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## THE CITY OF SANDY 2003-05 BIENNIAL BUDGET

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The City of Sandy welcomes public input into the budget process, and we want to make the budget document available to as many members of the community as possible. In the past, the size and expense of the printed budget document has limited its circulation. And even if we could afford to mail it to every Sandy resident and business, the printed format is--by its nature--often difficult to navigate.

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This web-based budget document now gives us the tool to overcome these problems. It makes the city's budget available to every household and business in the city (or in the world, for that matter). By using hyperlinks, the reader can easily move to any level of detail, and quickly navigate through the document at will.

This site is best viewed with Internet Explorer, using a screen resolution of at least 1024 x 768. Free high-speed Internet access is available to Sandy residents and businesses at the Sandy Public Library, the Sandy Community Center, and City Hall.

A broadband connection is not necessary. Even readers with high-speed connections will experience a slight pause as some of the pages are opened, because this is a dynamic document. FINANCIAL TABLES ARE RECALCULATED EVERY TIME A PAGE IS OPENED, based on a live budget database. This means that any member of the community will see the same information that the City Council sees, and at the same time. As the City Council makes changes to the budget, these changes will be reflected immediately in the on-line database. This is a significant departure from most cities, which publish their budgets after the fact as a static document (typically as a facsimile of a printed document, using Adobe Acrobat).

**To Get Started:** Use the navigation bars, above, or the index below to zero in on the area of the budget you're most interested in. Or, browse through the entire budget by starting with the [Budget Message](#). We have provided links at the bottom of each page to allow a reader to browse through the entire document without missing one of the (fascinating) pages.

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# City of Sandy Memorandum

**DATE:** March 31, 2003

**TO:** City Council  
Budget Committee

**FROM:** Scott Lazenby, City Manager & Budget Officer

**RE: PROPOSED 2003-05 BIENNIUM BUDGET**

## WHERE WE HAVE BEEN

Fiscal years 2001-03 have seen:

- The completion of another segment of Dubarko Road, between Highway 211 and Langensand Road.
- Upgrades to our water treatment plant, including replacement of the original filter unit.
- Connection of the first SandyNet DSL customers as part of our new telecommunications utility.
- Acquisition (with the help of a State Parks grant) of the 124-acre Sandy River Park.
- Passage of a local one-cent-per-gallon fuel tax ballot measure (with the first proceeds to be spent on street maintenance in the summer of 2003).
- Adoption of new ordinances protecting trees, riparian corridors, hillsides, and dark skies.

- Major improvements to the appearance of the library and city hall entrances, as part of the Urban Renewal program.
- The addition of fresh salads to the senior center meals program.

We have continued to see record numbers of new home permits issued, in spite of the national recession. The library has seen a major jump in circulation, thanks to an aggressive effort to build the collection. Participation in Sandy Recreation programs is also at a record high.

Private investment in the community continues to be strong. The eight-screen Sandy Cinema opened in 2002, the Tollgate Restaurant completed a major expansion, and AEC (a 50-employee company specializing in aviation technical publications) purchased and renovated the downtown Heritage Building.

## **WHERE WE STAND NOW**

As always, there is good news and bad news. First the bad news:

State tax limitations, particularly Ballot Measure 50, taxable assessed value continues to be pushed well below true market values.

No fiscal relief is in sight from either the national or state governments.

The national recession continues, and economists predict that Oregon's

- recovery will lag the rest of the nation's.

The cost of the Public Employee Retirement System (PERS) and medical insurance premiums are escalating.

And the good news:

Thanks to new construction and annexation, we are seeing growth in the

- property tax base, in spite of the 3% growth cap of Measure 50. The

County Assessor has projected Sandy's taxable assessed value to grow by 8% next year; we are being more conservative for the second year, and assuming a growth rate of less than 14% for the biennium.

- Compared to other states, Oregon shares very little of its revenue with cities, so we don't have much to lose.

Sandy's economy has benefited from the lack of large industrial employers (such as Gresham's Fujitsu and Boeing). Instead, our diversified mix of office, services, retail, and small industrial operations has been more resistant to "boom and bust" economic cycles.

## **WHAT 2003-05 HOLDS**

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Sandy will enter the next biennium in a relatively strong financial condition. This is primarily due to two reasons:

1. The City Council has consistently supported prudent financial management policies. The council has supported a budget management philosophy that encourages departmental savings. And the Council has been careful in adding new programs or services that require on-going support.
2. The continued pace of new development has added both one-time revenues (systems development charges, building permit revenue), as well as ongoing revenue (through growth in the property tax base, and the utility customer base).

The second reason means that we need to continue to exercise caution in spending. The current housing development trend could easily reverse if long term interest rates rise. We need to be especially careful to match ongoing program commitments with stable and secure long-term funding.

## **BUDGET INITIATIVES: EXECUTIVE SUMMARY**

The proposed budget includes three initiatives in response to Council goals:

1. **Sandy Recreation Center.** For years, Sandy residents have been talking about some form of community recreation center, for people of all ages. The concept means many things to many people, but survey work by the Park Board as well as community forums have helped define our needs. It appears that a public-private partnership with the existing Mt. Hood Athletic Club may help us bring this vision to a reality. The proposed budget includes--as the city's share of this investment--\$100,000 in the general fund (previously appropriated by the Council and carrying forward from the current biennium). It also includes \$400,000 in bond proceeds. To do this, a bond election could be placed on the November 2004 ballot, and the bonds could be sold **with no increase in property tax rates**. This is because the bonds for the police/library building will mature in 2004.
2. **Increased Park Maintenance Service.** Through our neighborhood park land dedication requirement (for new subdivisions), and our park systems development charges, I believe we are doing a good job of securing new parks and open space. But our park operating budget hasn't kept pace. We will assume maintenance responsibility for parks in Cascadia Park and Sandy Bluff. We have more downtown landscaping to maintain. The proposed budget includes increased amounts for contracting for landscape maintenance service, for a seasonal (half-year) parks worker, and associated equipment. This is possible at least in part because the new neighborhoods have increased our tax base, which in turn is helping to pay for the additional service burden. The total proposed increase in the Parks Maintenance budget is \$175,000 for the biennium.
3. **Improved Neighborhood Communications.** Both city council members and staff are interested in having more meetings and forums with neighborhood residents. In order to better handle the logistics of these meetings, I am proposing to add a 0.5 FTE (full time equivalent) city hall office

assistant position.

## **BUDGET FEATURES**

**Biennial Budget.** For the past decade, Sandy has used a two-year budget. This has allowed us to account for the medium-term impact of policy decisions. It has also forced us into the self-discipline of balancing the budget on realistic projections of ongoing revenues, rather than merely getting by another year by spending down fund balances or inflating revenue estimates.

Until now, state budget law has required that we go through the formal budget adoption process each year of the two-year cycle. This has been a waste of council and staff time. State law, enacted in the 2001 session, now allows cities (like the state itself) to adopt true biennial budgets.

This, then, is our first biennial budget. It covers a 24-month fiscal period, rather than two separate 12-month fiscal years. The conversion has been fairly simple, since the actual spending for a previous biennial period is simply the sum of the spending in the two fiscal years. On the revenue side, however, the "beginning working capital" (i.e., beginning fund or department balance) is the beginning working capital for the **first** fiscal year, rather than the sum of the beginning balances for the two years (adding beginning balances would double count the same money).\_\_\_\_\_

**Expenditure Control Budgeting.** "Expenditure Control Budgeting" is based on the premise that managers are paid to manage, and it changes ~~some of~~ the rules of the game that have undermined traditional governmental budgeting systems. Briefly put, expenditure control budgeting gives department managers a great deal of flexibility over individual line items, as long as they remain within the "bottom line." The focus is on stretching limited resources as far as possible to provide as much service as possible.

This, of course, depends on department managers having a clear idea of the service goals of the City Council and community. The long term goal statement of the Council has been helpful in this regard.

But just as important, the flexibility in the system allows Council and staff to respond quickly to new opportunities and contingencies. As an example, in the real world, we don't know very far ahead of time when a \$10,000 grant may become available. When it does, our taxpayers benefit when we can scrape together the 20% match (as long as the grant meets a real community

need).

An innovation in Sandy's process is to tie departmental revenues into the bottom line. Governmental accounting typically lumps all revenues into a separate part of the ledger, far removed from departmental expenditures. As a result, it is hard for managers to get a good sense of the overall financial performance of their operations. We instead report the "net" budget of each departments, where expenses are offset by departmental revenues.

A key feature of expenditure control budgeting is that department managers are allowed to carry over savings from one fiscal year into the next fiscal

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year. This policy eliminates the "spend it or lose it" incentive that is built into traditional budget systems. We have set only two restrictions on the carryover savings: 1) the savings can only be used for one-time expenses (e. g., equipment, grant matches, temporary help), and 2) the uses of the savings are reviewed by the City Council during the budget process, like the other line items. Carryover savings are shown as the beginning balances in the departmental budgets.

Because this budgeting philosophy works *with* human psychology and not against it, we call it the Aikido Method of budgeting.

## **FINANCIAL POLICIES AND BUDGET STRATEGY**

This budget was prepared with the guidance of the following financial policies:

1. Continuing expenses should be covered by continuing revenues.
2. Cash balances in the general fund at the beginning of the fiscal

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year should be sufficient to cover expenses until property tax is received in November.

3. New development should pay for itself.

For programs within the general fund, I asked department directors to submit budgets with a bottom line **less than or equal to** the current budget (less one-time expenditures). They could add to this bottom line only for:

1. Salary and fringe cost increases that are beyond the department's control. This would include cost-of-living increases, but not an increase

in the number of staff or hours worked;

2. Savings carried over at the end of the current fiscal year; and \_\_\_\_\_
3. Departmental revenues projected to exceed the amount in this year's budget.

The departments were able to meet this challenge (with a few exceptions, highlighted below). This is the same rule that was applied to the past five budget cycles, so the operating departments have used their own revenue sources to cover inflation and growth-related increases in non-salary items for ten years in a row.

## **CITY COUNCIL GOALS**

In January of 2003, the City Council held a full-day goal and policy setting retreat. The goals adopted by the Council at that session are on the city's web site at:

[http://www.ci.sandy.or.us/City\\_Services/Administration/GOALS01/goals.htm](http://www.ci.sandy.or.us/City_Services/Administration/GOALS01/goals.htm).

## **BUDGET HIGHLIGHTS**

### **General Fund**

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During the "off-year" in 2002, the Budget Committee reviewed a presentation called "Diminishing Returns" that had been prepared by the League of Oregon Cities. We added financial data specific to the City of Sandy so that we could compare ourselves with other cities in the survey. As with the other Oregon cities, Sandy has experienced:

- Significantly slower growth in property assessed value in the period 1995-00 compared to 1990-95.
- Property tax shrinking as a **percent** of total revenue, from 49% in 1990 to 26% in 2000.
- Franchise fees and user fees increasing as a percentage of total revenues.
- General fund taxes declining as a percentage of non-enterprise revenues (enterprise revenues are primarily user fees such as water and sewer charges).

It has come to the point that general taxes now support only the police



department, long range planning, and portions of the senior center and recreation programs. All other city services have to rely on other sources of revenue.

**Police.** Over the past ten years, the **net** police budget (after subtracting departmental revenues) has remained at a fairly constant percentage of property tax revenues (approximately 65%). We have faced some increasing costs, especially in the area of dispatch services (our contract with Clackamas County is still cheaper than doing our own dispatching). We have been unable to find stable long-term funding for our school resource officer position, let alone funding for the middle school officer position that was frozen in 2002-03. Traffic fine revenue is down, although we hope to be able to devote more resources to speed enforcement when an officer returns from maternity leave in the summer of 2003.

Going into the 2003-05 biennium we will have a staffing ratio of 1.7 officers per thousand population. This is a good ratio compared to other cities in Oregon, but if our population (and call volume) continues to increase at the current rate, we may need to find a way to add an officer in the 05-07 biennium.

**Library.** Library circulation has increased by **16%** in the past year. This jump is at least in part due to an aggressive campaign to build the library collection (a City Council goal). Since our share of the County library funding is based on circulation, this is good news.

But there is bad news. Ballot Measure 50 combined the previously-dedicated countywide library levy into the overall county property tax rate. The County Commissioners have applied some of the library funds to other areas of the county budget. Because of this, we are able to balance the 2003-05 library budget only by tapping into the library's carryover savings.

This is a violation of our own policy of balancing ongoing costs with ongoing revenues. But we could achieve this policy by eliminating spending for library collection materials. I recommend instead that we continue to build our collection, and reduce our services and spending in 2005-07, if necessary.

The Library Network Intergovernmental Board has recommended that the county place on the 2004 ballot a special library levy to help offset the loss of library funding.

Because of declining library revenues, we recommend that we forego the replacement of the building's roof (that was included in the current budget), and instead simply replace the oldest heating/cooling units.

**Community Services (Recreation and Senior Programs).** We are not recommending any changes in the service levels of these programs.

Grant funding for senior citizen programs has not kept pace with costs, so general taxes are now picking up a larger percentage of the cost of this program.

**Building.** The building inspection program is self-supporting (based on building permit fees). We do not charge general fund departments for indirect costs such as accounting, payroll, insurance, and building space costs. We ~~have estimated~~ these costs (for the building department) at \$25,000 per year, so the **net** budget for the biennium is **negative** (i.e., revenues exceed direct expenditures by \$50,000 for the biennium).

**Planning.** The Planning program has accumulated a fairly healthy beginning balance. In past years, we have made conservative revenue estimates in the belief that the pace of construction activity was temporary. But we have sustained this pace for several years, and I believe it is safe to increase our revenue estimates to more reasonable levels.

The planning program is not fully self-supporting because it we don't charge current development projects for **long-range** planning activities, such as major code revisions or specific area plans.

**Nondepartmental.** The "nondepartmental" budget includes activities or improvements that either affect several departments, or aren't associated with any other city program. The proposed budget includes the continuation of the downtown flower basket program. It also includes city hall modifications (when the Chamber of Commerce and Historic Society move out of their existing city hall space), re-painting the exterior of city hall, installing new cameras for video coverage of public meetings, and replacement of old ~~heating/cooling units on~~ the roof of the police/library building. The nondepartmental budget also includes the carryover of the \$100,000 set aside for a Sandy Recreation Center (noted above), and the remainder of the city's support for the new museum/visitors center.

## **Street Fund**

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In September of 2002, Sandy voters approved a local one cent per gallon fuel tax for street maintenance. This will make a big difference in our ability to keep up with the street maintenance requirements that are called for by our Pavement Management System. The proposed budget includes \$300,000 in the next biennium for street resurfacing.

Clackamas County has paid the city \$100,000 as part of the transfer of jurisdiction of 362<sup>nd</sup> Ave. between Hwy. 26 and Dubarko Road. This will be used in conjunction with direct payments by the new Fred Meyer store to construct a sidewalk and bike lane that will connect Dubarko Road with the existing sidewalk on 362<sup>nd</sup>.

A federal Community Development Block Grant will pay for 80% of the cost of improvements to Hood Street between Meinig and Revenue, and for traffic and street improvements on Pleasant and Hood Street. The funds will be expended directly by Clackamas County, so our budget only shows our 20% match.

## **Transit Fund**

After a tenfold growth in ridership, our core bus service between Sandy and the Gresham Transit Center has leveled off at over four hundred rides per day. The budget continues our contract with a private operator to provide this service.

The budget also includes the grant funds and related expenditures for our pilot projects for connections to Eagle Creek and Welches.

Running virtually non-stop, our main buses accumulate miles quickly, and the budget includes funds for replacement of vehicles (mostly through grants).

The transit budget also assumes a grant application for land and building costs for a bus storage facility. This may be wishful thinking, but the federal government has funded these projects in other systems. If we are successful in this, we can combine these funds with similar appropriations in the water and sewer utilities, and finally move our field operations center to a more appropriate (industrial) location.

## **Water Fund**

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In the past biennium, we completed major upgrades to our water treatment facilities. Even though we had available cash (primarily through systems

development charges), we financed the improvements through a state revolving loan, because the interest rate was too low to pass up. In normal economic times, we will be able to invest our cash at a higher rate than our loan interest rate, providing an additional source of revenue to our utility. We do, however, expect to spend down most of our cash balance when it comes time to develop the Salmon River water source.

In spite of our healthy cash position, our customer rates are not fully covering the cost of operating the utility. A consultant is nearing completion of a "cost-of-service" rate study. While I believe that future rate increases will be modest, we can't afford to continue our pattern of the last five years with no rate increases.

In November, 2002, the city entered into a contract with a private company (OMI) to operate our water and sewer treatment plant. The budget reflects this contract cost, along with reductions in direct city expenditures for salaries, utilities, chemicals, etc.

The proposed budget includes funds to purchase the land associated with our water treatment plant (now under a long-term lease) as well as land for a new field operations center. It also includes the installation of a backup generator at the water plant.

Water system improvements will continue in this biennium with the replacement of the original filter unit at the Alder Creek treatment plant, and the installation of telemetry equipment that will allow the water system to be monitored and controlled remotely.

The budget also includes the installation of a backup generator at the water plant.

## **Sewer Fund**

The budget for the sewer fund includes the replacement of the sewer pipe in Pleasant Street as part of the Hood/Pleasant street upgrade, and the

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construction of a sludge "dewatering" system, as called for in our Sewer System Master Plan. The latter will reduce our operating costs for biosolids disposal, as detailed in the Master Plan. (*Note: Copies of master plans for water, sewer, streets, parks, and stormwater are available to the public at Sandy City Hall*).

As with the water fund, the budget reflects the transition to a private contract for operation of the wastewater treatment plant. It also assumes a modest rate increase to keep up with operating cost increases.

### **Stormwater Fund**

For several years, the Council has had a goal of creating a storm water utility that would allow us to do a better job of treating and managing storm water that runs into streams and creeks. Our initial capital improvement plan focused primarily on flood control. Based on Council direction, we are revising the plan to emphasize treatment (water quality), and ways to recharge the ground water system rather than relying completely on surface flows.

We hope to have the storm water master plan and the enabling ordinance to create a storm water utility by the summer of 2003. The numbers in the budget are "placeholders," based on the assumption that the utility will in fact be created.

### **Telecommunications Fund**

In the winter of 2001-02, the City Council created a telecommunications utility in order to provide badly-needed broadband service to Sandy residents and businesses. SandyNet DSL service was launched a year later, and we are seeing a steady increase in customer interest and sign-ups.

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While DSL service will be a good solution for many residents within the city limits, technical limitations make it unavailable to some parts of the city (and even to some homes within neighborhoods that have service). And much of the interest is from outside the city limits: a potential customer base that is three to four times the city population but that can't be served through phone lines. Working through Verizon to provide the DSL service is expensive, and a bureaucratic nightmare.

For these reasons, we are exploring the creation of a wireless network to supplement the DSL service. This would allow us to provide better broadband

coverage, and provide an additional source of revenue to help cover our investment in the Internet "backhaul" connection and other fixed costs. The start-up costs for the wireless service would be financed through an internal loan from the water fund.

The utility is set up (financially) as an enterprise, which means that in the long run it is expected to be completely self-supporting.

## **Parks Capital Fund**

~~The primary source of revenue for the parks capital fund comes from systems~~

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development charges, paid by new residential construction. We also have received some grants, and as mentioned above, the proposed budget also includes bond proceeds.

Expenditures in park improvements are guided by the Park Board. We anticipate that the next biennium will see trail development and other (passive) improvements in our recently-acquired Sandy River Park; a Tickle Creek hiking trail that will link several neighborhood parks; and some improvements to neighborhood parks such as Sandy Bluff Park and Tickle Creek Park.

The park capital fund also includes bond proceeds of \$400,000 toward the city share of a private-public partnership for a **Sandy Recreation Center**. We will see our last payment on the bonds for purchasing and remodeling the police/library building in 2004. The tax rate for those bonds is about eight cents per thousand of assessed value, and that brings in approximately \$30,000 per year. Using this amount for debt service, twenty year bonds could be sold with a principal amount of nearly \$400,000.

General obligation bonds need to be approved by voters. One of the arguments in favor of passing a bond election of this type would be that there would be **no increase** in property tax, since these bonds would simply replace the old police/library bonds.

We have tried this tactic once before (replacing a maturing water bond issue with a park bond), and although the vote was close, it didn't pass. In the case proposed here, the owner of a home assessed at \$150,000 would save around \$12 per year if they voted against the bonds. This is a modest amount, and I believe it would be easier to rally the community around a recreation center

than around the more nebulous park improvements proposed for the previous bond election.

Needless to say, the financing is only one element of this project. We will need to work carefully on agreements for ownership and operation of a recreation center, and the design and location of the center. But our community has a good track record of doing this (the Olin Bignall Aquatic Center, Fantasy Forest, the Bell Street Ballfields), and I am confident we can rise to the challenge.

### **Local Improvement District (LID) Capital Projects**

This fund has not seen any activity since the widening of 362nd Drive near Hwy. 26, so we considered eliminating the fund. There is renewed talk, however, of forming a local improvement district to extend sewer service to homes on Bluff Road (north of Sandy High School) that are currently on septic systems. We have kept the fund on the books in case this comes to pass, and have budgeted place holders in case the improvement district is formed.

### **Urban Renewal**

At the beginning of the current fiscal year, we sold \$800,000 in urban renewal bonds. The principal and interest on these bonds is repaid through the "tax

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increment" gained from private investments within the urban renewal area boundaries. The revenue is now exceeding \$250,000 per year. It will see a substantial boost when the Fred Meyer store is added to the tax roll.

Urban renewal projects for the next few years include:

- Development of a public parking lot in the center of downtown, south of Pioneer Blvd.
- Creation of a public plaza across from city hall.
- Creation of a one-way grid on some of the cross streets to provide more on-street parking.
- Market analysis and preliminary design for development of the "Leathers" block surrounding the Big Apple store.
- Pedestrian signals at Strauss and Scales Streets.
- Modest, targeted improvements in sidewalks, street lights, banners, etc.

### **PERSONNEL BUDGET**

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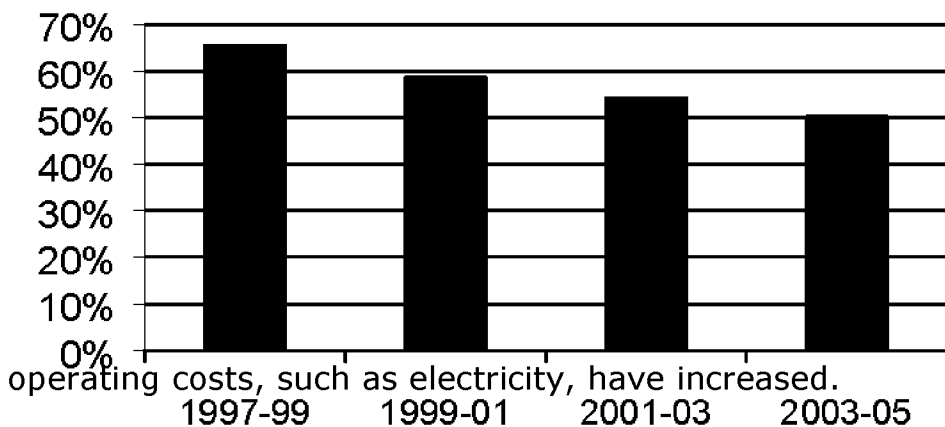
As with other Oregon cities, our biggest budgetary challenge is dealing with the escalating cost of the Public Employee Retirement System (PERS). The initial projections showed the employee rate increasing to 15% from 9%. This is equivalent to a 6% across-the-board pay increase, and a cost to the general fund of \$175,000. The legislature is working on a series of bills to get PERS rates under control, and our city attorney, Jack Hammond, is actively involved with this legislation. Bills already passed should "reduce" our projected 15% rate to 13.5%, and that is the rate that is built into this budget (this still reflects a general fund cost increase of \$130,000).

Another looming financial challenge is the out-of-control increases in medical insurance premiums. Again, we share this problem with cities (and private businesses) across the country. By Council policy, we have in the past "capped" the city's total contribution toward medical/dental insurance at the increase in the Consumer Price Index. This is resulting in an increasing gap between the total cost and the city's contribution, to the point where the employees' out-of-pocket cost for full family coverage will approach \$300/month. This would cause financial hardship for many of our employees, especially those in entry-level positions. I have set aside some funds in the budget to at least partially offset this impact, but I will need Council direction and concurrence on the mechanics of how we provide this relief. Medical and dental benefits for the members of the Police Association are negotiated through the union contract.

The numbers in the proposed budget are based on the assumption of a 2% across-the-board pay increase in each of the two years of the biennium. This is consistent with the current Portland area CPI, and it too is subject to final Council approval.



## Staff Cost as a Percentage of Total Operating Budget



In spite of increasing fringe costs, staff costs have **declined** as a percentage of the overall operating budget. This is primarily because we have contracted out for new services such as transit operations, and we have converted some existing services (e.g., water and sewer plant operations) to private contracts. At the same time, non-personnel

### CONCLUSION

In presenting this budget to the Council and Budget Committee, I want to thank the department directors for their help and advice, and for the hours of work they put into the budget. I also want to acknowledge the assistance of Finance Director Larry Stohosky, who has been a great working partner in putting together this budget.

### POSTSCRIPT: CHANGES TO THE BUDGET MADE BY THE BUDGET COMMITTEE

The Budget Committee met in April and May, 2003, to review the proposed budget. They made the following changes, which are reflected in the numbers in the budget detail pages in this web site:

1. Corrected police overtime to \$112,473 from \$52,910. Reduced general fund contingency (110-030-511200)
2. Increased Senior Nutrition and Alzheimers salary dollars (correction) and decreased general Senior Services salary budget by an equal amount. (110-034)
3. Increased Planning salaries to \$164,671 from \$134,225 to correct an error in the salary forecaster. Added \$12,000 for Tree City USA. Reduced Planning contingency. (110-036)
4. Added Building contract services for building inspection and plumbing

(\$1,000 and \$2,000, respectively). Reduced Building contingency. (110-037)

5. Increased Neighborhood Associations supplies/services to \$800 from \$400. Reduced general fund contingency.
6. Added City Fuel Tax estimate of \$60,000 for the current fiscal year (had been zero). Increased beginning working capital and street maintenance budget in 03-05 by the same amount. (240-054)
7. Carried over purchase of Transit dispatch software (\$25,353) to the next biennium. (270-070).

*Next: The budget numbers*

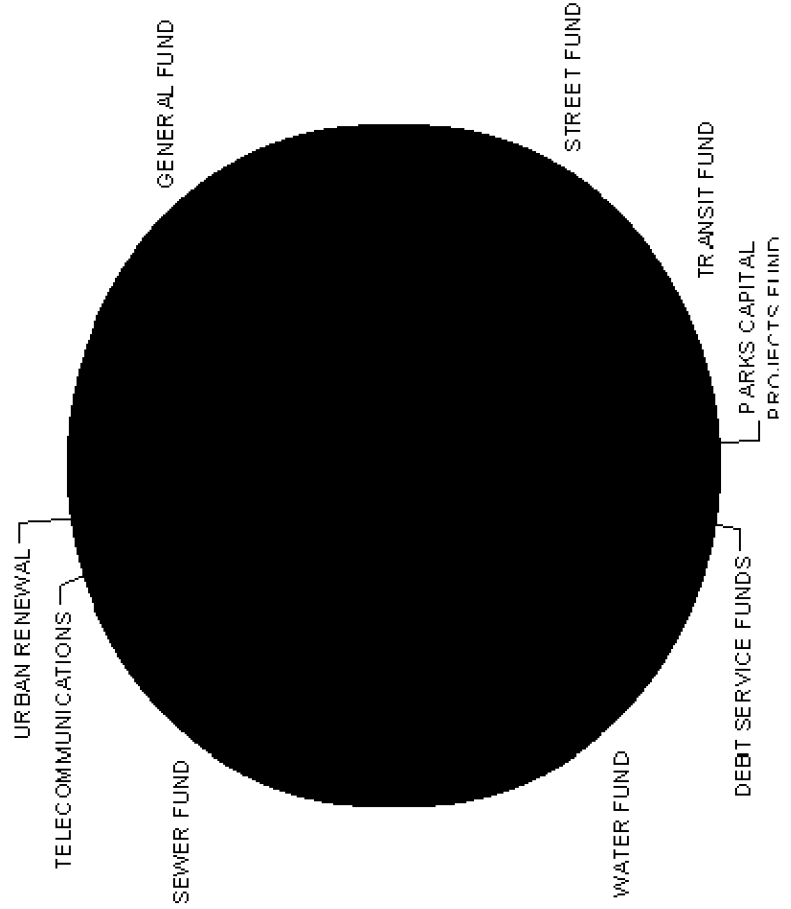
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<a href="#">General Fund</a>	<a href="#">Streets</a>	<a href="#">Transit</a>	<a href="#">Water</a>	<a href="#">Sewer</a>	<a href="#">Storm Water</a>	<a href="#">Telecommunications</a>
<a href="#">Streets</a>	<a href="#">LID Capital</a>	<a href="#">LID Debt Service</a>	<a href="#">LID Debt Service</a>	<a href="#">Indust. Way Debt</a>	<a href="#">Urban Renewal</a>	
<a href="#">Transit</a>						

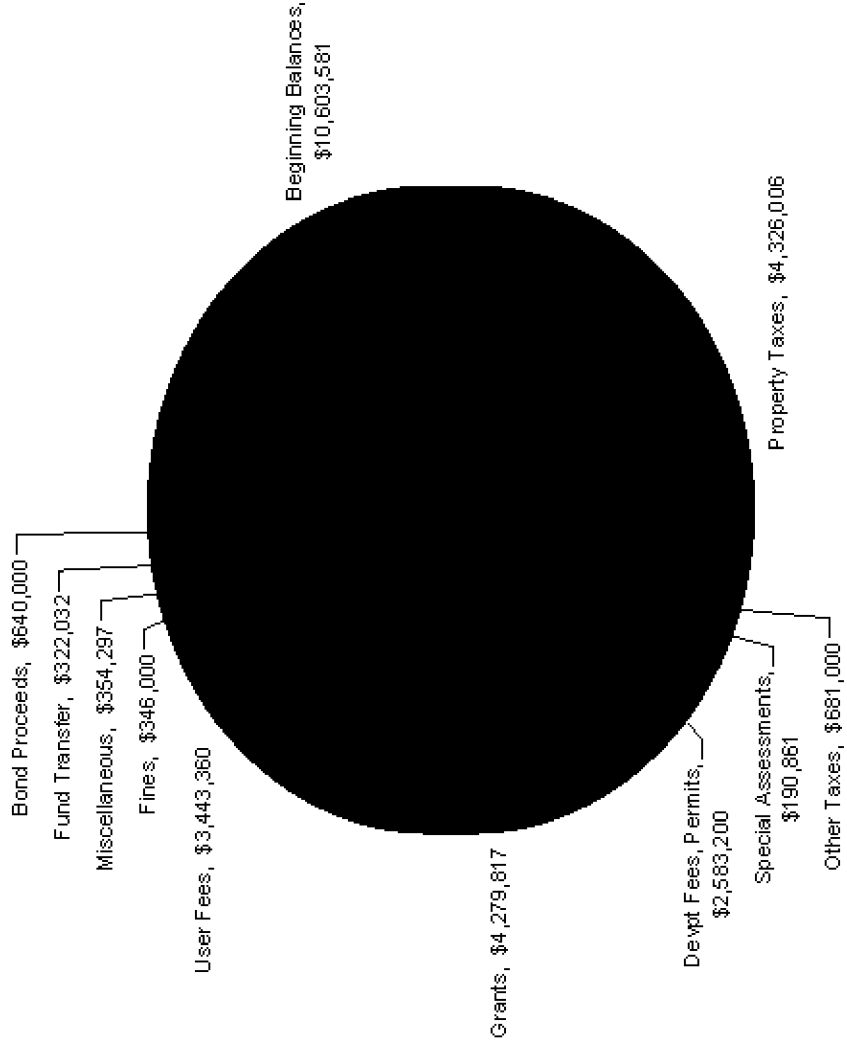
Budgets for governments are broken into **funds**, based on the sources of revenue dedicated to each service. For example, the state and city fuel taxes can only be used for street improvements and maintenance, so a separate "Street Fund" is used to account for those dollars, to keep them separate from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

The chart below shows the relative sizes of the budget for each fund.

