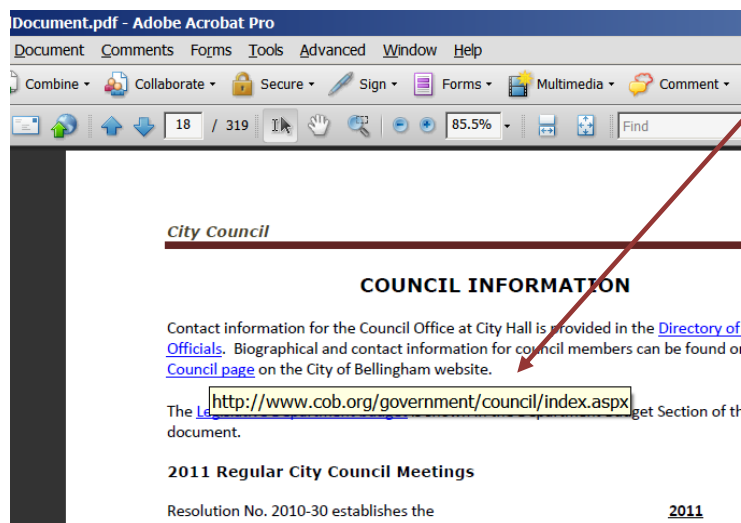


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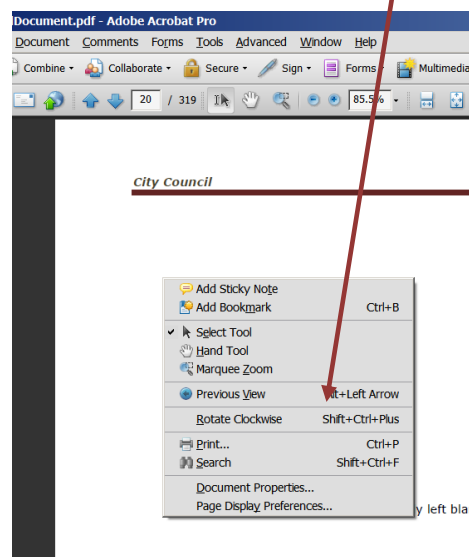
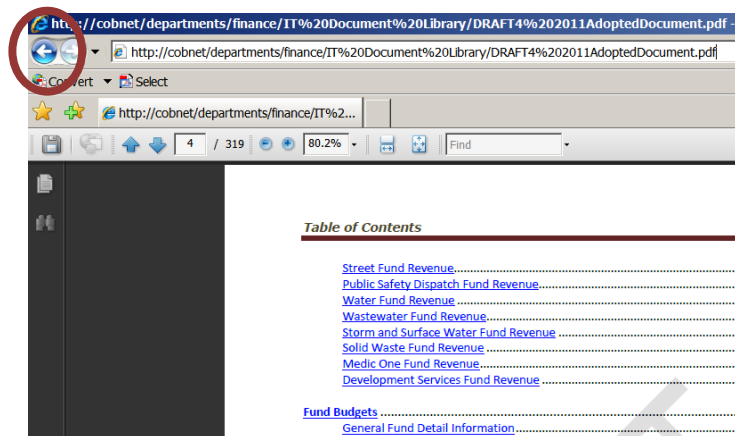
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2011 Adopted Budget

City of Bellingham, Washington



The annual budget is prepared by Finance Department staff:

*Budget Manager, Brian Henshaw
Budget Staff, Pat Starcher and Karla Buckingham*

*...And thanks to the efforts of administration, department heads, and department
"budgeteers" throughout the City.*

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MAYOR'S OFFICE

Dan Pike, Mayor
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Bellingham, WA 98225
Telephone (360) 778-8100
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TO: Bellingham City Council and the Bellingham Community

FROM: Mayor Dan Pike

DATE: January 3, 2011

RE: Presenting the 2011 Adopted Budget

Overview

Though national economists have declared a technical end to the deep recession that has plagued our country since at least 2008, we would be hard-pressed to find many in the local economy who feel that is true, based on the continuing financial pressures in their lives and businesses. Those two and half years of fiscal contraction and the many painful stories from all sectors – including from our very own government—still form a significant part of the context for the 2011 Adopted Budget. .

I retain a strong belief in our community's resilience and in the bright future that awaits us. The road of late has been difficult, but the passion, innovation, civic engagement and dedication of our citizens, educational institutions, businesses, City staff and policy makers, non-profits and others make me confident that Bellingham will remain a first-tier, beautiful city in which to live, work and play.

As within our individual lives, tragedies and hard times change us, but they do not defeat us. And they often make us stronger. This Adopted Budget takes care of our obligations today but also looks to that bright future before us and lays more of the groundwork that will get us there. Our municipal vehicle on that journey might be smaller and transformed, but our destination—a safe, family-friendly community of diverse neighborhoods supporting a dynamic, sustainable marketplace, complemented by many life-enriching amenities and surrounded by natural beauty that is beyond compare - has not. Let us continue our dialogue about how we stay on track to accomplish that vision.

Following Council-Provided Guidance

In addition to being the financial guide for the 12-month period beginning in January 2011, the 2011 Adopted Budget continues our collective efforts to organize, measure and report our progress toward the long-range ***Legacies and Strategic Commitments*** adopted by Council in 2009. It is my hope that the budget review process and subsequent discussions about our City operations will regularly be framed by senior staff and the Council asking how planned strategies and executables will move the recently approved quantifiable indicators under each of those legacies in the right direction. The 2011 fiscal year will be the first full year of data we report out to the public under those various metrics.

In this Adopted Budget and through the departmental presentations to Council about the 2011 budget, we highlighted some of our 2010 efforts aimed at legacy accomplishment. In so doing, we underscore that despite all our challenges, the City's mission still is:

Support safe, satisfying and prosperous community life by providing the citizens of Bellingham with quality, cost-effective services that meet today's needs and form a strong foundation for the future.

Obviously, in the past year and again in 2011 we must meet that mission with fewer dollars available than desired. Regrettably, this year will be another year when despite City staff innovations and greater community collaborations we will likely need to reduce some service levels to the public. As has become customary during this recession, our choices were a stark exercise in pragmatically weighing the use of our limited resources to meet mandates and critical needs before wants, even when those wants were immensely popular. At the same time, we are not proposing abandoning our role in support of key quality of life amenities that matter to our citizens and to potential new businesses that would consider joining our community.

Additional Important Context Behind the Adopted Budget

I have forewarned staff leaders that 2011 will require numerous nimble adjustments or mid-course corrections as perhaps some of our unknowns today become clearer in their impact. Until more is known, these are the assumptions utilized in crafting the Adopted Budget:

1. While some portions of our local economy have remained relatively strong despite the recession and others are showing some signs of improvement, most, including some of our primary drivers of tax revenues (e.g. construction), continue to bump along the lowest ebb of their business cycle. As a result, despite our conservative projections for 2010, our primary revenues to date for the current year's budget (e.g. sales tax, B&O, etc.) were some \$1.1 million dollars below expectation. And fewer grants from the strapped other levels of government, lower earned interest rates and other factors further eroded our financial position. We offset much of that through expense control by our experienced and dedicated department heads but we will continue to have

rather anemic revenue momentum as we face down known and probable cost increases for 2011.

2. Employment growth – a key driver of economic activity in a consumer-based taxation system such as ours in Washington—is expected to lag for at least the next couple of years. We are projecting only a 2% growth in primary revenue sources, such as sales/use tax and Business & Occupations (B&O) taxes in 2011.
3. Simultaneously, after absorbing a 12% increase in this proposed budget, we anticipate continued acceleration in health benefits costs that will be three to five times the rate of revenue growth, which poses a tremendous structural challenge going forward.
4. As we continue under the temporary restraining order that blocked a sales tax exemption intended for residents of Canada because of their new Harmonized Sales Tax (HST), we have not reflected any possible change in tax receipts. In other words, the included revenue projection is based on historical practice and, therefore, counts on sales tax receipts paid by our neighbors to the north when visiting local businesses.
5. At the time the budget was adopted, Council action had not concluded on automated traffic safety cameras and with only estimates in hand regarding how quickly local residents will modify their risky driving behaviors in the targeted zones, we did not budget any revenue from this planned initiative. Now that traffic safety cameras have been approved, we plan to bring a budget amendment forward in early 2011.
6. The Adopted Budget does include revenue for the statutorily allowed 1% increase in property taxation, but does not include use of our banked capacity.
7. There are currently five open labor contracts unsettled as we go to press, that are not included in the adopted budget.

Clearly, this is a very large—perhaps unprecedented—number of fiscal unknowns facing the City as we meet our obligation to craft an Adopted 2011 Budget before December 31, 2010. Through all the haze, one thing emerges with clarity: we will need to be prepared to work together to adjust the budget as any possible combination of the above scenarios unfolds during the year.

The Basics of the Adopted Budget

Residents, businesses, visitors to our area, intergovernmental agreements and grantors will provide us with an estimated \$182.4 million in revenues in 2011. Though far fewer in number than in previous years, multi-year capital projects and other initiatives needing carryover revenues to enable completion will result in a projected total City spending plan of \$197.6 million for the 2011 fiscal period. Comparably, in 2010's budget that sum was \$188 million. Just a few years ago, the 2007 adopted spending plan called for \$ 205.4 million.

Our General Fund revenue, the most flexible of our more than 50 funds, is projected in 2011 to consist of some \$62.6 million within that citywide total. As a point of comparison, the General Fund in the 2007 Adopted Budget was more than \$65 million, or nearly 4% higher.

Mayor's Budget Message

As a result, City departments have had to undertake their 8th round of budget reductions since the 2008 budget was adopted as they prepared their 2011 proposals. Even with the additional cuts, some institutionalized costs, such as the health care premium increases referenced earlier and the final years of multi-year bargaining unit agreements, have resulted, to date, in slightly higher expense totals for some departments. After eliminating more than 60 positions in previous rounds of cutting, this budget eliminates another 10.7 FTEs net, after several departments have redefined or added positions as part of a reorganization of their work to streamline operations or achieve other policy goals, (e.g. operator positions added to run the wastewater treatment plant's incinerator seven days per week to "buy down" our Biochemical Oxygen Demand (BOD) levels to comply with Department of Ecology directives). In short, as a table later in this document will illustrate, the Adopted Budget reflects 74.1 fewer FTEs than the 2008 Adopted budget, or stated differently, a City workforce that is 9% smaller.

Even with these painful impacts of the past couple of years, in order to balance our limited 2011 revenues with projected expenses and avoid decimation of core government services and others highly prized by our citizens, Council again approved usage of some of the balance in the General Fund reserves. Earlier this year, Council approved new Financial Management Guidelines which established that the General Fund reserve would not fall below 6% of annual expenditures for the fund and pinpointed a goal of a 12% balance. If 2010 expense containment stays on target once the books are closed, and we do not face the full brunt of the potential negative consequences of the contextual issues enumerated earlier in this message, we should be able to meet these guidelines in 2011. As previously mentioned, the odds are good that we will need to make adjustments in 2011 in response to the eventual outcomes of some or all of those contextual issues in order to stay within the guidelines.

Where we have had to make difficult decisions, we have measured our choices against key frameworks and guidelines. Similar to 2010, we reviewed proposed 2011 departmental expense submissions with five filters applied:

- Executing City Council Legacies and Strategic Commitments to achieve the related quantifiable metrics or measurements of each goal in the years ahead
- Following the Council-approved Financial Management Guidelines
- Protecting the public's safety (both services and infrastructure)
- Maintaining and safeguarding our capital assets in the "fix it first" mode being recommended by the Capital Facilities Task Force; and
- Leveraging third party, e.g. other governmental or private grant, resources

Budget Specifics of Note

In last year's budget message I outlined 14 larger systemic undertakings that we hoped to accomplish in 2010. I am pleased to report that despite our revenue shortfalls we have managed to complete or make significant progress on 12 or 86% of them. Looking to 2011, I

will outline six themes. Those themes stem from the approved Legacies and will receive added emphasis both within our daily operations and through some very limited discretionary dollars next year. The themes include:

- Economic development and job creation
- Protecting and remediating Lake Whatcom, our drinking water source
- Maintaining a balanced approach to effective public safety
- Further advances in sustainability
- Maintenance and improvements in infrastructure
- Continued investment in quality of life amenities

I also draw your attention to the lists of departmental objectives in the Adopted Budget for added insight into planned activities in support of these six themes and the City's Legacies and Strategic Commitments overall.

Impacts of the Budget on our City Workforce

Though we are not alone among our peer cities or counties in terms of the multiple waves of budget cutting we've endured, I do think it is important for our citizens to recognize that this budget document constitutes our ***eighth*** round of concerted expense reductions due to revenue shortfalls. After seven prior cuts, to be sure, our Department Heads had to make painful choices to meet their spending targets for the year.

As a reminder, after freezing hiring in late 2008, we eliminated 13 vacant positions in order to balance the 2009 budget. During four rounds of cuts to the '09 adopted budget and further austerity imposed in preparation for the 2010 fiscal year, we had a reduction in force (RIF) or lay-offs that affected more than 20 of our colleagues and saw, in total, that more than 50 other positions were eliminated from the City's workforce through FTE partial reductions or full eliminations. In other words, some 63 FTEs were lost before we even got to this budget exercise.

The budget that Council adopted for the 2008 fiscal year included 916.3 FTEs. With my attempt to add police officers in 2009, the total number of FTEs cut was partially masked but fell to a net of 910.2 in 2009. With the recession's full weight upon us, we acted to bring the total in the 2010 Adopted Budget to 852.9 FTE positions. As the table below illustrates, regrettably, we are enduring the net loss of another 10.7 FTEs for the year ahead, taking our workforce down to 842.2 FTEs. The net impact since adoption of our current year's budget is calculated as shown here:

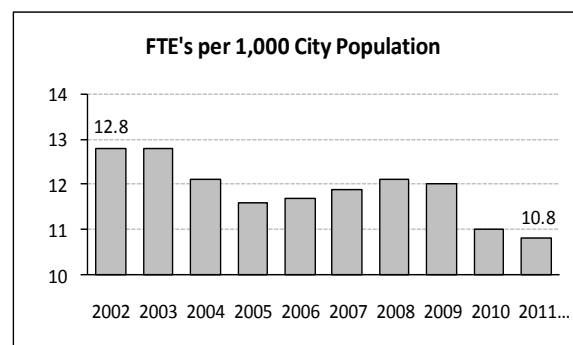
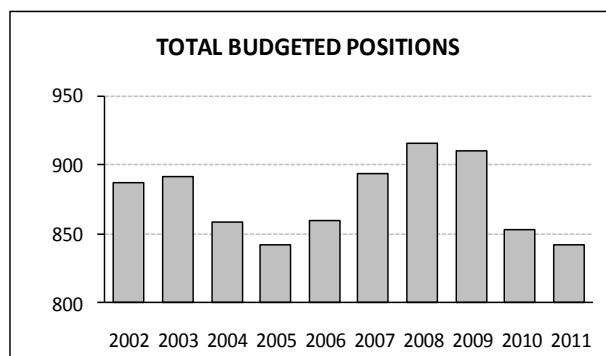
BUDGETED FTEs	
2010 Budgeted FTEs	852.9
FTEs added by ordinance in 2010	7.4
FTEs added for 2011	4.4
Elimination of Vacant Positions	(10.2)
Layoffs	(4.0)
Net decrease in hours including Limited Term positions ending during 2011	(5.9)
2011 FTE savings for delayed hires (delayed to 7/31/11)	(2.4)
2011 Budgeted FTEs	842.2
Net Decrease	(10.7)

Mayor's Budget Message

These reductions take the City workforce down 74.1 FTEs since the 2008 budget was adopted, or 8%. In addition, several departments will continue to function with some of their authorized positions "frozen" as vacancies until we feel it is prudent to authorize their filling.

The table below compares the number of FTEs budgeted for 2011 to prior years' adopted budget levels. With these net changes, the City's staff to thousand population ratio of 10.8 is below the level budgeted over the past decade, including 2005, when another significant reduction in force was implemented. This level of staffing has affected service levels and we highlighted those changes for the public in recent budget presentations before Council.

Employee Group	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Elected Mayor (and Finance Director through 2007)	2.0	2.0	2.0	2.0	2.0	2.0	1.0	1.0	1.0	1.0
Elected City Council	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
Elected Municipal Judge	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Non-Represented Employee Grp	75.6	78.6	77.4	77.1	79.9	83.9	90.8	87.0	80.1	77.0
Supervisors and Professionals	94.3	100.6	101.7	104.9	103.4	108.6	107.8	106.0	100.0	97.5
Professional Librarians	9.3	8.3	8.0	8.0	8.0	8.0	8.0	8.0	6.3	7.0
Emergency Med Svcs Dispatch	11.0	11.0	11.0	12.0	12.0	12.0	13.0	13.0	13.0	13.0
Fire Supervisors	8.0	8.0	7.3	7.0	8.0	8.0	8.0	8.0	8.0	8.0
Firefighters	128.7	129.7	129.3	122.5	126.0	132.0	135.0	133.0	129.0	133.0
Police	98.0	98.0	95.4	95.1	100.0	102.0	102.0	106.0	99.7	101.0
WHAT COMM Dispatch	0.0	23.0	23.0	23.0	23.0	26.0	26.0	26.0	26.0	26.0
Non-Uniformed	379.1	355.7	334.4	323.5	327.3	336.5	352.1	351.6	319.8	310.1
TOTAL REGULAR	814.0	822.9	797.5	783.1	797.6	827.0	851.7	847.6	790.9	781.6
Temporary Labor	73.4	69.1	60.9	59.2	62.2	66.6	64.6	62.6	62.0	60.6
TOTAL PAID WORKFORCE	887.4	892.0	858.4	842.3	859.8	893.6	916.3	910.2	852.9	842.2



Source for population estimates – State of Washington Office of Financial Management

What will not be obvious in this precipitous drop in the workforce is the good work that has happened in some departments to creatively combine or redefine jobs and collaborate with other departments to maintain functionality and services. This creativity has cost-effectively saved some employment that would have otherwise been lost. Under very trying circumstances, this represents excellent team work by City departments and some represented bargaining units for very positive outcomes. For both management and labor this has

otherwise been a dreadful time of seeing both services and the livelihoods of valued colleagues negatively impacted by our financial conditions. My thanks to our departmental managers and to City workers, whether represented or not, for doing their parts to make the best of what has simply been a hard slog through circumstances that were largely beyond our control.

In what fiscal position does the 2011 Adopted Budget leave us?

The answer to that question in a phrase is “Woe is us and thank goodness we’re not them!” Almost daily we read of U.S. states and cities, some close to home, that are facing massive deficits, depleting all their reserves, laying off huge numbers of workers including public safety personnel, and even defaulting on various bonds they have issued. One poor city in Virginia not only defaulted on a bond they issued, they put up their city hall building as the collateral and now risk losing the heart of the municipal government’s operations in the process. Thank goodness we’re not them!

As I have said many times before, as difficult as the last few years have been and as precarious as 2011 may end up being, we must be thankful for the vision of our predecessors (including a couple of you that are still contemporaries on the Council) who put significant dollars into reserves for rainy days such as these. At the same time, we must be conscious of the trend we’re on.

With all the contextual unknowns listed early in this document, Council adopted a General Fund Budget with a known deficit between expected income and expenses of \$1 million. The shortfall will be taken from reserves. We can do so and remain within the financial guidelines you established earlier this year; however, we must be mindful of the pitfalls of a guideline based on percentages of expense. As our expenses shrink, it takes fewer real dollars in the bank to constitute the targeted percentages, and if practiced for too long, such a trend could mean that our reserves in real dollars become too small to give us the resiliency we might need in times of natural disaster or other major event.

We anticipate that the General Fund reserve will consist of just \$8.6 million at 2011’s year-end. That would still have us within our guidelines, but it is just over half of the more than \$15 million we had in General Fund reserves a few years ago. I don’t think we can responsibly go much lower.

In total, the City has more than \$83 million dollars in reserve accounts of all types. While these sums might appear to be bountiful, it is important to note that the General Fund Reserve, for example, if on target at the end of 2011, will constitute only about six (6) weeks of operating expenses. Most of the other reserves on hand have restricted uses, such as Greenways funds used exclusively to purchase parks and open space lands.

This will not be the last year of difficult budget deliberation conversations. Going forward do we continue our modest pattern of reserve usage to limit the further erosion of core services and quality of life amenities that have defined the Bellingham that we love? Or, do we sharpen

Mayor's Budget Message

again for the ninth time the budget cutting knife, knowing that our options are few for additional savings without affecting people and services? In my view, our citizens have, with rare exception, been exceedingly understanding of the predicaments we have faced and continue to face. I know they still expect that the City will, to the best of its ability and resources, continue its proud tradition of providing quality basic services to the community and keep this a most desirable place to live

Summary

The 2011 Adopted Budget represents the fourth fiscal chapter we must write since this deep recession began. Especially in such tough times, a City's budget is its most important expression of policy, values and the vision we hold for our collective future.

Despite diminished resources, we will push for progress on the City Council's Legacies and Strategic Commitments. We will continue to partner with our citizen advisory boards, commissions, peer governments, and of course, the public to achieve the quantifiable targets we have laid out as the barometers of our movement forward.

This budget will maintain momentum on managing growth, keep the processes for enabling redevelopment of the waterfront alive, keep us focused on Lake Whatcom's health, and do what is within our power to bring jobs and economic development to our community on a well-maintained and increasingly efficient infrastructure. Though at support levels smaller than I find ideal, it will also sustain our cherished cultural institutions and park facilities, both within our vibrant neighborhoods and citywide.

My thanks to our Department Heads and their staff, and particularly our Finance Department's budget team who make this annual, essential process as smooth as can be during these uncertain times.

I look forward to working with the City Council and citizens of Bellingham in 2011 to keep Bellingham strong and its future even brighter.

Sincerely,

A handwritten signature in cursive script, appearing to read "Dan Pike".

Dan Pike, Mayor

CITY OF BELLINGHAM LEGACIES AND STRATEGIC COMMITMENTS

The ***City of Bellingham Legacies and Strategic Commitments*** are adopted by the Bellingham City Council as a vision statement, identifying long-term goals and strategies to reach those goals. The “Legacies” are twenty- to fifty-year goals, that are supported by six- to twenty-year “Strategic Commitments.” These high-level policy statements are based on extensive public feedback and are intended to be visionary, reflecting the priority and emphasis of City government programs and services.

Council adopted the ***City of Bellingham Legacies and Strategic Commitments*** to be used in strategic planning and prioritizing City government programs and activities, as a foundation for budget planning and deliberations, and as the basis for measuring City performance in achieving community priorities.

Prior to adopting the **Legacies and Strategic Commitments**, the Council held work sessions and solicited feedback from City residents. Council members and staff also used previously adopted strategies and plans, such as prior year Council Goals and Objectives, the Bellingham Comprehensive Plan and other key community planning efforts, results from opinion surveying, and feedback provided on major projects and initiatives from the past several years, to shape the **Legacies and Strategic Commitments**.

The City Council originally adopted the **Legacies and Strategic Commitments** in July 2009. A preliminary set of community indicators and performance measures were adopted in July 2010. Using these foundational tools, in 2011 City programs and work plans will be aligned with and measured against policy goals, and structured to improve and communicate performance and project effectiveness. City officials expect to provide data to the public in 2011 about the City’s performance in achieving the goals stated in the **Legacies and Strategic Commitments**.

The ***City of Bellingham Legacies and Strategic Commitments*** can be found on the following pages. Throughout the 2011 Budget, budget objectives of each department are aligned with the Legacy statements adopted by Council.

More information

For more information about the project, visit the project web page or contact the Mayor’s Office at 778-8100 or email mayorsoffice@cob.org.

City of Bellingham *Legacies* and ➤Strategic Commitments

"We are working today so future generations will benefit from..."

Clean, Safe Drinking Water

- Protect and improve drinking water sources
- Limit development in Lake Whatcom watershed
- Use efficient, ecological treatment techniques
- Maintain reliable distribution system
- Promote water conservation

Healthy Environment

- Protect and improve the health of lakes, streams, and bay
- Protect and restore ecological functions and habitat
- Reduce contributions to climate change
- Conserve natural and consumable resources

Vibrant Sustainable Economy

- Support thriving local economy across all sectors
- Promote inter-dependence of environmental, economic, and social interests
- Create conditions that encourage public and private investment
- Foster vibrant downtown and other commercial centers
- Preserve farmland and the agricultural economy

Sense of Place

- Support sense of place in neighborhoods
- Encourage development within existing infrastructure
- Preserve historic and cultural resources
- Support people-to-people connections

Safe and Prepared Community

- Prevent and respond to emergencies
- Prevent and respond to crime
- Ensure safe infrastructure
- Increase community readiness and resilience

Mobility & Connectivity Options

- Provide safe, well-connected mobility options for all users
- Maintain & improve streets, trails & other infrastructure
- Limit sprawl
- Increase infrastructure for bicycles, pedestrians, and non-single-occupancy vehicle modes of transportation
- Reduce dependence on single-occupancy vehicles

City of Bellingham *Legacies* and ➤Strategic Commitments (continued)

"We are working today so future generations will benefit from..."

Access to Quality of Life Amenities

- Maintain & enhance publicly owned assets
- Foster arts, culture, and lifelong learning
- Provide recreation & enrichment opportunities for all ages & abilities
- Ensure convenient access to & availability of parks & trails Citywide

Quality, Responsive City Services

- Deliver efficient, effective, and accountable municipal services
- Use transparent processes & involve stakeholders in decisions
- Provide access to accurate information
- Recruit, retain, & support quality employees

Equity & Social Justice

- Provide access to problem-solving resources
- Support safe, affordable housing
- Increase living wage employment
- Support services for lower-income residents
- Cultivate respect & appreciation for diversity

COUNCIL INFORMATION

Contact information for the Council Office at City Hall is provided in the [Directory of Elected Officials](#). Biographical and contact information for council members can be found on the [Council page](#) on the City of Bellingham website.

The [Legislative Department budget](#) is shown in the Department Budget Section of this document.

2011 Regular City Council Meetings

Resolution No. 2010-30 establishes the dates and times of regular meetings of the Bellingham City Council for 2011. The time for holding regular meetings of the City Council has been fixed at 7:00 p.m. on each of the days listed in the table at right.

Special meetings of the City Council may be called at any time as provided by the Charter of the City of Bellingham and the laws of the State of Washington.

Visit the [Council page](#) on the City of Bellingham website for updated meeting announcements and schedules, meeting agendas and minutes, and to view or hear recorded meetings.

	<u>2011</u>
January	3, 10, 24
February	7, 28
March	14, 28
April	11, 25
May	9, 23
June	6, 20
July	11, 25
August	1, 15
September	12, 26
October	10, 24
November	7, 21
December	5, 12

Council Standing Committee and Ex-Officio Council Assignments 2011

Council PresidentStan Snapp
Mayor Pro Tempore.....Michael Lilliquist
Council President Pro TemporeTerry Bornemann

The standing committees meet on Monday afternoons if there is an agenda item submitted and approved to be heard by that committee. Committees report to the full Council at the Regular meeting that evening.

Actual committee meeting agendas, dates and times should be confirmed either through the [Council page](#) on the City of Bellingham website or by calling the City Council office or the 24-hour recording line for agenda information at (360) 778-8219.

<u>City Council Standing Committees - 2011</u> X – C indicates Committee Chair	Weiss	Knutson	Buchanan	Snapp	Bornemann	Lilliquist	Fleetwood
Committee of the Whole	X	X	X	X	X	X	X
Finance and Personnel			X			X - C	X
Lake Whatcom Reservoir Committee		X	X		X		X - C
Parks and Recreation		X - C			X		X
Planning / Neighborhoods and Comm. Dev.	X – C	X				X	X
Public Works / Public Safety	X	X	X - C				
Transportation Committee	X				X - C	X	
Waterfront Development Committee	X	extra	X		X - C		
<u>Ex-Officio Council Assignments - 2011</u> X-Exec indicates Executive Board member X-Alt indicates Alternate	Weiss	Knutson	Buchanan	Snapp	Bornemann	Lilliquist	Fleetwood
Bellingham / Whatcom County Tourism				X			
Bellingham School District						X	
Emergency Medical / Ambulance Advisory			X			X	
Council of Governments	X-Exec		X				
Downtown Bellingham Partnership			X			X - Alt	
Northwest Economic Council			X				
Fire Pension Board						X	
Library Board of Trustees				X			
Mt. Baker Theatre Board							X
Open Space Committee (Same as Planning)	X	X				X	X
Opportunity Council				X			
Parks & Recreation Advisory Board		X			X		X
Police Pension Board				X	X - Alt		
Port Marina Advisory Committee		X					
Sister Cities Advisory Board							X
Sustainable Connections					X		
Tourism Commission Allocation Sub-Committee						X	
WHAT-COMM Communications Admin Board			X				
Whatcom Transportation Authority	X			X			
<u>Ad Hoc Committees</u>							
2011 Comcast Franchise & Public Access Review				X		X	
2011 Legacy & Strategic Commitments Metrics				X	X		

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ELECTED OFFICIALS

MAYOR

Dan Pike, Mayor
Executive Office(360) 778-8100
Email.....mayorsoffice@cob.org

MUNICIPAL COURT JUDGE

Debra Lev
Bellingham Municipal Court(360) 778-8150

CITY COUNCIL 2011

Council Office(360) 778-8200
Email.....ccmail@cob.org

Jack Weiss1st Ward

Gene Knutson.....2nd Ward

Barry Buchanan.....3rd Ward

Stan Snapp4th Ward

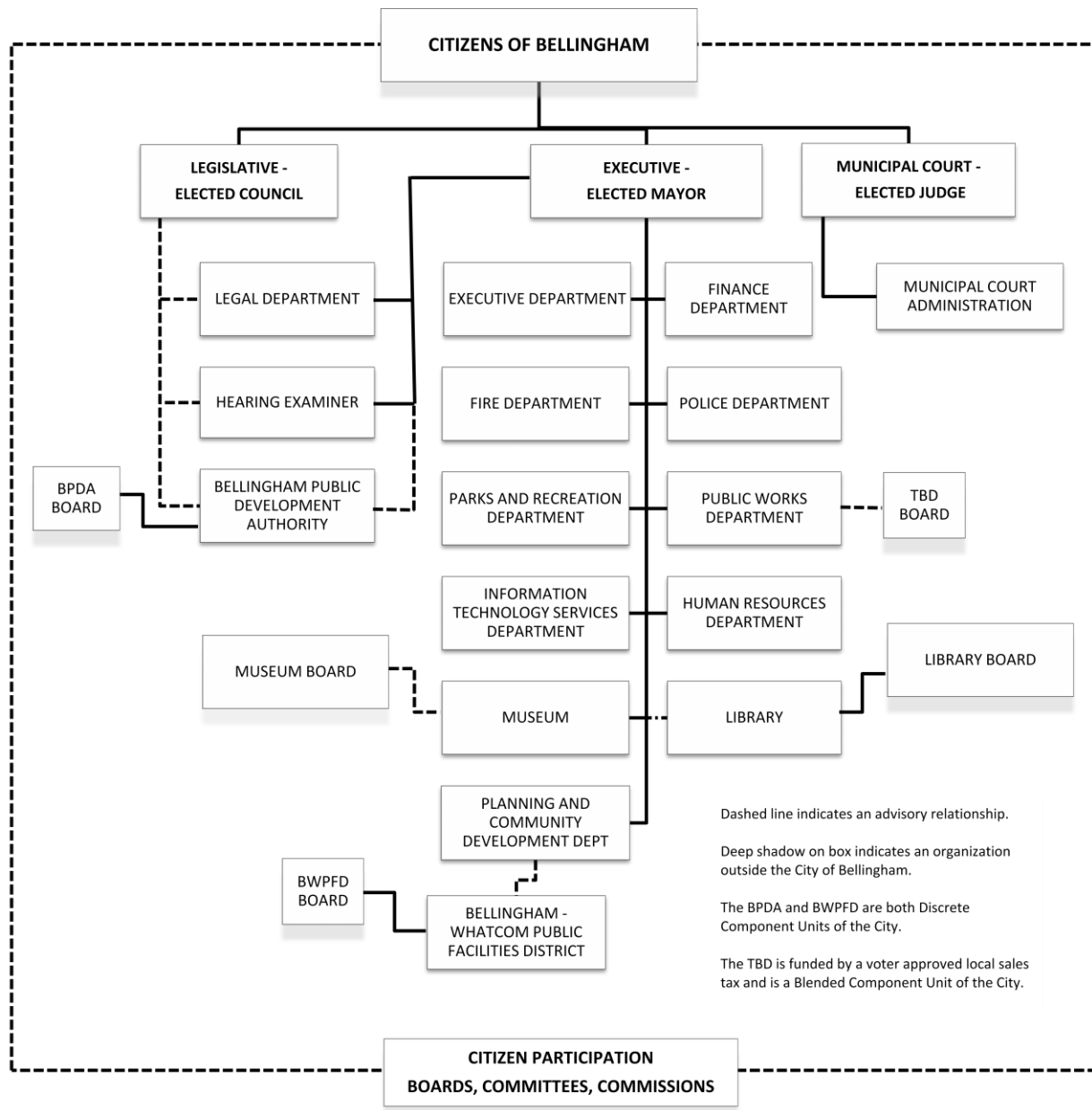
Terry Bornemann5th Ward

Michael Lilliquist6th Ward

Seth FleetwoodAt-Large

Visit the City's website at www.cob.org

CITY ORGANIZATION CHART



(Organization chart corrected after hard copy printing.)

EXECUTIVE STAFF

Executive Staff(360) 778-8100
Chief Administrative Officer, David Webster
Communications Manager, Janice Keller
Neighborhoods and Special Projects Coordinator, Linda Stewart

DEPARTMENT HEADS

Fire Chief, Bill Boyd(360) 778-8400
Police Chief, Todd Ramsay(360) 778-8600
Judicial Services Director, Linda Storck.....(360) 778-8150
Parks and Recreation Director, (vacant at time of publishing)(360) 778-7000
Library Director, Pamela Kiesner.....(360) 778-7220
Museum Director, Patricia Leach(360) 778-8930
Planning and Community Development Director, (interim) Jeff Thomas(360) 778-8300
Hearing Examiner, Dawn Sturwold(360) 778-8399
Human Resources Director, Michelle Barrett.....(360) 778-8220
Finance Director, John Carter.....(360) 778-8800
Information Technology Services Department Director, Marty Mulholland(360) 778-8050
City Attorney, Joan Hoisington.....(360) 778-8270
Public Works Director, Ted Carlson(360) 778-7900

SERVICES PROVIDED BY THE CITY

The City provides a full range of municipal services that include public safety, culture and recreation activities, economic development, street and multi-modal transportation infrastructure, parking, utilities, and general administrative services.

Activities owned and / or operated by the City include water, wastewater, and stormwater utilities; municipal parking facilities; Lake Padden Golf Course; Bayview Cemetery; Whatcom Museum of History and Art; Bellingham Public Library and Fairhaven Branch Library; nearly 100 parks; a civic stadium; athletic fields and the Arne Hannah Aquatic Center. The City operates Medic One to provide countywide emergency medical services under an agreement with Whatcom County.

ORGANIZATIONAL STRUCTURE

The City's charter establishes a council-mayor form of government. City management is led by the elected Mayor in a strong-Mayor, weak-Council form of government. In November 2006, voters approved a charter amendment taking effect January 2008, which changed the Finance Director from an elected position to one appointed by the mayor and subject to confirmation by the City Council. State statute provides for an elected Municipal Court Judge.

Six council members are elected by wards and serve four-year terms. Three are elected every two years. The seventh council member is elected every two years in an at-large capacity. The Mayor is elected for a four-year term. A Municipal Court Judge is elected for a four-year term at the mid-point of the Mayor's term of office.

The administrative department heads are appointed by and serve at the mayor's discretion, with the following exceptions: The Chief Administrative Officer (CAO), City Attorney, and Finance Director require approval of the City Council for appointment or removal, and the Library Director is appointed by the Library Board.

The City of Bellingham is structured into fifteen departments or service areas, which may be further divided into operating divisions. Each department or division is broken down into its functional units or groups. In addition, the City administers two public corporations: the Bellingham-Whatcom Public Facilities District and the Bellingham Public Development Authority. The [City organization chart](#) shows the elected officials, the operating departments and some of the citizen boards, committees, commissions that assist the City to function.

For a complete list of all City of Bellingham and Whatcom County boards and commissions, including current vacancies, go to the [Bellingham Mayor's](#) and [Whatcom County's](#) web pages.

COMMUNITY AND LOCAL ECONOMY

Community Information

Located on Bellingham Bay with Mount Baker as its backdrop, Bellingham is the last major city before the Washington coastline meets the Canadian border. Bellingham is 85 miles north of Seattle, 21 miles south of the Canadian border and about 52 miles south of Vancouver, B.C. The City of Bellingham encompasses approximately 28 square miles, with north Puget Sound and the San Juan Islands to the west and snow-capped Mount Baker and the North Cascade Mountains to the east.

The City of Bellingham, which serves as the county seat of Whatcom County, is home to an estimated 77,550 people as of April 2010. Bellingham is at the center of a uniquely picturesque area that offers a rich variety of recreational, cultural, educational and economic activities and opportunities.

Bellingham's history forms a rich backdrop to life in this small city today. Lummi, Nooksack, and other Coast Salish people first thrived on the resources of what would later be known as Bellingham Bay. English Captain George Vancouver explored the area in 1792 and named Bellingham Bay for Sir William Bellingham, Vancouver's British provision officer. Small communities came and went on the shores of Bellingham Bay through boom and bust cycles of the 1800s. The City of Bellingham incorporated as a Washington Municipal Corporation in 1903, after the populations of four bayside towns voted to consolidate.

Bellingham citizens have made strategic investments in parks, trails, and preserved open spaces, offering recreation and respite to the young and young-at-heart. From salt-water bays, rivers and lakes to the peak of Mount Baker, Bellingham residents and visitors alike can literally "do it all" in one day. Skiing, kayaking, mountain biking, and other adventure sports abound, as well as slower-paced activities like hiking, golfing, bird watching, and fishing.

Downtown Bellingham and the historic Fairhaven district feature an interesting mix of businesses, services, and visitor amenities such as restaurants, art galleries, and specialty shops. The growing downtown cultural district includes the nationally accredited Whatcom Museum of History and Art, operated jointly by the City of Bellingham and the Whatcom Museum Foundation and featuring exhibitions of fine art, regional history, and hands-on children's art activities. The Museum's Lightcatcher Building opened in late 2009, and joined the iconic brick 1892 Old City Hall Building, as part of the Museum campus.

Bellingham's renowned Fairhaven District offers Victorian-era buildings, shops offering hand-crafted products, local restaurants serving fresh seafood, and art galleries featuring Northwest artisans. Visitors bound for Alaska depart on the Alaska Marine Highway System ferries from the Bellingham Cruise Terminal, also in the Fairhaven District. Bellingham's active waterfront supports fishing, boat building, shipping, and marina operations. Squalicum Harbor is the second largest marina in Puget Sound, with moorage for 1,400 pleasure and commercial boats.

Community Information (continued)

Bellingham and Whatcom County communities look forward to additional opportunities to live, work and play on Bellingham Bay as City and Port officials work together to redevelop waterfront properties that in the past were dedicated to industrial uses.

Western Washington University is located on Sehome Hill, one of several hilltop locations in Bellingham that feature sweeping views across the bay to the San Juan Islands. Western is the third largest university in the state with enrollment of more than 15,000 students. In addition, Whatcom Community College and Bellingham Technical College serve more than 10,000 students, offering undergraduate courses and a wide variety of technical training. Bellingham Public Schools operates 14 elementary schools, four middle schools and three high schools.

Multiple transportation links connect the community to the region and the world. Allegiant Airlines, Alaska Airlines, and various charter services depart from the Port-operated Bellingham International Airport. Both Amtrak rail service and Greyhound bus service depart from the Fairhaven district and connect Bellingham to Seattle and Vancouver BC. From Bellingham's waterfront tour boats and ferries leave for whale watching cruises, tours to Victoria on Vancouver Island, cruises to the San Juan Islands, and longer voyages to Alaska. Whatcom Transportation Authority provides transit service within Bellingham and throughout Whatcom County and connector service to Skagit County.

Geography

Elevation: Ranges from sea level at the waterfront to approximately 240 feet above on Western Washington University's campus.

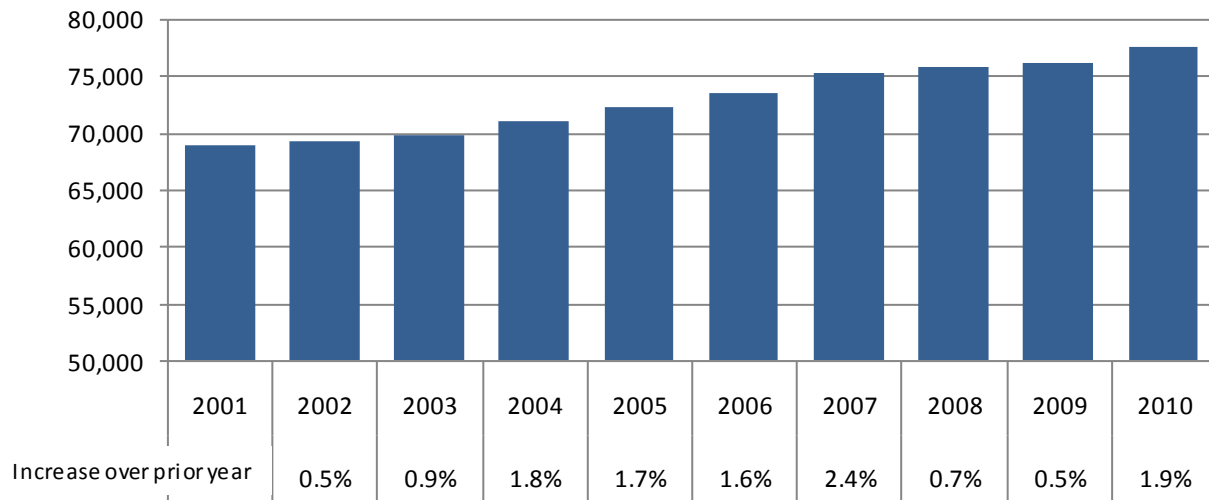
Weather: Seasonal. The temperature range in winter averages from 36° to 48°. In summer the average low is 54° to an average high temperature of 72°. Average annual rainfall is 34.83 inches per year. (*Weather.com*)

Land size: The City encompasses approximately 28 square miles.

Population

Bellingham's population as of April 2010 was estimated at 77,550 by the [Washington State Office of Financial Management](#). Much of the increase in population from 2009 to 2010 was due to annexations.

City of Bellingham Population



Demographics

(Demographics Data from [City-Data.com](#))

Median resident age: 30.4 years

83.6% White Non-Hispanic

6.0% Hispanic

4.4% Asian

2.4% Two or more races

1.7% American Indian

1.2% Black

0.4% Other

0.2% Pacific Islander

Males 48.1% Females 51.9%

Median household income: \$35,616 in 2009 compared to \$37,388 in 2008

Median house or condo value: \$307,400 in 2009 compared to \$326,800 in 2008

Median gross rent: \$787 in 2009 compared to \$743 in 2008

Residents living in poverty: 22.8% in 2009 compared to 23.0% in 2008

Cost of living index in Bellingham: January 2011 is 101.4 (U.S. average is 100)

For population age 25 and over:

- High school or higher 88.5%
- Bachelor's degree or higher 33.0%
- Graduate/professional degree 11.2%

Employment Base**Largest Employers in Whatcom County - 2009 / 2010 Survey**

Rank	Name	Employees	Type
1	ST JOSEPH HOSPITAL / MADRONA MEDICAL	2,714	Health Care
2	WESTERN WASHINGTON UNIVERSITY	1,664	Education
3	BELLINGHAM SCHOOL DISTRICT	1,265†	Education
4	WHATCOM COUNTY	920‡	Government
5	CITY OF BELLINGHAM	910‡	Government
6	HAGGEN INC	866	Retail
7	BP CHERRY POINT REFINERY	796	Manufacturing
8	SODEXHO SERVICES	760	Food Service
9	FERNDALE SCHOOL DISTRICT	680	Education
10	STERLING HEALTH	653	Health Insurance
11	LUMMI TRIBAL OFFICE	587‡	Tribes - Admin
12	FRED MEYER	542	Retail
13	ALCOA INTALCO	521‡	Manufacturing
14	SILVER REEF CASINO	514	Tribes - Gaming
15	THE MARKETS LLC	487	Retail
16	WHATCOM COMMUNITY COLLEGE	459	Education
17	MATRIX SERVICE INCORPORATED	450	Construction
18*	HASKELL CORPORATION	425†	Construction
19	BELLINGHAM TECHNICAL COLLEGE	400	Education
20	LYNDEN SCHOOL DISTRICT	365	Education
21	HEATH TECNA INC	361	Manufacturing
22	ANVIL CORP.	346	Engineering
23	WAL-MART	336	Retail
24	COSTCO	300	Wholesale
25	MT. BAKER SCHOOL DISTRICT	300	Education

* Estimate T-Mobile would rank here based on their last response. Could not get data for 2009. Still a significant employer.

† Average for last 5 years - Cyclical reducing to 164 during winter months.

‡ FTE; All others are headcount.

The Top 25 Employers account for 23.5% of all employment in Whatcom County.

Note: Estimates of employed workers may vary depending on the method of calculation. Most companies report only the number of full and part-time employees. However, some companies include seasonal workers. The number of workers in any given company may also vary depending on the time of year. As such, these numbers should be used as general reference figures - not exact employee counts.

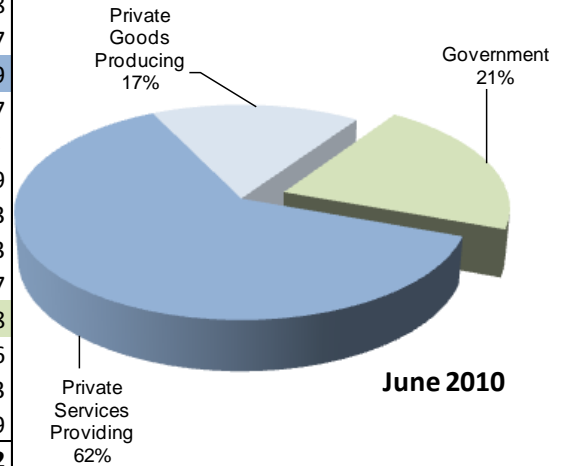
This data is provided by the [Western Washington University Center for Economics and Business Research](#). Top 25 Employers is one of the center's research projects.

Employment Base (continued)

Non-Farm Employment

Bellingham Metropolitan Statistical Area (Whatcom County)

Not Seasonally Adjusted, # of jobs in Thousands	Jun-07	Jun-08	Jun-09	Jun-10
PRIVATE GOODS PRODUCING	17.4	17.3	14.1	13.5
MINING, LOGGING AND CONSTRUCTION	8.1	8.3	6.3	5.8
MANUFACTURING	9.3	9.0	7.8	7.7
PRIVATE SERVICES PROVIDING	51.8	52.4	50.5	49.9
TRADE, TRANSPORT, UTILITIES	15.6	16.0	15.1	15.7
Retail Trade (Included in Trade above)	10.4	10.7	10.1	10.4
FINANCIAL ACTIVITIES	3.3	3.2	3.1	2.9
PROFESSIONAL & BUSINESS SERVICES	7.6	7.8	7.1	7.3
LEISURE AND HOSPITALITY	10.2	10.0	9.7	9.3
OTHER SERVICES	15.1	15.4	15.5	14.7
GOVERNMENT	16.4	16.6	16.9	16.8
FEDERAL	1.1	1.2	1.3	1.6
STATE	5.5	5.4	5.7	5.3
LOCAL	9.8	10.0	9.9	9.9
TOTAL NON-FARM	85.6	86.3	81.5	80.2

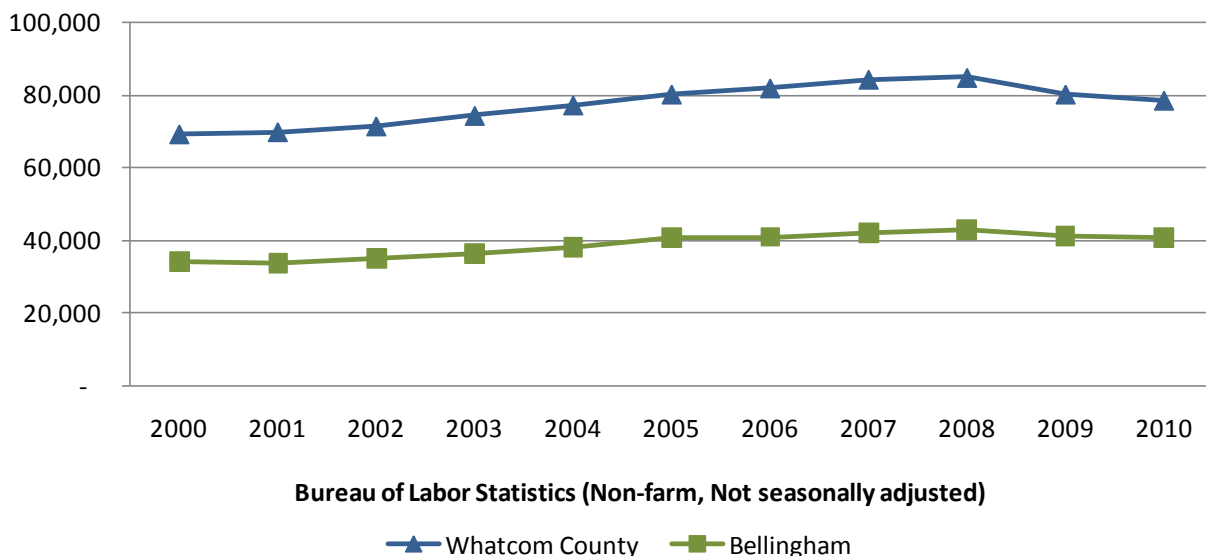


Bureau of Labor and Statistics

Data is for JUNE of each year, which is generally higher than the annual average.

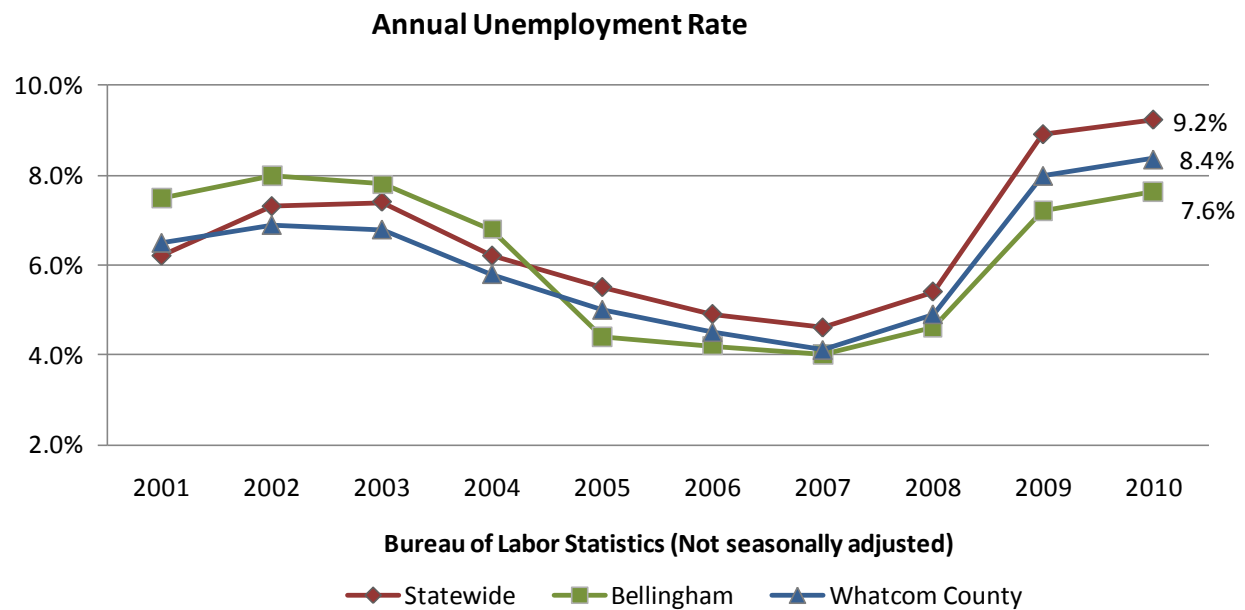
The table above shows data for Whatcom County for the month of June of each year. Data by industry type is not available for Bellingham alone.

Average Annual Number of Jobs in Whatcom County and Bellingham



The graph above is the annual average employment for Whatcom County and for Bellingham. 2010 December data is preliminary.

Employment Base (continued)



2010 December data is preliminary.

Unemployment data on this page and employment data on the previous page comes from the [US Bureau of Labor Statistics](#).

Retail Sales Tax Base

Bellingham's portion of the state retail sales tax has remained at 1% for all years shown.

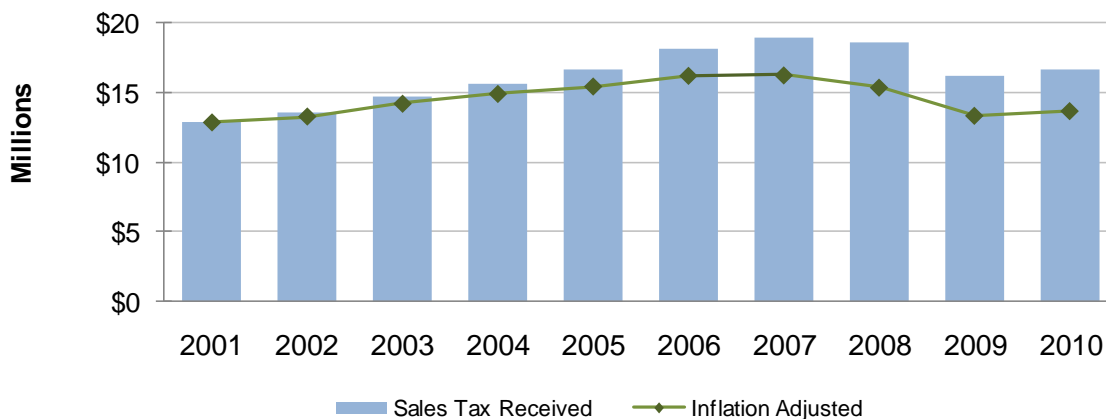
Payer NAICS category	2007	2008	2009	2010	Percent of Total	Change from '09
452 - General Merchandise Stores	2,684,798	2,837,961	2,642,896	2,891,544	17.3%	9.4%
722 - Food Services, Drinking Places	1,571,265	1,637,471	1,553,690	1,630,920	9.8%	5.0%
441 - Motor Vehicle and Parts Dealer	2,114,563	1,738,069	1,516,110	1,503,366	9.0%	-0.8%
236 - Construction of Buildings	1,532,077	1,488,095	850,918	961,689	5.8%	13.0%
444 - Building Material and Garden	1,231,689	1,116,955	919,022	930,424	5.6%	1.2%
448 - Clothing and Accessories	839,174	881,697	743,488	778,554	4.7%	4.7%
238 - Specialty Trade Contractors	929,519	812,315	737,368	722,373	4.3%	-2.0%
453 - Miscellaneous Store Retailers	721,764	762,773	694,547	704,408	4.2%	1.4%
423 - Wholesale Trade, Durable Goods	814,376	849,826	735,754	696,264	4.2%	-5.4%
445 - Food and Beverage Stores	531,734	592,216	537,064	590,825	3.5%	10.0%
451 - Sporting Goods, Hobby, Books	487,671	490,500	445,233	489,382	2.9%	9.9%
517 - Telecommunications	495,963	495,414	476,719	449,067	2.7%	-5.8%
443 - Electronics and Appliances	529,848	517,073	446,017	438,511	2.6%	-1.7%
811 - Repair and Maintenance	425,191	385,188	379,636	386,001	2.3%	1.7%
541-Professional, Scientific, Tech	259,946	252,641	240,733	287,175	1.7%	19.3%
Subtotal top 15 categories	15,169,578	14,858,194	12,919,196	13,460,503	80.5%	
Total all sales tax received	18,162,224	18,615,695	16,226,462	16,715,896	100.0%	3.0%

Ranked according to most recent year.

While the sales tax composite rate has increased, the City's portion of the tax rate has remained the same for many years. The total [sales tax is distributed](#) between multiple agencies.

On July 1, 2008, the State changed to destination based sales tax, impacting which transactions the City receives sales tax on.

Sales Tax Received - City of Bellingham



Business and Occupation Tax Base

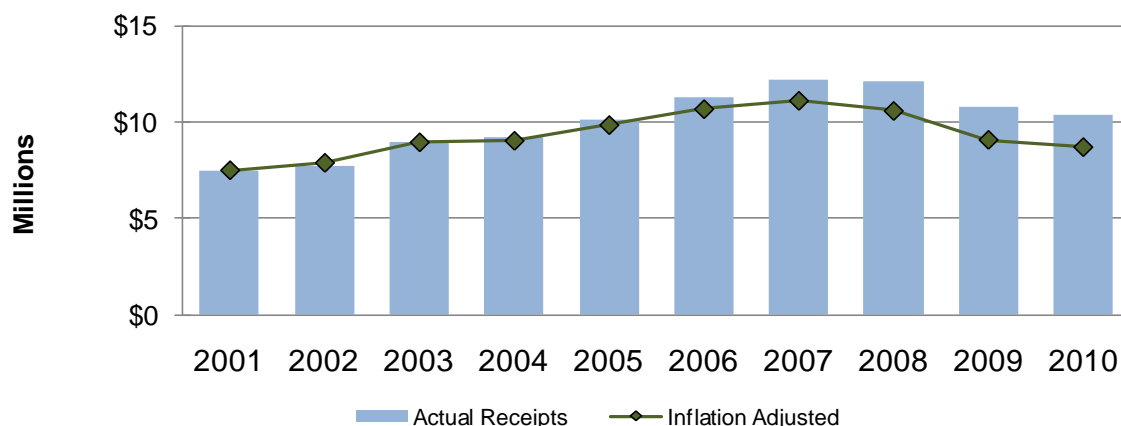
The City's B&O tax rate is 0.44% for services and 0.17% for wholesaling, retailing, manufacturing, and extracting activities.

Payer Industry SIC code category	2007	2008	2009	2010	Percent of Total	Change from '09
MEDICAL SERVICES	1,784,492	1,851,603	1,771,538	1,766,619	17.0%	-0.3%
FINANCE/INSURANCE/R E	1,627,031	1,352,843	1,144,600	1,078,550	10.4%	-5.8%
GENERAL MERCHANDISE	836,479	932,185	868,540	946,859	9.1%	9.0%
WHOLESALE	1,196,556	1,337,157	920,098	901,078	8.7%	-2.1%
PROFESSIONAL SERVICES	802,615	990,565	959,710	798,341	7.7%	-16.8%
MANUFACTURING	986,135	816,008	749,618	682,807	6.6%	-8.9%
BUSINESS SERVICES	613,998	660,218	624,087	649,642	6.2%	4.1%
CONTRACTING	1,161,068	985,737	621,526	582,900	5.6%	-6.2%
AUTO DLRS/GAS STATIONS	715,671	591,493	481,070	511,037	4.9%	6.2%
MISCELLANEOUS RETAIL	401,404	430,590	393,471	387,867	3.7%	-1.4%
FOOD	339,542	406,046	381,670	381,437	3.7%	-0.1%
TRANSPORT/COMMUTIL *	424,247	457,921	633,033	366,498	3.5%	-42.1%
EATING/DRINKING PLACES	333,495	357,197	356,430	349,662	3.4%	-1.9%
BLDG MATERIALS/HARDWARE	337,914	303,514	237,065	240,442	2.3%	1.4%
PERSONAL SERVICES	194,359	213,031	196,797	189,013	1.8%	-4.0%
FURNITURE/EQUIPMENT	245,760	224,845	178,035	185,768	1.8%	4.3%
APPAREL/ACCESSORIES	165,190	179,284	155,017	169,864	1.6%	9.6%
OTHER SERVICES	119,158	140,632	134,193	135,591	1.3%	1.0%
OTHER BUSINESS	82,550	93,289	88,692	84,603	0.8%	-4.6%
Total B&O Tax Received	12,367,664	12,324,158	10,895,190	10,408,578	-4.5%	-100.0%

Ranked according to most recent year. *2009 figure includes disputed audit assessment

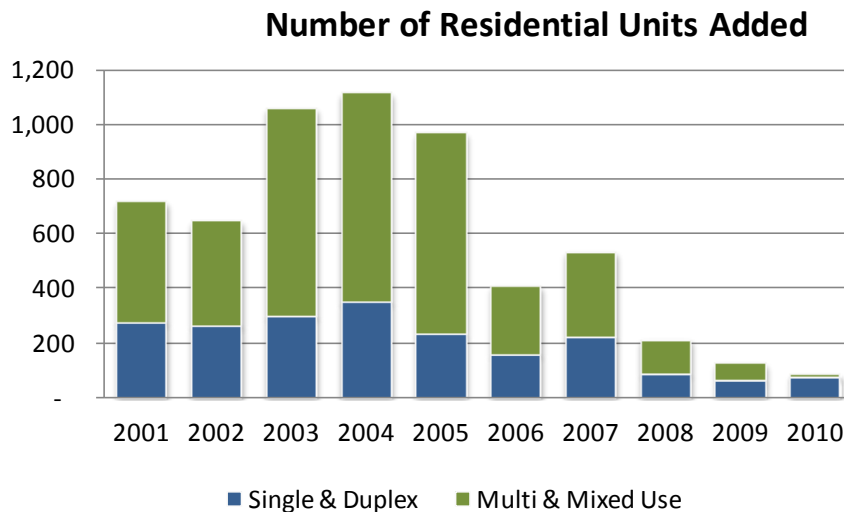
This chart shows a ten-year history of the City's Business and Occupation Tax revenue. B & O Tax rates have not changed during this period. On January 1, 2008, the State changed to destination based B&O tax, which also impacts which transactions the City collects B & O tax for.

Bellingham B & O Tax

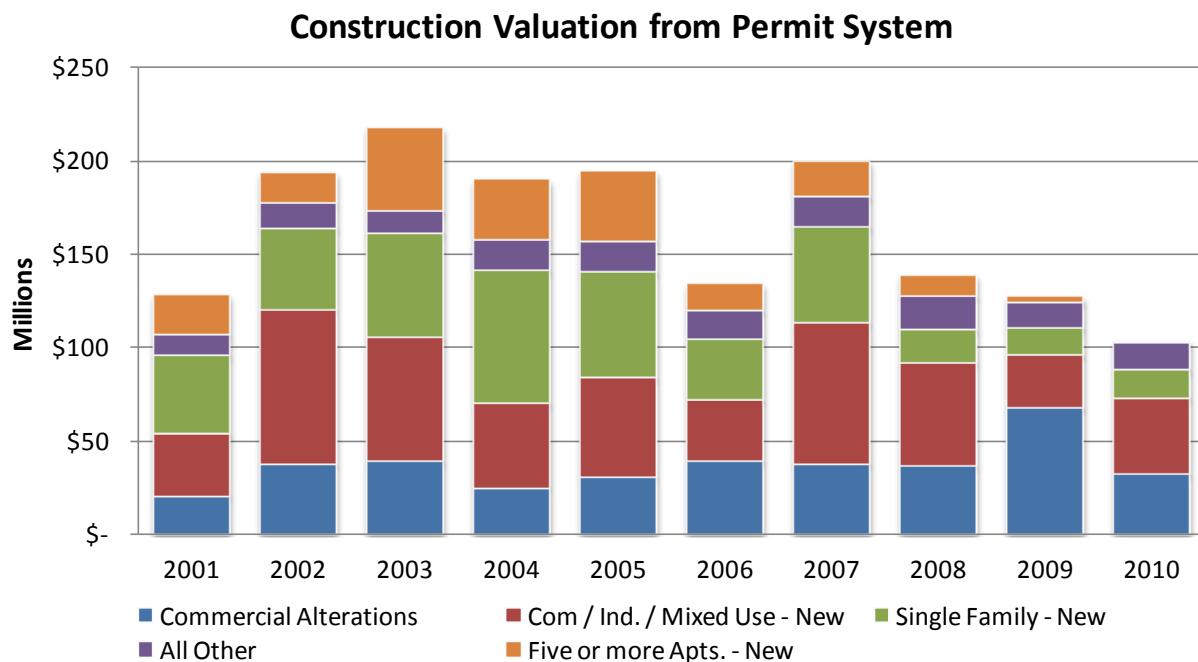


Construction Activity – Building Permits

Construction activity is a key indicator tracked by the City of Bellingham. In addition to revenue specific to the Development Services Fund from permit fees and plan review construction activity within the City impacts revenues from sales tax, B&O tax, property tax, real estate excise tax, system development charges, and other revenue sources.



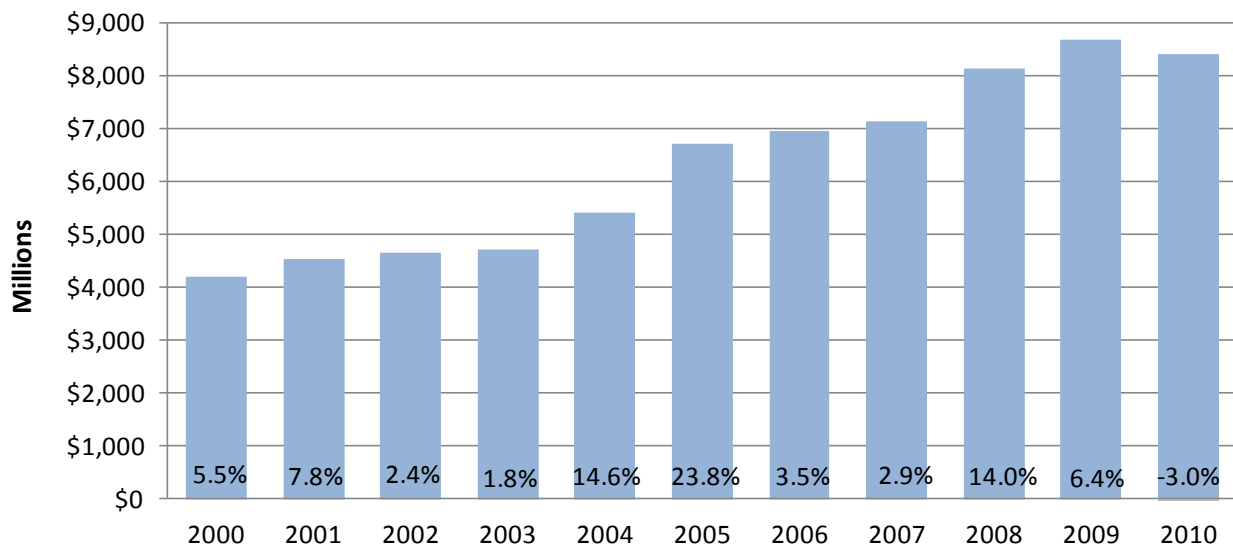
The number of residential units added and the valuation of construction are summarized from the Building Services permit tracking system. Valuation is based on the square foot valuation in that system.



Property Tax Base

Previously, the Whatcom County Assessor revalued property every four years. The Assessor's Office transitioned to an annual revaluation program in 2010. With this system, one-sixth of the County will be inspected each year and all property will be statistically revalued annually. Annexations and new construction also increase total valuation.

Assessed Valuation - Real Property

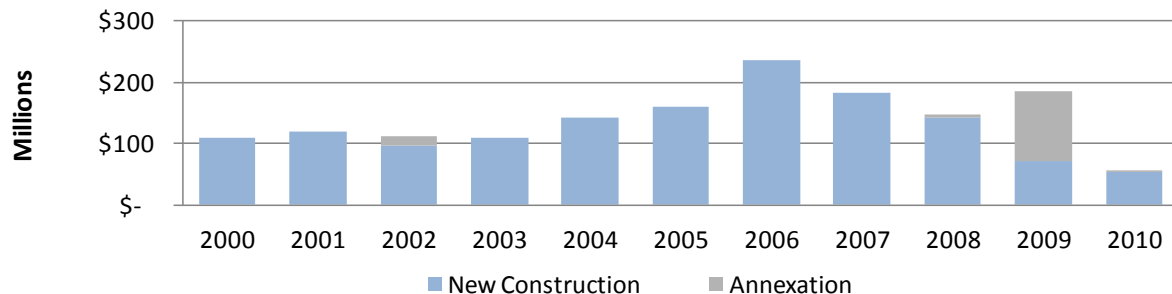


Percentage is Increase Over Prior Year. 2010 is Assessment for 2011.

Valuation shown is 100% before adjustments.

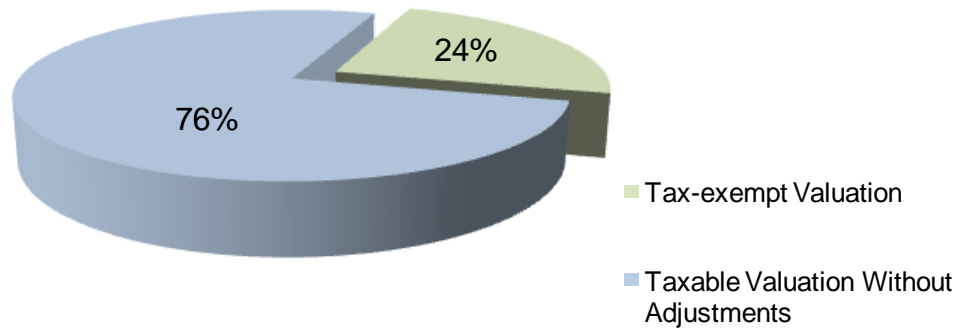
Source: Whatcom County Assessor's Certification of Assessed Valuations memo.

Assessed Valuation of New Construction and Annexations



Property Tax Base (continued)

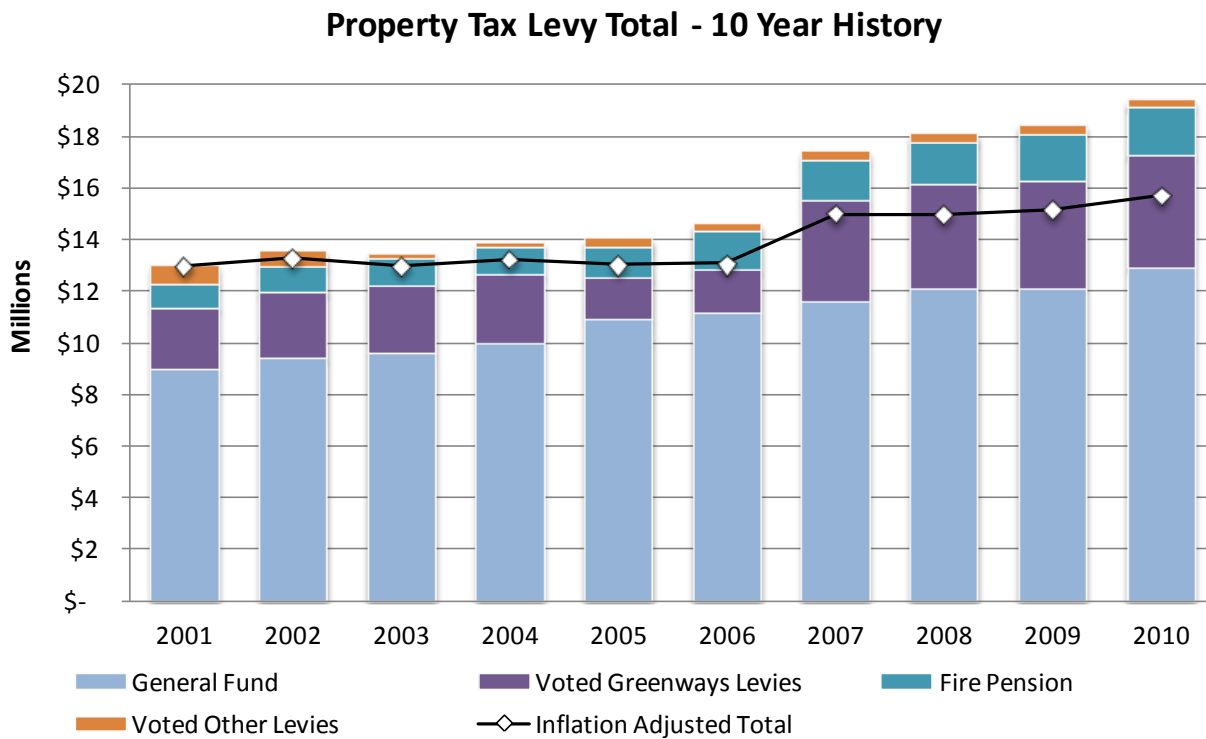
Government is statutorily exempt from property tax. Non-profit organizations may apply for exemption through the Washington State Department of Revenue and must file annually to keep the exemption.



24% of the total unadjusted assessed valuation is exempt government, schools, non-profits, etc. This 24% does not include adjustments for low income senior or disabled persons. Also excluded are minor exemptions such as head of family or parcels under \$500 value.

Assessed Values of 24 Largest Valued Taxable Accounts in the City of Bellingham - 2011 Tax Year			
Puget Sound Energy/Elec	\$ 113,371,742	MWSH Bellingham LLC, etal. (Spring Cr Retire)	\$ 15,863,027
Bellis Fair Partners (Bellis Fair Mall)	\$ 42,284,652	Cascade Natural Gas Corp	\$ 15,560,098
Pk II Sunset Square LLC	\$ 34,817,760	Carey NW LLC (Belleau Woods Apts)	\$ 14,608,298
* Sisters of St. Joseph of Peace	\$ 21,825,339	Bank of America NA	\$ 13,919,666
Qwest Corporation	\$ 19,985,829	Sehome / Vander Pol LLC	\$ 13,824,502
4545 Cordata Parkway LLC	\$ 17,573,030	Britax Cabin Interiors Inc	\$ 13,610,925
Bellingham Cold Storage	\$ 16,983,462	Haggen Talbot Co Ltd	\$ 13,315,970
Roundup Co (Bakerview Fred Meyer)	\$ 16,613,571	Lowe's HIW Inc.	\$ 12,939,529
Metropolitan Life Ins Co (Lakeway Fred Meyer)	\$ 16,502,190	Wal-Mart Real Estate	\$ 12,764,328
KIR Bellingham LP	\$ 16,425,783	Bellwether Harbor	\$ 12,748,450
Talbot Real Estate LLC (Rimland Dr.)	\$ 16,418,646	Comcast of Washington IV INC	\$ 12,728,900
Bellingham Orchard Cold (BCS Orchard St)	\$ 16,052,731	Bellwether Gate LLC	\$ 12,702,760
* Not main hospital - hospital is exempt. Valuations provided by County Assessor's Office.			

Property Tax Levy History



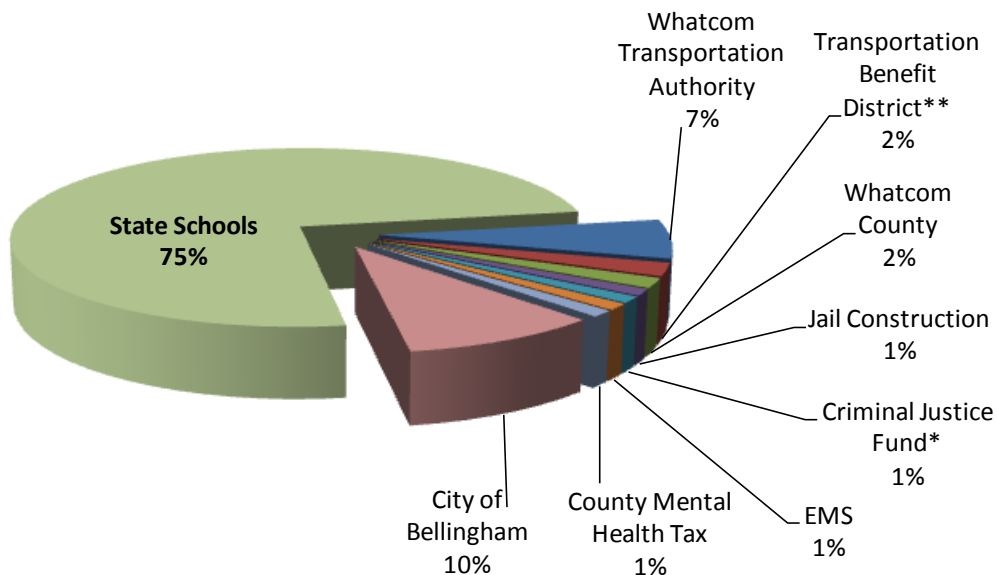
2010 Inflation estimate from Congressional Budget Office.

Sales Tax and Property Tax Distribution – City and Other Agencies

While sales tax revenue and property tax revenue represent a significant source of revenue in the City's General Fund, these taxes are divided among other government agencies and only a portion of the tax collected is distributed to the City of Bellingham. The following charts show how these tax revenues are divided.

Distribution of Sales Tax Collected

The sales tax received by the City is divided between the Street Fund and the General Fund. In 2009, City Council authorized increasing the General Fund's portion of sales tax from 50% to 57.5%, with the remaining 42.5% placed in the Street Fund.



Distribution of Retail Sales Tax

Whatcom Transportation Authority	0.60
Transportation Benefit District**	0.20
Whatcom County	0.15
Jail Construction	0.10
Criminal Justice Fund*	0.10
EMS	0.10
County Mental Health Tax	0.10
City of Bellingham	0.85
State Schools	<u>6.50</u>
Total Retail Sales Tax Rate	8.70%

A sales tax increase of 0.2% within the City of Bellingham for a new Transportation Benefit District was passed by voters in November, 2010. This tax will be collected beginning April 1, 2011 and the City will receive the first revenue distributions at the end of June, 2011. The legal process for implementing the increase was not completed at the time of budget development. A Budget Ordinance will be done early 2011 to revise the budget for revenue and expenses associated with the Transportation Benefit District.

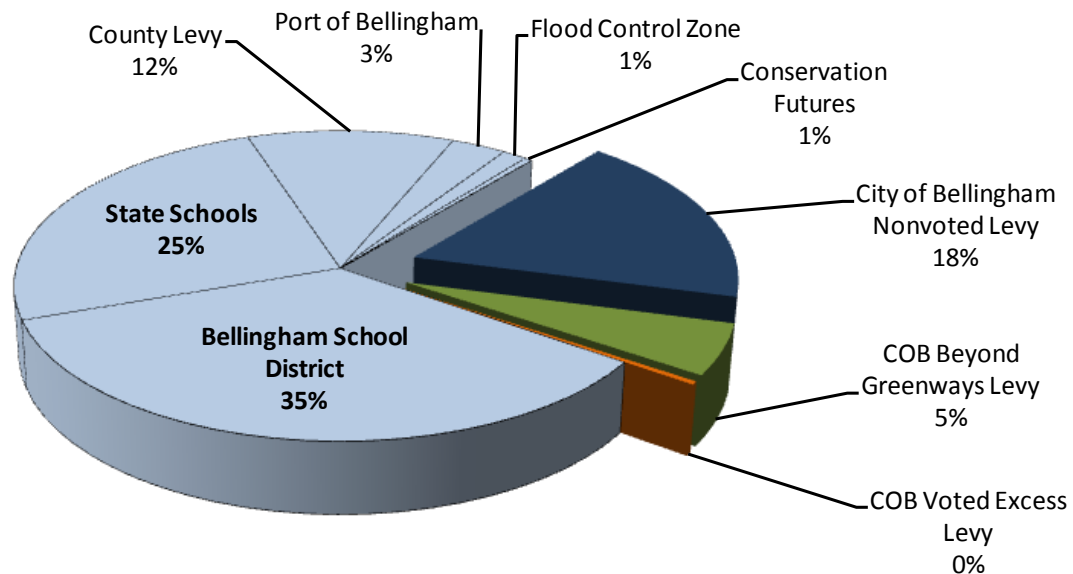
*Criminal Justice Fund money is divided between the City and County based on population.

**New 4/1/2011; Voter approved in 2010.

Distribution of Property Tax Collected

Jurisdiction	2010 Levy Rate Per \$1,000 Valuation	2011 Levy Rate Per \$1,000 Valuation	2011 Percent of Levy	2011 Cost for \$300K HOME
City of Bellingham				
General Fund	\$1.45788	\$1.53014	15.68%	\$459.04
Fire Pension	0.22500	0.22500	2.31%	67.50
Nonvoted Levy	1.68288	1.75514	17.99%	526.54
Voted Greenways	0.49651	0.51645	5.29%	154.94
Total Regular Levy	2.17939	2.27159	23.28%	681.48
Voted Excess Levies	0.04178	0.03187	0.33%	9.56
Total City of Bellingham Levy	2.22117	2.30346	23.61%	691.04
State Schools	2.19787	2.45672	25.18%	737.02
County Levy	1.02054	1.11230	11.40%	333.69
Conservation Futures	0.01714	0.04125	0.42%	12.37
Flood Control Zone	0.16299	0.13243	1.36%	39.73
Port of Bellingham	0.29601	0.29719	3.05%	89.16
Bellingham School District (1)	3.02022	3.41363	34.99%	1,024.09
Total Levy	\$8.93594	\$9.75697	100.00%	\$2,927.09

(1) Small portions of the City of Bellingham are within the Meridian or Ferndale School Districts rather than the Bellingham School District, resulting in a slightly different total property tax levy rate in those areas.



BUDGET OVERVIEW

Annual Budget Cycle

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Council Retreat Goals & Priorities														
Department Head Retreat														
Reappropriations														
Budget Training for Departments														
Capital Requests for Shared Funds														
Calculate & Analyze Budget Allocations														
Payroll Requests & Updates														
Departments Enter Budget														
Preliminary Budget Presented to Mayor														
Mayor's Budget Presented to Council														
Departmental Presentations														
Public Hearing on Property Tax & Revenue														
Public Hearing on Budget														
Council Modifies & Adopts Budget														
Publish Adopted Budget														

Preparing and Amending the City's Budget

Preparing the Budget

Preparation of the City's budget is governed by the [City Charter](#) and Revised Code of Washington ([RCW](#)), [Chapter 35.33](#). The deadlines in the following narrative describe state minimum requirements. Our actual schedule may be earlier.

On or before the second Monday in September, Departments are notified that they have *until the fourth Monday in September* to submit their estimate of revenues and expenditures for the next year's budget. Department heads provide these estimates along with their proposed method of financing expenditures from funding sources (bonds, etc.) not yet authorized.

On or before the first business day in October, the Budget Manager submits a proposed preliminary budget to the Mayor, which shows the expenditures requested by each department and the related sources of revenue. The Mayor makes revisions to the preliminary budget and submits the Mayor's Budget Message and the preliminary budget document to the Finance Director *on or before November 1st*. The Finance Director makes copies of the preliminary budget document available to taxpayers *no later than six weeks prior to January 1st*.

Budget Overview

Preparing the Budget (continued)

The City Council certifies the estimated amounts to be raised by taxation on the assessed valuation of property within the City through the adoption of an ordinance setting tax levy rates for the budget year. A public hearing on revenue sources is held by the Council prior to taking action on the proposed tax levy ordinance. The Finance Director sends a copy of the adopted ordinance to the Whatcom County Assessor *on or before the last day of November*.

The City Council holds work sessions on the budget prior to a final public hearing. These work sessions may include presentations from departments on their programs and estimated revenues and expenditures.

The clerk publishes the notice of public hearing *during the first two weeks of November*. The final hearing on the budget is held *on or before the first Monday of December*. Any citizen may appear at the final hearing and make comments on any part of the budget.

The City Council makes changes to the preliminary budget as it deems necessary and adopts the Final Budget, by ordinance, *prior to December 31st*.

Amending the Budget

The City Council can, by ordinance, increase or decrease the appropriations in any fund. Transfer of appropriations within a single fund or within any single department in the General Fund can be made with the Mayor's authorization. Transfer of appropriations between funds or between departments in the General Fund requires Council approval.

Re-appropriating Prior Year Funds

All appropriations in any fund lapse at the end of the fiscal year. Amounts authorized during the fiscal year to pay for goods and services not received or completed by the end of the fiscal year may be re-appropriated to the next year by ordinance.

Budget Control

The Finance Director presents a quarterly report to the Mayor and City Council, which compares estimated and actual revenues and expenses to date. If revenues appear to be less than anticipated, the City Council, by ordinance, reduces appropriations to keep expenditures within the available resources and to maintain appropriate reserves.

FINANCIAL MANAGEMENT GUIDELINES

The City reviewed and updated its Financial Management Guidelines in 2010. The guidelines are **summarized** here. The full Bellingham City Council document ([Resolution #2010-17](#)) is available on line in the [Council's Legislative Log](#).

These guidelines apply to the financial management of all City of Bellingham funds, assets, and programs. The City will incorporate these principles into its budgeting processes, planning documents, and the management of its asset base.

Financial Philosophy

Achieve a strong financial condition that provides the necessary financial resources to:

- Sustain essential services.
- Withstand local and regional economic impacts.
- Ensure the timely payment of all fiscal obligations.
- Provide resources adequate to pay for unanticipated emergencies.
- Meet all debt covenants.
- Maintain financial benchmarks.

Financial Management Priorities

Provide a financial base and the resources necessary to sustain the following service priorities:

Tier One	Ensure public safety. Provide financial means to meet all legal and mandated obligations.
Tier Two	Provide the resources to cover the cost for general city governance. Maintain the existing primary infrastructure of the city. Provide for the operating costs of city owned or operated amenities and programs. Provide for the replacement of city owned real assets and equipment.
Tier Three	Provide for investment in new assets and/or amenities and programs to advance policy goals.

General Budget Policies

The budget process complies with [RCW 35.33](#).

Strategic Plan – The [City Council's Legacies and Strategic Commitments](#) for the community's future establish the framework to guide City spending priorities.

Performance Budgeting – The Council's Legacies and Strategic Commitments will be utilized to measure and report on progress. The City will monitor trends, comparisons to other cities, and other data to improve service delivery in City programs.

Financial Management Guidelines Summary (continued)

Balanced Budget –The City adopts a balanced budget, which requires total estimated resources (beginning reserves + revenues) to equal total appropriations (expenditures + ending reserves).

Budget Process – The process shall include, at minimum, the following steps:

1. Departments prepare annual plans for making incremental progress on Legacies and Strategic Commitments.
2. A Preliminary Budget request from each department is presented to the Budget Manager.
3. The Budget Manager compiles requests and delivers to the Mayor, with analysis.
4. The Mayor or designee works directly with fund and department managers to create a Preliminary Budget.
5. The Preliminary Budget is presented to the City Council for deliberation and public comment.
6. The operating and capital budget for the next fiscal year is adopted by Council.

Budget Preparation – Department Heads propose budgets consistent with priority direction from the Mayor and City Council. Department Heads manage and monitor their own departmental budgets as approved by Council. The Budget Office coordinates the preparation and administration of the City's budget and capital plan.

Examination of Existing Base Budget – During budget development, departments remove one-time appropriations and reduce or eliminate services that are no longer priorities or do not create offsetting revenues equal to the cost of providing the service.

Budget Forecasts – A forecast of revenues, expenditures and reserves for a minimum of six years shall be prepared for the budget and regularly updated by the Budget Manager.

Reserves – Use of reserves is subject to Reserve Policy standards. Use of reserves as a balancing resource within the budget shall be specifically identified, and when the budget causes reserves in any fund to fall below the minimum reserve target for that fund, the budget shall include a proposed plan for returning the reserve to the target balance.

Revenue Guidelines

Balance present and anticipated future needs for services and the City's ability to raise fees, charges, and taxes to support those services.

