877		0.5050		3.0127
2006	2.1200		0.4274		0.4800		3.0274
2007*	2.1200		0.3862		0.7550		3.2612*

*Estimated rate for debt service and total rate.

Financial Trends

Personnel
Organizational Chart

PERSONNEL
Organizational Chart



Personnel Positions & Salary Ranges

Department	Job Title	# of FTE	Salary Range	
			<u>LOW</u>	<u>HIGH</u>
Admin	City Manager	1.00	\$8750/flat	
Admin	Community Services Coordinator	1.00	4977	7133
Admin	HR/RM Director	1.00	4977	7133
Admin	Assist to the CM	1.00	3755	4790
Admin	Assist to the Dir of HR/RM	1.00	3755	4790
Admin	Office Assistant	1.88	2153	2796
Admin	Volunteer Coordinator	1.00	3217	4176
Admin	IT Manager	1.00	4700	6741
Admin	IT Tech Coordinator	1.00	3481	4525
Admin	IT Technician	1.00	2948	3832
Total	Administration, HR and IT	10.88		
Finance	Finance Director	1.00	4977	7133
Finance	Staff Accountant	1.00	3601	4595
Finance	Accounting Supervisor	1.00	3755	4790
Finance	Sr. Accounting Clerk	2.00	3217	4176
Finance	Accounting Clerk II	2.00	2948	3832
Finance	Court Administrator	1.00	3601	4595
Finance	Office Assistant	1.00	2153	2796
Finance	Office Clerk	0.50	1884	2450
Total	Finance/Municipal Court	9.50		
Engineering	Assist City Engineer	1.00	4453	6383
Engineering	Civil Engineer II	1.00	4015	5761
Engineering	Civil Engineer	1.00	4014	5195
Engineering	Engineer Tech III	1.00	3217	4176
Engineering	Engineer Tech II	2.00	2948	3832
Engineering	GIS Coordinator	1.00	4014	5195
Engineering	GIS Technician	1.00	2948	3832
Engineering	Administrative Assistant	1.00	3217	4176
Engineering	Office Assistant	0.48	2153	2796
Total	Engineering	9.48		
Library	Library Director	1.00	4977	7133
Library	Senior Librarian	2.80	3755	4790
Library	Staff Assistant II	1.00	2417	3141
Library	Librarian	3.35	2948	3832
Library	Librarian II	1.25	3217	4176
Library	Library Assistant III	0.45	2682	3485
Library	Library Assistant II	0.00	3217	4176
Library	Library Assistant I	1.75	2153	2796
Library	Library Aide	3.05	1884	2450
Library	Library Page	1.50	7.50/hr	7.50 hr
Total	Library	16.15		

Personnel Positions & Salary Ranges

Department	Job Title	# of FTE	Salary Low	Range High
Parks	Director of Parks/Recreation	1.00	4977	7133
Parks	Recreation Director	1.00	4042	5155
Parks	Parks Program Supervisor	1.00	3481	4525
Parks	Parks Maintenance Supervisor	1.00	3601	4595
Parks	Park Maintenance Worker II	3.60	2948	3832
Parks	Park Maintenance Worker	3.00	2417	3141
Parks	Arborist	1.00	3217	4176
Parks	Recreation Coordinator	1.00	2682	3485
Parks	Office Specialist	1.00	2417	3141
Parks	Building Maintenance Worker III	1.00	3217	4176
Parks	Seasonal Worker	7.2		
Total	Parks & Recreation	21.18		
Planning/Building	Planning Director	1.00	5297	7592
Planning/Building	Building Inspector II	1.00	2948	3832
Planning/Building	Associate Planner	2.00	3481	4525
Planning/Building	Senior Planner	1.00	4224	6059
Planning/Building	Building Official	1.00	4042	5155
Planning/Building	Permit Coordinator	1.00	2682	3485
Planning/Building	Building Inspector III	1.00	3481	4525
Planning/Building	Staff Assistant	1.00	2417	3141
Planning/Building	Administrative Assistant	1.00	3217	4176
Total	Planning/Building	10.00		
Police	Police Chief	1.00	5297	7592
Police	Police Lieutenant	2.00	4453	6383
Police	Records Supervisor/Assist to PC	1.00	3601	4595
Police	Police Sergeant	6.00	4182	5337
Police	Police Officer	21.00	3422	4454
Police	Records Clerk	2.00	2520	3277
Police	Community Service Officer	2.5	2573	3346
Total	Police	35.50		
Public Works	Dir. Public Works/City Engineer	1.00	5297	7592
Public Works	Operations Supervisor	3.00	3601	4595
Public Works	Utility Worker III	6.00	3217	4176
Public Works	Utility Worker II	9.00	2948	3832
Public Works	Utility Worker I	1.00	2417	3141
Public Works	Lead Mechanic	1.00	3217	4176
Public Works	Vehicle Maintenance Mechanic	1.00	2948	3832
Public Works	Administrative Assistant	1.00	3217	4176
Public Works	Office Specialist	0.60	2417	3141
Total	Public Works	23.60		

Consolidated Adopted Budget – All Funds

<i>Fund</i>	Beginning Working Capital	Current Year Resources	Total Resources	Current Year Expenses	Ending Working Capital/ Contingency	Amount of Working Capital Reserved
<i>General</i>	\$577,885	\$3,680,400	\$4,258,285	\$3,754,123	\$504,162	\$-
<i>Street</i>	67,064	1,789,500	1,856,564	1,780,300	76,264	-
<i>Parks and Recreation</i>	-	2,696,500	2,696,500	2,606,200	90,300	-
<i>Library</i>	212,350	1,429,000	1,641,350	1,421,700	219,650	154,000
<i>Public Safety</i>	677,787	5,302,800	5,980,587	5,401,800	578,787	-
<i>Cable TV Public Access</i>	312,797	108,000	420,797	164,600	256,197	-
<i>Building Inspection</i>	38,205	567,500	605,705	567,100	38,605	-
<i>Public Works Support Services</i>	1,833	954,700	956,533	892,700	63,833	-
<i>Planning</i>	-	1,155,600	1,155,600	1,128,400	27,200	-
<i>Systems Development</i>	2,424,191	1,086,000	3,510,191	799,000	2,711,191	-
<i>Park Bond #2</i>	956,704	1,500	958,204	958,204	-	-
<i>Debt Service</i>	219,224	875,245	1,094,469	766,469	164,000	164,000
<i>Water</i>	11,934	2,879,000	2,890,934	2,820,603	320,331	151,103
<i>Environmental Services Vehicle/Equipment Maintenance</i>	1,445,446	2,169,500	3,614,946	2,298,600	1,066,346	-
<i>Totals</i>	\$6,947,019	\$25,122,745	\$32,069,764	\$25,782,199	\$6,123,565	\$469,103
<i>Totals excluding Park Bond #2 Fund</i>	\$5,990,315	\$25,121,245	\$31,111,560	\$24,823,995	\$6,123,565	\$469,103

General Fund

General Fund

Effective with the fiscal year 2006-07, the general fund of the City of West Linn provides the accounting for the City's administrative, financial, general overhead activities and municipal court operations. All other activity of the city is accounted for in separate funds to provide improved accountability and increased management efficiency. The primary sources of revenue include charges to other funds for the general governmental services provided to them and traffic citation revenue.

Many communities use the general fund to account for a variety of governmental activities. Typically, in a city the size of West Linn police, parks, library, engineering, planning, and possibly streets may be accounted for in the general fund. When resources are plentiful and there is limited public debate about the value of these various services, maintaining accounting systems in this manner is reasonable. However, when there is considerable public discussion about governmental services and who should pay for them, segregating the accounting for these activities into more "business-like" structures assists management, decision-makers, and the users. The business-like structure also promotes better understanding of the costs associated with delivering services at desired service levels and the resources necessary to pay for them. And as a result, decision-making tends to become more strategic, with a focus on long-term viability and sustainability.

Charges for administrative, financial, and general overhead to users of these services are intended to reflect the cost of providing these services to the respective "business units" of the City. The users of the services are viewed as consumers and provide feedback on service delivery standards and acceptable costs. Non-departmental costs such as debt service and operating costs for the city hall facility are allocated to users of the space. Future accounting will include refinement and accountability of all costs.

Given the predictability of the revenue stream and the delivery costs of general fund activities the amount of working capital necessary is considerably less than if other less predictable activities or resources were included. Therefore, working capital and contingency balances are planned and maintained at levels equal to approximately thirty to sixty days of operating expenses.

Included in administration costs are city council, city manager and recorder, human resources, information technology, and community services operations.

General Fund

Resources	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07	Approved FY 06-07	Adopted FY 06-07
Beginning working capital	\$620,683	\$281,146	\$842,763	\$227,599	\$577,885	\$577,885	\$577,885
Current year resources							
Property taxes	\$4,294,682	\$4,478,884	\$4,707,606	\$4,606,000	\$-	\$-	\$-
Intergovernmental	277,967	728,642	725,027	311,400	-	-	-
Franchise fees	1,685,735	1,557,784	1,281,204	1,300,500	-	-	-
Licenses and permits	228,256	335,129	269,895	233,000	38,000	38,000	38,000
Charges for services	273,439	247,966	317,500	337,300	2,702,400	2,702,400	2,702,400
Fines and forfeits	302,351	434,777	366,000	458,800	400,000	400,000	400,000
Interest	17,572	25,672	21,000	30,000	24,000	24,000	24,000
Miscellaneous	129,956	139,582	129,930	263,200	516,000	516,000	516,000
Transfers from other funds	1,651,642	1,818,110	1,527,822	2,400,286	-	-	-
Total current year resources	\$8,861,600	\$9,766,546	\$9,345,984	\$9,940,486	\$3,680,400	\$3,680,400	\$3,680,400
Total resources	\$9,482,283	\$10,047,692	\$10,188,747	\$10,168,085	\$4,258,285	\$4,258,285	\$4,258,285
Expenditures	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07	Approved FY 06-07	Adopted FY 06-07
City Council	\$62,647	\$57,785	\$58,425	\$63,300	\$66,500	\$66,500	\$66,500
City Manager's Office	319,626	380,249	266,984	254,700	487,800	487,800	487,800
Human Resources	281,775	238,764	315,420	324,100	367,500	367,500	367,500
Community Services	230,482	275,456	365,117	390,600	422,900	417,123	417,123
Finance	518,054	552,599	602,647	829,400	823,900	823,900	823,900
Planning	431,853	552,621	663,952	663,500	-	-	-
Information services	231,489	234,759	212,556	212,100	392,700	392,700	392,700
General Facility Services	226,378	232,011	242,445	281,400	294,800	294,800	294,800
Library	1,133,396	1,150,107	1,136,178	1,210,300	-	-	-
Parks	1,415,335	2,094,212	2,080,709	1,538,300	-	-	-
Municipal Court	212,468	225,180	237,530	249,100	258,700	258,700	258,700
Police	2,134,207	2,206,462	2,373,831	2,475,900	-	-	-
Fire	42,644	146			-	-	-
Non-departmental:							
General services	545,202	614,441	374,883	493,500	4,100	4,100	4,100
Debt Service	342,051	340,450	343,435	343,400	341,000	341,000	341,000
Interfund transfers	1,073,530	664,851	260,599	260,600	300,000	300,000	300,000
Reserves			2,000				
Contingency			652,036		498,385	504,162	504,162
Total expenditures	\$9,201,137	\$9,820,093	\$10,188,747	\$9,590,200	\$4,258,285	\$4,258,285	\$4,258,285
Ending working capital	\$281,146	\$227,599	\$-	\$577,885	\$-	\$-	\$-

General Fund

City Council

Description

City Councilors and the Mayor are elected by citizens of West Linn to perform the legislative functions of city government, establish goals, priorities and policies, adopt ordinances and resolutions, hire the City Manager and City Attorney and evaluate their performance, adopt the budget, exercise the rights and powers set forth in the West Linn Charter, and exercise all powers of a municipal governing body pursuant to state laws and the home rule provisions of the Oregon Constitution.

Achievements

- Approved/incorporated Willamette and Bolton Neighborhood Plans as part of comprehensive plan.
- Initiated thorough review of City's Finance Departments
- Updated growth impact fees for sewer and water services.
- Completed Police Department Strategic Plan.
- Sponsored and co-sponsored a variety of cultural and musical programs.
- Completed island property analysis, developed annexation policy and referred island properties to voters.
- Hired new city manager.
- West Linn named America's 44th most livable city by *Money Magazine*, #1 in Oregon.
- Upsized water transmission line serving the Willamette area.
- Undertook full review and revision of city boards and commissions to achieve greater uniformity and functionality. Created Transportation Advisory Board and Historic Resources Advisory Board.
- Conducted feasibility study for city-wide WiFi access.
- Appointed Sustainability Task Force to develop a sustainability plan for West Linn.
- Launched neighborhood planning process for four neighborhood associations.
- Adopted ordinance outlawing billboards in West Linn.

Goals

- Promote trust and open communication between our citizens and their City government.
- Enhance the quality of life for West Linn's citizens by providing the highest quality City services efficiently and economically.
- Protect and enhance the integrity, stability and beauty of the natural environment.
- Provide sound and prudent fiscal management.
- Foster strategic relationships with other jurisdictions, agencies and organizations.
- Sustain and strengthen West Linn's cultural and historic resources.
- Support a vibrant business climate consistent with citizens' values, interests and needs.
- Celebrate our sense of community.

2006-07 Priorities

Financial Credibility and Stability

- Complete audits for 2004, 2005, 2006
- Improve the budget document and streamline the budget process
- Renew the Police Levy

Develop Stafford Basin Strategy

- Consider creating a buffer between the current boundaries of West Linn mandany development that may occur in the future
- Pursue a Memorandum of Understanding with Tualatin, Lake Oswego and Clackamas County regarding future development in the Stafford area

Road Maintenance

- Identify a consistent and adequate source of funding for road maintenance

Water

- Initiate a new Water Master Plan

Transportation

- Initiate a new Transportation System Plan

General Fund

Department: City Manager

Description

The City Manager works for, and at the pleasure of, the Mayor and City Council. The City Manager carries out the policy direction of the Mayor and Council and provides overall supervision of the City's operations. The City Manager is also responsible for developing the proposed budget.

Objectives

- Direct and oversee City operations, insuring that they are carried out in an as effective, efficient, fiscally prudent and fair manner as possible.
- Hire and retain excellent staff by providing direction, supervision, and support.
- Support and assist the Mayor and Councilors in their role as policy makers by providing accurate and timely information and appropriate policy alternatives.
Respond to the needs of the public by providing information and services and opportunities for input and involvement.
- Coordinate with other federal, state, regional and local regulatory agencies and service providers to maintain and improve City services.
- Develop and manage a sound budget to provide City services as requested by the citizens of West Linn and as required by local, state and federal law, and approved by Council.
- Act as the custodian of records (minutes, charter, ordinances, and resolutions), and coordinate Council and special City meetings, agendas, and City elections.

2006-2007 Goals

- Assist the Council in the accomplishment of its goals and priorities.
- Communicate the Council's agenda and expectations to all of the City organization.
- Make the City organization accessible, and user friendly to citizens' needs.
- Look for better ways to provide the best and most reliable public services at the lowest possible cost through improved efficiency, effectiveness, innovation, and cooperation.
- Ensure that city laws, polices and procedures are up-to-date, known and followed, and that city records are accurate, safe and retrievable.

Performance Measures

- Complete implementation of Council priorities to the satisfaction of the Council
- Make additional organizational adjustments to continue to provide high-quality municipal services
- Maintain City services satisfaction rating on the community survey at, or above, the 2006 level

Staff Summary	FTE
City Manager	1
Assistant to City Manager	1
Total	2

General Fund

Department: Human Resources

Description

The Human Resources Department mission is to provide centralized personnel services and responsive customer service in support of the City Manager, department heads and employees. The Human Resources Department accomplishes its mission by carrying out the goals of the City Council, and by providing information and assistance to both internal and external customers and job applicants. The department is responsible for a full range of comprehensive human resources services and programs to enhance the efficiency and effectiveness of the organization.

Objectives

- Enable the City to acquire, develop, and retain a qualified, motivated and service-oriented workforce.
- Foster efficiency and innovation through skill and knowledge based training for department heads, supervisors and employees.
- Be the leader in all aspects of employee and labor relations.
- Foster employee satisfaction through ongoing communications and assistance in problem solving and conflict resolution.

