



# ***2009 Adopted Budget***

*City of Bellingham  
Washington*





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Bellingham  
Washington**

For the Fiscal Year Beginning

**January 1, 2008**

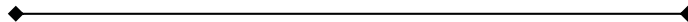
Handwritten signature of Oliver S. Cox.

President

Handwritten signature of Jeffrey R. Egan.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Bellingham Washington for its annual budget for the fiscal year beginning January 1, 2008. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device. This award is for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



**On the cover** - A selection of photographs submitted for the *Essence of Bellingham* photography competition, sponsored by the City of Bellingham and the Whatcom Museum of History and Art. For competition details, visit [www.cob.org](http://www.cob.org).

***Spring Blossoms on Coolridge Drive*** by Melanie Springer

***Trader Joes' Opening*** by Bob Jones

***Ski to Sea 2006*** by Kenni B. Merritt

***Fogline*** by Dawn-Marie Hanrahan

## **CITY OF BELLINGHAM MISSION STATEMENT**

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.

---

**CITY OF BELLINGHAM, WASHINGTON**

**2009 ADOPTED BUDGET**

## **Budget Team**

John Carter, Finance Director  
(360) 778-8000

Brian Henshaw, Budget Manager

Pat Starcher, Budget Specialist

Karla Buckingham, Budget Technician

The budget process is a City-wide, year-long effort. Success depends on the combined efforts of budget staff along with City Department Heads and “Budgeteers.”

***Thanks to all of you for your hard work and cooperation!***

**TABLE OF CONTENTS**

**Table of Contents**..... 1-4

**Mayor’s Budget Message**..... 5-12

**City Council Goals – 2009** ..... 13-14  
     2007-2008 ..... 15

**Budget Overview**..... 17-52

    Directory of Elected Officials and Administration ..... 17-19

    Organization Chart ..... 20

    Services Provided by the City, Organizational Structure ..... 21

*Community and Local Economy* ..... 22-31

        Community Information, Population Trend, Demographics ..... 22-24

        Makeup of Employment Base and Employment Trend ..... 24-25

        Makeup of Business Tax Base and Activity Trend ..... 26-27

        Building Permit Activity Trend ..... 28

        Makeup of Property Tax Base and Levy Trend ..... 29-31

    How Property and Sales Tax are Distributed – City and Other Agencies ..... 32-33

    Preparing and Amending the Budget (includes Budget Calendar) ..... 34-35

    Budget Development Policies, including Reserve Goals ..... 36-41

    Explanation of Accounting Basis and Account Structure ..... 42-43

    Fund Descriptions and Accountability ..... 44-51

**Citywide Budget Reports** ..... 53-124

    Citywide Budget Reports (description) ..... 53

    Summary of Estimated Revenues, Expenditures and Reserves by Type ..... 54-55

    Summary of Estimated Revenues, Expenditures and Reserves by Dept. .... 56-57

    Changes in Reserve Balances with Explanations ..... 58-61

    Revenues, Sources, Expenditures and Uses – All Funds Report ..... 62-87

*Revenues – Sources and Trends – Explanations and Graphs* ..... 89-97

        Revenue Overview ..... 89

        General Fund ..... 90-91

        Public Works Utility Funds ..... 92

        Street Funds ..... 93

        Medic One Fund ..... 94

        Parks Greenways Levy and Impact Fee Funds ..... 95

        Public Safety Dispatch Fund ..... 96

        Development Services Fund ..... 97

    Revenue Summary 2009 - Graphs Citywide by Revenue and Fund Type ..... 98

    Revenue Type Definitions ..... 99

    Revenue Summary by Fund Department and Type ..... 100-109

    Expenditure Summary 2009 - Graphs Citywide by Expenditure and Fund Type ..... 110

    Expenditure Type Definitions ..... 111

    Expenditure Summary by Fund, Department and Type ..... 112-121

    Expenditure History Graphs ..... 120-121

    Expenditures by SubObject – All Funds Report ..... 122-123

**TABLE OF CONTENTS**

**Departmental Sections – Budgets, Objectives and Performance Measures..... 125-280**

***Public Safety***

Fire Department ..... 125-136

Police Department..... 137-146

Judicial and Support Services Department ..... 147-152

***Culture and Recreation***

Parks and Recreation Department..... 153-162

Library Department ..... 163-172

Museum Department..... 173-178

***Planning and Development***

Planning and Community Development..... 179-190

Hearing Examiner Department..... 191-194

***General Government***

Human Resources Department..... 195-202

Finance Department..... 203-210

Information and Technology Services Department..... 211-218

Legal Department..... 219-224

Executive Department..... 225-234

Legislative Department ..... 235-240

Non-Departmental ..... 241-242

***Discrete Component Units***

Public Facilities District ..... 243-248

Public Development Authority ..... 249-250

***Public Works***

Public Works Department ..... 251-280

**TABLE OF CONTENTS**

**Capital Budget..... 281-380**

    2009 Capital Section Description and Reconciliation to Citywide Reports..... 281-282

    2009 Capital Expenditures by Department and Funding Source Graphs ..... 283

    2009 Capital Related Needs Summary ..... 284-285

    Waterfront Redevelopment 2009 CFP Projects ..... 286-287

        Waterfront Capital Project Summaries ..... 288-291

    Lake Whatcom Watershed 2009 CFP Land Acquisitions..... 292-293

    Parks and Recreation Department 2009 CFP Land Acquisitions and Projects... 294-297

        Parks and Recreation Capital Project Summaries ..... 298-305

    Parks and Recreation Department 2009 CFP Improvement Programs / Other .. 306-309

    Library 2009 CFP Projects ..... 310-313

        Library Capital Project Summaries ..... 314-316

    Non-Departmental CFP Expenditures..... 318-319

    Public Works Department 2009 CFP Projects ..... 320-327

        Public Works Capital Project Summaries ..... 328-343

    Public Works Department 2009 CFP Ongoing Improvement Programs ..... 344-345

        Public Ongoing Improvement Program Descriptions..... 346-349

    Fire and Police Departments 2009 Capital Equipment ..... 350-351

    Planning and IT Services Departments 2009 Capital Equipment ..... 352-353

    Public Works Department 2009 Capital Equipment ..... 354-359

    Fire and Parks Departments 2009 Asset Maintenance..... 360-361

    Public Works Departments 2009 Asset Maintenance ..... 362-363

    Six – Year Capital Facilities Plan ..... 365-379

**Long – Term Debt ..... 381-386**

**TABLE OF CONTENTS**

**Personnel..... 387-410**  
    General Salary Information for 2009 ..... 387  
    ***Budgeted Positions***  
        Fire Department ..... 388  
        Police Department..... 389  
        Judicial and Support Services Department ..... 390  
        Parks and Recreation Department ..... 391-392  
        Library Department..... 393  
        Museum Department..... 394  
        Planning and Community Development Department ..... 395-396  
        Hearing Examiner Department..... 396  
        Human Resources Department..... 397  
        Finance Department..... 398  
        Information and Technology Services Department ..... 399  
        Legal Department..... 400  
        Executive Department..... 400  
        Legislative Department..... 401  
        Public Facilities District..... 401  
        Public Development Authority ..... 401  
        Public Works Department..... 402-407  
        Citywide Total..... 407  
    10 – Year History of Budgeted Positions ..... 408-409

**Glossary..... 411-418**





**MAYOR'S OFFICE**  
Daniel V. Pike, Mayor  
City Hall, 210 Lottie Street  
Bellingham, WA 98225  
Telephone (360) 778-8100  
Fax (360) 778-8101

TO: Bellingham City Council and the Bellingham Community  
FROM: Mayor Daniel V. Pike  
DATE: December 31, 2008  
RE: Presenting the Adopted 2009 Budget

I present to you the Adopted 2009 Budget, as approved by the City Council on December 15, 2008. The adopted budget serves as a financial guide and work plan for the coming year with a clear focus on achieving the City's mission of:

*Supporting 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.*

In the execution of our mission, the Council identified nine (9) goals (shown on pages 13 to 14) to guide our work in the year ahead. It is within the context of these 2009 goals, and the current and projected national and local economic conditions, that I present the 2009 Adopted Budget. This budget includes prudent investment in priority initiatives while maintaining essential government services and projected reserves without a property tax rate increase.

It is important to point out that the weeks leading up to the end of 2008 have been, to say the least, volatile in terms of national, state and local economic indicators. Though we have been conservative in estimating revenues for the coming year, rapidly changing economic developments may require us to recommend additional revisions to this budget. We will continue to monitor these changes and present this information to the Council as they unfold.

This spending plan could not have come together if it were not for the excellent team work of all City departments that stepped up to meet the current economic challenges. Any uncertainty about this budget's projections is a result of national economic upheaval and despite the good work of our team.

To achieve the presented objectives and core city operations, we have carefully developed a balanced budget that totals \$216 million. The General Fund's portion of this is \$72 million. We will again successfully blend our local citizen and business taxpayer support with resources provided by other levels of government to fund a wide range of services and meet mandated outcomes defined by federal and state governments.

In light of recent national news about questionable management of assets by some, I remain grateful to former City Councils and administrations that approached financial policy and management with a long-term view. The City's financial condition, though facing serious challenges, will be manageable in the near term. However, it is unclear when the local, state, and national economies will pick up steam, and as such we have looked beyond this budget and are maintaining a careful eye on possible scenarios that could face us in subsequent years. In particular, we will need to work together to address some longer-term fiscal stability and structural issues, a conversation that has already begun internally.

We have endeavored within the 2009 Budget to retain the quality service that the citizens of Bellingham expect and deserve. This is being done with the recognition that the costs of delivering these services are rising at a rate that is not sustainable given the current long-term forecasts for revenues. Certainly the recessionary economy has magnified this point. In recognition of this dilemma, I am initiating an internal taskforce that will focus its efforts on recommending a management plan with options for solving this difficult financial problem in the years beyond 2009. It is my hope that this taskforce, in conjunction with the efforts of our budget staff and City Council leadership, will identify actions we should take as we form the criteria for building what is certain to be a difficult 2010 budget.

### Approach to 2009 Budget

In light of a softening economy, city departments were asked to contain all 2009 spending to as close to 2008 levels as possible. This meant absorbing 2009 bargaining unit, salary step and cost-of-living increases, market-driven benefit cost escalation, and a generally high period of inflation on supplies and materials. This was a tall budgeting task. I'm pleased to report that most departments achieved their goal and others strived to get as close as possible to a no-increase budget. We are fortunate to have such an experienced, team-oriented set of departmental leaders.

The 2009 budget reduces the city's overall number of Full Time Equivalent (FTEs) employees by (6.1). To offset strategic initiative positions being added this year, however, and balance the budget, 14 FTE vacancies have been eliminated. For others, we are limiting start dates to later in 2009, if in fact they prove to be at all feasible amidst changing conditions. The net reduction of FTEs through vacancy eliminations and other changes brings the total City workforce to 910.2, inclusive of 62.6 FTEs in temporary labor. This compares to 916.3 FTEs budgeted in 2008. For any remaining vacancies that are budgeted partially or fully in the coming year, I expect to continue our "soft" hiring freeze to closely manage our resources.

In general, departments were advised that budget submissions would be reviewed in light of four general priorities or criteria:

- Protecting the public's safety
- Maintaining and safeguarding our capital assets
- Leveraging third party, e.g. other governmental or private grant, resources; and
- Executing City Council goals and objectives

We have also reflected feedback from randomly selected Bellingham residents who participated in our bi-annual scientific telephone survey in August 2008. Their goals of increasing public safety, maintaining quality of life standards while containing costs and bolstering increased economic development are reflected in this document.

Though a slight majority (55%) of survey respondents reported they would be willing to pay higher taxes to preserve core city services, it is important to note that this data was mostly collected before the national financial chaos. An expressed willingness to pay more is certainly a credit to the excellent service that our dedicated staff team provides citizens. Nonetheless, a review of the narrative comments submitted by the respondents, my conversations in the community, decade-high inflation and the treacherous economic forecasts compel me to not seek a deeper reach into residents' and businesses' pocketbooks with this spending plan.

I contend we should show we understand their increasingly difficult financial situations, where wages and salaries are falling behind inflation, and instead communicate that we will control what we can control to live within our means as a government, too.

This budget reflects a disciplined operating philosophy, infrastructure maintenance, services delivery, consideration for the City's long-range goals and a desire to strengthen the resiliency of our financial position, including maintaining reserve dollars on hand, while limiting the impact on taxpayers during difficult economic times.

#### Highlights of the 2009 Budget

Even within a constrained financial picture, the 2009 budget keeps us on course protecting Bellingham's quality of life and moving forward on previously launched high priority initiatives. It also presents a few new items that will help us better respond to neighborhood threats and disturbances, the needs of local businesses and those of entrepreneurs who wish to join or grow our local economy, including those producing "green jobs."

I further draw your attention to:

- The addition of a **Police Department "Neighborhood Anti-Crime Team,"** which will be a proactive problem-solving unit assigned to the patrol division. The team will be project-oriented and focus on issues/concerns in the 24 neighborhoods and districts of Bellingham. The team will partner with community members to reduce/eliminate crime and nuisances, as well as the fear of crime. Traditional and nontraditional enforcement methods will be used in the scope of their work. Through reallocated departmental funds and only \$200,000 in new General Fund resources, the Team comprises three (3) new sworn officers and a supervising sergeant. Flexibly scheduled to respond to identified issues during their time of occurrence, be it day, swing or night shift, the team will provide focused rapid response that does not require pulling personnel off patrol, other investigations or duties. The Team will be an essential part of timely response to chronically problematic residential behavior, a rash of vehicle prowls in a given neighborhood or other emerging issues that are neighborhood-based. By freeing up other sworn personnel, the Team also helps us address the fact that Bellingham Police Department staffing levels have been at 1997 ratios for some time, despite our growing population and geography.
- Allocate resources to make operational the **Bellingham Public Development Authority (PDA) with 1.7 FTEs** and support costs. The PDA will be the City's real estate development arm for parcels and properties throughout Bellingham, including parts of the waterfront district. I consider it a key part of our efforts to help us grow out of this economic slump. I will also ask the PDA board to guide its staff to be key customer service personnel for the business community. Entrepreneurs and businesses that are interested in our area or who are already here but face challenges affecting their

prosperity often contact the City first to request assistance. In addition to monitoring trends and providing responsive service to these enterprises, the PDA will help broker the customers to local resources, such as those with whom the City subcontracts, e.g. Economic Development Council, Sustainable Connections, Small Business Development Center, etc., and also to its own resources. The overriding goal here is to create a welcoming, accessible "front door" to business enterprises.

- A set-aside of at least **\$150,000 for as yet an undesignated Lake Whatcom watershed initiative** as we attempt to positively affect TMDL figures through various means. These resources are in addition to all the City's other efforts on behalf of the watershed, which will be presented to Council in a unified functional budget outside of this document.
- Continuing our work with the public, the Port of Bellingham, local educational institutions and the private sector to carry forward the waterfront redevelopment master plan that emerges from fall 2008 public input sessions and subsequent legislative and regulatory action. **A total of \$764,000 is segregated within the Executive budget for waterfront planning and execution, including 1.5 FTEs**, which reflects a 1.0 FTE decrease from 2008. It is my belief that early action items on the waterfront will be critical to aiding local economic recovery. Furthermore, the longer-term success of the waterfront area will shape our revenue streams for years to come.
- Co-founding with higher education, local non-profits and visionary corporate leaders a public-private Sustainability Strategies Council that will examine how our area can within five years become an established magnet for green businesses that provide business-to-business and consumer-focused ecologically sound products and services, including those that constitute "waste-to-profit" product lines.
- Continues "Map Your Neighborhood" efforts for emergency preparedness among our citizens and further develops emergency response and recovery planning with other levels of government, neighborhoods, business and non-profits.
- Sets the stage for opening the new Whatcom Art & Children's Museum by fall, 2009.
- Maintains our focus on meeting GMA population density goals through urban villages and the Infill Toolkit, while also advancing affordable housing programs and projects.

### Bellingham's Financial Resiliency

In a year of downward financial trends, increasing inflation, and growing unemployment it is important for us to take stock of what our government's management practices, established reserves and other resources look like to assure resiliency above and beyond the activities of the 2009 spending plan.

From a management best practice perspective we continue to:

- Use a methodology to forecast key tax revenues that combines historical and month-to-month trend analysis, including outside perspective from financial experts and local business leaders.
- Monitor the effect of local market-driven private sector consolidations and mergers as they relate to future revenues. An example of this from the current year was the identification of the impact of two local health care sector mergers/acquisitions, which eliminated previously taxable transactions between the parties. The net tax loss of these

two consolidations amounted to hundreds of thousands of dollars on an annualized basis and their impacts were factored into our conservative request for 2008 departmental budget reductions and tight 2009 budget proposals.

- Monitor the apportionment of Business and Occupation Taxes that went into effect in 2008. This allows certain types of businesses that deliver goods and services to the counties or cities outside of Bellingham to deduct the gross amount of those goods/services from their B&O tax base used to calculate what is owed the City. The full, specific impact of this policy change above and beyond initial estimates by the Washington Department of Revenue are still being documented and will not be fully known until annual B&O filers submit their fiscal year 2008 paperwork.
- Seek funding solutions - internal and legislative - for our obligations for the Public Employees Retirement System (PERS) and Washington Law Enforcement Officers' and Fire Fighters' (LEOFF) Retirement System. The City is required under RCW 41.18 and 41.20 to pay the pension and medical costs of LEOFF-1 current and former fire and police employees who meet certain hire or retire date requirements. The actuarial study indicated a projected present-day value of this liability at over \$47 million. As of October 1, 2008, the City has more than \$13 million available in fund balances to cover this liability. The 2009 contribution to the Funds will be \$2.8 million (\$1 million from the General Fund, and \$1.8 million from property tax). The current funding plan will enable the City to actuarially fund its LEOFF-1 Pension and Long Term Care obligations by 2017, ahead of the required deadline. The City intends to continue to pay the medical obligations as we incur these costs.
- Successfully obtain State and Federal funds for capital projects through leadership of our delegation members, who are well-positioned within the respective levels of government.
- Use best practices to reduce basic operations costs of city functions, such as the reduction in utility consumption, increased use of hybrid vehicles and other sustainability features.

### A Look at Reserves

City of Bellingham financial reserves include those that are legally required (e.g. bond debt service reserves), those that are incumbent upon us as trustee for various collaborative funds (e.g. Medic One and Public Safety Dispatch or WhatComm) and those established by internal policy. These reserves can be both designated and undesignated in terms of specific purpose and use caveats.

At the time of this budget submission, the City has more than \$71 million dollars in reserve accounts of all types. Among the largest of these is the General Fund Reserve, which the 2009 budget projects the December 31, 2009 Estimated Ending Balance to be \$7.7 million. Given the fluidity of the economy, we must closely monitor this projection and execute its plan in the year ahead. Due to our costs of doing business and endangered revenue streams, avoidance of serious erosion of reserves in subsequent budget years, however, will depend on our success in finding longer-term structural answers to rising costs as referenced earlier in this document.

### Impact of Pending Annexations

At the end of 2008, eight (8) applications for annexation are on file with the City. This budget proposal assumes that, if approved, any annexation's direct effects on levels of services (LOS) would not occur until 2010 at the earliest; therefore, no specific resources related to LOS have been budgeted for 2009. This is not to say that City departments, particularly the Planning and Community Development Department's staff, won't be putting in considerable time on the annexations' processes in the coming year, but other departments are not allocating dollars specific to service delivery to newly annexed properties. Annexations will be an important driver of budget considerations in 2010 and beyond, however, and the Longer-Term Fiscal Structure Task Force will examine them closely.

### 2009 Budget Staffing Changes' Impact on Comparable Ratios

After a reduction in force in 2004-2005, subsequent city budgets increased the payroll back to 2003 levels in terms of total employee full time equivalents (FTE), even though the distribution of the FTEs as of 2008 was different than the baseline year referenced. The 2008 budget alone proposed adding 22.7 FTEs (8.8 FTEs within the General Fund), though four of those for a joint Lake Whatcom Management structure were not executed. A total of 5.3 positions were also created by Council ordinance during 2008 after the budget was adopted.

As previously described, the budget before you creates 4.0 new FTEs in the Police Department and 1.7 FTEs to begin PDA operations, two key public safety and economic development initiatives for the year ahead.