Mix of Revenues – Maintain a diversified mix of revenues that provide ongoing stability and accrue to the City some of the financial benefits resulting from the City's economic and community development investments, without being regressive in its application.

Financial Management Guidelines Summary (continued)

Charges for Services – Establish charges for services benefiting specific users at a rate that recovers full costs, including allocated internal costs, except where Council determines subsidy of the service is in the public interest.

One-time Revenues – The City will not use limited-term revenues to fund on-going operational costs. When considering the use of new revenues for funding on-going employment costs, staff will assure that the source of revenue is available for at least three years.

Grant Agreements – Prior to application and to acceptance, grant agreements will be reviewed to ensure matching requirements and compliance with regulatory requirements are reasonable and attainable.

Operating Expenditure Guidelines

Approvals – Expenditures may be made only after appropriate approvals have been attained, State and City purchasing requirements have been met, and budget appropriation is complete.

Public Stewardship – For all operating expenditures, strive to balance prudent decision making with fair market considerations in order to receive optimal value for funds expended while achieving “triple bottom line” returns as reflected through the filter of financial, social, and environmental measurements.

Management of approved expenditures – Invoices for purchases made without authorized budget authority and appropriate approval, except in a declared emergency, cannot be paid.

Full Cost Allocation – Department budgets should be prepared in a manner to reflect the full cost of providing services, including distribution of general overhead costs.

Financial Planning & Forecasting Guidelines

The City forecasts revenue, resources and expenditures for six years beyond the current budget period and provides quarterly forecast updates to the City’s policy-makers.

Budget Adjustments & Amendments

The budget may be adjusted, increased or reduced, during the year using one of two methods.

- Administratively approved adjustments to budgets within the same fund and department.
- Council approved budget amendment ordinances for changes that result in a net change to the balance of an individual fund or department budget.

Budget Updates – The Finance Director will present a quarterly financial report reviewing the actual and forecasted financial statements for the City.

Financial Management Guidelines Summary (continued)

Budget Reductions – In the event the overall budget or individual funds are forecasted to have end of the year fund reserve balances that are lower than budgeted, the Mayor will be notified of the amount of the adjustments necessary to assure fund reserve balances are retained.

Reserve Policies

The City will maintain adequate reserves to meet the following needs:

- Provide adequate liquidity
- Provide for unanticipated economic downturns
- Maintain credit ratings
- Provide for services and costs during a declared emergency
- Provide for long-term capital needs
- Meet mandated reserve requirements

Definition of Reserves – The City defines budgetary reserves as the difference between:

- a. Those short-term assets that can reasonably be expected to be available for use within the year or shortly thereafter; and
- b. Those liabilities that can reasonably be expected to be extinguished during the year.

Management of Separate Fund Reserves –The transfer of funds from one fund's reserve to another fund is prohibited, even where otherwise legally acceptable, unless authorized by City Council. Loans from one fund's reserve to another fund shall accrue interest at the average monthly yield earned on investments of the City.

Reserve Goals: Reserve goals shall be set with a minimum standard and with a target goal.

Use of reserves in excess of the minimum standard to balance a Fund's budget shall be allowed. Such use of Reserves shall be specifically identified to the Council as part of their budget deliberations. ***When reserves are to be budgeted for use, the council shall receive details as to the future plan for balancing the budget without the use of reserves and for the replenishment of reserves to their target levels.***

Reserves that fall below the set minimum standard. ***When a fund reserve falls below its minimum standard the Mayor shall present to Council, within 60 days, a Financial Plan to restore the balance to the minimum standard as quickly as feasible or in no case longer than three Budget years.***

Reserves in excess of the target goal are considered "undesigned". Undesignated reserves may be utilized as revenues within the budget without further disclosure or deliberations.

Financial Management Guidelines Summary (continued)

Investment & Debt Policies

Asset Preservation – Preservation of assets is a higher priority than return on investment. The City will seek a reasonable return on its investments while also preserving the original capital investment. The Council reviews and adopts the City's Investment Policy annually.

Interfund Loans – With Council approval and when possible, the City will use inter-fund loans to provide for cash flow coverage. Longer-term uses will be allowed on a case-by-case basis. The loaning fund receives interest at the average monthly yield earned on investments of the City.

Debt Issuance – The City strives to maintain a strong bond rating by monitoring and improving its financial stability. Before debt is issued consideration will be given to:

- a. Whether a sufficient revenue stream is available to repay the debt.
- b. Alternate methods of financing.
- c. Whether it would not be cost effective to delay issuing debt.

For projects requiring the issuance of new debt or for projects in excess of \$5 million, a separate financial funding analysis shall be prepared for council review.

Capital Investment Policy

Relationship to Long-Range Plans – Capital projects will be evaluated based on relative contribution to meeting the stated goals and objectives of City Council approved long-range plans, including the City's Legacies and Strategic Commitments, Capital Facilities Plan (CFP), Comprehensive Plan, and/or other supporting plans or studies.

Types of Projects Included in the CFP – A project must meet the following criteria:

- a. Formally included in a Council adopted long-range plan
- b. Involve design, physical construction, reconstruction, or replacement of a major component of City infrastructure, or acquisition of land or structures
- c. Preliminarily scoped as to cost and timing
- d. Estimated to exceed \$50,000
- e. All projects using Real Estate Excise Tax funds, regardless of other criteria

Project Management – Each CFP Project larger than \$250,000 planned for expenditure in the current or following year shall have a specific City employee assigned as the project lead.

Project Tracking – Each Capital Project must be tracked with a job cost identifier in Finance's accounting system. Finance will provide quarterly budget to actual project revenue and expenditure reports.

Financial Management Guidelines Summary (continued)

Budget Upfront –Capital projects are budgeted at the full estimated cost of completing the project, or unique phases for larger projects, in the year the project is expected to start. Once adopted, unspent CFP budgets will be re-appropriated at the end of each fiscal period until the project is completed or abandoned.

Calculation of Operating Impact – Future operating and maintenance cost impact of new capital assets and facilities will be calculated and considered prior to the authorization of the project.

Accounting, Audit & Financial Reporting Policies

Budget Monitoring – The Finance Department will maintain a system for monitoring the City's budget performance. Finance will provide the City Council with quarterly presentations regarding revenue collection by fund and expenditures by department. Finance will provide monthly reports to Department Heads. Department Heads have primary responsibility for ensuring that their Departments and/or Funds stay within their annual adopted budget.

EXPLANATION OF ACCOUNTING BASIS AND STRUCTURE

Basis of Accounting

Basis of accounting refers to the timing of revenues and expenses being recognized and reported in the financial statements. The budget is not prepared using the same basis of accounting and will not, in all cases, correspond directly to the City's financial statements.

Financial Report Basis

The accrual basis of accounting is used for all funds at the entity-wide reporting level. With accrual basis, revenues and expenditures are recorded in the periods in which the transactions, events and circumstances occur, rather than in the periods in which cash is received or paid. At the fund level, the accrual basis of accounting is used for all funds except the governmental fund types, which use the modified accrual basis of accounting.

Modified accrual differs from full accrual in the following ways:

- Purchases of capital assets are considered expenditures.
- Redemptions of long-term debt are considered expenditures when due.
- Revenues are recognized only when they become both measurable and available to finance expenditures of the current period.
- Inventories and prepaid items are reported as expenditures when purchased.
- Interest on long-term debt is recorded as an expenditure when due.
- Depreciation is not recorded.

Budget Basis

Governmental Fund types are budgeted on a modified accrual basis and can be directly compared to the fund operating statements in the City's annual report. Proprietary Funds and Fiduciary Funds are budgeted using modified accrual basis and are depicted in the annual report using full accrual; therefore, these funds are not directly comparable between the two reports. Fund types are defined on the next page.

The City administers Local Improvement District (LID) bonds, which are issued when property owners require assistance to fund improvements that benefit the entire district. Since the bonds are not a City obligation, the City does not budget for individual LIDs, however prior year actual revenues and expenditures are shown. Reserves and estimated interest revenue in the LID Guarantee fund are included in the budget.

Balanced Budget

Beginning Reserves + Revenues = Expenditures + Ending Reserves

In order to keep the equation in balance, any change in one of these components must be offset by an equal change to the other side of the equation. To show totals that are in balance, Beginning Reserves are included with Revenues and Sources, and Ending Reserves are included with Expenditures and Uses on most of the Citywide Budget Reports.

Explanation of Accounting Basis and Structure (continued)

Reserves

For budget preparation and monitoring purposes, the City uses reserves rather than fund balances. The reserve concept is used because it better defines the resources expected to be available at the beginning of the year for expenditures. Ending reserves also better define what will be left at year-end for use in the following year. The City defines budgetary reserves as the difference between:

- assets that can reasonably be expected to be available for use within the year or shortly thereafter, and
- liabilities that can reasonably be expected to be extinguished during the year.

Fund Type Descriptions and Accountability

The structure of the City's accounting follows the system prescribed by the Budgeting, Accounting, Reporting System (BARS) required by the State of Washington.

Governmental funds are generally used to account for tax supported activities. There are five different types of governmental funds: the General Fund, [Special Revenue Funds](#), [Debt Service Funds](#), Capital Projects Funds, and [Permanent Funds](#).

Proprietary Funds focus on determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two types: [Enterprise Funds](#) and [Internal Service Funds](#).

[Discrete Component Units](#) are legally separate municipal corporations for which the city accountable. These units have separate funds.

The table on the following pages provides definitions of the fund types, and lists the individual funds.

The Mayor is ultimately responsible for all expenditures of City government, with day-to-day responsibility for fund management delegated to Department Heads. In most cases, a specific department has responsibility for a fund. More than one department may draw on the resources of the General Fund and other shared funds. The table on the following pages demonstrates these relationships.

Funds with *Shared Budgetary Responsibility, Finance balances the fund and manages reserves.

Fund #	Fund Name	Budgetary Responsibility
001 - General Fund: The primary operating fund of the City used to support general government activities, public safety, recreation, and planning and community development.		
1	General Fund	*Shared by most departments
100s - Special Revenue Funds: To account for the proceeds of revenue sources legally restricted for specific purposes.		
111	Street Fund	Public Works
113	Paths and Trails Reserve Fund	Public Works
123	Park Site Acquisition Fund	Parks and Recreation
124	Technology Replacement and Reserve Fund	Information Technology Services
125	Capital Maintenance Fund	*Citywide General fund facilities
126	Library Gift Fund	Library
131	Olympic Pipeline Incident Fund	Public Works
132	Squalicum Park / Olympic Fund	Parks and Recreation
133	Olympic – Restoration Fund	Public Works
134	Olympic-Whatcom Falls Park Addition Fund	Parks and Recreation
135	Little Squalicum-Oeser Settlement Fund	Parks and Recreation
141	First 1/4% Real Estate Excise Tax (REET) Fund	*Shared Citywide for capital
142	Second 1/4% REET Fund	*Shared Citywide for capital
151	Police Federal Equitable Sharing Fund	Police
152	Asset Forfeiture/Drug Enforcement Fund	Police
153	Criminal Justice Fund	Police
160	Public Safety Dispatch Fund	Police and Fire
172	Beyond Greenways Fund	Parks and Recreation
173	Greenways III	Parks and Recreation
177	Park Impact Fee Fund	Parks and Recreation
178	Sportsplex Fund	Parks and Recreation
180	Tourism Fund	Planning & Community Development
190	Community Development Block Grant Fund	Planning & Community Development
191	Home Investment Partnership Grant Fund	Planning & Community Development
200s - Debt Service Funds: To account for the accumulation of resources and payment of general long-term debt, principal, and interest.		
211-235	General Obligation Debt Service Funds	Finance
245	Local Improvement District (LID) Guaranty Fund	Finance
251-299	LID Debt Service Funds (not budgeted)	Finance
300s - Capital Projects Funds: To account for financial resources to be used for the acquisition or construction of major capital facilities.		
	None currently	

Budget Overview

Fund #	Fund Name	Budgetary Responsibility
400s - Enterprise Funds: To account for operations that are normally financed and operated similar to a private business, for which a fee is charged to external users for goods or services.		
410	Water Fund	Public Works
420	Wastewater Fund	Public Works
430	Storm and Surface Water Utility Fund	Public Works
440	Solid Waste Fund	Public Works
456	Cemetery Fund	Parks and Recreation
460	Golf Course Fund	Parks and Recreation
465	Parking Services Fund	Public Works
470	Medic One Fund	Fire
475	Development Services Fund	Planning & Community Development
500s - Internal Service Funds: To account for the financing of goods or services provided by one department to another department, or to other governments, on a cost-reimbursement basis.		
510	Fleet Administration Fund	Public Works
520	Purchasing & Materials Management Fund	Public Works
530	Facilities Administration Fund	Public Works
540	Telecommunications Fund	Information Technology Services
550	Claims and Litigation Fund	Legal
561	Unemployment Compensation Fund	Human Resources
562	Workers' Compensation Fund	Human Resources
565	Health Benefits Fund	Human Resources
600s - Trust and Agency Funds: To account for resources that are required to be held in trust for the members and beneficiaries of defined benefit pension plans, defined contribution plans, and other employee benefit plans.		
612	Firefighters Pension and Benefit Fund	Human Resources
613	Police Officers Pension and Benefit Fund	Human Resources
700s - Permanent Funds: To account for resources with legally restricted principal. Earnings on the principal may be used for designated programs.		
701	Beyond Greenways Endowment Fund	Parks and Recreation
702	Natural Resource Protection and Restoration Fund	Public Works
900s - Discrete Component Units: To account for legally separate organizations for which the city is legally or financially accountable. Excluding this information would cause the city's financial statements to be misleading or incomplete.		
965	Public Facilities District Fund	PFD Board of Directors
970	Public Development Authority Fund	PDA Board of Directors

CITYWIDE BUDGET OVERVIEW REPORTS

[Summary of Estimated Revenues, Expenditures and Reserves – by Department](#)

On the following pages, a citywide summary of the budget by department is presented for the General Fund and summarized by type of fund for other funds. **Non-Departmental Revenues** are shared between departments, and will appear as a funding source in the department that ultimately uses the resource. **Non-Departmental Expenditures** are citywide and not specific to any one department. There is a budget summary for each department and for the Non-Departmental group in the [Departmental Budgets section](#).

[Changes in Estimated Reserve Balances Report](#)

For each fund, total revenues and expenditures are shown along with the estimated change in reserve balance. The minimum reserve goal for each fund is also shown and whether or not the goal has been met. Explanations are provided for those funds that have budgeted reserve balance changes of more than 10% and \$250,000.

[Revenue Summary](#) and [Expenditure Summary](#) Charts

Citywide pie charts by type and by fund show the current budget. These are followed by definitions for each revenue and expenditure type. [Fund types](#) are described earlier in this section.

[Summary of Estimated Revenues, Expenditures, and Reserves – by Account Type](#)

This citywide summary of the budget by account type is presented for the General Fund and summarized by type of fund for other funds for the budget year. The total of all funds for the budget year is compared to the total for the current year adopted budget.

[Citywide Expenditures by Sub Type - All Funds](#)

To follow the summary presentation by the highest level account type, this report presents citywide expenditures by the next level of detail, the sub type. This report is of all funds in aggregate. A similar report for the General Fund appears in the Fund Budgets section that follows.

[Citywide Expenditures 10-Year History](#)

Inflation-adjusted expenditures and expenditures per capita for ten years are graphed for the all funds in aggregate and for the General Fund.

Budget Overview

Summary of Estimated Revenues, Expenditures, and Reserves --

	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS
ESTIMATED BEGINNING RESERVE BALANCE	\$ 12,266,219	\$ 11,789,659	\$ 483,892	\$ 26,235,588	\$ 15,790,052
REVENUES					
Fire	621,874	-	-	7,715,008	-
Police	1,687,751	4,483,826	-	-	-
Judicial Services	1,745,000	-	-	-	-
Parks & Recreation	1,925,348	6,265,580	-	737,006	-
Library	340,433	15,000	-	-	-
Museum	59,215	-	-	-	-
Planning & Com Devel	20,224	2,761,762	-	1,826,510	-
Hearing Examiner	30,000	-	-	-	-
Human Resources	670,023	-	-	-	12,500,150
Finance	1,786,555	-	2,395,792	-	-
ITSD	926,090	251,946	-	-	382,966
Legal	347,595	-	-	-	1,149,080
Office Of The Mayor	466,146	-	-	-	-
City Council	221,630	-	-	-	-
Non-Departmental	51,744,953	2,337,190	-	-	-
Public Works	-	18,196,399	-	88,690,485	7,560,841
Public Facilities Dist	-	-	-	-	-
Public Development Auth	-	-	-	-	-
TOTAL REVENUES	62,592,837	34,311,703	2,395,792	98,969,009	21,593,037
TOTAL AVAILABLE RESOURCES	74,859,056	46,101,362	2,879,684	125,204,597	37,383,089
EXPENDITURES					
Fire	13,643,932	1,198,505	-	7,666,163	-
Police	20,206,866	3,536,635	-	-	-
Judicial & Support Serv	2,578,716	-	-	-	-
Parks & Recreation	6,898,674	6,674,755	-	623,736	-
Library	3,523,628	15,000	-	-	-
Museum	1,525,765	-	-	-	-
Planning & Com Devel	2,644,545	2,782,493	-	1,778,534	-
Hearing Examiner	193,857	-	-	-	-
Human Resources	1,205,518	-	-	-	13,728,975
Finance	2,201,401	-	2,474,940	-	-
ITSD	2,375,636	358,671	-	-	386,010
Legal	1,470,573	-	-	-	1,078,897
Office Of The Mayor	824,054	-	-	-	-
City Council	432,943	-	-	-	-
Non-Departmental	3,872,009	711,448	-	-	-
Public Works	-	20,506,341	-	58,215,855	7,126,990
Public Facilities Dist	-	-	-	-	-
Public Development Auth	-	-	-	-	-
TOTAL EXPENDITURES	63,598,117	35,783,848	2,474,940	68,284,288	22,320,872
ESTIMATED ENDING RESERVE BALANCE 12/31/2011	11,260,939	10,317,514	404,744	56,920,309	15,062,217
TOTAL EXPENDITURES AND RESERVE BALANCE	\$ 74,859,056	\$ 46,101,362	\$ 2,879,684	\$ 125,204,597	\$ 37,383,089

-- by Department

2011 Budget

PENSION TRUST FUNDS	PERMANENT FUNDS	DISCRETE COMPONENT UNITS	TOTAL 2011 BUDGET	ADOPTED 2010 BUDGET	Change from 2010 Adopted	
					AMOUNT	PCT
\$ 10,149,961	\$ 5,090,502	\$ 1,545,156	\$ 83,351,029	\$ 79,420,099	\$ 3,930,930	4.9%
-	-	-	8,336,882	8,116,217	220,665	2.7%
-	-	-	6,171,577	6,228,192	(56,615)	-0.9%
-	-	-	1,745,000	1,978,476	(233,476)	-11.8%
-	405,268	-	9,333,202	8,393,257	939,945	11.2%
-	-	-	355,433	369,981	(14,548)	-3.9%
-	-	-	59,215	43,842	15,373	35.1%
-	-	-	4,608,496	5,481,270	(872,774)	-15.9%
-	-	-	30,000	30,000	-	0.0%
3,452,245	-	-	16,622,418	15,846,785	775,633	4.9%
-	-	-	4,182,347	4,537,255	(354,908)	-7.8%
-	-	-	1,561,002	1,121,189	439,813	39.2%
-	-	-	1,496,675	1,412,540	84,135	6.0%
-	-	-	466,146	470,740	(4,594)	-1.0%
-	-	-	221,630	239,042	(17,412)	-7.3%
-	-	-	54,082,143	53,538,899	543,244	1.0%
-	99,711	-	114,547,436	68,731,536	45,815,900	66.7%
-	-	1,161,343	1,161,343	1,403,917	(242,574)	-17.3%
-	-	369,081	369,081	405,023	(35,942)	-8.9%
3,452,245	504,979	1,530,424	225,350,026	178,348,161	47,001,865	26.4%
13,602,206	5,595,481	3,075,580	308,701,055	257,768,260	50,932,795	19.8%
-	-	-	22,508,600	22,524,614	(16,014)	-0.1%
-	-	-	23,743,501	23,217,650	525,851	2.3%
-	-	-	2,578,716	3,017,156	(438,440)	-14.5%
-	147,915	-	14,345,080	14,140,663	204,417	1.4%
-	-	-	3,538,628	3,513,274	25,354	0.7%
-	-	-	1,525,765	1,474,867	50,898	3.5%
-	-	-	7,205,572	7,969,337	(763,765)	-9.6%
-	-	-	193,857	186,670	7,187	3.9%
3,482,401	-	-	18,416,894	17,039,187	1,377,707	8.1%
-	-	-	4,676,341	4,793,273	(116,932)	-2.4%
-	-	-	3,120,317	3,451,114	(330,797)	-9.6%
-	-	-	2,549,470	2,547,156	2,314	0.1%
-	-	-	824,054	998,018	(173,964)	-17.4%
-	-	-	432,943	438,426	(5,483)	-1.3%
-	-	-	4,583,457	4,194,045	389,412	9.3%
-	3,010	-	85,852,196	76,907,012	8,945,184	11.6%
-	-	1,156,600	1,156,600	1,156,029	571	0.0%
-	-	355,096	355,096	399,455	(44,359)	-11.1%
3,482,401	150,925	1,511,696	197,607,087	187,967,946	9,639,141	5.1%
10,119,805	5,444,556	1,563,884	111,093,968	69,800,314	41,293,654	59.2%
\$ 13,602,206	\$ 5,595,481	\$ 3,075,580	\$ 308,701,055	\$ 257,768,260	\$ 50,932,795	19.8%

Changes in Estimated Reserve Balances

Fund	Beginning Reserve	+	Revenues	=	Funds Available	- Expenditures
1 General	12,266,219		62,592,837		74,859,056	63,598,117
111 Street	2,346,436		18,179,423		20,525,859	18,725,994
113 Paths & Trails Reserve	64,183		8,184		72,367	-
123 Parksite Acquisition	33,507		3,046		36,553	-
124 Technology Replacement & Reserve	1,350,000		251,946		1,601,946	358,671
125 Capital Maint	645,654		477,096		1,122,750	720,000
126 Library Gift	40,000		15,000		55,000	15,000
131 Olympic Pipeline Incident	41,441		8,792		50,233	5,347
132 Squalicum Park/Olympic	12,558		-		12,558	-
133 Olympic - Restoration	902		-		902	-
134 Olympic-Whatcom Falls Park Addl	258,347		2,282		260,629	-
135 Little Squalicum-Oeser Settlement	48,836		3,948		52,784	2,023
141 1st 1/4% Real Estate Excise Tax	1,120,391		932,513		2,052,904	1,086,453
142 2nd 1/4% Real Estate Excise Tax	1,256,138		927,581		2,183,719	826,995
151 Police Federal Equitable Share	530,949		15,806		546,755	93,719
152 Asset Forfeiture/Drug Enforce.	47,106		37,455		84,561	71,834
153 Criminal Justice	645,463		263,013		908,476	253,752
160 Public Safety Dispatch	1,490,736		4,167,552		5,658,288	4,315,835
172 Beyond Greenways	517,073		24,492		541,565	99,233
173 Greenways III	920,026		5,715,663		6,635,689	5,844,662
177 Parks Impact	167,967		514,953		682,920	581,837
178 Sportsplex	36,946		1,196		38,142	-
180 Tourism	215,000		904,296		1,119,296	925,027
190 Community Develop Block Grant	-		1,122,500		1,122,500	1,122,500
191 HOME Investment Partnership Grant	-		734,966		734,966	734,966
214 2001 Fire UTGO Bond	86,723		266,495		353,218	350,165
223 Refunding GO Bonds 1996	-		346,303		346,303	346,303
224 Sportsplex Acquisition Debt	22,576		271,342		293,918	271,333
225 2004 PFD/Civic Field LTGO	-		1,321,763		1,321,763	1,321,763
231 Drake Note	-		17,964		17,964	17,964
235 PW Trust Loan-Str Overlay	-		167,412		167,412	167,412
245 LID Guaranty	374,593		4,513		379,106	-
410 Water	8,019,158		19,363,894		27,383,052	22,116,420
420 Wastewater	6,699,173		59,881,876		66,581,049	25,822,985
430 Storm/Surface Water Utility	1,231,532		5,386,557		6,618,089	5,929,133
440 Solid Waste	6,835,024		1,593,523		8,428,547	2,020,158
456 Cemetery	284,030		540,378		824,408	563,780
460 Golf Course	96,901		196,628		293,529	59,956
465 Parking Services	1,439,399		2,464,635		3,904,034	2,327,159
470 Medic One	637,371		7,715,008		8,352,379	7,666,163
475 Development Services	993,000		1,826,510		2,819,510	1,778,534
510 Fleet Administration	6,717,534		3,369,648		10,087,182	2,621,883
520 Purchasing/Materials Mngmt	843,494		2,021,474		2,864,968	2,062,376
530 Facilities Administration	500,343		2,169,719		2,670,062	2,442,731
540 Telecommunications	328,636		382,966		711,602	386,010

2011 Budget

=	Ending Reserve	Dollar Change	Percent Change	Reserve Goal \$\$	Minimum Reserve Goal	Goal Met
	11,260,939	(1,005,280)	-8.2%	7,800,000	6% operating or \$5M	yes
	1,799,865	(546,571)	-23.3%	963,935	5% operating + \$250K	yes
	72,367	8,184	12.8%			
	36,553	3,046	9.1%			
	1,243,275	(106,725)	-7.9%	300,000	\$300K minimum	yes
	402,750	(242,904)	-37.6%	100,000	\$100K minimum	yes
	40,000	-	0.0%			
	44,886	3,445	8.3%			
	12,558	-	0.0%			
	902	-	0.0%			
	260,629	2,282	0.9%			
	50,761	1,925	3.9%			
	966,451	(153,940)	-13.7%	100,000	\$100K minimum	yes
	1,356,724	100,586	8.0%	100,000	\$100K minimum	yes
	453,036	(77,913)	-14.7%			
	12,727	(34,379)	-73.0%			
	654,724	9,261	1.4%			
	1,342,453	(148,283)	-9.9%	604,030	15% operating	yes
	442,332	(74,741)	-14.5%			
	791,027	(128,999)	-14.0%			
	101,083	(66,884)	-39.8%			
	38,142	1,196	3.2%			
	194,269	(20,731)	-9.6%			
	-	-	--			
	-	-	--			
	3,053	(83,670)	-96.5%			
	-	-	--			
	22,585	9	0.0%			
	-	-	--			
	-	-	--			
	-	-	--			
	379,106	4,513	1.2%			
	5,266,632	(2,752,526)	-34.3%	4,192,921	5% operating + debt/ser.	yes
	40,758,064	34,058,891	508.4%	4,754,909	5% operating + debt/ser.	yes
	688,956	(542,576)	-44.1%	639,957	5% operating + \$400K	yes
	6,408,389	(426,635)	-6.2%	1,066,255	5% operating + \$1 M	yes
	260,628	(23,402)	-8.2%	260,000	6% operating + trust	yes
	233,573	136,672	141.0%			
	1,576,875	137,476	9.6%	266,094	6% operating + debt/ser.	yes
	686,216	48,845	7.7%	600,000	8% operating	yes
	1,040,976	47,976	4.8%	355,707	50% operating	yes
	7,465,299	747,765	11.1%	3,000,000	1 yr. replacement	yes
	802,592	(40,902)	-4.8%	636,394	6% operating	yes
	227,331	(273,012)	-54.6%	139,760	6% operating	yes
	325,592	(3,044)	-0.9%			

Changes in Estimated Reserve Balances (continued)

Fund	Beginning Reserve	+	Revenues	=	Funds Available	- Expenditures
550 Claims Litigation	4,121,816		1,149,080		5,270,896	1,078,897
561 Unemployment Compensation	377,660		178,263		555,923	376,957
562 Workers Comp Self-Insurance	793,063		558,284		1,351,347	747,354
565 Health Benefits	2,107,506		11,763,603		13,871,109	12,604,664
612 Firefighter Pension and Benefit	5,092,693		2,473,528		7,566,221	2,229,423
613 Police Pension and Benefit	5,057,268		978,717		6,035,985	1,252,978
701 Greenways Maint Endowment	3,663,420		405,268		4,068,688	147,915
702 Nat Res Protect & Restoration	1,427,082		99,711		1,526,793	3,010
965 Public Facilities District	1,540,480		1,161,343		2,701,823	1,156,600
970 Public Development Authority	4,676		369,081		373,757	355,096
Total	83,351,029		225,350,026		308,701,055	197,607,087

Explanations of Changes in Estimated Reserve Balances

Explanations are provided for changes of more than 10% and \$250,000 in estimated reserve balances for individual funds.

001 General Fund – Included in the Beginning and Ending Reserve total is restricted cash totaling \$2.3M for environmental cleanup and jail expenditures. Due to the recession, reduction in revenues is greater than the reduction in expenditures and requires using an additional \$1,005,280 of reserves in the 2011 Adopted Budget.

111 Street Fund – Lower Sales Tax revenue combined with a decrease in grant revenue is more than the reduction in expenditures and requires using \$546,571 of reserves.

125 Capital Maintenance Fund – Transfers into this fund have been reduced due to the recession. Necessary maintenance projects are being reduced or delayed and high priority projects are being paid for from reserves, reducing them by \$242,904.

410 Water Fund – Reduced new construction lowers system development charge revenue used for capital projects. There is an increase in capital projects of \$3,200,000, which necessitates using \$2,752,526 of reserves.

420 Wastewater Fund – A \$43 million bond will be utilized to fund a major waste water treatment plant expansion to comply with Department of Ecology Regulations. Reserves will increase at the end of the year by \$34,058,891, which will be used to fund construction over the next two years.

2011 Budget

=	Ending Reserve	Dollar Change	Percent Change	Reserve Goal \$\$	Minimum Reserve Goal	Goal Met
	4,191,999	70,183	1.7%	5,000,000	\$3M	no
	178,966	(198,694)	-52.6%	262,000	75% estimated claims	no
	603,993	(189,070)	-23.8%	600,000	\$600K minimum	yes
	1,266,445	(841,061)	-39.9%	360,975	3% of medical premiums	yes
	5,336,798	244,105	4.8%			
	4,783,007	(274,261)	-5.4%			
	3,920,773	257,353	7.0%			
	1,523,783	96,701	6.8%			
	1,545,223	4,743	0.3%	1,200,000	1 yr. bond payment	yes
	18,661	13,985	299.1%			
	111,093,968	27,742,939	33.3%			

430 Storm/Surface Water Utility Fund – Capital projects for creek day-lighting, storm main replacement, and fish passage improvements totaling \$1,150,000 will utilize \$542,576 of reserves.

530 Facilities Administration Fund – There is a decrease in anticipated lease revenue from city owned property. Capital repairs will decrease reserves by \$273,012.

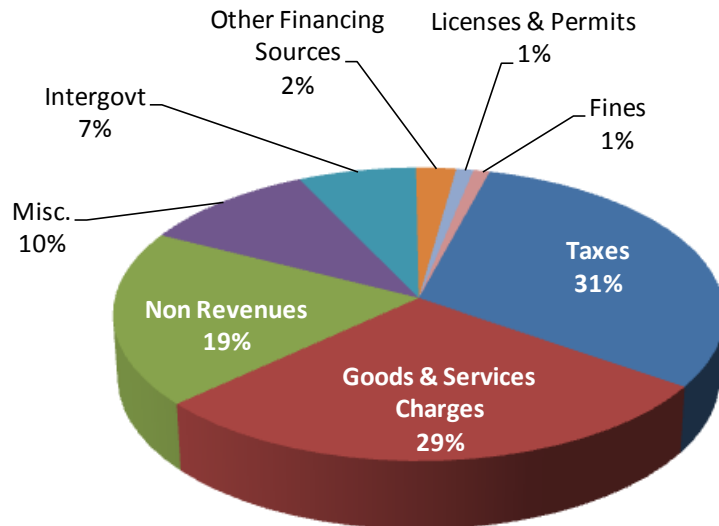
565 Health Benefits Fund – \$841,061 of reserves is being used to help cover the increase in the cost of medical insurance for City staff.

Reserve Goals

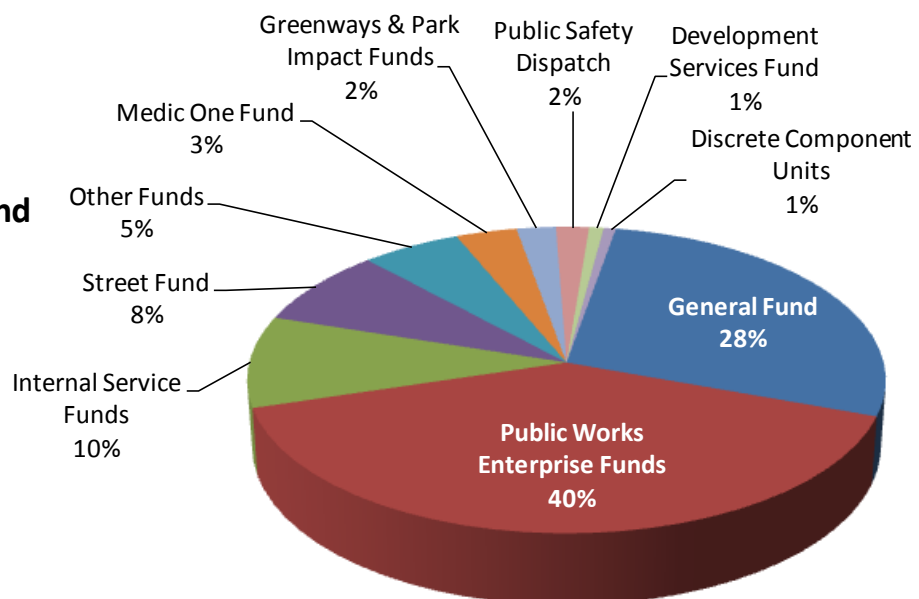
The City's [Reserve Policy](#) is included in the Financial Policies shown earlier in this section. Some funds do not require a reserve goal as the entire fund is restricted for a specific purpose; not all funds will have a goal displayed.

Revenue Summary – 2011

**Revenues by Type
All Funds
(Excluding
Reserves)**



**Revenues by Fund
(Excluding
Reserves)**



Revenue Types and Beginning Reserve Definitions

Beginning Reserves: The difference between assets that can reasonably be expected to be available for use within the year and liabilities that can reasonably be expected to be extinguished during the year.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments, or charges for services rendered only to those who pay for and use those services. Examples include Property, Sales, Utility, and Business Taxes.

Licenses and Permits: Charges for issuance of licenses and permits such as business licenses or building permits. Does not include inspection charges, which are classified as services charges.

Intergovernmental Revenue: This revenue includes grants, entitlements, shared revenues, and payments for goods and services provided by one government to another. One example is Community Development Block Grants provided to the City from the Federal Government.

Goods and Services Charges: Charges for services rendered or goods sold by the city except to other governments. Examples include water service, sewer service, and Medic One service.

Fines and Forfeitures: Fines are monetary judgments commonly imposed by the court; forfeitures are penalties by which one loses rights and interest in property because of commission of an offense or nonperformance of an obligation or duty. Examples include penalties collected for parking and traffic tickets.

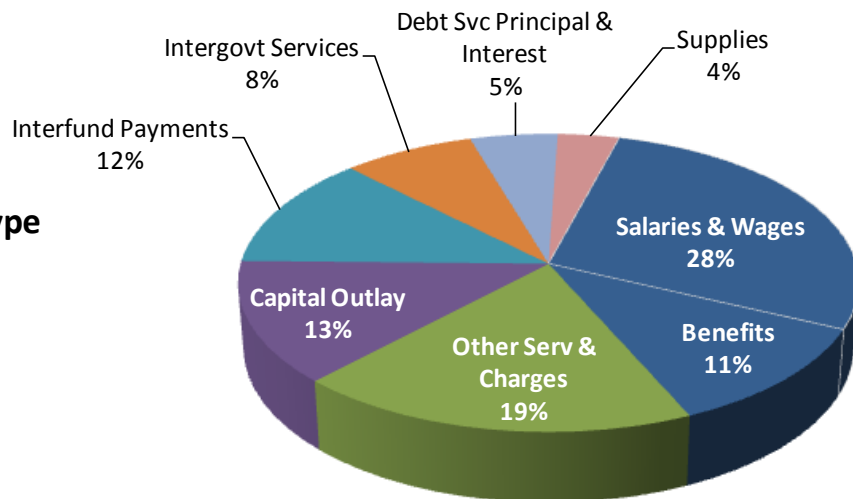
Miscellaneous Revenues: Includes operating revenues not classified elsewhere such as interest income, rental income, and contributions from private sources.

Non-Revenues: These revenues are for items such as interfund loans and proceeds of long-term debt for proprietary funds.

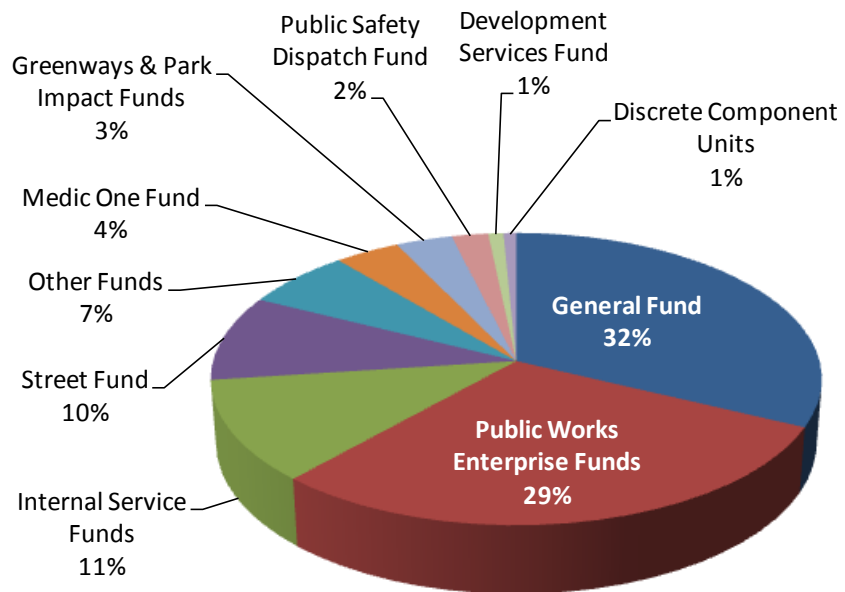
Other Financing Sources: These are changes in current financial resources that are reported separately from revenues to avoid distorting revenue trends. Examples include sale of GO Bonds, proceeds from the disposition of capital assets, and transfers.

Expenditure Summary - 2011

**Expenditures by Type
All Funds
(Excluding
Reserves)**



**Expenditures by Fund
(Excluding
Reserves)**



Expenditure Types and Ending Reserve Definitions

Ending Reserves: The difference between assets that can reasonably be expected to be available for use within the year and liabilities that can reasonably be expected to be extinguished during the year.

Salaries and Wages: Expenditure category that includes amounts paid for services rendered by employees in accordance with rates, hours, terms and conditions authorized by law or stated in employment contracts. This category also includes overtime and temporary labor.

Benefits: Those benefits paid by the City as part of the conditions of employment. Examples include health insurance, social security, and retirement system contributions.

Supplies: A basic classification of expenditures for articles and commodities purchased for consumption or resale. Examples include office and operating supplies, fuel, inventory or resale items, small tools and equipment.

Other Services and Charges: A basic classification for services other than personnel. Examples include professional services, communication, travel, advertising, utilities, and insurance.

Intergovernmental Services: Purchases of specialized services typically performed by local governments. An example of this is jail services purchased from Whatcom County. **Interfund Transfers**, or transfers within the City from one fund to another are also included in this category.

Capital Outlay: Expenditures for acquisition of, addition to, or qualifying improvements to assets such as land, buildings, machinery and equipment. Improvement projects that extend the life of a building such as re-roofing may also qualify. The cost threshold for such expenditures to be classified as capital is designated by the City's accounting department and currently ranges from \$5,000 to \$50,000, depending on the asset category.

Debt Service: Payment of interest and principal to holders of the City's indebtedness. Includes both loan advances and loan payments from one fund to another fund within the City. Includes loan advances of intergovernmental loans.

Interfund Payment for Services (Interfund Charges): Reflects the purchase of services or supplies provided by another City group or department.

Budget Overview

Summary of Estimated Revenues, Expenditures, and Reserves --

	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS
ESTIMATED BEGINNING RESERVE BALANCE 1/1/2011	\$ 12,266,219	\$ 11,789,659	\$ 483,892	\$ 26,235,588	\$ 15,790,052
REVENUES					
Taxes	49,829,859	13,677,410	265,000	1,270,000	-
Licenses & Permits	963,771	42,000	-	1,263,500	-
Intergovernmental	2,136,901	7,517,420	628,211	5,166,914	15,507
Charges For Goods & Services	6,653,241	10,001,263	-	42,576,732	4,219,397
Fines & Forfeitures	1,137,100	-	-	1,010,700	-
Interest & Miscellaneous	777,731	2,383,610	277,350	2,504,421	17,323,133
Non-Revenues	-	-	-	43,000,000	-
Other Financing Sources	1,094,234	690,000	1,225,231	2,176,742	35,000
TOTAL REVENUES	62,592,837	34,311,703	2,395,792	98,969,009	21,593,037
TOTAL AVAILABLE RESOURCES	74,859,056	46,101,362	2,879,684	125,204,597	37,383,089
EXPENDITURES					
Salaries & Benefits	43,965,776	11,556,592	-	15,420,963	3,662,481
Supplies	2,177,034	881,040	-	2,518,937	1,477,023
Services	5,354,811	8,286,401	-	7,786,710	14,741,726
Intergovernmental Services	5,790,681	1,311,406	-	7,985,301	119,670
Capital	-	9,810,304	-	15,784,526	545,000
Principal & Interest	238,524	-	2,474,940	6,392,010	-
Interfund Charges	6,071,291	3,938,105	-	12,395,841	1,774,972
TOTAL EXPENDITURES	63,598,117	35,783,848	2,474,940	68,284,288	22,320,872
ESTIMATED ENDING RESERVE BALANCE 12/31/2011	11,260,939	10,317,514	404,744	56,920,309	15,062,217
TOTAL EXPEND. & RESERVE BALANCE	\$ 74,859,056	\$ 46,101,362	\$ 2,879,684	\$ 125,204,597	\$ 37,383,089

--by Revenue and Expenditure Type

2011 Budget

PENSION TRUST FUNDS	PERMANENT FUNDS	DISCRETE COMPONENT UNITS	TOTAL 2011 BUDGET	ADOPTED 2010 BUDGET	Change from 2010 Adopted	
					AMOUNT	PCT
\$ 10,149,961	\$ 5,090,502	\$ 1,545,156	\$ 83,351,029	\$ 79,420,099	\$ 3,930,930	4.9%
1,837,000	363,600	1,020,000	68,262,869	67,431,019	831,850	1.2%
-	-	-	2,269,271	2,081,595	187,676	9.0%
105,000	-	369,000	15,938,953	14,943,772	995,181	6.7%
-	-	-	63,450,633	62,631,134	819,499	1.3%
-	-	-	2,147,800	2,120,265	27,535	1.3%
1,320,077	141,379	141,424	24,869,125	23,887,626	981,499	4.1%
190,168	-	-	43,190,168	257,000	42,933,168	16705.5%
-	-	-	5,221,207	4,995,750	225,457	4.5%
3,452,245	504,979	1,530,424	225,350,026	178,348,161	47,001,865	26.4%
13,602,206	5,595,481	3,075,580	308,701,055	257,768,260	50,932,795	19.8%
2,815,000	-	50,921	77,471,733	76,010,152	1,461,581	1.9%
100,200	-	12,700	7,166,934	7,734,366	(567,432)	-7.3%
492,600	-	289,650	36,951,898	34,870,770	2,081,128	6.0%
-	142,948	49,000	15,399,006	13,820,680	1,578,326	11.4%
-	-	-	26,139,830	21,602,476	4,537,354	21.0%
-	-	1,109,425	10,214,899	9,955,575	259,324	2.6%
74,601	7,977	-	24,262,787	23,973,927	288,860	1.2%
3,482,401	150,925	1,511,696	197,607,087	187,967,946	9,639,141	5.1%
10,119,805	5,444,556	1,563,884	111,093,968	69,800,314	41,293,654	59.2%
\$ 13,602,206	\$ 5,595,481	\$ 3,075,580	\$ 308,701,055	\$ 257,768,260	\$ 50,932,795	19.8%

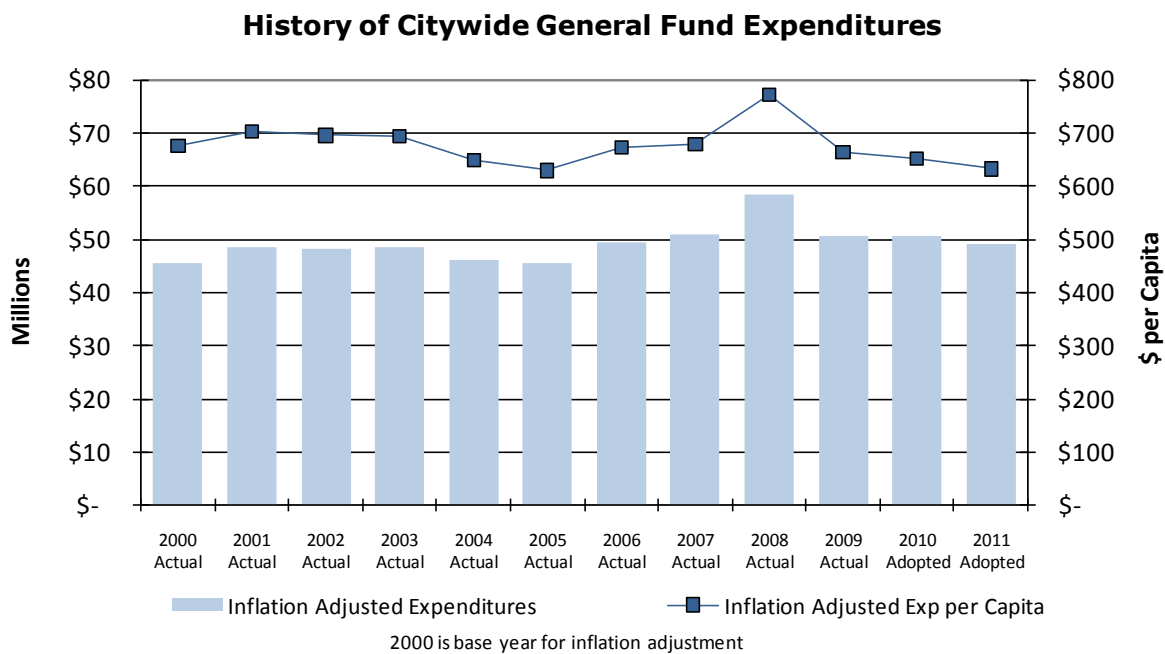
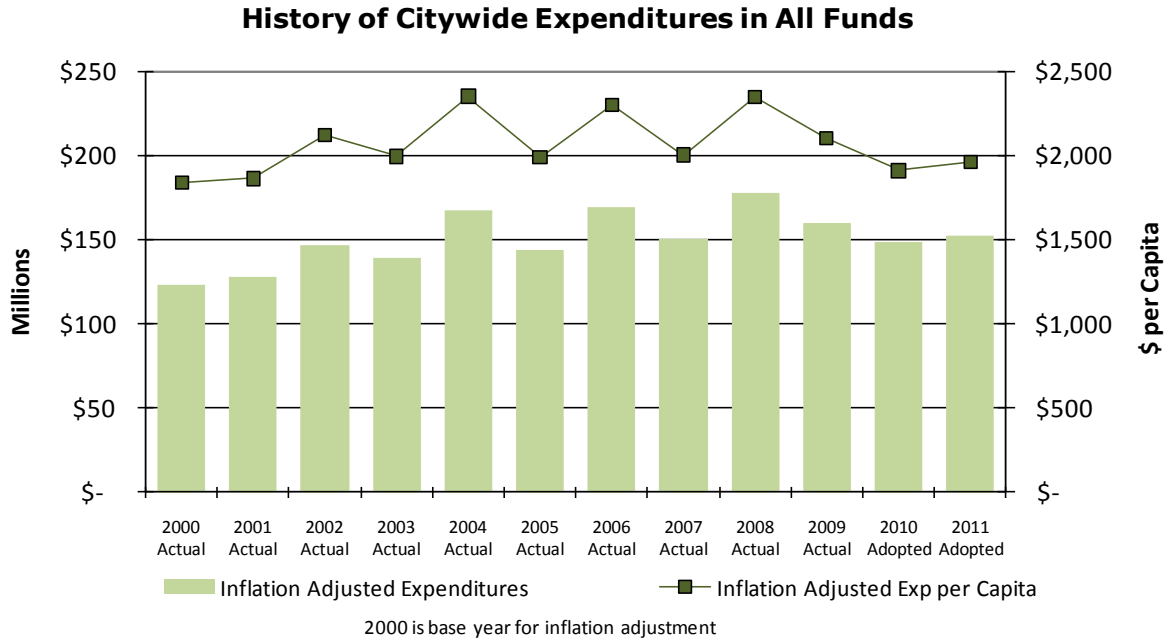
Budget Overview

Citywide Expenditures by Sub Type - All Funds

Expenditures - All funds in aggregate	2009 Actual	2010 Adopted	2011 Budget	Change from 2010 Amount	Percent
SALARIES & WAGES	51,518,705	52,812,240	53,550,812	738,572	1.4%
OVERTIME & HAZARD DUTY	1,870,279	1,808,361	1,424,361	(384,000)	-21.2%
SALARIES & WAGES Subtotal	53,388,984	54,620,601	54,975,173	354,572	0.6%
PERSONNEL BENEFITS	18,472,737	18,759,551	19,681,560	922,009	4.9%
PENSION & DISABILITY PAY	2,303,787	2,630,000	2,815,000	185,000	7.0%
PERSONNEL BENEFITS Subtotal	20,776,524	21,389,551	22,496,560	1,107,009	5.2%
OFFICE & OPER. SUPPLIES	4,664,998	4,582,146	4,272,777	(309,369)	-6.8%
FUEL CONSUMED	485,742	670,472	632,868	(37,604)	-5.6%
ITEMS PURCHASED FOR RESALE	1,080,100	1,054,942	1,054,900	(42)	0.0%
SMALL TOOLS & MINOR EQUIP	1,547,226	1,426,806	1,206,389	(220,417)	-15.4%
SUPPLIES Subtotal	7,778,066	7,734,366	7,166,934	(567,432)	-7.3%
PROFESSIONAL SERVICES	22,029,520	19,178,482	22,376,582	3,198,100	16.7%
COMMUNICATION	485,688	547,512	513,591	(33,921)	-6.2%
TRAVEL	174,056	276,361	248,182	(28,179)	-10.2%
ADVERTISING	244,915	186,615	183,172	(3,443)	-1.8%
OPERATING RENTALS & LEASES	567,073	582,395	560,776	(21,619)	-3.7%
INSURANCE	597,159	615,264	620,844	5,580	0.9%
UTILITY SERVICE	4,570,411	4,783,533	4,677,448	(106,085)	-2.2%
REPAIRS & MAINTENANCE	8,532,234	6,025,752	5,512,998	(512,754)	-8.5%
MISCELLANEOUS	3,315,958	2,674,856	2,258,305	(416,551)	-15.6%
OTHER SERVICES & CHARGES Subtotal	40,517,014	34,870,770	36,951,898	2,081,128	6.0%
INTERGOVERNMENTAL PROF SERV	4,062,905	3,713,513	3,734,725	21,212	0.6%
INTERGOVERNMENTAL PAYMENTS	220,500	0	0	0	0.0%
EXTERNAL TAXES & OPER ASSESS	1,240,576	1,187,923	1,330,783	142,860	12.0%
INTERFUND TAXES & OPER ASSESS	3,894,999	4,073,495	5,147,291	1,073,796	26.4%
INTERFUND SUBSIDIES	4,567,805	4,845,749	5,186,207	340,458	7.0%
INTERGOVERNMENTAL SERVICES Subtotal	13,986,785	13,820,680	15,399,006	1,578,326	11.4%
LAND	9,159,301	5,309,000	4,000,000	(1,309,000)	-24.7%
BUILDINGS AND STRUCTURES	2,629,063	0	0	0	0.0%
OTHER IMPROVEMENTS	8,469,629	4,359,000	5,158,284	799,284	18.3%
MACHINERY AND EQUIPMENT	4,631,802	1,930,476	1,401,546	(528,930)	-27.4%
CONSTRUCTION OF FIXED ASSETS	7,650,057	10,004,000	15,580,000	5,576,000	55.7%
CAPITAL OUTLAY Subtotal	32,539,852	21,602,476	26,139,830	4,537,354	21.0%
G. O. BONDS	2,230,000	2,370,000	1,965,000	(405,000)	-17.1%
REVENUE BONDS	2,775,000	3,605,000	3,755,000	150,000	4.2%
SPECIAL ASSESSMENT BONDS	235,000	0	0	0	0.0%
OTHER NOTES	357,691	326,942	327,484	542	0.2%
INTERGOVERNMENTAL LOANS	190,000	210,000	240,000	30,000	14.3%
PRINCIPAL	237,817	257,424	190,168	(67,256)	-26.1%
DEBT SERVICE PRINCIPAL Subtotal	6,025,508	6,769,366	6,477,652	(291,714)	-4.3%
INTEREST ON INTERFUND DEBT	111,501	76,177	48,356	(27,821)	-36.5%
INTEREST/LONG-TERM EXT. DEBT	3,382,435	3,107,482	2,826,766	(280,716)	-9.0%
DEBT ISSUE COSTS	0	0	860,000	860,000	0.0%
DEBT REGISTRATION COSTS	3,695	2,550	2,125	(425)	-16.7%
OTHER DEBT SERVICE COSTS	4,600	0	0	0	0.0%
DEBT SERVICE INTEREST Subtotal	3,502,231	3,186,209	3,737,247	551,038	17.3%
INTERFUND PROFESSIONAL SERVICE	15,979,988	15,853,518	16,304,024	450,506	2.8%
INTERFUND COMMUNICATIONS	332,531	230,895	381,442	150,547	65.2%
INTERFUND SUPPLIES	1,023,252	1,324,606	1,199,285	(125,321)	-9.5%
INTERFUND CAPITAL OUTLAYS	270,663	98,500	95,200	(3,300)	-3.4%
INTERFUND OPERATING RENTALS	3,493,598	3,716,856	3,445,578	(271,278)	-7.3%
INTERFUND INSURANCE SERVICES	890,765	998,621	1,084,278	85,657	8.6%
INTERFUND REPAIRS & MAINT	1,544,640	1,750,725	1,752,980	2,255	0.1%
OTHER INTERFUND SERVICES	0	206	0	(206)	-100.0%
INTERFUND PAYT FOR SERVICE Subtotal	23,535,437	23,973,927	24,262,787	288,860	1.2%
TOTAL EXPENDITURES	202,050,401	187,967,946	197,607,087	9,639,141	5.1%

Citywide Expenditures 10-Year History

Expenditures only are shown, including, capital and other non-operating expenditures. First year on graph (2000) is base year for inflation. CPI for 2011 is Congressional Budget Office estimate. Population for 2011 is our estimate and is based in part on annexations. 2010 and 2011 expenditures are adopted budget.



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REVENUES – SOURCES AND TRENDS

Revenues estimates in this section are based on the internal December 31, 2010 financial statement and may be subject to final accounting adjustments.

Revenue Forecast Overview

The economy has begun showing signs of a slow, but somewhat sporadic recovery. Many economists are projecting that full recovery will take until mid-2013 for retail spending and employment, and 2014 for housing.

The recent recession substantially reduced Bellingham's tax base. Tax collections across all economically sensitive revenues including sales, business & occupation (B&O), and some utility taxes have declined since 2008. The reduction in the revenue base impacts Bellingham's tax collections by lowering the starting point for growth.

Taxes are projected to grow slowly through the forecast period due mainly to anticipated improvements in job creation and consumer spending. The creation of jobs leads to growth in personal income and increases spending for goods and services. Both of these result in increased sales, B&O tax, and other miscellaneous revenues.

This forecast assumes a slow recovery in the housing market as well. Housing prices should stabilize and volume of transactions will increase slowly through the forecast period. A strengthening housing market will also help stimulate consumption and taxable retail sales.

Development activity is expected to remain slow during the forecast period. Development activity is an important leading indicator for the City of Bellingham because it drives property values, sales, B&O, and utility revenue. Property tax receipts associated with new construction projects typically lag development activity by up to one year.

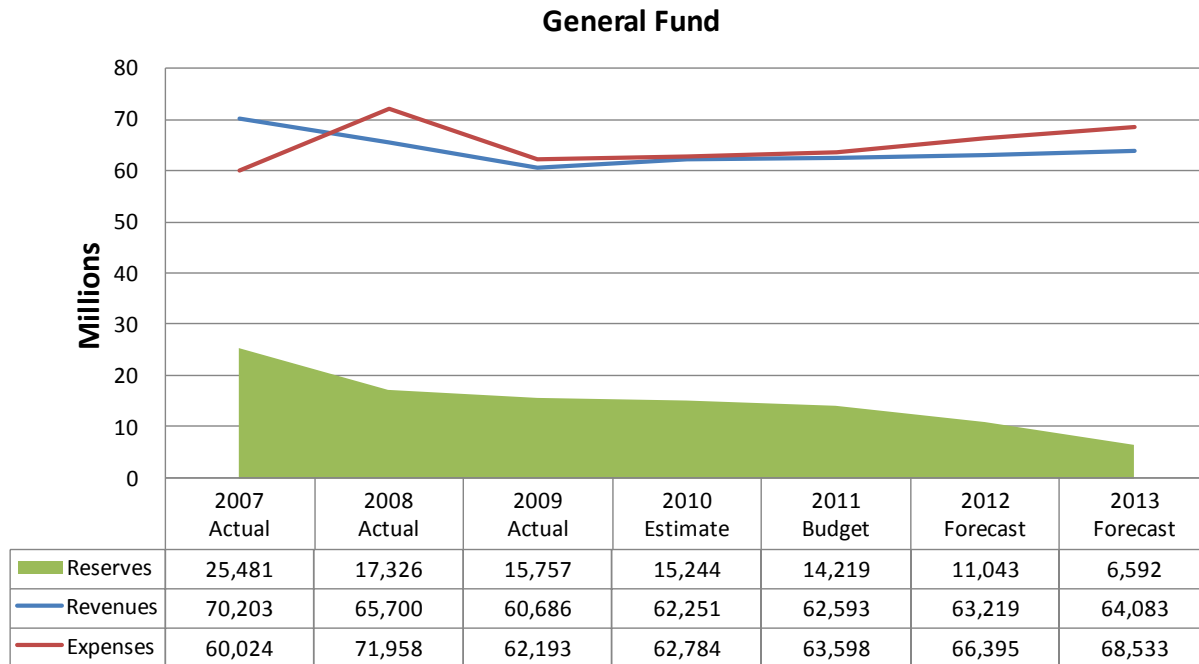
General Fund Revenues

The General Fund forecast builds upon the estimated 2011 revenues and expenditures and calculates future resource and expenditure estimates based on recent and anticipated economic trends. While, the forecast illustrates that the current divergence between revenues and expenses and the resulting decline in reserves is not sustainable, it is not considered to be an unsolvable problem. The City recognizes the undesirable trend between revenue and expense and is implementing appropriate responses.

General Fund Revenues (continued)

The General Fund Financial Forecast is a tool that provides:

- Long-term financial effects of current policies, programs, and priorities
- Warning for potential problem areas so alternative strategies may be developed
- Assists in strategic decision-making and long-range planning efforts

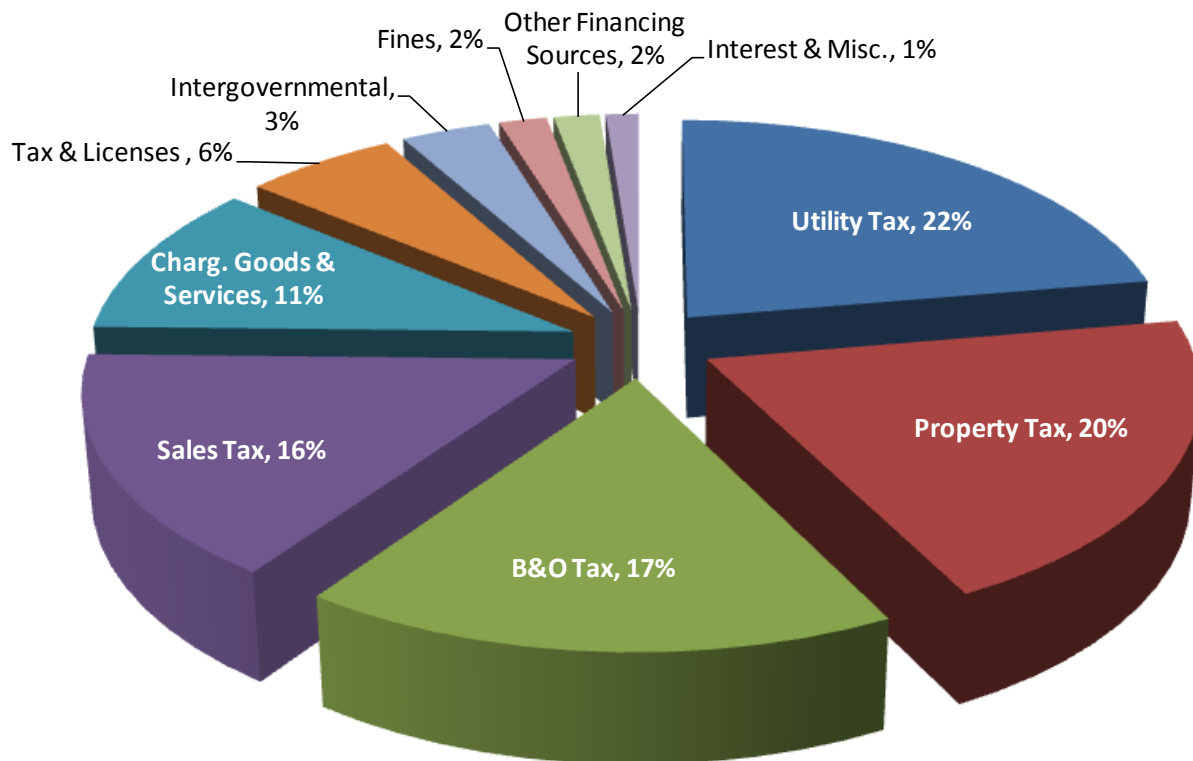


The General fund is the primary operating fund of the City supporting the City Council and Mayor's offices; Police, Fire and Municipal Court operations; the Planning Department, the Bellingham Public Library; Bellingham Parks and Recreation operations, all internal service departments in the City, and the Whatcom Museum. The General Fund also finances operations for funds that do not have adequate dedicated revenues, such as Police and Fire Pensions, Medic One, Cemetery and others.

More information on the [General Fund](#) expenditures and uses can be found in the Fund Budgets section.

General Fund Revenues (continued)

The General Fund receives revenue from a variety of sources. Discussion of the most important sources of revenue and projection of trends in these areas follow.



Property Tax

The City of Bellingham receives approximately \$2.30 per \$1,000 of assessed valuation from property owners within the City limits. In 2011, this will generate \$19.4 million, which includes a Council approved 1% increase in the levy. The four components of the City's Levy are: General Fund \$12.9 million, voted Park Greenways III \$4.4 million, Fire Pension \$1.9 million, and voted general obligation bond of \$300,000. The Property Tax Levy provides roughly 20% of the total General Fund revenue.

The following table shows the historical collections of property tax received by the city's General Fund. The amount above the 1% allowed by state law is due to new construction, revaluation of property, and annexations. The decrease in 2009 receipts is the result of a change in the allocation between funds due to the Fire Pension Levy being fixed at \$0.2250, while the rest of the levy rates vary.

General Fund Revenues (continued)

	Actual			Estimate	Budget	Forecast	
	2007	2008	2009	2010	2011	2012	2013
Property Tax	11,563,512	12,172,625	11,951,465	12,347,166	12,630,478	12,848,026	12,985,873
Percent Change	4.03%	5.27%	-1.82%	3.31%	2.29%	1.72%	1.07%

The City of Bellingham's Levies are only a portion of the total property tax that that is assessed to property owners. Other levies include State Schools, Whatcom County, Flood Control, Conservation Futures, and the Port of Bellingham. A list of all the [property tax levy components](#) and their distribution is provided in the City and Local Economy Section.

Sales Tax

The downturn in the economy has had a significant negative impact on sales tax revenue collected by the city. In particular, the decrease in construction and related industries has reduced the overall sales tax by over \$2 million. Citywide sales tax collection in 2011 is budgeted to be \$16.8 million, which is down substantially from 2007 when the city collected \$18.9 million of revenue.

The General Fund's portion of the sales tax collected is \$9.75 million, which is 15% of the total General Fund revenues. Next year's revenue estimate anticipates a continued slow recovery in retail sales as well as limited new construction. Sales tax is split between the General and Street Funds. In 2009, the portion of sales tax allocated to the Street Fund was reduced from 49.5% to 42.5%. This allocation increased the General Fund sales tax receipts by approximately \$1,500,000 per year. A graph of [sales tax historical](#) data is provided in the City and Local Economy Section.

	Actual			Estimate	Budget	Forecast	
	2007	2008	2009	2010	2011	2012	2013
Sales Tax	9,508,838	9,336,840	9,349,664	9,715,328	9,750,000	9,945,000	10,143,900
Percent Change	4.48%	-1.81%	0.14%	3.91%	0.36%	2.00%	2.00%

Bellingham's General Fund relies heavily on sales tax revenue, which is subject to larger economic swings than most other sources of government revenues. Sales tax revenue is projected to grow, on average, by 1.8% per year for the next several years; a rate commensurate with a general combination of population growth, price inflation, and limited new construction.

General Fund Revenues (continued)

Currently, the overall sales tax rate for Bellingham is 8.5% of which .85% is distributed to the City for general government purposes. The majority of the sales tax collected in Bellingham is distributed to other jurisdictions as illustrated in the [sales tax distribution table and chart](#). In November 2010, voters approved two-tenths of one percent sales tax increase to fund the Transportation Benefit District. It is anticipated that this rate will be in effect April 1, 2011. The tax was not legally certified by the State at the time this budget was adopted. So, neither revenue nor expenditures are included in the 2011 Adopted Budget, but will be added with a budget amendment during 2011.

Business & Occupation (B&O) Tax

The City imposes and collects a B&O tax on all business activity within its jurisdiction. The B&O tax revenue budgeted for 2011 is \$10.8 million or 17% of total General Fund revenue. The decrease in B&O tax revenue since 2008 is due to the combined negative effects of the downturn in the economy, changes in B&O tax law (apportionment), and two local mergers/acquisitions, which eliminated previously taxable transactions between the parties. In 2010, B&O tax revenue continued to decline due to the impacts of the economic downturn on manufacturing, transportation, utilities, and professional services market segments. A ten-year graph of [B&O Tax historical data](#) is provided in the City and Local Economy Section.

	Actual			Estimate	Budget	Forecast	
	2007	2008	2009	2010	2011	2012	2013
B&O Tax	12,197,797	12,066,376	10,601,772	10,365,058	10,800,000	11,016,000	11,236,320
Percent Change	7.95%	-1.08%	-12.14%	-2.23%	4.20%	2.00%	2.00%

Utility Tax

The Utility Tax budget for 2011 is \$14 million, which is 22% of the General Fund revenue. State law enables cities to levy taxes up to a 6% tax on natural gas, telephone, cable television, and electric utility providers. These utilities generate approximately \$8.8 million or 63% of the total utility tax revenue.

A tax is also permitted on water, wastewater, storm & surface utilities which are operated by the City of Bellingham. For City operated utilities, the underlying utility revenue was estimated by projecting usage, new hook ups, and utility rate increases.

Due to a recent change in Washington State law, the costs associated with providing fire hydrants and fire protection related to water infrastructure are now considered general governmental costs and can no longer be paid for by the water fund.

Revenues

General Fund Revenues (continued)

Beginning in late 2008 and continuing through 2010 the number of new hookups has dropped dramatically in conjunction with the economic downturn and decline in new construction. Utility tax on electricity and natural gas is also down due to the economy, warmer winter weather (2009-10), and natural gas rate reductions.

For non-City operated utilities, the 2011 utility tax revenue was extrapolated by trending the individual utility tax collections for the prior five years (2006 - 10). The average increase during those years was 4.4%. The large increase in city water utility tax between 2010 and 2011 is due to a change in the rate.

	Actual			Estimate	Budget	Forecast	
	2007	2008	2009	2010	2011	2012	2013
City Tax Water	1,600,971	1,627,856	1,678,522	1,822,697	2,754,000	2,809,080	2,865,262
City Tax Sewer	1,625,066	1,881,075	1,720,195	1,808,752	1,827,000	1,863,540	1,900,811
City Tax Storm Water	508,726	513,143	496,282	504,801	564,000	575,280	586,786
Electric Public Tax	2,932,567	3,364,200	3,451,166	3,448,614	3,500,000	3,570,000	3,641,400
Natural Gas Tax	1,832,090	1,610,908	1,784,746	1,326,473	1,600,000	1,632,000	1,664,640
Cable Tax	1,043,963	1,071,227	1,083,092	1,160,309	1,132,000	1,154,640	1,177,733
Telephone Tax	2,578,617	2,726,826	2,623,465	2,653,182	2,600,000	2,652,000	2,705,040
Total Utility Tax	12,122,000	12,795,235	12,837,468	12,724,828	13,977,000	14,256,540	14,541,672
Percent Change	8.82%	5.55%	0.33%	-0.88%	9.84%	2.00%	2.00%

Charges for Goods & Services

The Charges for Goods & Services budget for 2011 is \$6.65 million. A majority of this revenue is generated from interfund charges to reimburse the General Fund for organization wide services such as administration, finance, IT, and human resources. The 2011 amounts charged to non-General Fund departments are based on the actual costs incurred in 2009 for each department.

	Actual			Estimate	Budget	Forecast	
	2007	2008	2009	2010	2011	2012	2013
Goods & Services Charges	7,632,675	6,118,782	6,179,226	6,378,066	6,653,241	6,875,829	7,124,084
Percent Change	17.92%	-19.83%	0.99%	3.22%	4.31%	3.35%	3.61%

The other component of Charges for Goods & Services is fees that are charged to users of various City services including probation fees, recreation registration fees, and special police services. Each of these revenue streams has an operational manager assigned to the account who is responsible for estimating the 2011 revenue. The primary method for deriving these amounts was to review historical growth trends. For future years, these base amounts are inflated by a 3.6% average growth rate.

General Fund Revenues (continued)

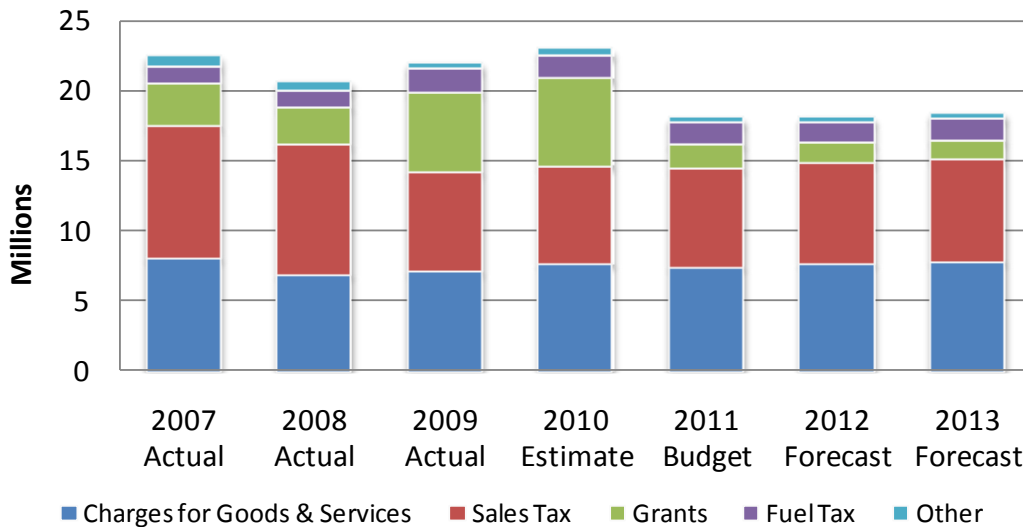
Other Revenues

The Other Revenues budget for 2011 is \$6.1 million. The major components in Other Revenues include fines, grants, interest, and permits. For 2011, these individual components were estimated by the assigned operation manager. For future years, one-time items, like bond and grants are removed and on-going revenue streams were inflated by a 3% average growth rate. This results in a decrease in Intergovernmental Revenue in 2011, but will likely grow as we receive confirmation on pending grants.

	Actual			Estimate	Budget	Forecast	
	2007	2008	2009	2010	2011	2012	2013
Licenses and Permits	856,776	919,075	923,157	1,026,869	963,771	973,409	983,143
Intergovernmental Revenue	1,971,202	2,555,360	2,684,827	3,454,991	2,136,901	1,559,754	1,259,668
Fines	1,153,694	1,136,308	1,158,366	1,219,572	1,137,100	1,171,213	1,206,349
Miscellaneous	8,387,116	1,578,598	1,245,515	968,049	777,731	777,731	777,731
Other Financing Sources	1,867,766	4,014,879	1,005,329	1,125,447	1,094,234	1,094,234	1,094,234
Total Other Revenue	14,236,554	10,204,220	7,017,194	7,794,928	6,109,737	5,576,341	5,321,125
Percent Change	60.22%	-28.32%	-31.23%	11.08%	-21.62%	-8.73%	-4.58%

Street Fund Revenues

The [Street Fund](#) is the [special revenue fund](#) designated for maintenance of all City streets. Revenue is primarily from state sales tax, fuel tax, grants, and interfund payments for administrative and engineering services. The fund is managed by the [Public Works Department](#).



Charges for Goods & Services

This primarily represents the charges to reimburse the Street Fund for Engineering Services it provides to other Funds. Those amounts are estimated by evaluating 2011 capital projects and estimating the utilization of Engineering Services on those projects.

Sales Tax

The Street Fund portion of the Sales Tax budgeted for 2011 is \$7.0 million, which is an increase of 1.5% from the 2010 anticipated receipts.

In 2009, the portion of sales tax allocated to the Street Fund from 49.5 % to 42.5%. This reduced sales tax receipts in the Street Fund by approximately \$1,500,000 per year. A graph of [sales tax historical](#) data is provided in the City and Local Economy Section..

Grants

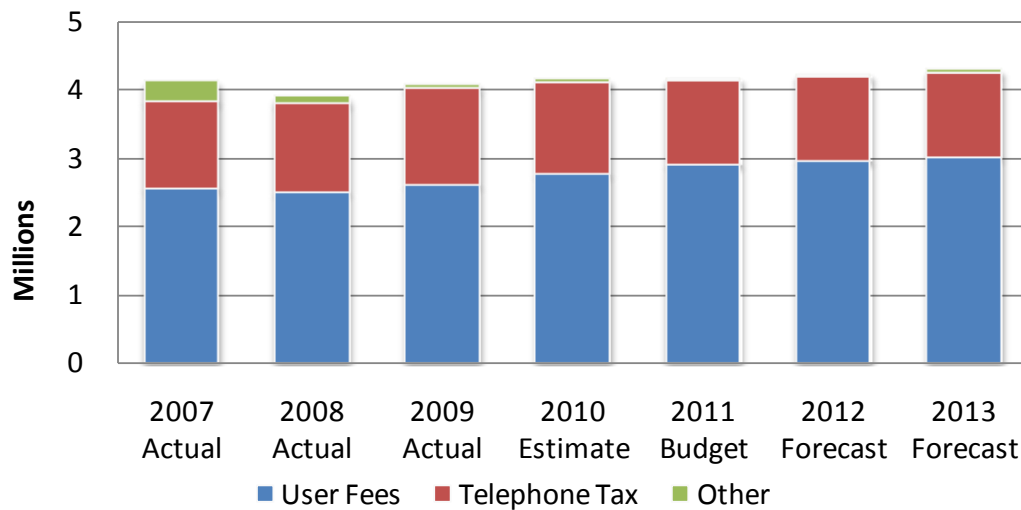
For 2011, the Street Fund has received confirmation of \$1,600,000 in new grants to assist with various City projects.

Fuel Tax

This amount represents the City's portion of the overall tax the State collects on fuel. The budget estimates were provided using guidance from the Municipal Research and Services Center of Washington (MRSC). The decrease in fuel tax revenue is due to higher fuel prices which decrease demand and result in an overall decrease in the tax amount received.

Public Safety Dispatch Fund Revenues

The [Public Safety Dispatch Fund](#) is a [special revenue fund](#) that provides funding of emergency communication services (911 Center) countywide for participating public safety agencies. The fund is managed by the [Police Department](#) and shared with the [Fire Department](#).



User Fees

These represent the user fees paid into the Dispatch Fund from all of the participating law enforcement, Medic One, and fire departments throughout Whatcom County. The 2011 budgeted contribution from each agency is based on a formula that includes the prior year number of incidents by jurisdiction, number of commissioned officers, and the population of each jurisdiction.

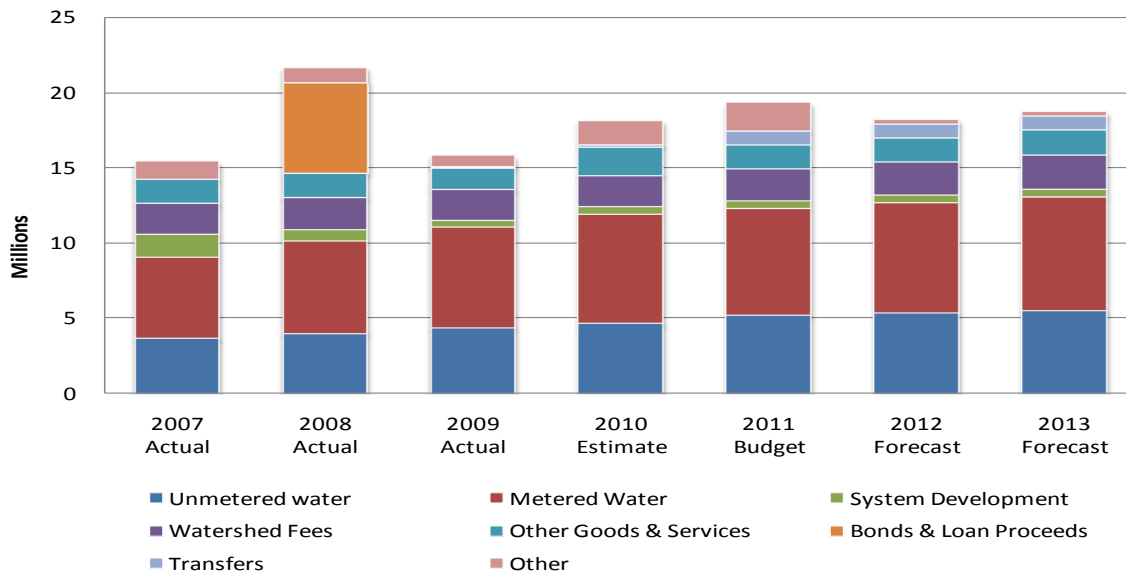
Telephone Tax

This tax is on telephone service provided in Whatcom County. This money is collected specifically to pay for 911 Operations.

Revenues

Water Fund Revenues

The [Water Fund](#) is the [enterprise fund](#) that supports supplying safe water to customers of the water supply system. The [Public Works Department](#) manages the fund.



Unmetered Water

Revenue comes from approximately 16,000 unmetered water accounts. State Law now requires that all new accounts be metered and that unmetered accounts be converted by 2017.

Metered Water

There are currently approximately 8,000 accounts that are metered.

System Development Charges

Revenue received for new hookups to the water system. This has declined more than 71% since 2007. This revenue is used to pay for water system capital projects.

Watershed Fees

The \$10 fee per bill fee used to acquire land in the Lake Whatcom Watershed.

Other Goods & Services

This represents all other charges, fees, and penalties received by the water fund.

Bonds and Interfund Loan Proceeds

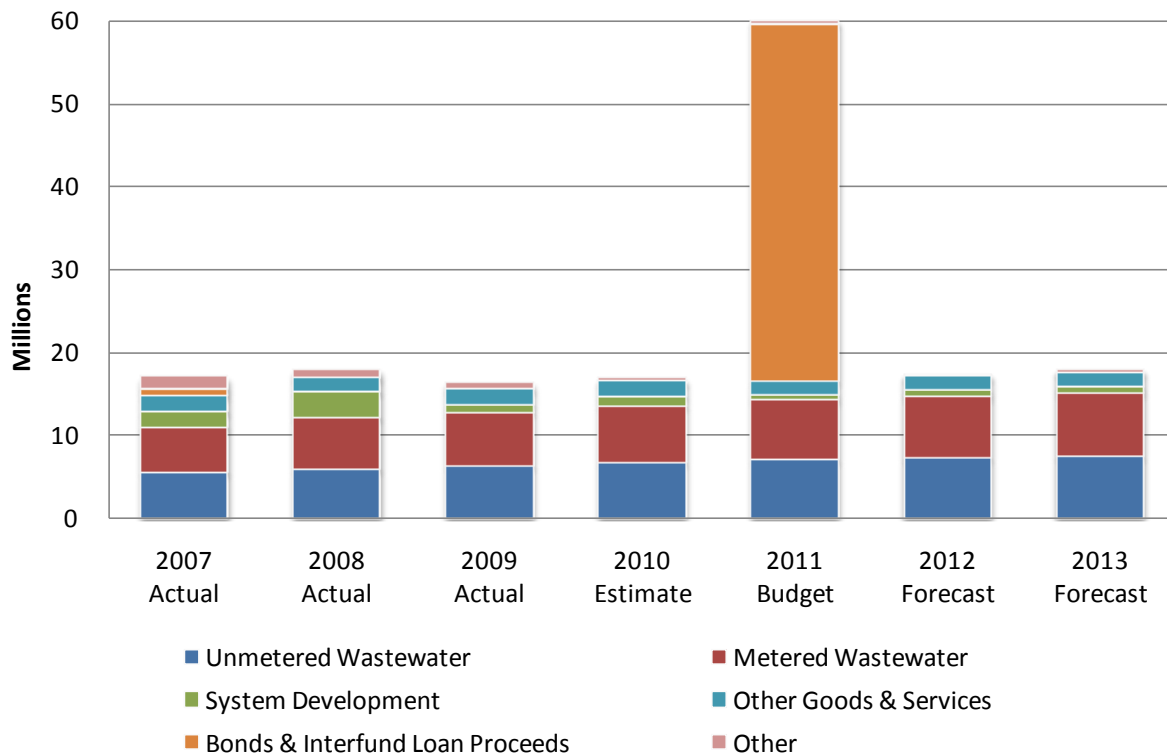
The current capital plan anticipates a \$17.3 million bond in 2014 to pay for installing meters and other capital infrastructure projects.

Transfers

Money received from the General Fund to pay for the costs associated with providing fire hydrants and fire protection related to water infrastructure.

Wastewater Fund Revenues

The [Wastewater Fund](#) is the [enterprise fund](#) that provides for conveying and treating wastewater in the city's treatment system. The fund is managed by the [Public Works Department](#).



Unmetered Wastewater

Residential accounts associated with a flat rate.

Metered Wastewater

Multi-family and industrial accounts.

System Development Charges

Revenue received for new hookups to the wastewater system. This has declined more than 77% since 2007. This revenue is used to pay for wastewater system capital projects.

Other Goods & Services

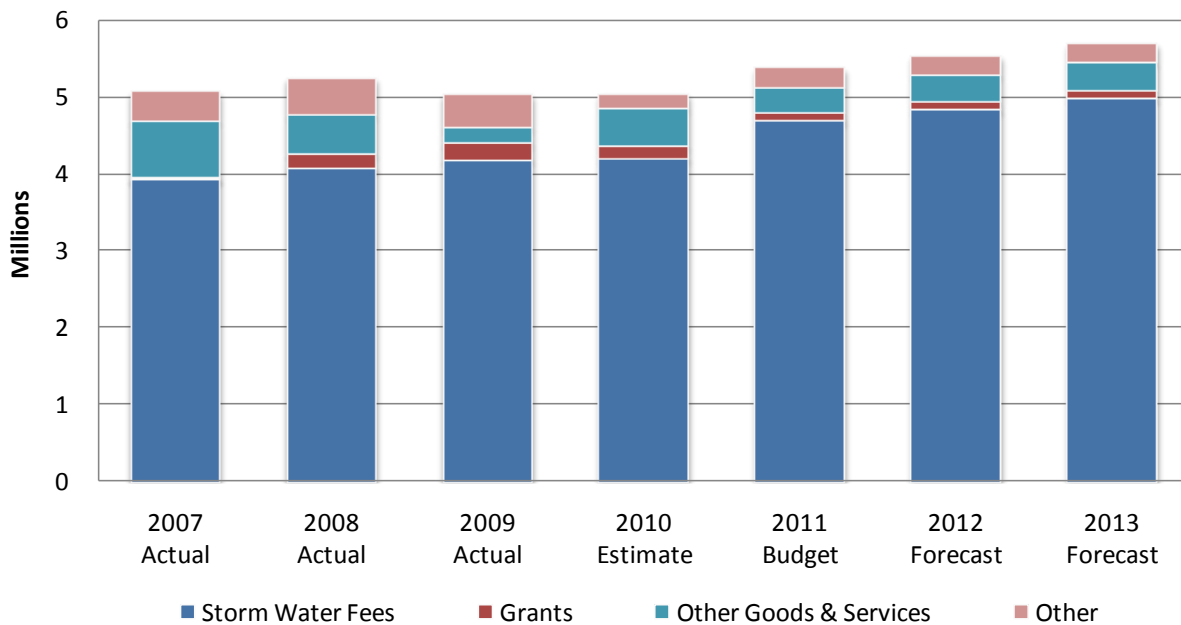
This represents all the other charges, fees, and penalties received by the wastewater fund.

Bonds and Interfund Loan Proceeds

The current capital plan anticipates a \$43 million bond in 2011 to pay for Phase I of the Wastewater Treatment Plant expansion and related infrastructure upgrades. The expansion will be built over the next several years and is required by the Department of Ecology.

Storm and Surface Water Fund Revenues

The [Storm and Surface Water Fund](#) is an [enterprise fund](#) used for improvement of existing and construction of new storm water facilities and for acquiring wetland and open space. The primary source of revenue is a service charge for impervious surface runoff. The fund is managed by the [Public Works Department](#).



Storm Water Fees

Monthly fees based on the amount of impervious (hard surface area that prevents or slows entry of water into the soil) surface on each parcel of land.

Other Goods & Services

This represents all other charges collected for fees and penalties received by the wastewater fund.

