

# PROPOSED 2014-2015 BIENNIAL BUDGET

JULY 1, 2013 THROUGH JUNE 30, 2015



CITY OF  
**West  
Linn**

100 Years ♦ 1913 - 2013

*Courtesy of Old Oregon Photos*





# 2014-2015 BIENNIAL BUDGET

## CITY OF WEST LINN, OREGON

for the biennium beginning July 1, 2013 and ending June 30, 2015



*Courtesy of Old Oregon Photos*

### CITIZENS' BUDGET COMMITTEE

#### COUNCIL MEMBERS

Mayor John Kovash <sup>4</sup>  
Councilor Jody Carson <sup>2</sup>  
Councilor Thomas Frank <sup>4</sup>  
Councilor Mike Jones <sup>2</sup>  
Councilor Jenni Tan <sup>4</sup>

#### CITIZEN MEMBERS

Karen Hensley, Chair <sup>2</sup>  
Bill Hill, Vice Chair <sup>3</sup>  
Ann Frazier <sup>3</sup>  
Jon Monson <sup>2</sup>  
Abigail Wojcik <sup>1</sup>



<sup>1</sup> Term expires 12/31/13

<sup>2</sup> Term expires 12/31/14

<sup>3</sup> Term expires 12/31/15

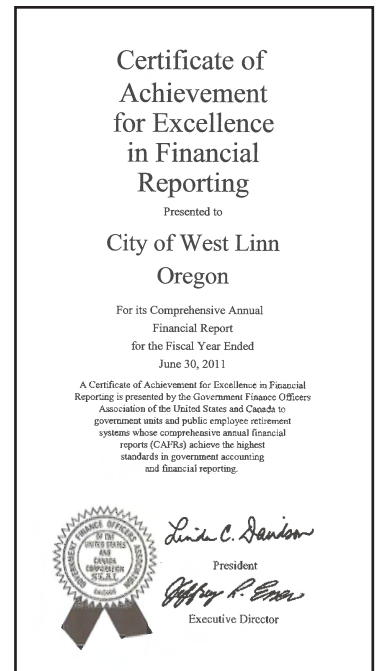
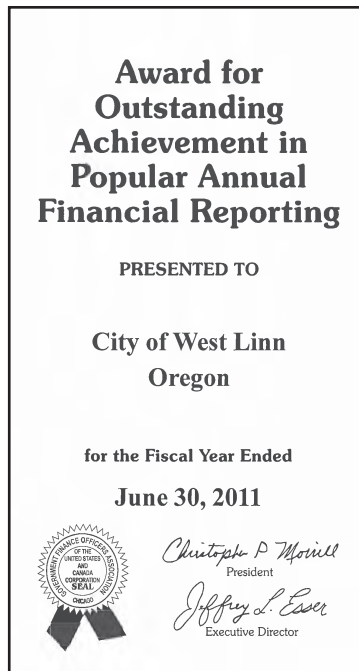
<sup>4</sup> Term expires 12/31/16

# NATIONAL AWARDS RECEIVED



The City received the Distinguished Budget Presentation Award for its 2012-2013 biennial budget from the GFOA, making this the third consecutive City budget document to receive this award. This award is the highest form of recognition in governmental budgeting. Its attainment represents a significant accomplishment by a governmental entity, its financial staff, and its management. This international award program was first established in 1984 to encourage exemplary budgetary practices and to provide peer recognition for government finance officers who prepare budget documents. Budget proficiency is rated in four major categories: as a policy document, an operations guide, a financial plan, and a communications device.

We believe this budget document continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award. In addition to the budget award, West Linn Finance receives awards for its Comprehensive Annual Financial Reports (CAFR) and Popular Annual Financial Reports (PAFR), making it one of the most decorated finance agency in Oregon.





# CITY OF WEST LINN 2014-2015 BIENNIUM BUDGET

## TABLE OF CONTENTS

### BUDGET MESSAGE

City Manager's Budget Message	1
-------------------------------	---

### CITY OVERVIEW

West Linn Overview	11
Budget Process	15
City Council Goals	21
Financial Policies	25
Demographics & Financial Trends	29
Reserves	40
Debt Outstanding	41

### PERSONNEL

Organizational Chart	43
FTEs by Position and Salary Ranges	44
Comparing FTEs to Other Cities	46

### BUDGET SUMMARY

Summary of Overall Budget	49
Performance Measures	50
Understanding the Budget Format	52

### GENERAL FUND & DEPARTMENTS WITHIN

General Fund	53
City Council	56
City Administration	58
Economic Development	60
Human Resources	62
Finance	64
Information Technology	66
City Facilities	68
Municipal Court	70
Public Works Support Services	72
Vehicle & Equipment Maintenance	74
Non-Departmental	76

### FUNDS OUTSIDE OF THE GENERAL FUND

Public Safety Fund	77
Library Fund	81
Parks & Recreation Fund	85
Building Inspections Fund	89
Planning Fund	93
Street Fund	97
Water Fund	101
Environmental Services Fund	105
Systems Development Fund	109
Parks Bond Fund	117
Debt Service Fund	119

### APPENDIX

Overview of Capital Projects	121
Vehicle Replacement Schedule	125
Transfers for Indirect Costs	127
Appropriation Resolution	129
Five Year Financial Forecast	
City-wide Totals of all Funds	133
General Fund	136
Public Safety Fund	138
Library Fund	139
Parks & Recreation Fund	140
Building Inspections Fund	141
Planning Fund	142
Street Fund	143
Water Fund	144
Environmental Services Fund	145
Debt Service Fund	146
Parks Bond Fund	147
Systems Development Fund	148

<b>GLOSSARY</b>	149
-----------------	-----





# CITY MANAGER'S BUDGET MESSAGE

## *Transforming the West Linn Organization for the Changing Times*



Restored by Old Oregon Photos from Clackamas County Historical Society originals

### **CITY MANAGER'S BUDGET MESSAGE**

#### ***To the West Linn Citizens' Budget Committee:***

In my tenure with West Linn, I have watched this agency shrink in size, yet increase the level of service it provides to the community. I have made personnel decisions that have had far-reaching effects, both when positions have been eliminated, and when we have added critical staff positions to attain community goals. I have signed off on community projects that have resulted in a significantly improved quality of life in West Linn, but often at the expense of some of our staff who have effectively had their workload doubled.

Change is a way of life in West Linn, and West Linn is at a crossroads as we deal with even more changes as signaled in this Proposed Biennial Budget.

It has occurred to me that unlike my peers in the private sector who are constantly adjusting their business model to match fluctuations in their market, public agencies rarely make fundamental changes to their business model to reflect changing circumstances.

This can be frustrating for our citizens. They want government to be more entrepreneurial; more mobile; more flexible; nimble. This is especially true in West Linn, where our citizens are Oregon's industry leaders, accustomed to meeting the expectations of their shareholders and employees with innovative, creative solutions.

*"A Great Democracy has got to be progressive or it will soon cease to be great, or a democracy."*

*Theodore Roosevelt*

Yet, because government provides fundamental, unwavering, reliable services that cannot be subject to the whims of the marketplace, we can be slow to make changes, even when our financial realities force us to reexamine the way we do business.

The crossroads we are at is alarmingly simple: our revenues are flat or declining, and so we must change the way we do business as a municipal organization. But it is in the implementation of the required changes that is decidedly complex. Government services are public goods and thus, the provision of essential local services cannot – and should not – change.

However, the delivery of these services needs a huge facelift. We need to strip away the ways West Linn has historically done business and reinvent the ways we support the fundamental government services that our citizens expect from their municipal agency.

I believe this is the only way we can meet our citizens' expectations for an entrepreneurial local government that is creative and flexible in its approach, while maintaining the level of service they have come to expect.

One option for this Proposed Budget was to tell our citizens: "you need to give us more money, because we can't do this job on what you are giving us now." We knew we could cut the most obvious services to the community to help enforce what we are saying and then hope the community would feel obligated to pay more in taxes to secure the most critical services.

Another approach – and the one I chose for this Proposed Budget – is to instead understand our situation and change how we operate, alter some of the community's expectations, and deliver high quality services that moves the community forward in a proactive and positive way.

In a sense, we are transforming from Nordstrom to Costco. And this isn't a bad thing:

- Both companies provide unparalleled customer service.
- Both companies boast a wide array of high quality products.
- And both companies place a strong emphasis on their employees.

And while one company – Nordstrom – may be a little easier on the eyes, and may be more soothing to visit, at the end of the day, both companies are getting the job done in a way that consistently meets the expectations of shareholders and results in legions of loyal, devoted customers.

In West Linn, I am proposing a budget that will revamp who we are and what we do, so we strip down our business operations to the warehouse level, removing any extras, and focus on the nuts and bolts of running a municipal operation.

Some of our citizens may miss the boutique approach to municipal government, but as they reflect on our organization, they will understand that by focusing on our core services in these economic times, we are truly rising to the challenge to provide quality municipal services within a very constrained revenue stream.

To some, our transition from Nordstrom to Costco may seem bleak. But with this Proposed Budget, along with the City Council goals, we are choosing to move this agency forward in a different, positive direction. The simple reality is that the core values that our citizens cherish have not changed over time. We all want a community where citizens can safely and sustainably live, work, learn, and play; and where we all give more back than we take away.

This Proposed Budget includes staffing and program changes to help us promote those values by creating a streamlined government organization, while still implementing all of the Council goals, including:

- Enhanced economic development opportunities;
- The opportunity to vote on the development of an aquatic center;
- The preservation and potential development of the Blue Heron riverfront property;
- Action on the Master Trails Plan to complete this important transportation system component;
- Honoring our past while embracing our future as we celebrate the West Linn Centennial.

The City of West Linn's core values of excellent customer service; high quality municipal services including public safety, parks, recreation, libraries, and safe and clean utilities; and a strong emphasis on our employees also remain.

In the following sections of this budget message, I will explain where we are, where we are headed, and what this means for this agency and this community.

### **WHERE WE ARE: FINANCIAL REALITIES**

Many months ago, when we began budget development, we needed to reduce status quo expenses by approximately \$1.8 million to meet our reserve requirements. Two critical changes later ballooned this amount:

- **PERS rates are increasing four percent of salaries.** Although we had anticipated an increase, the additional amount is approximately \$400,000 annually, creating a far larger financial burden than anticipated. (PERS rates are also anticipated to increase another two percent in July 2015.) Although there are many legislative efforts to "fix" this problem, our Proposed Budget is based on current law.
- **Property tax receipts.** The Oregon constitution allows for the assessed value of property to increase by three percent annually. Therefore, we have always been able to anticipate an increase of three percent, plus new construction, when budgeting. However, due to the reduction in home values since 2008, this past year we received an increase of only 1.5 percent – or \$200,000 less than projected. This reduction, and the resulting effect over the three year period of 2013, 2014, and 2015, results in an additional revenue shortfall of approximately \$600,000. Will this trend continue during the next biennium? We cannot be sure, but we must budget conservatively or create the possibility of even more reductions during the budget period.


In addition, as noted later in this budget message, there are additional investments that must be budgeted to meet the City Council goals and the community's expectations. Ultimately, the budget team needed to reduce spending on current operations by approximately \$2 million. The Proposed Budget successfully accomplishes this, and we would not have been able to do so without a widespread, community and staff effort.

In prior years, the budget team was comprised of senior staff. This biennium, knowing that significant changes would be necessary, we took a different approach to developing this budget. Although all the financial data for this budget was generated by our Finance Department, we convened two committees to provide us with ideas and suggestions about our financial situation:



- **The Community Values Forum.** Consisting of past and present citizen members of the Citizens' Budget Committee, we asked this group to provide us with their ideas regarding the priorities of the community and how and where we could adjust our spending habits and still meet the community's expectation. We asked them to look closely at our community survey data to ensure that we were on the right track when projecting the community's expectations.
- **The Budget Evaluation & Efficiencies Task Force.** We convened a group of City staff members from several departments to help review our processes and funding allocations to ensure that we continue to be as efficient and effective within the City organization as possible. We met with these groups throughout the fall and had one-on-one meetings with them to get their best ideas that we may not have implemented in prior budget cycles.

Following the input from the members of these two groups, we began reviewing our budget assumptions to see how they complied with the information we received. In many cases, ideas from our meetings were included in our list of budget items based on what we heard from the members.

We also repeatedly heard the need to align our spending with the objectives of the Council and the results of the community survey. You will note this symbol  in the margin of this budget message when the idea was originally conceived by a member of the Community Values Forum or the Budget Evaluation & Efficiencies Task Force.

### **WHERE WE ARE HEADED: BUDGET OVERVIEW**

The 2014-2015 Proposed Biennial Budget is balanced at \$89.8 million. This includes \$18.6 million for capital projects, including funds for the new police station. The budget reduces staff positions to 124.33 FTE, a 6.4 percent reduction from the current

biennium. The budget includes funding for all Council goals. The Communications Department in the General Fund has been eliminated and the Economic Development Department has been created. City-wide total budgeted reserves at the end of the 2014-2015 biennium are budgeted at \$10,335,000. This is an increase of \$646,000 from the prior biennium budgeted reserves of \$9,689,000.

The greatest resource of the City of West Linn is our dedicated, hard working staff. However, staff is also our largest and fastest growing expense. It is not possible to accomplish the necessary \$2 million in reductions without focusing almost all the reductions in personal services. This means we need to constrain the costs associated with the staff and reduce staffing levels. And, with this reduction comes a corresponding reduction in the services provided to the community.

Prior to making staff cuts which directly affect services, we have taken steps to control the increases in staff costs, specifically:

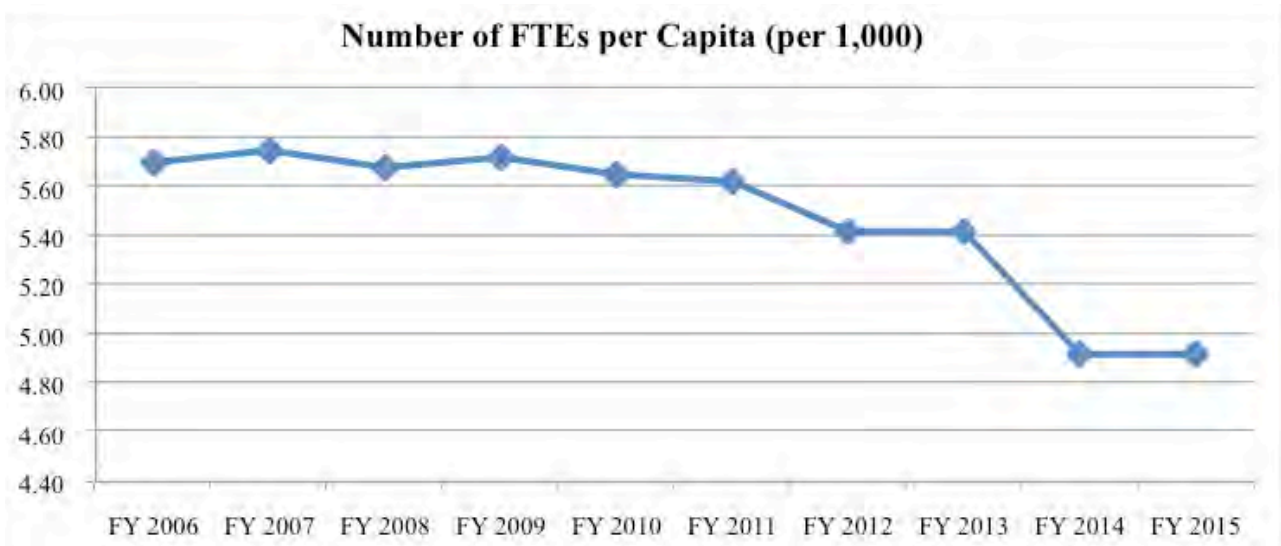
- All management/non-represented staff pay ten percent of health insurance premiums – up from five percent.
- Police and management/non-represented staff have a reduced prescription component of their health insurance package.
- These two changes will be the topic of ongoing negotiations with our other represented staff.

As difficult as it is to make staffing changes, we focused on two key principles when allocating staff resources:

- To the extent possible, reductions should be made through voluntarily attrition.
- Align staffing levels and allocation of resources with the requirements/tasks that need to be accomplished to achieve the Council's goals.



*Courtesy of Old Oregon Photos. Original from Clackamas County Historical Society*



The above graph is a popular overall measure to see how the rate of employee positions compares with changing population growth over time. Typically, this measure is a rate per 1,000 of population. For the City of West Linn, the Full-time Equivalent (FTE) counts have decreased in the number of budgeted employment positions and compared with a slight increase in population growth, produces the above declining trend.

All City departments are impacted by staff reductions; no department is spared. Reductions are made in all personnel categories across the organization. Almost all reductions were accomplished on a voluntary basis, although it should be noted that the term “voluntary” is the result of selfless, unwavering support from departments to the preservation of those core, fundamental services that the community values.

In most cases, when positions were empty due to attrition or retirement, departments wished to fill these positions, but did not fill them for the greater good, to meet our budget expectations. There are multiple changes to staffing levels that are voluntary:

- Elimination of the Communications/Project Coordinator position;
- Reduction to a half-time Human Resource Director;
- Reduction to a half-time Court Administrator;
- Elimination of a GIS specialist position;
- Elimination of a Senior Planner position;
- Elimination of a Senior Librarian position;
- Reduction to a half-time Parks & Recreation Director;
- Reduction to a half-time Adult Community Center coordinator;
- Elimination of a vacated Police Captain position;
- Elimination of a vacated Police Officer position;

There are three changes to staffing levels that are involuntary, but, unfortunately, necessary:

- Reduction in hours of two Associate Planner positions responsible for current planning and development from 40 hours per week to 20 hours per week;

- Reduction in hours of one Accounting Specialist responsible for accounts receivable from 32 hours per week to 20 hours per week;
- Elimination of a Civil Engineer position and replacement with an Associate Engineer position.

The avoidance of layoffs and furloughs was a key theme throughout our conversations with the Budget Evaluation & Efficiencies Task Force. I am pleased that this budget does not rely on these measures to fill the financial shortfall, and I am thankful to each department for their voluntary and involuntary staffing changes that will significantly affect operations.

These changes reflect our emphasis on the foundations of the services we provide to the community. In the case of Planning and Finance – when we anticipate a decreased amount of work, we make corresponding personnel changes to meet this workload with the appropriate amount of staff. Or, in the case of the Library and Engineering – when we anticipate changes in the type of staffing we need to maintain hours of operation or complete projects, we make corresponding personnel changes to provide these services to our community.

Overall, the Proposed Budget includes 124.33 Full-time Equivalent positions (FTEs). This is a reduction of 8.5 FTE (6.4 percent) from the 2011-2013 Budget, and 15.3 FTE (11.0 percent) since the 2009-2011 Budget.

We anticipate a widespread agency effect of these voluntary and involuntary personnel reductions:

- Reduction from 12 to 4 in the annual number of newsletters distributed from the City;
- Elimination of staff support for Neighbors Helping Neighbors and the Emergency Preparedness Fair;



- Reorganization of Municipal Court and Finance staff;
- Planning staff will focus attention only the highest priority issues of the City Council;
- Planning reports related to development will be significantly briefer;
- City codes and regulations will be examined in an effort to streamline processes that reduce the burden on staff, as well as on applicants (this is a component of the Council's economic development goal);
- Citizen requests will need to be prioritized, particularly in those departments that will see reductions in management staff such as Municipal Court, Parks and Recreation, the Library, and Human Resources.

### **WHAT THIS MEANS FOR THIS AGENCY & THE COMMUNITY: FUND BY FUND OVERVIEW**

#### **General Fund**

The General Fund is responsible for all internal service functions and receives no property tax revenues, will take on significant additional responsibilities in the Proposed Budget, while absorbing a reduction of two FTE. Outlined in more detail below, the General Fund now includes the Economic Development Department and the Assistant City Attorney position in the City Manager's Department. Both of these will provide significant support to City management and the City Council as we implement the Council's goals and assume new challenges.

Notably, I perceive the General Fund to be the supporting framework of the City's operations. From processing accounts payable, to drafting Engineering plans, to hiring employees – the General Fund is the base framework to empower our City departments to get work done. To revisit the Nordstrom-to-Costco shift, if the General Fund previously provided Nordstrom-level services, we have effectively rendered the General Fund a Costco-style warehouse in this budget.

It is stripped clean of the extras that have previously provided the City with extra staff assistance and outreach. Now, the General Fund provides the most basic staff assistance to City departments in the delivery of essential municipal services. In future budgets, I do not see any additional areas where we can cut staff in the General Fund without damaging the framework for timely and reliable service delivery.

It is critical to note that the City continues to be burdened by Full Faith and Credit Obligation (FFCO) debt. This debt, secured by the General Fund, has no corresponding revenue source. Some members of the Citizens' Budget Committee will reflect on prior year conversations about this debt service and ways it could be converted. For now, the debt service is paid from general resources that otherwise could be used for other purposes. The debt service, which totals \$828,000 during the biennium, pays the debt on the acquisition of City Hall and the property on Parker Road, currently identified as a future aquatic center site.

#### **City Council**

The City Council Department is reduced by more than \$200,000 from the previous biennial budget. With the hiring of an in-house attorney (discussed below), we have seen a significant reduction in our need for assistance from our contracted City Attorney. That is the only change to the City Council budget.

#### **City Manager's Office**

The City Manager's Office includes two very significant shifts in the operations of the City:

- We will be decreasing the level of support for citizen communications. Four years ago, at the Council's direction, we appropriately increased funding and staffing in this area to assist in greater outreach to our community. However, our financial situation no longer allows us to maintain this level of service. Although this is regrettable, it was also foreseeable. Two years ago, during the presentation of the City's Communications Plan, staff noted that we would – and will continue to – use our website as a conduit of information to the community. However, we also emphasized the need for our citizenry to accept personal responsibility to seek out that information. The days of sending mail and knocking on every door are simply not sustainable in our new financial reality. ☒
- At the Council's direction, we hired an Assistant City Attorney. This individual attends all Planning Commission meetings and provides staff with legal guidance on everything from legislation and regulatory review to contracts and the preparation of Intergovernmental Agreements and other legal documents. Although this represents an increase in the size of staff and costs absorbed in this department, there is the corresponding reduction in the City Council department and, we believe, a reduction in legal risk to the City.

#### **Economic Development**

For years, the West Linn community and this agency, have been focused on the idea that West Linn is perfect the way it is and we should resist any change. Our regulations and Comprehensive Plan essentially lay the framework for maintaining what currently exists, and ensuring that nothing new ever happens. This is a rational policy to pursue – until the community decides it wants to see some change. Then we need to change how we, as a City, operate.

Other communities around West Linn have been adding shopping and business opportunities in an effort to allow their citizens to have fulfilling lives without having to jump in a car and drive for necessary items. In the most recent community survey, 90 percent of the respondents agree that the City of West Linn should actively encourage economic development in existing commercial areas in the City. In 2012, the City Council recognized this need and we created an Economic Development Director position to lead this effort. The Council has also pledged its support for reviewing opportunities at the property

on the Willamette River formerly owned by the Blue Heron Paper Mill, and to pursue a master plan of the area around the newly re-constructed Arch Bridge. This effort requires investments of City resources and this Proposed Budget reflects that need.

The Economic Development Department consists of a Director position and a 20-hour per week, temporary duration intern. There will also be a reliance on other City staff – particularly from Planning – to help accomplish our goals in this area. The Proposed Budget provides \$200,000 for a Master Plan of the Arch Bridge area. To offset this cost, the City has applied for a grant from METRO, but, if the grant is not received, the Budget can still accommodate the cost of the Master Plan.

### **Communications**

Another change to the General Fund is the elimination of the Communications Department. In 2011, the Citizens' Budget Committee agreed to reduce funding for Willamette Falls Television in an effort to reign in the cost associated with public access television.

Since then, the Council took the decisive step to join the Metropolitan Area Communications Commission (MACC) which provides cable franchise management services as well as public access television. Because MACC manages our cable franchise revenues, passing through 72 percent to the City of West Linn, we no longer need to a Communications department to manage these operations and revenues.

MACC has also provided West Linn with significant equipment modifications to our studio at no cost to the City. During this budget cycle, MACC will also be re-negotiating the cable franchise for all of its members which should have a far better outcome than our own negotiations two years ago which proved to be fruitless.

### **Human Resources**

Human Resources (HR) recently assumed the additional role of providing payroll and benefit administration services for the agency through the transfer of one position from Finance to HR. The key reduction here is that our HR Director is retiring this year, but has agreed to stay on as the Director on a half-time basis. This allows us to retain her expertise and institutional knowledge while saving the City approximately \$150,000 over the biennium.

### **Finance**

Our financial management team will continue to assist the City of Milwaukie in the future, although we expect the role of our Chief Financial Officer and Deputy Chief Financial Officer to decrease from being that City's Finance Director to more of a mentor/consultant relationship to Milwaukie's new Finance Director. This change was necessary given our own staffing

*“Conservation means development as much as it does preservation.”*

*Theodore Roosevelt*

concerns, but Milwaukie knows its future is much brighter having the expertise of our financial management team available for assistance.

The Finance Department also shows a reduction in staff as the Payroll Administrator position has been transferred from Finance to Human Resources and also reflects the reduction in hours of the Accounting

Specialist to reflect updated payment uploading software.

### **Information Technology (IT)**

The Citizens' Budget Committee will notice a significant change in the IT Budget. This change also reflects a shift in how we do business. In the past year, we made the difficult decision to contract out IT management services.

This results in the elimination of the IT Director position for part-time management with a local firm. We have already found that not only did this reduce the cost of managing the department by approximately \$50,000 annually, but with a new perspective on our operations we have been able to reduce costs in other ways:

- We have reviewed contracts for copier and telephone services which should result in a savings of approximately \$100,000 during the biennium.
- We have also identified staff capacity, allowing us to share our network administrator with the City of Milwaukie this year which has resulted in approximately \$5,600 per month in fees this spring from Milwaukie.

### **Municipal Court**

Staffing for the Municipal Court will be reduced as we will move our Accounting Manager into a direct supervisory role of Court operations. As with most of the reductions noted in the Proposed Budget, we would prefer to maintain a full-time Court Supervisor position, but will instead deal with the pending retirement of our current Court Supervisor by decreasing this position's hours to part-time.

### **Public Works Support Services**

The consolidation of the Public Works Director with the City Engineer position led to an overall reduction of two FTEs in this department. In addition, we are moving one management position to a represented position, therefore reducing the number of management positions from four to two. This department has also taken the lead on developing a fleet replacement schedule and the Six-Year Capital Improvement Plan which previously was to be prepared by the City Manager's Office.

We have also asked our Public Works Director to take the lead on more public projects. For example, we have designed, and will manage, the new Library parking lot project in-house, thereby saving significant library funds by not having to contract out this operation.



**General Fund Non-Departmental**

The non-departmental department accounts for all general expenditures not specific to any department. This includes:

- \$30,000 for the Willamette Falls Heritage Area Coalition
- \$40,000 for community grants
- \$22,000 for Neighborhood Associations
- \$10,000 for sustainability plan updates
- \$40,000 for energy efficiency facility work
- \$828,000 for debt service mentioned earlier in this Message.

The General Fund also transfers more than \$800,000 to other departments, including \$449,000 to the Planning Fund to help pay for City Council legislative initiatives, discussed in more detail in the Planning Fund section below. The remaining transfer is to the Public Safety Fund as the reduction property tax revenues results in inadequate financial support for our tax-supported activities.

**Public Safety Fund**

The Public Safety Fund provides resources for two specific activities: police operations, and the construction of the City's new Police Station. Over the past several years, we have made small reductions to staffing levels in the Police Department. For the first time, however, we are beginning to reduce the number of officers.

The 2014-2015 Biennial Budget reduces the number of police management positions with the elimination of one of the two Police Captain positions. We also reduced the number of police officers from 21 to 20. These changes will mean the expansion of responsibilities for our Chief and one Captain and will necessitate the need for some part-time assistance to ensure our Emergency

Operations Plan policies and procedures are appropriately maintained. Fewer officers will also mean less coverage. We believe these changes are acceptable, but certainly a step toward diminishment of service to the community.

The Police Station project, approved by voters in November 2011, continues to progress on schedule. We anticipate the award of the construction contract to occur in June 2013 and we fully expect that at the presentation of our 2016-2017 Biennial Budget, the police will be housed in a new, modern facility.

**Library Fund**

Just as with the Public Safety Fund, the Library Fund includes both operations and capital. For operations, we are pleased to have balanced the budget without a reduction in Library hours. However, we have had to reduce library staffing by one additional management position. In two years, we have cut the number of management position from four to two, but preserved all other staffing levels. ☒

As with all other departments, if we continue to see the current trends in City resources, it is unlikely that the Library will be able to retain the level of service two years from now.

As the Library Strategic Plan (adopted in 2012) discusses, the inadequacy of parking has to be addressed. With the \$1 million received from Clackamas County for Library capital projects, we believe we will be able to resolve this problem within the next few months. With these one-time County funds, we have also replaced the roof on the library and hope to resolve some other security concerns and technology needs at the Library.

**Parks and Recreation Fund**

The 2014-2015 Biennial Budget reflects a five percent rate increase in the Parks Maintenance Fee in each year of the bien-



nium. The Parks and Recreation Fund continues to be spread thinner over more facilities and operations than ever before. In the past two years, we have opened another comprehensive park facility, Marylhurst Park, and done so without adding any more maintenance staff.

Revenues in the Parks and Recreation Fund also include a new tree removal permit fee. This will require a change to the City's tree code, but the revenues will assist in offsetting the cost of the City Arborist's review of tree permits.

This continues the trend of the past seven years during which time we have added three developed parks and approximately 20 acres of property without adding more staff. Adequate funds are also appropriated for the West Linn Centennial Birthday celebration in August 2013. ☒

However, there will be reductions in other areas. Our long-time Parks and Recreation Director has retired and is now working half-time. Also, our Recreation Coordinator overseeing the Adult Community Center will be leaving. We expect to replace that individual with a part time staff member. This will necessitate the use of volunteers to manage and operate the ACC in the absence of full-time staff.

**Planning Fund**

Planning staff often play a critical role in implementing the Council's goals and this year is no different. It is also a department that will be required to review its operations and processes for significant efficiencies so that it can continue to deliver quality services.

Over the past several years, the Planning Fund has benefited from several land use applications made by public agencies, including \$65,000 from the West Linn-Wilsonville School District for the Trillium Creek Primary School; \$25,000 for the West Linn Police Station, and \$165,000 from Lake Oswego-Tigard for the review of its two water-related projects. With no such public projects anticipated in the next two years, it may be difficult to sustain the anticipated revenue stream. Even with our optimistic projections, a transfer from the General Fund of \$449,000 is necessary.

The Planning Department will be working with the Economic Development Department to implement the Council goals related to economic development, particularly ensuring that the City's Comprehensive Plan and Community Development Code do not create barriers to positive economic efforts in the community.

Long-range planning will also be focusing on the effort to master plan the property formerly owned by the Blue Heron paper mill and now owned by Clackamas County.

Finally, transportation planning is critical as the City must amend our Transportation System Plan (TSP) to comply with the

Regional Transportation Plan. The City Council is very interested in a collaborative effort by the Transportation Advisory Board and the Parks and Recreation Advisory Board to complete the Master Trails Plan and, as soon as possible, initiate the implementation of the highest priority pedestrian projects.

To complete the amended TSP, funds are transferred from the System Development Charge Fund to the Planning Fund to support the staff working specifically on this project.

The challenge for this department is to continue to maintain adequate staff to process land use development applications when there are not enough revenues from these projects to continue to fund these staff positions. Therefore, the Proposed Budget anticipates two steps:

1. The Proposed Budget reduces two positions assigned to the review of development applications from full-time to part-time. This will allow the City to keep these individuals employed and continue to take advantage of their institutional knowledge while recognizing that the workload simply is not enough to sustain two full-time positions;
2. The City's efforts to continuously improve our processes and regulations should allow for streamlined, less time consuming reviews of those applications that are submitted.

Item 2 above, is part of the cultural shift mentioned at the beginning of the Budget Message. To streamline our development review process and shorten our work products in this area, will require the cooperation of management, the Planning Commission, Historic Review Board, the City Council, and the community. Given the City's financial position, and the Council's desire to reduce regulatory barriers, we have no choice but to move forward expeditiously with this initiative.

Finally, a thorough review of Planning Department revenue and expenses indicates a critical need to review the legislative initiatives annually to ensure that the goals and objectives are clearly stated and that each legislative project moves expeditiously through the process. Our analysis shows that \$322,000 of unbillable staff time was expended recently on amendments to the Community Development Code – none of which have been reviewed by the City Council to date. We must align staff work with the community and City Council values. Many of these process changes affect the Planning Department, and it is my hope that the City Council, Planning Commission and staff are all fully aware – and supportive – of the expected outcome of each project before we engage in such time consuming and expensive projects.

**Transportation**

The Proposed budget includes five percent

*“In popular government, results worth having can be achieved only by men who combine worthy ideals with practical good sense.”*

*Theodore Roosevelt*

rate increases in the Street Maintenance Fee in each year of the biennium. This increase, combined with the increase in the state gas tax two years ago, allows the City to maintain its current, yet mediocre, Pavement Condition Index of 61 (on a scale of 0-100). The resources available in the biennium total more than \$2 million for street maintenance projects and there are adequate resources for the next five years.

The Proposed Budget also includes adequate funding in the Transportation SDC account for intersection improvements at the intersection of Rosemont/Salamo/Santa Anita to help provide for a safer route to both Rosemont Ridge Middle School and Trillium Creek Primary School.

In accordance with the Council goals, we have included a total of \$200,000 in the SDC Fund for bike and pedestrian improvements. We anticipate first reviewing the methodology for this SDC to ensure that adequate resources are actually available for this type of project.

### **Water**

The Water Fund continues to be a problem. However, with a slight increase in revenues in 2012 due to the dry summer, there are adequate resources to complete some projects, but we still fall hundreds of thousands of dollars short of adequately maintaining the system.

Utilizing SDC Fund and Water Fund resources, the Bland Pump Station and Intertie project should be completed this year.

The Proposed Budget does not reflect the possible \$5 million from Lake Oswego-Tigard for use of City of West Linn right-of-way and it does reflect five percent rate increases in each year of the biennium. Should that project move forward, and if we were to receive the payment, the Council may decide to supplement this Fund so as to initiate planning and engineering on a replacement for the Bolton Reservoir.

### **Environmental Services Fund**

Our new Public Works Director/City Engineer has several maintenance projects underway and this will continue throughout the biennium as we slowly reduce the ending fund balance which grew over the last several years when projects were not being accomplished. This budget reflects five percent rate increases in each year of the biennium for both wastewater and surface water management.

We have increased the staff in the Environmental Services Fund to reflect our desire to have the operations crew in the field managing the required testing and other projects associated with our clean water permits. These used to be handled by Engineering staff, but we are moving these functions to Operations which allows us to better identify the appropriate source of funds for these projects. We also anticipate that street-sweeping will be done in-house with available equipment. ☒

### **Fiscal Policies and Reserves**

There have been no changes to our fiscal policies and we have maintained the reserve minimum policies in all Funds. As a reminder, defining adequate reserves is critical because:

- In times of fiscal duress, adequate reserve funds are necessary to continue to provide needed services to citizens without significant interruption or uncertainty.
- The primary source of revenue to fund police, library, and park services – property taxes – does not start being received until five months into the fiscal year. If adequate reserves are not maintained, the City must borrow, either internally or externally, until the receipt of funds. This increases costs due to required interest payments on the borrowing or loss of interest earnings when financed internally.
- Bond rating agencies critically review a City's reserves prior to providing a rating on a bond sale. A better rating may result in lower interest rates on City debt, which ultimately saves taxpayers money.

There are two types of reserves. Contingency reserves represent the portion of reserve funds that may be used during the budget period for unforeseen or unexpected items, as approved. Unappropriated Ending Fund Balance reserves are intended for future years; unless significant unforeseen issues arise that require action by management. The use of Unappropriated Ending Fund Balance must be approved by the City Council through a supplemental budget process.

### **IN CLOSING: WEST LINN PRIDE 2013**

I have spent much of the last month contemplating the approach I wanted this biennial budget message to take, and the impact I want it to leave.

It is my hope that I can end this message with a sense of hope and pride. I firmly believe that with this Proposed Budget and the City Council's goals, we can take pride in the fact that we continue to provide essential municipal services while departing from our old ways of doing business. We no longer fear change. In the right locations and under the right circumstances, we will encourage healthy development that positively benefits the community. Operationally, we will no longer be everything to everyone, but instead focus our efforts on the priorities of this community.

Financially, we cannot maintain the same expectations and standards we have in the past. This Proposed Budget represents a shift in the culture from only maintaining what we have and fearing all change, to a philosophy of embracing change and proactively seeking opportunities to enhance our community. With our efforts to master plan the Arch Bridge area, we will look forward to creating West Linn as a "place" as opposed to a collection of neighborhoods.





Courtesy of Old Oregon Photos. Original from Clackamas County Historical Society

So, in closing, I suggest that this is a year of immense pride in the West Linn community:

In March, the West Linn High School Boys basketball team shocked everyone but themselves by winning the State championship. This was followed shortly thereafter with a West Linn High School boys Ski Team and boys Snowboarding state championships. The City of West Linn was ranked as one of the 40 Safest Cities in America. All year long, we will celebrate the West Linn Centennial which will be capped-off by a volunteered three-day birthday party in August. And, we will be initiating a new award to recognize our involved citizens. The Robert Moore Award will honor those who contribute to the quality of life in our community without reward or recognition. I am sure the remainder of 2013 will bring us more reasons to be proud of our community.

Lastly, I wish to thank the members of the Citizens' Budget Committee for their upcoming analysis and discussion on this Proposed Budget: Ann Frazier; Karen Hensley; Bill Hill; Jon Monson; and Abigail Wojcik.



Thank you to the Community Values Forum for their thoughtful discussions and feedback as we began budget development: Jim Boyle; Thomas Griffith; Lewis McCoy; Jim Morton; Aalok Shah; Jerry Switzer; and Bruce Tribken.

And thank you to the employees who comprised the Budget Evaluation and Efficiencies Task Force – your input helped provide the foundation for the changes included in this the Proposed Budget: Gill Bjerg; Jim Clark; Neil Hennelly; Sara Javoronok; Tyler Mowreader; Brad Painter; Elaine Spence; Jim Whynot; Tarra Wiencken; and Teresa Zak.

Respectfully submitted this 22<sup>nd</sup> day of April 2013.

Chris Jordan  
City Manager



# WEST LINN OVERVIEW



*Restored by Old Oregon Photos from Clackamas County Historical Society originals*

## About

The City of West Linn is a community where citizens, civic organizations, businesses and city government work together to ensure that the community retains its hometown identity, high quality of life and natural beauty. The estimated population is 25,250.

The City's economy is linked with that of the entire Portland Metropolitan area, but is more insulated from economic downturns because of the high education and skill level of the population. Per capita income is one of the highest of any city in the State of Oregon. West Linn is primarily a residential community with a low ratio of heavy industry and retail-based commercial activity. The largest non-manufacturing employers are the West Linn School District and the City itself. The largest manufacturing employer is the West Linn Paper Mill.

West Linn is close to the region's business core and urban amenities, with Portland approximately twenty miles to the north. At the same time, the city provides a small-town atmosphere and distinct neighborhoods that range from the historic Willamette district with its pioneer-era dwellings, to the contemporary architecture of newer homes. West Linn is also approximately twenty miles to the Portland International Airport. West Linn's special assets include dedicated parks and open spaces, panoramic views of the Willamette and Tualatin rivers, with Mount Hood, Mount Adams, Mount St. Helens and the Cascades serving as backdrops.

## Form of Government

West Linn operates under a Council-Manager form of government. The Mayor and City Councilors are responsible for establishing policy and providing direction to the City Manager. The Mayor and City Councilors are elected at-large and serve staggered four-year terms. The Mayor presides at official meetings and work sessions.

The West Linn City Council meets the second and fourth Monday of each month at City Hall. Council meetings are televised live on cable channel 30, and are replayed at various times during the week on cable television on online at <http://westlinnoregon.gov>.

## Services

The City's administration is committed to professionalism, efficiency, and customer service. The City operates its own police department, municipal court, water, sewer, and surface water utilities; and provides street operations, planning, building inspections, engineering, library, and parks and recreation services.

The Tualatin Valley Fire and Rescue District provides fire and emergency services to the community. West Linn is within Clackamas County, which is headed by a five commissioners based in Oregon City. West Linn is also part of METRO, the tri-county urban services district based in Portland.



### **Financial Accolades**

The City received the Distinguished Budget Presentation Award for its BN 2013 budget document from the Government Finance Officer's Association (GFOA). This award is the highest form of recognition in governmental budgeting. Its attainment represents a significant accomplishment by a governmental entity, its financial staff, and its management. They rate a budget's proficiency in four major categories: as a policy document, an operations guide, a financial plan, and a communications device.

The City received the Certificate of Achievement for Excellence in Financial Reporting award from the GFOA for its Comprehensive Annual Financial Report (CAFR) for its FY 2012 audit. The Certificate is a prestigious national award that recognizes conformance with the highest standards for preparation of financial audit reports.

The City also received the Award for Outstanding Achievement in Popular Annual Financial Reporting from the GFOA for its FY 2012 Popular Annual Financial Reports (PAFR). This Award is a prestigious national award that recognizes conformance with the highest standards for preparation of state and local government popular reports. In order to receive this award, a government unit must publish a report, with contents that conform to standards of creativity, presentation, understandability, and reader appeal.

### **History**

Settlers first occupied the pioneer settlement now known as

West Linn in the early 1840's when Robert Moore purchased 1,000 acres of land from the "Wallamut" (Willamette) Indians. He built his cabin high on a slope overlooking the Willamette Falls and set about building a town, calling it "Robin's Nest." The town was situated on property now occupied by the West Linn Paper Company.

By 1846, Moore had built four flour and lumber mills, along with dwellings for the mill workers. He also operated a ferry to Oregon City. In 1845, Moore renamed the tiny town "Linn City" in honor of his friend, well-known freestate advocate Dr. Lewis F. Linn, a U.S. Senator from Missouri and sponsor of the Donation Land Claim Bill. Moore became Linn City's first postmaster in 1850, and purchased *The Spectator*, an Oregon City newspaper, in 1852.

By then, his Linn City enterprises included a gristmill, sawmill, warehouse, wharves, and a breakwater to create a basin for boats to load and unload cargo. Moore died in 1857. In 1868, the Willamette Transportation Locks Co. began providing passage to shipping over the Willamette Falls. The locks remain in continuous operation to this day.

In 1913, the City of West Linn was incorporated, encompassing 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.



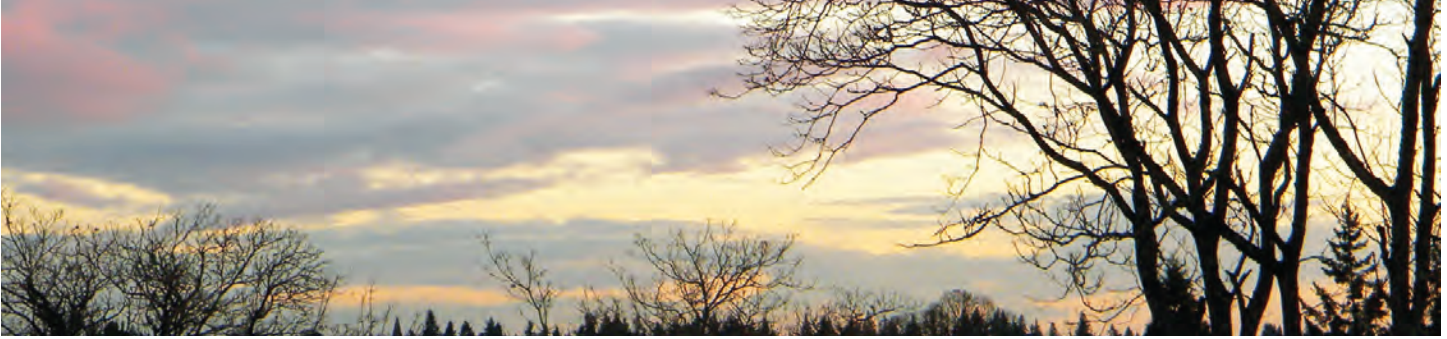


Statistic	Data
Area in square miles:	7.5
Average household size:	2.72
Bond rating:	AA/Aa2
City bonded debt tax rate:	\$0.48/\$1,000 AV
City maintained roads:	214 miles
City property tax rate:	\$2.12/\$1,000 AV
City share of total:	13%
Date of incorporation:	1913
Employees:	124 FTEs
Form of government:	Council/Manager
Median age:	38.1
Median family income:	\$83,252
Median property RMV/AV:	\$405,000/\$285,000
Number of catch basins:	3,368
Number of housing units:	10,029
Number of manholes:	3,087
Number of registered voters:	13,886
Occupied housing units:	9,350
Open space:	136 acres
Outstanding debt:	\$21.7 million
Parks:	232 acres
Percent female:	52%
Percent male:	48%
Percent owner occupied:	79%
Percent renter occupied:	21%
Population:	25,250
Professional sector workforce:	50%
Sewer mains:	114 miles
Sidewalks:	117 miles
Storm water pipes:	107 miles
Total Budget (Annual/Biennial):	\$46M/\$89M
Total property tax rate:	\$18.5/\$1,000 AV





# BUDGET PROCESS



## ***Budgeting in the City of West Linn***

West Linn prepares and adopts a budget in accordance with its city charter and ORS 294.305 - 294.565. The budget is presented in fund and department categories for a biennial (two-year) period. Over-expenditures in any category are prohibited and unexpended budget appropriations lapse at fiscal year end.

Under the City's expenditure limitation, total expenditures cannot exceed the appropriation budget. The budget can be amended through adoption of a supplemental budget. Supplemental budgets are adopted using public hearings and shall not extend beyond the budget period during which they are submitted. The City Manager has responsibility for management of the overall City budget and maintaining budgetary control at the approved appropriation level. Ongoing review and monitoring of revenues and expenditures is performed by the Finance Department and the respective operating department directors.

## ***Budget Amendments***

The budget may be amended during the biennium through adoption of a supplemental budget. Supplemental budgets are adopted through a similar process used for the regular budget (including the use of public hearings but excluding Citizens' Budget Committee meetings) and shall not extend beyond the end of the biennium. Supplemental budgets cannot be used to authorize a tax levy.

By transferring appropriations, the City usually has enough flexibility to carry out the programs prescribed in its adopted budget. There will be times, however, when an adopted budget has no authority to make certain expenditures or when revenues are received for which the City had no prior knowledge. In those cases it is possible to use a supplemental budget to authorize expenditures and/or appropriate additional revenues in the current budget period.

## ***Citizens' Budget Committee***

The Citizens' Budget Committee consists of the governing body plus an equal number of legal voters (citizen members of the budget committee) appointed by the City Council. Accordingly, West Linn has ten budget committee members, and the votes of all members are equal. State law (ORS 294.336) mandates a budget committee for all Oregon local governments. The Budget Committee meets periodically to review budget and financial

information. The first review of the budget occurs when the budget is presented to the committee; at that time, the budget is publicly available, and the committee begins their review of the budget presented by the City Manager. The committee may approve the proposed budget intact, or change part or all of it prior to final approval. After notices and publications are filed according to local budget law, the budget is forwarded to the council for formal adoption prior to June 30.

## ***Basis of Budgeting***

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

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

## CITIZENS' BUDGET COMMITTEE MEMBERS

### ***City Council Members***

Mayor John Kovash  
Councilor Jody Carson  
Councilor Thomas Frank  
Councilor Mike Jones  
Councilor Jenni Tan

### ***Citizen Members***

Karen Hensley, Chair  
Bill Hill, Vice Chair  
Ann Frazier  
Jon Monson  
Abigail Wojcik



**Basis of Auditing**

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

The modified accrual basis of accounting, a GAAP-approved method, is also used in the audit for all funds except for the Proprietary Fund Types (i.e., Water and Environmental Services Funds).

The audit uses the full-accrual method of accounting for the Proprietary Funds. The CAFR shows all of the City's funds on both a budgetary and GAAP basis for comparison purposes.

**Budgeting in the State of Oregon**

Chapter 294.311, paragraph 5 of Oregon State Law, Oregon Revised Statutes (ORS), defines a budget as:

*“A plan of financial operation embodying an estimate of expenditures for a given period or purpose and the proposed means of financing the estimated expenditures.”*

Local budget law for local governments is set out in ORS 294.305 to 294.565. Chapter 294.321 defines the six major purposes of local budget law:

- *“To establish standard procedures for the preparation, presentation, administration and appraisal of budgets of municipal corporations;*
- *To provide for a brief description of the programs of a municipal corporation and the fiscal policy which is to accomplish these programs;*

***The City of West Linn uses a modified accrual basis of accounting for budgeting purposes. This means revenues are recognized when they become measurable and available.***

- *To provide for estimation of revenues, expenditures and proposed taxes;*
- *To provide specific methods for obtaining public views in the preparation of fiscal policy;*
- *To provide for the control of revenues and expenditures for the promotion of efficiency and economy in the expenditure of public funds;*
- *To enable the public, taxpayers and investors to be apprised of the financial policies and administration of the municipal corporation in which they are interested.”*

**Biennial Budgeting**

Beginning with FY 2010 and FY 2011, the City of West Linn started using a biennial budgeting process. A biennial budget period is a 24-month period beginning July 1 and ending June 30 of the second succeeding year. For this biennial budget, the period commences July 1, 2013 and ends June 30, 2015.

**Oregon Budget Law Related to Biennial Budgeting**

Local governments may budget either on a one-year or a two-year cycle. The governing body may, by ordinance, resolution, or charter, provide that the budget be prepared for a biennial period.