Offsetting these requested 5.3 FTE positions are the elimination of 14.0 current or projected FTE vacancies below:

- 1.0 FTE administrative assistant in Planning & Community Development
- 1.0 FTE Planner I in Planning & Community Development
- 1.0 FTE Community Development Specialist II, in PCD
- 1.0 FTE Waterfront Redevelopment Manager
- 1.0 FTE Firefighter (projected vacancy)
- 1.0 FTE Firefighter (projected vacancy)
- 1.0 FTE ITSD Network Analyst
- 4.0 Lake Whatcom Management Staff
- 1.0 Finance Systems Manager
- 1.0 ITSD Department Manager
- .5 FTE Museum Office Assistant I
- .5 FTE Judicial & Support Services Office Assistant II

In addition, there were a number of other changes during 2008 that impact the number of FTEs. These include:

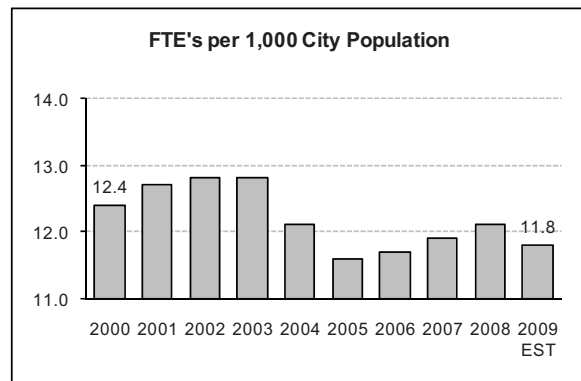
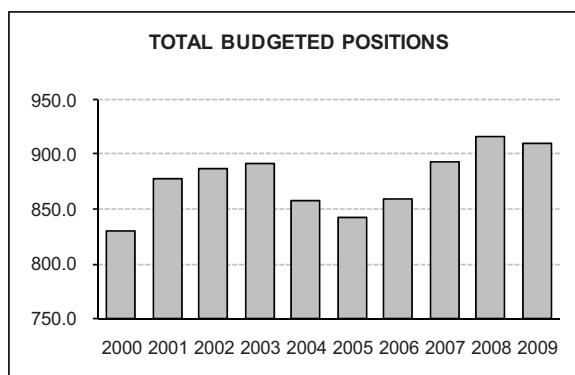
- 5.3 FTEs added by ordinance
- (3.2) FTEs limited-term positions and re-organizations
- (2.0) FTEs temporary labor

The resulting change in FTEs is calculated as follows:

Number FTEs	
916.3	2008 budgeted FTEs
5.3	FTEs added by ordinance during 2008
7.8	New FTEs in 2009 budget
(14.0)	Vacant positions eliminated
(3.2)	Impact of limited term & re-organizations
(2.0)	Change in temporary labor
<u>910.2</u>	
(6.1)	Net reduction in FTEs from 2008 budget

The net decrease in the 2009 budgeted city workforce is (6.1) FTEs to 910.2. The table below compares the budgeted number of FTEs for 2009 to prior years' adopted budget levels.

With these net changes, the City will maintain a ratio of staff to population (11.8) that is below that of most years in the past decade, with the exception of the years ('04-'05) when a more significant reduction in force was implemented. At the same time, we will continue to operate at a level of staffing stretched but sufficient for our service needs.



Employee Group	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Elected Mayor (and Finance Director through 2007)	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	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	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Non-Represented Employee Grp	69.1	75.9	75.6	78.6	77.4	77.1	79.9	83.9	90.8	87.0
Supervisors and Professionals	81.0	90.9	94.3	100.6	101.7	104.9	103.4	108.6	107.8	106.0
Professional Librarians	9.1	9.3	9.3	8.3	8.0	8.0	8.0	8.0	8.0	8.0
Emergency Med Svcs Dispatch	0.0	10.0	11.0	11.0	11.0	12.0	12.0	12.0	13.0	13.0
Fire Supervisors	8.0	8.0	8.0	8.0	7.3	7.0	8.0	8.0	8.0	8.0
Firefighters	117.0	120.8	128.7	129.7	129.3	122.5	126.0	132.0	135.0	133.0
Police	97.0	97.0	98.0	98.0	95.4	95.1	100.0	102.0	102.0	106.0
WHAT COMM Dispatch	0.0	0.0	0.0	23.0	23.0	23.0	23.0	26.0	26.0	26.0
Non-Uniformed	381.2	387.3	379.1	355.7	334.4	323.5	327.3	336.5	352.1	351.6
<b>TOTAL REGULAR</b>	<b>771.4</b>	<b>808.2</b>	<b>814.0</b>	<b>822.9</b>	<b>797.5</b>	<b>783.1</b>	<b>797.6</b>	<b>827.0</b>	<b>851.7</b>	<b>847.6</b>
Temporary Labor	58.8	69.0	73.4	69.1	60.9	59.2	62.2	66.6	64.6	62.6
<b>TOTAL PAID WORKFORCE</b>	<b>830.2</b>	<b>877.2</b>	<b>887.4</b>	<b>892.0</b>	<b>858.4</b>	<b>842.3</b>	<b>859.8</b>	<b>893.6</b>	<b>916.3</b>	<b>910.2</b>

## **Mayor's Budget Message**

Beyond any new personnel and initiatives described above, our citizens expect that the City will continue its proud tradition of providing quality basic services to the community. This budget will maintain momentum on managing growth, redeveloping the waterfront, moving Lake Whatcom back toward health, bringing jobs and economic development to our community, strengthening and expanding cherished cultural facilities, deepening our engagement of neighborhoods and building or maintaining key capital infrastructure.

### Summary

A City's budget is its most important policy action. It represents an annualized purchasing of incremental progress toward the vision we share for our community and protection of the quality of life for which Bellingham is proud to be known.

We have followed City Council goals and objectives, input from our citizen advisory boards and commissions, public requests and suggestions, and our best professional judgment to formulate this budget.

I am honored to work alongside our skilled City employees and volunteers to actualize our vision and I thank them for their hard work and dedication in delivering community services and attaining the City Council Goals. I also extend my gratitude to our city's policy makers, for the much more than "part-time" job you do on behalf of your constituents and the community as a whole. We might not always agree on all the details of actions, but a culture of healthy dissent is the hallmark of our democratic principles and an indication of how much we all care about Bellingham and the surrounding area.

I would like to specifically acknowledge Finance Director John Carter, Budget Manager Brian Henshaw and the entire Finance team for the many long hours required to produce a spending plan of this complexity and scope. The budget staff, in cooperation with staff in departments throughout the City who contribute to the budget document, has earned the "Distinguished Budget" award from the Government Financial Officers Association for five (5) consecutive years. We are indeed fortunate to have these fine professionals working on our behalf.

As I begin my second year in office, I remain immensely grateful to the citizenry for this opportunity to serve. Despite our current fiscal challenges, I look forward with great enthusiasm to working in 2009 with the Council, our staff and our committed citizens to ensure Bellingham's vibrant future.

Sincerely,



Daniel V. Pike, Mayor



## **BELLINGHAM CITY COUNCIL LONG-TERM GOALS**

Council long-term goals are reviewed each year during the City Council's planning retreat. These goals are periodically amended to reflect changing priorities.

Departments refer to Council Goals by number in presenting their objectives and accomplishments. Objectives for 2008 are shown after 2009 for reference in looking at the Departments' 2008 Accomplishments.

### **CITY COUNCIL LONG TERM GOALS - 2009**

#### **PREAMBLE:**

The underlying premise that guides all City Council policy making is to protect and enhance the quality of life and livability throughout Bellingham.

The goals described and enumerated below, as adopted by the City Council, support the overall direction of the Comprehensive Plan and will provide additional focus to municipal operations for the 2009 budget year. The goals will also help us benchmark progress on key elements of our shared vision for the City and assure that limited resources are used efficiently and effectively.

The corresponding objectives and strategies linked to each goal represent only a partial illustrative list of the focused work City departments will undertake during the year to move us closer to our shared goals. Any numbering of the objectives or strategies is for organizational purposes only and is not intended to indicate prioritization.

#### **Ongoing Commitment to Core City Services**

In addition to the enumerated goals, the City of Bellingham in 2009 will remain committed to maintaining or improving the current levels of core municipal services upon which our citizens rely. We will continue to develop and implement plans that preserve and shape Bellingham as a city of neighborhoods that work together and function interdependently as a vibrant, livable community with a distinct sense of place.

Furthermore, we will remain dedicated to being a supportive environment for commerce, inclusive of our efforts to develop a vibrant downtown that includes a mix of residential, commercial, educational, retail and cultural uses and amenities, and that links seamlessly to our developing water front and surrounding neighborhoods.

With these ongoing commitments to core services, we also establish these goals for 2009 and will assure that the City's financial and human resources are allocated to achieve them:

## **CITY COUNCIL LONG TERM GOALS - 2009**

**Goal One:**

Return the quality of the Lake Whatcom reservoir to 1992 TMDL levels by 2018.

**Goal Two:**

Continue to alter local transportation habits by further reducing automobile trips (from 87% to 75%) by 2022, by improving transit, bicycle and pedestrian choices.

**Goal Three:**

Implement a vibrant waterfront strategy that reflects the Waterfront Futures Plan and complements the downtown and Old Town.

**Goal Four:**

Support programs and provide facilities that serve low-income families and individuals, including an increase in the availability of affordable housing throughout the city.

**Goal Five:**

Implement the Comprehensive Plan's strategies on urban villages and infill.

**Goal Six:**

Establish and communicate clear annual budget priorities utilizing community input strategies and examine how these priorities can be linked to expenditures of discretionary funds.

**Goal Seven:**

Enhance public safety.

**Goal Eight:**

Maintain and improve an efficient municipal infrastructure.

**Goal Nine:**

Protect and enhance the City's cultural, educational, recreational, and environmental assets.

## **CITY COUNCIL LONG-TERM GOALS – 2007 and 2008**

Council long-term goals are reviewed each year during the City Council's planning retreat. These goals are periodically amended to reflect changing priorities and were updated for 2009. Objectives for 2008 are shown here only for reference in looking at the Departments' 2008 Accomplishments.

**Goal 1:** Maintain or improve the current level of City services, ensure that all City programs and services help protect or enhance the quality of life in Bellingham, and assure that the City's financial and human resources are allocated to achieve the Council's goals.

**Goal 2:** Protect and improve the quality of drinking water in the Lake Whatcom Reservoir.

**Goal 3:** Continue to develop a vibrant downtown that includes a mix of residential, commercial, educational, retail, and cultural uses and amenities with connections between the downtown and waterfront areas.

**Goal 4:** In partnership with the Port of Bellingham and the broader community, establish and implement a plan to redevelop the central waterfront to substantially reduce contaminants and improve environmental health, increase living-wage jobs, provide public access, recreation and housing, and complement the City's other neighborhoods.

**Goal 5:** Develop and implement plans that preserve and shape Bellingham as a city of neighborhoods that work together and function interdependently as a vibrant, livable community with a distinct sense of place.

**Goal 6:** Protect and enhance the City's cultural, educational, recreational, and environmental assets.

**Goal 7:** Improve coordination of transportation, parking and land use decisions to provide a system that effectively moves people and goods through and around the City.

**Goal 8:** Support development of a more diverse and sustainable economy by providing services that maintain a high quality of life. Work with businesses and agencies to support economic development activities that increase living-wage jobs in Bellingham.

**Goal 9:** Improve communication between the City and its citizens about all goals, priorities, and challenges.

**Goal 10:** Support programs and provide facilities that serve low income families and individuals.

**Goal 11:** Improve the City's disaster preparedness and response capability.

This page intentionally left blank.

**ELECTED OFFICIALS**

**MAYOR**

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

**CITY COUNCIL  
2009**

Council Office..... (360) 778-8200  
Email ..... [citycouncil@cob.org](mailto:citycouncil@cob.org)

Jack Weiss ..... 1<sup>st</sup> Ward

Gene Knutson ..... 2<sup>nd</sup> Ward

Barry Buchanan ..... 3<sup>rd</sup> Ward  
Council President

Stan Snapp ..... 4<sup>th</sup> Ward  
Council President Pro-Tempore

Terry Bornemann ..... 5<sup>th</sup> Ward

Barbara Ryan ..... 6<sup>th</sup> Ward  
Mayor Pro-Tempore

Louise Bjornson ..... At-Large

**MUNICIPAL COURT JUDGE**

Debra Lev  
Bellingham Municipal Court ..... (360) 778-8150  
Email ..... [dlev@cob.org](mailto:dlev@cob.org)

The Finance Director changed from an elected to an appointed position beginning in 2008 by a City Charter Amendment passed during the 2006 election.

Visit the City's website at [www.cob.org](http://www.cob.org)

**DEPARTMENT HEADS**

<b>Fire Chief</b> .....	(360) 778-8400
Bill Boyd .....	<a href="mailto:bboyd@cob.org">bboyd@cob.org</a>
<b>Police Chief</b> .....	(360) 778-8600
Todd Ramsay .....	<a href="mailto:tramsay@cob.org">tramsay@cob.org</a>
<b>Judicial and Support Services Director</b> .....	(360) 778-8150
Linda Storck .....	<a href="mailto:lstorck@cob.org">lstorck@cob.org</a>
<b>Parks and Recreation Director</b> .....	(360) 778-7000
Paul Leuthold .....	<a href="mailto:pleuthold@cob.org">pleuthold@cob.org</a>
<b>Library Director</b> .....	(360) 778-7220
Pamela Kiesner .....	<a href="mailto:pkiesner@cob.org">pkiesner@cob.org</a>
<b>Museum Director</b> .....	(360) 778-8930
Patricia Leach .....	<a href="mailto:pleach@cob.org">pleach@cob.org</a>
<b>Planning and Community Development Director</b> .....	(360) 778-8300
Tim Stewart .....	<a href="mailto:tstewart@cob.org">tstewart@cob.org</a>
<b>Hearing Examiner</b> .....	(360) 778-8399
Dawn Sturwold .....	<a href="mailto:dsturwold@cob.org">dsturwold@cob.org</a>
<b>Human Resources Director</b> .....	(360) 778-8220
Michelle Barrett .....	<a href="mailto:mbarrett@cob.org">mbarrett@cob.org</a>
<b>Finance Director</b> .....	(360) 778-8800
John Carter .....	<a href="mailto:jcarter@cob.org">jcarter@cob.org</a>
<b>Information Technology Services Department Director</b> .....	(360) 778-8050
Marty Mulholland .....	<a href="mailto:mmulholland@cob.org">mmulholland@cob.org</a>
<b>City Attorney</b> .....	(360) 778-8270
Joan Hoisington .....	<a href="mailto:jhoisington@cob.org">jhoisington@cob.org</a>
<b>Interim Public Works Director</b> .....	(360) 778-7900
Tom Rosenberg .....	<a href="mailto:trosenberg@cob.org">trosenberg@cob.org</a>

Visit the City's website at [www.cob.org](http://www.cob.org)

**EXECUTIVE STAFF**

**Chief Administrative Officer** ..... (360) 778-8100  
David Webster.....[dwebster@cob.org](mailto:dwebster@cob.org)

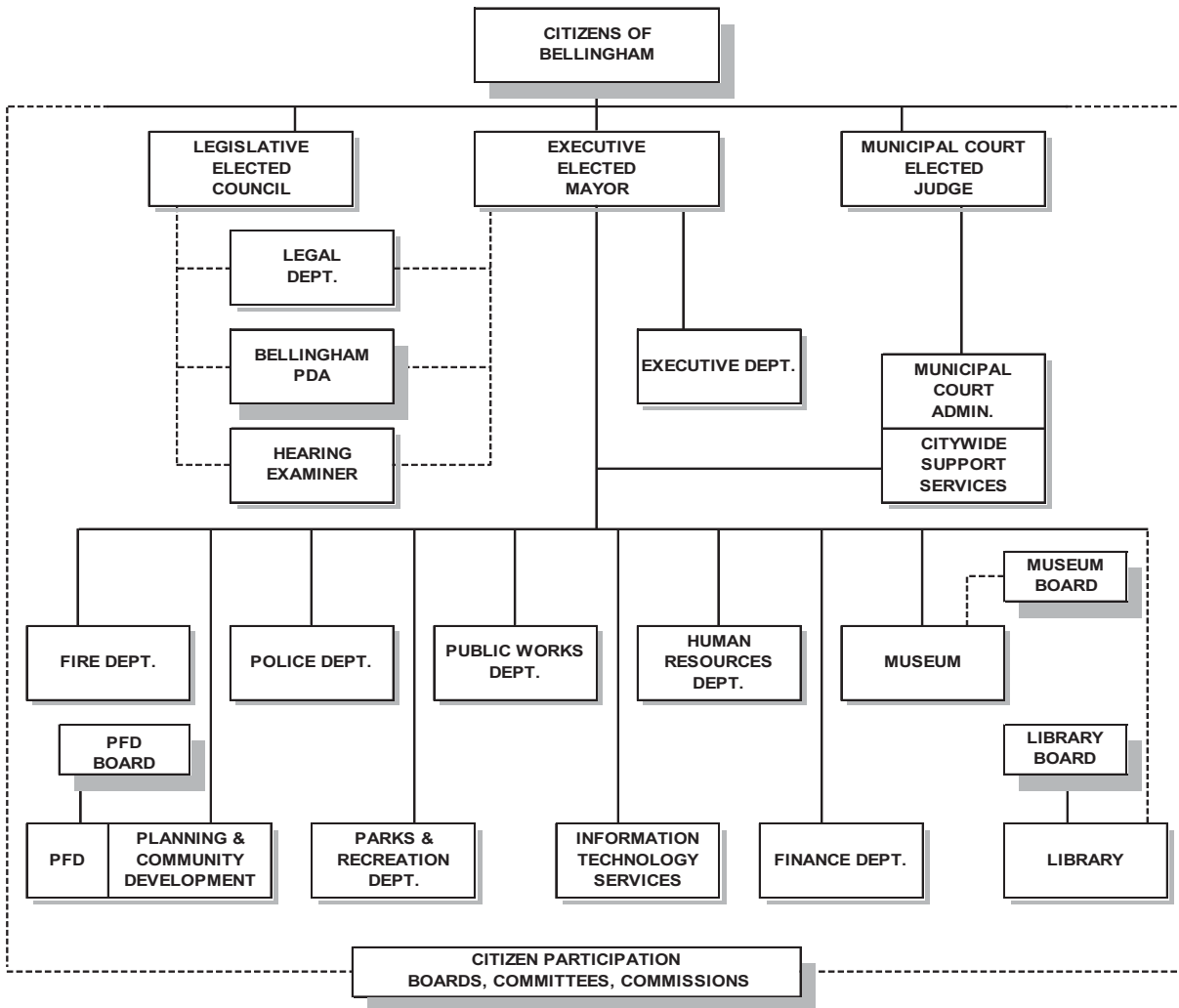
**Communications Manager** ..... (360) 778-8100  
Janice Keller.....[jkeller@cob.org](mailto:jkeller@cob.org)

**Neighborhood Services Coordinator** ..... (360) 778-8100  
Linda Stewart .....[lstewart@cob.org](mailto:lstewart@cob.org)

**Policy Analyst and Special Projects** ..... (360) 778-8103  
Sati Mookherjee .....[smookherjee@cob.org](mailto:smookherjee@cob.org)

Visit the City's website at [www.cob.org](http://www.cob.org)

## ORGANIZATION CHART



- A text box indicates a department or elected official within the City organization.
  
- A divided box indicates dual function and responsibility within the same department.
  
- A box with double-width shadow indicates an entity outside the City organization.
  
- A dotted line indicates an indirect or advisory relationship.
  
- \_\_\_\_\_ A solid line indicates a formal and direct relationship.
  
- PDA      Public Development Authority
  
- PFD      Public Facilities District

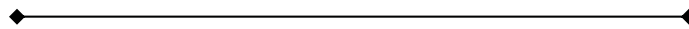
This key applies to all organization charts throughout the Budget Document, which appear at the beginning of each Departmental section.



## **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 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 county-wide 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 sixteen 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 Public Facilities District and the Bellingham Public Development. The City organization chart shows the elected officials, the operating departments and some of the citizen boards, committees, commissions, etc. that assist the City to function.

## **COMMUNITY AND LOCAL ECONOMY**

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 about 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 75,750 people as 2009 begins. 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 become Bellingham Bay. English Captain George Vancouver explored the area in 1792 and named Bellingham Bay for Sir William Bellingham, Vancouver's British Navy provisioner. Small communities came and went on the shores of Bellingham Bay through boom and bust cycles throughout the 1800s. The City of Bellingham incorporated as a Washington Municipal Corporation in 1904, 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, area residents and visitors alike can literally "do it all" in one day from Bellingham. 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 respected Whatcom Museum of History and Art, operated by the City of Bellingham with the generous support of many organizations and individuals. Old City Hall, originally built in 1892, is an iconic brick building that forms the centerpiece of the Museum campus. Construction is nearly complete on a grand addition to the Museum campus: the Lightcatcher Building, scheduled to open in 2009.

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 port supports fishing, boat building, shipping, and marina operations. Squalicum Harbor is the second largest marina in Puget Sound, with 1,900 pleasure and commercial boats moored. The 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.

Bellingham is home to Western Washington University 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. 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, Horizon Airlines, and various charter services depart from the Port-operated Bellingham International Airport. Amtrak rail service and Greyhound bus service connect Bellingham to Seattle and Vancouver BC, both departing from the Fairhaven district. From Bellingham's ports, 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 transit connector service to Skagit County.