- [Telecommunications](#)
- [Parks Capital](#)
- [LID Capital](#)
- [LID Debt Service](#)
- [LID Debt Service](#)
- [Indust. Way Debt](#)
- [Urban Renewal](#)

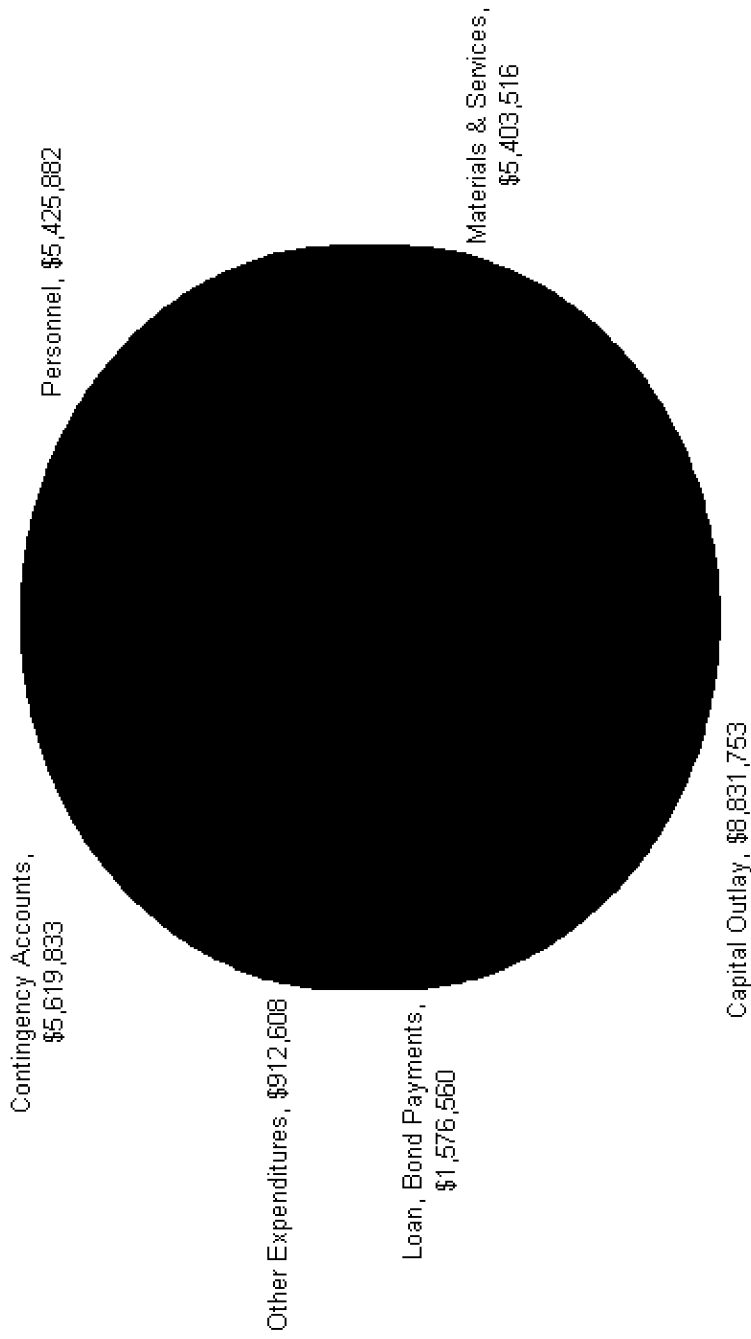


The next chart (below) shows the **sources of revenue** that support the city's 2003-05 budget. Note that in Oregon budget law, beginning fund balances are considered revenue sources.



The chart below breaks down the total biennial budget according to the **types of expenditure**. Capital outlay (for example, sewer or street projects, major equipment items) is the largest category. The "other" category includes interfund transfers and loan reserve accounts.

## TOTAL EXPENDITURES BY CATEGORY



The table below gives the past **actual** expenditures and the current and projected budget for each fund. To see more detail, follow the link on the fund name.

### ALL FUNDS SUMMARY

1997-99 Actual	1999-01 Actual	Fund	2001-03 Budget	2003-05 Budget

\$4,881,892	\$5,193,766	110	<u>GENERAL FUND</u>	\$8,340,420	\$7,714,135
\$883,536	\$1,065,789	240	<u>STREET FUND</u>	\$5,128,950	\$1,875,475
\$68	\$575,247	270	<u>TRANSIT FUND</u>	\$1,557,711	\$2,732,536
\$3,400	\$307,132	350	<u>PARKS CAPITAL PROJECTS FUND</u>	\$1,278,222	\$1,485,561
\$351,278	\$0	360	<u>LID CAPITAL PROJECTS FUND</u>	\$0	\$200,000
\$75,367	\$66,968	410	<u>G. O. DEBT SERVICE FUND</u>	\$184,777	\$128,664
\$131,995	\$178,342	420	<u>LID DEBT SERVICE FUND</u>	\$329,168	\$225,964
\$105,504	\$102,237	430	<u>INDUSTRIAL WAY DEBT SERVICE FD</u>	\$513,000	\$244,134
\$939,029	\$3,822,758	520	<u>WATER FUND</u>	\$6,758,250	\$6,027,816
\$3,983,835	\$1,704,464	530	<u>SEWER FUND</u>	\$5,328,000	\$5,114,782
\$0	\$0	550	<u>STORMWATER</u>	\$291,750	\$220,756
\$0	\$0	560	<u>TELECOMMUNICATIONS</u>	\$295,260	\$143,170
\$0	\$50,839	720	<u>URBAN RENEWAL</u>	\$1,781,822	\$1,657,161
\$11,355,903	\$13,067,542	<b>TOTAL, ALL FUNDS</b>		\$31,787,330	\$27,770,153

Year-to-year comparisons are difficult in the table above, because the **budgeted amounts** include contingency accounts (typically funded with carryover balances), while the **actual** expenditures do not include unspent contingency accounts.

The table below shows the budget for each fund **without** contingency accounts.

#### ALL FUNDS SUMMARY EXCLUDING CONTINGENCY ACCOUNTS

1997-99 Actual	1999-01 Actual	Fund	2001-03 Budget	2003-05 Budget
\$4,881,892	\$5,192,981	110 GENERAL FUND	\$6,634,247	\$6,803,572
\$883,536	\$1,065,789	240 STREET FUND	\$4,978,950	\$1,472,161
\$68	\$575,247	270 TRANSIT FUND	\$1,376,750	\$2,582,692

\$3,400	\$307,132	350	<u>PARKS CAPITAL PROJECTS FUND</u>	\$1,257,822	\$1,404,500
\$351,278	\$0	360	<u>LID CAPITAL PROJECTS FUND</u>	\$0	\$200,000
\$75,367	\$66,968	410	<u>G. O. DEBT SERVICE FUND</u>	\$184,777	\$128,664
\$131,995	\$178,342	420	<u>LID DEBT SERVICE FUND</u>	\$329,168	\$225,964
\$105,504	\$102,237	430	<u>INDUSTRIAL WAY DEBT SERVICE FD</u>	\$513,000	\$244,134
\$939,029	\$3,822,758	520	<u>WATER FUND</u>	\$3,049,161	\$2,798,633
\$3,983,835	\$1,704,464	530	<u>SEWER FUND</u>	\$3,289,262	\$4,349,546
\$0	\$0	550	<u>STORMWATER</u>	\$291,750	\$211,750
\$0	\$0	560	<u>TELECOMMUNICATIONS</u>	\$291,600	\$141,420
\$0	\$50,839	720	<u>URBAN RENEWAL</u>	\$1,171,049	\$1,587,284
\$11,355,903	\$13,066,757	<b>TOTAL, ALL FUNDS</b>		\$23,367,536	\$22,150,320

Even with the contingency accounts excluded, the budgets of the various funds may show large year-to-year differences due to one-time expenditures for equipment or improvements. For example, in the 2001-03 biennium, the water fund included a major upgrade of the water treatment system, and the street fund included the Dubarko Road grant project. In the 2003-05 biennium, the sewer fund will include a sludge "dewatering" project. The normal **operating** budgets, however, are more stable from year to year. The operating budgets include salary and other payroll costs, supplies, contracts for services, and other recurring costs such as utilities and insurance.

The table below shows the **operating** budget for each fund.

#### ALL FUNDS SUMMARY -- OPERATING BUDGETS

1997-99 Actual	1999-01 Actual	Fund	2001-03 Budget	2003-05 Budget
\$4,387,429	\$5,083,798	110 GENERAL FUND	\$6,056,456	\$6,460,112
\$413,222	\$475,973	240 STREET FUND	\$490,958	\$846,160
\$68	\$474,397	270 TRANSIT FUND	\$856,012	\$1,115,339

\$3,400	\$7,162	350	<u>PARKS CAPITAL PROJECTS FUND</u>	\$12,000	\$18,000
\$0	\$0	360	<u>LID CAPITAL PROJECTS FUND</u>	\$0	\$0
\$0	\$0	410	<u>G. O. DEBT SERVICE FUND</u>	\$0	\$0
\$0	\$0	420	<u>LID DEBT SERVICE FUND</u>	\$0	\$0
\$0	\$0	430	<u>INDUSTRIAL WAY DEBT SERVICE FD</u>	\$0	\$0
\$595,950	\$690,912	520	<u>WATER FUND</u>	\$778,626	\$983,564
\$570,519	\$693,712	530	<u>SEWER FUND</u>	\$805,135	\$1,212,515
\$0	\$0	550	<u>STORMWATER</u>	\$111,488	\$85,750
\$0	\$0	560	<u>TELECOMMUNICATIONS</u>	\$149,400	\$46,420
\$0	\$34,359	720	<u>URBAN RENEWAL</u>	\$114,926	\$66,039
\$5,970,588	\$7,460,312	<b>TOTAL, ALL FUNDS</b>		\$9,375,001	\$10,833,899

Next: The General Fund





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[General Revenue](#) [City Council](#) [Administration](#) [City Attorney](#) [Court](#)

[City Council](#) [Finance](#) [Library](#) [Police](#) [Animals/Code](#) [Recreation](#)

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[City Attorney](#)

The General Fund includes all services that are funded through general taxes and fees. In other words, it includes all city programs **except** those that are paid for through dedicated taxes (for example, the state and city gas taxes) or fees (for example, water fees).

[Court](#)

[Finance](#)

[Library](#)

Property tax is the largest source of general fund revenue, and it makes up over 40% of total revenues.

[Police](#)

Other sources of revenue include building fees, traffic fines, the city's share of county library funding, utility franchise fees, etc.

[Animals/Code](#)

[Recreation](#)

The chart below shows the relative size of the budget of each department.

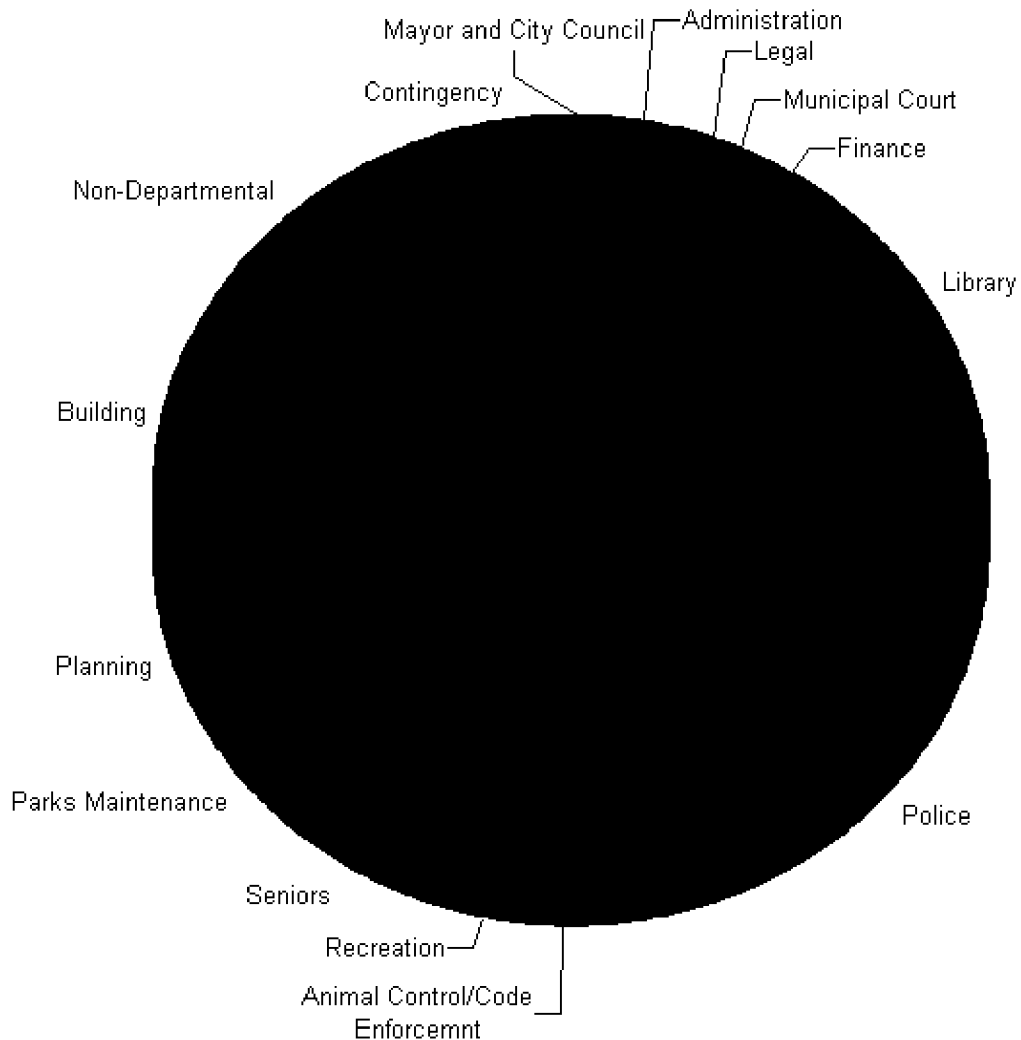
[Seniors](#)

[Park Maintenance](#)

[Planning](#)

[Building](#)

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The table below summarizes the past actual and current budgeted expenditures for each department or program within the general fund. Note that the "Revenues" department shows no budget, since by definition there are no expenditures in that department.

To see the description and detailed budgets for each department, click on the department name link.

#### BUDGETS FOR DEPARTMENTS WITHIN THE GENERAL FUND

1997-99 Actual	1999-01 Actual		Department	2001-03 Budget	2003-05 Budget
\$0	\$0	000	<a href="#">Revenue</a>	\$0	\$0
\$21,121	\$24,239	024	<a href="#">Mayor and City Council</a>	\$34,310	\$42,863
\$264,381	\$345,897	025	<a href="#">Administration</a>	\$281,141	\$314,815
\$127,719	\$249,109	026	<a href="#">Legal</a>	\$135,000	\$100,000
\$80,920	\$87,179	027	<a href="#">Municipal Court</a>	\$101,246	\$120,841
\$121,483	\$112,692	028	<a href="#">Finance</a>	\$230,763	\$289,600
\$719,781	\$727,021	029	<a href="#">Library</a>	\$1,369,392	\$973,874
\$1,587,292	\$1,983,616	030	<a href="#">Police</a>	\$2,121,913	\$2,183,125
\$69,328	\$76,902	031	<a href="#">Animal Control/Code Enforcemnt</a>	\$96,092	\$109,014
\$291,374	\$295,476	033	<a href="#">Recreation</a>	\$416,570	\$409,767
\$369,364	\$391,914	034	<a href="#">Seniors</a>	\$538,139	\$559,096
\$210,641	\$139,478	035	<a href="#">Parks Maintenance</a>	\$176,831	\$325,180
\$0	\$0	036	<a href="#">Planning</a>	\$744,300	\$550,650
\$516,882	\$448,511	037	<a href="#">Building</a>	\$713,974	\$660,558
\$501,604	\$311,731	039	<a href="#">Non-Departmental</a>	\$1,380,749	\$1,074,751

The table below gives the expenditure budgets **net of** departmental revenues. This gives a more clear picture of the amount of the department or program funded through general taxes.

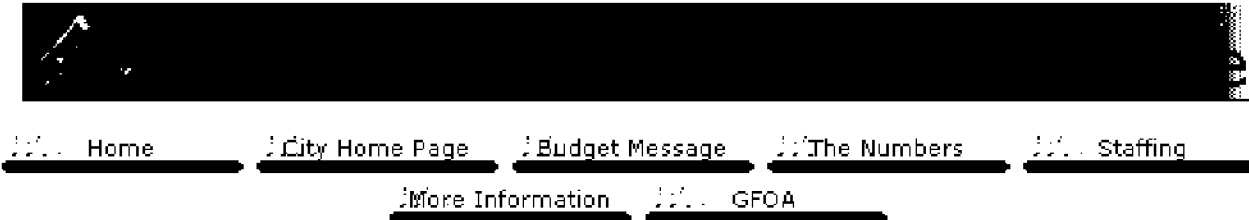
#### GENERAL FUND BUDGETS NET OF REVENUES

1997-99 Actual	1999-01 Actual		Department	2001-03 Budget	2003-05 Budget
-\$5,376,556	-\$5,984,233	000	<a href="#">Revenue</a>	-\$4,331,211	-\$4,703,669
\$21,121	\$24,239	024	<a href="#">Mayor and City Council</a>	\$31,970	\$31,970
\$264,381	\$345,897	025	<a href="#">Administration</a>	\$277,383	\$303,457
\$127,719	\$249,109	026	<a href="#">Legal</a>	\$135,000	\$100,000
\$80,920	\$87,179	027	<a href="#">Municipal Court</a>	\$101,246	\$113,574
\$121,483	\$112,692	028	<a href="#">Finance</a>	\$196,115	\$289,600
\$3,478	-\$15,604	029	<a href="#">Library</a>	\$89,247	\$0
\$1,253,046	\$1,307,523	030	<a href="#">Police</a>	\$1,613,104	\$1,773,671
\$69,328	\$76,902	031	<a href="#">Animal Control/Code Enforcemnt</a>	\$96,092	\$87,170
\$164,375	\$170,110	033	<a href="#">Recreation</a>	\$243,570	\$246,351

\$147,287	\$173,956	034	<u>Seniors</u>	\$207,450	\$316,992
\$210,641	\$139,478	035	<u>Parks Maintenance</u>	\$156,061	\$325,180
-\$64,479	-\$232,660	036	<u>Planning</u>	\$159,354	\$90,953
\$255,318	-\$67,040	037	<u>Building</u>	\$305,635	-\$50,000
\$501,604	\$311,731	039	<u>Non-Departmental</u>	\$1,380,749	\$1,074,751

The chart below shows the relative sizes of the general fund departments **net of** revenues (and excluding the "nondepartmental" budget, which mostly includes one-time expenditures of the beginning fund balance).

*Next: General Revenues*



Department/Program: 000 General Revenues

Fund: 110 General Fund

Where appropriate, the city allocates General Fund revenues to the department that generates the revenue. Examples include building permits, recreation fees, and library fines. Other revenues, such as general taxes, aren't attributable to a specific department, and they are shown here. The notes accompanying the revenue line items provide information on the basis of the revenue or assumptions used in estimating it.

## REVENUES

1997-99 Actual	1999-01 Actual		Object	2001-03 Budget	2003-05 Budget	
\$2,505,762	\$2,660,168	401000	GFrev Beg. Working Capital	\$711,445	\$818,855	Note
\$1,729,214	\$2,070,087	410100	GFrev Current Yr Property Tax	\$2,363,174	\$2,680,154	Note
\$117,123	\$72,319	410200	GFrev Delinquent Property Tax	\$100,000	\$36,311	Note
\$26,573	\$29,464	411100	GFrev Transient Room Tax	\$31,200	\$31,000	Note
\$276,530	\$197,840	431001	GFrev Franchise Fee -PGE/Enron	\$202,000	\$250,000	Note
	\$82,572	431002	GFrev Franchise Fee - GTE	\$133,980	\$85,000	Note
	\$13,373	431003	GFrev Franchise Fee - garbage	\$15,000	\$13,000	Note
	\$30,870	431004	GFrev Franchise Fee - cable	\$30,600	\$40,000	Note
\$24,335	\$64,402	431005	GFrev Franchise Fee -- NW Gas	\$38,124	\$80,000	Note
\$63,874	\$75,552	432100	GFrev Business License	\$76,000	\$76,000	Note
\$2,085	\$2,080	432400	GFrev Liquor Licenses	\$1,800	\$1,500	Note
\$80,964	\$85,427	441110	GFrev State Shared - Liquor	\$88,540	\$101,652	Note
\$56,293	\$69,615	441120	GFrev State Shared - Rev. Shar	\$52,500	\$62,000	Note
\$25,417	\$21,452	441130	GFrev State Shared - Cig. Tax	\$21,615	\$21,165	Note
\$10,871		441411	GFrev Economic Feasibility	\$0	\$0	
\$14,290		441461	GFrev Downtown Beautification	\$0	\$0	
\$341	\$60	441462	GFrev Parks Master Plan grant	\$0	\$0	
\$8,629	\$5,497	441464	GFrev Downtwon Plaza MHEA gran	\$0	\$0	
\$11,692	\$8,055	441465	GFrev Transit Stategic Plan gr	\$0	\$0	
\$2,500		441466	GFrev LCDC Mediation Grant	\$0	\$0	
\$0	\$29,198	442300	GFrev County - Diversion Grant	\$0	\$0	
\$500		442901	GFrev County - Rec. eq. grant	\$0	\$0	
\$16,250	\$20,564	455100	GFrev Lien Search Fees	\$12,000	\$20,000	Note
\$128,744	\$170,811	471100	GFrev Interest	\$140,000	\$60,000	Note
\$4,200		475401	GFrev Private Grant -Rec/Inn H	\$0	\$0	
\$895	\$4,110	475501	GFrev Adopt A Basket	\$0	\$3,000	Note

\$23,133	\$2,017	478000	GFrev Miscellaneous	\$1,000	\$2,000
\$10,000		478026	GFrev Logging Settlement	\$0	\$0
\$40,767	\$48,855	490240	GFrev Transfer from Street Fd	\$63,079	\$66,864 <u>Note</u>
\$0	\$23,251	490270	GFrev Transfer from Transit Fd	\$54,738	\$58,022 <u>Note</u>
\$0	\$12,480	490272	GFrev Transf fr Urban Renewal	\$13,623	\$14,440 <u>Note</u>
\$95,781	\$93,806	490520	GFrev Transfer from Water Fd	\$74,285	\$78,742 <u>Note</u>
\$99,793	\$90,309	490530	GFrev Transfer from Sewer Fd	\$98,079	\$103,964 <u>Note</u>
\$0		490550	GFrev Transfer from Stormwater	\$8,429	\$0 <u>Note</u>
<b>\$5,376,556</b>	<b>\$5,984,233</b>		<b>TOTAL REVENUES</b>	<b>\$4,331,211</b>	<b>\$4,703,669</b>
<b>-\$5,376,556</b>	<b>-\$5,984,233</b>		<b>TOTAL NET BUDGET</b>	<b>-\$4,331,211</b>	<b>-\$4,703,669</b>

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Next program: City Council

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**Department/Program: 024 City Council**

**Fund: 110 General Fund**

The City Council consists of a Mayor elected at large for a two year term, and six Council members elected at large for four year terms. The Council selects from among its members a Council President, who presides over City Council meetings in the Mayor's absence. The positions are nonpartisan and members serve without pay. The City Council meets on the first and third Mondays of each month, and individual members represent the city on a variety of committees and intergovernmental boards.

PAST GOALS	ACCOMPLISHMENTS
See the <a href="#">Council Goals Status Report</a> for a summary of progress toward current goals.	

## OBJECTIVES FOR THE NEXT BIENNIUM

See the [2002-05 Council Goals](#) statement.

## EXPENDITURES

1997-99 Actual	1999-01 Actual	Object	2001-03 Budget	2003-05 Budget
\$2,488	\$1,223	601100 GFcc Supplies	\$1,600	\$1,600
\$1,079	\$839	601200 GFcc Postage	\$1,500	\$1,500
\$1,306		601300 GFcc Printing	\$0	\$0
\$3,449	\$2,778	601400 GFcc Copier charges	\$3,000	\$3,000
	\$2,818	601500 GFcc Public Notices	\$3,000	\$3,000
		601600 GFcc Organizational Fees	\$1,000	\$1,000
	\$105	601700 GFcc Memberships	\$0	\$0
\$0		601800 GFcc Books and subscriptions	\$200	\$200
	\$9,077	602200 GFcc Conferences	\$12,000	\$12,000
\$7,374	\$814	602300 GFcc Training, Prof. Advmnt.	\$1,200	\$1,200
\$0	\$80	603100 GFcc Mileage Reimbursement	\$100	\$100
		604100 GFcc Repair and Maintenance	\$400	\$400
\$0	\$74	605100 GFcc Contractual Services	\$0	\$0
\$1,076	\$1,132	624100 GFcc Clackamas Cities Dinners	\$960	\$960
\$809	\$1,323	624200 GFcc Council Work Sessions	\$1,000	\$1,000

\$1,702	\$892	624300	GFcc Mayor and Council expense	\$400	\$400
\$1,839	\$2,410	624600	GFcc Prog. - Volunteer Recogn.	\$2,800	\$2,800 <u>Note</u>
	\$475	740000	GFcc Furniture and Office Eq.	\$3,000	\$5,000
	\$200	951000	GFcc Council Dept Contingency	\$2,150	\$8,703 <u>Note</u>
<b>\$21,121</b>	<b>\$24,239</b>		<b>TOTAL EXPENDITURES</b>	<b>\$34,310</b>	<b>\$42,863</b>

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## REVENUES

<b>1997-99 Actual</b>	<b>1999-01 Actual</b>		<b>Object</b>	<b>2001-03 Budget</b>	<b>2003-05 Budget</b>
\$0		401100	GFcc Beginning Balance	\$2,340	\$10,893 <u>Note</u>
<b>\$0</b>	<b>\$0</b>		<b>TOTAL REVENUES</b>	<b>\$2,340</b>	<b>\$10,893</b>
<b>\$21,121</b>	<b>\$24,239</b>		<b>TOTAL NET BUDGET</b>	<b>\$31,970</b>	<b>\$31,970</b>

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Next program: administration

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**Department/Program: 025 Administration**

**Fund: 110 General Fund**

The Administration Department includes the city manager and support staff. The responsibilities of the department include day-to-day management of the city; converting City Council goals into action; managing city contracts, franchise agreements and grant projects, responding to citizen inquiries and complaints, working with state and federal elected officials and departments, managing city records, and thriving on chaos.

PAST GOALS	ACCOMPLISHMENTS
<b>Council goal:</b> Enter into a Special Transportation Area agreement with Oregon Dept. of Transportation for management of Highway 26 streets in Sandy.	Negotiations reached an impasse when the proposed agreement was found to be worse for the city than an existing 1965 agreement.
<b>Council goal:</b> Explore the creation of a street utility.	The street utility was created in the summer of 2002, but replaced by voters with a local fuel tax in a September 2002 election.
<b>Council goal:</b> Explore the creation of a street utility. Encourage and assist in the building of a museum/visitors center.	The plans for a museum/visitors center were approved by the city and a building permit was issued in the winter of 2002-03.

## OBJECTIVES FOR THE NEXT BIENNIUM

### Council goals:

- Adopt an Economic Development Strategy.
- Take a proactive approach to neighborhood outreach. This includes communication with all neighborhoods in the city, whether or not they are formally organized. Invite neighborhood leaders to a Neighborhood Summit.
- Work with Clackamas County on enforcement of illegal trash dumping regulations.

## EXPENDITURES

1997-99 Actual	1999-01 Actual	Object		2001-03 Budget	2003-05 Budget
\$203,216	\$257,436	511100	GFadm Salaries	\$200,051	\$210,927
\$13,584	\$98	521000	GFadm Payroll Taxes/Benefits	\$0	\$0
\$12,286	\$31,544	521100	GFadm Benefits City pd M&D	\$21,872	\$27,551
\$11,202	\$19,090	521200	GFadm Benefits City pd FICA/me	\$15,306	\$15,946
\$3,265	\$9,041	521300	GFadm Benefits City pd PERS	\$18,242	\$28,147
\$1,035		521350	GFadm Benefits City pd Retirem	\$0	\$0
\$6,182	\$8,908	521360	GFadm Benefits City pd Df.Comp	\$0	\$0



\$102	\$459	521400	GFadm Benefits City pd LifeIns	\$146	\$146	
\$77		521500	GFadm Pr tax w/c day/hour	\$0	\$0	
\$146	\$287	521600	GFadm Pr tax Unemployment	\$1,455	\$1,512	
\$901	\$392	521700	GFadm Pr tax Tri-Met	\$0	\$0	
\$897	\$1,386	521800	GFadm Pr tax Workers Comp	\$911	\$546	
\$1,294	\$2,471	601100	GFadm Supplies	\$800	\$800	
\$288	\$364	601200	GFadm Postage	\$300	\$1,200	
\$105	\$332	601300	GFadm Printing	\$300	\$0	
\$489	\$356	601400	GFadm Copier charges	\$400	\$400	
\$263	\$2,880	601700	GFadm Memberships	\$600	\$1,500	
	\$370	601800	GFadm Books and Subscriptions	\$300	\$250	
	\$5,349	602200	GFadm Conferences	\$7,000	\$6,000	Note
\$3,092	\$480	602300	Gfadm Training, Prof. Adv.	\$1,000	\$600	
\$0		602500	GFadm Meetings & Meals	\$0	\$300	
\$2,762	\$2,416	603100	GFadm Mileage reimbursement	\$8,400	\$8,400	
\$134	\$118	604100	GFadm Repair and Maintenance	\$200	\$250	
\$0	\$198	607100	GFadm Utilities	\$0	\$300	
\$19		610200	GFadm Bank Charges	\$0	\$40	
\$46	\$914	740000	GFadm Furniture & Office Equip	\$0	\$0	
\$2,999	\$1,009	740100	GFadm Computer Equipment	\$3,000	\$0	
		951000	GFadm Adm. Dept. Contingency	\$858	\$10,000	Note
<b>\$264,381</b>	<b>\$345,897</b>		<b>TOTAL EXPENDITURES</b>	<b>\$281,141</b>	<b>\$314,815</b>	

## REVENUES

<b>1997-99 Actual</b>	<b>1999-01 Actual</b>		<b>Object</b>	<b>2001-03 Budget</b>	<b>2003-05 Budget</b>	
\$0		401100	Admin Beginning Balance	\$3,758	\$11,358	Note
<b>\$0</b>	<b>\$0</b>		<b>TOTAL REVENUES</b>	<b>\$3,758</b>	<b>\$11,358</b>	
<b>\$264,381</b>	<b>\$345,897</b>		<b>TOTAL NET BUDGET</b>	<b>\$277,383</b>	<b>\$303,457</b>	

## STAFF

<b>1997-99 Actual</b>	<b>1999-01 Actual</b>	<b>Position</b>	<b>2001-03 Budget</b>	<b>2003-05 Budget</b>
1	0.93	City Manager	0.93	0.93
0	0	Clerk/Receptionist	0.4	0.2
0	0.2	Court Clerk	0.2	0.2
0.9	0.9	Pblc Svc Ctr Mgr	0	0
0	0.2	Permit Clerk	0.2	0.2
0	0.2	Secretary	0.1	0.3
0	0.2	Utility Clerk	0	0

1.9	2.63	TOTAL STAFF	1.83	1.83
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*Next program: City Attorney*

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**Department/Program: 026 City Attorney**

**Fund: 110 General Fund**

The city contracts with the firm of Hutchinson, Hammond & Walsh for city attorney services. The base contract calls for up to 25 hours per month, including attendance at the first council meeting of the month, and planning commission meetings. Additional time is billed on an hourly basis.

Legal services include developing city ordinances and resolution, enforcement of city codes, defense against lawsuits, and legal advice to the City Council and staff.

**BUDGET NOTE:** Beginning in the current biennium, City Attorney costs have been allocated to departments where appropriate, based on billing statements. This budget reflects the cost of general legal services.

## EXPENDITURES

1997-99 Actual	1999-01 Actual	Object	2001-03 Budget	2003-05 Budget	
	-\$188	601100	GFleg Supplies	\$0	\$0
\$0	\$96	601200	GFleg Postage	\$0	\$0
\$19	\$23	601400	GFleg Copier charges	\$0	\$0
\$99,962	\$93,164	608100	GFleg City Attorney	\$65,000	\$0
\$25,884	\$152,930	608101	GFleg City Attorney -Ortiz lit	\$5,000	\$0 <u>Note</u>
\$0		608102	GFleg City Attorneys	\$65,000	\$100,000 <u>Note</u>
\$1,854	\$3,083	626100	GFleg Ordinance Codification	\$0	\$0 <u>Note</u>
<b>\$127,719</b>	<b>\$249,109</b>	<b>TOTAL EXPENDITURES</b>	<b>\$135,000</b>	<b>\$100,000</b>	

## REVENUES

1997-99 Actual	1999-01 Actual	Object	2001-03 Budget	2003-05 Budget
No records returned.				
<b>\$0</b>	<b>\$0</b>	<b>TOTAL REVENUES</b>	<b>\$0</b>	<b>\$0</b>
<b>\$127,719</b>	<b>\$249,109</b>	<b>TOTAL NET BUDGET</b>	<b>\$135,000</b>	<b>\$100,000</b>

*Next program: Municipal Court*

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**Department/Program: 027 Municipal Court**

**Fund: 110 General Fund**

The Sandy Municipal Court under direction of Karen Brisbin, Presiding Judge, processes traffic infractions and code violations (other crimes are handled by the county court in Oregon City). Court is held on Tuesday mornings, three times a month. The number of citations handled by the court has increased substantially since 1985.

PAST GOALS	ACCOMPLISHMENTS
Upgrade the court software system.	Scheduled for approx. June 2003
Reduce the percentage of uncollected fines.	Uncollected fine amount reduced by 29% from 2001 to 2002.

### OBJECTIVES FOR THE NEXT BIENNIUM

Reductions in funding for Circuit Court and other elements of the criminal justice system may put pressure on the city to handle additional classes of offense at the municipal court level. While this might be more convenient for people who are cited locally (and reduce travel time for our officers), we should be careful about accepting any additional caseload unless the court could be operated on at least a break-even basis.

### BUDGET NOTES

For ease of administration, all traffic citation revenue is allocated to the Police Department. This revenue exceeds the cost of operating the Municipal Court. State and County assessments reduce the amount of net fine revenue the city keeps; beginning in 2003-05, these expenses are also shown in the Police budget.