The biennial budget period begins July 1 and ends June 30 of the second following calendar year. In brief, the differences between fiscal year budgeting and biennial budgeting are:

1. Members of a budget committee reviewing a biennial budget are appointed to four-year terms. The terms of the members should be staggered so that one-fourth of the terms end each year.
2. The budget estimate sheets containing the estimates of resources and expenditures in a biennial budget must show:
  - \* actual expenditures for the two budget periods preceding the current budget period,
  - \* the estimated expenditures for the current budget period, and
  - \* the estimated expenditures for the ensuing budget period.
3. The summary of the budget as approved by the budget committee that is published along with the notice of the budget hearing will show the proposed budget for the two-year biennium.
4. If a taxing district adopts biennial budgeting, the budget committee must approve the amount or rate of ad valorem property taxes for each year of the biennium.
5. After the budget committee approves a biennial budget and before the budget is adopted, the governing body may not increase the amount of estimated expenditures for the biennium in any fund by more than \$10,000 or 10 percent, whichever is greater, and may not increase the amount or rate of the tax levies approved by the budget committee for either year of a biennial budget unless the amended budget document is republished and another budget hearing is held. Once the budget is adopted, the tax amount cannot be increased in the second year.
6. If a district adopts a biennial budget, then after the budget hearing and before the June 30 that precedes the start of the budget period, the governing body must pass a resolution or ordinance to adopt the budget and make appropriations for the ensuing biennium. The governing body must also pass a resolution or ordinance to levy and categorize property taxes for each year of the ensuing biennium.
7. Whether a budget is for a fiscal year or for a biennium, certification of property tax levies and a copy of a resolution or ordinance levying and categorizing taxes for the ensuing year must be submitted to the county assessor every year by July 15.

# PHASES & GOALS

**PHASE 1** begins the process. The budget officer puts together a proposed budget that is balanced and reflects the financial plan for funding all the programs and services planned for the budget period. The budget officer must prepare the proposed budget in a format prescribed by the Oregon Department of Revenue, meeting the requirements set out in Statute.

**GOALS** Council goal setting; balancing the budget; funding programs, services, and goals; strategic financial planning; preparing a clean, concise, and easy-to-read budget that communicates well to citizens.

**PHASE 2** is when the budget committee approves the budget. The budget committee reviews the proposed budget, listens to comments from citizens, considers any changes, and then approves the budget. Special public notices are required before the budget committee's first meeting.

**GOALS** Accuracy in current year estimates; prudent financial forecasting; analyses, review and consideration; citizen input; and tax rate determination.

**PHASE 3** includes adopting the budget and certifying property taxes to the county tax assessor. This phase includes a special hearing of the governing body and specific public notices, including a summary of the approved budget. Special forms must also be used to notify the county assessor of the local government's property tax levy.

**GOALS** Transparent budget process; encourage public participation.; certify tax rate; formal adoption of funding for City services prior to July 1.

**PHASE 4** occurs during the budget period when the local government is operating under the adopted budget. This phase includes changes to the adopted budget. Changes to the adopted budget must be made before additional money is spent or for a different purpose than described in the adopted budget.

**GOALS** Responsible budget management; monitoring and review; reporting to citizens; budget updates and changes.



# FY 2014

*FIRST YEAR OF BIENNIUM*

## BUDGET CALENDAR

# FY 2015

*SECOND YEAR OF BIENNIUM*

### SEPTEMBER THROUGH DECEMBER 2012

- ✦ Develop preliminary budget goals
- ✦ Hold informal department discussions
- ✦ Develop preliminary strategic financial plan

### FEBRUARY 2013

- ✦ City Council establishes goals

### MARCH 2013

- ✦ Preliminary budget drafts prepared
- ✦ Budget review with departments

### APRIL 2013

- ✦ Final budget review meetings with departments
- ✦ Advertise notice of state revenue sharing uses
- ✦ Budget Committee meetings are advertised
- ✦ Finance performs final review and reconciliations and print proposed budgets
- ✦ City Manager presents budget message and budget at the first Budget Committee meeting
- ✦ Budget Committee discusses and deliberates

### MAY 2013

- ✦ Budget Committee discusses, deliberates and approves the budget
- ✦ Budget is updated to reflect Committee changes
- ✦ Prepare and publish Financial Summary and Notice of Budget Hearing
- ✦ Publish Notice of Supplemental Budget Hearing

### JUNE 2013

- ✦ Council passes budget resolution
- ✦ Council passes resolutions for state revenue sharing eligibility and proposed uses
- ✦ Council holds Budget Hearing and adopts the Budget, makes appropriations and declares tax rate and bond levies

### JANUARY AND FEBRUARY 2014

- ✦ Update preliminary budget goals and message
- ✦ Hold informal department meetings /discussions

### MARCH 2014

- ✦ Department budget meetings are held

### APRIL 2014

- ✦ Advertise notice of election to receive state revenue sharing and classification of property taxes
- ✦ City Manager presents second year update with any changes to City Council

### MAY 2014

- ✦ Update CIP, if necessary
- ✦ Publish Notice of Supplemental Budget Hearing, if changes or updates are needed.

### JUNE 2014

- ✦ Council passes supplemental budget resolution, if needed
- ✦ Council passes resolutions for election to receive state revenue sharing
- ✦ Council declares tax rate and bond levies



# COUNCIL GOALS 2013

*The following priorities for 2013 have been identified by the Council as essential to lead our City into the future. They build off the successful works of the past and responsibly address the most pressing issues currently facing our City in a fiscally sustainable manner. Our overarching goal as a Council is to keep West Linn on the path to becoming the finest community in the State to live, work and play both for ourselves and future generations.*

## **TRANSPORTATION SYSTEM MAINTENANCE AND IMPROVEMENTS**

– The City Council will enhance pedestrian safety and bike/pedestrian opportunities.

- Adopt and Initiate Implementation of the Master Trails Plan
  - a. PRAB and TAB solicit public input and make recommendation to Planning Commission (April 2013)
  - b. PRAB and TAB develop prioritized list of pedestrian/ bike projects
  - c. Planning Commission will make a recommendation to Council (June 2013)
  - d. Council reviews/adopts plan (July 2013)
- Specifically address concerns on Willamette Falls Drive (crosswalks) and Salamo Road (intersection improvements)
- Initiate Required Modifications to the Transportation System Plan
- Apply for Transportation Growth Management grant

**AQUATIC CENTER** – The City Council will support a recommendation by the Aquatic Center Task Force

- Support survey efforts of the Task Force, with survey results to be received by May 1, 2013
- Request a recommendation from the Task Force by June 1, 2013
- Council will make a decision regarding the recommendation by August 1, 2013

**BLUE HERON PROPERTY** – The City Council will create a Master Plan for the former Blue Heron Property

- Hold a work session with the Council and Task Force (Spring 2013)
- Continue communication/education efforts with stakeholders

**WATER INFRASTRUCTURE** – The City Council will have a long term strategy in place for addressing the City’s maintenance and storage needs by the end of 2013.

- Continue to educate the public on water infrastructure needs

## **ECONOMIC DEVELOPMENT**

1. Initiate the development of a Master Plan and Implementation Strategy for the Arch Bridge/Bolton area
  - \* Secure grant funding, if available
  - \* Support efforts for State Heritage Area designation
  - \* Support efforts for National Heritage Area Designation
2. Modify codes and processes to remove regulatory and financial barriers and to incentivize positive community economic efforts
  - \* Conduct audit of City codes, fees and processes to address stated goal. (March 2013)
  - \* The Economic Development Director and Economic Development Committee will solicit input from affected parties ( public and private developers, etc.) on possible revisions and present report with recommendations to the City Council. ( May 2013)
  - \* The Planning Commission will make recommendations on proposed revisions to the Comprehensive Plan and CDC for the Council (July 2013)
  - \* City Council hearings on proposed amendments (August 2013)

## **OTHER AREAS OF INTEREST**

1. Initiate the construction of the new Police Station
2. The City’s long-term financial sustainability
3. Neighborhood Association Presidents Group
4. Centennial Celebration – Celebrating Community
5. Promote actions that support Small Businesses
6. City Hall Security
7. City Council “Road Show” – hold at least two meetings outside of City Hall





The City of West Linn publishes quarterly updates on the status of Council priorities. Log on to <http://westlinnoregon.gov> to review these updates.



There are five members of the West Linn City Council. Each member serves four-year terms and are elected at-large by voters:



**Mayor John Kovash**

[jkovash@westlinnoregon.gov](mailto:jkovash@westlinnoregon.gov)  
Term Expiration:  
December 31, 2016



**Councilor Jody Carson**

[jcarson@westlinnoregon.gov](mailto:jcarson@westlinnoregon.gov)  
Term Expiration:  
December 31, 2014



**Councilor Thomas Frank**

[tfrank@westlinnoregon.gov](mailto:tfrank@westlinnoregon.gov)  
Term Expiration:  
December 31, 2016



**Councilor Mike Jones**

[mjones@westlinnoregon.gov](mailto:mjones@westlinnoregon.gov)  
Term Expiration:  
December 31, 2014



**Councilor Jenni Tan**

[jtan@westlinnoregon.gov](mailto:jtan@westlinnoregon.gov)  
Term Expiration:  
December 31, 2016





**Heather Karabeika, Municipal Court Judge**





# FINANCIAL POLICIES



## **Statement of Financial Policies**

This section summarizes the policies the City follows in managing its finances.

## **Financial Goals**

The City of West Linn's financial goals seek to:

- Ensure the financial integrity of City operations
- Improve financial information for:
  - Policy makers as they contemplate policy
  - Managers as they implement policy
- Maintain the City's bond rating
- Ensure accountability, transparency, understanding

## **Financial Objectives**

West Linn's fiscal policies address the following:

### **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 finance policy**

- Dealing with approval, recommendation, review and implementation of policies – including monitoring compliance.

## **Revenue Policy**

- System development charges shall be established to fund the costs of improvements to service additional increments to growth, such as street, water, sewer, surface water, and park and recreation facilities.
- The City will maximize user 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.
- 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.
- 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.
- Park recreation programs shall be funded by user charges. 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.
- Other reimbursable work performed by the City (labor, contracted services, equipment and other indirect expenses) shall be billed at actual or estimated actual cost, including indirect overhead.
- 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.
- 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.



### **Operating Budget Policy**

- The City shall prepare, present, adopt and amend its operating budget(s) in accordance with Oregon Local Budget Law.
- The City shall maintain a budget system to monitor expenditures and revenues on ongoing basis, with thorough analysis and adjustment periodically if required.
- 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, transfers, reserves, and contingencies.
- Annual recurring revenues (including interfund transfers shall not be less than annual recurring operating expenditures (total annual budget, minus capital outlay, transfers, reserves, and contingencies).
- Unless otherwise authorized by City Council, general unrestricted revenues shall not be earmarked for specific programs, activities or services.
- Long-term debt or bond financing shall only be used for capital purposes and shall not be used to finance current operations.

### **Capital Asset Management Policy**

- The City shall adopt a Capital Improvement Plan (CIP) and update it periodically. 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.
- 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.

### **Debt Policy**

- Capital projects financed through the issuance of debt 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.
- The City shall use the most prudent methods of acquiring capital outlay items, including the use of lease-purchase agreements.
- 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.



**Accounting Policy**

- 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).
- 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 any areas needing improvement.
- Full disclosure shall be provided in the financial statements and bond representations.
- 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.

**Reserve Policy**

- The City shall establish a contingency reserve to provide for unanticipated expenditures of a nonrecurring nature to meet unexpected increases in service delivery costs. In accordance with local budget law in the State of Oregon, the contingency reserve must be an appropriated budget item, though funds may not be directly disbursed from the contingency reserve. Amounts must be reclassified into a spendable budget category through a supplemental budget process. Also, budget law does not allow for a contingency reserve to be budgeted in a debt service fund. The contingency reserve policy must be at least equal to 10 percent of the Fund's annual operational expenditures (which includes Personal Services and Materials & Services line items and excludes Debt Service, Transfers, and Capital Outlay line items) with 15 percent for Public Safety, Library, and Parks & Recreation Funds.

- The City shall maintain an unappropriated ending fund balance reserve to provide working capital for the post-budget period until sufficient revenues arrive to fund post-budget period operations. In accordance with local budget law in the State of Oregon, the unappropriated ending fund balance reserve is not appropriated and can not be spent in the current year unless a state of emergency is declared by the City Manager. The unappropriated ending fund balance reserve policy must be at least equal to five percent of the Fund's annual operational expenditures (which includes Personal Services and Materials & Services line items and excludes Debt Service, Transfers, and Capital Outlay line items).
- Neither reserve policies apply to debt service, trust and agency, capital projects, serial levy, temporary or certain special purpose funds.

**Management of Fiscal Policy**

- Fiscal policies and changes in policies shall be approved by the City Council, reviewed by the Citizens' Budget Committee through the budget process, and included in the adopted resolution at a public hearing.
- 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.
- The City Council's Audit Committee shall conduct an annual review of the City's fiscal policies.
- The City Manager shall implement fiscal policies and monitor compliance.
- If the City Manager discovers a material deviation from policy, he/she shall report it in writing to the City Council within thirty days.
- As a part of the City's budget document, the City Manager's budget message shall identify: (a) any major changes in policy since the previous budget period and (b) any material variations from policy in the ensuing year's budget.







# DEMOGRAPHICS & FINANCIAL TRENDS

## General Economic Information

West Linn is located in northwestern Oregon, in the Portland metropolitan area south of Lake Oswego, in Clackamas County. Clackamas, Multnomah, and Washington Counties are among the five counties that comprise the Portland-Vancouver Primary Metropolitan Statistical Area. The City's economy is linked with that of the metropolitan area, which is based on manufacturing, national and international trade, and service industries. Primarily a residential community, West Linn has a low level of industry and retail-based commercial activity.

## Consumer Price Index

The Bureau of Labor Statistics for the U.S. Department of Labor tracks the Consumer Price Index (CPI) for most U.S. cities. The CPI is a leading economic indicator that measures inflation, which is central to assessing the cost of living and whether living standards are rising or falling. Percentage growth in wages, products, and services climbed to more than five percent in 1990. Currently, Portland's annual growth rate is 1.98 percent.

## Population

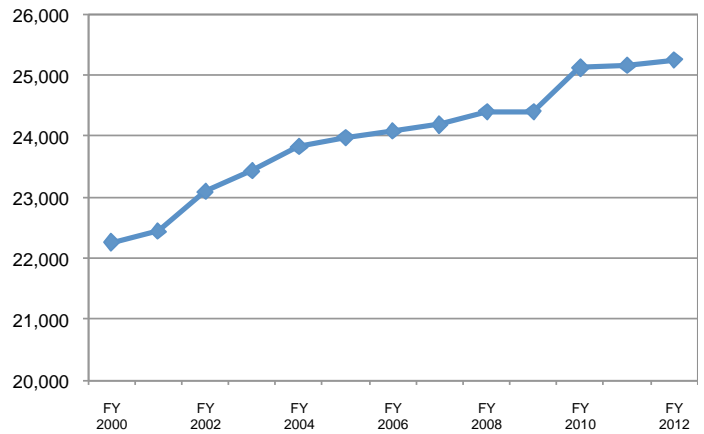
The City's population historically grew steadily, but in recent years has leveled off. The 1860 census listed 225 residents. By 1920, the number had grown to 1,628. The 1960 census set the population at 2,923, and by 1970, West Linn had grown to more than 7,000. The city's population has continued to grow each year. Currently, the city's population, as estimated by the Portland State Population Research Center is 25,250.



West Linn is located 20 miles from downtown Portland.

## City of West Linn Population

Source: Portland State Population Research Center

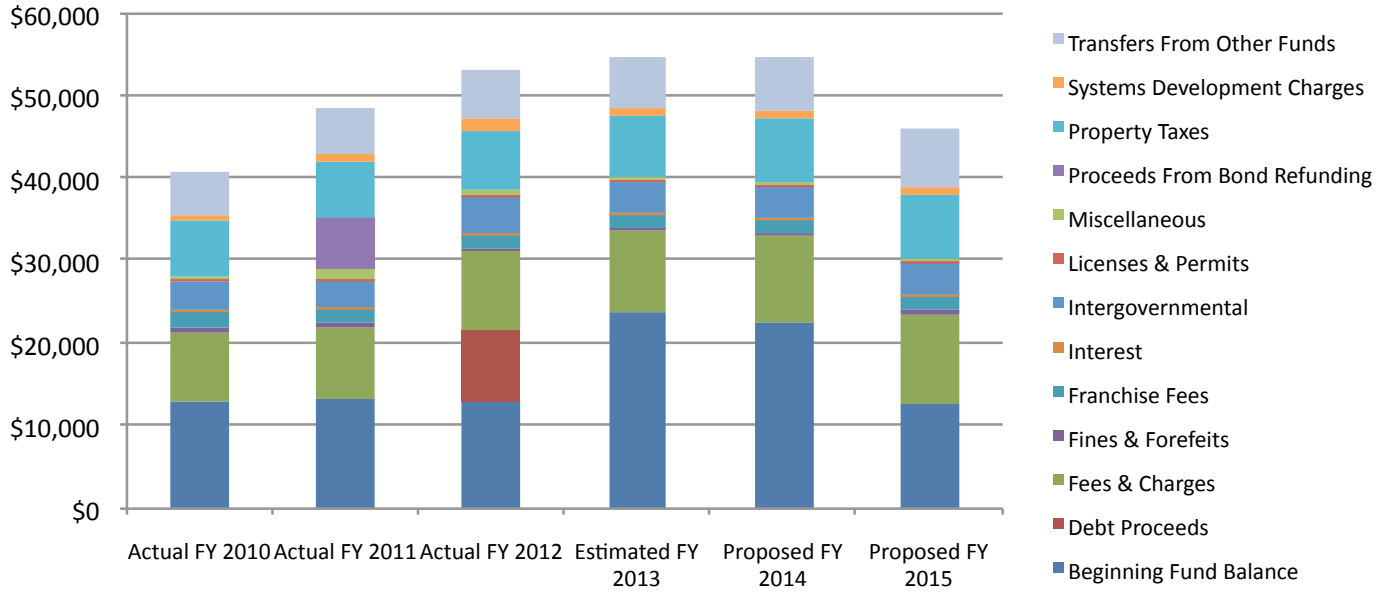


## Revenue Trends & Assumptions

This section describes the City's major revenue sources, explains the underlying assumptions for the revenue estimates, and discusses significant revenue trends. Throughout this budget document, there are revenue trend graphs for the City in total as well as for each of the major fund types.

The revenue sources and assumptions used in this budget are summarized below: Of the available revenues anticipated in 2014-2015, 93 percent of the total is represented by five revenue categories: These revenue sources are described in greater detail in the subsequent pages:

### Total Resources, FY 2010 - FY 2015



#### Total Resources

	Actual FY 2010	Actual FY 2011	Actual FY 2012	Estimated FY 2013	Proposed FY 2014	Proposed FY 2015
Beginning Fund Balance	12,962	13,298	12,882	23,671	22,538	12,669
Debt Proceeds	-	-	8,603	-	-	-
Fees & Charges	8,454	8,734	9,659	9,973	10,411	10,787
Fines & Forfeitures	564	520	403	457	471	485
Franchise Fees	1,952	1,685	1,709	1,698	1,783	1,872
Interest	32	20	18	9	10	10
Intergovernmental	3,666	3,527	4,657	3,842	4,033	3,987
Licenses & Permits	84	68	96	87	89	91
Miscellaneous	506	1,312	636	389	378	386
Proceeds From Bond Refunding	-	5,935	-	-	-	-
Property Taxes	6,603	6,834	6,958	7,490	7,727	7,875
Systems Development Charges	607	1,026	1,765	1,010	865	892
Transfers From Other Funds	5,355	5,428	5,647	6,034	6,510	6,932

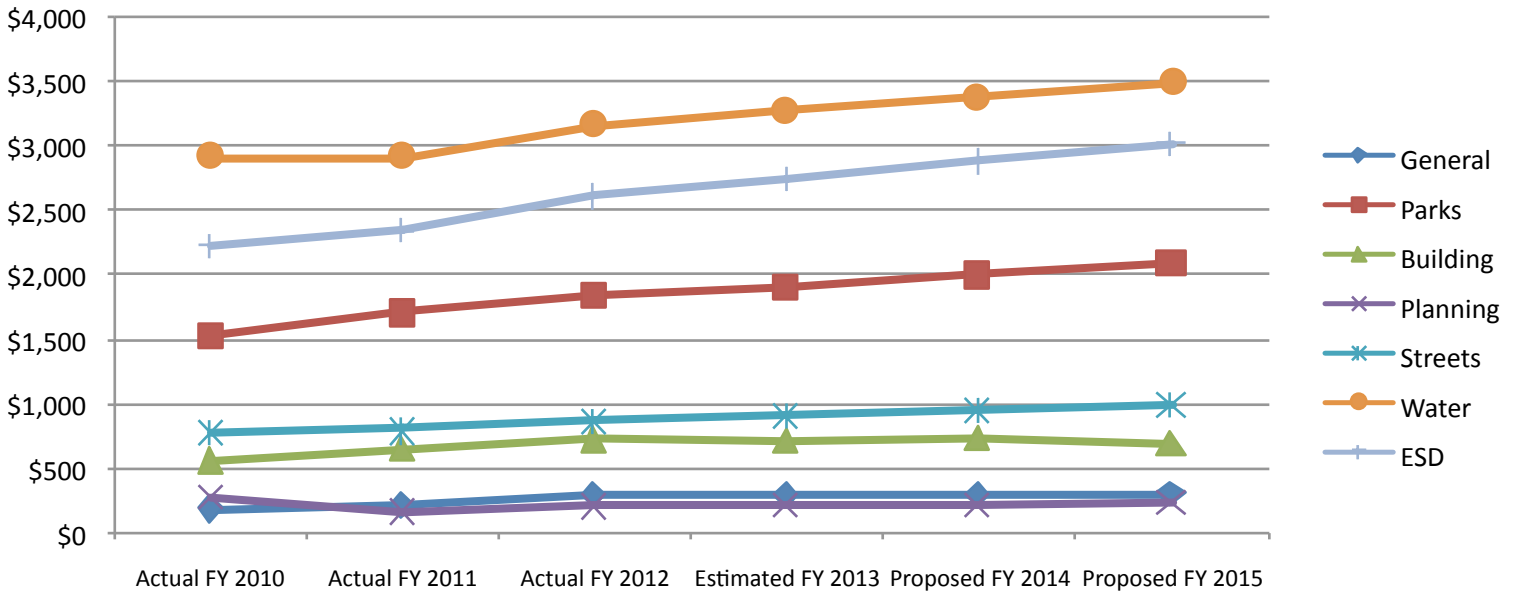


**Major Revenues**

**Fees & Charges (30%)**

Charges for water, sewer, surface water, parks maintenance and street maintenance are charged to all users in the City of West Linn. The fees for water, sewer, surface water, parks maintenance, and street maintenance are established through the city fees and charges resolution; this resolution is updated each year. The City Council approves water, sewer, and surface water rates based on costs to provide services, and within City Charter limitations.

**Fees & Charges by Fund, FY 2010 - FY 2015**



**Fees & Charges - 30% of Total Revenues**

	Actual FY 2010	Actual FY2011	Actual FY 2012	Estimated FY 2013	Proposed FY 2014	Proposed FY 2015
General	178	195	284	280	288	297
Parks	1,531	1,700	1,838	1,897	1,992	2,092
Building	558	643	715	702	734	684
Planning	275	161	198	200	210	221
Streets	778	792	870	902	947	994
Water	2,908	2,902	3,152	3,260	3,371	3,486
Environmental	2,226	2,341	2,602	2,732	2,869	3,013

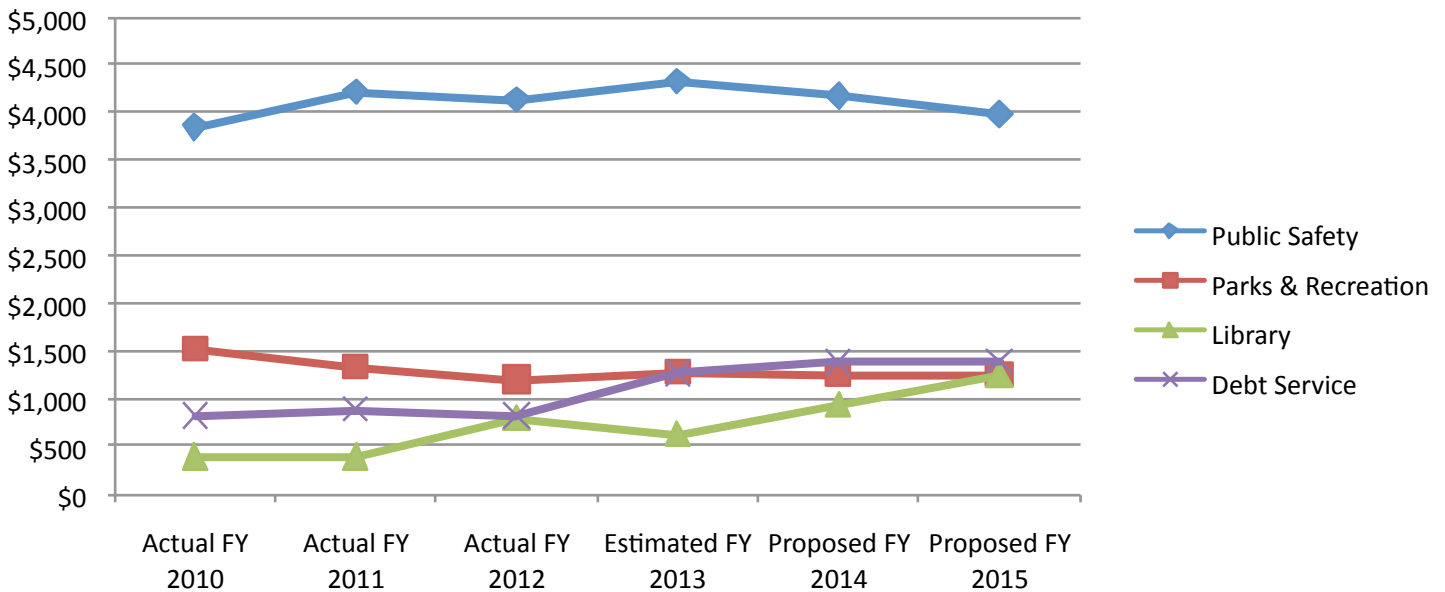
**Property Taxes (23%)**

West Linn’s permanent tax rate of \$2.12 per thousand is applied to the projected taxable assessed value of property to generate revenues to support City of West Linn core operations. The City assumes a 95 percent collection rate for property tax revenue, so the budgeted total amount of property taxes is approximately 95 percent of the total calculated property tax revenue. The City of West Linn has a general obligation bond tax levy to fund debt service on general obligation bonds approved by the voters in 1998, 1999, and 2000 for parks and recreation and library services. The special option levy to fund police services expired in 2007.

This permanent tax rate can be compared to neighboring cities’ permanent tax rates to compare and contrast tax bills in relation to government services provided. Taxable assessed value of property and the permanent property tax rate are used to calculate property taxes in the City of West Linn.

Taxable assessed values of existing property are limited to an increase of three percent per year; value added to a community via new construction increases the assessed value over the three percent growth rate limited by Measure 50.

**Property Taxes by Fund, FY 2010 - FY 2015**



**Property Taxes - 23% of Total Revenues**

	Actual FY 2010	Actual FY 2011	Actual FY 2012	Estimated FY 2013	Proposed FY 2014	Proposed FY 2015
<b>Public Safety</b>	3,851	4,214	4,129	4,168	4,160	4,139
<b>Parks &amp; Recreation</b>	1,527	1,327	1,199	1,130	1,187	1,300
<b>Library</b>	398	405	796	925	1,000	1,035
<b>Debt Service</b>	827	888	834	1,267	1,380	1,401

Clackamas County assesses property taxes on behalf of the county, schools, special districts, and the City of West Linn on a consolidated property tax bill. Of this tax bill, 13 percent of the total is allocated to the City of West Linn. Of every dollar paid, \$0.13 goes to the City:

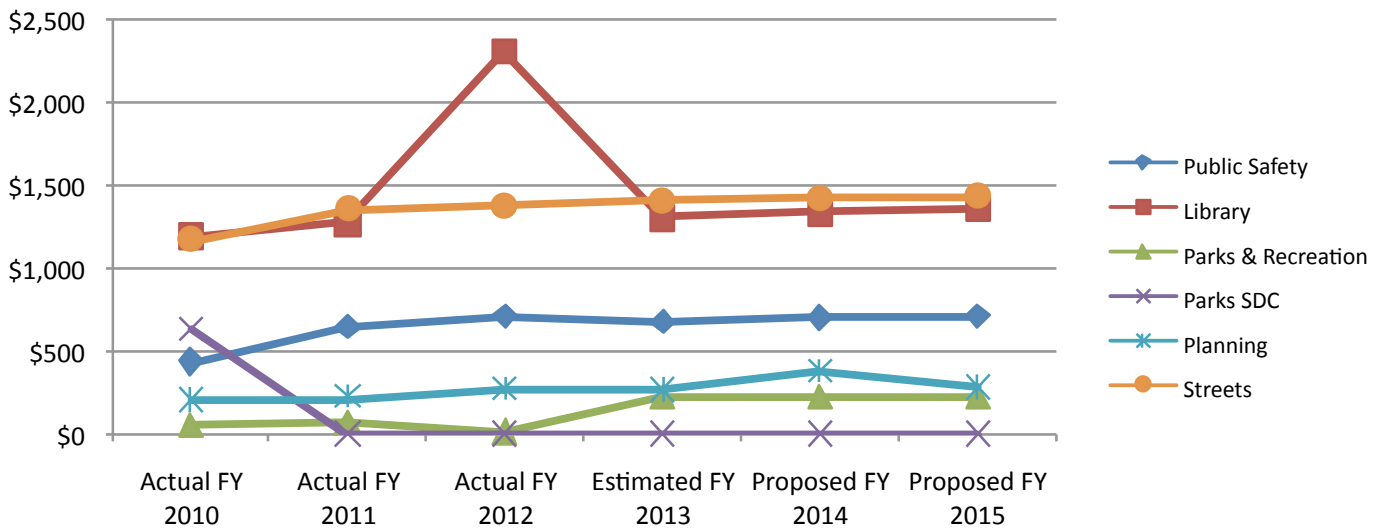




**Intergovernmental (19%)**

State revenues are distributed to cities based on state statute, which defines formulas incorporating population and per capita income. The League of Oregon Cities provides the source data for State Revenue Sharing projections. Pursuant to ORS 221.770, the City of West Linn must elect to receive its proportionate share of the revenues to be apportioned to the cities by the State of Oregon for the fiscal year. Further, ORS 221.760 provides that cities located in a county having more than 100,000 inhabitants according to the most recent federal decennial census, can disburse state shared revenue funds only if the city provides four or more of the following services: police protection; fire protection; street construction, maintenance, and lighting; sanitary sewer; storm sewers; planning, zoning, and subdivision control; one or more utility services.

**Intergovernmental Revenues by Fund, FY 2010 - FY 2015**



**Intergovernmental - 14% of Total Revenues**

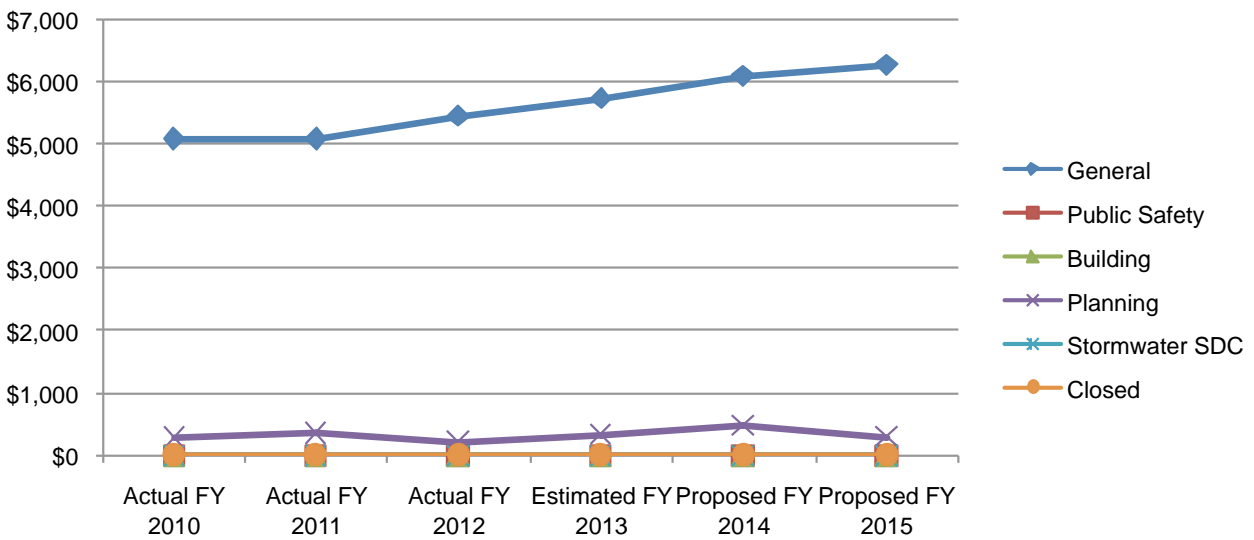
	Actual FY 2010	Actual FY 2011	Actual FY 2012	Estimated FY 2013	Proposed FY 2014	Proposed FY 2015
Public Safety	428	639	704	669	697	708
Library	1,189	1,264	2,305	1,297	1,326	1,353
Parks & Recreation	48	60	13	216	216	225
Parks SDC	634	-	-	-	-	-
Planning	207	214	263	260	380	273
Streets	1,160	1,350	1,372	1,400	1,414	1,428

**Transfers From Other Funds (19%)**

Transfers From Other Funds occur when revenues are transferred between funds; revenue is received by a fund providing an internal service from a fund receiving the service, where the cost of the service is shown as an expense. All City services that receive reimbursement charge revenue are consolidated into the General Fund.

The amount that other funds are charged for the reimbursement costs is based on individual metrics identified for each City service. The City calculates interfund reimbursement charges when services are provided to another fund. The cost of these services is based on a cost allocation methodology, which assumes that the services provided have value, and that value is shown as a reimbursement amount.

**Transfers by Fund, FY 2010 - FY 2015**



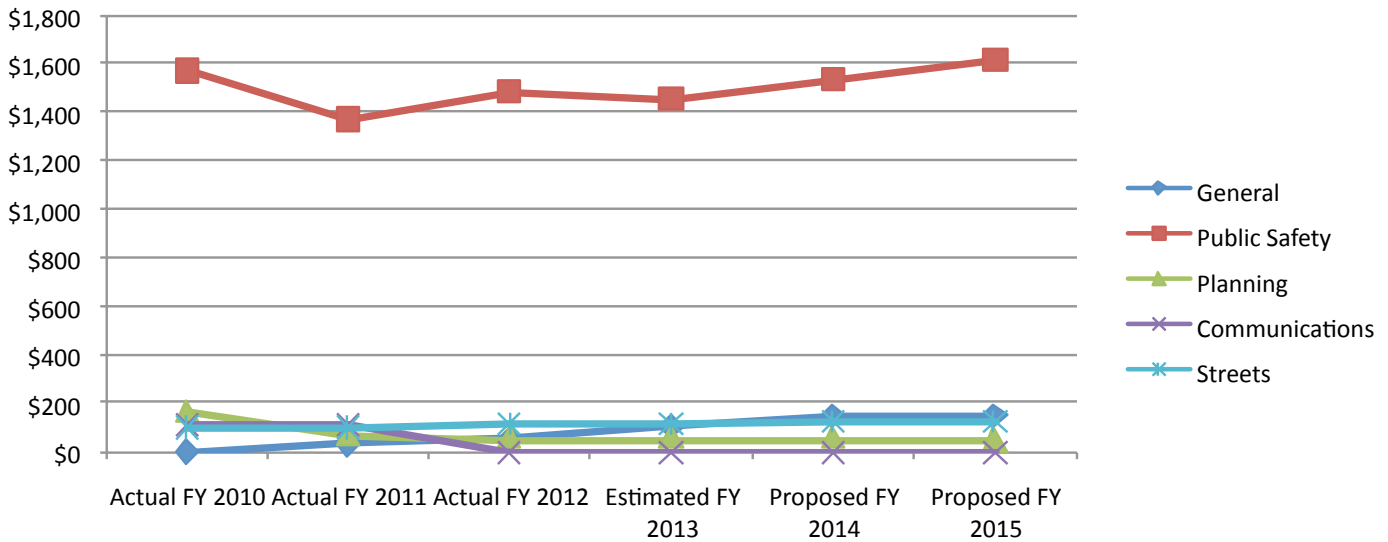
**Transfers From Other Funds - 19% of Total Revenues**

	Actual FY 2010	Actual FY 2011	Actual FY 2012	Estimated FY 2013	Proposed FY 2014	Proposed FY 2015
General	5,079	5,079	5,436	5,714	6,082	6,265
Planning	276	349	211	320	485	293

**Franchise Fees (7%)**

The City of West Linn receives franchise fees for the use of public rights of way within the city for utility, solid waste, and recycling collection, and similar purchases. Fees are paid for the right to this access. There are seven active franchises: West Linn Refuse and Recycling; Kelly Drop Box; Comcast; PGE; Qwest NW Natural; and Recology.

**Franchise Fees by Fund, FY 2010 - FY 2015**



**Franchise Fees - 7% of Total Revenues**

	Actual FY 2010	Actual FY 2011	Actual FY 2012	Estimated FY 2013	Proposed FY 2014	Proposed FY 2015
General	-	31	54	104	-	-
Public Safety	1,568	1,372	1,486	1,425	1,503	1,586
Planning	168	65	56	54	159	159
Communications	115	114	-	-	-	-
Streets	101	103	113	115	121	127

**Expenses Trends & Assumptions**

The purpose of this section is to describe the City’s major expenses, explain the underlying assumptions for the expense estimates, and discuss significant trends. The City of West Linn budget includes five requirement categories: Personal Services; Materials & Services; Debt Service; Transfers; and Capital Outlay.

**Major Requirements**

Fifty percent of total requirements are represented by Personal Services (43 percent) and Capital Outlay (15 percent). These requirements relate to capital projects and the people who provide City services. Citywide, budgeted requirements are expected to increase for inflation going forward.

**Personal Services**

Citywide, Personal Services budgeted requirements increases three and a half percent per fiscal year of the proposed biennium which is primarily attributed to increasing benefits costs.



**Materials & Services**

Citywide, Materials & Services budgeted requirements increases by three percent over the biennium. This is largely an inflationary cost increase over the biennium.

**Transfers**

Budgeted transfers represent transfers to account for the support services costs of General Fund departments.

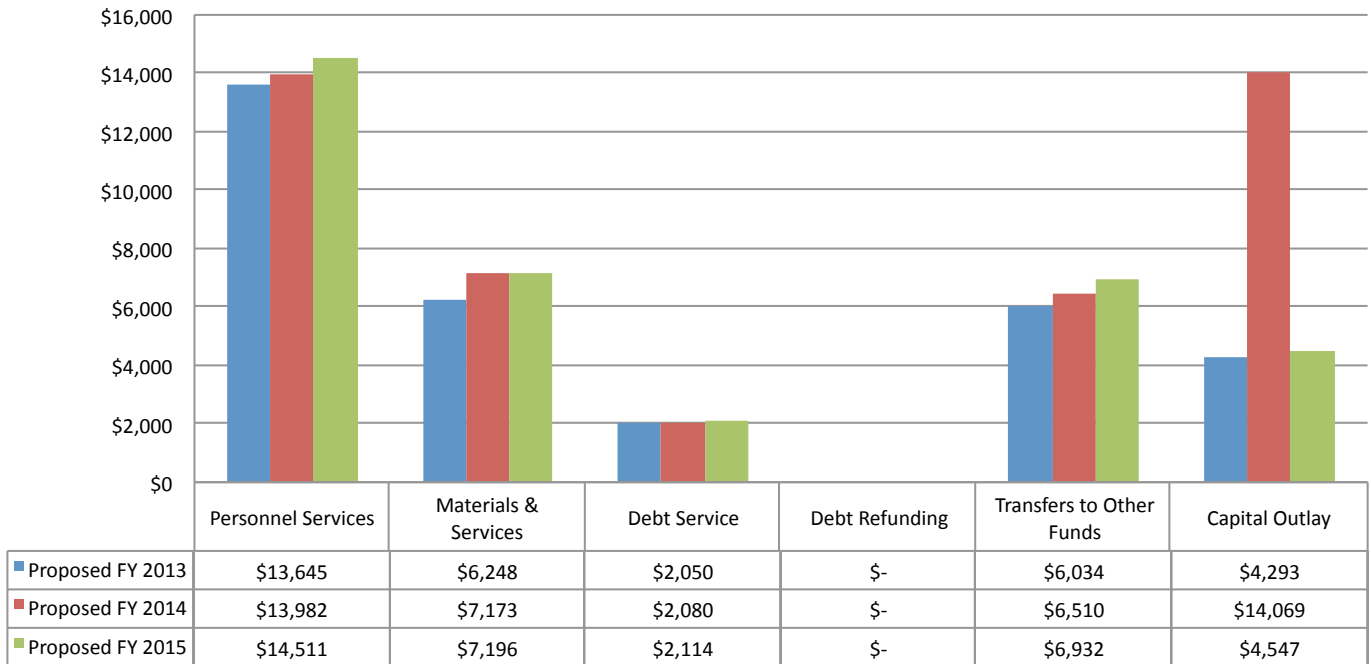
**Capital Outlay**

The fiscal year 2014 Capital Outlay budget increases significantly from fiscal year 2013. This increase is largely attributable to the increased investment in capital projects in the public works accounts, as well as the budgeted expense for a acquiring a new police station site, and the expenses associated with capital projects for parks.

**Debt Service**

Fiscal year 2012 Debt Service requirements decreased significantly because of the final planned debt refunding was completed in FY 2011 saving interest costs and reducing the property tax rate.

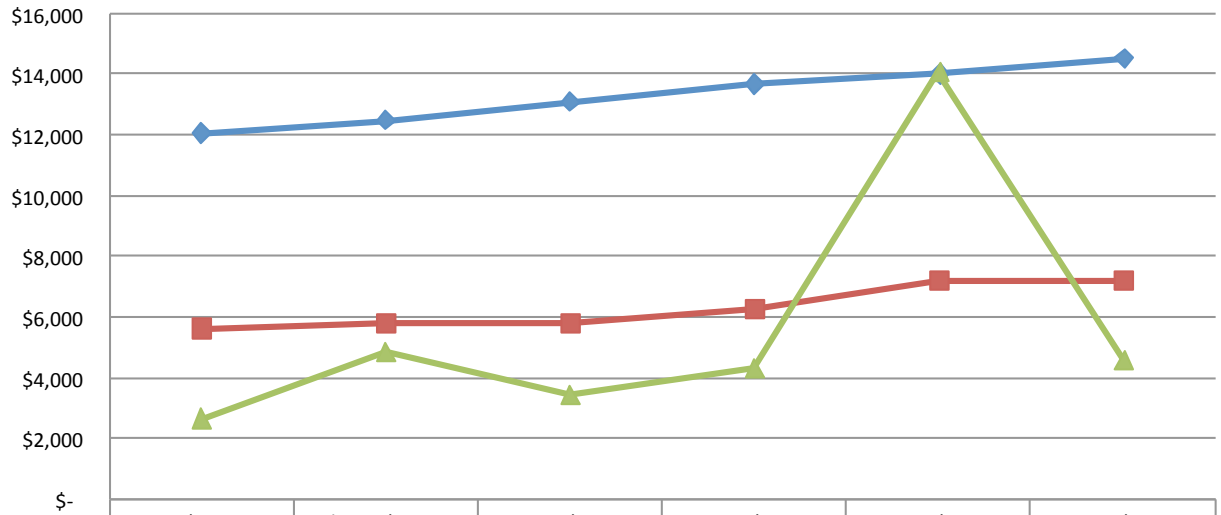
**Total City Expenses for FY 2013, FY 2014, FY 2015**



**Total City Expenses**

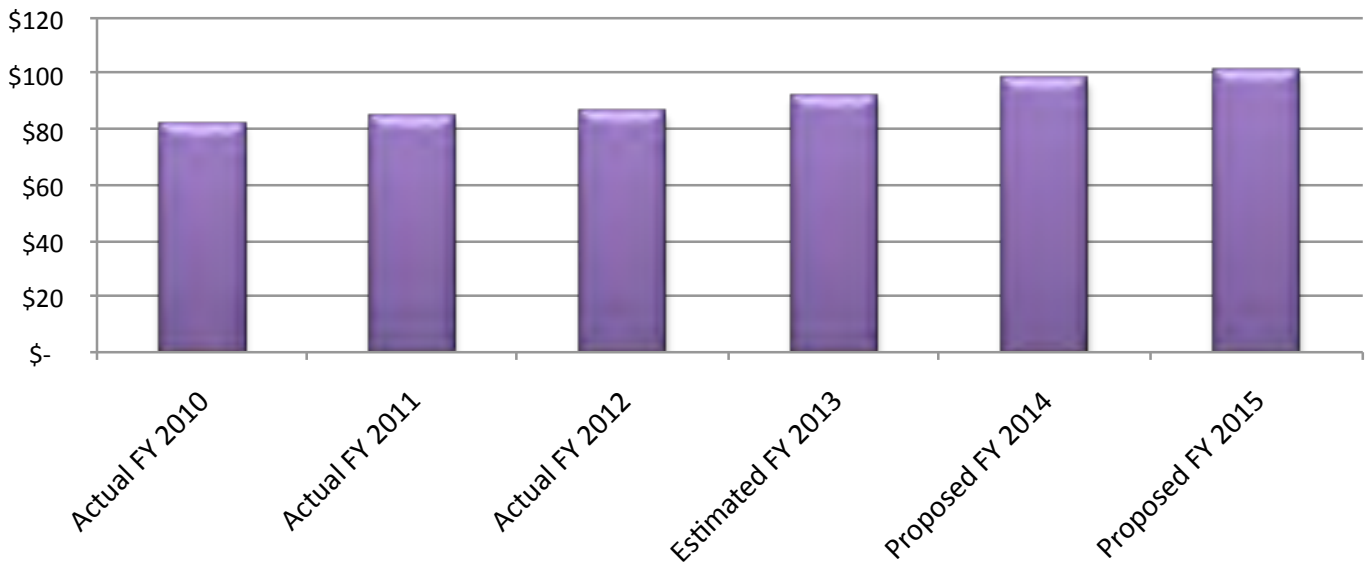
	Actual FY 2010	Estimated FY 2011	Proposed FY 2012	Proposed FY 2013	Proposed FY 2014	Proposed FY 2015
Personnel Services	\$12,048	\$12,465	\$13,073	\$13,645	\$14,138	\$14,688
Materials & Services	\$5,608	\$5,754	\$5,743	\$6,248	\$7,116	\$7,136
Debt Service	\$1,839	\$1,638	\$1,641	\$2,050	\$2,080	\$2,114
Debt Refunding	\$-	\$5,934	\$-	\$-	\$-	\$-
Transfers to Other Funds	\$5,355	\$5,428	\$5,647	\$6,034	\$6,510	\$6,932
Capital Outlay	\$2,643	\$4,805	\$3,410	\$4,293	\$14,069	\$4,822

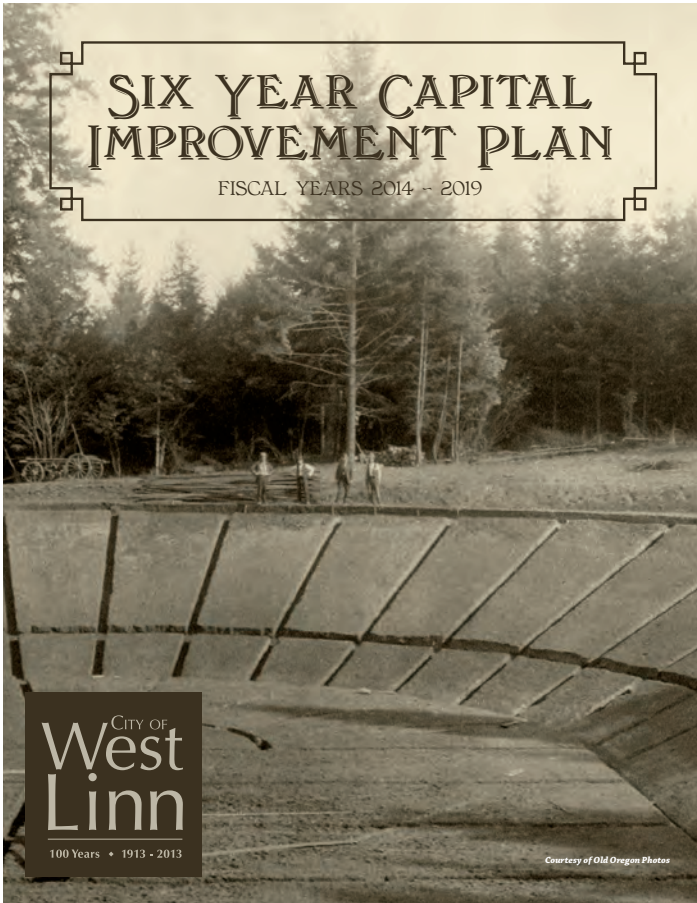
### Major City Expenses, FY 2010 - FY 2015



	Actual FY 2010	Estimated FY 2011	Proposed FY 2012	Proposed FY 2013	Proposed FY 2014	Proposed FY 2015
Personnel Services	\$12,048	\$12,465	\$13,073	\$13,645	\$13,982	\$14,511
Materials & Services	\$5,608	\$5,754	\$5,743	\$6,248	\$7,173	\$7,196
Capital Outlay	\$2,643	\$4,805	\$3,410	\$4,293	\$14,069	\$4,547

### Monthly Operating Cost Per Capita, FY 2010 - FY 2015





### ***Description of Long Term Financial Planning Processes***

The City of West Linn prepares five-year financial forecasts prior to the development of the biennial budget. The five-year model takes into account projected increases and decreases in revenues and expenditures. This information is shared with the Citizens' Budget Committee prior to budget deliberations.