Grants

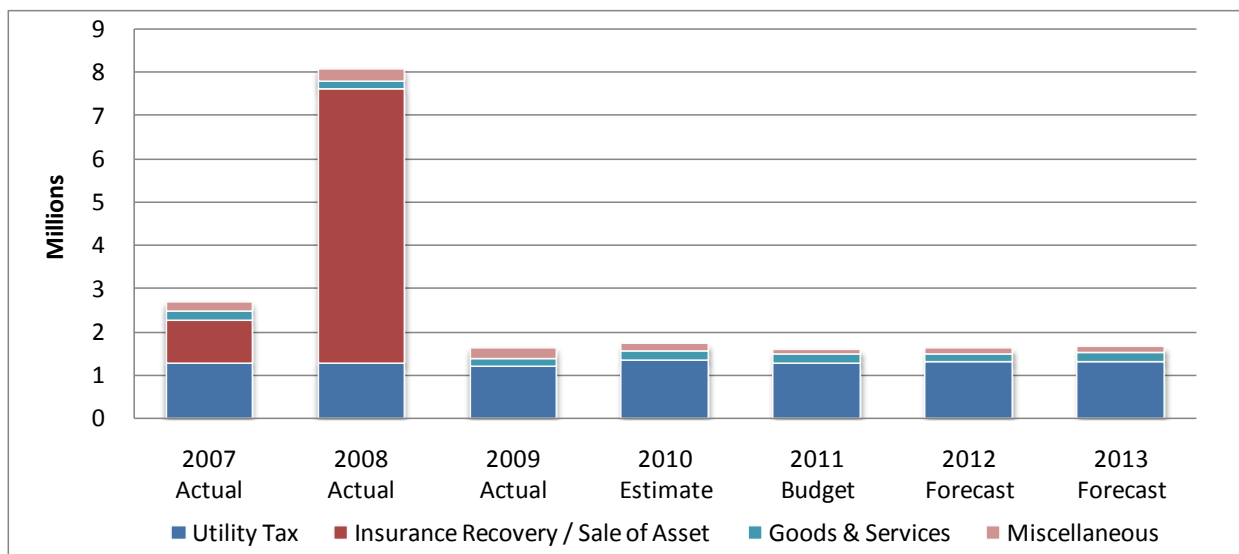
Federal and State Grants used to improve the collection and treatment of storm and surface water

Other

Revenue from all other sources including licenses, permits, interest and fines.

Solid Waste Fund Revenues

The [Solid Waste Fund](#) is the [enterprise fund](#) that provides for waste collection, transfer, and disposal. A private contractor handles garbage collection and billing. The primary source of revenue is the utility tax. The fund is managed by the [Public Works Department](#).



Utility Tax

A tax collected on the collection, transfer, and disposal of garbage.

Insurance Recovery / Sale of Assets

In 2007, the city received \$1 million in insurance recovery for environmental clean-up. In 2008, the Solid Waste Fund sold land to the General Fund.

Goods & Services

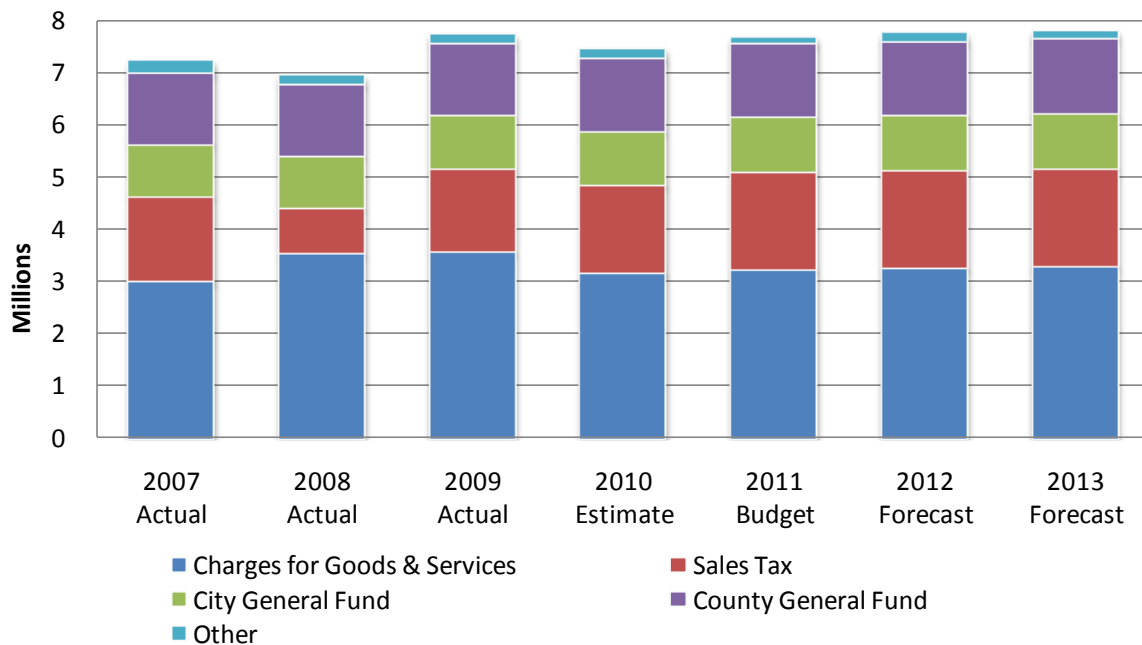
This represents all other charges or fees collected by the Solid Waste Fund.

Miscellaneous

Revenue from all other sources including interest, scrap sales, and fees.

Medic One Fund Revenues

The [Medic One Fund](#) is the [enterprise fund](#) that accounts for countywide ambulance service provided pursuant to an interlocal agreement between the City and Whatcom County. Revenues are generated by the EMS Sales Tax, fees for service, and contributions from the City and County. The fund is managed by the [Fire Department](#).



Charges for Goods & Services

This represents the fees collected by Medic One for ambulance services provided. The 2011 budget estimate of \$3.2 million is based on analyzing the call volume, reimbursement rates from insurance carriers, and reimbursement rates from Medicare & Medicaid.

Sales Tax

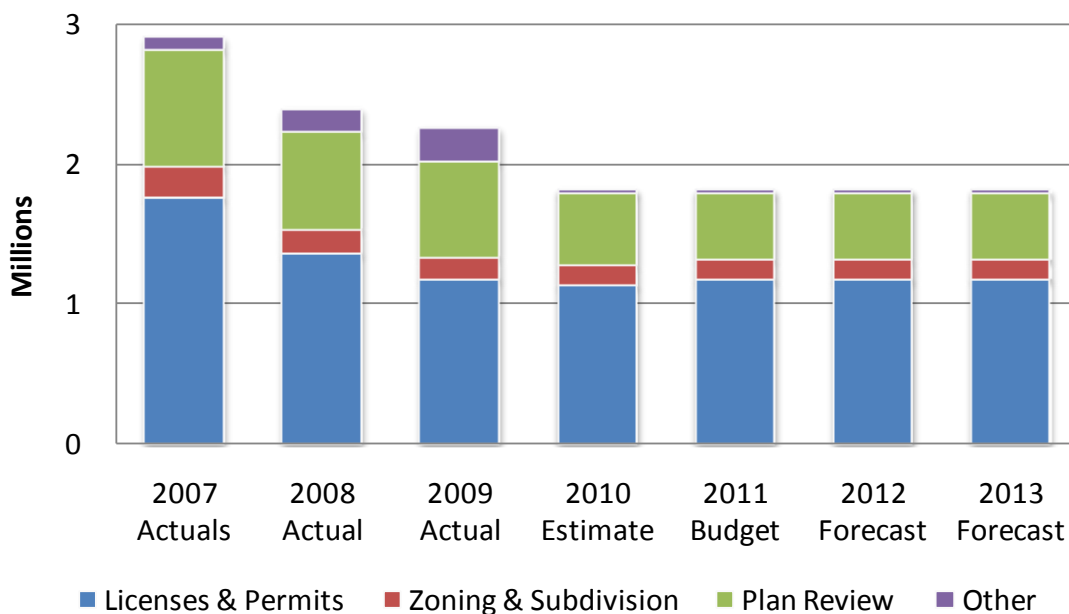
This category represents the EMS sales tax of 1/10th of 1% that took effect in 2006, to pay for Countywide Medic services. Of this amount, 66% is submitted to the County's EMS Fund and 33% is dedicated to criminal justice and utilized by each city.

City & County General Fund Contributions

This represents the funding Medic One receives from the General Fund of the City and County to pay for Medic One operations. The 2011 budget of \$2.5 million represents the sum of the agreed contributions from the City and the County and increases by 1% each year.

Development Services Fund Revenues

The [Development Services Fund](#) is the [enterprise fund](#) that funds the Permit Center, which ensures compliance with a variety of state and local construction codes. Revenue primarily comes from permit, plan review, inspections, and other development related fees. The fund is managed by the [Planning and Community Development](#) department.



Licenses & Permits

This revenue is for permits issued for new construction and remodeling and includes such items as building, plumbing, electrical, and fire permits. The 2011 budget of \$1.2 million reflects the current downturn in the building industry and is in alignment with 2010 actual revenue.

Zoning & Subdivision

These are service fees paid for zoning and land use determinations. These revenues are a leading indicator for future construction activity and are monitored closely.

Plan Review Revenue

This revenue is for reviewing plans prior to issuing permits.

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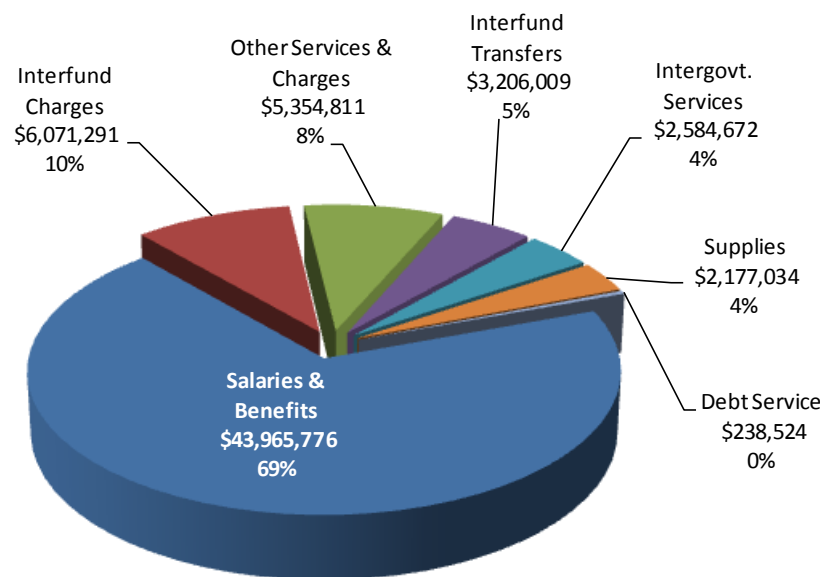
Fund Budget Summaries

This section provides budget information categorized by fund. It begins with General Fund revenue information, General Fund expenditure information, and is followed by a Revenues and Expenditures Report for all Funds.

Programs Supported by the General Fund

- Public Safety: Police, Fire, contribution to Medic One, and Municipal Court.
- Culture and Recreation: operation of Parks and Recreation programs, the Bellingham Public Library, and the Whatcom Museum.
- General Government includes Legislative, Executive, Legal, Finance, and Human Resources services.
- Other Services includes Non-Departmental Expenditures such as elections, and fund transfers for capital maintenance, technology replacement reserves, and some debt service funding.
- Planning and Community Development includes the Hearing Examiner's Office on this chart.

2011 General Fund Expenditures

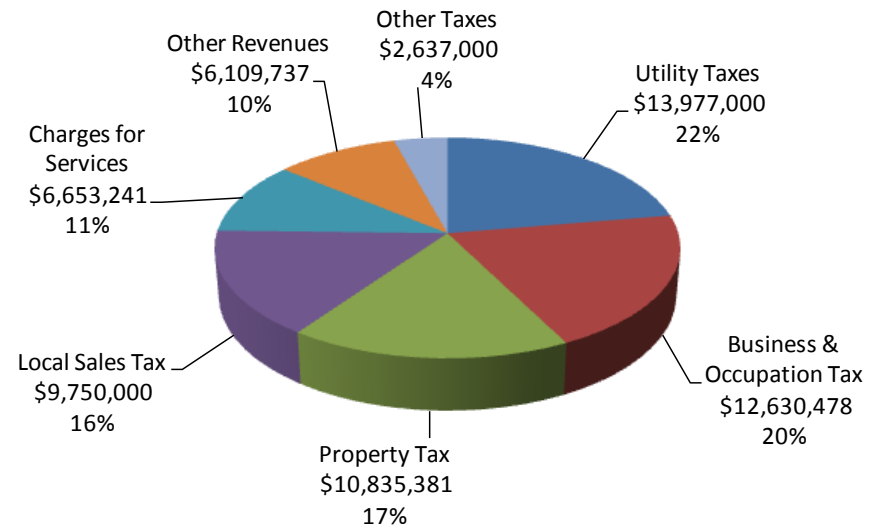


Fund Budgets

General Fund Revenues and Sources

The chart to the right shows additional detail of the *Taxes* category in the table below.

The General Fund Revenue displayed (below) on the Non-Departmental row is derived mainly from Sales Tax, Utility Tax, B&O Tax, and Property Tax. **Non-Departmental Revenues** fund general governmental programs and are shared between departments. The distribution of non-departmental revenue into the using departments is shown in the second column from the right. Departments listed also may generate revenues specific to their programs.

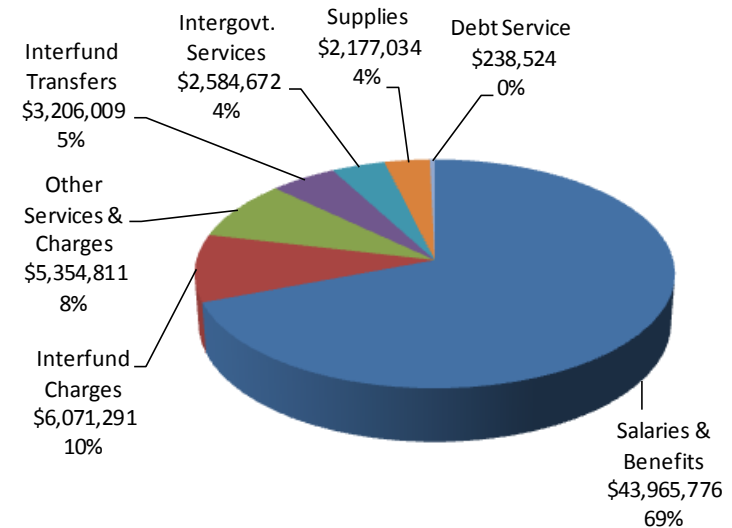


Department	Taxes	Licenses & Permits	Intergovernmental	Goods & Services Charges	Fines	Misc.	Other Financing Sources	Revenue Total (No Reserves)	Estimated Beginning Reserves	Used From (Returned To) Reserves	Total Revenues & Reserves
Fund: 001 General											
NON-DEPARTMENTAL	49,517,478	654,000	914,000	2,500	-	284,027	372,948	51,744,953	10,774,444	(48,792,683)	13,726,714
PARKS & RECREATION	35,381	-	20,000	1,541,601	-	328,366	-	1,925,348	120,000	4,993,326	7,038,674
FINANCE	-	-	12,000	1,771,555	-	3,000	-	1,786,555	-	414,846	2,201,401
JUDICIAL & SUPPORT SERV	-	-	135,000	250,000	956,500	28,500	375,000	1,745,000	-	833,716	2,578,716
POLICE	277,000	36,500	445,944	555,201	17,000	9,820	346,286	1,687,751	6,491	18,519,115	20,213,357
ITSD	-	221,000	20,100	684,740	-	250	-	926,090	80,041	1,462,381	2,468,512
HUMAN RESOURCES	-	-	-	670,023	-	-	-	670,023	-	535,495	1,205,518
FIRE	-	50,700	435,174	115,000	-	21,000	-	621,874	1,867	13,022,058	13,645,799
OFFICE OF THE MAYOR	-	-	-	466,146	-	-	-	466,146	-	357,908	824,054
LEGAL	-	-	6,950	307,045	33,600	-	-	347,595	1,283,376	1,004,602	2,635,573
LIBRARY	-	-	139,733	20,700	130,000	50,000	-	340,433	-	3,183,195	3,523,628
CITY COUNCIL	-	-	-	221,630	-	-	-	221,630	-	211,313	432,943
MUSEUM	-	-	8,000	-	-	51,215	-	59,215	-	1,466,550	1,525,765
HEARING EXAMINER	-	-	-	30,000	-	-	-	30,000	-	163,857	193,857
PLANNING & COM DEVEL	-	1,571	-	17,100	-	1,553	-	20,224	-	2,624,321	2,644,545
Total General	49,829,859	963,771	2,136,901	6,653,241	1,137,100	777,731	1,094,234	62,592,837	12,266,219	-	74,859,056

General Fund Expenditures

Salaries and Benefits are the largest General Fund expenditure with the Public Safety the largest program. The division of General Fund expenditures by type is shown in the chart to the right.

General Fund expenditures for each department are shown in the table below. Other funds may also support department programs. The departmental budget section provides additional information on each department including all funding sources.



General Fund Expenditures by Department	Salaries & Wages	Benefits	Supplies	Other Serv & Charges	Inter Govt Services	Debt Svc Principal	Debt Svc Interest	Interfund Payments	Expenditure Total (No	Budgeted Ending Reserve	Total Expenditure & Reserves
Fund: 001 General											
POLICE	10,986,572	3,246,536	681,954	955,188	1,466,871	-	-	2,869,745	20,206,866	6,491	20,213,357
FIRE	8,971,494	2,674,694	244,466	421,261	4,850	190,168	48,356	1,088,643	13,643,932	1,867	13,645,799
PARKS & RECREATION	3,379,222	1,345,960	462,624	957,429	24,876	-	-	728,563	6,898,674	140,000	7,038,674
NON-DEPARTMENTAL	-	-	-	70,000	3,802,009	-	-	-	3,872,009	9,854,705	13,726,714
LIBRARY	1,748,841	665,712	457,626	79,230	4,700	-	-	567,519	3,523,628	-	3,523,628
PLANNING & COM DEVEL	1,396,313	527,723	13,320	487,779	42,000	-	-	177,410	2,644,545	-	2,644,545
JUDICIAL & SUPPORT SERV	848,601	345,672	47,291	844,080	332,000	-	-	161,072	2,578,716	-	2,578,716
ITSD	1,216,374	436,356	78,695	524,900	1,955	-	-	117,356	2,375,636	92,876	2,468,512
FINANCE	1,217,258	504,342	44,750	220,925	106,070	-	-	108,056	2,201,401	-	2,201,401
MUSEUM	893,189	361,571	53,472	174,659	100	-	-	42,774	1,525,765	-	1,525,765
LEGAL	857,965	310,985	15,541	206,935	-	-	-	79,147	1,470,573	1,165,000	2,635,573
HUMAN RESOURCES	586,410	227,151	40,875	292,170	5,250	-	-	53,662	1,205,518	-	1,205,518
OFFICE OF THE MAYOR	488,507	161,505	19,850	104,550	-	-	-	49,642	824,054	-	824,054
CITY COUNCIL	263,081	119,866	14,960	10,000	-	-	-	25,036	432,943	-	432,943
HEARING EXAMINER	138,455	45,421	1,610	5,705	-	-	-	2,666	193,857	-	193,857
Total General	32,992,282	10,973,494	2,177,034	5,354,811	5,790,681	190,168	48,356	6,071,291	63,598,117	11,260,939	74,859,056

Fund Budgets

General Fund Expenditures by Sub Type –All Programs

Expenditures - General Fund	2009 Actual	2010 Adopted	2011 Budget	Change from 2010	
				Amount	Percent
SALARIES & WAGES	31,681,413	32,016,769	32,190,874	174,105	0.5%
OVERTIME & HAZARD DUTY	932,896	905,507	801,408	(104,099)	-11.5%
SALARIES & WAGES Subtotal	32,614,309	32,922,276	32,992,282	70,006	0.2%
PERSONNEL BENEFITS	10,801,934	10,528,991	10,973,494	444,503	4.2%
PERSONNEL BENEFITS Subtotal	10,801,934	10,528,991	10,973,494	444,503	4.2%
OFFICE & OPER. SUPPLIES	1,318,575	1,457,588	1,317,336	(140,252)	-9.6%
FUEL CONSUMED	219,236	255,226	247,059	(8,167)	-3.2%
ITEMS PURCHASED FOR RESALE	6,310	6,700	6,700	0	0.0%
SMALL TOOLS & MINOR EQUIP	640,608	605,520	605,939	419	0.1%
SUPPLIES Subtotal	2,184,729	2,325,034	2,177,034	(148,000)	-6.4%
PROFESSIONAL SERVICES	2,988,020	2,896,696	2,577,109	(319,587)	-11.0%
COMMUNICATION	201,868	230,005	208,554	(21,451)	-9.3%
TRAVEL	84,039	155,195	132,628	(22,567)	-14.5%
ADVERTISING	167,709	149,656	146,334	(3,322)	-2.2%
OPERATING RENTALS & LEASES	435,196	364,975	357,818	(7,157)	-2.0%
INSURANCE	3,150	683	583	(100)	-14.6%
UTILITY SERVICE	835,366	867,555	849,821	(17,734)	-2.0%
REPAIRS & MAINTENANCE	828,690	701,713	640,315	(61,398)	-8.7%
MISCELLANEOUS	421,588	858,472	441,649	(416,823)	-48.6%
OTHER SERVICES & CHARGES Subtotal	5,965,626	6,224,950	5,354,811	(870,139)	-14.0%
INTERGOVERNMENTAL PROF SERV	2,702,994	2,649,070	2,560,992	(88,078)	-3.3%
INTERGOVERNMENTAL PAYMENTS	220,500	0	0	0	0.0%
EXTERNAL TAXES & OPER ASSESS	168,595	26,293	23,680	(2,613)	-9.9%
INTERFUND SUBSIDIES	2,676,444	2,832,918	3,206,009	373,091	13.2%
INTERGOVERNMENTAL SERVICES Subtotal	5,768,533	5,508,281	5,790,681	282,400	5.1%
LAND	3,664	0	0	0	0.0%
MACHINERY AND EQUIPMENT	420,028	0	0	0	0.0%
CAPITAL OUTLAY Subtotal	423,692	0	0	0	0.0%
PRINCIPAL	160,345	177,000	190,168	13,168	7.4%
DEBT SERVICE PRINCIPAL Subtotal	160,345	177,000	190,168	13,168	7.4%
INTEREST ON INTERFUND DEBT	103,322	73,000	48,356	(24,644)	-33.8%
DEBT SERVICE INTEREST Subtotal	103,322	73,000	48,356	(24,644)	-33.8%
INTERFUND PROFESSIONAL SERVICE	2,213,761	2,353,023	2,378,286	25,263	1.1%
INTERFUND COMMUNICATIONS	188,001	120,262	213,417	93,155	77.5%
INTERFUND SUPPLIES	28,108	33,352	32,700	(652)	-2.0%
INTERFUND CAPITAL OUTLAYS	3,488	0	0	0	0.0%
INTERFUND OPERATING RENTALS	2,041,556	2,325,583	1,994,924	(330,659)	-14.2%
INTERFUND INSURANCE SERVICES	489,641	624,315	642,428	18,113	2.9%
INTERFUND REPAIRS & MAINT	764,352	832,660	809,536	(23,124)	-2.8%
INTERFUND PAYT FOR SERVICE Subtotal	5,728,907	6,289,195	6,071,291	(217,904)	-3.5%
TOTAL EXPENDITURES	63,751,397	64,048,727	63,598,117	(450,610)	-0.7%

Revenues and Sources, Expenditures, and Uses – All Funds

These reports provide a summary of revenues, sources, expenditures and uses along with ending reserves for individual funds and for the City as a whole. Data is presented for the 2011 budget, 2010 adopted and revised budgets, and 2009 actual amounts. Differences between the 2009 ending balance and the 2010 revised budget beginning balance are due to rounding and to adjusting entries in the accounting system that are not included in the budget.

The Revised budget is included to show the relationship between ending reserves in the prior year and beginning reserves in the current year. At the time the current year budget is adopted, beginning reserves are estimated. The Revised Budget includes:

- The reconciling ordinance which amends the Beginning Reserves accounts to match actual beginning reserves calculated from the accounting system after the fiscal year is closed.
- The reappropriation ordinance, which carries forward the funds necessary to pay for goods, services, and projects that were purchased in the prior year, but not yet received.
- Year-to-date Budget ordinances and transfer orders amending the current year budget, approved by Council and entered into the financial system at the time the data was extracted for this document.

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

General Fund: The primary operating fund of the City used to support general government, public safety, recreation, and planning and community development. The General Fund [Revenues](#) section contains additional information.

General Fund (001) Revenues and Sources Expenditures and Uses	2009 Actual	2010 Adopted Budget	2010 Revised Budget	2011 Budget	Change from 2010 Adopted Budget	
					Amount	Percent
Beginning Reserves	17,326,870	12,540,767	15,757,471	12,266,219	(274,548)	-2.2%
Revenues:						
Taxes	47,527,137	48,907,009	48,961,681	49,829,859	922,850	1.9%
Licenses and Permits	923,157	894,595	944,595	963,771	69,176	7.7%
Intergovernmental Revenues	2,684,827	2,474,326	5,119,196	2,136,901	(337,425)	-13.6%
Goods and Services Charges	6,179,226	6,754,370	6,704,370	6,653,241	(101,129)	-1.5%
Fines	1,158,366	1,157,550	1,157,550	1,137,100	(20,450)	-1.8%
Miscellaneous	1,245,515	968,327	998,569	777,731	(190,596)	-19.7%
Other Financing Sources	1,005,329	1,072,704	1,120,704	1,094,234	21,530	2.0%
Subtotal of Revenues	60,723,557	62,228,881	65,006,665	62,592,837	363,956	0.6%
Fund Total Sources	78,050,427	74,769,648	80,764,136	74,859,056	89,408	0.1%
Expenditures:						
Salaries and Benefits	43,416,243	43,451,267	43,618,442	43,965,776	514,509	1.2%
Supplies	2,184,729	2,325,034	2,497,452	2,177,034	(148,000)	-6.4%
Services	5,965,626	6,224,950	8,657,750	5,354,811	(870,139)	-14.0%
Intergovernmental Expenditures	5,768,533	5,508,281	5,681,218	5,790,681	282,400	5.1%
Capital	423,692	0	193,069	0	0	--
Principal and Interest	263,667	250,000	250,000	238,524	(11,476)	-4.6%
Interfund	5,728,907	6,289,195	6,284,195	6,071,291	(217,904)	-3.5%
Subtotal of Expenditures	63,751,397	64,048,727	67,182,126	63,598,117	(450,610)	-0.7%
Ending Reserves	14,299,030	10,720,921	13,582,010	11,260,939	540,018	5.0%
Fund Total Uses	78,050,427	74,769,648	80,764,136	74,859,056	89,408	0.1%

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Street Fund: A [special revenue fund](#) designated for maintenance of all City Streets. The fund is managed by the [Public Works Department](#). More detail about revenue sources and projection methodology for the Street Fund may be found in the [Revenues](#) section.

Street Fund (111) Revenues and Sources Expenditures and Uses	2009 Actual	2010 Adopted Budget	2010 Revised Budget	2011 Budget	Change from 2010 Adopted Budget	
					Amount	Percent
Beginning Reserves	10,151,432	1,387,306	10,326,013	2,346,436	959,130	69.1%
Revenues:						
Taxes	7,125,595	7,000,000	7,000,000	7,000,000	0	0.0%
Licenses and Permits	43,780	42,000	42,000	42,000	0	0.0%
Intergovernmental Revenues	7,348,642	2,479,694	17,889,128	3,319,050	839,356	33.8%
Goods and Services Charges	7,138,589	7,496,397	7,833,077	7,502,894	6,497	0.1%
Miscellaneous	438,175	322,545	322,545	315,479	(7,066)	-2.2%
Subtotal of Revenues	22,094,781	17,340,636	33,086,750	18,179,423	838,787	4.8%
Fund Total Sources	32,246,213	18,727,942	43,412,763	20,525,859	1,797,917	9.6%
Expenditures:						
Salaries and Benefits	7,067,590	7,119,401	6,961,974	7,151,066	31,665	0.4%
Supplies	853,224	764,502	784,498	661,062	(103,440)	-13.5%
Services	4,140,742	2,918,041	5,360,959	2,695,962	(222,079)	-7.6%
Intergovernmental Expenditures	626,092	341,300	546,792	367,412	26,112	7.7%
Capital	5,677,506	3,238,000	24,998,113	4,458,284	1,220,284	37.7%
Interfund	3,470,289	3,357,145	3,357,145	3,392,208	35,063	1.0%
Subtotal of Expenditures	21,835,443	17,738,389	42,009,481	18,725,994	987,605	5.6%
Ending Reserves	10,410,770	989,553	1,403,282	1,799,865	810,312	81.9%
Fund Total Uses	32,246,213	18,727,942	43,412,763	20,525,859	1,797,917	9.6%

Arterial Street Construction Fund: Combined into the Street Fund in 2009.

Arterial St Construction Fund (112) Revenues and Sources Expenditures and Uses	2009 Actual	2010 Adopted Budget	2010 Revised Budget	2011 Budget	Change from 2010 Adopted Budget	
					Amount	Percent
Beginning Reserves	296,934	0	0	0	0	--
Revenues:						
Miscellaneous	4,960	0	0	0	0	--
Fund Total Sources	301,894	0	0	0	0	--
Expenditures:						
Capital	301,894	0	0	0	0	--
Fund Total Uses	301,894	0	0	0	0	--

Fund Budgets

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Paths and Trails Reserve Fund: Funded by motor vehicle fuels taxes, this [special revenue fund](#) is to establish and maintain paths and trails for transportation alternatives and is managed by the [Public Works Department](#).

Paths & Trails Reserve Fund (113)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	45,114	53,318	54,921	64,183	10,865	20.4%
Revenues:						
Intergovernmental Revenues	8,300	0	0	7,750	7,750	--
Miscellaneous	1,507	675	675	434	(241)	-35.7%
Other Financing Sources	0	8,100	8,100	0	(8,100)	-100.0%
Subtotal of Revenues	9,807	8,775	8,775	8,184	(591)	-6.7%
Fund Total Sources	54,921	62,093	63,696	72,367	10,274	16.5%
Ending Reserves	54,921	62,093	63,696	72,367	10,274	16.5%
Fund Total Uses	54,921	62,093	63,696	72,367	10,274	16.5%

Park-site Acquisition Fund: Designated for acquisition of land for various park uses as approved by Council and managed by the [Parks and Recreation Department](#). This fee pre-dates the Park Impact fee and applies to limited areas within the city.

Parksite Acquisition Fund (123)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	240,403	37,810	248,434	33,507	(4,303)	-11.4%
Revenues:						
Miscellaneous	8,031	5,312	5,312	3,046	(2,266)	-42.7%
Subtotal of Revenues	8,031	5,312	5,312	3,046	(2,266)	-42.7%
Fund Total Sources	248,434	43,122	253,746	36,553	(6,569)	-15.2%
Expenditures:						
Capital	0	9,000	220,239	0	(9,000)	-100.0%
Subtotal of Expenditures	0	9,000	220,239	0	(9,000)	-100.0%
Ending Reserves	248,434	34,122	33,507	36,553	2,431	7.1%
Fund Total Uses	248,434	43,122	253,746	36,553	(6,569)	-15.2%

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Technology Replacement Reserve Fund: A dedicated reserve fund that accumulates reserves for new or replacement technology projects, the fund is managed by the [Information Technology Services Department](#). Expenditures are budgeted according to a four-year technology expense needs forecast.

Technology Replacement / Rsrv (124)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	1,925,629	1,088,042	1,574,599	1,350,000	261,958	24.1%
Revenues:						
Miscellaneous	129,285	48,530	48,530	26,946	(21,584)	-44.5%
Other Financing Sources	90,000	90,000	90,000	225,000	135,000	150.0%
Subtotal of Revenues	219,285	138,530	138,530	251,946	113,416	81.9%
Fund Total Sources	2,144,914	1,226,572	1,713,129	1,601,946	375,374	30.6%
Expenditures:						
Supplies	253,429	41,600	41,600	44,000	2,400	5.8%
Services	47,752	0	8,824	0	0	--
Capital	269,135	415,606	481,467	293,020	(122,586)	-29.5%
Interfund	0	0	0	21,651	21,651	--
Subtotal of Expenditures	570,316	457,206	531,891	358,671	(98,535)	-21.6%
Ending Reserves	1,574,598	769,366	1,181,238	1,243,275	473,909	61.6%
Fund Total Uses	2,144,914	1,226,572	1,713,129	1,601,946	375,374	30.6%

Capital Maintenance Fund: A dedicated reserve fund used to account for maintenance and improvements in city facilities. The fund is managed by the Finance Department and Public Works Department.

Capital Maintenance Fund (125)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	4,056,369	281,003	1,317,476	645,654	364,651	129.8%
Revenues:						
Miscellaneous	104,731	39,642	39,642	12,096	(27,546)	-69.5%
Other Financing Sources	406,577	450,000	450,000	465,000	15,000	3.3%
Subtotal of Revenues	511,308	489,642	489,642	477,096	(12,546)	-2.6%
Fund Total Sources	4,567,677	770,645	1,807,118	1,122,750	352,105	45.7%
Expenditures:						
Supplies	3,528	0	0	0	0	--
Services	3,241,376	635,000	1,158,464	720,000	85,000	13.4%
Interfund	5,297	0	3,000	0	0	--
Subtotal of Expenditures	3,250,201	635,000	1,161,464	720,000	85,000	13.4%
Ending Reserves	1,317,476	135,645	645,654	402,750	267,105	196.9%
Fund Total Uses	4,567,677	770,645	1,807,118	1,122,750	352,105	45.7%

Fund Budgets

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Library Gift Fund: Accumulates cash donations to the Library which are generally used to purchase books and materials. The fund is managed by the [Library](#).

Library Gif Fund (126)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	27,904	27,904	48,551	40,000	12,096	43.3%
Revenues:						
Miscellaneous	46,412	15,000	67,809	15,000	0	0.0%
Subtotal of Revenues	46,412	15,000	67,809	15,000	0	0.0%
Fund Total Sources	74,316	42,904	116,360	55,000	12,096	28.2%
Expenditures:						
Supplies	25,764	15,000	67,809	15,000	0	0.0%
Subtotal of Expenditures	25,764	15,000	67,809	15,000	0	0.0%
Ending Reserves	48,552	27,904	48,551	40,000	12,096	43.3%
Fund Total Uses	74,316	42,904	116,360	55,000	12,096	28.2%

Olympic Pipeline Incident Fund: Accounts for funds dedicated to implementing maintenance and monitoring tasks pursuant to the Olympic Pipeline Whatcom Creek Restoration Plan; the fund is managed by the [Public Works Department](#).

Olympic Pipeline Incident Fund (131)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	796,605	30,018	714,670	41,441	11,423	38.1%
Revenues:						
Miscellaneous	25,028	15,189	15,189	8,792	(6,397)	-42.1%
Subtotal of Revenues	25,028	15,189	15,189	8,792	(6,397)	-42.1%
Fund Total Sources	821,633	45,207	729,859	50,233	5,026	11.1%
Expenditures:						
Supplies	9,056	0	31,001	0	0	--
Services	76,524	0	638,028	0	0	--
Interfund	21,354	0	20,000	5,347	5,347	--
Subtotal of Expenditures	106,934	0	689,029	5,347	5,347	--
Ending Reserves	714,699	45,207	40,830	44,886	(321)	-0.7%
Fund Total Uses	821,633	45,207	729,859	50,233	5,026	11.1%

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Squalicum Park Olympic Fund: Accounts for the portion of settlement proceeds designated for Squalicum Park; the fund is managed by the [Parks and Recreation Department](#).

Squalicum Park/Olympic Fund (132)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	112,307	12,905	102,520	12,558	(347)	-2.7%
Revenues:						
Miscellaneous	3,545	0	0	0	0	--
Subtotal of Revenues	3,545	0	0	0	0	--
Fund Total Sources	115,852	12,905	102,520	12,558	(347)	-2.7%
Expenditures:						
Capital	13,332	0	89,962	0	0	--
Subtotal of Expenditures	13,332	0	89,962	0	0	--
Ending Reserves	102,520	12,905	12,558	12,558	(347)	-2.7%
Fund Total Uses	115,852	12,905	102,520	12,558	(347)	-2.7%

Olympic Restoration Fund: Accounts for funds dedicated to implement restoration projects pursuant to the Olympic Pipeline Whatcom Creek Restoration Plan; the fund is managed by the [Public Works Department](#).

Olympic - Restoration Fund (133)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	39,078	40,554	40,433	902	(39,652)	-97.8%
Revenues:						
Miscellaneous	1,306	497	497	0	(497)	-100.0%
Subtotal of Revenues	1,306	497	497	0	(497)	-100.0%
Fund Total Sources	40,384	41,051	40,930	902	(40,149)	-97.8%
Expenditures:						
Services	0	0	40,434	0	0	--
Subtotal of Expenditures	0	0	40,434	0	0	--
Ending Reserves	40,384	41,051	496	902	(40,149)	-97.8%
Fund Total Uses	40,384	41,051	40,930	902	(40,149)	-97.8%

Fund Budgets

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Olympic Whatcom Falls Park Fund: Accounts for funds from the Olympic Pipeline - Whatcom Falls Addition property settlement; the fund is managed by the [Parks and Recreation Department](#).

Olympic - Whatcom Falls Park (134)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	246,716	255,590	254,958	258,347	2,757	1.1%
Revenues:						
Miscellaneous	8,242	3,389	3,389	2,282	(1,107)	-32.7%
Subtotal of Revenues	8,242	3,389	3,389	2,282	(1,107)	-32.7%
Fund Total Sources	254,958	258,979	258,347	260,629	1,650	0.6%
Ending Reserves	254,958	258,979	258,347	260,629	1,650	0.6%
Fund Total Uses	254,958	258,979	258,347	260,629	1,650	0.6%

Little Squalicum Oeser Settlement Fund: Accounts for funds from the Oeser Property settlement; this fund is managed by the [Parks and Recreation Department](#).

Little Squalicum-Oeser Stlmt (135)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	296,715	54,810	311,206	48,836	(5,974)	-10.9%
Revenues:						
Intergovernmental Revenues	44,720	0	0	0	0	--
Miscellaneous	10,235	6,187	6,187	3,948	(2,239)	-36.2%
Subtotal of Revenues	54,955	6,187	6,187	3,948	(2,239)	-36.2%
Fund Total Sources	351,670	60,997	317,393	52,784	(8,213)	-13.5%
Expenditures:						
Services	37,172	7,000	170,565	0	(7,000)	-100.0%
Intergovernmental Expenditures	0	0	146,828	0	0	--
Interfund	3,292	0	0	2,023	2,023	--
Subtotal of Expenditures	40,464	7,000	317,393	2,023	(7,000)	-100.0%
Ending Reserves	311,206	53,997	0	50,761	(3,236)	-6.0%
Fund Total Uses	351,670	60,997	317,393	52,784	(8,213)	-13.5%

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Real Estate Excise Tax (REET) Funds: Tax revenue collected on the transfer of property that is dedicated to funding citywide capital projects, as authorized by State Laws. These funds may be used by any department for the specified legal purposes and are managed by the Finance Department.

1st 1/4% Real Estate Excise Tax (141)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	3,359,666	1,414,278	3,146,144	1,120,391	(293,887)	-20.8%
Revenues:						
Taxes	939,145	930,000	930,000	900,000	(30,000)	-3.2%
Intergovernmental Revenues	904	0	0	0	0	--
Miscellaneous	225,687	84,414	84,414	32,513	(51,901)	-61.5%
Subtotal of Revenues	1,165,736	1,014,414	1,014,414	932,513	(81,901)	-8.1%
Fund Total Sources	4,525,402	2,428,692	4,160,558	2,052,904	(375,788)	-15.5%
Expenditures:						
Services	289,906	77,000	229,353	77,000	0	0.0%
Capital	1,012,439	1,600,000	2,780,814	1,000,000	(600,000)	-37.5%
Interfund	76,994	30,000	30,000	9,453	(20,547)	-68.5%
Subtotal of Expenditures	1,379,339	1,707,000	3,040,167	1,086,453	(620,547)	-36.4%
Ending Reserves	3,146,063	721,692	1,120,391	966,451	244,759	33.9%
Fund Total Uses	4,525,402	2,428,692	4,160,558	2,052,904	(375,788)	-15.5%

2nd 1/4% Real Estate Excise Tax (142)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	3,428,995	540,885	2,206,405	1,256,138	715,253	132.2%
Revenues:						
Taxes	939,145	930,000	930,000	900,000	(30,000)	-3.2%
Intergovernmental Revenues	913,621	425,000	3,187,921	0	(425,000)	-100.0%
Miscellaneous	92,153	78,861	78,861	27,581	(51,280)	-65.0%
Subtotal of Revenues	1,944,919	1,433,861	4,196,782	927,581	(506,280)	-35.3%
Fund Total Sources	5,373,914	1,974,746	6,403,187	2,183,719	208,973	10.6%
Expenditures:						
Supplies	6,660	0	0	0	0	--
Services	1,134,815	25,000	804,916	25,000	0	0.0%
Intergovernmental Expenditures	652,110	673,827	676,684	693,552	19,725	2.9%
Capital	1,203,602	925,000	3,625,450	100,000	(825,000)	-89.2%
Principal and Interest	780	0	0	0	0	--
Interfund	169,539	40,000	40,000	8,443	(31,557)	-78.9%
Subtotal of Expenditures	3,167,506	1,663,827	5,147,050	826,995	(836,832)	-50.3%
Ending Reserves	2,206,408	310,919	1,256,137	1,356,724	1,045,805	336.4%
Fund Total Uses	5,373,914	1,974,746	6,403,187	2,183,719	208,973	10.6%

Fund Budgets

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Police Federal Equitable Share Fund: Governed by an agreement between the City and the U.S. Treasury Department that allows the City a share of property or proceeds forfeited to the Federal Government. The [Police Department](#) manages this fund.

Police Fed Equitable Share Fund (151)					<i>Change from 2010 Adopted Budget</i>	
Revenues and Sources	2009 Actual	2010 Adopted Budget	2010 Revised Budget	2011 Budget	Amount	Percent
Expenditures and Uses						
Beginning Reserves	201,051	339,190	568,962	530,949	191,759	56.5%
Revenues:						
Intergovernmental Revenues	381,057	13,480	13,480	13,480	0	0.0%
Miscellaneous	9,771	2,550	2,550	2,326	(224)	-8.8%
Subtotal of Revenues	390,828	16,030	16,030	15,806	(224)	-1.4%
Fund Total Sources	591,879	355,220	584,992	546,755	191,535	53.9%
Expenditures:						
Supplies	0	26,960	26,960	26,960	0	0.0%
Services	22,917	25,000	27,083	25,000	0	0.0%
Capital	0	0	0	36,000	36,000	--
Interfund	0	0	0	5,759	5,759	--
Subtotal of Expenditures	22,917	51,960	54,043	93,719	41,759	80.4%
Ending Reserves	568,962	303,260	530,949	453,036	149,776	49.4%
Fund Total Uses	591,879	355,220	584,992	546,755	191,535	53.9%

Asset Forfeiture / Drug Enforcement Fund: Proceeds from seizures are held in this fund and used exclusively for drug enforcement; managed by the [Police Department](#).

Asset Forfeit/Drug Enforcement (152)					<i>Change from 2010 Adopted Budget</i>	
Revenues and Sources	2009 Actual	2010 Adopted Budget	2010 Revised Budget	2011 Budget	Amount	Percent
Expenditures and Uses						
Beginning Reserves	148,143	95,314	89,284	47,106	(48,208)	-50.6%
Revenues:						
Miscellaneous	38,458	56,111	56,111	37,455	(18,656)	-33.2%
Subtotal of Revenues	38,458	56,111	56,111	37,455	(18,656)	-33.2%
Fund Total Sources	186,601	151,425	145,395	84,561	(66,864)	-44.2%
Expenditures:						
Supplies	35,488	40,000	40,000	34,000	(6,000)	-15.0%
Services	32,718	6,250	6,250	6,750	500	8.0%
Capital	0	20,000	20,000	0	(20,000)	-100.0%
Interfund	29,112	32,039	32,039	31,084	(955)	-3.0%
Subtotal of Expenditures	97,318	98,289	98,289	71,834	(26,455)	-26.9%
Ending Reserves	89,283	53,136	47,106	12,727	(40,409)	-76.0%
Fund Total Uses	186,601	151,425	145,395	84,561	(66,864)	-44.2%

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Criminal Justice Fund: Funded by State entitlements, this fund supplements staffing costs and capital equipment purchases. The [Police Department](#) manages the fund.

Criminal Justice Fund (153) Revenues and Sources Expenditures and Uses	2009 Actual	2010 Adopted Budget	2010 Revised Budget	2011 Budget	Change from 2010 Adopted Budget	
					Amount	Percent
Beginning Reserves	485,614	539,405	593,674	645,463	106,058	19.7%
Revenues:						
Intergovernmental Revenues	306,870	257,229	257,229	257,229	0	0.0%
Miscellaneous	16,528	10,044	10,044	5,784	(4,260)	-42.4%
Subtotal of Revenues	323,398	267,273	267,273	263,013	(4,260)	-1.6%
Fund Total Sources	809,012	806,678	860,947	908,476	101,798	12.6%
Expenditures:						
Supplies	43,361	0	0	32,000	32,000	--
Services	38,015	40,000	75,485	75,000	35,000	87.5%
Intergovernmental Expenditures	133,963	140,000	140,000	140,000	0	0.0%
Interfund	0	0	0	6,752	6,752	--
Subtotal of Expenditures	215,339	180,000	215,485	253,752	73,752	41.0%
Ending Reserves	593,673	626,678	645,462	654,724	28,046	4.5%
Fund Total Uses	809,012	806,678	860,947	908,476	101,798	12.6%

Public Safety Dispatch Fund: Accounts for the countywide 9-1-1 emergency dispatch for Fire, Medic One, Sheriff, and Police Departments. The Police Department manages this fund. [Police Department](#) and [Fire Department](#) use of dispatch funds for the two dispatch centers are shown in the departments' budget summaries. Revenue forecast information for the fund is provided in the [Revenues](#) section.

Public Safety Dispatch Fund (160) Revenues and Sources Expenditures and Uses	2009 Actual	2010 Adopted Budget	2010 Revised Budget	2011 Budget	Change from 2010 Adopted Budget	
					Amount	Percent
Beginning Reserves	1,813,305	1,426,372	1,875,504	1,490,736	64,364	4.5%
Revenues:						
Intergovernmental Revenues	2,317,986	2,376,965	2,376,965	2,324,911	(52,054)	-2.2%
Goods and Services Charges	1,707,504	1,761,648	1,761,648	1,822,670	61,022	3.5%
Miscellaneous	53,158	34,542	34,542	19,971	(14,571)	-42.2%
Subtotal of Revenues	4,078,648	4,173,155	4,173,155	4,167,552	(5,603)	-0.1%
Fund Total Sources	5,891,953	5,599,527	6,048,659	5,658,288	58,761	1.0%
Expenditures:						
Salaries and Benefits	3,466,842	3,509,550	3,509,550	3,699,557	190,007	5.4%
Supplies	38,383	61,083	61,083	60,943	(140)	-0.2%
Services	225,566	187,535	236,723	218,230	30,695	16.4%
Intergovernmental Expenditures	12,480	19,560	19,560	20,442	882	4.5%
Capital	32,003	481,870	481,870	23,000	(458,870)	-95.2%
Interfund	245,197	249,136	249,136	293,663	44,527	17.9%
Subtotal of Expenditures	4,020,471	4,508,734	4,557,922	4,315,835	(192,899)	-4.3%
Ending Reserves	1,871,482	1,090,793	1,490,737	1,342,453	251,660	23.1%
Fund Total Uses	5,891,953	5,599,527	6,048,659	5,658,288	58,761	1.0%

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Greenways Funds: Both funds are voter approved property tax levies (2007-16) that continue to acquire land, improve, and maintain the greenway areas. These funds are managed by the [Parks and Recreation Department](#).

Beyond Greenways Fund (172)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	2,650,131	590,077	1,808,415	517,073	(73,004)	-12.4%
Revenues:						
Taxes	2,221	0	0	0	0	--
Intergovernmental Revenues	66,635	0	435,651	0	0	--
Goods and Services Charges	0	500	500	0	(500)	-100.0%
Miscellaneous	70,393	21,586	21,586	24,492	2,906	13.5%
Other Financing Sources	0	0	146,828	0	0	--
Subtotal of Revenues	139,249	22,086	604,565	24,492	2,406	10.9%
Fund Total Sources	2,789,380	612,163	2,412,980	541,565	(70,598)	-11.5%
Expenditures:						
Salaries and Benefits	0	0	0	71,359	71,359	--
Supplies	0	1,000	1,000	2,000	1,000	100.0%
Services	20,228	2,000	11,972	7,000	5,000	250.0%
Intergovernmental Expenditures	38,051	0	0	0	0	--
Capital	863,480	50,000	1,706,107	0	(50,000)	-100.0%
Interfund	59,207	30,000	30,000	18,874	(11,126)	-37.1%
Subtotal of Expenditures	980,966	83,000	1,749,079	99,233	16,233	19.6%
Ending Reserves	1,808,414	529,163	663,901	442,332	(86,831)	-16.4%
Fund Total Uses	2,789,380	612,163	2,412,980	541,565	(70,598)	-11.5%

Greenways 3 Fund (173)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	4,597,386	1,139,730	2,332,213	920,026	(219,704)	-19.3%
Revenues:						
Taxes	3,734,208	3,977,410	3,977,410	3,977,410	0	0.0%
Intergovernmental Revenues	169,472	425,000	2,388,711	0	(425,000)	-100.0%
Goods and Services Charges	50	500	500	500	0	0.0%
Miscellaneous	205,211	116,459	116,459	1,737,753	1,621,294	1392.2%
Subtotal of Revenues	4,108,941	4,519,369	6,483,080	5,715,663	1,196,294	26.5%
Fund Total Sources	8,706,327	5,659,099	8,815,293	6,635,689	976,590	17.3%
Expenditures:						
Salaries and Benefits	0	0	0	158,684	158,684	--
Services	156,595	425,000	529,480	2,200,000	1,775,000	417.6%
Capital	6,040,714	4,100,000	7,179,225	3,400,000	(700,000)	-17.1%
Interfund	176,803	186,562	186,562	85,978	(100,584)	-53.9%
Subtotal of Expenditures	6,374,112	4,711,562	7,895,267	5,844,662	1,133,100	24.0%
Ending Reserves	2,332,215	947,537	920,026	791,027	(156,510)	-16.5%

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Park Impact Fund: Impact Fees collected on new construction are accumulated in this fund and used to expand the capacity of the city park system; the fund is managed by the [Parks and Recreation Department](#).

Parks Impact Fund (177)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	1,706,200	680,637	2,172,399	167,967	(512,670)	-75.3%
Revenues:						
Goods and Services Charges	732,394	500,000	500,000	500,000	0	0.0%
Miscellaneous	63,731	50,348	50,348	14,953	(35,395)	-70.3%
Subtotal of Revenues	796,125	550,348	550,348	514,953	(35,395)	-6.4%
Fund Total Sources	2,502,325	1,230,985	2,722,747	682,920	(548,065)	-44.5%
Expenditures:						
Salaries and Benefits	0	0	0	58,975	58,975	--
Services	2,000	0	0	0	0	--
Capital	310,321	800,000	2,470,780	500,000	(300,000)	-37.5%
Interfund	17,605	70,000	84,000	22,862	(47,138)	-67.3%
Subtotal of Expenditures	329,926	870,000	2,554,780	581,837	(288,163)	-33.1%
Ending Reserves	2,172,399	360,985	167,967	101,083	(259,902)	-72.0%
Fund Total Uses	2,502,325	1,230,985	2,722,747	682,920	(548,065)	-44.5%

Sportsplex Fund: Dedicated to accumulate funds for maintenance and repairs to the Sportsplex in accordance with the lease agreement between the City and the Whatcom Soccer Commission, this fund is managed by the [Parks and Recreation Department](#).

Sportsplex Fund (178)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	25,956	31,131	32,905	36,946	5,815	18.7%
Revenues:						
Miscellaneous	6,949	4,041	4,041	1,196	(2,845)	-70.4%
Subtotal of Revenues	6,949	4,041	4,041	1,196	(2,845)	-70.4%
Fund Total Sources	32,905	35,172	36,946	38,142	2,970	8.4%
Ending Reserves	32,905	35,172	36,946	38,142	2,970	8.4%
Fund Total Uses	32,905	35,172	36,946	38,142	2,970	8.4%

Fund Budgets

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Tourism Fund: Funded by hotel/motel taxes, the Tourism Fund is used to promote tourism and support the operation of tourism-related facilities; the fund is managed by the [Planning and Community Development Department](#).

Tourism Fund (180)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	433,247	119,440	219,429	215,000	95,560	80.0%
Revenues:						
Taxes	891,880	875,000	875,000	900,000	25,000	2.9%
Miscellaneous	12,480	7,837	7,837	4,296	(3,541)	-45.2%
Subtotal of Revenues	904,360	882,837	882,837	904,296	21,459	2.4%
Fund Total Sources	1,337,607	1,002,277	1,102,266	1,119,296	117,019	11.7%
Expenditures:						
Salaries and Benefits	18,650	20,233	19,875	18,997	(1,236)	-6.1%
Supplies	72,801	0	11,189	0	0	--
Services	911,302	661,545	794,397	791,281	129,736	19.6%
Intergovernmental Expenditures	109,273	90,000	90,000	90,000	0	0.0%
Interfund	6,153	6,059	6,059	24,749	18,690	308.5%
Subtotal of Expenditures	1,118,179	777,837	921,520	925,027	147,190	18.9%
Ending Reserves	219,428	224,440	180,746	194,269	(30,171)	-13.4%
Fund Total Uses	1,337,607	1,002,277	1,102,266	1,119,296	117,019	11.7%

Community Development Block Grant Fund: Accounts for the Federal Grant program used to upgrade neighborhoods, expand affordable housing choices, create employment opportunities for those with low to moderate incomes, and assist community social service agencies. The fund is managed by the [Planning and Community Development Department](#).

Community Develop Blck Grant (190)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	59,558	122,823	48,126	0	(122,823)	-100.0%
Revenues:						
Intergovernmental Revenues	1,766,936	900,000	1,245,203	915,000	15,000	1.7%
Goods and Services Charges	206,461	195,737	195,737	167,378	(28,359)	-14.5%
Miscellaneous	24,913	43,893	43,893	40,122	(3,771)	-8.6%
Subtotal of Revenues	1,998,310	1,139,630	1,484,833	1,122,500	(17,130)	-1.5%
Fund Total Sources	2,057,868	1,262,453	1,532,959	1,122,500	(139,953)	-11.1%
Expenditures:						
Salaries and Benefits	303,335	348,538	351,966	338,322	(10,216)	-2.9%
Supplies	1,361	2,830	3,702	2,850	20	0.7%
Services	1,115,643	770,740	1,144,787	772,069	1,329	0.2%
Capital	573,851	0	14,982	0	0	--
Interfund	15,553	17,522	17,522	9,259	(8,263)	-47.2%
Subtotal of Expenditures	2,009,743	1,139,630	1,532,959	1,122,500	(17,130)	-1.5%
Ending Reserves	48,125	122,823	0	0	(122,823)	-100.0%
Fund Total Uses	2,057,868	1,262,453	1,532,959	1,122,500	(139,953)	-11.1%

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

HOME Investment Partnership Grant Fund: Accounts for the Federal Housing and Urban Development (HUD) Grant program used to expand the supply of affordable housing for low and very low income households. The fund is managed by the [Planning and Community Development Department](#).

HOME Invest Partnership Grant (191)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Revenues:						
Intergovernmental Revenues	976,905	686,000	1,279,215	680,000	(6,000)	-0.9%
Goods and Services Charges	9,892	9,592	9,592	7,821	(1,771)	-18.5%
Miscellaneous	41,586	48,811	48,811	47,145	(1,666)	-3.4%
Subtotal of Revenues	1,028,383	744,403	1,337,618	734,966	(9,437)	-1.3%
Fund Total Sources	1,028,383	744,403	1,337,618	734,966	(9,437)	-1.3%
Expenditures:						
Salaries and Benefits	48,219	55,851	55,138	59,632	3,781	6.8%
Supplies	0	1,512	2,225	2,225	713	47.2%
Services	989,722	687,040	1,280,255	673,109	(13,931)	-2.0%
Subtotal of Expenditures	1,037,941	744,403	1,337,618	734,966	(9,437)	-1.3%
Ending Reserves	(9,558)	0	0	0	0	--
Fund Total Uses	1,028,383	744,403	1,337,618	734,966	(9,437)	-1.3%

Debt Service Funds: All funds numbered within the range 200-299 are [debt service funds](#) that account for various city debt obligations and are managed by the [Finance Department](#).

2001 Fire UTGO Bond Fund (214)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	66,625	84,986	83,338	86,723	1,737	2.0%
Revenues:						
Taxes	358,328	350,000	350,000	265,000	(85,000)	-24.3%
Miscellaneous	4,999	2,310	2,310	1,495	(815)	-35.3%
Subtotal of Revenues	363,327	352,310	352,310	266,495	(85,815)	-24.4%
Fund Total Sources	429,952	437,296	435,648	353,218	(84,078)	-19.2%
Expenditures:						
Principal and Interest	346,614	348,925	348,925	350,165	1,240	0.4%
Subtotal of Expenditures	346,614	348,925	348,925	350,165	1,240	0.4%
Ending Reserves	83,338	88,371	86,723	3,053	(85,318)	-96.5%
Fund Total Uses	429,952	437,296	435,648	353,218	(84,078)	-19.2%

1999 LTGO Bond Redem Fund (222)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Revenues:						
Other Financing Sources	546,650	549,575	549,575	0	(549,575)	-100.0%
Fund Total Sources	546,650	549,575	549,575	0	(549,575)	-100.0%
Expenditures:						
Principal and Interest	546,650	549,575	549,575	0	(549,575)	-100.0%
Fund Total Uses	546,650	549,575	549,575	0	(549,575)	-100.0%

Fund Budgets

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Debt Service Funds (continued)

Refunding GO Bonds '99 Fund (223)	2009	2010	2010	2011	Change from 2010	
Revenues and Sources	Actual	Adopted	Revised	Budget	Adopted Budget	
Expenditures and Uses		Budget	Budget		Amount	Percent
Revenues:						
Other Financing Sources	347,526	347,528	347,528	346,303	(1,225)	-0.4%
Fund Total Sources	347,526	347,528	347,528	346,303	(1,225)	-0.4%
Expenditures:						
Principal and Interest	347,526	347,528	347,528	346,303	(1,225)	-0.4%
Fund Total Uses	347,526	347,528	347,528	346,303	(1,225)	-0.4%

Sportsplex Acquisition Debt (224)	2009	2010	2010	2011	Change from 2010	
Revenues and Sources	Actual	Adopted	Revised	Budget	Adopted Budget	
Expenditures and Uses		Budget	Budget		Amount	Percent
Beginning Reserves	22,258	22,587	22,434	22,576	(11)	0.0%
Revenues:						
Miscellaneous	267,579	269,781	269,781	271,342	1,561	0.6%
Fund Total Sources	289,837	292,368	292,215	293,918	1,550	0.5%
Expenditures:						
Principal and Interest	267,404	269,639	269,639	271,333	1,694	0.6%
Subtotal of Expenditures	267,404	269,639	269,639	271,333	1,694	0.6%
Ending Reserves	22,433	22,729	22,576	22,585	(144)	-0.6%
Fund Total Uses	289,837	292,368	292,215	293,918	1,550	0.5%

2004 PFD/Civic Field LTGO (225)	2009	2010	2010	2011	Change from 2010	
Revenues and Sources	Actual	Adopted	Revised	Budget	Adopted Budget	
Expenditures and Uses		Budget	Budget		Amount	Percent
Revenues:						
Intergovernmental Revenues	590,661	605,036	605,036	628,211	23,175	3.8%
Other Financing Sources	651,828	673,827	673,827	693,552	19,725	2.9%
Subtotal of Revenues	1,242,489	1,278,863	1,278,863	1,321,763	42,900	3.4%
Fund Total Sources	1,242,489	1,278,863	1,278,863	1,321,763	42,900	3.4%
Expenditures:						
Principal and Interest	1,242,489	1,278,863	1,278,863	1,321,763	42,900	3.4%
Fund Total Uses	1,242,489	1,278,863	1,278,863	1,321,763	42,900	3.4%

Drake Note Fund (231)	2009	2010	2010	2011	Change from 2010	
Revenues and Sources	Actual	Adopted	Revised	Budget	Adopted Budget	
Expenditures and Uses		Budget	Budget		Amount	Percent
Revenues:						
Other Financing Sources	17,963	17,964	17,964	17,964	0	0.0%
Fund Total Sources	17,963	17,964	17,964	17,964	0	0.0%
Expenditures:						
Principal and Interest	17,963	17,964	17,964	17,964	0	0.0%
Fund Total Uses	17,963	17,964	17,964	17,964	0	0.0%

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Debt Service Funds (continued)

PW Trust Street Overlay Fund (235)					Change from 2010 Adopted Budget	
Revenues and Sources	2009 Actual	2010 Adopted Budget	2010 Revised Budget	2011 Budget	Amount	Percent
Expenditures and Uses						
Revenues:						
Other Financing Sources	168,990	168,201	168,201	167,412	(789)	-0.5%
Fund Total Sources	168,990	168,201	168,201	167,412	(789)	-0.5%
Expenditures:						
Principal and Interest	168,990	168,201	168,201	167,412	(789)	-0.5%
Fund Total Uses	168,990	168,201	168,201	167,412	(789)	-0.5%

LID Guaranty Fund (245)					Change from 2010 Adopted Budget	
Revenues and Sources	2009 Actual	2010 Adopted Budget	2010 Revised Budget	2011 Budget	Amount	Percent
Expenditures and Uses						
Beginning Reserves	268,694	278,358	366,210	374,593	96,235	34.6%
Revenues:						
Miscellaneous	62,261	8,383	8,383	4,513	(3,870)	-46.2%
Other Financing Sources	88,437	0	0	0	0	--
Subtotal of Revenues	150,698	8,383	8,383	4,513	(3,870)	-46.2%
Fund Total Sources	419,392	286,741	374,593	379,106	92,365	32.2%
Ending Reserves	419,392	286,741	374,593	379,106	92,365	32.2%
Fund Total Uses	419,392	286,741	374,593	379,106	92,365	32.2%

Fund 264 was closed in 2009.

#1099 Barkley Blvd Fund (264)					Change from 2010 Adopted Budget	
Revenues and Sources	2009 Actual	2010 Adopted Budget	2010 Revised Budget	2011 Budget	Amount	Percent
Expenditures and Uses						
Revenues:						
Miscellaneous	114,582	0	0	0	0	--
Fund Total Sources	114,582	0	0	0	0	--
Expenditures:						
Intergovernmental Expenditures	76,401	0	0	0	0	--
Principal and Interest	91,375	0	0	0	0	--
Subtotal of Expenditures	167,776	0	0	0	0	--
Ending Reserves	(53,194)	0	0	0	0	--
Fund Total Uses	114,582	0	0	0	0	--

Fund Budgets

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Debt Service Funds (continued)

Funds 270 and 271 are LID funds, not budgeted. Actual expenditures are shown for reference.

#1106 Bakerview Rd Fund (270)					<i>Change from 2010 Adopted Budget</i>	
Revenues and Sources	2009 Actual	2010 Adopted Budget	2010 Revised Budget	2011 Budget	Amount	Percent
Expenditures and Uses						
Revenues:						
Miscellaneous	109,049	0	0	0	0	--
Fund Total Sources	109,049	0	0	0	0	--
Expenditures:						
Principal and Interest	105,144	0	0	0	0	--
Subtotal of Expenditures	105,144	0	0	0	0	--
Ending Reserves	3,905	0	0	0	0	--
Fund Total Uses	109,049	0	0	0	0	--

#1107/08 Telegraph/Barkley (271)					<i>Change from 2010 Adopted Budget</i>	
Revenues and Sources	2009 Actual	2010 Adopted Budget	2010 Revised Budget	2011 Budget	Amount	Percent
Expenditures and Uses						
Revenues:						
Miscellaneous	63,887	0	0	0	0	--
Fund Total Sources	63,887	0	0	0	0	--
Expenditures:						
Intergovernmental Expenditures	12,036	0	0	0	0	--
Principal and Interest	74,183	0	0	0	0	--
Subtotal of Expenditures	86,219	0	0	0	0	--
Ending Reserves	(22,332)	0	0	0	0	--
Fund Total Uses	63,887	0	0	0	0	--

This dedicated [capital project fund](#) was closed in 2009 after the project was completed.

Civic Field Improvement Fund (341)					<i>Change from 2010 Adopted Budget</i>	
Revenues and Sources	2009 Actual	2010 Adopted Budget	2010 Revised Budget	2011 Budget	Amount	Percent
Expenditures and Uses						
Beginning Reserves	137,810	0	0	0	0	--
Revenues:						
Miscellaneous	2,808	0	0	0	0	--
Fund Total Sources	140,618	0	0	0	0	--
Expenditures:						
Capital	140,234	0	0	0	0	--
Interfund	384	0	0	0	0	--
Fund Total Uses	140,618	0	0	0	0	--

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Water Fund: This [enterprise fund](#) accounts for revenues and expenditures of the water treatment plant and water distribution utility; managed by the [Public Works Department](#). More detail about revenue sources and projection methodology for the Water Fund may be found in the [Revenues](#) section.

Water Fund (410) Revenues and Sources Expenditures and Uses	2009 Actual	2010 Adopted Budget	2010 Revised Budget	2011 Budget	Change from 2010 Adopted Budget	
					Amount	Percent
Beginning Reserves	17,609,285	6,415,325	13,137,059	8,019,158	1,603,833	25.0%
Revenues:						
Intergovernmental Revenues	0	0	0	1,600,000	1,600,000	--
Goods and Services Charges	15,091,597	15,894,034	15,894,034	16,561,245	667,211	4.2%
Fines	48,430	47,075	47,075	46,300	(775)	-1.6%
Miscellaneous	651,764	334,615	334,615	247,822	(86,793)	-25.9%
Non Revenues	0	0	2,720,000	0	0	--
Other Financing Sources	66,715	210,000	210,000	908,527	698,527	332.6%
Subtotal of Revenues	15,858,506	16,485,724	19,205,724	19,363,894	2,878,170	17.5%
Fund Total Sources	33,467,791	22,901,049	32,342,783	27,383,052	4,482,003	19.6%
Expenditures:						
Salaries and Benefits	2,581,354	2,915,182	2,935,182	2,976,470	61,288	2.1%
Supplies	833,993	872,904	872,904	843,200	(29,704)	-3.4%
Services	2,243,623	2,145,866	8,514,680	2,369,387	223,521	10.4%
Intergovernmental Expenditures	2,983,283	3,162,448	3,162,448	4,214,820	1,052,372	33.3%
Capital	5,595,310	1,900,000	5,021,540	5,100,000	3,200,000	168.4%
Principal and Interest	1,809,972	2,467,058	2,467,058	2,475,945	8,887	0.4%
Interfund	4,092,524	4,048,286	4,048,286	4,136,598	88,312	2.2%
Subtotal of Expenditures	20,140,059	17,511,744	27,022,098	22,116,420	4,604,676	26.3%
Ending Reserves	13,327,732	5,389,305	5,320,685	5,266,632	(122,673)	-2.3%
Fund Total Uses	33,467,791	22,901,049	32,342,783	27,383,052	4,482,003	19.6%

Fund Budgets

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Wastewater Fund: This [enterprise fund](#) accounts for revenues and expenditures of the wastewater treatment plant and collection utility; managed by the [Public Works Department](#). More detail about revenue sources and projection methodology for the Wastewater Fund may be found in the [Revenues](#) section.

Wastewater Fund (420)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	18,806,260	9,566,871	15,202,334	6,699,173	(2,867,698)	-30.0%
Revenues:						
Intergovernmental Revenues	1,818	3,000	3,000	3,000	0	0.0%
Goods and Services Charges	15,585,850	16,320,625	16,320,625	16,551,146	230,521	1.4%
Fines	53,155	49,440	49,440	48,350	(1,090)	-2.2%
Miscellaneous	766,979	481,138	481,138	279,380	(201,758)	-41.9%
Non Revenues	0	0	0	43,000,000	43,000,000	--
Subtotal of Revenues	16,407,802	16,854,203	16,854,203	59,881,876	43,027,673	255.3%
Fund Total Sources	35,214,062	26,421,074	32,056,537	66,581,049	40,159,975	152.0%
Expenditures:						
Salaries and Benefits	2,966,648	3,169,651	3,169,651	3,507,366	337,715	10.7%
Supplies	931,533	799,023	799,023	795,094	(3,929)	-0.5%
Services	3,861,516	3,151,995	4,328,534	3,362,080	210,085	6.7%
Intergovernmental Expenditures	2,172,019	2,259,299	2,260,283	2,345,835	86,536	3.8%
Capital	4,474,800	6,425,000	11,356,730	9,376,000	2,951,000	45.9%
Principal and Interest	2,214,291	2,231,645	2,231,645	3,086,473	854,828	38.3%
Interfund	3,203,609	3,267,672	3,267,672	3,350,137	82,465	2.5%
Subtotal of Expenditures	19,824,416	21,304,285	27,413,538	25,822,985	4,518,700	21.2%
Ending Reserves	15,389,646	5,116,789	4,642,999	40,758,064	35,641,275	696.6%
Fund Total Uses	35,214,062	26,421,074	32,056,537	66,581,049	40,159,975	152.0%

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Storm and Surface Water Fund: This [enterprise fund](#) accounts for revenues and expenditures of the surface and storm water drainage, collection, and treatment utility; managed by the [Public Works Department](#). More detail about revenue sources and projection methodology for the Storm and Surface Water Fund may be found in the [Revenues](#) section.

Storm/Surface Water Fund (430) Revenues and Sources Expenditures and Uses	2009 Actual	2010 Adopted Budget	2010 Revised Budget	2011 Budget	Change from 2010 Adopted Budget	
					Amount	Percent
Beginning Reserves	3,643,086	834,364	4,138,415	1,231,532	397,168	47.6%
Revenues:						
Licenses and Permits	69,120	80,000	80,000	80,000	0	0.0%
Intergovernmental Revenues	216,055	123,871	926,305	96,000	(27,871)	-22.5%
Goods and Services Charges	4,615,793	4,645,500	4,645,500	5,138,000	492,500	10.6%
Fines	16,535	16,000	16,000	16,000	0	0.0%
Miscellaneous	131,700	71,480	71,480	56,557	(14,923)	-20.9%
Subtotal of Revenues	5,049,203	4,936,851	5,739,285	5,386,557	449,706	9.1%
Fund Total Sources	8,692,289	5,771,215	9,877,700	6,618,089	846,874	14.7%
Expenditures:						
Salaries and Benefits	1,241,794	1,355,792	1,371,711	1,372,827	17,035	1.3%
Supplies	143,274	181,263	212,472	140,113	(41,150)	-22.7%
Services	283,398	407,051	2,250,557	633,859	226,808	55.7%
Intergovernmental Expenditures	556,378	573,800	573,800	653,510	79,710	13.9%
Capital	386,099	850,000	2,357,223	1,130,000	280,000	32.9%
Interfund	1,888,864	2,031,744	2,201,583	1,998,824	(32,920)	-1.6%
Subtotal of Expenditures	4,499,807	5,399,650	8,967,346	5,929,133	529,483	9.8%
Ending Reserves	4,192,482	371,565	910,354	688,956	317,391	85.4%
Fund Total Uses	8,692,289	5,771,215	9,877,700	6,618,089	846,874	14.7%

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Solid Waste Fund: Accounts for revenues and expenditures associated with waste collection, transfer, and disposal in the City; managed by the [Public Works Department](#). A private contractor handles garbage collection and billing in the City. More detail about revenue sources and projection methodology for the Solid Waste Fund may be found in the [Revenues](#) section.

Solid Waste Fund (440) Revenues and Sources Expenditures and Uses	2009 Actual	2010 Adopted Budget	2010 Revised Budget	2011 Budget	Change from 2010 Adopted Budget	
					Amount	Percent
Beginning Reserves	7,302,549	7,504,847	7,384,433	6,835,024	(669,823)	-8.9%
Revenues:						
Taxes	1,186,561	1,280,000	1,280,000	1,270,000	(10,000)	-0.8%
Intergovernmental Revenues	102,668	120,000	120,000	65,000	(55,000)	-45.8%
Goods and Services Charges	107,045	107,626	107,626	137,000	29,374	27.3%
Miscellaneous	248,886	170,230	170,230	121,523	(48,707)	-28.6%
Subtotal of Revenues	1,645,160	1,677,856	1,677,856	1,593,523	(84,333)	-5.0%
Fund Total Sources	8,947,709	9,182,703	9,062,289	8,428,547	(754,156)	-8.2%
Expenditures:						
Salaries and Benefits	146,538	168,904	168,904	173,751	4,847	2.9%
Supplies	18,671	79,266	99,977	56,040	(23,226)	-29.3%
Services	214,354	975,130	1,229,329	385,350	(589,780)	-60.5%
Intergovernmental Expenditures	1,141	21,186	21,186	1,186	(20,000)	-94.4%
Principal and Interest	696,281	695,812	695,812	695,055	(757)	-0.1%
Interfund	135,005	164,287	164,287	708,776	544,489	331.4%
Subtotal of Expenditures	1,211,990	2,104,585	2,379,495	2,020,158	(84,427)	-4.0%
Ending Reserves	7,735,719	7,078,118	6,682,794	6,408,389	(669,729)	-9.5%
Fund Total Uses	8,947,709	9,182,703	9,062,289	8,428,547	(754,156)	-8.2%

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Cemetery Fund: This [enterprise fund](#) for Bayview Cemetery operations. The *Other Financing Sources* Revenue represents a transfer to the cemetery from the General Fund. The cemetery is managed by the [Parks and Recreation Department](#).

Cemetery Fund (456)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	372,134	260,180	284,814	284,030	23,850	9.2%
Revenues:						
Goods and Services Charges	239,617	310,273	310,273	311,673	1,400	0.5%
Fines	25	0	0	0	0	--
Miscellaneous	22,578	13,077	13,077	7,225	(5,852)	-44.8%
Other Financing Sources	221,480	221,480	221,480	221,480	0	0.0%
Subtotal of Revenues	483,700	544,830	544,830	540,378	(4,452)	-0.8%
Fund Total Sources	855,834	805,010	829,644	824,408	19,398	2.4%
Expenditures:						
Salaries and Benefits	344,253	284,049	284,049	317,591	33,542	11.8%
Supplies	84,215	78,619	81,655	77,950	(669)	-0.9%
Services	34,568	45,024	45,024	41,997	(3,027)	-6.7%
Intergovernmental Expenditures	2,725	3,411	3,411	3,500	89	2.6%
Interfund	119,079	131,475	131,475	122,742	(8,733)	-6.6%
Subtotal of Expenditures	584,840	542,578	545,614	563,780	21,202	3.9%
Ending Reserves	270,994	262,432	284,030	260,628	(1,804)	-0.7%
Fund Total Uses	855,834	805,010	829,644	824,408	19,398	2.4%

Golf Course Fund: Accounts for the revenue and expenditures associated with the oversight, repairs and maintenance of the facilities and grounds of the golf course. Since 2008, the operation of the Golf Course has been contracted to a private vendor. The fund is managed by the [Parks and Recreation Department](#).

Golf Course Fund (460)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	52,877	85,806	74,549	96,901	11,095	12.9%
Revenues:						
Fines	876	0	0	0	0	--
Miscellaneous	193,402	192,256	192,256	196,628	4,372	2.3%
Subtotal of Revenues	194,278	192,256	192,256	196,628	4,372	2.3%
Fund Total Sources	247,155	278,062	266,805	293,529	15,467	5.6%
Expenditures:						
Salaries and Benefits	14,637	11,971	11,971	12,182	211	1.8%
Supplies	1,534	2,400	2,400	2,400	0	0.0%
Services	36,948	24,234	38,900	29,305	5,071	20.9%
Intergovernmental Expenditures	13	0	0	0	0	--
Principal and Interest	85,651	83,601	83,601	0	(83,601)	-100.0%
Interfund	32,791	33,032	33,032	16,069	(16,963)	-51.4%
Subtotal of Expenditures	171,574	155,238	169,904	59,956	(95,282)	-61.4%
Ending Reserves	75,581	122,824	96,901	233,573	110,749	90.2%
Fund Total Uses	247,155	278,062	266,805	293,529	15,467	5.6%

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Parking Services Fund: This [enterprise fund](#) accounts for revenues and expenditures of the municipal parking systems and is managed by the [Public Works Department](#).

Parking Services Fund (465)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	999,969	1,259,435	1,181,696	1,439,399	179,964	14.3%
Revenues:						
Fines	725,675	850,200	850,200	900,050	49,850	5.9%
Miscellaneous	1,661,990	1,758,295	1,758,295	1,564,585	(193,710)	-11.0%
Subtotal of Revenues	2,387,665	2,608,495	2,608,495	2,464,635	(143,860)	-5.5%
Fund Total Sources	3,387,634	3,867,930	3,790,191	3,904,034	36,104	0.9%
Expenditures:						
Salaries and Benefits	408,852	447,170	447,170	463,955	16,785	3.8%
Supplies	124,940	284,540	295,295	145,050	(139,490)	-49.0%
Services	485,527	619,778	622,344	543,378	(76,400)	-12.3%
Intergovernmental Expenditures	645,411	719,056	719,056	729,056	10,000	1.4%
Principal and Interest	127,111	134,024	134,024	134,537	513	0.4%
Interfund	388,007	338,127	338,127	311,183	(26,944)	-8.0%
Subtotal of Expenditures	2,179,848	2,542,695	2,556,016	2,327,159	(215,536)	-8.5%
Ending Reserves	1,207,786	1,325,235	1,234,175	1,576,875	251,640	19.0%
Fund Total Uses	3,387,634	3,867,930	3,790,191	3,904,034	36,104	0.9%

Medic One Fund: Accounts for revenues and for expenditures associated with the operations of the countywide Medic One emergency medical transport service, pursuant to an interlocal agreement between the City and Whatcom County. The fund is managed by the [Fire Department](#). Revenue projection information is provided in the [Revenues](#) section.

Medic One Fund (470)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	770,281	622,095	797,747	637,371	15,276	2.5%
Revenues:						
Intergovernmental Revenues	3,074,207	3,323,218	3,323,218	3,402,914	79,696	2.4%
Goods and Services Charges	3,571,545	3,486,668	3,486,668	3,246,668	(240,000)	-6.9%
Miscellaneous	81,691	34,086	34,086	18,691	(15,395)	-45.2%
Other Financing Sources	1,041,110	1,036,371	1,036,371	1,046,735	10,364	1.0%
Subtotal of Revenues	7,768,553	7,880,343	7,880,343	7,715,008	(165,335)	-2.1%
Fund Total Sources	8,538,834	8,502,438	8,678,090	8,352,379	(150,059)	-1.8%
Expenditures:						
Salaries and Benefits	5,261,894	5,307,699	5,307,699	5,224,355	(83,344)	-1.6%
Supplies	432,598	556,951	560,244	436,590	(120,361)	-21.6%
Services	350,042	392,507	403,420	341,426	(51,081)	-13.0%
Intergovernmental Expenditures	25,173	37,394	37,394	37,394	0	0.0%
Capital	214,902	120,000	271,816	178,526	58,526	48.8%
Interfund	1,451,344	1,460,146	1,460,146	1,447,872	(12,274)	-0.8%
Subtotal of Expenditures	7,735,953	7,874,697	8,040,719	7,666,163	(208,534)	-2.6%
Ending Reserves	802,881	627,741	637,371	686,216	58,475	9.3%
Fund Total Uses	8,538,834	8,502,438	8,678,090	8,352,379	(150,059)	-1.8%

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Development Services Fund: This [enterprise fund](#) accounts for the operation of the Permit Center and building code enforcement; managed by the [Planning and Community Development Department](#). Revenue projection information is provided in the [Revenues](#) section.

Development Services Fund (475)		2010	2010		Change from 2010	
Revenues and Sources	2009	Adopted	Revised	2011	Adopted Budget	
Expenditures and Uses	Actual	Budget	Budget	Budget	Amount	Percent
Beginning Reserves	639,391	627,203	993,068	993,000	365,797	58.3%
Revenues:						
Licenses and Permits	1,187,260	1,065,000	1,065,000	1,183,500	118,500	11.1%
Goods and Services Charges	857,273	836,000	836,000	631,000	(205,000)	-24.5%
Fines	100	0	0	0	0	--
Miscellaneous	173,644	13,591	13,591	12,010	(1,581)	-11.6%
Other Financing Sources	50,000	0	0	0	0	--
Subtotal of Revenues	2,268,277	1,914,591	1,914,591	1,826,510	(88,081)	-4.6%
Fund Total Sources	2,907,668	2,541,794	2,907,659	2,819,510	277,716	10.9%
Expenditures:						
Salaries and Benefits	1,332,332	1,438,008	1,438,008	1,372,466	(65,542)	-4.6%
Supplies	49,833	21,950	21,950	22,500	550	2.5%
Services	234,722	120,563	132,664	79,928	(40,635)	-33.7%
Intergovernmental Expenditures	15,000	10,000	15,000	0	(10,000)	-100.0%
Capital	0	0	6,663	0	0	--
Interfund	281,414	291,141	291,141	303,640	12,499	4.3%
Subtotal of Expenditures	1,913,301	1,881,662	1,905,426	1,778,534	(103,128)	-5.5%
Ending Reserves	994,367	660,132	1,002,233	1,040,976	380,844	57.7%
Fund Total Uses	2,907,668	2,541,794	2,907,659	2,819,510	277,716	10.9%

Fund Budgets

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Fleet Administration Fund: This [internal service fund](#) accounts for acquisition, repair, maintenance, and replacement of vehicles citywide. Revenues are from charges to departments for their vehicle and equipment. The fund is managed by the [Public Works Department](#).

Fleet Administration Fund (510) Revenues and Sources Expenditures and Uses	2009 Actual	2010 Adopted Budget	2010 Revised Budget	2011 Budget	Change from 2010 Adopted Budget	
					Amount	Percent
Beginning Reserves	5,897,881	4,836,562	5,588,236	6,717,534	1,880,972	38.9%
Revenues:						
Goods and Services Charges	1,759,147	1,950,725	1,950,725	1,802,980	(147,745)	-7.6%
Miscellaneous	1,762,911	1,910,649	1,910,649	1,531,668	(378,981)	-19.8%
Other Financing Sources	699,593	150,000	150,000	35,000	(115,000)	-76.7%
Subtotal of Revenues	4,221,651	4,011,374	4,011,374	3,369,648	(641,726)	-16.0%
Fund Total Sources	10,119,532	8,847,936	9,599,610	10,087,182	1,239,246	14.0%
Expenditures:						
Salaries and Benefits	661,781	694,148	694,148	714,364	20,216	2.9%
Supplies	328,621	328,848	328,848	344,548	15,700	4.8%
Services	201,970	234,390	234,390	250,390	16,000	6.8%
Capital	2,373,932	668,000	922,742	545,000	(123,000)	-18.4%
Interfund	956,847	854,972	854,972	767,581	(87,391)	-10.2%
Subtotal of Expenditures	4,523,151	2,780,358	3,035,100	2,621,883	(158,475)	-5.7%
Ending Reserves	5,596,381	6,067,578	6,564,510	7,465,299	1,397,721	23.0%
Fund Total Uses	10,119,532	8,847,936	9,599,610	10,087,182	1,239,246	14.0%

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Purchasing / Materials Management Fund: This [internal service fund](#) consolidates the purchasing function for all City Departments and some warehousing and distribution of supplies. Revenues are from overhead charges and inventory sales to user departments. The fund is managed by the [Public Works Department](#).

Purchasing/Materials Mgmt (520)	2009	2010	2010	2011	Change from 2010	
Revenues and Sources	Actual	Adopted Budget	Revised Budget	Budget	Adopted Budget	
Expenditures and Uses					Amount	Percent
Beginning Reserves	480,654	642,713	664,002	843,494	200,781	31.2%
Revenues:						
Intergovernmental Revenues	4,799	3,219	3,219	0	(3,219)	-100.0%
Goods and Services Charges	2,252,655	2,107,952	2,107,952	2,008,238	(99,714)	-4.7%
Miscellaneous	37,459	18,345	18,345	13,236	(5,109)	-27.8%
Subtotal of Revenues	2,294,913	2,129,516	2,129,516	2,021,474	(108,042)	-5.1%
Fund Total Sources	2,775,567	2,772,229	2,793,518	2,864,968	92,739	3.3%
Expenditures:						
Salaries and Benefits	651,576	666,619	666,619	665,240	(1,379)	-0.2%
Supplies	1,015,447	1,001,760	1,001,760	1,000,700	(1,060)	-0.1%
Services	6,977	10,923	10,923	10,160	(763)	-7.0%
Intergovernmental Expenditures	4,084	4,100	4,100	6,100	2,000	48.8%
Interfund	435,591	448,041	448,041	380,176	(67,865)	-15.1%
Subtotal of Expenditures	2,113,675	2,131,443	2,131,443	2,062,376	(69,067)	-3.2%
Ending Reserves	661,892	640,786	662,075	802,592	161,806	25.3%
Fund Total Uses	2,775,567	2,772,229	2,793,518	2,864,968	92,739	3.3%

Facilities Administration Fund: This [internal service fund](#) consolidates the majority of custodial and facility maintenance functions for the city, with revenues coming from charges to user departments. The fund is managed by the [Public Works Department](#).

Facilities Administration Fund (530)	2009	2010	2010	2011	Change from 2010	
Revenues and Sources	Actual	Adopted Budget	Revised Budget	Budget	Adopted Budget	
Expenditures and Uses					Amount	Percent
Beginning Reserves	1,310,659	603,988	591,738	500,343	(103,645)	-17.2%
Revenues:						
Goods and Services Charges	0	37,550	37,550	31,550	(6,000)	-16.0%
Fines	91	0	0	0	0	--
Miscellaneous	2,060,754	2,040,773	2,040,773	2,138,169	97,396	4.8%
Subtotal of Revenues	2,060,845	2,078,323	2,078,323	2,169,719	91,396	4.4%
Fund Total Sources	3,371,504	2,682,311	2,670,061	2,670,062	(12,249)	-0.5%
Expenditures:						
Salaries and Benefits	995,639	1,091,260	1,091,260	1,240,118	148,858	13.6%
Supplies	100,636	90,602	90,602	98,600	7,998	8.8%
Services	1,443,823	894,012	908,937	792,192	(101,820)	-11.4%
Intergovernmental Expenditures	600	0	0	2,970	2,970	--
Interfund	238,271	287,989	287,989	308,851	20,862	7.2%
Subtotal of Expenditures	2,778,969	2,363,863	2,378,788	2,442,731	78,868	3.3%
Ending Reserves	592,535	318,448	291,273	227,331	(91,117)	-28.6%
Fund Total Uses	3,371,504	2,682,311	2,670,061	2,670,062	(12,249)	-0.5%

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Telecommunications Fund: An [internal service fund](#) that collects revenues from user departments to pay for telephone expenditures citywide. The fund is managed by the [Information Technology Services Department](#).