### **Geography**

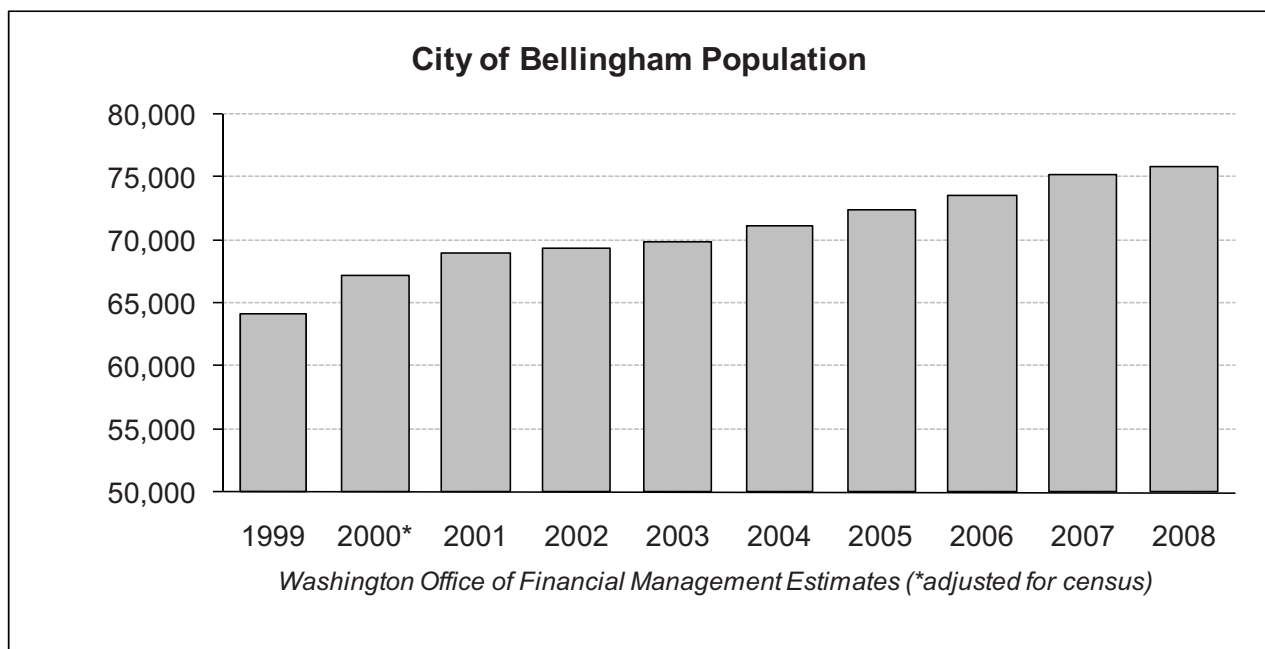
Elevation: Ranges from sea level at the waterfront to approximately 240 feet above on Western Washington University's campus.

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 of 75,750 in 2008 has increased over 22% from 1998.



## Budget Overview

### Demographics

Median resident age: 30.4 years

85.9% White Non-Hispanic

4.6% Hispanic

3.1% Two or more races

2.5% American Indian

1.0% Black

0.9% Vietnamese

0.7% Chinese

0.6% Asian Indian

0.6% Korean

Males 48.1% Females 51.9%

Median household income: \$35,075

Median house value: \$321,300

Median gross rent: \$748

Residents living in poverty: 23.6%

2008 cost of living index in Bellingham:  
107.0 (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%

(2007 Estimates from City-Data.com)

### Makeup of Employment Base

#### Largest Employers in Whatcom County - 2008 / 2009 Survey

Rank	Name	Employees	Type
1	PEACE HEALTH (St. Joseph Hospital / Madrona)	2,706	Health Care
2	WESTERN WASHINGTON UNIVERSITY *	1,664	Education
3	BELLINGHAM SCHOOL DISTRICT	1,300	Education
4	HAGGEN INC	933	Retail
5	WHATCOM COUNTY	920	Government
6	CITY OF BELLINGHAM	852	Government
7	BP CHERRY POINT REFINERY *	725	Manufacturing
8	FERNDALE SCHOOL DISTRICT	710	Education
9	LUMMI TRIBAL OFFICE	700	Tribes - Admin
10	STERLING HEALTH	700	Health Insurance
11	SODEXHO SERVICES *	671	Food Service
12	SILVER REEF CASINO	560	Tribes - Gaming
13	FRED MEYERS	552	Retail
14	MATRIX SERVICE INCORPORATED	550	Construction
15	ALCOA INTALCO *	544	Manufacturing
16	THE MARKETS LLC (Formerly Brown & Cole)	485	Retail
17	LYNDEN SCHOOL DISTRICT	446	Education
18	HEATH TECNA INC	442	Manufacturing
19	T-MOBILE (not verified by T-Mobile)	440	Telecommunications
20	ANVIL CORP	431	Engineering
21	WHATCOM COMMUNITY COLLEGE	389	Education
22	WAL-MART	380	Retail
23	BELLINGHAM TECHNICAL COLLEGE *	345	Education
24	COSTCO	330	Wholesale
25	MT. BAKER SCHOOL DISTRICT	320	Education

Source: Western Washington University College of Business and Economics, Economics and Business Research.

\* = Waiting for response. Employment numbers used were taken from the 2007 survey.

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.

**Makeup of Employment Base (continued)**

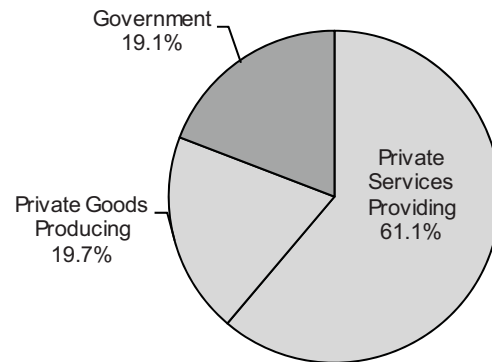
**Nonagricultural Wage and Salary Employment**

Bellingham Metropolitan Statistical Area (Whatcom County)

Not Seasonally Adjusted, in Thousands

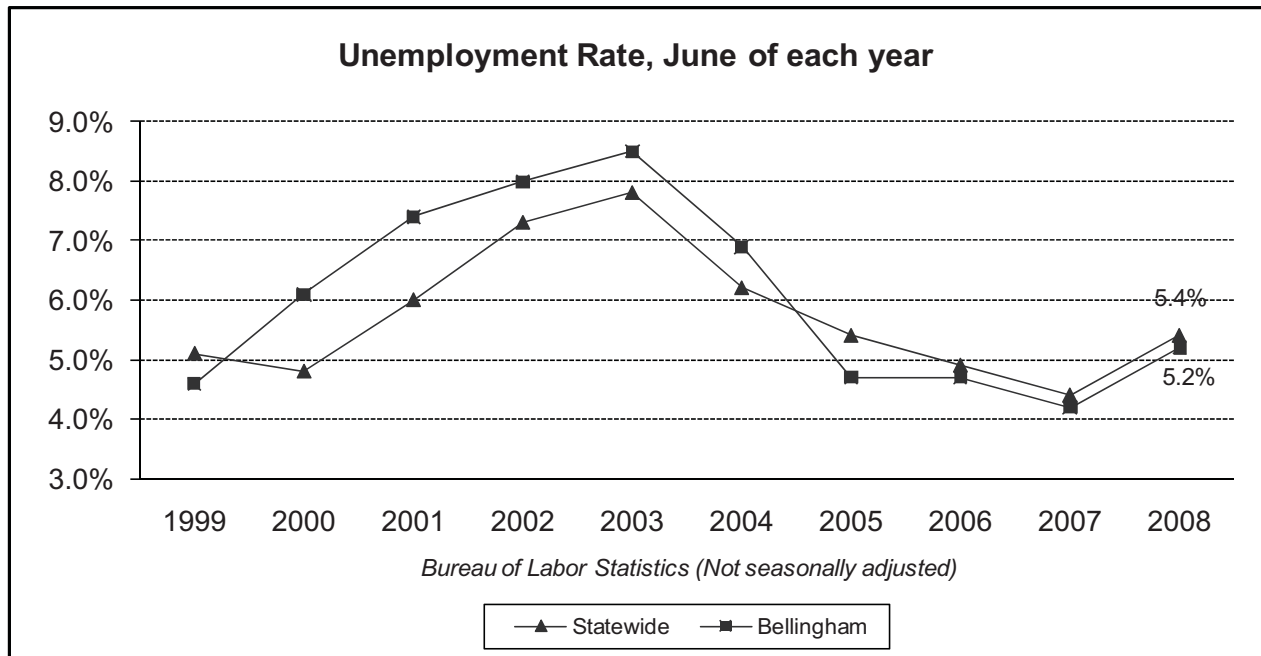
Jun-08

TOTAL PRIVATE	70.1
GOODS PRODUCING	17.1
NAT. RESOURCES, MINING, & CONSTR.	8.1
MANUFACTURING	9.0
SERVICES PROVIDING	69.6
PRIVATE SERVICES PROVIDING	53.0
TRADE, TRANSPORTATION & UTILITIES	15.9
Retail Trade	10.7
FINANCIAL ACTIVITIES	3.2
PROFESSIONAL & BUSINESS SERVICES	8.1
LEISURE and HOSPITALITY	10.5
GOVERNMENT	16.6
Federal Government	1.2
State Government	5.4
Local Government	10.0



Washington State Employment Security Department

**Unemployment**



The Bureau of Labor and Statistics has revised Unemployment figures for the periods shown since the last Budget Document publication.

**Makeup of Retail Sales Tax Base**

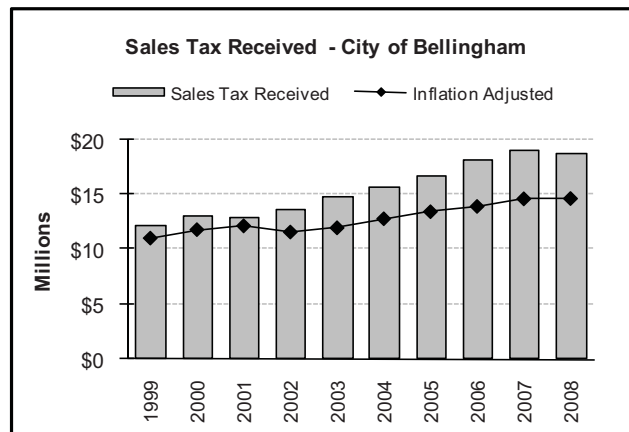
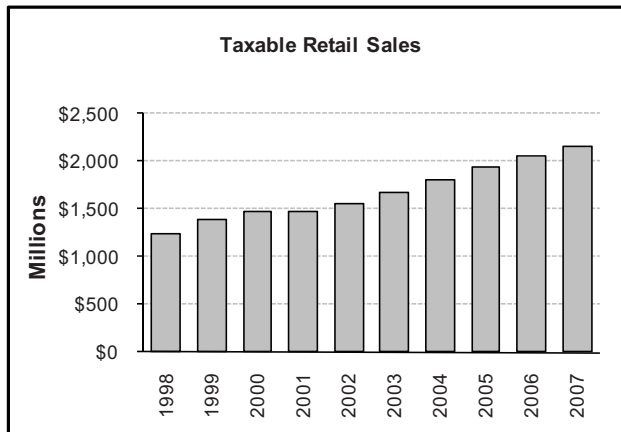
<b>Taxable Retail Sales - Bellingham</b>					
<b>By North American Industrial Classification System (NAICS)</b>					
	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>% of Total</b>	<b>Change '06 to '07</b>
Retail Trade	\$ 1,074,419,914	\$ 1,129,453,949	\$ 1,189,169,771	55.2%	5.3%
Construction	262,574,721	299,862,388	298,127,859	13.8%	-0.6%
Services	243,953,248	253,274,120	268,031,820	12.4%	5.8%
Accommodation & Food Svc; Arts, Ent & Rec	189,875,455	199,243,226	216,333,383	10.0%	8.6%
Wholesale Trade	107,042,260	124,172,571	126,083,573	5.9%	1.5%
Manufacturing	31,246,770	31,185,479	38,895,214	1.8%	24.7%
Transportation & Warehousing; Other	15,922,872	18,012,485	16,882,130	0.8%	-6.3%
<b>Total</b>	<b>\$ 1,925,035,240</b>	<b>\$ 2,055,204,218</b>	<b>\$ 2,153,523,750</b>	<b>100.0%</b>	<b>4.8%</b>

*Department of Revenue, Quarterly Business Review*

**Growth in Business Activity – Sales Tax**

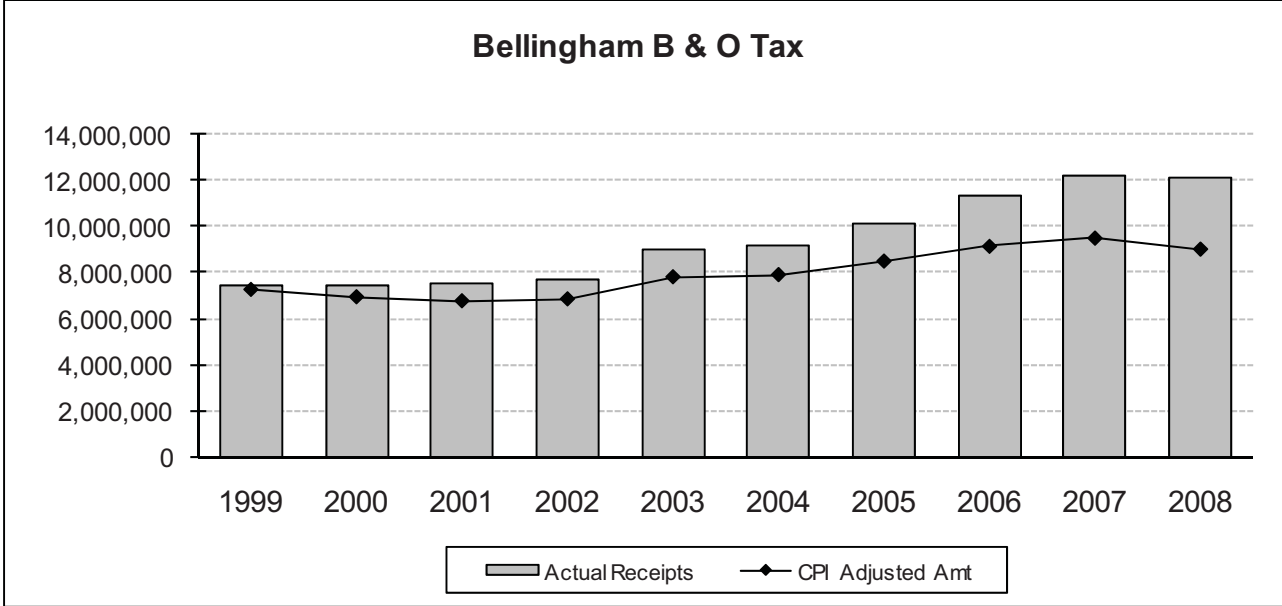
While the Washington State Sales Tax composite rate has increased, the City’s portion of the tax rate has remained the same. Information about distribution of the total sales tax amount is given in the pages ahead.

On July 1, 2008, the State changed to destination based sales tax, impacting which transactions the City will receive sales tax for.



### Growth in Business Activity – Business and Occupation Tax

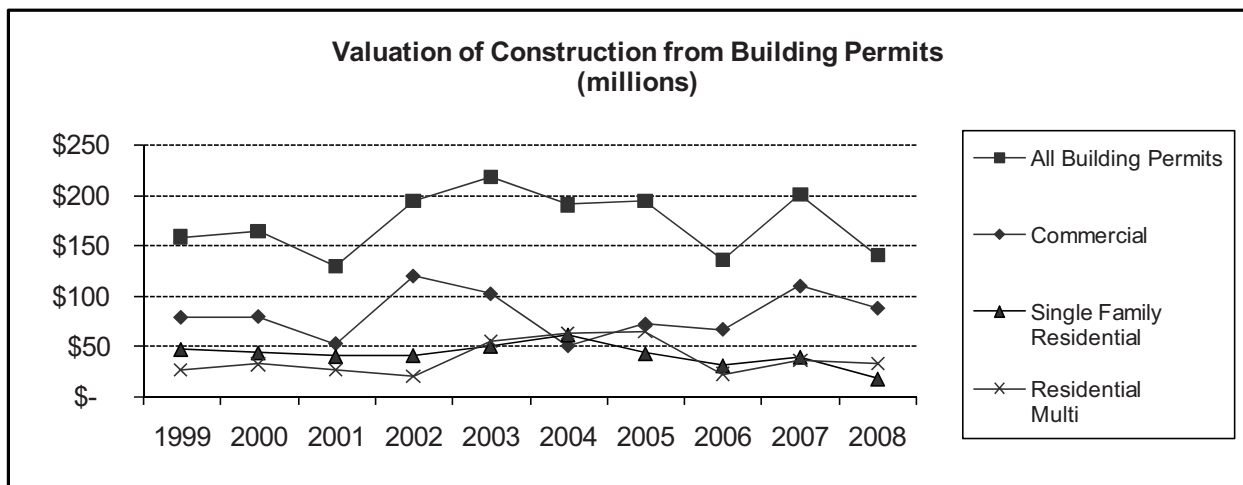
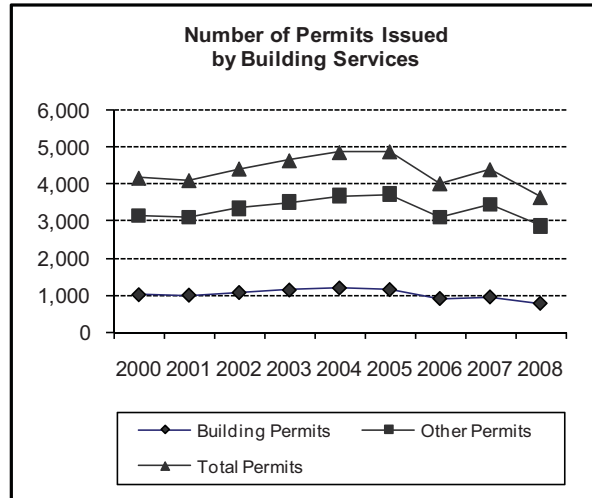
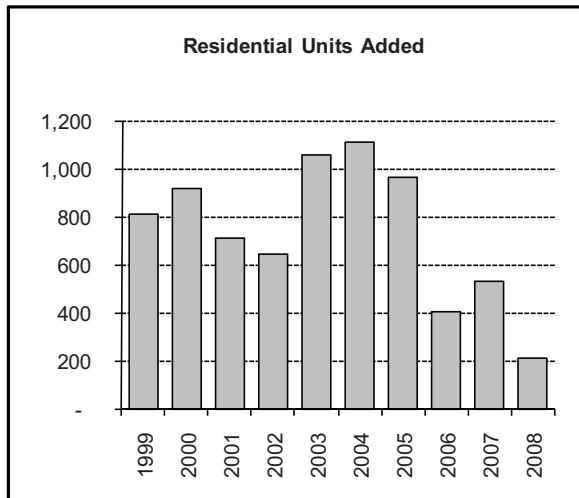
This chart shows a ten-year history of the City’s Business and Occupation Tax revenue. B & O Tax rates have not changed during this period.



**Building Permit Activity**

In addition to revenue from permit fees and impact fees, construction activity within the City effects revenues from sales tax, property tax, real estate excise tax and other revenue sources.

The number of residential units added within the City, the number of permits issued, and the valuation of new construction are summarized from the Building Services permit tracking system.

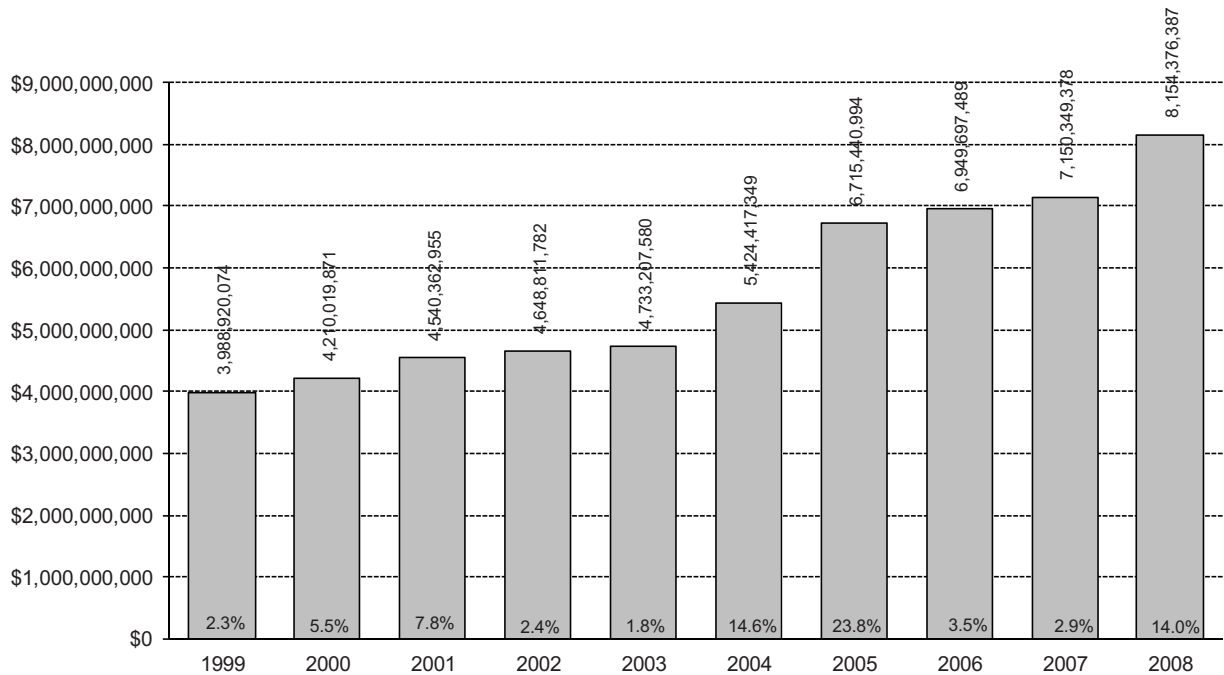


Valuation is based on the square foot valuation in the permit tracking system. The valuation for All Building Permits includes more categories than are summarized in separate lines on the graph.