Achievements

- Negotiated a new bargaining agreement with the American Federation of State, County and Municipal Employees.
- Negotiated a new bargaining agreement with the Clackamas County Peace Officers Association.
- Coordinated the departure of the City Manager, Police Chief and Finance Director.
- Recruited and hired a new City Manager.
- Recruited and hired a new Police Chief.
- Conducted an internal investigation into employee theft that resulted in the termination and criminal conviction of the employee.

2006-2007 Goals

- Negotiate a multi-year successor labor agreement with the Clackamas County Peace Officers Association.
- Conduct and manage all recruiting and selection processes for city employees.
- Ensure all employees receive evaluations within thirty days of their anniversary date.
- Continue to provide consultation and administrative support to department heads and supervisors.
- Improve employee effectiveness, productivity and safety through ongoing training.

Performance Measures

- Maintain a 5%- 10% turnover level

Staff Summary	FTE
Director of HR/RM	1
Assistant to Director	1
Office Assistant	<u>2</u>
Total	4

General Fund

Department: Human Resources Program: Risk Management

Description

The Risk Management Department provides comprehensive and centralized loss management for the City by purchasing insurance and researching contingencies for the following risk exposures: general liability and automobiles and other vehicles. The value of the entire City's insured property is approximately \$35 million, which includes everything from reservoir sites, vehicles, and residential homes to artwork and over \$1 million in library books (replacement cost). The City of West Linn provides a wide range of services to its citizens; including law enforcement, city planning, parks, and public works and with these services there are many opportunities for liability and loss exposure.

Objectives

1. Provide individuals desiring to make "claims against the City" with the necessary information, in a timely manner.
2. Manage and minimize time-loss from work-related injuries by developing modified job descriptions and returning the injured employee to work as soon as possible.
3. Review all of the City's insurance policies annually for efficiency (cost) and effectiveness (scope of coverage).
4. Facilitate the planning and production of the annual employee safety picnic.
5. Review and make recommendations regarding required personal "on-the-job" safety equipment for City employees.

2006 – 2007 Goals

- Continue insurance to cover various City risk exposures in a reasonable manner, with appropriate levels to be determined in consultation with the City agent of record.
- Provide staff and facilitate meetings of the Employee Safety Committee.
- Monitor and manage the worker compensation program.
- Develop and implement a comprehensive city-wide safety program.
- Provide annual defensive driving training for all city employees.
- Manage the random substance abuse testing program, as mandated by the Federal Highway Administration.

Performance Measures

- Reduce time loss from previous year by 10%
- Reduce dollar amount of claims against City by 10%

Summary of Insurance, Purchased

Property:

\$	29,403,300	Buildings & Equipment
	765,786	Contractors Equipment
	866,059	Computer Equipment
\$	31,035,145	TOTAL VALUES

Earthquake/Flood:

\$	35,000,000	Earthquake (5% - \$100,000 minimum deductible)
\$	10,000,000	Flood (\$100,000 deductible)

Boiler & Machinery:

\$	35,000,000	Equipment (\$10,000 deductible)
----	------------	---------------------------------

Employee Theft:

\$	150,000	\$500 deductible
----	---------	------------------

General Liability:

\$	2,000,000	\$1,000 deductible per occurrence
----	-----------	-----------------------------------

Automobile:

\$	2,000,000	Combined single limit (\$500 deductible on comprehensive & collision)
----	-----------	---

General Fund

Department: Community Services

Description

The Community Services Department produces news and information about city government in support of departmental missions and Council goals and priorities.

Objectives

- Assist in the development and implementation of Council policies, priorities and goals.
- Ensure that West Linn's Neighborhood Associations remain active and engaged in community activities.
- Staff the West Linn Fair Commission; organize and produce the 2006 West Linn Old Time Fair in consultation with the Commission.
- Complete construction of a new outdoor stage in Willamette Park.
- Promote volunteer opportunities and increase participation.
- Promote city beautification projects.
- Manage ongoing public information and communications activities
- Serve as staff liaison to and administer the Arts Commission Fund.
- Coordinate public involvement activities in consultation with Volunteer Coordinator, staff, City Manager and Council.
- Serve as staff liaison to the Clackamas Cable Access Board.

Achievements

- Published 12 issues of the *Update* Newsletter.
- Organized and produce West Linn's annual Old Time Fair.
- Provided weekly updates of news and information on the West Linn Website and video reader board.
- Provided ongoing cable television coverage of West Linn City Council, Planning Commission, Budget Committee hearings and deliberations, South Fork Water Board, Town Hall meetings and other special meetings and events.
- Continued planned upgrades and replacement of video production equipment for public, government and education access channels.
- Designed and maintained citywide graphical workplan and tracking spreadsheet depicting progress on Council priorities and key projects.
- Recruited, selected consultant and administered Community Survey project, Ad Hoc Task Force on Sustainability project and citywide WiFi feasibility study.
- Participated in island property analysis and development of annexation policy.
- In consultation with City Manager and Council, drafted revisions to boards and commission chapter of the Municipal Code.
- In consultation with Council and Planning and Parks Departments, prepared pre-annexation Natural Resources Protection Policies for Council adoption.
- Upgraded website content, including posting of complete Council agenda packets one week prior to meetings.
- Launched main stage replacement project for Old Time Fair.
- Administered Music in the Park Concert Series.

Performance Measures

	<u>% of time</u>
▪ Print and distribute the Update newsletter on a timely monthly basis	100%
▪ Timely response to citizen complaints and requests within 5 business days	100%

<u>Staffing Summary</u>	<u>FTE</u>
Community Services Coordinator	1.0
Volunteer Coordinator	1.0
Total	2.0

General Fund

Outside Organization Funding:

The following table sets forth the City's actual and planned spending of City dollars by various outside organizations providing services and or programs that directly benefit the citizens of West Linn.

Organization/Program	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Adopted FY 2007
Neighborhood Associations	\$ 14,411	\$ 17,936	\$ 16,500	\$ 16,500
Pioneer Community Center	31,827	31,827	39,000	40,000
Gateway Project	4,129	3,800	3,000	3,000
Old Time Fair	* 9,136	* 12,103	** 25,100	** 25,000
Arts Commission	7,204	10,486	23,100	15,423

- Amounts are net of revenues received by City for program

- ** Amounts are gross City dollars spent

General Fund

Department: Finance

Description

The Finance Department provides professional financial services to City departments and the citizens of West Linn by efficiently operating the financial information systems to provide timely, useful and accurate financial information. The objective of the Finance Department is to promote fiscal stability and integrity. In addition, to providing traditional financial services, Finance also prepares the annual budget document, performs utility billing and fee analysis, prepares fund projections to support future bonding needs, manages the City's investments and debt, and explores alternative sources of funding.

Objectives

- Plan and implement revision of work processes and departmental organization to provide more unified and efficient services to improve accuracy and quality.
- Develop formal indirect cost allocation plan
- Develop management reporting for capital projects.
- Implement and enhance software modules.

2005-06 Accomplishments

- Discovered \$1.4 million fraud and embezzlement by former finance director
- Reorganized and reassigned finance staff
- Reorganized financial reporting structure
- Initiated forensic audit
- Completed fiscal year 2003 audit, initiated 2004 audit

2006-2007 Goals

- Restore credibility to Finance Department and City Government
- Complete and earn clean audit opinion in a timely manner
- Initiate process to earn the *Government Financial Officers Association (GFOA)* Distinguished Budget Award for fiscal year (FY) 2008
- Initiate process to earn the *GFOA* Comprehensive Annual Financial Report for FY 2008
- Ensure City is financially sound and financial policies are enforced.
- Evaluate and monitor internal controls established for proper recording, handling and safeguarding of financial assets
- Provide accurate and timely information regarding financial performance.
- Accurately and timely bill and collect all amounts due the City.
- Ensure vendors are paid accurately and timely in accordance with City policies
- Provide accurate and timely payroll processing to all employees
- Restore bond rating
- Implement recommendations of finance consultant, forensic auditor, independent auditor

Performance Measures

	<u>% of time</u>
• Complete monthly closings by the 15 th day after month end	100%
• Prepare and distribute quarterly financial reports by 15 th day after quarter end	100%
• Take all vendor discounts	100%
• Collection percentage – utility accounts	99.5%
• Payroll prepared accurately and timely	100%
• Vendor checks issued accurately and timely	100%

<u>Staff Summary</u>	<u>FTE</u>
Finance Director	1.0
Staff Accountant	1.0
Accounting Supervisor	1.0
Sr. Accounting Clerk	2.0
Accounting Clerk II	<u>2.0</u>
Total	7.0

General Fund

Department: Information Services

Description

The Information Services Department manages and maintains the City's computer, data processing and telephony resources, including purchase and installation of desktop, mainframe and server computers and software, network operations and timely response to user problems. The IS Department's objective is to forecast, plan and implement actions required to ensure uninterrupted network capability and capacity to maintain staff productivity, accomplish City goals and missions and provide excellent customer service. In a change from past years, the Information Services budget is consolidated in one account.

Achievements

- Upgraded the network to achieving near 100% availability, dependability and redundancy.
- Network architecture was modified by installing low-cost servers in police, public works and the library to create local, on-site sub-networks, thereby speeding processing and filing of documents, freeing up bandwidth on the fiber backbone and insuring clear voice communications over the VoIP phone system. Network peak traffic went down from 70% to 40%. This will delay buying more bandwidth.
- Corrected a persistent connectivity problem in the library
- Installed the City's first point-to-point WiFi link between City Hall and to the Adult Community Center.
- Outsourced spam control resulting in a significant reduction in the amount of spam in City e-mail, therefore effectively reducing load on the City Exchange server.
- Commissioned a citywide WiFi feasibility study.
- Maintained a helpdesk (PC user) response and problem resolution rate exceeding 95% within 4 hours.
- Maintained a network, AS400 and telephone system downtime of less than 1%.

2006-2007 Goals

- Assess the City's information system needs and direction and develop a five-year information systems plan.
- Upgrade both memory and central processing units (CPUs) for file and web servers to maintain speedy response to staff demands
- Upgrade network switches to increase throughput on the fiber backbone
- Acquire a digital backup server to increase data storage capability and eliminate manual tape backups.
- Install a Halon gas fire suppression system in the server room to eliminate the threat of loss of network servers and switches from water damage caused by sprinklers in the event of a fire.
- Assist the Library in upgrading PCs for staff and patrons.

Performance Measures

- Helpdesk response and problem resolution rate exceeding 95% within 4 hours.
- Maintain network, AS400 and telephone system downtime of less than 1%.

Staffing Summary	FTE
IS Manager	1.0
IS Coordinator	1.0
IS Technician	1.0
Total	3.0

General Fund

Department: Parks
Program: General Facility Services

Description

Staffing in the Parks Department provides general facility services, including planning and performing maintenance to city hall, the public works facility, library and police facility. Additionally, utilities and janitorial services are administered through this program.

Objectives

- To maintain City facilities to provide a safe, comfortable and productive environment for citizens, visitors and staff

Achievements

- Increased scope of outsourced janitorial services contract to allow existing staff to perform jobs they were hired and paid to do

2006-07 Goals

Performance Measures

- Maintain safe, comfortable and productive facilities

% of time

100%

<u>Staff Summary</u>	<u>FTE</u>
Building Maintenance Worker III	1.0
Total	1.0

Capital Outlay:

Pick-up \$ 24,000

General Fund

Department: Municipal Court

Description

The Municipal Court enforces violations of the West Linn Municipal Code, the Oregon Motor Vehicle Code, and all misdemeanor charges, both traffic and non-traffic, excluding DUII's. Responsibilities include filing all cases referred to this Court, maintaining court dockets, conducting court appearances, collecting and reporting fines and assessments, monitoring of payment agreements, bench probations and diversions, impaneling juries and conducting court and jury trials.

Objectives

- To fairly and efficiently enforce violations of State Laws and City Codes
- To prescribe penalties that are fair and appropriate
- To design sentencing incentives that will induce compliance with laws
- To impose sentences with intent to decrease recidivism

Achievements

- Process all traffic citations, city code violations, civil infraction violations, and misdemeanor crimes quickly, efficiently and in a timely manner
- Use pretrial conferences to administer efficient disposition of cases and to avoid unnecessary scheduling of court and jury trials
- Use of educational programs to compel defendants to improve illegal/inappropriate behaviors

2006-07 Goals

- Resolve criminal cases within 90 days of arraignment
- Resolve violation cases within 60 days of arraignment
- Collect fines and fees in a timely manner
- Utilize software program to its maximum potential
- Continue staff education and training

Performance Measures

- Resolve criminal cases within 90 days of arraignment
- Resolve violation cases within 60 days of arraignment

% of time

95%

95%

<u>Staff Summary</u>	<u>FTE</u>
Court Administrator	1.0
Office Assistant	1.0
Office Clerk	0.5
Total	2.5

Department: Non-departmental

Description

Within non-departmental the City accounts for fiscal agent charges for general obligation bonds that can not be paid for with property taxes levied for repayment of general obligation debt (general services), debt service associated with the acquisition/construction of city hall with full faith and credit obligations, and an inter-fund transfer to the Planning Fund.

Street Fund

The Street Fund is a special revenue type fund used to account for the maintenance and operation of the city's streets, sidewalks, city street signage, medians, and rights-of-way. Principal sources of revenue include the City's share of gasoline taxes, the franchise fee for solid waste and a portion of the franchise fee for electricity.

Resources	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07	Approved FY 06-07	Adopted FY 06-07
Beginning working capital	\$ (43,747)	\$ (38,071)	\$ 90,218	\$ 75,816	\$ 67,064	\$ 67,064	\$ 67,064
Current year resources							
Intergovernmental revenues	\$ 967,752	\$ 1,156,516	\$ 1,184,625	\$ 1,180,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000
Franchise fees					568,000	568,000	568,000
Interest		1,722	-	2,500	2,500	2,500	2,500
Miscellaneous	1,772	987	-	38,800	9,000	9,000	9,000
System development charges-reimb.					10,000	10,000	10,000
Transfers from other funds	237,473	565,000	264,000	384,717			
Total current year resources	\$ 1,206,997	\$ 1,724,225	\$ 1,448,625	\$ 1,606,017	\$ 1,789,500	\$ 1,789,500	\$ 1,789,500
Total resources	\$ 1,163,250	\$ 1,686,154	\$ 1,538,843	\$ 1,681,833	\$ 1,856,564	\$ 1,856,564	\$ 1,856,564
Expenditures							
Personal services	\$ 371,112	\$ 327,475	\$ 405,680	\$ 416,400	\$ 420,000	\$ 420,000	\$ 420,000
Materials and services	533,767	985,126	791,421	845,700	729,300	729,300	729,300
Capital outlay	-	13,422	-	-	173,000	173,000	173,000
Transfers	296,442	284,315	328,807	352,669	458,000	458,000	458,000
Contingency			12,935		76,264	76,264	76,264
Total expenditures	\$ 1,201,321	\$ 1,610,338	\$ 1,538,843	\$ 1,614,769	\$ 1,856,564	\$ 1,856,564	\$ 1,856,564
Ending working capital	\$ (38,071)	\$ 75,816	\$-	\$ 67,064	\$-	\$-	\$-

Street Fund

Department: Public Works

Description

The City maintains and repairs City roads, sidewalks, signs, medians, and rights-of-way. The fund additionally supports removal of fallen trees in the right-of-way (ROW), clears snow and places sand and gravel for traction during winter storms as required. The Street Fund is utilized to maintain all roadway signs, fund street lighting, and investigate traffic safety concerns and implement corrective actions.

The infrastructure monitored, maintained, and repaired by this fund includes:

- 215 lane miles of City street
- 32 miles of striping
- 2 miles of median
- 23 miles of roadside mowing

The fund's revenue source is the State's Gas Tax allocation, which has historically been unable to adequately support the needs. High priority traffic safety concerns and road hazard situation (potholes, etc) can be funded; however, pavement maintenance funding has not kept up with the need. The conditions of the City's streets continues to decline meaning a continual rise in the significant cost of repairing deteriorated street and rebuilding failed street which regular maintenance could have substantially reduced by extending the useful life. In this funding scenario, road surface deterioration will continue at an accelerated rate resulting in significantly more costly and disruptive repairs being needed in the future.

Achievements

During fiscal year 2005-2006, the City contracted approximately \$300,000 of pavement overlay (1.88 miles). Additionally, approximately 800 lineal feet of new sidewalk was placed. Regular maintenance was performed on street ROW.