## EXPENDITURES

1997-99 Actual	1999-01 Actual	Object	2001-03 Budget	2003-05 Budget
\$48,311	\$53,014	511100 GFmc Salaries	\$59,627	\$68,034
\$5,810		521000 GFmc Payroll Taxes/Benefits	\$0	\$0
\$5,157	\$9,455	521100 GFmc Benefits City pd M & D	\$11,355	\$15,808
\$2,424	\$3,962	521200 GFmc Benefits City pd FICA/med	\$4,564	\$5,137
\$2,516	\$4,371	521300 GFmc Benefits City pd PERS	\$5,441	\$9,076
\$52	\$69	521400 GFmc Benefits City pd Life Ins	\$76	\$84
\$34		521500 GFmc Pr tax w/c day/hour	\$0	\$0
\$32	\$46	521600 GFmc Pr tax Unemployment	\$438	\$487
\$198	\$80	521700 GFmc Pr tax Tri-met	\$0	\$0
\$187	\$321	521800 GFmc Pr tax Workers Comp.	\$205	\$225
\$1,471	\$1,486	601100 GFmc Supplies	\$2,400	\$2,000
\$1,860	\$2,156	601200 GFmc Postage	\$2,400	\$2,000

	\$380	601400	GFmc Copier charges	\$400	\$400	
\$35	\$220	601700	GFmc Memberships	\$300	\$500	
\$0		601800	GFmc Books and Subscriptions	\$100	\$100	
\$0	\$561	602200	GFmc Conferences	\$800	\$600	
\$343		602300	GFmc Training, Prof. Advancemt	\$400	\$100	
\$86	\$165	603100	GFmc Mileage Reimbursement	\$240	\$150	
\$709		604100	GFmc Repairs and Maintenance	\$500	\$500	
	\$660	605100	GFmc Contractual Services	\$0	\$0	
\$7,980	\$9,120	608300	GFmc Municipal Court Judge	\$10,000	\$10,000	Note
\$0	\$838	740000	GFmc Furniture and Office Eq.	\$0	\$0	
\$3,714	\$274	740100	GFmc Computer equipment	\$2,000	\$5,000	Note
		951000	GFmc Mun. Court D Contingency	\$0	\$640	Note
<b>\$80,920</b>	<b>\$87,179</b>		<b>TOTAL EXPENDITURES</b>	<b>\$101,246</b>	<b>\$120,841</b>	

## REVENUES

<b>1997-99 Actual</b>	<b>1999-01 Actual</b>		<b>Object</b>	<b>2001-03 Budget</b>	<b>2003-05 Budget</b>	
\$0		401100	Court Beginning Balance	\$0	\$7,267	Note
<b>\$0</b>	<b>\$0</b>		<b>TOTAL REVENUES</b>	<b>\$0</b>	<b>\$7,267</b>	
<b>\$80,920</b>	<b>\$87,179</b>		<b>TOTAL NET BUDGET</b>	<b>\$101,246</b>	<b>\$113,574</b>	

## STAFF

<b>1997-99 Actual</b>	<b>1999-01 Actual</b>	<b>Position</b>	<b>2001-03 Budget</b>	<b>2003-05 Budget</b>
0	0	Clerk/Receptionist	0.1	0.2
0.9	0.8	Court Clerk	0.8	0.8
0.1	0.1	Pbhc Svc Ctr Mgr	0	0
0	0.05	Permit Clerk	0.05	0.05
<b>1</b>	<b>0.95</b>	<b>TOTAL STAFF</b>	<b>0.95</b>	<b>1.05</b>

Next Program: Finance

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The mission of the Finance Department is to provide all proper and necessary accounting, auditing, personnel and financial management services to and for the City of Sandy. These services include receipting and disbursement of City financial resources (including utilities billing/collection and payroll), sound investment of City of Sandy cash, accurate and timely recording of all financial activity, monitoring compliance with Oregon Local Budget Law, maintaining financial records, accounting for fixed assets, monitoring financial compliance with various Federal, State, and local requirements and dealing with the involved governmental agencies, and providing support to City departments and staff in areas of financial management.

PAST GOALS	ACCOMPLISHMENTS
Implement "auto-pay" feature for direct payments of utility bills.	Done
Upgrade financial software to provide automatic journal entries between the utility billing, court, and general ledger systems.	Utility billing interfaced with general ledger; court interface to be completed when software company makes upgrade available. (Approx June 03)
Provide monthly financial reporting and budget information on the web.	Done
Issue Urban Renewal bonds.	Done
Upgrade accounting software from V5.17 to V6.0	Done
Develop 2 new utilities, Storm-water and Sandy Net and place on newly designed billing statement	Done
Place graph on billing statement so customers can view water usage history	Done
Submit PERS annual report electronically	Done
Submit AFLAC & ICMA monthly reports electronically	Done

#### OBJECTIVES FOR THE NEXT BIENNIUM

- Explore, develop and implement additional investments to increase rate of return following the City Investments Policy.
- Obtain Bldg permit module from software Co. and interface with G/L.
- Update City personnel manual.

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## EXPENDITURES

1997-99 Actual	1999-01 Actual	Object		2001-03 Budget	2003-05 Budget
\$85,115	\$68,182	511100	GFfin Salaries	\$146,282	\$189,070
\$5,606		521000	GFfin Payroll Taxes/Benefits	\$0	\$0
\$3,580	\$7,483	521100	GFfin Benefits City pd M & D	\$19,123	\$30,110
\$4,557	\$5,213	521200	GFfin Benefits City pd FICA/me	\$11,192	\$14,280
\$4,363	\$3,005	521300	GFfin Benefits City pd PERS	\$13,344	\$25,160
\$52	\$71	521400	GFfin Benefits City pd LifeIns	\$128	\$160
\$38		521500	GFfin Pr tax w/c day/hour tax	\$0	\$0
\$60	\$68	521600	GFfin Pr tax Unemployment	\$1,060	\$1,360
\$373	\$98	521700	GFfin Pr tax Tri-Met	\$0	\$0
\$277	\$381	521800	GFfin Pr tax Workers Comp.	\$494	\$640
\$1,741	\$3,058	601100	GFfin Supplies	\$1,800	\$4,000
\$417	\$1,437	601200	GFfin Postage	\$1,260	\$2,000
	\$2,095	601300	GFfin Printing	\$1,300	\$2,000
\$577	\$842	601400	GFfin Copier charges	\$625	\$1,000
\$994	\$323	601500	GFfin Public Notices	\$300	\$1,300
\$0	\$575	601600	GFfin Organizational Fees	\$750	\$750
	\$1,069	601700	GFfin Memberships	\$1,600	\$600
\$469	\$829	601800	GFfin Books and Subscriptions	\$1,250	\$620
\$513		602100	GFfin Employee Recruitment	\$0	\$0
	\$1,937	602200	GFfin Conferences	\$2,200	\$2,000
\$2,960	\$2,064	602300	GFfin Training, Prof. Adv.	\$2,500	\$2,500
\$0		602500	GFfin Meetings & Meals	\$0	\$200
\$0	\$751	603100	GFfin Mileage Reimbursement	\$1,300	\$600
\$857	\$1,770	604100	GFfin Repairs and Maintenance	\$3,000	\$2,000
\$0	\$5,476	605100	GFfin Contractual Services	\$3,000	\$5,000
\$0		607100	GFfin Utilities	\$250	\$0
\$0	\$750	609100	GFfin Insurance	\$825	\$1,650
\$0	\$494	628100	GFfin Bank Charges	\$300	\$600
\$8,933	\$4,723	740100	GFfin Computer Equipment	\$1,520	\$2,000
		951000	GFfin Finance Dept Contingency	\$15,360	\$0
<b>\$121,483</b>	<b>\$112,692</b>	<b>TOTAL EXPENDITURES</b>		<b>\$230,763</b>	<b>\$289,600</b>

## REVENUES

1997-99 Actual	1999-01 Actual	Object		2001-03 Budget	2003-05 Budget
\$0		401100	Finance Beginning Balance	\$34,648	\$0
<b>\$0</b>	<b>\$0</b>	<b>TOTAL REVENUES</b>		<b>\$34,648</b>	<b>\$0</b>
<b>\$121,483</b>	<b>\$112,692</b>	<b>TOTAL NET BUDGET</b>		<b>\$196,115</b>	<b>\$289,600</b>

## STAFF



<b>1997- 99 Actual</b>	<b>1999- 01 Actual</b>	<b>Position</b>	<b>2001-03 Budget</b>	<b>2003-05 Budget</b>
0	0	Acctg. Clerk	0.6	1
1	1	Finance Director	1	1
<b>1</b>	<b>1</b>	<b>TOTAL STAFF</b>	<b>1.6</b>	<b>2</b>

Next Program: Library

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The Sandy Library is a community-gathering place for over 13,000 card-holding patrons. The library provides over 45,000 holdings including books, magazines, audiocassettes, videos, DVDs, compact discs, Internet access and reference assistance in a friendly, customer-oriented atmosphere. Support of the library's budget is circulation-based, and is funded through the Clackamas County general fund (formerly the library levy), fines, donations and miscellaneous fees.

For more information, see [Library Program Review \(2000\)](#)

PAST GOALS	ACCOMPLISHMENTS
Complete improvements to front of library	The sidewalk and planters have been completed, and bricks for engraving continue to be sold.
Plan for expanded library Internet/Network access.	The library has increased the number of internet computers to 7, as well as added a second word processor, and installed a wireless system so additional computers can be added in the future.
Continue to develop the book and materials collection.	Since July of 2000, many outdated materials have been removed or replaced and the collection has had a net increase of almost 10,000 items.

#### OBJECTIVES FOR THE NEXT BIENNIUM

- Continue to purchase new materials in a timely manner, and continue to make work areas more efficient.
- Plan to increase number of public Internet stations, establish database stations at locations around the library.
- Enhance Young Adult area with new furniture and artwork, and explore possibility of providing after school programs for this age group.

#### BUDGET NOTES:

Even though circulation is increasing, we will receive less money because the county has cut back the amount allocated to libraries. Much of the accumulated carry-over will be spent in order to maintain the level of service that we have established.

#### EXPENDITURES

1997-99 Actual	1999-01 Actual	Object	2001-03 Budget	2003-05 Budget
\$301,231	\$402,225	511100 GFlib Salaries	\$447,760	\$469,107

\$20,591		521000	GFlib Payroll Taxes/Benefits	\$0	\$0	
\$17,551	\$47,058	521100	GFlib Benefits City pd M & D	\$71,712	\$97,861	
\$16,005	\$30,051	521200	GFlib Benefits City pd FICA/me	\$34,240	\$35,220	
\$14,707	\$30,371	521300	GFlib Benefits City pd PERS	\$36,730	\$58,310	
\$166	\$257	521400	GFlib Benefits City pd LifeIns	\$350	\$482	
\$201		521500	GFlib Pr tax w/c day/hour tax	\$0	\$0	
\$218	\$409	521600	GFlib Pr tax Unemployment	\$3,270	\$3,380	
\$1,344	\$582	521700	GFlib Pr tax Tri-Met	\$0	\$0	
\$1,275	\$2,518	521800	GFlib Pr tax Workers Comp.	\$1,490	\$1,570	
\$40	\$45	521901	GFlib Other - drug tests	\$200	\$216	
\$11,421	\$15,425	601100	GFlib Supplies	\$18,000	\$18,000	Note
\$320	\$741	601200	GFlib Postage	\$800	\$2,000	Note
\$1,431	\$1,513	601300	GFlib Printing	\$1,000	\$500	Note
\$23	\$16	601400	GFlib Copier charges	\$27	\$10	Note
	\$195	601700	GFlib Memberships	\$600	\$400	
-\$280	\$0	601800	GFlib Books & Subs. (NOT LIBR)	\$0	\$300	Note
\$68	\$312	602100	GFlib Employee Recruitment	\$1,200	\$500	
	\$689	602200	GFlib Conferences	\$1,400	\$1,000	Note
\$2,069	\$370	602300	GFlib Training, Prof. Adv.	\$2,400	\$700	Note
	\$1,403	603100	GFlib Mileage Reimbursement	\$1,450	\$2,000	
\$14,019	\$11,781	604100	GFlib Repairs and Maintenance	\$8,000	\$7,000	Note
\$889	\$767	605100	GFlib Contractual Services	\$7,000	\$13,200	Note
\$20,139	\$23,222	607100	GFlib Utilities	\$24,500	\$25,000	Note
\$0	\$5,239	608100	GFlib Professional Services	\$1,500	\$1,000	
\$2,510	\$3,025	609100	GFlib Insurance	\$7,700	\$5,000	
\$48,361	\$102,912	629101	GFlib Library Books	\$128,800	\$130,000	Note
\$6,124	\$3,678	629102	GFlib Library magazines	\$6,000	\$7,000	Note
\$8,724	\$12,814	629103	GFlib Videos/DVD's	\$11,000	\$20,000	Note
\$2,733	\$2,557	629104	GFlib Library Reference CD's	\$3,300	\$4,000	Note
\$0		629105	GFlib CD Rom software	\$1,700	\$2,000	Note
\$0		629106	GFlib CD Music	\$3,000	\$3,000	Note
\$0		629107	GFlib Audio Books	\$4,500	\$9,000	Note
\$0		629108	GFlib Program-story time	\$1,500	\$2,000	Note
	\$5,402	629200	GFlib Progr. -Child. State Lib	\$10,000	\$3,000	Note
\$2,680	\$4,584	629300	GFlib Program - Summer Reading	\$6,000	\$6,000	
\$0		629400	Brick Sale expenses	\$0	\$500	Note
\$0		716020	GFlib Sidewalk Project	\$43,811	\$0	
\$0		721009	GFlib New Roof	\$156,000	\$0	
\$195,735		722101	GFlib Library Expansion proj.	\$4,000	\$0	
	\$3,448	740000	GFlib Furniture & Office Eq	\$7,100	\$8,000	
\$29,487	\$13,410	740100	GFlib Computer Equipment	\$3,500	\$7,000	
		951000	GFlib Library Dept Contingency	\$307,852	\$29,618	Note
<b>\$719,781</b>	<b>\$727,021</b>		<b>TOTAL EXPENDITURES</b>	<b>\$1,369,392</b>	<b>\$973,874</b>	

## REVENUES

<b>1997-99 Actual</b>	<b>1999-01 Actual</b>		<b>Object</b>	<b>2001-03 Budget</b>	<b>2003-05 Budget</b>
\$0		401100	Library Beginning Balance	\$515,395	\$219,374 <u>Note</u>
\$6,797	\$9,204	441210	GFrev State Library Grant	\$8,750	\$3,000 <u>Note</u>
\$669,409	\$686,899	442100	GFrev County - Library Levy	\$712,000	\$700,000 <u>Note</u>
\$32,430	\$36,309	463100	GFrev Library Fines	\$36,500	\$41,000
\$5,892	\$6,880	477100	GFrev Misc Library (copier)	\$6,500	\$8,500 <u>Note</u>
\$1,775	\$3,334	477200	GFrev Summer Reading Program	\$1,000	\$1,500 <u>Note</u>
\$0		477400	Library Brick Sales	\$0	\$500 <u>Note</u>
<b>\$716,303</b>	<b>\$742,625</b>		<b>TOTAL REVENUES</b>	<b>\$1,280,145</b>	<b>\$973,874</b>
<b>\$3,478</b>	<b>-\$15,604</b>		<b>TOTAL NET BUDGET</b>	<b>\$89,247</b>	<b>\$0</b>

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## STAFF

<b>1997-99 Actual</b>	<b>1999-01 Actual</b>	<b>Position</b>	<b>2001-03 Budget</b>	<b>2003-05 Budget</b>
0	0	Children's Librarian	0	0.74
0	0	Lib. Catalog Specialist	0	0.6
4	4.46	Library Aide	5	3.14
0	0	Library Assistant	0	1.65
1	1	Library Director	1	1
0	0.6	Reference Librarian	0.88	0.88
1	1	Tech Svcs Librarian	1	0
<b>6</b>	<b>7.06</b>	<b>TOTAL STAFF</b>	<b>7.88</b>	<b>8.01</b>

Next program: Police

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The Sandy Police Department is a progressive department which believes in the "Community Policing" philosophy and strives to deliver quality personal service to the Sandy community. We are a full service agency with a wide variety of services. Some of the functions are criminal investigations, traffic control/enforcement, school resource partnerships, and animal control/code enforcement. Currently there are 6 patrol officers, 1 School Resource Officer, one Traffic Safety Officer, one Lieutenant and the Chief of Police. Office staff consists of 1 full time and one half-time position. There are an average 12 Reserves and 6 explorers.

For more information, see the [Police Program Review \(2000\)](#)

PAST GOALS	ACCOMPLISHMENTS
<b>Council goal:</b> Seek stable funding for the school resource officer positions.	Developed a stronger relationship with the Oregon Trail School District through training regarding the SRO program.
Obtain funding for the department's participation in the county 800 MHz radio system conversions. Increased dispatching costs are of concern and the cost of converting the radio system is nearly \$500,000 not including additional user fees.	The department has obtained the use of 10 portable 800 MHz radios and has been granted partial use of the countywide system for a nominal fee.
Obtain funding for a digital fingerprint center. The department is one of the few organizations that provide fingerprinting as a public service.	Still a goal.
Reduce liability in the use of lethal weapons.	Resources were used to obtain and train officers with the use of "less than lethal" weapons.

### OBJECTIVES FOR THE NEXT BIENNIUM

- Seek partial funding of the SRO program from the school district.
- Seek federal funds by which to transition to the 800 meg radio system.
- Develop staff as topic specific instructors for in-house training needs.

### BUDGET NOTES

Revenues such as 911 fees and the Diversion Grant are unstable due to the current economy. Traffic revenues (municipal court fines) should increase back to normal levels, as an officer will return to the neighborhood traffic safety position at the beginning of this biennium.

### EXPENDITURES

1997-99 Actual	1999-01 Actual	Object	2001-03 Budget	2003-05 Budget
\$810,876	\$829,146	511100 GFpol Salaries	\$1,093,150	\$1,112,802
\$0	\$164,999	511105 GFpol Progr. Sal. - COPS FAST	\$0	\$0

\$103,820	\$106,362	511200	GFpol Overtime	\$103,090	\$112,473	
\$5,764		511400	GFpol Police Holiday pay	\$9,842	\$9,842	
\$74,432	\$0	521000	GFpol Payroll Taxes/Benefits	\$0	\$0	
\$58,672	\$117,093	521100	GFpol Benefits City pd M & D	\$146,627	\$173,133	
\$50,241	\$82,473	521200	GFpol Benefits City pd FICA/me	\$91,531	\$92,660	
\$45,259	\$89,618	521300	GFpol Benefits City pd PERS	\$109,111	\$163,520	
\$668	\$882	521400	GFpol Benefits City pd LifeIns	\$982	\$920	
\$411		521500	GFpol Pr tax w/c day/hour tax	\$0	\$0	
\$664	\$1,107	521600	GFpol Pr tax Unemployment tax	\$8,709	\$8,800	
\$4,099	\$1,586	521700	GFpol Pr tax Tri-Met	\$0	\$0	
\$27,133	\$51,816	521800	GFpol Pr tax Workers Comp.	\$67,961	\$52,950	
\$80	\$58	521901	GFpol Other - drug tests	\$0	\$0	
\$18,896	\$24,504	601100	GFpol Supplies	\$21,000	\$21,000	
\$1,026	\$2,648	601200	GFpol Postage	\$2,100	\$2,000	
\$1,053	\$943	601300	GFpol Printing	\$800	\$800	
\$2,138	\$1,230	601400	GFpol Copier charges	\$1,100	\$1,100	
\$0	\$25	601500	GFpol Public Notices	\$0	\$0	
	\$2,171	601700	GFpol Memberships	\$2,000	\$2,000	
	\$2,224	601800	GFpol Books & Subscriptions	\$800	\$800	
\$6,956	\$12,974	601900	GFpol Uniforms	\$6,000	\$6,000	
\$0		602000	GFpol Uniform Cleaning	\$400	\$600	
	\$452	602100	GFpol Employee Recruitment	\$0	\$0	
	\$5,795	602200	GFpol Conferences	\$6,000	\$6,000	
\$8,285	\$7,486	602300	GFpol Training, Prof. Adv.	\$6,575	\$6,000	
\$0		602500	GFpol Meetings & Meals	\$425	\$425	
	\$6,462	603100	GFpol Mileage Reimbursement	\$9,200	\$12,000	
\$12,645	\$16,666	603200	GFpol Vehicle - fuel	\$15,000	\$12,000	
\$38,323	\$92,469	603300	GFpol Vehicle - State lease	\$84,600	\$95,000	Note
\$33,405	\$31,834	603500	GFpol Vehicle - repairs	\$20,000	\$20,000	
\$10,645	\$36,528	604100	GFpol Repairs and Maintenance	\$20,000	\$20,000	
\$20,091	\$23,691	607100	GFpol Utilities	\$25,960	\$27,000	
\$1,459		608100	GFpol Professional Services	\$0	\$0	
\$15,337	\$19,734	609100	GFpol Insurance	\$24,000	\$24,000	
\$59,321	\$108,852	627100	GFpol State/County Court Assmt	\$120,000	\$80,000	Note
\$2,579	\$2,173	630100	GFpol Ammunition/range practic	\$2,000	\$2,000	
\$3,080	\$2,675	630200	GFpol Police Chaplain	\$2,700	\$3,000	
\$59,957	\$85,632	630300	GFpol Police County Dispatch	\$88,000	\$100,000	Note
\$4,331	\$327	630400	GFpol Crime Prevention	\$1,000	\$0	
\$74	\$8,670	630500	GFpol Drug Forfeitures	\$2,000	\$2,000	
\$0		630550	Test Cup Program	\$450	\$0	
\$519	\$95	630600	GFpol Police Explorers	\$800	\$300	
\$3,945	\$5,400	630700	GFpol Investigation	\$2,500	\$800	
\$3,115	\$2,602	630800	GFpol Police Reserves	\$2,000	\$1,200	
\$479	\$136	630900	GFpol Thumbprint program	\$0	\$0	
\$71,215		722501	GFpol Police bldg remodel	\$0	\$0	
	\$1,003	740000	GFpol Furniture & Office Eq	\$1,500	\$0	
\$26,296	\$21,607	740100	GFpol Computer Equipment	\$5,000	\$3,000	
\$0		740150	Law Enf Block Grant Equipment	\$7,000	\$7,000	
	\$11,471	750000	GFpol Vehicles	\$0	\$0	
		951000	GFpol Police Dept Contingency	\$10,000	\$0	Note

\$1,587,292 \$1,983,616

TOTAL EXPENDITURES

\$2,121,913

\$2,183,125

**REVENUES**

1997-99 Actual	1999-01 Actual		Object	2001-03 Budget	2003-05 Budget
\$0		401100	Police Beginning Balance	\$28,111	-\$2,096 <u>Note</u>
\$0	\$164,999	440100	GFrev COPS FAST grant	\$0	\$0
\$36,973	\$43,765	441140	GFrev State Shared - 9 1 1	\$45,160	\$50,000 <u>Note</u>
\$7,646	\$14,637	441330	GFrev Misc. grants - Police	\$7,000	\$14,000
\$0		442300	GFrev County - Diversion Grant	\$40,000	\$0 <u>Note</u>
\$25,000	\$17,500	442701	GFrev Oregon Trail SD SROgrant	\$8,000	\$0 <u>Note</u>
\$2,204	\$1,867	456100	GFrev Police Reports	\$2,400	\$2,000
\$5,823	\$8,379	456300	GFrev Fingerprinting	\$6,000	\$6,500 <u>Note</u>
\$6,000	\$20,823	456400	GFrev Vehicle Impound	\$9,000	\$18,000
\$20		456500	GFrev Police Witness Fees	\$50	\$50
\$100		456600	GFrev Police Range Rent	\$100	\$0
\$70		456700	GFrev Police Thumbprint Prog.	\$0	\$0
\$0	\$17,228	456800	GFrev Police Asset Forfeiture	\$2,000	\$0
\$239,806	\$362,406	466100	GFrev Municipal Court Fines	\$336,000	\$300,000 <u>Note</u>
	\$14,950	466200	GFrev District Court fines	\$21,000	\$15,000
\$2,855	\$3,590	475300	GFrev Chaplain Donations	\$3,300	\$3,000
\$4,978	\$5,949	478030	GFrev Misc - Police	\$688	\$3,000
\$2,771		479030	GFrev Surplus Prop - Police	\$0	\$0
<b>\$334,247</b>	<b>\$676,093</b>		<b>TOTAL REVENUES</b>	<b>\$508,809</b>	<b>\$409,454</b>
<b>\$1,253,046</b>	<b>\$1,307,523</b>		<b>TOTAL NET BUDGET</b>	<b>\$1,613,104</b>	<b>\$1,773,671</b>

**STAFF**

1997-99 Actual	1999-01 Actual	Position	2001-03 Budget	2003-05 Budget
0	0	Lieutenant	1	1
0.2	0.28	Mechanic	0.28	0
0	0	Office Manager	1	1
7	8	Officer	9	8
1	1	Police Chief	1	1
1.2	1	Records Clerk/Secretary	0.5	0.5
1	1	Sergeant	0	0
<b>10.4</b>	<b>11.28</b>	<b>TOTAL STAFF</b>	<b>12.78</b>	<b>11.5</b>

*Next Program: Animal Control/Code Enforcement*

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**Department/Program: 031 Animal Control/Code Enforcement**

**Fund: 110 General Fund**

One non-sworn officer holds this position. Approximately 85% of the time is directed to code enforcement duties. The code officer works with the city's planning director to ensure compliance with building and sign codes. The officer is also responsible for investigation and follow-up of complaints concerning abandoned vehicles, weeds, junk in yards, and other nuisance codes. Animal control duties involve follow-up and investigation of all animal related issues within the city.

PAST GOALS	ACCOMPLISHMENTS
Build a kennel to replace the unusable unit currently at the city shops.	Still in process.

#### OBJECTIVES FOR THE NEXT BIENNIUM

- The Code Enforcement officer will work directly with the sign code committee, reviewing and updating the city ordinances pertaining to signs. Systems will be developed to increase compliance by our local businesses.

**BUDGET NOTES** Most non-personnel costs such as office supplies are charged to the police budget.

## EXPENDITURES

1997-99 Actual	1999-01 Actual	Object		2001-03 Budget	2003-05 Budget
\$52,568	\$57,575	511100	GFcod Salaries	\$63,240	\$74,129
\$4,306		521000	GFcod Payroll Taxes/Benefits	\$0	\$0
\$3,665	\$7,003	521100	GFcod Benefits City pd M & D	\$11,952	\$15,055
\$2,850	\$4,340	521200	GFcod Benefits City pd FICA/me	\$4,840	\$5,620
\$2,748	\$4,813	521300	GFcod Benefits City pd PERS	\$5,770	\$9,900
\$55	\$74	521400	GFcod Benefits City pd LifeIn	\$80	\$80
\$36		521500	GFcod Pr tax w/s day/hour tax	\$0	\$0
\$38	\$58	521600	GFcod Pr tax Unemployment	\$460	\$540
\$235	\$85	521700	GFcod Pr tax Tri-Met	\$0	\$0
\$1,727	\$2,875	521800	GFcod Pr tax Workers Comp.	\$3,150	\$3,690
\$482	\$80	601100	GFcod Supplies	\$300	\$0
\$18		601200	Gfcod Postage	\$0	\$0
\$1		601400	GFcod Copier charges	\$0	\$0
\$198		601900	GFcod Uniforms	\$300	\$0
\$403		603500	GFcod Vehicle - repairs	\$0	\$0
		631100	GFcod Program - Kennel	\$4,000	\$0



		951000	GFcod Code Enf Dept. Conting.	\$2,000	\$0	Note
\$69,328	\$76,902	<b>TOTAL EXPENDITURES</b>		\$96,092	\$109,014	

## REVENUES

1997-99 Actual	1999-01 Actual		Object	2001-03 Budget	2003-05 Budget	
\$0		401100	Code Beginning Balance	\$0	\$21,844	Note
\$0	\$0	<b>TOTAL REVENUES</b>		\$0	\$21,844	
\$69,328	\$76,902	<b>TOTAL NET BUDGET</b>		\$96,092	\$87,170	

## STAFF

1997-99 Actual	1999-01 Actual	Position	2001-03 Budget	2003-05 Budget
0.8	1	Enforcement Officer	1	1
0.8	1	<b>TOTAL STAFF</b>	1	1

Next Program: Recreation

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**Department/Program: 033 Recreation**

**Fund: 110 General Fund**

Sandy's quality Recreation services are built on personal growth, fun, health and fitness, family and friends.  
***SANDY RECREATION: GATEWAY TO A BETTER LIFE!***

For more information, see the [Recreation Program Review \(2000\)](#)

PAST GOALS	ACCOMPLISHMENTS
Explore the purchase or lease of a building as a recreation/leisure activities center. Explore partnerships and a grassroots design process.	Informal discussions with owners of Mt. Hood Athletic Club indicate a possible partnership on an expanded recreation facility
Illuminate the sign on the street side of the building.	Not yet.

#### OBJECTIVES FOR THE NEXT BIENNIUM

- **Council Goal:** Explore a public/private partnership to create a recreation/leisure activities center.
- Include a grassroots design process.
- Build on early success of Sandy Times cable television program
- Sponsor additional special events such as a Fun Run
- Increase media coverage for department events
- Illuminate the sign on the street side of the building
- Increase target marketing for classes
- Increase participation in Special Events such as Skatefest, Duathlon, and EASEY partnership events

#### EXPENDITURES

1997-99 Actual	1999-01 Actual	Object	2001-03 Budget	2003-05 Budget
\$106,511	\$93,624	511100 GFrec Salaries	\$126,030	\$138,601
\$7,997	\$0	521000 GFrec Payroll Taxes/Benefits	\$0	\$0
\$5,491	\$24,399	521100 GFrec Benefits City pd M & D	\$20,450	\$28,622
\$6,949	\$8,095	521200 GFrec Benefits City pd FICA/me	\$9,646	\$10,423
	\$6,684	521300 GFrec Benefits City pd PERS	\$10,901	\$17,507
\$58	\$66	521400 GFrec Benefits City pd LifeIns	\$80	\$121
\$53		521500 GFrec Pr tax w/c day/hour tax	\$0	\$0
\$74	\$126	521600 GFrec Pr tax Unemployment	\$924	\$1,002
\$456	\$192	521700 GFrec Pr tax Tri-Met	\$0	\$0
\$2,857	\$4,947	521800 GFrec Pr tax Workers Comp.	\$5,589	\$6,118
\$5,882	\$6,070	601100 GFrec Supplies	\$8,500	\$6,500

\$1,447	\$1,347	601200	GFrec Postage	\$1,800	\$2,000	
\$7,534	\$6,119	601300	GFrec Printing	\$11,500	\$8,000	
\$2	\$296	601400	GFrec Copier charges	\$500	\$1,000	
\$18		601700	GFrec Books and Subscriptions	\$100	\$300	
\$0		601900	GFrec Uniforms	\$200	\$200	
	\$3,763	602100	GFrec Employee Recruitment	\$200	\$1,000	
	\$1,236	602200	GFrec Conferences	\$900	\$2,000	
\$1,086	\$1,624	602300	GFrec Training, Prof. Adv.	\$400	\$1,000	
\$0		602500	GFrec Meetings & Meals	\$0	\$200	
\$82	\$215	603100	GFrec Mileage reimbursement	\$200	\$1,000	
		603200	GFrec Vehicle - fuel	\$600	\$500	
\$811	\$145	603500	GFrec Vehicle - repairs	\$0	\$500	
\$319	\$157	604100	GFrec Repairs and Maintenance	\$600	\$1,000	
\$10,614	\$11,957	607100	GFrec Utilities	\$12,500	\$15,000	
\$3,634	\$4,527	609100	GFrec Insurance	\$5,400	\$7,000	
\$0	\$42	628200	GFrec VISA Merchant Fee	\$350	\$300	
\$78,262	\$76,726	633100	GFrec Program - Recreation	\$112,000	\$88,000	Note
\$4,375		633101	GFrec Program Rec - DeBiccari	\$0	\$0	
\$28,712	\$32,416	633200	GFrec Program -Youth Basketball	\$39,000	\$38,000	
\$14,061	\$9,825	633400	GFrec Progr -Concerts in Park	\$10,700	\$14,000	Note
\$0		633500	GFrec Prog - Movies in Park	\$30,000	\$10,000	Note
\$640		720000	GFrec Buildings	\$0	\$5,000	
\$3,450	\$495	740000	GFrec Furniture & Office Eq.	\$0	\$1,500	
	\$385	951000	GFrec Rec. Dept Contingency	\$7,500	\$3,373	Note
<b>\$291,374</b>	<b>\$295,476</b>		<b>TOTAL EXPENDITURES</b>	<b>\$416,570</b>	<b>\$409,767</b>	

## REVENUES

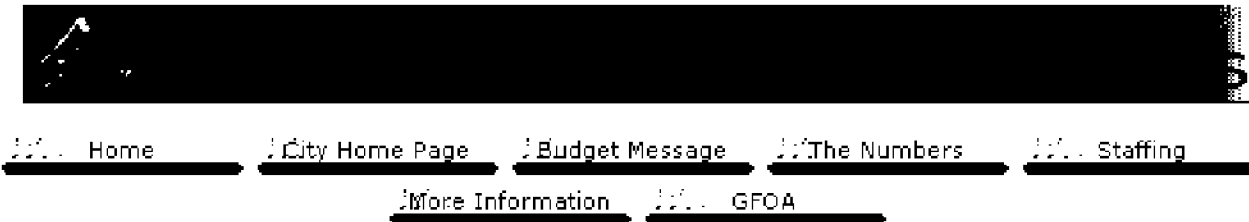
<b>1997-99 Actual</b>	<b>1999-01 Actual</b>		<b>Object</b>	<b>2001-03 Budget</b>	<b>2003-05 Budget</b>	
\$0		401100	Rec Beginning Balance	\$10,000	\$13,416	Note
\$126,999	\$87,706	436100	GFrev Recreation Fees	\$122,000	\$110,000	Note
	\$37,661	436110	GFrev Rec.- Youth Basketball	\$41,000	\$40,000	
<b>\$126,999</b>	<b>\$125,366</b>		<b>TOTAL REVENUES</b>	<b>\$173,000</b>	<b>\$163,416</b>	
<b>\$164,375</b>	<b>\$170,110</b>		<b>TOTAL NET BUDGET</b>	<b>\$243,570</b>	<b>\$246,351</b>	

## STAFF

<b>1997-99 Actual</b>	<b>1999-01 Actual</b>		<b>Position</b>	<b>2001-03 Budget</b>	<b>2003-05 Budget</b>
0.25	0.2		Community Services Director	0.2	0.2
0.25	0.25		Receptionist/Secretary	0.38	0.42
0.8	0.8		Recreation Supervisor	0.8	0.8
0.27	0.3		Summer Program	0.3	0.3

0.31	0.34	Van Driver	0.34	0.29
<b>1.88</b>	<b>1.89</b>	<b>TOTAL STAFF</b>	<b>2.02</b>	<b>2.01</b>

*Next Program: Senior Center*


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<b>Department/Program:</b> 034 Senior Center
<b>Fund:</b> 110 General Fund

The Sandy Senior Center is a one-stop focal point center providing nutrition, transportation, recreation and social services for adults 60 years and better residing within the Oregon Trail School District (exclusive of the Hoodland area).