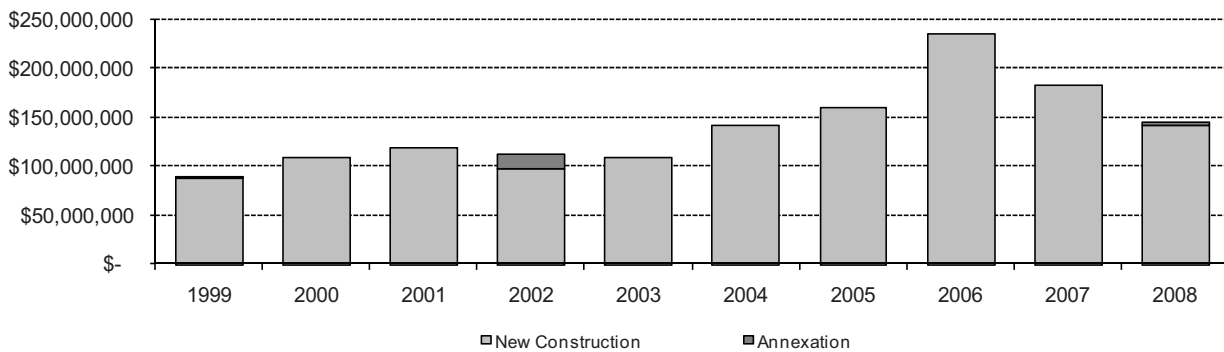
Property Tax Base

ASSESSED VALUATION - REAL PROPERTY - Last Ten Fiscal Years



Percentage is Increase Over Prior Year. 2008 is Assessment for 2009.  
 Valuation shown is 100% before adjustments.  
 Source: Whatcom County Assessor's Certification of Assessed Valuations memo.

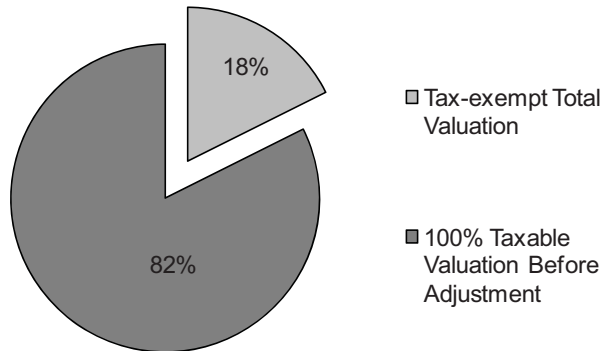
Assessed Valuation of New Construction and Annexations



The Whatcom County Assessor revalues property inside the city limits in four-year cycles with the North and South segments of the City being assessed in different years. Annexations and major new construction also can cause the total assessed value to increase more than normal in a given year.

**Property Tax Base (continued)**

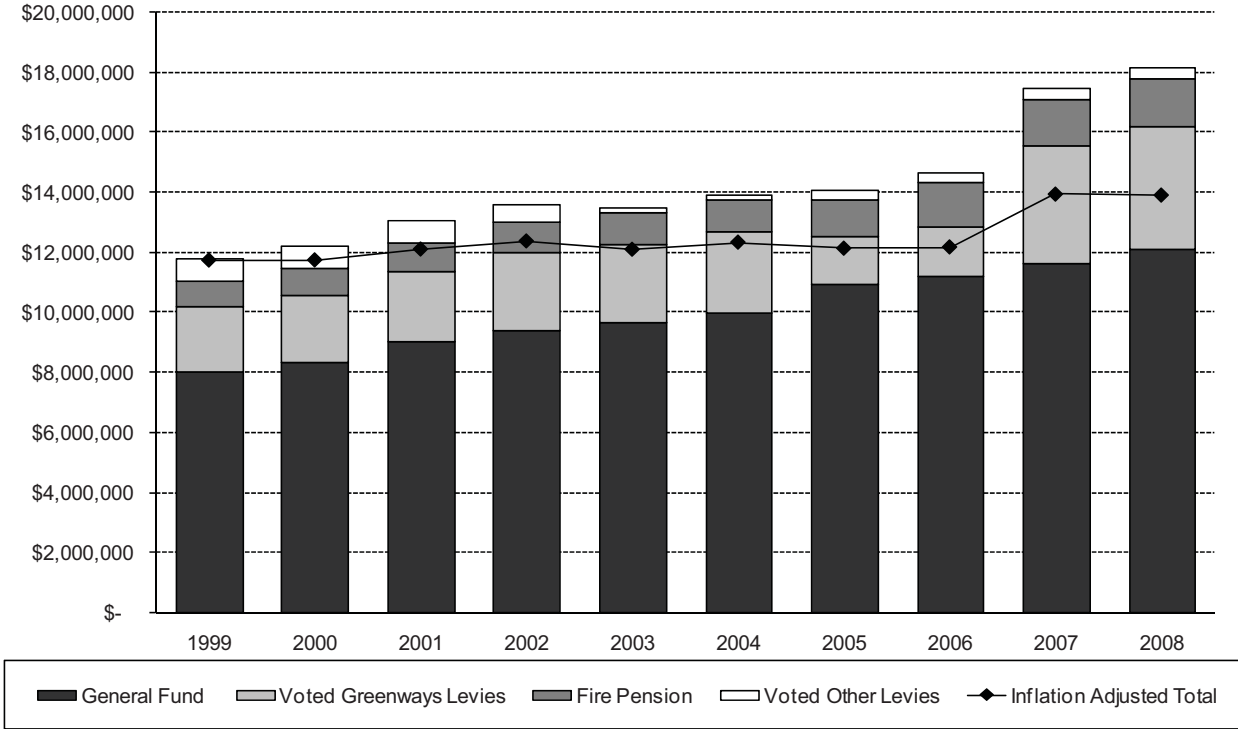
Government owned property (federal, state, local, school) is statutorily exempted from taxation. Non-profit organizations must apply for exemption through the Washington State Department of Revenue and file annually to keep the exemption. The pie chart below shows the percentage of tax exempt property within the City for the 2008 tax year.



<b>Assessed Values of Ten Largest Valued Taxable Accounts within the City of Bellingham</b>			
<b>Tax Year 2008</b>			
1	Puget Sound Energy/Elec	State Assessed Utility (B'ham)	\$ 145,426,941
2	Bellis Fair Partners	ptn Bellis Fair Mall	\$ 32,856,940
3	Pk II Sunset Square LLC	ptn Sunset Square	\$ 20,891,450
4	Qwest Corporation	State Assessed Utility (B'ham)	\$ 19,597,018
5	MWSH Bellingham LLC, etal.	Spring Creek Retirement Center	\$ 15,863,025
6	Roundup Co	Bakerview Fred Meyer	\$ 15,537,950
7	Carey NW LLC	Belleau Woods Apartments	\$ 14,608,300
8	4545 Cordata Parkway LLC	Madrona Medical	\$ 13,471,175
9	Metropolitan Life Insurance Co	Lakeway Fred Meyer	\$ 13,356,365
10	Haggen Talbot Co Ltd	2211 Rimland Dr.	\$ 13,315,970

Property Tax Levy History

Property Tax Levy Total - 10 Year History

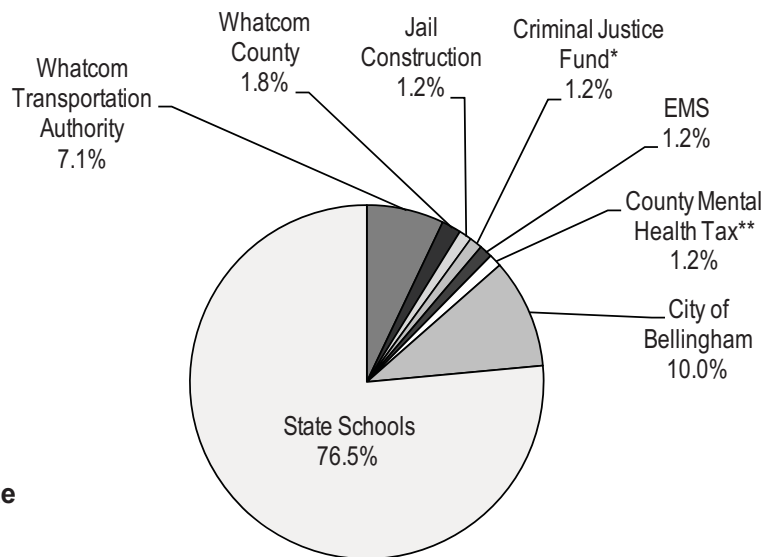


**How Property and Sales Tax are Distributed – City and Other Agencies**

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

**Distribution of Sales Tax Collected**

The sales tax received by the City is divided between the Street fund and the General Fund. Prior to 2009, this was split evenly between the two funds. In 2009, approximately 52.5% will go into the General Fund and 47.5% to the Street Fund.



**Breakdown of Retail Sales Tax Rate for Distribution**

Whatcom Transportation Authority	0.60
Whatcom County	0.15
Jail Construction	0.10
Criminal Justice Fund*	0.10
EMS	0.10
County Mental Health Tax**	0.10
<b>City of Bellingham</b>	<b>0.85</b>
State Schools	<u>6.50</u>
<b>Total Retail Sales Tax Rate</b>	<b>8.50%</b>

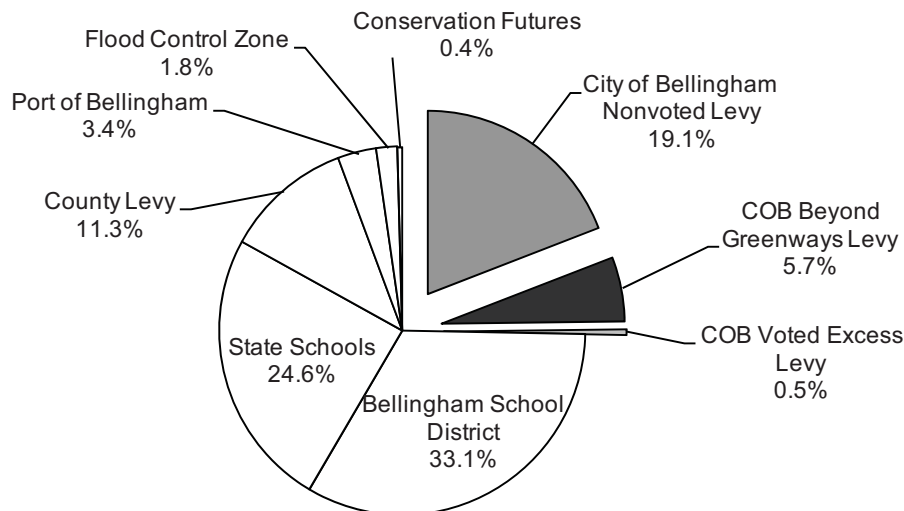
\*Criminal Justice Fund money is divided between the City and County based on population.

\*\*New 1/1/2009

**Distribution of Property Tax Collected**

Jurisdiction	2008 Levy Rate Per \$1,000 Valuation	2009 Levy Rate Per \$1,000 Valuation	2009 Percent of Levy	2009 Cost for \$300K HOME
City of Bellingham				
General Fund	\$1.70917	\$1.49933	16.63%	\$449.80
Fire Pension	0.22500	0.22500	2.50%	67.50
Nonvoted Levy	1.93417	1.72433	19.13%	517.30
Voted Greenways	0.57493	0.51163	5.68%	153.49
Total Regular Levy	2.50910	2.23596	24.80%	670.79
Voted Excess Levies	0.05197	0.04516	0.50%	13.55
<b>Total City of Bellingham Levy</b>	<b>2.56107</b>	<b>2.28112</b>	<b>25.30%</b>	<b>684.34</b>
State Schools	2.42701	2.21902	24.61%	665.71
County Levy	1.08884	1.01676	11.28%	305.03
Conservation Futures	0.04229	0.03949	0.44%	11.85
Flood Control Zone	0.13625	0.16598	1.84%	49.79
Port of Bellingham	0.32465	0.30593	3.39%	91.78
Bellingham School District (1)	3.26299	2.98677	33.13%	896.03
<b>Total Levy</b>	<b>\$9.84310</b>	<b>\$9.01507</b>	<b>100.00%</b>	<b>\$2,704.52</b>

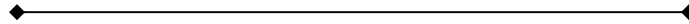
(1) Small portions of the City of Bellingham are within the Meridian or Ferndale School Districts rather than the Bellingham School District, resulting in a slightly different total property tax levy rate in those areas.



## **PREPARING AND AMENDING THE CITY'S BUDGET**

### **2008 PROCESS CALENDAR FOR THE 2009 BUDGET**

Council Retreat to discuss goals and priorities for 2009 .....	March 21-22
Departments prepare annual estimates .....	July 23 – August 18
Departmental requests filed with the Budget Manager .....	August 18
Departmental requests presented to the Mayor.....	September 1
Public Hearing on revenue sources including Property Tax .....	October 20
Preliminary Budget presented to Council.....	October 27
Departmental Presentations and Hearings on the Budget.....	November 3, 10, and 17
Property Tax Ordinance presented to Council.....	November 10
Public Hearing on Budget .....	November 24
Council adopts Property Tax Ordinance .....	November 24
Budget Ordinance presented to Council .....	December 8
Council adopts Budget Ordinance .....	December 15
Adopted Budget Document Printed .....	February 2009



#### **Preparing the City's 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. The City sometimes chooses to accelerate this schedule. The schedule that was used for this budget year is found above.

*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. Estimates of interest and debt redemption requirements are prepared.

*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 1<sup>st</sup>*. The Finance Director makes copies of the preliminary budget document available to taxpayers *no later than six weeks prior to January 1<sup>st</sup>*.

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. These work sessions take place *during the month of November*.

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 final hearing may be continued from day-to-day, but must be completed *no later than December 5<sup>th</sup>*.

The City Council makes changes to the preliminary budget as it deems necessary and adopts the Final Budget, by ordinance, *prior to January 1<sup>st</sup>*.

### **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.

## **BUDGET DEVELOPMENT POLICIES**

Budget and Financial Policies were reviewed and re-written during 2006 and 2007. The new policy is presented here:

### **City Philosophy and Guidelines**

The City of Bellingham strives to provide a healthy balance of services to promote an outstanding quality of life in the City. While recognizing the importance of all programs to promote this goal, it is understood that the City's ability to provide services can vary according to shifts in the local and state economy. During periods of flat or declining revenues the City's emphasis on programs for public safety and maintaining previous investments in capital facilities will increase. During periods of increasing revenues the City will generally work to improve the balance among different program areas.

This philosophy is illustrated in these five guiding principles:

1. Policy and administrative decisions should reflect long-term community goals.
2. All City decisions should reflect both immediate and long-term costs.
3. Encourage citizen stewardship through involvement in civic affairs.
4. Promote and support intergovernmental and public/private partnerships.
5. Planning a healthy environment for children fosters a healthy environment for us all; therefore, all City policies and decisions will consider the well-being and safety of children.

The following sections layout policies that follow this philosophy. In addition to the policies, the City of Bellingham's budget process is governed and its policies superseded by the Revised Code of Washington (RCW) 35A.33.

### **General Budget Policies**

1. Strategic Plan – The City Council will issue its Goals & Objectives at the start of each budget cycle. These Goals & Objectives will be used as the framework to help guide spending prioritization within the City.
2. Budget Preparation – Department Heads have primary responsibility for formulating budget proposals that support the priorities and direction provided by City Council and the Mayor, and for implementing them once they are approved.

The Budget Office is responsible for coordinating the overall preparation and administration of the City's budget and Capital Investment Program Plan. This function is fulfilled in compliance with applicable State of Washington statutes governing local government budgeting practices.

The Budget Office assists department staff in identifying budget problems, formulating solutions and alternatives, and implementing any necessary corrective actions.



3. Examination of Existing Base Budget – During the annual budget development process, departments will thoroughly examine their existing base budget to remove one-time appropriations and to reduce or eliminate any services that are no longer priorities or do not create value that at least offsets the cost of providing the service.
4. Performance Budgeting – Performance measures will be utilized and reported in department budgets. The City will prepare trends, comparisons to other cities, and other financial management tools to monitor and improve service delivery in City programs.
5. Services to Keep Pace With Community Needs – The City will strive to ensure that City service priorities keep pace with the dynamic needs of the community by incorporating a service needs review as part of the budget process.
6. Balanced Budget – In compliance with RCW 35.33.075, the City adopts a statutorily balanced budget, which requires total estimated resources (beginning reserves plus revenues) equal the total appropriation (expenditures plus ending reserves). Semiannually the Budget Manager will prepare a six-year forecast of revenues, expenditures and reserves so the City can ensure that expenditures are limited to an amount that can be sustained within projected revenues while maintaining prudent reserves.
7. Distinguished Budget Presentation – The City will prepare its budget in accordance with the Government Finance Officers Association's (GFOA) recommendation. It will also seek to obtain the GFOA Distinguished Budget Presentation Award for its annual budget.

### **Revenue Policies**

The City must be sensitive to the balance between the need for services and the City's ability to raise fees, charges, and taxes to support those services.

1. Mix of Revenues – The City should strive to maintain a diversified mix of revenues in order to balance the sources of revenue amongst taxpayers and to provide ongoing stability and predictability. The City's overall revenue structure should be designed to recapture for the City some of the financial benefits resulting from City economic and community development investments.
2. Charges for Services – Charges for services that benefit specific users should recover full costs, including all direct costs, capital costs and overhead. Departments that impose fees or service charges should prepare and periodically update cost-of-service studies for such services. A subsidy of a portion of the costs for such services may be considered when Council determines such subsidy is in the public interest.
3. One-time Revenues – The City will not use resources received, that are considered to be of a one-time nature, to fund on-going operational costs.
4. Grant Agreements – Prior to application and again prior to acceptance, grant agreements will be reviewed by the appropriate City staff to ensure matching requirements are reasonable and attainable, and ensure compliance with regulatory requirements is possible.

### **Operating Expenditure Policies**

1. **Adding New Staff** – The City allocates staff and resources necessary to safely, effectively, and efficiently meet the needs of our citizens. Any change to staffing and resource levels will be consistent with the overall goals and priorities of the City Council. The Executive, Finance, and Human Resources Departments will consider the following factors to closely manage staffing changes to maintain city priorities:
  - a. The nature and duration of work assignments/projects;
  - b. Amount and sustainability of funding sources;
  - c. Consistency with City Council goals; and,
  - d. Feasibility and cost effectiveness of all service delivery options.
2. **Public Stewardship** – In all Operating Expenditure areas the City will strive to balance prudent decision making with fair market considerations in order to receive optimal value for the funds being expended.
3. **Compensation** – The City strives for a compensation practice that will attract and retain competent employees and be in harmony with the community served. In establishing compensation, which includes salary and benefits, the City will normally reflect the compensation practices of employers in the geographic area from which job applicants are recruited.
4. **Full Cost Allocation** – Department budgets should be prepared in a manner to reflect the full cost of providing services. The only exception would be for General Fund department costs that would be attributable to other General Fund department services.

### **Financial Planning & Forecasting Policies**

The City maintains a six-year Financial Forecast of resources and expenditures for the six years beyond the current budget period. This Forecast is updated quarterly to provide the City's decision-makers with an indication of the long-term fiscal impact of current policies and budget decisions. The City will regularly test both its planning and forecasting methodology and use of planning and forecasting tools in order to provide information that is timely and accurate.

### **Budget Adjustments & Amendments**

The current period's Operating Budget may be adjusted during the year using one of two methods.

The first method is an Adjustment. This involves a reallocation of existing appropriations and does not change the Fund's, or for the General Fund the Department's, budget "bottom line." No City Council action is needed as State law allows budget adjustments to be done administratively with approval from the Mayor and/or CAO.

The second method is an Amendment. This involves an addition to or reduction of existing appropriations which results in a change to the Fund's, or for the General Fund the Department's, budget "bottom line." This type of change requires an ordinance that amends the original budget and states the sources of funding for the incremental appropriations.

1. **Budget Amendments** – The City's preferred method for budget changes is an Adjustment. That is, finding availability within existing budget before requesting incremental funding. Amendments to the City's budget should only be requested for material changes that impact

a department and/or fund's existing appropriation. For purposes of this policy, an unanticipated mid-period grant would be considered a material change.

2. Budget Ordinances – The Budget Manager will review all agenda bills submitted to City Council which require a Budget Ordinance. The objective of these reviews is to ensure disclosure of all fiscal issues to the Council and to draft the Budget Ordinance.

### **Reserve Policies**

The City will maintain adequate reserves in order to reduce the potential need to borrow to fund operations or abruptly reduce services during periods of economic downturn or other emergencies. It will also place resources into reserve for long-term capital needs and pension obligations. To accomplish these goals the City has specified specific reserve requirements in several funds. These detailed requirements can be reviewed in the table at the end of the policies.

1. Definition of Reserves – The City defines budgetary reserves as the difference between:
  - a. Those 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.
2. Unrestricted General Fund Reserves – Before using unrestricted General Fund reserves on expanding or funding operations, consideration will be given to investing those funds in specific Capital reserve and Pension reserve funds.

### **Investment & Debt Policies**

1. Asset Preservation – Preservation and safety of assets is a higher priority than return on investments. Therefore, the City will seek a reasonable return on its investments while also preserving the original capital investment. This is typically referred to as the ‘Prudent Person’ policy. The City also has an Investment Policy which Council reviews and adopts annually.
2. Interfund Loans – The City will use interfund loans when possible to provide for cash flow coverage, which must be separately approved by the Council. Longer-term uses will be allowed on a case-by-case basis. The Finance Director will establish rates of return to assure the loaning fund receives a return equal to the pool investment rate. In addition, the department responsible for the loaning fund will be consulted to determine whether funds are available for the term of the loan.
3. Debt Issuance – The City will strive to keep a strong bond rating by monitoring and improving its financial stability. Before debt is issued consideration will be given to: a) whether revenue stream is available to repay the debt, b) alternate methods of financing, and; c) whether it would not be cost effective to delay issuing debt.