Telecommunications Fund (540)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	511,032	489,977	505,910	328,636	(161,341)	-32.9%
Revenues:						
Intergovernmental Revenues	1,088	1,000	1,000	0	(1,000)	-100.0%
Goods and Services Charges	318,771	215,437	215,437	376,629	161,192	74.8%
Miscellaneous	38,363	11,361	11,361	6,337	(5,024)	-44.2%
Subtotal of Revenues	358,222	227,798	227,798	382,966	155,168	68.1%
Fund Total Sources	869,254	717,775	733,708	711,602	(6,173)	-0.9%
Expenditures:						
Salaries and Benefits	93,352	83,420	83,420	90,578	7,158	8.6%
Supplies	1,046	5,600	5,600	1,100	(4,500)	-80.4%
Services	243,474	288,020	288,313	267,759	(20,261)	-7.0%
Intergovernmental Expenditures	3	0	0	0	0	--
Interfund	25,472	27,739	27,739	26,573	(1,166)	-4.2%
Subtotal of Expenditures	363,347	404,779	405,072	386,010	(18,769)	-4.6%
Ending Reserves	505,907	312,996	328,636	325,592	12,596	4.0%
Fund Total Uses	869,254	717,775	733,708	711,602	(6,173)	-0.9%

Claims and Litigation Fund: On behalf of all City departments, this [internal service fund](#) pays most insurance premiums as well as administrative expenses and other costs for claims, litigation, settlements, and judgments not covered by liability insurance. The fund is managed by the [Legal Department](#).

Claims and Litigation Fund (550)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	4,558,617	4,234,519	4,390,404	4,121,816	(112,703)	-2.7%
Revenues:						
Intergovernmental Revenues	0	0	0	15,507	15,507	--
Miscellaneous	1,047,354	1,103,429	1,103,429	1,133,573	30,144	2.7%
Proprietary/Trust Gains (Losses)	100,000	0	0	0	0	--
Non Revenues	146,025	0	0	0	0	--
Subtotal of Revenues	1,293,379	1,103,429	1,103,429	1,149,080	45,651	4.1%
Fund Total Sources	5,851,996	5,337,948	5,493,833	5,270,896	(67,052)	-1.3%
Expenditures:						
Salaries and Benefits	171,864	156,561	156,561	160,885	4,324	2.8%
Supplies	4,957	4,600	4,600	4,600	0	0.0%
Services	1,187,497	800,689	1,100,689	792,064	(8,625)	-1.1%
Interfund	97,275	110,167	110,167	121,348	11,181	10.1%
Subtotal of Expenditures	1,461,593	1,072,017	1,372,017	1,078,897	6,880	0.6%
Ending Reserves	4,390,403	4,265,931	4,121,816	4,191,999	(73,932)	-1.7%
Fund Total Uses	5,851,996	5,337,948	5,493,833	5,270,896	(67,052)	-1.3%

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Unemployment Compensation Fund: The City of Bellingham is self insured for unemployment benefits. This [internal service fund](#) accounts for these payments and is managed by the [Human Resources Department](#).

Unemployment Comp Fund (561) Revenues and Sources Expenditures and Uses	2009 Actual	2010 Adopted Budget	2010 Revised Budget	2011 Budget	Change from 2010 Adopted Budget	
					Amount	Percent
Beginning Reserves	223,840	671,683	593,911	377,660	(294,023)	-43.8%
Revenues:						
Miscellaneous	557,157	180,620	180,620	178,263	(2,357)	-1.3%
Subtotal of Revenues	557,157	180,620	180,620	178,263	(2,357)	-1.3%
Fund Total Sources	780,997	852,303	774,531	555,923	(296,380)	-34.8%
Expenditures:						
Salaries and Benefits	185,314	600,000	600,000	366,947	(233,053)	-38.8%
Services	0	20,000	20,000	0	(20,000)	-100.0%
Interfund	1,773	1,871	1,871	10,010	8,139	435.0%
Subtotal of Expenditures	187,087	621,871	621,871	376,957	(244,914)	-39.4%
Ending Reserves	593,910	230,432	152,660	178,966	(51,466)	-22.3%
Fund Total Uses	780,997	852,303	774,531	555,923	(296,380)	-34.8%

Workers' Compensation Self Insurance Fund: The City of Bellingham is self insured for worker's compensation benefits. This [internal service fund](#) accounts for these payments and is managed by the [Human Resources Department](#).

Workers Comp Self Ins Fund (562) Revenues and Sources Expenditures and Uses	2009 Actual	2010 Adopted Budget	2010 Revised Budget	2011 Budget	Change from 2010 Adopted Budget	
					Amount	Percent
Beginning Reserves	865,003	709,755	727,591	793,063	83,308	11.7%
Revenues:						
Miscellaneous	586,675	670,534	670,534	558,284	(112,250)	-16.7%
Subtotal of Revenues	586,675	670,534	670,534	558,284	(112,250)	-16.7%
Fund Total Sources	1,451,678	1,380,289	1,398,125	1,351,347	(28,942)	-2.1%
Expenditures:						
Salaries and Benefits	123,118	78,485	75,642	69,957	(8,528)	-10.9%
Supplies	568	2,925	2,925	2,425	(500)	-17.1%
Services	500,931	565,650	565,650	540,850	(24,800)	-4.4%
Intergovernmental Expenditures	81,101	90,000	90,000	110,000	20,000	22.2%
Interfund	18,962	20,845	20,845	24,122	3,277	15.7%
Subtotal of Expenditures	724,680	757,905	755,062	747,354	(10,551)	-1.4%
Ending Reserves	726,998	622,384	643,063	603,993	(18,391)	-3.0%
Fund Total Uses	1,451,678	1,380,289	1,398,125	1,351,347	(28,942)	-2.1%

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Health Benefits Fund: Collects funds for payment of employee health care benefits including: medical, dental, and vision. This [internal service fund](#) is managed by the [Human Resources Department](#).

Health Benefits Fund (565) Revenues and Sources Expenditures and Uses	2009 Actual	2010 Adopted Budget	2010 Revised Budget	2011 Budget	Change from 2010 Adopted Budget	
					Amount	Percent
Beginning Reserves	1,502,465	1,954,745	1,919,300	2,107,506	152,761	7.8%
Revenues:						
Goods and Services Charges	13	0	0	0	0	--
Miscellaneous	10,854,046	10,852,824	10,852,824	11,763,603	910,779	8.4%
Subtotal of Revenues	10,854,059	10,852,824	10,852,824	11,763,603	910,779	8.4%
Fund Total Sources	12,356,524	12,807,569	12,772,124	13,871,109	1,063,540	8.3%
Expenditures:						
Salaries and Benefits	284,841	354,530	343,155	354,392	(138)	0.0%
Supplies	17,467	24,650	24,650	25,050	400	1.6%
Services	9,998,492	10,702,550	10,702,550	12,088,311	1,385,761	12.9%
Intergovernmental Expenditures	700	600	600	600	0	0.0%
Interfund	134,196	147,663	147,663	136,311	(11,352)	-7.7%
Subtotal of Expenditures	10,435,696	11,229,993	11,218,618	12,604,664	1,374,671	12.2%
Ending Reserves	1,920,828	1,577,576	1,553,506	1,266,445	(311,131)	-19.7%
Fund Total Uses	12,356,524	12,807,569	12,772,124	13,871,109	1,063,540	8.3%

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Pension and Benefit Funds: These [trust funds](#) are resources held in trust to provide pension and long-term care benefits for Police and Firefighters hired prior to October 1, 1977. The funds are managed by the [Human Resources Department](#).

Firefighter Pension & Benefit (612)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	3,756,196	4,241,530	4,534,621	5,092,693	851,163	20.1%
Revenues:						
Taxes	1,804,730	1,818,000	1,818,000	1,837,000	19,000	1.0%
Intergovernmental Revenues	103,440	105,000	105,000	105,000	0	0.0%
Miscellaneous	415,667	348,845	348,845	341,360	(7,485)	-2.1%
Non Revenues	237,817	257,000	257,000	190,168	(66,832)	-26.0%
Subtotal of Revenues	2,561,654	2,528,845	2,528,845	2,473,528	(55,317)	-2.2%
Fund Total Sources	6,317,850	6,770,375	7,063,466	7,566,221	795,846	11.8%
Expenditures:						
Salaries and Benefits	1,545,754	1,740,000	1,740,000	1,850,000	110,000	6.3%
Supplies	43,968	65,100	65,100	60,100	(5,000)	-7.7%
Services	192,579	227,750	227,750	277,500	49,750	21.8%
Interfund	928	536	536	41,823	41,287	7702.8%
Subtotal of Expenditures	1,783,229	2,033,386	2,033,386	2,229,423	196,037	9.6%
Ending Reserves	4,534,621	4,736,989	5,030,080	5,336,798	599,809	12.7%
Fund Total Uses	6,317,850	6,770,375	7,063,466	7,566,221	795,846	11.8%

Police Pension & Benefit Fund (613)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	5,097,382	5,237,832	5,195,929	5,057,268	(180,564)	-3.4%
Revenues:						
Miscellaneous	1,041,006	982,375	982,375	978,717	(3,658)	-0.4%
Subtotal of Revenues	1,041,006	982,375	982,375	978,717	(3,658)	-0.4%
Fund Total Sources	6,138,388	6,220,207	6,178,304	6,035,985	(184,222)	-3.0%
Expenditures:						
Salaries and Benefits	758,033	890,000	890,000	965,000	75,000	8.4%
Supplies	26,712	40,100	40,100	40,100	0	0.0%
Services	156,960	210,400	210,400	215,100	4,700	2.2%
Interfund	754	536	536	32,778	32,242	6015.3%
Subtotal of Expenditures	942,459	1,141,036	1,141,036	1,252,978	111,942	9.8%
Ending Reserves	5,195,929	5,079,171	5,037,268	4,783,007	(296,164)	-5.8%

Fund Budgets

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Both of these [permanent funds](#) are legally restricted to the extent that only earnings, not principal, may be used.

Greenways Maintenance Endowment Fund: Portions of the first and third Greenway levies were dedicated to provide for maintenance of properties acquired. The fund is managed by the [Parks and Recreation Department](#).

Greenways Maint Endow Fund (701)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	2,983,749	3,392,065	3,391,702	3,663,420	271,355	8.0%
Revenues:						
Taxes	369,564	363,600	363,600	363,600	0	0.0%
Miscellaneous	43,390	87,536	87,536	41,668	(45,868)	-52.4%
Subtotal of Revenues	412,954	451,136	451,136	405,268	(45,868)	-10.2%
Fund Total Sources	3,396,703	3,843,201	3,842,838	4,068,688	225,487	5.9%
Expenditures:						
Intergovernmental Expenditures	5,000	131,418	179,418	142,948	11,530	8.8%
Interfund	0	0	0	4,967	4,967	--
Subtotal of Expenditures	5,000	131,418	179,418	147,915	16,497	12.6%
Ending Reserves	3,391,703	3,711,783	3,663,420	3,920,773	208,990	5.6%
Fund Total Uses	3,396,703	3,843,201	3,842,838	4,068,688	225,487	5.9%

Natural Resource Protection and Restoration Fund: Created to account for funds received as part of the Olympic Pipeline Settlement; managed by the [Public Works Department](#).

Natural Rsrc Protect & Restore (702)					Change from 2010	
Revenues and Sources	2009	2010	2010	2011	Adopted Budget	
Expenditures and Uses	Actual	Adopted Budget	Revised Budget	Budget	Amount	Percent
Beginning Reserves	1,573,604	1,353,931	1,725,809	1,427,082	73,151	5.4%
Revenues:						
Miscellaneous	173,174	159,097	159,097	99,711	(59,386)	-37.3%
Subtotal of Revenues	173,174	159,097	159,097	99,711	(59,386)	-37.3%
Fund Total Sources	1,746,778	1,513,028	1,884,906	1,526,793	13,765	0.9%
Expenditures:						
Supplies	3,156	0	0	0	0	--
Services	9,225	0	427,108	0	0	--
Capital	1,494	0	0	0	0	--
Interfund	7,045	0	8,000	3,010	3,010	--
Subtotal of Expenditures	20,920	0	435,108	3,010	3,010	--
Ending Reserves	1,725,858	1,513,028	1,449,798	1,523,783	10,755	0.7%
Fund Total Uses	1,746,778	1,513,028	1,884,906	1,526,793	13,765	0.9%

Revenues and Sources, Expenditures, and Uses – All Funds (continued)

Public Facilities District Fund: The Bellingham-Whatcom Public Facilities District (BWPFD) was formed by the Bellingham City Council and the Whatcom County Council in July 2002 to build a regional center in Bellingham. The [Public Facilities District](#) is a [discrete component unit](#) of the City. Tax revenue is a special rebate from State Sales Tax.

Public Facilities District Fund (965)		2010	2010		Change from 2010	
Revenues and Sources	2009	Adopted	Revised	2011	Adopted Budget	
Expenditures and Uses	Actual	Budget	Budget	Budget	Amount	Percent
Beginning Reserves	4,152,327	631,637	2,909,696	1,540,480	908,843	143.9%
Revenues:						
Taxes	1,006,526	1,000,000	1,000,000	1,020,000	20,000	2.0%
Intergovernmental Revenues	368,717	221,734	221,734	0	(221,734)	-100.0%
Miscellaneous	1,370,897	182,183	182,183	141,343	(40,840)	-22.4%
Proprietary/Trust Gains (Losses)	36,715	0	0	0	0	--
Subtotal of Revenues	2,782,855	1,403,917	1,403,917	1,161,343	(242,574)	-17.3%
Fund Total Sources	6,935,182	2,035,554	4,313,613	2,701,823	666,269	32.7%
Expenditures:						
Salaries and Benefits	47,036	4,818	4,818	0	(4,818)	-100.0%
Supplies	80,974	150	150	150	0	0.0%
Services	163,749	13,321	21,426	16,025	2,704	20.3%
Intergovernmental Expenditures	64,172	25,000	35,000	31,000	6,000	24.0%
Capital	2,631,113	0	1,598,999	0	0	--
Principal and Interest	1,121,645	1,112,740	1,112,740	1,109,425	(3,315)	-0.3%
Subtotal of Expenditures	4,108,689	1,156,029	2,773,133	1,156,600	571	0.0%
Ending Reserves	2,826,493	879,525	1,540,480	1,545,223	665,698	75.7%
Fund Total Uses	6,935,182	2,035,554	4,313,613	2,701,823	666,269	32.7%

Public Development Authority:

In 2008, City Council created the Bellingham Public Development Authority (PDA) as a separate legal entity to serve as the City's real estate development arm. The [Public Development Authority](#) is a [discrete component unit](#) of the City and funded by General Fund transfers.

Public Development Authority (970)		2010	2010		Change from 2010	
Revenues and Sources	2009	Adopted	Revised	2011	Adopted Budget	
Expenditures and Uses	Actual	Budget	Budget	Budget	Amount	Percent
Beginning Reserves	7,610	7,796	5,111	4,676	(3,120)	-40.0%
Revenues:						
Intergovernmental Revenues	250,000	400,000	500,000	369,000	(31,000)	-7.8%
Miscellaneous	723	5,023	5,023	81	(4,942)	-98.4%
Subtotal of Revenues	250,723	405,023	505,023	369,081	(35,942)	-8.9%
Fund Total Sources	258,333	412,819	510,134	373,757	(39,062)	-9.5%
Expenditures:						
Salaries and Benefits	28,019	47,045	47,045	50,921	3,876	8.2%
Supplies	6,139	13,594	13,594	12,550	(1,044)	-7.7%
Services	218,020	328,816	434,818	273,625	(55,191)	-16.8%
Intergovernmental Expenditures	1,043	10,000	10,000	18,000	8,000	80.0%
Subtotal of Expenditures	253,221	399,455	505,457	355,096	(44,359)	-11.1%
Ending Reserves	5,112	13,364	4,677	18,661	5,297	39.6%
Fund Total Uses	258,333	412,819	510,134	373,757	(39,062)	-9.5%

Revenues and Sources, Expenditures, and Uses – All Funds (continued)**Citywide Total**

All Funds in Aggregate Revenues and Sources Expenditures and Uses	2009 Actual	2010 Adopted Budget	2010 Revised Budget	2011 Budget	Change from 2010 Adopted Budget	
					Amount	Percent
Beginning Reserves	138,083,566	79,420,099	122,254,769	83,351,029	3,930,930	4.9%
Revenues:						
Taxes	65,885,040	67,431,019	67,485,691	68,262,869	831,850	1.2%
Licenses and Permits	2,223,317	2,081,595	2,131,595	2,269,271	187,676	9.0%
Intergovernmental Revenues	21,700,328	14,943,772	40,001,211	15,938,953	995,181	6.7%
Goods and Services Charges	60,373,422	62,631,134	62,917,814	63,450,633	819,499	1.3%
Fines	2,003,253	2,120,265	2,120,265	2,147,800	27,535	1.3%
Miscellaneous	27,435,365	23,887,626	23,970,677	24,869,125	981,499	4.1%
Proprietary/Trust Gains (Losses)	136,715	0	0	0	0	--
Non Revenues	383,842	257,000	2,977,000	43,190,168	42,933,168	16706%
Other Financing Sources	5,402,198	4,995,750	5,190,578	5,221,207	225,457	4.5%
Subtotal of Revenues	185,543,480	178,348,161	206,794,831	225,350,026	47,001,865	26.4%
All Funds Total Sources	323,627,046	257,768,260	329,049,600	308,701,055	50,932,795	19.8%
Expenditures:						
Salaries and Benefits	74,165,508	76,010,152	76,043,958	77,471,733	1,461,581	1.9%
Supplies	7,778,066	7,734,366	8,092,368	7,166,934	(567,432)	-7.3%
Services	40,517,014	34,870,770	53,894,131	36,951,898	2,081,128	6.0%
Intergovernmental Expenditures	13,986,785	13,820,680	14,412,778	15,399,006	1,578,326	11.4%
Capital	32,539,853	21,602,476	65,797,791	26,139,830	4,537,354	21.0%
Principal and Interest	9,527,736	9,955,575	9,955,575	10,214,899	259,324	2.6%
Interfund	23,535,437	23,973,927	24,183,766	24,262,787	288,860	1.2%
Subtotal of Expenditures	202,050,399	187,967,946	252,380,367	197,607,087	9,639,141	5.1%
Ending Reserves	121,576,647	69,800,314	76,669,233	111,093,968	41,293,654	59.2%
All Funds Total Uses	323,627,046	257,768,260	329,049,600	308,701,055	50,932,795	19.8%

DEPARTMENTAL BUDGETS

Each Departmental section includes:

- An organization chart and mission statement.
- A description of services.
- Links to additional sources of information.
- Funding sources and expenditure summaries with explanations of significant changes.
- Detailed expenditure by type presentation.
- Program revenue and expenditure summaries followed by program descriptions.
- 2011 objectives categorized by the City Council [Legacies](#).
- 2010 accomplishments.
- Performance and Activity Measures.

Department Budget Summaries

In the Departmental Budgets we show total expenditures across all funds and programs. The Funding Sources table presents total resources used by the department from each fund; this includes total revenue generated by the department as well as use of shared revenues and reserves.

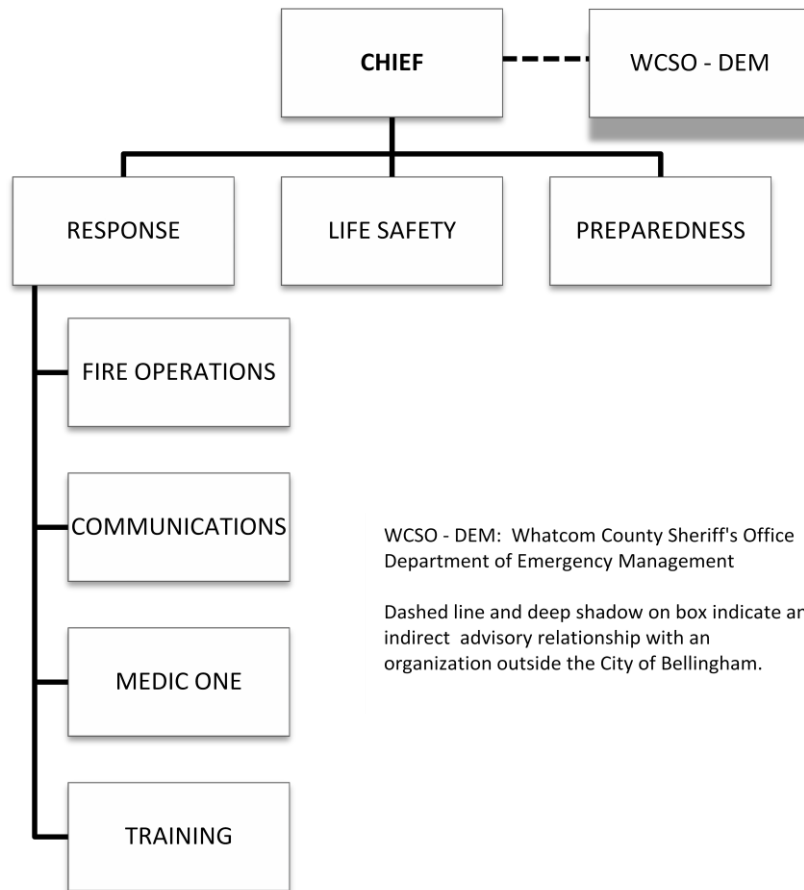
Expenditures by Type tables show total department expenditures. Expenditure totals balance in all sections of the budget, but expenditure types may be categorized slightly differently in different reports.

Department Programs

Program revenues are those generated by the department and do not balance with expenditures. Shared revenues and reserves are used to fund the balance of the department budgets.

Program expenditure tables give the total cost per program and may include multiple funds. Descriptions of each program's function are included.

FIRE DEPARTMENT



Bellingham Fire Department Mission

Our mission is to protect lives and property from the adverse effects of fires, medical emergencies, and exposure to hazardous conditions created by man or nature.

We strive to accomplish this mission, employing safety as a primary goal in every program and procedure, by maintaining fitness, competency, and a sincere commitment to serve the public.

Additional information about the Bellingham Fire Department's services and the most recent annual report may be obtained from the [department's web page](#).

Description of Services

The department is organized and designed to provide responsive, efficient, and effective life and property protection within the City of Bellingham. The department is also responsible for the Whatcom County Medic One emergency medical transport service and all Whatcom County 9-1-1 fire and emergency medical dispatching.

Major initiatives administered by the department include: fire and medical emergency dispatch and response, disaster preparedness, fire code compliance/enforcement, fire investigation, public safety education, fire and emergency medical training, and billing for Medic One services.

The Fire Department Headquarters is located in the station at 1800 Broadway. There are six fire stations in the City and two Medic One stations in the county that house the emergency apparatus and crews. The department maintains a small classroom and limited drill facility at 910 Alabama, co-located with the 9-1-1 What-Comm Law Enforcement Dispatch Center.

Fire Department Budget Summary

Most of the Fire Department's operations are funded by the City's General Fund. The [Public Safety Dispatch Fund](#) accounts for countywide 9-1-1 emergency dispatch for Fire, Medic One, and Police Departments. The [Medic One Fund](#) accounts for the countywide Medic One Service.

Funding Sources	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
General	13,462,911	13,514,398	13,643,932	129,534	1.0%
Capital Maint	21,909	-	-	-	--
Public Safety Dispatch	1,165,200	1,135,519	1,198,505	62,986	5.5%
Medic One	7,735,953	7,874,697	7,666,163	(208,534)	-2.6%
TOTAL ALL SOURCES	22,385,973	22,524,614	22,508,600	(16,014)	-0.1%

Expenditures by Type	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
Salaries and Benefits	17,482,894	17,642,406	18,030,194	387,788	2.2%
Supplies	807,553	847,651	692,634	(155,017)	-18.3%
Other Services and Charges	964,629	894,310	785,400	(108,910)	-12.2%
Intergovernmental Services	28,961	41,194	42,244	1,050	2.5%
Interfund Charges	2,549,237	2,729,053	2,541,078	(187,975)	-6.9%
Subtotal of Operations	21,833,274	22,154,614	22,091,550	(63,064)	-0.3%
Debt Service	263,667	250,000	238,524	(11,476)	-4.6%
Capital Outlay	289,032	120,000	178,526	58,526	48.8%
TOTAL EXPENDITURES	22,385,973	22,524,614	22,508,600	(16,014)	-0.1%

TOTAL PAID STAFF	162.6	161.0	164.4	3.4	2.1%
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[Budgeted positions are listed](#) in the personnel section.

Significant Expenditure Changes

- Increase of \$387,788 in *Salaries and Benefits* is for a general increase in health insurance and four additional firefighters paid by a FEMA Grant.
- Overall reduction in *Supplies* of \$155,017, with minor equipment and fuel being the largest reductions.
- Overall reduction in *Other Services and Charges* of \$108,910, with training instructors, tuition, and building rentals being the largest reductions.
- Decrease in *Interfund Charges* of \$187,975 reflects a change in the fleet replacement schedule.

[Capital projects and purchases](#) for the Fire Department are listed in the Capital Facilities Plan.

Fire Department Budget Summary (continued)

Detailed Fire Department expenditures for all funds and programs are shown here.

Department Expenditures by Sub-type	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
SALARIES & WAGES	12,628,103	12,706,969	13,306,216	599,247	4.7%
OVERTIME & HAZARD DUTY	1,001,496	914,652	530,652	(384,000)	-42.0%
SALARIES & WAGES Subtotal	13,629,599	13,621,621	13,836,868	215,247	1.6%
PERSONNEL BENEFITS	3,853,295	4,020,785	4,193,326	172,541	4.3%
PERSONNEL BENEFITS Subtotal	3,853,295	4,020,785	4,193,326	172,541	4.3%
OFFICE & OPER. SUPPLIES	418,575	466,960	371,402	(95,558)	-20.5%
FUEL CONSUMED	91,039	146,106	124,612	(21,494)	-14.7%
SMALL TOOLS & MINOR EQUIP	297,939	234,585	196,620	(37,965)	-16.2%
SUPPLIES Subtotal	807,553	847,651	692,634	(155,017)	-18.3%
PROFESSIONAL SERVICES	345,469	207,295	197,595	(9,700)	-4.7%
COMMUNICATION	28,612	26,680	26,744	64	0.2%
TRAVEL	30,476	25,612	14,592	(11,020)	-43.0%
ADVERTISING	274	206	206	0	0.0%
OPERATING RENTALS & LEASES	70,290	76,152	65,652	(10,500)	-13.8%
INSURANCE	29,522	32,000	32,000	0	0.0%
UTILITY SERVICE	148,223	161,171	147,963	(13,208)	-8.2%
REPAIRS & MAINTENANCE	178,834	219,421	177,794	(41,627)	-19.0%
MISCELLANEOUS	132,929	145,773	122,854	(22,919)	-15.7%
OTHER SERVICES & CHARGES Subtotal	964,629	894,310	785,400	(108,910)	-12.2%
INTERGOVERNMENTAL PROF SERV	8,915	16,325	17,375	1,050	6.4%
EXTERNAL TAXES & OPER ASSESS	20,046	24,869	24,869	0	0.0%
INTERGOVERNMENTAL SERVICES Subtotal	28,961	41,194	42,244	1,050	2.5%
MACHINERY AND EQUIPMENT	288,347	120,000	178,526	58,526	48.8%
CAPITAL OUTLAY Subtotal	288,347	120,000	178,526	58,526	48.8%
PRINCIPAL	160,345	177,000	190,168	13,168	7.4%
DEBT SERVICE PRINCIPAL Subtotal	160,345	177,000	190,168	13,168	7.4%
INTEREST ON INTERFUND DEBT	103,322	73,000	48,356	(24,644)	-33.8%
DEBT SERVICE INTEREST Subtotal	103,322	73,000	48,356	(24,644)	-33.8%
INTERFUND PROFESSIONAL SERVICE	1,735,912	1,699,057	1,721,399	22,342	1.3%
INTERFUND COMMUNICATIONS	71,290	64,033	67,107	3,074	4.8%
INTERFUND SUPPLIES	11,558	12,795	13,895	1,100	8.6%
INTERFUND CAPITAL OUTLAYS	685	0	0	0	0.0%
INTERFUND OPERATING RENTALS	275,356	437,214	263,113	(174,101)	-39.8%
INTERFUND INSURANCE SERVICES	77,853	106,276	100,007	(6,269)	-5.9%
INTERFUND REPAIRS & MAINT	377,268	409,678	375,557	(34,121)	-8.3%
INTERFUND PAYT FOR SERVICE Subtotal	2,549,922	2,729,053	2,541,078	(187,975)	-6.9%
TOTAL EXPENDITURES	22,385,973	22,524,614	22,508,600	(16,014)	-0.1%

Fire Department

Fire Department Program Groups

Revenues by Group	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>Fire Administration</i>	48,755	21,332	21,000	(332)	-1.6%
<i>Fire Operations</i>	328,581	115,000	507,332	392,332	341.2%
<i>Fire Life Safety Operations</i>	10,020	53,700	50,700	(3,000)	-5.6%
<i>Fire Dept Training Operations</i>	1,000	-	-	-	--
<i>Emergency Medical Services</i>	7,768,553	7,880,343	7,715,008	(165,335)	-2.1%
<i>Emergency Management</i>	157,573	45,842	42,842	(3,000)	-6.5%
<i>Fire/EMS Dispatch Operations</i>	30	-	-	-	--
Subtotal of Revenues by Group	8,314,512	8,116,217	8,336,882	220,665	2.7%

Expenditures by Group	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>Fire Administration</i>	1,051,700	1,142,033	1,160,220	18,187	1.6%
<i>Fire Operations</i>	11,173,870	11,280,231	11,393,494	113,263	1.0%
<i>Fire Life Safety Operations</i>	494,622	435,736	439,341	3,605	0.8%
<i>Fire Dept Training Operations</i>	370,315	376,932	375,928	(1,004)	-0.3%
<i>Emergency Medical Services</i>	7,735,953	7,874,697	7,666,163	(208,534)	-2.6%
<i>Emergency Management</i>	394,313	279,466	274,949	(4,517)	-1.6%
<i>Fire/EMS Dispatch Operations</i>	1,165,200	1,135,519	1,198,505	62,986	5.5%
TOTAL EXPENDITURES	22,385,973	22,524,614	22,508,600	(16,014)	-0.1%

Group Descriptions

The Fire Administration group accounts for management, administrative, and facilities costs for the department.

The Fire Operations group accounts for firefighting operations – including staff, fleet charges, and debt costs. Revenue in this group consists primarily of grants and interfund revenue for basic life support transport. Firefighter Pension contributions are also recorded in this group.

The Fire Life Safety Operations group accounts for fire prevention activities such as protective inspections. Revenue in this group comes from building inspection fees and permit fees for fireworks and burning.

The Fire Department Training Operations group accounts for the costs associated with ongoing department personnel training and development.

The Emergency Medical Services Group accounts for revenues and expenditures of the Medic One enterprise service that provides emergency medical services within Bellingham and throughout much of Whatcom County.

The Emergency Management group works to prepare citizens and agencies to handle major disasters.

Fire Department Program Groups (continued)

The Fire/EMS Dispatch Operations group provides fire and medical emergency dispatch services for the Bellingham Fire Department, fire departments throughout the County, and Medic One. Separate Police dispatch services are provided by the What-Comm Dispatch center, managed by the Bellingham Police Department.

Fire Department Objectives for 2011

Safe and Prepared Community

1. Coordinate with the Public Works radio shop in installing and configuring additional fire frequencies, enabling increased radio channel capacity and improved radio signal coverage for portions of Whatcom County.
2. In coordination with What-Comm and Police staff, determine the components, features and procurement/implementation strategy for a new computer aided dispatch system to replace the obsolete current system.
3. Maintain a unified and high quality Whatcom Medic One program under experienced leadership.
4. Identify and develop partnerships and collaboration opportunities with adjacent fire districts/agencies to improve efficiencies and emergency response capability.
5. Coordinate and support Whatcom County's efforts in securing long term use of the Olympics Coordination Center.

Fire Department Objectives for 2010 *with Accomplishments*

Vibrant and Sustainable Economy

1. Protect public safety and reduce business interruptions by initiating a program of regularly scheduled fire and hazardous materials inspections for businesses and industries with associated fees.

This new program is still being implemented. We have surveyed and inspected approximately 300 special hazard businesses/industries, issued correction notices and worked with owners to mitigate hazards. Progress on completing all identified inspections slowed by education and assistance efforts to help businesses achieve code compliance.

Fire Department Objectives for 2010 *with Accomplishments* (continued)

Safe and Prepared Community

1. Improve emergency response information by replacing obsolete mobile field data communications equipment, in partnership with Information Technology Services

Purchased and installed new mobile data computers in all first-line fire apparatus.

2. Maintain timely and efficient emergency response as other fire agencies start delivering paramedic service.

Whatcom County Fire District 7 is now operating a medic unit on a part-time basis. We developed and implemented a deployment plan for this unit to ensure it provides timely paramedic coverage to a primary response area, defines response areas within District 7 where a Whatcom Medic One station/unit is closer, and incorporates Whatcom Medic One as a back-up response when the District 7 unit is unavailable or additional response resources are required.

3. Reliably respond to emergency incidents by replacing key dispatch radio infrastructure equipment, in partnership with Public Works.

In coordination with Public Works radio shop, and as part of a two phase upgrade effort, all fire dispatch radio consoles were updated with new hardware/software to improve reliability and eventually integrate with a new computer aided dispatch (CAD) system when replaced. These upgrades included replacing antiquated key radio system backbone systems for three radio transmit tower sites in Whatcom County.

4. Work with local, state and federal partners in mitigating potential consequences of a significant emergency situation related to the 2010 Winter Olympic Games in Vancouver BC.

Supported the preparation and deployment of Olympics security planning resources by;

- *Partnering with Whatcom County Sheriff Office of Emergency Management in co-locating our offices and staffing into the designated Olympics Coordination Center (OCC), and;*
- *Coordinating local emergency and volunteer support agency participation in staffing the OCC during three sentinel events; the Vancouver Police & Fire Games, the Vancouver Winter Olympics and the Winter Paralympics.*

5. Functionally integrate emergency management related plans and capabilities with Whatcom County.

Created and implemented an organizational structure, work plans, facility layout and communications templates that support and complement the City of Bellingham Emergency Management and Whatcom County Sheriff Division of Emergency Management operations. Each agency maintains separate, yet coordinated budgets, allowing maximum availability to state and federal grant programs.

Fire Department Objectives for 2010 *with Accomplishments* (continued)

Access to Quality of Life Amenities

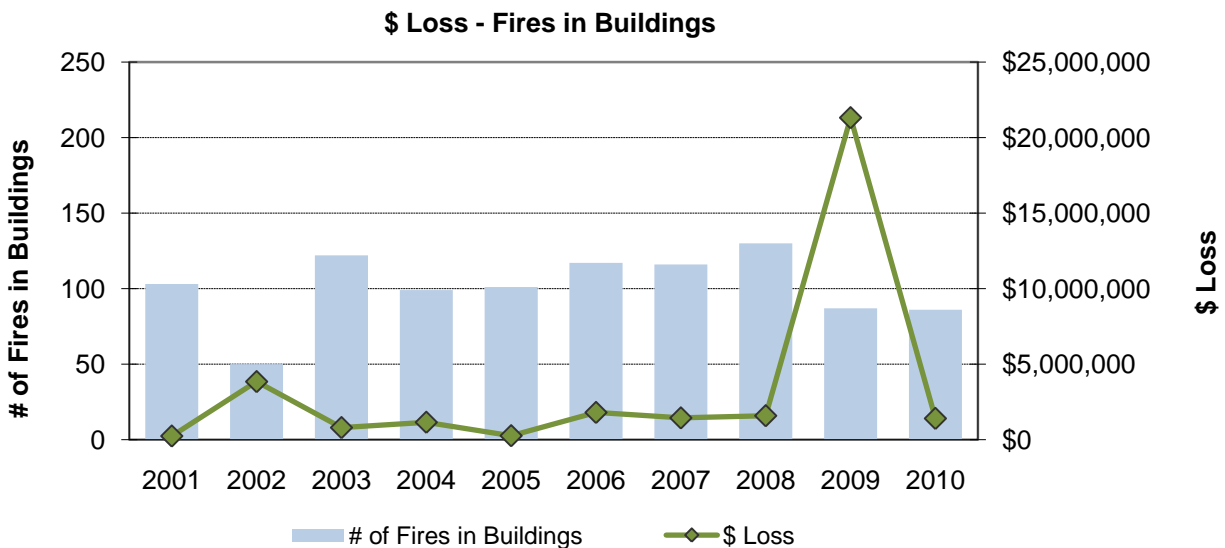
1. Maintain publicly owned assets by securing grant funding to repair Fire Station 5 roof and heating systems.

We were unsuccessful in securing a FEMA loan to make the needed repairs and upgrades. The replacement of the HVAC system is pending depending on the ability to access energy conservation grant funding.

Performance/Activity Measures

Mapped response time data is shown in the Fire Department's annual report, which is available on the [department's web page](#).

Fire Operations Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	Benchmark or Target
Lives Lost in Fires	-	-	1	2	-	1	-	-	0
Emergency Incidents and Responses (includes cancelled responses)									
Fire Unit Responses	9,059	9,802	8,277	8,211	7,735	7,592	7,412	7,227	
BFD Aid Unit Responses			1,044	1,804	2,501	3,848	3,939	4,478	
False Fire Alarms	599	735	627	729	656	639	580	605	



Building fires shown in this graph include **all** fires in buildings, including those that do not spread to involve the structure; loss includes resulting smoke and other damage to the building interior and equipment or other assets damaged in the fire.

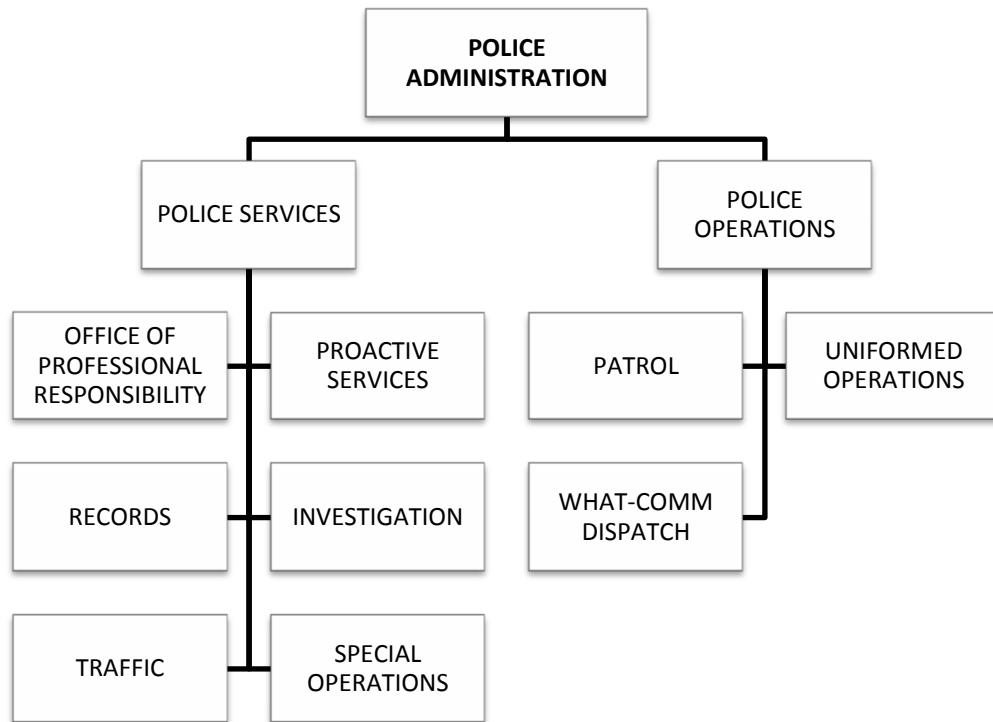
Fire Department

Performance/Activity Measures (continued)

Emergency Medical Services Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual
EMS Incidents, City Only				4,819	6,754	6,764	7,399	6,600
Total Medic One Incidents	10,797	11,375	11,815	11,085	10,221	10,063	9,100	9,045

Fire / EMS Dispatch (Countywide)	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	Benchmark or Target
Fire/EMS incidents generated for all of Whatcom County, handled by Prospect Communications	16,014	17,455	16,898	18,703	19,008	19,979	20,240	21,454	
Call Processing - % of time highest acuity (Echo call type) calls are dispatched within one minute	New measure - prior data not available. 2006 data is partial year.			54%	53%	56%	73%	65%	90%

POLICE DEPARTMENT



Bellingham Police Department Mission

The Bellingham Police Department is dedicated to enhancing the quality of life in our community by providing the highest level of service with Integrity, Innovation, and Respect.

Vision: The Bellingham Police Department will exist to provide professional, honorable and compassionate service to the members of our community. We will continue to build upon this vision through open communication and receptiveness to new ideas.

Core Values: **Respect** - To value the importance of the law and the diversity of our citizens and fellow employees. **Integrity** - To act with courage, honor, and truthfulness to uphold the trust of our citizens. **Innovation** - To be creative, flexible, and resourceful to meet the needs of the community. **Compassion** - To make decisions and take actions with empathy and consideration for others. **Accountability** - To demonstrate responsibility through our words and actions.

Additional information about the Bellingham Police Department's services and activities may be obtained from the [department's web page](#).

Police Department

Description of Services

The Bellingham Police Department provides a full range of police services including crime suppression and investigation, traffic enforcement, traffic accident investigation, and community-oriented problem solving projects. It maintains a team of specialists trained in the use of special weapons and tactics to deal with hazardous situations that present a high level of danger to public safety. The Police Department includes support activities for personnel recruiting and training, records resources, and 24-hour communications and dispatch services. It is supported by community volunteer programs.

Police Department Budget Summary

Most of the Police Department's operations are funded by the City's General Fund. In addition, these Special Revenue Funds: [Police Federal Equitable Share Fund](#), [Asset Forfeiture/Drug Enforcement Fund](#), and the [Criminal Justice Tax Fund](#) provide some funding. The What-Comm Dispatch Center, operated by the Police Department, is funded by countywide user fees accounted for in the [Public Safety Dispatch Fund](#) that also supports the [Fire Department's](#) Fire/EMS Dispatch Center.

Funding Sources	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
General	19,567,726	19,514,186	20,206,866	692,680	3.5%
Police Federal Equitable Share	22,917	51,960	93,719	41,759	80.4%
Asset Forfeiture/Drug Enforce.	97,318	98,289	71,834	(26,455)	-26.9%
Criminal Justice	215,339	180,000	253,752	73,752	41.0%
Public Safety Dispatch	2,831,182	3,373,215	3,117,330	(255,885)	-7.6%
TOTAL ALL SOURCES	22,734,482	23,217,650	23,743,501	525,851	2.3%

Police Department Budget Summary (continued)

Expenditures by Type	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	15,682,776	16,125,024	16,773,014	647,990	4.0%
<i>Supplies</i>	650,973	796,265	824,279	28,014	3.5%
<i>Other Services and Charges</i>	1,267,938	1,000,786	1,257,455	256,669	25.6%
<i>Intergovernmental Services</i>	1,729,585	1,485,967	1,487,313	1,346	0.1%
<i>Interfund Charges</i>	2,970,684	3,167,738	3,202,440	34,702	1.1%
Subtotal of Operations	22,301,956	22,575,780	23,544,501	968,721	4.3%
<i>Capital Outlay</i>	298,563	501,870	59,000	(442,870)	-88.2%
<i>Interfund Transfers</i>	133,963	140,000	140,000	-	0.0%
TOTAL EXPENDITURES	22,734,482	23,217,650	23,743,501	525,851	2.3%
TOTAL PAID STAFF	163.8	164.1	164.9	0.8	0.5%

[Budgeted positions are listed](#) in the personnel section.

Significant Expenditure Changes

- Increase of \$647,990 in *Salaries and Benefits* is due to an increase in health insurance costs and the addition of one new sergeant position.
- The net increase in *Other Services and Charges* of \$256,669 is primarily for the contracted services associated with a Domestic Violence Grant.
- Decrease in *Capital Outlay* of \$442,870 is for the police 9-1-1 consoles in that were replaced in 2010.

[Capital projects and purchases](#) for the Police Department are listed in the Capital Facilities Plan.

Police Department Budget Summary (continued)

Detailed Police Department expenditures for all funds and programs are shown here.

Department Expenditures by Sub-type	2009 Actual	2010 Adopted	2011 Budget	Change from 2010	
				Amount	Percent
SALARIES & WAGES	11,409,400	11,793,902	12,134,142	340,240	2.9%
OVERTIME & HAZARD DUTY	635,263	660,989	660,989	0	0.0%
SALARIES & WAGES Subtotal	12,044,663	12,454,891	12,795,131	340,240	2.7%
PERSONNEL BENEFITS	3,638,113	3,670,133	3,977,883	307,750	8.4%
PERSONNEL BENEFITS Subtotal	3,638,113	3,670,133	3,977,883	307,750	8.4%
OFFICE & OPER. SUPPLIES	255,255	345,527	333,449	(12,078)	-3.5%
FUEL CONSUMED	122,181	123,696	121,984	(1,712)	-1.4%
SMALL TOOLS & MINOR EQUIP	273,537	327,042	368,846	41,804	12.8%
SUPPLIES Subtotal	650,973	796,265	824,279	28,014	3.5%
PROFESSIONAL SERVICES	605,699	485,362	713,591	228,229	47.0%
COMMUNICATION	65,547	65,201	63,497	(1,704)	-2.6%
TRAVEL	46,541	65,278	64,638	(640)	-1.0%
ADVERTISING	2,504	4,428	5,828	1,400	31.6%
OPERATING RENTALS & LEASES	58,786	49,087	59,811	10,724	21.8%
INSURANCE	650	683	583	(100)	-14.6%
UTILITY SERVICE	37,114	42,114	45,494	3,380	8.0%
REPAIRS & MAINTENANCE	391,494	214,135	219,536	5,401	2.5%
MISCELLANEOUS	59,603	74,498	84,477	9,979	13.4%
OTHER SERVICES & CHARGES Subtotal	1,267,938	1,000,786	1,257,455	256,669	25.6%
INTERGOVERNMENTAL PROF SERV	1,729,585	1,485,967	1,487,313	1,346	0.1%
INTERFUND SUBSIDIES	133,963	140,000	140,000	0	0.0%
INTERGOVERNMENTAL SERVICES Subtotal	1,863,548	1,625,967	1,627,313	1,346	0.1%
MACHINERY AND EQUIPMENT	298,563	501,870	59,000	(442,870)	-88.2%
CAPITAL OUTLAY Subtotal	298,563	501,870	59,000	(442,870)	-88.2%
INTERFUND PROFESSIONAL SERVICE	1,745,402	1,817,617	2,002,728	185,111	10.2%
INTERFUND COMMUNICATIONS	49,681	32,230	61,850	29,620	91.9%
INTERFUND SUPPLIES	23	1,045	25	(1,020)	-97.6%
INTERFUND OPERATING RENTALS	688,606	734,446	567,448	(166,998)	-22.7%
INTERFUND INSURANCE SERVICES	168,024	229,202	212,958	(16,244)	-7.1%
INTERFUND REPAIRS & MAINT	318,948	353,198	357,431	4,233	1.2%
INTERFUND PAYT FOR SERVICE Subtotal	2,970,684	3,167,738	3,202,440	34,702	1.1%
TOTAL EXPENDITURES	22,734,482	23,217,650	23,743,501	525,851	2.3%

Police Department Program Groups

The Police Revenues and Reserves group accounts for revenues and fund reserves specific to the Police Department, but shared between the programs within the department. This group is not used for expenditures.

Revenues by Group	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>Police Revenues and Reserves</i>	3,113,943	2,737,624	2,638,176	(99,448)	-3.6%
<i>Police Administration</i>	786,811	425,788	609,959	184,171	43.3%
<i>Patrol/Traffic Operations</i>	418,191	435,059	463,466	28,407	6.5%
<i>Police Special Operations</i>	52,000	49,152	49,152	-	0.0%
<i>Police Investigation Operation</i>	471,029	617,644	511,240	(106,404)	-17.2%
<i>Police Records Operations</i>	27,277	28,828	27,500	(1,328)	-4.6%
<i>Police Proactive Operations</i>	162,154	172,632	39,914	(132,718)	-76.9%
<i>Police Dispatch Operations</i>	1,706,879	1,761,465	1,832,170	70,705	4.0%
Subtotal of Revenues by Group	6,738,284	6,228,192	6,171,577	(56,615)	-0.9%

Expenditures by Group	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>Police Administration</i>	5,284,225	4,564,064	4,914,442	350,378	7.7%
<i>Patrol/Traffic Operations</i>	8,726,930	9,285,524	9,724,876	439,352	4.7%
<i>Police Special Operations</i>	286,401	269,631	297,242	27,611	10.2%
<i>Police Investigation Operation</i>	2,986,255	3,065,503	3,050,477	(15,026)	-0.5%
<i>Police Off of Prof Responsibil</i>	503,781	540,890	553,257	12,367	2.3%
<i>Police Records Operations</i>	1,134,190	1,149,534	1,164,136	14,602	1.3%
<i>Police Proactive Operations</i>	981,518	969,289	921,741	(47,548)	-4.9%
<i>Police Dispatch Operations</i>	2,831,182	3,373,215	3,117,330	(255,885)	-7.6%
TOTAL EXPENDITURES	22,734,482	23,217,650	23,743,501	525,851	2.3%

Group Descriptions

The Police Administration group includes the Police Chief and Deputy Chiefs and department accounting. Pension contributions for law enforcement personnel are accounted for in this group.

The Patrol/Traffic Operations group accounts for the uniformed officers that respond to 9-1-1 calls, including crime scene investigators, and K-9 officers. This group also includes traffic officers that focus on traffic violations and complaints and may serve as first responders to traffic accidents.

The Police Special Operations group includes Special Weapons and Tactics (SWAT) and Special Emphasis activities.

The Police Investigation Operations group provides follow up on initial crime from patrol officers when needed. This unit is divided into two divisions – Major Crimes and Family Crimes.

Police Department Program Groups

The Police Office of Professional Responsibility provides for training, department certification, and internal affairs.

The Police Records Operations group assembles, maintains, retrieves and disseminates all pertinent police data related to department operations. This includes processing protection orders, citations, warrants, requests for disclosure, concealed pistol licenses and more.

The Police Proactive Operations group works to establish positive relations, build trust, and encourage community involvement. The unit provides education resources to schools, businesses, and neighborhood organizations.

The Police Dispatch Operations group operates the What-Comm dispatch center, providing 24 hour communications services for the Bellingham Police and Fire Departments, the Whatcom County Sheriff's Office, and various fire districts and other agencies throughout the county.

Police Department Objectives for 2011

Quality, Responsive City Services

1. Increase efficiency and convenience to the public by allowing people to report crimes via the Internet.
2. Continue development of collaborative, preventative responses to crime and disorder.
3. Develop plan for transition of What-Comm Dispatch center to fully operational Emergency Services Center.
4. Review and implement strategies for Department improvement through the 2030 Task Force report.

Safe and Prepared Community

1. With Council approval, implement technological strategies to support law enforcement efforts to prevent and deter violations of the law.
2. In coordination with What-Comm and Fire staff, determine the components, features and procurement/implementation strategy for a new computer aided dispatch system to replace the obsolete current system.
3. Coordinate and support Whatcom County's efforts in securing long term use of the Olympics Coordination Center.

Police Departmental Objectives for 2010 *with Accomplishments*

Sense of Place

1. Continue to enhance our neighborhood policing efforts in cooperation with the 24 designated neighborhood associations.

Initial assignments established. On-going improvements to be evaluated and implemented.

2. Increase capacity of the youth programs within the Department to foster effective communication between youth and law enforcement.

Placed on hold.

3. Increase employee participation in community organizations and youth programs to increase Department interaction with the community.

Accomplished: Northwest Youth Services Graffiti Removal program, SMART Choices program Boys and Girls Club, Teen Drug Court, Big Brothers/Big Sisters, Bellingham School District, Opportunity Council, Homeless Service Center.

4. Research viability of establishing a Citizen Neighborhood Patrol.

Placed on hold.

Quality, Responsive City Services

1. Increase efficiency and convenience to the public by allowing people to report crimes via the internet.

Moved to 2011.

2. Increase employee training opportunities by establishing a relationship with Northwest Training Institute (NWTI) and supplying instructors.

Accomplished. Program with NWTI will continue to expand in 2011.

3. Continue research of re-districting patrol areas in conjunction with City annexation plan.

On-going as annexation progresses.

Police Departmental Objectives for 2010 *with Accomplishments*

Safe and Prepared Community

1. Implement operational plan to provide for safe access and travel to and from the 2010 Winter Olympic Games in Vancouver BC.

Accomplished. Project was completed with minimal overtime expenditures other than Hazardous Devices Unit (bomb team) work at US/Canadian Border.

2. Perform needs assessment for a North Precinct.

On-going with annexation planning.

3. Partner with local agencies to create a working group of specialists to address "cold case" investigations.

Accomplished. Program with continue in 2011.

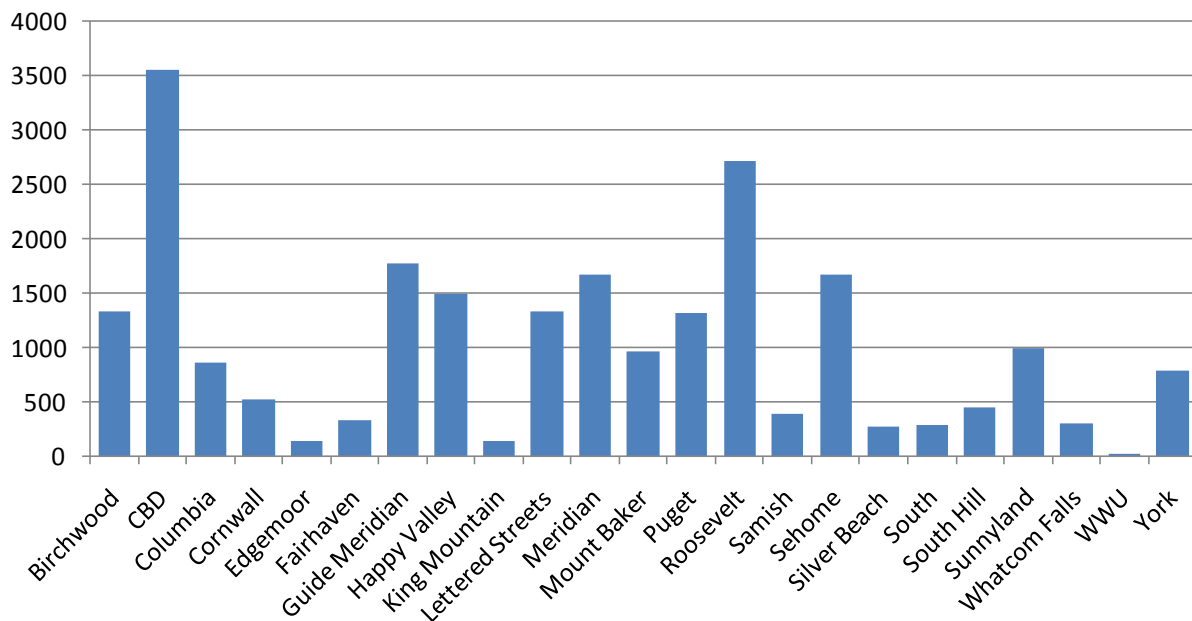
4. Establish Major Incident Investigation Team with local law enforcement and Whatcom County Prosecutor's Office.

Accomplished.

Performance/Activity Measures

As part of community policing efforts, at least one officer, one traffic officer, and one detective are specifically assigned to each City neighborhood.

Police Calls for Service by Neighborhood - 2010

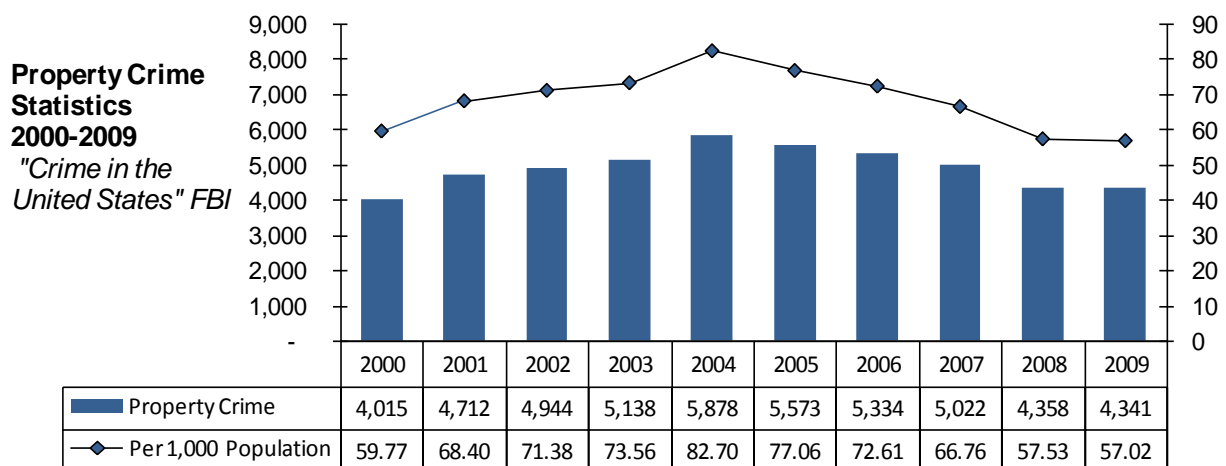
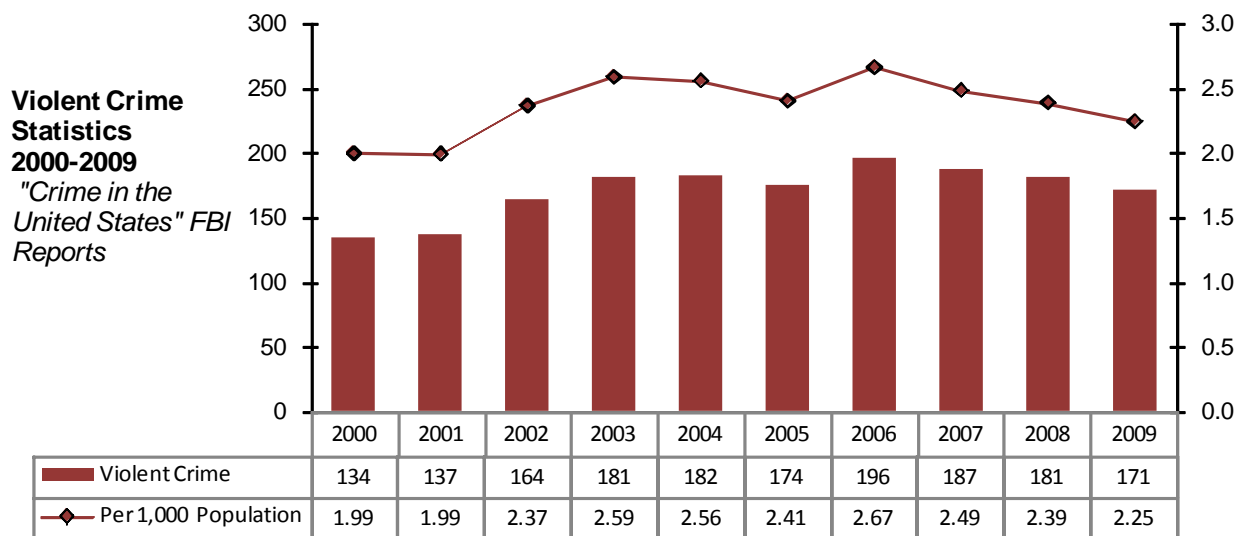


Both calls for service and crime rates represent workload for the Police Department. These numbers may provide some indication of effectiveness of the Police Department, but are impacted by the availability of officers to both generate and respond to calls, and by the willingness of residents to provide assistance to or request assistance from Police officers.

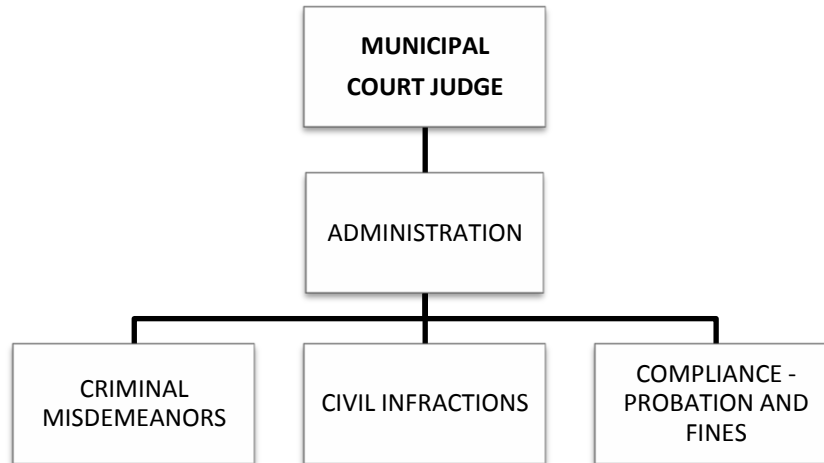
Police Dispatch Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual
CAD Incidents	125,544	128,089	126,709	128,089	128,665	129,048	128,416	128,416
CAD Incidents per Dispatcher	5,458	5,569	5,509	5,569	5,594	5,611	5,583	5,583
CAD Incidents = the number of incidents generated by Computer Assisted Dispatch (CAD) system at the 911 Center for all County law enforcement agencies.								

Performance/Activity Measures (continued)

Crime rates are an indication of success of multiple components of City and other government entities, private social service agencies, and of the community as a whole. The level of education of the citizens, the level of poverty, and the availability of jobs and affordable housing are factors. Development standards and participation by businesses, neighborhood organizations and individuals in crime prevention programs affect crime rates. Effective treatment of drug and alcohol addiction, programs for the prevention of domestic violence and abuse, availability of transitional housing and homeless shelters, and attention to other social and health issues in the community also have an impact.



JUDICIAL SERVICES DEPARTMENT



Departmental Mission

Administer the operations of the judicial branch of city government in a neutral and effective manner and ensure equal access to justice for all citizens.

Description of Services

Bellingham Municipal Court has jurisdiction over violations of the Bellingham Municipal Code, including both criminal matters and civil infractions committed within the city limits.

CRIMINAL: The most common criminal cases heard in the Bellingham Municipal Court include assault, malicious mischief, theft, driving under the influence of intoxicants (DUI), trespassing, violation of protective orders and probation terms, driving with a suspended license, disorderly conduct, and minor in possession or consumption of alcohol. Many of the Court's criminal cases involve domestic violence.

CIVIL: The Court also hears thousands of civil infractions, primarily involving traffic and parking violations, each year. The Court has appellate jurisdiction over impoundment decisions of the City's Hearing Examiner.

The Whatcom County Superior Court has jurisdiction over felonies committed within the County, including those within the City of Bellingham.

For more information and on-line services visit the [Municipal Court web page](#).

Judicial Services Department Budget Summary

The Judicial Services program is budgeted from the General Fund. A transfer to the General Fund from the Parking Services Fund recovers the cost of parking enforcement.

Funding Sources	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>General</i>	2,833,166	3,017,156	2,578,716	(438,440)	-14.5%
TOTAL ALL SOURCES	2,833,166	3,017,156	2,578,716	(438,440)	-14.5%

Expenditures by Type	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	1,462,770	1,437,564	1,194,273	(243,291)	-16.9%
<i>Supplies</i>	27,808	56,492	47,291	(9,201)	-16.3%
<i>Other Services and Charges</i>	896,637	991,256	844,080	(147,176)	-14.8%
<i>Intergovernmental Services</i>	284,336	377,000	332,000	(45,000)	-11.9%
<i>Interfund Charges</i>	161,615	154,844	161,072	6,228	4.0%
TOTAL EXPENDITURES	2,833,166	3,017,156	2,578,716	(438,440)	-14.5%

TOTAL PAID STAFF	18.7	18.0	14.0	(4.0)	-22.2%
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[Budgeted positions are listed](#) in the personnel section.

Significant Expenditure Changes

- The significant decrease in *Salaries and Benefits*, *Other Services and Charges*, and *Intergovernmental Services* reflects a reorganization that moved records and mail room services to the Finance Department and Public Disclosure to the Legal Department effective January 1, 2011.

Judicial Services Budget Summary

Detailed expenditures for only the Municipal Court Services group are shown here.

Municipal Court Group - General Fund Expenditures by Sub-Type	2009 Actual	2010 Adopted	2011 Budget	Change from 2010 Amount Percent	
SALARIES & WAGES	821,794	770,276	843,601	73,325	9.5%
OVERTIME & HAZARD DUTY	204	5,000	5,000	0	0.0%
SALARIES & WAGES Subtotal	821,998	775,276	848,601	73,325	9.5%
PERSONNEL BENEFITS	318,043	280,371	345,672	65,301	23.3%
PERSONNEL BENEFITS Subtotal	318,043	280,371	345,672	65,301	23.3%
OFFICE & OPER. SUPPLIES	18,762	34,703	37,291	2,588	7.5%
SMALL TOOLS & MINOR EQUIP	3,922	10,246	10,000	(246)	-2.4%
SUPPLIES Subtotal	22,684	44,949	47,291	2,342	5.2%
PROFESSIONAL SERVICES	737,036	782,960	803,000	20,040	2.6%
TRAVEL	848	3,530	3,530	0	0.0%
OPERATING RENTALS & LEASES	234	1,891	1,600	(291)	-15.4%
REPAIRS & MAINTENANCE	482	1,545	1,300	(245)	-15.9%
MISCELLANEOUS	20,957	30,275	34,650	4,375	14.5%
OTHER SERVICES & CHARGES Subtotal	759,557	820,201	844,080	23,879	2.9%
INTERGOVERNMENTAL PROF SERV	284,336	377,000	332,000	(45,000)	-11.9%
INTERGOVERNMENTAL SERVICES Subtotal	284,336	377,000	332,000	(45,000)	-11.9%
INTERFUND PROFESSIONAL SERVICE	8,976	6,900	4,588	(2,312)	-33.5%
INTERFUND COMMUNICATIONS	7,251	2,986	9,208	6,222	208.4%
INTERFUND SUPPLIES	311	0	0	0	0.0%
INTERFUND OPERATING RENTALS	118,680	119,124	127,184	8,060	6.8%
INTERFUND INSURANCE SERVICES	0	0	20,092	20,092	0.0%
INTERFUND PAYT FOR SERVICE Subtotal	135,218	129,010	161,072	32,062	24.9%
TOTAL EXPENDITURES	2,341,836	2,426,807	2,578,716	151,909	6.3%

Judicial Services Department Program Groups

Judicial Services is accounted for in a single group, and is the only group in the department after 2010. \$375,000 of the revenue budgeted for 2011 is a transfer into the General Fund from the Parking Services Fund. The balance is revenue generated by the court for the General Fund.

Revenues by Group	2009 Actual	2010 Adopted	2011 Budget	Change from 2010 Amount Percent	
Municipal Court Services	1,905,730	1,802,531	1,745,000	(57,531)	-3.2%
J and SS Mail/Records/Copy/Micro	161,259	175,945	-	(175,945)	-100.0%
Subtotal of Revenues by Group	2,066,989	1,978,476	1,745,000	(233,476)	-11.8%

Expenditures by Group	2009 Actual	2010 Adopted	2011 Budget	Change from 2010 Amount Percent	
Municipal Court Services	2,341,836	2,426,807	2,578,716	151,909	6.3%
J and SS Mail/Records/Copy/Micro	491,330	590,349	-	(590,349)	-100.0%
TOTAL EXPENDITURES	2,833,166	3,017,156	2,578,716	(438,440)	-14.5%

Judicial Services Department Objectives for 2011

Quality Responsive City Services

1. Implement web-based mitigation hearings for eligible traffic infraction violations.
2. Support sustainability with “green” initiatives:
 - Eliminate printing paper case histories for hearings.
 - Increase use of online processing services and information links for the public.
3. Monitor the effectiveness and efficiency of a “no cost” conflict case exchange with the Whatcom County Public Defender’s Office. This would reduce expenditures for processing indigent cases.

Judicial Services Department Objectives for 2010 *with Accomplishments*

Equity and Social Justice

1. Complete a guideline and information packet for individuals appointed a public defender that meets guidelines recommended by the Washington Office of Public Defense.

Due to staff reductions, we were not able to fully complete this project. This will be completed in early 2011.

Quality and Responsive City Services

1. Complete transfer of 10 cubic feet of City of Bellingham archival records to the Washington State Archives regional branch in Bellingham.

Due to changes in staffing, the project is not completed. Records preparation is in process and the work will continue in the Finance Department in 2011.

2. Present two public disclosure training sessions to City employees in partnership with Legal Department.

New employees were trained at monthly orientations scheduled as needed by the Human Resources Department. One citywide training class was held in March 2010 to review best practices and answer specific questions of attendees.

3. Partner with the Legal and Information Technology Departments to develop guidelines for all City employees to apply to e-mail use and retention.

Discussions are on-going concerning new case law and legislation. The City is in the process of reviewing and developing its archive practices for electronic records. Work will continue in 2011.

Judicial Services Department Objectives for 2010 *with Accomplishments*
(continued)

4. Complete a web-based online option available 24 hours a day for payment of parking tickets.

With support from Public Works and Information Technology, the online service was initiated in March of 2010. The percentage of total monthly receipts processed online versus at the court counter or by mail has ranged between 35% and 50% per month. Public response has been notably positive regarding the new service.

Additional Accomplishments:

Awarded 2011 Washington Office of Public Defense Grant for \$130,000 to apply toward support of effective public defense services such as representation at all criminal proceedings and maintaining recommended caseloads per attorney.

Transition of the Support Services Division (public disclosure, records management and mail services) to the Finance and Legal Departments.

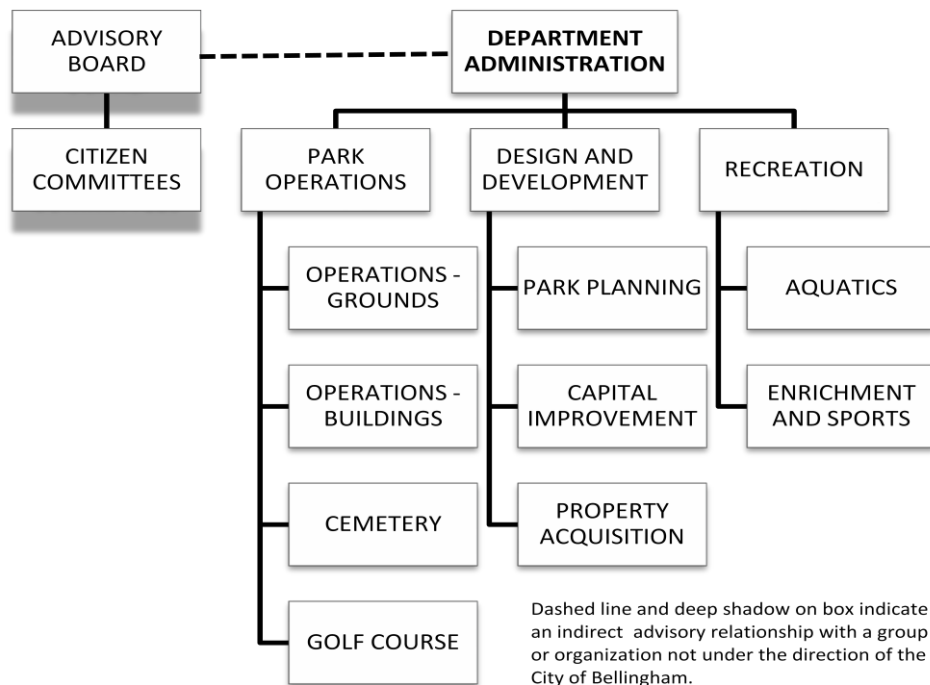
Performance/Activity Measures

Municipal Court Services Group	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	Benchmark or Target
Case Load Per Public Defense Attorney*	new measure				486	392	436	400
*WA Office of Public Defense recommended maximum caseload is 400; criteria for public defender program grants.								
% of Criminal Cases completed within 90 days*	new measure			80%	82%	86%	83%	90%
*Includes cases in warrant, which should be on timeout status and not able to be completed. Can't track at this time.								
Clearance Rates - Number of outgoing cases as a percentage of incoming cases								
All Infractions	106%	110%	107%	108%	110%	109%	115%	100%
All Criminal Misdemeanors	118%	137%	117%	112%	109%	102%	104%	100%

Clearance rates measure whether a court is keeping up with incoming caseloads. Failure to do so results in a backlog of cases awaiting disposition. Courts aspire to have a clearance rate of 100%. This is a nationally recognized performance measure.

Performance measures for the Support Service Group (mailroom, records and public disclosure) have been moved to the Finance and Legal Departments' sections, as that is where funds for these functions are budgeted in 2011.

PARKS AND RECREATION DEPARTMENT



Departmental Mission

Support a healthy community by providing high quality parks and recreation services.

Description of Services

Provide park planning, land acquisition, stewardship, and [design and construction of parks](#) and recreation facilities to meet the demands of a growing and changing community.

Maintain and operate [community recreation assets](#) including:

- Neighborhood and community parks.
- Park facilities: Bloedel Donovan Multi-Purpose Facility, Civic Athletic Complex, and a variety of athletic fields and courts.
- Enterprise operations including [Lake Padden Golf Course](#) and [Bayview Cemetery](#).
- Multi-modal trail system.
- Open space, natural areas, and [greenways](#).

Provide a comprehensive, year-round [recreation program](#). This includes managing the [Aquatic Center](#), athletic facilities and recreation programs, and providing scheduling, coordination and support for other community programs sponsored by a variety of groups and agencies.

More information can be found on the [main department](#) and [department services](#) web pages.

Parks and Recreation Department Budget Summary

The Park Department's administration, planning, maintenance, and recreation programs are primarily paid for from the City's General Fund.

Funding for park land acquisitions and park development comes from special revenue funds, shared city funds such as the REET and Capital Maintenance, and some dedicated to parks, including: [Park Site Acquisition](#), [Squalicum Park/Olympic](#), [Little Squalicum Oeser Settlement Fund](#), [Greenways Funds](#), and [Park Impact Fund](#). The expenditure from the [Greenways Endowment](#) fund pays for the maintenance of Greenways Properties.

In addition, the Parks Department manages the Bayview Cemetery and Lake Padden Golf Course.

- The [Golf Course Fund](#) is the enterprise fund for the operation of the Lake Padden Golf Course. Golf course management is contracted with a private company.
- The [Cemetery Fund](#) is the enterprise fund for the operation of the Bayview Cemetery. The General Fund contributes \$221,000 per year toward the operation of the cemetery.

Funding Sources	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
General	7,409,531	7,328,867	6,898,674	(430,193)	-5.9%
Parksite Acquisition	-	9,000	-	(9,000)	-100.0%
Capital Maint	79,766	35,000	45,000	10,000	28.6%
Squalicum Park/Olympic	13,332	-	-	-	--
Olympic-Whatcom Falls Park Addl	-	-	-	-	--
Little Squalicum-Oeser Settlement	40,464	7,000	2,023	(4,977)	-71.1%
1st 1/4% Real Estate Excise Tax	534,446	152,000	77,000	(75,000)	-49.3%
2nd 1/4% Real Estate Excise Tax	358,863	115,000	25,000	(90,000)	-78.3%
Beyond Greenways	980,966	83,000	99,233	16,233	19.6%
Greenways III	6,374,112	4,711,562	5,844,662	1,133,100	24.0%
Parks Impact	329,926	870,000	581,837	(288,163)	-33.1%
Sportsplex	-	-	-	-	--
Civic Field Improvement	140,618	-	-	-	--
Cemetery	584,840	542,578	563,780	21,202	3.9%
Golf Course	171,574	155,238	59,956	(95,282)	-61.4%
Greenways Maint Endowment	5,000	131,418	147,915	16,497	12.6%
TOTAL ALL SOURCES	17,023,438	14,140,663	14,345,080	204,417	1.4%

Parks and Recreation Department Budget Summary (continued)

Expenditures by Type	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	5,499,710	5,339,958	5,131,252	(208,706)	-3.9%
<i>Supplies</i>	513,701	552,359	544,974	(7,385)	-1.3%
<i>Other Services and Charges</i>	1,460,699	1,663,995	3,382,731	1,718,736	103.3%
<i>Intergovernmental Services</i>	74,312	35,498	28,376	(7,122)	-20.1%
<i>Interfund Charges</i>	883,914	1,014,834	1,002,078	(12,756)	-1.3%
Subtotal of Operations	8,432,336	8,606,644	10,089,411	1,482,767	17.2%
<i>Debt Service</i>	85,651	83,601	-	(83,601)	-100.0%
<i>Capital Outlay</i>	8,500,451	5,319,000	4,112,721	(1,206,279)	-22.7%
<i>Interfund Transfers</i>	5,000	131,418	142,948	11,530	8.8%
TOTAL EXPENDITURES	17,023,438	14,140,663	14,345,080	204,417	1.4%

TOTAL PAID STAFF	97.4	90.1	86.1	(4.0)	-4.4%
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[Budgeted positions are listed](#) in the personnel section.

Significant Expenditure Changes

- The net decrease of \$208,706 in *Salaries and Benefits* is from a reduction in FTEs and an increase in health insurance costs.
- Increase in *Other Services and Charges* of \$1,718,736 is for professional services associated with the South State Street Gas Manufacturing Plant environmental cleanup.
- Decrease in *Capital Outlay* of \$1,206,279 is due to less land acquisition and park construction in 2011.

[Capital projects and purchases](#) budgeted for the Park Department are listed in the Capital Facilities Plan. The department also maintains a [Capital Projects web page](#).

Parks and Recreation Department Budget Summary (continued)

Detailed Parks Department expenditures for all funds and programs are shown here.

Department Expenditures by Sub-type	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
SALARIES & WAGES	3,933,402	3,838,391	3,791,258	(47,133)	-1.2%
OVERTIME & HAZARD DUTY	24,836	25,036	25,036	0	0.0%
SALARIES & WAGES Subtotal	3,958,238	3,863,427	3,816,294	(47,133)	-1.2%
PERSONNEL BENEFITS	1,541,472	1,476,531	1,527,679	51,148	3.5%
PERSONNEL BENEFITS Subtotal	1,541,472	1,476,531	1,527,679	51,148	3.5%
OFFICE & OPER. SUPPLIES	321,974	341,954	335,323	(6,631)	-1.9%
FUEL CONSUMED	60,851	80,056	79,944	(112)	-0.1%
ITEMS PURCHASED FOR RESALE	65,556	54,942	54,900	(42)	-0.1%
SMALL TOOLS & MINOR EQUIP	65,320	75,407	74,807	(600)	-0.8%
SUPPLIES Subtotal	513,701	552,359	544,974	(7,385)	-1.3%
PROFESSIONAL SERVICES	504,728	604,288	2,352,959	1,748,671	289.4%
COMMUNICATION	741	393	393	0	0.0%
TRAVEL	6,019	11,906	9,716	(2,190)	-18.4%
ADVERTISING	129,501	103,165	101,750	(1,415)	-1.4%
OPERATING RENTALS & LEASES	48,536	34,301	33,535	(766)	-2.2%
UTILITY SERVICE	620,204	638,773	601,398	(37,375)	-5.9%
REPAIRS & MAINTENANCE	287,200	223,628	240,967	17,339	7.8%
MISCELLANEOUS	60,113	47,541	42,013	(5,528)	-11.6%
OTHER SERVICES & CHARGES Subtotal	1,657,042	1,663,995	3,382,731	1,718,736	103.3%
INTERGOVERNMENTAL PROF SERV	44,482	6,602	2,016	(4,586)	-69.5%
EXTERNAL TAXES & OPER ASSESS	29,830	28,896	26,360	(2,536)	-8.8%
INTERFUND SUBSIDIES	5,000	131,418	142,948	11,530	8.8%
INTERGOVERNMENTAL SERVICES Subtotal	79,312	166,916	171,324	4,408	2.6%
LAND	5,490,836	4,309,000	3,000,000	(1,309,000)	-30.4%
BUILDINGS AND STRUCTURES	313	0	0	0	0.0%
OTHER IMPROVEMENTS	1,194,535	200,000	600,000	400,000	200.0%
MACHINERY AND EQUIPMENT	80,023	0	0	0	0.0%
CONSTRUCTION OF FIXED ASSETS	1,263,794	550,000	300,000	(250,000)	-45.5%
CAPITAL OUTLAY Subtotal	8,029,501	5,059,000	3,900,000	(1,159,000)	-22.9%
PRINCIPAL	77,472	80,424	0	(80,424)	-100.0%
DEBT SERVICE PRINCIPAL Subtotal	77,472	80,424	0	(80,424)	-100.0%
INTEREST ON INTERFUND DEBT	8,179	3,177	0	(3,177)	-100.0%
DEBT SERVICE INTEREST Subtotal	8,179	3,177	0	(3,177)	-100.0%
INTERFUND PROFESSIONAL SERVICE	528,543	522,813	266,307	(256,506)	-49.1%
INTERFUND COMMUNICATIONS	28,933	21,282	27,922	6,640	31.2%
INTERFUND SUPPLIES	16,600	20,398	20,418	20	0.1%
INTERFUND CAPITAL OUTLAYS	2,803	0	0	0	0.0%
INTERFUND OPERATING RENTALS	213,890	289,833	241,025	(48,808)	-16.8%
INTERFUND INSURANCE SERVICES	108,672	130,425	157,518	27,093	20.8%
INTERFUND REPAIRS & MAINT	259,080	290,083	288,888	(1,195)	-0.4%
INTERFUND PAYT FOR SERVICE Subtotal	1,158,521	1,274,834	1,002,078	(272,756)	-21.4%
TOTAL EXPENDITURES	17,023,438	14,140,663	14,345,080	204,417	1.4%

Parks and Recreation Department

Parks and Recreation Department Program Groups

The Parks Revenues and Reserves group accounts for revenues and fund reserves specific to the Parks and Recreation Department but shared between the programs within the department.

This group is not used for expenditures.

Revenues by Group	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>Parks Revenues and Reserves</i>	478,435	455,177	406,464	(48,713)	-10.7%
<i>Parks and Recreation Admin</i>	1,749	-	-	-	--
<i>Parks Operations Management</i>	125,561	118,539	114,787	(3,752)	-3.2%
<i>Parks Grounds</i>	110,060	95,447	95,447	-	--
<i>Parks Buildings</i>	221,633	200,000	200,000	-	0.0%
<i>Parks Cemetery</i>	483,700	544,830	540,378	(4,452)	-0.8%
<i>Parks Golf Course</i>	194,278	192,256	196,628	4,372	2.3%
<i>Recreation Management</i>	62,024	76,800	76,800	-	0.0%
<i>Recreation Aquatics</i>	547,231	593,161	627,661	34,500	5.8%
<i>Sports and Enrichment</i>	597,470	611,608	661,905	50,297	8.2%
<i>Parks Design & Development</i>	354,694	378,748	128,748	(250,000)	-66.0%
<i>Parks Capital Improvement</i>	5,141,896	5,126,691	6,284,384	1,157,693	22.6%
Subtotal of Revenues by Group	8,318,731	8,393,257	9,333,202	939,945	11.2%

Expenditures by Group	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>Parks and Recreation Admin</i>	563,687	604,434	657,733	53,299	8.8%
<i>Parks Operations Management</i>	408,842	407,453	394,769	(12,684)	-3.1%
<i>Parks Grounds</i>	1,561,651	1,637,800	1,578,067	(59,733)	-3.6%
<i>Parks Buildings</i>	1,739,381	1,728,673	1,800,828	72,155	4.2%
<i>Parks Cemetery</i>	628,635	542,578	563,780	21,202	3.9%
<i>Parks Golf Course</i>	171,574	155,238	59,956	(95,282)	-61.4%
<i>Recreation Management</i>	289,096	246,409	233,287	(13,122)	-5.3%
<i>Recreation Aquatics</i>	1,106,134	1,103,520	988,654	(114,866)	-10.4%
<i>Sports and Enrichment</i>	1,362,176	1,217,028	1,147,995	(69,033)	-5.7%
<i>Parks Design & Development</i>	533,063	515,550	272,483	(243,067)	-47.1%
<i>Parks Capital Improvement</i>	8,659,199	5,981,980	6,647,528	665,548	11.1%
TOTAL EXPENDITURES	17,023,438	14,140,663	14,345,080	204,417	1.4%

Group Descriptions

The Parks and Recreation Administration group provides management and administrative support for the department and technical resources to the community and advisory board.

The Parks Operations Management group maintains the city parks, athletic fields, and open space areas.

The Parks Grounds group maintains athletic fields, landscaping, trails, and open spaces, for both public enjoyment and wildlife habitat preservation.

Parks and Recreation Department Program Groups (continued)

The Parks Buildings group maintains facilities and structures, electrical, mechanical and water systems for the Parks and Recreation Department.

The Parks Cemetery group operates and maintains the Bayview Cemetery.

The Parks Golf Course group oversees contracted operation of the Lake Padden Golf Course and provides for maintenance and improvements.

The Recreation Management group oversees a variety of recreation programs and services by the City and through coordination with schools and other agencies.

The Recreation Aquatics group operates the Arne Hanna Aquatic Center.

The Sports and Enrichment group coordinates adult and youth sports leagues, provides enrichment programs for all ages and abilities, and publishes the Leisure Guide quarterly publication. This group also coordinates community events and celebrations such as the summer concert series and Fourth of July and New Year's celebrations.

Parks Design and Development group plans, acquires, designs, and develops parks, trails and open space areas in accordance with the City's Parks, Recreation and Open Space Plan.

The Parks Capital Improvement group accounts for the cost of land acquisition, park and trail construction, and park renovation and habitat restoration projects.

Parks and Recreation Department Objectives for 2011

Healthy Environment

1. Protect and improve the health of Bellingham Bay by continued participation in environmental cleanup of the South State Street Manufactured Gas Plant in Boulevard Park.
2. Protect and improve the health of Bellingham Bay and restore ecological functions of Little Squalicum Creek by completing planting along the new stream channel through Little Squalicum Park.
3. Protect and improve the health of Bellingham Bay and restore ecological function by proceeding with the design and permitting of shoreline improvements at Boulevard Park.

Parks and Recreation Department Objectives for 2011 (continued)

Mobility & Connectivity Options

1. Provide safe, well-connected mobility options and ensure convenient access to parks and trails by...
 - Continuing the permitting process for the proposed overwater walkway connecting Boulevard Park to the Waterfront Redevelopment Area.
 - Beginning preliminary design of the Bay to Baker Trail.
 - Finalizing design and permitting for Samish Crest Trail.
 - Constructing a trail link from Cordata Park to Meadowbrook Court.

Access to Quality of Life Amenities

1. Protect natural green settings and access to open space while ensuring convenient access and availability of parks and trails by continuing land acquisitions with Greenway Levy and Park Impact Fees as recommended in the Park, Recreation & Open Space Plan chapter of the Comprehensive Plan.
2. Increase user-based revenue by increasing fees for aquatics, sports and enrichment programs and finding sponsors for no-cost special events.

Parks and Recreation Department Objectives for 2010 *with Accomplishments*

Clean, Safe Drinking Water

1. Increase water conservation by upgrading irrigation systems to incorporate water saving devices where appropriate.

Funds from the Public Works Department supporting this program for 2010 were deleted from the budget.

Additional Accomplishments for Clean, Safe Drinking Water

In fall 2010, staff designed and built a grass swale at Park Operations to help filter storm runoff from the upper parking lot at the site. The swale will reduce the amount of sediment carried from the gravel lot into the stormwater system.

Healthy Environment

1. Protect and improve the health of Bellingham Bay by participating in environmental clean-up at the South State Street Manufactured Gas Plant at Boulevard Park.

An agreed order for completing a remedial investigation and feasibility study of the site was signed between the City, Puget Sound Energy (PSE) and Ecology in 2010. The City received grant funding in the amount of \$425,000 from Ecology for completing the remedial investigation and feasibility study and entered into an agreement with PSE to pay 75% of the costs associated with the study. Work will continue in 2011.