The City of West Linn recently completed its capital improvement plan (CIP), which is aligned with the financial forecast and this budget document, as well as the corresponding master plan documents. These master plan documents provide long-range (20 year) planning for necessary capital improvements and investments in the City's infrastructure. The City refers to this as "multi-document transparency," because costly projects are planned and accounted for across many different documents. This level of planning allows for thoughtful project management and financing.

Financial forecasts are key to strategizing, studying different financial outcomes, modeling demographic trends, anticipating changes in revenue streams, and forecasting utility rates. The latest version of the City's updated forecast projections by Fund are included in this budget document. Copies of the Capital Improvement Plan are also available.





**RESERVES**

Reserves are essentially the amount of funds that are left over after all revenues and expenditures are projected for budget purposes. There are essentially three different types of reserves for different reasons:

- Contingency Reserves - these types of reserves are for unexpected or unforeseen items which may arise during the course of a budget period which were not specifically identified when the budget was adopted. These types of reserves still need to be specifically “appropriated”, but require a supplemental budget to actually be drawn upon.
- Unappropriated Ending Fund Balance Reserves - these types of reserves are to carry funds forward for some future project, to cover the following year’s operating costs until November property taxes arrive, or to be utilized if a City emergency is declared.
- Debt Covenant Reserves - these types of reserves vary by bond issue and depend upon specific covenants pledged when selling the bond issue in the market place. They typically come in the form of “at least one year’s annual debt service”.

(Amounts in Thousands: \$87 = \$87,000)

	FY 2015			Total (subject to reserve calculation)	Reserve Policy Minimum						Proposed Budget	
					Contingency		Unappropriated EFB		Total		Reserves per Proposed Budget	Over (under) Policy Minimum
					%	Policy Minimum	%	Policy Minimum	%	Policy Minimum		
1 General Fund	\$ 4,006	\$ 2,373	\$ 6,379	10%	\$ 638	5%	\$ 319	15%	\$ 957	\$ 1,163	\$ 206	
2 Public Safety Fund	4,557	810	5,367	15%	805	5%	268	20%	1,073	1,076	3	
3 Library Fund	1,392	224	1,616	15%	242	5%	81	20%	323	325	2	
4 Parks & Recreation	1,702	796	2,498	15%	375	5%	125	20%	500	502	2	
5 Building Inspection	428	47	475	10%	48	5%	24	15%	72	98	26	
6 Planning Fund	587	80	667	10%	67	5%	33	15%	100	102	2	
7 Street Fund	605	526	1,131	10%	113	5%	57	15%	170	1,015	845	
8 Water Fund	637	1,653	2,290	10%	229	5%	115	15%	344	725	381	
9 Environmental	774	377	1,151	10%	115	5%	58	15%	173	1,862	1,689	
10 SDC Fund	-	250	-	-	-	-	-	-	-	3,331	3,331	
11 Parks Bond Fund	-	-	-	-	-	-	-	-	-	-	-	
12 Debt Service Fund	-	-	-	-	-	-	-	-	-	136	136	
	<u>\$ 14,688</u>	<u>\$ 7,136</u>	<u>\$ 21,574</u>		<u>\$ 2,632</u>		<u>\$ 1,080</u>		<u>\$ 3,712</u>	<u>\$ 10,335</u>	<u>\$ 6,623</u>	
										Reserves budgeted as Contingency	\$ 5,675	
										Reserves budgeted as Unappropriated EFB	4,660	
										<u>Total Reserves in Proposed Budget</u>	<u>\$ 10,335</u>	

**Debt Outstanding**

As of June 30, 2012, the City had \$14.7 million outstanding in three general obligation bond issues, \$5.9 million outstanding in two full faith and credit obligations, and \$1.1 million outstanding in a water revenue bond issue, for a total of \$21.7 million in long-term debt outstanding:

	Beginning balance as of June 30, 2011	Additions	Reductions	Ending balance as of June 30, 2012
<b>General Obligation bonds</b>				
Series 2009-A Park Refundings, interest at 3.0-4.0%, original issue of \$4,915,000, due 2019	\$ 4,040,000	\$ -	\$ (490,000)	\$ 3,550,000
Series 2010-A Library Refundings, interest at 2.0-3.0%, original issue of \$3,900,000, due 2021	2,855,000	-	(200,000)	2,655,000
Series 2012 Police Station, interest at 1.0-2.75%, original issue of \$8,500,000, due 2031	-	8,500,000	-	8,500,000
	<u>6,895,000</u>	<u>8,500,000</u>	<u>(690,000)</u>	<u>14,705,000</u>
<b>Full Faith and Credit obligations</b>				
Series 2009-B Str/Police/Parks, interest at 3.0-4.35%, original issue of \$4,035,000, due 2029	3,795,000	-	(155,000)	3,640,000
Series 2010-B City Hall Refunding, interest at 3.0-4.0%, original issue of \$4,300,000, due 2021	2,535,000	-	(220,000)	2,315,000
	<u>6,330,000</u>	<u>-</u>	<u>(375,000)</u>	<u>5,955,000</u>
<b>Revenue bonds</b>				
Series 2000 Water Revenue and Refunding, interest at 5.75-6.0%, original issue of \$1,800,000, due 2021	1,145,000	-	(85,000)	1,060,000
<b>Total long-term debt obligations</b>	<u>\$ 14,370,000</u>	<u>\$ 8,500,000</u>	<u>\$ (1,150,000)</u>	<u>\$ 21,720,000</u>

**Future Debt Plans**

In November 2011, West Linn voters approved Ballot Measure 3-377 authorizing the issuance of up to \$8.5 million in general obligation bonds to allow for the acquisition, construction and furnishing of a new police station to be located at 8th Avenue and 13th Street. This general obligation bond sale was completed in January 2012 and there are no further general obligation bond plans at this time.

In December 2012, City Council approved a measure for the March 2013 election asking the voters whether they would support a water rate increase to fund water system projects. It is anticipated that if this vote passes, this project plan would be spread out over many years and not be funded by water revenues bonds. There are no other revenue bond plans at this time.

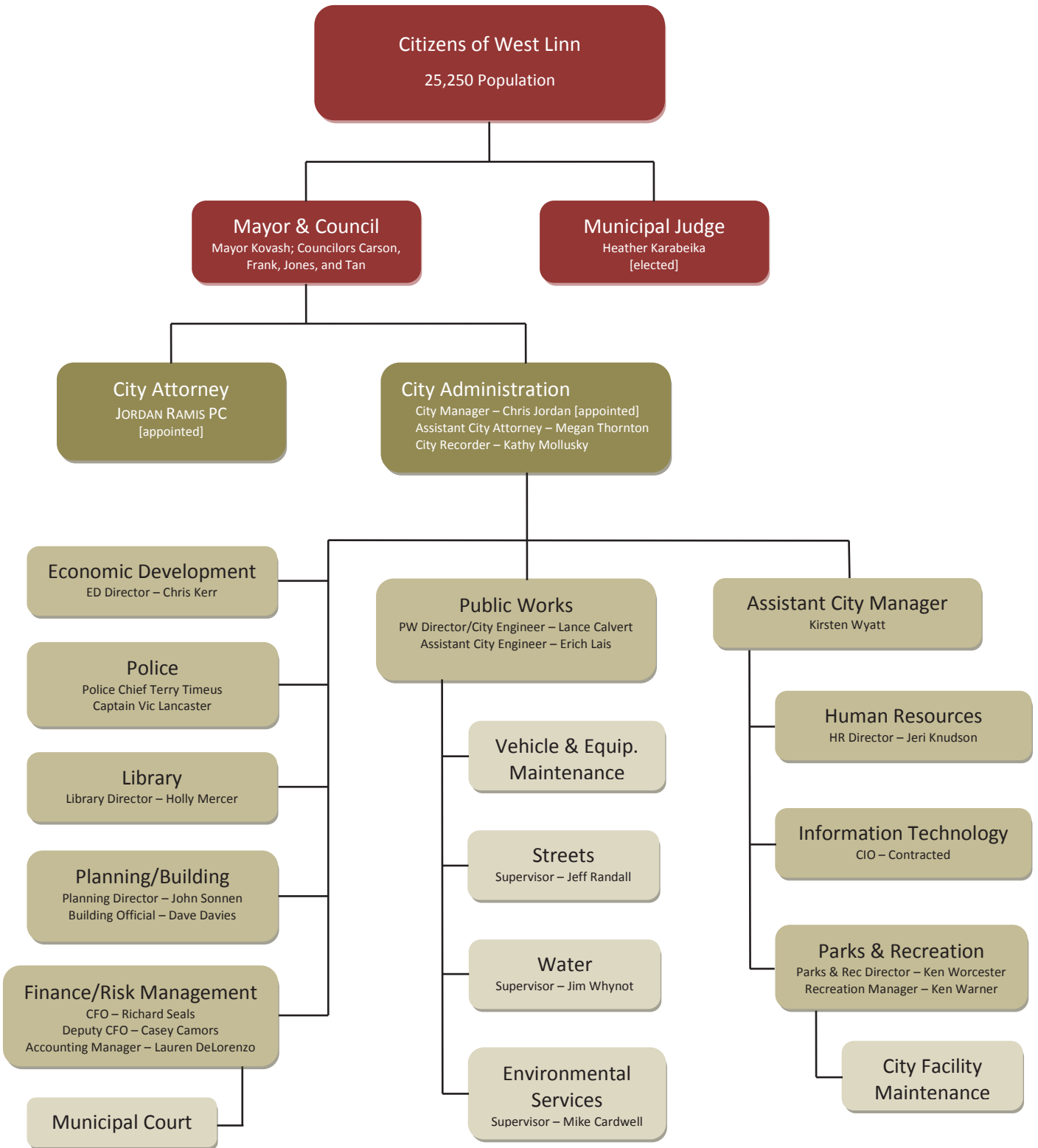
**City Credit Ratings**

In January 2012, Moody's Investor Services reaffirmed the City of West Linn's credit rating at Aa2 for its general obligation bonds outstanding stating "these rating assignments primarily reflect the City's improved managerial oversight and stronger financial position." Standard & Poor's also reaffirmed their AA rating noting the "City's use of a five-year financial forecast to build budgets and its quarterly reports on budgeted numbers compared to actual performance to the City Council."





# ORGANIZATIONAL CHART

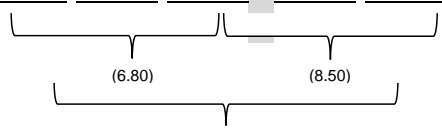


**POSITIONS & SALARY RANGES**

Full-Time Equivalent (FTE) Counts					Department and Position Title	Compensation Plan (pay ranges by position)	
Prior Budgets			Increase (decrease)	Proposed Budget BN 2015		Low Step	High Step
FY 2009	BN 2011	BN 2013					
<b>CITY ADMINISTRATION</b>							
1.00	1.00	1.00	-	1.00	City Manager	\$139,344	
1.00	1.00	0.80	-	0.80	Assistant City Manager	85,599	116,826
-	-	-	1.00	1.00	Assistant City Attorney (council approved)	78,168	106,740
1.00	1.00	1.00	-	1.00	City Recorder	51,931	69,568
-	1.00	1.00	-	1.00	Deputy City Recorder	50,221	65,280
-	1.00	1.00	(1.00)	-	Project Coordinator (resigned and not filled)	.....	.....
1.00	-	-	-	-	Staff Attorney	.....	.....
4.00	5.00	4.80	-	4.80			
<b>ECONOMIC DEVELOPMENT</b>							
-	-	-	1.00	1.00	Economic Dev. Director (council goal - promoted from Graduate Student Intern Senior Planner)	80,364	109,764
-	-	-	0.25	0.25		.....	.....
-	-	-	1.25	1.25			
<b>HUMAN RESOURCES</b>							
1.00	1.00	1.00	(0.50)	0.50	HR Director (reduced to part-time)	80,364	109,764
0.60	1.00	1.00	-	1.00	HR Generalist (resigned/filled from Fin)	51,168	68,460
-	-	-	1.00	1.00	Payroll Administrator (transferred from Fin)	48,420	65,208
0.50	0.50	0.50	-	0.50	HR Assistant	46,044	61,620
2.10	2.50	2.50	0.50	3.00			
<b>FINANCE</b>							
-	1.00	1.00	-	1.00	Chief Financial Officer	95,190	132,317
-	1.00	1.00	-	1.00	Deputy Chief Financial Officer	78,168	106,740
1.00	-	-	0.50	0.50	Accounting Manager (new/sharing with Court)	59,916	81,864
3.00	2.00	2.00	(1.00)	1.00	Senior Accounting Clerk (transferred to HR-Payroll)	46,413	60,260
1.00	1.50	1.50	0.50	2.00	Accounting Clerk II (new .50 Clerk for UB)	42,531	55,278
0.50	1.00	1.00	(1.00)	-	Management Analyst (transferred to HR-Generalist)	.....	.....
1.00	-	-	-	-	Administrative Staff Assistant	.....	.....
6.50	6.50	6.50	(1.00)	5.50			
<b>INFORMATION TECHNOLOGY</b>							
1.00	1.00	1.00	-	1.00	Network & Systems Technician	46,413	60,260
1.00	1.00	1.00	-	1.00	Desktop & Help Desk Technician	42,531	55,278
1.00	1.00	1.00	(1.00)	-	Chief Technology Officer (outsourced to Polar)	.....	.....
3.00	3.00	3.00	(1.00)	2.00			
<b>FACILITY SERVICES</b>							
1.00	1.00	1.00	-	1.00	Building Maintenance Worker	46,413	60,260
1.00	1.00	1.00	-	1.00			
<b>MUNICIPAL COURT</b>							
1.00	1.00	0.50	(0.50)	-	Municipal Court Judge (removed elected FTE count)	43,692	
0.90	-	1.00	(0.50)	0.50	Supervisor (retired/sharing Acctg Mgr)	49,797	66,637
1.60	2.50	2.00	-	2.00	Municipal Court Clerk	42,531	55,278
3.50	3.50	3.50	(1.00)	2.50			
<b>PUBLIC WORKS SUPPORT SERVICES</b>							
1.00	1.00	1.00	-	1.00	Public Works Director/City Engineer	85,599	116,826
1.00	1.00	1.00	-	1.00	Assistant City Engineer	70,128	95,784
2.00	2.00	2.00	(1.00)	1.00	Civil Engineer (transferred to Eng Tech)	58,321	79,687
1.00	1.00	1.00	-	1.00	GIS Coordinator	57,911	74,948
-	-	-	1.00	1.00	Public Improvement Specialist (transferred from Assoc Eng)	50,221	65,280
2.00	2.00	1.00	1.00	2.00	Engineering Technician III (transferred from Civil Eng)	46,413	60,260
1.00	1.00	1.00	(1.00)	-	Associate Engineer (transferred to Pub Imp Spec)	.....	.....
1.00	1.00	1.00	(1.00)	-	GIS Specialist (resigned and not filled)	.....	.....
3.60	2.60	2.00	(1.00)	1.00	Administrative Assistant (resigned and not filled)	.....	.....
12.60	11.60	10.00	(2.00)	8.00			
<b>VEHICLE &amp; EQUIPMENT MAINTENANCE</b>							
1.00	1.00	1.00	-	1.00	Lead Mechanic	46,413	60,260
1.00	1.00	1.00	-	1.00	Vehicle & Equipment Mechanic	42,531	55,278
2.00	2.00	2.00	-	2.00			
<b>PLANNING</b>							
1.00	1.00	1.00	-	1.00	Planning Director	\$85,599	\$116,826
2.00	3.00	4.00	(1.00)	3.00	Associate Planner (reduced hours to part-time)	50,221	65,280
1.50	1.50	0.50	-	0.50	Administrative Assistant	46,413	60,260
1.00	1.00	1.00	(1.00)	-	Senior Planner (transferred to Econ Dev)	.....	.....
5.50	6.50	6.50	(2.00)	4.50			

**POSITIONS & SALARY RANGES**

Full-Time Equivalent (FTE) Counts					Department and Position Title	Compensation Plan (pay ranges by position)	
Prior Budgets			Increase (decrease)	Proposed Budget BN 2015		Low Step	High Step
FY 2009	BN 2011	BN 2013					
<b>LIBRARY</b>							
1.00	1.00	1.00	-	1.00	Library Director	80,364	109,764
2.80	2.80	1.80	(1.00)	0.80	Senior Librarian (vacated-attrition program)	51,931	69,568
2.00	2.00	2.00	-	2.00	Librarian II	46,413	60,260
2.55	2.55	2.55	-	2.55	Librarian I	42,531	55,278
1.90	1.90	1.90	-	1.90	Library Page	39,070	50,270
2.48	2.48	2.48	-	2.48	Library Assistant	34,865	45,313
1.00	1.00	1.00	-	1.00	Staff Assistant II	34,865	45,313
3.90	3.90	3.90	-	3.90	Library Aide	27,175	35,335
<u>17.63</u>	<u>17.63</u>	<u>16.63</u>	<u>(1.00)</u>	<u>15.63</u>			
<b>PARKS AND RECREATION</b>							
1.00	1.00	1.00	(0.50)	0.50	Parks & Rec. Director (reduced to part-time)	80,364	109,764
1.00	1.00	1.00	-	1.00	Recreation Manager	61,375	83,820
1.00	1.00	1.00	-	1.00	Park Maintenance Supervisor	51,931	69,568
1.00	1.00	1.00	-	1.00	Arborist	46,413	60,260
7.00	7.00	7.00	-	7.00	Park Maintenance Worker III	46,413	60,260
0.40	0.40	0.40	-	0.40	Meals Coordinator	42,531	55,278
2.00	3.00	3.00	(0.50)	2.50	Recreation Coordinator II (retired/replaced with PT)	42,531	55,278
0.40	0.40	0.40	(0.25)	0.15	Park Ranger (reduced part-time hours)	31,057	40,330
1.00	1.00	0.60	-	0.60	Office Assistant	31,057	40,330
7.00	7.00	7.00	-	7.00	Seasonal Help		
1.00	-	-	-	-	Events Coordinator		
<u>22.80</u>	<u>22.80</u>	<u>22.40</u>	<u>(1.25)</u>	<u>21.15</u>			
<b>BUILDING INSPECTIONS</b>							
1.00	0.50	1.00	-	1.00	Building Official	61,375	83,820
2.00	1.00	1.50	(0.50)	1.00	Building Inspector III (removed unfilled part-time)	50,221	65,280
1.00	0.50	1.00	-	1.00	Permit Coordinator	42,531	55,278
-	-	0.50	-	0.50	Administrative Assistant	46,413	60,260
1.00	0.50	-	-	-	Permit Technician		
<u>5.00</u>	<u>2.50</u>	<u>4.00</u>	<u>(0.50)</u>	<u>3.50</u>			
<b>PUBLIC SAFETY</b>							
1.00	1.00	1.00	-	1.00	Chief of Police	88,886	121,315
2.00	2.00	2.00	(1.00)	1.00	Captain (vacated-attrition program)	76,081	103,899
7.00	7.00	7.00	-	7.00	Sergeant	61,780	78,853
21.00	21.00	21.00	(1.00)	20.00	Police Officer (removed vacated position)	52,465	68,286
3.00	3.00	2.00	-	2.00	Community Service Officer	39,442	51,289
1.00	1.00	1.00	-	1.00	Assistant to the Chief of Police	49,797	66,637
-	-	1.00	-	1.00	Assistant to the Captain	47,123	63,460
2.00	2.00	-	-	-	Records Clerk		
<u>37.00</u>	<u>37.00</u>	<u>35.00</u>	<u>(2.00)</u>	<u>33.00</u>			
<b>STREETS</b>							
1.00	1.00	1.00	-	1.00	Operations Supervisor	61,375	83,820
4.00	4.00	4.00	-	4.00	Utility Worker III	46,413	60,260
<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>-</u>	<u>5.00</u>			
<b>WATER</b>							
1.00	1.00	1.00	-	1.00	Operations Supervisor	61,375	83,820
5.00	5.00	4.00	-	4.00	Utility Worker III	46,413	60,260
<u>6.00</u>	<u>6.00</u>	<u>5.00</u>	<u>-</u>	<u>5.00</u>			
<b>ENVIRONMENTAL SERVICES</b>							
1.00	1.00	1.00	-	1.00	Operations Supervisor	61,375	83,820
5.00	4.00	4.00	1.50	5.50	Utility Worker III (add new 1.5 FTE)	46,413	60,260
<u>6.00</u>	<u>5.00</u>	<u>5.00</u>	<u>1.50</u>	<u>6.50</u>			
<u>139.63</u>	<u>137.53</u>	<u>132.83</u>	<u>(8.50)</u>	<u>124.33</u>	Total Full-Time Equivalent (FTEs)		



(15.30) Down 15.30 Full-Time Equivalent employment positions since FY 2009

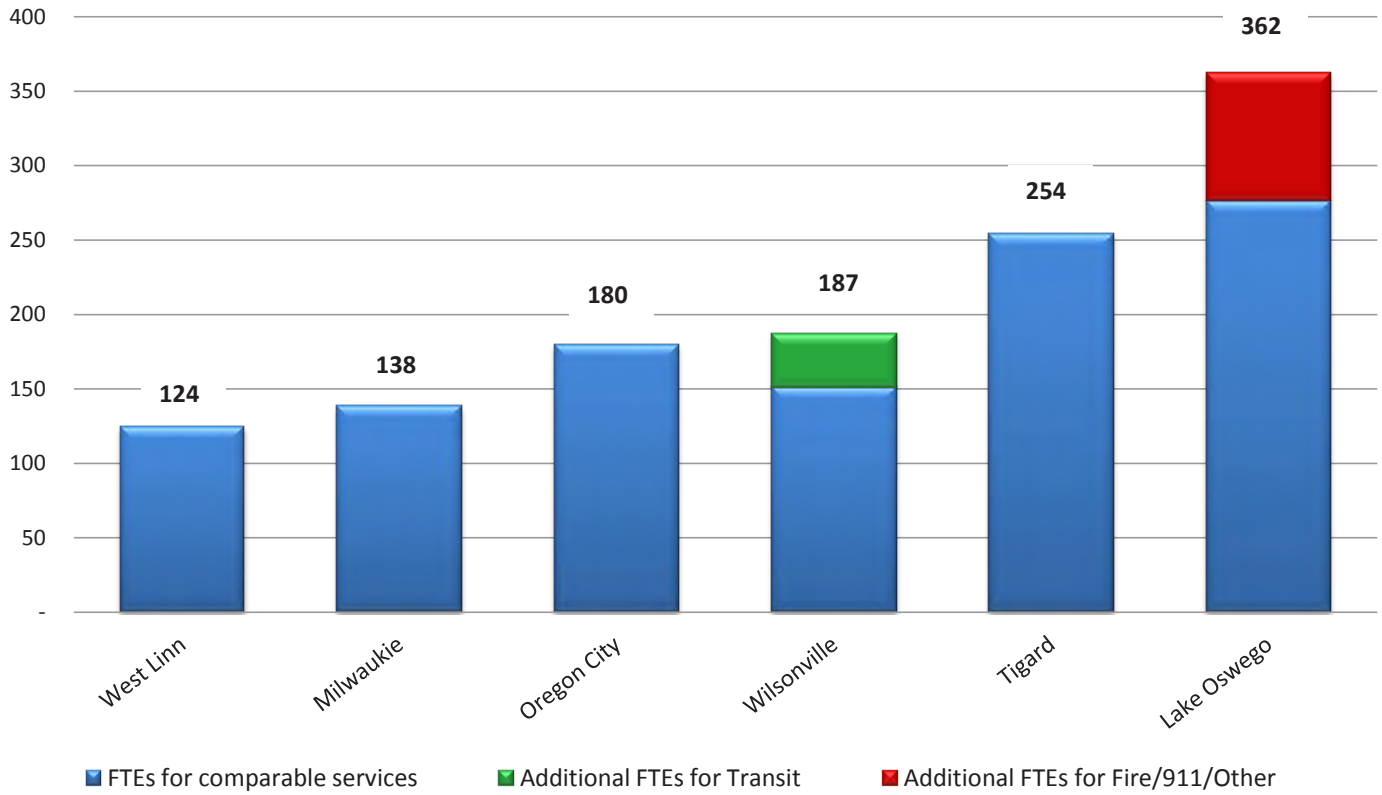


**Comparing Number of City Employees to Other Cities**

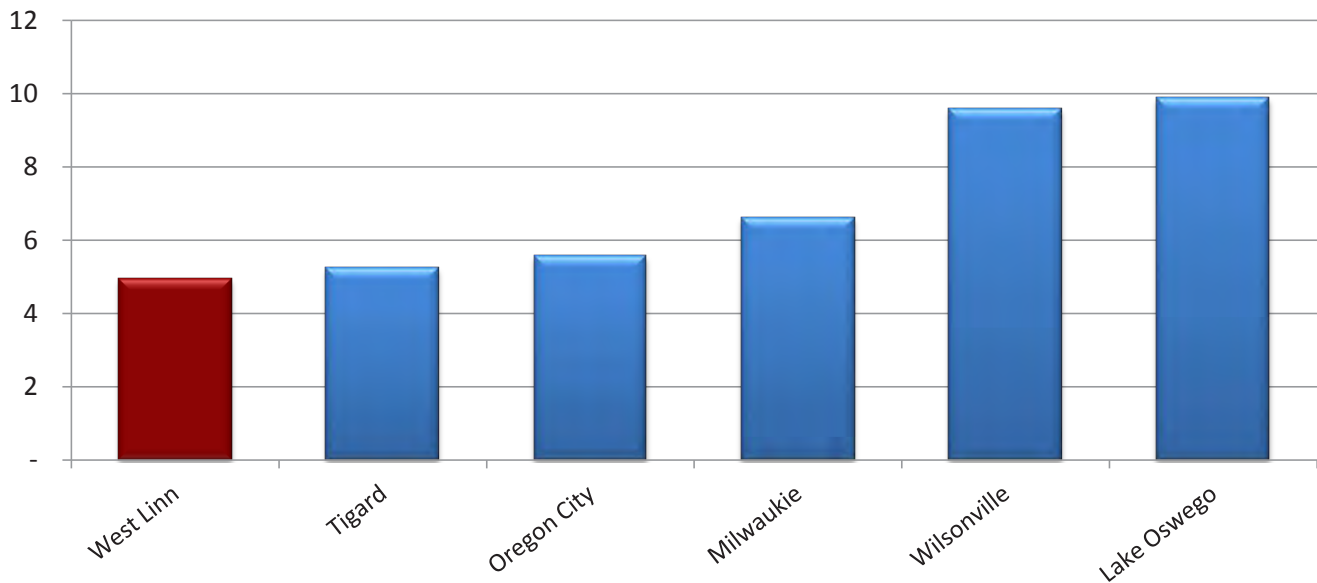
*Measured in Full-Time Equivalents (FTEs)*

	City Employees by Position by City (FTEs)					
	West Linn	Milwaukie	Oregon City	Wilsonville	Tigard	Lake Oswego
<b>Service Departments</b>						
Building Inspections	3.50	2.00	5.37	5.10	7.80	7.40
Code Enforcement	-	2.00	6.64	-	-	-
Engineering	4.00	5.50	2.70	10.50	12.00	22.30
Library	15.63	19.76	11.90	16.46	34.70	33.70
Municipal Court	2.50	3.00	4.22	2.00	3.65	3.50
Parks and Recreation	21.15	-	31.43	7.25	8.75	51.50
Planning	4.50	5.00	-	7.00	9.00	18.30
Public Safety - Police	33.00	42.25	47.00	18.00	84.50	52.50
Utility - Streets/Transportation	5.00	6.00	11.05	3.75	7.00	4.80
Utility - Water	5.00	7.00	13.50	14.83	12.50	17.40
Utility - Sewer/Wastewater and Storm	6.50	10.25	18.96	13.67	12.50	10.80
	100.78	102.76	152.77	98.56	192.40	222.20
<b>Support Departments</b>						
City Attorney/Assistant City Attorney	1.00	-	-	3.00	-	4.00
City Manager's Office	1.80	3.00	2.00	4.50	4.00	8.00
City Recorder	2.00	3.50	2.00	-	3.35	1.00
Comm Dev / PW Administration	4.00	11.00	6.14	11.00	15.60	5.80
Community Services	-	2.00	-	8.10	3.05	2.00
Economic Development	1.25	-	1.00	-	1.00	4.00
Facilities Management	1.00	2.00	-	4.25	3.75	4.00
Finance and Risk Management	5.50	6.00	12.44	9.15	18.00	10.10
Fleet/Vehicle Maintenance	2.00	3.00	-	6.50	1.50	3.00
Human Resources	3.00	2.00	2.19	2.85	4.80	3.00
Information Technology	2.00	3.00	1.00	3.00	6.30	9.50
	23.55	35.50	26.77	52.35	61.35	54.40
<b>Common Full Time Equivalents (FTEs)</b>	124.33	138.26	179.54	150.91	253.75	276.60
<b>Unique Services</b>						
City Transit/Bus Service	-	-	-	36.44	-	-
City Fire Department	-	-	-	-	-	52.00
City 911 Dispatch Service	-	-	-	-	-	16.50
City Golf and Tennis	-	-	-	-	-	10.40
City LO-Tigard Water Partnership	-	-	-	-	-	7.00
Total unique services:	-	-	-	36.44	-	85.90
<b>Full Time Equivalents (FTEs)</b>	124.33	138.26	179.54	187.35	253.75	362.50
<b>Population</b>	25,250	20,920	32,220	19,565	48,415	36,725
<b>FTEs per Capita (per 1,000 of Population)</b>	4.92	6.61	5.57	9.58	5.24	9.87

### Number of City Employees by City (FTEs)



### Full Time Equivalent (FTEs) per Capita (per 1,000 Population)







# SUMMARY OF OVERALL BUDGET



## **Budgeting in West Linn**

The City of West Linn budgets at the “fund” level. A fund is a fiscal and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities, and balances and changes, which are segregated for specific activities and objectives. Funds are grouped into three types:

### **1. Governmental Funds**

Governmental funds are used to account for most of the city’s functions and include general, special revenue, debt service, and capital projects funds.

### **2. Proprietary Funds**

Enterprise funds are used to account for city activities that are similar to those often found in the private sector and include enterprise funds.

### **3. Fiduciary Funds**

Fiduciary funds account for resources received and held by the City in a fiduciary capacity. The City of West Linn does not currently have any fiduciary funds.

## **Description of Funds**

### **General Fund**

The general fund of the City of West Linn provides the accounting for the City’s administrative, financial, municipal court, and vehicle maintenance activities.

### **Public Safety Fund**

The public safety fund is a special revenue fund for police services including payment for 911 dispatching services provided by Lake Oswego.

### **Library Fund**

The library fund is a special revenue fund for the operation of the City’s library activities.

### **Parks and Recreation Fund**

The parks and recreation fund is a special revenue fund for the maintenance and operation of the City’s parks and open space, and recreation programs and activities.

### **Building Inspections Fund**

The building inspections fund is a special revenue fund for the building inspection program.

### **Planning Fund**

The planning fund is a special revenue fund for the City’s planning related activities.

### **Street Fund**

The street fund is a special revenue fund for the maintenance and operation of the city’s streets, sidewalks, street signage, medians, and rights-of-way.

### **Water Fund**

The water fund is an enterprise fund 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.

### **Environmental Services Fund**

The environmental services fund is an enterprise fund for the maintenance and operation of the City’s waste and surface water utilities. All sewer collection and treatment and surface water related revenue and expenditures, including capital replacement, are included in this fund. Capital expansion projects are accounted for in the SDC Fund.

### **Systems Development Charges Fund**

The systems development charges (SDC) fund accounts for the City’s collection and expenditure of streets, water, waste water, surface water, and park SDCs.

### **Debt Service Fund**

The debt service fund accounts for the repayment of voter approved general obligation bonds issued for parks and library improvements.

# PERFORMANCE MEASURES

## **Why Performance Measurements?**

Governmental budgets result in spending plans that show how resources will be allocated in the coming budget period. Thinking of a budget purely as a spending plan, however, only reveals part of the picture. The addition of performance measuring identifies critical issues and needs, sets performance targets, and aligns spending with objectives by identifying and articulating links between funded activities and results.

## **Renewed Focus**

During the past year, the focus on the citywide performance measures effort has been the continued collection of data and improved development on reported measures. The reporting of performance measures help the City in the following ways:

- Communicate levels of activity by municipal function to its citizens;
- Make performance-informed decisions on how to lead and manage through difficult times;
- Build opportunities for service improvements through collaboration and cooperation between groups with shared roles and missions;
- Demonstrate that city government is making a difference in the lives of its citizens, customers and stakeholders in a way that customers can understand and value.

## **Key Elements of Performance Measuring**

Performance measuring is a process, not a document. The three distinguishing elements of performance measuring are:

- Identification of results to be achieved;
- Strategies for achieving the results; and
- Activities that are being funded because decision makers believe they provide the best value for the public achieving identified results.



## **Performance Measuring Processes**

To support these elements, the process should incorporate, at minimum:

- A primary focus on the needs of the community. Internal organizational requirements should be funded based on their connection to meeting community needs.
- Decision-making processes informed by evidence related to results, strategies, targets, and the effectiveness of program and service options.
- Reliable performance measures and targets, both at the community needs or organization-wide level and at the program or service level. Measures and targets should help users understand whether performance in the area being measured is getting better, staying the same, or getting worse.
- Regular review of performance measures and evaluation of results.

## **Organization of Performance Measures**

The data tables for the Fund budgets include reporting on full-time equivalent (FTE) employee positions included in the budget and one for the operating costs of each department (expressed in 1,000s). Operating costs of each department are then provided on a "per capita" basis as a function of the City's population. This information provides the foundation for many of the measures that follow, which are organized by department representing each functional operation offered by the City to the citizens of West Linn.

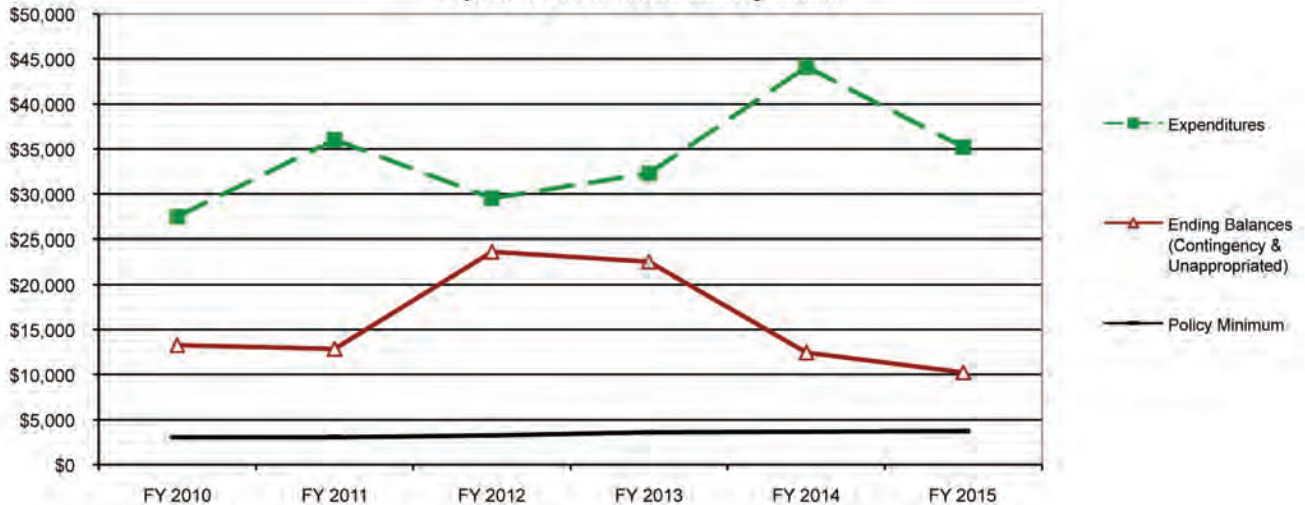
BUDGET SUMMARY

Total of All Funds - City of West Linn Biennial Budget

(Amounts in Thousands: \$87 = \$87,000)

	Actual FY 2010	Actual FY 2011	BN 2013			Budget BN 2013	BN 2015		
			Actual FY 2012	Estimate FY 2013	Total		Proposed Biennial Budget		
							FY 2014	FY 2015	Total
<b>Resources</b>									
Beginning Fund Balance	\$ 12,962	\$ 13,298	\$ 12,882	\$ 23,671	\$ 12,882	\$ 11,678	\$ 22,538	\$ 12,570	\$ 22,538
Property Taxes	6,603	6,834	6,958	7,490	14,448	14,703	7,727	7,875	15,602
Fees & Charges	11,097	11,491	13,269	12,808	26,077	26,204	13,148	13,642	26,790
Intergovernmental	3,672	4,068	4,785	3,950	8,735	9,018	5,701	4,127	9,828
Fines & Forfeitures	564	520	403	457	860	1,224	471	485	956
Interest	32	20	18	9	27	110	10	10	20
Miscellaneous	506	1,312	620	389	1,009	796	378	386	764
Proceeds from bond issues	-	5,935	8,603	-	8,603	8,603	-	-	-
Transfers from Other Funds	5,355	5,428	5,647	6,034	11,681	12,173	6,510	6,932	13,442
<b>Total Resources</b>	<b>\$ 40,791</b>	<b>\$ 48,906</b>	<b>\$ 53,185</b>	<b>\$ 54,808</b>	<b>\$ 84,322</b>	<b>\$ 84,509</b>	<b>\$ 56,483</b>	<b>\$ 46,027</b>	<b>\$ 89,940</b>
<b>Requirements</b>									
Personnel Services	\$ 12,048	\$ 12,465	\$ 13,073	\$ 13,645	\$ 26,718	\$ 27,848	\$ 14,138	\$ 14,688	\$ 28,826
Materials & Services	5,608	5,754	5,743	6,248	11,991	13,006	7,116	7,136	14,252
Debt Service	1,839	1,638	1,641	2,050	3,691	3,705	2,080	2,114	4,194
Operations before other items	19,495	19,857	20,457	21,943	42,400	44,559	23,334	23,938	47,272
Debt Refunding	-	5,934	-	-	-	-	-	-	-
Transfers to Other Funds	5,355	5,428	5,647	6,034	11,681	11,859	6,510	6,932	13,442
Capital Outlay	2,643	4,805	3,410	4,293	7,703	18,062	14,069	4,822	18,891
Operations, Transfers and Capital	27,493	36,024	29,514	32,270	61,784	74,480	43,913	35,692	79,605
<b>Reserves:</b>									
Contingency	-	-	-	-	-	6,161	5,732	5,675	5,675
Unappropriated Ending Fund Balance	13,298	12,882	23,671	22,538	22,538	3,868	6,838	4,660	4,660
Total Reserves	13,298	12,882	23,671	22,538	22,538	10,029	12,570	10,335	10,335
<b>Total Requirements</b>	<b>\$ 40,791</b>	<b>\$ 48,906</b>	<b>\$ 53,185</b>	<b>\$ 54,808</b>	<b>\$ 84,322</b>	<b>\$ 84,509</b>	<b>\$ 56,483</b>	<b>\$ 46,027</b>	<b>\$ 89,940</b>
Budgeted Positions (in FTEs)	138.03	136.33	132.83	128.83	128.83	132.83	124.33	124.33	124.33
Monthly Operating Costs per Capita	\$82	\$84	\$86	\$92	\$89	\$96	\$98	\$102	\$100

Expenditure Trends for All City Funds





# UNDERSTANDING THE BUDGET FORMAT

## Understanding the West Linn Budget

The City of West Linn presents budgeted financial information in detail tables by fund, and for the General Fund, by department. Each table includes several columns:

Column 1	Actual FY 2010	Actual FY 2011	BN 2013				BN 2015		
			Actual FY 2012	Estimate FY 2013	Total	Budget BN 2013	Proposed Biennial Budget		
							FY 2014	FY 2015	Total
Column 2	Column 3	Column 4	Column 5	Column 6	Column 7	Column 8	Column 9	Column 10	

### Column 1 - Description

Resources are grouped by thirteen different revenue types; requirements are grouped by expenditure type.

### Columns 2, 3 & 4 - Actual data for prior three years

Revenues and expenditures for the prior fiscal years are shown in the second, third and fourth columns of the budget detail for each fund.

### Column 5 - Estimate for current year data

Revenues and expenditures for fiscal year 2013 are shown on an estimated basis in the fifth column of the budget detail for each fund. The estimates are as of the date of publication of the budget document.

### Column 7 - Budget for current biennium data

Revenues and expenditures for the current biennium are shown on a budgeted basis in the seventh column of the budget detail for each fund.

### Columns 8 & 9 - Proposed budget for each year

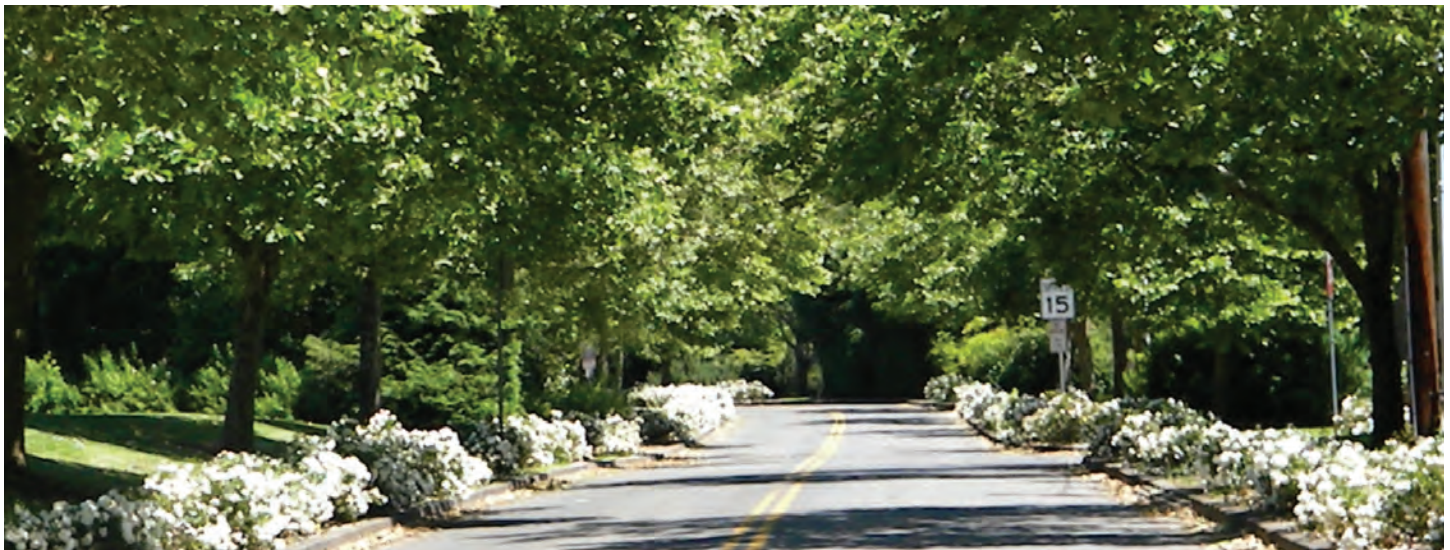
Revenues and expenditures for fiscal years 2014 and 2015 are shown on a proposed basis in the eighth and ninth columns of the budget detail for each fund.

### Column 10 - Biennial budget total

The biennial total for 2014 and 2015 proposed budgets are totaled (added together); this is the appropriation level at which the budget is approved and adopted.

In addition to the budget detail tables for each fund, information about each fund and the services provided by each department are shown including additional detail on:

- Number of full time equivalent employees (FTEs);
- Monthly operating cost per capita;
- Types of revenues and expenditures;
- Description of services provided;
- A listing of accomplishments, goals and objectives;
- Performance measurement data



# GENERAL FUND

*The General Fund is a governmental fund used to account for the city's administrative, financial, facilities, communications, public works support services, vehicle maintenance, and municipal court operations.*

## **Budget Highlights:**

- A key goal for the General Fund is to increase Ending Fund Balance (EFB).
- The proposed budget includes an EFB that is \$100,000 higher than current the biennium.
- Despite this accomplishment, current five-year projections show that a shortfall in EFB may occur in FY 2016, further indicating that this biennial goal is critical to future Fund health.
- The monthly operating cost per capita for the General Fund has stayed even at \$23.
- Budgeted FTEs decreases by 3.7 to 29.6 FTEs.
- Debt service obligations decrease \$40,000 per year due to refinancing interest savings.

## **Noteworthy Items:**

- This Fund includes \$25,000 per year for general facilities repairs and improvements.
- These improvements are not specifically identified, but as the City's facilities age, we anticipate a need for some basic improvements.
- Funds may also be spent on "green" upgrades to facilities to further promote sustainable business practices and energy efficiency.
- Current biennium General Fund capital projects designed to "green" City Hall included the installation of dishwashers and bathroom hand dryers, as well as natural light-sensitive lighting.
- Current biennium capital projects also includes approximately \$80,000 per year in upgrades to IT servers and related IT equipment needs.