Performance Measures

Maintain a pavement condition index (PCI) of

PCI
(Council to determine desired measure)

	Fiscal Year ending June 30	
	2006	2007
	Target	Target
Output Measures		
Miles of roadway paved	1.88	2
Miles of mowing	23	23
Number of signs cleaned & inspected	2500	2600
Lineal feet of infill sidewalk constructed	800	400
Miles of ROW maintained	2	5
Miles of median maintained	2	2
Efficiency Measures		
Average miles of street/employee	53.8	53.8
Average miles of mowing/employee	23	23

Staffing Summary	FTE
Public Works Director/City Engineer	.2
Assistant City Engineer	.1
Civil Engineer 2	.3
Streets Operations Supervisor	.8
Maintenance Staff	4.0
Engineering Technicians/Inspectors	.2
Admin/Clerical Support	.2
Total	5.8

Street Fund

Capital outlay:

Right-of-way	\$ 30,000
Equipment	8,000
Vehicles	35,000
Transportation System Plan	<u>100,000</u>
Total	\$173,000

Park and Recreation Fund

The Parks and Recreation Fund is established effective with fiscal year 2006-07. It is a special revenue fund used to account for the maintenance and operation of the city's parks and open space, and its recreation activities. Principal sources of revenue include an allocation of the city's permanent property tax rate (\$x.xx/\$1,000 of Taxable Assessed Value) and program fees and charges. Additionally, in fiscal year 2006-07 grants for various capital projects are anticipated.

Resources	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07	Approved FY 06-07	Adopted FY 06-07
Beginning working capital			-		-	-	-
Current year resources	New Fund Created July 1, 2006						
Property taxes					2,130,000	2,130,000	2,130,000
Intergovernmental					142,000	142,000	142,000
Licenses and permits					52,500	52,500	52,500
Charges for services					370,000	370,000	370,000
Interest					2,000	2,000	2,000
Miscellaneous							
Total current year resources	-	-	-	-	2,696,500	2,696,500	2,696,500
Total resources	-	-	-	-	2,696,500	2,696,500	2,696,500
Expenditures	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07	Approved FY 06-07	Adopted FY 06-07
Personal services	893,429	934,800	992,142	1,035,000	1,202,800	1,202,800	1,202,800
Materials and services	347,251	351,283	408,180	400,700	647,500	647,500	647,500
Capital outlay	80,612	721,067	606,300	13,000	300,000	300,000	300,000
Transfers	91,128	87,067	74,087	89,600	455,900	455,900	455,900
Contingency			-		90,300	90,300	90,300
Total expenditures	1,412,420	2,094,217	2,080,709	1,538,300	2,696,500	2,696,500	2,696,500
Ending working capital					-	-	-

Note: Current and prior year information provided for comparison purposes only

Park and Recreation Fund

Department: Parks and Recreation

Description and Objectives

The objective of the Parks and Recreation Department is to provide safe, attractive, and well-maintained parks, facilities and open spaces, as well as creative and challenging programs and opportunities for the leisure-time enjoyment of West Linn citizens of all ages. These parks, facilities and programs are examples of the effort to further the City Council goal to “Enhance the quality of life for West Linn’s citizens by providing the highest quality City services efficiently and economically”.

The Parks and Recreation Department has three programs: Park Maintenance, Planning and Administration, and Recreation.

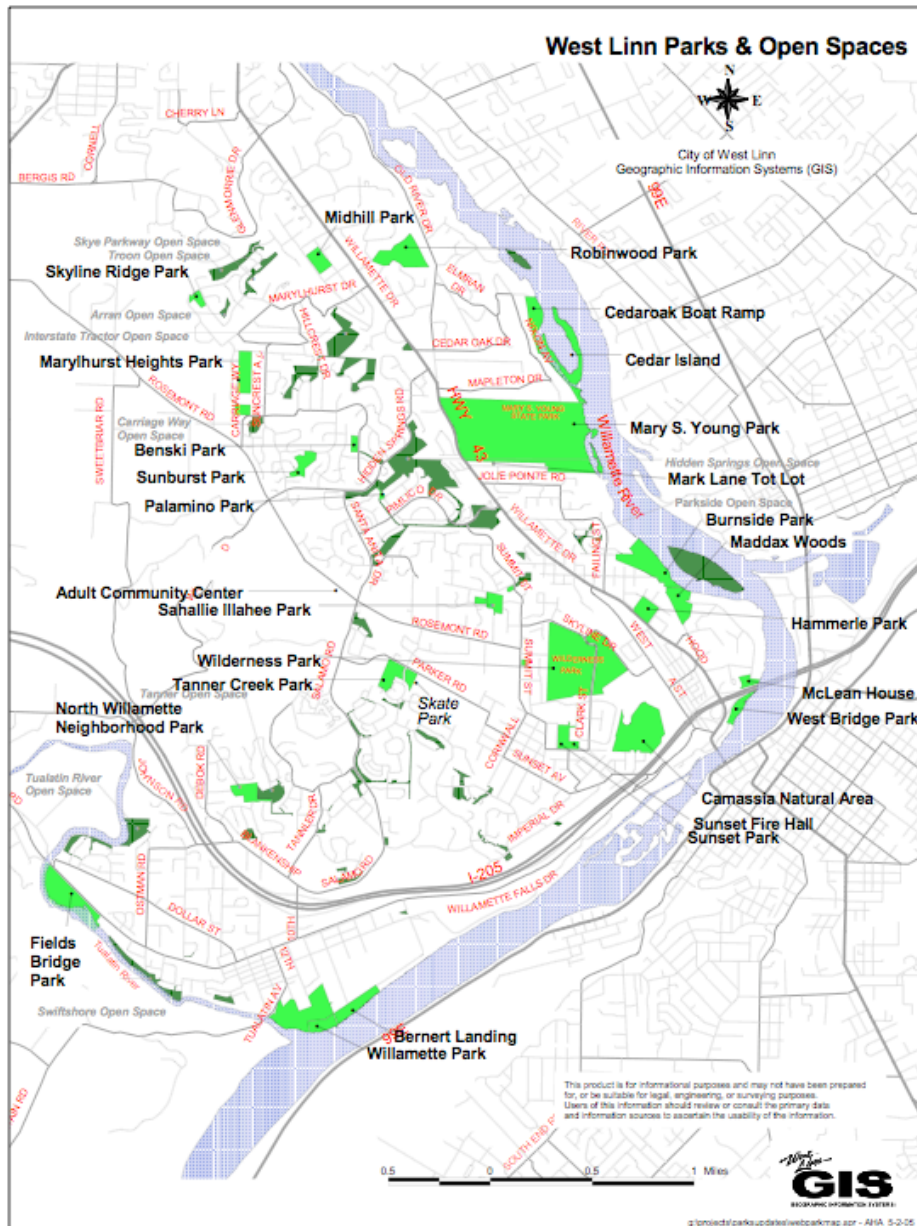
Property taxes are the major funding source for the Parks and Recreation Department. Functions and activities performed by the Department include the maintenance and programming of all City-owned parks, buildings, trails, open spaces, and athletic fields. Most of the Department’s construction activities are funded through systems development charges.

The Parks and Recreation Department strives to support the Council goals of “Promote trust and open communication between our citizens and their City government; Protect and enhance the integrity, stability and beauty of the natural environment. Sustain and strengthen West Linn’s cultural and historic resources” by partnering with the community to design, plan, coordinate, perform the acquisition, and construction of new facilities of these types.

In line with the council goal to “Foster strategic relationships with other jurisdictions, agencies and organizations”, the use of these City-owned recreation facilities, as well as some of those owned by the West Linn/Wilsonville School District is coordinated and scheduled through our office. This coordination also includes the cooperative maintenance agreement of some of these areas and working closely with the Oregon State Parks Department for grant funding opportunities.

Three other important functions of the Department are the administration of the City’s tree ordinances, daily courier service and maintenance to all other City buildings, and staff and program support to the West Linn Adult Community Center.

Park and Recreation Fund



Accomplishments

- Construction of Fields Bridge Park
- Playground equipment safety upgrades at Mark Lane Tot lot, Willamette, Palomino and Sahallie Illahee Parks
- Acquired grant funding for Mary S. Young Park restroom
- Constructed phase one of the Willamette Park grasscrete project
- Re-surfaced the courts at Skyline Ridge Park
- Installed acoustical upgrades at Sunset Firehall
- Hosted first concert series at Tanner Creek Park
- Updated the Parks, Recreation and Open Space Master Plan.

Park and Recreation Fund

Because of an agreement with the West Linn-Wilsonville School District, there will be a significant increase in recreation programs offered. The City will take over the school District's Community Education program within the West Linn portion of the District's boundary. This agreement is in line with Council Goals "Enhance the quality of life for West Linn's citizens by providing the highest quality City services efficiently and economically, and foster strategic relationships with other jurisdictions, agencies and organizations." The other major change we face in FY - 07 will be the addition of 25 acres of developed park land which will be brought on line for maintenance beginning late spring of 2006.

2006-07 Goals

- Complete Midhill Park construction.
- Begin construction of Marylhurst Park.
- Identify and propose funding for park and open space buffer property in the Stafford Basin.
- Complete Playground Two at Tanner Creek Park.
- Coordinate/implement successful community education program as part of the recreation program.
- Coordinate the pedestrian bridge construction in Maddax Woods Park with the County Water and Environmental Services.
- Plan and coordinate new park construction as effectively and efficiently as possible.
- Encourage the Community is involved in park planning efforts.
- Ensure that projects are completed on time, and within budget
- Dredge Cedar Oak Boat Ramp for safe public use.
- No "Liability Type" accidents in any park.
- Ensure Athletic Fields prepped for 1500 games annually.

Performance Measures

- Increase program participation by 20%.
- Ensure parks are inspected, restrooms cleaned, litter picked up daily 100% of time.
- Ensure playground equipment undergoes safety audit monthly 100% of time.
- Ensure turf areas inspected and mowing heights maintained per area designation 90% of time.
- Ensure parks and facilities are not double booked 100% of time.

Staffing Summary

	FTE
Parks & Recreation Director	1.0
Recreation Director	1.0
Park Maintenance Supervisor	1.0
Park Development Coordinator/City Arborist	1.0
Park Program Supervisor	1.0
Recreation Coordinator Adult Community Center	1.0
Office Specialist - Parks & Recreation	1.0
Building Maintenance Worker III	1.0
Park Maintenance Worker II	3.0
Park Maintenance Worker I	3.0
Seasonal Workers	<u>7.2</u>
Total	21.2

Capital outlay

Schedule of capital projects to be approved by Council	\$ 300,000
--	------------

Library Fund

The Library Fund is established effective with fiscal year 2006-07. It is a special revenue fund used to account for the operation of the city's Library activities. Principal sources of revenue include an allocation of the city's permanent property tax rate (\$x.xx/\$1,000 of Taxable Assessed Value), intergovernmental revenue consisting of funding from Clackamas County, and program fines. The Library Fund also earns interest income from a trust which principal balance is reserved.

formerly County Library Levy Fund

Resources	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07	Approved FY 06-07	Adopted FY 06-07
Beginning working capital	\$248,817	\$64,247	\$9,798	\$-	\$212,350	\$212,350	\$212,350
Current year resources							
Property taxes	\$-	\$-	\$-	\$-	\$850,000	\$850,000	\$850,000
Intergovernmental revenues	592,259	617,188	524,792	524,800	514,000	514,000	514,000
Fines and forfeits					60,000	60,000	60,000
Interest	145	(146)	1,000				
Miscellaneous					5,000	5,000	5,000
Transfer from other funds				194,702			
Total current year resources	592,404	617,042	525,792	719,502	1,429,000	1,429,000	1,429,000
Total resources	841,221	681,289	535,590	719,502	1,641,350	1,641,350	1,641,350
Expenditures							
Personal services	\$-	\$-			\$956,600	\$956,600	\$956,600
Materials and services	1,529	3,016			223,000	223,000	223,000
Capital outlay		1,195					
Transfers	775,445	677,078	507,152	507,152	242,100	242,100	242,100
Contingency			28,438		65,650	65,650	65,650
Total expenditures	\$776,974	\$681,289	\$535,590	\$507,152	\$1,487,350	\$1,487,350	\$1,487,350
Other requirements							
Reserve - Caufield Trust					\$154,000	\$154,000	\$154,000
Ending working capital	\$64,247	\$-	\$-	\$212,350	\$-	\$-	\$-

Library Fund

Department – Library

Description

The Library has a commitment to provide free and open access to a wide variety of materials and programs to all the people in the West Linn area. Emphasis is placed on meeting informational, educational, recreational and cultural needs through a balanced collection of print, visual and electronic resources as well as special events and programs. By providing a high level of service, a growing collection and an inviting environment, the library will carry out its role as a vital community asset.

Objectives

- Strengthen our library collection of books and materials in all formats
- Provide appropriate levels of adult and children's reference assistance at all service desks during all open hours while still working within budgetary constraints.
- Retain excellent staff by providing direction, supervision, training and support.
- Plan for products and services that can help us maintain an acceptable level of service in spite of reduced funding
- Collaborate with organizations/individuals to provide some level of programming for adults and families in spite of reduced funding.
- Continue the high level of children's programming
- Continue to investigate other forms of raising revenue in order to increase funding for the library and its materials and services.
- Maintain current share of the public library market in Clackamas County

Accomplishments

- Re-organized book collections to maximize the staffing.
- Greatly increased use of the library and maintained a very good level of service.
- Over the past year, the library has seen increased circulation (check out and check in of items), increased numbers of people walking through the doors, increased numbers of computer users, and increased numbers of reference interactions.

Much of the increases in library use can be attributed to the limited hours of operation of the Oregon City Public Library. In the first 3 months of Oregon City's reduced hours, Internet users at the West Linn Library increased by 25%; reaching maximum capacity. Currently, the library turns away dozens of people every day who would like to use the computers, because there are simply not enough computers to go around, and the number of people waiting to enter the library when it opens has also grown significantly as Oregon City residents seek public internet access.

2006-07 Goals

- Concentrate staff efforts on the improvement and development of book and materials collections
- Serve as a reference source for all community residents
- Serve as a central focus point for community activities, meetings and services
- Build coalitions with local businesses, community agencies and Government units
- Provide reading materials and programming for children
- Continue to develop the program for Young Adults in new young adult space
- Foster an involved staff
- Address the demands for sophisticated technologies and digital resources
- Actively participate in the County Library Network to secure stable funding and organize cooperative projects

Library Fund

- Contract with our book supplier to have West Linn books arrive pre-processed – with labels and stamps. Cost savings for purchasing pre-processed items are considerable. Pre-processing 6000 books per year translates to an estimated savings of \$13,720.

Performance Measures

Increase circulation by 5%

Increase donations by 5%

Staffing Summary

	FTE
Library Director	1.00
Senior Librarian	2.80
Library Staff Assistant II	1.00
Library Librarian	3.35
Library Librarian II	1.25
Library Librarian III	.45
Library Assistant I	1.75
Library Aide	3.05
Library Page	1.50
Total	16.15

Public Safety Fund

The Public Safety Fund is a special revenue fund used to account for the city's police department including payment for dispatching services provided by the city of Lake Oswego. Principal sources of revenue are property taxes; including a special levy (\$1,722,000 through a levy of \$.7550/\$1,000 TAV) and an allocation of the city's permanent tax rate (\$x.xx/\$1,000 TAV), intergovernmental revenues including cigarette taxes (\$38,000), liquor taxes (\$240,000), franchise fees including PGE (\$503,000), Northwest Natural Gas(\$500,000), and Cable (\$165,000), 911 phone taxes (\$118,000), and licenses and permits. In fiscal year 2005-06 the fund accounted exclusively for the city's receipt of 911 phone taxes and transfers from other funds to make contractual payments to the city of Lake Oswego for dispatching services.

formerly 9-1-1 Emergency Fund

	Actual	Actual	Budget	Estimated	Proposed	Approved	Adopted
Resources	FY 03-04	FY 04-05	FY 05-06	FY 05-06	FY 06-07	FY 06-07	FY 06-07
Beginning working capital	\$(78,164)	\$(87,869)	\$-	\$(27,251)	\$677,787	\$677,787	\$677,787
Current year resources							
Property taxes – special levy	\$-	\$-	\$-	\$-	\$1,722,000	\$1,722,000	\$1,722,000
Property taxes – general levy					1,887,000	1,887,000	1,887,000
Intergovernmental revenues	111,320	55,174	108,355	108,400	396,000	396,000	396,000
Franchise fees					1,168,000	1,168,000	1,168,000
Licenses and permits					94,800	94,800	94,800
Interest		429	-		30,000	30,000	30,000
Miscellaneous					5,000	5,000	5,000
Transfers from other funds	60,946	105,857	123,645	828,638			
Total current year resources	\$172,266	\$161,460	\$232,000	\$937,038	\$5,302,800	\$5,302,800	\$5,302,800
Total resources	\$94,102	\$73,591	\$232,000	\$909,787	\$5,980,587	\$5,980,587	\$5,980,587
Expenditures	Actual	Actual	Budget	Estimated	Proposed	Approved	Adopted
	FY 03-04	FY 04-05	FY 05-06	FY 05-06	FY 06-07	FY 06-07	FY 06-07
Personal services				\$-	\$3,458,000	\$3,458,000	\$3,458,000
Materials and services	181,971	100,842	232,000	232,000	998,200	998,200	998,200
Capital outlay				-	156,400	156,400	156,400
Transfers					789,200	789,200	789,200
Contingency				-	578,787	578,787	578,787
Total expenditures	\$181,971	\$100,842	\$232,000	\$232,000	\$5,980,587	\$5,980,587	\$5,980,587
Ending working capital	\$(87,869)	\$(27,251)	\$-	\$677,787	\$-	\$-	\$-

Note: Previous years police department related activity is accounted for in the general fund, 911 fund, police levy fund and capital projects fund.