For more information, see the [Senior Center Program Review \(2000\)](#)

PAST GOALS	ACCOMPLISHMENTS
Program to attract new participants while continuing to meet the needs of long-time members	Programs popular with recently retired adults include fitness classes, computer instruction, excursions to local casinos and other points of interest, painting and card playing. Successful purchase of new van—90% grant funded. Coordination of client services continues to be in high demand.
Complete Community Development Block Grant Senior/Community Center siding project	Done.
Evaluate the nutrition program	With council's allocation of an additional \$5,000 in the nutrition program a popular salad alternative is now available at lunch time.

### OBJECTIVES FOR THE NEXT BIENNIUM

As a service-based department, our staff and volunteers share the same vision in providing the highest quality service to as many citizens as possible. With participants ranging in age from their 60's to their 90's, the challenge comes in trying to meet the wide variety of needs of two generations of older adults and their families.

Specific objectives for the two-year budget period include:

- **Council Goal:** Encourage increased use of the senior center by younger retirees
- Add awning and lighting to west side of building
- Install surveillance system for added building security
- Implement an extended excursion travel program
- Develop a brochure advertising senior center programs and services
- Continue improvements with nutrition program
- Work with Golden Age Club to develop a New Member/Guest welcome packet
- Install new flooring upstairs and complete other cosmetic improvements to building
- Develop a volunteer opportunity data base

### BUDGET NOTES

Funding for expanded transit services to elderly and disabled individuals in the unserved and underserved areas of Clackamas County may be cut or reduced for the 2003-05 biennium due to budget problems at the State level.

## EXPENDITURES

1997-99 Actual	1999-01 Actual	Object		2001-03 Budget	2003-05 Budget
\$144,875	\$155,197	511100	GFsen Salaries	\$182,600	\$195,467
\$30,650	\$30,567	511103	GFsen Prog. Sal. -Nutrition	\$32,840	\$34,425
\$10,534	\$11,798	511104	GFsen Prog. Sal. - Alzh	\$11,320	\$11,873
\$11,075		521000	GFsen Payroll Taxes/Benefits	\$0	\$0
\$8,362	\$16,307	521100	GFsen Benefits City pd M & D	\$36,656	\$46,446
\$8,996	\$13,761	521200	GFsen Benefits City pd FICA/me	\$17,361	\$18,273
\$8,633	\$14,767	521300	GFsen Benefits City pd PERS	\$19,640	\$31,445
\$53	\$132	521400	GFsen Benefits City pd LifeIns	\$72	\$171
\$85		521500	GFsen Pr tax w/c day/hour tax	\$85	\$85
\$126	\$179	521600	GFsen Pr tax Unemployment	\$1,652	\$1,726
\$779	\$284	521700	GFsen Pr tax Tri-Met	\$0	\$0
\$4,329	\$7,936	521800	GFsen Pr tax Workers Comp.	\$10,173	\$10,849
	\$15	521901	GFsen Other - drug tests	\$40	\$40
\$5,168	\$6,284	601100	GFsen Supplies	\$7,750	\$7,000
\$810	\$1,526	601200	GFsen Postage	\$2,000	\$2,000
\$1,902	\$2,168	601300	GFsen Printing	\$2,600	\$2,000
\$447	\$624	601400	GFsen Copier charges	\$400	\$1,000
\$0	\$41	601500	GFsen Public Notices	\$50	\$0
\$310	\$256	601700	GFsen Memberships	\$200	\$300
\$58	\$51	601800	GFsen Books and Subscriptions	\$100	\$100
\$0		602100	GFsen Employee Recruitment	\$100	\$200
	\$550	602200	GFsen Conferences	\$1,200	\$1,000
\$266	\$351	602300	GFsen Training, Prof. Adv.	\$400	\$200
\$0		602500	GFsen Meetings & Meals	\$0	\$200
\$308	\$1,112	603100	GFsen Mileage Reimbursements	\$1,000	\$2,000
	\$5,282	603200	GFsen Vehicle - fuel	\$6,000	\$7,500
	\$5,920	603300	GFsen Vehicle - State Lease	\$7,500	\$0
\$9,520	\$1,602	603500	GFsen Vehicle - repairs	\$6,000	\$5,000
\$9,650	\$8,615	604100	GFsen Repairs & Maintenance	\$6,500	\$10,000
\$0	\$178	604110	GFsen Elevator Maintenance	\$4,500	\$2,500
\$10,673	\$11,910	607100	GFsen Utilities	\$12,200	\$20,000
\$3,634	\$4,527	609100	GFsen Insurance	\$5,700	\$7,000
\$0		628200	GFsen VISA Merchant Fee	\$200	\$150
\$29,013	\$40,153	634100	GFsen Prog. -Senior Activities	\$55,000	\$90,000
\$898	\$738	634200	GFsen Prog. - Alzheimers	\$1,100	\$1,000
\$35	\$89	634300	GFsen Program. - Music Program	\$200	\$300
\$62,787	\$48,299	634400	GFsen Program - Nutrition	\$72,000	\$46,346
\$2,929		720000	GFsen Buildings	\$15,000	\$2,000
\$2,459	\$495	740000	GFsen Furniture and Office Eq.	\$3,000	\$500
	\$200	951000	GFsen Sen. Dept Contingency	\$15,000	\$0
<b>\$369,364</b>	<b>\$391,914</b>	<b>TOTAL EXPENDITURES</b>		<b>\$538,139</b>	<b>\$559,096</b>

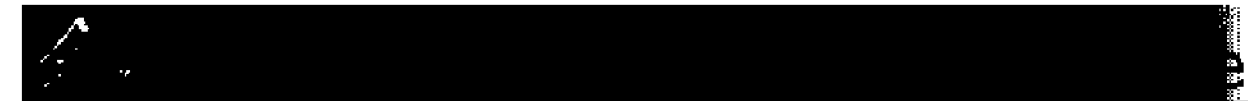
**REVENUES**

<b>1997-99 Actual</b>	<b>1999-01 Actual</b>		<b>Object</b>	<b>2001-03 Budget</b>	<b>2003-05 Budget</b>
\$0		401100	Seniors beginning Balance	\$52,689	-\$37,896 <small>Note</small>
\$41,426	\$35,783	437100	GFrev Senior Activity Fee	\$65,000	\$60,000
\$120,078	\$115,780	442200	GFrev County - Sr Citizens Gr	\$140,000	\$140,000
\$9,000	\$10,500	442210	GFrev County - Sr Disabled Gr	\$0	\$0
\$53,996	\$55,894	475100	GFrev Nutrition Program	\$73,000	\$80,000
-\$2,422	\$0	475200	GFrev Volunteer Transportation	\$0	\$0
<b>\$222,078</b>	<b>\$217,957</b>		<b>TOTAL REVENUES</b>	<b>\$330,689</b>	<b>\$242,104</b>
<b>\$147,287</b>	<b>\$173,956</b>		<b>TOTAL NET BUDGET</b>	<b>\$207,450</b>	<b>\$316,992</b>

**STAFF**

<b>1997-99 Actual</b>	<b>1999-01 Actual</b>	<b>Position</b>	<b>2001-03 Budget</b>	<b>2003-05 Budget</b>
0.75	0.7	Community Services Director	0.7	0.7
0.56	0.63	Nutrition	0.63	0.63
0.2	0.2	Program Coord.--Alzh.	0.2	0.2
0.25	0.25	Receptionist/Secretary	0.38	0.42
0.2	0.2	Recreation Supervisor	0.2	0.2
0.63	0.88	Social Services	0.88	0.88
0.25	0.29	Van Driver	0.29	0.34
<b>2.84</b>	<b>3.15</b>	<b>TOTAL STAFF</b>	<b>3.28</b>	<b>3.37</b>

*Next Program: Parks Maintenance*


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**Department/Program: 035 Parks Maintenance**
**Fund: 110 General Fund**

The Parks Maintenance program (part of the Public Works Department) operates and maintains the city's developed parks. The city's parks include Meinig Memorial Park, Tupper Park, Jonsrud Viewpoint, Tickle Creek Park, Cascadia Park, and (through an agreement with the Oregon Trail School District) the Bell Street Ball Fields. The Sandy Bluff Park, and possibly a Double Creek Park, will be added to the inventory in the next biennium. The parks maintenance workers also maintain the landscaped entry triangles in Sandy's downtown, and perform building maintenance duties.

For more information, see the [Park Maintenance Program Review \(2000\)](#)

PAST GOALS	ACCOMPLISHMENTS
Replace the Meinig Park Gazebo (subject to grant availability).	A \$25,000 State Parks grant (from lottery funds) was awarded as 50% funding for construction of a new picnic gazebo. Work will be complete by the summer of 2003.

#### OBJECTIVES FOR THE NEXT BIENNIUM

- Keep up with a growing inventory of active and passive park land and open space.
- Complete Meinig Park improvements, including a new amphitheater, day lighting a small section of creek, and a riparian area demonstration project on No Name Creek.

**BUDGET NOTES** To keep up with the growing park acreage, the budget includes a seasonal (half-year) parks maintenance worker and associated equipment, and an increase in contract expenses for landscape maintenance. The capital cost of the Meinig Park improvements will come primarily from the Park Capital Improvements Fund.

## EXPENDITURES

1997-99 Actual	1999-01 Actual	Object	2001-03 Budget	2003-05 Budget
\$78,333	\$81,223	511100 GFpkm Salaries	\$86,040	\$123,873
\$6,995		521000 GFpkm Payroll Taxes/Benefits	\$0	\$0
\$5,979	\$9,891	521100 GFpkm Benefits City pd M & D	\$13,147	\$27,945
\$4,270	\$6,198	521200 GFpkm Benefits City pd FICA/me	\$6,583	\$9,356
\$3,777	\$6,412	521300 GFpkm Benefits City pd PERS	\$7,145	\$16,006
\$68	\$81	521400 GFpkm Benefits City pd LifeIns	\$88	\$135
\$46		521500 GFpkm Pr tax w/c day/hour tax	\$0	\$0
\$56	\$80	521600 GFpkm Pr tax Unemployment	\$630	\$884



\$347	\$122	521700	GFpkm Pr tax Tri-Met	\$0	\$0
\$2,395	\$3,784	521800	GFpkm Pr tax Workers Comp.	\$4,068	\$5,091
\$0		521901	GFpkm Other -drug tests	\$200	\$200
\$3,758	\$4,568	601100	GFpkm Supplies	\$6,000	\$7,000
\$1,301	\$10	601200	GFpkm Postage	\$30	\$30
\$3,466	\$62	601300	GFpkm Printing	\$50	\$30
\$394	\$14	601400	GFpkm Copier charges	\$50	\$30
\$0	\$87	601500	GFpkm Public Notices	\$0	\$0
\$0		601700	GFpkm Memberships	\$250	\$0
\$130	\$55	602100	GFpkm Employee Recruitment	\$200	\$100
\$202	\$235	602300	GFpkm Training, Prof. Adv.	\$200	\$250
\$40		603100	GFpkm Mileage Reimbursement	\$0	\$50
		603200	GFpkm Vehicle - fuel	\$1,700	\$1,000
	\$546	603300	GFpkm Vehicle - State Lease	\$250	\$900
\$1,744	\$761	603500	GFpkm Vehicle - repairs	\$1,300	\$1,500
\$5,985	\$2,066	604100	GFpkm Repairs & Maintenance	\$6,200	\$8,000
\$0		604200	GFpkm Nature Trail Materials	\$4,000	\$4,000
\$3,416	\$6,272	605100	GFpkm Contractual Services	\$2,400	\$6,000
\$831	\$321	606100	GFpkm Equipment Rental	\$1,600	\$1,500
\$4,251	\$3,871	607100	GFpkm Utilities	\$4,500	\$5,000
\$706	\$4,750	608100	GFpkm Professional Services	\$2,400	\$2,000
\$1,950	\$1,588	609100	GFpkm Insurance	\$3,300	\$2,400
\$341		635100	GFpkm Prog. -Parks Master Plan	\$0	\$0
	\$2,000	635200	GFpkm Prog. - Skateboard Park	\$0	\$1,000
	\$1,293	715000	GFpkm Parks Imprvmnts-General	\$0	\$24,000
\$2,338	\$2,107	715010	GFpkm Meinig Park	\$5,500	\$50,000
\$0		715011	GFpkm Meinig Park restrooms	\$0	\$400
\$0		715012	GFpkm Meinig Park Gazebo	\$10,000	\$1,000
		715020	GFpkm Fantasy Forest	\$0	\$200
\$9,210	\$822	715030	GFpkm Tupper Park	\$1,000	\$1,000
	\$262	715050	GFpkm Jonsrud Viewpoint	\$1,000	\$300
\$664		760000	GFpkm Machinery and Equipment	\$7,000	\$24,000
\$67,649		910350	GFpkm Transfer to Parks CP Fd	\$0	\$0
<b>\$210,641</b>	<b>\$139,478</b>	<b>TOTAL EXPENDITURES</b>		<b>\$176,831</b>	<b>\$325,180</b>

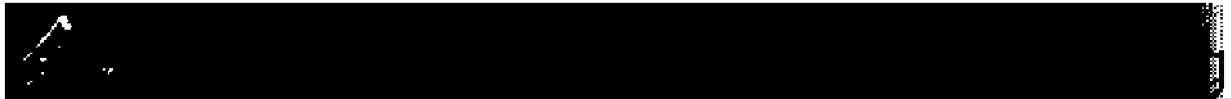
## REVENUES

1997-99 Actual	1999-01 Actual	Object	2001-03 Budget	2003-05 Budget
\$0		401100 Parks Beginning Balance	\$20,770	\$0
<b>\$0</b>	<b>\$0</b>	<b>TOTAL REVENUES</b>	<b>\$20,770</b>	<b>\$0</b>
<b>\$210,641</b>	<b>\$139,478</b>	<b>TOTAL NET BUDGET</b>	<b>\$156,061</b>	<b>\$325,180</b>

**STAFF**

<b>1997- 99 Actual</b>	<b>1999- 01 Actual</b>	<b>Position</b>	<b>2001-03 Budget</b>	<b>2003-05 Budget</b>
0	0.1	Comm Svcs Director	0.1	0.1
0	0.18	Parks Attendant	0.18	0.18
0	0	Parks Seasonal	0	0.5
1.25	1	Parks Worker	1	1
0.05	0	Public Works Director	0	0
<b>1.3</b>	<b>1.28</b>	<b>TOTAL STAFF</b>	<b>1.28</b>	<b>1.78</b>

*Next Program: Planning*



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<b>Department/Program: 036 Planning</b>
<b>Fund: 110 General Fund</b>

The Planning & Development Department is committed to serving existing and new residents with comprehensive planning services in the belief that a growing community can remain livable, can meet the needs of its citizens and become a diverse community with jobs and housing needs met.

For more information, see [Planning & Development Program Review \(2000\)](#)

PAST GOALS	ACCOMPLISHMENTS
<b>Council Goal:</b> Update downtown development standards.	In process.
<b>Council Goal:</b> Improve library sidewalk area.	Done.
<b>Council Goal:</b> Consider new standards for city street standards ("skinny streets").	Neighborhood Streets Ordinance adopted. Includes "Green Streets" options.
<b>Council Goal:</b> Adopt new flood and slope hazard ordinance, including new erosion control and hillside development chapters.	Flood and Slope Hazard, Hillside Development, and Erosion Control Ordinances adopted. Locally Significant Wetland Inventory adopted.
<b>Council Goal:</b> Adopt a "Dark Skies" Ordinance	Done.
<b>Council Goal:</b> Draft a downtown plan map as a development/planning tool.	In process.
<b>Council Goal:</b> Adopt Urban Forestry Ordinance	Done.
<b>Council Goal:</b> Adopt an ordinance regulating annexations to the city.	Done.
<b>Council Goal:</b> Complete feasibility study for development of public parking south of Pioneer Blvd.	Land acquired. Design nearly complete; construction expected during summer of 2003.
<b>Council Goal:</b> Adopt code revisions related to "housekeeping" incorporating downtown design standards.	In process.

**OBJECTIVES FOR THE NEXT BIENNIUM**

- Refine downtown design standards in the city's development code. Draft a downtown plan map as a development/planning tool.
- Develop a tree planting program.
- Consider options for dealing with large vacant retail buildings, and for landscaping vacant downtown lots.
- Complete "housekeeping" changes to the development code.
- Review and improve the sign code.
- Construct a downtown public parking lot.
- Explore the feasibility of an office building featuring executive suites.
- Support a full range of restaurant options for Sandy residents.
- Pursue creation of a downtown public plaza.
- Establish a program for recognizing residents who improve the appearance of their homes and lots.

## BUDGET NOTES

Prior to 2001-03, the Building and Planning programs were combined into a single budget. In response to new state legislation, the Building program was separated in 2001-03 as a separate budgetary unit.

The Planning & Development Department is carrying over a contingency account as a buffer against the inevitable slowdown in construction activity. Beginning in July of 2000, the Planning & Development Department was separated into two separate departments because of changes in state law. The Building Department has a separate budget to better track cost of providing services and to ensure that all funds received by the Building Department are expended only for building-related items.

## EXPENDITURES

1997-99 Actual	1999-01 Actual	Object	2001-03 Budget	2003-05 Budget	
\$0		511100 GFplng Salaries	\$183,789	\$164,671	
\$0		521100 GFplng Benefits City pd M&D	\$25,098	\$26,346	
\$0		521200 GFplng Benefits City pd FICA/m	\$14,063	\$7,740	
\$0		521300 GFplng Benefits City pd PERS	\$16,761	\$13,658	
\$0		521400 GFplng Benefits City pd Lifein	\$168	\$140	
\$0		521600 GFplng Pr tax Unemployment	\$1,342	\$737	
\$0		521800 GFplng Pr tax Workers Comp	\$859	\$654	
\$0		601100 GFplng Supplies	\$3,350	\$3,500	
\$0		601200 GFplng Postage	\$1,725	\$2,500	
\$0		601300 GFplng Printing	\$460	\$2,500	
\$0		601400 GFplng Copier Charges	\$2,030	\$4,000	
\$0	\$0	601450 GF plng Bornstedt Ville Chgs	\$0	\$1,000	
\$0		601500 GFplng Public Notices	\$4,060	\$5,500	
\$0		601600 GFplng Organizational Fees	\$913	\$0	
\$0		601700 GFplng Memberships	\$203	\$1,000	
\$0		601800 GFplng Books and Subscriptions	\$400	\$450	
\$0		602200 GFplng Conferences	\$1,400	\$6,050	Note
\$0		602300 GFplng Training, Prof. Adv	\$1,625	\$2,450	
\$0		602500 GFplng Meetings & Meals	\$0	\$1,000	
\$0		603100 GFplng Mileage Reimbursement	\$1,025	\$1,200	
\$0		604100 GFplng Repairs and Maintenance	\$300	\$0	
\$0		605100 GFplng Contract Services	\$14,500	\$18,000	
\$0		608102 GFplng City Attorneys	\$0	\$50,000	Note

\$0		608200	GFplng Prof Svc - Engineering	\$14,500	\$15,000
\$0		608500	GFplng Prof Svc - Planning	\$73,000	\$65,000
\$0	\$0	628200	GFplng VISA Merchant Fee	\$0	\$0
\$0		637301	GFplng Wetlands/4(d)	\$12,500	\$0
\$0		637302	GFplng Records Mgmt/Storage	\$4,000	\$1,000
\$0	\$0	639610	GFplng Tree City USA	\$0	\$12,000
\$0		740000	GFplng Furniture & Office Eq.	\$2,000	\$4,000
\$0		740100	GFplng Computer Equipment	\$4,800	\$5,000
\$0		951000	GFplng Contingency	\$359,429	\$135,554
<b>\$0</b>	<b>\$0</b>		<b>TOTAL EXPENDITURES</b>	<b>\$744,300</b>	<b>\$550,650</b>

**REVENUES**

<b>1997-99 Actual</b>	<b>1999-01 Actual</b>		<b>Object</b>	<b>2001-03 Budget</b>	<b>2003-05 Budget</b>
\$0		401100	Planning Beginning Balance	\$419,856	\$278,197
	\$130,252	434200	GFrev Permit Adm. Fee	\$73,900	\$100,000
\$60,917	\$100,225	454100	Sign,Temp. A-Frame/Banner	\$53,000	\$50,000
\$0		454200	Plang EC Permit 1&2 Family	\$15,950	\$15,000
\$0		454300	Plang ZRF-SFD	\$11,500	\$18,000
\$0		454400	Plang EC Plan Check	\$8,340	\$8,000
\$0		466100	Planning Refund	\$0	-\$10,000
\$3,212	\$2,183	478100	GFrev Planning docs/copies	\$2,400	\$500
\$350		478200	GFrev Reimb Plng Prof Services	\$0	\$0
<b>\$64,479</b>	<b>\$232,660</b>		<b>TOTAL REVENUES</b>	<b>\$584,946</b>	<b>\$459,697</b>
<b>-\$64,479</b>	<b>-\$232,660</b>		<b>TOTAL NET BUDGET</b>	<b>\$159,354</b>	<b>\$90,953</b>

**STAFF**

<b>1997-99 Actual</b>	<b>1999-01 Actual</b>	<b>Position</b>	<b>2001-03 Budget</b>	<b>2003-05 Budget</b>
0	0	Associate Planner	0.82	0.82
0	0	Engineering Tech.	0.2	0.2
0	0	Planning Director	0.73	0.73
0	0	Secretary	0.35	0
<b>0</b>	<b>0</b>	<b>TOTAL STAFF</b>	<b>2.1</b>	<b>1.75</b>

Next Program: Building

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The Building Division is committed to serving existing and new residents with comprehensive enforcement of building, plumbing, mechanical and fire and life safety codes of the State of Oregon. This division ensures that commercial and industrial buildings, residential dwellings, and public buildings such as schools and government buildings are constructed in conformance with all regulatory codes to ensure the continued safety and well-being of all members of the community. Fees were adjusted to reflect current State of Oregon valuation data and forms revised in accordance with establishment of the Tri-County Builders Board.

PAST GOALS	ACCOMPLISHMENTS
Continue archiving of the building files in the electronic records system.	Archiving of residential permits is partially complete. Commercial permit archiving has not been started due to current staff workloads.
Continue to respond to calls for inspection within 24 hours.	This goal has been met.
Continue to meet plan review turnaround of 10 working days for residential permits and thirty days for commercial permits.	This goal has been met.

#### OBJECTIVES FOR THE NEXT BIENNIUM

- Continue archiving of the building files in the electronic records system.
- Continue to provide high quality service with quick turnaround.

#### BUDGET NOTES

The Building Department is carrying over a contingency account as a buffer against the inevitable slowdown in construction activity.

## EXPENDITURES

1997-99 Actual	1999-01 Actual	Object	2001-03 Budget	2003-05 Budget
\$340,938	\$265,715	511100 GFp&d Salaries	\$186,788	\$208,023
\$27,269		521000 GFp&d Payroll Taxes/Benefits	\$0	\$0
\$23,815	\$28,278	521100 GFp&d Benefits City pd M & D	\$23,904	\$35,380
\$18,447	\$20,180	521200 GFp&d Benefits City pd FICA/me	\$14,293	\$15,936
\$16,840	\$21,410	521300 GFp&d Benefits City pd PERS	\$17,042	\$28,110
\$0		521360 ICMAPD-CITY PD	\$0	\$1,416
	\$242	521400 GFp&d Benefits City pd LifeIns	\$160	\$188

\$171		521500	GFp&d Pr tax w/c day/hour tax	\$0	\$0
\$244	\$256	521600	GFp&d Pr tax Unemployment	\$1,364	\$1,524
\$1,506	\$552	521700	GFp&d Pr tax Tri Met	\$0	\$0
\$1,716	\$2,431	521800	GFp&d Pr tax Workers Comp.	\$2,043	\$2,109
		521901	GFp&d Other - drug tests	\$0	\$80
\$6,193	\$4,947	601100	GFp&d Supplies	\$4,060	\$2,400
\$3,165	\$1,409	601200	GFp&d Postage	\$255	\$1,600
\$5,148	\$634	601300	GFp&d Printing	\$615	\$100
\$4,923	\$2,256	601400	GFp&d Copier charges	\$1,175	\$700
\$5,284	\$2,300	601500	GFp&d Public Notices	\$0	\$0
\$128		601600	GFp&d Organizational Fees	\$110	\$300
\$1,164	\$1,418	601700	GFp&d Memberships	\$500	\$1,500
\$828	\$591	601800	GFp&d Books and Subscriptions	\$950	\$300
\$1,033		602100	GFp&d Employee Recruitment	\$600	\$0
\$1,505	\$879	602200	GFp&d Conferences	\$800	\$700
\$1,989	\$804	602300	GFp&d Training, Prof. Adv.	\$1,800	\$2,000
\$4,316	\$3,646	603100	GFp&d Mileage Reimbursement	\$3,900	\$4,300
\$276	\$55	604100	GFp&d Repairs and Maintenance	\$100	\$300
\$0	\$2,239	605101	GFp&d Contract Serv. -Planning	\$0	\$0
		605102	GFp&d Contract Serv. - Bldg	\$4,000	\$1,000
	\$568	605103	GFp&d Contract Serv. -Plumbing	\$3,600	\$2,000
\$656	\$716	607100	GFp&d Utilities	\$600	\$0
\$4,255	\$1,462	608200	GFp&d Prof. Serv. -Engineering	\$2,400	\$2,400
\$20,675	\$15,090	608500	GFp&d Prof. Serv. -Planning	\$0	\$0
\$705		609100	GFp&d Insurance	\$0	\$0
\$233	\$33,692	610101	GFp&d Litigation - Ortiz	\$0	\$0
\$0	\$2,108	628200	GFbldg VISA Merchant Fee	\$7,200	\$0
\$135		637100	GFp&d Planning Commission	\$0	\$0
\$6,812	\$29,707	637200	GFp&d State Bldg Fee Surcharge	\$27,000	\$16,000
		637302	GFp&d Records Mgt/Storage	\$2,400	\$2,500
\$10,719	\$954	740000	GFp&d Furniture & Office Eq.	\$1,500	\$10,000
\$5,793	\$3,974	740100	GFp&d Computer Equipment	\$2,000	\$5,000
		951000	GFp&d Plng & Dev. Contingency	\$402,815	\$314,692
<b>\$516,882</b>	<b>\$448,511</b>		<b>TOTAL EXPENDITURES</b>	<b>\$713,974</b>	<b>\$660,558</b>

## REVENUES

1997-99 Actual	1999-01 Actual		Object	2001-03 Budget	2003-05 Budget
\$0		401100	Building Beginning Balance	\$101,099	\$372,858
\$148,032	\$196,689	433110	GFrev Bldg Permits - Building	\$115,200	\$130,000
	\$103,279	433120	GFrev Bldg Permits - Plumbing	\$58,400	\$70,000
	\$26,659	433130	GFrev Bldg Permit - Mechanical	\$16,320	\$18,000
	\$13,396	433140	GRrev Bldg Permit - FireLifeSa	\$6,000	\$4,000
	\$750	433150	GFrev Bldg Permit -MH Install	\$440	\$500
	\$6,648	433400	GFrev Bldg Permit -Other Bldg	\$5,120	\$5,000
\$7,404	\$24,658	433910	GFrev Bldg Permit - State %	\$21,600	\$20,000
	\$200	433920	GFrev Bldg P-State M H Fee	\$160	\$200
\$106,129	\$143,273	434100	GFrev Plan Check Fee	\$84,000	\$90,000

\$261,564	\$515,552	<b>TOTAL REVENUES</b>	\$408,339	\$710,558
\$255,318	-\$67,040	<b>TOTAL NET BUDGET</b>	\$305,635	-\$50,000

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**STAFF**

<b>1997-99 Actual</b>	<b>1999-01 Actual</b>	<b>Position</b>	<b>2001-03 Budget</b>	<b>2003-05 Budget</b>
1	0.87	Associate Planner	0.05	0.05
1	1	Building Official	1	1
0.2	0.2	Engineering Tech.	0	0
0.5	0.7	Permit Clerk	0.7	0.7
1	0.93	Planning & Devpt. Director	0.2	0.2
0.4	0	Planning Intern	0	0
1	0.8	Secretary	0.05	0.4
<b>5.1</b>	<b>4.5</b>	<b>TOTAL STAFF</b>	<b>2</b>	<b>2.35</b>

*Next Program: Nondepartmental*



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**Department/Program: 039 Nondepartmental**

**Fund: 110 General Fund**

As its name implies, the Nondepartmental budget includes general fund expenses that don't apply to a single department, or miscellaneous expenses that aren't associated with any of the operating departments. The most significant non-recurring items in this budget are carryover funding (from the current fiscal period) for the city's investments in a new museum/visitors center and a recreation center. For more information on individual line items, see the notes that accompany the line item detail.