General Fund

(Amounts in Thousands: \$87 = \$87,000)

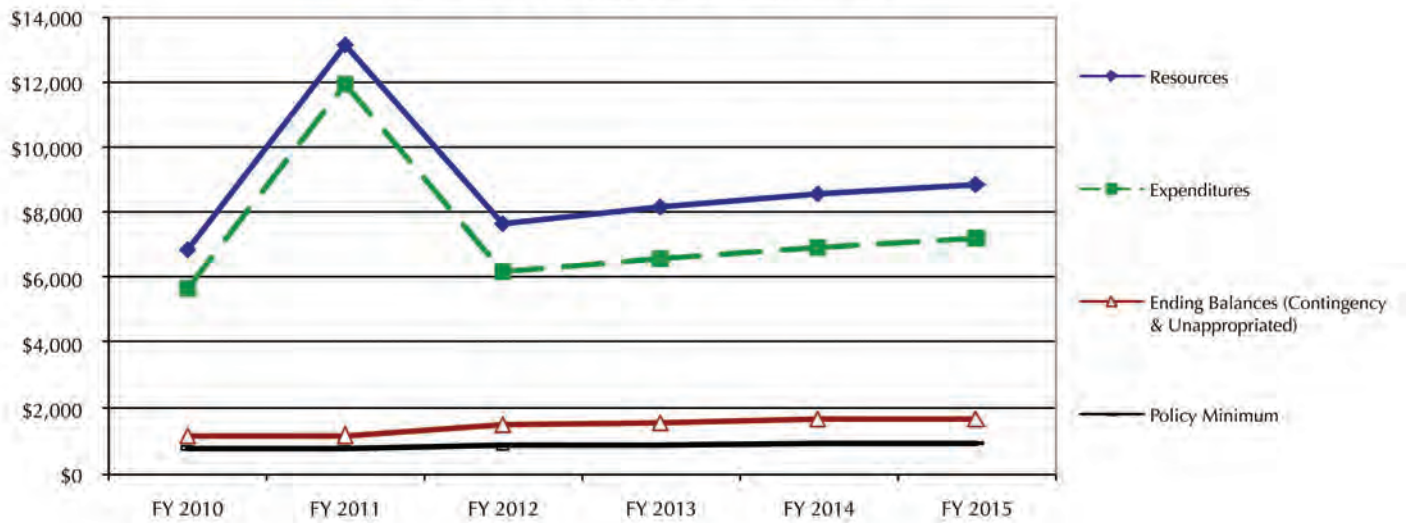
			BN 2013				BN 2015		
	Actual	Actual	Actual	Estimate		Budget	Proposed Biennial Budget		
	FY 2010	FY 2011	FY 2012	FY 2013	Total	BN 2013	FY 2014	FY 2015	Total
<b>Resources</b>									
Beginning Fund Balance	\$ 985	\$ 1,182	\$ 1,203	\$ 1,490	\$ 1,203	\$ 1,275	\$ 1,578	\$ 1,572	\$ 1,578
Intergovernmental	6	41	112	108	220	-	278	100	378
Franchise Fees	-	31	54	104	158	245	-	-	-
Franchise Fees (dedicated to Sustainability)		-	40	40	80	80	-	-	-
Fees & Charges	178	195	284	280	564	618	288	297	585
Fines & Forfeitures	428	421	333	352	685	942	363	374	737
Interest	3	6	18	5	23	10	5	5	10
Miscellaneous	208	274	190	102	292	252	102	104	206
Transfers from Other Funds	5,079	5,079	5,436	5,714	11,150	11,186	6,025	6,229	12,254
Proceeds from Bond Refunding	-	5,935	-	-	-	-	-	-	-
<b>Total Resources</b>	<b>\$ 6,887</b>	<b>\$ 13,164</b>	<b>\$ 7,670</b>	<b>\$ 8,195</b>	<b>\$ 14,375</b>	<b>\$ 14,608</b>	<b>\$ 8,639</b>	<b>\$ 8,681</b>	<b>\$ 15,748</b>
<b>Requirements</b>									
Personnel Services	\$ 3,339	\$ 3,676	\$ 3,755	\$ 3,761	\$ 7,516	\$ 7,759	\$ 3,853	\$ 4,006	\$ 7,859
Materials & Services	1,974	1,919	1,873	2,102	3,975	4,615	2,458	2,373	4,831
Debt Service	341	6,241	413	412	825	828	414	414	828
Transfers to Other Funds	31	32	123	191	314	314	199	615	814
Capital Outlay	20	93	16	151	167	50	143	110	253
	5,705	11,961	6,180	6,617	12,797	13,566	7,067	7,518	14,585
Reserves:									
Contingency	-	-	-	-	-	472	700	700	700
Unappropriated Ending Fund Balance	1,182	1,203	1,490	1,578	1,578	570	872	463	463
	1,182	1,203	1,490	1,578	1,578	1,042	1,572	1,163	1,163
<b>Total Requirements</b>	<b>\$ 6,887</b>	<b>\$ 13,164</b>	<b>\$ 7,670</b>	<b>\$ 8,195</b>	<b>\$ 14,375</b>	<b>\$ 14,608</b>	<b>\$ 8,639</b>	<b>\$ 8,681</b>	<b>\$ 15,748</b>
Budgeted Positions (in FTEs)	35.6	34.9	33.3	30.3	30.3	33.3	30.05	30.05	30.05
Monthly Operating Costs per Capita	\$19	\$39	\$20	\$21	\$21	\$23	\$23	\$24	\$24







General Fund Resources & Expenditure Trends



**General Fund - City Council**

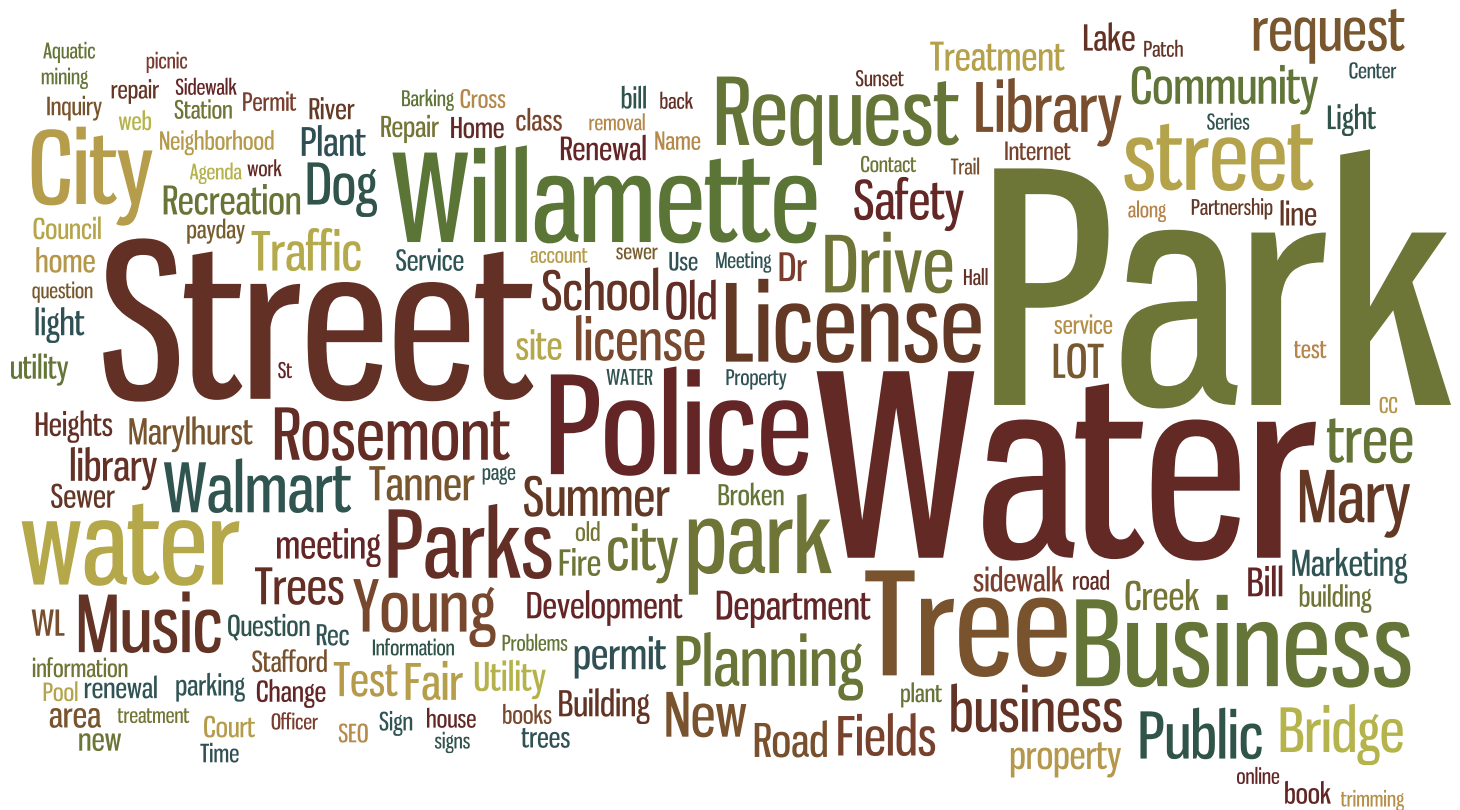
(Amounts in Thousands: \$87 = \$87,000)

			BN 2013				BN 2015		
	Actual	Actual	Actual	Estimate	Total	Budget	Proposed Biennial Budget		
	FY 2010	FY 2011	FY 2012	FY 2013			FY 2014	FY 2015	Total
<b>Personnel Services</b>									
FTE Positions	-	-	-	-	-	-	-	-	-
Council Stipends	\$ 23	\$ 23	\$ 24	\$ 25	\$ 49	\$ 49	\$ 25	\$ 26	\$ 51
Stipend Benefits	2	2	2	2	4	4	2	2	4
<b>Total Personnel Services</b>	<b>25</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>53</b>	<b>53</b>	<b>27</b>	<b>28</b>	<b>55</b>
<b>Materials &amp; Services</b>									
Personnel Related Expense	8	9	15	8	23	16	8	8	16
General Office Supplies	2	2	2	5	7	10	5	5	10
Professional & Technical Services	20	16	4	24	28	46	22	24	46
Other - City Attorney services	-	-	199	180	379	398	80	80	160
Other - Community Outreach	-	-	1	1	2	2	3	3	6
Other - Travel and Training	-	-	-	2	2	4	7	7	14
<b>Total Materials &amp; Services</b>	<b>30</b>	<b>27</b>	<b>221</b>	<b>220</b>	<b>441</b>	<b>476</b>	<b>125</b>	<b>127</b>	<b>252</b>
<b>City Council Total</b>	<b>\$ 55</b>	<b>\$ 52</b>	<b>\$ 247</b>	<b>\$ 247</b>	<b>\$ 494</b>	<b>\$ 529</b>	<b>\$ 152</b>	<b>\$ 155</b>	<b>\$ 307</b>





Based on a Citizens' Budget Committee member's suggestion, the City conducted an informal survey of its 21 advisory groups to ascertain the words, phrases, and concepts that define West Linn. These words, phrases, and concepts were then used in the City Council's Community Survey, which provided a foundation for and perspectives on the unanimously adopted Council goals. This word cloud represents the values that West Linn volunteers shared about West Linn.



#### Budget Highlights:

- Funding is included in each year of the biennium for a survey to measure community understanding of civic affairs. Survey data will be used to make operational and long-range decisions for the organization and may also be used to measure public interest on special topics.
- The costs for contracted attorney services are expected to decrease in each year of the biennium to reflect the in-house attorney services that are provided in the City Administration department.

#### Noteworthy Items:

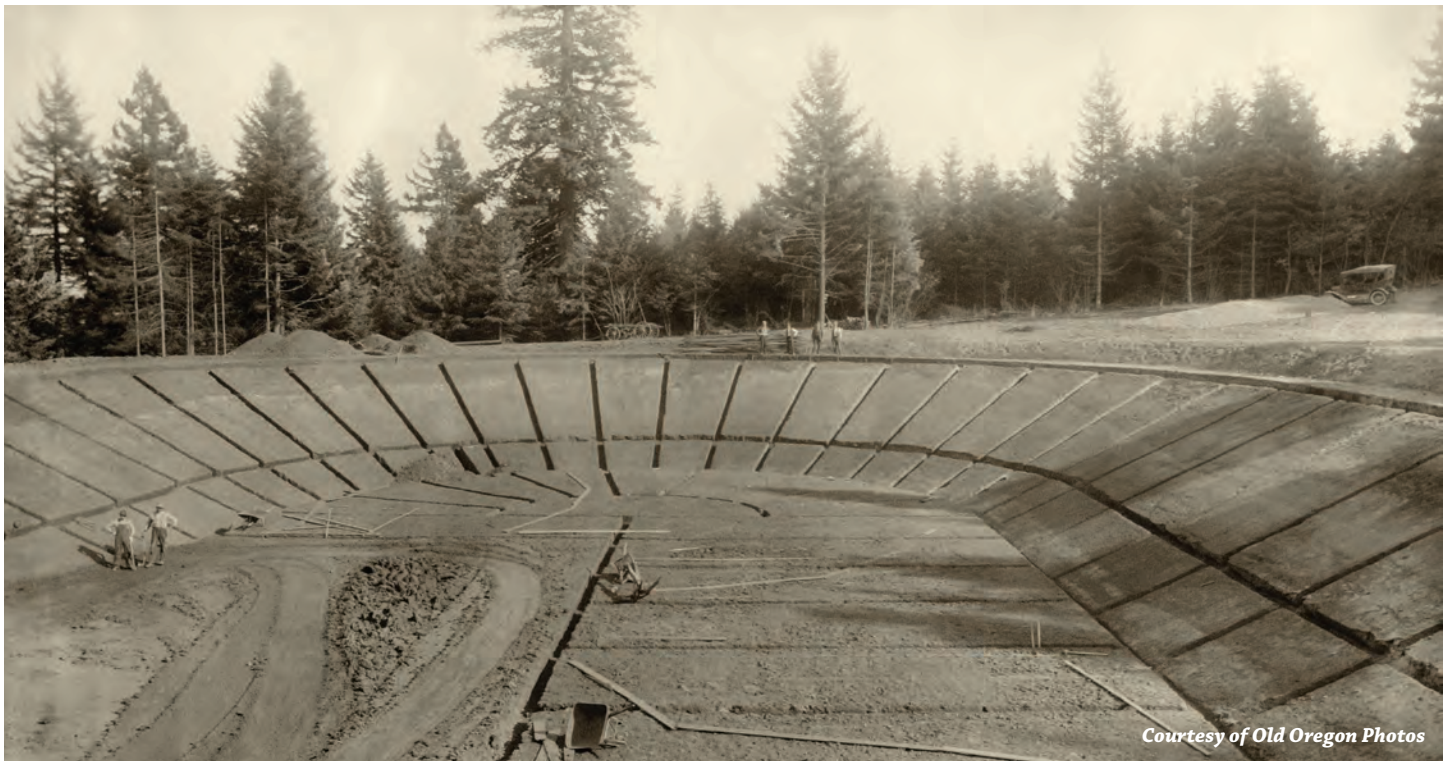
- City Council priorities are reproduced in the beginning section of this budget document.
- Notably, all Council priorities are fully funded in the proposed budget.



**General Fund - City Administration**

(Amounts in Thousands: \$87 = \$87,000)

			BN 2013				BN 2015		
	Actual FY 2010	Actual FY 2011	Actual FY 2012	Estimate FY 2013	Total	Budget BN 2013	Proposed Biennial Budget		
							FY 2014	FY 2015	Total
<b>Personnel Services</b>									
FTE Positions	5.0	4.8	4.8	5.8	5.8	4.8	4.80	4.80	4.80
Salaries & Wages	\$ 388	\$ 461	\$ 436	\$ 584	\$ 1,020	\$ 867	\$ 511	\$ 541	\$ 1,052
Employee Benefits	149	187	207	288	495	419	272	274	546
<b>Total Personnel Services</b>	<b>537</b>	<b>648</b>	<b>643</b>	<b>872</b>	<b>1,515</b>	<b>1,286</b>	<b>783</b>	<b>815</b>	<b>1,598</b>
<b>Materials &amp; Services</b>									
Personnel Related Expense	9	6	9	15	24	14	17	17	34
General Office Supplies	14	9	13	8	21	16	8	8	16
Professional & Technical Services	40	39	10	30	40	80	40	40	80
Other - City Attorney Services	245	219	-	-	-	-	-	-	-
Other - City Prosecutor Services	71	72	72	72	144	144	72	72	144
Other - TRIM Archiving Project	-	-	43	51	94	97	46	51	97
Other - Newsletter Publication	-	-	15	20	35	40	20	20	40
Other - Website Upgrades	-	-	1	15	16	30	15	15	30
Other - West Linn Leadership Academy	-	-	-	-	-	-	5	-	5
Other - Promotion and Outreach	-	-	8	5	13	10	5	5	10
Other - Granicus Maintenance	-	-	5	10	15	20	-	-	-
<b>Total Materials &amp; Services</b>	<b>379</b>	<b>345</b>	<b>176</b>	<b>226</b>	<b>402</b>	<b>451</b>	<b>228</b>	<b>228</b>	<b>456</b>
<b>City Administration Total</b>	<b>\$ 916</b>	<b>\$ 993</b>	<b>\$ 819</b>	<b>\$ 1,098</b>	<b>\$ 1,917</b>	<b>\$ 1,737</b>	<b>\$ 1,011</b>	<b>\$ 1,043</b>	<b>\$ 2,054</b>



**Performance Measures:**

Strategy	Measure	FY10	FY11	FY12	Projected FY13	Projected FY14	Projected FY15
Adhere to public records law and respond to public records requests	Public records requests	45	50	26	25	20	20
	West Linn population	25,110	25,150	25,250	25,250	25,250	25,250
	Number of citizens making the public records requests	9	13	22	10	10	10
	Percent of citizens making public records requests	0%	0%	0%	0%	0%	0%
Provide timely and accessible information to all citizens using a variety of tools	Newsletter frequency	Monthly	Monthly	Monthly	Monthly	Quarterly	Quarterly
	Newsletter production cost	\$17,200	\$17,200	\$17,200	\$17,200	\$7,800	\$7,800
	Average cost per newsletter	\$2	\$2	\$2	\$2	\$1	\$1
	Number of Facebook friends	n/a	1,512	1,830	2,350	2,500	2,600
	Number of Twitter followers	n/a	n/a	200	425	500	600
	Percent of households following City on Facebook	n/a	17%	20%	25%	27%	28%
	Percent of households following City on Twitter	n/a	n/a	2%	5%	5%	6%
Social Media	February 2013 Snapshot: Social Media Comparison				FY 2012 to FY 2013 Change		
	City (Population)	Facebook Friends	% Households Facebook	Twitter Followers	% Households Twitter	% Change, Facebook	% Change, Twitter
	West Linn (25,370)	2308	25%	371	4%	26%	85%
	Wilsonville (20,515)	2003	26%	225	3%	62%	17%
	Milwaukie (20,435)	395	5%	245	3%	33%	40%
	Lake Oswego (36,770)	797	6%	1392	10%	66%	23%
	Tualatin (26,120)	945	10%	321	3%	178%	45%
	Oregon City (32,500)	432	4%	264	2%	16%	0%
	Tigard (48,695)	303	2%	428	2%	92%	79%

**Budget Highlights:**

- The City Administration budget includes general administration, records, in-house attorney services, communications, outreach, and special events costs.
- \$5,000 in year one of the biennium is included for the West Linn Leadership Academy. This program is offered biennially to train and encourage citizen volunteers in West Linn. Costs include meals, materials, and a recognition item for Academy graduates.

**Noteworthy Items:**

- The City has indicated to community outreach programs including Neighbors Helping Neighbors, the Living History Tour, and the West Linn Food Pantry that the City will assist with their transition to independent, stand-alone non-profit organizations. The City no longer has staff capacity to support these events and organizations in the same manner as has been done in previous biennia.

**General Fund - Economic Development**

(Amounts in Thousands: \$87 = \$87,000)

			BN 2013				BN 2015		
	Actual	Actual	Actual	Estimate		Budget	<i>Proposed Biennial Budget</i>		
	FY 2010	FY 2011	FY 2012	FY 2013	Total	BN 2013	FY 2014	FY 2015	Total
<b>Personnel Services</b>									
FTE Positions	-	-	-	-	-	-	1.25	1.25	1.25
Salaries & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 102	\$ 110	\$ 212
Employee Benefits	-	-	-	-	-	-	56	60	116
<b>Total Personnel Services</b>	-	-	-	-	-	-	158	170	328
<b>Materials &amp; Services</b>									
Personnel Related Expense	-	-	-	-	-	-	2	2	4
General Office Supplies	-	-	-	-	-	-	1	1	2
Professional & Technical Services	-	-	-	-	-	-	50	50	100
Other - Master Plan (grant funded)	-	-	-	-	-	-	200	-	200
<b>Total Materials &amp; Services</b>	-	-	-	-	-	-	253	53	306
<b>Economic Development Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 411	\$ 223	\$ 634





**Performance Measures:**

Strategy	Measure	FY10	FY11	FY12	Projected	Projected	Projected
					FY13	FY14	FY15
Raise the profile of economic development and the business community with the City	Economic Development training sessions for public officials				3	6	6
	Number of “business incentive” regulatory amendments proposed				40	10	10
	Number of City meetings attended to broaden support for and promote City businesses				18	24	24
Retain, strengthen and expand business opportunities in the City	Number of Ec. Dev. newsletter recipients				50	75	100
	Number of “face to face” business outreach meetings				20	40	40
	Number of businesses surveyed as part of BRE program				0	100	125
Collaborate regionally to leverage education and resources	Amount of grant funding secured for Economic Development / business development efforts				\$25,000	\$150,000	\$40,000
	Number of regional programs and classes made available to City businesses				0	15	20

**Budget Highlights:**

- This is the first biennium budget including the new Economic Development Department.
- One of the priorities of this Department is to identify and acquire grants to support both private and public projects.
- The proposed 0.25 FTE position is a part-time intern position that is shared with the City of Sherwood in order to defray costs.

**Noteworthy Items:**

- This new Department was created as a result of the Council’s recognition that Economic Development is an essential component to in maintaining the City’s excellent quality of life.
- The Economic Development Department maintains its own newsletter and LinkedIn group.
- Approximately one-third of the businesses in the City are “home-based businesses” that operate out of residences.

**General Fund - Human Resources**

*(Amounts in Thousands: \$87 = \$87,000)*

			BN 2013				BN 2015		
	Actual	Actual	Actual	Estimate	Total	Budget	Proposed Biennial Budget		
	FY 2010	FY 2011	FY 2012	FY 2013			BN 2013	FY 2014	FY 2015
<b>Personnel Services</b>									
FTE Positions	2.5	2.5	2.5	2.5	2.5	2.5	3.00	3.00	3.00
Salaries & Wages	\$ 155	\$ 173	\$ 186	\$ 170	\$ 356	\$ 410	\$ 237	\$ 243	\$ 480
Employee Benefits	57	78	90	85	175	220	104	110	214
<b>Total Personnel Services</b>	<b>212</b>	<b>251</b>	<b>276</b>	<b>255</b>	<b>531</b>	<b>630</b>	<b>341</b>	<b>353</b>	<b>694</b>
<b>Materials &amp; Services</b>									
Personnel Related Expense	9	14	17	9	26	18	15	15	30
General Office Supplies	3	4	3	3	6	6	3	3	6
Professional & Technical Services	88	33	10	53	63	105	40	42	82
Other - Performance Training	13	15	15	7	22	30	10	12	22
Other - Centralized Training	7	23	15	8	23	30	15	15	30
Other Purchased Services	1	1	-	2	2	4	2	2	4
<b>Total Materials &amp; Services</b>	<b>121</b>	<b>90</b>	<b>60</b>	<b>82</b>	<b>142</b>	<b>193</b>	<b>85</b>	<b>89</b>	<b>174</b>
<b>Human Resources Total</b>	<b>\$ 333</b>	<b>\$ 341</b>	<b>\$ 336</b>	<b>\$ 337</b>	<b>\$ 673</b>	<b>\$ 823</b>	<b>\$ 426</b>	<b>\$ 442</b>	<b>\$ 868</b>

**Budget Highlights:**

- The HR department is responsible for workplace safety. The exemplary work of the department is reflected in a \$43,000 workers compensation rebate.
- The HR department budget includes funding for centralized and performance training.
- In the coming biennium, the HR department will further refine online job applications and applicant tracking.
- Moved the payroll processing function into Human Resources Department.

**Noteworthy Items:**

- Negotiated a fair and equitable 3 year CCPOA police union contract.
- Implemented mid-manager training and brown bag lunch training opportunities.
- Provided benefit education and developed employee motivational program.
- Experienced a 25 percent increase in attendance at informational/training sessions for all employees; (35% increase in attendance among mid-managers).
- Reduced worker injuries and time loss through increased employee safety awareness and the work of an effective safety committee.
- Successful recruitment and selection of various positions.

**Performance Measures:**

Strategy	Measure	FY08	FY09	FY10	FY11	FY12	Projected FY13	Projected FY14	Projected FY15
Provide cost effective training to all City employees	Number of trainings provided	6	6	8	9	7	12	12	12
	Average percentage of all city employees who attended training sessions	15%	15%	28%	27%	20%	25%	25%	25%
Perform facility inspections by Safety Committee to minimize unsafe conditions	Number of identified unsafe practices eliminated	n/a	30%	23%	60%	70%	75%	75%	75%
Reduce the number and the cost of worker compensation claims	Number of Accidents	14	14	7	3	2	3	3	3
	Time Loss (Days)	5	29	156	51	22	20	20	20
	Annual cost of worker compensation claims	\$5,057	\$28,384	\$54,609	\$47,258	\$30,000	\$25,000	\$25,000	\$25,000

**Outcome of Performance Measures:**

Safe Work Environment	Safer working conditions - in support of a safe work environment, the Human Resources Department has Intranet information for employees to access related to safety information/materials. Documents include: facility inspections, safety committee notes, training opportunities, etc.
Well trained employees	In partnership with the City’s worker compensation carrier, SAIF Corporation, employees are provided safety training relevant to their individual needs (i.e. lifting). The positive effects of this training include fewer injuries, reduced worker compensation premiums.
Active Safety Committee	In accordance with OSHA laws and regulations, the City has an active Safety Committee meeting every month to discuss inspection results and more effective ways to mitigate unsafe work conditions or workspace issues. Each department is represented on the Safety Committee, minutes are taken and posted, and follow-up is performed.

## DID YOU KNOW?

In the spirit of sustainability, attracting the best pool of employees to recruit from, and motivating the City’s existing work force in all ways “green”, the Human Resource Department has developed an on-line application process eliminating the need for printed materials during a job recruitment. Working with IT to develop a means in which to use iPads during the interview process to further reduce the need for paper copies of applications and interview packets.

Attracting, retaining, and motivating the best employees to work at the City of West Linn begins with the recruiting process.



General Fund - Finance

(Amounts in Thousands: \$87 = \$87,000)

			BN 2013				BN 2015		
	Actual	Actual	Actual	Estimate	Total	Budget	Proposed Biennial Budget		
	FY 2010	FY 2011	FY 2012	FY 2013			BN 2013	FY 2014	FY 2015
<b>Personnel Services</b>									
FTE Positions	6.5	6.5	6.5	6.5	6.5	6.5	5.5	5.5	5.5
Salaries & Wages	\$ 480	\$ 540	\$ 573	\$ 544	\$ 1,117	\$ 1,027	\$ 450	\$ 465	\$ 915
Employee Benefits	186	261	257	280	537	513	260	275	535
<b>Total Personnel Services</b>	<b>666</b>	<b>801</b>	<b>830</b>	<b>824</b>	<b>1,654</b>	<b>1,540</b>	<b>710</b>	<b>740</b>	<b>1,450</b>
<b>Materials &amp; Services</b>									
Personnel Related Expense	12	13	15	15	30	30	15	15	30
General Office Supplies	90	46	80	92	172	183	96	97	193
Professional & Technical Services	98	23	28	40	68	150	77	84	161
Other - Auditing/Accounting Services	75	71	58	91	149	180	89	91	180
Other - Economic Development	3	23	7	-	7	-	-	-	-
<b>Total Materials &amp; Services</b>	<b>278</b>	<b>176</b>	<b>188</b>	<b>238</b>	<b>426</b>	<b>543</b>	<b>277</b>	<b>287</b>	<b>564</b>
<b>Finance Total</b>	<b>\$ 944</b>	<b>\$ 977</b>	<b>\$ 1,018</b>	<b>\$ 1,062</b>	<b>\$ 2,080</b>	<b>\$ 2,083</b>	<b>\$ 987</b>	<b>\$ 1,027</b>	<b>\$ 2,014</b>

**Budget Highlights:**

- As part of an IGA with the City of Milwaukie for financial management services, the City of West Linn received \$100,000 from the City of Milwaukie for sharing finance department leadership over the last two fiscal years – this arrangement was extended at half-time through June 2015.

**Noteworthy Items:**

- Credit rating agencies reaffirmed AA/Aa2 levels from S&P and Moody's Services.
- Completed General Obligation bond issue in January 2012 receiving an overall interest rate of 2.09% over twenty years.
- Received national recognition for three financial publications.
- Ensure good financial stewardship by maintaining credit ratings and completing audits by December 31st of each fiscal year.
- Participated in GFOA's new Financial Model project pursuing world-class performance in Public Financial Management.



**Performance Measures:**

Strategy	Measure	FY10	FY11	FY12	Projected FY13	Projected FY14	Projected FY15
Maintain high levels of financial integrity	Independent auditor opinion	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
	Number of auditor proposed or passed-upon adjustments	5	3	2	0	0	0
	Number of GFOA reviewer comments	6	5	5	0	0	0
Deliver efficient, effective financial services	Credit rating	AA- / Aa2	AA / Aa2	AA / Aa2	AA / Aa2	AA / Aa2	AA / Aa2
	Actual cost to deliver financial services	\$944,000	\$977,000	\$1,018,000	\$1,062,000	\$997,000	\$1,027,000
	Costs to deliver financial services as percentage of total City operating budget	4.8%	4.9%	4.9%	4.8%	4.4%	4.5%
Provide relevant, effective and timely information to users/citizens to facilitate decision making processes	Revenue forecasts on major revenues - percentage variance to Five-Year Financial Forecast	-7.2%	-4.0%	-3.5%	-3.0%	-3.0%	-2.0%
	Average number of days after the end of the quarter when quarterly report is published online	31 days	28 days	25 days	25 days	25 days	25 days
	Percentage of quarterly financial reports distributed to Council, Audit, and Budget Committees	100%	100%	100%	100%	100%	100%

**Outcome of Performance Measures:**

<b>Financial Integrity</b>	Unqualified opinions, lack of auditor adjustments, national awards for CAFR, PAFR, and Budget documents all indicate a well run financial operation. Furthermore, the City’s credit rating was upgraded to AA and Aa2 by Standard and Poor’s and Moody’s respectively providing outside evidence of solid financial performance.
<b>Efficiency and effectiveness</b>	Maintaining a constant cost percent to deliver financial services through new demands and special analysis indicate efficiencies are realized.
<b>Relevant and timely</b>	Revenue forecasts are within acceptable ranges and imply accuracy of projections. Issuance of quarterly financial reports using a Flexible Budget format has been revised to better meet communication goals.

## DID YOU KNOW?

the City’s Debt to Total Assets ratio is 7.5%? This means that only 7.5% of the historical cost of all city-owned assets are currently leveraged with long-term debt.

**General Fund - Information Technology**

(Amounts in Thousands: \$87 = \$87,000)

			BN 2013				BN 2015		
	Actual	Actual	Actual	Estimate	Total	Budget	Proposed Biennial Budget		
	FY 2010	FY 2011	FY 2012	FY 2013		BN 2013	FY 2014	FY 2015	Total
<b>Personnel Services</b>									
FTE Positions	3.0	3.0	3.0	2.0	2.0	3.0	2.0	2.0	2.0
Salaries & Wages	\$ 178	\$ 211	\$ 220	\$ 184	\$ 404	\$ 470	\$ 139	\$ 143	\$ 282
Employee Benefits	83	80	123	93	216	235	71	73	144
<b>Total Personnel Services</b>	<b>261</b>	<b>291</b>	<b>343</b>	<b>277</b>	<b>620</b>	<b>705</b>	<b>210</b>	<b>216</b>	<b>426</b>
<b>Materials &amp; Services</b>									
Personnel Related Expense	-	1	1	3	4	2	6	4	10
General Office Supplies	58	55	56	60	116	102	66	57	123
Repair & Maint. Agreements	118	89	101	128	229	370	250	246	496
Professional & Tech Services	193	213	117	192	309	480	142	141	283
Operating Materials & Service	70	79	83	102	185	160	104	120	224
Communication Charges	20	60	40	103	143	40	116	158	274
<b>Total Materials &amp; Services</b>	<b>459</b>	<b>497</b>	<b>398</b>	<b>588</b>	<b>986</b>	<b>1,154</b>	<b>684</b>	<b>726</b>	<b>1,410</b>
<b>Capital Outlay</b>	<b>20</b>	<b>38</b>	<b>16</b>	<b>119</b>	<b>135</b>	<b>-</b>	<b>118</b>	<b>85</b>	<b>203</b>
<b>Information Technology Total</b>	<b>\$ 740</b>	<b>\$ 826</b>	<b>\$ 757</b>	<b>\$ 984</b>	<b>\$ 1,741</b>	<b>\$ 1,859</b>	<b>\$ 1,012</b>	<b>\$ 1,027</b>	<b>\$ 2,039</b>

**Budget Highlights:**

- The IT department is implementing cost containment strategies to reduce yearly expense on printing reproduction and communication charges.
- Information Technology equipment refreshment is transitioning from its traditional forklift complete replacement strategy to a rolling percent of equipment annual refresh reducing large spikes in the Information Technology budget.
- Strategic cloud sourcing of hardware and software technology has been utilized to reduce large capital expenditures and reduce expensive private sector professional services support.

**Noteworthy Items:**

- Digital software training resources have been procured for improved staff competency in mission critical city owned software.
- Police car data terminals have been refreshed ensuring Police officer access to the most up to date situational data in the mission of public safety.
- Investment in Emergency Operations Center equipment upgrades; dedicated computers, Clackamas County Web EOC connectivity, and expanded telephony capabilities.
- Digital (paperless) delivery of City Council & Planning Commission meeting materials.



**Performance Measures:**

Strategy	Measure	FY10	FY11	FY12	Projected	Projected	Projected
					FY13	FY14	FY15
Effectively maintain and support computer and informational systems throughout the City	Virtual servers supported	24	26	26	28	29	28
	Network devices supported	19	25	25	25	26	27
	Laptops, desktops, & tablets supported	217	200	200	210	210	215
	Printers, copier, and fax machines supported	83	80	75	70	65	60
	Key infrastructure applications supported	127	125	120	110	105	100
	Gigabytes of data maintained and protected	2,135	1,885	1,750	1,675	1,550	1,325
Greater Citizen Engagement Digitally	Citizen Self Serve Public Record Requests	n/a	50	100	150	200	250
	Citizen Smartphone Application Requests	n/a	550	1,000	1,800	2,600	3,000
Productivity Through Hardware Modernization	Help Desk Hardware Issue Ticket Reduction	n/a	25%	50%	10%	5%	5%
	Hardware Failure Staff Time Loss Reduction	n/a	5%	10%	5%	5%	5%
Efficiency Through Software Optimization	Help Desk Software Issue Ticket Reduction	n/a	5%	10%	10%	10%	5%
	City Wide Staff Hours in Software Training	n/a	75	150	300	450	450

## DID YOU KNOW?

City Information Technology staff are able to resolve 90% of reported support tickets without leaving their desk due to investments in automated remote IT.

City computers benefit from advanced power management that allow for IT staff to automatically power down computers on nights and weekends and power up for business hours.

Re-tooling of West Linn Library patron access included Mac desktop computing and Pre-school computing stations.

**General Fund - City Facilities**

(Amounts in Thousands: \$87 = \$87,000)

			BN 2013				BN 2015			
	Actual	Actual	Actual	Estimate	Total	Budget BN 2013	Proposed Biennial Budget			
	FY 2010	FY 2011	FY 2012	FY 2013			FY 2014	FY 2015	Total	
<b>Personnel Services</b>										
FTE Positions	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Salaries & Wages	\$ 57	\$ 58	\$ 59	\$ 60	\$ 119	\$ 120	\$ 63	\$ 65	\$ 128	
Employee Benefits	28	31	35	36	71	76	39	40	79	
<b>Total Personnel Services</b>	<b>85</b>	<b>89</b>	<b>94</b>	<b>96</b>	<b>190</b>	<b>196</b>	<b>102</b>	<b>105</b>	<b>207</b>	
<b>Materials &amp; Services</b>										
Utilities	130	135	139	122	261	268	132	186	318	
Facilities	170	166	166	160	326	350	175	175	350	
Other Purchased Services	6	2	-	6	6	12	6	6	12	
Repairs & Maintenance	50	90	55	40	95	100	50	50	100	
<b>Total Materials &amp; Services</b>	<b>356</b>	<b>393</b>	<b>360</b>	<b>328</b>	<b>688</b>	<b>730</b>	<b>363</b>	<b>417</b>	<b>780</b>	
<b>Capital Outlay</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>25</b>	<b>25</b>	<b>50</b>	
<b>City Facilities Total</b>	<b>\$ 441</b>	<b>\$ 482</b>	<b>\$ 454</b>	<b>\$ 424</b>	<b>\$ 878</b>	<b>\$ 976</b>	<b>\$ 490</b>	<b>\$ 547</b>	<b>\$ 1,037</b>	



<p><b>Police Station</b> Built 1936 6,300 sq ft</p>	<p><b>Library</b> Built 1987 27,434 sq ft</p>	<p><b>Public Works Facility</b> Built 1989 5,400 sq ft</p>	<p><b>City Hall</b> Built 1999 26,941 sq ft</p>	<p><b>Adult Community Center</b> Built 2002 6,200 sq ft</p>
---	---	--	---	---

**Performance Measures:**

Strategy	Measure	FY10	FY11	FY12	Projected	Projected	Projected
					FY13	FY14	FY15
Provide attractive, clean, safe, and well maintained facilities for the public and city employees.	Number of facility inspections performed each month	12	12	12	12	12	13
	Number of OSHA or safety violations reported	0	0	0	0	0	0
	Met requirements for meetings setups and tear downs as required	95%	95%	95%	95%	95%	95%
	Number of insurance claims involving City facilities	0	1	0	0	0	0

**Outcome of Performance Measures:**

Well maintained and safe facilities	Continuous communication with Departments and city staff assist in the evaluation of the City facilities. The minimum number of complaints and claims substantiate attractive, clean, and safe facilities exist and continue to support the safe working environment of all City employees and the public visiting City facilities.
Efficiency and effectiveness	Utilize established industry practices to stabilize costs of facility maintenance at all City facilities throughout the year. Manage equipment effectively and efficiently to reduce unexpected repair costs.

**Budget Highlights:**

- The Facilities department accounts for all building utility costs.
- Capital projects included in this departmental budget include facility updates and projects to “green” City facilities.

**Noteworthy Items:**

Recently completed projects include:

- A study to benchmark facility HVAC systems with current market trends for energy cost and consumption comparisons and Carbon Footprint.
- New roof on the older portion of the Library.
- Continue to provide input on the design of the new Police facility.
- Will be preparing for the move to the new Police facility.

## DID YOU KNOW?

In 1985, one full-time employee maintained all City facilities and managed contracted services for just over 16,000 square feet of City facility space.

Today, that same full-time employee performs the same facility services for just over 79,000 square feet of City facility space.



**General Fund - Municipal Court**

(Amounts in Thousands: \$87 = \$87,000)

			BN 2013				BN 2015		
	Actual	Actual	Actual	Estimate		Budget	<i>Proposed Biennial Budget</i>		
	FY 2010	FY 2011	FY 2012	FY 2013	Total	BN 2013	FY 2014	FY 2015	Total
<b>Personnel Services</b>									
FTE Positions	3.5	3.5	3.5	2.5	2.5	3.5	2.5	2.5	2.5
Salaries & Wages	\$ 154	\$ 176	\$ 180	\$ 190	\$ 370	\$ 395	\$ 185	\$ 195	\$ 380
Employee Benefits	43	53	61	92	153	207	101	110	211
<b>Total Personnel Services</b>	<b>197</b>	<b>229</b>	<b>241</b>	<b>282</b>	<b>523</b>	<b>602</b>	<b>286</b>	<b>305</b>	<b>591</b>
							281	295	
<b>Materials &amp; Services</b>									
Personnel Related Expense	2	3	2	4	6	8	4	4	8
General Office Supplies	2	3	1	4	5	7	3	4	7
Professional & Technical Services	15	28	22	16	38	44	22	22	44
Repairs & Maintenance	5	10	18	8	26	16	8	8	16
<b>Total Materials &amp; Services</b>	<b>24</b>	<b>44</b>	<b>43</b>	<b>32</b>	<b>75</b>	<b>75</b>	<b>37</b>	<b>38</b>	<b>75</b>
<b>Capital Outlay</b>	<b>-</b>	<b>55</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Municipal Court Total</b>	<b>\$ 221</b>	<b>\$ 328</b>	<b>\$ 284</b>	<b>\$ 314</b>	<b>\$ 598</b>	<b>\$ 677</b>	<b>\$ 323</b>	<b>\$ 343</b>	<b>\$ 666</b>

**Budget Highlights:**

- The Materials & Services budget for Municipal Court includes the cost of court interpreters and judges pro-tem.
- Court software allows for e-ticketing (discussed further in the Public Safety Fund budget).
- Reduction in Court FTE reflects two full-time budgeted positions converting to part-time positions.

**Noteworthy Items:**

- Converted to “Court of Record” services.
- Commenced prosecution of DUII cases.
- Collected \$68,125 in delinquent fines and fees.
- Converted over to new court software program called “InCode.”
- Transition to upgraded online payment function directly to defendant accounts.
- Upgrade FTR recording system to four channels for optimum service.
- Improve process for statistical reporting through new court software.

**Performance Measures:**

Strategy	Measure	FY10	FY11	FY12	Projected	Projected	Projected
					FY13	FY14	FY15
Manage an efficient and effective municipal court operation	Traffic violations	2,772	2,584	1,735	2,500	2,500	2,500
	Criminal violations	248	159	258	250	250	250
	Parking violations	532	541	334	500	500	500
	City Ordinance violations	38	23	1	30	30	30
	Non-traffic violations	30	30	68	30	30	30
	Total violations to process	3,620	3,337	2,396	3,310	3,310	3,310
	Number of clerks	2	2	2	2	2	2
	Number of violations processed annually per clerk	1,609	1,483	1,065	1,471	1,655	1,655
	Operating expenses	\$221,000	\$273,000	\$284,000	\$314,000	\$284,000	\$296,000
	Operating expenses per processed violations	\$61	\$82	\$119	\$95	\$86	\$89

**Outcome of Performance Measures:**

Efficiency and effectiveness	Maintaining a consistent Operating Expense per Violation measure through increasing numbers of violations issued every year and increased operating expenses indicate that efficiencies are realized.
	The number of violations issued is driven by the number of citations issued by Law Enforcement and largely drives department revenue. The State of Oregon did modify their fine schedule amounts effective January 1, 2012 across all classes of violations. Forecast violations are estimated at about 5% projected increase each year.

**DID YOU KNOW?**

	Type of Infraction	
	Class C	Class D
Presumptive Fine	\$ 160.00	\$ 110.00
Reduced Fine - 2 priors in past 3 years	144.00	99.00
Reduced Fine - 1 prior in past 3 years	136.00	94.00
Reduced Fine - no priors in past 3 years	128.00	88.00
<hr/>		
Example of Presumptive Fine Calculation	\$ 128.00	\$ 88.00
Less - State Fee		
<i>Replacement Fee</i>	(60.00)	(60.00)
<b>Net to City's General Fund</b>	<b>\$ 68.00</b>	<b>\$ 28.00</b>

**General Fund - Public Works Support Services**

(Amounts in Thousands: \$87 = \$87,000)

			BN 2013				BN 2015		
	Actual	Actual	Actual	Estimate	Total	Budget	Proposed Biennial Budget		
	FY 2010	FY 2011	FY 2012	FY 2013			BN 2013	FY 2014	FY 2015
<b>Personnel Services</b>									
FTE Positions	12.1	11.6	10.0	8.0	8.0	10.0	8.0	8.0	8.0
Salaries & Wages	\$ 846	\$ 819	\$ 794	\$ 621	\$ 1,415	\$ 1,610	\$ 686	\$ 708	\$ 1,394
Employee Benefits	349	359	329	306	635	743	338	347	685
<b>Total Personnel Services</b>	<b>1,195</b>	<b>1,178</b>	<b>1,123</b>	<b>927</b>	<b>2,050</b>	<b>2,353</b>	<b>1,024</b>	<b>1,055</b>	<b>2,079</b>
<b>Materials &amp; Services</b>									
Personnel Related Expense	23	13	13	21	34	60	19	19	38
General Office Supplies	10	5	8	14	22	20	21	21	42
Utilities	5	4	7	7	14	12	8	9	17
Professional & Technical Services	5	5	5	5	10	10	8	8	16
<b>Total Materials &amp; Services</b>	<b>43</b>	<b>27</b>	<b>33</b>	<b>47</b>	<b>80</b>	<b>102</b>	<b>56</b>	<b>57</b>	<b>113</b>
<b>Capital Outlay</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>32</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Public Works Support Svcs. Total</b>	<b>\$ 1,238</b>	<b>\$ 1,205</b>	<b>\$ 1,156</b>	<b>\$ 1,006</b>	<b>\$ 2,130</b>	<b>\$ 2,455</b>	<b>\$ 1,080</b>	<b>\$ 1,112</b>	<b>\$ 2,192</b>

**Budget Highlights:**

- The Public Works Support Services budget reflects the recruitment and hiring a new Public Works Director/City Engineer.
- The overall number of FTEs is budgeted to decrease by 2.0 FTEs reflecting not filling two vacant positions.
- Collective items such as professional memberships, required medical exams, and office supplies have been consolidated from the Public Works Divisions to reduce cost and streamline administrative tasks.
- Released new GIS browser-based MapOptix software with greatly increased functionality. Continued support of GIS and Mapping needs for Council goals and staff needs, including SnapMap, Mobile SnapMap, SnapNotify, and Interactive Web Mapping.

**Noteworthy Items:**

Designed, managed and inspected numerous capital projects including:

- Completion of the second and third phases of the sanitary sewer pipeline rehabilitation.
- Completion of City paving on Rosemont from Hidden Springs to Santa Anita and coordinated with Trillium School improvements.
- Completion of widening and pedestrian improvements at Santa Anita and Rosemont.
- Pavement reconstruction on Sunset, Hemlock, Pine, Maple, and Munger Drives.
- Enhanced pedestrian crossing and island at Tualatin and 13th Street.
- Retrofitting of 9 curb ramps to meet current Federal ADA Standards.
- Replacement of 6,700 feet of deteriorated water mains.
- Completion of Bland Pump Station and Intertie design and associated infrastructure improvements.
- Storm water system installations along Marylhurst and at Barrington Drive.



**Performance Measures:**

Strategy	Measure	FY10	FY11	FY12	Projected FY13	Projected FY14	Projected FY15
Provide professional infrastructure design and management services	Number of capital projects designed, managed, and/or inspected	18	11	21	17	15*	15*
	Number of active public improvement projects managed and inspected	13	14	8	7	8	9
	Number of development pre-applications reviewed by engineering	36	31	29	28	28	30
	Number of engineering reviews of land use projects	24	18	24	26	25	26
Protect City infrastructure and rights-of-way. Enforce City construction and development codes	Number of right-of-way permits reviewed and inspected	164	126	123	135	140	145
	Number of utility locates performed	2122	2072	2314	2425	2450	2500
	Engineering reviews of building permits	82	63	132	85	70	75
	Erosion control plan reviews	291	264	365	350	310	320
	Erosion control inspections	190	155	191	250	260	275
Provide outstanding GIS services to employees and citizens	GIS special project requests submitted and fulfilled	180	220	200	210	220	215
	External GIS data transfers in support of City projects	29	33	25	20	18	25

*\*Reduction in the number of capital projects reflects a move toward larger, more cost-efficient projects.*

## DID YOU KNOW?

Public Works Support Services is responsible for project planning, design, management, and oversight for the water, waste water, storm water, and streets projects outlined in the Six-Year Capital Improvement Plan. Civil engineers, engineering technicians, and GIS professionals comprise the Public Works Support Services staff.



**General Fund - Vehicle & Equipment Maintenance**

(Amounts in Thousands: \$87 = \$87,000)

			BN 2013				BN 2015		
	Actual	Actual	Actual	Estimate	Total	Budget BN 2013	Proposed Biennial Budget		
	FY 2010	FY 2011	FY 2012	FY 2013			FY 2014	FY 2015	Total
<b>Personnel Services</b>									
FTE Positions	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Salaries & Wages	\$ 104	\$ 102	\$ 113	\$ 129	\$ 242	\$ 254	\$ 134	\$ 137	\$ 271
Employee Benefits	57	62	66	72	138	140	78	82	160
<b>Total Personnel Services</b>	<b>161</b>	<b>164</b>	<b>179</b>	<b>201</b>	<b>380</b>	<b>394</b>	<b>212</b>	<b>219</b>	<b>431</b>
<b>Materials &amp; Services</b>									
Personnel Related Expense	3	4	3	3	6	7	4	4	8
General Office Supplies	1	1	1	2	3	3	-	-	-
Utilities	30	44	40	41	81	69	33	34	67
Repairs & Maintenance	146	155	132	147	279	298	149	149	298
<b>Total Materials &amp; Services</b>	<b>180</b>	<b>204</b>	<b>176</b>	<b>193</b>	<b>369</b>	<b>377</b>	<b>186</b>	<b>187</b>	<b>373</b>
<b>Vehicle &amp; Eq. Maintenance Total</b>	<b>\$ 341</b>	<b>\$ 368</b>	<b>\$ 355</b>	<b>\$ 394</b>	<b>\$ 749</b>	<b>\$ 771</b>	<b>\$ 398</b>	<b>\$ 406</b>	<b>\$ 804</b>

**Budget Highlights:**

- The Vehicle & Equipment Maintenance budget supports 80 vehicles and 295 pieces of power equipment including backhoes, a vacuum truck, dump trucks, police interceptors, parks trucks, mowers, compactors, generators, lift trucks, utility trucks, street sweepers, and hybrid vehicles.
- Hybrid vehicles and specialized equipment like street sweepers require specialized training and parts; the proposed budget includes funding for these items.
- The fuel budget has been reduced due to the installation of a new card lock fueling station and resultant direct fuel billing to individual departments.

**Noteworthy Items:**

- Added a vaulted shelter to the rear of the maintenance facility to allow for servicing of large equipment and installation of snow plows and chains during inclement weather.
- Initiated a new recycling process for used oil filters so they can be isolated into metal by-products and remanufactured into new goods.
- Upgrades performed to automotive software and diagnostics scan tools.
- Purchase of new shop machinery including a coolant flushing system and parts washer.
- Performed major cleanup and organization of parts rooms.
- Prepared vehicle maintenance to handle services on various alternative vehicles.
- Completed set up of new police vehicles.
- Decommissioned aging fleet vehicles for surplus.

**Performance Measures:**

Strategy	Measure	FY10	FY11	FY12	Projected	Projected	Projected
					FY13	FY14	FY15
Maintain City's fleet of vehicles and equipment at a high quality level with minimal cost	Number of vehicles maintained	80	82	84	80	80	80
	Number of power equipment maintained	255	270	297	295	295	295
	Number of certified mechanics on staff	2	2	2	2	2	2
To keep pace with changing industry and new innovations such as hybrid vehicles	Number of professional mechanic licenses and certificates maintained	2 licenses 18 certs.	2 licenses 18 certs.	2 licenses 18 certs.	2 licenses 18 certs.	2 licenses 18 certs.	2 licenses 18 certs.
	Number of trainings attended	6	4	2	2	3	3
	Number of hybrid/electric vehicles owned by City	4	4	4	5	5	5

## DID YOU KNOW?

The City constructed a card lock fueling facility at the Public Works yard for its entire fleet of vehicles. Significant savings in staff time and fuel expense as compared to the current out-of-town card lock are expected as a result.

Public Works staff have created a new vehicle replacement tracking system to ensure vehicles are replaced in a responsible and timely manner before expensive maintenance issues arise in the City's fleet.

The City has begun efforts to consolidate fleet inventory to optimize efficiency and reduce the costs associated with maintaining additional vehicles and equipment.