Department: Police
Division: Management Services

Description

Management Services manages the budget for the police department. It oversees the certification of police officers by tracking their training according to the Department on Public Safety Standards and Training. Management staff attended annual training to ensure the police department was operating with current policies and procedures comparable to other Oregon law enforcement agencies. Management staff also processes the department's payroll, purchasing and maintains department inventories. Management Services includes the chief of police, two lieutenants and one administrative assistant.

Achievements in 2005-06:

- Attended community organization meetings.
- Updated technology by replacing computers that were outdated.
- Applicable policies were updated as needed to comply with state law and standard practice.
- Strategic Plan was revised with input from all officers and Police Advisory Committee.
- Improved communication within the department as well as improved relations with surrounding law enforcement agencies.
- Two of three patrol shifts on a 4-10 work shift, improving training opportunities as well as increased patrol coverage during over-lap periods.
- Conducted monthly staff meetings and held two department wide meetings in order to improve communication and cooperation.
- Department employees were involved in various community groups which include the Chamber of Commerce, newly developed Rotary Club, attended nearly all neighborhood association meetings, and participated in twelve Police Advisory Committee meetings.

2006-07 Goals, Projects and Products

- Attract and retain highly qualified employees through active recruitment.
- Continue to update department policies and procedures that will comply with accreditation standards.
- Improve technology throughout the department to support police officers in the field. Update mobile data computers to current technology.
- Revise and implement the strategic plan for the police department.
- Continue working with the police advisory committee working towards common goals.
- Continue to increase communication both within and outside of the police department.
- Began working toward implementing a K-9 Program through private donations which, to date, has received 75% of the necessary funding.
- Conducted a Citizen Academy with Milwaukie Police and received positive feedback.

Public Safety Fund

Department: Police

Division: Records / Code Enforcement / Evidence

Description

The Records Division processes all written reports and other documents generated by the Police Department and received from outside agencies. It answers and routes all incoming non-emergency telephone calls and greets and assists all walk-in counter traffic.

The Code Enforcement officer is responsible for the enforcement of various city ordinances to include: abandoned or inoperable vehicles, parking district violations and sign violations.

The Evidence officer is responsible for the processing, tracking, maintenance and destruction of all items turned over to the police department. Currently there are over 4000 items in evidence with the police department.

2005-06 Accomplishments

Records

- Transition to PPDS records management system allowing information sharing with metro agencies.
- Development of West Linn Police Department web page allowing citizens easier accessibility to forms and information.
- Began sending alarm updates to LO-Com via CD eliminating paper copies.

Code Enforcement

- Mediated neighborhood problems.
- Enforced parking ordinances.
- Enforced city codes.

Evidence

- Completed bar coding of all evidence

2006-07 Goals, Projects and Products

Records

- Continue training in public record law
- Train in tactical reporting through PPDS
- Continue purging of older records per State Archives
- Complete installation of CAD onto computers
- Investigate implementation of digital imaging document management.
- Continue updating of department web page

Code Enforcement

- Continue work on quick reference guide for code compliance.
- Update color-coding of hangers and decals for parking district.
- Improve relations with businesses and residents in parking district.
- Work on obtaining software for tracking code violations.

Evidence

- Complete full inventory of evidence room
- Continue destruction of property from adjudicated cases

Performance Measure

Maintain up-date, accessible and professional records
Respond to city ordinance complaints within 1 week
Evidence – maintain full and complete inventory

% of time

100%
100%
100%

Public Safety Fund

Department: Police
Division Patrol Services

Description

Patrol services are responsible for the safety of the community as well as law enforcement. Patrol services respond to calls for service including but not limited to City ordinance violations to felony crimes. The patrol services are involved with community policing, neighborhood associations, and other interactive community functions. Part of patrol services includes initial training for patrol officers along with continued training to maintain certification and a professional police department. Patrol services are also responsible for vehicles, and equipment necessary to do provide a high level of service to the community.

2005-06 Accomplishments

- Upgrades to patrol vehicle equipment increasing visibility and safety with updated LED lighting.
- Hired new officers bringing the department to full staff.
- Maintained regular in-service training and outside training.
- Improved MDC equipment for patrol (in vehicles).
- Implemented digital patrol cameras with a wireless system.
- Completed approximately 1/3 of accreditation (3 year program) by updating some policies and attaining pertinent information required on file.
- Implemented and are maintaining a new data base program for animal licensing.
- Implemented 4/10's for swing shift and grave shift. There by allowing for training during the over lap, more officers during peak hours and reducing officer fatigue on grave shift hours.
- Raised approximately 35% of funds for a K-9 acquisition.
- Have had at least one officer attending every neighborhood meeting, 98% of the time. Implemented the McGruff program, participated in first Wednesday's and extra curricular teaching programs at the schools.
- Have updated policies as needed.

2006-07 Goals, Projects and Products

- Upgrading patrol fleet by replacing high mileage cars.
- Acquire additional digital cameras for patrol.
- Additional digital vehicle cameras.
- Additional rifles.
- Continue with accreditation.
- Continued training with educational incentives.
- Implement K-9 program.
- Develop and implement employee recognition program.

Performance Measures

Respond to priority one calls within 3 minutes

% of time
90%

Public Safety Fund

Department: Police

Division: Investigation Services

Description

The Investigation Services Program completes follow-up investigations on major criminal cases and long-term criminal investigations. It targets major offenders and crime trends. It processes crime scenes and collects evidence. The investigation unit is also responsible for identifying, targeting and arresting drug offenders and dealers. One investigator is assigned additional responsibilities of computer forensic investigation. This program consists of three general assignment detectives and a supervisor.

2005-06 Accomplishments

- Cleared 77% of cases assigned to the detective division
- Increased drug investigations, resulting in \$50,000 of illegal drugs seized from dealers
- Recovered more than \$200,000 in loss to fraud investigations
- Discontinued involvement in a Regional Fraud team and focused efforts locally
- Increased technology including state of art surveillance equipment
- Updated the Forensic Evidence Computer to current technology standards
- Participated in community and professional training
- Conducted approximately 420 hours of child abuse type of investigations

2006-07 Goals, Projects and Products

- Upgrade evidence collection technology, such as digital cameras
- Increase crime scene investigations ability of all line staff
- Add staff to be assigned to a regional drug task force
- Become involved in a regional tactical entry team for search warrant executions
- Increase drug related investigation by 50%

Performance Measures

Maintain or exceed an arrests clearance rate (definition to be determined)

Staffing Summary

	<u>FTE</u>
Chief of Police	1.00
Lieutenants	2.00
Sergeants	6.00
Police Officers	21.00
Community Service Officer (Code/Evidence/Animal)	2.50
Administrative Assistant /Records Supervisor	1.00
Records Clerk	<u>2.00</u>
Total	35.50

Cable TV Public Access Fund

The Cable TV Public Access Fund is a special revenue fund used to account for the city's operation of the public, education and government access cable television channels, including televised council and city committee meetings and events. Principal sources of revenue include a portion of the city's cable television franchise fee. Effective with fiscal year 2006-07 the education and government elements of the program were consolidated from a separate fund.

Resources	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07	Approved FY 06-07	Adopted FY 06-07
Beginning working capital	\$7,779	\$8,512	\$16,704	\$8,317	\$312,797	\$312,797	\$312,797
Current year resources							
Franchise fees	\$83,081	\$93,301	\$87,000	\$95,000	\$98,000	\$98,000	\$98,000
Interest	556	915	500	900	10,000	10,000	10,000
Transfers				304,309	-	-	-
Total current year resources	\$83,637	\$94,216	\$87,500	\$400,209	\$108,000	\$108,000	\$108,000
Total resources	\$91,416	\$102,728	\$104,204	\$408,526	\$420,797	\$420,797	\$420,797
	108271						
Expenditures							
Materials and services	\$80,173	\$91,572	\$94,541	\$92,900	\$116,900	\$116,900	\$116,900
Capital outlay					44,700	44,700	44,700
Transfers	2,731	2,839	2,829	2,829	3,000	3,000	3,000
Contingency			6,834		256,197	256,197	256,197
Total expenditures	\$82,904	\$94,411	\$104,204	\$95,729	\$420,797	\$420,797	\$420,797
Ending working capital	\$8,512	\$8,317	\$-	\$312,797	\$-	\$-	\$-

Cable TV Public Access Fund

Department: Community Services
Program: Cable TV Public Access

Description

The Cable TV Public Access Fund supports the operation of the public, education and government access cable television channels for West Linn under a franchise agreement with Comcast, Inc. (formerly AT&T Broadband). The City provides three representatives who serve on the Clackamas Cable Access Board, which oversees the operation of the Willamette Falls Cable Television studio in Oregon City. Cable access channels for West Linn and Oregon City originate from the WFTV studio. The program is managed by the Community Services Coordinator.

Objectives

- Maintain public access channels and programming for West Linn pursuant to the franchise agreement between West Linn and Comcast, Inc. and the Clackamas Cable Access Board intergovernmental agreement.
- Assist the Clackamas Cable Access Board in developing a five-year plan and personnel policies.
- Monitor the performance of the City's franchised cable television provider, Comcast, Inc., as required under the franchise agreement.
- Negotiate a new cable television franchise agreement with Comcast, Inc.

Accomplishments

- All public and government access channels exceeded minimum daily programming hours required by the franchise agreement.
- The City Council Chamber production equipment was upgraded to produce higher quality audio and video recordings, as well as web streaming capability.
- A new intergovernmental agreement with Oregon City was implemented, providing for three representatives from West Linn and three from Oregon City, appointed by their respective governing bodies, to serve as members of the Clackamas Cable Access Board. The West Linn Cable Television Advisory Board was disbanded.

Performance Measures

Pursuant to franchise agreement, ensure that programming meets or exceeds minimum annual average video programming of six hours per day, five days per week on the following public access channels:

- Channel 11: Regional Public Access; Cable Access Network.
- Channel 23: Local Public Access; community programming.
- Channel 27: Education Access; Clackamas Community College.
- Channel 28: Education Access; West Linn/Wilsonville School District.
- Channel 30: Government Access; local government programming.

Staffing Summary

The Cable TV Public Access program is managed by the Community Services Coordinator. No FTE is assigned.

Capital Outlay

Cable TV equipment \$ 44,700

Building Inspection Fund

The Building Inspection Fund is a special revenue fund used to account for the city's building inspection program. Principal sources of revenue include building permit fees and plan review charges.

Resources	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07	Approved FY 06-07	Adopted FY 06-07
Beginning working capital	\$160,373	\$57,811	\$23,818	\$(90,469)	\$38,205	\$38,205	\$38,205
Current year resources							
Licenses and permits	\$319,959	\$319,060	\$478,533	\$377,000	\$566,000	\$566,000	\$566,000
Interest	1,137	(1,035)	800		1,000	1,000	1,000
Miscellaneous	290	482	500	700	500	500	500
Debt proceeds				250,000			
Total current year resources	\$321,386	\$318,507	\$479,833	\$627,700	\$567,500	\$567,500	\$567,500
Total resources	\$481,759	\$376,318	\$503,651	\$537,231	\$605,705	\$605,705	\$605,705
Expenditures							
Personal services	\$322,512	\$355,167	\$366,855	\$380,100	\$383,800	\$383,800	\$383,800
Materials and services	13,168	16,733	22,765	19,800	29,400	29,400	29,400
Capital outlay		2,341					
Debt service							
Interest - short term borrowing					12,500	12,500	12,500
Transfers	88,268	92,546	96,145	99,126	141,400	141,400	141,400
Contingency			17,886		38,605	38,605	38,605
Total expenditures	\$423,948	\$466,787	\$503,651	\$499,026	\$605,705	\$605,705	\$605,705
Ending working capital	\$57,811	\$(90,469)	\$-	\$38,205	\$-	\$-	\$-

Building Inspection Fund

Department: Planning
Division: Building

Description

The City's Building Division issues permits and provides inspections and plan reviews on all structures for compliance with applicable Federal, State and local codes and ordinances. Our primary focus within the Division is in the structural, mechanical, and plumbing codes, as well as assisting the Planning Division, Engineering Division, and Parks Department in enforcing their codes as they relate to construction and site design (i.e., site layout, setbacks, maximum building heights, erosion control, sidewalks, tree preservation, etc.) The Division issues a "Certificate of Occupancy" or "Notice of Substantial Completion" when the project is complete. The Division provides consultation services at the front counter and by phone or email for citizens who wish to construct their own projects. We also meet with Architects and Engineers on larger project to ensure everyone understands all the procedures and processes for successfully completing their project with as few interruptions as possible.

The Building Division is committed to the fiscal goal of the being completely self-supporting through the collection of permit fees and to build an appropriate reserve capable of supporting the Division for a period of six to twelve months in the event of a prolonged slow development period.

Accomplishments

- Updated permit fees.
- As a member of Oregon Building Official Association's Standards Committee the Building Official assisted in developing two documents.
- Oregon Building Codes Division of the Department of Consumers and Business Services approved inspection check-off list for use by inspectors when performing specialty code inspections. The list contains the new State mandated code section citations.
- A "Guidebook" for Building Officials with some best practice information on what is expected from Building Officials.
- Issued 571 permits through March 10, 2006
- Performed approximately 20,000 inspections/consultations a year

Objectives

To review plans on all new and remodeled structures, inspect all new and remodeled structures and all plumbing and mechanical installations within the City and provide consultation to homeowners, architects, and engineers.

2006/07 Goals

- Provide exceptional customer service.
- Comply with State Statute and Rules and local Ordinances.
- Ensure that the citizens of West Linn live, work, learn, and play in a safe and secure built environment.
- Research permitting software that interacts with the City's finance software.
- Provide a web site that meets the needs of our growing web based citizens.

Performance Measures

- | | <u>% of time</u> |
|--|------------------|
| • Provide plan review for new or remodeled one- and two-family dwellings within two weeks from the date of application submittal. | 95% |
| • Provide plan review for all other applications (i.e., commercial structures and tenant improvements) within four weeks from the date of submittal. | 95% |
| • Provide same-day inspections if the request is received by 7 a.m. | 95% |
| • Answer all a.m. calls by 1:30 p.m. and all p.m. calls by 5 p.m. or 9 a.m. the following day. | 95% |

Public Works Support Service Fund

The Public Works Support Service Fund is a special revenue fund used to account for the city's centralized public works and engineering management, geographical information systems, and clerical support to the various public works operations including street, water, environmental services, and fleet maintenance. Principal sources of revenue include charges for license and permit fees from plan review and transfers from other funds receiving the benefit of the services provided.