## EXPENDITURES

1997-99 Actual	1999-01 Actual	Object		2001-03 Budget	2003-05 Budget	
\$24,970	\$14,493	511100	GFnd Salaries	\$8,080	\$9,411	Note
\$151,750		521000	GFnd Payroll Taxes/Benefits	\$0	\$0	
\$523		521100	GFnd Benefits City pd M & D	\$0	\$7,528	
\$474	\$423	521200	GFnd Benefits City pd FICA/med	\$620	\$600	
\$264		521300	GFnd Benefits City pd PERS	\$0	\$540	
\$5		521400	GFnd Benefits City pd Life Ins	\$0	\$10	
-\$11		521500	GFnd Pr tax w/c day/hour tax	\$0	\$0	
\$6	\$10	521600	GFnd Pr tax Unemployment	\$60	\$60	
\$38	\$10	521700	GFnd Pr tax Tri-Met	\$0	\$0	
\$54	\$104	521800	GFnd Pr tax Workers Comp.	\$20	\$30	
\$13,619	\$20,896	601100	GFnd Supplies	\$20,000	\$23,000	
\$5,116	\$7,660	601200	GFnd Postage	\$8,000	\$12,000	
\$7,412	\$2,193	601300	GFnd Printing	\$4,000	\$15,000	
-\$3,331	-\$5,491	601400	GFnd Copier charges	\$0	-\$5,000	Note
\$604	-\$184	601500	GFnd Public Notices	\$0	\$0	
\$7,139	\$9,905	601600	GFnd Organizational Fees	\$12,000	\$10,000	Note
	\$190	601800	GFnd Books and Subscriptions	\$300	\$600	
\$0	\$440	602100	GFnd Employee Recruitment	\$0	\$0	
\$1,793	\$554	602300	GFnd Training, Prof. Adv.	\$1,000	\$1,000	
\$92		603100	GFnd Mileage Reimbursement	\$0	\$30	
\$30,442	\$21,007	604100	GFnd Repairs and Maintenance	\$20,000	\$20,000	
\$0		604102	GFnd City Hall Carpet	\$14,000	\$0	
\$6,120	\$9,983	605100	GFnd Contractual Services	\$6,000	\$7,000	
\$0	\$442	606100	GFnd Equipment Rental	\$0	\$0	

\$35,669	\$40,467	607100	GFnd Utilities	\$52,500	\$40,000	Note
\$56,082	\$41,523	608400	GFnd Prof. Serv. -Auditors	\$50,000	\$40,000	
\$16,946	\$35,143	609100	GFnd Insurance	\$36,000	\$51,000	Note
\$0	\$169	610200	GFnd Direct Deposit Bank Fees	\$200	\$400	
\$0	\$3,919	628200	GFnd VISA Merchant Fee	\$2,200	\$9,500	Note
\$5,378	\$2,047	639201	GFnd Prog. -Cable Programming	\$6,000	\$20,000	Note
\$825	\$14,658	639202	GFnd Prog - Web Site	\$10,000	\$20,000	Note
	\$1,750	639204	GFnd Program- 1% for Art	\$9,000	\$10,000	Note
\$2,591	\$1,991	639301	GFnd Prog. - Mountain Festival	\$3,000	\$2,200	Note
\$2,555	\$2,904	639302	GFnd Prog.- Spring Cleanup	\$2,000	\$900	Note
\$6,337	\$5,904	639401	GFnd Prog.-Employee Recong.	\$9,000	\$9,000	Note
\$0		639402	GFnd Prog.-Wellnes Program	\$0	\$200	Note
\$0	\$1,446	639403	GFnd Prog.- SIUS Memberships	\$400	\$400	
\$196	\$353	639500	GFnd Prog. -Neighborhd Assns.	\$400	\$800	Note
\$15,600	\$20,000	639601	GFnd Prog.-Chamber of Commerce	\$20,000	\$20,000	Note
	-\$773	639602	GFnd Prog.-Downtown Developmnt	\$0	\$0	
\$780		639603	GFnd Prog.-Dwntn Dev.Cty share	\$0	\$0	
\$390	\$315	639604	GFnd Prog.-Tourism Promotion	\$0	\$0	
\$14	\$22	639605	GFnd Economic Development	\$0	\$0	
	\$459	639606	GFnd Prog.-Urban Renewal	\$0	\$0	
\$1,815	\$10,726	639607	GFnd Downtown Flower Baskets	\$11,200	\$14,000	Note
\$0	\$465	639608	GFnd Prog.-Public Forums	\$0	\$0	
\$2,000		639700	GFnd Progr.-Contributions	\$4,000	\$4,000	Note
\$0		639701	GFnd Sandy Rec Center	\$100,000	\$100,000	Note
\$0		639702	GFnd Museum/Visitors Center	\$100,000	\$50,000	Note
\$24,163		639802	GFnd Downtown Beautification	\$0	\$0	
\$14,294	-\$42	639803	GFnd Downtown Plaza grant	\$0	\$0	
\$18,701		639804	GFnd Transit Stategic Plan Gra	\$0	\$0	
\$0	\$6,038	639806	GFnd Prog.-Park District	\$0	\$0	
\$0		712006	GFnd City Hall Pol/Lib Genrats	\$35,000	\$0	
\$22,580	\$334	721000	GFnd City Hall	\$20,000	\$20,000	Note
\$2,832		721003	GFnd Cty Hall Impr.- Secruity	\$0	\$0	
\$0		721006	GFnd Emergency Generators	\$40,000	\$0	
\$0		721007	GFnd City Hall Remodel	\$30,000	\$50,000	Note
\$0		721008	GFnd City Hall Windows	\$6,000	\$10,000	
\$0		721009	GFnd Pol/Lib Roof	\$134,000	\$35,000	Note
\$0	\$4,998	740000	GFnd Furniture & Office Eq.	\$0	\$10,000	
\$12,252	\$4,892	740100	GFnd Computer Equipment	\$0	\$20,000	
	\$10,569	740101	GFnd Archive equipmnt/software	\$0	\$15,000	
\$0	\$1,036	740102	GFnd City Hall Network Upgrade	\$0	\$0	
\$0		740103	GFnd City Hall Phone Switch	\$10,000	\$0	
\$0	\$6,000	760000	Machinery and Equipment	\$0	\$0	
\$0	\$6,000	760000	Machinery and Equipment	\$0	\$0	
\$3,344	\$3,344	811901	GFnd Dept of Energy SELP HVAC	\$3,360	\$3,360	Note
\$9,176	\$2,437	850100	GFnd City Hall Copier lease	\$9,200	\$9,200	
	\$0	955000	GFnd General Fund Contingency	\$583,209	\$407,982	
<b>\$501,604</b>	<b>\$311,731</b>		<b>TOTAL EXPENDITURES</b>	<b>\$1,380,749</b>	<b>\$1,074,751</b>	

**REVENUES**

<b>1997-99 Actual</b>	<b>1999-01 Actual</b>	<b>Object</b>	<b>2001-03 Budget</b>	<b>2003-05 Budget</b>
No records returned.				
\$0	\$0	<b>TOTAL REVENUES</b>	\$0	\$0
\$501,604	\$311,731	<b>TOTAL NET BUDGET</b>	\$1,380,749	\$1,074,751

**STAFF**

<b>1997-99 Actual</b>	<b>1999-01 Actual</b>	<b>Position</b>	<b>2001-03 Budget</b>	<b>2003-05 Budget</b>
0.75	0	Oregon Jobs Plus	0	0
0.1	0	Receptionist	0	0
0	0.25	Summer Help	0.25	0.25
<b>0.85</b>	<b>0.25</b>	<b>TOTAL STAFF</b>	<b>0.25</b>	<b>0.25</b>

Next Program: Streets

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The street fund repairs, maintains and improves more than 26 centerline miles of streets inside the City Limits. Funding for storm drain system maintenance, street lighting and traffic signal power costs also come from this fund. For more information on the street program, see the [Streets Program Review \(2000\)](#).

Major maintenance activities in the street fund consist of traffic line and parking stall striping, traffic control device repair and installation, storm drain cleaning, weed control in rights-of-way, snow plowing, sanding and street sweeping.

The City uses a computerized Pavement Management System to prioritize street maintenance projects. With the Local Option Fuel Tax providing a stable source of funding we are able to complete approximately \$150,000 worth of maintenance annually. The annual amount of street work, (in miles or square yards for example) is difficult to quantify since some years may involve costlier maintenance over a smaller area and some years may have relatively inexpensive projects covering many streets.

The streets proposed for maintenance during the first five years of the program can be seen on the City's website at : [www.ci.sandy.or.us/pw/Streets/11x17\\_180000\\_5\\_yr.pdf](http://www.ci.sandy.or.us/pw/Streets/11x17_180000_5_yr.pdf)

PAST GOALS	ACCOMPLISHMENTS
Council Goal: Secure a stable funding source for street maintenance.	Voters approved a 1-cent per gallon local option fuel tax in September 2002.
<b>Council Goal:</b> Complete the Dubarko Drive Connection between the Knollwood and Tickle Creek/DoubleCreek neighborhoods.	This project was completed in November, 2001.
Complete missing sections of Dubarko Drive between SE 362nd and Langensand Rd. and reduce local trips on Hwy 26.	The City received a \$2,000,000 grant from ODOT's Local Street Networks program for this project. Due to delays in obtaining required permits to cross Tickle Creek only the portion between Hwy 211 and Langensand Rd. was completed.
Implement a pavement management system for City streets	The system was installed in 2001 and has been updated annually. Projects recommended by the system will be completed during the summer of 2003.
OBJECTIVES FOR THE NEXT BIENNIUM	
GOAL	PROPOSAL
<b>Council Goal:</b> Consider requirements for construction of concrete neighborhood streets in new developments.	Rely on the regional trade association to provide, examples from other cities, model standards and implementing ordinances.

<b>Council Goal:</b> Work with ODOT on the completion of the Dubarko Drive project	All right-of-way has been acquired. Continue environmental permitting process. Try to place the project in the STIP (Statewide Transportation Improvement Program).
<b>Council Goal:</b> Install Tickle Creek Crossings Signs.	Design and obtain signs. Place on City streets. Work with Clackamas County and ODOT to place signs in right-of-way of County roads and State highways inside the City.

## EXPENDITURES

1997-99 Actual	1999-01 Actual	Object	2001-03 Budget	2003-05 Budget	
\$83,029	\$132,252	511100 SFstr Salaries	\$141,074	\$149,806	
\$0		511200 SFstr Overtime	\$1,000	\$1,061	
\$0		511300 SFstr Standby	\$1,000	\$1,061	
\$7,591		521000 STstr Payroll Taxes/Benefits	\$0	\$0	
\$5,885	\$15,581	521100 SFstr Benefits City pd M & D	\$20,316	\$30,503	
\$4,339	\$9,714	521200 SFstr Benefits City pd FICA/me	\$10,788	\$11,327	
\$3,525	\$10,184	521300 STstr Benefits City pd PERS	\$11,884	\$19,280	
\$60	\$126	521400 STstr Benefits City pd LifeIns	\$134	\$152	
\$41		521500 STstr Pr tax w/c day/hour tax	\$0	\$0	
\$58	\$161	521600 STstr Pr tax Unemployment	\$1,031	\$1,077	
\$357	\$209	521700 STstr Pr tax Tri-Met	\$0	\$0	
\$4,611	\$5,949	521800 STstr Pr tax Workers Comp.	\$4,506	\$4,762	
\$0		521901 STstr Other - drug tests	\$100	\$106	
\$24,697	\$19,468	601100 STstr Supplies	\$19,000	\$19,000	
\$270	\$1,099	601200 STstr Postage	\$600	\$700	
\$759	\$1,060	601300 STstr Printing	\$400	\$25	
\$166	\$506	601400 STstr Copier charges	\$200	\$200	
	\$224	601500 STstr Public Notices	\$200	\$300	
\$0	\$83	601600 STstr Organizational Fees	\$100	\$50	
\$0		601700 STsfr Memberships	\$100	\$50	
\$94	\$17	601800 STstr Books & Subscriptions	\$100	\$50	
\$4	\$21	601900 STstr Uniforms	\$0	\$0	
\$48	\$260	602100 STstr Employee Recruitment	\$125	\$0	
\$100	\$236	602200 STstr Conferences	\$600	\$500	
\$498	\$1,541	602300 STstr Training, Prof. Adv.	\$1,000	\$1,000	
\$0		603100 STstr Mileage Reimbursement	\$0	\$50	
	\$5,921	603200 STstr Vehicle - fuel	\$5,300	\$3,000	
		603300 STstr Vehicle - State lease	\$400	\$2,000	
\$6,971	\$4,376	603500 STstr Vehicle - repairs	\$5,000	\$3,500	
\$19,428	\$9,832	604100 STstr Repairs & Maintenance	\$19,000	\$17,000	
\$0	\$0	604500 STstr Street Maint Program	\$0	\$360,000	Note
\$72,310	\$74,561	605100 STstr Contractual Services	\$67,000	\$50,000	Note
\$346	\$261	606100 STstr Equipment Rental	\$1,800	\$2,500	
\$93,102	\$111,688	607100 STstr Utilities	\$126,000	\$140,000	Note
\$39,211	\$8,496	608100 STstr Professional Services	\$4,000	\$0	
	\$40,914	608200 STstr Prof. Serv. -Engineering	\$29,000	\$9,000	

\$7,334	\$10,736	609100	STstr Insurance	\$10,500	\$14,000
\$0		628200	STstr VISA Merchant Fee	\$3,000	\$4,000
\$38,388	\$10,496	650203	STstr Prog.-Storm Water Master	\$5,500	\$0
		650300	STstr Regulatory Fees	\$200	\$100
\$4,131	-\$2,090	734000	STstr Street System Improvmnts	\$380,000	\$100,000 <u>Note</u>
		734500	STstr SDC Street Improvements	\$206,363	\$200,000 <u>Note</u>
\$0	\$209,348	734505	STstr SDC Dubarko Rd.	\$200,000	\$0
\$0	\$1,395	734800	STstr Sidewalk/Bike Path Impr.	\$0	\$0
\$19,831		734801	STstr CDBG Sidewalks	\$0	\$0
\$60,906		734802	STstr DOJustice -sidewalks	\$0	\$0
	\$94,188	734803	STstr ODOT westend sidewlks/bi	\$0	\$0
\$0	\$16,817	734804	STstr Hood St. CDBG	\$0	\$70,000 <u>Note</u>
	\$1,740	740100	STstr Computer Equipment	\$500	\$1,500
\$666	\$36,966	760000	STstr Machinery & Equipment	\$32,000	\$70,000 <u>Note</u>
\$0		770000	STstr Major Repairs & Mainten.	\$167,500	\$0
\$244,760		774000	STstr Major Repairs - Streets	\$14,500	\$10,000
\$0	\$11,368	774500	STstr Major Repairs-Storm Swrs	\$0	\$0
\$10,877		784001	STstr Traffic Management grant	\$0	\$0
\$86,685		784002	STstr ODOT curb extensions	\$0	\$0
\$0		784003	STstr Storm Water Master Plan	\$5,000	\$0
\$1,691	\$107,081	784004	STstr MHEA Sidewalk Repair gra	\$0	\$0
\$0		784005	STstr 362nd Improvmnts	\$203,250	\$100,000 <u>Note</u>
\$0		784006	ST str ODOT LSN - Dubarko	\$2,750,000	\$0
\$0		784007	Ststr ODOT LSN - Hood-Pleasant	\$405,000	\$0
\$0	\$64,149	785100	STstr Cascadia Str SDC Reim	\$60,800	\$0
\$40,767	\$48,855	910110	STstr Transfer to General Fund	\$63,079	\$74,501 <u>Note</u>
		950000	STstr Street Fund Contingency	\$150,000	\$403,314
<b>\$883,536</b>	<b>\$1,065,789</b>		<b>TOTAL EXPENDITURES</b>	<b>\$5,128,950</b>	<b>\$1,875,475</b>

## REVENUES

1997-99 Actual	1999-01 Actual		Object	2001-03 Budget	2003-05 Budget
\$844,325	\$931,276	401000	STrev Beg Working Capital	\$467,000	\$667,775 <u>Note</u>
\$198,821	\$383,080	433540	STrev Streets SDC	\$630,000	\$400,000 <u>Note</u>
\$0	\$41,094	433600	STrev Cascadia Street SDCs	\$60,800	\$0
\$432,388	\$481,568	441150	STrev State Share - Gas Tax	\$442,900	\$438,000 <u>Note</u>
\$0	\$0	441190	STrev City Fuel Tax	\$150,000	\$300,000 <u>Note</u>
	\$71,025	441433	STrev ODOT west end sidewalks	\$0	\$0
\$25,000		441434	STrev SCA grant	\$57,500	\$60,000 <u>Note</u>
\$0		441435	STrev ODOT LSN Grant	\$3,155,000	\$0
\$0		441437	STrev ODOT Bike/Ped Grant	\$103,250	\$0
\$7,868		441463	STrev Traffic Management grant	\$0	\$0
\$0	\$28,900	441466	STrev MHEA Sidewalks grant	\$0	\$0
\$31,073	\$21,608	457100	STrev Engineering Fees	\$17,000	\$3,000
	\$5,250	459001	STrev In Lieu Str Improv. Fee	\$3,500	\$500
\$47,989	\$51,634	471100	STrev Interest	\$28,000	\$2,000
\$0	\$24,447	471104	STrev Res. Sidewalk Repair	\$0	\$200

\$14,079	\$7,151	478000	STrev Miscellaneous	\$2,000	\$4,000
\$0		478010	STrev 1&2 Family Street Fee	\$6,000	\$0
\$19,983		490360	STrev Transfer from LID CP Fd	\$0	\$0
<b>\$1,621,526</b>	<b>\$2,047,032</b>		<b>TOTAL REVENUES</b>	<b>\$5,122,950</b>	<b>\$1,875,475</b>
<b>-\$737,990</b>	<b>-\$981,243</b>		<b>TOTAL NET BUDGET</b>	<b>\$0</b>	<b>\$0</b>

## STAFF

<b>1997- 99 Actual</b>	<b>1999- 01 Actual</b>	<b>Position</b>	<b>2001-03 Budget</b>	<b>2003-05 Budget</b>
0.1	0.22	Crew Leader	0.22	0.22
0.26	0.26	Engineering Tech.	0.26	0.26
0.15	0.26	Mechanic	0.26	0
0.15	0.16	Public Works Director	0.16	0.16
0.25	0.25	Summer Helper	0.25	0.25
0.44	0.8	Utility Worker	0.8	1.13
<b>1.35</b>	<b>1.95</b>	<b>TOTAL STAFF</b>	<b>1.95</b>	<b>2.02</b>

Next Program: Transit

[Home](#)[City Home Page](#)[Budget Message](#)[The Numbers](#)[Staffing](#)[More Information](#)[GFOA](#)**Department/Program: 070 Transit****Fund: 270 Transit Fund**

Sandy Transit provides safe, efficient, effective transportation service to its customers through SAM—an express bus connecting Sandy and Gresham; STAR—door to door demand/response service; and complementary ADA service to qualified individuals. Sandy Transit provided close to 140,000 rides in 2002.

For more information, see the [Transit Program Review \(2000\)](#)

PAST GOALS	ACCOMPLISHMENTS
<p><b>Council Goal:</b> Explore options for expansion of the Sandy Transit system.</p>	<p>Sandy Transit expanded SAM and STAR service to include SAM II—a half-hourly service during peak rider use. Welches has hired a transit planning consultant using grant funds secured through the help of Sandy Transit personnel. A successful Job Access grant will fund service to Eagle Creek beginning in July, 2003. Overall ridership has increased significantly over the past two years.</p>

#### OBJECTIVES FOR THE NEXT BIENNIUM

The primary goal of Sandy Transit is to maintain optimal customer service through continuation of on-time, safe transportation using capable, courteous drivers and support staff.

- **Council Goal:** Consider agreements with adjacent communities for expansion of the Sandy Transit system.
- Continue work on connecting service with Eagle Creek/Estacada and Welches communities.
- Explore implementation of Sunday service.
- Explore implementation of a cross-town route.
- Acquire dispatch and scheduling software.
- Refine tax data base.
- Sell the Gillig (backup) buses.
- Install additional shelters in key locations.
- Complete signage for Park & Rides and posted schedules.
- Examine pros/cons of bringing all transit operations in house.
- Locate, design and construct a transit bus storage/maintenance facility.

#### BUDGET NOTES

We anticipate grant funding for purchase of two new vehicles; construction of a transit bus storage/maintenance facility; Job Access Funding for Eagle Creek connecting service; planning money for Welches connecting service; and operation of service targeting elderly and disabled individuals.

The security of some transit funding sources may be in jeopardy due to budget problems at the State and Federal levels. Service and equipment purchase plans may need modification if grant fund amounts are adjusted.



## EXPENDITURES

1997-99 Actual	1999-01 Actual	Object	2001-03 Budget	2003-05 Budget		
	\$48,449	511100	TRtr Salaries	\$75,820	\$92,336	Note
		521000	Payroll Taxes/Benefits	\$5,352	\$5,965	
	\$6,177	521100	TRtr Benefits City pd M & D	\$13,410	\$17,614	
\$0	\$3,688	521200	TRtr Benefits City pd FICA/me	\$5,800	\$6,907	
\$0	\$2,805	521300	TRtr Benefits City pd PERS	\$6,905	\$12,191	
\$0	\$64	521400	TRtr Benefits City pd LifeIns	\$80	\$87	
\$0		521500	TRtr Pr tax w/c day/hour tax	\$2,000	\$2,229	
\$0	\$48	521600	TRtr Pr tax Unemployment	\$555	\$668	
\$0	\$37	521700	TRtr Pr tax Tri-Met	\$0	\$0	
\$0	\$280	521800	TRtr Pr tax Workers Comp	\$490	\$691	
\$0	\$15	521901	TRtr Other - drug tests	\$0	\$0	
	\$9,344	601100	TRtr Supplies	\$4,200	\$2,400	
\$0	\$1,224	601200	TRtr Postage	\$3,000	\$3,200	
\$0	\$7,068	601300	TRtr Printing	\$5,500	\$10,000	
\$0	\$157	601400	TRtr Copier charges	\$450	\$600	
\$0		601401	TRtr Marketing	\$5,000	\$3,000	
\$68	\$2,499	601500	TRtr Public Notices	\$200	\$200	
\$0		601700	Membership	\$0	\$1,500	
\$0	\$519	602100	TRtr Employee Recruitment	\$0	\$0	
\$0		602200	Conference	\$0	\$2,000	
\$0	\$3,758	602300	TRtr Training, Prof. Adv.	\$3,000	\$2,000	
\$0	\$274	603100	TRtr Mileage Reimbursement	\$550	\$750	
\$0	\$24,377	603200	TRtr Vehicle - fuel	\$58,000	\$64,000	
\$0	\$2,478	603500	TRtr Vehicle - repairs	\$20,000	\$25,000	
\$0		604200	TRtr Bus Shelter Maintenance	\$9,000	\$13,000	
	\$249,946	605100	TRtr Contractual Services	\$410,000	\$480,000	Note
\$0		605200	Trtr Building Lease (share)	\$7,200	\$0	Note
\$0		605300	ADMINISTRATIVE CONTRACTS	\$0	\$1,000	
\$0	\$443	607100	TRtr Utilities	\$4,000	\$4,000	
\$0	\$6,463	609100	TRtr Insurance	\$10,500	\$14,000	
\$0	\$104,283	636100	TRtr Prog. - E&D	\$205,000	\$350,000	Note
\$0	\$0	734600	TRtr Bus Barn	\$0	\$1,000,000	Note
		740000	TRtr Furniture & Office Equip		\$26,853	Note
	\$77,600	750000	TRtr Transportation Eq.	\$466,000	\$374,000	Note
\$0		750100	TRtr Bus Shelters	\$0	\$3,000	
\$0	\$23,251	910110	TRtr Transfers to General Fund	\$54,738	\$63,500	Note
\$0		950000	TRtr Contingency	\$180,961	\$149,844	
<b>\$68</b>	<b>\$575,247</b>	<b>TOTAL EXPENDITURES</b>		<b>\$1,557,711</b>	<b>\$2,732,536</b>	

## REVENUES

<b>1997-99 Actual</b>	<b>1999-01 Actual</b>		<b>Object</b>	<b>2001-03 Budget</b>	<b>2003-05 Budget</b>
\$0		401000	TRrev Beg. Working Capital	\$176,401	\$216,536 <u>Note</u>
	\$389,410	411300	TRrev Employer Transit Tax	\$500,000	\$650,000 <u>Note</u>
\$0	\$272,240	440300	TRrev Federal Transit Grants	\$493,110	\$1,510,000 <u>Note</u>
\$0	\$163,008	441450	TRrev State Transit Grants	\$168,000	\$330,000 <u>Note</u>
		459100	TRrev Transit Farebox revenues	\$14,000	\$20,000 <u>Note</u>
\$0	\$1,846	471100	TRrev Interest	\$1,200	\$6,000
\$0	\$2,198	478040	TRrev Miscellaneous	\$0	\$0
\$0		495353	TRrev E&D Account -State Grant	\$205,000	\$0
<b>\$0</b>	<b>\$828,702</b>		<b>TOTAL REVENUES</b>	<b>\$1,557,711</b>	<b>\$2,732,536</b>
<b>\$68</b>	<b>-\$253,455</b>		<b>TOTAL NET BUDGET</b>	<b>\$0</b>	<b>\$0</b>

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## STAFF

<b>1997-99 Actual</b>	<b>1999-01 Actual</b>	<b>Position</b>	<b>2001-03 Budget</b>	<b>2003-05 Budget</b>
3	0	Driver	0	0
1	1	Manager	1	1
0	0	Receptionist/Secretary	0.25	0.17
<b>4</b>	<b>1</b>	<b>TOTAL STAFF</b>	<b>1.25</b>	<b>1.17</b>

Next Program: Water

[Home](#)[City Home Page](#)[Budget Message](#)[The Numbers](#)[Staffing](#)[More Information](#)[GFOA](#)**Department/Program: 052 Water****Fund: 520 Water Fund**

The water fund operates, maintains and improves the water treatment, transmission and distribution systems. These functions entail everything from water treatment to meter reading and billing. For more information, see the [Water Program Review \(2000\)](#).

The treatment system consists of a 2.6 MGD, (Million Gallons per Day) rapid sand filtration plant and a springs source rated at 0.5 MGD. The City contracts for operation and maintenance services at the treatment plant and pump stations with OMI Inc. The transmission and storage system is comprised of two finished water pumping stations, four reservoirs, (totaling 3.75 million gallons of storage) and seven miles of 16" pipe. The distribution system contains more than 26 miles of 4" through 16" pipe, more than 2200 customer meters, twelve pressure regulating stations and over 200 hydrants.

During calendar year 2002 a total of 359,364,500 gallons of water were produced and sold to over 2200 residential, commercial and industrial accounts.

Systems development fees are being accumulated for the eventual construction of a Salmon River water treatment plant.

<b>PAST GOALS</b>	<b>ACCOMPLISHMENTS</b>
Council Goal: Perform a water audit to reconcile water production with water sales.	The water audit has been completed and the rate study is underway. City and OMI staff are in the process of implementing the audit recommendations.
Rehabilitate the original 1977 water treatment unit and improve data collection and off-site control systems at the water treatment plant.	The new treatment unit was placed in service in December 2002, increasing water treatment plant capacity to 2.6 million gallons per day.
Construct new water mains in conjunction with street construction projects, eliminating dead ends and improving fire flows.	12" and 16" water lines were constructed as part of the Dubarko Dr. connection project and the Dubarko Dr. LSN project.
<b>OBJECTIVES FOR THE NEXT BIENNIUM</b>	
<b>GOAL</b>	<b>PROPOSAL</b>
Eliminate lease payments for water treatment plant site.	Purchase the Water Treatment Plant site from Longview Fibre Co.
Complete EPA-required "Vulnerability Assessment" for risk of terrorist attack on water source, treatment, storage and transmission systems.	Devote time and resources to this project in precise proportion to the likelihood of such an event.
Relocate PW operations from current location to a suitably zoned site in the City.	Investigate relocation costs, value of existing site and identify new site(s).

## EXPENDITURES

1997-99 Actual	1999-01 Actual	Object	2001-03 Budget	2003-05 Budget	
\$292,916	\$277,291	511100 Wfwtr Salaries	\$291,744	\$245,986	Note
\$0		511200 Wfwtr Overtime	\$1,000	\$1,000	
\$0		511300 Wfwtr Standby	\$1,000	\$0	
\$26,301		521000 Wfwtr Payroll Taxes/Benefits	\$0	\$0	
\$24,867	\$35,153	521100 Wfwtr Benefits City pd M & D	\$45,716	\$45,843	
\$15,247	\$20,215	521200 Wfwtr Benefits City pd FICA/me	\$22,316	\$18,576	
\$13,402	\$22,857	521300 Wfwtr Benefits City pd PERS	\$26,617	\$32,809	
\$241	\$279	521400 Wfwtr Benefits City pd LifeIns	\$304	\$243	
\$155		521500 Wfwtr Pr tax w/c day/hour tax	\$0	\$0	
\$204	\$253	521600 Wfwtr Pr tax Unemployment	\$2,129	\$1,767	
\$1,256	\$399	521700 Wfwtr Pr tax Tri-Met	\$0	\$0	
\$4,101	\$7,364	521800 Wfwtr Pr tax Workers Comp.	\$8,000	\$6,390	
\$0		521901 Wfwtr Other - Drug tests	\$200	\$0	
\$49,196	\$68,031	601100 Wfwtr Supplies	\$62,000	\$65,000	
\$6,496	\$15,824	601200 Wfwtr Postage	\$12,500	\$10,000	
\$4,464	\$6,205	601300 Wfwtr Printing	\$3,000	\$1,000	
\$369	\$299	601400 Wfwtr Copier charges	\$300	\$400	
	\$588	601500 Wfwtr Public Notices	\$200	\$200	
\$1,929	\$3,872	601600 Wfwtr Organizational Fees	\$1,000	\$7,500	
	\$725	601700 Wfwtr Memberships	\$600	\$250	
\$0	\$60	601800 Wfwtr Books and Subscriptions	\$100	\$50	
\$0		601900 Wfwtr Uniforms	\$0	\$1,000	
\$0		602100 Wfwtr Employee Recruitment	\$200	\$200	
\$244	\$602	602200 Wfwtr Conferences	\$400	\$500	
\$1,693	\$1,943	602300 Wfwtr Training, Prof. Adv.	\$2,000	\$1,000	
\$0		602500 Wfwtr Meetings & Meals	\$0	\$50	
\$0	\$26	603100 Wfwtr Mileage Reimbursement	\$0	\$100	
	\$5,829	603200 Wfwtr Vehicle - fuel	\$5,000	\$3,000	
\$3,741	\$6,405	603500 Wfwtr Vehicle - repairs	\$3,000	\$3,000	
\$29,175	\$23,155	604100 Wfwtr Maintenance & Repair	\$31,000	\$50,000	
\$15,176	\$67,242	605100 Wfwtr Contractual Services	\$40,000	\$20,000	
\$0	\$0	605300 Wfwtr OMI Contract Svcs Water	\$0	\$400,000	Note
\$1,235	\$1,595	606100 Wfwtr Equipment Rental	\$3,000	\$500	
\$78,111	\$77,572	607100 Wfwtr Utilities	\$113,000	\$10,000	
\$2,321	\$3,270	608100 Wfwtr Professional Services	\$18,000	\$2,500	
\$0		608102 Wfwtr City Attorneys	\$0	\$2,500	
	\$11,775	608200 Wfwtr Prof. Serv. -Engineering	\$22,000	\$2,000	
\$16,865	\$22,494	609100 Wfwtr Insurance	\$43,000	\$30,000	
\$0	\$3,168	628200 Wfwtr VISA Merchant Fee	\$3,400	\$6,000	
\$558	\$3,235	650100 Wfwtr Chemicals	\$4,200	\$200	
		650201 Wfwtr Prog. - Water Conserv.	\$6,000	\$3,000	
	\$140	650300 Wfwtr Regulatory Fees	\$1,500	\$5,000	
\$5,686	\$3,045	650500 Wfwtr Water Testing	\$4,200	\$6,000	
\$0		710000 Wfwtr Land	\$0	\$500,000	Note
		714001 Wfwtr Brownell Springs	\$135,000	\$60,000	Note
\$12,040	\$413,813	732000 Wfwtr Water System Improvemnts	\$250,000	\$300,000	

\$71,156	\$1,385,925	732001	WFwtr Vista Loop Reservoir	\$0	\$0	
\$8,134		732002	WFwtr DNU Meeker & Tupper wln	\$0	\$0	
	\$2,622	740100	WFwtr Computer Equipment	\$4,000	\$3,000	
\$2,895	\$4,729	760000	WFwtr Machinery & Equipment	\$71,000	\$70,000	Note
\$0		772000	WFwtr Major Repairs Water Sys.	\$20,000	\$15,000	
	\$232,325	772001	WFwtr Repl. steel ln-H26-VL-TE	\$0	\$0	
\$0	\$532,222	772002	WFwtr Repl steel ln-Proc-Re-Be	\$0	\$0	
		772005	WFwtr Permanent generator	\$50,000	\$125,000	Note
	\$66,349	772006	WFwtr Clearwl/PLC/Filter Rehab	\$0	\$0	
	\$450	772007	WFwtr Watershed Monitoring	\$10,000	\$10,000	
\$0		772009	WFwtr Reservoir Coating	\$490,000	\$60,000	
\$0		772010	WFwtr Wtp Improvements	\$110,000	\$15,000	
\$0		772011	Dubarko Dr. Connection Water L	\$10,000	\$0	
\$0		772012	Dubarko Dr. LSN Water Line	\$500,000	\$165,000	
\$0		772013	WFwtr Water Audit	\$90,000	\$0	
\$8,597		780000	WFwtr Oversizing/Special Proj.	\$100,000	\$50,000	
\$0	\$64,055	785120	WFwtr Cascadia Water SDC Reim.	\$76,250	\$0	
\$0		812303	WFwtr State Revolving Fd Loan	\$280,000	\$156,000	Note
\$0		812304	WFwtr Interest SRF	\$0	\$150,000	Note
\$95,781	\$93,806	910110	WFwtr Transfer to General Fund	\$74,285	\$96,069	
\$0		910560	WFwtr Infrfund Loan to TC Fund	\$0	\$40,000	Note
		950000	WFwtr Water Fd Contingency	\$3,709,089	\$3,229,183	
\$144,476	\$335,552	960000	WFwtr Depreciation Expense	\$0	\$0	
<b>\$939,029</b>	<b>\$3,822,758</b>		<b>TOTAL EXPENDITURES</b>	<b>\$6,758,250</b>	<b>\$6,027,816</b>	

## REVENUES

1997-99 Actual	1999-01 Actual		Object	2001-03 Budget	2003-05 Budget	
\$3,092,333	\$2,589,991	401000	WFrev Beg. Working Capital	\$5,025,000	\$4,200,816	Note
\$301,289	\$355,336	433520	WFrev Water SDC	\$202,000	\$350,000	Note
\$0	\$41,175	433620	WFrev Cascadia Water SDCs	\$76,250	\$0	
\$0	\$250,000	440202	WFrev CDBG from Clackamas Co	\$0	\$0	
\$1,169,462	\$1,318,436	451100	WFrev Water Charges	\$1,320,000	\$1,400,000	Note
\$13,038	\$5,775	457100	WFrev Engineering Fees	\$10,000	\$7,000	
\$175,767	\$157,895	471100	WFrev Interest	\$70,000	\$30,000	
\$37,098	\$66,237	478000	WFrev Miscellaneous	\$5,000	\$40,000	
		495352	WFrev SRF Loan Proceeds	\$50,000	\$0	
<b>\$4,788,986</b>	<b>\$4,784,844</b>		<b>TOTAL REVENUES</b>	<b>\$6,758,250</b>	<b>\$6,027,816</b>	
<b>-\$3,849,957</b>	<b>-\$962,086</b>		<b>TOTAL NET BUDGET</b>	<b>\$0</b>	<b>\$0</b>	

## STAFF

1997-99 Actual	1999-01 Actual	Position	2001-03 Budget	2003-05 Budget
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0	0	Clerk/Receptionist	0.25	0.05
0.75	0.61	Crew Leader	0.61	0.61
0.27	0.27	Engineering Tech.	0.27	0.27
0.46	0.26	Mechanic	0.26	0
0	0.03	Permit Clerk	0.03	0.03
0.4	0.43	Public Works Director	0.43	0.43
0	0.1	STP Operator I	0.1	0
0.5	0.4	Utility Accountant	0.2	0
0.12	0	Utility Clerk	0	0.4
1.16	0.93	Utility Worker	0.93	1.26
0.72	0.75	WTP Operator	0.75	0
<b>4.38</b>	<b>3.78</b>	<b>TOTAL STAFF</b>	<b>3.83</b>	<b>3.05</b>

Next Program: Sewer

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The Sewer Fund operates, maintains and improves the wastewater treatment, collection and pumping systems. For more information, see the [Sewer Program Review \(2000\)](#).