**General Fund - Non-Departmental**

(Amounts in Thousands: \$87 = \$87,000)

			BN 2013				BN 2015		
	Actual	Actual	Actual	Estimate	Total	Budget	Proposed Biennial Budget		
	FY 2010	FY 2011	FY 2012	FY 2013			BN 2013	FY 2014	FY 2015
<b>Materials &amp; Services</b>									
General Office Supplies/League dues	20	22	22	20	42	40	20	20	40
Other - Neighborhood Associations	16	17	11	11	22	20	11	11	22
Other - Community Grants	25	23	19	20	39	40	20	20	40
Other - Risk Management Claims	28	51	42	30	72	60	45	45	90
Other - Emergency Utility Assistance	3	2	2	5	7	10	3	3	6
Other - Miscellaneous	12	1	3	12	15	24	26	25	51
Other - WF Heritage Area Coalition	-	-	10	10	20	20	15	15	30
Other - Green Team/SAB initiatives	-	-	18	25	43	55	24	25	49
Other - Economic Development	-	-	17	-	17	40	-	-	-
Other - Vehicle	-	-	-	-	-	25	-	-	-
Other - Centennial (grant funded)	-	-	-	-	-	50	-	-	-
Other - Communications Dept (closed)	-	-	74	15	89	130	-	-	-
<b>Total Materials &amp; Services</b>	<b>104</b>	<b>116</b>	<b>218</b>	<b>148</b>	<b>366</b>	<b>514</b>	<b>164</b>	<b>164</b>	<b>328</b>
<b>Debt Service</b>									
Principal - Series 2009 FF&C (Parker Rd)	-	-	58	60	118	118	62	64	126
Interest - Series 2009 FF&C (Parker Rd)	-	-	56	54	110	110	52	50	102
Principal - Series 2010 FF&C (City Hall)	190	240	220	225	445	445	230	240	470
Interest - Series 2010 FF&C (City Hall)	151	67	79	73	152	155	70	60	130
Refundings (Sept 2010)	-	5,934	-	-	-	-	-	-	-
<b>Total Debt Service</b>	<b>341</b>	<b>6,241</b>	<b>413</b>	<b>412</b>	<b>825</b>	<b>828</b>	<b>414</b>	<b>414</b>	<b>828</b>
<b>Transfers to Other Funds</b>	<b>31</b>	<b>32</b>	<b>123</b>	<b>191</b>	<b>314</b>	<b>314</b>	<b>199</b>	<b>615</b>	<b>814</b>
<b>Non-Departmental Total</b>	<b>476</b>	<b>6,389</b>	<b>754</b>	<b>751</b>	<b>1,505</b>	<b>1,656</b>	<b>777</b>	<b>1,193</b>	<b>1,970</b>
Reserves - General Fund:									
Contingency	-	-	-	-	-	472	700	700	700
Unappropriated Ending Fund Balance	1,182	1,203	1,490	1,578	1,578	570	872	463	463
	<b>1,182</b>	<b>1,203</b>	<b>1,490</b>	<b>1,578</b>	<b>1,578</b>	<b>1,042</b>	<b>1,572</b>	<b>1,163</b>	<b>1,163</b>
<b>Total Requirements</b>	<b>\$ 1,658</b>	<b>\$ 7,592</b>	<b>\$ 2,244</b>	<b>\$ 2,329</b>	<b>\$ 3,083</b>	<b>\$ 2,698</b>	<b>\$ 2,349</b>	<b>\$ 2,356</b>	<b>\$ 3,133</b>

**Budget Highlights:**

- Neighborhood Association grants are proposed at \$10,000 per year: allocating \$1,000 for emergencies, a base \$300 per NA, and the balance allocated per NA population.
- Community grants are proposed to remain the same as the prior year at \$20,000 per year.
- Funding for the Willamette Falls Heritage Coalition; the Centennial Celebration; and citizen support services are included in this department.

**Noteworthy Items:**

- Continuing the Risk Management program to best manage insurance premiums.
- Continuing the Low-Income and Emergency Utility Assistant programs.
- Continue to administer the debt service payment obligations for General Fund debt.
- Support through financial funding the Willamette Falls Heritage Area Coalition program.

# PUBLIC SAFETY FUND

*The Public Safety Fund is a special revenue fund to account for the police department, including payment for 911 dispatching services provided by the City of Lake Oswego. Principal sources of revenue for this fund are property taxes; intergovernmental revenues including cigarette and liquor taxes; franchise fees including PGE, Northwest Natural Gas, and Cable, 911 phone taxes; and licenses and permits.*

## Budget Highlights:

- A General Obligation bond measure in the amount of \$8.5 million was approved by the citizens of West Linn in November of 2011 for a new police facility to be constructed.
- The bond sale was completed in January 2012 receiving an overall interest rate of 2.09% for a twenty year fixed period of time.
- The Public Safety Fund budget reflects a 2.0 FTE reduction in positions resulting from a departmental reorganization.

## Noteworthy Items:

- The new police facility project construction will begin in the spring of 2013.
- The completion date for the project is scheduled for late spring of 2014.
- The e-ticketing implementation should be complete and up and running in the late spring of 2013.
- The police department had three new Reserve officers who graduated and were sworn in on February 12, 2013.
- Continuing with information dissemination through technology to include Text a Tip, Reverse 911, and automated crime mapping.

## Capital Projects:

- General Obligation bonds were sold for the construction of a new police facility located on 8th Street:
  - \* the land was acquired in FY 2012, and
  - \* the project is in its design stage in FY 2013
  - \* with construction to start shortly
- Capital Outlay for FY 2014 and FY 2015 also includes funding the replacement of three police vehicles during each fiscal year.



Public Safety Fund Summary

(Amounts in Thousands: \$87 = \$87,000)

			BN 2013				BN 2015		
	Actual	Actual	Actual	Estimate	Total	Budget BN 2013	Proposed Biennial Budget		
	FY 2010	FY 2011	FY 2012	FY 2013			FY 2014	FY 2015	Total
<b>Resources</b>									
Beginning Fund Balance	\$ 2,160	\$ 2,085	\$ 895	\$ 8,287	\$ 895	\$ 1,031	\$ 7,735	\$ 1,245	\$ 7,735
Property Taxes	3,851	4,214	4,129	4,333	8,462	8,599	4,168	3,973	8,141
Intergovernmental	303	515	580	545	1,125	824	573	584	1,157
Intergovernmental (911 State funding)	125	124	124	124	248	248	124	124	248
Franchise Fees	1,568	1,372	1,486	1,425	2,911	3,288	1,503	1,586	3,089
Licenses & Permits	28	14	20	35	55	71	36	37	73
Fines & Forfeitures	77	36	4	41	45	156	42	43	85
Interest	5	4	-	-	-	16	-	-	-
Miscellaneous	50	3	9	56	65	80	40	41	81
Miscellaneous - training funds	-	-	16	17	33	33	17	17	34
Debt Proceeds	-	-	8,603	-	8,603	8,603	-	-	-
Transfers from General Fund	-	-	-	-	-	-	-	365	365
<b>Total Resources</b>	<b>\$ 8,167</b>	<b>\$ 8,367</b>	<b>\$ 15,866</b>	<b>\$ 14,863</b>	<b>\$ 22,442</b>	<b>\$ 22,949</b>	<b>\$ 14,238</b>	<b>\$ 8,015</b>	<b>\$ 21,008</b>
<b>Requirements</b>									
Personnel Services	\$ 3,924	\$ 3,739	\$ 4,114	\$ 4,378	\$ 8,492	\$ 8,759	\$ 4,361	\$ 4,557	\$ 8,918
Materials & Services	510	695	778	800	1,578	1,530	805	810	1,615
Debt Service - Series 2009	113	112	-	-	-	-	-	-	-
Transfers to Other Funds	1,459	1,355	1,116	1,175	2,291	2,291	1,410	1,452	2,862
Capital Outlay - Equipment Replacement	76	71	74	69	143	60	120	120	240
Capital Outlay - Police Station Project	-	-	1,497	706	2,203	8,500	6,297	-	6,297
Capital Outlay - Parker Road Acquisition	-	1,500	-	-	-	460	-	-	-
	6,082	7,472	7,579	7,128	14,707	21,600	12,993	6,939	19,932
Reserves:									
Contingency	-	-	-	-	-	828	800	820	820
Unappropriated Ending Fund Balance	2,085	895	8,287	7,735	7,735	521	445	256	256
	2,085	895	8,287	7,735	7,735	1,349	1,245	1,076	1,076
<b>Total Requirements</b>	<b>\$ 8,167</b>	<b>\$ 8,367</b>	<b>\$ 15,866</b>	<b>\$ 14,863</b>	<b>\$ 22,442</b>	<b>\$ 22,949</b>	<b>\$ 14,238</b>	<b>\$ 8,015</b>	<b>\$ 21,008</b>
Budgeted Positions (in FTEs)	37.0	36.0	35.0	35.0	35.0	35.0	33.0	33.0	33.0
Monthly Operating Costs per Capita	\$20	\$20	\$20	\$21	\$20	\$21	\$22	\$22	\$22

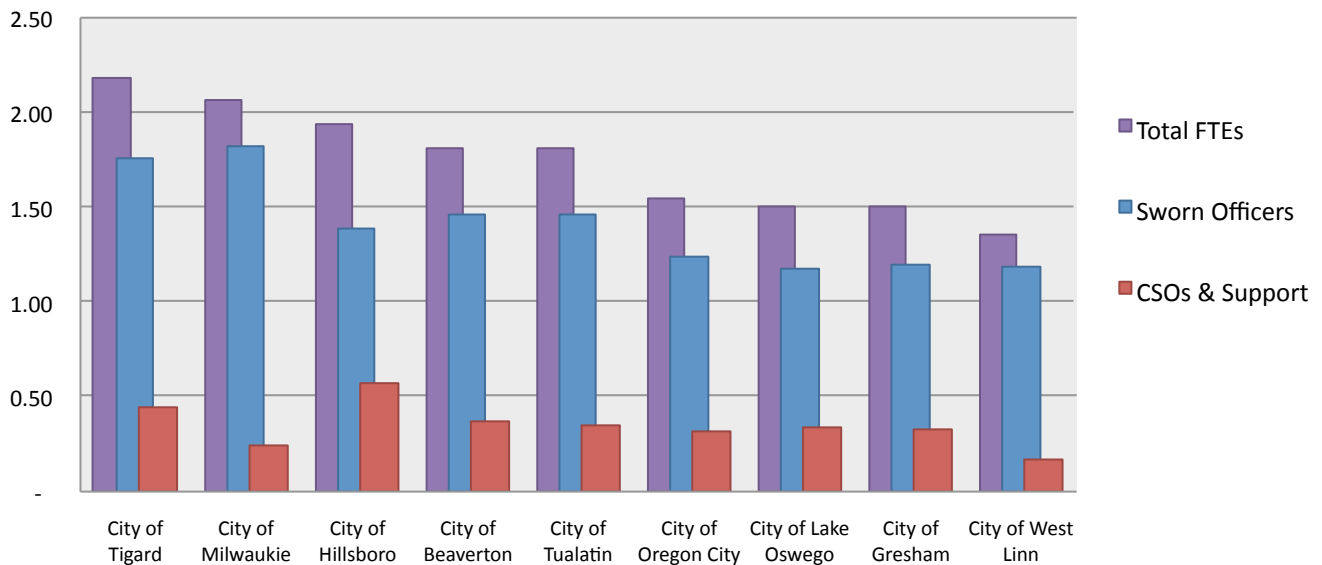




**Performance Measures:**

Strategy	Measure	FY10	FY11	FY12	Projected	Projected	Projected
					FY13	FY14	FY15
Maintain a staffing level ensuring a response time of 5 minutes or less to Priority One (life safety) calls.	Number of Priority One calls <sup>1</sup>	821	955	927	900	900	900
	Number of Priority Two calls <sup>2</sup>	1,928	1,858	1,828	1,800	1,800	1,800
	Number of Animal, Ordinance, or Nuisance calls	1,756	1,610	1,790	1,700	1,700	1,700
	Number of Alarm calls	375	346	408	300	300	300
	<b>Total police contacts</b>	<b>21,115</b>	<b>16,956</b>	<b>19,543</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
	Average number of police contacts per day	58	46	54	60	60	60
	Average response time to Priority One calls	5:04	4:53	5:53	4:49	4:49	4:49
	Number of sworn officers	31	30	31	31	31	31
	Population served	24,500	25,150	25,250	25,250	25,250	25,250
	Sworn Officers per thousand population	1.27	1.19	1.23	1.23	1.23	1.23
<p><sup>1</sup>Priority One calls are life safety calls that have the greatest risk of serious injury or death.  <sup>2</sup>Priority Two calls relate to crimes that have just occurred and/or have the potential of escalating to life safety calls.</p>							
Increase public safety by promoting safety and livability through education and enforcement	Number of traffic stops	10,014	7,187	7,612	9,000	9,000	9,000
	Number of traffic citations	2,239	2,468	2,803	2,000	2,000	2,000
	Percentage of citations to stops	22%	34%	37%	22%	22%	22%

**Comparing Police FTE per Capita (per 1,000 of population)**





# LIBRARY FUND

*The Library Fund is a special revenue fund used to account for the operation of the West Linn Public Library and library activities. Principal sources of revenue include an allocation of the city's permanent property tax rate, intergovernmental revenue consisting of funding from the library district levy, and program fines. The Library Fund also earns interest income from a trust from which principal balance is reserved.*

## Budget Highlights:

- The matching grant program for the Library Foundation is no longer included in the Materials & Services of the Library Fund.
- Two full-time management positions have been eliminated.
- As per requirements, the reserve for the Caufield Trust is maintained at \$158,000.

## Noteworthy Items:

- Created the Lucky Day collection of bestsellers and hot items for Kids, Teens and Adults. This collection currently contains 784 items, is designed to meet the needs of West Linn residents who walk through the door, and has a total check out of 21,988 since its inception in March 2012.
- Over 50 percent of materials checked out are done on the Library's self check machines.
- Attained staffing efficiencies by working with vendors to obtain shelf ready materials.
- Achieved the first comprehensive weed of the collection in over 10 years.
- In coordination with City IT, implemented new system for managing public computers, greatly reducing time and effort required to maintain and update the systems.
- Implemented innovative youth services programs to bring unprecedented numbers of kids and teens into the library.
- Created and implemented customized e-book training for WL Residents and developed the WL only e-book collection.
- Greatly expanded social media presence.
- Began offering a new Cultural Pass to the Evergreen Aviation and Space Museum, as well as new statewide databases that include Consumer Reports articles and information.

## Capital Projects:

- Received \$1 million from the County as part of the County's district-wide distribution plan for remaining capital funds.
- The Capital projects for FY 2011 and FY 2012 were achieved, namely the purchase of property at 5750 Hood Street and library roof repairs.
- Upcoming capital projects, including: parking lot construction at 5750 Hood Street, a back-up generator, and purchase of public art planned for FY 2013.





Library Fund Summary

(Amounts in Thousands: \$87 = \$87,000)

			BN 2013				BN 2015		
	Actual	Actual	Actual	Estimate	Total	Budget	Proposed Biennial Budget		
	FY 2010	FY 2011	FY 2012	FY 2013		BN 2013	FY 2014	FY 2015	Total
<b>Resources</b>									
Beginning Fund Balance	\$ 231	\$ 247	\$ 219	\$ 1,045	\$ 219	\$ 291	\$ 651	\$ 314	\$ 651
Property Taxes	398	405	796	625	1,421	1,705	935	1,256	2,191
Intergovernmental - District ongoing	1,189	1,264	1,305	1,297	2,602	2,824	1,326	1,353	2,679
Intergovernmental - District capital	-	-	1,000	-	1,000	1,000	-	-	-
Fines & Forfeitures	59	63	66	64	130	126	66	68	134
Interest	1	-	-	-	-	6	-	-	-
Miscellaneous	10	8	14	14	28	20	14	14	28
<b>Total Resources</b>	<b>\$ 1,888</b>	<b>\$ 1,987</b>	<b>\$ 3,400</b>	<b>\$ 3,045</b>	<b>\$ 5,400</b>	<b>\$ 5,972</b>	<b>\$ 2,992</b>	<b>\$ 3,005</b>	<b>\$ 5,683</b>
<b>Requirements</b>									
Personnel Services	\$ 1,083	\$ 1,187	\$ 1,184	\$ 1,250	\$ 2,434	\$ 2,676	\$ 1,340	\$ 1,392	\$ 2,732
Materials & Services	189	202	230	206	436	460	217	224	441
Transfers to Other Funds	369	379	738	769	1,507	1,507	774	804	1,578
Capital Outlay	-	-	203	169	372	1,000	347	260	607
	1,641	1,768	2,355	2,394	4,749	5,643	2,678	2,680	5,358
Reserves:									
Contingency	-	-	-	-	-	100	88	88	88
Cont. Reserve for Caufield Endowment	-	-	-	-	-	158	157	157	157
Unappropriated Ending Fund Balance	247	219	1,045	651	651	71	69	80	80
	247	219	1,045	651	651	329	314	325	325
<b>Total Requirements</b>	<b>\$ 1,888</b>	<b>\$ 1,987</b>	<b>\$ 3,400</b>	<b>\$ 3,045</b>	<b>\$ 5,400</b>	<b>\$ 5,972</b>	<b>\$ 2,992</b>	<b>\$ 3,005</b>	<b>\$ 5,683</b>
Budgeted Positions (in FTEs)	17.63	17.63	16.63	16.63	16.63	16.63	15.63	15.63	15.63
Monthly Operating Costs per Capita	\$5	\$6	\$7	\$7	\$7	\$8	\$8	\$8	\$8



**Performance Measures:**

Strategy	Measure	FY10	FY11	FY12	Projected FY13	Projected FY14	Projected FY15
Maintain Oregon Library Association "excellent" standard of at least 4 items per capita; weed and supplement collection; increase turnover	Items in collection at year-end	134,535	148,723	163,133	171,290	179,854	188,847
	Service area population	29,581	30,126	29,619	29,800	30,000	30,000
	Items per capita	5	5	6	6	6	6
	Items removed from collection	5,181	4,748	18,997	10,000	10,000	10,000
	Items added	20,957	18,936	33,407	18,157	18,564	18,993
Provide high quality children's, teens and adult programming	Number of programs	615	597	498	525	540	550
	Program Attendance	22,079	20,583	15,700	16,800	17,280	17,600
Increase circulation by at least 5% over previous year; establish position as a net loaner to other LINCC libraries; increase percentage of borrowers	Annual direct circulation	751,204	753,190	710,203	715,000	720,000	725,000
	Percentage change	1%	1%	-6%	1%	1%	1%
	Annual interlibrary loans	221,361	239,937	232,353	235,000	237,000	239,000
	Number of borrowers	19,656	17,428	17,967	18,300	18,600	18,900
	Percentage change	9%	-11%	3%	2%	2%	2%
Maximize efficiency of Library staff and increase volunteer hours	Circulation per staff FTE	42,609	42,722	42,706	45,745	46,065	46,684
	Number of volunteers	148	132	136	150	175	200
	Number of volunteer hours	6,353	6,254	5,588	6,300	6,500	6,800



**DID YOU KNOW?**

*Over 12,000 parents and children attended Youth Services programs in 2012.*

*The library added over 22,000 e-books to the collection in 2012.*

*Over 600 citizens visit the West Linn Public Library each day.*





# PARKS & RECREATION FUND

*The Parks and Recreation Fund is a special revenue fund used to account for the maintenance and operation of the city's parks and open space, recreation activities, and special events and activities in the community. Principal sources of revenue include an allocation of the city's permanent property tax rate, a monthly maintenance fee charged to all residents, and program fees.*

## Budget Highlights:

- The Parks & Recreation Fund proposes a slight reduction from current FTE levels, despite an increase in developed and undeveloped park acreage, open space acreage, trails, recreation programs and event coordination.
- Working with the volunteer Centennial Committee to honor West Linn's Centennial including the production of at least two specific special events.

## Noteworthy Items:

- Constructed spray pad, restroom and shelters at Marylhurst Heights Park.
- Continued work on the permit for the Cedaroak Boat Ramp Project.
- Easement acquisition for trail connection to Robinwood Park.
- Developed and constructed on half mile trail at White Oak Savanna.
- Working with three citizens groups on City-wide Comprehensive Trail System Master Plan.
- Haunted Trail management and development into major community event that now includes two nights and numerous community partners.
- Continued working with a Citizens Aquatic Center Task Force and consultants to develop conceptual plans and programs for an Aquatic Community Center that can be brought to the citizens of West Linn.



## Capital Projects:

- The Capital Outlay budgeted in the Parks & Recreation Fund consists of planned projects from the Six Year Capital Improvement Plan (CIP):
  - \* Grant funded expansion to the ACC center
  - \* construction of Cedaroak boat ramp docks
  - \* Willamette Park grasscrete and Willamette River Trail improvements
  - \* Fields Bridge Park parking improvements
- There are also earmarked funds for routine park improvements and accessibility upgrades.

**Parks & Recreation Fund Summary**

(Amounts in Thousands: \$87 = \$87,000)

			BN 2013				BN 2015		
	Actual	Actual	Actual	Estimate	Total	Budget	Proposed Biennial Budget		
	FY 2010	FY 2011	FY 2012	FY 2013		BN 2013	FY 2014	FY 2015	Total
<b>Resources</b>									
Beginning Fund Balance	\$ 494	\$ 402	\$ 489	\$ 447	\$ 489	\$ 590	\$ 475	\$ 488	\$ 475
Property Taxes	1,527	1,327	1,199	1,265	2,464	2,292	1,244	1,245	2,489
Intergovernmental	48	60	13	216	229	531	216	225	441
Intergovernmental - Grants	-	500	-	-	-	800	1,350	-	1,350
Fees & Charges - Rec Program Fees	403	519	549	546	1,095	910	573	602	1,175
Fees & Charges - Park Maint Fee	1,128	1,181	1,289	1,351	2,640	2,548	1,419	1,490	2,909
Interest	1	-	-	-	-	2	-	-	-
Miscellaneous	25	489	9	27	36	53	28	29	57
<b>Total Resources</b>	<b>\$ 3,626</b>	<b>\$ 4,478</b>	<b>\$ 3,548</b>	<b>\$ 3,852</b>	<b>\$ 6,953</b>	<b>\$ 7,726</b>	<b>\$ 5,305</b>	<b>\$ 4,079</b>	<b>\$ 8,896</b>
<b>Requirements</b>									
Personnel Services	\$ 1,386	\$ 1,416	\$ 1,476	\$ 1,620	\$ 3,096	\$ 3,137	\$ 1,655	\$ 1,702	\$ 3,357
Materials & Services	670	786	724	750	1,474	1,420	773	796	1,569
Debt Service - Series 2009	37	39	36	37	73	74	38	38	76
Transfers to Other Funds	780	803	830	865	1,695	1,695	901	941	1,842
Capital Outlay - Equipment Replacement	-	-	-	-	-	-	40	40	80
Capital Outlay - Park Projects	351	388	35	105	140	135	60	60	120
Capital Outlay - Grant Projects	-	557	-	-	-	800	1,350	-	1,350
	3,224	3,989	3,101	3,377	6,478	7,261	4,817	3,577	8,394
<b>Reserves:</b>									
Contingency	-	-	-	-	-	350	350	390	390
Unappropriated Ending Fund Balance	402	489	447	475	475	115	138	112	112
	402	489	447	475	475	465	488	502	502
<b>Total Requirements</b>	<b>\$ 3,626</b>	<b>\$ 4,478</b>	<b>\$ 3,548</b>	<b>\$ 3,852</b>	<b>\$ 6,953</b>	<b>\$ 7,726</b>	<b>\$ 5,305</b>	<b>\$ 4,079</b>	<b>\$ 8,896</b>
Budgeted Positions (in FTEs)	22.80	22.80	22.40	22.40	22.40	22.40	21.15	21.15	21.15
Monthly Operating Costs per Capita	\$10	\$10	\$10	\$11	\$10	\$11	\$11	\$11	\$11

**Partnerships**

The West Linn Parks & Recreation department works closely with community partners on a variety of projects:

- |                                       |                                |
|---------------------------------------|--------------------------------|
| Art Festival in the Forest            | Parker Road Improvements       |
| Bolton Days                           | The Intertwine                 |
| Centennial Committee                  | Trail at The White Oak Savanna |
| Community Gardens                     | West Linn Art Festival         |
| Eagle Scout Projects                  | West Linn Baseball             |
| Friends of the Mclean House & Park    | West Linn Chamber of Commerce  |
| Friends of Maddax Woods               | West Linn Farmers Market       |
| July 4th Celebration                  | West Linn Boys Lacrosse        |
| Labyrinth at Marylhurst Heights Park  | West Linn Girls Lacrosse       |
| Lighting of the Woods at Maddax Woods | West Linn Rotary               |
| Lockfest                              | Willamette Falls Festival      |
| Metro                                 | West Linn Softball             |
| NW Trails Association                 | Willamette United Soccer       |
| Neighbors Helping Neighbors           | Y.M.C.A.                       |
| Oktoberfest                           | 205 Gateway Signs              |
| Oregon State Marine Board             | 789 Jam                        |

**Performance Measures:**

Strategy	Measure	FY10	FY11	FY12	Projected FY13	Projected FY14	Projected FY15
Support and maintain parks, recreation land, and natural areas, and provide public facilities and recreation programs to enhance the quality of life for all residents of West Linn.	Developed park acres	143	150	150	150	150	150
	Restrooms cleaned daily	24	28	30	30	30	30
Deliver efficient, effective parks and recreation services	Annual operating costs to deliver park and recreation services	\$2,873,000	\$3,044,000	\$3,066,000	\$3,272,000	\$3,307,000	\$3,425,000
	Average number of developed acres maintained per worker	20.43	21.43	21.43	21.43	21.43	21.43
	Monthly operating costs per capita	\$10	\$10	\$10	\$11	\$11	\$11
	Total recreation & event revenue	\$403,000	\$519,000	\$549,000	\$546,000	\$573,000	\$602,000
	Major events managed	6	8	9	11	10	10

**Outcome of Performance Measures:**

Support and maintain	Through ongoing outreach programs, volunteer efforts and communication with the public positive reinforcement of parks, programs and events confirms the notion of increased quality of life through parks and programs.
Efficiency and effectiveness	Utilizing established/proven maintenance standards and construction practices along with proven event and program management parks and recreation services are provided in a efficient and effective method.

## DID YOU KNOW?

### 600 Acres

The City of West Linn has more than 600 acres of park land, ranging from active-oriented parks with opportunities for sports, picnicking, and playing on playgrounds, to passive-oriented parks with opportunities for walking, biking, and watching wildlife.

### Mary S. Young Park

The Park is owned by Oregon State Parks, but operated and maintained through cooperative agreement with the City of West Linn. It offers a peaceful place to walk or sit by the Willamette River. This quiet, forested park is a favorite for urban birders. As you walk deeper into the forest on the numerous trails (5-8 miles worth), it's easy to forget you are still in the City. The 130 acres allows for plenty of room for kids to play on the sports fields, a restroom, reservable shelter, and an area for dogs to run unleashed.

### The McLean House

Dr. Edward McLean built this home in 1927 for his family. His wife Anne helped design its lovely modified colonial style, three-story home to suit their growing family. It includes seventeen rooms, a full basement and attic, two fireplaces, and three baths. It is now owned by the City of West Linn and the Friends of the McLean house maintain and operating the home for showings.





# BUILDING INSPECTIONS FUND

*The Building Inspections Fund is a special revenue fund used to account for West Linn's building inspection program. The fund was created to specifically account for all building inspection responsibilities from a single cost center budget fund. The principal sources of revenue include building permit fees and plan review charges. The Building Inspections division is completely self-supported through the collection of permit fees.*

## Budget Highlights:

- The department is operating with increased reserves due to reduced expenditures, including staffing, and an increase in the number of permits issued.
- The proposed budget removes an unfilled half-time building inspector position and will be outsourced through Materials & Services on an as needed basis.

## Noteworthy Items:

- Single family home permits increased over 250 percent from FY 2011 to FY 2012.
- Permits are now issued through the State's online permitting system called Accela. The City switched to this system in August 2011 replacing the previous DOS-based system and allows for contractors to apply for permits online.
- Building plans are now accepted for review digitally and the department is working towards going paperless.
- Met all objectives related to plan review for residential and complex commercial construction 88 percent of the time.
- Met all objectives related to residential and commercial plumbing and mechanical permits 93 percent of the time.
- Performed same day inspections for requests made by 7:00 am, 90 percent of the time.

## Capital Projects:

- No capital budgeted.

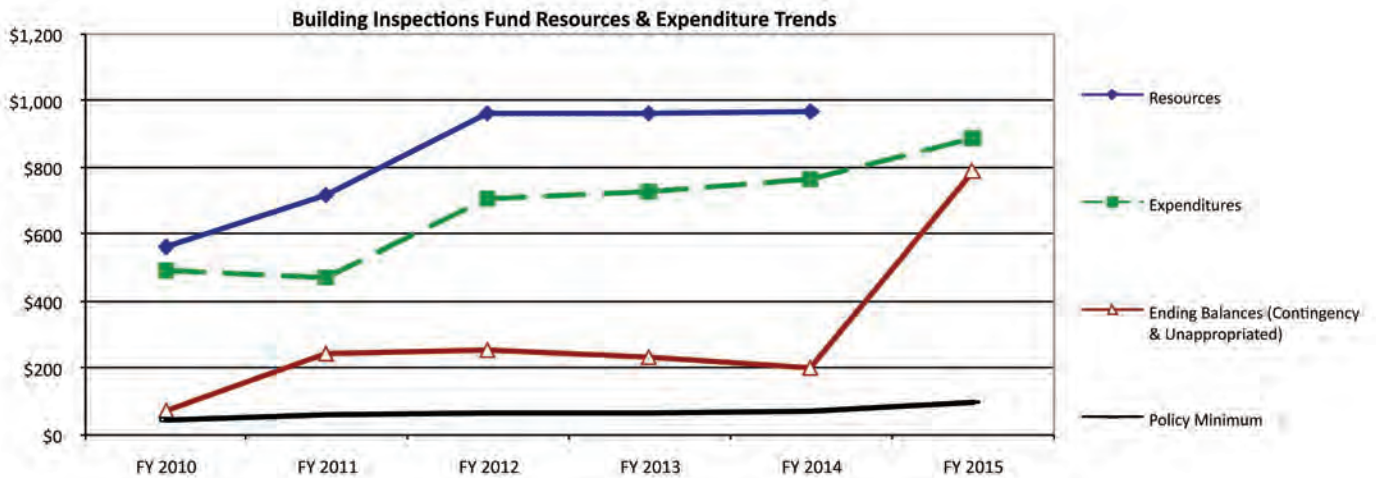


Courtesy of Old Oregon Photos. Original from Clackamas County Historical Society

**Building Inspections Fund Summary**

(Amounts in Thousands: \$87 = \$87,000)

			BN 2013				BN 2015		
	Actual	Actual	Actual	Estimate	Total	Budget	Proposed Biennial Budget		
	FY 2010	FY 2011	FY 2012	FY 2013			FY 2014	FY 2015	Total
<b>Resources</b>									
Beginning Fund Balance	\$ (2)	\$ 73	\$ 244	\$ 255	\$ 244	\$ 200	\$ 233	\$ 203	\$ 233
Fees & Charges	558	643	715	702	1,417	1,392	734	684	1,418
Miscellaneous	7	-	-	1	1	10	1	1	2
<b>Total Resources</b>	<b>\$ 563</b>	<b>\$ 716</b>	<b>\$ 959</b>	<b>\$ 958</b>	<b>\$ 1,662</b>	<b>\$ 1,602</b>	<b>\$ 968</b>	<b>\$ 888</b>	<b>\$ 1,653</b>
<b>Requirements</b>									
Personnel Services	\$ 290	\$ 383	\$ 415	\$ 420	\$ 835	\$ 860	\$ 415	\$ 428	\$ 843
Materials & Services	9	16	11	10	21	41	46	47	93
Debt Service	120	-	-	-	-	-	-	-	-
Transfers to Other Funds	71	73	278	295	573	579	304	315	619
Capital Outlay	-	-	-	-	-	-	-	-	-
	490	472	704	725	1,429	1,480	765	790	1,555
<b>Reserves:</b>									
Contingency	-	-	-	-	-	50	50	50	50
Unappropriated Ending Fund Balance	73	244	255	233	233	72	153	48	48
	73	244	255	233	233	122	203	98	98
<b>Total Requirements</b>	<b>\$ 563</b>	<b>\$ 716</b>	<b>\$ 959</b>	<b>\$ 958</b>	<b>\$ 1,662</b>	<b>\$ 1,602</b>	<b>\$ 968</b>	<b>\$ 888</b>	<b>\$ 1,653</b>
Budgeted Positions (in FTEs)	2.5	2.5	4.0	4.0	4.0	4.0	3.5	3.5	3.5
Monthly Operating Costs per Capita	\$2	\$2	\$2	\$2	\$2	\$3	\$3	\$3	\$3





**Performance Measures:**

Strategy	Measure	FY10	FY11	FY12	Projected FY13	Projected FY14	Projected FY15
Provide timely service	Requested buidling inspection performed same day when called in before 7 a.m.	90%	90%	90%	90%	90%	90%
	Plan review turnaround within two weeks time for single family homes	80%	90%	90%	85%	85%	85%
	Plan review turnaround within two weeks for commercial Improvements	75%	80%	90%	85%	90%	90%
	Plan review turnaround within four weeks for new commercial buildings	75%	85%	90%	90%	90%	90%
Appropriately administer the building code	Successful appeals of Building Official's decisions	0	0	0	0	0	0
Identify and track workload measures to enable appropriate staffing	Total number of permits	847	824	1,251	1,197	1,041	1,074
	New single-family homes	51	38	96	60	63	65
	Multi-family units	0	0	0	0	250	0
	Residential remodel/additions	157	146	163	123	167	180
	New commercial buildings	1	1	0	2	9	3
	Commercial tenant Improvements	77	75	91	72	87	95
	Miscellaneous	5	29	24	43	28	30
	Estimated number of Inspections	3,502	3,617	5,490	5,254	4,569	4,714

**Outcome of Performance Measures:**

Timely inspections:	In FY12, the Building Official and one building inspector were able to complete 90% of requested inspections when the inspection was called in before 7 a.m.
Efficiency of review:	The Building Department was able to complete 90% of plan reviews for commercial improvments in two weeks.
Consistency and effectiveness:	There has not been a successful appeal to the Building Official's decision in the past several years.

## DID YOU KNOW?

*Licensed contractors can submit building permit applications, including construction plans electronically.*

*A goal of the Building division is to have all building permits in electronic form, even if we have to scan paper submittals ourselves.*

*The City of West Linn continues to be a desirable place to live, and as a result, our construction activity has remained greater here as compared to other jurisdictions in the region.*



# PLANNING FUND

*The Planning Fund is a special revenue fund. It is used to account for West Linn's planning related activities. Principal sources of revenue for the Planning Fund include intergovernmental funds; state revenue sharing; a portion of telephone franchise fees and beginning in FY 2011, a portion of cable franchise fees; charges for services to developers and builders; transfers from other funds for planning and administration services for infrastructure systems; transfers from other funds for the building inspection program; transfers from other funds for planning related services for infrastructure systems; and a transfer from the General Fund.*

### Budget Highlights:

- The Planning Fund budget reflects a reduction in staff with the Senior Planner moving to the Economic Development Director position.
- An administrative support position is shared with the Building Inspections Fund.

### Noteworthy Items:

In addition to processing numerous development applications, the department performed the following:

- Amended the Community Development Code (CDC) to make it easier to administer and to avoid unnecessary impediments for development.
- Updated the Willamette Historic District and Historic Landmarks code.
- Established and worked with the Blue Heron Redevelopment Task Force to evaluate potential uses for the former Blue Heron site in the Willamette neighborhood.
- Staffed three advisory boards: Planning Commission, Historic Review Board, and Sustainability Advisory Board.
- Prepared draft updates to the CDC to better regulate water resource areas and infill residential development.

### Capital Projects:

- No capital budgeted.

## DID YOU KNOW?

### Planning Department Overview

Planning reviews new development projects in the City and other various permits. Per the City Council's direction, Planning is working on projects to address the City's long range goals and policies regarding development and to clarify and consolidate sections of the City's Code. West Linn is required by state law to have a Comprehensive Plan and to periodically review and update the plan and City regulations to comply with Metro requirements and state planning laws.

### Former Blue Heron Redevelopment Project

Planning is working with Clackamas County's WES and others to develop a master plan for the former Blue Heron lagoon site in West Linn. The property is 39 acres and is located along the Willamette River in the Willamette neighborhood. Fifteen acres of the site is a former treatment lagoon for the mill. The project includes a Task Force that was assembled to guide the master planning process.

### Highway 43/Willamette Falls Drive Vision

In 2011, Planning completed a long-term vision for the Highway 43/Willamette Falls Drive corridor that reflects how the community would like the corridor to evolve over the next 20-30 years. The visioning process involved an online survey, neighborhood meetings, and community workshop attended by 150 community members. Planning is actively seeking grant funding to implement the future identified in the vision.

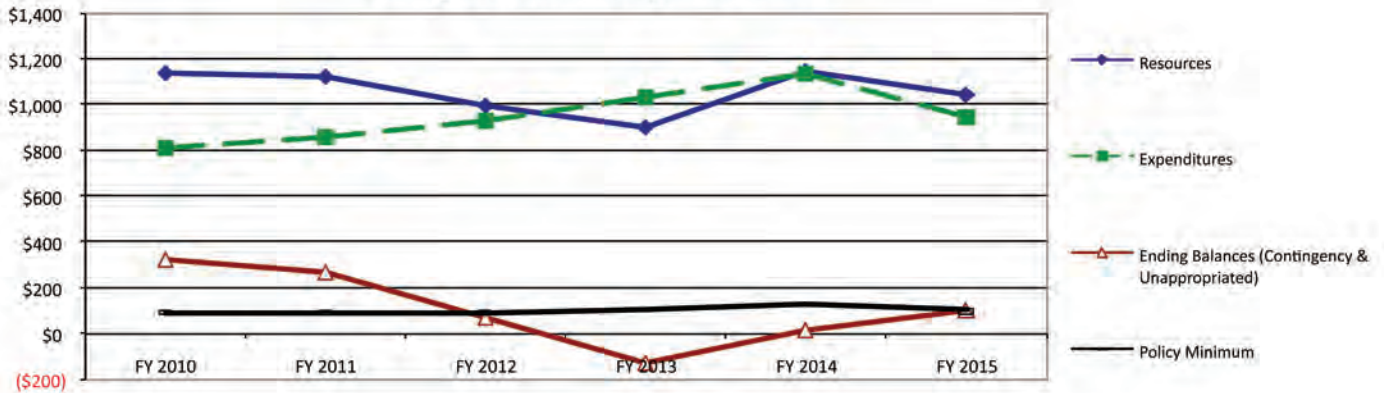


Planning Fund Summary

(Amounts in Thousands: \$87 = \$87,000)

	Actual FY 2010	Actual FY 2011	BN 2013			Budget BN 2013	BN 2015		
			Actual FY 2012	Estimate FY 2013	Total		Proposed Biennial Budget		
							FY 2014	FY 2015	Total
<b>Resources</b>									
Beginning Fund Balance	\$ 211	\$ 326	\$ 263	\$ 67	\$ 263	\$ 381	\$ (127)	\$ 11	\$ (127)
Intergovernmental	207	214	263	260	523	512	380	273	653
Franchise Fees	168	65	56	54	110	375	159	159	318
Franchise Fees (dedicated to Sustainability)	-	-	-	-	-	-	40	40	80
Fees & Charges	275	161	198	200	398	551	210	221	431
Interest	1	-	-	-	-	2	-	-	-
Miscellaneous	-	5	6	1	7	2	1	1	2
Transfers from Other Funds:									
Transfers from Building Inspections Fund	31	32	77	79	156	470	86	88	174
Transfers from General Fund	31	32	123	191	314	314	199	250	449
Transfers from SDC-Street for TSP Update	-	-	11	50	61	203	200	-	200
Transfers from Utility Funds	214	285	-	-	-	-	-	-	-
<b>Total Resources</b>	<b>\$ 1,138</b>	<b>\$ 1,120</b>	<b>\$ 997</b>	<b>\$ 902</b>	<b>\$ 1,832</b>	<b>\$ 2,810</b>	<b>\$ 1,148</b>	<b>\$ 1,043</b>	<b>\$ 2,180</b>
<b>Requirements</b>									
Personnel Services	\$ 573	\$ 612	\$ 591	\$ 631	\$ 1,222	\$ 1,497	\$ 570	\$ 587	\$ 1,157
Materials & Services	37	38	44	60	104	193	302	80	382
Transfers to Other Funds	202	207	295	338	633	663	265	274	539
	812	857	930	1,029	1,959	2,353	1,137	941	2,078
Reserves:									
Contingency	-	-	-	-	-	50	80	80	80
Unappropriated Ending Fund Balance	326	263	67	(127)	(127)	407	(69)	22	22
	326	263	67	(127)	(127)	457	11	102	102
<b>Total Requirements</b>	<b>\$ 1,138</b>	<b>\$ 1,120</b>	<b>\$ 997</b>	<b>\$ 902</b>	<b>\$ 1,832</b>	<b>\$ 2,810</b>	<b>\$ 1,148</b>	<b>\$ 1,043</b>	<b>\$ 2,180</b>
Budgeted Positions (in FTEs)	6.5	6.5	6.5	5.5	5.5	6.5	4.5	4.5	4.5
Monthly Operating Costs per Capita	\$3	\$3	\$3	\$3	\$3	\$4	\$4	\$3	\$3

Planning Fund Resources & Expenditure Trends



**Performance Measures:**

Strategy	Measure	FY10	FY11	FY12	Projected FY13	Projected FY14	Projected FY15	
Meet State mandated deadlines for land use decisions	Perform completeness review within 30 days of submittal	96%	100%	100%	100%	100%	100%	
	Produce decisions within 120 days unless an extension was granted	100%	100%	100%	100%	100%	100%	
	Total Number of Development Review Applications:	480	472	483	625^	607^	500	
	<i>Land use decisions made by:</i>							
	Director decisions delegated to staff	409	438	441	625^	575^	575^	
	Planning Director	5	14	22	20	21	22	
	Historic Review Board	3	7	4	2	3	3	
Planning Commission	8	5	7	6	7	7		
City Council	6	5	3	3	4	4		
Produce sound land use decisions	Number of appeals	2	0	1	3	1	1	
	Percent of staff recommendations upheld on appeal	100%	NA	100%	100%	100%	100%	
Seek compliance with Community Development Code (CDC)	Consent orders and court decisions to resolve code compliance issues	2	4	4	6	4	4	
Improve the clarity and effectiveness of the CDC	Major code amendment projects undertaken	1	0	3	4	3	2	
	Routine code update/refinement projects	1	1	1	1	1	2	
Perform land use studies and prepare plans to maintain compliance with State and Metro regulations and address community needs and aspirations	Studies and plans undertaken	0	1	1	0	1	1	

^Increase in applications reflects fee waiver for home occupations in FY13

**Outcome of Performance Measures:**

Effectiveness of land use review:	In FY12, 100 percent of the decisions processed through the Planning Department were either not challenged or upheld on appeal.
Increase in code compliance actions:	The volume of code enforcement actions increased.
Efficiency of review:	In FY12, on average, and unless an extension was granted, it took 36 days, 84 days less than the state mandated limit of 120 days, for the Planning Director, Historic Review Board, or Planning Commission to approve a development application and exhaust all local appeals.



# STREET FUND

*The Street Fund is a special revenue fund used to account for the maintenance and operation of the city's streets, sidewalks, signage, medians, and rights-of-way.*

## Budget Highlights:

- The Streets Division budget includes funding for road maintenance and improvement projects as outlined in the Capital Improvement Plan (CIP).
- Revenue forecasts have increased due to the State's increase in the state gas tax from 24 to 30 cents per gallon in January 2012.

## Noteworthy Items:

- Completed Rosemont paving from Hidden Springs to Salamo.
- Completed pavement widening and pedestrian improvements on Rosemont at Oppenlander Field and on Santa Anita at Rosemont.
- Completed paving of Sunset, Hemlock, Pine, Maple, and Munger Drives.
- Completed enhanced pedestrian crossing and pavement repair at Tualatin/13th Street.
- Completed 17,433 square feet of asphalt patching.
- Paved 1.2 miles of streets.
- Installed 2,535 feet of asphalt berms.
- Slurry sealed 2.8 miles of streets.
- Crack sealed 134,389 linear feet of pavement and 24,717 linear feet of curb/gutter.
- Retrofitted 9 curb ramps to meet current federal ADA Standards.
- Annually cleaned and inspected over 4,000 street signs to maintain retro-reflective compliance.
- Replaced 80 outdated stop signs with reflective hi-intensity material per federal requirements.
- Replaced 53 damaged or old street signs.
- Completed the upgrade of 318 pavement markings and 503 stop bars from paint to durable thermo-plastic.

## Capital Projects:

- The Capital Outlay budgeted in the Streets Fund are planned projects from the Six Year Capital Improvement Plan (CIP):
  - \* \$550,000 for Annual Road Program
  - \* \$250,000 for Annual Slurry Sealing
  - \* \$47,000 for Annual Crack Sealing
  - \* \$23,000 for Annual Pavement Marking
- Included in the Street Systems Development Charge (SDC) Fund budget is the installation of a traffic signal at Salamo and Rosemont.





Streets Fund Summary

(Amounts in Thousands: \$87 = \$87,000)

			BN 2013				BN 2015		
	Actual	Actual	Actual	Estimate	Total	Budget BN 2013	Proposed Biennial Budget		
	FY 2010	FY 2011	FY 2012	FY 2013			FY 2014	FY 2015	Total
<b>Resources</b>									
Beginning Fund Balance	\$ 822	\$ 929	\$ 1,291	\$ 1,797	\$ 1,291	\$ 873	\$ 2,067	\$ 1,569	\$ 2,067
Intergovernmental - Gas Tax	1,013	1,204	1,372	1,400	2,772	2,279	1,414	1,428	2,842
Intergovernmental - Grant	147	146	-	-	-	-	-	-	-
Fees & Charges - Street Maint Fee	778	792	870	902	1,772	1,759	947	994	1,941
Franchise Fees	81	83	113	115	228	252	121	127	248
Franchise Fees (dedicated to Sustainability)	20	20	-	-	-	-	-	-	-
Interest	2	1	-	-	-	8	-	-	-
Miscellaneous	65	329	171	51	222	107	52	53	105
Debt Proceeds	-	-	-	-	-	-	-	-	-
<b>Total Resources</b>	<b>\$ 2,928</b>	<b>\$ 3,504</b>	<b>\$ 3,817</b>	<b>\$ 4,265</b>	<b>\$ 6,285</b>	<b>\$ 5,278</b>	<b>\$ 4,601</b>	<b>\$ 4,171</b>	<b>\$ 7,203</b>
<b>Requirements</b>									
Personnel Services	\$ 410	\$ 453	\$ 490	\$ 519	\$ 1,009	\$ 1,025	\$ 582	\$ 605	\$ 1,187
Materials & Services	488	433	433	518	951	1,020	498	526	1,024
Debt Service - Series 2009	150	151	152	152	304	304	152	152	304
Transfers to Other Funds	671	659	529	550	1,079	1,079	660	683	1,343
Capital Outlay - Street Projects	280	517	382	287	669	900	993	1,040	2,033
Capital Outlay - Equipment Replacement	-	-	34	172	206	100	147	150	297
	1,999	2,213	2,020	2,198	4,218	4,428	3,032	3,156	6,188
Reserves:									
Contingency	-	-	-	-	-	600	600	600	600
Unappropriated Ending Fund Balance	929	1,291	1,797	2,067	2,067	250	969	415	415
	929	1,291	1,797	2,067	2,067	850	1,569	1,015	1,015
<b>Total Requirements</b>	<b>\$ 2,928</b>	<b>\$ 3,504</b>	<b>\$ 3,817</b>	<b>\$ 4,265</b>	<b>\$ 6,285</b>	<b>\$ 5,278</b>	<b>\$ 4,601</b>	<b>\$ 4,171</b>	<b>\$ 7,203</b>
Budgeted Positions (in FTEs)	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Monthly Operating Costs per Capita	\$6	\$6	\$5	\$6	\$6	\$6	\$6	\$6	\$6

Q: Where does the Street Maintenance Fee revenue go?							6 YEAR TOTAL
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	
Beginning balance relating to SMF	\$552	\$968	\$1,039	\$1,207	\$1,467	\$1,069	\$552
SMF revenue collected per year	778	792	870	902	947	994	5,283
% of SMF to State Gas Tax	43%	40%	39%	39%	40%	41%	
SMF spent on:							
Materials & Services	(212)	(172)	(168)	(203)	(200)	(216)	(1,170)
Debt service payments	(150)	(151)	(152)	(152)	(152)	(152)	(909)
Street capital projects	-	(398)	(382)	(287)	(993)	(1,040)	(3,100)
Total SMF expenditures	(362)	(721)	(702)	(642)	(1,345)	(1,408)	(5,179)
Ending SMF balance carried forward	\$968	\$1,039	\$1,207	\$1,467	\$1,069	\$656	\$656

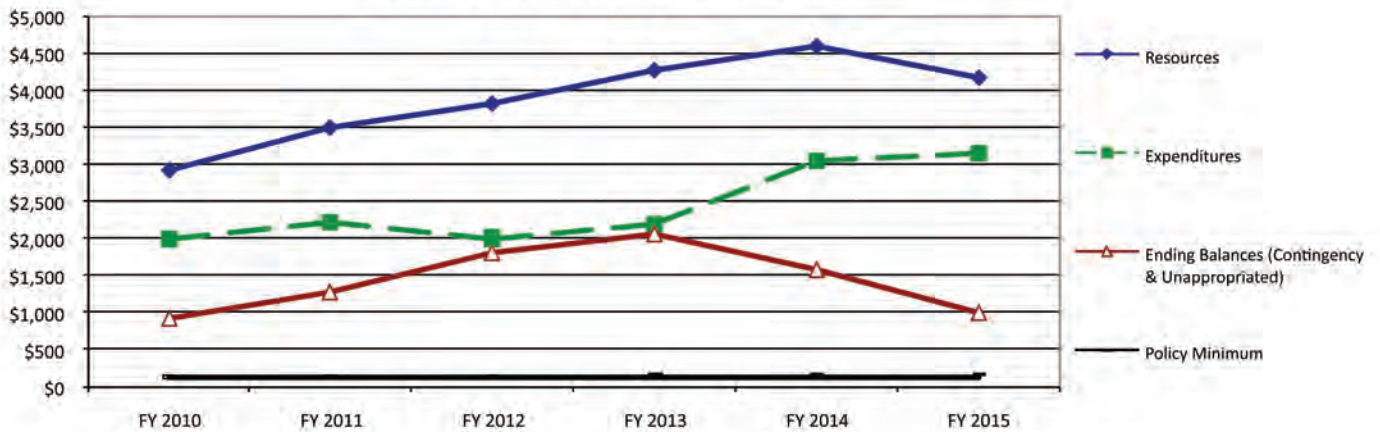
**Performance Measures:**

Strategy	Measure	FY10	FY11	FY12	Projected FY13	Projected FY14	Projected FY15
Maintain roads and right-of-way to the highest quality standard	City-wide average PCI rating (PCI=Pavement Condition Index)	63	62	61	59	61	63
	Number of streets reconstructed	2	0	4	3	4	5
	Number of streets slurry sealed	0	44	16	23	50	50
	Number of streets crack sealed	9	37	24	0	25	25
Maintain signage for safety	Number of signs updated	100	80	53	80	75	75
Stripe streets for safety	Number of street miles restriped	31	24	18	20	20	20
	Number of thermo-plastic street legends installed or replaced	30	45	55	40	35	30

**Outcome of Performance Measures:**

Effectively maintained street system	Continuously maintain 215 street lane miles and approximately 700 acres of right-of-way to ensure the City's street system is maintained to the highest possible standard within the provided budget.
--------------------------------------	---

**Streets Fund Resources & Expenditure Trends**



# DID YOU KNOW?

**Street System**

In the City of West Linn there are:

- 4,000+ street signs • 215 lane miles of streets • 120 miles of sidewalks • 2,000 street lights
- 21 miles of mowing • 30 speed humps on seven streets • 31 miles of pavement striping
- 526 stop signs • 7 miles of bike paths and lanes

The replacement value of the street pavement alone in the City is estimated at approximately \$95 million.