Parks and Recreation Department Objectives for 2010 *with Accomplishments* (continued)

2. Assist in protecting and restoring ecological functions and habitat by facilitating volunteer opportunities to re-vegetate and restore landscaping at Squalicum Creek Park and Hoag's Pond.

Both staff and volunteers from the community worked on restoration projects at Squalicum Creek including hillside re-vegetation and work on a newly developed creek. Staff removed vegetation and mulched areas at Hoag's Pond in the winter of 2009-2010. Staff and volunteers will work on invasive weed removal and re-vegetation of Hoag's Pond in the winter of 2010-2011.

Additional Accomplishments for Healthy Environment:

In January and February of 2010, unusually extreme high tides caused shoreline damage at Boulevard Park. Staff prepared the appropriate plans and information for the permits to work on the shoreline repairs. Staff completed the repairs in the fall of 2010.

Pilings associated with the Bloedel Donovan Park breakwater were replaced in the summer of 2010. New wave attenuators for the breakwater will be installed during the winter of 2010-2011 by Park staff.

In summer 2010, staff removed and mulched the old asphalt paths and basketball court at St. Clair Park. With changes in park use, the deteriorated asphalt trail and court in the lower area of the park were no longer functional and presented problems for the adjoining neighbors.

An access agreement was negotiated with the Oeser Company for environmental cleanup of Little Squalicum Park.

Staff continued habitat restoration at Happy Valley Park, Whatcom Creek Trail and the Interurban Trail.

Sense of Place

1. Promote a sense of place in the downtown, as well as support people-to-people connections, by developing a plan for relocating and improving the playground at Maritime Heritage Park.

Design work for the Maritime Heritage Park Master Plan revision for relocating the new playground is complete.

Parks and Recreation Department Objectives for 2010 *with Accomplishments* (continued)

Additional Accomplishments for Sense of Place:

Inspiration Point Overlook reconstruction and access improvements at Woodstock Farm were completed.

Staff participated in neighborhood plan updates for the York, Silver Beach, Cordata, Guide Meridian and Fairhaven neighborhoods.

Staff worked with a volunteer group to install a permanent labyrinth at Fairhaven Park.

Co-sponsored events such as April Brews Day, Downtown Sounds, Bellingham Traverse, Fairhaven Runners 15K, Bite of Bellingham, Ski to Sea, Junior Ski to Sea, Jingle Bell Run, Dog Days of Summer, Human Race, Procession of the Species, Downtown Children's Walk, etc.

The City received a reimbursement grant in the amount of \$484,000 for the acquisition of Cordata Park.

Mobility and Connectivity Options

1. Provide safe, well-connected mobility options and increase infrastructure for bicycles and pedestrians by finalizing the design and permitting for the proposed overwater walkway connecting Boulevard Park to the Waterfront District Redevelopment Area.

The design and permitting for the proposed overwater walkway connecting Boulevard Park to the Waterfront District Redevelopment Area began in 2010 and will continue in 2011.

Additional Accomplishments for Mobility and Connectivity Options:

The trail connecting Yew and Kentucky Streets was improved. This short trail section provided bicyclists an alternate route to circumvent the stairs on the Whatcom Creek Trail and Woburn and Iowa Streets.

Staff completed the repairs and replacement to the boardwalk and observation area along the north side of Whatcom Creek near the Dupont Street Bridge. Work was delayed from the fall of 2009 to accommodate work on the bridge by Public Works.

Repairs to the Pattle Point Trestle began in fall 2010.

The Phase 1 trail at Cordata Park was completed in September 2010.

Design and permitting for a trail connection from Cordata Park to Meadowbrook Court began.

Design of the Samish Crest Trail began.

Parcels of property to expand and improve the pedestrian connection to the Maplewood/McLeod park site were acquired.

A trail easement at Cordata Elementary School was acquired and trail construction began.

Parks and Recreation Department Objectives for 2010 *with Accomplishments* (continued)

A trail connection was completed at Squalicum Creek Park across the new creek channel.

Staff began a pre-design study for the Bay to Baker Trail in conjunction with the Public Works Birchwood-James Street connector project.

Access to Quality of Life Amenities

1. Evaluate, prioritize and reorganize sports and enrichment programs to provide optimum services for all ages.

As Recreation staff has been reduced we have worked with other agencies to take over programs that we could no longer run. We have continued to integrate individuals with special needs into our programs and have encouraged other agencies to do the same. We have continued our scholarship program to ensure that people with financial hardship have the opportunity to recreate, and we saw an increased need for scholarships in 2010. We will continue this process in 2011.

2. Restructure work groups to optimize maintenance activities to ensure that facilities are safe and functional.

During 2010, there were vacancies in both the Park Operations Natural Resource work group (2) and the Volunteer Program (1). Temporary adjustments were made to ensure that the trail and natural area maintenance need associated with the Natural Resource work group was met. Fewer volunteer opportunities were available during the fall and winter of 2010.

3. Repair drainage problems at Fairhaven Village Green.

The drainage problems at Fairhaven Village Green have been identified and solutions are currently being analyzed.

Additional Accomplishments for Access to Quality of Live Amenities:

Obtained private sector sponsorship for Kids Fest (4,000 attendees) and 5 Boulevard Park concerts (7,500+ attendees).

Staff led discussions and negotiations with 20 prospective property owners, of which 6 acquisitions totaling 7.85 acres were completed.

Quality, Responsive City Services

1. Implement a non-resident user fee at Arne Hanna Aquatic Center to help support efficient, effective municipal services.

A non-resident user fee was implemented at Arne Hanna Aquatic Center and the hours of operation were consolidated while maintaining a complete range of program offerings. The non-resident fee generated \$32,128 additional revenue in 2010.

Parks and Recreation Department

Parks and Recreation Department Objectives for 2010 *with Accomplishments* (continued)

2. Evaluate the effects of reduced operating hours at Arne Hanna Aquatic Center to ensure high level of service is maintained regardless of operational changes.

Continued staffing reductions in 2010 necessitate additional program and operating changes for 2011. An additional 31 days in 2011 will be reduced and the effects of reduction will continue to be monitored.

Additional Accomplishments for Quality, Responsive City Services

Staff completed the replacement of the Horticulture Shop Building at Park Operations in winter and spring of 2010. The wooden benches removed during the Civic Field seat replacement project were reused in the framing of the building.

Staff facilitated roof, chimney and electrical replacement and painting of various buildings at Woodstock Farm. Staff also facilitated the inspection of the various septic systems on the site. Staff will work with the Health Department to develop plans for replacing the septic systems.

Staff conducted inspections of state grant funded projects for compliance.

Staff participated on a panel review for Washington Wildlife and Recreation Trails Program grants.

The manufactured home at the VanWyck park site was sold to recoup some of the parcel acquisition cost.

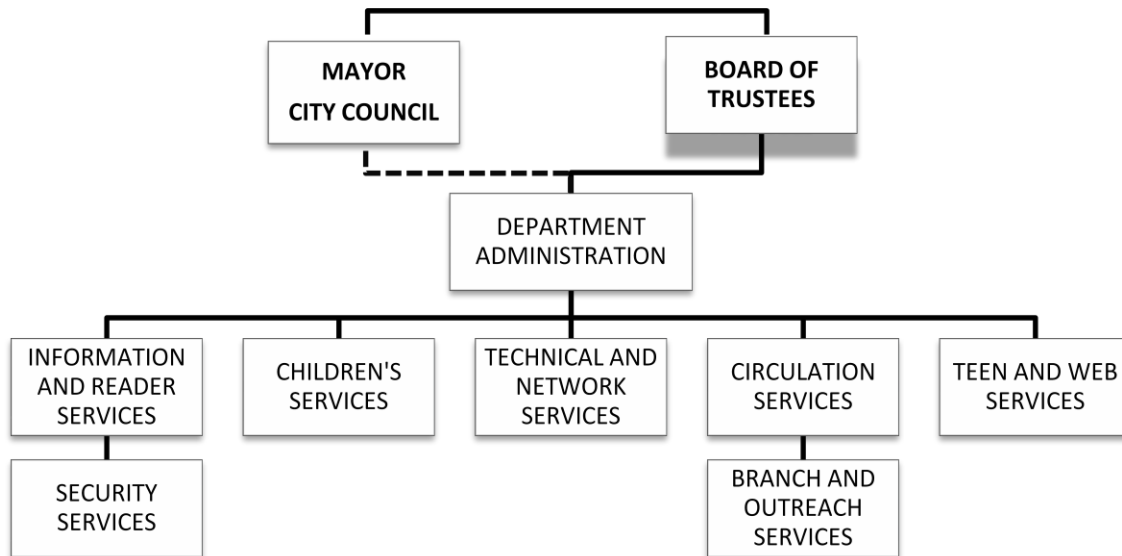
In 2010, staff facilitated the highest percentage of online program registration (29%) since implementing this option in 2005.

Parks and Recreation Department Performance/Activity Measures

Parks Capital Groups	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual
<i>Park acres includes City-owned watershed and other fund properties within City limits and 2008 UGA that provide a recreational amenity, such as open space and trails. Park acres/1000 will gradually reduce with annexations.</i>								
Park total acres				3,217.9	3,272.4	3,334.4	3,440.1	3,445.5
Park acres per 1,000 population				43.8	43.5	44.0	45.2	44.4
Trail miles				64.1	64.6	65.8	67.2	67.9
Trail miles per 1,000 population				0.9	0.9	0.9	0.9	0.9
GREENWAY LEVIES ACQUISITIONS - ACRES ACQUIRED								
Acres per Year	67	16	10	1	14	73	98	1
Cumulative Acres	483	499	510	511	525	598	696	697

The [Park, Recreation and Open Space Plan](#), which sets out benchmarks for these measures, can be viewed on line.

BELLINGHAM PUBLIC LIBRARY



Dashed line indicates an advisory relationship.

Deep shadow with solid line on box indicates a direct advisory relationship with an organization outside the City of Bellingham.

Bellingham Public Library Mission

Bellingham Public Library shares the power of information, encourages the discovery of ideas, and promotes the joy of reading with all members of the Bellingham community.

Visit the library's virtual branch at www.bellinghampubliclibrary.org

Description of Services

The Bellingham Public Library serves as the community's primary information center and offers these core services in support of its mission. Excellent customer service is a top priority in implementing each one of these public services which contribute to the quality of living and learning in Bellingham.

Materials

- Bellingham Public Library holds a diverse collection of library materials and information in a variety of print and non-print formats. Examples include books, magazines, newspapers, visual and audio materials, and electronic databases. The library's collection emphasizes children's materials and materials for people who work with children. It focuses on reading readiness, early learning, establishing library and reading habits, and promoting the joy of reading and lifelong learning. The collection represents a diverse, popular, general interest public library audience. Greater collection depth is emphasized in local and regional history, local documents, and genealogy.

Access

- Library resources are available at the Central Library, the Fairhaven and Barkley branch libraries, and also may be accessed and reserved by customers through the library's virtual branch: www.bellinghampubliclibrary.org. Materials may be dropped off and picked up at a variety of partnership locations throughout the community. Additionally, through an interlocal agreement with the Whatcom County Library System (WCLS), library materials owned by Bellingham Public Library and WCLS are available to all residents through a shared online catalog of materials. Access to other materials and resources held by cooperating local and national libraries of all types are available electronically or through other cooperative arrangements.

Assistance

- Reader's advisory and information assistance are provided for customers of all ages, as they search for the resources they need to succeed in their personal, work, school, or community activities. Computer and database classes, as well as library orientations, are regularly offered for children and adults. Assistance with library and information resources is available by telephone, in person, or on the library's website.

Programs

- The Libraries collaborate with other City departments, volunteers, and community organizations or individuals each year to sponsor or co-sponsor educational and informational programs. Programs offered to community members about issues affecting their lives connect people with the information and library resources they need for lifelong enrichment and education.

Place

- Bellingham Public Libraries are important community centers in a city that values reading and learning. Community groups use the libraries for meetings, educational events, and public forums. The libraries connect the community together by serving as neutral, welcoming places for citizens to gather, study, discuss, and learn.

Bellingham Public Library Budget Summary

The Library is funded primarily by the General Fund. The [Library Gift Fund](#) (126) is used for accumulation and expenditure of cash donations to Library and is usually spent on materials.

The Capital Maintenance Fund (125), which is shared by multiple City departments, was used to fund repairs and improvements to the Fairhaven Library in 2009.

Funding Sources	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>General</i>	3,782,111	3,498,274	3,523,628	25,354	0.7%
<i>Capital Maint</i>	889,715	-	-	-	--
<i>Library Gift</i>	25,764	15,000	15,000	-	0.0%
TOTAL ALL SOURCES	4,697,590	3,513,274	3,538,628	25,354	0.7%

Expenditures by Type	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	2,641,343	2,388,749	2,414,553	25,804	1.1%
<i>Supplies</i>	566,473	515,143	472,626	(42,517)	-8.3%
<i>Other Services and Charges</i>	958,657	77,062	79,230	2,168	2.8%
<i>Intergovernmental Services</i>	6,348	7,700	4,700	(3,000)	-39.0%
<i>Interfund Charges</i>	524,769	524,620	567,519	42,899	8.2%
TOTAL EXPENDITURES	4,697,590	3,513,274	3,538,628	25,354	0.7%

TOTAL PAID STAFF	47.3	42.2	41.2	(1.0)	-2.4%
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[Budgeted positions are listed](#) in the personnel section.

Significant Expenditure Changes

- Fewer purchases of new circulation material will Reduce *Supplies* by \$42,517.
- Increase in *Interfund Charges* of \$42,899 is for increases in the telephone and facilities maintenance operating expenses.

Bellingham Public Library Budget Summary

More detailed Library expenditures across all funds and programs are shown here.

Department Expenditures by Sub-type	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
SALARIES & WAGES	1,901,848	1,748,493	1,747,841	(652)	0.0%
OVERTIME & HAZARD DUTY	391	1,000	1,000	0	0.0%
SALARIES & WAGES Subtotal	1,902,239	1,749,493	1,748,841	(652)	0.0%
PERSONNEL BENEFITS	739,104	639,256	665,712	26,456	4.1%
PERSONNEL BENEFITS Subtotal	739,104	639,256	665,712	26,456	4.1%
OFFICE & OPER. SUPPLIES	532,480	479,398	436,881	(42,517)	-8.9%
FUEL CONSUMED	1,451	2,000	2,000	0	0.0%
SMALL TOOLS & MINOR EQUIP	32,542	33,745	33,745	0	0.0%
SUPPLIES Subtotal	566,473	515,143	472,626	(42,517)	-8.3%
PROFESSIONAL SERVICES	8,619	8,480	8,480	0	0.0%
COMMUNICATION	1,522	683	680	(3)	-0.4%
TRAVEL	1,006	4,479	4,479	0	0.0%
ADVERTISING	0	1,000	1,000	0	0.0%
OPERATING RENTALS & LEASES	22,727	23,300	23,300	0	0.0%
REPAIRS & MAINTENANCE	911,847	24,420	25,591	1,171	4.8%
MISCELLANEOUS	12,936	14,700	15,700	1,000	6.8%
OTHER SERVICES & CHARGES Subtotal	958,657	77,062	79,230	2,168	2.8%
INTERGOVERNMENTAL PROF SERV	5,894	7,000	4,000	(3,000)	-42.9%
EXTERNAL TAXES & OPER ASSESS	454	700	700	0	0.0%
INTERGOVERNMENTAL SERVICES Subtotal	6,348	7,700	4,700	(3,000)	-39.0%
INTERFUND PROFESSIONAL SERVICE	16,669	15,195	11,955	(3,240)	-21.3%
INTERFUND COMMUNICATIONS	15,989	8,020	20,418	12,398	154.6%
INTERFUND SUPPLIES	21	834	200	(634)	-76.0%
INTERFUND OPERATING RENTALS	457,475	457,750	490,371	32,621	7.1%
INTERFUND INSURANCE SERVICES	31,639	39,362	40,832	1,470	3.7%
INTERFUND REPAIRS & MAINT	2,976	3,459	3,743	284	8.2%
INTERFUND PAYT FOR SERVICE Subtotal	524,769	524,620	567,519	42,899	8.2%
TOTAL EXPENDITURES	4,697,590	3,513,274	3,538,628	25,354	0.7%

Bellingham Public Library Program Groups

Revenues by Group	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>Library Administration</i>	12,000	-	-	-	--
<i>Library Services</i>	366,310	369,981	355,433	(14,548)	-3.9%
Subtotal of Revenues by Group	378,310	369,981	355,433	(14,548)	-3.9%

Expenditures by Group	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>Library Administration</i>	470,482	469,668	478,479	8,811	1.9%
<i>Library Services</i>	2,736,368	2,481,317	2,573,428	92,111	3.7%
<i>Fairhaven Branch Library</i>	108,320	82,849	-	(82,849)	-100.0%
<i>Library Facilities</i>	1,343,567	454,099	486,721	32,622	7.2%
<i>Barkley Branch Library</i>	38,853	25,341	-	(25,341)	-100.0%
TOTAL EXPENDITURES	4,697,590	3,513,274	3,538,628	25,354	0.7%

Group Descriptions

The Library Administration group accounts for administrative operations of the Library.

The Library Services group accounts for library operations including Children's Services, Circulation, Information and Reader Services, Technical and Branch Services. Operations of branch libraries have been budgeted separately in the past, but are combined into the Library Services group budget in 2011.

The Library Facilities group accounts for custodial services and most maintenance projects for Library Facilities.

Bellingham Public Library Objectives for 2011

Vibrant Sustainable Economy

1. Obtain professional services to assist the Library Board in site selection and to develop a fresh approach to the library building program: analyze locations for a new Central Library, select a site, and develop the revised building program.
2. Foster vibrant downtown and other commercial centers by attracting one million visitors to use the resources of the Bellingham Public Library in downtown, Fairhaven, Barkley, and Cordata.

Bellingham Public Library Objectives for 2011 (continued)

Sense of Place

1. Support people-to-people connections by providing community meeting spaces at library facilities, including increased access at Central Library made possible by the key card program; install projectors and screens in the community meeting rooms at the Fairhaven Branch Library.
2. Expand the locations where members of the public may pick up and check out public library resources by beginning Bellingham Public Library connections with Western Washington University Library and Bellingham Technical College, adding to the current library connection at Whatcom Community College.
3. Support people-to-people connections through expansion of the library volunteer program, working with bargaining units to allow volunteer opportunities.

Mobility & Connectivity Options

1. Provide opportunity for the public to combine daily errands and reduce car trips by continuing to offer library services in partnership with local businesses or other institutions.

Access to Quality of Life Amenities

1. Implement the Bellingham Public Library Foundation.
2. Foster arts, culture and lifelong learning by focusing programming efforts in two specific areas in 2011:
 - Early childhood literacy
 - Topics related to “Transforming Life after 50”.
3. Develop an early learning space in the children’s department, including a Parent-Teacher Resource Collection.
4. Provide education and enrichment opportunities for all ages and abilities by co-sponsoring programs with local organizations.
5. Circulate over 1.6 million library items to area residents.

Quality, Responsive City Services

1. Increase public use of self-check-out stations, saving staff time and increasing public convenience.
2. Implement technological solutions to increase efficiencies where appropriate, including using Kit Keeper software to manage the library’s Book Club Kit collection; increasing the number of patrons who receive library messages via email or an automated telephone message; and beginning communication with library patrons via an electronic newsletter.

Bellingham Public Library Objectives for 2011 (continued)

Equity & Social Justice

1. Provide access to problem-solving resources and offer support-services for lower Income residents through continued partnerships with various service providers, such as Legal Aid (Street Law program), RSVP Tax Volunteers (tax preparation assistance), and Whatcom Literacy Council (literacy tutoring). Continue to provide computers, Internet access, Wi-Fi and other resources to meet the public's information needs.

Bellingham Public Library Objectives for 2010 *with Accomplishments*

Vibrant Sustainable Economy

1. Foster a vibrant downtown by analyzing locations for a new Central Library near the civic center and Central Business District, including in the Waterfront District, which meet the needs of the population and support planning for next steps.

In process. Library Board heard a presentation by the Director of the Public Development Authority (PDA) on February 16, 2010 about preliminary plans for the Army Street property; further-developed plans were presented by the PDA Director and Architect on September 21. Library Board awaits Waterfront Master Plan, as well as the final report from the Capital Facilities Task Force; library planning is on the task force's priority list.

Library materials circulation is estimated to be up by 2% over 2009, despite greatly reduced open hours. During our open hours, staff is checking out significantly more items per hour. Another result of the decrease in hours is that the library has seen a nearly 10% decrease in the number of library visitors. Library activity has a significant impact on downtown and other commercial centers where libraries are located.

Sense of Place

1. Preserve historic and cultural resources by continuing repairs and maintenance of the historic Fairhaven Branch Library, including identifying funding for a seismic retrofit.

Phase 1 completed. Repairs to mitigate water infiltration were completed by the end of 2009 and Fairhaven Branch Library re-opened to the public in January 2010. Remaining seismic and historic renovation work has been included in City's capital plan as unfunded future capital projects.

2. Support people-to-people connections by providing enhanced community meeting spaces at library facilities, including installing projectors, screens and other interactive technology at the Central Library and Fairhaven Branch.

In process. Projectors and screens were installed at the Central Library in Conference Room and Community Meeting Room. Installation of projectors and screens at Fairhaven Branch Library are planned for 2011.

Bellingham Public Library Objectives for 2010 *with Accomplishments* **(continued)**

3. Expand library volunteer program by working with bargaining units to allow volunteer opportunities.

In process. Library Director met with AFSCME 114 leadership to express the need and desire to involve more community volunteers in some library operations. No response from union as yet.

Mobility & Connectivity Options

1. Provide opportunities for the public to combine daily errands and reduce car trips by continuing to offer library services in partnership with local businesses.

In process. Fall of 2010, the library entered into an innovative partnership with our education partners in the Bellingham area: One Card, One Community. The partnership allows everyone who lives, works, or attends school in Whatcom County to check out library materials from any public or academic library. In addition, all materials may be returned to any library or book drop in the area and the libraries will see that they are returned to their home library. This reduces driving trips for the public.

The partnership was kicked off with an appearance by Secretary of State Sam Reed. Partner libraries include Western Washington University, Bellingham Technical College, Whatcom Community College, Whatcom County Library System, and Northwest Indian College.

Access to Quality of Life Amenities

1. Establish emergency library collection development priorities to address significant reduction to materials budget.

In process. In response to community demand and with the support of the Friends of the Library, staff established a downloadable eBook collection, and is updating the Children's new readers, nonfiction and classic fiction collections. The library also received grant support from the Whatcom Community Foundation for research materials to support non-profit organizations, and partnered with the Whatcom Genealogical Society to provide genealogy databases to the community.

2. Foster arts, culture and lifelong learning by focusing programming efforts on early childhood literacy in 2010.

Due to low staffing levels, the Children's Department reduced the number of programs it presented in 2010. Regularly scheduled Early Literacy programming, for ages birth – four years, became the primary program focus. The Children's Department anticipates presenting 245 early literacy story times by the end of 2010, with an estimated attendance of 12,250. Story time attendance averages 50 per program, a 9% increase over 2009.

Bellingham Public Library Objectives for 2010 *with Accomplishments*
(continued)

3. Provide education and enrichment opportunities for all ages and abilities by co-sponsoring programs with local organizations.

With limited staff to deliver programming, partnerships have been essential in 2010. Several successful partnerships include:

Whatcom READS! – a \$15,000 federal grant for the Big Read allowed us to bring award-winning author Tobias Wolff to Whatcom County as part of our second annual community-wide reading program, along with partners from every public and academic library in Whatcom County.

Travelogues – the Parks Department coordinated this popular series; we provide the central location.

Family Story Nights with the Bellingham Storytellers' Guild – a dedicated and talented group of storytellers enchant audiences of all ages each month at the Fairhaven Branch.

Dog Day Afternoons – the Whatcom Humane Society brings furry companions to the Fairhaven Branch and the Central Library so kids can practice their new reading skills on an uncritical audience.

Wonders of Whatcom Slide-Illustrated Lecture Series – local researcher Marilyn Boysen shares her fascination with the history and natural beauty of the Bellingham area the third Saturday of each month at the Central Library. She has built a growing following.

4. Ensure continued access to quality of life amenities to homebound individuals, especially seniors, by providing library outreach services with a special focus on assisted living, nursing homes, and health care centers.

Budget cuts at the end of 2009 eliminated library Outreach Services to approximately 250 senior citizens at 15 senior apartment facilities for 2010. 106 of these people continue to check out materials on their library cards, and 45 others enrolled in the Washington Talking Book and Braille Library's (WTBBL) books-by-mail program. There are a total of 118 borrowers of WTBBL in the City of Bellingham.

In 2010 we continued to serve 271 residents who were homebound or in 14 nursing facilities. This service is being eliminated in 2011 because of budget reductions.

Additional Accomplishments for Quality of Life Amenities:

The Children's Department earned a Mayor's Arts Award for the Annual Children's Craft Fair during the summer reading program, which fosters the arts and provides an enrichment opportunity for children, their families, and the community. The 2010 Children's Summer Reading Program ended with 51% more children completing their reading goal over 2009.

Bellingham Public Library Objectives for 2010 *with Accomplishments* **(continued)**

A new key card security system was implemented at the Central Library, replacing keyed entrances. Key card security at the Fairhaven Branch Library was completed as part of the 2009 repair project. Key cards help maintain and enhance publicly owned assets by eliminating the need for costly re-keying and by allowing increased public access to community meeting rooms.

The Information & Reader Services staff implemented the “Book-A-Librarian” program to more effectively connect library users with the information they need, and to provide personalized assistance in a high tech environment. This program fosters lifelong learning.

225 book groups are registered users of the Book Club Kit program, providing book discussion materials to an average of 500 people per month. Use of book club kits showed an 18% increase in October over last year.

The Library Board of Trustees voted to begin a Bellingham Public Library Foundation as one way to diversify its supplemental funding.

Bellingham Public Library received more than \$95,000 in supplemental support pledges from the all-volunteer Friends of the Library organization in 2010. Support included items such as supplies for the summer reading programs, book carts, CD shelving, barcode duplicators, and library materials in all formats for all ages – children’s classics, holiday CDs, and eBooks.

Quality, Responsive City Services

1. Increase public ability to use self-check-out stations by introducing unlocking devices for CD and DVD security cases, saving staff time and increasing security of materials.

In process. Public use of self-checkout increased by 5% at Central Library from 2009 through September 2010 with average use of 54%. Public use of self-checkout increased and staff time was saved by unlocking certain genres of music CDs, yet maintained security of other music CDs by using locked cases. Staff is investigating a system which will securely hold CDs and DVDs and is connected to the self-checkout station. This will enable reliable and secure access to the music and film collections at the Central Library.

2. Provide visible methods for sharing public suggestions regarding library services and collections.

The Library Board includes a public comment period during each of their regular and special meetings. Written communications to the Director, Library Board, or City Council are included in the Library Board packet for their monthly meetings.

Each library facility offers a Comments and Suggestions box. Patrons have the option of providing contact information so staff can follow up with them directly; answers are also filed in the Suggestions notebook at each branch for others to browse.

Bellingham Public Library Objectives for 2010 *with Accomplishments*
(continued)

3. Develop staffing level targets based on state and national standards, such as per capita served and volume of business.

Developing ideal staffing levels has been a challenge during this period of budget reduction. Library staff has decreased, business has increased, and this objective has not been a priority in 2010.

Additional Accomplishments for Quality, Responsive City Services:

The library promoted an internal, qualified candidate to the Head of Children's Services position, a key management position at the Library.

The Library Board welcomed newly-appointed trustee, Whatcom Literary Council Executive Director Rachel Myers, to the Board, completing the term left by Vicky Marshall.

A library staff member was selected as one of 50 in Washington State for a year-long study Fellowship related to the library's role in "Transforming Life" for people who are over 50 years old, a key target population for Bellingham.

The library implemented a new check-in and shelving process that has reduced average re-stocking time to less than 24 hours, reduced returns backlog, and increased staff efficiency.

Equity & Social Justice

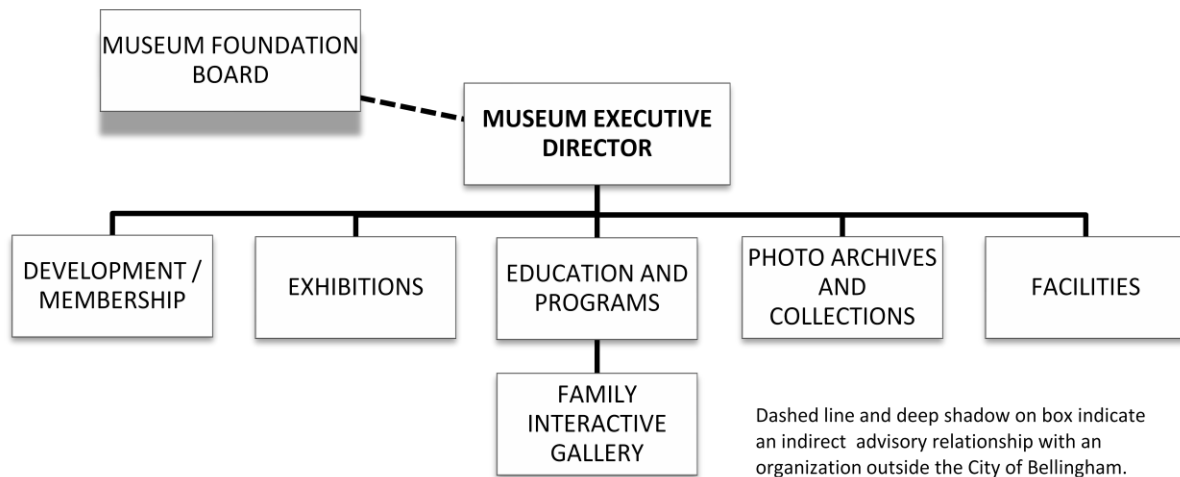
1. Provide access to problem-solving resources and offer support-services for lower-income residents through continued partnerships with various service providers, such as Legal Aid (Street Law program), AARP Tax Volunteers (tax preparation assistance), and Whatcom Literacy Council (literacy tutoring).

Bellingham Public Library continues to make space available for local social service agencies and organizations to provide services ranging from tax preparation to legal advice to literacy tutoring. The main library is centrally located, and provides computers, Internet access, Wi-Fi, and access to supplementary informational materials (and professional reference assistance) to meet the public's information needs. In addition, the library recently received a donated Optelec CCTV magnifier which is a welcome library addition for those patrons who require this problem-solving equipment.

Performance/Activity Measures

Library	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	Benchmark or Target
COLLECTION									
Materials Exp per capita		\$5.16	\$5.27	\$5.28	\$6.34	\$7.36	\$5.91	\$4.91	
Collection Expenditures as a % of Operating Budget	11.4%	12.1%	12.4%	12.0%	14.0%	14.4%	12.8%	9.9%	15.0%
CIRCULATION (In Thousands)- Number of items checked out or renewed									
TOTAL	1,145	1,182	1,196	1,207	1,285	1,419	1,594	1,619	+1%
Circulation per Capita	16.4	16.6	16.5	16.4	17.0	18.7	20.9	20.9	+1%
Cost per Item Circulated -	\$ 0.38	\$ 0.40	\$ 0.39	\$ 0.37	\$ 0.37	\$ 0.36	\$ 0.45	\$ 0.46	decrease
<i>Number of items checked out or renewed divided by total library operating budget</i>									
% of borrower self-checked items				33%	43%	45%	45%	48%	increase
Turnover (circulation / holdings)	4.00	4.04	4.06	4.06	4.44	5.46	6.34	6.75	increase
PERSONS VISITING - Number of persons counted as they enter the libraries									
TOTAL	671,822	698,000	702,171	744,856	816,302	893,997	924,286	836,705	+1%
Website Visits	n/a	n/a	n/a	236,375	276,987	317,858	410,837	481,591	+1%

WHATCOM MUSEUM



Whatcom Museum Mission Statement

Whatcom Museum provides informative, innovative, and interactive educational programs and exhibitions about art and Northwest history and the influences that affected their evolution. We seek to stimulate inquiry about our changing cultural, natural, and historical landscapes, for the youngest to the oldest minds, and to inspire preservation of and creative contributions to our region.

Our guiding words – Innovate, Inspire, Inform, Interact!

Description of Services

The Whatcom Museum collects, preserves, exhibits and interprets objects related to the Pacific Northwest's human history, visual arts, and ornithology. As a cultural center of the area, the Museum plays a vital role in offering educational, cultural and historical experiences to the public through its extensive exhibitions, programming and outreach activities. The Museum contributes to the quality of life of the area in four ways:

- Building and maintaining collections and photo archives to preserve historical and cultural objects and photographs for future generations; these collections are accessible to the public for research purposes.
- Providing educational programming and public outreach, including extensive programs for school age children, as well as musical concerts, lectures and workshops.
- Organizing exhibitions related to regional history and/or art.
- Offering innovative learning experiences for children of all ages.

Visit the Museum's website at www.whatcommuseum.org

Museum Department Budget Summary

The City's funding of the Museum is from the General Fund. In 2009, REET funds were used for repairs to city owned facilities used by the Museum.

Funding Sources	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
General	1,558,071	1,474,867	1,525,765	50,898	3.5%
1st 1/4% Real Estate Excise Tax	17,746	-	-	-	--
TOTAL ALL SOURCES	1,575,817	1,474,867	1,525,765	50,898	3.5%

Expenditures by Type	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
Salaries and Benefits	1,201,411	1,200,877	1,254,760	53,883	4.5%
Supplies	105,532	71,366	53,472	(17,894)	-25.1%
Other Services and Charges	226,939	157,881	174,659	16,778	10.6%
Intergovernmental Services	102	84	100	16	19.0%
Interfund Charges	41,833	44,659	42,774	(1,885)	-4.2%
TOTAL EXPENDITURES	1,575,817	1,474,867	1,525,765	50,898	3.5%

TOTAL PAID STAFF	17.2	18.1	17.9	(0.2)	-1.1%
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[Budgeted positions are listed](#) in the personnel section.

Significant Expenditure Changes

- The increase of \$53,883 in *Salaries and Benefits* is due to rising health insurance costs and a reorganization of the department that resulted in a new allocation of staff between the museum and the Whatcom Museum Foundation.
- Overall reduction in *Supplies* of \$17,894.

Museum Department Budget Summary

More detailed Museum expenditures are shown here.

Department Expenditures by Sub-type	2009 Actual	2010 Adopted	2011 Budget	Change from 2010	
				Amount	Percent
SALARIES & WAGES	833,564	850,419	873,389	22,970	2.7%
OVERTIME & HAZARD DUTY	17,087	19,800	19,800	0	0.0%
SALARIES & WAGES Subtotal	850,651	870,219	893,189	22,970	2.6%
PERSONNEL BENEFITS	350,760	330,658	361,571	30,913	9.3%
PERSONNEL BENEFITS Subtotal	350,760	330,658	361,571	30,913	9.3%
OFFICE & OPER. SUPPLIES	47,797	51,481	37,820	(13,661)	-26.5%
FUEL CONSUMED	579	1,000	900	(100)	-10.0%
SMALL TOOLS & MINOR EQUIP	57,156	18,885	14,752	(4,133)	-21.9%
SUPPLIES Subtotal	105,532	71,366	53,472	(17,894)	-25.1%
PROFESSIONAL SERVICES	17,975	11,399	8,630	(2,769)	-24.3%
COMMUNICATION	504	400	400	0	0.0%
TRAVEL	7,717	9,250	9,000	(250)	-2.7%
ADVERTISING	5,350	1,042	0	(1,042)	-100.0%
OPERATING RENTALS & LEASES	19,822	4,153	2,900	(1,253)	-30.2%
UTILITY SERVICE	98,136	106,667	136,379	29,712	27.9%
REPAIRS & MAINTENANCE	68,730	19,720	13,100	(6,620)	-33.6%
MISCELLANEOUS	8,705	5,250	4,250	(1,000)	-19.0%
OTHER SERVICES & CHARGES Subtotal	226,939	157,881	174,659	16,778	10.6%
EXTERNAL TAXES & OPER ASSESS	102	84	100	16	19.0%
INTERGOVERNMENTAL SERVICES Subtotal	102	84	100	16	19.0%
INTERFUND PROFESSIONAL SERVICE	11,364	17,356	3,737	(13,619)	-78.5%
INTERFUND COMMUNICATIONS	14,926	8,804	19,286	10,482	119.1%
INTERFUND SUPPLIES	19	515	515	0	0.0%
INTERFUND INSURANCE SERVICES	13,760	15,696	15,963	267	1.7%
INTERFUND REPAIRS & MAINT	1,764	2,288	3,273	985	43.1%
INTERFUND PAYT FOR SERVICE Subtotal	41,833	44,659	42,774	(1,885)	-4.2%
TOTAL EXPENDITURES	1,575,817	1,474,867	1,525,765	50,898	3.5%

Museum Department Program Groups

Museum accounting is done within a single group. Revenues by Group represent specific revenue generated by the Museum for the General Fund.

Revenues by Group	2009 Actual	2010 Adopted	2011 Budget	Change from 2010	
				Amount	Percent
Museum Services	37,013	43,842	59,215	15,373	35.1%
Subtotal of Revenues by Group	37,013	43,842	59,215	15,373	35.1%

Expenditures by Group	2009 Actual	2010 Adopted	2011 Budget	Change from 2010	
				Amount	Percent
Museum Services	1,575,817	1,474,867	1,525,765	50,898	3.5%
TOTAL EXPENDITURES	1,575,817	1,474,867	1,525,765	50,898	3.5%

Museum Foundation Board Mission Statement

In alliance with the City of Bellingham, the Whatcom Museum Foundation provides organizational governance and financial backing for the Whatcom Museum of History and Art in support of the Museum's mission to enhance the quality of life for our community.

Museum Foundation Budget Summary

The Museum Foundation provides supplemental funding for areas not covered by City funding including: the Foundation Board, fund-raising, membership development and services, public relations, Children's Museum, and Gift Shop.

This data for the Museum Foundation is provided in order to give a more complete picture of the Museum's operation. The Museum Foundation is a non-profit entity providing services and funding to the museum operations in support of the City's budget. Further information may be found in the Museum's Annual Financial Report.

WHATCOM MUSEUM FOUNDATION BUDGET	2008 Actual	2009 Actual	2010 Budget	2011 Budget
INCOME:				
Grants & Donations	176,991	284,637	166,000	142,000
Special Events & Public Events	148,843	149,247	128,000	138,000
Membership	61,110	106,025	115,000	90,000
Admissions - Whatcom Children's Museum	43,020	21,722	50,000	80,000
Shop Sales	4,079	22,505	81,000	66,000
Program Fees, Rentals & Other	14,478	24,802	80,000	110,000
Endowment Support	65,000	50,000	35,000	75,000
TOTAL RESOURCES:	513,521	658,938	655,000	701,000
EXPENDITURES:				
Salaries, Taxes & Benefits	269,659	227,997	270,000	370,500
Fund Development & Public Relations	135,833	122,647	118,000	116,500
Administration & Children's Museum	66,067	174,438	121,000	92,500
Exhibitions	35,172	9,691	42,000	40,000
Shop	265	14,775	36,000	30,000
Membership	17,757	14,625	15,000	15,000
Archives, Collections, Education & Acquisitions	25,802	42,656	53,000	36,500
TOTAL EXPENDITURES:	550,555	606,829	655,000	701,000
NET	(37,034)	52,109	0	0
Museum Foundation Paid Staff FTE's:	3.5	5.5	4.5	4.5
Volunteers:	4.5	4.5	4.5	4.5

Museum Department Objectives for 2011

Healthy Environment

1. Lightcatcher Building will reduce contributions to climate change by using natural light and louvered ventilation that make best use of variations in local weather conditions.
2. Educate visitors and the community about sustainable living through programs and exhibits at the Museum.
3. Work with Sustainable Connections to allow for lectures and training within the Lightcatcher building.

Vibrant Sustainable Economy

1. Encourage private investment in the Lightcatcher Building by:
 - Continuing to promote named donor recognition opportunities on the donor wall in Lightcatcher Building.
 - Continuing to secure corporate sponsorships for exhibition and program underwriting.
2. Meet or exceed 2010 membership and attendance numbers in 2011.

Sense of Place

1. Complete renovations to Old City Hall building and reopen.
2. Make collections and photo archives; which are dedicated to preserving history and protecting artifacts, ephemera, prints and negatives; more available to the public for use, study, and print purchase.
3. Market rental use of portions of Museum facilities that are available for community and private events.
4. Operate a successful Museum Store along with the private café to encourage community involvement in the Lightcatcher Building.

Access to Quality of Life Amenities

1. Provide a minimum of six free access days to the new Lightcatcher Building to ensure accessibility for low- and moderate-income families, reaching at least 3,000 individuals during each year.
2. Continue to improve and offer programs that foster arts, culture, and lifelong learning through exhibitions, lectures, education programs, docent and volunteer training, and classes in both Old City Hall and the Lightcatcher buildings.
3. Offer at least one travel opportunity to view special collections in the region and one out of the local area.
4. Work with school districts and PTAs to ensure that low cost tours and programs are made available to school children with subsidy available for low income schools.

Quality, Responsive City Services

1. Complete forming Board of Governors for broader influence sphere for the Museum.
2. Maintain a viable docent training program.

Museum Department Objectives for 2010 *with Accomplishments*

Healthy Environment

1. Reduce contributions to climate change by adopting practices using natural light and louvered ventilation that make best use of variations in local weather conditions.

The Lightcatcher Building was built according to LEED specifications, which should minimize the building's contribution to climate change.

2. Reduce consumption of natural and consumable resources by 5% through use of native plants, roof garden, and rainwater catch basins that are used at the Lightcatcher Building.

The water conservation features of the Lightcatcher Building and grounds save up to 100,000 of gallons per year.

3. Offer at least ten programs and exhibits at the Lightcatcher Building that educate visitors and the community about sustainable living.

Established program with WWU Lifelong Learning Institute to regularly give tours on the Lightcatcher Building design and LEED features in addition to gallery tours. Have organized four tours with attendance of 35-40 people per tour and more for 2011.

Built new exhibits in Family Interactive Gallery that promote sustainable living practices; Collaborated with Public Works environmental educators to bring in a child-sized interactive example of rain barrel catchment systems. From January-December 2010, 18,640 visitors have accessed the FIG and these environmental interactives.

Vibrant Sustainable Economy

1. Offer at least nine new exhibitions in the new art galleries at the Lightcatcher Building, including one large show from the Smithsonian affiliation.

The Smithsonian exhibit 1934: A New Deal for Artists was at the Museum during 2010; the Arts & Crafts of the Pacific Northwest opened in December, 2010.

2. Provide at least 20 classes and programs for children and families in the Family Interactive Gallery.

Offered 244 classes and programs for children and families and six Family Activity Days (Programs include FIG specific programs like story time, FIGtastic doodlers, FIGopoly, guided Art Bag tours, etc advertised in FIG newsletter).

3. Attract at least 30,000 customers through marketing and outreach of individual and family memberships/admissions.

Attracted some 70,879 visitors for the year and exceeded membership goals; nearly triple (2,200 members).

Museum Department Objectives for 2010 *with Accomplishments*
(continued)

Sense of Place

1. Open a successful Museum Store in the Lightcatcher Building and private café to encourage community involvement in the new Museum.

The Foundation's Museum Store and the privately operated Lightcatcher Café are both open for business.

2. Continue with preservation of the 1892 Old City Hall, including interior repairs that follow historic preservation guidelines.

Incomplete. Building remained closed for much of 2010, but reopened, with visitor hours Thursday through Sunday, in late November 2010.

3. Continue plans for new exhibits at the 1892 Old City Hall, and seek a National Endowment for Humanities Planning Grant in 2010 to assist with that development.

Incomplete. Building remained closed for much of 2010, but reopened, with visitor hours Thursday through Sunday, in late November 2010.

4. Offer affordable facility rentals for community events or private parties at select portions of all three Museum buildings. Make collections and photo archives, which are dedicated to preserving history and protecting artifacts, ephemera, prints, and negatives, more available to the public for use, study and print purchase.

New marketing efforts to attract users of the facilities are now underway for 2011; The Lightcatcher Building hosted its first wedding in September, 2010.

The archives had a total of 844 researchers' access archival material from January to December, 2010. They also curated three photo exhibitions. The photo archives have received 140 contracted orders for images from nonprofits and commercial groups as far as Tokyo, Japan.

Additional Sense of Place Accomplishment:

From January to September of 2010, Brown Bag programs were offered on a weekly basis, and from September to December, Brown Bags took place twice a month, providing 38 Brown Bag programs (5 brown bags took place in the Lightcatcher building for curatorial walk-throughs). In addition, through collaborations with the Whatcom Historical Society, Northwest Institute for Architects, Museum Guild, Whatcom Horticultural Society, and Whatcom Garden Club, a variety of evening programs have been offered in Old City Hall throughout the year.

Museum Department Objectives for 2010 *with Accomplishments*
(continued)

Access to Quality of Life Amenities

1. Foster arts, culture and lifelong learning through lectures, a viable docent training program educational programming and classes, particularly targeting K-12 students and multi-generational audiences.

The Education department has revamped educational offerings to make sure that programs are mission-based, draw on community resources and provide a reflection of the community, and provide a variety of entry points into exhibition content. For the year, a total of 836 programs were offered through the Education department.

2. Offer at least two travel opportunities to view special collections in the region.

Members of the Guild were invited to participate in a bus tour to the Seattle Art Museum's Picasso exhibition in November and a travel tour to NYC in October for Museum patrons and donors.

3. Work with school districts and parent/teacher/student associations to ensure that low-cost tours and programs are available to school children, including making subsidies available for low income schools.

Access to school programs has become difficult due to lack of funding from school districts. Schools and PTAs that highly value the Museum's school programs continue to access these programs. In order to make the programs more accessible for schools struggling with funding, the museum offers a sliding scale fee schedule with lower pricing for Title One schools. Also, staff has applied for and received funding to provide access to Museum programs.

For 2010, Education staff provided 454 school programs, including study of Coast Salish culture, Birds of Washington, Art Career Day, and a variety of art education programs, to 13763 students.

The museum continues to offer free passes for other youth organizations, such as Lydia Place.

4. Provide a minimum of six free access days to the new Lightcatcher Building to ensure accessibility for low- and moderate-income families, reaching at least 3,000 individuals during the year.

Offered four full free days in April, May, June and September and 3 free evenings in conjunction with art walk in May, August, and November. Attendance for 3 events was 3621 visitors.

Museum Department Objectives for 2010 *with Accomplishments* **(continued)**

Quality, Responsive City Services

1. Recruit 25 docents to start new training in January of 2010.

Had some 35 docents trained and working at the Museum as of October, 2010. For 2010, docents provided 277 tours to 1,712 visitors.

2. Complete forming Board of Governors for broader influence sphere for the Museum.

Incomplete with plans to execute in early 2011.

Additional Quality and Responsive City Services Accomplishment:

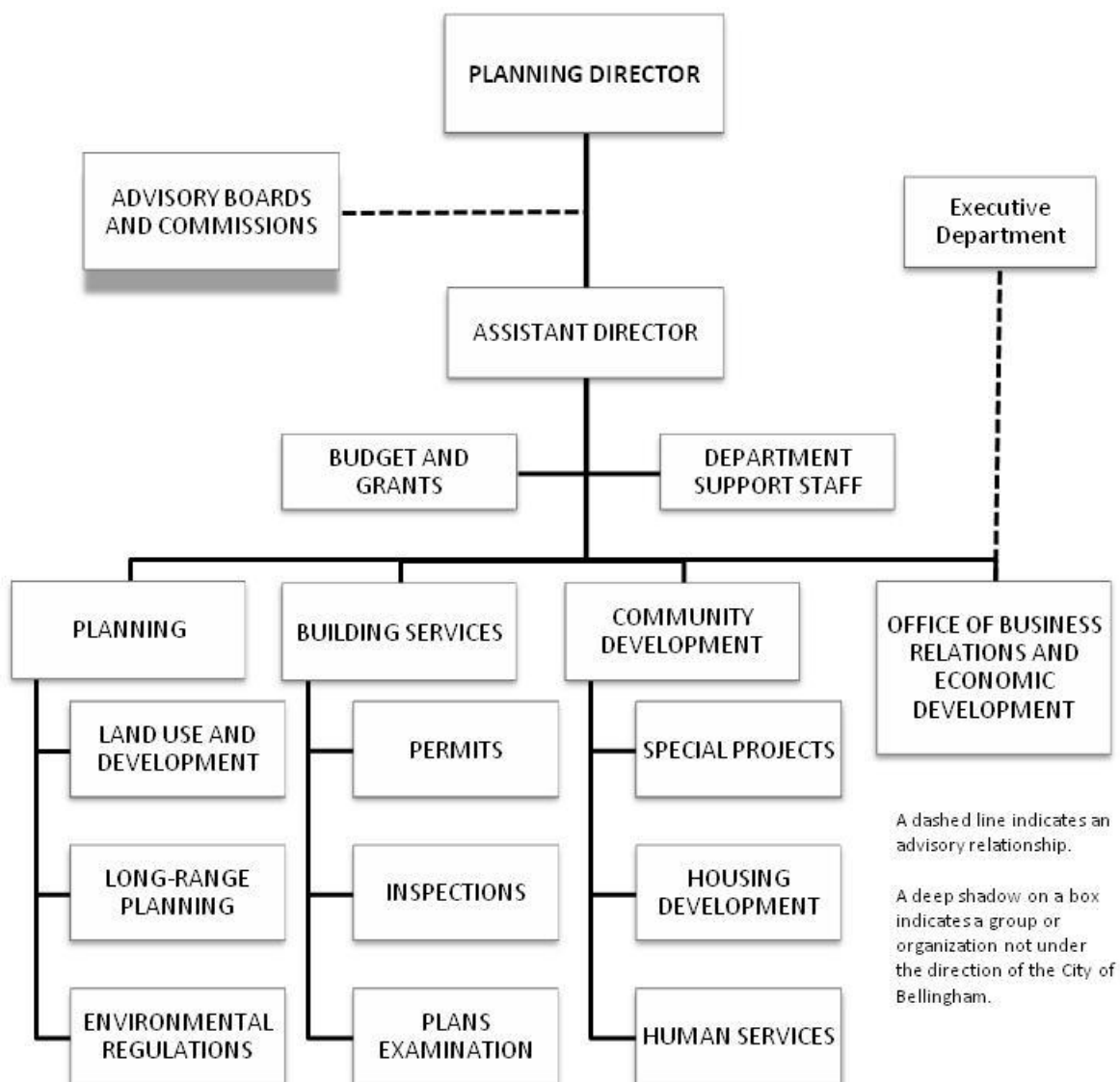
Continued to work with district; provided on-site teacher training during summer. The Education department collaborated with the Northwest Educational Services District, WWU, Allied Arts Education Project, and various artists to provide 11 professional development classes with the option of receiving clock hours and 2 open houses for area educators. The Education department also undertook an evaluation, including surveys completed by 292 respondents and 3 focus group sessions, in order to evaluate how to best meet the needs of area educators and students. The Education and Development departments completed NEA and PONCHO grants to access funding to support educational programs in the County.

Performance/Activity Measures

Museum Workload and Effectiveness	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	Benchmark or Target
Total Attendance	103,299	104,565	111,705	106,001	103,656	90,700	50,445	70,879	+1%
Child Attendance	58,501	60,580	64,586	63,477	43,549	33,127	closed	closed	+1%

With the opening of the new museum, child attendance is no longer tracked separately because the FIG is within the new facility and the separate children's museum is now closed.

PLANNING AND COMMUNITY DEVELOPMENT DEPARTMENT



Planning and Community Development Department Mission

Planning: Guide community growth and development in a manner that protects environmental resources, promotes distinctive neighborhoods and a healthy downtown and involves citizens in the decisions that affect them.

Building Services: Contribute to a safe, dynamic and livable community by maintaining a [Permit Center](#) offering fair, consistent, and timely customer assistance; providing a unified regulatory process; providing efficient, technically competent plan review, permitting and inspection services to ensure that buildings and construction meet adopted City codes and standards.

Community Development: Enhance the quality of life for the citizens of Bellingham by focusing on community identified needs, strategic partnerships and customer service benefiting the public and promoting a prosperous community.

Description of Services

Planning

- Maintain and update Bellingham's Comprehensive Plan and Neighborhood Plans.
[Community planning documents](#) may be viewed on the web site.
- Carry out development review and process permits consistent with land use, subdivision, and environmental regulations.
- Maintain and update City codes related to land use, development regulation, subdivision regulation, and the environment.
- Develop periodic population, housing and employment projections and maintain land use and natural resource inventories.
- Initiate planning processes in response to emerging community issues.

Building Services

- Assist property owners, designers, and contractors to achieve zoning, municipal code, and building code compliance by providing technically accurate, thorough and timely plan review and construction inspection.
- Provide public information resources such as self-help access to City databases, maps, utility and land use information, code books, technical resource manuals, clear and concise information brochures in standardized format and design.
- Manage the Building Services Fund to link cost recovery to the cost of providing service while ensuring continuity of services.

Community Development

- Plan, procure funding for, and coordinate community planning, capital projects, tourism, arts, economic development, affordable housing and human service initiatives.
- Develop and manage public processes, master planning, and development strategies including public/private partnerships to further downtown and neighborhood revitalization efforts.
- Provide financial support for projects benefiting low/moderate income households and neighborhoods using federal Community Development Block Grant and HOME Investment Partnership grants in accordance with federal regulations.
- Work with a variety of non-profit and for-profit organizations to address broad community needs and goals.

More service and major project information is available on the [Department's web page](#).

Planning and Community Development Department Budget Summary

The General Fund wholly funds the Planning Division and the City Center Development activity, and contributes to the Community Development activity. The Building Services Division is funded entirely from the [Development Services Fund](#). The [Community Development Block Grant](#) (CDBG) and [HOME Investment Partnership Grant](#) Funds and account for their respective Federal grant programs. The Tourism Activities and Facilities program is entirely funded by the [Tourism Fund](#).

Funding Sources	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
General	3,406,405	3,425,805	2,644,545	(781,260)	-22.8%
Capital Maint	14,763	-	-	-	--
1st 1/4% Real Estate Excise Tax	2,063	-	-	-	--
Tourism	1,118,179	777,837	925,027	147,190	18.9%
Community Develop Block Grant	2,009,743	1,139,630	1,122,500	(17,130)	-1.5%
HOME Investment Partnership Grant	1,037,941	744,403	734,966	(9,437)	-1.3%
Development Services	1,913,301	1,881,662	1,778,534	(103,128)	-5.5%
TOTAL ALL SOURCES	9,502,395	7,969,337	7,205,572	(763,765)	-9.6%

Expenditures by Type	2009	2010	2011	2010	
	Actual	Adopted	Budget	Amount	
Salaries and Benefits	3,732,374	3,833,475	3,713,453	(120,022)	-3.1%
Supplies	163,029	60,948	40,895	(20,053)	-32.9%
Other Services and Charges	4,043,461	3,417,843	2,804,166	(613,677)	-18.0%
Intergovernmental Services	369,101	52,000	42,000	(10,000)	-19.2%
Interfund Charges	414,804	515,071	515,058	(13)	0.0%
Subtotal of Operations	8,722,769	7,879,337	7,115,572	(763,765)	-9.7%
Capital Outlay	670,353	-	-	-	--
Interfund Transfers	109,273	90,000	90,000	-	0.0%
TOTAL EXPENDITURES	9,502,395	7,969,337	7,205,572	(763,765)	-9.6%

TOTAL PAID STAFF	45.6	43.6	40.7	(2.9)	-6.7%
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[Budgeted positions are listed](#) in the personnel section.

Significant Expenditure Changes

- Decrease of \$120,022 in *Salaries and Benefits* is from a reduction in FTEs.
- Decrease in *Other Services and Charges* of \$613,677 is for expenses related to the EECBG Grant for revolving loan and professional services spent in 2010.

Planning and Community Development Department Budget Summary

Detailed Planning and Community Development Department expenditures across all funds and programs are shown here.

Department Expenditures by Sub-type	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
SALARIES & WAGES	2,686,399	2,829,037	2,681,031	(148,006)	-5.2%
OVERTIME & HAZARD DUTY	2,422	3,155	2,155	(1,000)	-31.7%
SALARIES & WAGES Subtotal	2,688,821	2,832,192	2,683,186	(149,006)	-5.3%
PERSONNEL BENEFITS	1,043,696	1,001,283	1,030,267	28,984	2.9%
PERSONNEL BENEFITS Subtotal	1,043,696	1,001,283	1,030,267	28,984	2.9%
OFFICE & OPER. SUPPLIES	47,024	38,203	29,920	(8,283)	-21.7%
FUEL CONSUMED	5,338	5,225	5,475	250	4.8%
SMALL TOOLS & MINOR EQUIP	110,667	17,520	5,500	(12,020)	-68.6%
SUPPLIES Subtotal	163,029	60,948	40,895	(20,053)	-32.9%
PROFESSIONAL SERVICES	2,089,539	1,763,170	1,573,772	(189,398)	-10.7%
COMMUNICATION	974	1,200	900	(300)	-25.0%
TRAVEL	7,658	9,696	10,275	579	6.0%
ADVERTISING	25,128	9,858	10,281	423	4.3%
OPERATING RENTALS & LEASES	14,111	14,200	14,100	(100)	-0.7%
INSURANCE	2,500	0	0	0	0.0%
UTILITY SERVICE	2,758	2,000	2,000	0	0.0%
REPAIRS & MAINTENANCE	215,090	90,050	57,130	(32,920)	-36.6%
MISCELLANEOUS	1,774,544	1,527,669	1,135,708	(391,961)	-25.7%
OTHER SERVICES & CHARGES Subtotal	4,132,302	3,417,843	2,804,166	(613,677)	-18.0%
INTERGOVERNMENTAL PROF SERV	148,601	52,000	42,000	(10,000)	-19.2%
INTERGOVERNMENTAL PAYMENTS	220,500	0	0	0	0.0%
INTERFUND SUBSIDIES	109,273	90,000	90,000	0	0.0%
INTERGOVERNMENTAL SERVICES Subtotal	478,374	142,000	132,000	(10,000)	-7.0%
MACHINERY AND EQUIPMENT	0	0	0	0	0.0%
CONSTRUCTION OF FIXED ASSETS	575,914	0	0	0	0.0%
CAPITAL OUTLAY Subtotal	575,914	0	0	0	0.0%
INTERFUND PROFESSIONAL SERVICE	246,419	334,258	289,756	(44,502)	-13.3%
INTERFUND COMMUNICATIONS	20,350	11,571	22,600	11,029	95.3%
INTERFUND SUPPLIES	235	0	0	0	0.0%
INTERFUND OPERATING RENTALS	128,546	131,273	113,150	(18,123)	-13.8%
INTERFUND INSURANCE SERVICES	22,729	36,035	76,639	40,604	112.7%
INTERFUND REPAIRS & MAINT	1,980	1,934	12,913	10,979	567.7%
INTERFUND PAYT FOR SERVICE Subtotal	420,259	515,071	515,058	(13)	0.0%
TOTAL EXPENDITURES	9,502,395	7,969,337	7,205,572	(763,765)	-9.6%

Planning and Community Development Department

Planning and Community Development Department Program Groups

Department Revenues and Reserves groups account for revenues and fund reserves specific to the department but shared between the programs within the department. The decrease in revenue in 2011 reflects less grant revenue and corresponding expenditures.

Revenues by Group	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>Planning Revenue and Reserves</i>	891,880	875,000	-	(875,000)	-100.0%
<i>Planning Services</i>	56,718	798,240	18,671	(779,569)	-97.7%
<i>Building Services</i>	2,268,277	1,914,591	1,826,510	(88,081)	-4.6%
<i>Community Development</i>	3,350,533	1,884,033	1,857,466	(26,567)	-1.4%
<i>City Center Development</i>	13,551	1,569	1,553	(16)	-1.0%
<i>Tourism Activities and Facilities</i>	12,480	7,837	904,296	896,459	11438.8%
Subtotal of Revenues by Group	6,593,439	5,481,270	4,608,496	(872,774)	-15.9%

Expenditures by Group	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>Planning Services</i>	2,206,241	2,513,758	1,781,841	(731,917)	-29.1%
<i>Building Services</i>	1,913,301	1,881,662	1,778,534	(103,128)	-5.5%
<i>Community Development</i>	3,825,939	2,511,626	2,480,716	(30,910)	-1.2%
<i>City Center Development</i>	438,735	284,454	239,454	(45,000)	-15.8%
<i>Tourism Activities and Facilities</i>	1,118,179	777,837	925,027	147,190	18.9%
TOTAL EXPENDITURES	9,502,395	7,969,337	7,205,572	(763,765)	-9.6%

Group Descriptions

The Planning Services Group guides community growth and development while protecting environmental resources and promoting neighborhoods and a healthy downtown.

The Building Services Group operates the Permit Center that oversees rules and zoning that apply to your property, land use or building permits, and building codes enforced by the City of Bellingham.

The Community Development Group coordinates and implements community planning, capital projects, tourism, arts, economic development, affordable housing and human service initiatives.

The City Center Development Group fosters vibrant downtown and other commercial districts and funds delivery of economic development services.

The Tourism Activities and Facilities Group uses revenue from Hotel/Motel taxes to support local tourism events, facilities and agencies.

Planning and Community Development Department Objectives for 2011

Clean, Safe Drinking Water

1. Implement the Lake Whatcom Reservoir Management Program and enforce development regulations in the Lake Whatcom watershed.
2. Review and refine Lake Whatcom Reservoir development regulations to ensure adequacy and effectiveness.

Healthy Environment

1. Protect and improve the health of lakes, streams and Bellingham Bay by responding to the Department of Ecology's comments on the submitted Shoreline Master Program and implementing the program.
2. Partner with stakeholders to develop and institute building codes that enhance energy and resource conservation.
3. Develop internal business practices that reduce the number of vehicle trips to and from city hall, including on-line payment for basic permits and bulk buying of permits for certified electricians.
4. Adopt a new Environment element as part of the periodic update of the City's Comprehensive Plan.

Vibrant Sustainable Economy

1. Promote a thriving local economy by processing development permits in a timely, fair and professional manner and working to streamline and improve permit process efficiencies.
2. Foster vibrant downtown and other commercial districts by funding partner organizations and maintaining clean and attractive streets.
3. Initiate City Center planning effort to identify new strategies to remove obstacles to infill and promote redevelopment investment in prime locations.
4. Complete review of two annexation proposals (Bakerview/Bennett and Pacific Highway) that include land zoned for new industrial development.
5. Partner with the Port of Bellingham and Whatcom County to collaboratively fund delivery of economic development services.
6. Support and participate in the county-wide economic development strategy led by Northwest Economic Council.
7. Adopt a new Economic Development element as part of the periodic update of the City's Comprehensive Plan.

**Planning and Community Development Department Objectives for 2011
(continued)**

Sense of Place

1. Complete the 2011 Comprehensive Plan periodic update.
2. Encourage development within existing infrastructure by evaluating annexations based on the Urban Service Area Phasing Plan, and promoting infill in areas with access to services.
3. Lead the legislative process to adopt the Waterfront Master Plan, development regulations and Planned Action Ordinance.
4. Lead the legislative process to adopt the King Mountain Urban Village Plan and development regulations, including creating new east/west transportation connections.
5. Conduct Design Review of development proposals using established design standards and guidelines.
6. Complete docketed neighborhood plan amendments including Sehome and Fairhaven Phase II Neighborhood Plan updates.
7. Complete clarifications and minor updates to the land use and development code to ensure consistency with the existing Comprehensive Plan infill goals and policies.

Safe & Prepared Community

1. Expand Building Service Division's disaster response capability through ongoing training and coordination with Bellingham's Emergency Management Division.

Access to Quality of Life Amenities

1. Work with the Arts Commission to rejuvenate public spaces by evaluating relocation of existing city-owned artworks.

Equity & Social Justice

1. Make loans for new permanently affordable housing, rehabilitate homes occupied by low and moderate-income households, and provide down payment assistance to first time homebuyers.
2. Evaluate and begin implementation of recommendations from the County-wide Housing Affordability Task Force.
3. Begin analysis and public outreach for the City's 5-year Strategic Plan for Community Development.
4. Fund support services for lower-income residents by identifying specific focus areas and selecting partners that can deliver results in targeted areas.

**Planning and Community Development Department Objectives for 2010
*with Accomplishments***

Clean, Safe Drinking Water

1. Limit negative impacts of development on water quality in Lake Whatcom by proactively enforcing land use and environmental regulations, including the new Silver Beach Ordinance, in the Lake Whatcom Watershed.
 - *Participated in update to the Lake Whatcom Reservoir Management Program 2010-2014 Work Plan.*
 - *Processed 97 permits within the Lake Whatcom Watershed under new regulatory requirements, including 10 permits for code enforcement for land use violations.*
 - *Adopted new Purchase of Development Rights program.*

Healthy Environment

1. Protect and improve the health of lakes, streams and Bellingham Bay by completing and implementing the updated Shoreline Master Program.

Submitted a City-approved update of the Shoreline Master Program to the Department of Ecology for review.
2. Reduce contributions to climate change by amending building codes to promote construction of green buildings.
 - *Analyzed new International Green Construction Code to identify areas that could be incorporated into Bellingham's Building Code.*
 - *Piloted Green Building "Bin-bump-up" program to expedite permit review time for documented green development projects.*
 - *Published seven Advanced Methods and Materials (AMMs) to provide clear guidance and permit requirements for advanced green building techniques.*
3. Conserve natural and consumable resources by developing a community-wide program to provide financing and incentives for residential and commercial energy efficiency improvements.
 - *Launched the Community Energy Challenge Loan Program in partnership with Sustainable Connections, Opportunity Council and other partners.*
 - *Compiled a single online source for all public and private utility incentives that promote energy conservation and efficiency.*

**Planning and Community Development Department Objectives for 2010
with Accomplishments (continued)**

Vibrant Sustainable Economy

1. Promote a thriving local economy by processing development permits in a timely, fair and professional manner.

- *Processed 752 building permits valued at \$104 million and creating 87 new residential units, as well as 2,657 other basic permits.*
- *Initiated Subject-to-Field-Inspection permit process to save customers time and money for simple building permits.*
- *Streamlined Certificate of Occupancy process.*
- *Created and adopted a new Construction Administration Code to exempt small projects from permitting, provide clear process guidelines, and enable extensions of vested applications for demonstrated financial hardships.*
- *Updated Critical Areas Ordinance in order to create a more efficient review process for minor additions to existing buildings, while still providing protection of environmentally sensitive areas.*
- *Upgraded Tidemark permitting software.*

2. Promote a thriving local economy by funding local economic development agencies and other key partners.

Funded and managed contracts for 5 economic development agencies and organizations a total of \$250,000.

3. Create conditions that encourage public and private investment by developing plans, including Urban Village master plans, and implementing regulations that will support appropriate infill and increase transit use.

- *Launched the Office of Business Relations and Economic Development to provide support to 65 local businesses working with the City.*
- *Supported effort to extend the Multi-family Tax Exemption Program to Samish Way and Fountain District Urban Villages.*
- *Supported the Waterfront Master Planning effort.*
- *Worked toward a new interlocal agreement with the Port of Bellingham to enable annexation of industrially-developed areas around the Bellingham Airport.*

4. Identify and propose a new area or areas for limited industrial development in the 2011 Comprehensive Plan update.

Completed Phase 2 of the City of Bellingham Employment Lands Report.

5. Foster vibrant downtown and other commercial centers by funding partner organizations and maintaining streetscape improvements.

Provided \$140,000 in beautification and maintenance services for downtown and Fairhaven districts.

**Planning and Community Development Department Objectives for 2010
with Accomplishments (continued)**

Sense of Place

1. Encourage development within existing infrastructure by evaluating annexations based on the Urban Service Area Phasing Plan and promoting infill in areas with access to services and existing infrastructure.
 - *Analyzed six annexation proposals and coordinated interdepartmental analysis of costs of service and infrastructure for each proposal.*
 - *Initiated updates to the Fairhaven and Sehome Neighborhood Plans.*
 - *Reviewed and adopted the following items during the 2010 Annual Comprehensive Plan Review:*
 - *Happy Valley Green Infrastructure Plan*
 - *York policy and text amendments*
 - *Puget amendments*
 - *Updated Silver Beach Neighborhood Plan*
 - *Western Washington University, Central Business District and Meridian rezones*
 - *Updated Guide Meridian/Cordata Neighborhood Plan*
 - *Northern Neighborhood Boundary Adjustments – Created new Barkley and Irongate Neighborhoods from former Mt. Baker Neighborhood*
2. Encourage development within existing infrastructure by completing the Fountain District Urban Village Subarea Plan.

Completed the Fountain District Urban Village Master Plan and development regulations.
3. Support sense of place in neighborhoods by conducting design review of development proposals using established design standards and guidelines.

Processed 26 design review permits ranging from a new 29-unit multi-family building to installation of energy efficiency upgrades to the 3 high-rise Housing Authority buildings.

Safe and Prepared Community

1. Develop and adopt codes and procedures for standardized, organization-wide code enforcement.

Modified code enforcement rules to create civil and criminal infractions for building code violations.

Mobility and Connectivity Options

1. Limit sprawl by updating Bellingham's Comprehensive Plan, including the Urban Growth Areas and associated interlocal agreement with Whatcom County.

Initiated the 2011 update to Bellingham's Comprehensive Plan, and worked with Whatcom County on policies and agreements pertaining to Bellingham's Urban Growth Areas.

**Planning and Community Development Department Objectives for 2010
with Accomplishments (continued)**

Access to Quality of Life Amenities

1. Maintain and enhance publicly owned assets by creating a maintenance plan for all City-owned, public outdoor art.

Completed.

Equity & Social Justice

1. Support safe, affordable housing by making loans for new permanently affordable housing, rehabilitating homes occupied by low and moderate-income households, and providing down payment assistance to first-time homebuyers.
 - *Supported Kulshan Community Land Trust's effort to purchase property for development of affordable housing under federal Neighborhood Stabilization Program*
 - *Provided funding assistance to Opportunity Council's acquisition of four-plex for supportive housing program*
 - *Provided deferred payment loans to rehabilitate, weatherize and address lead paint hazards.*
 - *Drafted ordinances to facilitate Inclusive Zoning and to extend the Demonstration Program for Innovative Permanently Affordable Homeownership projects.*
2. Support services for lower-income residents by identifying specific focus areas and selecting partners to be funded that can deliver results in those areas targeted.

Provided \$416,000 to fund 33 human service organizations that deliver key support services to targeted lower-income residents.

Performance/Activity Measures

Planning Services Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual
SELECTED PERMIT APPLICATIONS								
Subdivision/Short Plats	55	47	99	61	40	19	16	16
New Lots Created	200	123	130	284	231	81	72	72
SEPA Determination	112	106	105	54	48	45	53	53
Critical Areas	14	21	40	10	10	26	55	55
Clearing/Grading	62	36	25	23	11	15	23	23
Shoreline	17	7	11	9	12	22	30	30
Planned Development	32	35	27	17	13	11	6	6
Conditional Use	21	17	13	13	14	7	6	6

Building Services Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	Benchmark or Target
Plans Reviewed	2,000	1,145	2,146	2,123	1,738	1,553	2,070	1,393	
Average Time (Number of Days)	12	9.5	14	17	19	13	10	6	15
% of permits completed within specified cycle time							92%	82%	increase
Permits Issued									
Building	1,131	1,166	1,140	626	946	776	668	752	
Total Permits, All Types	4,608	4,770	4,846	4,198	4,372	3,681	3,111	3,472	
Customers visiting counter					12,643	10,852	10,145	9,718	

More detailed [permit activity](#) is available on the web site.

Results of the Permit Center's program of periodic [customer satisfaction surveys](#) are available on the web site.

Community Development Division	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Goals*
Low-income housing units created	n/a	-	-	111	51	45	54	16	50
Homes rehabilitated that are owned by low/moderate income households	n/a	18	12	11	11	20	17	16	18
Rent assistance to homeless families	n/a	17	15	20	21	15	22	19	12
First-time homebuyers assisted	n/a	5	14	9	6	23	12	5	9
Arts projects completed	n/a	n/a	-	3	5	2	2	3	1

**Numbers in the 2011 Goals column refer specifically to the budget year and are taken from the Consolidated Plan.*

Much of the Community Development Division's work is funded through Federal grant programs. Goals, work plans and accomplishments for these programs are in the [Consolidated Plan](#), which is available on line. The annual performance report, or CAPER, for the grant programs is on the same page.

HEARING EXAMINER

Hearing Examiner Mission

To provide fair and impartial quasi-judicial proceedings in which the public is encouraged to participate.

Description of Services

- Hear and decide quasi-judicial land use applications and administrative appeals.
- Provide recommendations to the City Council regarding land use and procedural codes.
- Assist the Municipal Court with judicial responsibilities.
- Provide high quality quasi-judicial service.
- Issue decisions in accordance with City ordinances that are consistent with officially adopted City policies, goals, and objectives.

For more information visit the [Hearing Examiner's web page](#).

Hearing Examiner Department Budget Summary

Funding Sources	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
General	183,773	186,670	193,857	7,187	3.9%
TOTAL ALL SOURCES	183,773	186,670	193,857	7,187	3.9%

Expenditures by Type	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
Salaries and Benefits	174,890	176,183	183,876	7,693	4.4%
Supplies	1,098	1,960	1,610	(350)	-17.9%
Other Services and Charges	5,265	6,708	5,705	(1,003)	-15.0%
Interfund Charges	2,520	1,819	2,666	847	46.6%
TOTAL EXPENDITURES	183,773	186,670	193,857	7,187	3.9%

TOTAL PAID STAFF	1.4	1.5	1.5	0.0	0.0%
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[Budgeted positions are listed](#) in the personnel section.

Hearing Examiner Department Budget Summary (continued)

Detailed Hearing Examiner Department expenditures are shown here.

Department Expenditures by Sub-type	2009 Actual	2010 Adopted	2011 Budget	Change from 2010 Amount Percent	
<i>SALARIES & WAGES</i>	133,161	134,946	138,455	3,509	2.6%
SALARIES & WAGES Subtotal	133,161	134,946	138,455	3,509	2.6%
<i>PERSONNEL BENEFITS</i>	41,729	41,237	45,421	4,184	10.1%
PERSONNEL BENEFITS Subtotal	41,729	41,237	45,421	4,184	10.1%
<i>OFFICE & OPER. SUPPLIES</i>	512	1,500	1,150	(350)	-23.3%
<i>SMALL TOOLS & MINOR EQUIP</i>	586	460	460	0	0.0%
SUPPLIES Subtotal	1,098	1,960	1,610	(350)	-17.9%
<i>PROFESSIONAL SERVICES</i>	0	75	75	0	0.0%
<i>COMMUNICATION</i>	119	140	140	0	0.0%
<i>TRAVEL</i>	539	1,550	900	(650)	-41.9%
<i>ADVERTISING</i>	3,032	3,193	3,190	(3)	-0.1%
<i>MISCELLANEOUS</i>	1,575	1,750	1,400	(350)	-20.0%
OTHER SERVICES & CHARGES Subtotal	5,265	6,708	5,705	(1,003)	-15.0%
<i>INTERFUND PROFESSIONAL SERVICE</i>	575	0	0	0	0.0%
<i>INTERFUND COMMUNICATIONS</i>	193	50	294	244	488.0%
<i>INTERFUND OPERATING RENTALS</i>	1,752	1,769	1,857	88	5.0%
<i>INTERFUND INSURANCE SERVICES</i>	0	0	515	515	0.0%
INTERFUND PAYT FOR SERVICE Subtotal	2,520	1,819	2,666	847	46.6%
TOTAL EXPENDITURES	183,773	186,670	193,857	7,187	3.9%

Hearing Examiner Department Program Groups

Hearing Examiner accounting is done within a single group. Revenues by Group represent specific revenue generated by the Hearing Examiner's Office for the General Fund.

Revenues by Group	2009 Actual	2010 Adopted	2011 Budget	Change from 2010 Amount Percent	
<i>Hearing Examiner</i>	14,703	30,000	30,000	-	0.0%
Subtotal of Revenues by Group	14,703	30,000	30,000	-	0.0%

Expenditures by Group	2009 Actual	2010 Adopted	2011 Budget	Change from 2010 Amount Percent	
<i>Hearing Examiner</i>	183,773	186,670	193,857	7,187	3.9%
TOTAL EXPENDITURES	183,773	186,670	193,857	7,187	3.9%

Hearing Examiner Department

Hearing Examiner Department Objectives for 2011

Quality, Responsive City Services

1. Assist Human Resources in the implementation of new Civil Service Rules and Procedures.
2. Continue to provide administrative support at Central Reception.

Hearing Examiner Department Objectives for 2010 *with Accomplishments*

Quality, Responsive City Services

1. Assist Human Resources in the adoption of procedures and forms to implement new Civil Service Rules.

Provided staff training, completed 2010 portion of procedures and forms project.

Additional Accomplishment:

Citizens' Guide was made available on the City's web site.

<http://www.cob.org/documents/hearing-examiner/citizen-guide-hearing-examiner.pdf>.

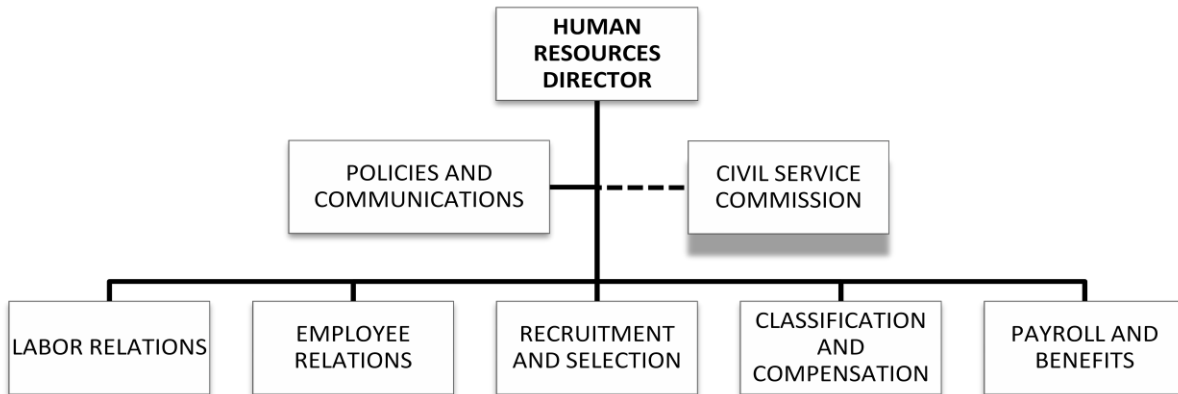
Performance/Activity Measures

Hearing Examiner	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	Benchmark or Target
Cases heard	75	84	76	55	54	33	32	24	
% of issuances of decision occurring within 15 days from the close of the record for a public hearing	New measure in 2005		80.3%	80.0%	87.0%	96.9%	96.7%	95.7%	85%
Average days to issue a decision	New measure in 2006			13.80	10.98	10.48	9.27	12.08	< 15
Semi-annual reports to Council by: February 15th August 15th	New measure in 2005		yes	yes	yes	yes	yes	yes	yes
			yes	yes	yes	yes	no	*no	yes

**1st Half report delayed ; will be consolidated with 2nd Half report in February 2011.*

"Close of the record" includes time extended for submission of exhibits and briefs. Often the public hearing may be on one day, but the record will be left open for specific submissions and doesn't formally close until those are received.

HUMAN RESOURCES DEPARTMENT



Deep shadow with dashed line indicates an advisory relationship with an entity that is not part of the City.

Department Mission

The most important factor in providing quality City service is the caliber and composition of the City's workforce.

We partner with departments to recruit and retain a workforce capable of performing the City's work; and to develop a safe, satisfying, motivating work environment, and a cost-effective, financially sustainable labor force.

Description of Services

The Human Resources (HR) Department supports the mission of the City through employees and personnel programs.

We are:

- Business partners with client work groups.
- Subject matter experts.

We design and administer:

- Total compensation programs (wages and benefits).
- Performance programs (selection, training, performance management).
- Systems (payroll, Human Resources Information System, Civil Service).
- Policies and compliance programs.

We ensure that the taxpayer receives value for labor dollars.

We advocate for all employees.

For more information, visit the [HR Department's services web page](#).

Human Resources Department Budget Summary

The Human Resources Department is largely supported by the General Fund. The department manages [internal service funds](#) for [Unemployment](#), [Workers' Compensation](#), [Health Benefits](#), and two [pension and benefit trust funds](#), in order to provide citywide employee benefit programs.

Funding Sources	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
General	1,175,918	1,254,996	1,205,518	(49,478)	-3.9%
Unemployment Compensation	187,087	621,871	376,957	(244,914)	-39.4%
Workers Comp Self-Insurance	724,680	757,905	747,354	(10,551)	-1.4%
Health Benefits	10,435,696	11,229,993	12,604,664	1,374,671	12.2%
Firefighter Pension and Benefit	1,783,229	2,033,386	2,229,423	196,037	9.6%
Police Pension and Benefit	942,459	1,141,036	1,252,978	111,942	9.8%
TOTAL ALL SOURCES	15,249,069	17,039,187	18,416,894	1,377,707	8.1%

Expenditures by Type	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
Salaries and Benefits	3,840,034	4,554,747	4,419,857	(134,890)	-3.0%
Supplies	105,864	176,900	168,550	(8,350)	-4.7%
Other Services and Charges	11,017,557	11,997,520	13,413,931	1,416,411	11.8%
Intergovernmental Services	84,555	95,850	115,850	20,000	20.9%
Interfund Charges	201,059	214,170	298,706	84,536	39.5%
TOTAL EXPENDITURES	15,249,069	17,039,187	18,416,894	1,377,707	8.1%

TOTAL PAID STAFF	14.0	13.8	12.5	(1.3)	-9.4%
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[Budgeted positions are listed](#) in the personnel section.

Breakdown of Salaries and Benefits Expenditure Type	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
City-wide Cost	2,641,909	3,378,500	3,315,000	(63,500)	-1.9%
Human Resources Department	1,199,824	1,176,247	1,104,857	(71,390)	-6.1%
Salaries and Benefits Total	3,841,733	4,554,747	4,419,857	(134,890)	-3.0%

*Citywide cost is primarily LEOFF retiree benefits, but a portion is for Unemployment and Medical opt-out payments.

Significant Expenditure Changes

- Decrease in *Salaries and Benefits* of \$134,890 reflects a decrease in FTEs.
- Increase in *Other Services and Charges* of \$1,416,411 is due to the rising cost of health insurance for employees.

Human Resources Department Budget Summary (continued)

More detailed Human Resource Department expenditures across all funds and programs are shown here.

Department Expenditures by Sub-type	2009 Actual	2010 Adopted	2011 Budget	Change from 2010	
				Amount	Percent
SALARIES & WAGES	1,012,129	1,006,187	940,220	(65,967)	-6.6%
OVERTIME & HAZARD DUTY	105	0	0	0	0.0%
SALARIES & WAGES Subtotal	1,012,234	1,006,187	940,220	(65,967)	-6.6%
PERSONNEL BENEFITS	524,013	918,560	664,637	(253,923)	-27.6%
PENSION & DISABILITY PAY	2,303,787	2,630,000	2,815,000	185,000	7.0%
PERSONNEL BENEFITS Subtotal	2,827,800	3,548,560	3,479,637	(68,923)	-1.9%
OFFICE & OPER. SUPPLIES	82,244	126,850	126,300	(550)	-0.4%
SMALL TOOLS & MINOR EQUIP	23,620	50,050	42,250	(7,800)	-15.6%
SUPPLIES Subtotal	105,864	176,900	168,550	(8,350)	-4.7%
PROFESSIONAL SERVICES	10,883,512	11,830,000	13,184,200	1,354,200	11.4%
COMMUNICATION	286	400	400	0	0.0%
TRAVEL	7,512	15,700	15,900	200	1.3%
ADVERTISING	9,571	24,500	24,500	0	0.0%
OPERATING RENTALS & LEASES	0	600	600	0	0.0%
INSURANCE	43,777	45,000	49,500	4,500	10.0%
REPAIRS & MAINTENANCE	4,012	5,500	5,500	0	0.0%
MISCELLANEOUS	68,887	75,820	133,331	57,511	75.9%
OTHER SERVICES & CHARGES Subtotal	11,017,557	11,997,520	13,413,931	1,416,411	11.8%
INTERGOVERNMENTAL PROF SERV	83,855	95,250	115,250	20,000	21.0%
EXTERNAL TAXES & OPER ASSESS	700	600	600	0	0.0%
INTERGOVERNMENTAL SERVICES Subtotal	84,555	95,850	115,850	20,000	20.9%
INTERFUND PROFESSIONAL SERVICE	133,681	147,571	238,108	90,537	61.4%
INTERFUND COMMUNICATIONS	6,539	3,767	7,102	3,335	88.5%
INTERFUND SUPPLIES	35	675	925	250	37.0%
INTERFUND OPERATING RENTALS	60,804	62,157	38,601	(23,556)	-37.9%
INTERFUND INSURANCE SERVICES	0	0	13,970	13,970	0.0%
INTERFUND PAYT FOR SERVICE Subtotal	201,059	214,170	298,706	84,536	39.5%
TOTAL EXPENDITURES	15,249,069	17,039,187	18,416,894	1,377,707	8.1%

Human Resources Department

Human Resources Department Program Groups

Revenues by Group	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
Human Resources Admin	3	-	-	-	--
Human Resources Services	508,958	513,963	549,879	35,916	7.0%
Human Resources Training	1,005	1,000	-	(1,000)	-100.0%
HR Payroll Services	109,089	116,624	120,144	3,520	3.0%
Unemployment Benefits Services	557,157	180,620	178,263	(2,357)	-1.3%
Workers Comp Benefits Services	586,675	670,534	558,284	(112,250)	-16.7%
Health Benefits Services	10,854,059	10,852,824	11,763,603	910,779	8.4%
Pension Benefits Services	3,602,660	3,511,220	3,452,245	(58,975)	-1.7%
Subtotal of Revenues by Group	16,219,606	15,846,785	16,622,418	775,633	4.9%

Expenditures by Group	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
Human Resources Admin	381,235	353,973	331,677	(22,296)	-6.3%
Human Resources Services	507,268	554,980	544,293	(10,687)	-1.9%
Human Resources Training	47,732	41,298	48,887	7,589	18.4%
HR Payroll Services	226,078	276,636	254,208	(22,428)	-8.1%
HR Benefit Services	13,605	28,109	26,453	(1,656)	-5.9%
Unemployment Benefits Services	187,087	621,871	376,957	(244,914)	-39.4%
Workers Comp Benefits Services	724,680	757,905	747,354	(10,551)	-1.4%
Health Benefits Services	10,435,696	11,229,993	12,604,664	1,374,671	12.2%
Pension Benefits Services	2,725,688	3,174,422	3,482,401	307,979	9.7%
TOTAL EXPENDITURES	15,249,069	17,039,187	18,416,894	1,377,707	8.1%

Group Descriptions

The Human Resources Administration group provides management of the department.

The Human Resources Services group develops and provides personnel services to departments in the areas of compensation, benefits, employee wellness, labor relations, recruitment, selection, performance management, and employment policies and regulations.

The Human Resources Training group coordinates training and development opportunities for city staff.

The Human Resources Payroll Services group process payroll checks for all city employees and benefit entitlements for eligible uniformed retirees.

The Human Resources Benefit Services group provides benefits access for employees, retirees, and their families.