### **Capital Investment Policy**

1. Relationship to Long-Range Plans – Capital projects will typically be based on formal long-range plans that have been adopted by the City Council. This ensures that the City's Capital Facilities Plan (CFP), which is the embodiment of the recommendations of these individual planning studies, is responsive to the officially stated direction of the City Council as contained in the Comprehensive Plan, Goals and Objectives, or other long-range

## Budget Overview

supporting documents. Each project will be evaluated based on its relative contribution to these studies. It is also recognized that capital maintenance projects will arise on a regular basis that are not listed in the CFP or other formalized plans.

2. Types of Projects Included in the CFP Plan – A CFP project is generally defined to be any project that:
  - a. Involves design, physical construction, reconstruction, or replacement of a major component of City infrastructure, or acquisition of land or structures; and
  - b. With the exception of projects utilizing REET funds, is estimated to exceed \$50,000. Any project using REET funds, regardless of project amount, will be included on the CFP.
3. Project Tracking – Each Capital Project is required to be tracked with a Job Cost Project Number in Finance’s Accounting System. Finance will also provide budget to actual reports on a quarterly basis to ensure proper funding.
4. Budget Upfront – Capital projects will be budgeted at the full estimated cost of completing the project, or unique phase for larger projects, in the year the project is expected to be started. Once adopted, unspent CFP budgets will be reappropriated at the end of each fiscal period until the project is completed or abandoned.
5. Calculation of Operating Impact – The operating and maintenance cost impact of new capital facilities will be calculated and considered prior to the authorization of the project.

### **Accounting, Audit & Financial Reporting Policies**

1. Budget Monitoring – The Finance Department will maintain a system for monitoring the City’s budget performance. This system will provide the City Council with quarterly presentations regarding fund level resource collections and department level expenditures. The system will also provide monthly reports to Department Heads. The Department Heads will have primary responsibility for ensuring their Departments and/or Funds stay within their annual adopted budget.

### **Reserve Goal Table**

Fund Name	Goal	Rationale
General	12% of Operating Expenditures	Service continuity during slower economic periods (Res. 2005-48)
Street	5% of Operating Expenditures	Ensure appropriate funding to cover cash flow concerns
Capital Maintenance	\$100,000	Ensure appropriate funding to cover cash flow concerns
1 <sup>st</sup> & 2 <sup>nd</sup> Quarter REET	\$100,000 per Fund	Ensure appropriate funding to cover cash flow concerns
Public Safety Dispatch	15% of Operating Expenditures	Ensure appropriate funding to cover cash flow concerns
Public Facilities District	5% of Operating Expenditures, or \$10,000, whichever is greater	Ensure appropriate funding to cover cash flow concerns

<b>Fund Name</b>	<b>Goal</b>	<b>Rationale</b>
Water	5% of Operating Expenditures	Ensure appropriate funding to cover cash flow concerns
Wastewater	5% of Operating Expenditures	Ensure appropriate funding to cover cash flow concerns
Storm Water	5% of Operating Expenditures	Ensure appropriate funding to cover cash flow concerns
Solid Waste	5% of Operating Expenditures	Ensure appropriate funding to cover cash flow concerns
Cemetery	5% of Operating Expenditures	Ensure appropriate funding to cover cash flow concerns
Parking Services	5% of Operating Expenditures	Ensure appropriate funding to cover cash flow concerns
Medic One	8% of Operating Expenditures	One month's worth of funding to cover cash flow concerns (ILA. 2007-0050)
Development Services	50% of Operating Expenditures	Ensure appropriate funding to cover cash flow concerns
Fleet	5% of Operating Expenditures	Ensure appropriate funding to cover cash flow concerns
Purchasing	5% of Operating Expenditures	Ensure appropriate funding to cover cash flow concerns
Facilities	5% of Operating Expenditures	Ensure appropriate funding to cover cash flow concerns
Unemployment	75% of Expected Claims	Ensure appropriate funding to cover cash flow concerns
Health Benefits	5% of Medical Insurance Payments	Ensure appropriate funding to cover cash flow concerns

## **EXPLANATION OF ACCOUNTING BASIS AND ACCOUNT STRUCTURE**

### **Basis of Accounting**

The basis of accounting defines when revenues, expenditures, or expenses are recognized in the accounts and included in the budget estimates. The basis of budgeting and the basis of accounting used in the City's audited financial statements are the same.

The modified accrual basis of accounting is used for the General Fund, Special Revenue Funds, Debt Service Funds, Capital Project Funds, Benefit Trust Funds, and Permanent Funds. Under this method, expenditures are recognized in the accounting period in which the liability is incurred. Revenues are recognized when they become both measurable and available to finance expenditures of the current period (no more than 60 days beyond period end). Revenues that are measurable but not available are recorded as deferred revenues and offset by receivables.

- Taxes, entitlements and shared revenues are recognized when cash is received.
- Grant reimbursements are recognized in the year in which the expenditures are incurred.
- Special assessments are considered measurable and available when they become current.
- Interfund revenues for goods and services are considered measurable and available when earned.
- Proceeds from refunded debt are recognized as an "Other Financing Source" and the amount remitted to the refunding trustee is recognized as an "Other Financing Use."
- Redemption of long-term debt principal is considered an expenditure when due.
- Interest on long-term debt is recorded as an expenditure when due.
- Proceeds from the sale or loss of general fixed assets are recognized as an "Other Financing Source."
- Purchases of capital assets and inventories are considered expenditures.
- Prepaid items, for benefits not yet received, are recorded as expenditures when the benefits are realized.
- Accumulated unpaid sick pay and other health-related employee benefits are considered expenditures when paid. Accumulated vacation and compensatory time is expended when earned and the resulting liability is reduced when the time is taken off or paid.
- All other revenues are either not measurable or considered not available until collected.

The accrual basis is used for Enterprise Funds, Internal Service Funds, and Pension Trust Funds. Under this method, revenues are recognized when earned, expenses when incurred.

**Account Numbers**

The State of Washington prescribes the account code structure cities must use for reporting. Cities may use any accounting system during the course of the year, but they must prepare their Comprehensive Annual Financial Report (CAFR) and Budget using the State's Budgeting, Accounting, and Reporting System (BARS) codes.

For regular accounting, the City uses an alternative numbering system called the User Account Code (UAC). The budget document shows portions of the UAC and portions of the expense code that are the same in both the BARS and UAC systems. The City sets up a one-to-one relationship between the UAC and BARS numbers but leaves the full BARS account code in the background. This allows the City to change the BARS account for reporting to the state without affecting departments that use a UAC code.

Fund descriptions, including which departments are responsible for each fund, appear under the title Fund Descriptions and Accountability at the end of this description of account structure.

For both revenues and expenditures, the City uses additional levels of account code detail that are not shown in the budget document. The budget detail report may be viewed on request at the Finance front counter.

**Reserves**

For budget preparation and monitoring purposes, the City uses reserves rather than fund balances. The reserve concept is used because it better defines for City Council and Administration the resources expected to be available at the beginning of the year for expenditure. The 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:

- 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.

## **FUND DESCRIPTIONS AND ACCOUNTABILITY**

To comply with the BARS system, the City must use a three-digit number for funds. The City classifies funds by different types. These are:

001 General or Current Expense Fund - To account for all financial resources not required to be accounted for in another fund.

100 Special Revenue Funds - To account for the proceeds of specific revenue sources that are legally restricted for specified purposes.

200 Debt Service Funds - To account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

300 Capital Projects Funds - To account for financial resources to be used for the acquisition or construction of major capital facilities.

400 Enterprise Funds - To account for operations that are normally financed and operated in a manner similar to private business enterprise.

500 Internal Service Funds - To account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit on a cost-reimbursement basis.

611-620 Pension (and Other Employee Benefit) Trust 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, other post-employment benefit plans, and other employee benefit plans.

700 Permanent Funds – To account for resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the government's programs.

965 & 970 Discrete Component Units – To account for legally separate organizations for which the elected officials of the primary government are financially accountable or where the nature and significance of their relationship with the primary government are such that exclusion would cause the reporting entity's financial statements to be misleading or incomplete. These organizations are the Bellingham Whatcom Public Facilities District (PFD) and the Bellingham Public Development Authority (PDA).

The Mayor is ultimately responsible for all expenditures of City government. Day-to-day responsibility for fund management is delegated by the Mayor to Department Heads. In some instances, a specific department has total responsibility for a fund; in other cases, more than one department or division draw on the resources of a fund. The following table identifies the budgetary areas included in each fund. For those funds where the responsibility for reserve management is not the same as budgetary responsibility, the responsibility for reserve level management is shown separately.



<b>Fund#</b>	<b>Fund Name and Description</b>	<b>Budgetary Responsibility</b>
001	General Fund: The primary operating fund of the City. It accounts for all financial resources not required to be accounted for in a special purpose fund, and finances operations for funds that do not have adequate dedicated revenues, such as Police and Fire Pensions, Medic One, Cemetery, reserve balances and debt services.	All Departments except Public Works and Public Facilities District Reserve responsibility: Budget for general reserve and Departments for special reserves.
111	Street Fund: For maintenance of all City streets. Revenue is primarily from state sales tax, grants and interfund payments for administrative and engineering services.	Public Works
112	Arterial Street Construction Fund: For upgrading arterial roadways. Recurring revenue comes from state shared fuel tax. Project funding is supplemented by street related grants.	Public Works
113	Paths & Trails Reserve Fund: To establish and maintain paths and trails for bicyclists, equestrians and pedestrians. Source of revenue is one-half of one percent of motor vehicle fuel taxes received by the Street Fund.	Public Works
123	Park Site Acquisition Fund: Used for acquisition of land for parks, playgrounds, open space or greenbelts in areas deemed appropriate by the City Council. Source of revenue is a per-lot charge in subdivisions that do not dedicate or set aside property for park purposes.	Parks & Recreation
124	Technology Replacement and Reserve Fund: For a designated reserve for emergency use as approved by City Council for technology resources plus budgeted transfers into the fund based on the General Fund projected technology expense needs according to a four-year forecast. (former name Computer Reserve Fund)	Information Technology Services
125	Capital Maintenance Fund: A cumulative reserve to meet needs for repairs, maintenance, and non-capital improvements to General Fund supported facilities.	Public Works, Library, Museum, Parks & Recreation, and Fire Reserve responsibility: Budget
126	Library Gift Fund: Accumulates cash gifts to the library from private sources. Expenditures are made to provide books or other materials for the library.	Library
131	Olympic Pipeline Incident Fund: To account for funds to implement maintenance and monitoring tasks on Whatcom Creek pursuant to the Olympic Pipeline Whatcom Creek Restoration Plan.	Public Works
132	Squalicum Park / Olympic Fund: To account for a portion of the proceeds of the settlement from Olympic Pipeline to be used for Squalicum Park.	Parks & Recreation

## Budget Overview

Fund#	Fund Name and Description	Budgetary Responsibility
133	Olympic – Restoration Fund: To account for fund to complete restoration projects on Whatcom Creek pursuant to the Olympic Pipeline Whatcom Creek Restoration Plan.	Public Works
134	Olympic-Whatcom Falls Park Addition Fund: To account for settlement funds from the Olympic-Whatcom Falls Park Addition property settlement.	Parks & Recreation
135	Little-Squalicum-Oeser Settlement Fund: To account for the settlement funds from the Oeser property settlement	Parks & Recreation
141	First 1/4% Real Estate Excise Tax (REET) Fund: Proceeds from this tax fund construction, repair, replacement, rehabilitation, or improvement projects as authorized by state law.	Parks & Recreation, Planning & Community Development, Public Works, Police, and Fire Reserve and debt responsibility: Budget
142	Second 1/4% REET Fund: Used solely for financing capital projects specified in the capital facilities plan element of the comprehensive plan, as authorized by state law.	Parks & Recreation, Public Works Reserve and debt responsibility: Budget
151	Police Federal Equitable Sharing Fund: Created when the City entered into agreement with the Treasury Department to participate in the program for federally forfeited property or proceeds. Money received under the program is spent pursuant to federal guidelines.	Police
152	Asset Forfeiture/Drug Enforcement Fund: Proceeds of seizures are deposited into this fund, and used exclusively for expansion of narcotics enforcement.	Police
153	Criminal Justice Fund: Supplements staffing costs and capital equipment purchases. Funded by State entitlements.	Police
160	Public Safety Dispatch Fund: Provides efficient communication services for Bellingham's Police, Fire and EMS units, and participating public safety agencies in the surrounding county. This separate fund facilitates reporting financial operations to user agencies and to the 911 Center's Board of Administration. It is funded by user agencies.	Police
171	Greenways Levy Fund: The proceeds of this additional levy were collected from 1991 to 1996 to acquire and improve real property for open space, parks and trails. Fund closed in 2006.	Parks & Recreation
172	Beyond Greenways Fund: To continue acquisition improvement and maintenance of greenway areas begun by the original Greenway Levy. Funded by voter-approved \$20 million property tax levy, of which 90% is designated for capital projects.	Parks & Recreation

<b>Fund#</b>	<b>Fund Name and Description</b>	<b>Budgetary Responsibility</b>
173	Greenways III: Funded by voter-approved \$44 million property tax levy. To continue the acquisition, improvement and maintenance of greenways areas begun by the original greenway levy. Voter approved levy passed in 2006.	Parks & Recreation
177	Park Impact Fee Fund: Park impact fees, as authorized by Ordinance 2006-02-012, are placed in this fund. Funds are invested until needed, and the interest income remains with the park impact fee fund until the fees and interest are either refunded to the property owner or utilized as part of the resources for an approved project.	Parks & Recreation
178	Sportsplex Fund: Created to accumulate amounts specified in lease with Whatcom Soccer Commission to be paid to the City for Security Deposit and Capital Improvement /Major Maintenance. These funds may only be spent by mutual agreement for capital improvements, major maintenance or early retirement of bonds.	Parks & Recreation
180	Tourism Fund: To pay costs of tourism promotion or acquisition and operation of tourism-related facilities. The source of revenue is a special excise on transient lodging.	Planning & Community Development
190	Community Development Block Grant Fund: To upgrade neighborhoods and expand affordable housing choices, assist community social service agencies, address human needs, and create employment opportunities for individuals with low and moderate incomes. The source of revenue for this fund is a Community Development federal block grant.	Planning & Community Development
191	Home Investment Partnership Grant Fund: Accounts for federal home investment partnership grant revenue, a HUD grant for the expansion of the supply of affordable housing, particularly rental housing, for low and very low income Americans.	Planning & Community Development
211-235	General Obligation Debt Service Funds: Used to account for the accumulation of resources for and payment of general obligation bond principal and interest, special assessment bond principal and interest, and state loans, when the government is obligated in some manner for the payment.	Finance
245	Local Improvement District (LID) Guaranty Fund: Assures that payments on individual LIDs will be made on time if collections from district property holders are insufficient. Property in arrears is foreclosed and the proceeds deposited to the Guaranty Fund.	Finance

## Budget Overview

Fund#	Fund Name and Description	Budgetary Responsibility
251-299	LID Debt Service Funds: LIDs are issued when property owners require assistance funding improvements that benefit the entire district. The City administers LID bond funds. Since they are not an obligation, the City does not budget for individual LIDs, however expenditures are shown in any Actuals column.	Finance
313	City Hall Annex Fund: To pay the cost of purchasing and remodeling the building and adjacent parking lot to accommodate City offices.	Public Works
341	Civic Field Improvements Fund: Created to account for the multi-year project to remodel and improve the Civic Field Complex. The primary resources for the project are from transfers from other funds and the issuance of GO Bonds in 2004.	Parks & Recreation
410	Water Fund: To pay for costs associated with supplying safe water to customers of the City's water supply system. The sole source of revenue is the sale of water to the general public. Demand charges, hydrant fees and reservoir fees are collected for construction purposes.	Public Works
420	Wastewater Fund: To pay for costs associated with conveying and properly treating sewage from customers of the City's wastewater treatment system. The sole source of revenue is from services provided to the general public. Demand charges are collected for construction purposes.	Public Works
430	Storm and Surface Water Utility Fund: Created to improve existing and construct new stormwater facilities, prepare a stormwater master plan and acquire additional wetland and open space. The primary source of revenue is a service charge for impervious surface runoff.	Public Works
440	Solid Waste Fund: To pay costs associated with waste collection, transfer and disposal. A private contractor handles garbage collection and billing. The primary source of revenue is the utility tax.	Public Works
456	Cemetery Fund: To provide for operation and maintenance of Bayview Cemetery. Revenue is derived from the sale of lots and concrete boxes, interment charges, and interest. Perpetual care for upkeep of graves and cemetery property is funded from the sale of gravesites. This fund is also supplemented by a contribution from the City's General Fund.	Parks & Recreation
460	Golf Course Fund: For operation of the pro shop and Lake Padden Golf course maintenance. These services are contracted.	Parks & Recreation

<b>Fund#</b>	<b>Fund Name and Description</b>	<b>Budgetary Responsibility</b>
465	Parking Services Fund: To operate and maintain municipal parking system consisting of parking garages, surface lots, on-street parking and commercial space rental. Revenue is primarily derived from fees and rentals.	Public Works
470	Medic One Fund: Provides countywide ambulance service through an Interlocal agreement between the City and Whatcom County. Revenues generated by fees for services and supplemented by contributions from the City and County.	Fire
475	Development Services Fund: To ensure compliance with a variety of state and local construction codes. Primary source of revenue is fees for inspection services. (Previously named "Building Services" Fund.)	Planning & Community Development
510	Fleet Administration Fund: To consolidate vehicles and equipment under one fund for acquisition, repair, maintenance and replacement. Revenue is derived from renting these assets to user funds and mechanical shop services to other funds and other government agencies.	Public Works
520	Purchasing & Materials Management Fund: To consolidate the functions of purchasing, warehousing and issuing supplies to various departments of the City. Revenue is derived from inventory sales and overhead charges.	Public Works
530	Facilities Administration Fund: Consolidates the majority of custodial services and facility maintenance.	Public Works
540	Telecommunications Fund: To purchase telecommunications equipment and recover the costs from the user departments. Provides centralized payment of monthly telecommunication expenses. Additional funding is used for future acquisitions.	Information Technology Services
550	Claims & Litigation Fund: To pay expenses for claims, litigation, administrative costs, settlements and judgments on behalf of City departments. Departments pay insurance premiums into this fund for future contingencies. Costs over \$1 million are covered by excess liability insurance.	Legal
561	Unemployment Compensation Fund: Reimburses the state for unemployment claims paid to former employees, as required by state law. A percentage of payroll is transferred to this fund each payroll period.	Human Resources

## Budget Overview

Fund#	Fund Name and Description	Budgetary Responsibility
562	Workers' Compensation Fund: Covers the cost of claims resulting from on the job injuries or job-related illnesses, and related preventive, safety and disability programs.	Human Resources
565	Health Benefits Fund: Covers the costs of providing medical, vision, and dental benefits to City employees, health studies and the wellness program. Revenue is from premiums charged to each department per employee.	Human Resources
612	Firefighters Pension Fund: Pension payment to firefighters or surviving spouses and medical benefits for firefighters hired prior to October 1, 1977. Revenue is from property tax, fire insurance premium tax, and General Fund contributions.	Human Resources. Reserve responsibility: Finance and Human Resources
613	Police Officers Pension Fund: Pension payment to police officers or surviving spouses and medical benefits for police officers hired prior to October 1, 1977. Revenue is from sales of unclaimed property and General Fund contributions.	Human Resources. Reserve responsibility: Finance and Human Resources
614	Firefighter's Long Term Care Fund: Provide long term care costs for firefighters hired prior to October 1, 1977. Revenue is from General Fund contributions. Consolidated within Fund 612 beginning in 2008.	Human Resources. Reserve responsibility: Finance and Human Resources
615	Police Officer's Long Term Care Fund: Provide long term care costs for police officers hired prior to October 1, 1977. Revenue is from the General Fund contributions. Consolidated within Fund 613 beginning in 2008.	Human Resources. Reserve responsibility: Finance and Human Resources
701	Beyond Greenways Endowment Fund: Revenue is derived from a voter approved \$20,000,000 property tax levy, of which 10% is dedicated for the endowment fund. Interest earnings are accumulated in this fund and transferred to the General Fund for maintenance of properties acquired and developed with the Beyond Greenways levy.	Parks & Recreation
702	Natural Resource Protection and Restoration Fund: This permanent fund was created in 2004 to account for the \$4,000,000 settlement passed on by the state as a part of the Olympic Pipeline Settlement. The principal cannot be spent for 50 years. Interest earnings will be spent on projects as they are identified.	Public Works

Fund#	Fund Name and Description	Budgetary Responsibility
965	<p>Public Facilities District Fund: The Bellingham - Whatcom Public Facilities District is a separate Washington municipal corporation and an independent taxing authority created under RCW 35.57, Bellingham Municipal Code Chapter 2.94, and Whatcom County Code Chapter 1.17. The PFD was created in order to receive a state sales tax rebate for the purpose of creating a regional center, as defined in RCW 35.57. Administrative services and financial management are provided by the City through an interlocal agreement between the PFD and the City of Bellingham. From 2002 through 2007, the PFD was accounted for as a blended component of the City in Fund 165. Effective for 2008, the PFD will be treated as a discrete component unit and accounted for in Fund 965.</p>	PFD Board of Directors, PFD Manager
970	<p>Public Development Authority: The Bellingham Public Development Authority (PDA) was created to undertake redevelopment projects throughout the City with a special focus on the City's Downtown, Old Town, and Waterfront Areas. The PDA is expected to work in partnership with other public entities, nonprofits, and the private sector on these projects. The PDA was created by ordinance # 2008-05-047. The Bellingham Public Development Authority Fund was created by ordinance # 2008-11-097.</p>	PDA Board of Directors

This page intentionally left blank.