# WATER FUND

*The Water Fund is an enterprise fund used to account for the maintenance and operation of the city water utility. All water related revenue and expenditures, including capital replacement, are included in this fund. Capital expansion projects are accounted for in the SDC fund.*

## Budget Highlights:

- Revenue forecasts assume a five percent rate increase in both fiscal years of the proposed biennium.
- Based on projected revenue there is a \$400,000 shortfall in meeting overall capital water main replacement needs.
- At just about \$1 million per year (or 1/3 of water operations), the largest expenditure in the Water Fund is the purchase of wholesale water from South Fork Water Board.

## Noteworthy Items:

- Repaired 36 emergency water main breaks.
- Repaired coupling leak on I-205 Bridge 24 inch transmission main.
- Replaced 6,700 feet of deteriorated water main.
- Completed Bolton Reservoir site analysis.
- Completed Horton Pump Station telemetry system upgrade.
- Completed design of new Bland Pump Station and Intertie.
- Beginning this budget cycle, increased testing and monitoring of disinfection byproducts and unregulated contaminants is required by the U.S. Environmental Protection Agency.
- The Oregon Health Division has reduced the City's required lead and copper monitoring in response to consistently low and safe tested levels.

## Capital Projects:

- The Capital Outlay budgeted in the Water Fund are planned projects from the Six Year Capital Improvement Plan (CIP):
  - \* \$400,000 for annual water main replacement
- Included in the Water Systems Development Charge (SDC) Fund budget is the construction of the Bland Pump Station and Intertie.



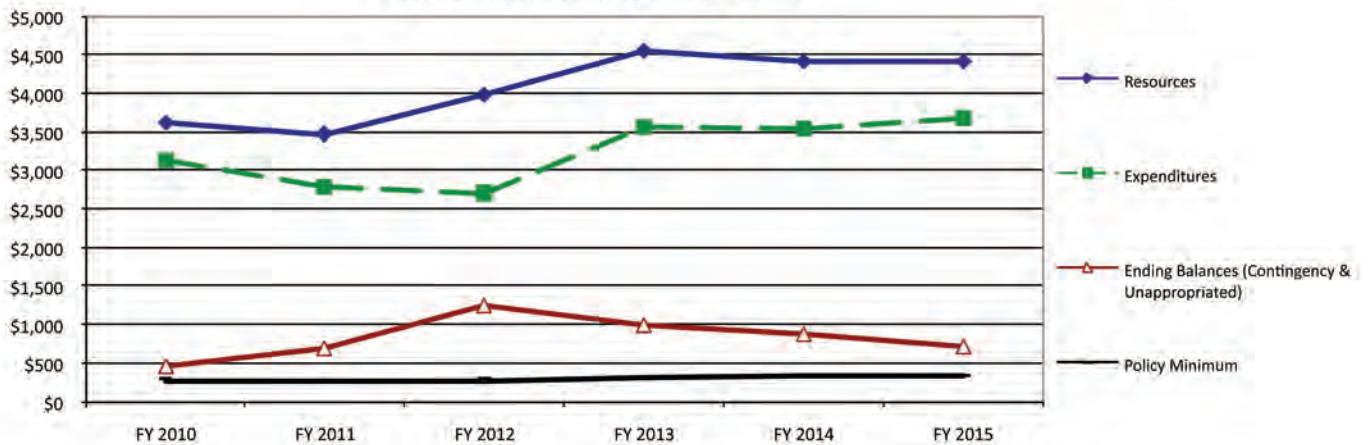


Water Fund Summary

(Amounts in Thousands: \$87 = \$87,000)

	Actual FY 2010	Actual FY 2011	BN 2013			Budget BN 2013	BN 2015		
			Actual FY 2012	Estimate FY 2013	Total		Proposed Biennial Budget		
							FY 2014	FY 2015	Total
<b>Resources</b>									
Beginning Fund Balance	\$ 620	\$ 468	\$ 695	\$ 1,256	\$ 695	\$ 619	\$ 996	\$ 880	\$ 996
Fees & Charges	2,908	2,902	3,152	3,260	6,412	6,555	3,371	3,486	6,857
Interest	1	-	-	-	-	6	-	-	-
Miscellaneous	61	99	114	41	155	83	42	43	85
<b>Total Resources</b>	<b>\$ 3,590</b>	<b>\$ 3,469</b>	<b>\$ 3,961</b>	<b>\$ 4,557</b>	<b>\$ 7,262</b>	<b>\$ 7,263</b>	<b>\$ 4,409</b>	<b>\$ 4,409</b>	<b>\$ 7,938</b>
<b>Requirements</b>									
Personnel Services	\$ 580	\$ 522	\$ 523	\$ 542	\$ 1,065	\$ 1,080	\$ 618	\$ 637	\$ 1,255
Materials & Services	1,313	1,298	1,348	1,488	2,836	3,014	1,592	1,653	3,245
Debt Service	153	149	149	151	300	302	150	154	304
Transfers to Other Funds	686	743	657	684	1,341	1,341	703	730	1,433
Capital Outlay - Water Projects	390	62	28	646	674	750	791	885	1,676
Capital Outlay - Unfunded Water Projects	-	-	-	-	-	-	(400)	(400)	(800)
Capital Outlay - Equipment Replacement	-	-	-	50	50	-	75	25	100
	3,122	2,774	2,705	3,561	6,266	6,487	3,529	3,684	7,213
Reserves:									
Contingency	-	-	-	-	-	450	300	300	300
Unappropriated Ending Fund Balance	468	695	1,256	996	996	326	580	425	425
	468	695	1,256	996	996	776	880	725	725
<b>Total Requirements</b>	<b>\$ 3,590</b>	<b>\$ 3,469</b>	<b>\$ 3,961</b>	<b>\$ 4,557</b>	<b>\$ 7,262</b>	<b>\$ 7,263</b>	<b>\$ 4,409</b>	<b>\$ 4,409</b>	<b>\$ 7,938</b>
Budgeted Positions (in FTEs)	6.0	6.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Monthly Operating Costs per Capita	\$9	\$9	\$9	\$9	\$9	\$10	\$10	\$10	\$10

Water Fund Resources & Expenditure Trends



**Performance Measures:**

Strategy	Measure	FY10	FY11	FY12	Projected	Projected	Projected
					FY13	FY14	FY15
Provide clean and safe water via an efficiently maintained and operated water system.	Million gallons of water used city wide per calendar year	992.01	930.89	1003.35	1053	1050	1050
	Thousand gallons of water flushed to maintained water quality	274	1,989	6,269	6,300	2,000	2,000
	Number of reservoirs maintained	6	6	6	6	6	6
	Number of pump stations maintained	5	5	5	6	6	6
	Miles of water lines maintained	119	119	119	119	119	119
	Active Service Connections	8510	8518	8615	8695	8758	8823
	Number of water quality samples taken (calendar year)	432	472	471	471	500	525
Assure back flow prevention program is current and meets all requirements.	Number of back flow systems installed within City limits	3,839	3,927	4,035	4,050	4,100	4,150
	Percentage tested	95%	94%	95%	90%	85%	80%

**Outcome of Performance Measures:**

Sufficiently maintained water system	Provide a continuously maintained water system by performing repairs, maintaining reservoirs, pressure-reducing valves, altitude valves, and pump controls to ensure the highest quality water, uninterrupted water service, and fire protection availability to the citizens of West Linn.
--------------------------------------	---

## DID YOU KNOW?

*West Linn Water Quality Staff will complete over 1,000 water quality samples and tests in the next biennium.*

*Routine total coliform bacteria samples are taken 30 times each month to ensure the safety of our water supply.*

**About the West Linn Water System**

From the snowmelt of the Cascade Mountains, West Linn’s Drinking Water is drawn from the Clackamas River by the South Fork Water Board and then sold wholesale to West Linn once treated to drinking water standards. After treatment, West Linn pumps the clean water supply across the Willamette River through a pipe suspended under the I-205 Abernethy Bridge and into the Bolton Reservoir. The city has six covered reservoirs that store up to 5.5 million gallons to help meet the daily needs of West Linn residents, schools and businesses for drinking, cooking, bathing, dishwashing, laundering, gardening, car washing, etc. West Linn also has an emergency intertie with the City of Lake Oswego to meet emergency water supply needs. In total, the City’s water distribution system has 119 miles of underground pipe maintained and operated by the West Linn Public Works Department.



# ENVIRONMENTAL SERVICES FUND

*The Environmental Services Fund is an enterprise fund used to account for the maintenance and operation of the city's waste water and surface water utilities. All waste water and surface water related revenue and expenditures, including capital replacement, are included in this fund. Capital expansion projects are accounted for in the SDC Fund.*

## Budget Highlights:

- Revenue forecasts assume a five percent rate increases for each fiscal year.
- The Environmental Services Fund is the healthiest West Linn Fund, with CIP projects fully funded.
- The proposed budget reflects the purchase of a street sweeper with an increase of 0.5 FTE in personnel for sweeper operation. As compared to contracting out, in-house sweeping will lower overall cost while allowing the City to provide higher quality services through enhanced flexibility and control.
- The proposed budget includes the addition of 1.0 FTE Environmental Technician to keep up with the increasing demands of federal surface water and water quality regulations.

## Capital Projects:

- The Capital Outlay budgeted in the Environmental Services Fund includes planned projects from the Six Year Capital Improvement Plan (CIP) such as:
  - \* \$750,000 for annual waste water pipe lining
  - \* \$300,000 for waste water lateral lining and replacement
  - \* \$250,000 for annual surface water maintenance
- Capital outlay also includes just over \$400,000 for vehicle and equipment replacements.

## Noteworthy Items:

- Completed \$985,000 of waste water pipe lining within the Marylhurst and Hidden Springs areas.
- Completed two new surface water system installations along Marylhurst Drive (over 500 ft. of pipe) and at Barrington Drive (650 ft. of pipe, 5 catch basins).
- Annually cleaned approximately 207,000 lineal feet of waste water line.
- Annually inspected approximately 2,655 catch basins and cleaned 1,321 catch basins, removing 74 cubic meters of material.
- Annually inspected and maintained 322 water quality facilities, comprised of 43 treatment ponds, 20 bioswales, 27 underground detention tanks, and 232 pollution control manholes.
- Annually inspected and maintained 94 surface water outfall structures.
- Annually inspected approximately 3,500 linear feet of surface water pipe and 2,000 linear feet of drainage ditches.
- Completed internal robotic 24 inch surface water pipe repair on Failing Street.



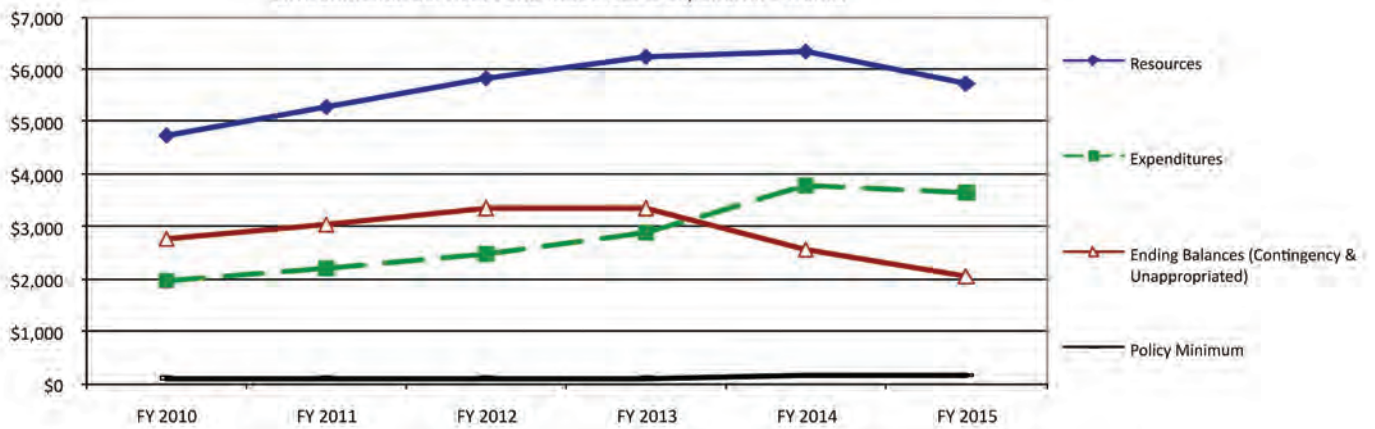


Environmental Services Fund Summary

(Amounts in Thousands: \$87 = \$87,000)

			BN 2013				BN 2015		
	Actual	Actual	Actual	Estimate	Total	Budget	Proposed Biennial Budget		
	FY 2010	FY 2011	FY 2012	FY 2013			FY 2014	FY 2015	Total
<b>Resources</b>									
Beginning Fund Balance	\$ 2,376	\$ 2,765	\$ 3,054	\$ 3,365	\$ 3,054	\$ 2,549	\$ 3,349	\$ 2,563	\$ 3,349
Licenses & Permits	56	54	76	52	128	103	53	54	107
Fees & Charges - Wastewater	1,633	1,714	1,935	2,032	3,967	3,692	2,134	2,241	4,375
Fees & Charges - Surface Water	593	627	667	700	1,367	1,341	735	772	1,507
Interest	6	3	-	-	-	20	-	-	-
Miscellaneous	80	105	107	79	186	156	81	83	164
<b>Total Resources</b>	<b>\$ 4,744</b>	<b>\$ 5,268</b>	<b>\$ 5,839</b>	<b>\$ 6,228</b>	<b>\$ 8,702</b>	<b>\$ 7,861</b>	<b>\$ 6,352</b>	<b>\$ 5,713</b>	<b>\$ 9,502</b>
<b>Requirements</b>									
Personnel Services	\$ 463	\$ 476	\$ 525	\$ 524	\$ 1,049	\$ 1,055	\$ 744	\$ 774	\$ 1,518
Materials & Services	248	229	290	314	604	613	375	377	752
Transfers to Other Funds	1,051	1,119	1,070	1,117	2,187	2,187	1,094	1,118	2,212
Capital Outlay - Sewer Environmental Projects	98	303	481	537	1,018	1,400	800	1,250	2,050
Capital Outlay - SurfWtr Environmental Projects	119	87	108	132	240	100	445	250	695
Capital Outlay - Equipment Replacement	-	-	-	255	255	100	331	82	413
	1,979	2,214	2,474	2,879	5,353	5,455	3,789	3,851	7,640
Reserves:									
Contingency	-	-	-	-	-	2,000	750	750	750
Unappropriated Ending Fund Balance	2,765	3,054	3,365	3,349	3,349	406	1,813	1,112	1,112
	2,765	3,054	3,365	3,349	3,349	2,406	2,563	1,862	1,862
<b>Total Requirements</b>	<b>\$ 4,744</b>	<b>\$ 5,268</b>	<b>\$ 5,839</b>	<b>\$ 6,228</b>	<b>\$ 8,702</b>	<b>\$ 7,861</b>	<b>\$ 6,352</b>	<b>\$ 5,713</b>	<b>\$ 9,502</b>
Budgeted Positions (in FTEs)	5.0	5.0	5.0	5.0	5.0	5.0	6.5	6.5	6.5
Monthly Operating Costs per Capita	\$6	\$6	\$6	\$3	\$6	\$7	\$7	\$7	\$7

Environmental Services Fund Resources & Expenditure Trends



**Performance Measures:**

Strategy	Measure	FY10	FY11	FY12	Projected FY13	Projected FY14	Projected FY15
Scheduled maintenance of wastewater infrastructure	Waste water pipe footage cleaned	254,000	238,000	207,000	210,000	220,000	220,000
Annual inspection of catch basins	Number of basins inspected	2,512	2,670	2,655	2,670	2,824	2,824
Clean streets & storm drains	Number of miles cleaned by street sweeper	1,290	1,290	1,290	1,290	1,611	1,611
	Cubic yards of material removed from streets	1,291	947	955	1,000	1,200	1,200
	Cubic yards of material removed from City water quality structures	1,291	724	815	920	1,100	750
Water quality facilities	Number inspected and maintained	100	101	322	322	324	326
Provide public outreach and education	Number of agencies we work with on stormwater outreach	5	5	5	5	5	5
Maintain surface water quality in accordance with state and federal regulations	Number of tests required and completed	8	8	10	10	12	14
	Percentage of required testing which meets or surpasses regulations	100%	100%	100%	100%	100%	100%
	Annual inspections of streams and creeks	14	14	14	14	25	35

**Outcome of Performance Measures:**

Waste Water system maintained at high level	Continuously maintain 114 miles of waste water main, 3080 waste water manholes, and 7 pump stations to constantly improve the waste water system and ensure uninterrupted service at all times.
Enhanced surface water quality	Continuously maintain 79 miles of surface water pipe and culverts, 1509 surface water manholes, over 300 water quality structures, and 43 miles of creeks and open ditches to improve the water quality in our local rivers and streams.

## DID YOU KNOW?

### Sanitary Sewer System

Each day 2.3 million gallons of wastewater goes down the drain from washing or toilet flushing inside homes, schools and other buildings into the West Linn sanitary sewer system. Small pipes, called laterals, carry wastewater from those structures into sewer pipes placed under streets. By gravity, pumps, and a series of increasingly larger pipes, the wastewater flows through a main pipe underneath the Willamette River and into the Tri-City Water Pollution Control Plant, located in Oregon City and operated by the County which processes about 8.4 million gallons of wastewater per day from the cities of West Linn, Oregon City and Gladstone. After treatment, the clean water is released into the Willamette River.

### Surface Water Management System

In urban environments such as West Linn, the ground is not able to absorb all the water from rainfall, sprinklers, and other outdoor uses. For flood control and water quality purposes, rainwater is channeled from street surfaces into catch basins and stormwater treatment facilities that then flow into our neighborhood creeks and rivers. In addition to the 79 miles of pipes, the West Linn stormwater system has over 300 water quality facilities, including ponds, bioswales, underground tanks, and pollution control manholes all designed to clean and detain water to keep it from overwhelming our streams.



# SDC FUND

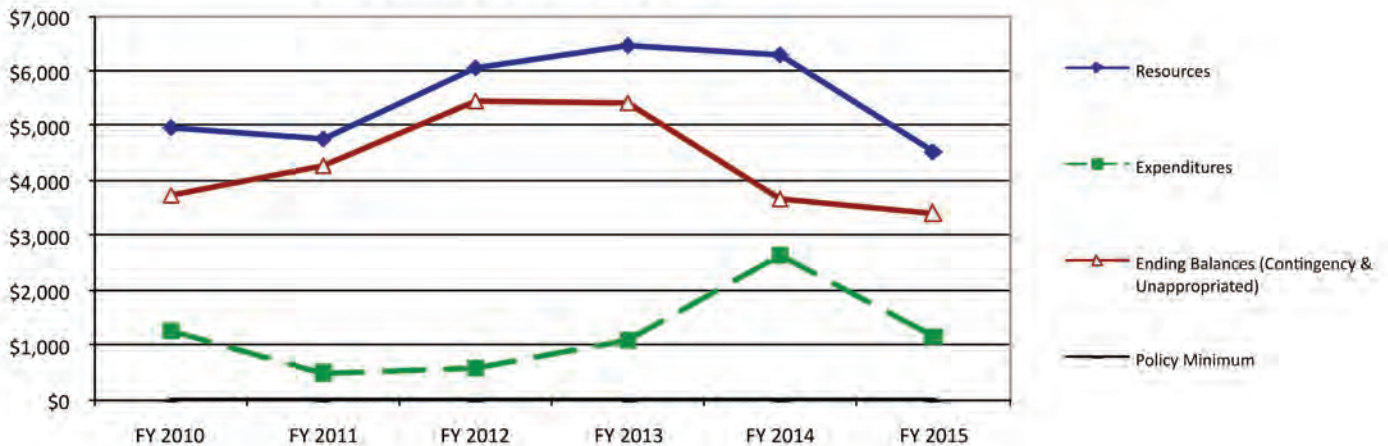
The Systems Development Charges (SDC) Fund accounts for the city's system development charges. A systems development charge is a one-time fee imposed on new development and some types of redevelopment. The fee is intended to recover the full share of the costs of existing and planned infrastructure that provide capacity to serve growth.

## Systems Development Charges Fund

(Amounts in Thousands: \$87 = \$87,000)

			BN 2013				BN 2015		
	Actual	Actual	Actual	Estimate	Total	Budget	Proposed Biennial Budget		
	FY 2010	FY 2011	FY 2012	FY 2013			FY 2014	FY 2015	Total
<b>Resources</b>									
Beginning Fund Balance	\$ 3,726	\$ 3,727	\$ 4,269	\$ 5,459	\$ 4,269	\$ 3,555	\$ 5,413	\$ 3,634	\$ 5,413
Interest	9	5	-	4	4	38	5	5	10
Systems Development Charges	607	1,026	1,765	1,010	2,775	2,424	865	892	1,757
Intergovernmental	634	-	-	-	-	-	-	-	-
<b>Total Resources</b>	<b>\$ 4,976</b>	<b>\$ 4,758</b>	<b>\$ 6,034</b>	<b>\$ 6,473</b>	<b>\$ 7,048</b>	<b>\$ 6,017</b>	<b>\$ 6,283</b>	<b>\$ 4,531</b>	<b>\$ 7,180</b>
<b>Requirements</b>									
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Services	-	-	12	-	12	100	50	250	300
Transfers to Other Funds	35	36	11	50	61	203	200	-	200
Capital Outlay	1,214	453	552	1,010	1,562	3,530	2,399	950	3,349
	1,249	489	575	1,060	1,635	3,833	2,649	1,200	3,849
<b>Reserves:</b>									
Contingency	-	-	-	-	-	1,103	1,857	1,740	1,740
Unappropriated Ending Fund Balance	3,727	4,269	5,459	5,413	5,413	1,081	1,777	1,591	1,591
	3,727	4,269	5,459	5,413	5,413	2,184	3,634	3,331	3,331
<b>Total Requirements</b>	<b>\$ 4,976</b>	<b>\$ 4,758</b>	<b>\$ 6,034</b>	<b>\$ 6,473</b>	<b>\$ 7,048</b>	<b>\$ 6,017</b>	<b>\$ 6,283</b>	<b>\$ 4,531</b>	<b>\$ 7,180</b>

SDC Fund Resources & Expenditure Trends



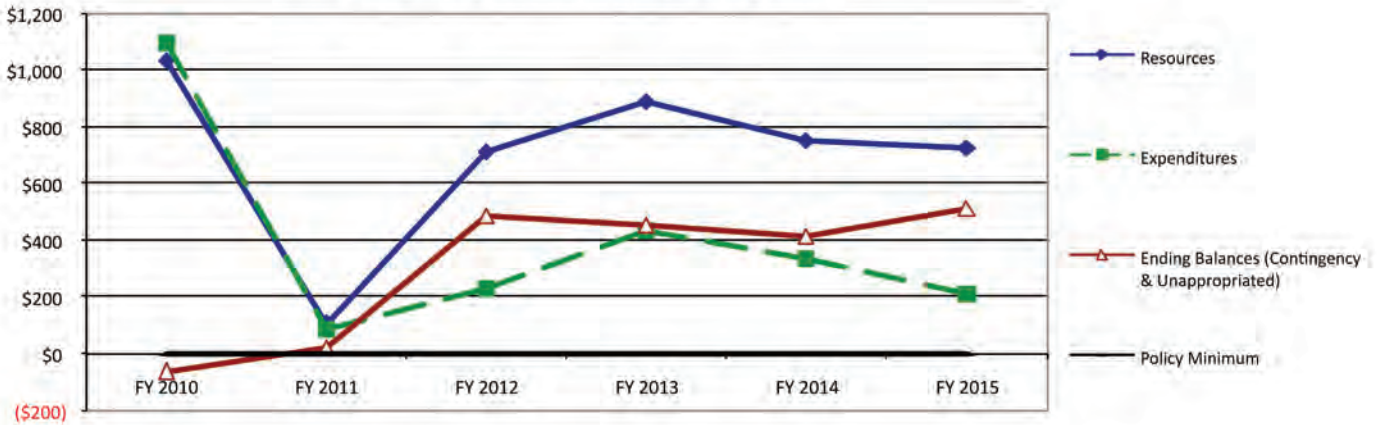


SDC Fund - Parks Summary

(Amounts in Thousands: \$87 = \$87,000)

			BN 2013				BN 2015		
	Actual	Actual	Actual	Estimate	Total	Budget	Proposed Biennial Budget		
	FY 2010	FY 2011	FY 2012	FY 2013			FY 2014	FY 2015	Total
<b>Resources</b>									
Beginning Fund Balance	\$ 276	\$ (63)	\$ 17	\$ 484	\$ 17	\$ 33	\$ 449	\$ 414	\$ 449
Interest	1	-	-	-	-	2	-	-	-
Intergovernmental	634	-	-	-	-	-	-	-	-
Systems Development Charges	123	167	694	400	1,094	262	300	309	609
<b>Total Resources</b>	<b>\$ 1,034</b>	<b>\$ 104</b>	<b>\$ 711</b>	<b>\$ 884</b>	<b>\$ 1,111</b>	<b>\$ 297</b>	<b>\$ 749</b>	<b>\$ 723</b>	<b>\$ 1,058</b>
<b>Requirements</b>									
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Services	-	-	1	-	1	20	10	10	20
Transfers to Other Funds	20	20	-	-	-	-	-	-	-
Capital Outlay	1,077	67	226	435	661	200	325	200	525
	1,097	87	227	435	662	220	335	210	545
Reserves:									
Contingency	-	-	-	-	-	-	200	200	200
Unappropriated Ending Fund Balance	(63)	17	484	449	449	77	214	313	313
	(63)	17	484	449	449	77	414	513	513
<b>Total Requirements</b>	<b>\$ 1,034</b>	<b>\$ 104</b>	<b>\$ 711</b>	<b>\$ 884</b>	<b>\$ 1,111</b>	<b>\$ 297</b>	<b>\$ 749</b>	<b>\$ 723</b>	<b>\$ 1,058</b>

SDC Fund - Parks Resources & Expenditure Trends

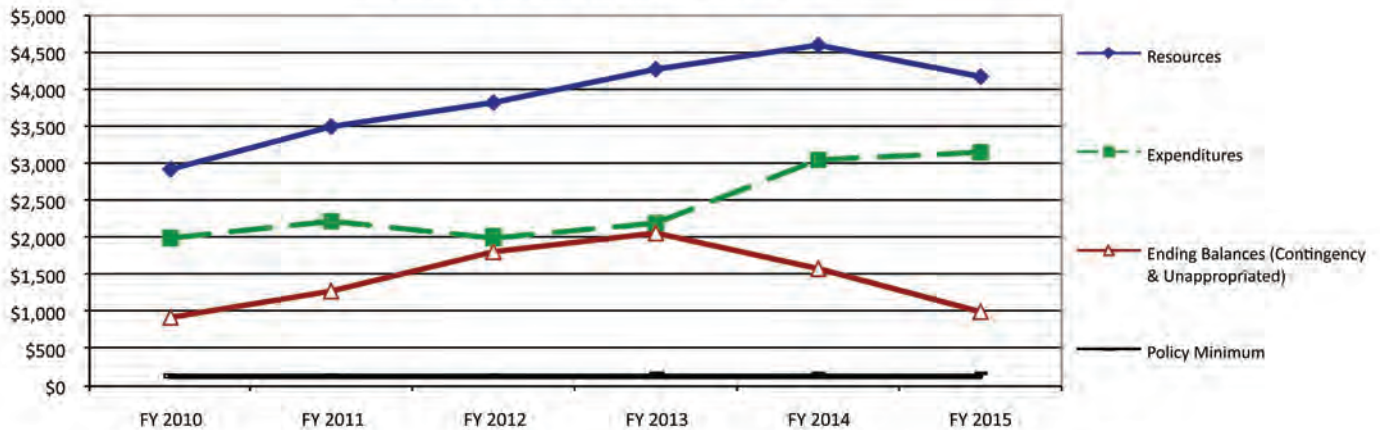


SDC Fund - Streets Summary

(Amounts in Thousands: \$87 = \$87,000)

			BN 2013				BN 2015		
	Actual	Actual	Actual	Estimate	Total	Budget	Proposed Biennial Budget		
	FY 2010	FY 2011	FY 2012	FY 2013			FY 2014	FY 2015	Total
<b>Resources</b>									
Beginning Fund Balance	\$ 415	\$ 591	\$ 811	\$ 945	\$ 811	\$ 634	\$ 1,123	\$ 666	\$ 1,123
Interest	1	1	-	3	3	6	3	3	6
Systems Development Charges	181	219	263	225	488	315	200	206	406
<b>Total Resources</b>	<b>\$ 597</b>	<b>\$ 811</b>	<b>\$ 1,074</b>	<b>\$ 1,173</b>	<b>\$ 1,302</b>	<b>\$ 955</b>	<b>\$ 1,326</b>	<b>\$ 875</b>	<b>\$ 1,535</b>
<b>Requirements</b>									
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Services	-	-	2	-	2	20	10	10	20
Transfers to Other Funds	-	-	11	50	61	203	200	-	200
Capital Outlay	6	-	116	-	116	400	450	50	500
	6	-	129	50	179	623	660	60	720
Reserves:									
Contingency	-	-	-	-	-	200	200	200	200
Unappropriated Ending Fund Balance	591	811	945	1,123	1,123	132	466	615	615
	591	811	945	1,123	1,123	332	666	815	815
<b>Total Requirements</b>	<b>\$ 597</b>	<b>\$ 811</b>	<b>\$ 1,074</b>	<b>\$ 1,173</b>	<b>\$ 1,302</b>	<b>\$ 955</b>	<b>\$ 1,326</b>	<b>\$ 875</b>	<b>\$ 1,535</b>

Streets Fund Resources & Expenditure Trends



**SDC Fund - Bike/Pedestrian Summary**

(Amounts in Thousands: \$87 = \$87,000)

			BN 2013				BN 2015		
	Actual	Actual	Actual	Estimate	Total	Budget	Proposed Biennial Budget		
	FY 2010	FY 2011	FY 2012	FY 2013			FY 2014	FY 2015	Total
<b>Resources</b>									
Beginning Fund Balance	\$ -	\$ 7	\$ 219	\$ 316	\$ 219	\$ 17	\$ 366	\$ 291	\$ 366
Interest	-	-	-	-	-	-	-	-	-
Systems Development Charges	7	212	97	50	147	20	25	26	51
<b>Total Resources</b>	<b>\$ 7</b>	<b>\$ 219</b>	<b>\$ 316</b>	<b>\$ 366</b>	<b>\$ 366</b>	<b>\$ 37</b>	<b>\$ 391</b>	<b>\$ 317</b>	<b>\$ 417</b>
<b>Requirements</b>									
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Services	-	-	-	-	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	100	100	200
	-	-	-	-	-	-	100	100	200
Reserves:									
Contingency	-	-	-	-	-	37	200	200	200
Unappropriated Ending Fund Balance	7	219	316	366	366	-	91	17	17
	7	219	316	366	366	37	291	217	217
<b>Total Requirements</b>	<b>\$ 7</b>	<b>\$ 219</b>	<b>\$ 316</b>	<b>\$ 366</b>	<b>\$ 366</b>	<b>\$ 37</b>	<b>\$ 391</b>	<b>\$ 317</b>	<b>\$ 417</b>

**SDC Fund - Bike/Pedestrian Resources & Expenditure Trends**

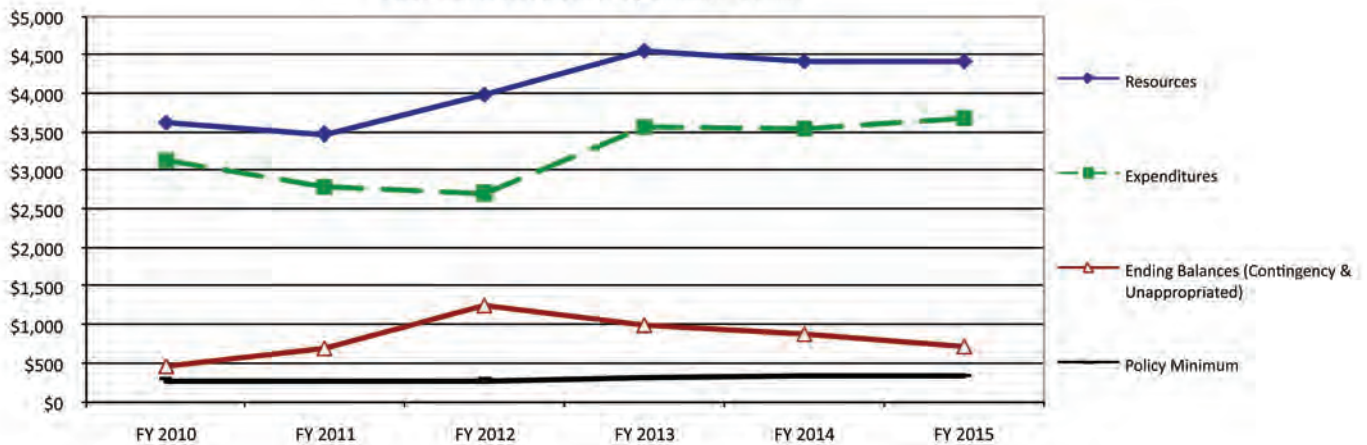


SDC Fund - Water Summary

(Amounts in Thousands: \$87 = \$87,000)

	Actual FY 2010	Actual FY 2011	BN 2013			Budget BN 2013	BN 2015		
			Actual FY 2012	Estimate FY 2013	Total		Proposed Biennial Budget		
							FY 2014	FY 2015	Total
<b>Resources</b>									
Beginning Fund Balance	\$ 1,240	\$ 1,288	\$ 1,576	\$ 1,941	\$ 1,576	\$ 1,164	\$ 1,591	\$ 760	\$ 1,591
Interest	3	2	-	-	-	14	-	-	-
Systems Development Charges	191	302	501	225	726	1,608	230	237	467
<b>Total Resources</b>	<b>\$ 1,434</b>	<b>\$ 1,592</b>	<b>\$ 2,077</b>	<b>\$ 2,166</b>	<b>\$ 2,302</b>	<b>\$ 2,786</b>	<b>\$ 1,821</b>	<b>\$ 997</b>	<b>\$ 2,058</b>
<b>Requirements</b>									
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Services	-	-	6	-	6	20	10	10	20
Transfers to Other Funds	15	16	-	-	-	-	-	-	-
Capital Outlay	131	-	130	575	705	2,130	1,051	325	1,376
	146	16	136	575	711	2,150	1,061	335	1,396
Reserves:									
Contingency	-	-	-	-	-	564	500	500	500
Unappropriated Ending Fund Balance	1,288	1,576	1,941	1,591	1,591	72	260	162	162
	1,288	1,576	1,941	1,591	1,591	636	760	662	662
<b>Total Requirements</b>	<b>\$ 1,434</b>	<b>\$ 1,592</b>	<b>\$ 2,077</b>	<b>\$ 2,166</b>	<b>\$ 2,302</b>	<b>\$ 2,786</b>	<b>\$ 1,821</b>	<b>\$ 997</b>	<b>\$ 2,058</b>

Water Fund Resources & Expenditure Trends



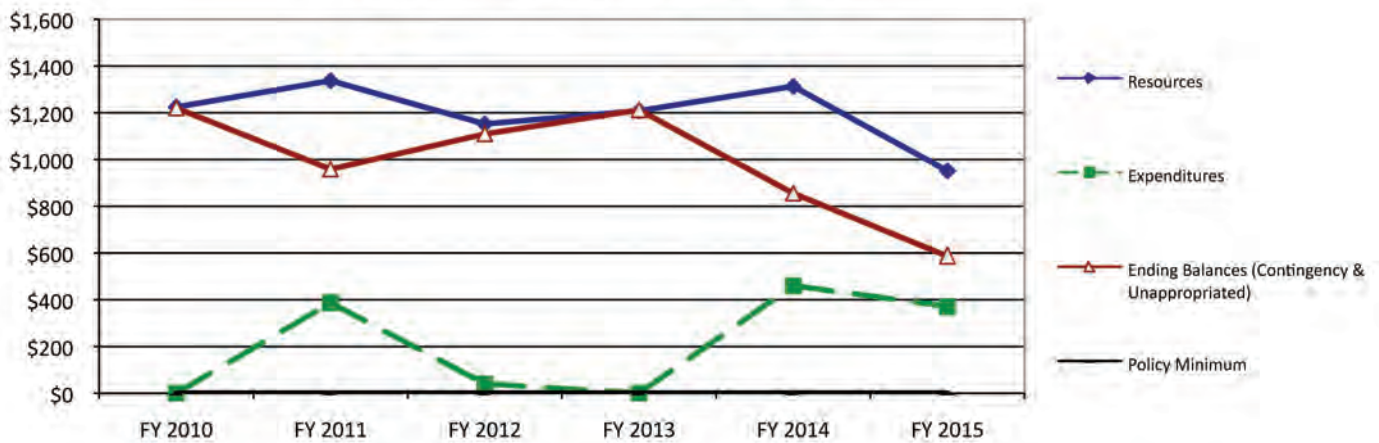


**SDC Fund - Waste Water Summary**

(Amounts in Thousands: \$87 = \$87,000)

			BN 2013				BN 2015		
	Actual	Actual	Actual	Estimate	Total	Budget	Proposed Biennial Budget		
	FY 2010	FY 2011	FY 2012	FY 2013			BN 2013	FY 2014	FY 2015
<b>Resources</b>									
Beginning Fund Balance	\$ 1,126	\$ 1,220	\$ 951	\$ 1,108	\$ 951	\$ 1,105	\$ 1,208	\$ 848	\$ 1,208
Interest	2	2	-	-	-	10	-	-	-
Systems Development Charges	92	115	199	100	299	189	100	103	203
<b>Total Resources</b>	<b>\$ 1,220</b>	<b>\$ 1,337</b>	<b>\$ 1,150</b>	<b>\$ 1,208</b>	<b>\$ 1,250</b>	<b>\$ 1,304</b>	<b>\$ 1,308</b>	<b>\$ 951</b>	<b>\$ 1,411</b>
<b>Requirements</b>									
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Services	-	-	2	-	2	20	10	110	120
Transfers to Other Funds	-	-	-	-	-	-	-	-	-
Capital Outlay	-	386	40	-	40	600	450	255	705
	-	386	42	-	42	620	460	365	825
Reserves:									
Contingency	-	-	-	-	-	284	300	300	300
Unappropriated Ending Fund Balance	1,220	951	1,108	1,208	1,208	400	548	286	286
	1,220	951	1,108	1,208	1,208	684	848	586	586
<b>Total Requirements</b>	<b>\$ 1,220</b>	<b>\$ 1,337</b>	<b>\$ 1,150</b>	<b>\$ 1,208</b>	<b>\$ 1,250</b>	<b>\$ 1,304</b>	<b>\$ 1,308</b>	<b>\$ 951</b>	<b>\$ 1,411</b>

**SDC Fund - Waste Water Resources & Expenditure Trends**

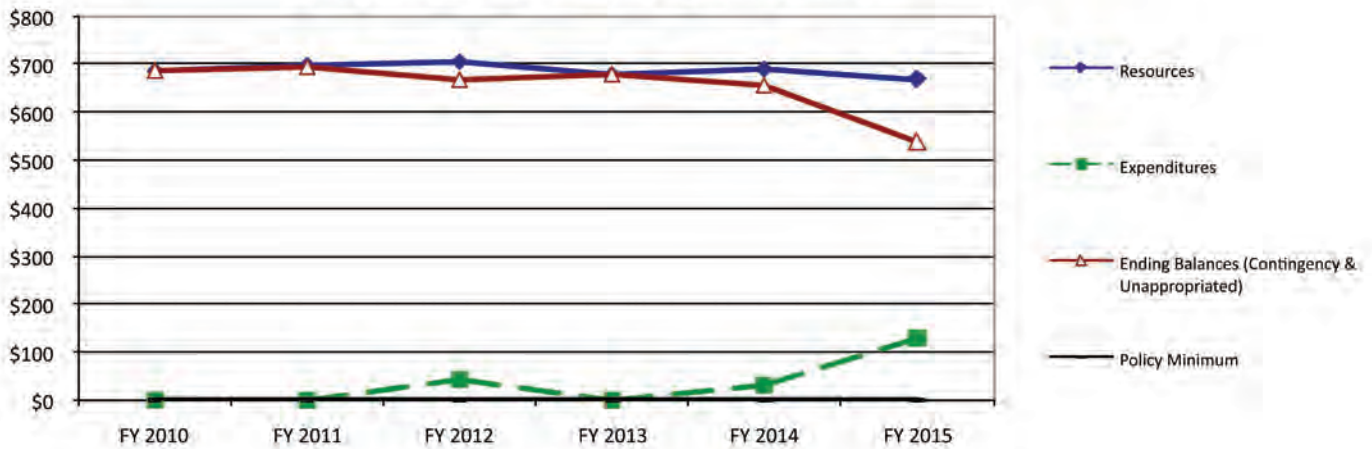


**SDC Fund - Surface Water Summary**

(Amounts in Thousands: \$87 = \$87,000)

			BN 2013				BN 2015		
	Actual	Actual	Actual	Estimate	Total	Budget	Proposed Biennial Budget		
	FY 2010	FY 2011	FY 2012	FY 2013			FY 2014	FY 2015	Total
<b>Resources</b>									
Beginning Fund Balance	\$ 669	\$ 684	\$ 695	\$ 665	\$ 695	\$ 602	\$ 676	\$ 655	\$ 676
Interest	2	-	-	1	1	6	2	2	4
Systems Development Charges	13	11	11	10	21	30	10	11	21
Transfers from Other Funds	-	-	-	-	-	-	-	-	-
<b>Total Resources</b>	<b>\$ 684</b>	<b>\$ 695</b>	<b>\$ 706</b>	<b>\$ 676</b>	<b>\$ 717</b>	<b>\$ 638</b>	<b>\$ 688</b>	<b>\$ 668</b>	<b>\$ 701</b>
<b>Requirements</b>									
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Services	-	-	1	-	1	20	10	110	120
Transfers to Other Funds	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	40	-	40	200	23	20	43
	-	-	41	-	41	220	33	130	163
Reserves:									
Contingency	-	-	-	-	-	18	457	340	340
Unappropriated Ending Fund Balance	684	695	665	676	676	400	198	198	198
	684	695	665	676	676	418	655	538	538
<b>Total Requirements</b>	<b>\$ 684</b>	<b>\$ 695</b>	<b>\$ 706</b>	<b>\$ 676</b>	<b>\$ 717</b>	<b>\$ 638</b>	<b>\$ 688</b>	<b>\$ 668</b>	<b>\$ 701</b>

**SDC Fund - Surface Water Resources & Expenditure Trends**





# PARKS BOND FUND

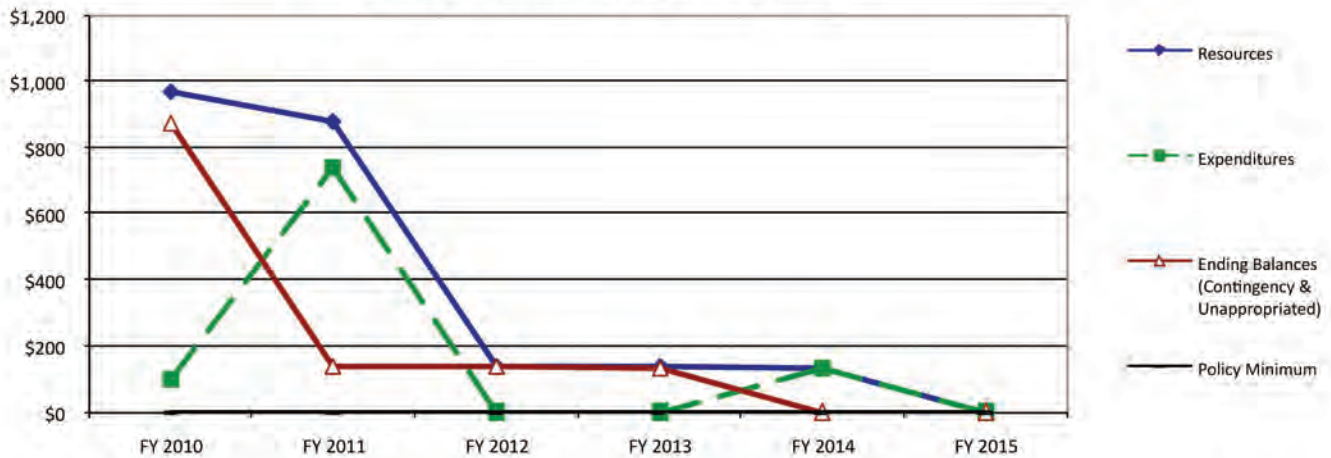
The Parks Bond Fund accounts for voter approved general obligation bond funds for the acquisition of land and construction of park facilities, as well as the interest earned on bond funds. Parks Bond funds will be used to acquire suitable property, and plan for construction that is consistent with the bond approval.

## Parks Bond Fund Summary

(Amounts in Thousands: \$87 = \$87,000)

			BN 2013			Budget	BN 2015			
	Actual	Actual	Actual	Estimate	Total	BN 2013	Proposed Biennial Budget			
	FY 2010	FY 2011	FY 2012	FY 2013	Total		FY 2014	FY 2015	Total	
<b>Resources</b>										
Beginning Fund Balance	\$ 968	\$ 875	\$ 135	\$ 135	\$ 135	\$ 177	\$ 131	\$ -	\$ 131	
Interest	2	1	-	-	-	-	-	-	-	
<b>Total Resources</b>	<b>\$ 970</b>	<b>\$ 876</b>	<b>\$ 135</b>	<b>\$ 135</b>	<b>\$ 135</b>	<b>\$ 177</b>	<b>\$ 131</b>	<b>\$ -</b>	<b>\$ 131</b>	
<b>Requirements</b>										
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Materials & Services	-	2	-	-	-	-	-	-	-	
Capital Outlay	95	739	-	4	4	177	131	-	131	
	95	741	-	4	4	177	131	-	131	
<b>Reserves:</b>										
Unappropriated Ending Fund Balance	875	135	135	131	131	-	-	-	-	
<b>Total Requirements</b>	<b>\$ 970</b>	<b>\$ 876</b>	<b>\$ 135</b>	<b>\$ 135</b>	<b>\$ 135</b>	<b>\$ 177</b>	<b>\$ 131</b>	<b>\$ -</b>	<b>\$ 131</b>	

Parks Bond Fund Resources & Expenditure Trends







# DEBT SERVICE FUND

The Debt Service fund accounts for the repayment of voter approved general obligation bonds issued for parks land acquisition and improvements, and library improvements. The principal source of repayment is property tax revenue that is exempt from limitation. The Debt Service fund accounts for the accumulation of resources and for the payment of general long-term debt principal and interest. Debt service consists of interest and principal payments on outstanding bonds due and payable during the fiscal year.

## Debt Service Fund Summary

(Amounts in Thousands: \$87 = \$87,000)

	Actual FY 2010	Actual FY 2011	BN 2013				BN 2015		
			Actual FY 2012	Estimate FY 2013	Total	Budget BN 2013	Proposed Biennial Budget		
							FY 2014	FY 2015	Total
<b>Resources</b>									
Beginning Fund Balance	\$ 214	\$ 117	\$ 125	\$ 68	\$ 125	\$ 137	\$ 37	\$ 91	\$ 37
Property Taxes	827	888	834	1,267	2,101	2,107	1,380	1,401	2,781
Interest	1	-	-	-	-	2	-	-	-
<b>Total Resources</b>	<b>\$ 1,042</b>	<b>\$ 1,005</b>	<b>\$ 959</b>	<b>\$ 1,335</b>	<b>\$ 2,226</b>	<b>\$ 2,246</b>	<b>\$ 1,417</b>	<b>\$ 1,492</b>	<b>\$ 2,818</b>
<b>Requirements</b>									
Debt Service - Principal									
Series 2012 GO - Police Station	\$ -	\$ -	\$ -	\$ 135	\$ 135	\$ 135	\$ 220	\$ 245	\$ 465
Series 2010 GO - Refunding	-	210	200	220	420	420	240	250	490
Series 2009 GO - Refunding	405	470	490	505	995	1,020	515	535	1,050
Prior refunded principal	140	-	-	-	-	-	-	-	-
Sub-total, Principal	545	680	690	860	1,550	1,575	975	1,030	2,005
Debt Service - Interest									
Series 2012 GO - Police Station	-	-	-	257	257	257	189	185	374
Series 2010 GO - Refunding	-	55	70	65	135	136	60	55	115
Series 2009 GO - Refunding	215	145	131	116	247	229	102	86	188
Prior refunded interest	165	-	-	-	-	-	-	-	-
Sub-total, Interest	380	200	201	438	639	622	351	326	677
Total Debt Service	925	880	891	1,298	2,189	2,197	1,326	1,356	2,682
Reserves:									
Unappropriated Ending Fund Balance	117	125	68	37	37	49	91	136	136
<b>Total Requirements</b>	<b>\$ 1,042</b>	<b>\$ 1,005</b>	<b>\$ 959</b>	<b>\$ 1,335</b>	<b>\$ 2,226</b>	<b>\$ 2,246</b>	<b>\$ 1,417</b>	<b>\$ 1,492</b>	<b>\$ 2,818</b>
Bonded Debt Property Tax Rate per \$1,000	\$0.3293	\$0.3322	\$0.2980	\$0.4429	\$0.4429	\$0.2975	\$0.4802	\$0.4802	\$0.4802



# OVERVIEW OF CAPITAL PROJECTS

## CAPITAL IMPROVEMENT PLAN

The City of West Linn's Capital Improvement Plan (CIP) involves a process through which the City develops a multi-year plan for major capital expenditures that matches available resources with project needs. The CIP lists each proposed capital project, the estimated time frame in which the project needs to be undertaken, the financial requirements of the project, and proposed methods of financing. It also attempts to identify and plan for *all* major capital needs, and addresses capital items that are different from those covered under the capital outlay category in each department's budget.