Resources	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07	Approved FY 06-07	Adopted FY 06-07
Beginning working capital	\$156,568	\$(148,673)	\$(5,716)	\$(61,067)	\$1,833	\$1,833	\$1,833
Current year resources							
Licenses and permits	\$17,925	\$41,180	\$27,642	\$37,500	\$87,600	\$87,600	\$87,600
Interest	-	672	-	-	-	-	-
Miscellaneous	4,805	8,581	7,500	5,000	3,000	3,000	3,000
Transfers from other funds	619,735	966,024	988,388	1,013,000	864,100	864,100	864,100
Total current year resources	\$642,465	\$1,016,457	\$1,023,530	\$1,055,500	\$954,700	\$954,700	\$954,700
Total resources	\$799,033	\$867,784	\$1,017,814	\$994,433	\$956,533	\$956,533	\$956,533
Expenditures							
Personal services	\$623,013	\$599,035	\$599,662	\$591,600	\$579,600	\$579,600	\$579,600
Materials and services	88,163	79,074	102,050	104,000	149,100	149,100	149,100
Capital outlay	2,385	4,333	45,100	44,200	29,000	29,000	29,000
Transfers	234,145	246,409	248,808	252,800	135,000	135,000	135,000
Contingency			22,194		63,833	63,833	63,833
Total expenditures	\$947,706	\$928,851	\$1,017,814	\$992,600	\$956,533	\$956,533	\$956,533
Ending working capital	\$(148,673)	\$(61,067)	\$-	\$1,833	\$-	\$-	\$-

Public Works Support Service Fund

Department: Public Works
Division: Support Services

Description

The Support Services Division furnishes services related to administrative support, project design, management and inspection, construction inspection, and development review in support of the City’s utilities. Services are provided for publicly-financed as well as privately-financed construction projects. Technical assistance is also provided to other departments for infrastructure planning, operation, and maintenance. The division provides supervision and administrative support for the department’s utility engineering staff. The fund location in the Public Works department allows direct funding by the utilities supported as well as facilitating the distinct external and internal revenue sources of the Public Improvement and GIS programs.

Accomplishments

During fiscal year 2005-2006, the staff assisted in preparation and processing of numerous contracting and procurement actions, agenda bills, resolutions, and ordinances. The staff also procured and managed all equipment, materials and supplies, training and certification, and other needs of assigned personnel in the accomplishment of their duties. The GIS branch provided extensive support to other City departments, appointed citizens groups, to consultants providing services to the City, and cooperation and coordination with other governmental agencies.

Objectives

- Provide effective and cost efficient administrative and management support to City utilities
- Provide flexibility in manpower support to meet changes in staffing requirements
- Provide best value in competitive contracting for utility construction and maintenance requirements
- Keep utility standards in compliance with applicable regulations and best engineering and operational practices

Output Measures	2006 Target	2007 Target
Number of Development Applications Reviewed		
Number of Public Works Permits Issued		
Number of Plats processed		
Number of Purchasing Actions		
Number of as-builts into GIS		
ROW/Easement Use Permits		
Easement Vacations		
Extra-territorial Utility Extension Requests		
Number of Pre-application Meetings		
Number of projects awarded		
Number of development plans approved		
Number of public improvements permits		

Staffing Summary

	FTE
Public Works Director/City Engineer	.20
Assistant City Engineer	.50
GIS Coordinator	1.00
GIS Technician	2.00
Engineering Technicians/Inspectors	.50
Admin/Clerical Support	<u>1.48</u>
Total	5.68

Planning Fund

The Planning Fund is created effective with the 2006-07 fiscal year. The fund is a special revenue fund used to account for the city's planning related activities. Principal sources of revenue include intergovernmental (\$272,000) for a grant project and (\$155,000) in state shared revenue, an allocation of telephone franchise fee (\$125,000), charges for services (\$190,000) to developers and builders, and transfers from other funds (\$413,600) for planning and administration services provided to infrastructure systems (SDC funds), building inspection program (\$44,000), utility and street funds (\$49,000), and general fund (\$300,000) to provide working capital and fulfill projected funding deficiency.

Resources	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07	Approved FY 06-07	Adopted FY 06-07
Beginning working capital	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Current year resources							
Intergovernmental					\$427,000	\$427,000	\$427,000
Franchise fees					125,000	125,000	125,000
Charges for services	-	-	-	-	190,000	190,000	190,000
Interest	-		-				
Miscellaneous	-		-				
Transfers from other funds					413,600	413,600	413,600
Total current year resources	\$-	\$-	\$-	\$-	\$1,155,600	\$1,155,600	\$1,155,600
Total resources	\$-	\$-	\$-	\$-	\$1,155,600	\$1,155,600	\$1,155,600
Expenditures							
Personal services	\$295,160	\$350,238	\$397,339	\$408,400	\$490,000	\$490,000	\$490,000
Materials and services	65,731	49,779	154,990	140,200	445,400	445,400	445,400
Capital outlay	-	2,183		2,100			
Transfers	48,226	130,523	111,623	111,700	193,000	193,000	193,000
Contingency			-		27,200	27,200	27,200
Total expenditures	\$409,117	\$532,723	\$663,952	\$662,400	\$1,155,600	\$1,155,600	\$1,155,600
Ending working capital	\$-	\$-	\$-	\$-	\$-	\$-	\$-

Note: Current and prior year information provided for comparison purposes only

Planning Fund

Department: Planning

Division: Planning

Description

The Planning Division works with the West Linn community to identify its long-range vision and goals for the community's future. The division is responsible for the preparation and implementation of the City's land use policies and regulations, including the Comprehensive Plan, the Community Development Code, and other implementing land use related plans, regulations, and program documents. In addition, the division assures conformance with State and regional land use planning system requirements, and manages code enforcement matters related to the community development code. The planning staff facilitates public participation in the preparation of community plans, and in the development review process. Through its application review and permitting processes, the division ensures that development is consistent with adopted City policies and land use regulations in order to achieve the community's long-range goals. Planners provide direct support in the form of research, report writing, and presentations to the Planning Commission and for land use matters before the City Council. The staff works with applicants, other city staff, and citizens to interpret the City's complex land use codes and to facilitate understanding and compliance with the permitting process. This work includes responding to requests for information, coordinating pre-application conferences, review of applications for completeness, preparation of findings for review, final decision notices, resolutions, legislative plan and code amendment ordinances.

The Planning Division staff play an integral role in the Council goals to position the City to take advantage of opportunities to improve the community along Highway 43, the riverfront, and within the historic Willamette area; in improving communication through the preparation of comprehensive staff reports, in the completion of neighborhood plans, furthering the protection of Goal 5 resources, identifying property as a buffer to shield West Linn from surrounding future development, initiating relevant portions of the sustainability plan, and participation on development of a new Transportation System Plan.

Significant Budget Changes/Issues

The 2006/07 budget includes the following significant changes from the 2005/06 budget:

- An additional full-time associate planner position
- Plan implementation funds for consulting services for further Goal 5 resource protection
- Implementation of Two Highway 43 grant projects: MTIP Bolton Area Blvd. Design Plan and TGM Robinwood Streetscape Plan
- Consolidation of Previous Division and Other Line Item Accounts
- Funding of Planning Vehicle from Building Fund to Planning Fund

Individual Program Description

The major functional program areas within the Planning Division are long-range planning, current planning/development review, and code enforcement. These responsibilities are shared among all staff and managed from a single cost center budget fund.

2005/06 Accomplishments

- Soliciting to Work with Consulting Firm for the Simultaneous Development of 4-Neighborhood Plans
- Securing a Metro & TGM Grant for Transportation Planning & Development Design Projects for Highway 43 Improvements
- Securing a SHPO Grant to Work with Consulting Firm to Conduct a Historic Inventory in the Bolton and Willamette Neighborhoods
- Completion and Adoption of the Bolton Neighborhood Plan

Planning Fund

- Processed a 40% Increase in Over All Development Application and Code Amendment Activity
- Processed Numerous Annexation Requests and Assisted with City Annexation Study
- Processed One Local Measure 37 Claim
- Director Solicited and Maintained West Linn Representation on Metro Technical Advisory Committee
- Provided Assistance to Consultant in Developing Proposed Code Language for Implementation of Robinwood Vision Plan

2006/07 Goals

- Completion of Format Revisions and Adoption of the Robinwood Neighborhood Plan
- Coordinate Completion and Adoption of 4 Neighborhood Plans
- Secure Consultants and Monitor Work on 2 Transportation Grant Projects
- Secure Consultant and Commence Work on Goal 5 Upland Resource Protection Efforts
- Secure Certified Local Government Designation
- Completion of Consultant Lead Historic Inventory Grant Project in Bolton & Willamette

Performance Measures

% of time

The Planning Division has set forth the following performance service quality or efficiency indicators that will be reported on a quarterly basis:

Percentage of quasi-judicial cases deferred from planned decision date or hearing date due to staff error in the notification process.

Target: No More Than 2%

Percentage of complete applications scheduled for Planning Commission hearing within seven weeks of completion determination.

Target: At Least 75%

Percentage of land use related code enforcement cases resolved without legal action and within 2-months of complaint.

Target: At Least 100%

Complete review within 120 days

100%

System Development Charge Fund

The Systems Development Charges (SDC) Fund accounts for the City's collection and expenditure of water, transportation, wastewater, storm water, and park SDCs. The principal source of revenue are System Development Charges. SDCs may include two components, improvement fees and reimbursement fees. The improvement fees are established to pay for expansions of the systems, i.e., adding new capacity, and the reimbursement fees are established to reimburse the City for excess capacity within the system.

Effective with fiscal year 2006-07 this fund will be limited to accounting for the improvement fee component of the SDCs. The reimbursement fee will be accounted for directly in the fund operational fund, e.g., water, street, park, and environmental services funds.

Resources	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07	Approved FY 06-07	Adopted FY 06-07
Beginning working capital	\$3,612,195	\$3,795,802	\$2,675,240	\$4,013,091	\$2,424,191	\$2,424,191	\$2,424,191
Current year resources							
Interest	\$50,165	\$65,609	\$44,450	\$103,100	\$58,000	\$58,000	\$58,000
Miscellaneous	2,413	315		-	-	-	-
System Development Charges	774,017	622,096	649,202	1,083,000	1,028,000	1,028,000	1,028,000
Debt proceeds				1,150,000			
Total current year resources	\$826,595	\$688,020	\$693,652	\$2,336,100	\$1,086,000	\$1,086,000	\$1,086,000
Total resources	\$4,438,790	\$4,483,822	\$3,368,892	\$6,349,191	\$3,510,191	\$3,510,191	\$3,510,191
Expenditures							
Materials and services	\$8,573	\$46,412	\$16,000	\$25,000	\$-	\$-	\$-
Capital outlay	609,415	424,319	1,720,908	2,962,000	561,000	561,000	561,000
Transfers	25,000	-	35,000	688,000	238,000	238,000	238,000
Other requirements				250,000	250,000	250,000	
Contingency			1,596,984		2,461,191	2,461,191	2,711,191
Total expenditures	\$642,988	\$470,731	\$3,368,892	\$3,925,000	\$3,510,191	\$3,510,191	\$3,510,191
Ending working capital	\$3,795,802	\$4,013,091	\$-	\$2,424,191	\$-	\$-	\$-

System Development Charge Fund

The Park Bond #2 Fund is a capital projects type fund. It accounts for the receipt of voter approved bond debt proceeds and the expenditure of those monies for approved parkland acquisitions and facilities. The fund will be closed once the bond proceeds and interest income are expended.

Resources	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07	Approved FY 06-07	Adopted FY 06-07
Beginning working capital	\$951,870	\$963,156	\$828,246	\$935,404	\$956,704	\$956,704	\$956,704
Current year resources							
Interest	\$12,651	\$15,478	\$15,000	\$30,000	\$1,500	\$1,500	\$1,500
Total current year resources	\$12,651	\$15,478	\$15,000	\$30,000	\$1,500	\$1,500	\$1,500
Total resources	\$964,521	\$978,634	\$843,246	\$965,404	\$958,204	\$958,204	\$958,204
Expenditures	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07	Approved FY 06-07	Adopted FY 06-07
Capital outlay	\$1,365	\$43,230	\$843,246	\$8,700	\$958,204	\$958,204	\$958,204
Contingency			-		-	-	-
Total expenditures	\$1,365	\$43,230	\$843,246	\$8,700	\$958,204	\$958,204	\$958,204
Ending working capital	\$963,156	\$935,404	\$-	\$956,704	\$-	\$-	\$-

Debt Service Fund

The Debt Service Fund is a debt service fund type. The fund accounts for the repayment of voter approved general obligation bonds issued for parks (1998 and 1999 bond issues) and library improvements (2000 bond issue). The principal source of repayment is property tax revenue that is exempt from limitation. The budget includes a tax levy of \$918,478, a reduction from the prior year amount of \$957,052. The estimated tax rate in fiscal year 2006-07 is \$0.3862/\$1,000 TAV. This is an estimated rate reduction of approximately ten percent (\$0.0412/\$1,000 TAV).

The bonds issued were twenty year bonds with maturities in 2018, 2019 and 2020.

Debt Service Fund

Resources	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07	Approved FY 06-07	Adopted FY 06-07
Beginning working capital	\$345,802	\$353,561	\$321,474	\$272,793	\$219,224	\$219,224	\$219,224
Current year resources							
Property taxes	\$890,133	\$826,657	\$928,850	\$857,000	\$870,000	\$870,000	\$870,000
Interest	6,051	4,432	6,300	8,800	5,245	5,245	5,245
Miscellaneous	14,883	112	100				
Total current year resources	\$911,067	\$831,201	\$935,250	\$865,800	\$875,245	\$875,245	\$875,245
Total resources	\$1,256,869	\$1,184,762	\$1,256,724	\$1,138,593	\$1,094,469	\$1,094,469	\$1,094,469
Expenditures							
Debt service							
Principal 1998 GO							
Parks 1999 GO	\$185,000	\$195,000	\$200,000	\$200,000	\$210,000	\$210,000	\$210,000
Parks 2000 GO	135,000	140,000	150,000	150,000	155,000	155,000	155,000
Library Interest 1998 GO	60,000	70,000	80,000	80,000	95,000	95,000	95,000
Parks 1999 GO	164,678	157,278	149,478	149,478	141,478	141,478	141,478
Parks 2000 GO	166,148	160,208	153,908	153,908	147,008	147,008	147,008
	192,482	189,483	185,983	185,983	181,983	181,983	181,983

Debt Service Fund

Library

Total expenditures	\$903,308	\$911,969	\$919,369	\$919,369	\$930,469	\$930,469	\$930,469
Other requirements							
Reserved for debt service	\$-	\$-	\$337,355	\$-	\$164,000	\$164,000	\$164,000
Ending working capital	\$353,561	\$272,793	\$-	\$219,224	\$-	\$-	\$-

Note: Proposed budget provides for a debt coverage ratio of 1.31. Bond covenant is a minimum of 1.3.

Enterprise Funds
Water Fund

The Water Fund is an enterprise fund, i.e., a “business-like” operation. The fund accounts for the maintenance and operation of the water utility. All water related revenue and expenditures, including capital replacement and betterments, are included in this fund. Capital expansion projects are accounted for in the SDC Fund.

The principal sources of revenue are charges for water usage. Other revenue is generated through connection charges, SDC reimbursement fees, and charges for services (transfers from other funds) to other funds.

Key Issues – Water Fund

Included in the budget are rate increases of five percent (5%) effective July 1, 2006 and an additional five percent (5%) January 1, 2007. These rate increases are necessary for the City to meet loan covenants, related to debt coverage ratios, it agreed to when it issued debt to pay for various improvements. And although the rate increases provide for the City to meet the debt coverage ratios looking forward actual performance may not be adequate to do so as the estimated coverage ratio is slightly above the required level (1.57 to 1.50).

The amount of net operating revenue available after debt service payments is limited. The result is the City has limited dollars available to invest in capital improvements to replace aging infrastructure or for betterments that can result in improved water service delivery and quality and potentially reduced operating costs.

As a result of these issues and to ensure that the City does not fall out of compliance with its debt covenants, creating a potential default situation, a five-year financial forecast of the water utility will be prepared during the first quarter of fiscal year 2006-07. The forecast will involve the expertise of the Utility Advisory Board and receive public scrutiny and when presented in final form may result in a recommendation to seek public approval of a rate increase above the annual amount allowed by the City Charter (5%).