## **CITYWIDE BUDGET REPORTS**

In order to show totals that are in balance, Beginning Reserves are included with Revenues and Sources, and Ending Reserves are included with Expenditures and Uses. Reserves are a segregation of assets to provide for future use toward a specified purpose.

Beginning Reserve Balance + Revenues = Expenditures + Ending Reserve Balance. Any time one of these four components is changed, an account within the same component must change in the opposite direction by a like amount, or one or more of the other three components must change in order to keep the equation in balance.

For use in this document, “budget year” refers to the year for which the budget is prepared – 2009; “current year” refers to the year during which the budget preparation takes place – 2008; and “prior year” refers to the year before the “current year” – 2007.

### **Summary of Estimated Revenues, Expenditures and Reserves Reports**

Show a two-page overview of the City’s whole budget, by revenue and expenditure type in the first report, then by department in the second.

### **Changes in Reserve Balances**

Shows estimated beginning reserve balance, plus revenues, minus expenditures, and resulting ending estimated reserve balance in each fund for the 2009 Budget. Also shows the dollar and percentage change in reserve balance for the year with explanations for significant changes.

### **Revenues and Sources – Expenditures and Uses – All Funds report**

Provides a classified summary of revenues, sources, expenditures and uses along with beginning and ending reserves for each fund and for the City as a whole. Information is presented for the budget year, current year adopted, and prior year actual amounts, with a comparison given between the budget year and the current year adopted budgets.

### **Revenue Sources and Trends**

Description of revenue sources and methodology for revenue projections are given for at least 75% of the City’s revenue budget. These are provided by individual fund or by groups of related funds.

### **Revenue Summary by Fund, Department and Type report and charts**

Shows budget year revenues sorted by fund and summarized by department, subtotals revenues by basic account type, totals revenues excluding reserves, and provides a grand total with reserves.

### **Expenditure Summary by Fund, Department and Type report and charts**

Shows budget year expenditures by sorted by fund and summarized by department, subtotals expenditures by object type, totals expenditures excluding reserves, and provides a grand total with reserves. A 10-year historical graph of citywide expenditures follows this report.

### **Expenditures by SubObject – All Funds report**

Provides, in total for the City, expenditures at the next detail level of expenditure type, excluding reserves.

**Summary of Estimated Revenues, Expenditures and Reserves**

	<b>GENERAL FUND</b>	<b>SPECIAL REVENUE FUNDS</b>	<b>DEBT FUNDS</b>	<b>CAPITAL FUNDS</b>	<b>ENTERPRISE FUNDS</b>
ESTIMATED BEGINNING RESERVE BALANCE 1/1/2009	\$ 12,689,183	\$ 12,452,457	\$ 341,208	\$ 8,357	\$ 34,153,468
<b>REVENUES</b>					
Taxes	51,550,631	15,592,209	350,000	-	1,280,000
Licenses & Permits	886,008	53,000	-	-	1,718,482
Intergovernmental	1,692,846	16,645,767	590,736	-	3,522,174
Charges For Goods & Services	6,362,580	9,496,373	104,775	-	41,819,394
Fines & Forfeitures	1,213,235	-	-	-	955,433
Interest & Miscellaneous	1,340,632	1,776,916	290,728	-	3,887,773
Non-Revenues	-	-	-	-	-
Other Financing Sources	4,196,290	611,500	1,965,525	-	1,297,590
<b>TOTAL REVENUES</b>	<b>67,242,222</b>	<b>44,175,765</b>	<b>3,301,764</b>	<b>-</b>	<b>54,480,846</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>79,931,405</b>	<b>56,628,222</b>	<b>3,642,972</b>	<b>8,357</b>	<b>88,634,314</b>
<b>EXPENDITURES</b>					
Salaries & Benefits	46,469,639	11,768,737	-	-	15,348,834
Supplies	3,107,413	1,196,381	-	-	2,516,916
Services	7,193,193	12,405,439	-	-	9,051,804
Intergovernmental Services	6,266,404	1,668,606	-	-	6,672,515
Capital	2,998,000	15,547,183	-	-	16,732,732
Principal & Interest	303,478	-	3,283,364	-	4,933,875
Interfund Charges	5,855,186	3,906,926	-	-	11,818,879
<b>TOTAL EXPENDITURES</b>	<b>72,193,313</b>	<b>46,493,272</b>	<b>3,283,364</b>	<b>-</b>	<b>67,075,555</b>
ESTIMATED ENDING RESERVE BALANCE 12/31/2009	7,738,092	10,134,950	359,608	8,357	21,558,759
<b>TOTAL EXPEND. &amp; RESERVE BALANCE</b>	<b>\$ 79,931,405</b>	<b>\$ 56,628,222</b>	<b>\$ 3,642,972</b>	<b>\$ 8,357</b>	<b>\$ 88,634,314</b>

**2009 Budget**

<b>INTERNAL SERVICE FUNDS</b>	<b>PENSION TRUST FUNDS</b>	<b>PERMANENT FUNDS</b>	<b>DISCRETE COMPONENT UNITS</b>	<b>TOTAL 2009 BUDGET</b>	<b>TOTAL 2008 BUDGET</b>	<b>Change from 2008 Adopted AMOUNT PCT</b>	
\$ 12,873,235	\$ 8,573,317	\$ 4,288,863	\$ 1,892,696	\$ 87,272,784	\$ 90,374,092	\$ (3,101,308)	-3.4%
-	1,581,050	363,600	1,185,769	71,903,259	73,312,093	(1,408,834)	-1.9%
-	-	-	-	2,657,490	2,956,298	(298,808)	-10.1%
10,000	109,314	-	500,000	23,070,837	23,353,951	(283,114)	-1.2%
2,783,661	-	-	-	60,566,783	59,146,151	1,420,632	2.4%
10	-	-	-	2,168,678	2,279,302	(110,624)	-4.9%
17,954,737	1,571,712	315,841	49,449	27,187,788	31,405,977	(4,218,189)	-13.4%
146,025	223,539	-	-	369,564	5,259,367	(4,889,803)	-93.0%
200,000	-	-	-	8,270,905	6,023,674	2,247,231	37.3%
21,094,433	3,485,615	679,441	1,735,218	196,195,304	203,736,813	(7,541,509)	-3.7%
33,967,668	12,058,932	4,968,304	3,627,914	283,468,088	294,110,905	(10,642,817)	-3.6%
3,107,190	2,495,000	-	305,179	79,494,579	75,835,725	3,658,854	4.8%
1,466,133	105,200	-	16,950	8,408,993	8,139,396	269,597	3.3%
13,656,623	322,150	183,000	271,009	43,083,218	37,773,345	5,309,873	14.1%
89,296	-	-	745,874	15,442,695	15,597,352	(154,657)	-1.0%
1,784,000	-	-	-	37,061,915	53,304,760	(16,242,845)	-30.5%
-	-	-	537,597	9,058,314	13,750,772	(4,692,458)	-34.1%
1,970,196	1,682	-	-	23,552,869	25,225,924	(1,673,055)	-6.6%
22,073,438	2,924,032	183,000	1,876,609	216,102,583	229,627,274	(13,524,691)	-5.9%
11,894,230	9,134,900	4,785,304	1,751,305	67,365,505	64,483,631	2,881,874	4.5%
\$ 33,967,668	\$ 12,058,932	\$ 4,968,304	\$ 3,627,914	\$ 283,468,088	\$ 294,110,905	\$ (10,642,817)	-3.6%

**Summary of Estimated Revenues, Expenditures and Reserves**

	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT FUNDS	CAPITAL FUNDS	ENTERPRISE FUNDS
BALANCE 1/1/2009	\$ 12,689,183	\$ 12,452,457	\$ 341,208	\$ 8,357	\$ 34,153,468
REVENUES					
Fire	198,467	-	-	-	7,875,677
Police	1,638,055	4,417,534	-	-	-
Judicial & Support Serv	1,935,810	-	-	-	-
Parks & Recreation	2,163,701	6,643,128	-	-	799,950
Library	3,349,564	15,000	-	-	-
Museum	62,430	-	-	-	-
Planning & Com Devel	77,281	2,747,390	-	-	2,600,800
Hearing Examiner	74,144	-	-	-	-
Human Resources	621,777	-	-	-	-
Finance	1,437,820	-	3,301,764	-	-
ITSD	612,267	282,282	-	-	-
Legal	307,570	-	-	-	-
Office Of The Mayor	572,956	19,751	-	-	-
City Council	179,689	-	-	-	-
Non-Departmental	54,010,691	3,612,680	-	-	-
Public Works	-	26,438,000	-	-	43,204,419
Public Facilities Dist	-	-	-	-	-
Public Development Auth	-	-	-	-	-
TOTAL REVENUES	67,242,222	44,175,765	3,301,764	-	54,480,846
TOTAL AVAILABLE RESOURCES	79,931,405	56,628,222	3,642,972	8,357	88,634,314
EXPENDITURES					
Office Of The Mayor	2,147,152	-	-	-	-
City Council	461,742	-	-	-	-
Hearing Examiner	197,433	-	-	-	-
Museum	1,759,637	-	-	-	-
Library	7,046,169	15,000	-	-	-
Finance	2,033,231	-	3,283,364	-	-
Human Resources	1,511,937	-	-	-	-
ITSD	2,588,920	931,000	-	-	-
Legal	1,544,346	-	-	-	-
Judicial & Support Serv	3,160,832	-	-	-	-
Parks & Recreation	7,932,648	7,916,729	-	-	797,127
Planning & Com Devel	3,119,176	2,850,575	-	-	2,674,680
Public Works	-	29,397,313	-	-	55,728,210
Fire	14,387,559	1,339,156	-	-	7,875,538
Police	20,468,957	3,391,622	-	-	-
Non-Departmental	3,833,574	651,877	-	-	-
Public Facilities Dist	-	-	-	-	-
Public Development Auth	-	-	-	-	-
TOTAL EXPENDITURES	72,193,313	46,493,272	3,283,364	-	67,075,555
BALANCE 12/31/2009	7,738,092	10,134,950	359,608	8,357	21,558,759
TOTAL EXPEND. & RESERVE BALANCE	\$ 79,931,405	\$ 56,628,222	\$ 3,642,972	\$ 8,357	\$ 88,634,314

**2009 Budget**

INTERNAL SERVICE FUNDS	PENSION TRUST FUNDS	PERMANENT FUNDS	DISCRETE COMPONENT UNITS	TOTAL 2009 BUDGET	TOTAL 2008 BUDGET	Change from 2008 Adopted AMOUNT	PCT
\$ 12,873,235	\$ 8,573,317	\$ 4,288,863	\$ 1,892,696	\$ 87,272,784	\$ 90,374,092	\$ (3,101,308)	-3.4%
-	-	-	-	8,074,144	10,313,958	(2,239,814)	-21.7%
-	-	-	-	6,055,589	5,729,181	326,408	5.7%
-	-	-	-	1,935,810	1,832,154	103,656	5.7%
-	-	465,634	-	10,072,413	8,310,747	1,761,666	21.2%
-	-	-	-	3,364,564	326,996	3,037,568	928.9%
-	-	-	-	62,430	61,195	1,235	2.0%
-	-	-	-	5,425,471	5,832,514	(407,043)	-7.0%
-	-	-	-	74,144	74,313	(169)	-0.2%
11,561,679	3,485,615	-	-	15,669,071	15,021,041	648,030	4.3%
-	-	-	-	4,739,584	4,722,535	17,049	0.4%
404,805	-	-	-	1,299,354	1,680,395	(381,041)	-22.7%
1,235,982	-	-	-	1,543,552	1,451,069	92,483	6.4%
-	-	-	-	592,707	942,055	(349,348)	-37.1%
-	-	-	-	179,689	204,715	(25,026)	-12.2%
-	-	-	-	57,623,371	57,233,306	390,065	0.7%
7,891,967	-	213,807	-	77,748,193	85,623,351	(7,875,158)	-9.2%
-	-	-	1,235,218	1,235,218	4,377,288	(3,142,070)	-71.8%
-	-	-	500,000	500,000	-	500,000	--
21,094,433	3,485,615	679,441	1,735,218	196,195,304	203,736,813	(7,541,509)	-3.7%
33,967,668	12,058,932	4,968,304	3,627,914	283,468,088	294,110,905	(10,642,817)	-3.6%
-	-	-	-	2,147,152	3,024,095	(876,943)	-29.0%
-	-	-	-	461,742	438,135	23,607	5.4%
-	-	-	-	197,433	188,245	9,188	4.9%
-	-	-	-	1,759,637	1,966,716	(207,079)	-10.5%
-	-	-	-	7,061,169	3,920,026	3,141,143	80.1%
-	-	-	-	5,316,595	5,355,221	(38,626)	-0.7%
12,044,478	2,924,032	-	-	16,480,447	17,737,486	(1,257,039)	-7.1%
398,216	-	-	-	3,918,136	3,688,657	229,479	6.2%
1,086,600	-	-	-	2,630,946	2,464,024	166,922	6.8%
-	-	-	-	3,160,832	2,884,662	276,170	9.6%
-	-	-	-	16,646,504	16,294,954	351,550	2.2%
-	-	-	-	8,644,431	9,438,619	(794,188)	-8.4%
8,544,144	-	183,000	-	93,852,667	102,754,369	(8,901,702)	-8.7%
-	-	-	-	23,602,253	25,865,023	(2,262,770)	-8.7%
-	-	-	-	23,860,579	22,900,570	960,009	4.2%
-	-	-	-	4,485,451	4,129,909	355,542	8.6%
-	-	-	1,376,609	1,376,609	6,576,563	(5,199,954)	-79.1%
-	-	-	500,000	500,000	-	500,000	--
22,073,438	2,924,032	183,000	1,876,609	216,102,583	229,627,274	(13,524,691)	-5.9%
11,894,230	9,134,900	4,785,304	1,751,305	67,365,505	64,483,631	2,881,874	4.5%
\$ 33,967,668	\$ 12,058,932	\$ 4,968,304	\$ 3,627,914	\$ 283,468,088	\$ 294,110,905	\$ (10,642,817)	-3.6%

**Changes in Reserve Balances**

<b>Fund</b>	<b>Beginning Reserve</b>	<b>+ Revenues</b>	<b>= Funds Available</b>	<b>- Expenditures</b>
1 General	12,689,183	67,242,222	79,931,405	72,193,313
111 Street	2,086,883	24,716,060	26,802,943	25,622,313
112 Arterial St Construction	128,036	30,382	158,418	-
113 Paths & Trails Reserve	45,502	7,604	53,106	-
123 Parksite Acquisition	57,027	9,480	66,507	-
124 Technology Replacement & Reserve	1,485,206	282,282	1,767,488	931,000
125 Capital Maint	1,215,516	509,382	1,724,898	945,010
126 Library Gift	25,148	15,000	40,148	15,000
131 Olympic Pipeline Incident	223,594	26,339	249,933	-
132 Squalicum Park/Olympic	5,805	-	5,805	-
133 Olympic - Restoration	37,507	27,615	65,122	-
134 Olympic-Whatcom Falls Park Addl	247,114	12,848	259,962	-
135 Little Squalicum-Oeser Settlement	41,730	11,172	52,902	-
141 1st 1/4% Real Estate Excise Tax	1,555,856	1,560,036	3,115,892	1,289,798
142 2nd 1/4% Real Estate Excise Tax	107,822	3,208,613	3,316,435	3,061,877
151 Police Federal Equitable Share	137,082	6,879	143,961	25,000
152 Asset Forfeiture/Drug Enforce.	99,313	62,382	161,695	100,208
153 Criminal Justice	482,764	288,603	771,367	408,918
160 Public Safety Dispatch	1,764,781	4,059,670	5,824,451	4,156,642
172 Beyond Greenways	507,787	71,234	579,021	50,000
173 Greenways III	229,279	5,939,319	6,168,598	5,266,931
177 Parks Impact	1,335,830	577,566	1,913,396	1,770,000
178 Sportsplex	30,661	5,909	36,570	-
180 Tourism	300,000	1,013,432	1,313,432	1,116,617
190 Community Develop Block Grant	302,214	1,073,580	1,375,794	1,073,580
191 HOME Investment Partnership Grant	-	660,378	660,378	660,378
214 2001 Fire UTGO Bond	28,156	355,584	383,740	346,735
222 1999 LTGO Bond Redemption	-	547,075	547,075	547,075
223 Refunding GO Bonds 1996	-	347,648	347,648	347,648
224 Sportsplex Acquisition Debt	22,259	267,701	289,960	267,525
225 2004 PFD/Civic Field LTGO	-	1,242,613	1,242,613	1,242,613
226 2009 Library LTGO	-	231,970	231,970	231,970
231 Drake Note	-	17,964	17,964	17,964
234 CERB Loans	-	112,843	112,843	112,843
235 PW Trust Loan-Str Overlay	-	168,991	168,991	168,991
245 LID Guaranty	290,793	9,375	300,168	-
341 Civic Field Improvement	8,357	-	8,357	-
410 Water	13,101,217	16,599,137	29,700,354	23,872,584
420 Wastewater	9,193,136	17,372,871	26,566,007	21,962,947
430 Storm/Surface Water Utility	1,286,534	4,877,677	6,164,211	5,788,194
440 Solid Waste	6,647,012	1,782,896	8,429,908	2,112,493
456 Cemetery	389,304	617,813	1,007,117	619,117
460 Golf Course	63,783	182,137	245,920	178,010
465 Parking Services	2,164,218	2,571,838	4,736,056	1,991,992
470 Medic One	554,927	7,875,677	8,430,604	7,875,538

=	Ending Reserve	Dollar Change	Percent Change
	7,738,092	(4,951,091)	-39.0%
	1,180,630	(906,253)	-43.4%
	158,418	30,382	23.7%
	53,106	7,604	16.7%
	66,507	9,480	16.6%
	836,488	(648,718)	-43.7%
	779,888	(435,628)	-35.8%
	25,148	-	0.0%
	249,933	26,339	11.8%
	5,805	-	0.0%
	65,122	27,615	73.6%
	259,962	12,848	5.2%
	52,902	11,172	26.8%
	1,826,094	270,238	17.4%
	254,558	146,736	136.1%
	118,961	(18,121)	-13.2%
	61,487	(37,826)	-38.1%
	362,449	(120,315)	-24.9%
	1,667,809	(96,972)	-5.5%
	529,021	21,234	4.2%
	901,667	672,388	293.3%
	143,396	(1,192,434)	-89.3%
	36,570	5,909	19.3%
	196,815	(103,185)	-34.4%
	302,214	-	0.0%
	-	-	--
	37,005	8,849	31.4%
	-	-	--
	-	-	--
	22,435	176	0.8%
	-	-	--
	-	-	--
	-	-	--
	-	-	--
	-	-	--
	300,168	9,375	3.2%
	8,357	-	0.0%
	5,827,770	(7,273,447)	-55.5%
	4,603,060	(4,590,076)	-49.9%
	376,017	(910,517)	-70.8%
	6,317,415	(329,597)	-5.0%
	388,000	(1,304)	-0.3%
	67,910	4,127	6.5%
	2,744,064	579,846	26.8%
	555,066	139	0.0%

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

**Explanations**

**001 General Fund – General Fund**  
Reserves will be impacted by a slowing economy, which in turn means declining revenues. Expenditures are increasing due to increased salaries and benefits, debt service, and funding \$3 million of capital improvements to the Fairhaven and Central Libraries.

**111 Street Fund –** The sales tax allocation to the Street Fund was reduced from 50% to 42.5%. This change results in a decrease of \$1.5 million of sales tax revenue in the Street Fund.

**124 Technology Replacement Reserve Fund –** Transfers into this fund are reduced by \$210,000. Capital expenditures for network infrastructure and high priority technology projects are increasing by \$400,000.

**125 Capital Maintenance Fund –** Increased expenditures on existing assets to improve energy conservation, security, and extend the useful life of the assets.

**141 First Quarter Real Estate Excise Tax Fund –** Reserves are increasing for future waterfront infrastructure projects.

**173 Greenways III Fund –** Reserves will grow based on receipts from the voted Levy, which runs from 2007 – 2016. In addition, a \$2.2 million state grant for the over water walkway will be received in this fund.

**Changes in Reserve Balances (continued)**

<b>Fund</b>	<b>Beginning Reserve</b>	<b>+</b>	<b>Revenues</b>	<b>=</b>	<b>Funds Available</b>	<b>-</b>	<b>Expenditures</b>
475 Development Services	753,337		2,600,800		3,354,137		2,674,680
510 Fleet Administration	4,689,295		3,496,876		8,186,171		4,019,711
520 Purchasing/Materials Mngmt	195,129		2,267,830		2,462,959		2,122,599
530 Facilities Administration	624,132		2,127,261		2,751,393		2,401,834
540 Telecommunications	432,331		404,805		837,136		398,216
550 Claims Litigation	4,961,973		1,235,982		6,197,955		1,086,600
561 Unemployment Compensation	192,121		68,584		260,705		141,773
562 Workers Comp Self-Insurance	780,238		582,536		1,362,774		766,407
565 Health Benefits	998,016		10,910,559		11,908,575		11,136,298
612 Firefighter Pension and Benefit	3,646,056		2,371,914		6,017,970		1,863,278
613 Police Pension and Benefit	4,927,261		1,113,701		6,040,962		1,060,754
701 Greenways Maint Endowment	3,010,973		465,634		3,476,607		-
702 Nat Res Protect & Restoration	1,277,890		213,807		1,491,697		183,000
965 Public Facilities District	1,892,696		1,235,218		3,127,914		1,376,609
970 Public Development Authority	-		500,000		500,000		500,000
<b>Total</b>	<b>87,272,784</b>		<b>196,195,304</b>		<b>283,468,088</b>		<b>216,102,583</b>

**177 Parks Impact Fund** – A decrease in Park Impact Fees associated with new construction and an increase in capital expenditures for trails and neighborhood parks will decrease reserves.