Generally, CIP improvements are relatively expensive and non-recurring, have a multi-year useful life, and, like capital outlay items, result in fixed assets. They include construction and acquisition of new buildings, additions to or renovations of existing buildings, construction and reconstruction of streets, water, and sanitary sewer improvements, drainage improvements, land purchases, and major equipment purchases. Due to the nature and cost of such projects, general obligation bonds and revenue bonds are major sources of funding.

When the CIP is adopted by the City Council, the respective years become part of the biennium budget. Projects beyond these years are reassessed when the subsequent budget is prepared. When projects are approved for financing by the City Council, they are moved from the "unfunded" to the "funded" sections of the CIP.

The CIP brings together a longer-term schedule of needed capital projects for:

- Parks, recreation facilities, and open space
- Transportation, including intersections, sidewalks, pathways, and streets
- Utilities, including water, sanitary sewer, and surface water management
- General government and public safety facilities

## IMPACT OF CIP PROJECTS ON OPERATING COSTS

For the past few years, the CIP for the City of West Linn has focused on adding value and extending life to City infrastructure with no increase in current operating costs. An excellent example of this is the roof replacement project on the City's library facility. Funds in the street improvement bond fund have been expended for reconstruction work on major streets and the resurfacing of roads with no associated operating costs. Funds from the park/open space/field bonds have been expended for parks, open space acquisitions, and field renovation with no additional costs to the operating budget. For the enterprise funds, improving the water system, wastewater mains and lines, and surface water projects also will not add costs to the operating budget.

## MASTER PLAN PROJECTS

The various Master Plans cover a longer twenty-year period and complement the CIP as a longer-range capital project and fiscal planning tool. Updates and amendments to the CIP are coordinated with the Master Plan projects and vice-versa. Master Plans are land use documents adopted as part of the City's Comprehensive Plan. Although they cover a longer period in time, the projects listed in these longer plans are the starting point for developing the CIP document.

## SUMMARY

Updating the CIP is a dynamic process, with projects being added and deleted from funded and unfunded lists as they move through the project completion process. The following considerations are used in the evaluation of CIP projects:

- Fiscal impacts
- Health and safety effects
- Community economic effects
- Environmental, aesthetic, and social effects
- Amount of disruption and inconvenience
- Effort required to bring project up to local minimum standards
- Distribution effects
- Feasibility, including public support and project readiness
- Implications of deferring the project
- Advantages that would accrue from relation to other capital projects
- Whether an urgent need or opportunity is present

Going forward, a summary of CIP projects as identified in the 2014-2019 CIP document, organized by funded and unfunded categories. The CIP document also shows projects identified in this 2014-2015 biennium budget which are all incorporated into their respective fund budgets throughout this document.

## TO OBTAIN A COMPLETE COPY OF THE CIP DOCUMENT ...

A comprehensive listing of all capital projects and their descriptions from the respective departments of the City is available in a separate document titled "City of West Linn - Capital Improvement Plan (CIP)," which is available online at <http://westlinnoregon.gov/>.



Library Capital Improvement Projects

Project Name	Source	Funded	Total	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Building & Materials Security	Grant	Y	\$ 260,000		\$ 260,000				
Library Generator	Grant	Y	\$ 90,000	\$ 90,000					
Library Parking Lot Construction	Grant	Y	\$ 250,000	\$ 250,000					
Public Art	Grant	Y	\$ 7,000	\$ 7,000					
Technology Lab	Grant	Y	\$ 16,000			\$ 16,000			
<b>Subtotal:</b>			<b>\$ 623,000</b>	<b>\$ 347,000</b>	<b>\$ 260,000</b>	<b>\$ 16,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Parks Capital Improvement Projects

Project Name	Source	Funded	Total	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Accessibility Upgrades	Fees	Y	\$ 60,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Capital Maintenance Projects	Fees	Y	\$ 100,000	\$ 50,000	\$ 50,000				
Sunset Park Restroom & Wading Pool	Fees	Y	\$ 90,000			\$ 90,000			
			<b>\$ 250,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 100,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>
Adult Community Center Expansion	Grant	Y	\$ 500,000	\$ 500,000					
Bank Angling Access Mill Catwalk Parking	Grant	Y	\$ 50,000	\$ 50,000					
Cedar oak Boatramp Docks	Grant	Y	\$ 500,000	\$ 500,000					
Cedar oak Boatramp Parking Overlay	Grant	Y	\$ 300,000	\$ 300,000					
Mary S Young Circulation/Parking	Grant	Y	\$ 300,000			\$ 300,000			
Sunset Park Restroom & Wading Pool	Grant	Y	\$ 160,000			\$ 160,000			
Willamette Park Grasscrete	Grant	Y	\$ 125,000		\$ 125,000				
Willamette River Trail	Grant	Y	\$ 100,000		\$ 100,000				
			<b>\$ 2,035,000</b>	<b>\$ 1,350,000</b>	<b>\$ 225,000</b>	<b>\$ 460,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
City-wide Trail Improvements	Bond	Y	\$ -	TBD	TBD	TBD	TBD	TBD	TBD
Willamette River Trail	Bond	Y	\$ 131,000	\$ 131,000					
Fields Bridge Park	SDC	Y	\$ 200,000	\$ 200,000					
Future Community Park	SDC	N	\$ 3,945,000				\$ 1,315,000	\$ 1,315,000	\$ 1,315,000
Future Neighborhood Park	SDC	N	\$ 1,750,000					\$ 875,000	\$ 875,000
Future Open Space	SDC	N	\$ 5,019,000				\$ 1,673,000	\$ 1,673,000	\$ 1,673,000
Future Regional Park - Blue Heron	SDC	Y	\$ 550,000		\$ 150,000			\$ 400,000	
Future Regional Park - Blue Heron	SDC	N	\$ 10,820,000				\$ 3,640,000	\$ 3,390,000	\$ 3,790,000
Maddax Woods Park Development	SDC	Y	\$ 25,000	\$ 25,000					
Marylhurst Park Development	SDC	Y	\$ 800,000			\$ 100,000	\$ 500,000	\$ 100,000	\$ 100,000
Oak Savanna Improvements	SDC	Y	\$ 50,000			\$ 50,000			
Regional Trail System	SDC	N	\$ 1,350,000				\$ 450,000	\$ 450,000	\$ 450,000
Tanner Creek Park	SDC	Y	\$ 50,000		\$ 50,000				
Willamette River Trail	SDC	Y	\$ 100,000	\$ 100,000					
<b>Subtotal:</b>			<b>\$ 27,075,000</b>	<b>\$ 1,866,000</b>	<b>\$ 485,000</b>	<b>\$ 710,000</b>	<b>\$ 7,588,000</b>	<b>\$ 8,213,000</b>	<b>\$ 8,213,000</b>

Police Capital Improvement Projects

Project Name	Source	Funded	Total	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Public Safety Facility	Bond	Y	\$ 6,297,000	\$ 6,297,000					
<b>Subtotal:</b>			<b>\$ 6,297,000</b>	<b>\$ 6,297,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Streets Capital Improvement Projects

Project Name	Source	Funded	Total	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Median Island Restoration	Fees	Y	\$ 50,000	\$ 50,000					
Sidewalk Projects	Fees	Y	\$ 273,000	\$ 73,000		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Street Crack Seal Program	Fees	Y	\$ 282,000	\$ 47,000	\$ 47,000	\$ 47,000	\$ 47,000	\$ 47,000	\$ 47,000
Street Pavement Maintenance Program	Fees	Y	\$ 3,770,000	\$ 550,000	\$ 720,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 625,000
Street Pavement Marking	Fees	Y	\$ 158,000	\$ 23,000	\$ 23,000	\$ 28,000	\$ 28,000	\$ 28,000	\$ 28,000
Street Slurry Seal Program	Fees	Y	\$ 1,369,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 119,000	\$ 250,000	\$ 250,000
Transportation System Action Plan Projects	Fees	N	\$ 3,025,000			\$ 723,000	\$ 745,000	\$ 767,000	\$ 790,000
			\$ 8,927,000	\$ 993,000	\$ 1,040,000	\$ 1,723,000	\$ 1,614,000	\$ 1,767,000	\$ 1,790,000
10th St./I-205 Corridor Improvements	Grant	N	\$ 4,445,000						\$ 4,445,000
10th St./I-205 Corridor Improvements	SDC	N	\$ 785,000						\$ 785,000
Transportation System Action Plan Projects	SDC	N	\$ 3,637,000			\$ 861,000	\$ 892,000	\$ 925,000	\$ 959,000
Transportation System Action Plan Projects	SDC	Y	\$ 1,300,000	\$ 450,000	\$ 50,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Transportation System Plan	SDC	Y	\$ 200,000	\$ 200,000					
<b>Subtotal:</b>			<b>\$ 19,294,000</b>	<b>\$ 1,643,000</b>	<b>\$ 1,090,000</b>	<b>\$ 2,784,000</b>	<b>\$ 2,706,000</b>	<b>\$ 2,892,000</b>	<b>\$ 8,179,000</b>

Environmental Services Capital Improvement Projects

Project Name	Source	Funded	Total	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Pump Station Telemetry and Pump Upgrades	Fees	Y	\$ 250,000	\$ 50,000	\$ 200,000				
PW Yard Improvements	Fees	Y	\$ 200,000	\$ 200,000					
Surface Water Maintenance Project at 13th S	Fees	Y	\$ 50,000	\$ 50,000					
Surface Water Major Maintenance Projects	Fees	Y	\$ 583,000	\$ 98,000	\$ 85,000	\$ 113,000	\$ 117,000	\$ 79,000	\$ 91,000
Surface Water Master Plan Projects	Fees	Y	\$ 1,262,000	\$ 97,000	\$ 165,000	\$ 237,000	\$ 233,000	\$ 271,000	\$ 259,000
Waste Water Pipeline Rehabilitation	Fees	Y	\$ 5,488,000	\$ 750,000	\$ 1,050,000	\$ 886,000	\$ 907,000	\$ 945,000	\$ 950,000
			\$ 7,833,000	\$ 1,245,000	\$ 1,500,000	\$ 1,236,000	\$ 1,257,000	\$ 1,295,000	\$ 1,300,000
Surface Water Major Maintenance Projects	SDCs	Y	\$ 208,000	\$ 20,000	\$ 10,000	\$ 7,000	\$ 7,000	\$ 73,000	\$ 91,000
Surface Water Master Plan	SDCs	Y	\$ 100,000		\$ 100,000				
Surface Water Master Plan Projects	SDCs	Y	\$ 75,000	\$ 3,000	\$ 10,000	\$ 13,000	\$ 13,000	\$ 27,000	\$ 9,000
Waste Water Master Plan	SDC	Y	\$ 100,000		\$ 100,000				
Waste Water Master Plan Projects	SDC	Y	\$ 1,335,000	\$ 450,000	\$ 255,000	\$ 509,000	\$ 121,000		
<b>Subtotal:</b>			<b>\$ 9,651,000</b>	<b>\$ 1,718,000</b>	<b>\$ 1,975,000</b>	<b>\$ 1,765,000</b>	<b>\$ 1,398,000</b>	<b>\$ 1,395,000</b>	<b>\$ 1,400,000</b>

Water Capital Improvement Projects

Project Name	Source	Funded	Total	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Annual Deteriorated Line Replacement	Fees	Y	\$ 2,076,000	\$ 391,000	\$ 485,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Annual Deteriorated Line Replacement	Fees	N	\$ 3,177,000			\$ 746,000	\$ 778,000	\$ 810,000	\$ 843,000
Bolton Reservoir Replacement	Fees	N	\$ 6,996,000			\$ 420,000	\$ 3,459,000	\$ 3,117,000	
Demolish Abandoned View Drive Site Facilitie	Fees	N	\$ 76,000			\$ 76,000			
Pressure Reducing Valve/Vault Improvement	Fees	N	\$ 225,000			\$ 161,000	\$ 21,000	\$ 21,000	\$ 22,000
Reservoir Seismic Assessments and Repairs	Fees	N	\$ 412,000			\$ 91,000	\$ 104,000	\$ 107,000	\$ 110,000
Tigard/Lake Oswego Intertie	Fees	N	\$ 2,033,000			\$ 76,000	\$ 610,000	\$ 1,347,000	
Water System Improvement Projects	Fees	N	\$ 3,874,000			\$ 1,563,000	\$ 511,000	\$ 900,000	\$ 900,000
Water Telemetry (SCADA) System Upgrade	Fees	N	\$ 157,000			\$ 76,000	\$ 26,000	\$ 27,000	\$ 28,000
			\$ 19,026,000	\$ 391,000	\$ 485,000	\$ 3,509,000	\$ 5,809,000	\$ 6,629,000	\$ 2,203,000
Bland Intertie to Rosemont	SDC	Y	\$ 1,051,000	\$ 1,051,000					
Bland Reservoir No. 2	SDC	N	\$ 212,000			\$ 49,000	\$ 163,000		
Bolton Reservoir Replacement	SDC	N	\$ 2,998,000			\$ 180,000	\$ 1,482,000	\$ 1,336,000	
Demolish Abandoned View Drive Site Facilitie	SDC	N	\$ 14,000			\$ 14,000			
Master Plan Update	SDC	Y	\$ 191,000					\$ 191,000	
Pressure Reducing Valve/Vault Improvement	SDC	N	\$ 43,000			\$ 31,000	\$ 4,000	\$ 4,000	\$ 4,000
Reservoir Seismic Assessments and Repairs	SDC	N	\$ 78,000			\$ 17,000	\$ 20,000	\$ 20,000	\$ 21,000
Tigard/Lake Oswego Intertie	SDC	N	\$ 387,000			\$ 14,000	\$ 116,000	\$ 257,000	
Water System Improvement Projects	SDC	Y	\$ 325,000		\$ 325,000				
Water System Improvement Projects	SDC	N	\$ 2,948,000			\$ 2,010,000	\$ 650,000	\$ 144,000	\$ 144,000
Water Telemetry (SCADA) System Upgrade	SDC	N	\$ 29,000			\$ 14,000	\$ 5,000	\$ 5,000	\$ 5,000
<b>Subtotal:</b>			<b>\$ 27,302,000</b>	<b>\$ 1,442,000</b>	<b>\$ 810,000</b>	<b>\$ 5,838,000</b>	<b>\$ 8,249,000</b>	<b>\$ 8,586,000</b>	<b>\$ 2,377,000</b>
<b>TOTAL ALL FUNDS</b>			<b>\$ 90,242,000</b>	<b>\$ 13,313,000</b>	<b>\$ 4,620,000</b>	<b>\$ 11,113,000</b>	<b>\$ 19,941,000</b>	<b>\$ 21,086,000</b>	<b>\$ 20,169,000</b>

For more comprehensive listing of capital improvement projects, please refer to the [6 Year Capital Improvement Plan](http://westlinnoregon.gov) available online at <http://westlinnoregon.gov>

APPENDIX | VEHICLE REPLACEMENT SCHEDULE

Unit #	Dept	Model Year	Description	Acquisition Date	Historical Cost	ABC Driver Count	Est Replace Year	FY13	FY14	FY15	FY16	FY17	FY18	Future Years
120	Admin	2008	Toyota Prius Hybrid Sedan	12/12/2007	\$22,393	1	FY13	\$25,000						
108	PW	2000	Jeep Cherokee Sport 4door 4x4	01/04/2000	\$20,905	1	FY06	\$24,000						
905	PW	2001	Dodge Dakota P/U Truck W/Canopy	06/01/1996	\$12,092	1	FY11	\$21,000						
846	PW	2008	Ford Escape Hybrid 4dr 4x4 SUV	04/01/1987	\$25,357	1	FY14		\$26,000					
122	PW	2010	Chevrolet Silverado 1/2t Ext cab P/U	01/25/2010	\$20,622	1	FY20							\$37,000
918	PW	2011	Chevrolet Extended Cab Colorado 4x4	06/01/2011	\$17,038	1	FY21							\$29,000
848	Veh Main	2010	Chevrolet Colorado P/U W/Canopy 4x4	07/01/2010	\$12,092	1	FY20							\$30,000
835	Veh Main	1987	Ford F350 Road Repair Shop Utility Tr	11/08/2010	\$10,721	1	FY97	\$51,000						
					<u>\$141,220</u>	<u>8</u>		<u>\$121,000</u>	<u>\$26,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$96,000</u>
115	Building	1996	Ford Ranger Compact Truck 4x2	03/01/1996	\$12,017	1	FY02	\$17,500						
121	Building	2008	Ford Escape Hybrid 4door 4x4 SUV	01/29/2008	\$25,357	1	FY14		\$27,000					
					<u>\$37,374</u>	<u>2</u>		<u>\$17,500</u>	<u>\$27,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
478	Parks	1985	Shop Built Boat Trailer	01/01/1985	\$750		FY00							
4009	Parks	1985	Case 580 SE Backhoe	10/10/1985	\$22,634	1	FY00							
448	Parks	1986	Snowco Trailer	01/01/1987	\$1,859		FY01							
439	Parks	1995	Chevrolet 3/4t P/U 4x2 w/tailgate lift & F	05/01/1995	\$15,333	1	FY05			\$35,000				
468	Parks	1995	Cushman Riding 10'8" Wing Mower	01/01/1986	\$38,000	1	FY05	\$55,000						
495	Parks	2000	Ingersoll Rand Brush Cat 60 Rotary Mo	08/08/2000	\$4,253		FY06							
4008	Parks	2000	Ford Ranger Extended Cab P/U 4x4	06/27/2002	\$13,711	1	FY06			\$23,500				
4010	Parks	2002	Hustler Super Z 48" Zero Turn Riding M	07/07/2000	\$9,990	1	FY08	\$13,000						
4993	Parks	1998	Ford E450 15 Pass Wheel Chair Van (T	06/27/2005	\$1		FY08		\$1					
471	Parks	1999	Chevrolet 1/2 Pickup 6 cyl 4x2	05/01/1997	\$15,472	1	FY09		\$22,500					
488	Parks	1999	Chevrolet 3500HD 7yd box Truck 4x2	07/19/1999	\$28,901	1	FY09		\$42,000					
494	Parks	2000	Chevrolet 3/4t Pickup 4x2 w/liftgate	08/08/2000	\$18,453	1	FY10		\$27,500					
469	Parks	1996	Strong Boy Trailer 16' (Cushman)	02/01/1995	\$3,200		FY11							
4005	Parks	2002	GMC 3500HD 2-3 Yd Dump Truck	06/01/2011	\$27,696	1	FY12		\$42,000					
4048	Parks	2007	Gravelly 48" Hydropro Walk Behind Mow	06/12/2007	\$3,898	1	FY13		\$5,500					
484	Parks	1999	Bobcat Skid Steer Loader 763H	07/01/1999	\$20,449	1	FY14			\$44,000				
497	Parks	2000	John Deere 4600 Tractor w/loader 72" E	12/28/2008	\$17,992	1	FY15				\$33,000			
4023	Parks	2005	Ford F350 P/U W/Utility Box & Lumber	12/22/2004	\$16,900	1	FY15				\$38,000			
4024	Parks	2005	Ford F350 P/U 4x2 Mow Truck	01/06/2005	\$16,682	1	FY15				\$27,000			
4025	Parks	2005	Ford F450 Cab W/Quick Loader Box	01/11/2005	\$22,616	1	FY15				\$48,000			
4032	Parks	2005	Jacobson HR5111 Riding Mower	01/10/2005	\$43,938	1	FY15				\$61,000			
4044	Parks	2007	Mercury 50 HP Outboard Boat Engine	08/04/2006	\$7,005	1	FY17					\$8,000		
4045	Parks	2007	Ford F350 Extended Cab 4x4 P/U w/wir	08/27/2007	\$24,922	1	FY17					\$51,000		
4046	Parks	2007	Ford F350 Crew Cab 4x4 P/U W/Dump	05/17/2005	\$24,198	1	FY17					\$42,000		
4049	Parks	2007	Chevrolet Colorado Extended Cab 4x4 1	06/22/2007	\$16,967	1	FY17					\$26,000		
4050	Parks	2007	Chevrolet Colorado 4x2 W/Canopy	06/22/2007	\$17,000	1	FY17					\$27,000		
4056	Parks	2008	Chevrolet Colorado 4x2 4cyl	03/04/2008	\$11,066	1	FY18						\$21,000	
4057	Parks	2008	Chevrolet Colorado 4x2 4cyl	03/04/2008	\$11,066	1	FY18						\$21,000	
4065	Parks	2008	Chevrolet Colorado 4x2 4cyl	03/04/2008	\$20,400	1	FY18						\$21,000	
4027	Parks	2005	H&H MAXLoad 20' Hydraulic Tilt Trailer	10/10/2005	\$5,399		FY20							\$7,000
4079	Parks	2005	16' Parade Flatbed Trailer	06/27/2005	\$1,850		FY20							\$4,000
4066	Parks	2009	Massey 1552 4x4 Tractor and Loader	06/30/2009	\$24,999	1	FY24							\$36,000
415	Parks	1977	Bolens 20 hp GardenTractor 3pt. Hitch	08/29/1977	\$2,399		FY83							
410	Parks	1984	John Deere 36" Mid Mower Walk Behin	06/11/1984	\$2,800		FY90							
476	Parks	1976	Crowley Environ 16' Aluminum Boat	05/01/1997	\$4,250		FY91							
445	Parks	1987	Kubota F-2000 60" Front Deck Mower	05/01/1995	\$10,500	1	FY93							
407	Parks	1993	Scag 48" Mid Mower w/sulky	07/01/1993	\$4,239		FY99	\$7,000	\$7,000					
409	Parks	1978	Jacobson Tilt Trailer	06/01/1984	\$4,238									
					<u>\$536,026</u>	<u>26</u>		<u>\$75,000</u>	<u>\$146,501</u>	<u>\$102,500</u>	<u>\$207,000</u>	<u>\$154,000</u>	<u>\$63,000</u>	<u>\$47,000</u>
118	Planning	2000	Jeep Cherokee Sport 4door 4x4	01/04/2000	\$20,905	1	FY06	\$24,000						
					<u>\$20,905</u>	<u>1</u>		<u>\$24,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>



APPENDIX | VEHICLE REPLACEMENT SCHEDULE

Unit #	Dept	Model Year	Description	Acquistion Date	Historical Cost	ABC Driver Count	Est Replace Year	FY13	FY14	FY15	FY16	FY17	FY18	Future Years
327	Police	1992	Smart Radar Display Trailer	09/01/1997	\$12,000	1	FY07	\$22,000						
337	Police	2000	Ford 4x4 Styleside 1/2t P/U	02/21/2000	\$24,000	1	FY10	\$33,500						
356	Police	2004	Jeep Grand Cherokee Limited 4x4 SUV	03/31/2003	\$27,350	1	FY10	\$47,500						
360	Police	2004	Chevy Trailblazer 4x4 SUV	08/11/2005	\$27,000	1	FY10	\$30,500						
361	Police	2006	Ford Crown Vic Patrol Car	04/18/2006	\$48,289	1	FY10	\$37,000						
343	Police	2001	Dodge Dakota 1/2 t 4x4 CSO	12/08/2001	\$12,092	1	FY11	\$29,000						
366	Police	2007	Ford Crown Vic Patrol Car	04/17/2007	\$48,472	1	FY11	\$37,000						
369	Police	2006	Pontiac Grand Prix Sedan undercover	05/10/2007	\$18,225	1	FY12	\$30,000						
370	Police	2006	Chevrolet Monte Carlo Sedan undercover	05/10/2007	\$20,363	1	FY12	\$30,000						
373	Police	2008	Ford Crown Vic Patrol Car	04/15/2008	\$24,033	1	FY12	\$37,000						
374	Police	2008	Ford Crown Vic Patrol Car	04/15/2008	\$24,033	1	FY12	\$37,000						
375	Police	2008	Ford Crown Vic Patrol Car	04/15/2008	\$24,033	1	FY12	\$37,000						
367	Police	2007	Ford Crown Vic K-9 Patrol Car	04/23/2007	\$48,472	1	FY13	\$42,000						
377	Police	2009	Dodge Charger Patrol Car	04/16/2009	\$32,841	1	FY13	\$37,000						
378	Police	2009	Dodge Charger Patrol Car	04/16/2009	\$33,346	1	FY13	\$37,000						
379	Police	2009	Dodge Charger Patrol Car	04/16/2009	\$34,101	1	FY13	\$37,000						
368	Police	2008	Chevrolet Impala 4dr Sedan undercover	05/10/2007	\$17,663	1	FY14		\$31,000					
371	Police	2008	Ford Escape Hybrid 4dr 4x4 SUV CSO	01/29/2008	\$25,356	1	FY14		\$38,000					
372	Police	2008	Pontiac Grand Prix 2dr Sedan undercover	02/27/2008	\$9,571	1	FY14		\$31,000					
381	Police	2010	Dodge Charger Patrol Car	03/04/2010	\$28,354	1	FY14		\$38,000					
380	Police	2009	Ford Expedition 4dr 4x4 special service	06/01/2009	\$33,317	1	FY15			\$56,000				
382	Police	2011	Dodge Charger Patrol Car	05/17/2011	\$27,970	1	FY15			\$39,000				
383	Police	2009	Honda ST1300PA Motorcycle	03/18/2011	\$21,795	1	FY15			\$26,000				
384	Police	2012	Dodge Charger Patrol Car	05/16/2012	\$32,600	1	FY16				\$40,000			
385	Police	2012	Dodge Charger Patrol Car	05/16/2012	\$32,600	1	FY16				\$40,000			
376	Police	2009	Mirage Xtera Enclosed Cargo Trailer	08/29/2008	\$5,145		FY24							\$8,000
					<u>\$693,021</u>	<u>25</u>		<u>\$560,500</u>	<u>\$138,000</u>	<u>\$121,000</u>	<u>\$80,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$8,000</u>
505	Streets	1992	Ford F450 Utility Box w/tailgate lift & Cr	05/01/1992	\$15,593	1	FY02	\$130,000						
506	Streets	1993	John Deere 444E Quick Change Loader	05/01/1993	\$77,665	1	FY03	\$149,000						
562	Streets	1988	John Deere 850 4x4 Tractor	10/01/1993	\$6,500	1	FY03	\$16,000						
592	Streets	1993	Ford F700 45' Boom Man Lift	09/27/2006	\$32,500	1	FY03	\$170,000						
572	Streets	1998	Chevrolet 3500HD 2-3 yd Dump Truck	05/01/1998	\$30,200	1	FY08	\$42,000						
5001	Streets	1999	Dodge Ram 2500 4x4 P/U Side Tool Bc	10/01/1999	\$20,800	1	FY09	\$27,500						
5007	Streets	1999	Ford F250 Utility Box P/U	04/01/1999	\$17,904	1	FY09	\$34,500						
583	Streets	2002	Volvo 10Yd Dump Truck	08/03/2001	\$89,291	1	FY12	\$131,000						
591	Streets	2005	Caterpillar MT465 Tractor w/side mount	06/24/2005	\$84,072	1	FY20							\$126,000
5008	Streets	2012	Chevrolet 3500 HD Plow Truck	04/19/2012	\$22,609	1	FY22							\$27,000
514	Streets	1987	Ford F-800 Dump Truck 5-6 yd	01/01/1993	\$32,300	1	FY97	\$91,000						
					<u>\$429,434</u>	<u>11</u>		<u>\$791,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$153,000</u>
736	Sewer	1994	Serecco Flexible Sewer Bucket Machinr	02/11/1995	\$9,500	1	FY09	\$30,000						
747	Sewer	2000	FL80 Freightliner 7Yd Dump Truck	11/01/1999	\$68,345	1	FY10	\$104,500						
737	Sewer	1997	Kohler 25KW Trailer Mounted Generato	05/01/1997	\$13,703	1	FY12	\$34,000						
742	Sewer	1999	Flatbed 12,000 lbs. Trailer	02/01/1995	\$4,458	1	FY14		\$6,000					
790	Sewer	2004	Ford F250 Extended Cab Utility Box P/L	06/24/2005	\$26,966	1	FY14		\$32,000					
794	Sewer	2005	Ford F450 Extended Cab 4x4 W/Utility i	07/01/2004	\$25,293	1	FY15			\$44,000				
751	Sewer	2001	Sterling L7500 Sewer Line Cleaner	11/02/2001	\$109,143	1	FY16				\$164,000			
784	Sewer	2002	Caterpillar 416D 4x4 Backhoe	04/22/2002	\$64,103	1	FY17					\$105,000		
796	Sewer	2007	Chevy Silverado 1/2T Extended Cab P/L	07/05/2007	\$21,810	1	FY17					\$35,000		
795	Sewer	2007	Sterling L7500 Combination HydrovacTi	05/02/2005	\$246,642	1	FY20							\$334,000
799	Sewer	2010	Chevrolet Colorado 4x4	06/29/2009	\$20,943	1	FY20							\$27,000
797	Sewer	2009	Chevrolet 4500 TV Inspection Truck	07/05/2007	\$130,738	1	FY22							\$157,000
779	Sewer	1970	Onan 25KW Trailer Mounted Generator	01/01/1971	\$5,000	1	FY85	\$42,500						
917	Storm	1994	GMC Sonoma P/U 4cyl	04/21/1994	\$9,418	1	FY00	\$19,000						
901	Storm	1996	Ford F450 Utility Box W/crane P/U	01/11/2010	\$33,350	1	FY06	\$59,500						
914	Storm	2003	Freightliner Cabover 6Yd Street Sweep	04/06/2010	\$24,500	1	FY13	\$200,000						
					<u>\$813,912</u>	<u>16</u>		<u>\$489,500</u>	<u>\$38,000</u>	<u>\$44,000</u>	<u>\$164,000</u>	<u>\$140,000</u>	<u>\$0</u>	<u>\$518,000</u>
621	Water	1992	Ford F450 w/ Enclosed Utility Box	09/01/1992	\$17,685	1	FY02	\$100,000						
646	Water	1996	Ford Ranger P/U w/Canopy 4x2	03/01/1996	\$16,376	1	FY02	\$19,500						
633	Water	2001	Ford Ranger 4x4 Ext Cab Pickup	03/12/2001	\$16,376	1	FY07	\$23,500						
641	Water	2005	Chevy Silverado P/U 4x4 w/Tool Box	01/05/2005	\$20,000	1	FY15	\$33,500						
642	Water	2005	International 7400 5-6Yd Dump Truck	01/31/2005	\$71,917	1	FY15			\$131,000				
635	Water	2002	Caterpillar 416D 2WD Extindahoe Bac	04/03/2003	\$49,768	1	FY17					\$94,000		
645	Water	2008	Chevy Silverado 1/2T Ext Cab P/U 4x4	06/20/2008	\$19,833	1	FY18						\$36,000	
647	Water	2008	Ford F450 Ext Cab 4x4 w/utility box, crai	02/26/2010	\$36,065	1	FY18						\$74,000	
					<u>\$248,020</u>	<u>8</u>		<u>\$176,500</u>	<u>\$0</u>	<u>\$131,000</u>	<u>\$0</u>	<u>\$94,000</u>	<u>\$110,000</u>	<u>\$0</u>
TOTAL =					<u>\$2,919,912</u>	<u>97</u>		<u>\$2,255,000</u>	<u>\$375,501</u>	<u>\$398,500</u>	<u>\$451,000</u>	<u>\$388,000</u>	<u>\$173,000</u>	<u>\$822,000</u>

City of West Linn - Finance Department  
Activity Based Costing (ABC) Allocation of Transfers

**Activity-Based Costing (ABC)** is a costing model that identifies overhead and/or indirect activities (i.e., the department within the General Fund) in an organization and assigns the cost of each activity to the other departments according to the actual consumption and utilization for the purposes of allocation.

In the private sector, the ABC methodology assigns an organization's indirect costs through activities to the products and services provided to its customers. It is generally used as a tool for understanding product and customer cost and profitability. As such, ABC has predominantly been used to support strategic decisions such as pricing, outsourcing, identification and measurement of process improvement initiatives.

In the governmental sector, the ABC methodology can be utilized in a similar manner to allocate indirect costs gathered in the General Fund or other Internal Service Funds, and charge the various other Funds as a more efficient way to determine each Fund's reimbursement transfer that is due to the General Fund. For example, using the ABC methodology, one might allocate the costs of the HR Department in the General Fund out to the other funds based upon the number of FTEs that each of these other Funds are home to. FTEs may be used to in this case under the theory that HR Department costs are more of a function of personnel issues that drive their costs, rather than simply based upon relative budget size as other traditional allocation methods have used.

This spreadsheet shows the City of West Linn's allocation of General Fund's costs in such as way that utilizes the ABC methodology allocating the City's indirect overhead costs to other Funds based upon criteria which best drives these costs.

Overhead to to recover into General Fund via transfers	ABC Driver	Public Safety		Library		Parks & Rec		Building		Planning		Streets		Water		Environmental		Total		
		Cost Driver	Allocated cost	Cost Driver	Allocated cost	Cost Driver	Allocated cost	Cost Driver	Allocated cost	Cost Driver	Allocated cost	Cost Driver	Allocated cost	Cost Driver	Allocated cost	Cost Driver	Allocated cost	Cost Driver	Allocated cost	Cost Driver
<p><b>FY 2013-14</b></p> <p>General Fund - City Council Personnel Budget 4,361 42% 61 1,340 13% 19 1,655 16% 23 415 4% 6 570 6% 8 582 6% 8 618 6% 9 744 7% 10 10,285 100% 144</p> <p>General Fund - City Administration Personnel Budget 1,020 Personnel Budget 4,361 42% 432 1,340 13% 133 1,655 16% 164 415 4% 41 570 6% 57 582 6% 58 744 7% 74 10,285 100% 1,020</p> <p>General Fund - Economic Development Personnel Budget 211 Personnel Budget 4,361 42% 89 1,340 13% 27 1,655 16% 34 415 4% 13 570 6% 12 582 6% 13 744 7% 15 10,285 100% 211</p> <p>General Fund - Human Resources 436 No. of FTEs 34,000 36% 155 15,63 16% 71 21,40 22% 98 3,50 4% 16 4,50 5% 21 5 5% 23 6,50 7% 30 95,53 100% 437</p> <p>General Fund - Finance Total Budget 6,576 27% 273 2,349 10% 98 3,357 14% 139 765 3% 32 1,220 5% 51 2,939 12% 122 3,531 14% 147 24,583 100% 1,022</p> <p>General Fund - Information Tech. 34 34% 344 30 30% 304 12 12% 121 6 6% 61 8 8% 81 0.25 7% 27 0.25 7% 30 0.50 14% 67 4 4% 40 100 100% 1,011</p> <p>General Fund - City Facilities 490 Facilities % age 1 27% 134 0.50 14% 67 - 0% - 0.25 25% 270 0.50 50% 540 1 100% 1,080</p> <p>General Fund - Municipal Court 284 Self supporting - 0% - 0% - 0% - 0.25 25% 270 0.50 50% 540 1 100% 1,080</p> <p>General Fund - Public Works Support 1,080 Utilities - 0% - 0% - 0% - 0% - 0.25 25% 270 0.50 50% 540 1 100% 1,080</p> <p>General Fund - Vehicle &amp; Eq. Maint. 398 No. of Veh/Equip 25 27% 106 2,349 10% 55 774 765 3% 18 1,220 5% 28 2,939 12% 69 3,531 14% 82 24,583 100% 573</p> <p>General Fund - Non-department 573 Total Budget 6,576 27% 153 2,349 10% 774 901 3,357 14% 78 1,220 5% 28 2,939 12% 69 3,531 14% 82 24,583 100% 573</p> <p><b>\$ 6,670</b> 1,747 774 901 774 901 3,357 14% 78 1,220 5% 28 2,939 12% 69 3,531 14% 82 24,583 100% 573 6,386</p>																				
																			GF Subsidy	(361)
																			Into GF	6,025
<p><b>FY 2014-15</b></p> <p>General Fund - City Council Personnel Budget 4,557 43% 63 1,392 13% 19 1,702 16% 24 428 4% 6 587 5% 8 605 6% 8 637 6% 9 774 7% 11 10,682 100% 148</p> <p>General Fund - City Administration Personnel Budget 1,054 Personnel Budget 4,557 43% 450 1,392 13% 137 1,702 16% 168 428 4% 42 587 5% 58 774 7% 76 10,682 100% 1,054</p> <p>General Fund - Economic Development Personnel Budget 223 Personnel Budget 4,557 43% 95 1,392 13% 29 1,702 16% 36 428 4% 9 587 5% 12 605 6% 13 774 7% 16 10,682 100% 223</p> <p>General Fund - Human Resources 452 No. of FTEs 34,000 36% 161 15,63 16% 74 21,40 22% 101 3,50 4% 17 4,50 5% 21 5 5% 24 6,50 7% 31 95,53 100% 453</p> <p>General Fund - Finance Total Budget 6,819 27% 290 2,432 10% 103 3,454 14% 147 788 3% 34 1,025 4% 44 3,057 12% 130 3,719 15% 158 24,974 100% 1,062</p> <p>General Fund - Information Tech. 1,027 No. of Computers 34 34% 353 30 30% 311 12 12% 124 6 6% 62 7 7% 73 3 3% 31 4 4% 41 99 100% 1,026</p> <p>General Fund - City Facilities 547 Facilities % age 1 27% 150 0.50 14% 75 1 27% 150 0.20 5% 30 0.20 5% 30 0.25 7% 37 0.50 14% 75 4 100% 547</p> <p>General Fund - Municipal Court 296 Self supporting - 0% - 0% - 0% - 0% - 0.25 25% 278 0.50 50% 556 1 100% 1,112</p> <p>General Fund - Public Works Support 1,112 Utilities - 0% - 0% - 0% - 0% - 0.25 25% 278 0.50 50% 556 1 100% 1,112</p> <p>General Fund - Vehicle &amp; Eq. Maint. 406 No. of Veh/Equip 25 27% 108 2,432 10% 56 774 765 3% 18 1,025 4% 24 3,057 12% 70 3,680 15% 84 24,974 100% 406</p> <p>General Fund - Non-department 573 Total Budget 6,819 27% 156 2,432 10% 804 941 3,454 14% 79 1,025 4% 24 3,057 12% 70 3,680 15% 84 24,974 100% 572</p> <p><b>\$ 6,900</b> 1,826 804 941 227 941 3,454 14% 79 1,025 4% 24 3,057 12% 70 3,680 15% 84 24,974 100% 572 6,603</p>																				
																			GF Subsidy	(374)
																			Into GF	6,229
<p><b>BN 2014-2015</b></p> <p>General Fund - City Council Personnel Budget 4,557 43% 125 1,392 13% 38 1,702 16% 47 428 4% 12 587 5% 16 605 6% 17 774 7% 21 10,682 100% 293</p> <p>General Fund - City Administration Personnel Budget 2,074 Personnel Budget 4,557 43% 885 1,392 13% 270 1,702 16% 330 428 4% 83 587 5% 114 605 6% 117 637 6% 124 774 7% 150 10,682 100% 2,073</p> <p>General Fund - Economic Development Personnel Budget 434 Personnel Budget 4,557 43% 185 1,392 13% 57 1,702 16% 69 428 4% 17 587 5% 24 605 6% 25 637 6% 26 774 7% 31 95,53 100% 887</p> <p>General Fund - Human Resources 888 No. of FTEs 34 36% 316 15,63 16% 145 21,40 22% 199 3,50 4% 33 4,50 5% 42 5 5% 46 6 7% 60 95,53 100% 888</p> <p>General Fund - Finance Total Budget 6,819 27% 569 2,432 10% 203 3,454 14% 288 788 3% 66 1,025 4% 85 3,057 12% 255 3,680 15% 307 24,974 100% 2,083</p> <p>General Fund - Information Tech. 2,039 No. of Computers 34 34% 700 30 30% 618 12 12% 247 6 6% 124 7 7% 144 3 3% 62 4 4% 82 99 100% 2,039</p> <p>General Fund - City Facilities 1,037 Facilities % age 1 27% 284 0.50 14% 142 1 27% 284 0.20 5% 57 0.20 5% 57 0.25 7% 71 0.50 14% 142 4 100% 1,037</p> <p>General Fund - Municipal Court 580 Self supporting - 0% - 0% - 0% - 0% - 0.25 25% 548 0.50 50% 1,096 1 100% 2,192</p> <p>General Fund - Public Works Support 2,192 Utilities - 0% - 0% - 0% - 0% - 0.25 25% 548 0.50 50% 1,096 1 100% 2,192</p> <p>General Fund - Vehicle &amp; Eq. Maint. 804 No. of Veh/Equip 25 27% 214 2,432 10% 112 774 765 3% 16 1,025 4% 9 8 9% 68 16 17% 137 94 100% 804</p> <p>General Fund - Non-department 1,146 Total Budget 6,819 27% 313 2,432 10% 1,585 941 3,454 14% 158 788 3% 36 1,025 4% 47 3,057 12% 140 3,680 15% 169 24,974 100% 1,146</p> <p><b>\$ 13,570</b> 3,591 1,585 941 1,585 941 3,454 14% 158 788 3% 36 1,025 4% 47 3,057 12% 140 3,680 15% 169 24,974 100% 1,146 12,988</p>																				
																			GF Subsidy	(735)
																			Into GF	12,253



Resolution No. 13-\_\_  
West Linn, Oregon

**A RESOLUTION ADOPTING THE CITY OF WEST LINN BUDGET FOR THE BIENNIUM COMMENCING JULY 1, 2013 (2014-2015 BIENNIUM), MAKING APPROPRIATIONS, LEVYING AD VALOREM TAXES, AND CLASSIFYING THE LEVY PURSUANT TO SECTION 11b, ARTICLE XI OF THE OREGON CONSTITUTION.**

**BE IT RESOLVED** by the City Council of the City of West Linn that:

Section 1. The City Council hereby adopts the budget approved by the Citizens Budget Committee for the 2014-2015 Biennium in the sum of \$89,940,000 now on file at West Linn City Hall (Finance Department) 22500 Salamo Road, West Linn, Oregon 97068.

Section 2. The amounts listed below are hereby appropriated for the biennium beginning July 1, 2013 for the purposes stated.

**GENERAL FUND**

City Council Department	\$ 307,000
City Administration Department	2,054,000
Economic Development Department	634,000
Human Resources Department	868,000
Finance Department	2,014,000
Information Technology Department	2,039,000
City Facilities Department	1,037,000
Municipal Court Department	666,000
Public Works Support Services Department	2,192,000
Vehicle & Equipment Maintenance Department	804,000
Nondepartmental	1,970,000
Contingency	700,000
Total Appropriations	<u>\$ 15,285,000</u>

**PUBLIC SAFETY FUND**

Personal Services	\$ 8,918,000
Materials & Services	1,615,000
Transfers to Other Funds	2,862,000
Capital Outlay	6,537,000
Contingency	820,000
Total Appropriations	<u>\$ 20,752,000</u>

**LIBRARY FUND**

Personal Services	\$ 2,732,000
Materials & Services	441,000
Transfers to Other Funds	1,578,000
Capital Outlay	607,000
Contingency	245,000
Total Appropriations	<u>\$ 5,603,000</u>



APPENDIX | APPROPRIATION RESOLUTION

**PARKS & RECREATION FUND**

Personal Services	\$ 3,357,000
Materials & Services	1,569,000
Debt Service	76,000
Transfers to Other Funds	1,842,000
Capital Outlay	1,550,000
Contingency	390,000
Total Appropriations	<u>\$ 8,784,000</u>

**PARKS BOND FUND**

Capital Outlay	<u>\$ 131,000</u>
----------------	-------------------

**BUILDING INSPECTIONS FUND**

Personal Services	\$ 843,000
Materials & Services	93,000
Transfers to Other Funds	619,000
Contingency	50,000
Total Appropriations	<u>\$ 1,605,000</u>

**PLANNING FUND**

Personal Services	\$ 1,157,000
Materials & Services	382,000
Transfers to Other Funds	539,000
Contingency	80,000
Total Appropriations	<u>\$ 2,158,000</u>

**STREETS FUND**

Personal Services	\$ 1,187,000
Materials & Services	1,024,000
Debt Service	304,000
Transfers to Other Funds	1,343,000
Capital Outlay	2,330,000
Contingency	600,000
Total Appropriations	<u>\$ 6,788,000</u>

APPENDIX | APPROPRIATION RESOLUTION

**WATER FUND**

Personal Services	\$ 1,255,000
Materials & Services	3,245,000
Debt Service	304,000
Transfers to Other Funds	1,433,000
Capital Outlay	976,000
Contingency	300,000
Total Appropriations	<u><u>\$ 7,513,000</u></u>

**ENVIRONMENTAL SERVICES FUND**

Personal Services	\$ 1,518,000
Materials & Services	752,000
Transfers to Other Funds	2,212,000
Capital Outlay	3,158,000
Contingency	750,000
Total Appropriations	<u><u>\$ 8,390,000</u></u>

**SYSTEMS DEVELOPMENT CHARGES FUND**

Materials & Services	\$ 300,000
Transfers to Other Funds	200,000
Capital Outlay	3,349,000
Contingency	1,740,000
Total Appropriations	<u><u>\$ 5,589,000</u></u>

**DEBT SERVICE FUND**

Debt Service	\$ 2,682,000
Total Appropriations	<u><u>\$ 2,682,000</u></u>

**Summary Totals for All Funds**

Appropriated Expenditures	\$ 79,605,000
Appropriated Contingency	5,675,000
Total Appropriations	85,280,000
Total Unappropriated	<u>4,660,000</u>
<i>TOTAL ADOPTED BUDGET for 2012-2013</i>	<u><u>\$ 89,940,000</u></u>

Section 3. BE IT RESOLVED that the City Council of the City of West Linn hereby imposes the taxes provided for in the adopted budget at the rate of, for FY 2013-14, \$2.1200 per \$1,000 of assessed value for operations and in the amount of \$1,380,000 for bonds, and for FY 2014-15, \$2.1200 per \$1,000 of assessed value for operations and in the amount of \$1,401,000 for bonds, and that taxes are hereby imposed for FY 2013-14 and FY 2014-15 tax years upon the assessed value of all taxable property; and classified pursuant to the categories and subject to the limits of section 11b, Article XI of the Oregon Constitution as follows:

	<u>FY 2013-14</u>	<u>FY 2014-15</u>
General Operations (permanent rate per \$1,000 AV)	\$2.1200	\$2.1200
Debt Service Fund (excluded from M5 limitation)	\$1,380,000	\$1,401,000

Section 4. The City Manager or his designee shall certify, file with and give notice to the County Assessors of Clackamas County and the Department of Revenue information as required by the Oregon Revised Statutes.

Section 5. Effective Date. This Resolution shall take effect upon passage.

The above resolution statements were approved and declared adopted at a regular meeting of the City Council of the City of West Linn held on the 10th day of June 2013.