Water Fund

	Actual	Actual	Budget	Estimated	Proposed	Approved	Adopted
Resources	FY 03-04	FY 04-05	FY 05-06	FY 05-06	FY 06-07	FY 06-07	FY 06-07
Beginning working capital	\$1,173,238	\$792,926	\$507,307	\$330,110	\$11,934	\$11,934	\$261,934
Current year resources							
Charges for services	\$2,473,388	\$2,291,329	\$2,771,140	\$2,522,500	\$2,741,500	\$2,741,500	\$2,741,500
Interest	21,000	4,791	10,000	4,000	15,000	15,000	15,000
Miscellaneous	115,499	103,936	262,035	27,000	30,500	30,500	30,500

Enterprise Funds
Water Fund

System development charges-reimb				12,000	12,000	12,000	12,000
Transfers from other funds			50,000	80,000	80,000	80,000	80,000
Interim borrowing			250,000	250,000	250,000	250,000	-

Total current year resources	\$2,609,887	\$2,400,056	\$3,043,175	\$2,853,500	\$3,129,000	\$3,129,000	\$2,879,000
-------------------------------------	--------------------	--------------------	--------------------	--------------------	--------------------	--------------------	--------------------

Total resources	\$3,783,125	\$3,192,982	\$3,550,482	\$3,183,610	\$3,140,934	\$3,140,934	\$3,140,934
------------------------	--------------------	--------------------	--------------------	--------------------	--------------------	--------------------	--------------------

Expenditures	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07	Approved FY 06-07	Adopted FY 06-07
Personal services	\$551,758	\$557,035	\$558,823	\$635,600	\$650,600	\$650,600	\$650,600
Materials and services	1,205,312	1,077,882	1,446,826	1,409,200	1,430,400	1,430,400	1,430,400
Capital outlay	779,454	628,134	566,822	232,200	15,000	15,000	15,000
Debt service							
Principal - 2000							
Water Revenue	55,000	60,000	65,000	65,000	65,000	65,000	65,000
Interest - 2000							
Water Revenue	95,811	92,863	89,580	89,580	86,103	86,103	86,103
Interest - interim borrowing					12,500	12,500	12,500
Transfers	302,864	446,958	475,608	490,096	561,000	561,000	561,000
Contingency			145,569		169,228	169,228	169,228

Total expenditures	\$2,990,199	\$2,862,872	\$3,348,228	\$2,921,676	\$2,989,831	\$2,989,831	\$2,989,831
---------------------------	--------------------	--------------------	--------------------	--------------------	--------------------	--------------------	--------------------

Other requirements							
Reserve for debt service	\$-	\$-	\$202,254	\$-	\$151,103	\$151,103	\$151,103

Ending available working capital	\$792,926	\$330,110	\$-	\$261,934	\$-	\$-	\$-
---	------------------	------------------	------------	------------------	------------	------------	------------

Department: Public Works

Description

The City purchases bulk rate water from the South Fork Water Board that is jointly owned and managed by the cities of Oregon City and West Linn. The City also has an emergency intertie with the city of Lake Oswego. The City in partnership with the South Fork Water Board provides safe, high-quality drinking water that complies with all federal and state regulations for residential, commercial, industrial, and fire-suppression purposes. During 2005 the average daily demand was been 2.95 million gallons per day (mgd) to 8,477 residential accounts and 132 commercial and industrial accounts. During the same one-year period, the maximum daily demand was 6.56 mgd on 8/5/2005.

The water storage and distribution system within the City consists of various infrastructure components:

- 6 water reservoirs with total capacity of (5.5 million gallons)
- 4 pump stations
- 110 miles of City-owned and maintained waterline

The water operation consists of operating, maintaining, and repairing the above listed infrastructure as well as water quality control/testing, water delivery, customer service, and administration and support services. Public works staff is cross-trained to provide qualified and knowledgeable individuals to respond to needs in virtually any area of the water utility.

Growth in water demand is expected to continue at a faster pace as a couple of larger subdivisions are expected to tie into the City's water system during the next year and the newer homes utilize landscape irrigation. Included in the revenue projections and budget requirements for the 2006-2007 fiscal year is the addition of 120 residential units. Commercial and industrial growth are much more difficult to project; however, we have included a three percent increase in sales to commercial and industrial accounts. Additionally, included in the revenue projection is a five percent water rate increase to take effect 7/1/2006.

Section 44 of the City's Charter provides that utility rate increases may not increase by more than 5% in any calendar year without voter approval. Should the City increase the rates in its Water Fund by the maximum amount and funds not be sufficient to pay both debt service on the Series 2000 bonds and for the purchase of water, the City would be obligated to make payments on the Series 2000 Bonds first and to use other available resources to satisfy their obligation to South Fork, as necessary.

Rate Covenant

City has covenanted with the issuance of its Series 2000 Water Revenue bonds to impose rates, fees and charges for the Water System each Fiscal Year which are sufficient to generate Net Operating Revenues at least equal to 130 percent of the Annual Debt Service for that Fiscal Year.

The current funding of the water fund is insufficient to accomplish the capital elements, including the piping replacement program, approved by the 2004 Water Master Plan.

Accomplishments

During fiscal year 2005, the City added 3,581 lineal feet of waterline, replaced and/or upgraded 9,257 lineal feet of waterline, replaced two services, repaired eleven main leaks and replaced 169 water meters (representing 2% of the total), and repaired seven reducing stations, added one pump and repaired two.

Strategic Objectives

- Provide outstanding customer service

Enterprise Funds Water Fund

- EPA mandated Annual Consumer Confidence Reports contain language about water quality, disease information and information resources. This is an excellent way to communicate with customers about the quality of City water supply.
- Work with commercial customers and homeowners with irrigations systems to protect the City's water distribution system from potential cross connections and maintain water quality and protect public health.
- Formulate and implement an aggressive program to replace waterlines of that do not meet the City's standards with new and proven pipe materials that have a 100-year life expectancy.

Changes from Fiscal-Year 2006

The funding of relatively large quantities of pipe replacement, close to the amount recommended in the City's Water System Master Plan, cannot continue as the same level as recent years as the water fund contingency has been depleted. The 2004 Water System Master Plan recommends replacing approximately 8000 lineal feet of deficient pipe per year but such cannot be implemented until additional funding is brought to the fund of water rate increases or some other transfer method.

Performance/activity Measures	% of time
• Ensure water delivered to customers satisfactorily	99.9%
• Meet all covenants of water revenue bonds	100%

Output Measures	2006 Target	2007 Target
Reservoir Capacity	5.5 MG	MG
Average number of work orders per month	291	
Number of water quality complaints received	5	
Number of fire hydrants maintained/repared	165	
Effectiveness Measures		
Number of breaks per mile of main line		
Percent of unaccounted water		
Efficiency Measures		
Average number of work orders/employee		
Average miles of pipe/employee		
Average response to main or service break		

Capital Outlay

2005-2006 Carry over Projects:

Water Master Plan \$15,000 (additional \$61,000 in SDC fund)

Staffing Summary	FTE
Public Works Director/City Engineer	.30
Assistant City Engineer	.20
Civil Engineer II	.70
Water Operations Supervisor	1.00
Maintenance Staff	5.56
Engineering Technicians/Inspectors	.90
Admin/Clerical Support	.50
Total	9.16

Enterprise Funds Environmental Services Fund

The Environmental Services Fund is an enterprise fund, i.e., a “business-like” operation. The fund accounts for the maintenance and operation of the City’s wastewater and storm water utilities. All wastewater collection and treatment and storm water related revenue and expenditures, including capital replacement and betterments, are included in this fund. Capital expansion projects are accounted for in the SDC Fund.

The principal sources of revenue are charges for service capacity and usage. Other revenue is generated through connection charges, permits, SDC reimbursement fees, and charges for services (transfers from other funds) to other funds.

Included in the budget is a rate increase of five percent (5%) effective July 1, 2006 for all charges for wastewater and storm water. This rate increase is necessary for the City to keep up with inflationary impacts to its operating costs. However, the rate increase does not appear to provide sufficient funds to make appropriate investment in replacement and betterment capital improvements.

Therefore, to ensure that the City does not fall further behind with its capital replacement and betterment program, a five-year financial forecast of the wastewater and storm water utilities will be prepared during the first quarter of fiscal year 2006-07. The forecast will involve the expertise of the Utility Advisory Board and receive public scrutiny and when presented in final form may result in a recommendation to seek public approval of a rate increase above the annual amount allowed by the City Charter (5%).

Enterprise Funds
Environmental Services Fund

Environmental Services Fund

Resources	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07	Approved FY 06-07	Adopted FY 06-07
Beginning working capital	\$1,729,954	\$1,571,632	\$467,568	\$1,039,334	\$1,445,446	\$1,445,446	\$1,195,446
Current year resources							
Licenses and permits	\$18,875	\$36,928	\$32,000	\$36,000	\$40,000	\$40,000	\$40,000
Charges for services	1,757,185	1,801,205	1,872,942	1,809,000	1,919,000	1,919,000	1,919,000
Interest	20,028	14,521	15,000	30,000	40,000	40,000	40,000
Miscellaneous	33,563	18,790	15,000	60,000	25,000	25,000	25,000
System development charges-reimbursement					39,000	39,000	39,000
Transfer from other funds				580,000	106,500	106,500	106,500
Total current year resources	\$1,829,651	\$1,871,444	\$1,934,942	\$2,515,000	\$2,169,500	\$2,169,500	\$2,169,500
Total resources	\$3,559,605	\$3,443,076	\$2,402,510	\$3,554,334	\$3,614,946	\$3,614,946	\$3,364,946
Expenditures							
Personal services	\$701,592	\$715,251	\$792,767	\$736,800	\$854,800	\$854,800	\$854,800
Materials and services	258,058	223,418	352,479	350,600	373,300	373,300	373,300
Capital outlay	426,642	770,109	460,393	245,400	292,500	292,500	292,500
Transfers	601,681	694,964	739,884	776,088	778,000	778,000	778,000
Other requirements				250,000			
Contingency			56,987		1,316,346	1,316,346	1,066,346
Total expenditures	\$1,987,973	\$2,403,742	\$2,402,510	\$2,358,888	\$3,614,946	\$3,614,946	\$3,364,946
Ending working capital	\$1,571,632	\$1,039,334	\$-	\$1,195,446	\$-	\$-	\$-

Enterprise Funds Environmental Services Fund

Department: Public Works

Description

The Environmental Service Fund supports both the Sanitary Sewer as well as the Surface Water operations. The two utilities are operated and maintained by the same personnel and share the same equipment.

For sanitary sewer portion, the primary objective is to provide continuous and economic transmission of sewage while providing protection from health hazards, flooding, property damage, environmental damage and meeting requirements of the discharge permit and Tri-City Service District. The City purchases sewage treatment services from Tri-City Service District, a branch of the Clackamas County Water and Environmental Services department. The sanitary sewer waste stream is collected and transported to 3 main sewage pump stations at which the waste stream is the responsibility of Tri-City Service District and further transported to the Tri-City treatment plant in Oregon City. The City does own and maintain some smaller lift stations but as development occurs, the goal is to have as much of the City served by gravity service as possible to maximize reliability and minimize cost.

The sanitary sewer collection and transportation system consists of various infrastructure components:

- 7 pump stations
- 115 miles of City-owned and maintained sanitary sewer pipeline

The surface water portion is responsible for National Pollution Discharge Elimination System (NPDES) permit application and ensure compliance with permits issued by Oregon Department of Environmental Quality (DEQ). Stringent runoff criteria are in effect for the Tualatin River basin and similar guidelines are currently under preparation for the Willamette River basin. Effort and cost for compliance become higher as requirements are increased.

The City of West Linn operates a “two pipe” system, separate collection, piping, and treatment systems for sanitary sewer and surface water streams. The surface water collection, treatment, detention, and transport systems consists of various infrastructure components:

- 135 pollution control manholes
- 2500 catch basins
- 71 miles of City-owned and maintained storm drainage pipeline
- 35 detention ponds

The environmental services operation consists of operating and maintaining the infrastructure as listed above for both sanitary sewer and surface water. This includes line cleaning, line repairs, drainage way maintenance, pump station maintenance, clearing of debris, street cleaning, stream testing, environmental compliance, customer service, as well as administration and support services. Public works staff is cross-trained to provide qualified and knowledgeable individuals to respond to needs in virtually any area of the environmental services utility.

Accomplishments

During fiscal year 2005-2006, the City cleaned 277,428 lineal feet of sanitary sewer line, maintained 7 sanitary sewer pump stations, maintained 35 storm detention ponds, and cleaned 654 catchbasins. For the period of fiscal year 2006 Environmental Services Program completed Arbor Creek restoration project; Johnson Road bottomless culvert installation; Willamette View Court culvert replacement. Two projects are underway and the goal is to complete them this year – NPDES (MS-4) permit and Surface Water Management Plan.

Enterprise Funds Environmental Services Fund

Strategic Objectives

- Provide continuous transmission of sewage while providing protection from health hazards, flooding, property damage, and environmental damage by preventive maintenance, cleaning, and major repairs, replacement, and improvements to the system.
- Manage long-term replacement and capital maintenance plan.
- Fulfill obligation to meet requirements of state issued discharge permit held by Tri-City Service District.
- Operate and maintain the City's sewage collection system, which transports sewage through a collection system, meeting state and federal requirements.
- Ensure protection of environmental and public health for citizens of West Linn.
- Compliance with NPDES permit requirements, minimize personal property damage, and meet objectives of City's Surface Water Management Plan.
- Reduce sediment and pollutant loading from street to storm sewers and creeks.
- Maintain debris and litter free streets for the betterment and livability of city residents.
- Outstanding customer service

Changes from Fiscal-Year 2005

The stormwater permitting continues to be litigious. The City is coordinating closely with Clackamas County and other local jurisdictions to stay informed, involved, and pro-active in meeting the environmental requirements.

Performance/activity Measures

- | <u>Performance/activity Measures</u> | <u>% of time</u> |
|--|------------------|
| • Operate sewer within DEQ permit standards | 100% |
| • Operate stormwater within DEQ permit standards | 100% |

	Fiscal Year ending June 30	
	2006	2007
Output Measures	Target	Target
Lineal feet of sanitary sewer main installed	700	
Lineal feet of sanitary sewer line cleaned	277,428	200,000
Lineal feet of sanitary sewer line TV'd	6,226	10,000
Lineal feet of storm drain cleaned	3,162	2,500
Number of catch basins cleaned.	654	
Street sweeper miles cleaned	2,725	
Average number of service orders per month	10	
Number of sanitary blockages investigated per year	2	
Effectiveness Measures		
Number of sanitary main blockages resulting in property damage	2	
Number of storm drainage overflows resulting in property damage	2	
Efficiency Measures		
Average number of service orders/employee	19	
Average miles of pipe/employee		
Sanitary Sewer	19.2 mi/employee	
Stormwater	11.83mi/employee	
Average number of catch basins/employee	417	
Average response to main or service break	30 min.	

Enterprise Funds
Environmental Services Fund

<u>Staffing Summary</u>	<u>FTE</u>
Public Works Director/City Engineer	.20
Assistant City Engineer	.20
Civil Engineer	1.00
Water Operations Supervisor	1.00
Maintenance Staff	5.44 (one unfilled position)
Engineering Technicians/Inspectors	1.40
Admin/Clerical Support	.50
Total	9.74

Enterprise Fund
Vehicle Maintenance Fund

The Vehicle/Equipment Maintenance Fund is an enterprise fund. The fund accounts for City Shop costs associated with maintaining and repairing all City owned equipment and vehicles. Costs associated with fueling and maintenance and repairs performed outside of the City Shop are accounted for directly in the budgets of the

Equipment Maintenance Fund

	Actual	Actual	Budget	Estimated	Proposed	Approved	Adopted
	03-04	04-05	05-06	05-06	06-07	06-07	06-07
Assets							
Working capital	\$39,734	\$50,517	\$22,455	\$(84,560)	\$1,599	\$1,599	\$1,599
Year resources							
Recessions		\$(3,879)		\$-	\$-	\$-	\$-
from other funds	437,414	341,829	510,339	607,577	427,500	427,500	427,500
Current year resources	\$437,414	\$338,190	\$510,339	\$607,577	\$427,500	\$427,500	\$427,500
Resources	\$477,148	\$388,707	\$532,794	\$523,017	\$429,099	\$429,099	\$429,099
Liabilities							
Services	\$185,445	\$207,322	\$201,923	\$205,500	\$189,500	\$189,500	\$189,500
and services	193,265	201,946	252,872	252,200	145,400	145,400	145,400
Contingency					7,500	7,500	7,500
City	47,921	63,999	61,445	63,718	80,000	80,000	80,000
			16,554		6,699	6,699	6,699
Expenditures	\$426,631	\$473,267	\$532,794	\$521,418	\$429,099	\$429,099	\$429,099
Working capital	\$50,517	\$(84,560)	\$-	\$1,599	\$-	\$-	\$-

Enterprise Fund Vehicle Maintenance Fund

Department: Public Works

Description

The Vehicle Maintenance Fund supports the City's fleet of vehicles. This Fund monitors vehicle usage and other relevant vehicle indicators. The fund programs and accomplishes all vehicle preventative maintenance and minor repairs. The fund also either accomplished or provides for major vehicles repairs. The fund ensures that Oregon DEQ certification is up-to-date and provides for after-hours emergency response and service.