The Unemployment Benefits Service group manages the internal service fund and provides unemployment insurance benefits for all city employees.

Human Resources Department Program Groups (continued)

The Workers' Compensation Benefits Services group manages the internal service fund and provides workers' compensation coverage for all city employees.

The Health Benefits Services group manages the internal service fund and provides medical, dental, and vision insurance for eligible city employees.

The Pension Benefits Services group provides disability, pension and medical benefits required by state law to Police and Fire officers and retirees hired before October 1, 1977.

Human Resources Department Objectives for 2011

Quality, Responsive City Services

1. Continue effort to negotiate sustainable collective bargaining agreements with specific attention to containing medical inflation cost while offering choice and flexibility to employees.
2. Succession planning and preparation for the Civil Service Commission.
3. Plan and prepare for implementation of recruitment and selection module of HRIS system.
4. Analyze processes to improve efficiency and effectiveness with decreased resources.
5. Support and encourage professional development and cross-training to strengthen and diversify limited staff resources.

Human Resources Department Objectives for 2010 *with Accomplishments*

Quality, Responsive City Services

1. Collaborate with labor unions to achieve new or amended bargaining agreements that are affordable within the context of the City's financial position and assist in the retention and support of quality employees.

\$1.1 million in labor cost savings for 2010

Initiated educational campaign to contain the cost of medical inflation while offering quality healthcare and choice to employees.

- *3 employee groups now under the new defined employer medical contribution plan saving the City \$252,480.*
- *\$1.5 million saved if all employee groups participate in the new plan. Negotiations ongoing.*

Human Resources Department Objectives for 2010 *with Accomplishments*
(continued)

2. Partner with departments to strategically restructure and redistribute functions and programs to deliver efficient, effective and accountable municipal services while responding to necessary workforce reductions.

Strategic partnerships with departments to restructure and redistribute functions and programs to offer efficient municipal service.

- *Records Management & Public Disclosure*
- *24/7 Water Treatment*
- *Interdepartmental staff share opportunities*

3. Identify and provide training opportunities to employees with restructured jobs.

Provided education and training in workforce planning and extensive support and outplacement services to employees leaving City employment.

4. Enhance wellness and safety programs to increase employee productivity and well being and reduce benefit expenses.

- *Programs, events, contests, walks and education conducted to create awareness and promote positive behavioral changes regarding exercise, nutrition, fitness and lifestyle.*
- *Developed and coordinated preventative programs to maintain a healthy workplace including on-site flu shots, blood pressure screenings, weight watchers meetings and health questionnaires and support.*
- *Conducted regular safety committee meetings to ensure open communication and information sharing from all city departments regarding workplace safety.*
- *Completed ergonomic evaluations and department accident debriefings to prevent future injuries.*

5. In partnership with Information Technology Services, extend use of Payroll/HRIS system for improved efficiency and access to information for employees and managers.

- *Increased efficiency with improved access to information for analysis through the new HRIS system.*
- *Over 200 reports currently used city-wide to assist managers and supervisors in efficiently meeting their work objectives.*

Safe and Prepared Community

1. Participate in continued planning for workforce communications, staffing, and maintenance of pay and benefits during emergencies.

Provided data, input and subject matter expertise to citywide project team.

Human Resources Department Objectives for 2010 *with Accomplishments* (continued)

Equity & Social Justice

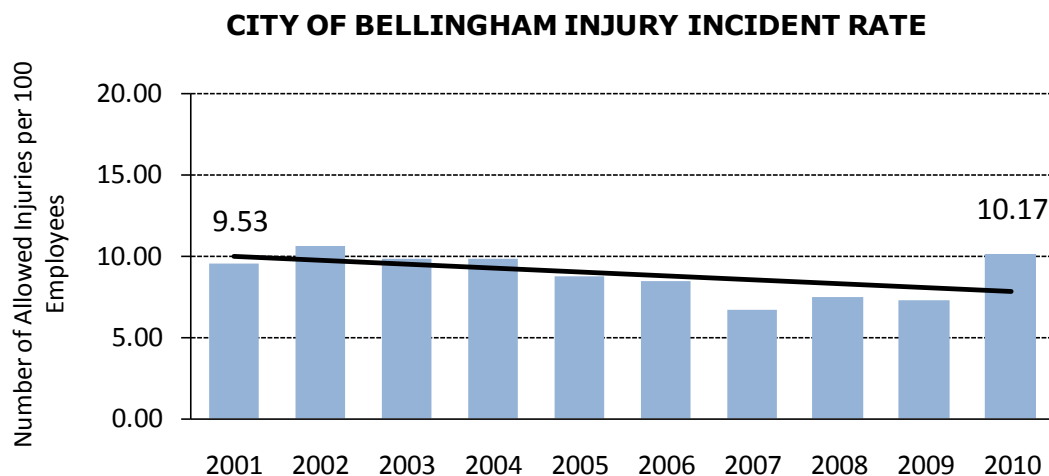
1. Continue to design and apply recruitment practices that reach out to under-represented groups.

Due to economic conditions, we did not have many opportunities to fill vacancies and hire. However, we remain committed to our goal of reaching out to under-represented groups to offer employment and promotional opportunities.

2. Provide Citywide training on diversity and workforce teamwork and cooperation.

Training on the importance of a diverse workforce and the positive results achieved through teamwork and cooperation.

Human Resources Department Performance/Activity Measures

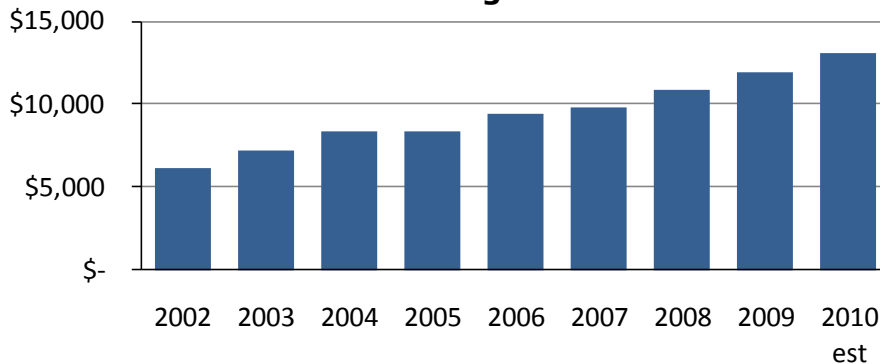


HR Benefits Groups	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual
Total Benefit Costs as % Compared to Base Wage	28.46%	30.18%	31.90%	33.79%	36.17%	37.73%	40.20%	34.16%

Many factors affect the percentage of benefits cost to base wage including increases in benefit rates, fluctuations in pension rates, and fluctuation in contributions to Unemployment Fund Reserves.

Human Resources Department Performance/Activity Measures (continued)

Average Per Enrollee Annual Cost to the City for Medical, Dental, and Vision Coverage

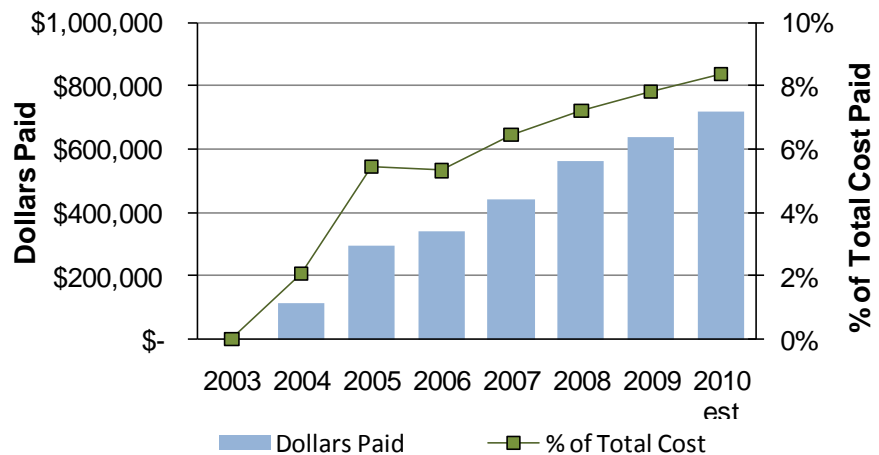


The cost per enrollee for health insurance coverage is rapidly rising. This graph represents only the City's cost.

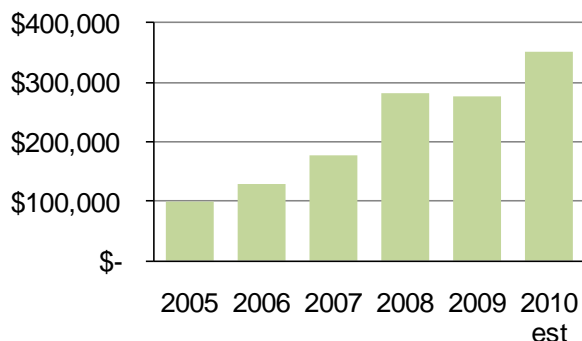
Employee Paid Medical Premiums - Mandatory Premium Sharing

The City has implemented two programs to help offset the rising cost of medical benefits.

Beginning in 2004, employees are required to pay a portion of their medical premiums.

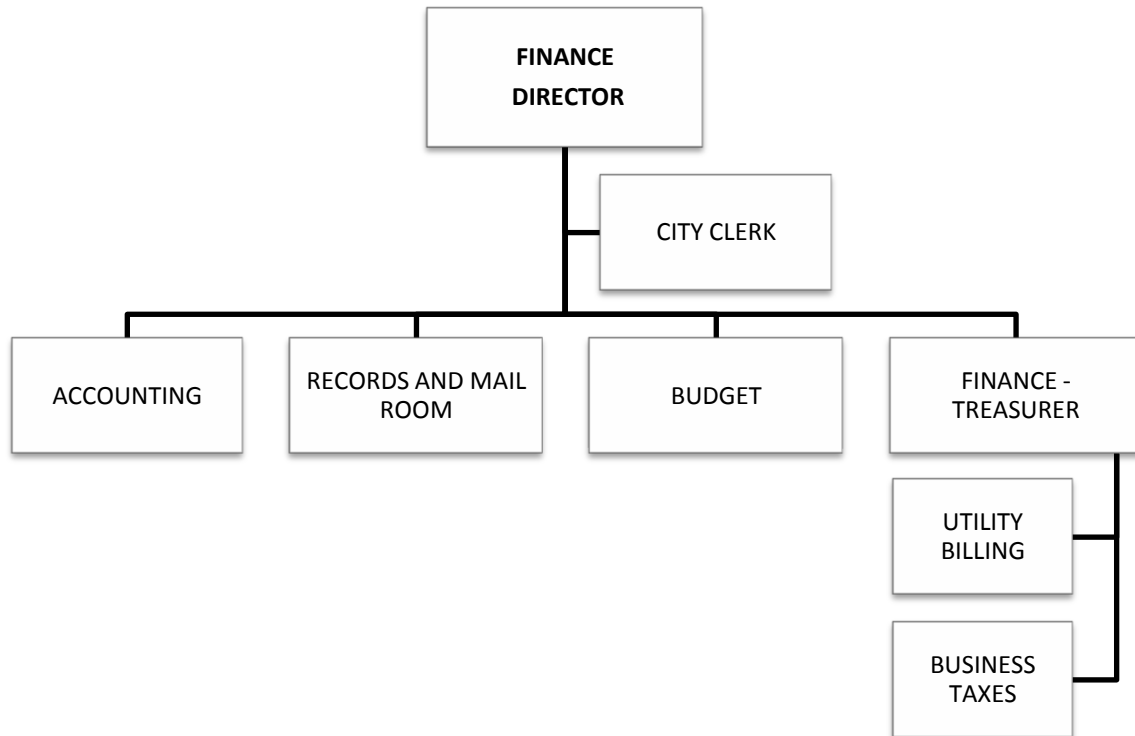


Opt-Out Net Savings



Beginning in 2005, employees that have medical coverage from another source have the option of receiving a cash payment to opt out of receiving coverage from the City. The net premium saving is premium cost saving less opt out payments.

FINANCE DEPARTMENT



Department Mission

Provide excellent customer service to the public and financial stewardship of the City's resources. Provide professional records management, internal mail, financial and accounting services to City departments.

As City Clerk, facilitate communication and information sharing between the City and its citizens, including citizen access to public records.

Description of Services

The Finance Department provides financial services to citizens and City departments including: utility billing and collection, accounts payable, fund accounting, internal financial controls, budgeting and financial reporting. Other support services provided include internal mail service and records management. City Clerk responsibilities include maintaining the record of City Council actions and proceedings and maintaining the original public instruments (contracts, deeds, etc.) to which the City is a party. Treasurer responsibilities include managing the City's debt and investments.

For more information, visit the [Finance Department's services web page](#).

Finance Department Budget Summary

Finance Department operations are General Funded. Revenues are collected from all city departments based on an internal cost allocation methodology. Other funds listed are [debt service funds](#) administered by the Finance Department.

Funding Sources	2009 Actual	2010 Adopted	2011 Budget	Change from 2010	
				Amount	Percent
General	1,861,385	1,812,578	2,201,401	388,823	21.5%
2001 Fire UTGO Bond	346,614	348,925	350,165	1,240	0.4%
1999 LTGO Bond Redemption	546,650	549,575	-	(549,575)	-100.0%
Refunding GO Bonds 1996	347,527	347,528	346,303	(1,225)	-0.4%
Sportsplex Acquisition Debt	267,404	269,639	271,333	1,694	0.6%
2004 PFD/Civic Field LTGO	1,242,490	1,278,863	1,321,763	42,900	3.4%
Drake Note	17,964	17,964	17,964	-	0.0%
PW Trust Loan-Str Overlay	168,990	168,201	167,412	(789)	-0.5%
#1099 Barkley Blvd	167,776	-	-	-	--
#1106 Bakerview Rd	105,144	-	-	-	--
#1107/1108 Telegraph/Barkley	86,219	-	-	-	--
TOTAL ALL SOURCES	5,158,163	4,793,273	4,676,341	(116,932)	-2.4%

Expenditures by Type	2009 Actual	2010 Adopted	2011 Budget	Change from 2010	
				Amount	Percent
Salaries and Benefits	1,564,630	1,512,884	1,721,600	208,716	13.8%
Supplies	23,544	46,295	44,750	(1,545)	-3.3%
Other Services and Charges	102,253	78,211	220,925	142,714	182.5%
Intergovernmental Services	103,527	112,074	106,070	(6,004)	-5.4%
Interfund Charges	63,767	63,114	108,056	44,942	71.2%
Subtotal of Operations	1,857,721	1,812,578	2,201,401	388,823	21.5%
Debt Service	3,208,341	2,980,695	2,474,940	(505,755)	-17.0%
Capital Outlay	3,664	-	-	-	--
Interfund Transfers	88,437	-	-	-	--
TOTAL EXPENDITURES	5,158,163	4,793,273	4,676,341	(116,932)	-2.4%

TOTAL PAID STAFF	19.6	18.5	21.6	3.1	16.8%
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[Budgeted positions are listed](#) in the personnel section.

Significant Expenditure Changes

- Increases in *Salaries and Benefits*, *Other Services and Charges*, and *Interfund Charges* are due to the reorganization that moved records and the mail room from the Judicial Support Services Department to the Finance Department.
- Decrease in *Debt Service* \$505,755 is for the redemption of the 1999 Bonds that paid for the remodel of the Municipal Court Building and towards the construction of the Harris Street Fire Station.

Finance Department Budget Summary (continued)

Detailed expenditures for the Finance Department across all funds and programs are shown here.

Department Expenditures by Sub-type	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
SALARIES & WAGES	1,123,009	1,100,511	1,214,658	114,147	10.4%
OVERTIME & HAZARD DUTY	439	2,100	2,600	500	23.8%
SALARIES & WAGES Subtotal	1,123,448	1,102,611	1,217,258	114,647	10.4%
PERSONNEL BENEFITS	441,182	410,273	504,342	94,069	22.9%
PERSONNEL BENEFITS Subtotal	441,182	410,273	504,342	94,069	22.9%
OFFICE & OPER. SUPPLIES	17,502	31,630	32,135	505	1.6%
FUEL CONSUMED	0	0	1,600	1,600	0.0%
SMALL TOOLS & MINOR EQUIP	6,042	14,665	11,015	(3,650)	-24.9%
SUPPLIES Subtotal	23,544	46,295	44,750	(1,545)	-3.3%
PROFESSIONAL SERVICES	55,236	35,534	37,400	1,866	5.3%
COMMUNICATION	91	305	124,150	123,845	40604.9%
TRAVEL	7,446	8,032	7,550	(482)	-6.0%
ADVERTISING	3,984	3,000	2,000	(1,000)	-33.3%
OPERATING RENTALS & LEASES	626	650	17,050	16,400	2523.1%
REPAIRS & MAINTENANCE	27,990	23,300	25,000	1,700	7.3%
MISCELLANEOUS	6,880	7,390	7,775	385	5.2%
OTHER SERVICES & CHARGES Subtotal	102,253	78,211	220,925	142,714	182.5%
INTERGOVERNMENTAL PROF SERV	103,523	112,050	106,050	(6,000)	-5.4%
EXTERNAL TAXES & OPER ASSESS	4	24	20	(4)	-16.7%
INTERFUND SUBSIDIES	88,437	0	0	0	0.0%
INTERGOVERNMENTAL SERVICES Subtotal	191,964	112,074	106,070	(6,004)	-5.4%
LAND	3,664	0	0	0	0.0%
CAPITAL OUTLAY Subtotal	3,664	0	0	0	0.0%
G. O. BONDS	1,820,000	1,935,000	1,510,000	(425,000)	-22.0%
SPECIAL ASSESSMENT BONDS	235,000	0	0	0	0.0%
OTHER NOTES	164,918	165,423	165,964	541	0.3%
DEBT SERVICE PRINCIPAL Subtotal	2,219,918	2,100,423	1,675,964	(424,459)	-20.2%
INTEREST/LONG-TERM EXT. DEBT	986,728	878,147	797,276	(80,871)	-9.2%
DEBT REGISTRATION COSTS	1,695	2,125	1,700	(425)	-20.0%
DEBT SERVICE INTEREST Subtotal	988,423	880,272	798,976	(81,296)	-9.2%
INTERFUND PROFESSIONAL SERVICE	3,466	5,784	4,411	(1,373)	-23.7%
INTERFUND COMMUNICATIONS	6,925	3,517	9,935	6,418	182.5%
INTERFUND SUPPLIES	108	100	100	0	0.0%
INTERFUND OPERATING RENTALS	53,268	53,713	82,021	28,308	52.7%
INTERFUND INSURANCE SERVICES	0	0	8,653	8,653	0.0%
INTERFUND REPAIRS & MAINT	0	0	2,936	2,936	0.0%
INTERFUND PAYT FOR SERVICE Subtotal	63,767	63,114	108,056	44,942	71.2%
TOTAL EXPENDITURES	5,158,163	4,793,273	4,676,341	(116,932)	-2.4%

Finance Department Program Groups

Revenues by Group	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
Finance Administration	141,554	161,224	153,236	(7,988)	-5.0%
Finance Services	1,286,333	1,383,426	1,352,051	(31,375)	-2.3%
Records, Microfilm & Mail Room	-	-	281,268	281,268	--
Debt Services	3,392,740	2,992,605	2,395,792	(596,813)	-19.9%
Subtotal of Revenues by Group	4,820,627	4,537,255	4,182,347	(354,908)	-7.8%

Expenditures by Group	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
Finance Administration	304,872	297,441	313,118	15,677	5.3%
Finance Services	1,556,513	1,515,137	1,504,695	(10,442)	-0.7%
Records, Microfilm & Mail Room	-	-	383,588	383,588	--
Debt Service Administration	3,296,778	2,980,695	2,474,940	(505,755)	-17.0%
TOTAL EXPENDITURES	5,158,163	4,793,273	4,676,341	(116,932)	-2.4%

Group Descriptions

The Finance Administration group includes the Finance Director and City Clerk office operating costs.

The Finance Services group includes Utility billing and collection, business licensing and taxes, cash management, investing, accounting, and budgeting functions.

The Records, Microfilm and Mail Room function was transferred to the Finance Department beginning in 2011.

The Debt Service Administration group shows the principal, fees and interest incurred by the debt funds managed by the finance department.

Finance Department Objectives for 2011

Vibrant Sustainable Economy

1. In partnership with Information Technology Services, continue to work on web-based systems and programs to encourage users of City services to file reports and to pay City billings on-line.
2. Provide analysis and input to efforts of the Mayor and council towards Economic Development with specific emphasis on recruitment and retention plans.
3. Provide financial templates and oversight for all community planning efforts.

Access to Quality of Life Amenities

1. In partnership with several departments, develop a long-range preventive maintenance program for all existing City-owned real assets.
2. Provide detailed financial analysis of departmental programs as a part of the budgetary cycles.
3. Develop on-going presentations of the state of City finances that will be offered to a broad array of audiences including council, management, union representatives, outside boards and commissions, and other interested outside groups.

Quality, Responsive City Services

1. Integrate the Records and Mail room functions into the finance operations.
2. Fully implement an enhanced contract and professional services audit and payables system, providing a basis for implementing a robust, cost accounting structure.
3. Develop with council and the administration enhanced budgeting process which at a minimum would include a more complete five year capital funding plan.
4. Provide professional, timely finance expertise to public works and others as to expected 2011 debt financings
5. Develop with the administration a long term balanced budget that does not utilize General fund reserves below the threshold reserve target as outlined in the Financial Guidelines.

Finance Department Objectives for 2010 *with Accomplishments*

Vibrant Sustainable Economy

1. Develop long-term comprehensive financial plan, including capital funding and debt capacity modeling, to provide a policy framework for improving citywide financial decision making.

In May, Council adopted new financial guidelines outlining responsibilities and established financial policies that enable City officials to manage the City's financial resources in a prudent manner that meets its current obligations while planning for future financial needs.

**Finance Department Objectives for 2010 with Accomplishments
(continued)**

2. In partnership with several departments, update financial strategy for development of the Waterfront District.

Continue to provide financial assistance to the waterfront redevelopment planning process; including financial modeling and bonding capacity analysis for the Federal TIGER Grant application process.

3. In partnership with Information Technology Services, provide more convenient, efficient access to B&O tax filing by implementing an online payment option for businesses.

B&O on-line tax payment option continues to be a work in process. New regulations concerning credit card and personal information storage have necessitated a reassessment of the project.

An on-line utility payment system was implemented during the year. Customers may now access their accounts 24/7 and make payments using credit cards or by automatic withdrawal from their checking or savings account.

Access to Quality of Life Amenities

1. In partnership with several departments, develop a long-range preventive maintenance program for all existing City-owned real assets.

Served as the staff lead on a citizen Capital Facilities Task Force that was established to evaluate and prioritize capital projects city wide. The task force charter was to establish City capital spending priorities and recommend appropriate funding mechanism(s) to accomplish the prioritized projects. A sub-committee of the task force also assisted the Finance Director's analysis of timing and availability of City debt capacity. The final report will be presented Council in November.

Quality, Responsive City Services

1. Use budget and accounting information and treasury management tools to build a comprehensive citywide capital plan with recommended financing strategies.

In 2011, will continue with the work that was done by the Capital Facilities Task Force to prioritize capital repairs of existing city assets.

2. Fully implement an enhanced contract and professional services audit and payables system, providing a basis for implementing a robust, cost accounting structure.

This will be continued in 2011.

3. In partnership with Information Technology Services and Judicial and Support Services, complete a web-based online option for payment of parking tickets.

Provided financial assistance to ITSD and Judicial and Support Services to successfully implement a web- based on-line payment system for parking tickets.

Finance Department Performance/Activity Measures

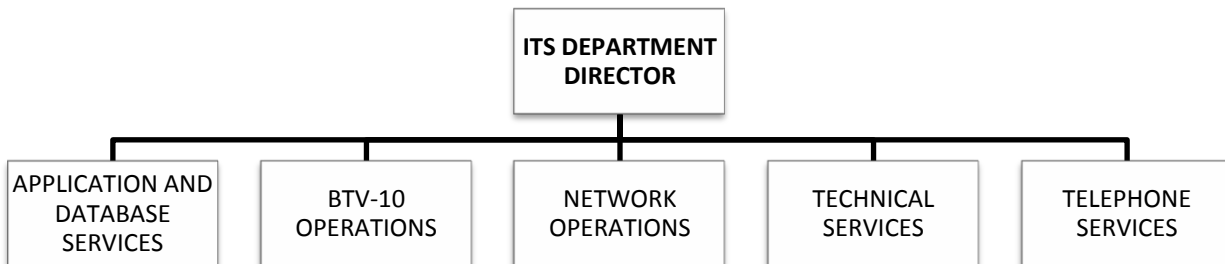
Finance Services	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	Benchmark or Target
Ave # days to close month in G/L excluding yr end			15.0	13.4	14.2	16.3	14.4	14.2	15.0
% of Accounts Payable Invoices paid within 30 days					99.5%	99.0%	99.8%	99.8%	99%
Received unqualified State Audit Report for fiscal year	yes	yes	yes	yes	no	yes	yes		yes
Percent of customers on Utility Autopay program	15.0%	16.5%	17.0%	20.4%	22.4%	24.6%	24.4%	24.2%	increase or maintain
Receipts issued per Finance counter staff (2 FTEs)	20,276	20,853	20,106	19,201	20,001	19,476	19,838	17,174	increase or maintain
Local tax revenues recovered from discovery and audit work (in thousands)	\$ 477	\$ 190	\$ 586	\$ 134	\$ 188	\$ 480	\$ 211	\$ 292	
*City Bond Rating - Moody's (unlimited / limited tax bonds)	Aa3 / A1	Aa3 / A1	Aa3 / A1	Aa3 / A1	Aa3 / A1	Aa3 / A1	Aa3 / A1	Aa3/Aa2	Aa3 / A1
Investment yield over rolling two year Treasury	-0.22%	0.44%	0.87%	1.04%	0.53%	0.02%	-0.25%	0.44%	>Treasury

*In April of 2010 the City's bond rating was 'recalibrated' by Moody's, as were most other US municipal and public entities.

Debt Service Admin Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Budget	2011 Budget
GENERAL OBLIGATION DEBT									
Bonds Issued (millions)	\$ -	\$ 20.7	\$ 8.7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonds Redeemed (millions)	\$ 1.0	\$ 2.3	\$ 1.8	\$ 2.1	\$ 2.2	\$ 2.3	\$ 2.2	\$ 2.4	\$ 2.0
GO Bonded Debt (millions)	\$ 11.0	\$ 29.4	\$ 36.2	\$ 34.2	\$ 32.0	\$ 29.7	\$ 27.5	\$ 25.1	\$ 23.2
Ratio: GO Bond Debt per Capita	\$ 157	\$ 420	\$ 501	\$ 465	\$ 425	\$ 392	\$ 361	\$ 324	\$ 299

Records, Microfilm & Mail Room Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual
Records Checkout and Reference Requests	831	524	728	499	657	817	749	1,204

INFORMATION TECHNOLOGY SERVICES DEPARTMENT



Department Mission

Provide leadership and direction to the departments of the City in identifying and utilizing appropriate information technologies (data, voice, and video) in such a way that the organization is more effective and efficient in providing government services to the public.

Description of Services

Information Technology Services Department (ITSD) is a service and support organization for all City departments. ITSD provides technical systems leadership and support services within the framework of citywide priorities.

For more information, visit the [ITS Department's services web page](#).

Information Technology Services Department Budget Summary

Information Technology Services and Government Access TV operations receive funding primarily from the General Fund. Technology projects are paid for from the [Technology Replacement and Reserve Fund](#). Telephone services for most of the City's operations are paid for through the [Telecommunication Fund](#).

Funding Sources	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>General</i>	2,345,708	2,589,129	2,375,636	(213,493)	-8.2%
<i>Technology Replacement & Reserve</i>	570,316	457,206	358,671	(98,535)	-21.6%
<i>Telecommunications</i>	363,347	404,779	386,010	(18,769)	-4.6%
TOTAL ALL SOURCES	3,279,371	3,451,114	3,120,317	(330,797)	-9.6%

Expenditures by Type	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	1,849,093	1,880,869	1,743,308	(137,561)	-7.3%
<i>Supplies</i>	298,884	126,250	123,795	(2,455)	-1.9%
<i>Other Services and Charges</i>	692,280	901,358	792,659	(108,699)	-12.1%
<i>Intergovernmental Services</i>	1,730	1,961	1,955	(6)	-0.3%
<i>Interfund Charges</i>	127,894	125,070	165,580	40,510	32.4%
Subtotal of Operations	2,969,881	3,035,508	2,827,297	(208,211)	-6.9%
<i>Capital Outlay</i>	309,490	415,606	293,020	(122,586)	-29.5%
TOTAL EXPENDITURES	3,279,371	3,451,114	3,120,317	(330,797)	-9.6%

TOTAL PAID STAFF	20.9	20.4	19.2	(1.2)	-5.9%
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[Budgeted positions are listed](#) in the personnel section.

Significant Expenditure Changes

- The decrease in expenditures in *Salaries and Benefits* is due to a reduction in FTEs.
- General overall decrease in *Other Services and Charges* of \$108,699 with the largest reduction in Professional Services.
- Decrease of *Capital Outlay* of \$122,586 for reduction in server replacements and computer software projects.

[Capital projects and purchases](#) for the ITS Department are listed in the Capital Facilities Plan.

Information Technology Services Department

ITSD Budget Summary (continued)

Detailed Information Technology Services Department expenditures across all funds and programs are shown here.

Department Expenditures by Sub-type	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
SALARIES & WAGES	1,368,938	1,413,108	1,279,147	(133,961)	-9.5%
OVERTIME & HAZARD DUTY	484	2,500	2,500	0	0.0%
SALARIES & WAGES Subtotal	1,369,422	1,415,608	1,281,647	(133,961)	-9.5%
PERSONNEL BENEFITS	479,671	465,261	461,661	(3,600)	-0.8%
PERSONNEL BENEFITS Subtotal	479,671	465,261	461,661	(3,600)	-0.8%
OFFICE & OPER. SUPPLIES	125,748	73,829	75,620	1,791	2.4%
FUEL CONSUMED	102	439	440	1	0.2%
SMALL TOOLS & MINOR EQUIP	173,034	51,982	47,735	(4,247)	-8.2%
SUPPLIES Subtotal	298,884	126,250	123,795	(2,455)	-1.9%
PROFESSIONAL SERVICES	57,628	94,925	25,370	(69,555)	-73.3%
COMMUNICATION	208,925	220,479	205,564	(14,915)	-6.8%
TRAVEL	3,667	11,598	11,585	(13)	-0.1%
ADVERTISING	3,421	4,420	6,617	2,197	49.7%
OPERATING RENTALS & LEASES	173,033	170,881	166,300	(4,581)	-2.7%
UTILITY SERVICE	3,053	2,844	2,850	6	0.2%
REPAIRS & MAINTENANCE	280,091	382,373	352,383	(29,990)	-7.8%
MISCELLANEOUS	2,817	13,838	21,990	8,152	58.9%
OTHER SERVICES & CHARGES Subtotal	732,635	901,358	792,659	(108,699)	-12.1%
INTERGOVERNMENTAL PROF SERV	1,725	1,961	1,955	(6)	-0.3%
EXTERNAL TAXES & OPER ASSESS	5	0	0	0	0.0%
INTERGOVERNMENTAL SERVICES Subtotal	1,730	1,961	1,955	(6)	-0.3%
MACHINERY AND EQUIPMENT	269,135	415,606	293,020	(122,586)	-29.5%
CAPITAL OUTLAY Subtotal	269,135	415,606	293,020	(122,586)	-29.5%
INTERFUND PROFESSIONAL SERVICE	41,469	42,929	61,599	18,670	43.5%
INTERFUND COMMUNICATIONS	8,226	4,185	11,739	7,554	180.5%
INTERFUND SUPPLIES	563	0	0	0	0.0%
INTERFUND OPERATING RENTALS	74,912	75,239	79,953	4,714	6.3%
INTERFUND INSURANCE SERVICES	0	0	10,219	10,219	0.0%
INTERFUND REPAIRS & MAINT	2,724	2,717	2,070	(647)	-23.8%
INTERFUND PAYT FOR SERVICE Subtotal	127,894	125,070	165,580	40,510	32.4%
TOTAL EXPENDITURES	3,279,371	3,451,114	3,120,317	(330,797)	-9.6%

ITSD Program Groups

Revenues by Group	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
ITSD Services	626,969	681,341	954,986	273,645	40.2%
Government Access TV	213,267	212,050	223,050	11,000	5.2%
Telecommunication	358,222	227,798	382,966	155,168	68.1%
Subtotal of Revenues by Group	1,198,458	1,121,189	1,561,002	439,813	39.2%

Expenditures by Group	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
ITSD Services	2,743,539	2,773,475	2,524,759	(248,716)	-9.0%
Government Access TV	172,485	272,860	209,548	(63,312)	-23.2%
Telecommunication	363,347	404,779	386,010	(18,769)	-4.6%
TOTAL EXPENDITURES	3,279,371	3,451,114	3,120,317	(330,797)	-9.6%

Group Descriptions

The ITSD Services group provides system planning and technical support for the City's network infrastructure, hardware and software systems.

The Government and Education Access TV group operates the BTV channel 10 station. BTV10 films City-sponsored meetings and events, produces special programming, and cablecasts programs provided by other government agencies and education institutions.

The telecommunications group provides billing, planning, and technical support for the City's telephone systems.

The following supplemental table indicates the funding source used by each group.

ITSD Expenditures by Fund then by Group	2009 Actual	2010 Adopted	2011 Budget	Change from 2010 Amount Percent	
General Fund					
Government Access TV	172,485	272,860	209,548	(63,312)	-23.2%
ITSD Services	2,173,223	2,316,269	2,166,088	(150,181)	-6.5%
General Fund Total	2,345,708	2,589,129	2,375,636	(213,493)	-8.2%
Technology Replacement & Reserve Fund					
ITSD Services	570,316	457,206	358,671	(98,535)	-21.6%
Telecommunication Fund					
Telecommunication	363,347	404,779	386,010	(18,769)	-4.6%
TOTAL EXPENDITURES ALL FUNDS	3,279,371	3,451,114	3,120,317	(330,797)	-9.6%

Information Technology Services Department Objectives for 2011

Quality, Responsive City Services

1. Cashiering System Replacement – In partnership with Finance department, identify integrated cashiering system to replace standalone system and improve support. The City's central cashiering system is used to record most revenue received by the City.
2. Comcast Franchise Agreement – In partnership with Legal department, support efforts to conclude Comcast negotiations.
3. Migrate internally developed applications to new platform – Begin 3+ year effort to migrate away from Lotus Notes platform for internally developed applications. Develop specific project plan, design and create SharePoint environment, conduct technical training, and begin use of SharePoint 2010 as central platform for internally developed applications. Begin migration of Notes applications to SharePoint.
4. E-mail options evaluation - Evaluate e-mail platform alternatives and recommend future e-mail platform, for potential implementation in 2012. Implementation plan should include technical and end user training.
5. Performance Measures software - In partnership with Executive department and all departments, implement performance measures tracking software so that community indicators and City performance information is available to employees and to the public.
6. Windows 7 deployment – Begin deployment and support of Windows 7 operating system, in conjunction with replacement of end user computers.

ITSD Objectives for 2010 *with Accomplishments*

Healthy Environment

1. Reduce power consumption and improve software management for City desktop computers by implementing central management of power settings and software distribution.

Software upgrade completed, power settings established and tested, power management settings deployed to 500+ desktop computers. The City has received a rebate of \$4,304 from PSE in recognition of improved power management.

Quality, Responsive City Services

1. In partnership with Finance, provide more convenient, efficient access to B&O tax filing by implementing an online payment option for businesses.

Project postponed due to limited resources in Finance and ITSD.

ITSD Objectives for 2010 *with Accomplishments* (continued)

2. Replace aging network backup system to ensure reliable backups and disaster recovery capability for all City departments.

Replaced network backup system at end of life. New disk and tape-based systems store 7 terabytes of data. Replicated storage installed in Spokane, WA by year-end, ensuring capability of recovery of City data in event of disaster.

3. In partnership with Legal, begin public process and negotiations with Comcast, to be concluded prior to 2011 expiration of current franchise agreement.

Multi-departmental effort - Completed review of existing agreements, extensive research on needs as an agency and as franchise administrator, conducted outreach to public and to stakeholders, comprehensive report published, prepared draft franchise for negotiations. Negotiations meetings scheduled in November 2010.

4. In partnership with Fire Department, develop standards and replacement program for aging mobile hardware, providing for more reliable, cost-effective equipment for Fire/Medic One field use.

Fire, Medic 1, PW Radio Shop and ITSD worked to test over three different hardware and communication configurations for mobile computers. Configuration for mobile data computers and tablets was determined, and first set of replacement tablets were ordered.

5. In partnership with Municipal Court and Public Works, select document management system for electronic storage of court and Public Works records.

Project postponed due to limited resources in Court, Public Works, and ITSD. Will not move forward in 2011 due to lack of resources.

6. In partnership with Human Resources, extend use of Payroll/HR system for improved efficiency and access to information for employees and managers.

In partnership with HR – We are completing our first full year of operations on new rules-based payroll system, resulting in improved accuracy of payroll. Two hundred (200)+ new reports are available for use and analysis by departments, including improved labor cost analysis and position tracking reports. Two hundred (200)+ employees are entering time directly into the system. First major system upgrade completed. Continuing outreach and training efforts to improve efficiency in departments.

7. In partnership with Judicial and Support Services and Finance, complete a web-based online option for payment of parking tickets.

In collaboration with Municipal Court and Finance, Parking Service Ticket payment online went live in April 2010. By year-end 2010, over 12,000 tickets (one out of every three tickets issued) had been paid online.

ITSD Objectives for 2010 *with Accomplishments* (continued)

Additional 2010 Accomplishments – all associated with quality responsive city services:

Applications Platform Strategic Analysis: Review of Lotus Notes use in the City, conducted by outside consultant, given loss of staff expert and key position. Report recommends migration to new platform for applications (3-5 years), evaluation of e-mail platform options in 2011. Recommends improved training on technology tools for employees, improved standardization of tools used.

BTV10: Produced 13 short programs, working with the Executive department to focus on topics related to City Legacies & Strategic Commitments. Topics included stormwater reduction in new construction, Fraser Street “Safe Routes to School” improvements, and buying locally produced food. Worked with Executive department and WWU to present 21 programs in 2010, including lectures and candidate forums.

Online Utility Billing: Online Utility Bill payment went live in January 2010. By year-end 2010, over 4,800 utility payments had been paid online.

Performance Measures program: Worked in collaboration with all departments to develop and present first set of high level community indicators and performance measures to the City. Researched software options for tracking and presenting measures to employees and the public.

Telephone cost savings: Continued review of and migration of telecommunications services to most cost-effective plans possible. Annual core carrier costs citywide reduced from \$187k in 2007 (pre-telephone system), to \$129k in 2009, forecast is \$118k for 2010.

Windows 7 testing: Tested City software applications in Windows 7 environments, in preparation for Windows 7 support in 2011.

ITSD Performance/Activity Measures

Information Technology Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	Benchmark or Target
PC and Tech Services k = thousands, M = Millions									
# of PCs in the organization				819	894	937	953	933	
% of PCs over 4 years old				7%	13%	5%	10%	29%	
2009 - PCs were added for public use at Library and for new Museum facility									
% PC purchases made via cost-effective bulk purchase program				54%	83%	78%	45%	62%	80%
Service Desk									
# of Service Desk contacts / tickets received per month						560	711	679	
% Total trouble tickets closed within 2 business days						84%	78%	80%	80%
% Total service requests closed within 2 business days						80%	77%	79%	75%
Network Profile									
Gigabytes of Data Stored	485	650	1,650	3,200	5,000	6,930	10,500	15,183	
# Network Sites - staffed work sites with network connectivity				36	37	36	35	34	
Website									
# of unique visitors		190k	248k	300k	346k	368k	372k	432k	
% of Parks and Recreation registrations completed on line			11%	18%	18%	21%	20%	27%	Increase

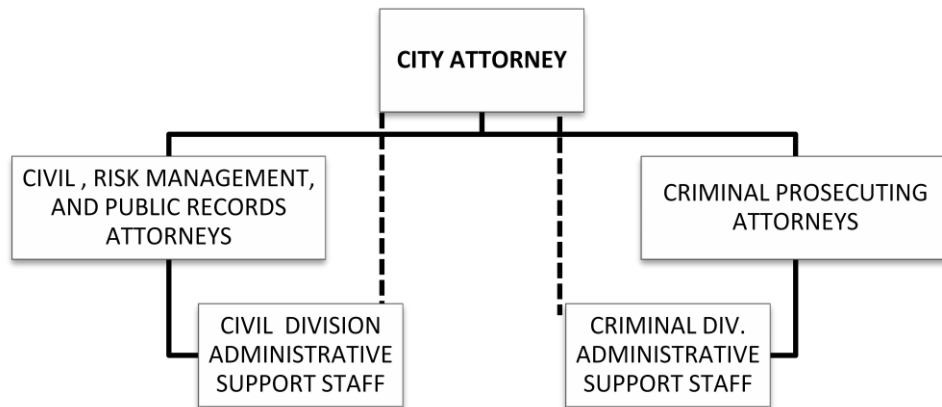
Trouble ticket = contact for help with a service that used to work but now appears to the user not to.

Service ticket = contact requesting ITSD provide a service or make a change. Often includes move, add, or change requests for hardware or software.

In addition to Parks and Recreation registrations, utility bill payments and parking ticket payments were added to the available on-line services in 2010. Data for these programs is provided in Accomplishments on the previous pages.

Government Access TV Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	Benchmark or Target
# BTV10 program instances that did not run as scheduled				4	14	3	5	2	0
# Meetings filmed and aired				85	71	79	78	69	

LEGAL DEPARTMENT



Department Mission

To serve as a model public service law firm providing superior legal counsel to the Mayor, City Council, and departments.

Description of Services

- Provide legal services in support of City goals and objectives.
- Represent the City in federal, state, and other proceedings.
- Defend Council, Mayor, and City department actions.
- Prosecute misdemeanors and code violations.
- Manage the victim advocacy program.
- Review ordinances, contracts, and other documents.
- Manage risk and claims.
- Manage fulfilling Public Records Requests.

More information about the [Office of the City Attorney](#) is available on the department's services web page.

Legal Department Budget Summary

The Legal Services Program is General Funded. [Claims and Litigation](#) funds are collected from city departments based on their insured assets and claims history.

Funding Sources	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
General	1,271,369	1,475,139	1,470,573	(4,566)	-0.3%
Claims Litigation	1,461,593	1,072,017	1,078,897	6,880	0.6%
TOTAL ALL SOURCES	2,732,962	2,547,156	2,549,470	2,314	0.1%

Expenditures by Type	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
Salaries and Benefits	1,124,355	1,211,395	1,329,835	118,440	9.8%
Supplies	23,055	24,210	20,141	(4,069)	-16.8%
Other Services and Charges	1,328,658	1,011,021	998,999	(12,022)	-1.2%
Interfund Charges	256,894	300,530	200,495	(100,035)	-33.3%
TOTAL EXPENDITURES	2,732,962	2,547,156	2,549,470	2,314	0.1%

TOTAL PAID STAFF	11.6	12.1	12.6	0.5	4.1%
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[Budgeted positions are listed](#) in the personnel section.

Significant Expenditure Changes

- The increase in expenditures in *Salaries and Benefits* is due to increase in health insurance and the addition of one FTE to respond to public disclosure requests.
- Decrease in *Interfund Charges* of \$100,035 is the result of an accounting change that moved the Claims & Litigation expenses to each department.

Legal Department

Legal Department Budget Summary (continued)

Detailed Legal Department expenditures across all funds and programs are shown here.

Department Expenditures by Sub-type	2009 Actual	2010 Adopted	2011 Budget	Change from 2010	
				Amount	Percent
<i>SALARIES & WAGES</i>	833,384	913,718	976,014	62,296	6.8%
SALARIES & WAGES Subtotal	833,384	913,718	976,014	62,296	6.8%
<i>PERSONNEL BENEFITS</i>	290,971	297,677	353,821	56,144	18.9%
PERSONNEL BENEFITS Subtotal	290,971	297,677	353,821	56,144	18.9%
<i>OFFICE & OPER. SUPPLIES</i>	21,030	16,520	16,231	(289)	-1.7%
<i>SMALL TOOLS & MINOR EQUIP</i>	2,025	7,690	3,910	(3,780)	-49.2%
SUPPLIES Subtotal	23,055	24,210	20,141	(4,069)	-16.8%
<i>PROFESSIONAL SERVICES</i>	161,964	286,739	285,740	(999)	-0.3%
<i>TRAVEL</i>	2,443	8,974	8,970	(4)	0.0%
<i>ADVERTISING</i>	76	103	100	(3)	-2.9%
<i>OPERATING RENTALS & LEASES</i>	27,714	27,110	33,100	5,990	22.1%
<i>INSURANCE</i>	502,406	527,581	527,581	0	0.0%
<i>REPAIRS & MAINTENANCE</i>	1,172	1,500	3,500	2,000	133.3%
<i>MISCELLANEOUS</i>	632,883	159,014	140,008	(19,006)	-12.0%
OTHER SERVICES & CHARGES Subtotal	1,328,658	1,011,021	998,999	(12,022)	-1.2%
<i>INTERFUND PROFESSIONAL SERVICE</i>	113,654	151,806	121,757	(30,049)	-19.8%
<i>INTERFUND COMMUNICATIONS</i>	4,694	1,767	4,652	2,885	163.3%
<i>INTERFUND SUPPLIES</i>	116	0	0	0	0.0%
<i>INTERFUND OPERATING RENTALS</i>	43,560	43,817	46,374	2,557	5.8%
<i>INTERFUND INSURANCE SERVICES</i>	94,870	103,140	27,712	(75,428)	-73.1%
INTERFUND PAYT FOR SERVICE Subtotal	256,894	300,530	200,495	(100,035)	-33.3%
TOTAL EXPENDITURES	2,732,962	2,547,156	2,549,470	2,314	0.1%

Legal Department Program Groups

Revenues by Group	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>Legal Revenues and Reserves</i>	302,612	104,808	49,295	(55,513)	-53.0%
<i>Legal Services</i>	274,000	309,111	347,595	38,484	12.4%
<i>Claims, Litigation & Insurance</i>	990,767	998,621	1,099,785	101,164	10.1%
Subtotal of Revenues by Group	1,567,379	1,412,540	1,496,675	84,135	6.0%

Expenditures by Group	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>Legal Services</i>	1,176,499	1,371,999	1,454,896	82,897	6.0%
<i>Claims, Litigation & Insurance</i>	1,556,463	1,175,157	1,094,574	(80,583)	-6.9%
TOTAL EXPENDITURES	2,732,962	2,547,156	2,549,470	2,314	0.1%

Group Descriptions

The Legal Revenues and Reserves group accounts for revenues and fund reserves specific to the Legal Department but shared between the programs within the department. This group is not used for expenditures.

The Legal Services Group provides legal counsel and representation to the Mayor, City Council, and city departments. Beginning in 2011, this group also handles requests for public records.

The Claims and Litigation group provides legal supports for claims and litigation against the City and provides liability insurance and risk management services to city departments.

Legal Department Objectives for 2011**Clean Safe Drinking Water**

1. Provide legal support for Lake Whatcom reservoir quality protection initiatives as directed by the Mayor and City Council.

Healthy Environment

1. Provide project management and legal support for clean up and redevelopment of contaminated sites on Bellingham Bay.
2. Provide legal support for Boulevard park environmental cleanup and other contaminated sites.
3. Provide legal support for solutions to regional water issues.

Vibrant, Sustainable Economy

1. Continue to provide project management and legal assistance to the Waterfront District Redevelopment and the Bellingham Public Development Authority.

Legal Department Objectives for 2011

Sense of Place

1. Provide legal support for development to occur within existing City infrastructure.

Safe and Prepared Community

1. Provide legal support to emergency operations.

Mobility and Connectivity Options

1. Provide legal support for trails and parks, including the new overwater walkway.

Access to Quality of Life Amenities

1. Provide risk management and litigation support for parks and trails.

Equity and Social Justice

1. Ensure equitable and fair implementation of applicable federal, state and local laws and regulations.

Legal Department Objectives for 2010 *with Accomplishments*

Clean Safe Drinking Water

1. Provide legal support for Lake Whatcom reservoir quality protection initiatives as directed by the Mayor and City Council.

Ongoing support as directed by Mayor and City Council.

Healthy Environment

1. Provide project management and legal support for clean up and redevelopment of contaminated sites on Bellingham Bay.
2. Provide legal support for solutions to regional water issues.

Ongoing. Work will continue in 2011 and beyond as these are multi-year projects.

Vibrant, Sustainable Economy

1. Continue to provide project management and legal assistance to the Waterfront District Redevelopment and the Bellingham Public Development Authority.

Waterfront District project management may conclude in 2011. Legal assistance to the project and to the BPDA is ongoing.

Safe and Prepared Community

1. Provide legal support to emergency operations.

Ongoing.

Legal Department Objectives for 2010 *with Accomplishments* (continued)

Mobility and Connectivity Options

1. Provide legal support for trails and parks, including the new overwater walkway.

Ongoing.

Quality, Responsive City Services

1. Provide legal support to Information Technology Services for Comcast franchise negotiations.

Comcast franchise negotiations should conclude in early 2011.

2. Explore options for funding, transferring and managing the City's liability risks.

Risk Management is ongoing.

Equity and Social Justice

1. Ensure equitable and fair implementation of applicable federal, state and local laws and regulations.

Ongoing.

Additional Status Report: -

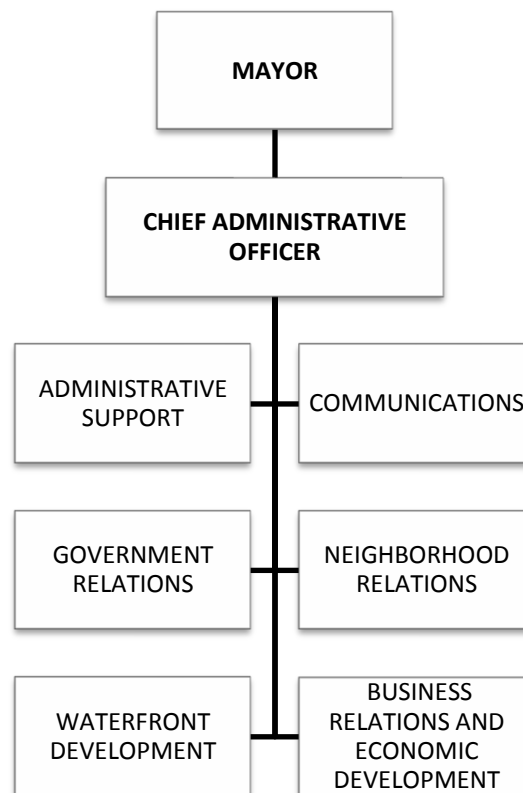
Resolved claims/lawsuits – 46

Legal Department Performance/Activity Measures

Legal Services Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual
Criminal Filings	4,183	4,015	3,552	3,809	4,138	3,860	4,138	3,844
Filings per Criminal Attorney	new measure in 2006			1,360	1,379	1,287	1,380	1,282
Percent of overall budget for outside counsel	new measure in 2006			8%	2%	7%	2%	9%
Public Disclosure Requests	99	133	122	201	287	336	378	361
DV Advocate Contacts	1,826	1,634	1,672	1,616	2,023	2,077	1,537	1,437

Claims Litigation & Insurance Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual
Claims filed	93	70	54	46	62	60	79	48
Amount paid for claims	\$135,646	\$506,404	\$132,075	\$523,740	\$105,832	\$352,566	\$622,301	\$ 48,693

EXECUTIVE DEPARTMENT



City of Bellingham Mission

Support safe, satisfying and prosperous community life by providing the citizens of Bellingham with quality, cost-effective services that meet today's needs and form a strong foundation for the future.

Executive Department Mission

Provide leadership, direction, and supervision of City government in a manner that creates a productive working environment, enhances public trust and promotes understanding of City services and how they are delivered.

For more information about the [Mayor's Office](#), visit the web page.

Description of Services

The Executive Department, headed by the full-time elected Mayor:

- Leads the administration of City government.
- Provides citywide direction, supervision, communication, and coordination.
- Provides City Council with financial, service and operations information needed to make policy decisions.
- Assists Council in determining citizen needs and providing responsive, equitable services to the community.
- Provides guidance for the preparation of preliminary budgets for City Council decision making and ensures that City services are delivered within financial parameters.
- Creates awareness of City fiscal and policy issues among State and federal officials and legislators.
- Develops and implements systems and strategies to ensure effective internal and external communications.
- Coordinates City activities with those of other local, tribal, State and federal entities including Whatcom County, the Port of Bellingham, Whatcom Transportation Authority, the Lummi Nation and Nooksack Tribe, Bellingham School District and local fire districts.

The City and Whatcom County both enlist volunteer boards and commissions to serve our community by advising policy makers. For a complete list, including current vacancies, visit the [Bellingham Mayor's](#) and [Whatcom County's](#) web pages.

Executive Department Budget Summary

Funding Sources	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>General</i>	1,375,164	998,018	824,054	(173,964)	-17.4%
TOTAL ALL SOURCES	1,375,164	998,018	824,054	(173,964)	-17.4%

Expenditures by Type	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	742,798	651,210	650,012	(1,198)	-0.2%
<i>Supplies</i>	15,311	22,100	19,850	(2,250)	-10.2%
<i>Other Services and Charges</i>	413,347	287,896	104,550	(183,346)	-63.7%
<i>Intergovernmental Services</i>	163,982	-	-	-	--
<i>Interfund Charges</i>	39,726	36,812	49,642	12,830	34.9%
TOTAL EXPENDITURES	1,375,164	998,018	824,054	(173,964)	-17.4%

TOTAL PAID STAFF	6.5	5.9	5.5	(0.4)	-6.8%
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[Budgeted positions are listed](#) in the personnel section.

Executive Department Budget Summary (continued)**Significant Expenditure Changes**

- Decrease of *Other Services and Charges* of \$183,346, with the largest decrease in costs associated with the waterfront re-development.

More detailed Executive Department expenditures for all programs are shown here.

Department Expenditures by Sub-type	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>SALARIES & WAGES</i>	559,486	496,813	488,507	(8,306)	-1.7%
SALARIES & WAGES Subtotal	559,486	496,813	488,507	(8,306)	-1.7%
<i>PERSONNEL BENEFITS</i>	183,312	154,397	161,505	7,108	4.6%
PERSONNEL BENEFITS Subtotal	183,312	154,397	161,505	7,108	4.6%
<i>OFFICE & OPER. SUPPLIES</i>	9,383	19,550	15,350	(4,200)	-21.5%
<i>FUEL CONSUMED</i>	60	50	0	(50)	-100.0%
<i>SMALL TOOLS & MINOR EQUIP</i>	5,868	2,500	4,500	2,000	80.0%
SUPPLIES Subtotal	15,311	22,100	19,850	(2,250)	-10.2%
<i>PROFESSIONAL SERVICES</i>	271,691	127,196	6,000	(121,196)	-95.3%
<i>COMMUNICATION</i>	629	200	100	(100)	-50.0%
<i>TRAVEL</i>	6,693	15,650	12,200	(3,450)	-22.0%
<i>ADVERTISING</i>	631	1,400	0	(1,400)	-100.0%
<i>OPERATING RENTALS & LEASES</i>	25,421	10,000	9,000	(1,000)	-10.0%
<i>UTILITY SERVICE</i>	989	0	0	0	0.0%
<i>REPAIRS & MAINTENANCE</i>	0	1,000	1,000	0	0.0%
<i>MISCELLANEOUS</i>	107,293	132,450	76,250	(56,200)	-42.4%
OTHER SERVICES & CHARGES Subtotal	413,347	287,896	104,550	(183,346)	-63.7%
<i>INTERGOVERNMENTAL PROF SERV</i>	23,041	0	0	0	0.0%
<i>EXTERNAL TAXES & OPER ASSESS</i>	140,941	0	0	0	0.0%
INTERGOVERNMENTAL SERVICES Subtotal	163,982	0	0	0	0.0%
<i>INTERFUND PROFESSIONAL SERVICE</i>	3,055	1,523	1,130	(393)	-25.8%
<i>INTERFUND COMMUNICATIONS</i>	3,880	2,132	4,282	2,150	100.8%
<i>INTERFUND SUPPLIES</i>	79	100	0	(100)	-100.0%
<i>INTERFUND OPERATING RENTALS</i>	32,448	32,728	34,355	1,627	5.0%
<i>INTERFUND INSURANCE SERVICES</i>	0	0	9,123	9,123	0.0%
<i>INTERFUND REPAIRS & MAINT</i>	264	329	752	423	128.6%
INTERFUND PAYT FOR SERVICE Subtotal	39,726	36,812	49,642	12,830	34.9%
TOTAL EXPENDITURES	1,375,164	998,018	824,054	(173,964)	-17.4%

Executive Department Program Groups

The Executive Department is General Funded. Revenues are collected from all city departments based on an internal cost allocation methodology.

Revenues by Group	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>Executive Management</i>	417,156	470,740	466,146	(4,594)	-1.0%
<i>Waterfront Project</i>	33	-	-	-	--
Subtotal of Revenues by Group	417,189	470,740	466,146	(4,594)	-1.0%

Expenditures by Group	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>Executive Management</i>	1,009,600	868,598	824,054	(44,544)	-5.1%
<i>Waterfront Project</i>	363,064	129,420	-	(129,420)	-100.0%
<i>Lake Whatcom Management</i>	2,500	-	-	-	--
TOTAL EXPENDITURES	1,375,164	998,018	824,054	(173,964)	-17.4%

Group Descriptions

The Executive Management group includes the Mayor and Chief Administrative Officer, coordination of citywide communications, neighborhood services, and other executive initiatives.

The Waterfront Project group is responsible for the Environmental Impact Statement and Master Plan for the waterfront redevelopment.

Executive Department Objectives for 2011

Clean, Safe Drinking Water

1. Assure completion of an interdepartmental hybrid Lake Whatcom Reservoir Detailed Implementation/Restoration Plan and execution of 2011 elements.
2. Assure completion of a Bloedel Donovan Park infiltration enhancement plan and begin execution.
3. Partner with the State Department of Ecology on strategy and funding to make Lake Whatcom Restoration a showcase for other Washington jurisdictions.

Healthy Environment

1. Determine feasibility of one or both options for community solar, inclusive of determination of most revenue-neutral or revenue-favorable means for accomplishing policy objective; conduct Council work session to obtain direction.

Executive Department Objectives for 2011 (continued)

2. Develop, with Public Works, a draft electric vehicle readiness plan for Council review that takes advantage of planned infrastructure development, State and Federal initiatives on the topic.
3. Under the auspices of the Green Team Steering Committee and in collaboration with the NW Clean Air Agency, implement at least one other carbon offset strategy in support of the Council's Climate Action Plan.

Vibrant Sustainable Economy

1. Coordinate the Sustainable Strategies Council, Office of Business Relations & Economic Development, 2010 business survey data and others to present draft economic development component in the 2011 Comprehensive Plan update to Council.
2. Continue collaboration with police department on the "Downtown Visions" assessment and action planning project, involving downtown businesses in mapping assets and creating a long-range action plan that can help reduce crime in the downtown core, improve the feeling of safety and build a safer, more welcome environment for business, entertainment and recreation.
3. Collaborate with project partners and community stakeholders on processes required for Planning Commission and City Council review and adoption of the waterfront district master plan and associated documents.
4. Collaborate with Public Works to secure grant funding for waterfront infrastructure projects, supporting environmental clean-up and proposed initial phases of development.

Sense of Place

1. Sustain the City's support of neighborhoods by facilitating consistent and timely information sharing on matters of neighborhood interest, particularly issues related to growth and the 2011 Comprehensive Plan update.
2. Continue implementing best practice models to address identified needs, manage neighborhood resources and assist neighborhoods in mobilizing volunteers as neighborhood association leaders and participants.
3. Coordinate communication and public participation opportunities to maintain the community's connection with waterfront master plan development, review and approval process.

Access to Quality of Life Amenities

1. Continue to work with museum management and Foundation board to achieve goals contained in the executed 5-year museum services agreement by maximizing income potential of all facilities without sacrificing community access.
2. Execute a modified renewal of the management agreement for the Mt. Baker Theater
3. Continue work with the Library Board for future sites for library operations, including public-private ventures.

Executive Department Objectives for 2011 (continued)

Quality, Responsive City Services

1. In partnership with ITSD, implement performance metrics software. Continue to gather quality, accurate data to measure progress on Legacies and Strategic Commitments and present to employees, stakeholders and the public.
2. Evaluate Fiscal Alternative for Stability Task Force (FAST) report recommendations unexecuted to date to determine feasibility in light of recession-driven 2009-2011 budgets and staff reductions. Execute those deemed feasible for 2011.
3. In cooperation with public safety departments, develop implementation plan for Fire/Medic One and Police Protection task forces' recommendations.
4. Whatcom County institutions "austerity summit" for better collaboration, co-funding and/or de-duplication of functions/services.
5. In collaboration with the Planning and Community Development Department, assist in providing structured opportunities for neighborhoods to provide input and participate in 2011 Comprehensive Plan update.
6. Continue to collaborate with departments citywide to provide access to information, provide transparent processes and involve stakeholders in decisions.
7. Continue to work with departments citywide to focus communications resources and tools on priority projects, particularly those identified in Council Legacies and Strategic Commitments.

Equity & Social Justice

1. In concert with Planning and Community Development, implement the Economic Development Initiative-funded affordable housing incentive program for all Whatcom County cities.
2. Monitor real estate trends to recommend to Council possible liquidation or contribution of city-owned properties in support of collaborative affordable housing initiatives.
3. Initiate innovative ways to support the outreach efforts of agencies providing community problem-solving resources.

Executive Department Objectives for 2010 *with Accomplishments*

Clean, Safe Drinking Water

1. Complete an inter-departmental 2010 Lake Whatcom Action Plan to reverse phosphorous levels in Bellingham's drinking water source.
 - *2010-2014 Work plan completed and approved; SIS underway in preparation for DOE creation of EPA-mandated Detailed Implementation Plan*
 - *Residential and regional infiltration project advancement*
 - *Further researching cost projections and return on investment of additional lake protection/remediation ideas from Technical Advisory Group*
 - *2010 phosphorous data from WWU's Dr. Matthews showed stabilization over prior year. Too soon to determine trend.*
2. Seek federal, state and private resources to fund effective strategies for phosphorous reduction in 2011 and beyond.
 - *Continued pursuit of State and Federal moneys applicable to Lake Whatcom protection or remediation; Puget Sound Partnership dollars unrealized for current year; State DOE grant for \$500,000 (multi-year) secured for Homeowner Incentive Program, which has been launched.*
3. In partnership with Public Works, research and analyze costs for modifying the City's Lake Whatcom source water intake system to mitigate seasonal turbidity spikes.
 - *RFP to do preliminary investigation of feasibility, costs and cost-benefit analysis of altering raw water intake location and pre-treatment processes. Information, costs and cost-benefit analysis to Council work session in early 2011.*

Healthy Environment

1. Analyze Bellingham's potential participation in a new state-authorized public/private initiative that could expand local solar power generation and generate revenues for the City.
 - *Heard presentations from local experts regarding the recent State-authorized three-partner model (local government, non-profit organization, Limited Liability Corporation) for bringing private investors into the sector but using municipal and/or non-profit facilities for siting of panels. Also site-visited City of Ellensburg's more grassroots citizen investment model. Preliminary examination of possible siting of one or both models. Expect Council work session in early 2011.*

Executive Department Objectives for 2010 *with Accomplishments*
(continued)

2. In partnership with Public Works, review other municipalities' best practices in converting their passenger car fleets to a community-wide "flex car" system.
 - *Public Works Fleet Division has investigated models elsewhere. Original idea of bolstering private local attempt at car-share program no longer feasible because that local program has dissolved. Due to State interest and Federal financing, more attention paid to ramping up use of electric vehicles as part of City fleet and a community initiative that could benefit from and feed the planned conversion of the I-5 corridor. Proposal pending before the City's Green Team Steering Committee for code and other preparatory work. State DOT also interested in partnering with us on initial vehicle acquisition. Possible outside funding identified for first charging stations once fleet is augmented with electric vehicles.*

Vibrant Sustainable Economy

1. Streamline City response to and assistance for business start-ups, expansions, relocations, and linkage to markets, particularly those creating green collar jobs.
 - *The implemented Office of Business Relations & Economic Development has had positive impact on smoothing transition for at least one company bringing 30-40 jobs to Bellingham and assuring proper attention is being paid to established businesses within the area. Regular business visits conducted in partnership with Sustainable Connections, Bellingham-Whatcom Chamber of Commerce and Center for Economic Vitality or from direct invitations from the businesses themselves. Currently co-funding an asset inventory (conducted by WWU's Business & Economics Research Center to examine the business community's perceptions and data on local or regional attributes that support their location here or further market development.*
 - *In partnership with BPD, launched "Downtown Visions" assessment and action planning project, involving downtown businesses in conversations and collaborative problem-solving.*
 - *In partnership with ITSD, coordinated extensive City response to Google's "Fiber for Communities" project, including: engaging community leaders, technology experts and other key stakeholders in response efforts; launching an extensive marketing campaign including a community survey, new web pages and nine short videos; and submitting technical specifications and other data to assist in Google's consideration of Bellingham as a possible "Fiber" community.*
 - *Continued staffing of the Sustainable Strategies Council, which brings local governments and institutions together for collaborative approaches to green job creation.*

Executive Department Objectives for 2010 *with Accomplishments* **(continued)**

- *Coordinated the acquisition and installation of the Sebastian in Bellingham exhibit, a nine-month downtown display of 14 sculptures by an internationally known artist, through a partnership with individuals and agencies. This successful and popular exhibit, intended to boost tourism in Bellingham, resulted continued widespread recognition of Bellingham as a cultural destination and in further cultural partnership with the City of Vancouver, BC.*
2. Borrowing from national best practices, establish models for measuring “triple bottom line” (environmental, economic and social) in cost-benefit analyses of existing and new efforts.
 - *Public Works conducted a review of TBL tools and eventually modified one approach to create the TBL-Plus version used in assessing the options for expansion of the Post Point wastewater treatment plant. Executive staff person also attended a TBL measurement best practice training by the NW Environmental Training Center in Seattle. Various models for measurement and reporting from that training are being vetted for possible use in City operations and community initiatives going forward.*
 - *Helped secure the June 2011 national conference of the Business Alliance for Local Living Economies for Bellingham, which will also offer best practice information on the topic.*
 3. In collaboration with Council and several departments, draft an economic development strategic plan that complements other community-wide economic development strategies.
 - *The above-mentioned asset inventory and business sector site visits are part of the preparatory phase for devising a unified strategy across government (e.g. City, Port, County) and non-profit service providers (e.g. EDC, Sustainable Connections, Chamber, CEV, etc.). Upcoming three-funder approach to one RFP for services is an initial step toward this more coordinated approach for improved outcomes. These will help shape the more prescribed role for the City, which will be captured in the economic development element of the Comprehensive Plan due out in 2011.*

Sense of Place

1. Support neighborhoods by facilitating consistent and timely information sharing on matters of neighborhood interest, particularly issues related to growth, development and the 2011 Comprehensive Plan update.
 - *Coordinated venue and resources (monthly MNAC meetings, electronic communication and liaison with Planning Department staff) to support neighborhood association review of incoming plan amendment proposals, resulting in a dozen formal recommendations from MNAC to the Bellingham Planning Commission.*

Executive Department Objectives for 2010 *with Accomplishments*
(continued)

2. Use best practice models to assist neighborhood associations in setting priorities, establishing action plans to address identified needs, managing neighborhood resources, and maximizing use of association volunteers.
 - *Established two new neighborhood associations (King Mountain and Whatcom Falls).*
 - *Initiated the process to organize two new neighborhood associations (Irongate and Barkley).*
 - *Partnering with Planning Department staff to facilitate resolution of issues in Fairhaven and encourage improved communication and collaboration between interested parties.*
3. Coordinate communication and public participation opportunities to maintain the community's connection with ongoing waterfront development strategies.
 - *Coordinated public educational session on "Environmental Impact Statements" to assist public in understanding SEPA process and the Waterfront District EIS (videotaped for broadcast on BTV10)*
 - *Coordinating public educational session on "Planned Action Ordinance" to assist public in understanding PAO structure, purpose and implementation details (will be videotaped for broadcast on BTV10)*
 - *Co-facilitated monthly Waterfront Advisory Group (WAG) meetings, which included chapter by chapter, WAG review of the draft Waterfront District Sub-Area Plan.*
 - *Provided detailed waterfront project updates to 10 neighborhood associations, MNAC, Transportation Commission, Public Works Advisory Board, Parks Advisory Board, and Planning Commission*
 - *Conducted waterfront site tours for City Council, Planning Commission and members of the public.*
 - *Collated public comment related to waterfront redevelopment into the project comment tracker and ensured monthly updates were posted to the city website.*
 - *Collaborated with the Port and community to produce the Waterfront District Final Environmental Impact Statement (FEIS) and complete the Waterfront District Draft Sub-Area Plan.*

Executive Department Objectives for 2010 *with Accomplishments*
(continued)

Access to Quality of Life Amenities

1. Contribute to the growing community garden movement by providing resources and technical support.
 - *Partnered with the Whatcom Community Foundation to bring five organizations together to offer children from families living in poverty opportunities to enjoy gardening and develop healthy eating habits they can sustain at home. Program focus was on providing healthy local food and seed-to-table education programs through ReBound's Ray of Hope summer camp. (Partners: Common Threads Farm, Whatcom County School Garden Collective, Bellingham School District Food Services Program, Food Sen\$e, Bellingham Urban Garden Syndicate).*

Quality, Responsive City Services

1. Finalize for Council approval statistical or other measures that will demonstrate Citywide progress toward achieving the Council's Legacies and Strategic Commitments.
 - *Identified proposed measures and helped key stakeholders and Council evaluate and select those that provide the most accurate and informative data to measure progress toward achieving the Legacies and Strategic Commitments. Measures for community indicators under each Legacy and city government performance measures for each Legacy have been published. Completed research and began implementing software for outcome tracking compilation and public reporting of results.*
2. Provide mechanism for Bellingham residents to express priorities for and satisfaction with City services and to support data collection for *Legacies and Strategic Commitments* performance measures project.
 - *Completed data collection for two scientifically valid surveys during the fourth quarter of 2010, one polling more than 1,000 City residents and one surveying 300 Bellingham business leaders. Survey questions were updated to align with Legacies and Strategic Commitments. Responses will provide data for "top level" performance measures accepted by City Council as well as supporting data to measure progress on Legacies and Strategic Commitments. Reports analyzing responses to both surveys will be published during the first quarter of 2011.*

Executive Department Objectives for 2010 *with Accomplishments*
(continued)

3. Complete a phase one feasibility assessment of an outsourced, local public access channel to complement the current government and education channel (BTV10) integrate authorizing language into the renewal of Comcast's Franchise Agreement with the City.
 - *Conducted public involvement process for informal needs assessment report - including hosting public meetings, conducting website survey, and other means of soliciting feedback from key stakeholders and the public - and reported findings to City Council and the community. Several partnerships have emerged that will maintain focus on the interest in public access, if Comcast renewal negotiations result in the provision of more than one channel.*
4. Establish staff and complete long-range planning task forces to recommend Fire/EMS and Police service models that maintain quality and affordability despite growing population and geography.
 - *Fire/Medic One and Police Protection task forces ran simultaneously through spring and summer of 2010 (along with the Capital Facilities Task Force). Fire/Medic One final report has been issued and is in the hands of the Mayor and Council for further consideration. The Police Protection Task Force issued – per his request—and interim police staffing recommendation memo to the Mayor in August. That task force's final report is expected in January, 2011.*
5. Formulate policy and explore City use of electronic "social media" tools to increase access to City government information and involve stakeholders in decisions.
 - *Worked with ITSD and Legal Departments to identify policy needs, technology tools and processes to develop and launch social media sites that comply with records retention and open public records requirements.*
 - *Launched City Twitter page January 2010, with ITSD.*
 - *Experimented with City YouTube page during Google campaign, with ITSD.*
 - *Launched City Facebook page in December, with ITSD.*

Executive Department Objectives for 2010 *with Accomplishments* **(continued)**

Equity & Social Justice

1. Provide funding to the Whatcom Alliance for Healthcare Access (WAHA) and assist in promoting the availability of WAHA services to the growing number of area residents who are without health care coverage due to the economic recession.
 - *Along with numerous other subcontract funding decisions, the amount of WAHA support was reduced slightly in 2010, but continued. The focus of City support has been WAHA's work to assist small businesses with finding affordable strategies and products to provide health insurance coverage for local workers. Furthermore, CAO David Webster now sits on a community healthcare assessments and outcomes planning group that has been convened by PeaceHealth and the St. Luke's Foundation due to the parallel nature of that effort with our own performance measures project.*
2. Sponsor the second annual Project Homeless Connect.
 - *The Executive budget continued its modest financial support of this highly successful event. The 2010 event served 475 households comprised of 758 persons, a 10% increase over the 2009 PHC. There was a noticeable increase in demand and service delivery on medical issues. In addition, 320 community volunteers and 159 service provider staff made the event possible at several sites.*
 - *Submitted collaborative affordable housing production proposal to the County Economic Development Investment (EDI) Fund with other local cities. EDI decision expected before year's end re \$1.25 million in deferred loan funding for increased housing production, which will assist in job creation and expanding the local affordability for residents, which could also help create a "vacuum" in other housing units that would be appropriate for re-housing the homeless.*

LEGISLATIVE DEPARTMENT

Council Members

- Jack Weiss, Ward 1
- Gene Knutson, Ward 2
- Barry Buchanan, Ward 3
- Stan Snapp, Ward 4
- Terry Bornemann, Ward 5
- Michael Lilliquist, Ward 6
- Seth Fleetwood, At Large

[Biographies, contact information](#), and terms of office of City Council members are available online. More information on the [Council's Legacies and Strategic Commitments](#), [Council meetings](#), and committee assignments are provided at the beginning of this document.



Council Functions

- Exercise legislative authority.
- Represent citizens through legislation and policy direction.
- Anticipate and target issues that affect the community.
- Set community direction and goals for the future.
- Monitor performance of the administration in achieving goals.
- Provide a policy framework for municipal operations and services.
- Serve on standing committees, which act as work sessions.
- Represent the City in regional and intergovernmental affairs.
- Inspire our citizens to become a part of the City's future.

For more information, visit the [Council's web page](#).

Legislative Department Budget Summary

Funding Sources	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
General	420,919	438,426	432,943	(5,483)	-1.3%
TOTAL ALL SOURCES	420,919	438,426	432,943	(5,483)	-1.3%

Expenditures by Type	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
Salaries and Benefits	369,460	374,821	382,947	8,126	2.2%
Supplies	15,389	19,975	14,960	(5,015)	-25.1%
Other Services and Charges	10,573	20,300	10,000	(10,300)	-50.7%
Interfund Charges	25,497	23,330	25,036	1,706	7.3%
TOTAL EXPENDITURES	420,919	438,426	432,943	(5,483)	-1.3%

TOTAL PAID STAFF	9.1	9.3	9.0	(0.3)	-3.2%
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[Budgeted positions are listed](#) in the personnel section.

More detailed expenditures for the Council Office are shown here.

Department Expenditures by Sub-type	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
SALARIES & WAGES	259,732	262,791	263,081	290	0.1%
SALARIES & WAGES Subtotal	259,732	262,791	263,081	290	0.1%
PERSONNEL BENEFITS	109,728	112,030	119,866	7,836	7.0%
PERSONNEL BENEFITS Subtotal	109,728	112,030	119,866	7,836	7.0%
OFFICE & OPER. SUPPLIES	11,891	15,275	10,960	(4,315)	-28.2%
FUEL CONSUMED	0	0	300	300	0.0%
SMALL TOOLS & MINOR EQUIP	3,498	4,700	3,700	(1,000)	-21.3%
SUPPLIES Subtotal	15,389	19,975	14,960	(5,015)	-25.1%
PROFESSIONAL SERVICES	0	7,000	1,000	(6,000)	-85.7%
COMMUNICATION	50	150	150	0	0.0%
TRAVEL	2,240	4,600	2,300	(2,300)	-50.0%
ADVERTISING	6,780	5,150	5,150	0	0.0%
MISCELLANEOUS	1,503	3,400	1,400	(2,000)	-58.8%
OTHER SERVICES & CHARGES Subtotal	10,573	20,300	10,000	(10,300)	-50.7%
INTERFUND PROFESSIONAL SERVICE	712	828	410	(418)	-50.5%
INTERFUND COMMUNICATIONS	593	175	1,189	1,014	579.4%
INTERFUND OPERATING RENTALS	24,192	22,327	23,437	1,110	5.0%
INTERFUND PAYT FOR SERVICE Subtotal	25,497	23,330	25,036	1,706	7.3%
TOTAL EXPENDITURES	420,919	438,426	432,943	(5,483)	-1.3%

Legislative Department Program Groups

Revenues are collected from all city departments based on an internal cost allocation methodology.

Revenues by Group	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>City Council Services</i>	179,073	239,042	221,630	(17,412)	-7.3%
Subtotal of Revenues by Group	179,073	239,042	221,630	(17,412)	-7.3%

Expenditures by Group	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>City Council Services</i>	420,919	438,426	432,943	(5,483)	-1.3%
TOTAL EXPENDITURES	420,919	438,426	432,943	(5,483)	-1.3%

NON-DEPARTMENTAL

The Non-Departmental group is for citywide expenditures that are not specific to any one department. It includes expenditures such as: election fees, some debt service, interfund transfers to reserve funds, and General Fund contributions to Cemetery and Medic One Funds.

Non-Departmental Budget Summary

Funding Sources	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>General</i>	3,097,240	3,520,218	3,872,009	351,791	10.0%
<i>1st 1/4% Real Estate Excise Tax</i>	-	-	9,453	9,453	--
<i>2nd 1/4% Real Estate Excise Tax</i>	652,608	673,827	701,995	28,168	4.2%
TOTAL ALL SOURCES	3,749,848	4,194,045	4,583,457	389,412	9.3%

Expenditures by Type	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>Other Services and Charges</i>	-	60,300	70,000	9,700	16.1%
<i>Intergovernmental Services</i>	420,796	627,000	596,000	(31,000)	-4.9%
<i>Interfund Charges</i>	-	-	17,896	17,896	--
Subtotal of Operations	420,796	687,300	683,896	(3,404)	-0.5%
<i>Interfund Transfers</i>	3,328,272	3,506,745	3,899,561	392,816	11.2%
TOTAL EXPENDITURES	3,749,848	4,194,045	4,583,457	389,412	9.3%

Significant Expenditure Changes

- The increase in *Interfund Transfers* is to pay for the installation and maintenance of hydrants citywide as required by state law.

BELLINGHAM – WHATCOM PUBLIC FACILITIES DISTRICT

The Bellingham-Whatcom Public Facilities District (PFD) is a separate Washington municipal corporation and an independent taxing authority. The City of Bellingham provides administrative services and financial management to the PFD through an interlocal agreement.

PFD management responsibilities are assigned to a Special Projects Manager in the Planning and Community Development Department. Project management and administrative services provided to the PFD are minimal at this time and are billed to the PFD on an as-needed basis.

For more information about the PFD visit www.bwpfd.org.

Description of Services

The Bellingham-Whatcom Public Facilities District (BWPFD) was formed by the Bellingham City Council and the Whatcom County Council in July 2002 to build a regional center in Bellingham. State legislation passed in 1999 allowed such districts to be formed so that a 0.033% state sales tax rebate could be returned to cities and counties for the purpose of constructing regional centers.

The BWPFD Board used its funding authority to renovate the historic Mount Baker Theatre and expand the Whatcom Museum campus by constructing the Lightcatcher building. The new Lightcatcher building is a two-story Museum housing three fine art galleries, the Family Interactive Gallery, classrooms, café, gift shop, and courtyard.

PFD management responsibilities are assigned to a Special Projects Manager in the Planning and Community Development Department. Now that the construction of the museum is complete Project management and administrative services provided to the PFD are minimal. This fund's primary activity is to pay the debt service until 2027 for the bonds issued to pay for these projects.

Public Facilities District

Public Facilities District Budget Summary

The Public Facilities District is accounted for as a [Discrete Component Unit](#) of the City and manages a separate [Public Facilities District Fund](#).

Funding Sources	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
Public Facilities District	4,108,689	1,156,029	1,156,600	571	0.0%
TOTAL ALL SOURCES	4,108,689	1,156,029	1,156,600	571	0.0%

Expenditures by Type	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
Salaries and Benefits	47,036	4,818	-	(4,818)	-100.0%
Supplies	35,789	150	150	-	0.0%
Other Services and Charges	49,032	13,321	16,025	2,704	20.3%
Intergovernmental Services	11,788	25,000	31,000	6,000	24.0%
Subtotal of Operations	143,645	43,289	47,175	3,886	9.0%
Debt Service	1,121,645	1,112,740	1,109,425	(3,315)	-0.3%
Capital Outlay	2,843,399	-	-	-	--
TOTAL EXPENDITURES	4,108,689	1,156,029	1,156,600	571	0.0%

Public Facilities District Performance/Activity Measures

Public Facilities District	2003	2004	2005	2006	2007	2008	2009	2010
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
Shown in millions								
State Sales Tax Rebate	\$ 0.846	\$ 0.900	\$ 0.980	\$ 1.099	\$ 1.128	\$ 1.136	\$ 1.007	\$ 1.015

PUBLIC DEVELOPMENT AUTHORITY

In 2008, pursuant to RCW 35.21.730 through 35.21.755, the City Council authorized the creation of the Bellingham Public Development Authority (PDA) as a separate legal entity. It will be the City's real estate development arm for parcels throughout Bellingham, including parts of the Waterfront District.

For more information about initiatives and projects of the Public Development Authority, visit their web site. www.bellinghampda.org

Public Development Authority Budget Summary

The Public Development Authority is accounted for as a [Discrete Component Unit](#) of the City and manages a separate [Public Development Authority Fund](#). Revenue in the PDA is a transfer from the City General Fund.

Funding Sources	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>Public Development Authority</i>	253,221	399,455	355,096	(44,359)	-11.1%
TOTAL ALL SOURCES	253,221	399,455	355,096	(44,359)	-11.1%

Expenditures by Type	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	28,019	47,045	50,921	3,876	8.2%
<i>Supplies</i>	6,139	13,594	12,550	(1,044)	-7.7%
<i>Other Services and Charges</i>	218,020	328,816	273,625	(55,191)	-16.8%
<i>Intergovernmental Services</i>	1,043	10,000	18,000	8,000	80.0%
TOTAL EXPENDITURES	253,221	399,455	355,096	(44,359)	-11.1%

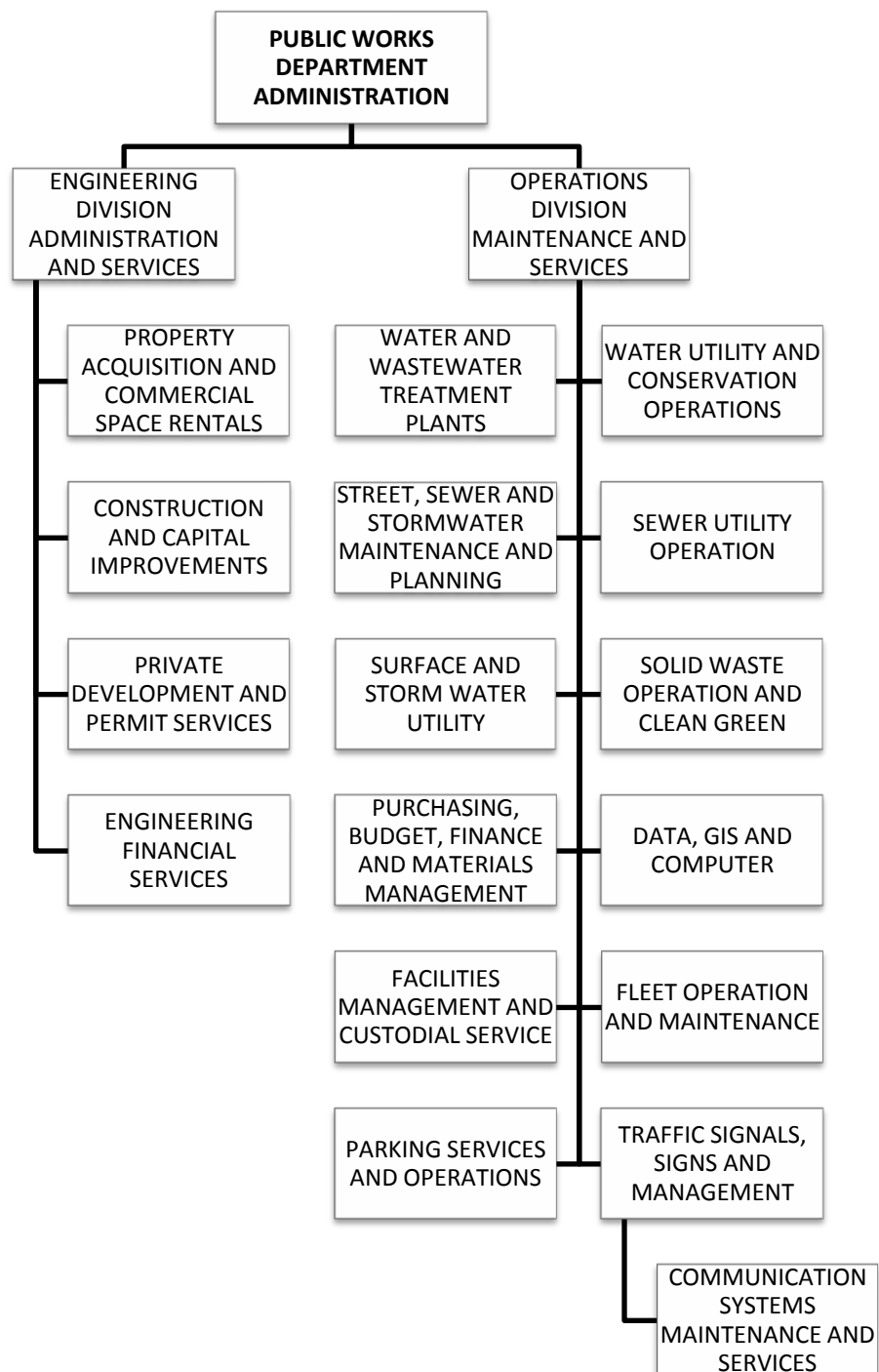
TOTAL PAID STAFF	0.0	0.8	0.8	0.0	0.0%
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[Budgeted positions are listed](#) in the personnel section.

Significant Expenditure Changes

- Decrease in *Other Services and Charges* of \$55,191 is due primarily to a decrease in Professional Services contracts.

PUBLIC WORKS DEPARTMENT



Department Mission

The mission of the Public Works Department is to enhance Bellingham's quality of life through the construction and operation of a safe, effective physical environment; to protect public health & safety and the natural environment; and to provide our neighborhoods, our businesses and our visitors with the efficient, quality services necessary to meet the demands of our growing, diverse community.

Description of Services

The department is divided into two major divisions: Engineering and Operations.

The Engineering Division plans, designs and constructs the street, water, wastewater, and stormwater infrastructure systems. They provide traffic engineering, Americans with Disabilities Act (ADA) assistance, and Capital Project financial services. The Engineering Division also provides water resource planning and protection. Engineering is responsible for the Lake Whatcom Watershed Property Acquisition Program, right-of-way and property acquisition, and general citywide engineering services.