**410 Water Fund** – Planned capital expenditures on projects including: \$1.5 million water main replacements, \$3.7 million for watershed land acquisition and \$2 million in Comprehensive Plan projects will decrease reserves.

**420 Wastewater Fund** – Planned capital expenditures on projects including: \$1 million for waterfront re-development and \$2 million in Comprehensive Plan projects.

**430 Storm/Surface Water Utility Fund** – Storm/Surface Water Utility Reserves will be used to pay for additional capital projects which include: fish passage improvements, Padden Creek day-lighting, and annual storm main replacement.

**465 Parking Services Fund** – The increase in reserves is for future site acquisitions to enhance parking in the central business district.

**510 Fleet Administration Fund** – Revenues are decreasing for lower interest and sale of asset income. The replacement program will purchase \$1.8 million of heavy equipment, machinery and transportation equipment.

**530 Facilities Administration Fund** – There will be a decrease in lease revenues during the Federal Building renovation. Operational costs are up for utilities and window repairs.

**612 Firefighter Pension and Benefit Fund** Pension and Benefit Fund Reserves will increase per the funding plan, which will enable the City to actuarially fund its LEOFF-1 Pension and Long-term care by 2017.



<b>=</b>	<b>Ending Reserve</b>	<b>Dollar Change</b>	<b>Percent Change</b>
	679,457	(73,880)	-9.8%
	4,166,460	(522,835)	-11.1%
	340,360	145,231	74.4%
	349,559	(274,573)	-44.0%
	438,920	6,589	1.5%
	5,111,355	149,382	3.0%
	118,932	(73,189)	-38.1%
	596,367	(183,871)	-23.6%
	772,277	(225,739)	-22.6%
	4,154,692	508,636	14.0%
	4,980,208	52,947	1.1%
	3,476,607	465,634	15.5%
	1,308,697	30,807	2.4%
	1,751,305	(141,391)	-7.5%
	-	-	--
	<b>67,365,505</b>	<b>(19,907,279)</b>	<b>-22.8%</b>

**701 Greenways Maintenance Endowment Fund** – The Endowment Fund will grow based on receipts from the Greenway’s III voted Levy, which runs from 2007 – 2016.

**Revenues and Sources, Expenditures and Uses – All Funds**

	2007 Actual	2008 Adopted	2009 Budget	Change from 2008 Adopted	
				Amount	Percent
<b>General Fund (001)</b>					
Beginning Reserves	16,482,153	16,622,876	12,689,183	(3,933,693)	-23.7%
<b>Revenues:</b>					
Taxes	48,385,653	50,250,836	51,550,631	1,299,795	2.6%
Licenses and Permits	856,776	863,708	886,008	22,300	2.6%
Intergovernmental Revenues	1,971,202	1,937,217	1,692,846	(244,371)	-12.6%
Goods and Services Charges	7,632,675	6,439,056	6,362,580	(76,476)	-1.2%
Fines	1,153,694	1,165,385	1,213,235	47,850	4.1%
Miscellaneous	8,387,116	1,414,532	1,340,632	(73,900)	-5.2%
Non Revenues	0	2,250,000	0	(2,250,000)	-100.0%
Other Financing Sources	1,867,766	1,004,181	4,196,290	3,192,109	317.9%
<b>Subtotal of Revenues</b>	<b>70,254,882</b>	<b>65,324,915</b>	<b>67,242,222</b>	<b>1,917,307</b>	<b>2.9%</b>
<b>Fund Total Sources</b>	<b>86,737,035</b>	<b>81,947,791</b>	<b>79,931,405</b>	<b>(2,016,386)</b>	<b>-2.5%</b>
<b>Expenditures:</b>					
Salaries and Benefits	40,814,770	44,535,036	46,469,639	1,934,603	4.3%
Supplies	2,561,470	3,106,357	3,107,413	1,056	0.0%
Services	5,491,454	7,399,063	7,193,193	(205,870)	-2.8%
Intergovernmental Expenditures	6,539,796	6,942,495	6,266,404	(676,091)	-9.7%
Capital	521,746	993,006	2,998,000	2,004,994	201.9%
Principal and Interest	0	72,422	303,478	231,056	319.0%
Interfund	5,606,683	8,485,641	5,855,186	(2,630,455)	-31.0%
<b>Subtotal of Expenditures</b>	<b>61,535,919</b>	<b>71,534,020</b>	<b>72,193,313</b>	<b>659,293</b>	<b>0.9%</b>
Ending Reserves	25,201,116	10,413,771	7,738,092	(2,675,679)	-25.7%
<b>Fund Total Uses</b>	<b>86,737,035</b>	<b>81,947,791</b>	<b>79,931,405</b>	<b>(2,016,386)</b>	<b>-2.5%</b>
<b>Street Fund (111)</b>					
Beginning Reserves	9,414,664	3,831,357	2,086,883	(1,744,474)	-45.5%
<b>Revenues:</b>					
Taxes	9,412,372	9,930,000	8,114,799	(1,815,201)	-18.3%
Licenses and Permits	61,629	63,000	53,000	(10,000)	-15.9%
Intergovernmental Revenues	4,261,301	11,872,651	8,869,797	(3,002,854)	-25.3%
Goods and Services Charges	8,117,192	7,091,441	7,127,954	36,513	0.5%
Miscellaneous	692,020	872,680	550,510	(322,170)	-36.9%
Other Financing Sources	40,000	0	0	0	--
<b>Subtotal of Revenues</b>	<b>22,584,514</b>	<b>29,829,772</b>	<b>24,716,060</b>	<b>(5,113,712)</b>	<b>-17.1%</b>
<b>Fund Total Sources</b>	<b>31,999,178</b>	<b>33,661,129</b>	<b>26,802,943</b>	<b>(6,858,186)</b>	<b>-20.4%</b>
<b>Expenditures:</b>					
Salaries and Benefits	6,851,569	7,524,632	7,811,263	286,631	3.8%
Supplies	706,671	823,787	888,478	64,691	7.9%
Services	4,071,149	2,658,510	8,584,371	5,925,861	222.9%
Intergovernmental Expenditures	1,113,452	450,280	631,490	181,210	40.2%
Capital	5,629,729	17,647,000	4,500,000	(13,147,000)	-74.5%
Interfund	3,077,326	3,079,032	3,206,711	127,679	4.1%
<b>Subtotal of Expenditures</b>	<b>21,449,896</b>	<b>32,183,241</b>	<b>25,622,313</b>	<b>(6,560,928)</b>	<b>-20.4%</b>
Ending Reserves	10,549,282	1,477,888	1,180,630	(297,258)	-20.1%
<b>Fund Total Uses</b>	<b>31,999,178</b>	<b>33,661,129</b>	<b>26,802,943</b>	<b>(6,858,186)</b>	<b>-20.4%</b>

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

	2007 Actual	2008 Adopted	2009 Budget	Change from 2008 Adopted	
				Amount	Percent
<b>Arterial St Construction Fund (112)</b>					
Beginning Reserves	852,306	206,131	128,036	(78,095)	-37.9%
<b>Revenues:</b>					
Intergovernmental Revenues	567,099	537,428	0	(537,428)	-100.0%
Miscellaneous	40,199	52,644	30,382	(22,262)	-42.3%
<b>Subtotal of Revenues</b>	<b>607,298</b>	<b>590,072</b>	<b>30,382</b>	<b>(559,690)</b>	<b>-94.9%</b>
<b>Fund Total Sources</b>	<b>1,459,604</b>	<b>796,203</b>	<b>158,418</b>	<b>(637,785)</b>	<b>-80.1%</b>
<b>Expenditures:</b>					
Intergovernmental Expenditures	199,676	179,540	0	(179,540)	-100.0%
Capital	770,408	500,000	0	(500,000)	-100.0%
Interfund	1,791	0	0	0	--
<b>Subtotal of Expenditures</b>	<b>971,875</b>	<b>679,540</b>	<b>0</b>	<b>(679,540)</b>	<b>-100.0%</b>
Ending Reserves	487,729	116,663	158,418	41,755	35.8%
<b>Fund Total Uses</b>	<b>1,459,604</b>	<b>796,203</b>	<b>158,418</b>	<b>(637,785)</b>	<b>-80.1%</b>
<b>Paths &amp; Trails Reserve Fund (113)</b>					
Beginning Reserves	30,070	36,516	45,502	8,986	24.6%
<b>Revenues:</b>					
Miscellaneous	1,465	979	1,104	125	12.8%
Other Financing Sources	6,064	5,500	6,500	1,000	18.2%
<b>Subtotal of Revenues</b>	<b>7,529</b>	<b>6,479</b>	<b>7,604</b>	<b>1,125</b>	<b>17.4%</b>
<b>Fund Total Sources</b>	<b>37,599</b>	<b>42,995</b>	<b>53,106</b>	<b>10,111</b>	<b>23.5%</b>
Ending Reserves	37,599	42,995	53,106	10,111	23.5%
<b>Fund Total Uses</b>	<b>37,599</b>	<b>42,995</b>	<b>53,106</b>	<b>10,111</b>	<b>23.5%</b>
<b>Parksite Acquisition Fund (123)</b>					
Beginning Reserves	286,241	99,923	57,027	(42,896)	-42.9%
<b>Revenues:</b>					
Goods and Services Charges	14,117	25,190	0	(25,190)	-100.0%
Miscellaneous	13,555	12,760	9,480	(3,280)	-25.7%
<b>Subtotal of Revenues</b>	<b>27,672</b>	<b>37,950</b>	<b>9,480</b>	<b>(28,470)</b>	<b>-75.0%</b>
<b>Fund Total Sources</b>	<b>313,913</b>	<b>137,873</b>	<b>66,507</b>	<b>(71,366)</b>	<b>-51.8%</b>
<b>Expenditures:</b>					
Capital	83,596	25,190	0	(25,190)	-100.0%
<b>Subtotal of Expenditures</b>	<b>83,596</b>	<b>25,190</b>	<b>0</b>	<b>(25,190)</b>	<b>-100.0%</b>
Ending Reserves	230,317	112,683	66,507	(46,176)	-41.0%
<b>Fund Total Uses</b>	<b>313,913</b>	<b>137,873</b>	<b>66,507</b>	<b>(71,366)</b>	<b>-51.8%</b>

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

	2007 Actual	2008 Adopted	2009 Budget	Change from 2008 Adopted	
				Amount	Percent
<b>Technology Replacement &amp; Reserve Fund (124)</b>					
Beginning Reserves	2,483,168	1,279,266	1,485,206	205,940	16.1%
<b>Revenues:</b>					
Miscellaneous	132,193	103,202	92,282	(10,920)	-10.6%
Other Financing Sources	536,743	400,000	190,000	(210,000)	-52.5%
<b>Subtotal of Revenues</b>	<b>668,936</b>	<b>503,202</b>	<b>282,282</b>	<b>(220,920)</b>	<b>-43.9%</b>
<b>Fund Total Sources</b>	<b>3,152,104</b>	<b>1,782,468</b>	<b>1,767,488</b>	<b>(14,980)</b>	<b>-0.8%</b>
<b>Expenditures:</b>					
Supplies	205,503	75,182	76,000	818	1.1%
Services	136,066	45,000	0	(45,000)	-100.0%
Intergovernmental Expenditures	725,870	0	0	0	--
Capital	79,735	398,500	760,000	361,500	90.7%
Interfund	0	0	95,000	95,000	--
<b>Subtotal of Expenditures</b>	<b>1,147,174</b>	<b>518,682</b>	<b>931,000</b>	<b>412,318</b>	<b>79.5%</b>
Ending Reserves	2,004,930	1,263,786	836,488	(427,298)	-33.8%
<b>Fund Total Uses</b>	<b>3,152,104</b>	<b>1,782,468</b>	<b>1,767,488</b>	<b>(14,980)</b>	<b>-0.8%</b>
<b>Capital Maint Fund (125)</b>					
Beginning Reserves	3,825,721	1,357,728	1,215,516	(142,212)	-10.5%
<b>Revenues:</b>					
Miscellaneous	194,891	321,986	94,382	(227,604)	-70.7%
Other Financing Sources	300,000	365,000	415,000	50,000	13.7%
<b>Subtotal of Revenues</b>	<b>494,891</b>	<b>686,986</b>	<b>509,382</b>	<b>(177,604)</b>	<b>-25.9%</b>
<b>Fund Total Sources</b>	<b>4,320,612</b>	<b>2,044,714</b>	<b>1,724,898</b>	<b>(319,816)</b>	<b>-15.6%</b>
<b>Expenditures:</b>					
Services	266,630	757,155	945,010	187,855	24.8%
Capital	27,495	0	0	0	--
Interfund	3,949	0	0	0	--
<b>Subtotal of Expenditures</b>	<b>298,074</b>	<b>757,155</b>	<b>945,010</b>	<b>187,855</b>	<b>24.8%</b>
Ending Reserves	4,022,538	1,287,559	779,888	(507,671)	-39.4%
<b>Fund Total Uses</b>	<b>4,320,612</b>	<b>2,044,714</b>	<b>1,724,898</b>	<b>(319,816)</b>	<b>-15.6%</b>
<b>Library Gift Fund (126)</b>					
Beginning Reserves	28,814	28,814	25,148	(3,666)	-12.7%
<b>Revenues:</b>					
Miscellaneous	7,962	15,000	15,000	0	0.0%
<b>Subtotal of Revenues</b>	<b>7,962</b>	<b>15,000</b>	<b>15,000</b>	<b>0</b>	<b>0.0%</b>
<b>Fund Total Sources</b>	<b>36,776</b>	<b>43,814</b>	<b>40,148</b>	<b>(3,666)</b>	<b>-8.4%</b>
<b>Expenditures:</b>					
Supplies	8,949	15,000	15,000	0	0.0%
<b>Subtotal of Expenditures</b>	<b>8,949</b>	<b>15,000</b>	<b>15,000</b>	<b>0</b>	<b>0.0%</b>
Ending Reserves	27,827	28,814	25,148	(3,666)	-12.7%
<b>Fund Total Uses</b>	<b>36,776</b>	<b>43,814</b>	<b>40,148</b>	<b>(3,666)</b>	<b>-8.4%</b>

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

	2007 Actual	2008 Adopted	2009 Budget	Change from 2008 Adopted	
				Amount	Percent
<b><u>Olympic Pipeline Incident Fund (131)</u></b>					
Beginning Reserves	691,721	655,512	223,594	(431,918)	-65.9%
<b>Revenues:</b>					
Miscellaneous	32,195	32,000	26,339	(5,661)	-17.7%
<b>Subtotal of Revenues</b>	<b>32,195</b>	<b>32,000</b>	<b>26,339</b>	<b>(5,661)</b>	<b>-17.7%</b>
<b>Fund Total Sources</b>	<b>723,916</b>	<b>687,512</b>	<b>249,933</b>	<b>(437,579)</b>	<b>-63.6%</b>
<b>Expenditures:</b>					
Supplies	1,261	6,824	0	(6,824)	-100.0%
Services	36,193	469,150	0	(469,150)	-100.0%
Intergovernmental Expenditures	16,622	65,000	0	(65,000)	-100.0%
Interfund	12,679	5,000	0	(5,000)	-100.0%
<b>Subtotal of Expenditures</b>	<b>66,755</b>	<b>545,974</b>	<b>0</b>	<b>(545,974)</b>	<b>-100.0%</b>
Ending Reserves	657,161	141,538	249,933	108,395	76.6%
<b>Fund Total Uses</b>	<b>723,916</b>	<b>687,512</b>	<b>249,933</b>	<b>(437,579)</b>	<b>-63.6%</b>
<b><u>Squalicum Park/Olympic Fund (132)</u></b>					
Beginning Reserves	1,011,693	112,681	5,805	(106,876)	-94.8%
<b>Revenues:</b>					
Intergovernmental Revenues	280,822	0	0	0	--
Goods and Services Charges	1,625	0	0	0	--
Miscellaneous	31,784	0	0	0	--
<b>Subtotal of Revenues</b>	<b>314,231</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>--</b>
<b>Fund Total Sources</b>	<b>1,325,924</b>	<b>112,681</b>	<b>5,805</b>	<b>(106,876)</b>	<b>-94.8%</b>
<b>Expenditures:</b>					
Capital	1,211,292	98,343	0	(98,343)	-100.0%
<b>Subtotal of Expenditures</b>	<b>1,211,292</b>	<b>98,343</b>	<b>0</b>	<b>(98,343)</b>	<b>-100.0%</b>
Ending Reserves	114,632	14,338	5,805	(8,533)	-59.5%
<b>Fund Total Uses</b>	<b>1,325,924</b>	<b>112,681</b>	<b>5,805</b>	<b>(106,876)</b>	<b>-94.8%</b>
<b><u>Olympic - Restoration Fund (133)</u></b>					
Beginning Reserves	19,701	20,468	37,507	17,039	83.2%
<b>Revenues:</b>					
Miscellaneous	960	0	27,615	27,615	--
<b>Subtotal of Revenues</b>	<b>960</b>	<b>0</b>	<b>27,615</b>	<b>27,615</b>	<b>--</b>
<b>Fund Total Sources</b>	<b>20,661</b>	<b>20,468</b>	<b>65,122</b>	<b>44,654</b>	<b>218.2%</b>
Ending Reserves	20,661	20,468	65,122	44,654	218.2%
<b>Fund Total Uses</b>	<b>20,661</b>	<b>20,468</b>	<b>65,122</b>	<b>44,654</b>	<b>218.2%</b>

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

	2007 Actual	2008 Adopted	2009 Budget	Change from 2008 Adopted	
				Amount	Percent
<b>Olympic-Whatcom Falls Park Addl Fund (134)</b>					
Beginning Reserves	225,369	225,369	247,114	21,745	9.6%
<b>Revenues:</b>					
Miscellaneous	10,995	10,750	12,848	2,098	19.5%
<b>Subtotal of Revenues</b>	<b>10,995</b>	<b>10,750</b>	<b>12,848</b>	<b>2,098</b>	<b>19.5%</b>
<b>Fund Total Sources</b>	<b>236,364</b>	<b>236,119</b>	<b>259,962</b>	<b>23,843</b>	<b>10.1%</b>
Ending Reserves	236,364	236,119	259,962	23,843	10.1%
<b>Fund Total Uses</b>	<b>236,364</b>	<b>236,119</b>	<b>259,962</b>	<b>23,843</b>	<b>10.1%</b>
<b>Little Squalicum-Oeser Settlement Fund (135)</b>					
Beginning Reserves	375,656	19,084	41,730	22,646	118.7%
<b>Revenues:</b>					
Intergovernmental Revenues	54,347	0	0	0	--
Miscellaneous	14,080	11,340	11,172	(168)	-1.5%
<b>Subtotal of Revenues</b>	<b>68,427</b>	<b>11,340</b>	<b>11,172</b>	<b>(168)</b>	<b>-1.5%</b>
<b>Fund Total Sources</b>	<b>444,083</b>	<b>30,424</b>	<b>52,902</b>	<b>22,478</b>	<b>73.9%</b>
<b>Expenditures:</b>					
Services	116,099	1,652	0	(1,652)	-100.0%
<b>Subtotal of Expenditures</b>	<b>116,099</b>	<b>1,652</b>	<b>0</b>	<b>(1,652)</b>	<b>-100.0%</b>
Ending Reserves	327,984	28,772	52,902	24,130	83.9%
<b>Fund Total Uses</b>	<b>444,083</b>	<b>30,424</b>	<b>52,902</b>	<b>22,478</b>	<b>73.9%</b>
<b>1st 1/4% Real Estate Excise Tax Fund (141)</b>					
Beginning Reserves	3,503,139	2,075,114	1,555,856	(519,258)	-25.0%
<b>Revenues:</b>					
Taxes	1,709,804	1,876,500	1,400,000	(476,500)	-25.4%
Intergovernmental Revenues	25,095	0	0	0	--
Goods and Services Charges	0	0	300	300	--
Miscellaneous	198,352	207,376	159,736	(47,640)	-23.0%
<b>Subtotal of Revenues</b>	<b>1,933,251</b>	<b>2,083,876</b>	<b>1,560,036</b>	<b>(523,840)</b>	<b>-25.1%</b>
<b>Fund Total Sources</b>	<b>5,436,390</b>	<b>4,158,990</b>	<b>3,115,892</b>	<b>(1,043,098)</b>	<b>-25.1%</b>
<b>Expenditures:</b>					
Supplies	190	0	0	0	--
Services	161,448	196,000	276,600	80,600	41.1%
Capital	1,107,442	2,437,150	1,000,000	(1,437,150)	-59.0%
Interfund	56,476	50,000	13,198	(36,802)	-73.6%
<b>Subtotal of Expenditures</b>	<b>1,325,556</b>	<b>2,683,150</b>	<b>1,289,798</b>	<b>(1,393,352)</b>	<b>-51.9%</b>
Ending Reserves	4,110,834	1,475,840	1,826,094	350,254	23.7%
<b>Fund Total Uses</b>	<b>5,436,390</b>	<b>4,158,990</b>	<b>3,115,892</b>	<b>(1,043,098)</b>	<b>-25.1%</b>