The City's inventory currently consists of 338 pieces of "equipment and rolling stock" ranging in size from leaf blowers up to the 80,000 pound Vactor truck utilized by the Environmental Services Fund.

Accomplishments

During the last year 12 vehicles were purchased, prepared, and added to the fleet. 240 preventative maintenance checks were performed. 26 DEQ certifications were successfully accomplished.

Strategic Objectives

- Provide outstanding customer service
- Minimize down-time of City's vehicles
- Provide safe, fuel-efficient, well operating vehicles and equipment to City staff.
- Maximize standardization of equipment and parts to minimize spare parts inventory and best utilize training funds.

Changes from Fiscal-Year 2005

Accounting for fuel purchases and maintenance and repair costs has been modified. Previously the fund would accumulate these costs during the year with an accounting correction at year's end. Now the fuel and maintenance and repair costs are paid directly by the customer departments on a monthly basis better representing actual costs throughout the year.

Performance Measures

- Maintain per mile cost excluding fuel

	Fiscal Year ending June 30	
	2006	2007
Output Measures	Target	Target
Number of preventative maintenance services	240	250
Number of DEQ certifications obtained	26	26
Efficiency Measures		
Average number of service orders/employee	438	445
Average time per routine maintenance check (passenger and light truck)	1.25	1.25
Average time per DEQ certification	1 hr	1 hr.

Staffing Summary	FTE
Public Works Director/City Engineer	.1
Streets Operations Supervisor	.2
Automotive Mechanics	2.0
Admin/Clerical Support	.4
Total	2.7

Actual

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

Ad Valorem Tax

A tax based on the assessed value of a property.

Adopted Budget

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

Approved Budget

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

Appropriations

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

Assessed Valuation

The value set on taxable property as a basis for levying property taxes. A tax initiative passed in 1997 that reduced AV below real market value and set a 3% maximum annual growth rate in the AV, exclusive of certain improvements.

Assets

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

Audit

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

Base Budget

Cost of continuing the existing levels of service in the current budget year. Also referred to as a Status Quo budget.

Beginning Balance

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

Bond or Bond Issue

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

Bond Funds

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

Budget

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

Budget Calendar

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

Budget Committee

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

Budget Document

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

Budget Message

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

Budgetary Basis

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

Capital Budget

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

Capital Expenditures

The City defines a capital expenditure as using the following three criteria: (1) relatively high monetary value (equal or greater than \$25,000), (2) long asset life (equal to or greater than 5 years useful life), and (3) results in the creation of a fixed asset, or the revitalization of a fixed asset.

Capital Improvement

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

Capital Improvement Project

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

Capital Outlay

Includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. It includes expenditures that result in the acquisition or addition of a fixed asset or increase the capacity, efficiency, span of life, or economy of operating as an existing fixed asset. For an item to qualify as a capital outlay expenditure it must meet all of the following requirements: (1) have an estimated useful life of more than one year; (2) typically have a unit cost of \$5,000 or more; and (3) be a betterment or improvement. Replacement of a capital item is classified as capital outlay under the same code as the original purchase. Replacement or repair parts are classified under materials and services.

Capital Projects

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

Cash Management

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

Charges for Service

Includes a wide variety of fees charged for services provided to the public and other agencies.

Comprehensive Annual Financial Report

The annual audited results of the City's financial position and activity.

Comprehensive Plan

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

Consumer Price Index

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

Contingency

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted. Contingency may be appropriated for a specific purpose by the City Council upon the approval of a resolution. The City separates contingencies into those that are designated for specific purposes and undesignated. (Also see Designated Contingency and Unappropriated Ending Fund Balance)

Cost Center

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

Debt Service

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

Debt Service Fund

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

Department

The combination of divisions of the City headed by a general manager with a specific and unique set of goals and objectives (i.e., Police, Fire, Financial Services, Water Resources, etc).

Division

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

Depreciation

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

Designated Contingency

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

Elderly and Disabled

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

Employee Benefits

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

Encumbrance

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

Ending Balance

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

Enterprise Funds

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

Estimated Actual

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

Expenditures

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

Fees

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

Fiscal Management

A government's directive with respect to revenues, spending, reserves and debt management as these relate to governmental services, programs and capital investment. Financial policy provides

an agreed upon set of principles for the planning and programming of governmental budgets and its funding.

Fiscal Year

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

Five-Year Financial Plan

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

Fixed Assets

Includes equipment, vehicles, furniture and fixtures, computer hardware and software with a cost basis in excess of \$5,000.

Franchise Fee

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

Full-Time Equivalent

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

Fund

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

Fund Balance

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

General Fund

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

General Long-term Debt

Represents any unmatured debt not considered to be a fund liability. General Obligation Bonds (G.O. Bonds) are secured by the full faith and credit of the issuer. G.O. bonds issued by local units of government are secured by a pledge of the issuer's property taxing power (secondary portion). Usually issued to pay for general capital improvements such as parks and City facilities.

Grant

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

Infrastructure

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

Indirect Charges

Administrative costs that are incurred in the General Fund or Community Development Fund that are in support of an operating program. These charges are budgeted as interfund transfers.

Indirect Cost Allocation

Funding transferred to the general fund and community development fund from other funds for specific administrative functions, which benefit those funds.

Interfund Transfers

Appropriation category used in the City's budget resolution which includes amounts distributed from one fund to pay for services provided by another fund. Transfers from the other funds appear as non-departmental expenditures called "Interfund Transfers".

Intergovernmental Revenues

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

Job Access/Reverse Commute

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

Levy

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

Line Item Budget

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

Local Budget Law

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

Local Improvement District

Consists of property owners desiring improvements to their property. Bonds are issued to finance these improvements, which are repaid by assessments on their property. Local Improvement District debt is paid for by a compulsory levy (special assessment) made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

Local Option Levy

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

Materials and Services

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

Measure 5

A constitutional limit on property taxes passed by voters in the State of Oregon in November 1990. The new law sets a maximum \$10 tax rate on individual properties for the aggregate of all

non-school taxing jurisdictions. Schools' maximum rate is limited to \$15 in FY 1991-92 with a phased in reduction to \$5.00 in FY 1995-96.

Measure 50

A 1997 voter approved initiative which rolled back assessed values to 90 percent of their levels in fiscal year FY 1995-96 and limits future annual increases to three percent, except for major improvements. Tax rates are now fixed and not subject to change. Voters may approve local initiatives above the fixed rates provided a majority approves at either (i) a general election in an even numbered year; or (ii) at any other election in which at least 50 percent of registered voters cast a ballot.

Mission

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

Non-Operating Budget

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

Objective

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

Operating Budget

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

Operating Revenue

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

Ordinance

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

Outstanding Debt

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

Performance Measure

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

Permanent Tax Rate

Under Measure 50, each school district, local government, and special district was assigned a permanent tax rate limit in Fiscal Year 1998. This permanent rate applies to property taxes for operations. The permanent tax rate for the City of West Linn is \$2.5206 per \$1,000 of assessed value.

Personal Services

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

Property Tax

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

Project Manager

The individual responsible for budgeting for a project and managing project to its completion.

Proposed Budget

Combined operating, non-operating, and resource estimates prepared by the City Manager and submitted to the public and the Budget Committee for review and approval.

Real Market Value

The estimated value of property if sold. Within Wilsonville, the average real market value exceeds the assessed value by 25%. This disparity is the result of voter approved tax initiative 50 passed in 1997.

Resolution

A special or temporary order of a legislative body requiring City Council action.

Resources

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

Retained Earnings

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

Revenue

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

Revenue Bonds

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

Special Assessment

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

Special Assessment Bond

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

Special Revenue Funds

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

Supplemental Budget

Appropriations established to meet needs not anticipated at the time the budget was originally adopted. A supplemental budget cannot increase the tax levy.

System Development Charges

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

Taxes

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

Tax Levy

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

Tax Rate

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

Tax Revenue

Includes property taxes, hotel and motel room tax.

Tax Roll

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

Transfers

The authorized exchange of cash or other resources between funds.

Trust Funds

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

Unappropriated Ending Fund Balance

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

Unreserved Fund Balance

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

Unrestricted General Capital Fund

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

User Fees

The fee charged for services to the party or parties who directly benefits. Also called Charges for Service.

ACRONYMS

ACMP Advisory Community for Master Planning
ADA Americans with Disabilities Act
AV Assessed Value
BPA Bonneville Power Administration
CAFR Comprehensive Annual Financial Report
CCSO Clackamas County Sheriff 's Office
CSO Community Service Officer
CD Community Development
CD Compact Disk
CIP Capital Improvement Projects
CMFR Comprehensive Monthly Financial Reports
COLA Cost of Living Adjustment
COP Certificates of Participation
CPA Certified Public Accountant
CPI Consumer Price Index
DEQ Department of Environmental Quality
DLCD Department of Land Conservation and Development
DO Dissolved Oxygen
DOT Department of Transportation
DRB Development Review Board
DUI Driving Under the Influence
DVD Digital Video Disk
E&D Elderly and Disabled
EPA Environmental Protection Agency
FASB Financial Accounting Standards Board
FDP Final Development Plan
FICA
FTE Full-Time Equivalent
FY Fiscal Year
GAAP Generally Accepted Accounting Principles
GAC Granulated Activated Carbon
GASB Governmental Accounting Standards Board
GFOA Government Finance Officer's Association
GIS Geographic Information Systems
HR Human Resources
HVAC Heating, Ventilation, and Cooling Equipment
IS Information Systems
ISP Internet Service Provider
ITS Intelligent Transportation System
JARC Job Access / Reverse Commute
LAN Local Area Network
LCDC Land Conservation and Development Board of Commissioners
LED Light Emitting Diodes

Appendix Acronyms

LID Local Improvement District
LSTA Library Services and Technology Act
MAV Maximum Assessed Value
NPDES National Pollutant Discharge Eliminating System
OAA Older Americans Act
ODOT Oregon Department of Transportation
OECDD Oregon Economic and Community Development Department
OR Oregon
ORS Oregon Revised Statutes
OSHA Occupational Safety and Health Administration
PC Personal Computer
PDA Personal Digital Assistant
PDP Preliminary Development Plan
PEG Public Educational Government
PERS Public Employees Retirement System
PGE Portland General Electric
PIO Public Information Officer
PTP Peer-To-Peer
RMV Real Market Value
SAIF State Accident Insurance Fund
SAP Specific Area Plan
SCADA Supervisory Control and Data Acquisition
SDCs System Development Charges
SEIU Service Employees International Union
SMART South Metro Area Rapid Transit
SRO School Resource Officer
TDM Transportation Demand Management
TMP Transit Master Plan
TOC Total Organic Carbon
TVWA Tualatin Valley Water District
UBG Urban Growth Boundary
VoIP Voice-over Internet Protocol
WAN Wide Area Network
WCSI Wilsonville Community Seniors, Inc.
WV Wilsonville
WWTP Waste Water Treatment Plant

RESOLUTION NO. 06-30
WEST LINN, OREGON

A RESOLUTION ADOPTING THE CITY OF WEST LINN, OREGON
BUDGET FOR THE 2006-07 FISCAL YEAR, MAKING APPROPRIATIONS,
LEVYING A PROPERTY TAX

WHEREAS The City Council adopts the budget for the City of West Linn for the fiscal year beginning July 1, 2006, and ending June 30, 2007, as approved by the Budget Committee in the aggregate amount of \$32,069,764.

BE IT RESOLVED THAT appropriations for the fiscal year beginning July 1, 2006, and ending June 30, 2007, for the purposes and amounts are as follows:

General Fund

General Government	\$66,500
City Manager's Office	487,800
Human Resources	367,500
Community Services	417,123
Finance	823,900
Information Services	392,700
General Facility Services	294,800
Municipal Court	258,700
Non Departmental:	
General Services	4,100
Debt Service	341,000
Transfers	300,000
Contingency	504,162
TOTAL GENERAL FUND	\$ 4,258,285

Street Fund

Personal Services	\$ 420,000
Material and Services	729,300
Capital Outlay	173,000
Transfers	458,000
Contingency	76,264
TOTAL STREET FUND	\$1,856,564

Parks Fund

Personal Services	\$ 1,202,800
Material and Services	647,500
Capital Outlay	300,000
Transfers	455,900
Contingency	90,300
TOTAL PARKS FUND	\$2,696,500

Appendix
Budget Resolution

<u>Library Fund</u>	
Personal Services	\$ 956,600
Material and Services	223,000
Transfers	242,100
Contingency	65,650
TOTAL LIBRARY FUND	\$1,487,350
<u>Public Safety Fund</u>	
Personal Services	\$ 3,458,000
Material and Services	998,200
Capital Outlay	156,400
Transfers	789,200
Contingency	578,787
TOTAL PUBLIC SAFETY FUND	\$5,980,587
<u>Cable TV Public Access</u>	
Material and Services	\$ 116,900
Capital Outlay	44,700
Transfers	3,000
Contingency	256,197
TOTAL CABLE TV PUBLIC ACCESS FUND	\$ 420,797
<u>Building Inspection Fund</u>	
Personal Services	\$ 383,800
Material and Services	29,400
Debt Service	
Interest –Short Term Borrowing	12,500
Transfers	141,400
Contingency	38,605
TOTAL BUILDING INSPECTION FUND	\$605,705
<u>Public Works Support Services Fund</u>	
Personal Services	\$ 579,600
Material and Services	149,100
Capital Outlay	29,000
Transfers	135,000
Contingency	63,833
TOTAL PUBLIC WORKS SUPPORT SERVICES FUND	\$956,533
<u>Planning Fund</u>	
Personal Services	\$ 490,000
Material and Services	445,400
Transfers	193,000

Appendix
Budget Resolution

Contingency
TOTAL PLANNING FUND

27,200
\$1,155,600

Appendix
Budget Resolution

<u>System Development Fund</u>	
Capital Outlay	561,000
Transfers	238,000
Contingency	2,711,191
TOTAL SYSTEM DEVELOPMENT FUND	\$3,510,191
<u>Park Bond #2</u>	
Capital Outlay	\$958,204
TOTAL PARK BOND #2 FUND	\$958,204
<u>Debt Service</u>	
Debt Service	\$930,469
Debt Reserve	164,000
TOTAL DEBT SERVICE FUND	\$1,094,469
<u>Water Fund</u>	
Personal Services	\$ 650,600
Material and Services	1,430,400
Capital Outlay	15,000
Debt Service	163,603
Transfers	561,000
Contingency	169,228
Reserve	151,103
TOTAL WATER FUND	\$3,140,934
<u>Environmental Services Fund</u>	
Personal Services	\$ 854,800
Material and Services	373,300
Capital Outlay	292,500
Transfers	778,000
Contingency	1,066,346
TOTAL ENVIRONMENTAL SERVICES FUND	\$3,364,946
<u>Vehicle/Equipment Maintenance Fund</u>	
Personal Services	\$ 189,500
Material and Services	145,400
Capital Outlay	7,500
Transfers	80,000
Contingency	6,699
TOTAL VEHICLE/EQUIPMENT MAINT FUND	\$429,099
TOTAL BUDGET	<u>\$32,069,764</u>

IMPOSING THE TAX

BE IT RESOLVED THAT the City Council of the City of West Linn imposes the taxes provided for in the adopted budget at the rate of \$2.875 per \$1,000 of assessed value for general operating purposes and \$918,478 for Debt Service as approved by the City Budget Committee;

and that these taxes are hereby imposed and categorized for the tax year 2006-07 upon the assessed value of all taxable property within the City as follows:

CATEGORIZING THE TAX

<u>Limitation</u>	<u>General Government Limitation</u> General Operations-Permanent Rate	<u>Excluded from the</u>
	\$2.12 per \$1,000 AV	
Public Safety Special Levy	\$.7550 per \$1,000 AV	
Debt Service		\$918,478

The Finance Director is authorized and directed to certify the levy with the Clackamas County Assessor and Clackamas County Clerk.

This resolution is effective upon passage.

This resolution adopted this 26th day of June 2006.