The treatment system consists of a 1.25 MGD advanced tertiary treatment plant. The City contracts for operation and maintenance services at the treatment plant with OMI Inc. Since contract operations have begun effluent quality and equipment reliability have greatly increased. Ultraviolet disinfection is used on the treated effluent to eliminate chlorinated discharges to Tickle Creek. An innovative land application system is used to dispose of treated effluent from May through October thus keeping treated wastewater out of Tickle Creek during low flow periods.

The collection system is comprised of over 18 miles of 6" through 21" pipe and three pump stations.

<b>PAST GOALS</b>	<b>ACCOMPLISHMENTS</b>
Adopt a wastewater pretreatment ordinance.	An industrial waste survey was conducted as part of our NPDES permit renewal process. DEQ will determine if a pretreatment program will be required.
Rehabilitate the Meinig St. lift station.	Design is complete. The project will be let for bid in FY 02-03 and completed in August, 2003.
Investigate means to provide the area east of Hwy 211 and south of Dubarko Dr. with sanitary sewer service.	A tentative cost-sharing agreement has been negotiated with a developer to share these costs. Both parties will recover their costs through SDC credits and an SDC surcharge.
Reduce labor costs associated with hauling dilute wastewater sludge and increase operational flexibility during the winter season.	Design for the sludge dewatering system is complete. Wetland and land use permits have been obtained. The project will be let for bid in FY 02-03 and completed in November, 2003.
<b>OBJECTIVES FOR THE NEXT BIENNIUM</b>	
<b>GOAL</b>	<b>PROPOSAL</b>
Clean, inspect and evaluate 10,000 lineal feet of sanitary sewer mains each year, beginning with the "original" 1952 sewer system. Prioritize rehabilitation/replacement projects.	Purchase sewer lateral camera to inspect laterals. Purchase combination sewer cleaner/vacuum truck.
Explore innovative, beneficial uses for the dewatered sludge byproduct from the new sludge dewatering system.	Seek grants to combine sludge "cake" with yard debris or other suitable compost for use by local agricultural users.
Relocate PW operations from current location to a suitably zoned site in the City.	Investigate relocation costs, value of existing site and identify new site(s).

## EXPENDITURES

1997-99 Actual	1999-01 Actual	Object	2001-03 Budget	2003-05 Budget	
\$245,797	\$285,525	511100 SFswr Salaries	\$300,296	\$159,691	Note
\$0		511200 SFswr Overtime	\$1,000	\$0	
\$0		511300 SFswr Standby	\$1,000	\$0	
\$18,233		521000 SFswr Payroll Taxes/Benefits	\$0	\$0	
\$22,529	\$37,007	521100 SFswr Benefits City pd M & D	\$47,148	\$29,132	
\$13,833	\$20,682	521200 SFswr Benefits City pd FICA/me	\$22,976	\$12,040	
\$12,479	\$23,275	521300 SFswr Benefits City pd PERS	\$27,383	\$21,266	
\$219	\$284	521400 SFswr Benefits City pd LifeIns	\$316	\$156	
\$117		521500 SFswr Pr tax w/c day/hour tax	\$0	\$0	
\$184	\$246	521600 SFswr Pr tax Unemployment	\$2,193	\$1,150	
\$1,139	\$409	521700 SFswr Pr tax Tri-Met	\$0	\$0	
\$3,181	\$5,024	521800 SFswr Pr tax Workers Comp.	\$6,263	\$3,130	
\$0		521901 SFswr Other - drug tests	\$200	\$0	
\$37,775	\$40,739	601100 SFswr Supplies	\$49,000	\$25,000	
\$5,576	\$379	601200 SFswr Postage	\$3,000	\$1,600	
\$4,198	\$4,936	601300 SFswr Printing	\$3,000	\$1,500	
\$226	\$909	601400 SFswr Copier charges	\$60	\$150	
\$0	\$1	601500 SFswr Public Notices	\$100	\$50	
\$83	\$1,080	601600 SFswr Organizational Fees	\$200	\$500	
\$0		601700 SFswr Memberships	\$800	\$500	
\$0	\$136	601800 SFswr Books and Subscriptions	\$0	\$50	
\$0		601900 SFswr Uniforms	\$0	\$1,000	
\$0		602100 SFswr Employee Recruitment	\$200	\$100	
\$100	\$234	602200 SFswr Conferences	\$400	\$500	
\$2,631	\$1,575	602300 SFswr Training, Prof Adv.	\$1,000	\$1,000	
\$0		602500 SFswr Meetings & Meals	\$0	\$50	
\$0	\$96	603100 SFswr Mileage Reimbursement	\$0	\$350	
	\$5,812	603200 SFswr Vehicle - fuel	\$4,900	\$2,500	
\$3,924	\$7,672	603500 SFswr Vehicle - repairs	\$4,600	\$4,000	
\$33,909	\$27,344	604100 SFswr Repairs & Maintenance	\$50,000	\$60,000	
\$19,915	\$20,680	605100 SFswr Contractual Services	\$21,000	\$15,000	
\$0	\$0	605300 SFswr OMI Contract Svcs Sewer	\$0	\$680,000	Note
\$1,317	\$460	606100 SFswr Equipment Rental	\$4,000	\$1,500	
\$92,006	\$108,777	607100 SFswr Utilities	\$110,000	\$70,000	Note
\$23,432	\$5,278	608100 SFswr Professional Services	\$25,000	\$5,000	
\$0		608102 SFswr City Attorneys	\$0	\$1,500	
	\$15,730	608200 SFswr Prof. Serv. -Engineering	\$25,000	\$55,000	
\$19,628	\$27,800	609100 SFswr Insurance	\$31,000	\$35,000	
\$0		628200 SFswr VISA Merchant Fee	\$3,000	\$5,000	
		650100 SFswr Chemicals	\$8,500	\$2,000	
\$0		650202 SFswr Prog. -PreTreatment Stdy	\$7,500	\$2,000	
\$2,540	\$3,690	650300 SFswr Regulatory Fees	\$12,000	\$10,000	
	\$42,428	650400 SFswr Sludge Disposal	\$25,000	\$5,000	
\$5,549	\$5,503	650500 SFswr Water Testing	\$7,100	\$100	
	\$11,238	733000 SFswr Sewer System Improvemnts	\$400,000	\$400,000	Note



\$2,708,782	\$1,972	733001	SFswr STP expansion project	\$0	\$0
\$0		733002	SFswr Pleasant St. Sewer Repl	\$310,000	\$325,000 <u>Note</u>
	\$3,996	740100	SFswr Computer Equipment	\$2,000	\$6,000
\$5,962	\$14,103	760000	SFswr Machinery and Eq.	\$75,000	\$160,000 <u>Note</u>
\$0		773000	SFswr Major Repairs - Sewer	\$25,000	\$25,000
\$124,889		773001	SFswr CDBG Meeker St Pump st	\$0	\$0
		773002	SFswr Upgrade Meinig St pump s	\$70,000	\$140,000
\$0		773004	SFswr SE Area Pump Station	\$170,000	\$75,000 <u>Note</u>
\$0		773005	SFswr Sludge Dewatering System	\$650,000	\$900,000 <u>Note</u>
\$0		773020	SFswr North Bluff SewerSDC Exp	\$0	\$70,000
\$82,742		780000	SFswr Oversizing/Special Proj.	\$100,000	\$200,000 <u>Note</u>
\$0	\$92,140	785130	SFswr Cascadia Sewer SDC Reim.	\$0	\$0
\$63,213	\$36,999	812301	SFswr OEDD STP exp. -principal	\$37,144	\$48,000 <u>Note</u>
	\$53,514	812302	SFswr USDA-RA STP exp. -princ.	\$85,000	\$280,000 <u>Note</u>
\$257,813		831303	SFswr STP BAN- interest	\$0	\$0
\$127	\$49,878	832301	SFswr OEDD STP exp. -interest	\$49,104	\$47,000 <u>Note</u>
\$0	\$280,908	832302	SFswr USDA-RA STP exp. -int.	\$261,200	\$56,000 <u>Note</u>
\$990		870000	SFswr Registrar/Paying Agent	\$0	\$0
\$99,793	\$90,309	910110	SFswr Transfers to General Fd	\$98,079	\$105,031 <u>Note</u>
		950000	SFswr Sewer Fund Contingency	\$2,038,738	\$765,236
\$69,005	\$375,695	960000	SFswr Depreciation Expense	\$0	\$0
	\$0	980110	SFswr Reserve for USDA Loan DS	\$151,600	\$300,000
<b>\$3,983,835</b>	<b>\$1,704,464</b>		<b>TOTAL EXPENDITURES</b>	<b>\$5,328,000</b>	<b>\$5,114,782</b>

## REVENUES

<b>1997-99 Actual</b>	<b>1999-01 Actual</b>	<b>Object</b>	<b>2001-03 Budget</b>	<b>2003-05 Budget</b>	
\$3,130,254	\$3,507,588	401000	SFrev Beg. Working Capital	\$3,820,000	\$2,902,782 <u>Note</u>
\$462	\$381	421008	SFrev Assmt princ LID8 Langens	\$0	\$0
\$64	\$77	426008	SFrev Assmt interest LID8 Lang	\$0	\$0
\$408,569	\$531,926	433530	SFrev Sewer SDC	\$175,000	\$500,000 <u>Note</u>
\$0	\$7,976	433535	North Bluff Sewer SDCs	\$0	\$20,000
\$0	\$45,850	433630	SFrev Cascadia Sewer SDCs	\$0	\$0
\$1,171,268	\$1,326,847	452100	SFrev Sewer Charges	\$1,290,000	\$1,600,000 <u>Note</u>
\$11,129	\$5,775	457100	SFrev Engineering Fees	\$0	\$9,000
\$132,850	\$240,025	471100	SFrev Interest	\$140,000	\$80,000
\$358		471101	SFrev OEDD Loan interest earnd	\$0	\$0
\$11,821		471102	SFrev STP exp - interest earnd	\$0	\$0
\$3,752	\$4,792	478000	SFrev Miscellaneous	\$3,000	\$3,000
\$3,507,122		495301	SFrev USDA-RA Sewer Fac Loan	\$0	\$0
\$444,000		495351	SFrev OEDD Sewer Fac. loan	\$0	\$0
<b>\$8,821,650</b>	<b>\$5,671,237</b>		<b>TOTAL REVENUES</b>	<b>\$5,428,000</b>	<b>\$5,114,782</b>
<b>-\$4,837,815</b>	<b>-\$3,966,773</b>		<b>TOTAL NET BUDGET</b>	<b>-\$100,000</b>	<b>\$0</b>

**STAFF**

<b>1997-99 Actual</b>	<b>1999-01 Actual</b>	<b>Position</b>	<b>2001-03 Budget</b>	<b>2003-05 Budget</b>
0	0	Clerk/Receptionist	0.25	0.05
0.25	0.17	Crew Leader	0.17	0.17
0.27	0.27	Engineering Tech.	0.27	0.27
0.14	0.2	Mechanic	0.2	0
0	0.03	Permit Clerk	0.03	0.03
0.4	0.41	Public Works Director	0.41	0.41
1	0.9	STP Operator I	0.9	0
0	1	STP Operator II	1	0
0	0.25	Systems Operator	0.25	0
0.5	0.4	Utility Clerk	0.2	0.4
0.12	0	Utility Clerk (PT)	0	0
0.29	0.27	Utility Worker	0.27	0.61
<b>2.97</b>	<b>3.9</b>	<b>TOTAL STAFF</b>	<b>3.95</b>	<b>1.94</b>

*Next Program: Storm Water*

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<b>Department/Program:</b>	<b>055 Storm Water</b>
<b>Fund:</b>	<b>550 Storm Water Fund</b>

In most areas the storm drainage system—where it exists at all—consists of pipes that carry water from the streets to the nearest waterway. More recent developments use underground pipes or above ground ponds that detain some of the runoff from storm events and release it slowly to avoid overwhelming existing drainage systems. Two concerns—flooding, and the quality of the water discharged to streams—prompted the City Council to call for the development of a storm water master plan.

A draft plan was prepared in 1999 which proposed a traditional “pipes and ponds” approach to stormwater management. The City Council asked for a plan that considered methods to reduce runoff at the source rather than deal with it downstream. A Phase II plan was prepared in 2001 that addressed some of these concerns. A Stormwater Management ordinance was adopted in 2003. City staff are currently working on a Capital Improvement Plan to integrate projects recommended by both stormwater plans. Once a Capital Projects list is compiled staff will recommend the creation of a stormwater utility to fund these projects as well as maintenance of the existing stormwater system.

The numbers in this budget, therefore, should be considered as “place holders,” pending City Council decisions. The proposed budget assumes the creation of the utility and revenue collection beginning in November, 2003. If the utility is not created, no revenue will be generated. If no revenue is generated no expenditures will be made.

#### OBJECTIVES FOR THE NEXT BIENNIUM

GOAL	PROPOSAL
Complete Capital Improvement Plan for Stormwater utilizing a mix of Best Management Practices, source control, existing system retrofits and improvement projects.	Recommend creation of Stormwater Utility, monthly rates and <u>Systems Development Charges</u> to fund Capital Projects and system maintenance.
Transfer stormwater maintenance costs from Street Fund to Stormwater Fund.	See above.

## EXPENDITURES

1997-99 Actual	1999-01 Actual	Object	2001-03 Budget	2003-05 Budget
\$0		511100 SW Salaries	\$60,000	\$42,000
\$0		521000 SW Fringe Benefits	\$7,200	\$4,750
\$0		601100 SW Supplies	\$12,288	\$4,000
\$0		605100 SW Contractual Services	\$32,000	\$35,000
\$0		732000 SW Improvements	\$121,833	\$90,000
\$0		812300 SW Bond Payments	\$50,000	\$36,000
\$0		910110 SW Transfer to General Fund	\$8,429	\$0

\$0	950000	SW Contingency	\$0	\$9,006
<b>\$0</b>		<b>TOTAL EXPENDITURES</b>	<b>\$291,750</b>	<b>\$220,756</b>

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## REVENUES

<b>1997-99 Actual</b>	<b>1999-01 Actual</b>	<b>Object</b>	<b>2001-03 Budget</b>	<b>2003-05 Budget</b>
\$0	401000	SW Beginning Working Capital	\$0	\$4,756 <u>Note</u>
\$0	452500	SW Stormwater Charges	\$291,750	\$216,000 <u>Note</u>
<b>\$0</b>		<b>TOTAL REVENUES</b>	<b>\$291,750</b>	<b>\$220,756</b>
<b>\$0</b>		<b>TOTAL NET BUDGET</b>	<b>\$0</b>	<b>\$0</b>

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Next Program: Telecommunications (SandyNet)

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<b>Department/Program:</b>	<b>056 Telecommunications</b>
<b>Fund:</b>	<b>560 Telecommunications Fund</b>

In the winter of 2001-02, the City Council created a telecommunications utility in order to provide badly-needed broadband service to Sandy residents and businesses. SandyNet DSL service was launched a year later, and we are seeing a steady increase in customer interest and sign-ups.

In the next biennium we hope to have a base of 150 SandyNet DSL customers. The budget also includes a loan from the Water Fund as startup money for wireless service to Sandy residents and businesses, as well as the outlying areas.

The city's broadband service is expected to be self-supporting in the long run.

#### OBJECTIVES FOR THE NEXT BIENNIUM

- Explore the provision of wireless broadband service; if the service is determined to be financially feasible, begin service by December 2003.
- Provide direct fiber optic service to businesses where financially feasible.
- Explore a contract with NoaNet to tap into BPA's fiber network for long term access to the Internet.

#### BUDGET NOTES

The city contracts with local companies for provision of ISP service and technical assistance.

## EXPENDITURES

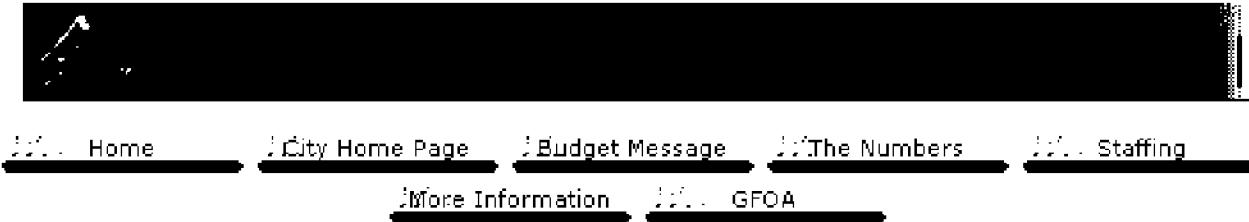
1997-99 Actual	1999-01 Actual	Object	2001-03 Budget	2003-05 Budget
\$0		601100 TC Supplies	\$28,600	\$5,000
\$0		601200 TC Postage	\$2,800	\$0
\$0		601300 TCcom Printing	\$3,000	\$0
\$0		601400 TC Copier Charges	\$400	\$0
\$0		601800 TC Books & Subscriptions	\$100	\$0
\$0		602300 TC Training, Prof Adv	\$1,000	\$0
\$0		604100 TC Maint & Repair	\$2,000	\$0
\$0		605100 TC Contractual Services	\$30,000	\$0
\$0		605201 TC Contractual Svcs, Internet	\$9,200	\$5,000
\$0		605202 Contractual Svcs, ISP	\$17,800	\$22,140 <a href="#">Note</a>
\$0		606100 TC Equipment Rental	\$400	\$0

\$0		606110	TC Leased Lines	\$18,400	\$14,280	Note
\$0		607100	TC Utilities	\$200	\$0	
\$0		608100	TCcom Professional Services	\$35,000	\$0	
\$0		609100	TC Insurance	\$300	\$0	
\$0		628200	TC Visa Merchant Fees	\$200	\$0	
\$0		740100	TC Computer Equipment	\$200		
\$0		740200	TC Telecom Equipment	\$110,000	\$55,000	
\$0	\$0	740300	TC Wireless Network	\$0	\$40,000	
\$0		776100	TC Microwave Site	\$32,000	\$0	
\$0		950000	TF Contingency	\$3,660	\$1,750	
<b>\$0</b>	<b>\$0</b>	<b>TOTAL EXPENDITURES</b>		<b>\$295,260</b>	<b>\$143,170</b>	

## REVENUES

<b>1997-99 Actual</b>	<b>1999-01 Actual</b>		<b>Object</b>	<b>2001-03 Budget</b>	<b>2003-05 Budget</b>	
\$0		401100	TCrev Beg Working Capital	\$70,000	\$2,860	Note
\$0		441460	TC Grants	\$40,000	\$50,000	
\$0		451600	TC Sandy Net Utility Charges	\$56,736	\$50,310	Note
\$0		478000	TCrev Miscellaneous	\$3,524	\$0	
\$0		495600	TCrev Loan Proceed Fm Wtr Fund	\$125,000	\$40,000	Note
<b>\$0</b>		<b>TOTAL REVENUES</b>		<b>\$295,260</b>	<b>\$143,170</b>	
<b>\$0</b>	<b>\$0</b>	<b>TOTAL NET BUDGET</b>		<b>\$0</b>	<b>\$0</b>	

Next Program: Parks Capital Projects


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<b>Department/Program:</b>	<b>099 Parks Capital Projects</b>
<b>Fund:</b>	<b>350 Parks Capital Fund</b>

Parks capital projects are primarily supported by Systems Development Charges (SDC's). In addition to SDC's the City actively seeks grant money to fund parks projects.

PAST GOALS	ACCOMPLISHMENTS
Continue the development of parks facilities as outlined in the Parks Master Plan	Park planning and development has taken place in Cascadia Village and Sandy Bluff Estates
Explore a connection between the Sandy bike/pedestrian trail system and the Springwater and Estacada trails	Still a goal
Seek grant funding for a Sandy River Primitive Park	Done
Complete the Barker Court entrance path into Meinig Park	Work on entrance path is planned with proposed Meinig Park upgrades
Improve the Tickle Creek Park open area	Incorporate as part of Tickle Creek Park/Path plan
Improve landscaping at Fantasy Forest in Meinig Park	Plan to complete as part of Meinig Park improvement plan
Begin construction of the Tickle Creek Greenway bike/hike path	Grant money from ODOT was declined due to conflicts in design standards. A modified plan is proposed.

#### OBJECTIVES FOR THE NEXT BIENNIUM

- **Council Goal:** Complete improvements to Meinig Park: No Name Creek restoration, amphitheater area and associated stream improvements.
- **Council Goal:** Complete the master plan for the Sandy River Park and begin improvements.
- **Council Goal:** Explore a connection between the Sandy bike/pedestrian trail system and the Springwater and Estacada trails.
- Pursue design/construction of Tickle Creek Path
- Partner with developer of Sandy Bluff Estates to complete Sandy Bluff Park
- Complete accessibility improvements at Bell Street Fields using CDBG money

## EXPENDITURES

1997-99 Actual	1999-01 Actual	Object	2001-03 Budget	2003-05 Budget
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\$3,400		608100	PCnon Professional Services	\$8,000	\$10,000
\$0		628200	PCnon VISA Merchant Fee	\$4,000	\$3,000
\$0	\$7,162	635200	PCnon Skatepark	\$0	\$5,000
\$0		715012	PCnon Meinig Park Gazebo	\$15,000	\$5,000
\$0		715071	PCnon Tickle Creek Bike Path	\$247,200	\$300,000
\$0		715072	PCnon Sandy River Park		\$250,000 <u>Note</u>
\$0	\$250,887	715080	PCnon Community Ballfields	\$150,000	\$27,500 <u>Note</u>
	\$780	715900	PCnon Future Parks Projects	\$646,629	\$369,000 <u>Note</u>
\$0	\$0	734650	PCnon Recreation Center	\$0	\$400,000 <u>Note</u>
\$0	\$48,303	785110	PCnon Cascadia Parks SDC Reim.	\$20,000	\$20,000
\$0	\$0	832905	PCnon Sandy River Park Int.	\$0	\$15,000
		950000	PCnon Contingency	\$20,400	\$81,061
		980000	PCnon Reserve for Future	\$166,993	\$0
<b>\$3,400</b>	<b>\$307,132</b>		<b>TOTAL EXPENDITURES</b>	<b>\$1,278,222</b>	<b>\$1,485,561</b>

## REVENUES

<b>1997-99 Actual</b>	<b>1999-01 Actual</b>		<b>Object</b>	<b>2001-03 Budget</b>	<b>2003-05 Budget</b>
	\$645,402	401000	PCrev Beg Working Capital	\$851,222	\$455,561 <u>Note</u>
\$207,493	\$273,716	433510	PCrev Park SDCs	\$110,000	\$100,000 <u>Note</u>
\$0	\$50,208	433610	PCrev Cascadia Park SDCs	\$40,000	\$20,000 <u>Note</u>
		440990	PCrev Grants - Other	\$350,000	\$500,000 <u>Note</u>
\$12,555	\$38,590	471100	PCrev Interest	\$17,000	\$10,000
\$67,649		490110	PCrev Transfer from General Fd	\$0	\$0
\$0	\$0	495102	PCrev Proceeds 1998 Parks Bds	\$0	\$400,000 <u>Note</u>
<b>\$287,697</b>	<b>\$1,007,916</b>		<b>TOTAL REVENUES</b>	<b>\$1,368,222</b>	<b>\$1,485,561</b>
<b>-\$284,297</b>	<b>-\$700,785</b>		<b>TOTAL NET BUDGET</b>	<b>-\$90,000</b>	<b>\$0</b>

Next Program: LID Capital Projects



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<b>Department/Program:</b>	<b>099 Local Improvement District Capital Projects</b>
<b>Fund:</b>	<b>360 LID Capital Fund</b>

A local improvement district is a mechanism for providing water, sewer, or street improvements that benefit a specific area, and where the costs are assessed against benefiting properties. Property owners can typically pay for the improvements over ten years, taking advantage of the city's lower borrowing costs.

The Tickle Creek local improvement district (LID 9) saw the completion of improvements in FY1996-97. Improvements for the 362nd Ave. local improvement district (LID 10) were completed in 1998. The source of financing for this improvement district is a loan from the Oregon Economic Development Department.

Residents of the North Bluff Road area have expressed interest in creation of an improvement district for local extension of sewer pipes. The budget for this fund includes a "placeholder" in case this district is created.

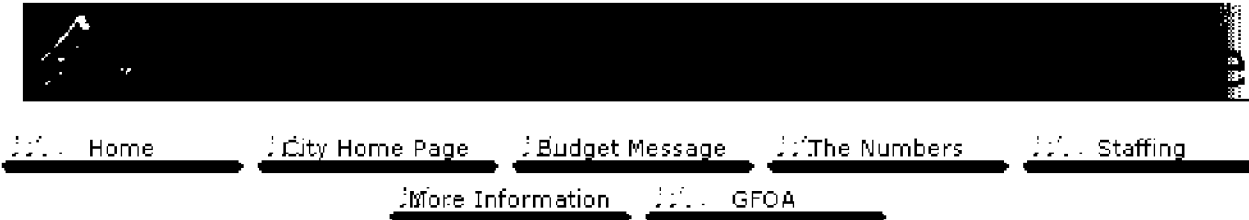
## EXPENDITURES

<b>1997-99 Actual</b>	<b>1999-01 Actual</b>	<b>Object</b>	<b>2001-03 Budget</b>	<b>2003-05 Budget</b>
\$319,368		734001 LCnon LID10 362nd Street/Storm	\$0	\$0
\$0	\$0	734060 LCnon Bluff Rd. Sewer Lid	\$0	\$200,000 <a href="#">Note</a>
\$5,765		812903 LCnon OEDD LID 10 362nd princ.	\$0	\$0
\$6,162		823902 LCnon OEDD LID 10 362nd int.	\$0	\$0
\$19,983		910240 LCnon Transfer to Street Fund	\$0	\$0
<b>\$351,278</b>	<b>\$0</b>	<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$200,000</b>

## REVENUES

<b>1997-99 Actual</b>	<b>1999-01 Actual</b>	<b>Object</b>	<b>2001-03 Budget</b>	<b>2003-05 Budget</b>
\$0		495120 LCrev Bond Proceeds		\$200,000 <a href="#">Note</a>
\$339,351		495601 LCrev OEDD loan - LID10 362nd	\$0	\$0
<b>\$339,351</b>		<b>TOTAL REVENUES</b>	<b>\$0</b>	<b>\$200,000</b>
<b>\$11,927</b>	<b>\$0</b>	<b>TOTAL NET BUDGET</b>	<b>\$0</b>	<b>\$0</b>

*Next Program: GO Debt Service (Property-tax-based bonds)*



<b>Department/Program:</b> 098 General Obligation Bond Debt Service
<b>Fund:</b> 410 G.O. Debt Service Fund

The General Obligation bond fund is used to account for payments and revenues associated with property tax-based bonds.

The last payment of \$10,500 for city hall bonds was made in FY1997-98. In 2004 we will see the final payment on the last outstanding bonds (the Police/Library building bonds), with annual debt service of approximately \$31,000. The city's legal debt capacity is \$12.7 million (as of June 30, 2002).

This budget assumes that the debt service for the Police/Library bonds will be replaced by a similar debt service payment for Recreation Center bonds. This bond issue is subject to a vote of the people.

## EXPENDITURES

1997-99 Actual	1999-01 Actual	Object	2001-03 Budget	2003-05 Budget
\$10,520		814102 GDtre 1968 City Hall - princ.	\$0	\$0
\$40,000	\$50,000	814103 GDtre 1988 Library/Police-prin	\$55,000	\$30,000 <a href="#">Note</a>
\$0		814105 GDtre 1998 Proposed Parks \$3.3	\$0	\$30,000 <a href="#">Note</a>
\$21,420	\$15,338	834103 GDtre 1988 Library/Police- int	\$10,000	\$7,175
\$2,230	\$1,630	870000 GDtre Registrar/Paying Agent	\$1,250	\$1,330
\$1,197		870500 GDtre Property taxes	\$0	\$0
		980100 GDtre Reserve for Future Pymts	\$118,527	\$60,159
<b>\$75,367</b>	<b>\$66,968</b>	<b>TOTAL EXPENDITURES</b>	<b>\$184,777</b>	<b>\$128,664</b>

## REVENUES

1997-99 Actual	1999-01 Actual	Object	2001-03 Budget	2003-05 Budget
\$128,281	\$126,168	401000 GDrev Beg Working Capital	\$123,777	\$64,057 <a href="#">Note</a>
\$48,693	\$57,876	410100 GDrev Current Yr Property Tax	\$54,000	\$60,614
\$11,900	\$3,390	410200 GDrev Delinquent Property Tax	\$4,000	\$851 <a href="#">Note</a>
\$400		458002 GDrev Rent - Karate School	\$0	\$0
\$5,880	\$7,249	471100 GDrev Interest	\$3,000	\$3,142
<b>\$195,154</b>	<b>\$194,684</b>	<b>TOTAL REVENUES</b>	<b>\$184,777</b>	<b>\$128,664</b>

**-\$119,787**

**-\$127,716**

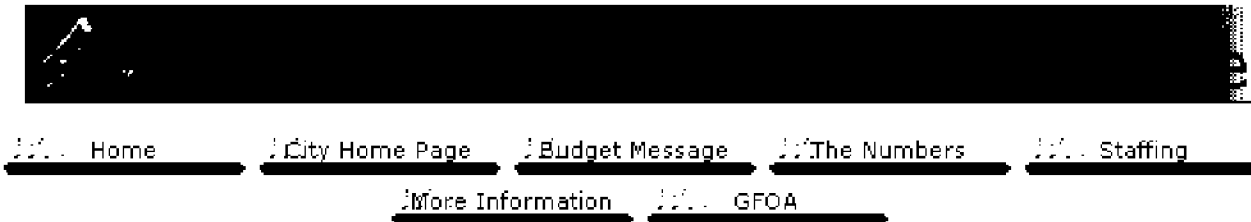
**TOTAL NET BUDGET**

**\$0**

**\$0**

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*Next Program: LID Debt Service (Local Improvement District payments)*



**Department/Program: 098 Local Improvement District Bond Debt Service**

**Fund: 420 LID Debt Service**

The LID Debt Service Fund is used to account for payments and revenues associated with bonds that are sold for local improvement (or special assessment) districts. Assessments on properties that benefit directly from the improvements are used to pay off the bonds.

The Tickle Creek local improvement district (LID 9) saw the completion of improvements in FY1996-97. Improvements for the 362nd Ave. local improvement district (LID 10) were completed in 1998. The source of financing for this improvement district is a loan from the Oregon Economic Development Department.

Residents of the North Bluff Road area have expressed interest in creation of an improvement district for local extension of sewer pipes. Bond payments and assessments are included in this budget as "placeholders" in case this improvement district is formed.

## EXPENDITURES

1997-99 Actual	1999-01 Actual	Object		2001-03 Budget	2003-05 Budget
\$0	\$0	812900	LDtre LID Debt Service	\$0	\$50,000 Note
	\$26,977	812903	LDtre OEDD LID 10 362nd princ.	\$68,000	\$26,000
\$90,000	\$90,000	815001	LDtre LID 9 TC (\$.45) princ.	\$90,000	\$90,000
\$0		815020	LDtre Eastside Sewer Principal	\$14,400	\$0
\$0	\$28,468	832902	LDtre OEDD LID10 interest	\$29,000	\$26,000
\$41,513	\$32,288	835001	LDtre LID 9 TC (\$.45) interest	\$40,000	\$17,000
\$0		835020	LDtre Eastside Sewer Interest	\$10,080	\$0
\$482	\$610	870000	LDtre Registrar/Paying Agent	\$1,500	\$0
		980100	LDtre Reserve for Future Pymts	\$76,188	\$16,964
<b>\$131,995</b>	<b>\$178,342</b>	<b>TOTAL EXPENDITURES</b>		<b>\$329,168</b>	<b>\$225,964</b>

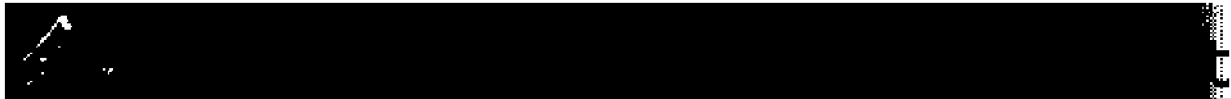
## REVENUES

1997-99 Actual	1999-01 Actual	Object		2001-03 Budget	2003-05 Budget
\$66,283	\$177,365	401000	LDrev Beg. Working Capital	\$81,238	\$60,714 Note
\$0	\$0	421006	LDrev LID Debt Service Assmts	\$0	\$50,000 Note
\$97,271	\$37,813	421009	LDrev Assmt Princ. - LID 9 TC	\$76,800	\$60,000
\$16,968	\$58,039	421010	LDrev Assmt Princ.-LID10 362nd	\$67,950	\$28,000

\$52,865	\$13,428	426009	LDrev Assmt interest - LID9 TC	\$39,800	\$3,000
\$8,837	\$32,201	426010	LDrev Assmt int.-LID 10 362nd	\$26,900	\$23,500
\$2,897	\$7,130	471100	LDrev Interest	\$12,000	\$750
<b>\$245,121</b>	<b>\$325,976</b>		<b>TOTAL REVENUES</b>	<b>\$304,688</b>	<b>\$225,964</b>
<b>-\$113,127</b>	<b>-\$147,633</b>		<b>TOTAL NET BUDGET</b>	<b>\$24,480</b>	<b>\$0</b>

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*Next Program: Industrial Way Debt Service*



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<b>Department/Program: 098 Industrial Way Loan Debt Service</b>
<b>Fund: 430 Industrial Way Debt Service</b>

In 1997, the Oregon Economic Development Department approved grant and loan funding for water, sewer, and street improvements for industrial property west of 362nd Avenue, including the extension of Industrial Way. The loan payments are assessed against the benefiting properties. This fund accounts for the loan payment revenues and expenses.