The Operations Division is responsible for the maintenance and operation of the above-mentioned infrastructure systems including: streets, traffic signals, signs, pavement management, water distribution, Lake Whatcom management for water supply and stormwater control, water treatment, wastewater collection and treatment, stormwater collection and stormwater quality and flow management systems; the provision of solid waste services to single family customers, geographic information systems and data management; building, fleet and equipment management services; purchasing and materials management, financial services; parking services and citywide utility information and education.

More services information is available on the [department's web page](#).

Public Works Department Budget Summary

The Public Works Department is the largest department in the City, comprising over 40% of the City's budget. Each of the underlined names links to a fund revenue and expenditure report and each underlined fund category links to a definition of that category, all in earlier sections of this document.

A major [special revenue fund](#) managed by Public Works is the [Street Fund](#).

[Enterprise funds](#) managed by Public Works include the [Water](#), [Wastewater](#), [Storm and Surface Water](#), [Solid Waste](#) and [Parking Services](#) funds.

[Internal service funds](#) managed by Public Works include the [Fleet](#), [Purchasing](#) and [Facilities](#) Funds.

Funding Sources	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>Street</i>	21,835,443	17,738,389	18,725,994	987,605	5.6%
<i>Arterial St Construction</i>	301,893	-	-	-	--
<i>Paths & Trails Reserve</i>	-	-	-	-	--
<i>Capital Maint</i>	2,244,048	600,000	675,000	75,000	12.5%
<i>Olympic Pipeline Incident</i>	106,934	-	5,347	5,347	--
<i>Olympic - Restoration</i>	-	-	-	-	--
<i>1st 1/4% Real Estate Excise Tax</i>	825,084	1,555,000	1,000,000	(555,000)	-35.7%
<i>2nd 1/4% Real Estate Excise Tax</i>	2,156,035	875,000	100,000	(775,000)	-88.6%
<i>Public Safety Dispatch</i>	24,089	-	-	-	--
<i>Water</i>	20,140,059	17,511,744	22,116,420	4,604,676	26.3%
<i>Wastewater</i>	19,824,416	21,304,285	25,822,985	4,518,700	21.2%
<i>Storm/Surface Water Utility</i>	4,499,807	5,399,650	5,929,133	529,483	9.8%
<i>Solid Waste</i>	1,211,990	2,104,585	2,020,158	(84,427)	-4.0%
<i>Parking Services</i>	2,179,848	2,542,695	2,327,159	(215,536)	-8.5%
<i>Fleet Administration</i>	4,523,151	2,780,358	2,621,883	(158,475)	-5.7%
<i>Purchasing/Materials Mngmt</i>	2,113,675	2,131,443	2,062,376	(69,067)	-3.2%
<i>Facilities Administration</i>	2,778,969	2,363,863	2,442,731	78,868	3.3%
<i>Nat Res Protect & Restoration</i>	20,920	-	3,010	3,010	--
TOTAL ALL SOURCES	84,786,361	76,907,012	85,852,196	8,945,184	11.6%

Public Works Department Budget Summary (continued)

Expenditures by Type	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	16,721,772	17,628,127	18,265,157	637,030	3.6%
<i>Supplies</i>	4,356,203	4,402,708	4,084,407	(318,301)	-7.2%
<i>Other Services and Charges</i>	13,107,941	11,962,186	11,712,758	(249,428)	-2.1%
<i>Intergovernmental Services</i>	6,050,629	6,103,603	7,407,191	1,303,588	21.4%
<i>Interfund Charges</i>	13,531,984	14,699,763	15,262,691	562,928	3.8%
Subtotal of Operations	53,768,529	54,796,387	56,732,204	1,935,817	3.5%
<i>Debt Service</i>	4,847,655	5,528,539	6,392,010	863,471	15.6%
<i>Capital Outlay</i>	25,267,317	15,604,500	21,814,284	6,209,784	39.8%
<i>Interfund Transfers</i>	902,860	977,586	913,698	(63,888)	-6.5%
TOTAL EXPENDITURES	84,786,361	76,907,012	85,852,196	8,945,184	11.6%
TOTAL PAID STAFF	223.8	233.6	231.0	(2.6)	-1.1%

[Budgeted positions are listed](#) in the personnel section.

Significant Expenditure Changes

- Increase of \$637,030 in *Salaries and Benefits* is from two new plant operator positions and increases in salaries and health benefit expenses.
- Overall *Supplies* decreased by \$318,301 due mainly to reductions in minor equipment, computers, and plumbing supplies
- Overall *Services and Charges* decreased by \$249,428, with engineering, repairs and maintenance, professional services, and studies and reports being the largest reductions.
- Increase in *Intergovernmental Services* of \$1,303,588 for bridge inspections and increase in the utility tax on water services to pay for the installation and maintenance of fire hydrants.
- Increase in *Interfund Charges* of \$542,948 with the largest change in engineering services.
- Increase in *Debt Service* of \$863,431 is the issuance cost of the new bond in wastewater.
- Increase in *Capital Outlay* of \$6,289,704 is due to several large construction project including: \$1.8 M in roadways and streets, \$4 M in sewer, \$3 M for Wastewater Treatment Plant Expansion, \$3 M in water fund land acquisition and construction.

[Capital projects and purchases](#) budgeted for the Public Works Department are listed in the Capital Facilities Plan in this document. The department also has a [Capital Projects web page](#).

Public Works Department Budget Summary (continued)

More detailed Public Works Expenditures across all funds and programs are shown here.

Department Expenditures by Sub-type	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
SALARIES & WAGES	11,741,161	12,642,216	12,835,884	193,668	1.5%
OVERTIME & HAZARD DUTY	187,552	173,629	174,629	1,000	0.6%
SALARIES & WAGES Subtotal	11,928,713	12,815,845	13,010,513	194,668	1.5%
PERSONNEL BENEFITS	4,793,059	4,812,282	5,254,644	442,362	9.2%
PERSONNEL BENEFITS Subtotal	4,793,059	4,812,282	5,254,644	442,362	9.2%
OFFICE & OPER. SUPPLIES	2,697,837	2,526,048	2,402,045	(124,003)	-4.9%
FUEL CONSUMED	202,948	310,260	295,613	(14,647)	-4.7%
ITEMS PURCHASED FOR RESALE	1,014,544	1,000,000	1,000,000	0	0.0%
SMALL TOOLS & MINOR EQUIP	457,410	566,400	386,749	(179,651)	-31.7%
SUPPLIES Subtotal	4,372,739	4,402,708	4,084,407	(318,301)	-7.2%
PROFESSIONAL SERVICES	5,955,726	2,563,542	2,839,625	276,083	10.8%
COMMUNICATION	64,354	86,860	87,248	388	0.4%
TRAVEL	40,546	74,573	72,547	(2,026)	-2.7%
ADVERTISING	51,935	23,450	20,250	(3,200)	-13.6%
OPERATING RENTALS & LEASES	72,655	133,670	131,328	(2,342)	-1.8%
UTILITY SERVICE	3,659,934	3,829,664	3,741,064	(88,600)	-2.3%
REPAIRS & MAINTENANCE	6,165,098	4,816,824	4,390,197	(426,627)	-8.9%
MISCELLANEOUS	410,565	433,603	435,499	1,896	0.4%
OTHER SERVICES & CHARGES Subtotal	16,420,813	11,962,186	11,717,758	(244,428)	-2.0%
INTERGOVERNMENTAL PROF SERV	1,142,937	897,358	981,766	84,408	9.4%
EXTERNAL TAXES & OPER ASSESS	1,048,494	1,132,750	1,278,134	145,384	12.8%
INTERFUND TAXES & OPER ASSESS	3,894,999	4,073,495	5,147,291	1,073,796	26.4%
INTERFUND SUBSIDIES	902,860	977,586	913,698	(63,888)	-6.5%
INTERGOVERNMENTAL SERVICES Subtotal	6,989,290	7,081,189	8,320,889	1,239,700	17.5%
LAND	3,664,801	1,000,000	1,000,000	0	0.0%
OTHER IMPROVEMENTS	7,272,731	4,159,000	4,558,284	399,284	9.6%
MACHINERY AND EQUIPMENT	3,695,734	893,000	871,000	(22,000)	-2.5%
CONSTRUCTION OF FIXED ASSETS	5,810,349	9,454,000	15,280,000	5,826,000	61.6%
CAPITAL OUTLAY Subtotal	20,443,615	15,506,000	21,709,284	6,203,284	40.0%
G. O. BONDS	410,000	435,000	455,000	20,000	4.6%
REVENUE BONDS	2,775,000	3,605,000	3,755,000	150,000	4.2%
OTHER NOTES	192,773	161,519	161,520	1	0.0%
DEBT SERVICE PRINCIPAL Subtotal	3,377,773	4,201,519	4,371,520	170,001	4.0%
INTEREST/LONG-TERM EXT. DEBT	1,465,769	1,327,020	1,160,490	(166,530)	-12.5%
DEBT ISSUE COSTS	0	0	860,000	860,000	0.0%
DEBT REGISTRATION COSTS	1,513	0	0	0	0.0%
OTHER DEBT SERVICE COSTS	2,600	0	0	0	0.0%
DEBT SERVICE INTEREST Subtotal	1,469,882	1,327,020	2,020,490	693,470	52.3%
INTERFUND PROFESSIONAL SERVICE	11,390,061	11,089,881	11,558,243	468,362	4.2%
INTERFUND COMMUNICATIONS	92,109	66,100	113,858	47,758	72.3%
INTERFUND SUPPLIES	993,584	1,288,144	1,163,207	(124,937)	-9.7%
INTERFUND CAPITAL OUTLAYS	267,175	98,500	95,200	(3,300)	-3.4%
INTERFUND OPERATING RENTALS	1,296,302	1,232,209	1,336,689	104,480	8.5%
INTERFUND INSURANCE SERVICES	373,218	338,485	390,077	51,592	15.2%
INTERFUND REPAIRS & MAINT	578,028	684,738	705,417	20,679	3.0%
OTHER INTERFUND SERVICES	0	206	0	(206)	-100.0%
INTERFUND PAY FOR SERVICE Subtotal	14,990,477	14,798,263	15,362,691	564,428	3.8%
TOTAL EXPENDITURES	84,786,361	76,907,012	85,852,196	8,945,184	11.6%

Public Works Department Program Groups

The PW Revenues and Reserves group accounts for revenues and fund reserves specific to the department shared between programs within the department. It is not used for expenditures.

Revenues by Group	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
<i>PW Revenues and Reserves</i>	10,431,443	9,534,341	9,225,139	(309,202)	-3.2%
<i>Public Works Administration</i>	504,883	670,597	604,752	(65,845)	-9.8%
<i>Public Works Maint Admin</i>	472,097	612,239	606,184	(6,055)	-1.0%
<i>PW Treatment Plants Operations</i>	1,448,675	1,310,000	1,190,000	(120,000)	-9.2%
<i>PW Water/Wastewater Utility Ops</i>	27,473,849	29,026,274	30,037,541	1,011,267	3.5%
<i>Public Works Maintenance Ops</i>	1,593,202	6,405,794	6,695,457	289,663	4.5%
<i>Public Works Financial Mgmt</i>	473,550	727,315	1,439,764	712,449	98.0%
<i>PW Supervision and Technology</i>	2,116,580	2,303,244	2,112,625	(190,619)	-8.3%
<i>PW Solid Waste Remediation</i>	464,306	500,000	500,000	-	0.0%
<i>Purchasing and Material Mgmt Ops</i>	2,294,913	2,129,516	2,021,474	(108,042)	-5.1%
<i>Public Works Fleet Operations</i>	4,221,651	4,011,374	3,369,648	(641,726)	-16.0%
<i>Public Works Facilities Ops</i>	2,002,052	1,977,248	2,051,334	74,086	3.7%
<i>Environmental Resources Ops</i>	812,131	174,783	113,503	(61,280)	-35.1%
<i>PW Transportation Management</i>	2,535,276	3,120,417	2,943,491	(176,926)	-5.7%
<i>Public Works Engineering Svcs</i>	1,851,475	1,947,100	2,047,100	100,000	5.1%
<i>PW Capital Improvements</i>	111,570	81,561	44,654,137	44,572,576	54649.4%
<i>Public Works Construction</i>	7,013,442	1,729,000	2,400,000	671,000	38.8%
<i>PW Storm and Surface Water Mgmt</i>	4,681,109	-	-	-	--
<i>PW Acquisition and Facilities Mgmt</i>	129,309	120,000	136,300	16,300	13.6%
<i>PW Watershed Acquisition/Mgmt</i>	2,367,049	2,128,738	2,143,832	15,094	0.7%
<i>Commercial Leasing</i>	319,543	221,995	255,155	33,160	14.9%
Subtotal of Revenues by Group	73,318,105	68,731,536	114,547,436	45,815,900	66.7%

The Public Works department's overhead costs, such as administration, safety and engineering, are paid from the Street Fund. The department then has an internal cost recovery program, charging groups within the department and other departments for overhead and costs incurred. Other departments are also charged to recover the cost of Fleet, Facilities, Purchasing, and Engineering services.

Interfund charges (shown on the preceding page) reflect the department's expenditures for this internal program along with other citywide cost recovery programs.

Revenues shown above include revenues from both Public Works internal and citywide cost recovery programs.

Public Works Department Program Groups (continued)

Expenditures by Group	2009	2010	2011	Change from 2010	
	Actual	Adopted	Budget	Amount	Percent
Public Works Administration	595,293	604,752	655,758	51,006	8.4%
Public Works Maint Admin	515,726	589,784	609,342	19,558	3.3%
PW Treatment Plants Operations	11,713,638	10,731,351	11,555,820	824,469	7.7%
PW Water/Wastewater Utility Ops	13,539,553	14,315,808	15,479,644	1,163,836	8.1%
Public Works Maintenance Ops	5,686,269	9,148,678	9,693,623	544,945	6.0%
Public Works Financial Mgmt	4,713,538	4,528,169	5,400,538	872,369	19.3%
PW Supervision and Technology	2,343,872	2,408,775	2,208,231	(200,544)	-8.3%
PW Solid Waste Remediation	9,984	660,000	500,000	(160,000)	-24.2%
Purchasing and Material Mgmt Ops	2,113,675	2,131,443	2,062,376	(69,067)	-3.2%
Public Works Fleet Operations	4,523,151	2,780,358	2,621,883	(158,475)	-5.7%
Public Works Facilities Ops	3,170,332	2,673,213	2,902,851	229,638	8.6%
Environmental Resources Ops	1,410,294	567,414	617,670	50,256	8.9%
PW Transportation Management	5,262,732	5,340,220	5,046,922	(293,298)	-5.5%
Public Works Engineering Svcs	3,002,250	3,453,833	3,242,707	(211,126)	-6.1%
PW Capital Improvements	7,107,014	7,850,000	14,280,000	6,430,000	81.9%
Public Works Construction	10,339,773	5,463,000	5,408,284	(54,716)	-1.0%
PW Storm and Surface Water Mgmt	2,190,600	-	-	-	--
PW Acquisition and Facilities Mgmt	197,881	209,928	217,957	8,029	3.8%
PW Watershed Acquisition/Mgmt	4,293,729	3,026,636	3,005,660	(20,976)	-0.7%
Commercial Leasing	2,057,057	423,650	342,930	(80,720)	-19.1%
TOTAL EXPENDITURES	84,786,361	76,907,012	85,852,196	8,945,184	11.6%

Group Descriptions

Public Works Administration accounts for the department head and administrative office operations.

Public Works Maintenance Administration accounts for administration of the operations division, including the safety program. This group is funded by the Street Fund, and costs are recovered through the department's internal cost recovery program.

Public Works Treatment Plants Operations accounts for operation of both the water and wastewater treatment plants. This group is funded by both Water and Wastewater funds.

The Public Works Water / Wastewater Utility Operations group maintains the water distribution and sewer collection systems. This group is funded by both Water and Wastewater funds.

The Public Works Maintenance Operations group includes street and sidewalk cleaning and maintenance, solid waste code enforcement, and operation of the Clean Green facility. Beginning in 2010, storm and surface water program planning and maintenance and operation of the storm and surface water facilities and utility were moved to this group. This group is funded by the Street, Storm/Surface Water Utility, and Solid Waste Funds.

Public Works Department Program Groups (continued)

The Public Works Financial Management group includes department financial staff and operations, which are paid for from the Street Fund with costs recovered through the department's internal program. Debt service cost for department debt is also accounted for in this group. Funds included in the group for debt service include Water, Sewer and Solid Waste.

The Public Works Supervision and Technology group includes GIS services, department computer infrastructure replacement and systems analysis, department data management, and water meter reading. These services are paid for from the Street Fund with costs recovered through the department's internal program.

The Solid Waste Remediation group accounts for projects that qualify for use of Solid Waste Funds due to remediation needs, such as landfill cleanup projects.

The Purchasing and Materials Management group maintains supply inventories primarily for Public Works Department with some use by other department programs such as Parks Maintenance Operations. This group also manages the process for public bidding and contracts. This group is funded by the Purchasing and Materials Management Fund, an internal service fund.

The Fleet group manages fleet acquisition and maintenance. The group is funded by the Fleet Administration Fund, an internal service fund.

The Facilities group manages facilities maintenance and custodial services for Public Works facilities and General Fund facilities such as City Hall. The group is funded by the Facilities Administration Fund, an internal service fund.

The Environmental Resources Operations group provides water monitoring, environmental policy and education, and environmental restoration construction projects. The group works toward completion of the Lake Whatcom Management Work Plan. Funding for this group currently comes from the Natural Resource Protection and Restoration Fund, the Water Fund, and the Olympic Pipeline Incident Fund.

The Public Works Transportation Management group manages the parkade and on-street parking in the City. This group is also responsible for maintaining traffic signals and signage and managing communication and fiber optic systems. The group is funded by the Street and Parking Services funds.

Public Works Engineering Services provides project engineering for the department and as a service to other city departments. This group provides technical assistance to the permit center and permitting, plan review, and inspection services for construction projects that require Public Works permits. The City's commute trip reduction program is also in this group. This

Public Works Department

group is funded by the Street Fund, and a portion of the costs are recovered through charges to other departments or through the department's internal cost recovery program.

The Public Works Capital Improvements group accounts for the cost of the capital construction projects other than Streets. Funding currently comes from the Water, Wastewater, and Storm/Surface Water Utility Funds

The Public Works Construction group accounts for the cost of all capital construction for Streets and related work such as sidewalks, storm drainage, street lighting and traffic control. Funding currently comes from the Street and REET funds.

The Public Works Storm and Surface Water Management group was consolidated into the Public Works Maintenance Operations group beginning in 2010.

The Public Works Acquisition and Facilities Management group handles land acquisitions for the department, other than watershed properties. This group is Street funded.

The Public Works Watershed Acquisition / Management group handles watershed property acquisitions and is funded by the Water Fund.

The Commercial Leasing group manages maintenance and leasing of commercial properties owned by the City. These include the old Federal Building and space in the parkade. The group is currently funded by the Parking Services and Facilities funds.

Public Works Department Objectives for 2011

Clean, Safe Drinking Water

1. Consistent with Department Goals and recommendations from the Capital Facility Task Force, increased funding for the Annual Water Main Replacement Program.
2. Complete engineering study on effective solutions to deal with treatment difficulties experienced as the Water Treatment Plant in a parallel track with watershed restoration efforts to ensure ability to meet water demand.
3. Implement the Project Dx program to consolidate information in a spatially (mapping) interactive manner to improve distribution of information to watershed customers and help determine appropriate stormwater best management practices for individual properties.
4. Increase public outreach and participation in the Homeowner Incentive Program (HIP) within the Lake Whatcom Watershed, both within the City limits, and the unincorporated Whatcom County areas. To help expand the HIP program to areas outside of the City Limits, complete an additional 100 soil tests in the County portion of the Silver Beach Creek watershed.

5. WCC crews will be prepping and planting part of the newly purchased 21 acre property along Anderson Creek as part of a riparian restoration project in the Lake Whatcom watershed.
6. Identify placement of and implement procedures for water main leak detection utilizing radio read technology.
7. Develop information needed to respond to Environmental Protection Agency/Department of Ecology TMDL Detailed Implementation Plan process.
8. Continue to implement Lake Whatcom Management Program 2010-2014 Work Plan especially focused on Silver Beach Creek Pilot.
9. Implement water conservation rebate program in conjunction with existing Community Energy Challenge (CEC). Offer rebates for water conserving fixtures (high-efficiency toilet, clothes washer, rainwater collection, rain sensor for irrigation system) to participants in the CEC.

Healthy Environment

1. Explore creation of a self-sustaining municipal power utility to generate hydropower from the large industrial water line that previously served the Georgia Pacific site, while providing enhance protection to the Whatcom Creek habitat during the wet season.
2. Wastewater Treatment Plant Expansion – Enter into a contract with a General Contractor / Construction Manager who will work with our design team to complete final engineering design by the end of the year.
3. Chuckanut Village Marsh Restoration Project – Enhance estuary functions, improving habitat and water quality. Replace undersized culvert to increase tidal exchange between marsh and bay.
4. Squalicum Creek Estuary Improvements/Roeder Bridge Project – Project will restore the mouth of Squalicum Creek to improve fish passage, flow conveyance habitat connectivity, and estuary habitats.
5. As part of a performance contract for energy efficiency projects, begin replacement of outdated HVAC systems in all City facilities as identified in the energy grade audits completed in 2010. Project costs will be paid for through a combination of energy rebates, reduced energy consumption resulting in lower utility bills, and capital facilities replacement funding identified in conjunction with Capital Facilities Task Force recommendations. The resulting reduction in energy use will significantly reduce greenhouse gas emissions, implementing Phase II of the Climate Action Plan, and will account for the majority of the greenhouse gas emission reduction goals established for 2012.
6. Evaluate and potentially implement a system wide private sewer lateral rehabilitation program. Review and recommend funding strategies as part of program evaluation.

Vibrant Sustainable Economy

1. Waterfront Phase 1 Infrastructure – Begin construction on the Central Ave rehabilitation project, providing access to the site allowing for future development.
2. Begin the Utility Master Planning process for the Waterfront redevelopment.

Safe & Prepared Community

1. Integrate two new radio channels from the Whatcom County Fire Agencies Radio System in Blaine and reconfigure existing radio links from Sumas into the dispatch consoles at both What-Comm and Prospect 911.
2. Execute new interlocal agreements with both Western Washington University and Whatcom County Sheriff's Department to provide radio communication installation and maintenance services, expanding the number of outside public agencies utilizing the City's radio shop.

Mobility & Connectivity Options

1. Working with the Transportation Commission, complete a Pedestrian Master Plan to be integrated with the Transportation Element of the Citywide Comprehensive Plan.
2. Begin update process of the Transportation Element of the City's Comprehensive Plan.
3. Provide more efficient traffic operations and multi-modal programs by upgrading infrastructure to include such things as Intelligent Transportation Systems, Transit Signal Priority, Electric Vehicle Fueling stations and other mobility enhancements as technology evolves.
4. As part of an on-going project through 2012, continue to bring additional traffic signals on-line with our centralized signal management system. This will provide additional Transit Signal Priority and enhances our ability to provide traffic responsive arterial corridor signal timing for more efficient operations. This should result in less congestion and reduced oil consumption; furthering the City's greenhouse gas emission reduction goals.

Access to Quality of Life Amenities

1. Complete the street segment of the Whatcom Creek Trail on Meador, Kansas and Ellis Streets, including a pedestrian bridge over Whatcom Creek and attractive, green infrastructure improvements.

Quality, Responsive City Services

1. Provide more decision making map layer information on the CityIQ web mapping application on the public web site
2. Enhance CityIQ web application to make it usable by public safety and public works mobile users.
3. Evaluate sustainability of operations at the CleanGreen yard waste facility to determine if revised rates are required or other alternative measures will sustain the program.

Departmental Objectives for 2010 *with Accomplishments*

Clean, Safe Drinking Water

1. Protect and improve drinking water sources by installing a back-up power generator at the Fir Street Pump Station to prevent wastewater overflows into Lake Whatcom due to power loss.

Completed. Generator was installed and operational in August 2010.

2. Protect and improve drinking water source through development of City of Bellingham Phosphorus Reduction Goals.

Phosphorus Reduction Goals referred to the expectation that we would set P load reduction targets for the Work Plan tasks/actions. The expectation is to establish those targets during development of the Detailed Implementation Plan, the next phase of the TMDL process, with some (maybe all) of that work completed by the end of the year. The Storm and Surface Water Utility has created a GIS tool for reporting and quantifying phosphorus reductions for past, present and future Lake Whatcom water quality projects. This tool will aid in quantifying progress toward the ultimate goal of phosphorus discharge levels compliant with the Lake Whatcom TMDL.

3. Promote water conservation by updating City codes regarding water efficient fixtures and technologies.

COB adopted 2009 edition of the UPC which includes guidelines for rainwater collection and gray water reuse. New and existing homes now have the opportunity to offset their potable water consumption by 50-75%

Public Works hired a consultant to work with COB staff to incorporate rainwater collection and gray-water reuse into our permitting system streamlining the process for installation of these systems.

4. Promote water conservation by conducting a water audit pilot project for 75 metered residential and 10 multi-family water customers that support the City's water use efficiency measures.

Completed water audits for 55 residential, 6 multi-family, 4 condo, and 8 irrigation water customers.

Rebate funding was made available to all pilot project participants ranging from \$150 - \$5,000 depending on customer class.

5. Protect Lake Whatcom by fully implementing the Silver Beach Creek Pilot Project in cooperation with Whatcom County and Puget Sound Partnership.

In 2010 the City obtained \$500,000 dollar grant from the Department of Ecology to aid in the Silver Beach Creek Pilot Project. This money is to be used for areas within the Silver Beach Creek Watershed and the City portion of the Lake Whatcom Watershed. The grant is to retrofit single family properties to reduce the amount of phosphorus reaching Lake

Whatcom. Multiple best management practices are utilized including water retention/filtration and stream bank erosion control. Property owners may also enter into agreements with the City to use unneeded road right of way areas for joint treatment of both private and public stormwater

The City created the Homeowner Incentive Program (HIP). To date, 34 properties have been evaluated by the City, eight designs are in progress, 14 properties have complete designs, and seven have been issued permits. Permitted projects include lawn removals, permeable pavements, rain gardens, and infiltration trenches. This project will continue through 2013.

Public Works has completed field testing of soils for infiltration and phosphorus content for approximately 80 test sites in the City portion of the Watershed. This information is used in the determination of appropriate Best Management Practices for the HIP grant. In 2011, as a part of the HIP grant, an additional 100 tests are slated for the County portion of the Silver Beach Creek watershed.

Education outreach to this area will continue through a series of Silver Beach Creek neighborhood discussions, distribution of printed information and door to door conversations.

Stormwater monitoring by the City of Bellingham for Silver Beach Creek has been done to provide baseline conditions. Additional monitoring will continue through this process to measure changes to water quality over time.

The County obtained a grant for retrofit of runoff from the Britton Corridor and a portion of Tweed Twenty. This project was constructed in 2010 and additional stormwater pond retrofits are proposed for 2011 and beyond. The County will also be participating in the HIP grant beginning in 2011.

Healthy Environment

1. Protect and improve the health of streams and lakes by retrofitting the Britton Road Detention Pond Facility for treatment of water quality and phosphorus control.

Completed construction of two water-quality retrofit projects in the Lake Whatcom Watershed. The Britton Road project is a retrofit of an existing pond designed to model the phosphorus-removing facility at WWU. The Flynn Road project is designed to return the roadside to an urban forested condition for treatment of storm water. The Britton Facility will be monitored for Phosphorous removal effectiveness.

2. Protect and improve the health of Lake Whatcom by implementing a minimum of two (2) sustainable education programs that provide information to Lake Whatcom watershed residents on their role as stewards of the lake water quality.

Two public education events have been held for residents of the Silver Beach Creek Watershed and other interested community members providing stewardship tips and opportunities for questions and discussion with staff from the City, County and WSU Extension. As part of the Residential Stormwater Retrofit Program (RSRP), two workshops

were held for Lake Whatcom Watershed residents who have received rain barrels as part of the program. The workshops educate residents on the state of the Lake Whatcom Reservoir and stewardship actions they can take on their properties to protect and improve the health of the lake. In the remainder of 2010, door-to-door outreach is planned to inform residents of the HIP and the RSRP. City staff will visit every household in the watershed within city limits to discuss the programs and serve as a resource for residents' questions.

3. Protect and improve the health of lakes, streams and Bellingham Bay by increasing use of environmentally safe de-icing products within the watershed to reduce phosphorus contributions and modify sanding practices to reduce citywide impacts.

Public Works discontinued use of road sand in the watershed in 2009-10 and acquired a small, truck mounted de-icing unit in 2010 for exclusive use in the watershed when weather conditions require it. The de-icing unit will be stocked with environmentally friendly deicing products designed for watershed use. Sanding practices citywide were also modified to improve route efficiencies and reduce application rates of sand/salt mixtures.

4. Conserve natural and consumable resources by completing a study to eliminate fats, oils, and grease from the collection system and provide disposal and reuse methods at the Post Point treatment plant.

Staff is continuing to develop a comprehensive program through the creation of a pre-treatment ordinance.

5. Reduce energy use and thereby the City's climate impact by publishing and distributing an employee energy conservation handbook.

Energy and Resource Conservation Policies have been implemented through Government Green Team projects and programs designed to educate, measure and incentivize conservation efforts. Capital Facilities Task Force recommendations will be coordinated with the Performance Contracting Project where appropriate for energy conservation and capital maintenance projects.

Vibrant Sustainable Economy

1. Seek opportunities for joint public/private development to construct additional parking supply or increase parking utilization through bundled parking programs by establishing close working relationships between City staff, the Transportation Commission and the Public Development Authority.

Open and productive dialog has been established with both the Transportation Commission and the Public Development Authority (PDA). Policy level advice is solicited through the Transportation Commission to create enhanced parking programs to promote mode shift changes and increase efficiencies through new technology such as parking pay stations. A property transfer agreement has been completed to transfer the Cornwall/Maple parking lot to the PDA for development of a shared use site containing additional public parking.

Safe & Prepared Community

1. Enhance regional public safety communications and interoperability by continuing to improve and expand the City's radio network and providing additional services to countywide public agencies.

A Frequency Reconfiguration Agreement has been submitted and approved by the FCC Transition Administration, and funding has been secured through Sprint Nextel to begin retuning county wide 800 MHz radios to reduce interference. This project will continue throughout 2011 as replacement frequencies are assigned and the work is completed by COB personnel. Additionally, all of the City's Kenwood radio repeaters have been replaced at our tower locations and integrated through a new Smartlink radio network.

2. Increase communication efficiency and mobility of all emergency response providers by providing integrated fiber optic, radio, microwave, CCTV and ITS systems.

This project is ongoing. In 2010 we installed a new microwave link between Public Works Operations and a leased radio tower on Squalicum Mountain to provide a redundant link for the City's radio and fiber infrastructure. In addition, we assumed ownership of an outdoor Wi-Fi network that was developed as a research and development project in partnership with T-mobile.

Mobility & Connectivity Options

1. Enhance pedestrian connectivity by the installation of continuous sidewalk on Northwest Drive between McLeod Road and Bakerview Road including a single-lane roundabout at the Interstate 5 onramp intersection with Northwest Drive.

This project has been constructed completing a much needed bike and pedestrian connection under I-5. In addition, the final phase of the Fraser/Puget Pedestrian Facility was completed

2. Provide more efficient traffic operations and multi-modal programs by upgrading infrastructure to include such things as Intelligent Transportation Systems, Transit Signal Priority, Electric Vehicle Fueling stations and other mobility enhancements as technology evolves.

Upgrading traffic signals to respond to Transit Signal Priority is an ongoing project that was initiated in 2009 and will continue through 2012. The Bakerview corridor was upgraded this year as part of an arterial signal timing optimization project.

Code amendments are being developed to reduce regulatory barriers and create guidance resources to promote the installation of private electric vehicle charging stations supporting regional mobility and connectivity.

Access to Quality of Life Amenities

1. Completion of the street segment of the Whatcom Creek Trail on Meador, Kansas and Ellis Streets including a pedestrian bridge over Whatcom Creek to include attractive and green infrastructure improvements.

Project suspended due to staff shortages, scheduled to be completed in 2011.

Quality, Responsive City Services

1. Develop and install the radio read meter infrastructure to support immediate water meter reading enabling better customer support for leak detection and water conservation.

Installed an additional 493 radio and FlexNet meter reading end points for automated read collection. Also, identified future installations for development of city wide metering.

2. Create a web based map system for informing the public of road closure and Public Works construction project status and information.

Web based map has been completed and updates on project progress are provided on a monthly basis when relevant. Currently we are in the process of testing the CityIQ on-line mapping event services which will allow non-GIS staff to post status information to CityIQ through a simple interface.

3. Deliver efficient, effective, and accountable municipal services by utilizing the stormwater and wastewater collection system scanning programs to inspect at least 10% of each system, thereby ensuring longevity and integrity of the city's collection system assets.

12% of the City's sewer main system has been scanned and 8% of the stormwater were scanned (CCTV inspected) in 2010.

4. Increase parking system efficiency and provide enhanced paid parking options for business customers in the civic center area by deploying additional parking pay stations, longer term meters with lower daily rates, and new technologies for administering and enforcing on-street parking.

Successfully expanded the City's use of automated pay stations by installing new units in the Civic Center and the multi-use block of Bay Street. Implemented a new on-line payment option for paying parking fines, resulting in increased revenue by reducing the percentage of delinquent parking tickets.

Public Works Department Performance/Activity Measures

Treatment Plants Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	Benchmark or Target
WATER FILTRATION PLANT									
Millions of Gallons of Water Treated per Day	10.20	10.39	9.79	10.47	10.78	9.70	9.37	8.92	
Clarity of the drinking water measured by actual NTU	0.30	0.30	0.30	0.30	0.04	0.04	0.04	0.04	0.3 NTU EPA Standard
WASTEWATER - POST POINT POLLUTION CONTROL PLANT									
Plant Flow - Millions of Gallons per Day	11.89	12.53	11.80	12.48	12.00	11.64	12.80	12.17	
Sludge Incineration - Tons	3,923	4,003	4,141	4,187	4,291	4,324	4,481	3,864	

Maintenance Operations Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	Benchmark or Target
ROADWAY MAINTENANCE									
% of streets needing overlay				8.8%	6%	6%	6.4%	6.5%	5% or less
% of sidewalks needing overlay				6.7%	10%	12%	11%	18.5%	5% or less
STORM AND SURFACE WATER MAINTENANCE									
# of outfall retrofits completed in Lk Whatcom Watershed			4	2	4	4	0	3	2
# of stormwater inspections conducted in the Lake Whatcom watershed				3,060	3,160	4,567	2,737	3,468	

Engineering, Capital and Construction Groups	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual
Miles of Street Resurfaced	2.11	6.60	4.90	0.53	6.74	1.77	2.44	5.91
Feet of Water Main Replaced	6,412	21,089	3,679	-	740	10,224	4,628	1,685
Feet of Wastewater Main Replaced	4,667	12,351	8,181	38.5	12,148	1,373	22,787	23,598

Watershed Acquisition Mgmt Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual
Current Yr Acquisitions - Acres	50	196	-	144	50	107	28	77
Cumulative Acres Acquired	787	983	984	1,128	1,178	1,285	1,313	1,390
Cost of Acquisitions by Year (millions)	\$2.411	\$1.378	\$0.546	\$3.954	\$0.810	\$2.370	\$1.945	

2011 CAPITAL BUDGET AND 2011 - 2016 CAPITAL FACILITIES PLAN

Capital Outlay

The Finance Department establishes capitalization thresholds used to prepare capital budgets based on General Accepted Accounting Practices and state law. Most expenditures of less than \$50,000 per single item are budgeted as operating expenditures rather than capital expenditures. At the completion of a capital project, all related labor, materials and services costs are added to capital outlay for the project to arrive at the total project cost and value of the asset.

Purpose

The Capital Facilities Plan (CFP) is a strategic financing plan matching the costs of future capital improvements and purchases to anticipated revenues. The CFP establishes priorities by estimating costs, identifying funding sources and proposing an implementation schedule for all facility or infrastructure-related capital projects and acquisitions.

The CFP is a six-year rolling plan that is revised annually to reflect varying conditions. The CFP includes 2011 capital expenditures for City Council adoption and an estimate of future capital needs for 2012 – 2016 to guide future capital decisions. The adoption of the CFP contained in this budget amends the Bellingham Comprehensive Plan and the list of projects contained herein shall be considered part of the Capital Facilities element of the Comprehensive Plan. The CFP also incorporates the Bellingham School District's Capital Facilities Plan by reference.

Only the expenditures and appropriations for 2011 are authorized by Council. The projects identified for the remaining five years may be altered due to cost or varying conditions.

Existing City Assets

Substantial investment by the public and the City over the years has resulted in a very large asset base for Bellingham's residents. The City's current physical plant consists of:

- Public buildings, including some leased space and commercial rental space.
- Drainage and stormwater control property and detention facilities.
- Park and recreation property, equipment and facilities including playgrounds, spray pools, athletic fields/courts, trails, beaches, street trees, sports stadiums, an aquatic facility, a cemetery and a golf course.
- Public library facilities and equipment.
- Police facilities and vehicles.
- Fire suppression and emergency medical service facilities, vehicles and equipment.
- Streets, sidewalks, street lights and signals.
- Water mains, customer services, a filtration plant, pump stations and storage reservoirs.
- Sanitary sewer mains, a treatment plant and pump stations.
- Vehicles and equipment.

Renewal and replacements for the street, water and sewer systems are included in the capital budget due to the large cost and nature of work done, which extends the life of the systems. These programs include the resurfacing of existing streets and the replacement of aging water and sewer lines.

Capital Facilities Plan Process

The CFP is updated annually by soliciting capital funding requests from departments, which are then reviewed by City administration. In 2010, a limited term [Capital Facilities Task Force](#) examined capital spending priorities and funding mechanisms.

Policy and planning documents adopted by City Council and the priorities established in the City's [Financial Management Guidelines](#) are considered when identifying capital projects to include in the budget and CFP. A list of some of the planning processes and documents considered when developing the CFP follows. Many of the multi-year plans also include annual updates or work plans.

Planning Horizon 20 - 50 Years

[City of Bellingham Legacies](#)

[Waterfront Planning](#)

Planning Horizon 20 Years

[City of Bellingham Strategic Commitments](#)

[City of Bellingham Comprehensive Plan](#)

[Stormwater Management Plan](#)

[City Center Master Plan](#)

Comprehensive Water Plan

[Comprehensive Sewer Plan](#)

Whatcom County Coordinated Sewer/Water Service Area Plan

Planning Horizon 5 Years

[Bellingham Park, Recreation and Open Space Master Plan](#)

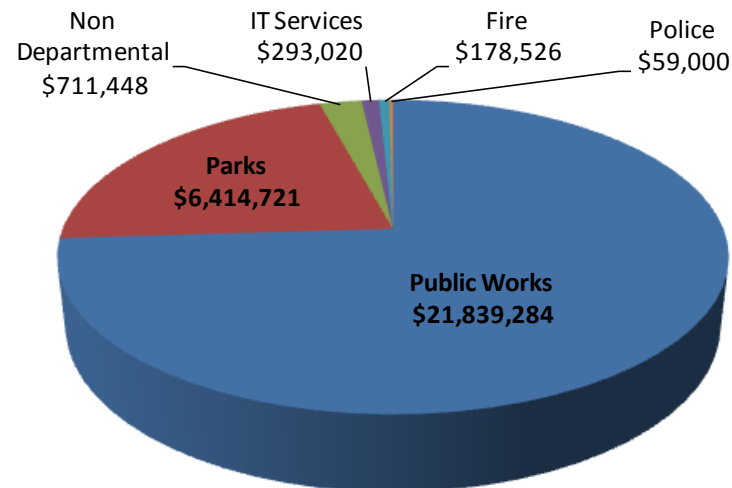
[City of Bellingham Transportation Improvement Plan](#)

[Community Development Consolidated Plan](#)

[Lake Whatcom Management Program](#)

SUMMARY BY DEPARTMENT FOR ACTIVE PROJECTS/PURCHASES

-----Estimates Subject to Revision and Council Approval-----							
Department	2011 Approved	2012	2013	2014	2015	2016	Total 2011-2016
Funded Amounts:							
Fire Department	178,526	127,308	243,846	135,061	364,335	143,286	1,192,362
Information Technology Services Department	293,020	711,798	1,568,447	2,101,772	243,600	562,940	5,481,577
Non Departmental	711,448	721,835	740,825	765,207	663,834	682,938	4,286,087
Park Department	6,414,721	8,363,462	7,848,823	5,011,159	6,921,666	5,932,610	40,492,441
Police Department	59,000	36,000	36,000	36,000	-	-	167,000
Public Works Department	21,839,284	29,285,300	35,480,610	35,860,928	21,956,256	53,326,594	197,748,972
Subtotal - Funded	29,495,999	39,245,703	45,918,551	43,910,127	30,149,691	60,648,368	249,368,439
Unfunded Amounts (for active projects):							
Park Department	-	2,000,000	300,000	1,000,000	2,000,000	-	5,300,000
Public Works Department	-	-	-	20,817,000	3,200,000	2,500,000	26,517,000
Subtotal - Unfunded	-	2,000,000	300,000	21,817,000	5,200,000	2,500,000	31,817,000
Grand Total Estimated Project Costs	29,495,999	41,245,703	46,218,551	65,727,127	35,349,691	63,148,368	281,185,439



Capital Budget

SUMMARY BY FUNDING SOURCE FOR ACTIVE PROJECTS/PURCHASES

-----Estimates Subject to Revision and Council Approval-----							
Source of Funds	2011 Approved	2012	2013	2014	2015	2016	Total 2011-2016
Funded Amounts:							
Wastewater Fund	9,376,000	19,100,000	20,100,000	20,100,000	5,200,000	34,600,000	108,476,000
Greenways III Fund	5,710,463	5,616,552	5,322,435	3,528,821	4,134,258	5,039,917	29,352,446
Water Fund	5,110,000	2,460,300	2,460,610	6,960,928	7,661,256	9,461,594	34,114,688
Street Fund	4,483,284	3,565,000	8,790,000	4,570,000	4,965,000	5,135,000	31,508,284
Storm/Surface Water Utility Fund	1,131,500	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	9,131,500
1st 1/4% Real Estate Excise Tax Fund	1,086,453	1,292,737	1,348,029	1,298,330	1,298,640	1,098,959	7,423,148
2nd 1/4% Real Estate Excise Tax Fund	826,995	987,098	1,530,796	1,029,877	828,194	696,979	5,899,939
Fleet Administration Fund	638,500	1,460,000	1,430,000	1,530,000	1,530,000	1,530,000	8,118,500
Parks Impact Fund	551,541	2,194,378	1,407,127	760,102	2,262,638	715,279	7,891,065
Technology Replacement & Reserve Fund	293,020	711,798	1,168,447	2,101,772	243,600	562,940	5,081,577
Medic One Fund	178,526	127,308	243,846	135,061	364,335	143,286	1,192,362
Beyond Greenways Fund	50,717	53,532	56,261	59,236	61,770	64,414	345,930
Police Federal Equitable Share Fund	36,000	36,000	36,000	36,000	-	-	144,000
Public Safety Dispatch Fund	23,000	-	-	-	-	-	23,000
General Fund	-	41,000	-	-	-	-	41,000
Olympic-Whatcom Falls Park Addl Fund	-	-	25,000	200,000	-	-	225,000
Telecommunications Fund	-	-	400,000	-	-	-	400,000
Subtotal - Funded Amounts	29,495,999	39,245,703	45,918,551	43,910,127	30,149,691	60,648,368	249,368,439
Unfunded Amounts:							
Unfunded Portion of Active Projects	-	2,000,000	300,000	21,817,000	5,200,000	2,500,000	31,817,000
Grand Total	29,495,999	41,245,703	46,218,551	65,727,127	35,349,691	63,148,368	281,185,439

Anticipated Bond Issues to Fund Various Projects	2011 Approved	2012	2013	2014	2015	2016	Total 2011-2016
Wastewater Fund	43,000,000			53,500,000			96,500,000
Water Fund				17,300,000			17,300,000
Total Anticipated Bonds	43,000,000	-	-	70,800,000	-	-	113,800,000

Prior Years' data comprises project expenditures through December of 2009, plus budget and reappropriations for 2010.

An asterisk (*) after the Project Name indicates that a detailed project summary is provided on subsequent pages.

"Unfunded"=No funding source has been identified for this amount.

FIRE DEPARTMENT			-----Estimates Subject to Revision and Council Approval-----					
Funding Sources and Projects/Purchases	Prior Years	2011 Approved	2012	2013	2014	2015	2016	Total Through 2016
Capital Projects/Purchases Paid from a Single Fund:								
Medic One Fund - Equipment								
Heart Monitors	--	30,000	-	30,000	-	30,000	-	90,000
Medic Unit	--	148,526	127,308	157,571	135,061	334,335	143,286	1,046,087
Pickup/Utility Unit	--	-	-	56,275	-	-	-	56,275
Capital Plan Total Estimated Expenditures	-	178,526	127,308	243,846	135,061	364,335	143,286	1,192,362
Less Unfunded Expenditures	-	-	-	-	-	-	-	-
Less Anticipated Revenue	-	-	-	-	-	-	-	-
Net Outlay Capital Projects/Purchases	-	178,526	127,308	243,846	135,061	364,335	143,286	1,192,362

POLICE DEPARTMENT			-----Estimates Subject to Revision and Council Approval-----					
Funding Sources and Projects/Purchases	Prior Years	2011 Approved	2012	2013	2014	2015	2016	Total Through 2016
Capital Projects/Purchases Paid from a Single Fund:								
Public Safety Dispatch Fund - Equipment								
Phone/MIS Server	--	23,000	-	-	-	-	-	23,000
Police Federal Equitable Share Fund - Equipment								
Undercover Vehicles	--	36,000	36,000	36,000	36,000	-	-	144,000
Capital Plan Total Estimated Expenditures	-	59,000	36,000	36,000	36,000	-	-	167,000
Less Unfunded Expenditures	-	-	-	-	-	-	-	-
Less Anticipated Revenue	-	-	-	-	-	-	-	-
Net Outlay Capital Projects/Purchases	-	59,000	36,000	36,000	36,000	-	-	167,000

Capital Budget

PARK DEPARTMENT			-----Estimates Subject to Revision and Council Approval-----					
Funding Sources and Projects/Purchases	Prior Years	2011 Approved	2012	2013	2014	2015	2016	Total Through 2016
Capital Projects/Purchases Paid from Multiple Funds:								
Boulevard to Waterfront Park Boardwalk								
1st 1/4% Real Estate Excise Tax Fund	163,667	-	-	-	-	-	-	163,667
Greenways III Fund	2,278,183	-	3,900,000	-	-	-	-	6,178,183
Greenways III Fund - Federal Indirect Grant Revenue	(1,963,711)	-	-	-	-	-	-	(1,963,711)
Parks Impact Fund	-	-	200,000	-	-	-	-	200,000
Unfunded	-	-	2,000,000	-	-	-	-	2,000,000
Civic Stadium Turf Replacment								
1st 1/4% Real Estate Excise Tax Fund	-	-	-	50,000	-	-	-	50,000
Unfunded	-	-	-	-	1,000,000	-	-	1,000,000
Cordata Neighborhood Park Design								
1st 1/4% Real Estate Excise Tax Fund	335,917	-	-	-	-	-	-	335,917
Parks Impact Fund	926,894	-	1,300,000	250,000	-	1,500,000	-	3,976,894
Unfunded	-	-	-	300,000	-	2,000,000	-	2,300,000
Maritime Heritage Park Playground								
2nd 1/4% Real Estate Excise Tax Fund	50,000	-	-	-	-	-	-	50,000
Parks Impact Fund	-	150,000	-	-	-	-	-	150,000
Squalicum Creek Park Design								
General Fund	133,616	-	-	-	-	-	-	133,616
Squalicum Park/Olympic Fund	1,623,822	-	-	-	-	-	-	1,623,822
Squalicum Park/Olympic Fund - State Grant Revenue	(300,000)	-	-	-	-	-	-	(300,000)
2nd 1/4% Real Estate Excise Tax Fund	649,412	-	-	500,000	-	-	-	1,149,412
Beyond Greenways Fund	97,155	-	-	-	-	-	-	97,155
Greenways III Fund	-	-	900,000	3,800,000	-	-	-	4,700,000
Parks Impact Fund	-	-	40,000	500,000	-	-	-	540,000
Whatcom Falls Park West Entry								
Olympic-Whatcom Falls Park Addl Fund	-	-	-	25,000	200,000	-	-	225,000
Greenways III Fund	-	-	-	100,000	400,000	-	-	500,000
Capital Projects/Purchases Paid from a Single Fund:								
General Fund - Equipment								
One Ton Truck for Transporting Large Area Mower	--	-	33,000	-	-	-	-	33,000
Trailer for Transporting Large Area Mower	--	-	8,000	-	-	-	-	8,000

Funding Sources and Projects/Purchases	Prior Years	2011 Approved	2012	2013	2014	2015	2016	Total Through 2016
Capital Projects/Purchases Paid from a Single Fund (continued):								
1st 1/4% Real Estate Excise Tax Fund								
Boundary Surveys	10,000	6,000	6,000	6,000	6,000	6,000	6,000	46,000
Neighborhood Trail Projects	-	-	200,000	200,000	200,000	200,000	-	800,000
Park and Sports Field Lighting	12,000	6,000	7,000	7,000	7,000	7,000	7,000	53,000
Roof Replacements	10,000	15,000	15,000	15,000	15,000	15,000	15,000	100,000
Sidewalk & Curb Replacement	20,000	25,000	25,000	25,000	25,000	25,000	25,000	170,000
Trail Surface/Drainage Repairs	20,000	25,000	30,000	35,000	35,000	35,000	35,000	215,000
2nd 1/4% Real Estate Excise Tax Fund								
Parks Facility Asphalt Patching and Resurfacing	25,000	25,000	25,000	50,000	25,000	25,000	25,000	200,000
Playground Construction	-	-	150,000	150,000	150,000	150,000	-	600,000
Beyond Greenways Fund								
Labor Distributions to General Fund	-	50,717	53,532	56,261	59,236	61,770	64,414	345,930
Greenways III Fund								
Bay to Baker Trail Design and Permitting	-	200,000	-	-	-	-	-	200,000
Chuckanut Interurban Trail Design and Permitting	-	200,000	-	800,000	-	-	-	1,000,000
Greenway Land Acquisition	4,000,000	3,000,000	700,000	500,000	3,000,000	4,000,000	3,900,000	19,100,000
Labor Distributions to General Fund	-	110,463	116,552	122,435	128,821	134,258	139,917	752,446
Lake Padden Park Improvements	-	-	-	-	-	-	1,000,000	1,000,000
South State Street Cleanup *	688,348	2,200,000	-	-	-	-	-	2,888,348
South State Street Cleanup - Judgments and Settlements Revenue	(46,392)	(1,700,000)	-	-	-	-	-	(1,746,392)
Department of Ecology Grant	(425,000)	-	-	-	-	-	-	(425,000)
Parks Impact Fund								
Labor Distributions to General Fund	-	51,541	54,378	57,127	60,102	62,638	65,279	351,065
Land Acquisition - Park in Developing Area	300,000	-	500,000	500,000	500,000	500,000	500,000	2,800,000
Miscellaneous Community Parks Construction	-	100,000	-	-	100,000	100,000	100,000	400,000
Neighborhood Park Improvements	50,000	50,000	50,000	50,000	50,000	50,000	-	300,000
Sidewalks, Paths and Trails	50,000	200,000	50,000	50,000	50,000	50,000	50,000	500,000
Capital Plan Total Estimated Expenditures	11,444,014	6,414,721	10,363,462	8,148,823	6,011,159	8,921,666	5,932,610	57,236,455
Less Unfunded Expenditures	-	-	(2,000,000)	(300,000)	(1,000,000)	(2,000,000)	-	(5,300,000)
Less Anticipated Revenue	(2,735,103)	(1,700,000)	-	-	-	-	-	(4,435,103)
Net Outlay Capital Projects/Purchases	8,708,911	4,714,721	8,363,462	7,848,823	5,011,159	6,921,666	5,932,610	47,501,352

Capital Budget

INFORMATION TECH SERVICES DEPARTMENT			-----Estimates Subject to Revision and Council Approval-----					
Funding Sources and Projects/Purchases	Prior Years	2011 Approved	2012	2013	2014	2015	2016	Total Through 2016
Capital Projects/Purchases Paid from a Single Fund:								
Technology Replacement & Reserve Fund - Equipment								
Computer System Replacements (Forecast Estimates)	--	-	220,000	560,000	1,450,000	200,000	200,000	2,630,000
Computer Applications - High Priority 2011	--	190,000	-	-	-	-	-	190,000
Enterprise Document Management System	--	-	225,000	155,000	80,000	-	-	460,000
Interfund Transfer from Street Fund	-	-	(150,000)	(80,000)	(80,000)	-	-	(310,000)
Network Infrastructure Replacements	--	-	266,798	453,447	571,772	43,600	362,940	1,698,557
Interfund Transfer from Street Fund	-	-	(40,000)	(60,000)	(40,000)	(40,000)	(60,000)	(240,000)
Network Infrastructure Replacements 2011	--	103,020	-	-	-	-	-	103,020
Interfund Transfer from Street Fund	-	(25,000)	-	-	-	-	-	(25,000)
Telecommunications Fund - Equipment								
Telephone System Upgrade	--	-	-	400,000	-	-	-	400,000
Capital Plan Total Estimated Expenditures	-	293,020	711,798	1,568,447	2,101,772	243,600	562,940	5,481,577
Less Unfunded Expenditures	-	-	-	-	-	-	-	-
Less Anticipated Revenue	-	(25,000)	(190,000)	(140,000)	(120,000)	(40,000)	(60,000)	(575,000)
Net Outlay Capital Projects/Purchases	-	268,020	521,798	1,428,447	1,981,772	203,600	502,940	4,906,577

NON DEPARTMENTAL			-----Estimates Subject to Revision and Council Approval-----					
Funding Sources and Projects/Purchases	Prior Years	2011 Approved	2012	2013	2014	2015	2016	Total Through 2016
Capital Projects/Purchases Paid from a Single Fund:								
1st 1/4% Real Estate Excise Tax Fund								
Indirect Cost Allocation Plan	-	9,453	9,737	10,029	10,330	10,640	10,959	61,148
2nd 1/4% Real Estate Excise Tax Fund								
Civic Field and Aquatic Center Debt Service	-	693,552	703,402	721,839	745,651	643,691	662,191	4,170,326
Indirect Cost Allocation Plan	-	8,443	8,696	8,957	9,226	9,503	9,788	54,613
Capital Plan Total Estimated Expenditures	-	711,448	721,835	740,825	765,207	663,834	682,938	4,286,087
Less Unfunded Expenditures	-	-	-	-	-	-	-	-
Less Anticipated Revenue	-	-	-	-	-	-	-	-
Net Outlay Capital Projects/Purchases	-	711,448	721,835	740,825	765,207	663,834	682,938	4,286,087

PUBLIC WORKS DEPT - OPERATIONS DIVISION			-----Estimates Subject to Revision and Council Approval-----					
Funding Sources and Projects/Purchases	Prior Years	2011 Approved	2012	2013	2014	2015	2016	Total Through 2016
Capital Projects/Purchases Paid from a Single Fund:								
Street Fund								
Enterprise Document Management System - Transfer to Computer Reserve Fund - Equipment	--	-	150,000	80,000	80,000	-	-	310,000
Information Management Master Plan Implementation	1,063,058	150,000	150,000	150,000	150,000	400,000	400,000	2,463,058
Network Infrastructure Replacements 2011 - Transfer to Computer Reserve Fund - Equipment	--	25,000	-	-	-	-	-	25,000
Network Infrastructure Replacements - Transfer to Computer Reserve Fund - Equipment	--	-	40,000	60,000	40,000	40,000	60,000	240,000
Water Fund								
Security Improvements for Water System	-	-	-	100,000	100,000	100,000	100,000	400,000
Wastewater Fund								
Security Improvements for Wastewater System	100,000	-	-	100,000	100,000	100,000	100,000	500,000
Easement Jetter - Equipment	--	50,000	-	-	-	-	-	50,000
James Street Lift Station Generator - Equipment	--	150,000	-	-	-	-	-	150,000
Laboratory Flask Scrubber - Equipment	--	11,000	-	-	-	-	-	11,000
Metal Work Milling Machine - Equipment	--	15,000	-	-	-	-	-	15,000
Storm/Surface Water Utility Fund								
Replacement of Vactor Site Caterpillar Front Loader - Equipment	--	101,500	-	-	-	-	-	101,500

Capital Budget

PUBLIC WORKS DEPT - OPERATIONS DIVISION - Continued			-----Estimates Subject to Revision and Council Approval-----					
Funding Sources and Projects/Purchases	Prior Years	2011 Approved	2012	2013	2014	2015	2016	Total Through 2016
Fleet Administration Fund								
Fleet Heavy Duty Work Equipment Replacements	--	180,000	627,000	750,000	650,000	650,000	700,000	3,557,000
Fleet Other Machinery and Equipment Replacements	--	-	340,000	250,000	250,000	250,000	200,000	1,290,000
Fleet Transportation Equipment Replacements	--	365,000	363,000	300,000	500,000	500,000	500,000	2,528,000
Make Ready on Fleet Replacements	--	93,500	130,000	130,000	130,000	130,000	130,000	743,500
Capital Plan Total Estimated Expenditures	1,163,058	1,141,000	1,800,000	1,920,000	2,000,000	2,170,000	2,190,000	12,384,058
Less Unfunded Expenditures	-	-	-	-	-	-	-	-
Less Anticipated Revenue	-	-	-	-	-	-	-	-
Net Outlay Capital Projects/Purchases	1,163,058	1,141,000	1,800,000	1,920,000	2,000,000	2,170,000	2,190,000	12,384,058

PUBLIC WORKS DEPT - ENGINEERING DIVISION			-----Estimates Subject to Revision and Council Approval-----					
Funding Sources and Projects/Purchases	Prior Years	2011 Approved	2012	2013	2014	2015	2016	Total Through 2016
Capital Projects/Purchases Paid from Multiple Funds:								
Bellingham Waterfront Central Avenue *								
Street Fund	864,021	-	-	-	-	-	-	864,021
Water Fund	57,219	-	-	-	-	-	-	57,219
1st 1/4% Real Estate Excise Tax Fund	-	1,000,000	-	-	-	-	-	1,000,000
2nd 1/4% Real Estate Excise Tax Fund	502,820	-	-	-	-	-	-	502,820
Bellingham Waterfront District Infrastructure								
Street Fund	6,655,966	-	-	-	-	-	-	6,655,966
Street Fund - Federal Indirect Grant	(6,571,579)	-	-	-	-	-	-	(6,571,579)
1st 1/4% Real Estate Excise Tax Fund	1,000,000	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
Unfunded	-	-	-	-	2,050,000	-	-	2,050,000
Bellingham Waterfront Railroad Track Mainline Relocation								
Street Fund	648,432	-	-	5,000,000	-	-	-	5,648,432
Street Fund - Federal Indirect Grant	(341,508)	-	-	-	-	-	-	(341,508)
Street Fund - State Intergovt Services	-	-	-	(5,000,000)	-	-	-	(5,000,000)
1st 1/4% Real Estate Excise Tax Fund	500,000	-	-	-	-	-	-	500,000
Unfunded	-	-	-	-	9,550,000	-	-	9,550,000

PUBLIC WORKS DEPT - ENGINEERING DIVISION - Continued

-----Estimates Subject to Revision and Council Approval-----

Funding Sources and Projects/Purchases	Prior Years	2011 Approved	2012	2013	2014	2015	2016	Total Through 2016
Capital Projects/Purchases Paid from Multiple Funds (continued):								
Bellingham Waterfront Wharf Street Roundabout								
2nd 1/4% Real Estate Excise Tax Fund	528,081	-	-	-	-	-	-	528,081
Unfunded	-	-	0	-	2,717,000	-	-	2,717,000
James Street Road Multi-Modal Improvements (includes James Street Bridge Replacement) *								
Street Fund	3,130,699	1,387,284	500,000	500,000	700,000	800,000	500,000	7,517,983
Street Fund - Federal Indirect Grant Revenue	(2,490,597)	(1,200,000)	-	-	-	-	-	(3,690,597)
2nd 1/4% Real Estate Excise Tax Fund	-	100,000	100,000	100,000	100,000	-	-	400,000
Unfunded	-	-	-	-	1,500,000	2,200,000	1,500,000	5,200,000
Nooksack Diversion Passage *								
Street Fund	4,792	-	-	-	-	-	-	4,792
Water Fund	4,497,941	1,600,000	-	-	-	-	-	6,097,941
Water Fund - State Grant Revenue	-	(1,600,000)	-	-	-	-	-	(1,600,000)
Water Fund - Intergovt Loan Revenue	(3,829,175)	-	-	-	-	-	-	(3,829,175)
Padden Creek Daylighting								
Street Fund	9,091	-	-	-	-	-	-	9,091
2nd 1/4% Real Estate Excise Tax Fund	98	-	0	-	-	-	-	98
Storm/Surface Water Utility Fund	981,475	200,000	200,000	200,000	200,000	200,000	200,000	2,181,475
Unfunded	-	-	0	-	4,000,000	-	-	4,000,000
Roeder Avenue Bridge Improvement								
Street Fund	-	400,000	-	-	-	-	-	400,000
Street Fund - Federal Indirect Grant Revenue	-	(400,000)	-	-	-	-	-	(400,000)
Wastewater Fund	-	300,000	-	-	-	-	-	300,000
Storm/Surface Water Utility Fund	-	200,000	-	-	-	-	-	200,000
West Horton Road Multimodal Corridor Improvements - Phase1								
Street Fund	961,975	-	-	300,000	500,000	500,000	500,000	2,761,975
Street Fund - Federal Indirect Grant Revenue	(961,975)	-	-	-	-	-	-	(961,975)
Unfunded	-	-	-	-	1,000,000	1,000,000	1,000,000	3,000,000

Capital Budget

PUBLIC WORKS DEPT - ENGINEERING DIVISION - Continued			-----Estimates Subject to Revision and Council Approval-----					
Funding Sources and Projects/Purchases	Prior Years	2011 Approved	2012	2013	2014	2015	2016	Total Through 2016
Capital Projects/Purchases Paid from Multiple Funds (continued):								
Wastewater Treatment Plant Facility Expansion								
Street Fund	404	-	-	-	-	-	-	404
Wastewater Fund	5,099,596	3,000,000	16,000,000	16,000,000	15,000,000	-	-	55,099,596
Wastewater Fund - Bond Revenue (2011 Issue)	-	(3,000,000)	(16,000,000)	(16,000,000)	-	-	-	(35,000,000)
Wastewater Fund - Bond Revenue (2014 Issue)	-	-	-	-	(15,000,000)	-	-	(15,000,000)
Capital Projects/Purchases Paid from a Single Fund:								
Street Fund								
Annual Pavement Resurfacing	1,860,000	2,046,000	2,250,000	2,475,000	2,725,000	3,000,000	3,300,000	17,656,000
Annual Signal Improvement Program	-	225,000	225,000	225,000	225,000	225,000	225,000	1,350,000
Biennial Street Light Replacement	-	-	150,000	-	150,000	-	150,000	450,000
Eliza Avenue Multimodal Connector/ Eliza Ave-Bellis Fair Pkwy	-	250,000	-	-	-	-	-	250,000
N.Samish Way Pedestrian Safety Imp.- Abbott & Consolidation	-	-	100,000	-	-	-	-	100,000
Water Fund								
Annual Water Main Replacement Program	600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	10,200,000
Hydraulic Modeling	-	-	100,000	-	100,000	-	-	200,000
James Street Fireflow Upgrades *	500,000	500,000	-	-	-	-	-	1,000,000
King Mt Reservoir (Cordata)	-	-	-	-	500,000	500,000	5,000,000	6,000,000
Water Fund - Bond Revenue (2014 Issue)	-	-	-	-	(500,000)	(500,000)	(5,000,000)	(6,000,000)
Mt Baker Hwy Replacement Phase II	-	-	-	100,000	400,000	400,000	-	900,000
Water Metering City-Wide project	-	-	-	-	3,000,000	2,800,000	2,500,000	8,300,000
Water Fund - Bond Revenue (2014 Issue)	-	-	-	-	(3,000,000)	(2,800,000)	(2,500,000)	(8,300,000)
Watershed Land Acquisitions	1,000,000	1,010,000	360,300	260,610	260,928	261,256	261,594	3,414,688
WTP Pre-Treatment (Water Treatment Plant) (Bonds 2008, 2014)	-	400,000	400,000	400,000	1,000,000	2,000,000	-	4,200,000
Water Fund - Bond Revenue (2014 Issue)	-	-	-	-	(1,000,000)	(2,000,000)	-	(3,000,000)

PUBLIC WORKS DEPT - ENGINEERING DIVISION - Continued

-----Estimates Subject to Revision and Council Approval-----

Funding Sources and Projects/Purchases		Prior Years	2011 Approved	2012	2013	2014	2015	2016	Total Through 2016
Capital Projects/Purchases Paid from a Single Fund (continued):									
Wastewater Fund									
	Annual Sewer Main Replacement Program	2,000,000	850,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,850,000
	Flow Monitoring Stations	-	-	100,000	-	-	100,000	-	200,000
	Wastewater Comprehensive Plan Priority 1 Projects (Bonds 2011, 2014)	-	-	-	1,000,000	1,000,000	1,000,000	13,000,000	16,000,000
	Wastewater Fund - Bond Revenue (2011 Issue)	-	-	-	(1,000,000)	-	-	-	(1,000,000)
	Wastewater Fund - Bond Revenue (2014 Issue)	-	-	-	-	(1,000,000)	(1,000,000)	(13,000,000)	(15,000,000)
	Sewer Inflow and Infiltration Projects *	100,000	5,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	10,100,000
	Wastewater Fund - Bond Revenue (2011 Issue)	-	(5,000,000)	(1,000,000)	(1,000,000)	-	-	-	(7,000,000)
	Wastewater Fund - Bond Revenue (2014 Issue)	-	-	-	-	(1,000,000)	(1,000,000)	(1,000,000)	(3,000,000)
	Waterfront Redevelopment Capital Activities-PWE Wastewater - Wet Weather Peak Flow Facility	2,000,000	-	-	-	1,000,000	1,000,000	18,500,000	22,500,000
	Wastewater Fund - Bond Revenue (2014 Issue)	-	-	-	-	(1,000,000)	(1,000,000)	(18,500,000)	(20,500,000)
Storm/Surface Water Utility Fund									
	Annual Overlay Storm Improvements	375,000	150,000	200,000	200,000	200,000	200,000	200,000	1,525,000
	Annual Storm Main Replacement Projects	-	50,000	550,000	550,000	550,000	550,000	550,000	2,800,000
	City-wide Storm Retrofits	50,000	200,000	250,000	250,000	250,000	250,000	250,000	1,500,000
	Fish Passage Improvements	904,246	100,000	250,000	250,000	250,000	250,000	250,000	2,254,246
	Lake Whatcom Water Quality Improvements-TMDL Action Plans	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
	Residential Water Quality Retrofits	50,000	30,000	50,000	50,000	50,000	50,000	50,000	330,000
Capital Plan Total Estimated Expenditures		34,981,857	20,698,284	27,485,300	33,560,610	54,677,928	22,986,256	53,636,594	248,026,829
Less Unfunded Expenditures		-	-	-	-	(20,817,000)	(3,200,000)	(2,500,000)	(26,517,000)
Less Anticipated Revenue		(14,194,834)	(11,200,000)	(17,000,000)	(23,000,000)	(22,500,000)	(8,300,000)	(40,000,000)	(136,194,834)
Net Outlay Capital Projects/Purchases		20,787,023	9,498,284	10,485,300	10,560,610	11,360,928	11,486,256	11,136,594	85,314,995

Capital Budget

CITY-WIDE CAPITAL PLAN TOTALS

-----Estimates Subject to Revision and Council Approval-----								
Funding Sources and Projects/Purchases	Prior Years	2011 Approved	2012	2013	2014	2015	2016	Total Through 2016
Capital Plan Total Estimated Expenditures	47,588,929	29,495,999	41,245,703	46,218,551	65,727,127	35,349,691	63,148,368	328,774,368
Less Unfunded Expenditures	-	-	(2,000,000)	(300,000)	(21,817,000)	(5,200,000)	(2,500,000)	(31,817,000)
Less Anticipated Revenue	(16,929,937)	(12,925,000)	(17,190,000)	(23,140,000)	(22,620,000)	(8,340,000)	(40,060,000)	(141,204,937)
Net Outlay Capital Projects/Purchases	30,658,992	16,570,999	22,055,703	22,778,551	21,290,127	21,809,691	20,588,368	155,752,431


CAPITAL PROJECTS/PURCHASES WITH NO IDENTIFIED FUNDING SOURCE

	Estimated Cost
Fire Department	
Ladder Truck - Equipment	1,447,687
Training Classroom/Office/Drill Ground	1,850,000
Library	
Central Library Upgrade	480,000
Replacement Central Library	55,000,000
Seismic and Historic Upgrades	1,300,000
Community Connections - Equipment	15,000
Museum	
Fire Suppression and Renovations at Syre Ed Center and Old City Hall	2,150,000
Window Restoration at Old City Hall	150,000
Window Restoration at Old City Hall - Applied for Historic Preservation Grant	(100,000)
Public Development Authority	
Federal Building	75,000
600 West Holly Street	142,500
Army Street Project	295,000
1115 Cornwall Avenue	48,500

CAPITAL PROJECTS/PURCHASES WITH NO IDENTIFIED FUNDING SOURCE (continued)

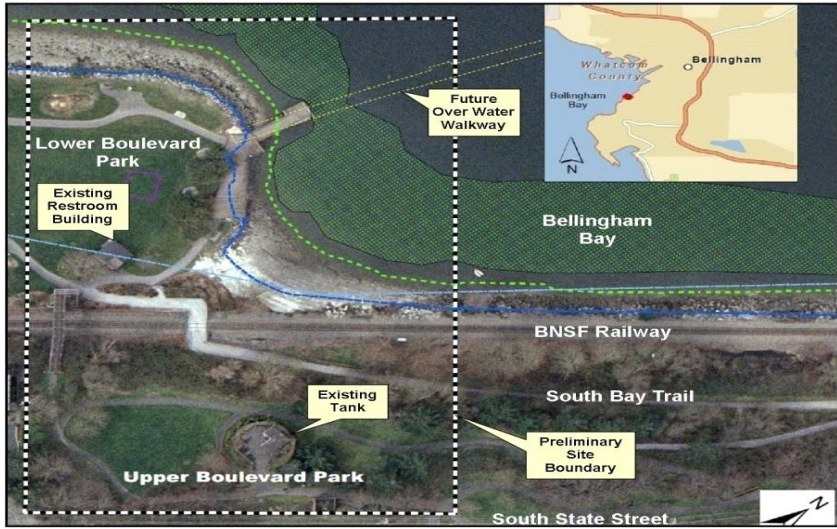
	Estimated Cost
Park Department	
Bloedel Donovan Shoreline Restoration	1,000,000
Boulevard Park Improvements	500,000
Samish Trail	1,000,000
Sewer System Lift Station Evaluaton and Design for Lake Padden and Boulevard Parks	25,000
Planning Department	
Construct Local Streets in Old Town	2,000,000
Develop Alley Connections from Library to Art & Childrens Museum	100,000
Develop Connection from AD to MHP (plaza & alley connection)	475,000
Historical Courthouse Plaza	805,000
Train Station Plaza	850,000
Urban Village Public Realm (e.g., Samish Way)	2,100,000
Public Works Department	
Barkley Boulevard Arterial Safety & Circulation/Howe-Woburn	400,000
Bellingham Waterfront- 'C' Street/Roeder-Maple	3,900,000
Bellingham Waterfront Cornwall Avenue Bridge	13,285,000
Bellingham Waterfront- "F" Street Roeder-Maple	1,820,000
Bellingham Waterfront-Bloedel	840,000
Bellingham Waterfront-Commercial	2,240,000
Bellingham Waterfront-Granary	2,380,000
Bellingham Waterfront-S. Cornwall	2,800,000
Birchwood-James St. Road Multimodal Corridor & Trail	4,500,000
Lincoln Creek Multimodal Transportation Center	6,250,000
Lincoln Creek Multimodal Transportation Center (WWU Funded)	(6,250,000)
N.Samish Way Pedestrian Safety Imp.-Abbott & Consolidation	400,000
Transportation Options	4,500,000
Estimated Total Unfunded Capital Projects	107,311,000
Estimated Total Unfunded Capital Equipment	1,462,687
Grand Total Estimated Unfunded Expenditures	108,773,687

2011 Selected Capital Project Summaries – Waterfront District


BELLINGHAM WATERFRONT DISTRICT INFRASTRUCTURE - CENTRAL AVENUE				
Project Description (WF1004)				
<p>Central Avenue will serve as a key multimodal access corridor to the northern portion of the redeveloped Waterfront District and will be an initial primary access point for Phase I until the permanent Central is built south of the Granary. The existing portion of Central Avenue is built over the water and the underlying superstructure requires reconstruction to bring it up to current standards. Improvements include sidewalks and a bicycle lane to provide Phase I area with access, safety and efficiency. A new traffic signal will be constructed at the Central/Roeder intersection.</p>				
				
Revenues and Sources	Allocated as of 12/31/09	2010 Budget	2011 Adopted	Total
First Quarter REET Fund	-	-	1,000,000	1,000,000
Second Quarter REET Fund	497,620	5,200	-	502,820
Street Fund	102,479	761,542	-	864,021
Water Fund	57,219	-	-	57,219
Estimated Total Revenues and Sources	\$ 657,318	\$ 766,742	\$ 1,000,000	\$ 2,424,060
Expenditures and Uses	Cost as of 12/31/09	2010 Budget	2011 Adopted	Total
Construction*	-	766,742	1,000,000	1,766,742
Contract Services	631,475	-	-	631,475
Labor/Other	25,843	-	-	25,843
Estimated Total Expenditures and Uses	\$ 657,318	\$ 766,742	\$ 1,000,000	\$ 2,424,060
Estimated Impact on Operating Budget				
These improvements will increase annual maintenance costs by approximately \$2,838 per year.				

* Construction cost estimates may include cost of contract services.

2011 Selected Capital Project Summaries – Park Department

SOUTH STATE STREET CLEANUP PROJECT (REPAIR/MAINTENANCE)				
Project Description (PD2180-1H)				
<p>The South State Street Manufactured Gas Plant Site is located at the north end of Boulevard Park. From approximately 1890 to the late 1940's, a coal gasification plant operated on the upper portion of the site. A concrete above ground tank, a brick utility building, and remnants of concrete foundations and underground piping remain. Previous investigations at the site found elevated concentrations of hazardous materials in surface water, soil, and/or sediment and the Washington State Department of Ecology has designated the City as a "Potential Liable Party" under the Model Toxics Control Act. An Agreed Order for completing a remedial investigation and feasibility study of the site was signed between the City, Puget Sound Energy (PSE), and the Department of Ecology in 2010.</p> <p>The City has been awarded matching grant funding in the amount of \$425,000 from the Department of Ecology for completing the remedial investigation and feasibility study (RIFS). The City has also entered into an agreement with Puget Sound Energy to pay 75% of the costs associated with the study. Once the RIFS is complete, it is anticipated a clean-up action will be implemented at the site.</p>				
				
Revenues and Sources	Allocated as of 12/31/09	2010 Budget	2011 Adopted	Total
Department of Ecology Grant	-	425,000	-	425,000
Judgments and Settlements	46,392	-	1,700,000	1,746,392
Greenways III Fund	35,914	181,042	500,000	716,956
Estimated Total Revenues and Sources	\$ 82,306	\$ 606,042	\$ 2,200,000	\$ 2,888,348
Expenditures and Uses	Cost as of 12/31/09	2010 Budget	2011 Adopted	Total
Labor	1,954	76,562	-	78,516
Contract Services	80,352	529,480	2,200,000	2,809,832
Estimated Total Expenditures and Uses	\$ 82,306	\$ 606,042	\$ 2,200,000	\$ 2,888,348
Estimated Impact on Operating Budget				
<p>The estimated impact on future operating costs is unknown, and will depend on what clean-up action is undertaken. Typically, test well monitoring at the site would be a requirement for a period of years following the clean up.</p>				

2011 Selected Capital Project Summaries – Public Works, Streets

JAMES STREET ROAD MULTI-MODAL IMPROVEMENTS				
Project Description (ES318, ER9)				
<p>Increasing development and a lack of multi-modal facilities requires James Street to be transformed from its rural road status to a secondary urban arterial street. The project includes construction of turn lanes, bicycle lanes, curbs, gutters, sidewalks, enclosed drainage and street lighting from Sunset to Telegraph Road. The project will enhance pedestrian accessibility and safety.</p> <p>Phase I is for Woodstock to Orchard Street and includes replacement of the James Street Bridge. Phase II is for Orchard Street to Telegraph Road and James Street Road reconstruction. Road improvements will include a continuous left-turn lane, sidewalks, street trees and street lights near Sunset Pond Park and north to Orchard Street.</p>				
				
Revenues and Sources	Allocated as of 12/31/09	2010 Budget	2011 Adopted	Total
Phase I:				
Second Quarter REET Fund	-	-	100,000	100,000
Street Fund	1,270	-	187,284	188,554
Federal Indirect Grant - WDOT	-	-	1,200,000	1,200,000
Phase I - Bridge:				
Street Fund	15,046	623,786	-	638,832
Federal Indirect Grant - WDOT	-	2,490,597	-	2,490,597
Subtotal	\$ 16,316	\$ 3,114,383	\$ 1,487,284	\$ 4,617,983
2012-2016 Estimated Need:				
Phase I:				
Second Quarter REET Fund				200,000
Street Fund				1,800,000
Unfunded				700,000
Phase I - Bridge:				
Second Quarter REET Fund				100,000
Phase II:				
Street Fund				1,200,000
Unfunded				4,500,000
Estimated Total Revenues and Sources				\$ 13,117,983


Project summary continued on following page...

2011 Selected Capital Project Summaries – Public Works, Streets

JAMES STREET ROAD MULTI-MODAL IMPROVEMENTS (continued)				
Expenditures and Uses	Cost as of 12/31/09	2010 Budget	2011 Adopted	Total
Phase I:				
Labor/Other	1,270	-	-	1,270
Construction*	-	-	1,487,284	1,487,284
Phase I - Bridge:				
Construction	-	2,818,904	-	2,818,904
Contract Services	10,522	295,479	-	306,001
Labor/Other	4,524	-	-	4,524
Subtotal	\$ 16,316	\$ 3,114,383	\$ 1,487,284	\$ 4,617,983
2012-2016 Estimated Need:				
Phase I:				
Construction*				2,700,000
Phase I - Bridge:				
Construction*				100,000
Phase II:				
Construction*				5,700,000
Estimated Total Expenditures and Uses				\$ 13,117,983
Estimated Impact on Operating Budget				
Reductions: Decrease of \$10,000-\$15,000/year in maintenance and repair costs for existing deteriorating street section and bridges. Improved flood plain management is also likely as a result of improved road design in Squalicum Creek area. Increases: Increase of approximately \$7,500/year in Operating and Maintenance costs for wider arterial street section and replaced bridges.				


* Construction cost estimates may include cost of contract services.

2011 Selected Capital Project Summaries – Public Works, Water

JAMES STREET FIREFLOW UPGRADES				
Project Description (EW 172)				
Infrastructure improvements to provide additional fire flow capacity to this service area and as identified in the adopted Water Comprehensive Plan.				
				
Revenues and Sources	Allocated as of 12/31/09	2010 Budget	2011 Adopted	Total
Water Fund	-	500,000	500,000	1,000,000
Estimated Total Revenues and Sources	\$ -	\$ 500,000	\$ 500,000	\$ 1,000,000
Expenditures and Uses	Cost as of 12/31/09	2010 Budget	2011 Adopted	Total
Contract Services	-	200,000	-	200,000
Construction*	-	300,000	500,000	800,000
Estimated Total Expenditures and Uses	\$ -	\$ 500,000	\$ 500,000	\$ 1,000,000
Estimated Impact on Operating Budget				
Replacing aging water mains may result in lower annual maintenance costs by increasing system reliability and thus reducing incidents of failure. This project is solely based on Fire department needs, not system needs. Repair and maintenance costs are minimal.				


* Construction cost estimates may include cost of contract services.

2011 Selected Capital Project Summaries – Public Works, Water

NOOKSACK DIVERSION PASSAGE PHASE I				
Project Description (EW 8)				
Design and construction of a new intake and screening facility including removal of diversion dam. This project is needed to meet current and future regulations concerning fish passage while still providing for necessary water supply. In 2011 the City's consultant will be building a physical model to evaluate an alternative intake structure.				
				
Revenues and Sources	Allocated as of 12/31/09	2010 Budget	2011 Adopted	Total
Public Works Trust Fund Loan	680,000	2,720,000	-	3,400,000
Federal Indirect Grant	429,175	-	-	429,175
DOE State Grant	-	-	1,600,000	1,600,000
Street Fund	4,792	-	-	4,792
Water Fund	52,748	616,018	-	668,766
Estimated Total Revenues and Sources	\$ 1,166,715	\$ 3,336,018	\$ 1,600,000	\$ 6,102,733
Expenditures and Uses	Cost as of 12/31/09	2010 Budget	2011 Adopted	Total
Construction*	-	-	1,600,000	1,600,000
Contract Services	1,114,101	3,336,018	-	4,450,119
Engineering Services	39,624	-	-	39,624
Other Costs	12,990	-	-	12,990
Estimated Total Expenditures and Uses	\$ 1,166,715	\$ 3,336,018	\$ 1,600,000	\$ 6,102,733


* Construction cost estimates may include cost of contract services.

2011 Selected Capital Project Summaries – Public Works, Wastewater

WASTEWATER TREATMENT PLANT FACILITY CONSTRUCTION/EXPANSION				
Project Description (EU 145)				
<p>The adopted Comprehensive Sewer Plan identifies that the Post Point Wastewater Treatment Plant (WWTP) is reaching its NPDES permitted capacity on soluble pollutant loads, measured in technical terms as Biological Oxygen Demand (BOD). The facilities plan, also called an Engineering report, has been prepared to identify needed improvements. It will be submitted to the Department of Ecology in early 2011. At the same time the City will be applying to regulatory agencies for applicable permits. Two contracts will be entered into during the first quarter of 2011: one to complete the design and one for preconstruction services. At the end of 2011 the City will begin negotiations for a maximum allowable construction cost (MACC). All subcontracted work will be openly bid. Construction is to be completed by 2014. A bond will be issued in 2011 for these improvements.</p>				
				
Revenues and Sources	Allocated as of 12/31/09	2010 Budget	2011 Adopted	Total
Revenue Bond (2011 issue)	-	-	3,000,000	3,000,000
Street Fund	404	-	-	404
Wastewater Fund	193,001	4,906,595	-	5,099,596
Subtotal	\$ 193,405	\$ 4,906,595	\$ 3,000,000	\$ 8,100,000
2012-2016 Estimated Need:				
Wastewater Revenue Bonds - 2011 and 2014				47,000,000
Estimated Total Revenues and Sources				\$ 55,100,000
Expenditures and Uses	Cost as of 12/31/09	2010 Budget	2011 Adopted	Total
Contract Services	187,895	-	-	187,895
Engineering Services	3,949	-	-	3,949
Other Costs	1,235	-	-	1,235
Purchases	326	-	-	326
WWTP Facility Construction*	-	4,906,595	3,000,000	7,906,595
Subtotal	\$ 193,405	\$ 4,906,595	\$ 3,000,000	\$ 8,100,000
2012-2016 Estimated Need:				
WWTP Facility Construction* and Related Projects				47,000,000
Estimated Total Expenditures and Uses				\$ 55,100,000
Estimated Impact on Operating Budget				
The City is reviewing operational impacts of plant expansion through rate analysis and revenue forecasting.				

* Construction cost estimates may include cost of contract services.

2011 Selected Capital Project Summaries – Public Works, Wastewater

SEWER INFLOW AND INFILTRATION PROJECTS				
Project Description <p>Beginning in 2010 and continuing into 2011, Public Works stepped up its investigation, analysis, and determinations of sources of Inflow and Infiltration (I/I). The adopted City Wastewater Comprehensive Plan calls for reduction in I/I when practicable and the department is pursuing identification of projects to meet this Comprehensive Plan and the City Council objective to reduce the impact of I/I on the City's wastewater collection system and treatment plant operations. The 2011 adopted budget is anticipated to be utilized on a pilot project (Sunnyland I/I Project) to reduce I/I using multiple techniques. Those techniques range from lateral rehabilitation, main relining, and manhole rehabilitation, and will be utilized on future I/I projects. This project will be funded by 2011 bonds and the Wastewater Fund.</p>				
				
Revenues and Sources	Allocated as of 12/31/09	2010 Budget	2011 Adopted	Total
Wastewater Fund	-	100,000	-	100,000
Bond - Wastewater Fund	-	-	5,000,000	5,000,000
Subtotal	\$ -	\$ 100,000	\$ 5,000,000	\$ 5,100,000
2012-2016 Estimated Need:				
Bond Revenue				5,000,000
Estimated Total Revenues and Sources				\$ 10,100,000
Expenditures and Uses	Cost as of 12/31/09	2010 Budget	2011 Adopted	Total
Construction*	-	100,000	5,000,000	5,100,000
Subtotal	\$ -	\$ 100,000	\$ 5,000,000	\$ 5,100,000
2012-2016 Estimated Need:				
Construction*				5,000,000
Estimated Total Expenditures and Uses				\$ 10,100,000
Estimated Impact on Operating Budget				
Estimated impact to operating costs will be fully developed and provided as projects are defined. Anticipated impact on operating costs is a yet to be determined reduction.				

* Construction cost estimates may include cost of contract services.

2010 – 2015 Parks and Recreation Department Ongoing Programs

Several annual programs set aside money for ongoing additions and replacements to components of the City's Park infrastructure. The money set aside as part of the Capital Facilities Plan is not always designated for specific projects at the time the annual budget is prepared, so these annual programs provide a placeholder for funds.

The [Parks, Recreation and Open Space six year plan](#), available on-line, provides more complete information about capital planning and level of service goals established. The Parks Department also maintains a web page with more information about [capital projects and land acquisitions](#).

Annual Labor Distributions to General Fund

The General Fund is reimbursed for staff labor spent working on capital projects including land acquisitions as well as park and trail development.

Annual Land Acquisitions

Funds are reserved and budgeted to expand the park system. Parcels for land acquisition are not specified in the budget because they are not yet identified or negotiations are ongoing.

Annual Neighborhood Park Construction and Improvement

The goal of this program is to provide a center for recreational activities for each neighborhood.

Annual Community Park Construction

This program provides larger parks to meet the needs of several neighborhoods with more specialized activities or to preserve unique environmental features.

Annual Neighborhood Trail Construction

The purpose of this program is to develop neighborhood trail connections to the regional multiuse trail system.

Annual Playground Construction

The purpose of this program is to install new playground equipment in parks each year to keep the safety standards of the equipment in the park system up to date.

Annual Sidewalks, Paths and Trails

This program provides for expanding the multi-modal trail system throughout the City.