Norman B. King, Mayor

ATTEST:

Appendix Bond Amortization

City of West Linn, Oregon
General Obligation Bonds
 Series 2004

**Series 2004: Bond Debt
 Service**

Date	Principal	Coupon	Interest	Debt Service	Fiscal Year Debt Service	Tax Rate Per \$1,000 AV
7/1/04						
1/1/05			21,156.25	21,156.25		
7/1/05	35,000	1.500%	21,156.25	56,156.25	77,312.50	\$0.04
1/1/06			20,893.75	20,893.75		
7/1/06	35,000	1.750%	20,893.75	55,893.75	76,787.50	\$0.04
1/1/07			20,587.50	20,587.50		
7/1/07	35,000	2.100%	20,587.50	55,587.50	76,175.00	\$0.04
1/1/08			20,220.00	20,220.00		
7/1/08	35,000	2.500%	20,220.00	55,220.00	75,440.00	\$0.03
1/1/09			19,782.50	19,782.50		
7/1/09	40,000	3.050%	19,782.50	59,782.50	79,565.00	\$0.03
1/1/10			19,172.50	19,172.50		
7/1/10	40,000	3.300%	19,172.50	59,172.50	78,345.00	\$0.03
1/1/11			18,512.50	18,512.50		
7/1/11	40,000	3.700%	18,512.50	58,512.50	77,025.00	\$0.03
1/1/12			17,772.50	17,772.50		
7/1/12	45,000	4.000%	17,772.50	62,772.50	80,545.00	\$0.03
1/1/13			16,872.50	16,872.50		
7/1/13	45,000	4.200%	16,872.50	61,872.50	78,745.00	\$0.03
1/1/14			15,927.50	15,927.50		
7/1/14	45,000	4.350%	15,927.50	60,927.50	76,855.00	\$0.03
1/1/15			14,948.75	14,948.75		
7/1/15	50,000	4.450%	14,948.75	64,948.75	79,897.50	\$0.03
1/1/16			13,836.25	13,836.25		
7/1/16	50,000	4.600%	13,836.25	63,836.25	77,672.50	\$0.03
1/1/17			12,686.25	12,686.25		
7/1/17	55,000	4.700%	12,686.25	67,686.25	80,372.50	\$0.03
1/1/18			11,393.75	11,393.75		
7/1/18	55,000	4.800%	11,393.75	66,393.75	77,787.50	\$0.03
1/1/19			10,073.75	10,073.75		
7/1/19	60,000	4.900%	10,073.75	70,073.75	80,147.50	\$0.03
1/1/20			8,603.75	8,603.75		
7/1/20	60,000	5.000%	8,603.75	68,603.75	77,207.50	\$0.02
1/1/21			7,103.75	7,103.75		
7/1/21	65,000	5.050%	7,103.75	72,103.75	79,207.50	\$0.02
1/1/22			5,462.50	5,462.50		
7/1/22	65,000	5.150%	5,462.50	70,462.50	75,925.00	\$0.02
1/1/23			3,788.75	3,788.75		
7/1/23	70,000	5.200%	3,788.75	73,788.75	77,577.50	\$0.02
1/1/24			1,968.75	1,968.75		
7/1/24	75,000	5.250%	1,968.75	76,968.75	78,937.50	\$0.02
1/1/25						
7/1/25						
	1,000,000		561,527.50	1,561,527.50	1,561,527.50	

Appendix
Bond Amortization

3.00% \$2,055,516,669 Assumed Assessed Value in fiscal year 2003-04 |

City of West Linn, Oregon
Computation of Legal Debt Margin

June 30, 2006

ORS 287.004 provides a debt limit of 3% of the true cash value of all taxable property within the City boundaries.

True cash value (July 1, 2005)		\$2,266,911,704
		<u> X 3%</u>
		68,007.351
Gross bonded debt	\$14,680,000	
Less legal deductions:		
Water bonds	<u>1,515,000</u>	
Net debt margin to 3% limitation		<u>13,165,000</u>
Legal debt margin – amount available for future indebtedness		<u>\$54,842,351</u>

Sources: True cash value information obtained from the Clackamas County Department of Assessment and Taxation. Other information from the City's Official Statement.

City of West Linn, Oregon
New Home and Multi-Family Building Permits
Last Ten Years

<u>Year</u>	<u>Permits Issued</u>	<u>Value</u>
1996	197	\$ 41,315,009
1997	446	\$ 59,005,230
1998	563	\$ 58,143,689
1999	98	\$ 23,841,197
2000	230	\$ 61,934,807
2001	292	\$ 73,002,065
2002	196	\$ 53,430,135
2003	85	\$ 27,663,593
2004	47	\$ 15,630,023
2005	73	\$ 23,746,350

Appendix
Accounting/Budgeting Fund Structure Changes
Fiscal Year 2006-07

Fund	Comments	Fund Size In \$ (000's)	Action Taken
General	Includes Police, Planning, Library, Parks, Community Services, Municipal Court, City Council, Administration, Finance and Information Services	\$10,189	Retain General Fund, created the following funds: Parks, Public Safety Planning, and Library
Street	Street maintenance	\$1,539	Maintain
State Revenue Sharing	Funds used for discretionary allocations	\$878	Closed to General and Street Funds
County Library Levy	County payments transferred to General Fund for library services	\$536	Closed to Library Fund
9-1-1 Emergency	Dedicated revenue used for dispatch services	\$232	Closed to Public Safety Fund
Cable TV Public Access	Contractual services for cable access and programming	\$104	Maintain
Solid Waste Recycling	Recycling program and compliance	\$234	Closed to Street Fund
Arts Commission	Arts Commission programs	\$14	Closed to General Fund
Public Education Government	Equipment and facilities for cable television production	\$372	Closed to Cable TV Fund
Community Center Operations	Operation of community center	\$92	Closed to Parks Fund
Building Inspection	Building permits	\$504	Maintain
Public Works Support Services	PW Admin, Engineering, Project Mgmt, GIS	\$1,018	Maintained
Police Option Levy	Voter approved special levy for police	\$1,592	Closed to Public Safety Fund
Public Safety Grant	Police grant	\$7.5	Closed to Public Safety Fund
Systems Development	Parks, Water, Wastewater, Stormwater, Street SDCs	\$3,369	Improvement Fee SDCs maintained, Reimbursement Fee SDCs closed to respective operational

Appendix
Accounting/Budgeting Fund Structure Changes
Fiscal Year 2006-07

			funds
Capital Development	Surplus resources, discretionary spending	\$403	Close to Public Safety Fund
Park Bond #2	Park Construction	\$843	Close upon completion
Police Facility Reserve	Police facility design and construction	\$203	Closed to Public Safety Fund
Debt Service	Payment of GO debt	\$1,257	Maintained
Water	Water system operations	\$3,320	Maintained
Environmental Services	Wastewater operations	\$2,142	Maintained
Vehicle/Equipment Maintenance	City-wide vehicle/equipment maintenance	\$533	Maintained
Insurance	Unemployment, misc. employee related costs	\$103	Closed to General Fund
Caufield Trust	Trust earnings for Library	\$196	Closed to Library Fund

Summary:

Current number of funds budgeted, i.e., with appropriations (FY 2006) 25

Proposed number of funds budgeted, i.e., with appropriations (FY 2007) 15

Appendix
Closed Funds

State Revenue Sharing Fund - 103

Resources	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07
Beginning working capital	\$1,169,569	\$1,175,407	\$744,424	\$1,042,803	\$-
Current year resources					
Intergovernmental revenues	\$142,246	\$152,800	\$124,000	\$160,000	\$-
Interest	17,748	16,875	10,000	28,000	-
Total current year resources	\$159,994	\$169,675	\$134,000	\$188,000	\$-
Total resources	\$1,329,563	\$1,345,082	\$878,424	\$1,230,803	\$-
Expenditures	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07
Capital outlay	\$154,156	\$277,279	\$6,200	\$84,100	
Transfers		25,000	300,000	1,146,703	
Contingency			572,224		
Total expenditures	\$154,156	\$302,279	\$878,424	\$1,230,803	\$-
Ending working capital	\$1,175,407	\$1,042,803	\$-	\$-	\$-

Appendix
Closed Funds

Solid Waste Recycling Fund - 108

Resources	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07
Beginning working capital	\$134,582	\$184,626	\$172,306	\$194,490	\$-
Current year resources					
Franchise fees	\$59,887	\$59,954	\$55,385	\$65,000	
Interest	2,465	3,095	-	5,000	
Miscellaneous	3,000	5,987	6,000	6,000	
Total current year resources	\$65,352	\$69,036	\$61,385	\$76,000	\$-
Total resources	\$199,934	\$253,662	\$233,691	\$270,490	\$-
Expenditures					
Personal services	\$-	\$17,459	\$17,915	\$18,400	
Materials and services	3,521	5,049	2,400	2,400	
Capital outlay		17,075			
Transfers	11,787	19,589	126,973	249,690	
Contingency			86,403		-
Total expenditures	\$15,308	\$59,172	\$233,691	\$270,490	\$-
Ending working capital	\$184,626	\$194,490	\$-	\$-	\$-

Appendix
Closed Funds

Arts Commission Fund - 113

Resources	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07
Beginning working capital	\$7,212	\$2,559	\$1,210	\$(4,233)	\$-
Current year resources					
Interest	\$53	\$-	\$-		
Miscellaneous	498	1,695	4,000	9,400	
Transfers from other funds	2,000	2,000	9,200	17,933	
Total current year resources	\$2,551	\$3,695	\$13,200	\$27,333	\$-
Total resources	\$9,763	\$6,254	\$14,410	\$23,100	\$-
Expenditures	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07
Materials and services	\$7,204	\$10,487	\$12,600	\$23,100	
Contingency			1,810		-
Total expenditures	\$7,204	\$10,487	\$14,410	\$23,100	\$-
Ending working capital	\$2,559	\$(4,233)	\$-	\$-	\$-

Appendix
Closed Funds

Public Education Government Fund - 114

Resources	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07
Beginning working capital	\$389,849	\$391,752	\$368,502	\$397,809	\$-
Current year resources					
Interest	\$5,338	\$6,177	\$3,600	\$10,000	
Total current year resources	\$5,338	\$6,177	\$3,600	\$10,000	\$-
Total resources	\$395,187	\$397,929	\$372,102	\$407,809	\$-
Expenditures	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07
Capital outlay	\$3,435	\$120	\$103,522	\$103,500	\$-
Transfers				304,309	-
Contingency			68,580		-
Total expenditures	\$3,435	\$120	\$172,102	\$407,809	\$-
Other requirements					
Reserved - equipment replacement	-	-	200,000		-
Ending working capital	\$391,752	\$397,809	\$-	\$-	\$-

Appendix
Closed Funds

Community Center Operating Fund - 115

Resources	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07
Beginning working capital	\$(1,652)	\$(35,982)	\$(13,579)	\$(45,315)	\$-
Current year resources					
Charges for services	\$28,669	\$41,555	\$38,000	\$42,000	
Interest	-		-		
Miscellaneous	5,467	983	7,200	1,000	
Transfers from other funds	44,317	69,923	60,577	94,615	
Total current year resources	\$78,453	\$112,461	\$105,777	\$137,615	\$-
Total resources	\$76,801	\$76,479	\$92,198	\$92,300	\$-
Expenditures	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07
Personal services	\$63,260	\$62,743	\$71,165	\$65,000	
Materials and services	49,523	59,051	19,140	27,300	
Contingency			1,893		-
Total expenditures	\$112,783	\$121,794	\$92,198	\$92,300	\$-
Ending working capital	\$(35,982)	\$(45,315)	\$-	\$-	\$-

Appendix
Closed Funds

Police Option Levy Fund - 121

Resources	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07
Beginning working capital	\$273,674	\$576,615	\$494,916	\$444,173	\$-
Current year resources					
Property taxes	\$1,529,474	\$1,084,017	\$1,088,978	\$1,090,000	
Interest	8,603	9,652	8,000	6,500	
Miscellaneous	1,359	145	100	10,000	
Total current year resources	\$1,539,436	\$1,093,814	\$1,097,078	\$1,106,500	\$-
Total resources	\$1,813,110	\$1,670,429	\$1,591,994	\$1,550,673	\$-
Expenditures	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07
Personal services	\$989,309	\$962,447	\$1,117,376	\$1,099,300	
Materials and services	173,733	80,872	154,839	141,300	
Capital outlay	17,215	130,008	152,436	152,500	
Transfers	56,238	52,929	96,100	157,573	
Contingency			71,243		-
Total expenditures	\$1,236,495	\$1,226,256	\$1,591,994	\$1,550,673	\$-
Ending working capital	\$576,615	\$444,173	\$-	\$-	\$-

Appendix
Closed Funds

Public Safety Grant Fund -

Resources	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07
Beginning working capital	\$1,026	\$11,759	\$-	\$13,521	\$-
Current year resources					
Intergovernmental revenues	\$10,592	\$6,558	\$7,500	\$-	
Interest	141	204			
Total current year resources	\$10,733	\$6,762	\$7,500	\$-	\$-
Total resources	\$11,759	\$18,521	\$7,500	\$13,521	\$-
Expenditures	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07
Materials and services	\$-	\$5,000	\$7,500	\$7,500	
Transfers				6,021	
Contingency			-		-
Total expenditures	\$-	\$5,000	\$7,500	\$13,521	\$-
Ending working capital	\$11,759	\$13,521	\$-	\$-	\$-

Appendix
Closed Funds

Capital Development Fund

Resources	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07
Beginning working capital	\$412,472	\$417,959	\$312,935	\$319,944	\$-
Current year resources					
Interest	\$5,487	\$1,985	\$5,700	\$15,000	
Transfers from other funds	-		302,500	302,500	
Total current year resources	\$5,487	\$1,985	\$308,200	\$317,500	\$-
Total resources	\$417,959	\$419,944	\$621,135	\$637,444	\$-
Expenditures					
Capital outlay	\$-	\$-	\$-	\$-	\$-
Transfers to other funds		100,000		637,444	
Contingency			218,635		-
Total expenditures	\$-	\$100,000	\$218,635	\$637,444	\$-
Other requirements					
Reserved for capital improvements			402,500	-	-
Ending working capital	\$417,959	\$319,944	\$-	\$-	\$-

Appendix
Closed Funds

Police Facility Reserve Fund

Resources	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07
Beginning working capital	\$-	\$-	\$100,000	\$100,000	\$-
Current year resources					
Interest	\$-	\$-	\$2,500	\$2,500	
Transfers from other funds	-	100,000	100,000	100,000	
Total current year resources	\$-	\$100,000	\$102,500	\$102,500	\$-
Total resources	\$-	\$100,000	\$202,500	\$202,500	\$-
Expenditures	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07
Transfers			\$202,500	\$202,500	
Contingency			-		-
Total expenditures	\$-	\$-	\$202,500	\$202,500	\$-
Ending working capital	\$-	\$100,000	\$-	\$-	\$-

Appendix
Closed Funds

Insurance Fund

Resources	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07
Beginning working capital	\$134,362	\$120,029	\$70,079	\$108,958	\$-
Current year resources					
Charges for services			\$31,200	\$-	
Interest	1,553	1,766	1,296	2,000	
Total current year resources	\$1,553	\$1,766	\$32,496	\$2,000	\$-
Total resources	\$135,915	\$121,795	\$102,575	\$110,958	\$-
Expenditures	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07
Materials and services	\$13,536	\$10,369	\$87,000	\$40,000	
Transfers	2,350	2,468	2,381	70,958	
Contingency			13,194		
Total expenditures	\$15,886	\$12,837	\$102,575	\$110,958	\$-
Ending working capital	\$120,029	\$108,958	\$-	\$-	\$-

Appendix
Closed Funds

Caufield Trust Fund

Resources	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07
Beginning working capital	\$212,721	\$205,437	\$192,789	\$198,702	\$-
Current year resources					
Interest	\$2,716	\$3,265	\$2,800	\$6,000	
Total current year resources	\$2,716	\$3,265	\$2,800	\$6,000	\$-
Total resources	\$215,437	\$208,702	\$195,589	\$204,702	\$-
Expenditures	Actual FY 03-04	Actual FY 04-05	Budget FY 05-06	Estimated FY 05-06	Proposed FY 06-07
Materials and services	\$10,000	\$10,000	\$10,000	\$10,000	\$-
Transfers to other funds				194,702	
Contingency			28,291		
Total expenditures	\$10,000	\$10,000	\$38,291	\$204,702	\$-
Other requirements					
Reserved for Library	\$-	\$-	\$157,298	\$-	\$-
Ending working capital	\$205,437	\$198,702	\$-	\$-	\$-