\_\_\_\_\_  
John Kovash, Mayor

ATTEST:

\_\_\_\_\_  
Kathy Mollusky, City Recorder

APPROVED AS TO FORM:

\_\_\_\_\_  
CITY ATTORNEY

City of West Linn

**Total of 12 Funds**  
(amounts in thousands)

	ACTUALS					Current Year	+ 1	+ 2	+ 3	+ 4	+ 5	% of Total
	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	
<b>RESOURCES</b>												
Beginning Fund Balances	\$10,370	\$10,245	\$12,962	\$13,298	\$12,882	\$23,671	\$22,538	\$12,570	\$10,335	\$9,148	\$7,941	18%
Revenues	24,027	35,761	27,829	35,608	40,303	31,137	33,945	33,457	34,102	35,240	36,428	82%
<b>Total Resources</b>	<b>\$34,397</b>	<b>\$46,006</b>	<b>\$40,791</b>	<b>\$48,906</b>	<b>\$53,185</b>	<b>\$54,808</b>	<b>\$56,483</b>	<b>\$46,027</b>	<b>\$44,437</b>	<b>\$44,388</b>	<b>\$44,369</b>	<b>100%</b>
<b>REQUIREMENTS</b>												
Expenditures	\$24,152	\$33,044	\$27,493	\$36,024	\$29,514	\$32,270	\$43,913	\$35,692	\$35,289	\$36,447	\$37,766	85%
Ending Fund Balances	10,245	12,962	13,298	12,882	23,671	22,538	12,570	10,335	9,148	7,941	6,603	15%
<b>Total Requirements</b>	<b>\$34,397</b>	<b>\$46,006</b>	<b>\$40,791</b>	<b>\$48,906</b>	<b>\$53,185</b>	<b>\$54,808</b>	<b>\$56,483</b>	<b>\$46,027</b>	<b>\$44,437</b>	<b>\$44,388</b>	<b>\$44,369</b>	<b>100%</b>



City of West Linn

Total of 12 Funds  
(amounts in thousands)

	ACTUALS					Current Year	+ 1	+ 2	+ 3	+ 4	+ 5	% of Total
	FY08	FY09	FY10	FY11	FY12	FY13	PROJECTED		FY16	FY17	FY18	
							FY14	FY15				
<b>Resources</b>												
Beginning fund balance	\$10,370	\$10,245	\$12,962	\$13,298	\$12,882	\$23,671	\$22,538	\$12,570	\$10,335	\$9,148	\$7,941	% of rev
Taxes	5,965	6,392	6,603	6,834	6,958	7,490	7,727	7,875	8,073	8,293	8,526	23%
Fees and Charges	9,591	10,883	11,097	11,491	13,269	12,808	13,188	13,682	14,278	14,902	15,555	43%
Intergovernmental	2,376	2,485	3,672	3,922	4,785	3,950	5,661	4,087	4,154	4,223	4,294	12%
Transfers from other funds	4,243	5,207	5,355	5,428	5,647	6,034	6,510	6,932	6,694	6,896	7,104	20%
Debt proceeds	175	9,121	-	5,935	8,603	-	-	-	-	-	-	0%
Other	1,677	1,673	1,102	1,998	1,041	855	859	881	903	926	949	3%
Total revenues	24,027	35,761	27,829	35,608	40,303	31,137	33,945	33,457	34,102	35,240	36,428	100%
<b>Total Resources</b>	<b>\$34,397</b>	<b>\$46,006</b>	<b>\$40,791</b>	<b>\$48,906</b>	<b>\$53,185</b>	<b>\$54,808</b>	<b>\$56,483</b>	<b>\$46,027</b>	<b>\$44,437</b>	<b>\$44,388</b>	<b>\$44,369</b>	
<b>Requirements</b>												% of Total
Personal services	\$10,120	\$12,140	\$12,048	\$12,464	\$13,073	\$13,645	\$14,152	\$14,697	\$15,281	\$15,886	\$16,518	44%
Materials & services	5,596	5,741	5,608	5,755	5,743	6,248	7,102	7,127	7,203	7,479	7,767	21%
Debt service	1,448	6,378	1,839	7,572	1,641	2,050	2,080	2,114	2,162	2,181	2,206	6%
Transfers to other funds	5,173	5,207	5,355	5,428	5,647	6,034	6,510	6,932	6,694	6,896	7,104	19%
Capital outlay	1,815	3,578	2,643	4,805	3,410	4,293	14,069	4,822	3,949	4,005	4,171	11%
Total expenditures	24,152	33,044	27,493	36,024	29,514	32,270	43,913	35,692	35,289	36,447	37,766	100%
Ending Fund Balance	10,245	12,962	13,298	12,882	23,671	22,538	12,570	10,335	9,148	7,941	6,603	
<b>Total Requirements</b>	<b>\$34,397</b>	<b>\$46,006</b>	<b>\$40,791</b>	<b>\$48,906</b>	<b>\$53,185</b>	<b>\$54,808</b>	<b>\$56,483</b>	<b>\$46,027</b>	<b>\$44,437</b>	<b>\$44,388</b>	<b>\$44,369</b>	

APPENDIX | FIVE YEAR FINANCIAL FORECAST

City of West Linn

Total of 12 Funds  
(amounts in thousands)

	ACTUALS					Current Year	+ 1	+ 2	+ 3	+ 4	+ 5	% of Total
	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	
							PROJECTED					
<b>Resources</b>												
Beginning fund balance	\$10,370	\$10,245	\$12,962	\$13,298	\$12,882	\$23,671	\$22,538	\$12,570	\$10,335	\$9,148	\$7,941	
<b>Taxes</b>												
Taxes - General	5,204	5,467	5,776	5,946	6,124	6,223	6,347	6,474	6,668	6,868	7,074	19%
Taxes - Bonded Debt	761	925	827	888	834	1,267	1,380	1,401	1,405	1,425	1,452	4%
	5,965	6,392	6,603	6,834	6,958	7,490	7,727	7,875	8,073	8,293	8,526	23%
<b>Fees and Charges</b>												
Fees and charges - Water	2,578	2,955	2,908	2,902	3,152	3,260	3,371	3,486	3,604	3,726	3,852	11%
Fees and charges - Sewer	1,412	1,775	1,633	1,714	1,935	2,032	2,134	2,241	2,353	2,471	2,595	7%
Fees and charges - Surface	511	562	593	627	667	700	735	772	811	852	895	2%
Fees and charges - Parks	821	1,060	1,128	1,181	1,289	1,351	1,419	1,490	1,565	1,643	1,725	5%
Fees and charges - Streets	235	714	778	792	870	902	947	994	1,044	1,096	1,151	3%
Fees and charges - SDCs	963	620	607	1,026	1,765	1,010	865	892	918	945	974	3%
Fees and charges - Other	691	867	856	875	1,031	1,026	1,071	1,120	1,170	1,223	1,277	4%
Franchise fees	1,685	1,726	1,952	1,663	1,749	1,738	1,823	1,912	2,005	2,104	2,208	6%
Licenses and permits	695	604	642	711	811	789	823	775	808	842	878	2%
	9,591	10,883	11,097	11,491	13,269	12,808	13,188	13,682	14,278	14,902	15,555	43%
<b>Intergovernmental</b>												
Intergovernmental	2,376	2,485	3,672	3,922	4,785	3,950	5,661	4,087	4,154	4,223	4,294	12%
Fines and forfeitures	550	586	564	520	403	457	471	485	499	514	529	1%
Interest	524	239	32	20	18	9	10	10	10	10	10	0%
Miscellaneous	603	848	506	1,458	620	389	378	386	394	402	410	1%
Debt proceeds	175	9,121	-	5,935	8,603	-	-	-	-	-	-	0%
Transfers from other funds	4,243	5,207	5,355	5,428	5,647	6,034	6,510	6,932	6,694	6,896	7,104	20%
<b>Total revenues</b>	24,027	35,761	27,829	35,608	40,303	31,137	33,945	33,457	34,102	35,240	36,428	100%
<b>Total Resources</b>	\$34,397	\$46,006	\$40,791	\$48,906	\$53,185	\$54,808	\$56,483	\$46,027	\$44,437	\$44,388	\$44,369	
<b>Requirements</b>												
Personal services	\$10,120	\$12,140	\$12,048	\$12,464	\$13,073	\$13,645	\$14,152	\$14,697	\$15,281	\$15,886	\$16,518	44%
Materials & services	5,596	5,741	5,608	5,755	5,743	6,248	7,102	7,127	7,203	7,479	7,767	21%
Debt service	1,448	6,378	1,839	7,572	1,641	2,050	2,080	2,114	2,162	2,181	2,206	6%
Transfers to other funds	5,173	5,207	5,355	5,428	5,647	6,034	6,510	6,932	6,694	6,896	7,104	19%
Capital outlay	1,815	3,578	2,643	4,805	3,410	4,293	14,069	4,822	3,949	4,005	4,171	11%
<b>Total expenditures</b>	24,152	33,044	27,493	36,024	29,514	32,270	43,913	35,692	35,289	36,447	37,766	100%
<b>Ending Fund Balance</b>												
Policy requirements	2,411	2,759	2,730	2,827	2,937	3,128	3,331	3,403	3,549	3,701	3,857	
Reserves for debt service	151	151	151	151	151	151	151	151	151	151	151	
Reserves for capital projects	3,156	3,726	3,727	4,269	12,462	11,710	3,634	3,331	3,275	3,284	3,172	
Over (under) policy/reserves	4,527	6,326	6,690	5,635	8,121	7,549	5,454	3,450	2,173	805	(577)	
<b>Total ending fund balance</b>	10,245	12,962	13,298	12,882	23,671	22,538	12,570	10,335	9,148	7,941	6,603	
<b>Total Requirements</b>	\$34,397	\$46,006	\$40,791	\$48,906	\$53,185	\$54,808	\$56,483	\$46,027	\$44,437	\$44,388	\$44,369	

City of West Linn

General Fund  
(amounts in thousands)

	ACTUALS					Current Year	+ 1	+ 2	+ 3	+ 4	+ 5
	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
						PROJECTED					
<b>Resources</b>											
Beginning fund balance	\$847	\$838	\$985	\$1,182	\$1,203	1,490	\$1,578	\$1,572	\$1,163	\$1,129	\$1,037
Transfer from other funds	3,393	4,670	5,079	5,079	5,436	5,714	6,025	6,229	6,415	6,609	6,809
Fines and forfeitures	451	410	428	421	333	352	363	374	385	397	409
Fees and charges	54	427	178	195	284	280	288	297	306	315	324
Interest	67	8	3	6	18	5	5	5	5	5	5
Miscellaneous	436	488	208	274	190	102	102	104	106	108	110
Franchise fees	-	20	-	31	94	144	-	-	-	-	-
Intergovernmental	-	114	6	41	112	108	278	100	100	100	100
Debt proceeds	-	-	-	5,935	-	-	-	-	-	-	-
Total revenues	4,401	6,137	5,902	11,982	6,467	6,705	7,061	7,109	7,317	7,534	7,757
<b>Total Resources</b>	<b>\$5,248</b>	<b>\$6,975</b>	<b>\$6,887</b>	<b>\$13,164</b>	<b>\$7,670</b>	<b>\$8,195</b>	<b>\$8,639</b>	<b>\$8,681</b>	<b>\$8,480</b>	<b>\$8,663</b>	<b>\$8,794</b>
<b>Requirements</b>											
Personal services	\$1,723	\$3,206	\$3,339	\$3,676	\$3,755	\$3,761	\$3,867	\$4,015	\$4,176	\$4,343	\$4,517
Materials & services	1,751	1,819	1,974	1,919	1,873	2,102	2,444	2,364	2,473	2,575	2,682
Debt service	343	340	341	6,241	413	412	414	414	414	414	414
Transfers to other funds	417	350	31	32	123	191	199	615	188	194	200
Capital outlay	176	275	20	93	16	151	143	110	100	100	100
Total expenditures	4,410	5,990	5,705	11,961	6,180	6,617	7,067	7,518	7,351	7,626	7,913
Ending Fund Balance											
Policy requirement (15%)	521	754	797	839	844	879	947	957	997	1,038	1,080
Over (under) Policy	317	231	385	364	646	699	625	206	132	(1)	(199)
Total ending fund balance	838	985	1,182	1,203	1,490	1,578	1,572	1,163	1,129	1,037	881
<b>Total Requirements</b>	<b>\$5,248</b>	<b>\$6,975</b>	<b>\$6,887</b>	<b>\$13,164</b>	<b>\$7,670</b>	<b>\$8,195</b>	<b>\$8,639</b>	<b>\$8,681</b>	<b>\$8,480</b>	<b>\$8,663</b>	<b>\$8,794</b>

City of West Linn

**General Fund**  
(amounts in thousands)

Expenditures - by Department	ACTUALS					Current Year	+ 1	+ 2	+ 3	+ 4	+ 5
	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
						PROJECTED					
City Council	\$64	\$40	\$55	\$52	\$247	\$247	\$152	\$155	\$161	\$167	\$174
City Administration	816	762	916	993	819	1,098	1,011	1,043	1,085	1,128	1,173
Economic Development	-	-	-	-	-	-	411	223	232	241	251
Human Resources	248	281	333	342	336	337	426	442	460	478	497
Finance	908	847	944	977	1,018	1,062	987	1,027	1,068	1,111	1,155
Municipal Court	253	206	221	327	284	314	323	343	357	371	386
Information Technology	829	974	740	826	757	984	1,012	1,027	1,068	1,111	1,155
Facility Services	461	531	441	482	454	424	490	547	569	592	616
Public Works Support Services	1,317	1,261	1,238	1,206	1,156	1,006	1,080	1,112	1,156	1,202	1,250
Vehicle & Equipment Maint	476	359	341	368	355	394	398	406	422	439	457
Non-Departmental											
General	71	39	104	115	218	148	164	164	171	178	185
Debt service	343	340	341	6,241	413	412	414	414	414	414	414
Transfers to other funds	417	350	31	32	123	191	199	615	188	194	200
	6,203	5,990	5,705	11,961	6,180	6,617	7,067	7,518	7,351	7,626	7,913
Departments moved to(from) separate Funds											
Public Works Support Servic	(1,317)	-	-	-	-	-	-	-	-	-	-
Vehicle & Equipment Maint	(476)	-	-	-	-	-	-	-	-	-	-
<b>Total expenditures</b>	<b>\$4,410</b>	<b>\$5,990</b>	<b>\$5,705</b>	<b>\$11,961</b>	<b>\$6,180</b>	<b>\$6,617</b>	<b>\$7,067</b>	<b>\$7,518</b>	<b>\$7,351</b>	<b>\$7,626</b>	<b>\$7,913</b>



City of West Linn

Public Safety Fund  
(amounts in thousands)

	ACTUALS					Current Year	+ 1	+ 2	+ 3	+ 4	+ 5
	FY08	FY09	FY10	FY11	FY12	FY13	PROJECTED				
							FY14	FY15	FY16	FY17	FY18
<b>Resources</b>											
Beginning fund balance	\$1,044	\$955	\$2,160	\$2,085	\$895	8,287	\$7,735	\$1,245	\$1,076	\$781	\$475
Fines and forfeitures	32	108	77	36	4	41	42	43	44	45	46
Interest	60	8	5	4	-	-	-	-	-	-	-
Miscellaneous	21	44	50	3	9	56	57	58	59	60	61
Taxes	2,975	2,924	3,851	4,214	4,129	4,333	4,168	3,973	4,349	4,478	4,605
Franchise fees	1,409	1,412	1,568	1,372	1,486	1,425	1,503	1,586	1,673	1,765	1,862
Intergovernmental	130	379	303	515	596	562	573	584	596	608	620
Intergovernmental (State 911)	189	130	125	124	124	124	124	124	124	124	124
Licenses and permits	35	28	28	14	20	35	36	37	38	39	40
Debt proceeds	-	1,522	-	-	8,603	-	-	-	-	-	-
Transfers from other funds	250	200	-	-	-	-	-	365	-	-	-
Total revenues	5,101	6,755	6,007	6,282	14,971	6,576	6,503	6,770	6,883	7,119	7,358
<b>Total Resources</b>	<b>\$6,145</b>	<b>\$7,710</b>	<b>\$8,167</b>	<b>\$8,367</b>	<b>\$15,866</b>	<b>\$14,863</b>	<b>\$14,238</b>	<b>\$8,015</b>	<b>\$7,959</b>	<b>\$7,900</b>	<b>\$7,833</b>
<b>Requirements</b>											
Personal services	\$3,455	\$3,998	\$3,924	\$3,960	\$4,281	\$4,478	4,491	4,687	\$4,863	\$5,045	\$5,234
Less savings from vacancies	-	-	-	(221)	(167)	(100)	(130)	(130)	(135)	(140)	(145)
Materials & services	681	592	510	695	778	800	805	810	834	859	885
Debt service	-	-	113	112	-	-	-	-	-	-	-
Transfers to other funds	951	829	1,459	1,355	1,116	1,175	1,410	1,452	1,496	1,541	1,587
Capital outlay - Police Station	-	-	-	-	1,497	706	6,297	-	-	-	-
Capital outlay	103	131	76	1,571	74	69	120	120	120	120	120
Total expenditures	5,190	5,550	6,082	7,472	7,579	7,128	12,993	6,939	7,178	7,425	7,681
Ending Fund Balance											
Policy requirement (20%)	827	918	887	887	978	1,036	1,033	1,073	1,112	1,153	1,195
Over (under) Policy	128	1,242	1,198	8	7,309	6,699	212	3	(331)	(678)	(1,043)
Total ending fund balance	955	2,160	2,085	895	8,287	7,735	1,245	1,076	781	475	152
<b>Total Requirements</b>	<b>\$6,145</b>	<b>\$7,710</b>	<b>\$8,167</b>	<b>\$8,367</b>	<b>\$15,866</b>	<b>\$14,863</b>	<b>\$14,238</b>	<b>\$8,015</b>	<b>\$7,959</b>	<b>\$7,900</b>	<b>\$7,833</b>

City of West Linn

Library Fund  
(amounts in thousands)

	ACTUALS					Current Year	+ 1	+ 2	+ 3	+ 4	+ 5
	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
						PROJECTED					
<b>Resources</b>											
Beginning fund balance	\$313	\$316	\$231	\$247	\$219	\$1,045	\$651	\$314	\$325	\$340	\$353
Fines and forfeitures	67	68	59	63	66	64	66	68	70	72	74
Interest	26	1	1	-	-	-	-	-	-	-	-
Miscellaneous	9	7	10	8	14	14	14	14	14	14	14
Taxes	922	963	398	405	796	625	935	1,256	1,065	1,130	1,205
Intergovernmental - current	506	517	-	-	-	-	-	-	-	-	-
Intergovernmental - new district	-	-	1,189	1,264	1,305	1,297	1,326	1,353	1,380	1,408	1,436
Intergovernmental - new capital	-	-	-	-	1,000	-	-	-	-	-	-
Total revenues	1,530	1,556	1,657	1,740	3,181	2,000	2,341	2,691	2,529	2,624	2,729
<b>Total Resources</b>	<b>\$1,843</b>	<b>\$1,872</b>	<b>\$1,888</b>	<b>\$1,987</b>	<b>\$3,400</b>	<b>\$3,045</b>	<b>\$2,992</b>	<b>\$3,005</b>	<b>\$2,854</b>	<b>\$2,964</b>	<b>\$3,082</b>
<b>Requirements</b>											
Personal services	\$1,005	\$1,091	\$1,083	\$1,187	\$1,184	\$1,250	\$1,340	\$1,392	\$1,455	\$1,520	\$1,588
Materials & services	159	181	189	202	230	206	217	224	231	238	245
Debt service	-	-	-	-	-	-	-	-	-	-	-
Transfers to other funds	363	359	369	379	738	769	774	804	828	853	879
Capital outlay	-	10	-	-	203	169	347	260	-	-	-
Total expenditures	1,527	1,641	1,641	1,768	2,355	2,394	2,678	2,680	2,514	2,611	2,712
Ending Fund Balance											
Policy requirement (20%)	77	97	97	121	126	134	154	166	180	195	210
Reserve for Caufield (inc.)	156	157	157	157	157	157	157	157	157	157	157
Over (under) Policy	83	(23)	(7)	(59)	762	360	3	2	3	1	3
Total ending fund balance	316	231	247	219	1,045	651	314	325	340	353	370
<b>Total Requirements</b>	<b>\$1,843</b>	<b>\$1,872</b>	<b>\$1,888</b>	<b>\$1,987</b>	<b>\$3,400</b>	<b>\$3,045</b>	<b>\$2,992</b>	<b>\$3,005</b>	<b>\$2,854</b>	<b>\$2,964</b>	<b>\$3,082</b>

City of West Linn

Parks and Recreation Fund

(amounts in thousands)

	ACTUALS					Current Year	+ 1	+ 2	+ 3	+ 4	+ 5
	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
						PROJECTED					
<b>Resources</b>											
Beginning fund balance	\$308	\$223	\$494	\$402	\$489	\$447	\$475	\$488	\$502	\$520	\$539
Fees - Rec Program Fees	433	416	403	519	549	546	573	602	632	664	697
Fees - Park Maintenance Fee	821	1,060	1,128	1,181	1,289	1,351	1,419	1,490	1,565	1,643	1,725
Interest	17	1	1	-	-	-	-	-	-	-	-
Miscellaneous	3	29	25	489	9	27	28	29	30	31	32
Taxes	1,307	1,580	1,527	1,327	1,199	1,265	1,244	1,245	1,254	1,260	1,264
Franchise fees	-	-	-	-	-	-	-	-	-	-	-
Intergovernmental	265	111	48	560	13	216	1,566	225	234	243	253
Total revenues	2,846	3,197	3,132	4,076	3,059	3,405	4,830	3,591	3,715	3,841	3,971
<b>Total Resources</b>	<b>\$3,154</b>	<b>\$3,420</b>	<b>\$3,626</b>	<b>\$4,478</b>	<b>\$3,548</b>	<b>\$3,852</b>	<b>\$5,305</b>	<b>\$4,079</b>	<b>\$4,217</b>	<b>\$4,361</b>	<b>\$4,510</b>
<b>Requirements</b>											
Personal services	\$1,250	\$1,319	\$1,386	\$1,416	\$1,476	\$1,620	\$1,655	\$1,702	\$1,770	\$1,841	\$1,915
Materials & services	650	727	670	786	724	750	773	796	820	845	870
Debt service	-	-	37	39	36	37	38	38	38	38	38
Transfers to other funds	590	617	780	803	830	865	901	941	969	998	1,028
Capital outlay	441	263	351	945	35	105	1,450	100	100	100	100
Total expenditures	2,931	2,926	3,224	3,989	3,101	3,377	4,817	3,577	3,697	3,822	3,951
Ending Fund Balance											
Policy requirement (20%)	380	409	411	440	440	474	486	500	518	537	557
Over (under) Policy	(157)	85	(9)	49	7	1	2	2	2	2	2
Total ending fund balance	223	494	402	489	447	475	488	502	520	539	559
<b>Total Requirements</b>	<b>\$3,154</b>	<b>\$3,420</b>	<b>\$3,626</b>	<b>\$4,478</b>	<b>\$3,548</b>	<b>\$3,852</b>	<b>\$5,305</b>	<b>\$4,079</b>	<b>\$4,217</b>	<b>\$4,361</b>	<b>\$4,510</b>

City of West Linn

Building Inspections Fund  
(amounts in thousands)

	ACTUALS					Current Year	+ 1	+ 2	+ 3	+ 4	+ 5
	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
<b>Resources</b>											
Beginning fund balance	\$191	\$109	(\$2)	\$73	\$244	\$255	\$233	\$203	\$98	\$0	(\$91)
Interest	3	-	-	-	-	-	-	-	-	-	-
Miscellaneous	2	5	7	-	-	1	1	1	1	1	1
Licenses and permits	634	528	558	643	715	702	734	684	715	747	781
Debt proceeds	175	-	-	-	-	-	-	-	-	-	-
Total revenues	814	533	565	643	715	703	735	685	716	748	782
<b>Total Resources</b>	<b>\$1,005</b>	<b>\$642</b>	<b>\$563</b>	<b>\$716</b>	<b>\$959</b>	<b>\$958</b>	<b>\$968</b>	<b>\$888</b>	<b>\$814</b>	<b>\$748</b>	<b>\$691</b>
<b>Requirements</b>											
Personal services	\$392	\$418	\$290	\$383	\$415	\$420	\$415	\$428	\$442	\$456	\$471
Materials & services	33	21	9	16	11	10	46	47	48	49	50
Debt service	13	63	120	-	-	-	-	-	-	-	-
Transfers to other funds	433	142	71	73	278	295	304	315	324	334	344
Capital outlay	25	-	-	-	-	-	-	-	-	-	-
Total expenditures	896	644	490	472	704	725	765	790	814	839	865
Ending Fund Balance											
Policy requirement (15%)	64	66	45	60	64	65	69	71	74	76	78
Over (under) Policy	45	(68)	28	184	191	168	134	27	(74)	(167)	(252)
Total ending fund balance	109	(2)	73	244	255	233	203	98	-	(91)	(174)
<b>Total Requirements</b>	<b>\$1,005</b>	<b>\$642</b>	<b>\$563</b>	<b>\$716</b>	<b>\$959</b>	<b>\$958</b>	<b>\$968</b>	<b>\$888</b>	<b>\$814</b>	<b>\$748</b>	<b>\$691</b>



City of West Linn

Planning Fund  
(amounts in thousands)

	ACTUALS					Current Year	+ 1	+ 2	+ 3	+ 4	+ 5
	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
							PROJECTED				
<b>Resources</b>											
Beginning fund balance	\$206	\$288	\$211	\$326	\$263	\$67	(\$127)	\$11	\$102	\$117	\$124
Fees and charges	204	24	275	161	198	200	210	221	232	244	256
Interest	-	1	1	-	-	-	-	-	-	-	-
Miscellaneous	6	4	-	5	6	1	1	1	1	1	1
Franchise fees	114	110	168	65	56	54	199	199	199	199	199
Intergovernmental	222	216	207	214	263	260	380	273	278	284	290
Transfers from Building Fund	-	-	-	-	77	79	86	88	91	93	95
Transfers for TSP Planning	-	-	-	-	11	50	200	-	-	-	-
Transfers from General Fund	350	337	276	349	123	191	199	250	188	194	200
Total revenues	896	692	927	794	734	835	1,275	1,032	989	1,015	1,041
<b>Total Resources</b>	<b>\$1,102</b>	<b>\$980</b>	<b>\$1,138</b>	<b>\$1,120</b>	<b>\$997</b>	<b>\$902</b>	<b>\$1,148</b>	<b>\$1,043</b>	<b>\$1,091</b>	<b>\$1,132</b>	<b>\$1,165</b>
<b>Requirements</b>											
Personal services	\$510	\$527	\$573	\$612	\$591	\$631	\$570	\$587	\$610	\$634	\$659
Materials & services	117	45	37	38	44	60	302	80	82	84	87
Debt service	-	-	-	-	-	-	-	-	-	-	-
Transfers to other funds	187	197	202	207	295	338	265	274	282	290	299
Capital outlay	-	-	-	-	-	-	-	-	-	-	-
Total expenditures	814	769	812	857	930	1,029	1,137	941	974	1,008	1,045
Ending Fund Balance											
Policy requirement (15%)	94	86	92	98	95	104	131	100	104	108	112
Over (under) Policy	194	125	234	165	(28)	(231)	(120)	2	13	16	8
Total ending fund balance	288	211	326	263	67	(127)	11	102	117	124	120
<b>Total Requirements</b>	<b>\$1,102</b>	<b>\$980</b>	<b>\$1,138</b>	<b>\$1,120</b>	<b>\$997</b>	<b>\$902</b>	<b>\$1,148</b>	<b>\$1,043</b>	<b>\$1,091</b>	<b>\$1,132</b>	<b>\$1,165</b>

City of West Linn

Street Fund  
(amounts in thousands)

	ACTUALS					Current Year	+ 1	+ 2	+ 3	+ 4	+ 5
	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
						PROJECTED					
<b>Resources</b>											
Beginning fund balance	\$270	\$124	\$822	\$929	\$1,291	\$1,797	\$2,067	\$1,569	\$1,015	\$662	\$321
Fees - street maintenance fees	235	714	778	792	870	902	947	994	1,044	1,096	1,151
Interest	8	4	2	1	-	-	-	-	-	-	-
Miscellaneous	26	147	212	475	171	51	52	53	54	55	56
Franchise fees	64	79	101	103	113	115	121	127	133	140	147
Intergovernmental - gas tax	1,058	1,018	1,013	1,204	1,372	1,400	1,414	1,428	1,442	1,456	1,471
Debt proceeds	-	2,030	-	-	-	-	-	-	-	-	-
Total revenues	1,391	3,992	2,106	2,575	2,526	2,468	2,534	2,602	2,673	2,747	2,825
<b>Total Resources</b>	<b>\$1,661</b>	<b>\$4,116</b>	<b>\$2,928</b>	<b>\$3,504</b>	<b>\$3,817</b>	<b>\$4,265</b>	<b>\$4,601</b>	<b>\$4,171</b>	<b>\$3,688</b>	<b>\$3,409</b>	<b>\$3,146</b>
<b>Requirements</b>											
Personal services	\$471	\$433	\$410	\$453	\$490	\$519	\$582	\$605	\$629	\$654	\$680
Materials & services	447	511	488	433	433	518	498	526	542	558	575
Debt service	-	-	150	151	152	152	152	152	152	152	152
Transfers to other funds	514	719	671	659	529	550	660	683	703	724	746
Capital outlay											
Street capital projects	105	1,631	280	517	382	287	993	1,040	1,000	869	1,000
Equipment and vehicle	-	-	-	-	34	172	147	150	-	131	-
Total expenditures	1,537	3,294	1,999	2,213	2,020	2,198	3,032	3,156	3,026	3,088	3,153
Ending Fund Balance											
Policy requirement (15%)	138	142	135	133	138	156	162	170	176	182	188
Over (under) Policy	(14)	680	794	1,158	1,659	1,911	1,407	845	486	139	(195)
Total ending fund balance	124	822	929	1,291	1,797	2,067	1,569	1,015	662	321	(7)
<b>Total Requirements</b>	<b>\$1,661</b>	<b>\$4,116</b>	<b>\$2,928</b>	<b>\$3,504</b>	<b>\$3,817</b>	<b>\$4,265</b>	<b>\$4,601</b>	<b>\$4,171</b>	<b>\$3,688</b>	<b>\$3,409</b>	<b>\$3,146</b>

**Q: Where does the Street Maintenance Fee revenue go?**  
(amounts in thousands)

	ACTUALS					FY13	FY14	FY15	8 Year Total
	FY08	FY09	FY10	FY11	FY12				
Beginning balance relating to SMF	\$0	\$49	\$552	\$968	\$1,039	\$1,207	\$1,467	\$1,070	\$0
SMF revenue collected per year	235	714	778	792	870	902	947	994	6,232
% of SMF to State Gas Tax	18%	41%	43%	40%	39%	39%	40%	41%	
SMF spent on:									
Materials & Services	(81)	(211)	(212)	(172)	(168)	(203)	(200)	(216)	(1,462)
Debt service payments	-	-	(150)	(151)	(152)	(152)	(152)	(152)	(909)
Street capital projects	(105)	-	-	(398)	(382)	(287)	(993)	(1,040)	(3,205)
Total SMF expenditures	(186)	(211)	(362)	(721)	(702)	(642)	(1,345)	(1,408)	(5,576)
Ending SMF balance carried forward	\$49	\$552	\$968	\$1,039	\$1,207	\$1,467	\$1,070	\$656	\$656

City of West Linn

Water Fund  
(amounts in thousands)

	ACTUALS					Current Year	+ 1	+ 2	+ 3	+ 4	+ 5
	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
						PROJECTED					
<b>Resources</b>											
Beginning fund balance	\$906	\$820	\$620	\$468	\$695	\$1,256	\$996	\$880	\$725	\$779	\$736
Water charges - base	2,449	2,807	2,763	2,757	3,007	3,102	3,208	3,317	3,430	3,546	3,666
Water charges - rate increases	129	148	145	145	145	158	163	169	174	180	186
Interest	25	85	1	-	-	-	-	-	-	-	-
Miscellaneous	35	57	61	99	114	41	42	43	44	45	46
Total revenues	2,638	3,097	2,970	3,001	3,266	3,301	3,413	3,529	3,648	3,771	3,898
<b>Total Resources</b>	<b>\$3,544</b>	<b>\$3,917</b>	<b>\$3,590</b>	<b>\$3,469</b>	<b>\$3,961</b>	<b>\$4,557</b>	<b>\$4,409</b>	<b>\$4,409</b>	<b>\$4,373</b>	<b>\$4,550</b>	<b>\$4,634</b>
<b>Requirements</b>											
Personal services	\$596	\$510	\$580	\$522	\$523	\$542	\$618	\$637	\$662	\$688	\$716
Materials & services	1,234	1,249	1,313	1,298	1,348	1,488	1,592	1,653	1,727	1,805	1,886
Debt service	151	153	153	149	149	151	150	154	153	152	154
Transfers to other funds	617	1,027	686	743	657	684	703	730	752	775	798
Capital outlay											
Water capital projects	126	358	390	62	28	646	791	885	800	800	800
Less unfunded amounts	-	-	-	-	-	-	(400)	(400)	(500)	(500)	(500)
Equipment and vehicle	-	-	-	-	-	50	75	25	-	94	110
Total expenditures	2,724	3,297	3,122	2,774	2,705	3,561	3,529	3,684	3,594	3,814	3,964
Ending Fund Balance											
Policy requirement (15%)	124	113	133	122	130	154	181	193	207	223	239
Reserve for debt service (inc Over (under) Policy	151	151	151	151	151	151	151	151	151	151	151
Total ending fund balance	820	620	468	695	1,256	996	880	725	779	736	670
<b>Total Requirements</b>	<b>\$3,544</b>	<b>\$3,917</b>	<b>\$3,590</b>	<b>\$3,469</b>	<b>\$3,961</b>	<b>\$4,557</b>	<b>\$4,409</b>	<b>\$4,409</b>	<b>\$4,373</b>	<b>\$4,550</b>	<b>\$4,634</b>
<b>Utility Rate Information:</b>											
% water rate increases	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%
Water portion of average bill	\$ 15	\$ 15	\$ 16	\$ 17	\$ 18	\$ 19	\$ 20	\$ 21	\$ 22	\$ 23	\$ 24
Total average utility bill	\$ 42	\$ 57	\$ 60	\$ 63	\$ 66	\$ 69	\$ 73	\$ 76	\$ 80	\$ 84	\$ 88
<b>Bond Covenant Information:</b>											
Coverage Ratio (130% min)	417%	160%	202%	256%	256%	389%	333%	331%	331%	331%	323%
Reserves (Max Annual DS)	\$ 151	\$ 151	\$ 151	\$ 151	\$ 151	\$ 151	\$ 151	\$ 151	\$ 151	\$ 151	\$ 151

City of West Linn

Environmental Services Fund

(amounts in thousands)

	ACTUALS					Current Year	+ 1	+ 2	+ 3	+ 4	+ 5
	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
						PROJECTED					
<b>Resources</b>											
Beginning fund balance	\$2,061	\$2,009	\$2,376	\$2,765	\$3,054	\$3,365	\$3,349	\$2,563	\$1,862	\$1,409	\$1,027
Wastewater charges - base	1,341	1,686	1,551	1,632	1,849	1,935	2,032	2,134	2,241	2,353	2,471
Wastewater charges - rate incre:	71	89	82	82	86	97	102	107	112	118	124
Surface water - base	485	534	563	597	636	667	700	735	772	811	852
Surface water - rate increases	26	28	30	30	31	33	35	37	39	41	43
Interest	84	104	6	3	-	-	-	-	-	-	-
Miscellaneous	65	67	80	105	107	79	81	83	85	87	89
Intergovernmental	6	-	-	-	-	-	-	-	-	-	-
Licenses and permits	26	48	56	54	76	52	53	54	55	56	57
Total revenues	2,104	2,556	2,368	2,503	2,785	2,863	3,003	3,150	3,304	3,466	3,636
<b>Total Resources</b>	<b>\$4,165</b>	<b>\$4,565</b>	<b>\$4,744</b>	<b>\$5,268</b>	<b>\$5,839</b>	<b>\$6,228</b>	<b>\$6,352</b>	<b>\$5,713</b>	<b>\$5,166</b>	<b>\$4,875</b>	<b>\$4,663</b>
<b>Requirements</b>											
Personal services	\$718	\$638	\$463	\$476	\$525	\$524	\$744	\$774	\$809	\$845	\$883
Materials & services	315	343	248	229	290	314	375	377	396	416	437
Debt service	-	-	-	-	-	-	-	-	-	-	-
Transfers to other funds	1,019	932	1,051	1,119	1,070	1,117	1,094	1,118	1,152	1,187	1,223
Capital outlay											
Sewer capital projects	36	151	98	303	488	537	800	1,250	886	907	945
Surface water capital projects	28	125	119	87	101	132	445	250	350	350	350
Equipment and vehicle	40	-	-	-	-	255	331	82	164	143	105
Total expenditures	2,156	2,189	1,979	2,214	2,474	2,879	3,789	3,851	3,757	3,848	3,943
Ending Fund Balance											
Policy requirement (15%)	155	147	107	106	122	126	168	173	181	189	198
Over (under) Policy	1,854	2,229	2,658	2,948	3,243	3,223	2,395	1,689	1,228	838	522
Total ending fund balance	2,009	2,376	2,765	3,054	3,365	3,349	2,563	1,862	1,409	1,027	720
<b>Total Requirements</b>	<b>\$4,165</b>	<b>\$4,565</b>	<b>\$4,744</b>	<b>\$5,268</b>	<b>\$5,839</b>	<b>\$6,228</b>	<b>\$6,352</b>	<b>\$5,713</b>	<b>\$5,166</b>	<b>\$4,875</b>	<b>\$4,663</b>

Utility Rate Information:												
% sewer rate increases	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%
Sewer portion of average bill	\$ 23	\$ 24	\$ 25	\$ 26	\$ 27	\$ 29	\$ 30	\$ 32	\$ 34	\$ 35	\$ 37	\$ 37
% surface rate increases	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%
Surface portion of average bill	\$ 4	\$ 4	\$ 4	\$ 4	\$ 5	\$ 5	\$ 5	\$ 5	\$ 6	\$ 6	\$ 6	\$ 6
Total average utility bill	\$ 42	\$ 57	\$ 60	\$ 63	\$ 66	\$ 69	\$ 73	\$ 76	\$ 80	\$ 84	\$ 88	\$ 88



City of West Linn

Debt Service Fund  
(amounts in thousands)

	ACTUALS					Current Year	+ 1	+ 2	+ 3	+ 4	+ 5
	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
						PROJECTED					
<b>Resources</b>											
Beginning fund balance	\$273	\$117	\$214	\$117	\$125	\$68	\$37	\$91	\$136	\$136	\$136
Interest	24	1	1	-	-	-	-	-	-	-	-
Taxes	761	925	827	888	834	1,267	1,380	1,401	1,405	1,425	1,452
Total revenues	785	926	828	888	834	1,267	1,380	1,401	1,405	1,425	1,452
<b>Total Resources</b>	<b>\$1,058</b>	<b>\$1,043</b>	<b>\$1,042</b>	<b>\$1,005</b>	<b>\$959</b>	<b>\$1,335</b>	<b>\$1,417</b>	<b>\$1,492</b>	<b>\$1,541</b>	<b>\$1,561</b>	<b>\$1,588</b>
<b>Requirements</b>											
Debt service:											
Series 2009 Refunded Parks	\$656	\$532	\$620	\$615	\$622	\$622	\$617	\$621	\$625	\$622	\$622
Series 2010 Refunded Library	285	297	305	265	269	284	300	305	325	334	348
Series 2012 Police Station	-	-	-	-	-	392	409	430	455	469	478
Total expenditures	941	829	925	880	891	1,298	1,326	1,356	1,405	1,425	1,448
Ending Fund Balance											
Policy requirement (0%)	-	-	-	-	-	-	-	-	-	-	-
Over (under) Policy	117	214	117	125	68	37	91	136	136	136	140
Total ending fund balance	117	214	117	125	68	37	91	136	136	136	140
<b>Total Requirements</b>	<b>\$1,058</b>	<b>\$1,043</b>	<b>\$1,042</b>	<b>\$1,005</b>	<b>\$959</b>	<b>\$1,335</b>	<b>\$1,417</b>	<b>\$1,492</b>	<b>\$1,541</b>	<b>\$1,561</b>	<b>\$1,588</b>

City of West Linn

Parks Bond Fund  
(amounts in thousands)

	ACTUALS					Current Year	+ 1	+ 2	+ 3	+ 4	+ 5
	FY08	FY09	FY10	FY11	FY12	FY13	PROJECTED				
							FY14	FY15	FY16	FY17	FY18
<b>Resources</b>											
Beginning fund balance	\$1,006	\$1,049	\$968	\$875	\$135	\$135	\$131	\$0	\$0	\$0	\$0
Interest	43	6	2	1	-	-	-	-	-	-	-
Debt proceeds	-	5,569	-	-	-	-	-	-	-	-	-
Total revenues	43	5,575	2	1	-	-	-	-	-	-	-
<b>Total Resources</b>	<b>\$1,049</b>	<b>\$6,624</b>	<b>\$970</b>	<b>\$876</b>	<b>\$135</b>	<b>\$135</b>	<b>\$131</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Requirements</b>											
Personal services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Materials & services	-	73	-	2	-	-	-	-	-	-	-
Debt service	-	4,993	-	-	-	-	-	-	-	-	-
Transfers to other funds	-	-	-	-	-	-	-	-	-	-	-
Capital outlay	-	590	95	739	-	4	131	-	-	-	-
Total expenditures	-	5,656	95	741	-	4	131	-	-	-	-
Ending Fund Balance	1,049	968	875	135	135	131	-	-	-	-	-
<b>Total Requirements</b>	<b>\$1,049</b>	<b>\$6,624</b>	<b>\$970</b>	<b>\$876</b>	<b>\$135</b>	<b>\$135</b>	<b>\$131</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

City of West Linn

SDC Fund  
(amounts in thousands)

	ACTUALS					Current Year	+ 1	+ 2	+ 3	+ 4	+ 5
	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
						PROJECTED					
<b>Resources</b>											
Beginning fund balance	\$2,519	\$3,156	\$3,726	\$3,727	\$4,269	\$5,459	\$5,413	\$3,634	\$3,331	\$3,275	\$3,284
Fees and charges	963	620	607	1,026	1,765	1,010	865	892	918	945	974
Interest	150	18	9	5	-	4	5	5	5	5	5
Intergovernmental	-	-	634	-	-	-	-	-	-	-	-
Transfers from other funds	250	-	-	-	-	-	-	-	-	-	-
Total revenues	1,363	638	1,250	1,031	1,765	1,014	870	897	923	950	979
<b>Total Resources</b>	<b>\$3,882</b>	<b>\$3,794</b>	<b>\$4,976</b>	<b>\$4,758</b>	<b>\$6,034</b>	<b>\$6,473</b>	<b>\$6,283</b>	<b>\$4,531</b>	<b>\$4,254</b>	<b>\$4,225</b>	<b>\$4,263</b>
<b>Requirements</b>											
Personal services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Materials & services	2	-	-	-	12	-	50	250	50	50	50
Debt service	-	-	-	-	-	-	-	-	-	-	-
Transfers to other funds	20	35	35	36	11	50	200	-	-	-	-
Capital outlay	704	33	1,214	453	552	1,010	2,399	950	929	891	1,041
Total expenditures	726	68	1,249	489	575	1,060	2,649	1,200	979	941	1,091
Ending Fund Balance	3,156	3,726	3,727	4,269	5,459	5,413	3,634	3,331	3,275	3,284	3,172
<b>Total Requirements</b>	<b>\$3,882</b>	<b>\$3,794</b>	<b>\$4,976</b>	<b>\$4,758</b>	<b>\$6,034</b>	<b>\$6,473</b>	<b>\$6,283</b>	<b>\$4,531</b>	<b>\$4,254</b>	<b>\$4,225</b>	<b>\$4,263</b>

# GLOSSARY

## **Actual**

Actual, as used in the fund summaries, revenue summaries and department and division summaries within the budget document, represents the actual financial results. This category is presented on a budgetary basis, and thus excludes full-accrual audit items such as depreciation and amortization.

## **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. The 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 modified for any changes made by the Citizens Budget Committee.

## **Appropriations**

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

## **Assessed Valuation**

The assessed value (AV) 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**

An annual financial report prepared by an independent auditing firm. A comprehensive audit document contains a summary statement of the scope of the audit, explanatory comments concerning any exceptions to generally accepted auditing standards, explanatory comments concerning verification procedures, financial statements and schedules, statistical information, supplemental comments, and any finding or 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 Fund Balance**

The beginning fund balance is the residual fund balances representing unused funds brought forward from the previous financial year (ending fund 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 calculated variable rate of interest.

## **Bond Fund**

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

## **Budget**

A budget is a financial operational plan including an estimate of proposed expenditures and the means of financing them. Used without any modifier, the term usually indicates a financial plan for a certain period of time, typically one or two years. 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 proposed, or whether the appropriating body has approved it.

## **Budget Calendar**

The schedule of key dates which a government follows to prepare and adopt the budget.

## **Budget Committee**

A group comprised of the elected officials plus an equal number of 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, typically one or two years, that includes both capital and operations.

## **Budget Message**

Written explanation of the budget as proposed by the City Manager including the City's financial priorities, policies, and target goals for the coming budget period.

## **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 portion of the City budget slated for projects, major repairs, and improvements or additions to the City's capital assets (streets, sidewalks, roads, sewers, surface water, parks, and buildings).



**Capital Expenditures**

The City defines a capital expenditure as using the following three criteria: (1) relatively high monetary value (equal or greater than \$10,000 per item), (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 improvements 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 capital asset or increase the capacity, efficiency, span of life, or economy of operating as an existing capital 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) have a cost of \$10,000 or more per item; 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.

**Cash Management**

Management of cash necessary to pay for government services while investing temporary cash excesses in order to earn investment income. Includes forecasting inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in accordance with the City's investment policy objectives.

**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 audit document publishing the City's financial results including notes, statistics, and the auditor's opinion and comments.

**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 can separate 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**

Principal and Interest 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 obligation debt that have been approved by the voters. It would exclude Enterprise Fund debt and contractual obligations accounted for in other 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.

**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 goods or services.

**Ending Fund Balance**

The residual non-restricted funds that are spendable or available for appropriation after the end of the fiscal year, or during the fiscal year, if a state of emergency is declared by the City Manager.

**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**

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 service, and capital outlay.

**Fees**

Charges for specific services in connection with providing a service, permitting an activity or imposing a fines.

**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.

**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 net ending balance of a Fund's 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. 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 capital assets such as roads, bridges, streets, sidewalks and similar assets that are immovable.

**Indirect Charges**

Administrative and overhead costs that are incurred in one area, but charged to another. These charges are budgeted as interfund transfers.

**Indirect Cost Allocation**

Funding transferred from one fund to another 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 are appropriated as expenditures.

**Intergovernmental Revenues**

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

**Levy**

Gross amount of property taxes imposed on the assessed value of 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**

References the individual account lines of budget, where proposed appropriations are based on individual objects of expense within a department or program.

**Local Budget Law**

Oregon Revised Statutes (ORS) Chapter 294 dictates local budgeting practices governed by Local Budget Law which regulates the roles, authorities, and process.

**Local Improvement District**

Consists of a group property owners desiring improvements to their property. Bonds can be 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 affected properties to spread out 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 for capital purposes or 5 years for operations. A local option levy must be approved by a majority of voters.

**Materials and Services**

Expendable items purchased for delivery of city services. This classification includes supplies, dues, printing, repairs, small tools acquisitions, and contract services 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 maximum tax rates on individual properties of no more than \$5 per real market value for education taxing districts and \$10 for general government taxing districts.

**Measure 47/50**

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. Property tax rates are now considered permanent and not subject to change. Voters may approve local initiatives above permanent rates provided a majority of voters approves.

**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 categories: debt service, interfund transfers, capital outlay, contingencies, and unappropriated ending fund balances.

**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. On the expenditure side, it is the part of the budget composed of personal services and materials and services.

**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 represents 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 the effectiveness or efficiency of a department, program, or activity is doing in achieving its objectives.

**Permanent Tax Rate**

Under Measure 47/50, each taxing district such as school districts, city governments, counties, and special districts were assigned a permanent tax rate maximum in fiscal year 1997-98. This permanent tax rate applies to property taxes for core operations. The permanent tax rate for the City of West Linn was set at \$2.1200 per \$1,000 of assessed value and is the comparative lowest tax rate in the State of Oregon.

**Personal Services**

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

**Property Tax**

Based off of the assessed value of property (which in Oregon is much lower than the real market value) times the permanent tax rate and are used as the source of monies to pay general obligation debt and core city services.

**Project Manager**

The individual responsible for budgeting, managing, and coordinating projects seeing them through to completion.

**Proposed Budget**

Combines the operating, non-operating, and reserve estimates prepared by the City Manager, then presented to the community and the Citizens Budget Committee for their review, approval, and recommendation to City Council.

**Real Market Value**

The estimated value of property as if it were sold. Within the City, the average real market value exceeds the assessed value by just about half. This disparity is the result of voter approved tax Measure 47/ 50 passed in 1997.

**Resolution**

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

**Resources**

Represents the total of all revenues, transfers, and beginning fund balances.

**Revenues**

Funds received by the City from either taxes, fees, and other sources such as grants and interest income.

**Revenue Bonds**

Bonds payable from a pledged source of revenue such as water revenues, which does not also pledge the taxing authority of the City. Pledged revenues may be derived from operation of the financed projects, grants, utility revenues, or other specified revenue streams.

**Special Assessment**

A compulsory levy made against certain properties to spread out the cost of a capital improvement or service deemed to be beneficial to said properties.

**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, streets, or sewer systems.

**Special Revenue Funds**

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

**Supplemental Budget**

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

**Systems 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, surface water, streets and parks and are paid by developers and builders as part of the permit process.

**Taxes**

Compulsory charges levied by taxing districts 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 basic government operations as well as sufficient amounts to pay for principal and interest on voter-approved bond issues.

**Tax Rate**

The amount of tax levied for each \$1,000 of assessed valuation, which in Oregon, represents about half of a properties real market value.

**Tax Revenue**

Represents the funds received from the calculation of the tax rate times all of the property's assessed values.

**Transfers**

The authorized exchange of cash or other resources between funds that is appropriated along with the other expenditures with the adopted budget.

**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**

Represents the portion of the ending fund balance that is not appropriated to be spent in the current year. It must be segregated for future use and is not available for current appropriation or expenditure, except in the event when the City Manager declares an emergency.

**User Fees**

Charges for services to the specific entity who directly benefits. Often referred to as Charges for Service.





CITY OF  
**West  
Linn**  
FINANCE

This is the **first** publication in a biennial series of financial communications tools:

**Biennial Budget**

Five Year Financial Forecast

Six Year Capital Improvement Plan

Budget Overview

2013 Comprehensive Annual Financial Report

2013 Popular Annual Financial Report

2014 Comprehensive Annual Financial Report

2014 Popular Annual Financial Report

Five Year Financial Forecast

Richard Seals, CPA CMA CFM CFE CGMA  
Chief Financial Officer  
rseals@westlinnoregon.gov

Casey Camors, CPA CMA CPFO CGMA  
Deputy Chief Financial Officer  
ccamors@westlinnoregon.gov

Lauren DeLorenzo, CPA  
Accounting Manager  
ldelorenzo@westlinnoregon.gov



West Linn Sustainability  
Printed on recycled paper

City of West Linn, Oregon | 22500 Salamo Road, West Linn, Oregon 97068  
Phone: 503-657-0331 | Fax: 503-650-9041 | <http://westlinnoregon.gov/finance>