2010 – 2015 Public Works Department Ongoing Programs

Several annual programs set aside money for ongoing updates and replacements to components of the City's infrastructure. The money set aside as part of the Capital Facilities Plan is not always designated for specific projects at the time the annual budget is prepared, so these annual programs provide a placeholder for funds.

The Public Works Department maintains a web page with more information about [active projects](#), including annual plans.

Annual Pavement Resurfacing, Annual Overlay Storm, Annual Sidewalk Replacement

Public Works employees visually inspect streets and sidewalks to identify and record deficiencies and maintenance needs. Along with rating the condition of the surface, the age of underground utilities also is documented in each area. Staff tries to identify and group projects located in the same area whenever possible to reduce construction or repair costs. Funds are also set aside for needed retrofits to the storm system resulting from resurfacing projects.

Annual Sewer Main Replacement Program

The Public Works Department currently maintains over 311 miles of sewer mains that vary in size, age, and condition. A replacement list is compiled using a rating system that ranks each main for replacement need based on main age, type of main, repair history, video inspection, and whether it requires monthly jetting or root cleaning by city crews.

Annual Signal Improvement Program

The Annual Signal Improvement Program addresses the ongoing needs to upgrade signal equipment that has met or exceeded its expected useful life, including replacing electronic equipment, signal poles, conduit and wiring systems and vehicle detection systems

Annual Storm Main Replacement Program

The Public Works Department currently maintains over 315 miles of storm mains that vary in size, age, and condition. All attempts are made during this evaluation process to evaluate cost benefits of replacing mains prior to asphalt overlay, and to coordinate replacement of other adjacent public works utilities located within the same right-of-way.

Annual Water Main Replacement Program

Public Works currently maintains over 380 miles of water mains that vary in size, age, and condition. A project list is compiled using points that are assigned to each main based on main age, type of main, repair history, customer water quality complaints, location in relation to similar projects, and whether or not the water main is in an area known to require additional flushing during the annual hydrant flushing program.

Capital Budget

Bridge Program

The City conducts a state-required biennial bridge inspection program to identify bridges' sufficiency based on Federal (USDOT) guidelines. The next scheduled inspection will be in 2011.

Citywide Storm Retrofits and Residential Water Quality Retrofits

These ongoing budget amounts for these projects are part of the [Stormwater Program](#).

Fish Passage Improvements

Funds are set aside for fish passage improvement projects or components of larger projects. Projects yet to be determined.

Lake Whatcom Water Quality Improvements – TMDL Action Plan

Ongoing budget amounts for projects are to complete items in the [Lake Whatcom Management Action Plan](#).

Watershed Land Acquisitions

Funds are budgeted annually for the [Lake Whatcom Watershed Property Acquisition program](#).

LONG-TERM DEBT SUMMARY

The City issues bonds to finance large capital projects such as buildings and utility infrastructure. These financial obligations are paid over time, typically ten or twenty-years. Our Moody's bond rating is Aa3 for voted bond issues and Aa2 for non-voted bond issues, both judged to be of high quality. The City is committed to maintaining our credit rating by making all debt service payments on time and maintaining adequate reserves.

Bonds

1. Limited Tax General Obligation Bonds (LTGO)

City Council approved bonds that will benefit the City as a whole. Principal and interest is paid from existing general revenues subject to the levy limitation and the total tax limit. These are sometimes referred to as "Councilmanic" or non-voted bonds.

2. Unlimited Tax General Obligation Bonds (UTGO)

A ballot measure is presented to voters authorizing the issuance of debt for a project that will benefit the City as a whole. The voters authorize an increase in taxes to repay the bond principal and interest. The bond issue is subject to the total tax limitation, as discussed in the sections on Property Tax and Limitations.

3. Revenue Bonds

City Council approved bonds paid from revenues (not taxes) of a specific enterprise fund. Customers of these funds (water, parking, etc.) pay a fee for services that cover operating and debt related costs.

4. Local Improvement District Bonds (LID)

Special assessments levied on properties that specifically benefit from the improvement being financed. LIDs finance street, sewer, water, and other capital projects. They are formed via two distinct methods: Resolution of Intention or Petition. The Resolution of Intention is initiated by the City and generally limited to response to a health hazard and therefore rarely used. The Petition method is initiated by area property owners. Both require the approval of a majority (the City prefers 70% approval) of the impacted property owners. Security for a LID bond issue is the real estate within the assessment boundaries. The City does not pledge its "full faith and credit" but is obligated to enforce the assessments. Consequently, interest rates on these bonds are also higher.

Legal Debt Capacity Limits

The amount of long-term debt that the City can incur is limited by state statute. Washington's statutory limitation on non-voted general obligation debt for cities is one and one-half percent of the assessed value of all taxable property within the City at the time of issuance. Voter approval is required to exceed this limit. An election to authorize debt must have voter turnout of at least 40 percent of the last state general election, and of those voting, 60 percent must vote in favor of issuance.

Long-Term Debt

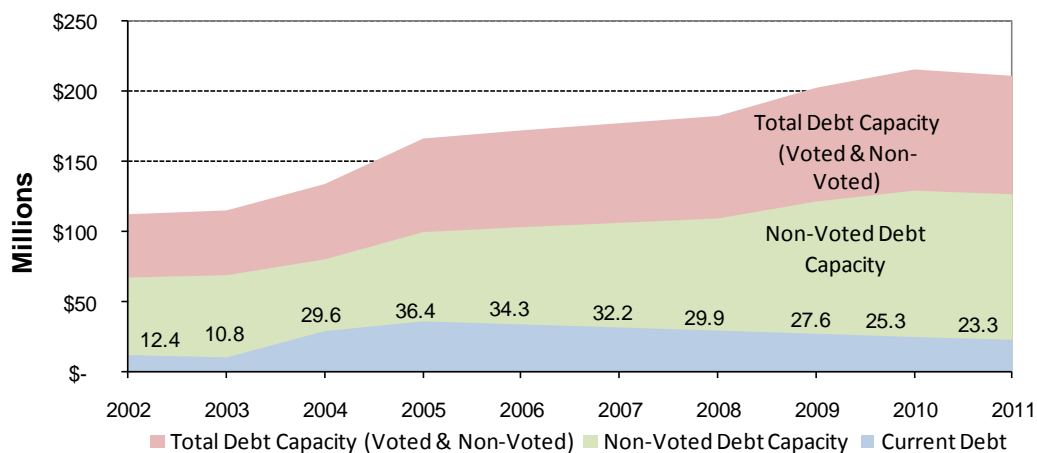
The combination of voted and non-voted general obligation debt for city purposes, including leases and contracts, may not exceed two and one-half percent of the assessed value of all taxable property within the City.

The 2010 estimated assessed value of the property tax base in the City for the regular 2011 levy is \$8,416,799,032. This provides a non-voted general obligation debt capacity of \$126,251,985. The City has used \$23,292,529 of this capacity, leaving \$102,959,456 available. The City's total voted and non-voted general obligation debt capacity is \$210,419,976. Of this capacity, the City has utilized \$23,292,529. The remaining total voted and non-voted general obligation debt capacity is \$187,127,447.

Estimated Legal Debt Capacity Calculation as of 12/31/11

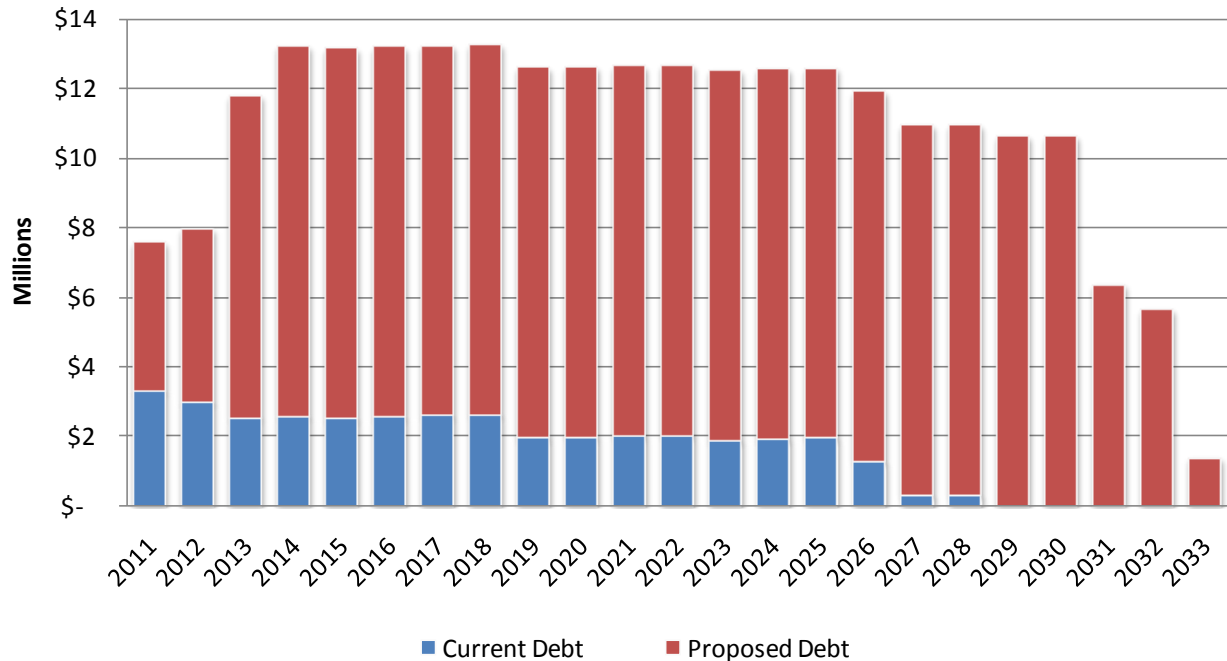
Assessed Value (2011 Tax Year)		\$8,416,799,032
Limited Tax General Obligation Debt Capacity (Nonvoted) @ 1 1/2% of Assessed Value		126,251,985
Less: Outstanding Limited Tax General Obligation Bonds	23,155,000	
Other Debt Obligations	137,529	
Total Nonvoted Debt Outstanding	<u>23,292,529</u>	
Total Remaining Limited Tax General Obligation Debt Capacity (Nonvoted)		<u>\$102,959,456</u>
Total General Obligation Debt Capacity @ 2 1/2% of Assessed Value		210,419,976
Total Nonvoted Debt Outstanding	23,292,529	
Total Voted Debt Outstanding	<u>0</u>	
Total Debt Outstanding	<u>23,292,529</u>	
Total Remaining General Obligation Debt Capacity (Voted and Nonvoted)		<u>\$187,127,447</u>

Current General Obligation (GO) Debt and Estimated GO Debt Capacity



Annual Cost of Principal and Interest Payments on General Obligation Debt

Includes both current and proposed debt in the Capital Facilities Plan



The proposed Capital Facilities Plan projects to be funded by bonds are:

2011

\$50,000,000 – Wastewater Treatment Plant Expansion, including funds for related projects

2012

\$8,000,000 – Citywide Water Meter Conversion

2013

\$50,000,000 – Wet Weather Peak Flow Facility, I & I, Wastewater comprehensive plan projects

2014

\$10,000,000 – Nooksack Diversion Passage (shown as “Unfunded” in the CFP)

\$6,000,000 – King Mountain Reservoir

Long-Term Debt

General Obligation Debt

Outstanding General Obligation Bonds & Other Debt

Name of Issue	Issue Date	Maturity Date	Interest Rates	Original Amount	Redemptions as of 12/31/11	Unmatured Debt as of 12/31/11
Voted (UTGO) and Non-voted (LTGO) Bonds						
1996 Roeder LTGO Refunding	06/01/96	12/01/12	4.20%-5.65%	4,195,000	3,870,000	325,000
2002 Parking LTGO	08/08/02	10/01/12	3.74%-3.74%	1,045,000	915,000	130,000
2004 Sportsplex LTGO	08/05/04	12/01/28	2.00%-4.625%	4,315,000	850,000	3,465,000
2004 PFD/Civic/Refunding LTGO	11/09/04	12/01/26	2.25%-5.00%	16,375,000	4,065,000	12,310,000
2005 Solid Waste LTGO	12/08/05	12/01/25	4.15%-5.4%	8,695,000	1,770,000	6,925,000
Total General Obligation Bonds				34,625,000	11,470,000	23,155,000
Notes Payable, Public Works Trust and CERB Loans						
Drake Property Note Payable	12/31/92	12/31/22	7.00%	225,000	87,471	137,529
Street Resurfacing PWT Loan	07/01/02	07/01/22	0.50%	2,975,000	1,237,716	1,737,284
Total Other General Obligation Debt				3,200,000	1,325,187	1,874,813
Total Long Term General Debt				\$ 37,825,000	\$ 12,795,187	\$ 25,029,813

Annual Debt Service Requirements to Maturity for General Obligation Debt

Year	GO Bond Principal	GO Bond Interest	Other GO Debt Principal	Other GO Debt Interest	Total GO Debt
2012	1,725,000	1,074,117	166,544	18,041	2,983,701
2013	1,355,000	1,004,066	167,166	16,629	2,542,861
2014	1,455,000	948,371	167,834	15,172	2,586,377
2015	1,440,000	889,779	168,549	13,666	2,511,994
2016	1,555,000	818,748	11,382	6,582	2,391,712
Future	15,625,000	4,229,064	1,193,338	42,085	21,089,487
	\$ 23,155,000	\$ 8,964,144	\$ 1,874,813	\$ 112,175	\$ 34,106,132

Local Improvement District Bonds

Debt service requirements for local improvement bonds are met by the collection of assessments levied against property owners. The assessments are liens against the property and subject to foreclosure. A local improvement district guaranty fund has been established as a reserve to meet debt service requirements on local improvement district debt in the event that assessment collections are insufficient.

Outstanding LID Assessment Debt

	Issue	Maturity	Interest	Original	Estimated	Est. Unmatured
Name of Issue	Date	Date	Rates	Amount	Redemptions as of 12/31/11	Debt as of 12/31/11
LID 1106 Bakerview Road	12/30/96	12/30/18	4.10%-6.00%	4,357,957	4,182,957	175,000
Total LID Assessment Bonds				\$ 4,357,957	\$ 4,182,957	\$ 175,000

Estimated Debt Service Requirements on LID Assessment Debt

Year	LID Bond Principal	LID Bond Interest	Total LID Debt
2012	-	15,300	15,300
2013	-	15,300	15,300
2014	-	15,300	15,300
2015	25,000	15,300	40,300
2016	150,000	11,100	161,100
	\$ 175,000	\$ 72,300	\$ 247,300

Long-Term Debt

Revenue Bonds

Debt service requirements for revenue bonds are paid from specific revenues of a City enterprise. Customers of these activities pay a fee for services that cover operating and debt related costs.

Outstanding Revenue Debt

Name of Issue	Issue Date	Maturity Date	Interest Rates	Original Amount	Redemptions as of 12/31/2011	Unmatured Debt as of 12/31/2011
Revenue Bonds						
1999 Water / Sewer	05/01/99	08/01/11	3.70%-4.60%	8,220,000	8,220,000	-
2004 Water / Sewer	05/01/04	08/01/24	3.00%-5.00%	10,690,000	6,990,000	3,700,000
2006 Water / Sewer	06/15/06	08/01/16	4.00%-4.50%	11,330,000	3,360,000	7,970,000
2008 Water / Sewer	08/21/08	08/01/18	3.00%-4.25%	6,040,000	1,410,000	4,630,000
Total Revenue Bonds				36,280,000	19,980,000	16,300,000
Public Works Trust Loans and Notes						
Sewer - Silverbeach PWT Loan	06/01/91	07/01/11	2.00%	445,500	445,500	-
Watermain Rplmnt PWT Loan	07/01/02	07/01/22	0.50%	1,938,000	812,882	1,125,118
Middle Fork Diversion PWT Loan	12/01/06	07/04/26	0.50%	680,000	143,156	536,844
Total Other Obligations Debt				3,063,500	1,401,538	1,661,962
Total Long Term General Debt				\$ 39,343,500	\$ 21,381,538	\$ 17,961,962

Annual Estimated Debt Service Requirements on Revenue Debt to Maturity

Year	Bond Principal	Bond Interest	Other Debt Principal	Other Debt Interest	Total Debt
2012	1,530,000	685,475	138,073	8,310	\$ 2,361,858
2013	1,590,000	628,700	138,073	7,619	\$ 2,364,392
2014	1,665,000	568,150	138,073	6,929	\$ 2,378,152
2015	1,740,000	502,881	138,073	6,239	\$ 2,387,193
2016	1,820,000	432,731	138,073	5,548	\$ 2,396,352
Future	7,955,000	1,718,076	971,598	20,582	\$ 10,665,256
	\$ 16,300,000	\$ 4,536,013	\$ 1,661,962	\$ 55,227	\$ 22,553,202

GENERAL SALARY INFORMATION FOR 2011

Salary ranges for each position are summarized in the following Budgeted Positions List by department. The complete [salary plans](#) may be viewed on line.

The City of Bellingham has nine different salary plans covering employee groups, or bargaining units, which make up the City's workforce. If a settlement has not been reached prior to adoption of the budget the most current salary ranges are used in the Budgeted Positions List and are marked by an asterisk.

Employees may be eligible for additional compensation over and above what is shown in the Budgeted Positions List. Any additional compensation is according to City policy or the terms of the labor agreement for the bargaining unit to which they belong. Such items may include, but are not limited to: overtime, premium pay, longevity, shift differential, sick leave incentive, medical opt out, and other incentive pay.

Positions are classified by the Human Resources Department by means of job descriptions. All position descriptions are reviewed by the department head and/or the Mayor. For positions subject to the authority of the Civil Service Commission, approval by the commission also is required for classifications and position class allocation.

City Council member compensation was established November 3, 1997 by ordinance 1089, which authorizes an annual 3% increase. Effective January 1, 2011, each Council member receives \$1,784 per month.

Employees on the E-Team are not represented by a union and, with a few exceptions, are exempt from Civil Service. These employees include elected officials, department heads, certain professionals, and administrative staff.

The Council may, at its discretion and in compliance with [Budget Adjustments & Amendments](#), adjust the salary plans for all or some of the employees:

- to address equity concerns resulting from changes in the practices of employers in the recruitment market for the positions, or
- to address equity concerns coming out of any collective bargaining processes for other employee groups which were not completed prior to budget adoption.

BUDGETED POSITIONS LIST

Budgeted Positions – [Fire Department](#)

DEPARTMENT/DIVISION	ACTUAL 2009	ADOPTED 2010	ADOPTED 2011	Employee Group	Monthly Salary Range
FIRE DEPARTMENT					
Fire:					
Accounting Technician	0.0	0.0	0.4	B	\$3,272-\$3,999
Ambulance Billing and Reimbursement Spec 2	3.0	3.0	3.0	B	\$2,907-\$3,558
Office Assistant 2	1.8	2.0	1.0	B	\$2,735-\$3,354
Office Assistant 2	0.0	0.0	1.0	B	\$2,735-\$3,354
Secretary 3	1.0	1.0	0.0	B	--
Captains	28.0	26.0	26.0	C	\$6,314-\$7,110*
Fire Inspectors	3.0	3.0	3.0	C	\$6,314-\$7,110*
Firefighters, FF/Paramedics, FF/Inspectors	100.0	100.0	104.0	C	\$4,686-\$5,945*
Assistant Fire Chief	2.0	2.0	2.0	E	\$9,221
Fire Chief	1.0	1.0	1.0	E	\$10,226
Battalion Chiefs	4.0	4.0	4.0	F	\$7,537-\$7,821*
Division Chief	2.0	2.0	2.0	F	\$7,537-\$7,821*
Fire Marshal	1.0	1.0	1.0	F	\$7,537-\$7,821*
Medical Services Officer	1.0	1.0	1.0	F	\$7,537-\$7,821*
Fire/EMS Dispatcher, Dispatcher in Trng	11.6	12.0	12.0	M	\$3,331-\$4,216*
Communications Operations Officer	1.0	1.0	1.0	M	\$4,595-\$4,875*
Program Coordinator	0.0	1.0	1.0	S	\$4,617-\$5,514*
Support and Services Supervisor	1.0	0.0	0.0	S	--
Support and Services Supervisor	1.0	1.0	1.0	S	\$3,867-\$4,617*
Subtotal Regular Employees	162.4	161.0	164.4		
Temporary Labor	0.2	0.0	0.0	T	
TOTAL FIRE DEPARTMENT	162.6	161.0	164.4		
STAFFING SUMMARY BY BARGAINING UNIT:					
Non-Uniformed Employee Group	5.8	6.0	5.4	B	AFSCME 114
Fire Uniformed Employee Group	131.0	129.0	133.0	C	IAFF 106
Non-Represented Employee Group	3.0	3.0	3.0	E	Non-Union
Fire Staff Officers Group	8.0	8.0	8.0	F	IAFF 106S
EMS Dispatch Group	12.6	13.0	13.0	M	AFSCME 114F
Supervisor/Professional Employee Group	2.0	2.0	2.0	S	Teamster 231
Temporary Labor Employee Group	0.2	0.0	0.0	T	Non-Union

* See "General Salary Information"

Budgeted Positions (continued) – [Police Department](#)

DEPARTMENT/DIVISION	ACTUAL 2009	ADOPTED 2010	ADOPTED 2011	Employee Group	Monthly Salary Range
POLICE DEPARTMENT					
Police Operations and Administration:					
Accounting Technician	1.0	1.0	1.0	B	\$3,272-\$3,999
Parking Enforcement Officer	0.0	4.0	4.0	B	\$3,272-\$3,999
<i>Parking Enforcement Officer</i>	3.8	0.0	0.0	B	--
Police Support Services Specialist	2.0	2.0	2.0	B	\$3,083-\$3,774
Tech Support/Applications Specialist	0.0	0.0	1.0	B	\$4,660-\$5,707
<i>Tech Support & Training Specialist</i>	1.0	1.0	0.0	B	--
Warrant Officer	0.8	1.0	1.0	B	\$4,144-\$5,069
Crime Scene Investigators	6.0	6.0	6.0	D	\$6,008-\$6,374*
Detectives	9.0	9.0	9.0	D	\$6,008-\$6,374*
Evidence and I.D. Supervisor	1.0	1.0	1.0	D	\$6,693-\$7,101*
Patrol Officers	63.9	64.6	65.0	D	\$4,670-\$6,368*
Sergeants	13.6	13.1	14.0	D	\$6,693-\$7,101*
Traffic Officers	6.0	6.0	6.0	D	\$6,008-\$6,374*
Deputy Chief of Police	2.0	2.0	1.8	E	\$9,221
Lieutenants	6.0	5.0	5.0	E	\$8,700
Police Chief	1.0	1.0	1.0	E	\$10,226
Program Specialist	0.8	0.0	0.0	E	--
Program Specialist	1.9	2.0	2.0	S	\$4,102-\$4,899*
Subtotal Regular Employees	119.8	118.7	119.8		
Temporary Labor	0.0	0.4	0.4	T	
Total:	119.8	119.1	120.2		
Police Records:					
Police Support Services Specialist	13.2	13.0	12.5	B	\$3,083-\$3,774
Program Manager 1	1.0	1.0	1.0	S	\$5,514-\$6,583*
Support and Services Supervisor	2.0	2.0	2.0	S	\$3,867-\$4,617*
Total:	16.2	16.0	15.5		
Police Dispatch:					
Accounting Technician	1.1	1.0	1.0	B	\$3,272-\$3,999
Tech Support & Applications Specialist	1.0	1.0	1.0	B	\$4,660-\$5,707
Deputy Chief of Police	0.0	0.0	0.2	E	\$9,221
Lieutenants	1.0	1.0	1.0	E	\$8,700
WHAT-COMM Dispatcher-In-Training, Call Receiver, Dispatcher	24.7	26.0	26.0	P	\$3,330-\$4,256
Total:	27.8	29.0	29.2		
TOTAL POLICE DEPARTMENT	163.8	164.1	164.9		
STAFFING SUMMARY BY BARGAINING UNIT:					
Non-Uniformed Employee Group	23.9	24.0	23.5	B	AFSCME 114
Uniformed Employee Group	99.5	99.7	101.0	D	Police Guild
Non-Represented Employee Group	10.8	9.0	9.0	E	Non-Union
Public Safety Dispatch Group	24.7	26.0	26.0	P	W-C Disp Guild
Supervisor/Professional Employee Group	4.9	5.0	5.0	S	Teamster 231
Temporary Labor Employee Group	0.0	0.4	0.4	T	Non-Union

* See "General Salary Information"

Budgeted Positions (continued) – [Judicial Services Department](#)

DEPARTMENT/DIVISION	ACTUAL 2009	ADOPTED 2010	ADOPTED 2011	Employee Group	Monthly Salary Range
JUDICIAL SERVICES DEPARTMENT					
Municipal Court:					
Accounting Technician	2.0	2.0	2.0	B	\$3,272-\$3,999
Court Process Specialist	7.2	6.0	7.0	B	\$3,083-\$3,774
Court Commissioner	1.0	1.0	1.0	E	\$7,670
Judicial & Supp Services Director	1.0	1.0	1.0	E	\$8,674
Municipal Court Judge	1.0	1.0	1.0	O	\$10,226
Program Technician	0.5	0.2	1.0	E	\$3,767-\$4,579
Division Supervisor	1.0	1.0	1.0	S	\$4,617-\$5,514*
Program Manager 1	<u>0.2</u>	<u>0.1</u>	<u>0.0</u>	S	--
Total:	13.9	12.3	14.0		
Support Services: (Reassigned to Finance Department for 2011)					
Micrographics/Imaging Tech - GF	1.0	1.0	0.0	B	--
Office Assistant 1	1.0	1.0	0.0	B	--
Office Assistant 2	1.0	1.0	0.0	B	--
Records Management Coordinator	0.5	1.0	0.0	B	--
Program Technician	0.5	0.8	0.0	E	--
Program Manager 1	<u>0.8</u>	<u>0.9</u>	<u>0.0</u>	S	--
Total:	4.8	5.7	0.0		
TOTAL JUDICIAL SERVICES	18.7	18.0	14.0		
STAFFING SUMMARY BY BARGAINING UNIT:					
<i>Municipal Court Judge</i>	<i>1.0</i>	<i>1.0</i>	<i>1.0</i>	<i>O</i>	<i>Elected</i>
<i>Non-Uniformed Employee Group</i>	<i>12.7</i>	<i>12.0</i>	<i>9.0</i>	<i>B</i>	<i>AFSCME 114</i>
<i>Non-Represented Employee Group</i>	<i>3.0</i>	<i>3.0</i>	<i>3.0</i>	<i>E</i>	<i>Non-Union</i>
<i>Supervisor/Professional Employee Group</i>	<i>2.0</i>	<i>2.0</i>	<i>1.0</i>	<i>S</i>	<i>Teamster 231</i>

* See "General Salary Information"

Budgeted Positions (continued) – [Parks and Recreation Department](#)

DEPARTMENT/DIVISION	ACTUAL 2009	ADOPTED 2010	ADOPTED 2011	Employee Group	Monthly Salary Range
<u>PARKS AND RECREATION</u>					
Administration:					
Accounting Assistant 2	1.0	0.8	1.0	B	\$2,907-\$3,558
Office Assistant 2	2.0	2.0	2.0	B	\$2,735-\$3,354
Parks & Recreation Director	1.0	1.0	1.0	E	\$8,875
Support and Services Supervisor	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$3,867-\$4,617*
Subtotal Regular Employees	5.0	4.8	5.0		
Temporary Labor	<u>0.6</u>	<u>0.2</u>	<u>0.2</u>	T	
Total:	5.6	5.0	5.2		
Design and Development:					
Park Project Specialist	1.0	1.0	1.0	B	\$3,682-\$4,503
Property Acquisition Specialist	0.8	0.0	0.0	B	--
Department Manager 1	1.0	1.0	1.0	E	\$6,004-\$7,298
Landscape Architect	1.0	1.0	1.0	S	\$4,899-\$5,849*
Program Coordinator	1.0	1.0	1.0	S	\$4,617-\$5,514*
Project Engineer	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$5,849-\$7,332*
Total:	5.8	5.0	5.0		
Recreation Services:					
Accounting Technician	0.9	1.0	0.0	B	--
Aquatic Center Main Cashier - PT	2.0	1.5	1.5	B	\$2,034-\$2,494
Aquatic Leader - PT	1.5	1.5	0.8	B	\$2,034-\$2,494
Aquatics Facility Technician	1.0	1.0	1.0	B	\$3,272-\$3,999
Ed Programs/Activities Coordinator	5.7	5.0	4.0	B	\$3,471-\$4,249
Park Specialist	1.0	1.0	1.0	B	\$3,900-\$4,777
Park Technician - Grounds	1.0	1.0	1.0	B	\$3,471-\$4,249
Parks Maintenance Aide 3	3.0	3.0	3.0	B	\$2,294-\$2,804
Recreation Instructor	2.0	2.0	2.0	B	\$2,294-\$2,804
Recreation Instructor - PT	2.0	1.3	1.3	B	\$2,294-\$2,804
Department Manager 1	1.0	1.0	1.0	E	\$6,004-\$7,298
Program Manager 1	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	S	\$5,514-\$6,583*
Subtotal Regular Employees	23.1	21.3	18.6		
Temporary Labor	<u>17.0</u>	<u>14.8</u>	<u>14.8</u>	T	
Total:	40.1	36.1	33.4		
Park Operations:					
Greenway Volunteer Coordinator	1.0	1.0	1.0	B	\$3,471-\$4,249
Office Assistant 1 - PT	0.8	0.8	0.4	B	\$2,433-\$2,981
Office Assistant 3	1.0	1.0	1.0	B	\$2,907-\$3,558
Park Arborist	1.0	1.0	1.0	B	\$3,900-\$4,777
Park Specialist	6.0	6.0	6.0	B	\$3,900-\$4,777
Park Technician	13.0	13.0	12.0	B	\$3,272-\$4,249
Park Worker	1.0	1.0	1.0	B	\$2,907-\$3,558
Parks Maintenance Aide 2	1.9	1.7	1.2	B	\$2,034-\$2,494
Parks Maintenance Aide 3	6.3	5.2	4.9	B	\$2,294-\$2,804
Department Manager 1	1.0	1.0	0.9	E	\$6,004-\$7,298
Division Supervisor	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	S	\$4,617-\$5,514*
Subtotal Regular Employees	35.0	33.7	31.4		
Temporary Labor	<u>5.3</u>	<u>5.7</u>	<u>6.2</u>	T	
Total:	40.3	39.4	37.6		

Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2009	ADOPTED 2010	ADOPTED 2011	Employee Group	Monthly Salary Range
<u>PARKS AND RECREATION (continued)</u>					
Cemetery:					
Office Assistant 1 - PT	0.0	0.0	0.3	B	\$2,433-\$2,981
Park Technician	1.0	1.0	1.0	B	\$3,471-\$4,249
Park Worker	1.0	1.0	1.0	B	\$2,907-\$3,558
Parks Maintenance Aide 3	1.5	1.5	1.5	B	\$2,294-\$2,804
Secretary 3	1.0	0.0	0.0	B	--
Department Manager 1	0.0	0.0	0.1	E	\$6,004-\$7,298
Program Coordinator	<u>1.0</u>	<u>1.0</u>	<u>0.9</u>	S	\$4,617-\$5,514*
Subtotal Regular Employees	5.5	4.5	4.8		
Temporary Labor	<u>0.1</u>	<u>0.0</u>	<u>0.0</u>	T	
Total:	5.6	4.5	4.8		
Golf Course:					
Department Manager 1 (less than .1 FTE)	0.0	0.0	0.0	E	--
Program Coordinator	<u>0.0</u>	<u>0.0</u>	<u>0.1</u>	S	\$4,617-\$5,514*
Total:	0.0	0.0	0.1		
Note: maintenance service is contracted.					
TOTAL PARKS AND RECREATION	97.4	90.0	86.1		
STAFFING SUMMARY BY BARGAINING UNIT:					
Non-Uniformed Employee Group	61.4	56.3	51.9	B	AFSCME 114
Non-Represented Employee Group	4.0	4.0	4.0	E	Non-Union
Supervisor/Professional Employee Group	9.0	9.0	9.0	S	Teamster 231
Temporary Labor Employee Group	23.0	20.7	21.2	T	NU/AFSCME

* See "General Salary Information"

Budgeted Positions (continued) – [Library](#)

DEPARTMENT/DIVISION	ACTUAL 2009	ADOPTED 2010	ADOPTED 2011	Employee Group	Monthly Salary Range
LIBRARY					
Cataloging Technician - GF	1.8	1.0	0.0	B	--
Cataloging Technician - GF PT	1.3	1.3	2.2	B	\$3,083-\$3,774
Library Assistant 1, 2 - GF	3.0	3.0	3.0	B	\$3,083-\$3,774
Library Clerk 1 - PT	1.8	1.0	1.0	B	\$2,433-\$2,981
Library Clerk 2	3.0	3.0	3.0	B	\$2,735-\$3,354
Library Clerk 2 - PT	4.6	1.5	1.5	B	\$2,735-\$3,354
Library Clerk 3	1.0	1.0	0.0	B	--
Library Clerk 3 - PT	1.4	1.0	1.0	B	\$2,735-\$3,354
Library Coordinator	0.0	0.0	1.0	B	\$2,907-\$3,558
<i>Division Supervisor</i>	<i>1.0</i>	<i>1.0</i>	<i>0.0</i>	<i>S</i>	<i>--</i>
Library Specialist 2	3.0	3.0	3.0	B	\$3,083-\$3,774
Library Specialist 3	1.0	1.0	1.0	B	\$3,682-\$4,503
Security Info Attendant - PT	1.4	1.6	1.0	B	\$2,433-\$2,981
Administrative Assistant	1.0	1.0	1.0	E	\$3,353-\$4,076
Department Manager 1	1.0	1.0	1.0	E	\$6,004-\$7,298
Library Director	1.0	1.0	1.0	E	\$8,674
Librarian 1 - PT	1.0	1.0	1.0	L	\$4,138-\$5,598
Librarian 2	3.2	3.0	3.0	L	\$4,336-\$5,866
Librarian 3	3.0	2.3	3.0	L	\$4,829-\$6,533
Subtotal Regular Employees	34.5	28.7	27.7		
Temporary Labor	12.8	13.5	13.4	T	
TOTAL LIBRARY	47.3	42.2	41.1		
STAFFING SUMMARY BY BARGAINING UNIT:					
<i>Non-Uniformed Employee Group</i>	<i>23.3</i>	<i>18.4</i>	<i>17.7</i>	<i>B</i>	<i>AFSCME 114</i>
<i>Non-Represented Employee Group</i>	<i>3.0</i>	<i>3.0</i>	<i>3.0</i>	<i>E</i>	<i>Non-Union</i>
<i>Professional Librarians Employee Group</i>	<i>7.2</i>	<i>6.3</i>	<i>7.0</i>	<i>L</i>	<i>AFSCME 114L</i>
<i>Supervisor/Professional Employee Group</i>	<i>1.0</i>	<i>1.0</i>	<i>0.0</i>	<i>S</i>	<i>Teamster 231</i>
<i>Temporary Labor Employee Group</i>	<i>12.8</i>	<i>13.5</i>	<i>13.4</i>	<i>T</i>	<i>NU/AFSCME</i>

* See "General Salary Information"

Budgeted Positions (continued) – [Museum](#)

DEPARTMENT/DIVISION	ACTUAL 2009	ADOPTED 2010	ADOPTED 2011	Employee Group	Monthly Salary Range
MUSEUM					
Accounting Technician	1.0	1.0	1.0	B	\$3,272-\$3,999
Assist. Ed/Public Programs Coordinator	1.0	2.0	2.0	B	\$3,471-\$4,249
Custodial Maint. Worker 1 - PT	0.5	0.5	0.5	B	\$2,433-\$2,981
Custodial Maint. Worker 2	1.0	1.0	1.0	B	\$2,735-\$3,354
Exhibits Assistant	1.0	1.0	1.0	B	\$2,735-\$3,354
Museum Technician	1.0	1.0	1.0	B	\$3,272-\$3,999
Museum Technician - PT	0.0	0.5	0.0	B	--
<i>Museum Technician</i>	<i>0.8</i>	<i>0.0</i>	<i>0.0</i>	B	--
Office Assistant 3	1.0	1.0	0.5	B	\$2,907-\$3,558
Security Information Attendants - PT LT	0.0	0.0	0.3	B	\$2,433-\$2,981
Security Information Attendants - PT	2.2	2.2	2.2	B	\$2,433-\$2,981
Support and Services Supervisor	0.0	0.0	1.0	S	\$3,867-\$4,617*
<i>Administrative Assistant - PT</i>	<i>0.0</i>	<i>0.5</i>	<i>0.0</i>	<i>E</i>	--
<i>Administrative Assistant</i>	<i>0.8</i>	<i>0.0</i>	<i>0.0</i>	<i>E</i>	--
Museum Director	1.0	1.0	1.0	E	\$9,355
Exhibits Designer	1.0	1.0	1.0	S	\$4,102-\$4,899*
Museum Curator	2.5	2.0	2.0	S	\$4,617-\$5,514*
Museum Facilities Manager	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$4,352-\$5,197*
Subtotal Regular Employees	15.8	15.7	15.5		
Temporary Labor	1.4	2.4	2.4	T	
TOTAL MUSEUM	17.2	18.1	17.9		
STAFFING SUMMARY BY BARGAINING UNIT:					
<i>Non-Uniformed Employee Group</i>	<i>9.5</i>	<i>10.2</i>	<i>9.5</i>	<i>B</i>	<i>AFSCME 114</i>
<i>Non-Represented Employee Group</i>	<i>1.8</i>	<i>1.5</i>	<i>1.0</i>	<i>E</i>	<i>Non-Union</i>
<i>Supervisor/Professional Employee Group</i>	<i>4.5</i>	<i>4.0</i>	<i>5.0</i>	<i>S</i>	<i>Teamster 231</i>
<i>Temporary Labor Employee Group</i>	<i>1.4</i>	<i>2.4</i>	<i>2.4</i>	<i>T</i>	<i>Non-Union</i>

* See "General Salary Information"

Budgeted Positions (continued) – [Planning and Community Development Department](#)

DEPARTMENT/DIVISION	ACTUAL 2009	ADOPTED 2010	ADOPTED 2011	Employee Group	Monthly Salary Range
PLANNING AND COMMUNITY DEVELOPMENT					
Planning:					
Office Assistant 2	1.0	1.0	1.0	B	\$2,735-\$3,354
Secretary 3	1.0	1.0	1.0	B	\$2,907-\$3,558
Administrative Assistant	0.5	0.0	0.0	E	--
Planning & Comm. Dev. Director	1.0	1.0	0.5	E	\$9,785
Program Specialist	1.0	1.0	0.5	E	\$3,993-\$4,854
GIS Analyst	0.0	0.0	1.0	S	\$4,617-\$5,790*
<i>GIS Specialist</i>	1.0	1.0	0.0	S	--
GIS Analyst, Senior	1.0	1.0	1.0	S	\$5,197-\$6,515*
Planner 1, 2	9.0	8.0	8.0	S	\$3,867-\$5,790*
Planner, Senior	3.0	3.0	2.5	S	\$5,514-\$6,912*
Program Manager 1	1.0	1.0	1.0	S	\$5,514-\$6,583*
Subtotal Regular Employees	19.5	18.0	16.5		
Temporary Labor	0.1	0.0	0.0	T	
Total:	19.6	18.0	16.5		
Community Development					
Accounting Technician - PT	0.0	0.0	1.0	B	\$3,272-\$3,999
<i>Accounting Technician</i>	0.0	1.0	0.0	B	--
<i>Accounting Assistant 2</i>	0.6	0.0	0.0	B	--
Administrative Secretary	1.0	1.0	1.0	B	\$3,272-\$3,999
Housing Rehab. Specialist	1.0	1.0	1.0	B	\$3,900-\$4,777
Development Specialist 2	2.0	2.0	2.0	S	\$4,617-\$5,514*
Program Coordinator	1.0	1.0	1.0	S	\$4,617-\$5,514*
Program Manager 1	2.0	2.0	2.0	S	\$5,514-\$6,583*
Program Specialist	1.0	1.0	1.0	S	\$4,102-\$4,899*
Total:	8.6	9.0	9.0		
Development Services:					
Building Inspector 1, 2	1.0	1.0	1.0	B	\$4,144-\$5,641
Electrical Inspector 1, 2, 3	2.0	2.0	2.0	B	\$4,392-\$6,053
Office Assistant 2	2.8	2.0	1.0	B	\$2,735-\$3,354
Permit Program Systems Administrator	1.0	1.0	1.0	B	\$3,900-\$4,777
Permit Technician	4.0	4.0	4.0	B	\$3,682-\$4,503
Plans Examiner	2.0	2.0	2.0	B	\$4,944-\$6,053
Senior Building Inspector	1.0	1.0	1.0	B	\$4,944-\$6,053
Department Manager 2	1.0	1.0	1.0	E	\$6,364-\$7,735
Building Official	1.0	1.0	1.0	S	\$6,205-\$7,408*
Division Supervisor	1.0	1.0	1.0	S	\$4,617-\$5,514*
Subtotal Regular Employees	16.8	16.0	15.0		
Temporary Labor	0.6	0.6	0.2	T	
Total:	17.4	16.6	15.2		
TOTAL PLANNING DEPARTMENT	45.6	43.6	40.7		
STAFFING SUMMARY BY BARGAINING UNIT:					
<i>Non-Uniformed Employee Group</i>	18.4	18.0	17.0	B	AFSCME 114
<i>Non-Represented Employee Group</i>	3.5	3.0	2.0	E	Non-Union
<i>Supervisor/Professional Employee Group</i>	23.0	22.0	21.5	S	Teamster 231
<i>Temporary Labor Employee Group</i>	0.7	0.6	0.2	T	Non-Union

* See "General Salary Information"

Budgeted Positions (continued) – [Hearing Examiner Department](#)

DEPARTMENT/DIVISION	ACTUAL 2009	ADOPTED 2010	ADOPTED 2011	Employee Group	Monthly Salary Range
HEARING EXAMINER					
Administrative Assistant	0.4	0.5	0.5	E	\$3,353-\$4,076
Hearing Examiner	1.0	1.0	1.0	E	\$9,320
TOTAL HEARING EXAMINER DEPT.	1.4	1.5	1.5		
STAFFING SUMMARY BY BARGAINING UNIT:					
<i>Non-Represented Employee Group</i>	<i>1.4</i>	<i>1.5</i>	<i>1.5</i>	<i>E</i>	<i>Non-Union</i>

Budgeted Positions (continued) – [Human Resources Department](#)

DEPARTMENT/DIVISION	ACTUAL 2009	ADOPTED 2010	ADOPTED 2011	Employee Group	Monthly Salary Range
HUMAN RESOURCES DEPARTMENT					
Human Resources:					
Administrative Assistant	0.0	0.0	0.5	E	\$3,353-\$4,076
Human Resources Analyst	2.0	1.4	1.4	E	\$4,487-\$5,454
Human Resources Analyst, Senior	1.0	0.8	0.8	E	\$5,041-\$6,128
Human Resources Director	1.0	0.9	0.9	E	\$8,674
Human Resources Generalist	2.0	1.5	0.0	E	--
Human Resources Generalist	0.0	0.0	1.0	E	\$3,993-\$4,854
<i>Human Resources Assistant</i>	<i>1.0</i>	<i>1.0</i>	<i>0.0</i>	<i>E</i>	<i>--</i>
Program Manager 2	0.0	0.0	1.0	E	\$5,664-\$6,884
<i>Program Manager 1</i>	<i>1.0</i>	<i>1.0</i>	<i>0.0</i>	<i>E</i>	<i>--</i>
Subtotal Regular Employees	8.0	6.6	5.6		
Temporary Labor	0.0	0.0	0.2	T	
Total:	8.0	6.6	5.8		
Payroll:					
Financial Technician	1.0	1.0	0.8	E	\$2,984-\$3,628
HR Analyst	1.0	1.3	1.2	E	\$4,487-\$5,454
Payroll Lead	0.0	1.0	0.8	E	\$3,353-\$4,076
<i>Administrative Assistant (est)</i>	<i>1.0</i>	<i>0.0</i>	<i>0.0</i>	<i>E</i>	<i>--</i>
Human Resources Analyst, Senior	0.0	0.0	0.1	E	\$5,041-\$6,128
<i>Program Manager 1</i>	<i>0.0</i>	<i>0.1</i>	<i>0.0</i>	<i>E</i>	<i>--</i>
Total:	3.0	3.4	2.9		
Benefits:					
Financial Technician	1.0	1.0	1.2	E	\$2,984-\$3,628
HR Analyst	0.0	0.3	0.4	E	\$4,487-\$5,454
Human Resources Director	0.0	0.1	0.1	E	\$8,674
Human Resources Generalist	0.0	0.5	0.0	E	--
Payroll Lead	0.0	0.0	0.2	E	\$3,353-\$4,076
Human Resources Analyst, Senior	0.0	0.0	0.9	E	\$5,041-\$6,128
<i>Program Manager 1</i>	<i>1.0</i>	<i>0.9</i>	<i>0.0</i>	<i>E</i>	<i>--</i>
Program Specialist	0.0	0.0	1.0	E	\$3,993-\$4,854
<i>Program Technician</i>	<i>1.0</i>	<i>1.0</i>	<i>0.0</i>	<i>E</i>	<i>--</i>
Total:	3.0	3.8	3.8		
TOTAL HUMAN RESOURCES DEPT.	14.0	13.8	12.5		
STAFFING SUMMARY BY BARGAINING UNIT:					
<i>Non-Represented Employee Group</i>	<i>14.0</i>	<i>13.8</i>	<i>12.3</i>	<i>E</i>	<i>Non-Union</i>
<i>Temporary Labor Employee Group</i>	<i>0.0</i>	<i>0.0</i>	<i>0.2</i>	<i>T</i>	<i>Non-Union</i>

Budgeted Positions (continued) – [Finance Department](#)

DEPARTMENT/DIVISION	ACTUAL 2009	ADOPTED 2010	ADOPTED 2011	Employee Group	Monthly Salary Range
FINANCE DEPARTMENT					
Accounting Assistant 2	4.0	4.0	4.0	B	\$2,907-\$3,558
Accounting Technician	4.0	3.7	3.0	B	\$3,272-\$3,999
City Tax Representative	1.0	1.0	1.0	B	\$3,272-\$3,999
Office Assistant 1 - PT	0.1	0.0	0.0	B	--
Administrative Assistant	1.0	1.0	1.0	E	\$3,353-\$4,076
Finance Director	1.0	1.0	1.0	E	\$10,226
Program Manager 2	3.0	3.0	3.0	E	\$5,664-\$7,228
Program Specialist	1.0	1.0	1.0	E	\$3,993-\$4,854
Program Technician - PT	0.7	0.8	0.8	E	\$3,767-\$4,579
Accountant 1, 2	3.8	3.0	3.0	S	\$4,352-\$5,790*
Reassigned from Judicial & Support Services:					
Micrographics/Imaging Tech - GF	0.0	0.0	1.0	B	\$2,771-\$3,391
Office Assistant 2	0.0	0.0	1.0	B	\$2,735-\$3,354
Records Management Coordinator	0.0	0.0	1.0	B	\$3,682-\$4,503
TOTAL FINANCE DEPARTMENT	19.6	18.5	20.8		
STAFFING SUMMARY BY BARGAINING UNIT:					
Non-Uniformed Employee Group	9.1	8.7	11.0	B	AFSCME 114
Non-Represented Employee Group	6.7	6.8	6.8	E	Non-Union
Supervisor/Professional Employee Group	3.8	3.0	3.0	S	Teamster 231

* See "General Salary Information"

Budgeted Positions (continued) – [Information Technology Services Department](#)

DEPARTMENT/DIVISION	ACTUAL 2009	ADOPTED 2010	ADOPTED 2011	Employee Group	Monthly Salary Range
<u>INFORMATION TECHNOLOGY SERVICES DEPARTMENT</u>					
Accounting Technician	0.0	0.0	0.6	B	\$3,272-\$3,999
<i>Accounting Technician - PT</i>	<i>0.0</i>	<i>0.7</i>	<i>0.0</i>	<i>B</i>	--
<i>Administrative Secretary</i>	<i>0.4</i>	<i>0.0</i>	<i>0.0</i>	<i>B</i>	--
Network Technician 2	1.0	1.0	1.0	B	\$3,471-\$4,249
Office Assistant 2	1.0	1.0	1.0	B	\$2,735-\$3,354
Tech. Support & Training Spec.	6.8	6.0	6.0	B	\$4,392-\$5,373
Information Tech. Serv. Director	1.0	1.0	1.0	E	\$9,623
Program Manager 2	0.1	0.1	0.0	E	--
Network Administrator	1.0	1.0	1.0	S	\$5,849-\$7,332*
Program Coordinator	1.0	1.0	1.0	S	\$4,617-\$5,514*
Program Manager 1	1.0	1.0	1.0	S	\$5,514-\$7,258*
Systems Analyst 2	6.0	7.0	6.0	S	\$5,514-\$6,912*
<i>Database Administrator</i>	<i>1.0</i>	<i>0.0</i>	<i>0.0</i>	<i>S</i>	--
Subtotal Regular Employees	20.3	19.8	18.6		
Temporary Labor	0.6	0.6	0.6	T	
TOTAL INFO TECH SERVICES DEPT.	20.9	20.4	19.2		
STAFFING SUMMARY BY BARGAINING UNIT:					
<i>Non-Uniformed Employee Group</i>	<i>9.2</i>	<i>8.7</i>	<i>8.6</i>	<i>B</i>	<i>AFSCME 114</i>
<i>Non-Represented Employee Group</i>	<i>1.1</i>	<i>1.1</i>	<i>1.0</i>	<i>E</i>	<i>Non-Union</i>
<i>Supervisor/Professional Employee Group</i>	<i>10.0</i>	<i>10.0</i>	<i>9.0</i>	<i>S</i>	<i>Teamster 231</i>
<i>Temporary Labor Employee Group</i>	<i>0.6</i>	<i>0.6</i>	<i>0.6</i>	<i>T</i>	<i>Non-Union</i>

* See "General Salary Information"

Budgeted Positions (continued) – [Legal Department](#)

DEPARTMENT/DIVISION	ACTUAL 2009	ADOPTED 2010	ADOPTED 2011	Employee Group	Monthly Salary Range
LEGAL DEPARTMENT					
Assistant City Attorney	2.0	2.0	2.0	E	\$5,041-\$6,128
Assistant City Attorney (Reclassified Program Manager 1 transferred from Judicial/Supp Svcs)	0.0	0.0	1.0	E	\$5,041-\$6,128
Assistant City Attorney, Senior	4.6	4.7	4.6	E	\$6,364-\$8,122
City Attorney	1.0	1.0	1.0	E	\$10,226
Legal Administrative Assistant	1.0	1.0	1.0	E	\$3,767-\$4,579
Office Technician	2.0	2.0	2.0	E	\$2,815-\$3,422
Program Specialist	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	E	\$3,993-\$4,854
Subtotal Regular Employees	11.6	11.7	12.6		
Temporary Labor	0.0	0.4	0.0	T	
TOTAL LEGAL	11.6	12.1	12.6		
STAFFING SUMMARY BY BARGAINING UNIT:					
Non-Represented Employee Group	11.6	11.7	12.6	E	Non-Union
Temporary Labor Employee Group	0.0	0.4	0.0	T	Non-Union

Budgeted Positions (continued) – [Executive Department](#)

DEPARTMENT/DIVISION	ACTUAL 2009	ADOPTED 2010	ADOPTED 2011	Employee Group	Monthly Salary Range
EXECUTIVE DEPARTMENT					
Administrative Assistant	1.5	1.0	0.5	E	\$3,353-\$4,076
Chief Administrative Officer	1.0	1.0	1.0	E	\$10,226
Executive Assistant	1.0	1.0	1.0	E	\$3,767-\$4,579
Mayor	1.0	1.0	1.0	O	\$10,533
Program Manager 1	1.0	1.0	1.0	E	\$5,343-\$6,495
Program Manager 1 - PT	0.1	0.0	0.0	E	--
Program Manager 2	0.9	0.9	1.0	E	\$5,664-\$6,884
TOTAL EXECUTIVE	6.5	5.9	5.5		
STAFFING SUMMARY BY BARGAINING UNIT:					
Elected	1.0	1.0	1.0	O	Elected
Non-Represented Employee Group	5.5	4.9	4.5	E	Non-Union

Budgeted Positions (continued) – [Legislative Department](#)

DEPARTMENT/DIVISION	ACTUAL 2009	ADOPTED 2010	ADOPTED 2011	Employee Group	Monthly Salary Range
<u>LEGISLATIVE</u>					
Council Members	7.0	7.0	7.0	O	\$1,784
Executive Assistant	1.0	1.0	1.0	E	\$3,767-\$4,579
Program Specialist	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	E	\$3,993-\$4,854
Subtotal Regular Employees	9.0	9.0	9.0		
Temporary Labor	0.1	0.3	0.0	T	
TOTAL LEGISLATIVE	9.1	9.3	9.0		
<i>STAFFING SUMMARY BY BARGAINING UNIT:</i>					
<i>Council Members</i>	<i>7.0</i>	<i>7.0</i>	<i>7.0</i>	<i>O</i>	<i>Elected</i>
<i>Non-Represented Employee Group</i>	<i>2.0</i>	<i>2.0</i>	<i>2.0</i>	<i>E</i>	<i>Non-Union</i>
<i>Temporary Labor Employee Group</i>	<i>0.1</i>	<i>0.3</i>	<i>0.0</i>	<i>T</i>	<i>Non-Union</i>

Budgeted Positions (continued) – [Public Development Authority](#)

DEPARTMENT/DIVISION	ACTUAL 2009	ADOPTED 2010	ADOPTED 2011	Employee Group	Monthly Salary Range
<u>PUBLIC DEVELOPMENT AUTHORITY</u>					
Administrative Assistant	0.0	0.8	0.8	E	\$3,353-\$4,076
TOTAL PUBLIC DEVELOPMENT AUTH.	0.0	0.8	0.8		
<i>STAFFING SUMMARY BY BARGAINING UNIT:</i>					
<i>Non-Represented Employee Group</i>	<i>0.0</i>	<i>0.8</i>	<i>0.8</i>	<i>E</i>	<i>Non-Union</i>

Budgeted Positions (continued) – [Public Works Department](#)

DEPARTMENT/DIVISION	ACTUAL 2009	ADOPTED 2010	ADOPTED 2011	Employee Group	Monthly Salary Range
PUBLIC WORKS					
P.W. Administration:					
Administrative Secretary	1.0	1.0	1.0	B	\$3,272-\$3,999
Office Assistant 2	0.8	1.0	1.0	B	\$2,735-\$3,354
Assistant City Attorney, Senior - PT	0.4	0.0	0.0	E	--
Director of Public Works	1.1	1.0	1.0	E	\$10,226
Program Specialist	1.0	1.0	1.0	E	\$3,993-\$4,854
Program Coordinator	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$4,617-\$5,514*
Total:	5.3	5.0	5.0		
Maintenance Administration:					
Administrative Secretary	1.0	1.0	1.0	B	\$3,272-\$3,999
Office Assistant 2	2.0	1.0	1.0	B	\$2,735-\$3,354
Safety Specialist	1.0	1.0	1.0	B	\$4,392-\$5,373
Assistant Director	<u>0.5</u>	<u>1.0</u>	<u>0.5</u>	E	\$7,151-\$9,127
Subtotal Regular Employees	4.5	4.0	3.5		
Temporary Labor	<u>0.0</u>	<u>0.0</u>	<u>0.2</u>	T	
Total:	4.5	4.0	3.7		
Environmental Resources:					
Resource Conservation Mgmt Assistant LT	0.8	0.0	0.0	B	--
Program Manager 2	1.0	1.0	1.0	E	\$5,664-\$6,884
Program Coordinator	<u>0.8</u>	<u>0.0</u>	<u>0.0</u>	S	--
Subtotal Regular Employees	2.6	1.0	1.0		
Temporary Labor	<u>1.7</u>	<u>1.9</u>	<u>1.9</u>	T	
Total:	4.3	2.9	2.9		
Treatment Plants:					
Incinerator Operator 1	3.0	3.0	3.0	B	\$4,392-\$5,373
Lab Technician	4.0	4.0	4.0	B	\$3,900-\$4,777
Maintenance Specialist	3.0	3.0	3.0	B	\$4,944-\$6,053
Maintenance Technician	7.0	7.0	7.0	B	\$4,392-\$5,373
Maintenance Worker 3	0.0	1.0	1.0	B	\$3,471-\$4,249
<i>Skilled Worker 1</i>	<i>0.6</i>	<i>0.0</i>	<i>0.0</i>	<i>B</i>	--
Plant Operator OIT (est)	0.0	0.0	2.0	B	\$4,392-\$5,373
Plant Operator 1 & 2	7.0	7.0	7.0	B	\$4,660-\$6,053
Maint Instrumentation/SCADA Technician	0.0	1.0	1.0	B	\$4,660-\$5,707
<i>Skilled Worker 1</i>	<i>1.0</i>	<i>0.0</i>	<i>0.0</i>	<i>B</i>	--
Utility Worker 1 & 2, Skilled Worker 1	1.0	2.0	2.0	B	\$3,083-\$4,249
Department Manager 2	0.6	1.0	1.0	E	\$6,364-\$7,735
Program Manager 1	4.0	4.0	4.0	S	\$5,514-\$6,583*
Water Quality Specialist	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	S	\$4,899-\$6,141*
Subtotal Regular Employees	33.2	35.0	37.0		
Temporary Labor	<u>4.0</u>	<u>4.4</u>	<u>4.4</u>	T	
Total:	37.2	39.4	41.4		

Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2009	ADOPTED 2010	ADOPTED 2011	Employee Group	Monthly Salary Range
PUBLIC WORKS (continued)					
Utilities:					
Utility Locator	0.6	1.0	1.0	B	\$3,471-\$4,249
Utility Worker 1, 2	3.0	3.0	4.0	B	\$3,083-\$3,999
Utility Worker 1, 2; Skilled Worker 1, 2	8.6	9.0	9.0	B	\$3,083-\$4,503
Water Distribution Specialist 2, 3, 4, 5	17.0	18.0	16.0	B	\$3,272-\$5,069
Division Supervisor	3.0	3.0	3.0	S	\$4,617-\$5,514*
Program Specialist	1.0	1.0	1.0	S	\$4,102-\$4,899*
Utility Engineer	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$5,197-\$6,205*
Subtotal Regular Employees	34.2	36.0	35.0		
Temporary Labor	<u>1.7</u>	<u>2.7</u>	<u>2.9</u>	T	
Total:	35.9	38.7	37.9		
Maintenance:					
Associate Engineering Technician - LT	1.0	1.0	0.5	B	\$3,272-\$3,999
Ed Programs/Activities Coordinator	1.0	1.0	0.0	B	--
Ed Programs/Activities Coordinator - PT	0.0	0.0	0.5	B	\$3,471-\$4,249
Ed Programs/Activities Coordinator - LT	0.0	0.0	0.5	B	\$3,471-\$4,249
Engineering Technician	1.0	1.0	1.0	B	\$3,682-\$4,503
Engineering Technician - LT	0.5	0.0	0.0	B	--
Neighborhood Code Compliance Officer	1.0	1.0	1.0	B	\$3,900-\$4,777
Senior Surface Water Technician	1.0	1.0	1.0	B	\$3,900-\$4,777
Utility Worker 1, 2; Skilled Worker 1, 2	18.3	19.0	19.0	B	\$3,083-\$4,503
Department Manager 2	1.0	1.0	1.0	E	\$6,364-\$7,735
Division Supervisor	2.0	2.0	2.0	S	\$4,617-\$5,514*
Program Manager 2	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$5,849-\$6,983*
Subtotal Regular Employees	27.8	28.0	27.5		
Temporary Labor - LT	0.0	0.5	0.3		
Temporary Labor	<u>4.8</u>	<u>6.8</u>	<u>6.2</u>		
Total:	32.6	35.3	34.0		
Purchasing & Materials Management:					
Buyer	2.0	2.0	2.0	B	\$3,682-\$4,503
Lead Buyer	1.0	1.0	1.0	B	\$4,944-\$6,053
Warehouse Worker	2.9	3.0	2.5	B	\$3,471-\$4,249
Department Manager 1	1.0	1.0	1.0	E	\$6,004-\$7,298
Division Supervisor	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$4,617-\$5,514*
Subtotal Regular Employees	7.9	8.0	7.5		
Temporary Labor	<u>0.4</u>	<u>0.4</u>	<u>0.4</u>	T	
Total:	8.3	8.4	7.9		
Financial Management:					
Accounting Assistant 2	1.0	1.0	1.0	B	\$2,907-\$3,558
Accounting Technician	3.0	3.0	3.0	B	\$3,272-\$3,999
Program Coordinator	1.0	1.0	1.0	S	\$4,617-\$5,514*
Program Manager 1	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$5,514-\$6,583*
Subtotal Regular Employees	6.0	6.0	6.0		
Temporary Labor	<u>0.0</u>	<u>0.1</u>	<u>0.0</u>	T	
Total:	6.0	6.1	6.0		

Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2009	ADOPTED 2010	ADOPTED 2011	Employee Group	Monthly Salary Range
PUBLIC WORKS (continued)					
Supervision & Technology:					
GIS Technician, Senior	0.0	3.0	3.0	B	\$4,392-\$5,373
<i>Engineering Technician</i>	3.0	0.0	0.0	B	--
Office Assistant 2	1.0	1.0	1.0	B	\$2,735-\$3,354
Operations Data Assistant	1.0	1.0	1.0	B	\$2,735-\$3,354
Senior Surveyor	1.0	1.0	1.0	B	\$3,900-\$4,777
Service Representative 1, 2	3.0	3.0	3.0	B	\$3,083-\$4,249
Division Supervisor	1.0	1.0	1.0	S	\$4,617-\$5,514*
GIS Analyst	0.0	2.0	2.0	S	\$4,617-\$5,514*
<i>GIS Specialist</i>	2.0	0.0	0.0	S	--
GIS Analyst, Senior	1.0	1.0	1.0	S	\$5,197-\$6,515*
Program Coordinator	1.0	1.0	1.0	S	\$4,617-\$5,514*
Program Manager 2	1.0	1.0	1.0	S	\$5,849-\$6,983*
Systems Analyst 1	1.0	1.0	1.0	S	\$4,617-\$5,790*
Subtotal Regular Employees	16.0	16.0	16.0		
Temporary Labor	0.8	1.5	1.2	T	
Total:	16.8	17.5	17.2		
Fleet Administration:					
Fleet Maint. Mechanic 3, 4	5.0	5.0	5.0	B	\$3,900-\$5,069
Fleet Maint. Mechanic 5	2.0	2.0	2.0	B	\$4,392-\$5,373
Division Supervisor	1.0	1.0	1.0	S	\$4,617-\$5,514*
Subtotal Regular Employees	8.0	8.0	8.0		
Temporary Labor	0.3	0.3	0.3	T	
Total:	8.3	8.3	8.3		
Facilities:					
Custodial Maint. Worker 1	8.8	9.0	10.0	B	\$2,433-\$2,981
Custodial Maint. Worker 1 - GF	1.0	1.0	1.0	B	\$2,609-\$3,195
Custodial Maint. Worker 1 - PT	0.6	0.5	0.5	B	\$2,433-\$2,981
Custodial Maint. Worker 2	1.0	1.0	1.0	B	\$2,735-\$3,354
Maintenance Worker 3	3.0	3.0	3.0	B	\$3,471-\$4,249
Division Supervisor	0.0	0.0	1.0	S	\$4,617-\$5,514*
<i>Custodial Maint. Worker Lead</i>	1.0	1.0	0.0	B	--
Program Manager 1	1.0	1.0	1.0	S	\$5,514-\$6,583*
Program Specialist	0.0	1.0	1.0	S	\$4,102-\$4,899*
Total:	16.4	17.5	18.5		
Temporary Labor	0.0	0.0	1.0	T	
Total:	16.4	17.5	19.5		

Budgeted Positions (continued)

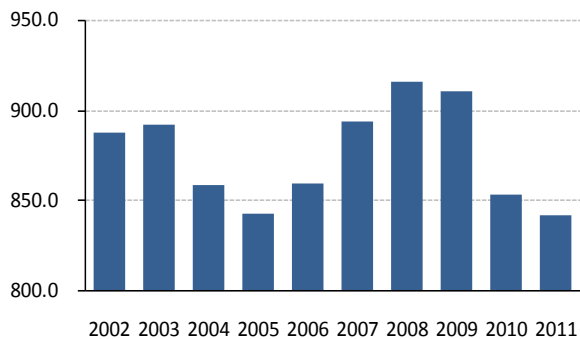
DEPARTMENT/DIVISION	ACTUAL 2009	ADOPTED 2010	ADOPTED 2011	Employee Group	Monthly Salary Range
PUBLIC WORKS (continued)					
Engineering:					
Engineering Assistant	1.4	1.0	1.0	B	\$4,392-\$5,373
Engineering Technician	2.1	2.0	2.0	B	\$3,682-\$4,503
Project Records Coordinator	1.0	1.0	1.0	B	\$3,471-\$4,249
Senior Construction Inspector	3.0	3.0	3.0	B	\$4,144-\$5,069
Senior Permits Reviewer	2.0	2.0	2.0	B	\$4,144-\$5,069
Assistant Director	1.0	1.0	1.0	E	\$7,151-\$9,127
Department Manager 2	2.0	2.0	2.0	E	\$6,364-\$7,735
Division Supervisor	0.5	1.0	1.0	S	\$4,617-\$5,514*
Planner 2	1.0	1.0	1.0	S	\$4,617-\$5,790*
Program Coordinator	1.0	1.0	1.0	S	\$4,617-\$5,514*
Program Specialist	1.0	1.0	1.0	S	\$4,102-\$4,899*
Project Engineer	4.8	5.0	4.0	S	\$5,849-\$7,332*
Utility Engineer	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$5,197-\$6,205*
Subtotal Regular Employees	21.8	22.0	21.0		
Temporary Labor	<u>0.7</u>	<u>1.5</u>	<u>1.0</u>	T	
Total:	22.5	23.5	22.0		
Transportation:					
Accounting Assistant 3	1.0	1.0	1.0	B	\$3,083-\$3,774
Associate Engineering Technician	1.0	1.0	1.0	B	\$3,272-\$3,999
Electronics Tech, Electronics Spec	4.2	5.0	5.0	B	\$3,900-\$5,707
Parking Controls Technician 1	1.0	1.0	1.0	B	\$2,735-\$3,354
Parking Controls Technician 1 - GF	1.0	1.0	1.0	B	\$2,907-\$3,558
Parking Controls Technician 2 - GF	1.0	1.0	1.0	B	\$3,116-\$3,815
Secretary 3	1.0	1.0	1.0	B	\$2,907-\$3,558
Security Information Attendant	0.2	1.0	0.0	B	--
Signal Systems Specialist	1.0	1.0	1.0	B	\$4,660-\$5,707
Skilled Worker 2	2.0	2.0	2.0	B	\$3,682-\$4,503
Utility 2, Skilled Worker 1	3.0	3.0	3.0	B	\$3,272-\$4,249
Department Manager 2	1.0	1.0	1.0	E	\$6,364-\$7,735
Division Supervisor	1.0	1.0	1.0	S	\$4,617-\$5,514*
Program Manager 1	1.0	1.0	1.0	S	\$5,514-\$6,583*
Traffic Operations Engineer	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$5,197-\$6,205*
Subtotal Regular Employees	20.4	22.0	21.0		
Temporary Labor	<u>3.3</u>	<u>3.0</u>	<u>2.4</u>	T	
Total:	23.7	25.0	23.4		
Property Acquisition & Facilities Mgmt:					
Property Acquisition Specialist	1.0	1.0	1.0	B	\$4,392-\$5,373
Program Manager 1	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$5,514-\$6,583*
Total:	2.0	2.0	2.0		
TOTAL PUBLIC WORKS	223.8	233.6	231.2		
STAFFING SUMMARY BY BARGAINING UNIT:					
Non-Uniformed Employee Group	154.4	157.5	156.5	B	AFSCME 114
Non-Represented Employee Group	10.6	11.0	10.5	E	Non-Union
Supervisor/Professional Employee Group	41.1	42.0	42.0	S	Teamster 231
Temporary Labor Employee Group	17.7	23.1	22.2	T	Non-Union

* See "General Salary Information"

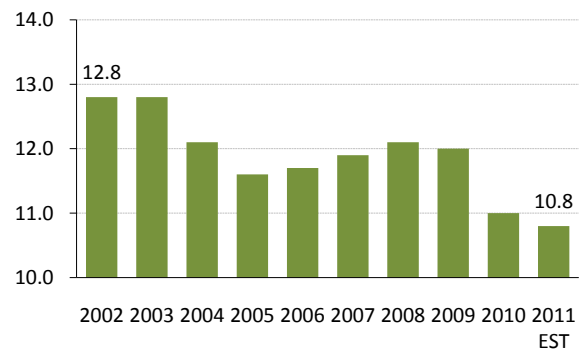
10 YEAR HISTORY OF BUDGETED POSITIONS IN FULL TIME EQUIVALENTS FROM ADOPTED BUDGETS

Employee Group	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Elected Mayor (and Finance Director through 2007)	2.0	2.0	2.0	2.0	2.0	2.0	1.0	1.0	1.0	1.0
Elected City Council	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
Elected Municipal Judge	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Non-Represented Employee Grp	75.6	78.6	77.4	77.1	79.9	83.9	90.8	87.0	80.1	77.0
Supervisors and Professionals	94.3	100.6	101.7	104.9	103.4	108.6	107.8	106.0	100.0	97.5
Professional Librarians	9.3	8.3	8.0	8.0	8.0	8.0	8.0	8.0	6.3	7.0
Emergency Med Svcs Dispatch	11.0	11.0	11.0	12.0	12.0	12.0	13.0	13.0	13.0	13.0
Fire Supervisors	8.0	8.0	7.3	7.0	8.0	8.0	8.0	8.0	8.0	8.0
Firefighters	128.7	129.7	129.3	122.5	126.0	132.0	135.0	133.0	129.0	133.0
Police	98.0	98.0	95.4	95.1	100.0	102.0	102.0	106.0	99.7	101.0
WHAT COMM Dispatch	0.0	23.0	23.0	23.0	23.0	26.0	26.0	26.0	26.0	26.0
Non-Uniformed	379.1	355.7	334.4	323.5	327.3	336.5	352.1	351.6	319.8	310.1
TOTAL REGULAR	814.0	822.9	797.5	783.1	797.6	827.0	851.7	847.6	790.9	781.6
Temporary Labor	73.4	69.1	60.9	59.2	62.2	66.6	64.6	62.6	62.0	60.6
TOTAL PAID WORKFORCE	887.4	892.0	858.4	842.3	859.8	893.6	916.3	910.2	852.9	842.2

TOTAL BUDGETED POSITIONS



FTE's per 1,000 City Population



Source for population estimates – State of Washington
Office of Financial Management

Significant Changes to Budgeted Positions by Year

In some years, an increase in an employee unit is not an increase in City employees, but a transfer from another group.

- 2011** The overall number of city employees continues to contract in order to reduce expenditures citywide. The net reduction in budgeted FTEs from 2010 to 2011 is 10.7. The reduction was achieved through layoffs, attrition, and reduction in hours of some employees. These reductions are necessary to offset the increase in salaries and benefits that continue to outpace revenues. Positions in Fire, Police, and Public Works were added on a case-by-case basis with grant funding, limited terms, or other offsetting revenue.
- 2010** In 2009, there were four rounds of budget reductions to reduce expenditures citywide. These reductions were done in response to declining revenues brought on by the recession. Positions have been eliminated from every city department in order to meet budget reduction targets. These reductions consisted of eliminating 38.7 vacant and 21 filled FTEs. In addition, small normal fluctuations in hours, temporary labor, or changes in limited term positions status added the equivalent of 1.2 FTEs to the citywide total. All told, citywide there was a net decrease of 58.5 FTEs from the 2009 Adopted Budget.
- 2009** 4.0 new police positions are proposed as part of a new Neighborhood Anti-Crime Team that will be a proactive problem-solving unit assigned to the patrol division. The team will be project-oriented and will focus on issues/concerns in the 24 neighborhoods and districts of Bellingham. The Public Development Authority will be staffed with 1.7 positions. The PDA will be the City's real estate development arm for parcels and properties throughout Bellingham, inclusive of parts of the waterfront district. The total number of new positions in 2009 is 5.7 FTEs. New positions are being offset by reductions in vacant positions and a decrease in temporary labor for a net decrease of 5.8 FTEs.
- 2008** 4.0 new positions are proposed to facilitate management of the Lake Whatcom Watershed to help stabilize water quality levels. 3.0 positions are being added in the Medic One group to ensure the appropriate level of service as agreed to in the County-wide Emergency Medical Service Plan. The Police Department is adding 1.4 positions in the Records function to ensure the mandated 3-day turnaround time is met. The Library is adding 1.5 positions to serve increasing circulation needs. 0.7 positions are being added in Judicial & Support Services to assist with an increase in parking citations and public records requests. Planning & Community Development is adding 0.5 positions to assist with planning and economic development. The Public Works Department is adding 4.5 positions, which include a Parking Meter Collector to keep up with demand, Conservation Specialists to ensure efficient and appropriate usage of resources, a Utility Locator to meet State standards and an Accounting Assistant to assist with time keeping functions. The remaining increase of 6.1 is a result of increases in temporary labor and an increase in new positions from 2007 that were budgeted as mid-year hires in 2007 but will now be budgeted for the entire year. Lastly, though it does not impact the overall staff count, the Finance Director will no longer be an elected position.

BUDGET GLOSSARY OF TERMS AND ACRONYMS

ADA: Americans with Disabilities Act

Accounting System: The set of records and procedures that are used to record, classify, and report information on the financial status and operations of an entity.

Accrual Basis of Accounting: Under this accounting method, revenues and expenditures are recorded in the periods in which these transactions, events and circumstances occur, rather than only in the periods in which cash is received or paid. Enterprise and Internal Services Funds use the accrual basis of accounting.

AFSCME: American Federation of State, County and Municipal Employees

Apportionment: As of January 1, 2008, Washington State Law requires businesses to report their B&O taxes apportioned to cities based on their payroll within each jurisdiction and where their income producing activity takes place.

Appropriation: Money set aside (by a legislative body) for a specific purpose.

Assessed Valuation: The estimated value placed upon real and personal property by the County Assessor as the basis for levying property taxes.

BARS: The prescribed Budgeting, Accounting, Reporting System required for all governmental entities in the State of Washington.

Balanced Budget: A balanced budget is one in which the estimated expenditures do not exceed the estimated revenues + reserves for the budget year.

Benefits: See "Expenditures."

Blended Component Unit: See "Component Unit."

Bond: (Debt Instrument) A written promise to pay a specified sum of money at a specified future date along with periodic interest paid at a specified interest rate. Bonds are typically used to pay for specific capital expenditures.

General Obligation (GO) Bonds: Bonds for which the full faith and credit of the insuring government are pledged for payment. There are two types:

Unlimited Tax GO (UTGO) Bonds: Funds to pay for debt cost come from voted property tax levy.

Limited Tax GO (LTGO) Bonds: Funds to pay for debt cost come from the General Fund at existing property tax levels.

Revenue Bonds: Bonds issued pledging future revenues, such as water charges, to cover debt payments.

Special Assessment Bonds: Bonds payable from the proceeds of special assessments, such as local improvement districts (LID).

Budget Message: A written explanation from the Mayor of principal budget and policy issues and an overview of the Mayor's budget recommendations.

CAFR: The Comprehensive Annual Financial Report is the official financial report of a government, including the State Auditor's audit opinion, basic financial statements, and supporting schedules necessary to demonstrate compliance with finance related legal and contractual provisions.

CAO: Chief Administrative Officer

Capital Assets: Assets of significant value, which have a useful life of several years.

Capital Facilities Plan (CFP): A planning document required by the Growth Management Act which addresses capital projects and anticipated sources of funding over a six-year period.

Capital Outlay: See "Expenditures."

CBD: Central Business District

CDBG: Community Development Block Grant

Component Unit: A legally separate organization for which the elected official of the primary government are financially accountable or where the nature and significance of their relationship with the primary government are such the exclusion would cause the reporting entity's financial statements to be misleading or incomplete.

Blended Component Unit: Component units that are so intertwined with the primary government that they are, in substance, the same as the primary government. The fund types and account groups of the component unit should be blended with those of the primary government by including them in the appropriate combining statements of the primary government.

Discrete Component Unit: Component units that do not meet any of criteria of:

- 1) being substantively governed by the same body as the primary government
- 2) exclusively or almost exclusively providing services to or otherwise directly benefiting the primary government
- 3) exclusively or almost exclusively providing services to that indirectly benefit the primary government (such as those that benefit an employee group)

A discretely presented component unit is reported in a separate column from the financial data of the primary government in the reporting entity's combined financial statements.

CPI: The Consumer Price Index is a statistic tracked by the U.S. Department of Labor, Bureau of Labor Statistics that measures the movement of prices of goods and services bought for consumption purposes by households. CPI is commonly used as a measure of inflation and for evaluating wages and pensions.

Debt: An obligation resulting from the borrowing of money or from the purchase of goods and services. Debt of governments includes bonds, time warrants and notes.

Debt Service: See "Expenditures."

Department: Basic organizational unit of City government responsible for carrying out specific functions.

Destination Based Sales Tax: Prior to July 1, 2008, Washington retailers collected local sales tax based on the jurisdiction from which a product was shipped -the "origin" of the sale. Starting July 1, 2008, businesses must collect sales tax based on the destination of the shipment or delivery - the "destination" of the sale.

Discrete Component Unit: See "Component Unit."

Enterprise Fund: See "Proprietary Funds."

Expenditures: The outlay of financial resources.

Benefits: Those benefits paid by the City as part of the conditions of employment.

Examples include health insurance, social security, and retirement system contributions.

Debt Service: Payment of interest and principal to holders of the City's indebtedness.

Includes both loan advances and loan payments from one fund to another fund within the City.

Capital Outlay: Expenditures for acquisition of, addition to, or qualifying improvements to assets such as land, buildings, machinery and equipment. Improvement projects that extend the life of a building such as re-roofing may also qualify. The cost threshold for such expenditures to be classified as capital is designated by the City's accounting department.

Interfund Payment for Services (Interfund Charges): Reflects the purchase of services or supplies provided by another City department operating from a different fund.

Intergovernmental Expenditures: Includes **Intergovernmental Services, which are** purchases from other governments of those specialized services typically performed by local governments. Also includes **Interfund Transfers**, which are contributions one City fund makes to another.

Other Services and Charges: A basic classification for services other than personnel.

Examples include professional services, communication, travel, advertising, utilities, and insurance.

Salaries and Wages: Expenditure category that includes amounts paid for services rendered by employees in accordance with rates, hours, terms and conditions authorized by law or stated in employment contracts. This category also includes overtime and temporary help.

Supplies: A basic classification of expenditures for articles and commodities purchased for consumption or resale. Examples include office and operating supplies, fuel, inventory or resale items, small tools and equipment.

FEMA: Federal Emergency Management Agency.

Fines and Forfeitures: See “Revenues.”

Full-Time Equivalent (FTE): A term that expresses the amount of time a position has been budgeted for in relation to the amount of time a regular, full-time employee normally works in a year. For budget and planning purposes, a year of full-time employment is defined as 2,080 hours. A position that has been budgeted to work half-time for a full year, or full-time for only six months, is .50 FTE.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities. Funds are segregated for the purpose of carrying on specific activities or attaining certain objectives.

Fund Balance: The excess of a fund’s assets over its liabilities.

GASB: Governmental Accounting Standards Board

GO Bond: General Obligation Bond. See “Bond.”

Goods and Services Charges: See “Revenues.”

General Fund: The fund supported by taxes, fees, and other revenues that may be used for any lawful purpose. The General Fund accounts for all activity not specifically accounted for in other funds.

GIS: Geographic Information System

Governmental Funds: Funds generally used to account for tax supported activities. There are five different types of governmental funds: the General Fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

Grant: A contribution of assets (usually cash) by one government unit or other organization to be used or spent for a specified purpose, activity or facility. Typically, these contributions are made to local governments from the state and federal governments.

Group: A cost center or organization budget/operating unit within a City department.

Growth Management Act (GMA): Comprehensive Washington State legislation that requires cities and counties to undergo a prescribed planning process to accommodate projected population growth.

HUD: Housing and Urban Development

ICAP: Indirect Cost Allocation Program. A methodology to distribute administrative overhead costs of doing City business that are not readily associated with a specific activity to the departments or funds that use those services.

IAFF: International Association of Firefighters

Interfund: The term interfund refers to transactions between individual Funds of the City.

Interfund Services and Interfund Revenues: From a budgeting and accounting perspective, the service provider will budget for both the cost of providing the service and the revenue received from the service receiver. In other words, one fund would be a customer of another and both budgets must reflect this provider–customer relationship in their revenues and expenditures.

Interfund Transfer/Interfund Subsidy: Contributions one City fund makes to another.

Interfund Loans: Amounts loaned from one City fund to another.

Interfund Payment for Services (Interfund Charges): See “Expenditures.”

Intergovernmental Services: See “Expenditures.”

Intergovernmental Revenues: See “Revenues.”

Interlocal Agreement: A contract between two government entities whereby one government assumes the lead responsibility of a project that overlaps both jurisdictions.

Internal Service Fund: See “Proprietary Funds.”

ITSD: Information Technology Services Department.

LEOFF: Washington Law Enforcement Officers’ and Fire Fighters’ Retirement System.

Levy: Refers to the act of imposing taxes, special assessments, or service charges for the support of governmental activities, or the amount of those charges.

Licenses and Permits: See “Revenues.”

Local Improvement District (LID): An area where an improvement is authorized that will benefit selected property owners. The cost is passed on to property owners through special assessments.

Long-Term Debt: Debt with a maturity of more than one year after the date of issuance.

LTGO: Limited Tax General Obligation Bond. See “Bond.”

NPDES: National Pollution Discharge Elimination System.

Miscellaneous Revenues: See “Revenues.”

Modified Accrual Basis of Accounting: Under this accounting method, revenues are recognized when they become both measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred, with some exceptions. All governmental funds, expendable trust funds and agency funds use the modified accrual basis of accounting.

MOU: Memorandum of Understanding

MYN: Map Your Neighborhood, a disaster preparedness education program through the Fire Department’s Emergency Management office.

Non-Revenues: See “Revenues.”

Object: As used in expenditure classifications, this term applies to the type of item purchased or the service obtained. See “Expenditures” for the seven object explanations.

Objective: Desired accomplishment that can be measured and achieved within a given time frame.

Other Financing Sources: See “Revenues.”

Other Services and Charges: See “Expenditures.”

PCD: Planning and Community Development Department

PERS: Public Employees Retirement System

PFD: Bellingham – Whatcom Public Facilities District (also BWPFD)

PDA: Bellingham Public Development Authority (also BPDA)

Performance/Activity Measure: Specific quantitative measures of work performed within an activity or program, or a quantitative measure of results obtained through a program or activity.

Placelessness: Places that lack a "sense of place" are sometimes referred to as "placeless" or "inauthentic." Placeless landscapes are those that have no special relationship to the places in which they are located—they could be anywhere. Roadside strip shopping malls and chain stores and restaurants are often cited as examples of placeless landscape elements. Even some historic sites or districts that have been heavily commercialized for tourism are sometimes defined as having lost their sense of place.

Proprietary Funds: Funds that focus on determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two types.

Enterprise Fund: Used to account for operations that are normally financed and operated similar to private business enterprise, for which a fee is charged to external users for goods or services.

Internal Service Fund: Used to account for financing of goods or services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost-reimbursement basis.

RCW: Revised Code of Washington (Washington State Law)

Reserve: A segregation of assets to provide for future use toward a specified purpose. The City defines reserves as the difference between those assets that can reasonably be expected to be available for use within the year, or shortly thereafter, and those liabilities that can reasonably be expected to be extinguished during the year. For budgetary purposes, reserves are not necessarily equal to fund balance. The City uses four basic types of reserve designations.

Undesignated: Not designated for a specific purpose.

Designated: Needed for labor settlements, cash flow, other City designated, or legally restricted uses.

Designated-Debt: Set aside for future debt payments.

Designated-Capital: Set aside for future capital acquisitions or construction.

Revenues: Income received by the City including such items as property taxes, fees, user charges, grants, fines and forfeitures, interest income, and miscellaneous revenue. The types of revenue categories, referred to as Basic Accounts are listed below.

Goods and Services Charges: Charges for services rendered or goods sold by the City except to other governments. Examples include water service, sewer service, and Medic One service.

Fines and Forfeitures: Fines are monetary judgments commonly imposed by the court; forfeitures are penalties by which one loses rights and interest in property because of commission of an offense or nonperformance of an obligation or duty. Examples include penalties collected for parking and traffic tickets.

Intergovernmental Revenues: Includes grants, entitlements, shared revenues and payments for goods and services provided by one government to another. An example is Community Development Block Grants provided to the City by the Federal Government.

Licenses and Permits: Charges for issuance of licenses and permits such as business licenses or building permits. Does not include inspection charges.

Miscellaneous Revenues: Includes operating revenues not elsewhere classified, such as interest income, rental income, and contributions from private sources.

Non-Revenues: Includes items such as interfund loan proceeds and proceeds of long-term debt for proprietary funds.

Other Financing Sources: Changes in current financial resources that are reported separately from revenues to avoid distorting revenue trends. Examples include sale of GO Bonds, proceeds resulting from the disposition of capital assets and transfers.

Proprietary/Trust Gains (Losses) and Other Income (Expenses): Segregates special transactions that affect the income of enterprise, internal service and fiduciary funds. Includes insurance recoveries. These are generally not anticipated or budgeted, but may appear in actual numbers reported for the prior year.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments, or charges for services rendered only to those who pay for and use those services. Examples include property, sales, utility and business taxes.

Revenue Bonds: See “Bond.”

RFP: Request for Proposal

Salaries and Wages: See “Expenditures.”

Sense of Place: Either the intrinsic character of a place or the meaning people give to it, but, more often, a mixture of both. Less striking places have meaning and value attached to them because they are ‘home’, and it is argued that attachment to a place increases with the distinctiveness of that place. Planners use this idea to consciously create or preserve memorable and singular structures to make a space distinctively different; this often includes preserving the best of historical buildings to encourage in the residents an attachment to the place. A final element is our own experience of a place; after an experience of either happiness or tragedy in a location, the sight of an iconic structure from that place might reawaken the same emotion. (See Placelessness)

Special Assessment Bonds: See “Bond.”

Supplies: See “Expenditures.”

Taxes: See “Revenues.”

Triple Bottom Line: Abbreviated as BL or 3BL and also known as “people, planet, profit” or “the three pillars” captures an expanded spectrum of values and criteria for measuring organizational (and societal) success: economic, ecological and social. With the ratification of the United Nations and the International Council for Local Environmental Initiatives – Local Governments for Sustainability (ICLEI) TBL standard for urban and community accounting in early 2007, this became the dominant approach to public sector full cost accounting.

Urban Growth Area (UGA): As described by, [RCW 36.70A.110](#), areas within which urban growth shall be encouraged and outside of which growth can occur only if it is not urban in nature. For further information, see Revised Code of Washington.

User Account Code (UAC): The General Ledger account numbering system the City uses internally for accounting and budgeting.

UTGO: Unlimited Tax General Obligation Bond. See “Bond.”

WAC: Washington Administrative Code (Washington Public Agency Rules and Regulations)

WTA: Whatcom Transportation Authority

WTP: Water Treatment Plant

WWTP: Wastewater Treatment Plant