This project made it possible for the headquarters of the Mount Hood National Forest to locate in Sandy, for the relocation and expansion of the Konell Construction Company, for the construction of the new Sandy Cinema, and for other light industrial and commercial projects that are now underway.

## EXPENDITURES

1997-99 Actual	1999-01 Actual	Object	2001-03 Budget	2003-05 Budget
\$28,312	\$42,022	812902 IDtre OEDD Ind Way -principal	\$45,400	\$51,434
\$0		812904 IDtre OEDD cond grant pmt	\$85,000	\$0
\$77,192	\$60,215	832901 IDtre OEDD Ind Way -interest	\$57,000	\$52,061
\$0		980100 IDtre Reserve for Future Pymts	\$325,600	\$140,639
<b>\$105,504</b>	<b>\$102,237</b>	<b>TOTAL EXPENDITURES</b>	<b>\$513,000</b>	<b>\$244,134</b>

## REVENUES

1997-99 Actual	1999-01 Actual	Object	2001-03 Budget	2003-05 Budget
	\$461,448	401000 IDrev Beg Working Capital	\$457,000	\$205,568 <small>Note</small>
\$176,892	\$214,151	421201 IDrev Assmt princ.-Ind. Way	\$20,000	\$14,189
	\$37,559	426201 IDrev Assmt int - Ind Way	\$26,000	\$12,172
\$2,001	\$42,610	471100 IDrev Interest	\$10,000	\$12,205
\$53,493	\$0	478201 IDrev Reimb-Conditional Grant	\$0	\$0
<b>\$232,386</b>	<b>\$755,768</b>	<b>TOTAL REVENUES</b>	<b>\$513,000</b>	<b>\$244,134</b>
<b>-\$126,882</b>	<b>-\$653,531</b>	<b>TOTAL NET BUDGET</b>	<b>\$0</b>	<b>\$0</b>

*Next Program: Urban Renewal Agency*



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**Department/Program: 072 Urban Renewal**

**Fund: 720 Urban Renewal**

The Sandy Urban Renewal Agency was created by the City Council in 1998, to complete improvements in the downtown and commercial areas using tax increment financing.

The Board of the Urban Renewal Agency consists of the City Council, plus a representative of the Sandy Fire District, and a Sandy business representative.

PAST GOALS	ACCOMPLISHMENTS
Issue bonds	Short term bonds (\$800,000) were sold in July of 2002.
Complete improvements based on the direction of the urban renewal advisory committee and the urban renewal agency board.	"Streetscape" improvements were made to the areas in front of city hall and the library as demonstration projects for the urban design guidelines. Land was acquired for a downtown public parking lot.
<b>OBJECTIVES FOR THE NEXT BIENNIUM</b>	
<ul style="list-style-type: none"> <li>● <b>Council goal:</b> Construct a downtown public parking lot.</li> <li>● <b>Council goal:</b> Explore the feasibility of an office building featuring executive suites.</li> <li>● Pursue creation of a downtown public plaza.</li> </ul>	

## EXPENDITURES

1997-99 Actual	1999-01 Actual	Object	2001-03 Budget	2003-05 Budget
\$0	\$26,226	511100 UR Salaries	\$29,608	\$25,308
\$0	\$2,135	521100 UR Benefits City pd M&D	\$3,226	\$4,065
\$0	\$1,985	521200 UR Benefits City pd FICA/me	\$2,266	\$1,538
\$0	\$1,281	521300 UR Benefits City pd PERS	\$2,700	\$2,715
\$0	\$670	521360 UR Benefit city pd DfComp	\$0	\$0
\$0	\$20	521400 UR Benefits City pd LifeIns	\$22	\$22
\$0	\$22	521600 UR Pr tax Unemployment	\$216	\$145
\$0	\$40	521700 UR Pr tax Tri-Met	\$0	\$0
\$0	\$159	521800 UR Pr tax Workers Comp.	\$144	\$96
\$0	\$253	601100 UR Supplies	\$14,044	\$10,000
\$0		601200 UR Postage	\$600	\$0

\$0	\$452	601300	UR Printing	\$500	\$500
\$0	\$330	601400	UR Copier Charges	\$350	\$100
\$0		601500	UR Public Notices	\$100	\$0
\$0	\$250	601700	UR Memberships	\$350	\$50
\$0		601800	UR Books, Publications	\$200	\$100
\$0	\$123	602300	UR Training, Prof. Adv.	\$600	\$400
\$0	\$413	608100	UR Professional Services	\$60,000	\$20,000
\$0		608700	UR Prof Serv 1-Way Grid Analys	\$0	\$1,000
\$0		716000	UR Improvements	\$580,000	\$200,000
\$0		716030	UR Park Lot Pur/Design/Improve	\$0	\$300,000
\$0		716060	UR Sears Parking Lot Improve	\$0	\$15,000
\$0	\$0	716080	UR Downtown Plaza Project	\$0	\$250,000
\$0	\$0	716100	UR Leather's Lot	\$0	\$50,000
\$0	\$0	716200	UR Pedestrian Signals	\$0	\$100,000
\$0	\$4,000	740100	UR Computer Equipment	\$2,500	\$0
\$0		760500	UR Fire Equipment, Improve.	\$60,000	\$200,000
\$0		814100	UR Bond Principal Payments	\$400,000	\$320,000
\$0		834100	UR Bond Interest Payments	\$0	\$75,000
\$0	\$12,480	910110	UR Transfer to General Fund	\$13,623	\$11,245
\$0		950000	UR contingency	\$610,773	\$69,877
<b>\$0</b>	<b>\$50,839</b>		<b>TOTAL EXPENDITURES</b>	<b>\$1,781,822</b>	<b>\$1,657,161</b>

## REVENUES

1997-99 Actual	1999-01 Actual		Object	2001-03 Budget	2003-05 Budget
\$0		401000	UR Beginning Working Capital	\$569,822	\$1,006,161
\$0	\$219,497	410100	UR Current Year Tax Increment	\$620,000	\$650,000
\$0	\$8,393	471100	UR Interest Revenue	\$12,000	\$1,000
\$0		495200	UR Proceeds from Bonds	\$580,000	\$0
<b>\$0</b>	<b>\$227,890</b>		<b>TOTAL REVENUES</b>	<b>\$1,781,822</b>	<b>\$1,657,161</b>
<b>\$0</b>	<b>-\$177,051</b>		<b>TOTAL NET BUDGET</b>	<b>\$0</b>	<b>\$0</b>

## STAFF

1997-99 Actual	1999-01 Actual		Position	2001-03 Budget	2003-05 Budget
0	0.13		Associate Planner	0.13	0.13
0	0.07		City Manager	0.07	0.07
0	0.07		Plng & Dev Director	0.07	0.07
<b>0</b>	<b>0.27</b>		<b>TOTAL STAFF</b>	<b>0.27</b>	<b>0.27</b>

Next: Staffing Information





The table below shows authorized staff levels in Full Time Equivalent positions.  
For staffing details for each department, click on the department name.

<b>DEPARTMENT</b>	<b>1997-99</b>	<b>1999-01</b>	<b>2001-03</b>	<b>2003-05</b>
<a href="#">Administration</a>	1.9	2.6	1.8	1.8
<a href="#">Municipal Court</a>	1.0	1.0	1.0	1.1
<a href="#">Finance</a>	1.0	1.0	1.6	2.0
<a href="#">Library</a>	6.0	7.1	7.9	8.0
<a href="#">Police</a>	10.4	11.3	12.8	11.5
<a href="#">Animal Control/Code Enforcement</a>	.8	1.0	1.0	1.0
<a href="#">Recreation</a>	1.9	1.9	2.0	2.0
<a href="#">Seniors</a>	2.8	3.2	3.3	3.4
<a href="#">Parks Maintenance</a>	1.3	1.3	1.3	1.8
<a href="#">Planning</a>	.0	.0	2.1	1.8
<a href="#">Building</a>	5.1	4.5	2.0	2.4
<a href="#">Non-Departmental</a>	.9	.3	.3	.3
<b>GENERAL FUND</b>	<b>33.1</b>	<b>35.0</b>	<b>37.0</b>	<b>36.9</b>

## **OTHER FUNDS**

<a href="#">Water</a>	4.4	3.8	3.8	3.1
<a href="#">Sewer</a>	3.0	3.9	4.0	1.9
<a href="#">Streets</a>	1.4	2.0	2.0	2.0
<a href="#">Transit</a>	4.0	1.0	1.3	1.2
<a href="#">Urban Renewal</a>	.0	.3	.3	.3
<b>ALL FUNDS</b>	<b>45.8</b>	<b>45.9</b>	<b>48.2</b>	<b>45.4</b>

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## CITY OF SANDY ORGANIZATION CHART

Budget units are referred to, interchangeably, as programs or departments (for example, the code enforcement program, or the water department). For management purposes, the city is organized into functional departments that may be responsible for several budgetary units. For example, while we commonly refer to the "water department" or the "sewer department," these are actually separate budgetary programs that fall under the direction of the Public Works Department, and are managed by the Public Works Director.

The Organization Chart below shows the management structure of the city and the **operating** budgets that each department is responsible for. As the organizational hierarchy indicates, the City Council is ultimately responsible for the entire budget.

- **City Council:** Linda Malone (Mayor), Bill O'Brion, Roberta Kennedy, Dick Steiner, Don Allen, Gabe Achterman, Tina Frostad. [Council budget](#)

**City Manager:** Scott Lazenby.

[Administration](#) [Telecommunications](#) [Urban Renewal](#)

- **Finance Department:** Larry Stohosky.  
[Finance budget](#)  
[Municipal Court](#)
- **Library Department:** Beth Scarth.  
[Library budget](#)
- **Police Department:** Dale Scobert  
[Police](#)  
[Animal Control/Code Enforcement](#)
- **Community Services Department:** Nancy Enabnit  
[Recreation](#)  
[Senior Center](#)  
[Transit Fund](#)
- **Planning & Development Department:** Tracy Brown  
[Planning](#)  
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- **Public Works Department:** Mike Walker
  - Parks Maintenance
  - Street Fund
  - Water Fund
  - Sewer Fund
  - Stormwater Fund
- **City Attorney:** Jack Hammond
  - Legal budget

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The following table shows projected beginning and ending fund balances, starting with the actual beginning balance in the current biennium

FUND	01-03 Beginning Balance	Plus: 01- 03 Est. Revenue	Less: 01-03 Est. Expenditure	Equals: 01-03 Ending Balance	03-05 Beginning Balance	Plus: 03- 05 Revenue	Less: 03-05 Expenditure	Equals: 03-05 Ending Balance
GENERAL FUND	1,710,635	\$5,992,738	\$5,989,302	\$1,714,071	\$1,714,071	\$6,000,064	\$6,803,572	\$910,563
STREET FUND	487,504	\$3,148,207	\$2,967,936	\$667,775	\$667,775	\$1,207,700	\$1,472,161	\$403,314
TRANSIT FUND	158,585	\$1,489,265	\$1,431,314	\$216,536	\$216,536	\$2,516,000	\$2,582,692	\$149,844
PARKS CAPITAL PROJECTS FUND	337,626	\$568,804	\$450,869	\$455,561	\$455,561	\$1,030,000	\$1,389,500	\$96,061
LID CAPITAL PROJECTS FUND	0	\$0	\$0	\$0	\$0	\$200,000	\$200,000	\$0
G. O. DEBT SERVICE FUND	62,955	\$64,607	\$63,505	\$64,057	\$64,057	\$64,607	\$68,505	\$60,159
LID DEBT SERVICE FUND	53,394	\$171,071	\$163,750	\$60,714	\$60,714	\$165,250	\$209,000	\$16,964
INDUSTRIAL WAY DEBT SERVICE FD	299,010	\$37,509	\$130,951	\$205,568	\$205,568	\$38,566	\$103,495	\$140,639
WATER FUND	3,019,654	\$2,824,517	\$1,643,355	\$4,200,816	\$4,200,816	\$1,827,000	\$2,798,633	\$3,229,183
SEWER FUND	2,507,850	\$2,356,954	\$1,962,022	\$2,902,782	\$2,902,782	\$2,212,000	\$4,049,546	\$1,065,236
STORMWATER	0	\$90,006	\$85,250	\$4,756	\$4,756	\$216,000	\$211,750	\$9,006
TELECOMMUNICATIONS	0	\$173,305	\$170,445	\$2,860	\$2,860	\$140,310	\$141,420	\$1,750
TRUST FUND	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
WATERSHED COUNCIL	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
URBAN RENEWAL	122,682	\$1,354,250	\$470,771	\$1,006,161	\$1,006,161	\$651,000	\$1,587,284	\$69,877

Notes:

1. The numbers in the Revenue columns **exclude** beginning balances (which are considered as revenues elsewhere in the budget document).
2. The 03-05 Ending Balance numbers **include** contingency and reserve accounts, on the assumption that these accounts are not spent..

Next: [Indirect Cost Model](#)



Overhead costs (finance, payroll, administration, etc.) are accounted for in the General Fund and allocated to the various operating funds through an "indirect cost allocation model." This cost allocation is summarized in the table below.

INDIRECT COST ALLOCATION									
2003-05									
Cost Allocation Factors	General	Water	Sewer	Transit	Urban Ren.	Street	Total		
Total Fund Budgets	\$15,428,269	\$ 12,055,632	\$ 10,229,564	\$ 5,465,071	\$ 3,314,322	\$ 3,750,950	\$50,243,809		
Net Operating Costs	\$ 6,460,112	\$ 983,564,001	\$ 1,212,515	\$ 1,115,339	\$ 66,039	\$ 846,160	\$10,683,729		
Percent, Total	31%	24%	20%	11%	7%	7%	100%		
Percent, Net Op. Staff, FTE	60%	8%	11%	10%	1%	8%	100%		
Percent Combined %	36.90	3.05	1.94	1.17	0.27	2.02	45.35		
Costs Allocated by Total Budget (25%) and Operating Budget(75%):									
Finance Dept.	\$ 289,600								
Cost Allocation	53%	12%	14%	11%	2%	8%	99%		
Costs Allocated by Combined Staff & Operating Budget Ratios:	\$ 155,062	\$ 34,911	\$ 39,775	\$ 30,847	\$ 6,178	\$ 22,828	\$289,600.40		



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The City of Sandy has adopted master plans for transportation, water, sewer, and park systems. A draft master plan for storm water is nearing completion. These master plans include Capital Improvement Plans that guide the city the timing and budgeting of major improvement projects and equipment purchases. These master plans were generally developed before the World Wide Web was in common use, and are not yet available on-line. Copies are, however, available at Sandy City Hall, 39250 Pioneer Blvd.

The table below lists all improvements and equipment purchases over \$25,000 that are included in the 2003-05 budget, and that help implement the master plans noted above.

Fund	Department	Object	Description	2003-05 Budget
GENERAL FUND	Parks Maintenance	715010	GFpkm Meinig Park	\$50,000
GENERAL FUND	Non-Departmental	721007	GFnd City Hall Remodel	\$50,000
GENERAL FUND	Non-Departmental	721009	GFnd Pol/Lib Roof	\$35,000
STREET FUND	Streets	734000	STstr Street System Improvmnts	\$100,000
STREET FUND	Streets	734500	STstr SDC Street Improvements	\$200,000
STREET FUND	Streets	734804	STstr Hood St. CDBG	\$70,000
STREET FUND	Streets	760000	STstr Machinery & Equipment	\$70,000
STREET FUND	Streets	784005	STstr 362nd Improvmnts	\$100,000
TRANSIT FUND	Transit	734600	TRtr Bus Barn	\$1,000,000
TRANSIT FUND	Transit	740000	TRtr Furniture & Office Equip	\$26,853
TRANSIT FUND	Transit	750000	TRtr Transportation Eq.	\$374,000
PARKS CAPITAL PROJECTS FUND	No Operating Division	715071	PCnon Tickle Creek Bike Path	\$300,000
PARKS CAPITAL PROJECTS FUND	No Operating Division	715072	PCnon Sandy River Park	\$250,000
PARKS CAPITAL PROJECTS FUND	No Operating Division	715080	PCnon Community Ballfields	\$27,500
PARKS CAPITAL PROJECTS FUND	No Operating Division	715900	PCnon Future Parks Projects	\$369,000
PARKS CAPITAL PROJECTS FUND	No Operating Division	734650	PCnon Recreation Center	\$400,000
LID CAPITAL PROJECTS FUND	No Operating Division	734060	LCnon Bluff Rd. Sewer Lid	\$200,000
WATER FUND	Water	710000	WFwtr Land	\$500,000
WATER FUND	Water	714001	WFwtr Brownell Springs	\$60,000

WATER FUND	Water	732000	WFwtr Water System Improvemnts	\$300,000
WATER FUND	Water	760000	WFwtr Machinery & Equipment	\$70,000
WATER FUND	Water	772005	WFwtr Permanent generator	\$125,000
WATER FUND	Water	772009	WFwtr Reservoir Coating	\$60,000
WATER FUND	Water	772012	Dubarko Dr. LSN Water Line	\$165,000
WATER FUND	Water	780000	WFwtr Oversizing/Special Proj.	\$50,000
SEWER FUND	Sewer	733000	SFswr Sewer System Improvemnts	\$400,000
SEWER FUND	Sewer	733002	SFswr Pleasant St. Sewer Repl	\$325,000
SEWER FUND	Sewer	760000	SFswr Machinery and Eq.	\$160,000
SEWER FUND	Sewer	773000	SFswr Major Repairs - Sewer	\$25,000
SEWER FUND	Sewer	773002	SFswr Upgrade Meinig St pump s	\$140,000
SEWER FUND	Sewer	773004	SFswr SE Area Pump Station	\$75,000
SEWER FUND	Sewer	773005	SFswr Sludge Dewatering System	\$900,000
SEWER FUND	Sewer	773020	SFswr North Bluff SewerSDC Exp	\$70,000
SEWER FUND	Sewer	780000	SFswr Oversizing/Special Proj.	\$200,000
STORMWATER	Stormwater	732000	SW Improvements	\$90,000
TELECOMMUNICATIONS	Telecom	740200	TC Telecom Equipment	\$55,000
TELECOMMUNICATIONS	Telecom	740300	TC Wireless Network	\$40,000
URBAN RENEWAL	Urban Renewal	716000	UR Improvements	\$200,000
URBAN RENEWAL	Urban Renewal	716030	UR Park Lot Pur/Design/Improve	\$300,000
URBAN RENEWAL	Urban Renewal	716080	UR Downtown Plaza Project	\$250,000
URBAN RENEWAL	Urban Renewal	716100	UR Leather's Lot	\$50,000
URBAN RENEWAL	Urban Renewal	716200	UR Pedestrian Signals	\$100,000
URBAN RENEWAL	Urban Renewal	760500	UR Fire Equipment, Improve.	\$200,000

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Cities typically borrow money for two reasons:

1. Where spreading the cost of a project or improvement allows future users who benefit from the project to help pay for it. For example, a water treatment plant might be built and sized for growth of the city over twenty years. Borrowing money, through a bond sale or loan, allows the cost of this facility to be spread over the future population and reduces the burden on the current users.
2. Where there is a direct financial advantage to borrowing. For example, the City of Sandy has taken advantage of low-interest state and federal loans for water and sewer projects, where the loan rate is *less* than the average yield of the city's long term investments.

Unlike the federal government, the City of Sandy **does not** borrow money to pay for current operations (in fact, it is prohibited by state law from doing so).

Overall, the City of Sandy has a very low level of debt. We have taken advantage of low-interest federal and state loans to build our sewage treatment plant (1997), but even here the loans totaled less than half the cost of the plant (federal and state grants and development fees helped fund the remainder). (See [Sewer Fund](#) budget).

In spite of a healthy water fund cash balance (mostly through development fees), the City in 2002-03 finalized a state loan for expansion and renovation of our water treatment plant, because the interest rate (4%) was too good to pass up. Even though current city investment yields are fairly low, we believe that over the life of this loan, we will be able to make long-term investments of the "freed up" cash at a higher interest rate. And the cash will be available to help construct the Salmon River water treatment plant, which we project that we will need in approximately ten years. (See [Water Fund](#) budget). Note--the budget estimate for the principal and interest payments varies slightly from the number in the table below, because the loan was still being finalized as the budget was prepared.

The City of Sandy has also borrowed funds for smaller street, water, and sewer projects that benefit a targeted area of the city. These are part of [local improvement](#) (or "special assessment") districts where the benefited properties pay directly for the improvements. The city is able to use its borrowing power to obtain low interest (tax free) bond or loan funds, and pass the interest savings on to the property owners. In the case of one of the improvement districts ([Local Improvement District #10, 362nd Street](#)), as well as the [Industrial Way](#) improvements, the source of funds was a low-interest loan from the Oregon Economic and Community Development Department, where the state uses lottery proceeds to cover the cost of issuance of bonds.

### General Obligation Debt

The sources of funds for repayment of the debt noted above include user fees, development fees, or special assessments, but **not** general taxes. Typically, citizens are most interested in "general obligation" bonds, where the ultimate responsibility for repayment of the debt rests with property tax payers.

As noted in the [General Obligation Debt](#) page, the last of the City of Sandy's general obligation bonds (for purchase and renovation of the police/library building) will be retired in the coming biennium. At the point, the city will have **no** outstanding general obligation

bonds, even though the legal debt capacity under state law (based on the city's taxable assessed value) is \$12.7 million as of June 30, 2002.

While this situation may be financially conservative, it is not necessarily financially prudent. In a growing city like Sandy, it **is** financially prudent to spread the cost of facilities over future residents through the use of bonds. But the Oregon constitution, combined with recent ballot initiatives (particularly Measures 47 and 50) have made it relatively difficult for cities to issue general obligation bonds. Doing so requires not only the support of a majority of city voters, but the voter turnout (for most elections) must exceed fifty percent.

As noted in the Budget Message, the budget for this biennium includes a proposal to "replace" the maturing police/library bonds with a bond issue dedicated to a city recreation center. This would provide resources for a public/private facility **without** an increase in the property tax rate. This will require voter approval.

The table below summarizes the current and proposed long term debt for the city:

	TYPE OF DEBT							
	Police/ Library Building (General Obligation Bonds)	Recreation Center (Proposed) General Obligation Bonds	Local Improvement District #9 (Tickle Creek)	Local Improvement District #10 (362nd Ave.)	Industrial Way State Loan	State Loan, Sewer Plant	Federal Loan, Sewer Plant	State Loan, Water System
Principal and Interest cost, 2003-05 biennium	\$31,050	\$30,000	\$103,838	\$48,897	\$103,493	\$90,476	\$334,422	\$101,551
Remaining Balance at end of period	\$0	\$400,000	\$90,000	\$246,601	\$73,745	\$368,531	\$2,793,340	\$826,558
Source of Payment	Property Tax	Property Tax	Special assessments to benefited properties	Special assessments to benefited properties	Special assessments to benefited properties	Sewer user fees	Sewer user fees	Water User Fees

This table excludes Urban Renewal bonds, since the Urban Renewal Agency is technically a separate unit of government. However, the urban renewal agency board is the City Council, and for all practical purposes the Agency is a department of the city, and this budget document treats the Urban Renewal fund and operations as part of the city.

In 2002-03, the city (Urban Renewal Agency) sold \$800,000 in bonds for improvements in the urban renewal district (primarily in downtown Sandy). These were short-term (5 year) bonds. Principal and interest in the 2003-05 biennium will be \$395,000, paid through tax increment revenues. Remaining principal outstanding as of June 30, 2005 will be approximately \$350,000.

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**Fiscal Year:** The twelve-month period used for budget and financial purposes. For local governments in Oregon, the fiscal year begins on July 1 and ends the following June 30. Sandy has adopted a 24-month fiscal period (a biennium) that begins on July 1 of odd-numbered years and ends 24 months later.

**Franchise fees:** Annual fees paid by utilities (electricity, telephone, cable TV, natural gas) for the use of the city's public rights-of-way, or that are granted a service monopoly that is regulated by the city (garbage collection). The franchise fee is typically a set percentage of gross revenues within the city.

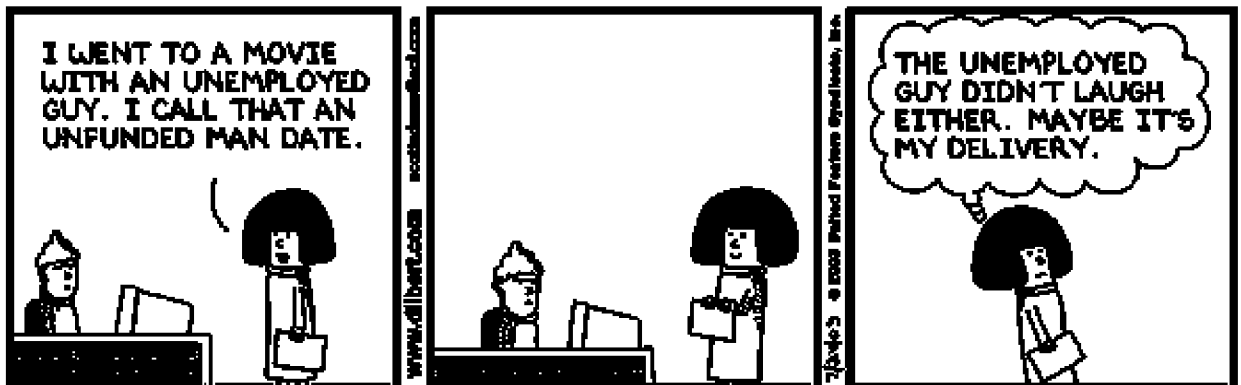
**FTE:** Full time equivalent staff positions. For example, two staff people who each work half time are together equivalent to one full time position. Or, a person who works 30 hours per week accounts for 0.75 FTE.

**Measure 50:** A state ballot measure that provided a one-time reduction in taxable assessed property value, and capped increases in taxable assessed value to 3% per year, regardless of market-based value increases.

**Systems Development Charges:** Also known as "impact fees." Charged to new development when building permits are issued as the cost of additional capacity in the street, water, sewer, and park systems.

**Tax Increment Financing:** The method of financing used for Urban Renewal Districts in Oregon. Under tax increment financing, there is little or no increase in taxes paid by property owners, but some of the taxes from growth in property value is diverted from local governments to pay the principal and interest on urban renewal bonds. For an explanation of tax increment financing from the Oregon Department of Revenue, click [here](#).

**Unfunded Mandate.** A requirement--typically from the national or state government--imposed on the city, with no accompanying funds to carry out the requirement.



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**ACRONYMS AND JARGON**

4(d)	Rules for complying with Endangered Species Act
ADA	Americans with Disabilities Act
AICPA	American Institute of Certified Public Accountants
BANANA	Build Absolutely Nothing Anywhere Near Anything
BCC	Board of County Commissioners
Blue Book	Directory of state agencies and governments; latest edition of GAAFR
C-COM	Clackamas County Communications (police and fire dispatch)
CDBG	Community Development Block Grant
CIP	Capital Improvement Program
CIS or CCIS	City County Insurance Service
Comp Plan	Comprehensive Plan (Sandy 2040 Plan)
DEQ	Department of Environmental Quality
DLCD	Department of Land Conservation and Development (state)
DSL	Division of State Lands
DSL (2)	Digital Subscriber Line (phone-based broadband)
ESA	Endangered Species Act
FSH ("FiSH") Overlay	Flood and Slope Hazard Overlay (Sandy Development Code)
FSHR ("Fisher")	Flood, Slope Hazard, and Riparian protection ordinance (son of FSH)
GAAFR	Government Accounting Auditing and Financial Reporting
GAAP	Generally Accepted Accounting Principles
GFOA	Government Finance Officers Association
GIS	Geographic Information System (computer mapping software)
HB__	House Bill
ICMA	International City Management Association
ISTEA ("Iced Tea")	Predecessor to TEA-21
JPACT	Metro transportation policy committee
LCDC	Land Conservation and Development Commission (state)
LGPI	Local Government Personnel Institute
LID	Local Improvement District (or special assessment district)
LNIB	Library Network Intergovernmental Board
LOC	League of Oregon Cities
LUBA	Land Use Board of Appeals
MPAC	Metro Policy Advisory Committee (includes city representatives)
NIMBY	Not In My Back Yard
NLC	National League of Cities
NMFS ("nymphs")	National Marine Fisheries Service
NMTO	Not in My Term of Office
NOPE	Not on Planet Earth
ODOT	Oregon Department of Transportation
OECD	Oregon Economic & Community Development Department
ORS	Oregon Revised Statutes



PERS	Public Employee Retirement System
RFP	Request for Proposals
RFQ	Request for Qualifications
SB__	Senate Bill
SDC	Systems Development Charge (or "Impact Fee")
STIP	Statewide Transportation Improvement Program
TEA-21	Transportation Equity Act for the 21st Century (Federal gas tax bill)
TIF	Tax Increment Financing (used in urban renewal districts)
Tri-Met	A transit district operating in the Portland metro area
TSP	Transportation System Plan
UGB	Urban Growth Boundary

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### OTHER BUDGET MATERIAL

- Organization Chart
- Fund Balances
- Benchmarking
- Budget Process
- Budget Calendar
- Indirect Cost Model
- Capital Improvements
- Debt Management
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See "*Sandy's Budget Goes High-Tech,*" *The Oregonian,* April 15, 2003

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## [Criteria Guide](#)

The Government Finance Officers Association (GFOA) sponsors a [Budget Award](#) program to "to encourage governments to prepare budget documents of the highest quality to meet the needs of decision-makers and citizens." The City of Sandy, when it used a paper-based budget document, has in the past been a recipient of the GFOA Award for Distinguished Budget Presentation. We are submitting this web-based budget document to GFOA for consideration for this award.

This format lends itself especially well to the GFOA awards program. As a former "reviewer" for GFOA's budget award program, Sandy's budget officer has spent hours flipping through pages of other governments' budget documents, trying to find evidence of the various award criteria. The web-based format allows the reviewer to use simple hyperlinks to the relevant sections of the budget "document," for easy navigation with a web browser.

### Suggestions for GFOA Reviewers:

1. Skim quickly through the entire budget "document" (just like you would a paper document). To do this, start at the [Budget Home Page](#). At the bottom of each page is a link to the "next" page that will take you through the entire document. Of course, one of the main advantages of the web-based budget is that the reader is free to explore the budget information in any order desired, and to "drill down" from summary information to more detailed information at will. The Budget Home Page includes a [Table of Contents](#) with hyperlinks to all parts of the budget web site.
2. The "[Detailed Criteria Location Guide](#)" is also on-line, as noted above.
3. To return to this page quickly, simply go to [www.cityofsandy.com/finance/gfoa](http://www.cityofsandy.com/finance/gfoa).



## Detailed Criteria Location Guide

Name of Entity: City of Sandy

Distinguished Budget Presentation Awards Program  
Government Finance Officers Association

State/Province: Oregon

Cite page references where information can be found in the operating budget in response to each question. Please give as specific a page reference as possible. *(Note to Reviewers: Use the "back" button of your browser to get back to this Criteria Guide.)*

### The Budget as a Policy Document (PD)

PD1. The document should include a coherent statement of organization-wide financial and programmatic policies and goals that address long-term concerns and issues.

- Are goals or policies stated? [Council Policies](#), [Council Goals](#), [Financial Goals](#)
- Are the goals organization-wide? Yes
- Do the policies address both financial [Financial Goals](#) and programmatic (service delivery) concerns? [Council Goals](#), [Budget Policies \(Budget Message\)](#) See also the [Aikido Budget Method](#) discussion.
- Do the policies cover a multi-year time frame? Yes

PD2. The document should describe the organization's short-term financial and operational policies that guide the development of the budget for the upcoming year.

- Are short-term policies stated? [Budet Initiative \(Budget Message\)](#),
- Are the short-term policies financial [Current financial conditions \(Budget Message\)](#), [Street financing](#), [Personnel budget issues](#).
- and are they operational? See for example [Stormwater](#), [Telecommunications](#)
- Do the policies guide the development of the annual budget (*i.e.*, *annual pay increases*, *fee changes*, *new positions*, *equipment replacement*, *program enhancements*, *new facilities*)? [Personnel budget issues](#), [library budget issues](#), [planning department budget](#).

PD3. The document should include a coherent statement of goals and objectives of organizational units (e.g., departments, divisions, offices or programs).

- Do most of the entity's organizational units have long-term goals (descriptions of anticipated accomplishments as opposed to descriptions of functions and activities required by Operations Guide Criterion #1, e.g., recycle 20% of community's solid waste stream)? See Council Goals. Examples of department goals include water, library, senior center.
- Do most of the entity's organizational units have quantifiable short-term objectives listed (e.g., *open two new recycling drop-off centers by December 31, xxxx*)? These are typically found in the **program review** pages, linked to the individual department narrative pages. See, for example, the program review pages for library, transit, police.
- Are the units' goals linked to the overall goals of the organization? Yes, where appropriate. The Sandy City Council follows the "Carver Governance" model, where the elected board sets overall, high-level policy for the organization, and gives operating managers latitude to set operating goals that are not inconsistent with Council policies. Operating goals that are linked to Council goals are noted in the departmental budget narratives; see, for example, planning, parks capital improvements.

PD4. **Mandatory:** The document shall include a budget message that articulates priorities and issues for the budget for the new year. The message should describe significant changes in priorities from the current year and explain the factors that led to those changes. The message may take one of several forms (e.g., transmittal letter, budget summary section).

- Does the message highlight the issues facing the governing body in developing the budget? See Budget Message, "Where We Stand Now."
- Does the message highlight the priorities set for the budget year and explain how they differ from those in the current year? See Budget Message, "What 2003-05 Holds."
- Is the message comprehensive enough to address all major funds and not only the general fund? Yes, discussion of other funds begins with the Street Fund.
- Does the message contain headings emphasizing highlights? Yes, throughout.

## The Budget as a Financial Plan (FP)

FP1. The document should include and describe all funds that are subject to appropriation.

- Are all funds appropriated by the organization included in the document? Yes. The financial summaries are based on a "live" database that is linked to our financial system. It automatically picks up and summarizes **all** appropriations, even where new funds, departments, or objects are created. This is one of the many advantages of this format over a paper document.
- Are all funds appropriated by the organization described in the document? Yes
- Is an overview of your fund structure contained in the document? Yes. The table of contents lists all funds and programs appropriated by the city. The main page of the "Numbers" section summarizes the budgets of all funds. A fund balance summary also gives information for all funds.

FP2. **Mandatory:** The document shall present a summary of major revenues and expenditures, as well as other financing sources and uses, to provide an overview of the total resources budgeted by the organization.

- Is a single consolidated overview that presents all resources and expenditures included in the document? Yes.

- Does the overview present the major categories of revenues/sources and expenditures/uses (*i.e., revenues by major type and expenditures broken down by organization, category or character of expenditure*) for all funds? Yes, the main page for the budget numbers provides a consolidated overview in both graphical and numerical terms, including a breakdown of major revenue sources across funds.

FP3. **Mandatory:** The document shall include summaries of revenues and other resources, and of expenditures for the prior year actual, current year budget and/or estimated current year actual, and proposed budget year.

- Are both revenues and expenditures for at least a three-year period (prior year actual, current year budget and/or estimate, and budget year projected) presented? Yes. Because we use a true biennial budget, we show we show six years of historical data (including the current biennium), plus two years into the future for the new biennium.
- If yours is a biennial budget, are revenues and expenditures for at least a four-year period (at least one prior year actual, current year budget and/or estimate, and two budget years projected) presented? Yes, we show two prior periods; see above. For consistency, the format used in the budget summary is used throughout the budget web site.

FP4. **Mandatory:** The document shall describe major revenue sources, explain the underlying assumptions for the revenue estimates, and discuss significant revenue trends.

- Are the major revenue sources for all funds (usually three to five major revenue sources account for the bulk of an entity's revenues, e.g., a local option sales tax for a locality or landing fees for an aviation authority) identified and described? Yes. See for example Urban Renewal Fund, parcs capital improvements fund.
- Are the assumptions underlying the revenue estimates for the budget year discussed (e.g., what is the basis for each estimate – i.e., trend analysis, state-provided estimates, changes in the local economy, fee increases, etc.; does percent change information supplement the explanation of why a change is expected)? For most major revenue sources, the budget database includes a budget note link that produces a popup screen. This screen gives assumptions underlying the estimates. See for example the discussion of property tax revenue in the line item detail for the general fund revenues, as well as the property tax discussion in the Budget Message, or the note for state-shared gas tax in the Street Fund page.
- Are revenue trends discussed (are they also enhanced with graphics)? Yes--See the "Diminishing Returns" presentation, which shows revenue trends for the City of Sandy in comparison to those of other Oregon cities. (Note: this page is a converted PowerPoint presentation and may be viewable only with recent versions of Internet Explorer. The original presentation was reviewed by the City Council and Budget Committee).

FP5. **Mandatory:** The document shall include projected changes in fund balances, as defined by the entity in the document, for governmental funds included in the budget presentation, including all balances potentially available for appropriation.

- Are disclosure of changes in fund balances (to include beginning and ending fund balances) for all governmental funds, not just the general fund, provided? Yes, see the Fund Balance Analysis.
- Are fund balances disclosed even if they are required to be zero? Yes.

- Is narrative discussion provided in the budget message or transmittal letter if fund balances are anticipated to decline over the upcoming budget year and are both short-term and long-term consequences addressed? If projected changes are material, the discussion should be mandatory. Yes, see the Budget Message and individual fund discussions, for example, the discussion of the Water Fund.

FP6. The document should include budgeted capital expenditures and a list of major capital projects for the budget year, whether authorized in the operating budget or in a separate capital budget.

- Are budgeted capital expenditures fully disclosed in the document? Yes.
- Is there a specific listing of capital projects for which appropriations are made or required for the budget year? Yes, the live budget database extracts the capital projects (and major equipment purchases) and summarizes them in the Capital Improvements page.
- Is a brief description provided for each major capital project? Yes, although the description may be a little too brief for some readers. Most of our department heads are pithy in their prose.

FP7. The document should describe if and to what extent capital improvements or other major capital spending will impact the entity's current and future operating budget. The focus is on reasonably quantifiable additional costs and savings (direct or indirect) or other service impacts that result from capital spending.

- Are current and/or future operating costs such as maintenance and staffing requirements associated with bringing new facilities on line. (e.g., maintaining and staffing recreation programs for new parks, operating new schools, and maintenance and electricity for additional signalization of intersections) estimated and included? Yes. For our modest operation, the most pressing issue is operating costs associated with new parks and park land. See the discussion in the Budget Message.
- Are savings associated with permanent fixes to long-term maintenance problems (e.g., replacing a roof that has required constant maintenance) or savings from replacements (e.g., replacement of street lights with long-life, energy-efficient bulbs) included? Yes. The primary example for us in 2003-05 is an investment in sewage sludge dewatering, which will reduce operating costs associated with disposal of biosolids. This is also discussed in the Budget Message.
- Are the operating impacts and savings quantified? Yes, the park operating cost impact is quantified (Budget Message). The operating savings due the sludge dewatering system is quantified, and shown in our Sewer Master plan (not yet converted to html).

P8. **Mandatory:** The document shall include financial data on current debt obligations, describe the relationship between current debt levels and legal debt limits, and explain the effects of existing debt levels on current and future operations.

- Is (*sic*) financial data on current debt obligations included in the document? Yes, see the Debt Management page.
- Is the relationship between current debt levels and legal debt limits described (requirement that a referendum be held before debt may be incurred is a form of legal debt limit)? Yes, ibid
- Are legal debt limits described and calculated (or if no legal debt limits exist, is that fact clearly stated)? ibid
- Is a description of your debt policy included? ibid

FP9. **Mandatory:** The document shall explain the basis of budgeting for all funds, whether cash, modified accrual, or some other statutory basis.

- Is a definition of the basis of budgeting for each fund type included? Yes, see the Basis of Budgeting and Accounting.
- Is an explanation of the difference between the basis of budgeting and basis of accounting provided (if the basis of budgeting and basis of accounting are the same, is this fact clearly stated)? yes, ibid.
- For budgets which essentially follow the basis of accounting are exceptions (e.g., depreciation or compensated absences) noted? Yes, in general terms in the Basis of Budgeting, and in detail in the CAFR, where readers are typically more interested in that sort of thing.

## **The Budget as an Operations Guide (OG)**

OG1. **Mandatory:** The document shall describe activities, services or functions carried out by organizational units.

- Does the document clearly present the organizational units? Yes, they are very simple in a small organization like ours.
- Does the document provide descriptions of each organizational unit (i.e., descriptions for divisions, departments, programs, etc.)? Yes, see the budget detail pages beginning with the city council page. Note: *The size or complexity of the entity dictates how far down in the organizational structure this information is presented*

OG2. The document should provide objective methods to measure progress toward accomplishing the government's mission as well as specific unit and program goals and objectives.

- Are performance data directly related to the stated goals and objectives of the organization? Yes, where applicable. See, for example, goals of the planning department.
- Do performance measures focus on results and accomplishments (e.g. output measures, efficiency measures) rather than inputs (e.g. dollars spent)? Yes. This is where the Sandy Benchmarking System has been especially helpful. Note also that we are a very small city (approx. two square miles), so we can get many of our performance measures simply by looking out the window.

OG3. **Mandatory:** The document shall include an organization chart(s) for the entire organization.

- Is a chart provided which shows the entire organization and its components? Yes. As an added feature, the organization chart includes hyperlinks to take the reader directly to the relevant budget pages.

OG4. **Mandatory:** A schedule(s) or summary table(s) of personnel or position counts for prior, current and budgeted years shall be provided, including descriptions of significant changes in levels of staffing or reorganizations planned for the budget year.



- Is a summary table of personnel/position counts provided for the entire organization? Yes, see the Staffing page.
- Is information presented for the three year period of prior year actual, current year estimate/budget and budget year projected? Yes, ibid.
- Are significant changes in staffing levels or reorganizations for the budget year presented? Yes, in the Budget Message.

### **The Budget as a Communications Device (CD)**

CD1. The document should provide summary information, including an overview of significant budgetary issues, trends, and resource choices. Summary information should be presented within the budget document either in a separate section (*e.g., executive summary*) or integrated within the transmittal letter or other overview sections.

- Is summary information contained in the budget message/transmittal letter, overview section, or in a budget-in-brief document? In narrative form in the Budget Message; in graphs and numerical summaries in the "Numbers" main page.
- Is summary information on significant budgetary issues provided? Yes, Budget Message.
- Is summary information on budgetary trends provided? Yes, see above.
- Is an overview of your fund structure contained in the document? Yes, shown and summarized in the budget main page.

CD2. The document should explain the effect, if any, of other planning processes (*e.g., strategic plans, long-range financial plans, capital improvement plans*) upon the budget and budget process.

- Are any other planning processes, i.e., multi-year capital improvement plans, strategic plans, community "vision" statements, etc., identified? Yes. The City Council Goals and Policies are mentioned (and linked) in the Budget Message. Master Plans for a variety of areas are identified specifically in the Capital Improvements page. It is our goal for our budget "off year" in 2004 to convert major portions of these plans to html format so that they can be linked to the budget material.
- Are the effects of these planning processes on the budget and the budget process explained? Yes, where appropriate. See, for example, the discussion of sewer system budget issues.

CD3. **Mandatory:** The document shall describe the process for preparing, reviewing and adopting the budget for the coming fiscal year. It also should describe the procedures for amending the budget after adoption. If a separate capital budget process is used, a description of the process and its relationship to the operating budget should be provided.

- Is a description of the process used to develop, review and adopt the budget included in the document? Yes, see the [Budget Process](#) page.
- Is a budget calendar provided to supplement and not be a substitute for the narrative information on the budget process? Yes, see the [Budget Calendar](#)
- If a separate capital budget process is identified, is the process and its relationship to the operating budget described? Not applicable.
- Is a discussion of how the budget is amended provided in the budget document distributed to the public? Yes, see [Amending the Budget](#).

CD4. **Mandatory:** Charts and graphs shall be used, where appropriate, to highlight financial and statistical information. Narrative interpretation should be provided when the messages conveyed by the graphs are not self-evident.

- Are charts and graphs used to convey essential information (i.e., key policies, trends, choices and impacts) in the document? Throughout. See overall [budget summary](#), [general fund summary](#), [program reviews](#), and the "[diminishing returns](#)" presentation, and graphs giving the [current status](#) of the city.
- Are graphics integrated with narratives to illustrate the information contained in the narratives?

CD5. The document should provide narrative, tables, schedules, cross-walks or matrices to show the relationship between different revenue and expenditure classifications (*e.g., funds, programs, organizational units*).

- Is the entity's fund structure explained or illustrated (i.e., can the reader learn the relationship between functional units and the entity's financial structure)? Yes, our fund structure follows the organizational structure fairly closely. The [Organization Chart](#) indicates where multiple budgetary units or programs fall under a single operating department, and it provides direct links to the relevant budget data.
- Is revenue and expenditure information cross-classified into other formats such as by major revenue classifications across funds, or by major objects of expenditure across departments, or by funds across departments? Yes, see the [Revenue](#) chart and the [Expenditures by Category](#) chart.

CD6. **Mandatory:** The document shall include a table of contents to make it easy to locate information in the document

- Is a comprehensive table of contents provided to help the reader locate information in the document? Yes, see the [Table of Contents](#)

CD7. A glossary should be included for any terminology (including abbreviations and acronyms) that is not readily understood by a reasonably informed reader.

- Is a glossary included which defines technical terms related to finance and accounting as well as terms related to organizations? Yes. We have tried to follow the principles of good writing and avoided the need, where possible, for a glossary or footnotes. But we do provide a [glossary](#), with hyperlinks to it wherever the word or phrase is used.
- Are any acronyms used in the document defined in the glossary? For the most part. A better practice is to fully spell out the acronym the first time it is used in a page, to avoid the need to navigate back and forth to the glossary. In some cases, department managers have used acronyms in the detail notes to the line item amounts, mostly as a reminder to themselves as to how they arrived at the budget estimate. Because the notes are part of a live database, displayed with "active server pages," it was impossible to link these to the glossary.
- Is the glossary written in simple language for the non-technical reader to understand? Yes.

CD8. The document should include statistical and supplemental data that describe the organization and the community or population it serves, and provide other pertinent background information related to the services provided.

- Is statistical information that defines the community such as demographics (*e.g., population, composition of population, land area, and average household income*) included in the document? Yes, the budget is embedded in a .2 gigabyte web site that includes a variety of demographic information, including [population](#), [market area population](#) and [incomes](#), a [community profile](#), [maps](#), the full text of the [municipal code](#), a complete [on-line archive](#) of all city documents and records, etc. See also the city's [home page](#) and the "[About the City](#)" page.
- Is supplemental information such as information on the local economy (*e.g., major industries, agricultural products, transportation methods, employment, and building permits issued*) included in the document? Yes, see above. For example, current information on building permits is included in a special [graphs](#) section.
- Is other pertinent information on your community such as its local history, maps, and service information such as number of fire stations, miles of paved and unpaved roads, number of schools by type, etc. included in the document? Yes, see the [general statistics](#) in the "About the City" section of the web site.

CD9. The document should be printed and formatted in such a way to enhance understanding and utility of the document to the lay reader. It should be attractive, consistent and oriented to the reader's needs.

- Is the document laid out where the page formats are consistent (so the reader doesn't need to study each page to understand what is being presented)? Yes, the budget document was built with Microsoft FrontPage, which allowed us to use a consistent theme for page layout.

- Is the reader buried under minutia of interest only to the entity's staff? Well, it is a budget, after all.
- Are charts and graphs laid out with sufficient explanation for the casual reader? Yes, we think so.
- Are changes in type sizes and styles avoided (with the wide availability of clip art, graphics inconsistency in this regard has become more widespread)? Yes, see note on "themes" above.
- Does the use of graphics add to (rather than detract from) the overall presentation? We hope so!

***PLEASE NOTE:***

- “ Outstanding ratings by all three reviewers on financial plan #6 and financial plan #7 and proficient ratings by all three reviewers on communications device #2 and communications device #3 will result in special capital recognition.
- “ Outstanding ratings by all three reviews on operations guide #2, outstanding ratings by at least two reviewers on policy document #3, and at least proficient ratings by all three reviewers on policy document #1 will result in special performance measures recognition.



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### The Aikido Method of Budgeting

The Aikido Method of Budgeting greatly reduces the effort in preparing a government's budget. At the same time, it maximizes the use of the budget as a management tool.

Traditional budget processes encourage game playing, budget tricks, and an adversarial relationship between the people who set the budget (usually the governing body) and the people who spend the money (the program staff). The Aikido Method of Budgeting is a comprehensive approach that takes advantage of basic human psychology to change the rules of the game: it works in harmony with the natural tendencies of government managers.

*"Aikido focuses not on punching or kicking opponents, but rather on using their own energy to gain control of them or to throw them away from you. It is not a static art, but places great emphasis on motion and the dynamics of movement."*

Source: [What is Aikido?](#) From [www.aikidofaq.com](http://www.aikidofaq.com)

## The Budget as a Management Tool

The Aikido Method of Budgeting uses three primary innovations to make the budget a powerful management tool:

1. *The Carryover Program.* Under the Aikido Method (as with "Expenditure Control Budgeting"), the operating manager is allowed to **carry forward** any savings to the next fiscal period. In the City of Sandy we have refined this concept to the point that each department has a **beginning balance** that is made up of both expenditure savings and departmental revenues that exceeded budgeted estimates in the prior fiscal year.
  1. *Departmental (sub-fund) Revenues.* Revenue is (wherever possible) coded and allocated to the department directly.
  2. *Managing the Bottom Line.* With the Aikido Method, the manager is responsible for the net bottom line of expenditures minus departmental revenues, and he or she is encouraged to spend more to make more.

## Streamlining the Budget Process

The Aikido Method greatly simplifies the budget-setting process through two techniques:

1. *True multi-year budgeting.* The City of Sandy follows a true two-year budget (even in a state that has, until recently, required annual appropriations). The budget is set for a two-year period, with only minor mid-course corrections in the "off" year.

2. *Program budget targets.* Each department (or program) manager is given a bottom line target (i.e., total expenditures net of departmental revenues) at the outset of the budget process, and he or she is expected to return with a budget that fits within this target. This allows the budget officer (or governing body) to deal with "big picture" balancing issues (e.g., general tax revenue projections, cost-of-living increases, etc.) early in the process, without waiting for the departments to come up with their "needs."

The Aikido Method of Budgeting eliminates several of the major flaws that beset the traditional approach to budget management:

1. *Use it or lose it.* Under traditional budgeting, the manager "loses" budget dollars if he or she does not spend them by the end of the fiscal period.
2. *The general fund black hole.* Under traditional processes, the operating manager may take actions that result in revenue to the organization, but this revenue is "lost" in the overall general fund. The manager, therefore, has little incentive to help the organization's bottom line.
3. *You can't spend money to make money.* At the municipal pool, the sale of swim goggles is a profit center. But under the traditional approach, the manager can't spend beyond the line item appropriation without going through a cumbersome budget amendment process.
4. *An unnecessarily time-consuming process.* Theorist may decry an incremental budget, but the fact is that the vast majority of spending and revenue categories change very little from year to year. A true multi-year budget eliminates much of the budget busy work.
5. *A short term focus.* A multi-year budget eliminates accounting tricks such as starting a program mid-year to avoid facing the full annual cost of operating the program, or relying on fund balance to cover operating expenses.
6. *Distraction from major policy decisions.* In a traditional budget process, much of the creative energy of the budget officer or governing body goes into doing battle with the operating managers.

#### Benefits of the Aikido Method of Budgeting:

1. *Better budget decisions.* Sandy shares the same fiscal challenges as other Oregon cities: tax reductions through a series of voter initiatives; flat or declining state revenues; growth pressure and service demand; increasing costs for energy, health benefits, etc. But the Aikido Method of Budgeting has unleashed the creativity of operating managers in finding new areas of savings, and new sources of revenues. It has eliminated the dismal budget cycle followed by most governments, where operating managers are asked to submit (unrealistic) plans for spending, only to have them cut during the budget balancing process.
2. *Better operating decisions.* In a typical city, when the building department faces a record number of permit applications, processing time increases because the appropriations are fixed. In Sandy, the building official merely adds temporary contract services, overspending the department's appropriation, but—through the higher permit revenue—actually improving the bottom line. Line managers have made careful decisions on vehicle purchases, investments in energy efficiency, and hiring decisions, knowing that any savings will make their job easier in the next fiscal period.

3. *Reduced overhead cost.* The two-year budget cycle, coupled with the budget target process, has reduced the time spent in preparing the budget by more than 50%.

4. *Time available for more important things.* The time freed up from number crunching and budget busy work has enabled the city council and management team to focus on areas such as capital improvement planning, benchmarking, and thorough reviews of city programs and goals.

#### Beneficiaries

1. *City taxpayers and customers.* In spite of challenging financial times, Sandy has very little outstanding general obligation debt. Utility rates have been held flat for five years. In terms of cost per output, programs such as the library or building inspections are among the most efficient in our county.

2. *The City Council.* The budget process is stable and efficient. The Council is able to focus on changes in service levels, long term goals, and overall fiscal policies.

3. *Operating managers.* They are paid to manage, and not treated like children. They are given both accountability and responsibility for truly managing their budgets.

4. *CEO and CFO.* The city manager and finance director have more time for other work, and avoid the tedium of budget game-playing with the department managers.

The Aikido Method of Budgeting can be easily replicated in any government or non-profit organization. For example:

- Think of the efficiency that could be attained if each office of the Motor Vehicles Department could keep a percentage of the license fee revenue, and could "compete" for customers by having the freedom to offer better service or more convenient hours.
- Schools could have true site-based management if the principal and teachers had full control of the site's budget and were held accountable to the bottom line.
- If the operating units within the Department of Defense had instituted the Aikido Method of Budgeting (starting in the 1950s), there would probably be no national debt.

#### Potential obstacles:

- Lack of trust between operating managers, top administration, and the governing body. Of course, this problem is exacerbated by traditional budget methods.
- Lack of financial sophistication on the part of the budget officer. There is an art to setting appropriate bottom-line budget targets for programs or departments.

Restrictive legal budget requirements are not a serious obstacle. Sandy has overcome Oregon's Byzantine budget laws by basically maintaining a separate set of books.



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### GROWTH

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The City of Sandy takes a **balanced** approach toward growth:

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- In general, the City is **neutral** toward growth. New growth should pay for itself, and necessary improvements to streets and utilities should be done concurrently with new development. The City Council is receptive to new development that helps meet specific community goals, or strengthens the local economy.

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### PLANNING

The ultimate goal of long range planning is to maintain and enhance the livability of the city, as outlined in the Sandy 2040 Plan. The city will maintain flexibility in implementing its plan, as long as the key values and objectives are met.

In order to implement this policy, the Comprehensive Plan specifically identifies:

- The key goals and values that underlie the plan.
- A process for comprehensive plan changes that includes the participation of people affected by the change.

### ECONOMIC DEVELOPMENT

The primary mission of Sandy's economic development program is to increase opportunities for Sandy residents to work in Sandy

The city will support projects that:

- Are consistent with city planning and growth policies; and
- Maintain the quality of the environment and the city's livability; and
- Can be accommodated by existing or planned water, sewer, or streets capacity; and that
  - Provide higher-paying jobs for Sandy residents who already work in the city; or
  - Carry out specific council goals; or
  - Maximize use of land, as measured by payroll/acre; or
  - Meet a specific community service or resource need.

Economic development tools may include:



- Assistance in providing infrastructure, subject to funding availability and consistency with facilities plans. A benefit summary is required when city funds are used.
- Restrictions on undesirable businesses.
- No direct financial incentives or tax subsidies

## **ENVIRONMENT**

The City Council supports careful stewardship of natural resources. The City of Sandy should be a leader in environmental preservation while giving due consideration to property rights.

## **FRIENDLY ANNEXATION**

The City of Sandy will not force property owners to annex to the city against their will. The City welcomes property owners to annex their property if it is within the Urban Growth Boundary and complies with the city's annexation criteria.

## **COUNCIL POSITION ON ISSUES**

The Sandy City Council will take a positive leadership position on issues that directly affect city services or programs, or the welfare of city residents. The Sandy City Council will avoid taking positions on issues that are divisive and don't directly affect the welfare of city residents.

## **REGIONAL ISSUES**

The City of Sandy will spend time and resources on regional issues when those issues have a direct impact on the residents of Sandy. We will "think regionally, act locally."

## **LEGISLATION**

The City Council will support legislation that preserves and strengthens the City's home rule authority and local control over issues that affect our community.

## **CITY GOVERNMENT'S ROLE IN THE COMMUNITY**

The City of Sandy will help residents to help themselves, rather than emphasizing governmental solutions to problems. The City Council recognizes that all societal problems cannot be solved by city government, and that the city can't be all things to all people.

In working with other governments and citizens, the City Council will look to the best use of tax dollars.

## **CITIZEN INVOLVEMENT**

The City of Sandy will actively seek the concerns and desires of residents. The city will provide opportunities for active participation in committees, meetings, and other forums. It will also solicit the input of other segments of the population to make as balanced and informed decisions as possible.

## **PUBLIC RELATIONS**

The City of Sandy will provide services by devoting resources to efficient communication and education to citizens/customers. This ensures sound use of city funds and understandable public processes.

## **BUDGET POLICY**

The City of Sandy takes a prudent approach to the budget, using cost-effective methods to provide quality services, and following a balanced approach to risk, long term financing, taxes, and spending.

## **EMPLOYEE COMPENSATION**

In general (and subject to budget constraints), employee compensation will be in the mid range of comparable cities. Comparable cities are those that are similar in population, growth rate, and proximity to a metropolitan center.



## CITY COUNCIL 2003-05 GOAL STATEMENT

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### **1. Improve the city's infrastructure to meet current standards and provide for managed future growth.**

#### **This Year**

Adopt a Stormwater Capital Improvement Plan and create a Stormwater Utility.

Seek legislation transferring jurisdiction of Highway 26 to Sandy, along with associated maintenance funds.

Work with ODOT on completion of the Dubarko Road connection project.

Develop a maintenance and use plan for city buildings.

Complete a water audit.

Install Tickle Creek Crossing signs.

Consider requirements for construction of concrete (or other low maintenance) streets in new subdivisions.

#### **Next Two Years**

Pursue a pedestrian crosswalk at the west side of Bluff & Hwy. 26.

Eliminate the barrier to fish passage at the 362<sup>nd</sup> Drive culvert.

#### **Long Range**

Begin planning for a Salmon River water plant. Maintain options for a Sandy River wastewater outfall.

Pursue options for alleviating Highway 26 traffic congestion, including a corridor plan for a bypass, and safe pedestrian crossings in downtown Sandy.

Install pedestrian crossing signals on Pioneer and Proctor Blvds.

Investigate safer pedestrian crossings at Wolf/Hwy 26/Ten Eyck.

## **2. Manage growth pressures through careful planning.**

### **This Year**

Adopt an Economic Development Strategy

Refine downtown design standards in the city's development code.  
Draft a downtown plan map as a development/planning tool.

Develop a tree planting program.

Consider options for dealing with large vacant retail buildings, and for landscaping vacant downtown lots.

Complete "housekeeping" changes to the development code.

Review and improve the sign code.

## **3. Build the city's tax base by supporting and expanding the business community.**

### **This Year**

Construct a downtown public parking lot

Explore the feasibility of an office building featuring executive suites.

Support a full range of restaurant options for Sandy residents.

## **4. Build on the city's superb quality of life.**

### **This Year**

Explore a public/private partnership to create a recreation/leisure activities center. Include a grassroots design process.

Pursue creation of a downtown public plaza.

Take a proactive approach to neighborhood outreach. This includes communication with all neighborhoods in the city, whether or not they are formally organized. Invite neighborhood leaders to a Neighborhood Summit.

Complete improvements to Meinig Park: No Name Creek restoration, amphitheater area and associated stream improvements.

Complete the master plan for the Sandy River Park and begin improvements.

Establish a program for recognizing residents who improve the appearance of their homes and lots.

### **Next Two Years**

Explore a connection between the Sandy bike/pedestrian trail system and the Springwater and Estacada trails.

Consider agreements with adjacent communities for expansion of the Sandy Transit system.

### **5. Other goals/projects:**

#### **This Year**

Update Water, and Sewer Systems Development Charges.

Secure stable, ongoing sources of funding for the School Resource Officer program.

Encourage increased use of the senior center by younger retirees.

Work with Clackamas County on enforcement of illegal trash dumping regulations.

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## Budget Process

The City of Sandy's Biennial Budget process begins in December of even-numbered years, when the Budget Officer (City Manager) distributes the **Budget Manual** to department heads. The manual provides a summary of the financial outlook for the coming biennium, the city's [budget policies](#), and detailed instructions for preparing and submitting budget worksheets (including "departmental" revenues).

Operating departments are given spending targets that they are expected to remain within. While they are fleshing out the line item details, the city manager and finance director prepare estimates for general revenues, and begin to balance the proposed budget at the fund level.

Departmental budget detail worksheets are due at the end of January. The budget officer (city manager) and finance director then prepare the overall budget document for review by the Budget Committee. For 2003-05, this "document" was the web site that you are now viewing (although prior to changes in the proposed budget that were made by the Budget Committee). This not only allowed the Budget Committee members to see the budget material as it was being prepared, it also allowed any member of the public to view the same information.

The Budget Committee (made up of the City Council plus up to seven city residents) began reviewing the budget in April, and made their final recommendations in May, 2003 (the list of changes made by the Committee is included as a [postscript](#) to the Budget Message). The Budget Committee sets the upper limit of total appropriations.

The City Council held a public hearing on the proposed budget in late May, and adopted it by Resolution ([Resolution 2003-16](#)) in early June.

The new biennium begins on July 1, 2003.

## Basis of Accounting and Budgeting

The City of Sandy budgets for governmental funds, which include the General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Fund, based on the

modified accrual basis of accounting. Under this method, revenues (income) are recognized in the period they become measurable and available to finance expenditures of the period and expenditures (expenses) are recorded when incurred with the exception of principal and interest on long term debt, which are recorded when due.

The budgets for all Enterprise Funds, which include the Water, Sewer, Stormwater, and Telecommunications Funds, are prepared using the accrual basis of accounting, with exceptions listed below. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

- Capital outlay is budgeted as an expenditure in the year purchased. Depreciation is not budgeted.
- Interest capitalized on construction projects is budgeted as interest expense. Proceeds from the issuance of debt are considered to be revenues, not an increase in liabilities.
- Principal payments are shown as expenditures rather than reductions of the liability.
- Development and annexation fees are shown as revenues, not capital contributions.
- Encumbrances are treated as expenditures in the year they are encumbered, not when the expense occurs.
- Grants obtained for the construction of assets are considered to be revenues, not capital contributions.
- Receipts of long-term receivables are considered to be revenues, not reductions of the receivable.
- Proceeds from the sale of assets are recognized as revenue; however, the related gain or loss is not.
- Purchases of inventory are considered to be expenditures when purchased, not when sold or used.
- Debt issue and discount costs are considered to be expended when paid, not capitalized and amortized over the life of the bonds.
- Gains or losses on the early retirement of debt are considered to increase or decrease the funds available in the year in which they occur and are not capitalized and amortized over the life of the bonds.
- Accrued compensated absences are not considered to be expenditures until paid.
- Interest earned on escrowed cash and investments is not considered to be revenue for budget purposes.

The City's Comprehensive Annual Financial Report ("CAFR") uses "generally accepted accounting principles" (gaap) and reports revenues and expenditures differently for the Enterprise funds, as noted above. The CAFR includes tables that highlight and reconcile the differences between the budget basis and "gaap" basis for these funds.

Operating expenditures are controlled at the department level for General Fund and

the category of expenditure (e.g., personnel costs, supplies and services, equipment and capital improvements, etc.) level for other funds and may not exceed appropriations at those levels.

## **Amending the Budget**

Budget transfers within a department (General Fund) or within a category of expenditure (other funds) may be made with administrative approval provided that the transfer is within the same fund. Transfers between departments within the General Fund or between expenditure categories in other funds require City Council approval by resolution. Transfers between funds require City Council approval by resolution or ordinance.

By Oregon law, to increase the total budget of any fund by more than ten percent, the City must go through a supplemental budget process, where the proposed amendment is published in the local newspaper, along with a notice of a public hearing on the proposed change. (The law provides some exceptions, such as when unanticipated grants are awarded).

For an excellent summary of Oregon budget law, see the [Oregon Department of Revenue's](#) web site.





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# Welcome to the Official Website of the City of Sandy, Oregon

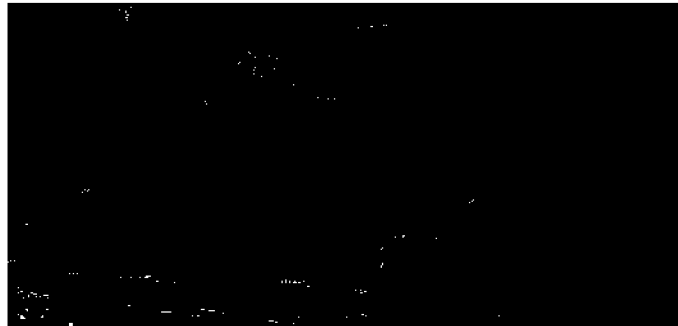
Located near the base of Mt. Hood, Sandy is a vibrant community offering excellent recreation opportunities, convenient access to the Portland metropolitan area and progressive government.

## UPCOMING MEETINGS AND EVENTS

Sandy area organizations can now submit community event information directly into the city web site. Click [here](#) to go to the events information and on-line forms.

[Vote](#) for next summer's Movies in the Park selections!

The City is currently reviewing changes to the Development Code. Click [here](#) to review the latest changes and review the public hearing process schedule.



**NEW LOW PRICES** for SandyNet high-speed Internet Service! Get broadband speed for as low as \$19.95/month. For details, see [www.sandy.net.org](http://www.sandy.net.org).



## INSTANT CONTACT

Click [here](#) to request service, ask a question, or make a comment or complaint about city services. (Please be patient; this form may take a while to load.)

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