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

	2007 Actual	2008 Adopted	2009 Budget	Change from 2008 Adopted	
				Amount	Percent
<b>2nd 1/4% Real Estate Excise Tax Fund (142)</b>					
Beginning Reserves	4,956,681	706,884	107,822	(599,062)	-84.7%
<b>Revenues:</b>					
Taxes	1,709,804	1,876,500	1,400,000	(476,500)	-25.4%
Intergovernmental Revenues	150,465	1,669,160	1,610,000	(59,160)	-3.5%
Goods and Services Charges	390	0	300	300	--
Miscellaneous	262,014	263,991	198,313	(65,678)	-24.9%
<b>Subtotal of Revenues</b>	<b>2,122,673</b>	<b>3,809,651</b>	<b>3,208,613</b>	<b>(601,038)</b>	<b>-15.8%</b>
<b>Fund Total Sources</b>	<b>7,079,354</b>	<b>4,516,535</b>	<b>3,316,435</b>	<b>(1,200,100)</b>	<b>-26.6%</b>
<b>Expenditures:</b>					
Supplies	317	0	0	0	--
Services	445,535	175,000	50,000	(125,000)	-71.4%
Intergovernmental Expenditures	622,411	638,152	651,877	13,725	2.2%
Capital	784,280	3,569,160	2,310,000	(1,259,160)	-35.3%
Interfund	286,247	30,000	50,000	20,000	66.7%
<b>Subtotal of Expenditures</b>	<b>2,138,790</b>	<b>4,412,312</b>	<b>3,061,877</b>	<b>(1,350,435)</b>	<b>-30.6%</b>
Ending Reserves	4,940,564	104,223	254,558	150,335	144.2%
<b>Fund Total Uses</b>	<b>7,079,354</b>	<b>4,516,535</b>	<b>3,316,435</b>	<b>(1,200,100)</b>	<b>-26.6%</b>
<b>Police Federal Equitable Share Fund (151)</b>					
Beginning Reserves	32,493	38,199	137,082	98,883	258.9%
<b>Revenues:</b>					
Intergovernmental Revenues	124,744	0	0	0	--
Miscellaneous	4,062	5,189	6,879	1,690	32.6%
<b>Subtotal of Revenues</b>	<b>128,806</b>	<b>5,189</b>	<b>6,879</b>	<b>1,690</b>	<b>32.6%</b>
<b>Fund Total Sources</b>	<b>161,299</b>	<b>43,388</b>	<b>143,961</b>	<b>100,573</b>	<b>231.8%</b>
<b>Expenditures:</b>					
Supplies	4,406	0	0	0	--
Services	0	25,000	25,000	0	0.0%
<b>Subtotal of Expenditures</b>	<b>4,406</b>	<b>25,000</b>	<b>25,000</b>	<b>0</b>	<b>0.0%</b>
Ending Reserves	156,893	18,388	118,961	100,573	546.9%
<b>Fund Total Uses</b>	<b>161,299</b>	<b>43,388</b>	<b>143,961</b>	<b>100,573</b>	<b>231.8%</b>
<b>Asset Forfeiture/Drug Enforce. Fund (152)</b>					
Beginning Reserves	316,341	91,000	99,313	8,313	9.1%
<b>Revenues:</b>					
Miscellaneous	38,033	62,000	62,382	382	0.6%
<b>Subtotal of Revenues</b>	<b>38,033</b>	<b>62,000</b>	<b>62,382</b>	<b>382</b>	<b>0.6%</b>
<b>Fund Total Sources</b>	<b>354,374</b>	<b>153,000</b>	<b>161,695</b>	<b>8,695</b>	<b>5.7%</b>
<b>Expenditures:</b>					
Supplies	78,880	42,000	42,000	0	0.0%
Services	151,296	12,105	11,105	(1,000)	-8.3%
Capital	15,081	18,000	18,000	0	0.0%
Interfund	27,535	28,596	29,103	507	1.8%
<b>Subtotal of Expenditures</b>	<b>272,792</b>	<b>100,701</b>	<b>100,208</b>	<b>(493)</b>	<b>-0.5%</b>
Ending Reserves	81,582	52,299	61,487	9,188	17.6%
<b>Fund Total Uses</b>	<b>354,374</b>	<b>153,000</b>	<b>161,695</b>	<b>8,695</b>	<b>5.7%</b>

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

	2007 Actual	2008 Adopted	2009 Budget	Change from 2008 Adopted	
				Amount	Percent
<b><u>Criminal Justice Fund (153)</u></b>					
Beginning Reserves	361,273	465,133	482,764	17,631	3.8%
<b>Revenues:</b>					
Intergovernmental Revenues	246,790	257,229	270,709	13,480	5.2%
Miscellaneous	19,473	18,000	17,894	(106)	-0.6%
<b>Subtotal of Revenues</b>	<b>266,263</b>	<b>275,229</b>	<b>288,603</b>	<b>13,374</b>	<b>4.9%</b>
<b>Fund Total Sources</b>	<b>627,536</b>	<b>740,362</b>	<b>771,367</b>	<b>31,005</b>	<b>4.2%</b>
<b>Expenditures:</b>					
Salaries and Benefits	0	0	43,147	43,147	--
Supplies	0	0	82,845	82,845	--
Services	0	0	15,000	15,000	--
Intergovernmental Expenditures	180,000	0	267,926	267,926	--
Capital	0	180,000	0	(180,000)	-100.0%
<b>Subtotal of Expenditures</b>	<b>180,000</b>	<b>180,000</b>	<b>408,918</b>	<b>228,918</b>	<b>127.2%</b>
Ending Reserves	447,536	560,362	362,449	(197,913)	-35.3%
<b>Fund Total Uses</b>	<b>627,536</b>	<b>740,362</b>	<b>771,367</b>	<b>31,005</b>	<b>4.2%</b>
<b><u>Public Safety Dispatch Fund (160)</u></b>					
Beginning Reserves	1,802,630	1,646,926	1,764,781	117,855	7.2%
<b>Revenues:</b>					
Intergovernmental Revenues	2,330,949	2,239,470	2,308,078	68,608	3.1%
Goods and Services Charges	1,580,523	1,582,888	1,672,738	89,850	5.7%
Miscellaneous	181,551	73,716	78,854	5,138	7.0%
Other Financing Sources	29,037	30,417	0	(30,417)	-100.0%
<b>Subtotal of Revenues</b>	<b>4,122,060</b>	<b>3,926,491</b>	<b>4,059,670</b>	<b>133,179</b>	<b>3.4%</b>
<b>Fund Total Sources</b>	<b>5,924,690</b>	<b>5,573,417</b>	<b>5,824,451</b>	<b>251,034</b>	<b>4.5%</b>
<b>Expenditures:</b>					
Salaries and Benefits	3,100,415	3,298,393	3,507,691	209,298	6.3%
Supplies	55,027	74,708	66,508	(8,200)	-11.0%
Services	255,797	252,610	205,445	(47,165)	-18.7%
Intergovernmental Expenditures	64,750	11,638	8,040	(3,598)	-30.9%
Capital	83,166	0	126,000	126,000	--
Interfund	369,292	272,652	242,958	(29,694)	-10.9%
<b>Subtotal of Expenditures</b>	<b>3,928,447</b>	<b>3,910,001</b>	<b>4,156,642</b>	<b>246,641</b>	<b>6.3%</b>
Ending Reserves	1,996,243	1,663,416	1,667,809	4,393	0.3%
<b>Fund Total Uses</b>	<b>5,924,690</b>	<b>5,573,417</b>	<b>5,824,451</b>	<b>251,034</b>	<b>4.5%</b>



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

	2007 Actual	2008 Adopted	2009 Budget	Change from 2008 Adopted	
				Amount	Percent
<b><u>Beyond Greenways Fund (172)</u></b>					
Beginning Reserves	4,212,857	1,247,166	507,787	(739,379)	-59.3%
<b>Revenues:</b>					
Taxes	31,262	0	0	0	--
Intergovernmental Revenues	386,235	0	0	0	--
Goods and Services Charges	1,030	1,304	1,200	(104)	-8.0%
Miscellaneous	383,449	99,357	70,034	(29,323)	-29.5%
<b>Subtotal of Revenues</b>	<b>801,976</b>	<b>100,661</b>	<b>71,234</b>	<b>(29,427)</b>	<b>-29.2%</b>
<b>Fund Total Sources</b>	<b>5,014,833</b>	<b>1,347,827</b>	<b>579,021</b>	<b>(768,806)</b>	<b>-57.0%</b>
<b>Expenditures:</b>					
Supplies	262	0	0	0	--
Services	8,233	0	0	0	--
Intergovernmental Expenditures	45,639	20,238	0	(20,238)	-100.0%
Capital	1,098,912	1,082,000	0	(1,082,000)	-100.0%
Interfund	103,007	85,000	50,000	(35,000)	-41.2%
<b>Subtotal of Expenditures</b>	<b>1,256,053</b>	<b>1,187,238</b>	<b>50,000</b>	<b>(1,137,238)</b>	<b>-95.8%</b>
Ending Reserves	3,758,780	160,589	529,021	368,432	229.4%
<b>Fund Total Uses</b>	<b>5,014,833</b>	<b>1,347,827</b>	<b>579,021</b>	<b>(768,806)</b>	<b>-57.0%</b>
<b><u>Greenways III Fund (173)</u></b>					
Beginning Reserves	0	0	229,279	229,279	--
<b>Revenues:</b>					
Taxes	3,486,779	3,641,000	3,677,410	36,410	1.0%
Intergovernmental Revenues	0	0	2,133,183	2,133,183	--
Goods and Services Charges	0	0	1,200	1,200	--
Miscellaneous	257,753	74,407	127,526	53,119	71.4%
Other Financing Sources	275	0	0	0	--
<b>Subtotal of Revenues</b>	<b>3,744,807</b>	<b>3,715,407</b>	<b>5,939,319</b>	<b>2,223,912</b>	<b>59.9%</b>
<b>Fund Total Sources</b>	<b>3,744,807</b>	<b>3,715,407</b>	<b>6,168,598</b>	<b>2,453,191</b>	<b>66.0%</b>
<b>Expenditures:</b>					
Services	103	150,000	0	(150,000)	-100.0%
Capital	414,667	3,400,000	5,133,183	1,733,183	51.0%
Interfund	65,992	133,748	133,748	0	0.0%
<b>Subtotal of Expenditures</b>	<b>480,762</b>	<b>3,683,748</b>	<b>5,266,931</b>	<b>1,583,183</b>	<b>43.0%</b>
Ending Reserves	3,264,045	31,659	901,667	870,008	2748.1%
<b>Fund Total Uses</b>	<b>3,744,807</b>	<b>3,715,407</b>	<b>6,168,598</b>	<b>2,453,191</b>	<b>66.0%</b>

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

	2007 Actual	2008 Adopted	2009 Budget	Change from 2008 Adopted	
				Amount	Percent
<b><u>Parks Impact Fund (177)</u></b>					
Beginning Reserves	369,327	428,271	1,335,830	907,559	211.9%
<b>Revenues:</b>					
Goods and Services Charges	1,441,944	1,035,830	500,000	(535,830)	-51.7%
Miscellaneous	55,525	30,000	77,566	47,566	158.6%
<b>Subtotal of Revenues</b>	<b>1,497,469</b>	<b>1,065,830</b>	<b>577,566</b>	<b>(488,264)</b>	<b>-45.8%</b>
<b>Fund Total Sources</b>	<b>1,866,796</b>	<b>1,494,101</b>	<b>1,913,396</b>	<b>419,295</b>	<b>28.1%</b>
<b>Expenditures:</b>					
Capital	0	1,350,000	1,700,000	350,000	25.9%
Interfund	9,403	70,000	70,000	0	0.0%
<b>Subtotal of Expenditures</b>	<b>9,403</b>	<b>1,420,000</b>	<b>1,770,000</b>	<b>350,000</b>	<b>24.6%</b>
Ending Reserves	1,857,393	74,101	143,396	69,295	93.5%
<b>Fund Total Uses</b>	<b>1,866,796</b>	<b>1,494,101</b>	<b>1,913,396</b>	<b>419,295</b>	<b>28.1%</b>
<b><u>Sportsplex Fund (178)</u></b>					
Beginning Reserves	11,261	16,633	30,661	14,028	84.3%
<b>Revenues:</b>					
Miscellaneous	7,224	12,176	5,909	(6,267)	-51.5%
<b>Subtotal of Revenues</b>	<b>7,224</b>	<b>12,176</b>	<b>5,909</b>	<b>(6,267)</b>	<b>-51.5%</b>
<b>Fund Total Sources</b>	<b>18,485</b>	<b>28,809</b>	<b>36,570</b>	<b>7,761</b>	<b>26.9%</b>
Ending Reserves	18,485	28,809	36,570	7,761	26.9%
<b>Fund Total Uses</b>	<b>18,485</b>	<b>28,809</b>	<b>36,570</b>	<b>7,761</b>	<b>26.9%</b>
<b><u>Tourism Fund (180)</u></b>					
Beginning Reserves	326,872	351,170	300,000	(51,170)	-14.6%
<b>Revenues:</b>					
Taxes	1,022,465	993,270	1,000,000	6,730	0.7%
Miscellaneous	18,756	14,221	13,432	(789)	-5.5%
<b>Subtotal of Revenues</b>	<b>1,041,221</b>	<b>1,007,491</b>	<b>1,013,432</b>	<b>5,941</b>	<b>0.6%</b>
<b>Fund Total Sources</b>	<b>1,368,093</b>	<b>1,358,661</b>	<b>1,313,432</b>	<b>(45,229)</b>	<b>-3.3%</b>
<b>Expenditures:</b>					
Salaries and Benefits	0	16,830	18,672	1,842	10.9%
Supplies	26	100,031	25,000	(75,031)	-75.0%
Services	856,144	922,551	957,519	34,968	3.8%
Intergovernmental Expenditures	108,000	106,090	109,273	3,183	3.0%
Interfund	20,752	3,078	6,153	3,075	99.9%
<b>Subtotal of Expenditures</b>	<b>984,922</b>	<b>1,148,580</b>	<b>1,116,617</b>	<b>(31,963)</b>	<b>-2.8%</b>
Ending Reserves	383,171	210,081	196,815	(13,266)	-6.3%
<b>Fund Total Uses</b>	<b>1,368,093</b>	<b>1,358,661</b>	<b>1,313,432</b>	<b>(45,229)</b>	<b>-3.3%</b>

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

	2007 Actual	2008 Adopted	2009 Budget	Change from 2008 Adopted	
				Amount	Percent
<b>Community Develop Block Grant Fund (190)</b>					
Beginning Reserves	807,469	332,765	302,214	(30,551)	-9.2%
<b>Revenues:</b>					
Intergovernmental Revenues	726,204	870,200	838,000	(32,200)	-3.7%
Goods and Services Charges	168,784	194,555	190,864	(3,691)	-1.9%
Miscellaneous	28,531	41,081	44,716	3,635	8.8%
Other Financing Sources	208,027	153,573	0	(153,573)	-100.0%
<b>Subtotal of Revenues</b>	<b>1,131,546</b>	<b>1,259,409</b>	<b>1,073,580</b>	<b>(185,829)</b>	<b>-14.8%</b>
<b>Fund Total Sources</b>	<b>1,939,015</b>	<b>1,592,174</b>	<b>1,375,794</b>	<b>(216,380)</b>	<b>-13.6%</b>
<b>Expenditures:</b>					
Salaries and Benefits	0	379,628	333,946	(45,682)	-12.0%
Supplies	2,178	512	550	38	7.4%
Services	831,082	547,818	729,029	181,211	33.1%
Intergovernmental Expenditures	4,091	3,000	0	(3,000)	-100.0%
Capital	113,746	181,248	0	(181,248)	-100.0%
Interfund	506,477	161,327	10,055	(151,272)	-93.8%
<b>Subtotal of Expenditures</b>	<b>1,457,574</b>	<b>1,273,533</b>	<b>1,073,580</b>	<b>(199,953)</b>	<b>-15.7%</b>
Ending Reserves	481,441	318,641	302,214	(16,427)	-5.2%
<b>Fund Total Uses</b>	<b>1,939,015</b>	<b>1,592,174</b>	<b>1,375,794</b>	<b>(216,380)</b>	<b>-13.6%</b>
<b>HOME Investment Partnership Grant Fund (191)</b>					
<b>Revenues:</b>					
Intergovernmental Revenues	328,005	635,000	616,000	(19,000)	-3.0%
Goods and Services Charges	8,870	16,986	1,817	(15,169)	-89.3%
Miscellaneous	25,194	27,392	42,561	15,169	55.4%
Other Financing Sources	3,344	0	0	0	--
<b>Subtotal of Revenues</b>	<b>365,413</b>	<b>679,378</b>	<b>660,378</b>	<b>(19,000)</b>	<b>-2.8%</b>
<b>Fund Total Sources</b>	<b>365,413</b>	<b>679,378</b>	<b>660,378</b>	<b>(19,000)</b>	<b>-2.8%</b>
<b>Expenditures:</b>					
Salaries and Benefits	0	57,101	54,018	(3,083)	-5.4%
Supplies	52	0	0	0	--
Services	316,667	622,277	606,360	(15,917)	-2.6%
Interfund	48,694	0	0	0	--
<b>Subtotal of Expenditures</b>	<b>365,413</b>	<b>679,378</b>	<b>660,378</b>	<b>(19,000)</b>	<b>-2.8%</b>
<b>Fund Total Uses</b>	<b>365,413</b>	<b>679,378</b>	<b>660,378</b>	<b>(19,000)</b>	<b>-2.8%</b>
<b>2001 Fire UTGO Bond Fund (214)</b>					
Beginning Reserves	17,139	20,366	28,156	7,790	38.3%
<b>Revenues:</b>					
Taxes	370,637	350,000	350,000	0	0.0%
Miscellaneous	5,663	6,620	5,584	(1,036)	-15.6%
<b>Subtotal of Revenues</b>	<b>376,300</b>	<b>356,620</b>	<b>355,584</b>	<b>(1,036)</b>	<b>-0.3%</b>
<b>Fund Total Sources</b>	<b>393,439</b>	<b>376,986</b>	<b>383,740</b>	<b>6,754</b>	<b>1.8%</b>
<b>Expenditures:</b>					
Principal and Interest	350,109	348,830	346,735	(2,095)	-0.6%
<b>Subtotal of Expenditures</b>	<b>350,109</b>	<b>348,830</b>	<b>346,735</b>	<b>(2,095)</b>	<b>-0.6%</b>
Ending Reserves	43,330	28,156	37,005	8,849	31.4%
<b>Fund Total Uses</b>	<b>393,439</b>	<b>376,986</b>	<b>383,740</b>	<b>6,754</b>	<b>1.8%</b>

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

	2007 Actual	2008 Adopted	2009 Budget	Change from 2008 Adopted	
				Amount	Percent
<b>1999 LTGO Bond Redemption Fund (222)</b>					
Beginning Reserves	1,449	0	0	0	--
<b>Revenues:</b>					
Other Financing Sources	547,543	544,638	547,075	2,437	0.4%
<b>Subtotal of Revenues</b>	<b>547,543</b>	<b>544,638</b>	<b>547,075</b>	<b>2,437</b>	<b>0.4%</b>
<b>Fund Total Sources</b>	<b>548,992</b>	<b>544,638</b>	<b>547,075</b>	<b>2,437</b>	<b>0.4%</b>
<b>Expenditures:</b>					
Principal and Interest	548,993	544,638	547,075	2,437	0.4%
<b>Subtotal of Expenditures</b>	<b>548,993</b>	<b>544,638</b>	<b>547,075</b>	<b>2,437</b>	<b>0.4%</b>
Ending Reserves	(1)	0	0	0	--
<b>Fund Total Uses</b>	<b>548,992</b>	<b>544,638</b>	<b>547,075</b>	<b>2,437</b>	<b>0.4%</b>
<b>Refunding GO Bonds 1996 Fund (223)</b>					
Beginning Reserves	15,696	0	0	0	--
<b>Revenues:</b>					
Miscellaneous	45,683	47,658	0	(47,658)	-100.0%
Other Financing Sources	466,050	483,310	347,648	(135,662)	-28.1%
<b>Subtotal of Revenues</b>	<b>511,733</b>	<b>530,968</b>	<b>347,648</b>	<b>(183,320)</b>	<b>-34.5%</b>
<b>Fund Total Sources</b>	<b>527,429</b>	<b>530,968</b>	<b>347,648</b>	<b>(183,320)</b>	<b>-34.5%</b>
<b>Expenditures:</b>					
Principal and Interest	527,430	530,968	347,648	(183,320)	-34.5%
<b>Subtotal of Expenditures</b>	<b>527,430</b>	<b>530,968</b>	<b>347,648</b>	<b>(183,320)</b>	<b>-34.5%</b>
Ending Reserves	(1)	0	0	0	--
<b>Fund Total Uses</b>	<b>527,429</b>	<b>530,968</b>	<b>347,648</b>	<b>(183,320)</b>	<b>-34.5%</b>
<b>Sportsplex Acquisition Debt Fund (224)</b>					
Beginning Reserves	21,799	22,050	22,259	209	0.9%
<b>Revenues:</b>					
Miscellaneous	262,147	265,228	267,701	2,473	0.9%
<b>Subtotal of Revenues</b>	<b>262,147</b>	<b>265,228</b>	<b>267,701</b>	<b>2,473</b>	<b>0.9%</b>
<b>Fund Total Sources</b>	<b>283,946</b>	<b>287,278</b>	<b>289,960</b>	<b>2,682</b>	<b>0.9%</b>
<b>Expenditures:</b>					
Principal and Interest	261,898	265,019	267,525	2,506	0.9%
<b>Subtotal of Expenditures</b>	<b>261,898</b>	<b>265,019</b>	<b>267,525</b>	<b>2,506</b>	<b>0.9%</b>
Ending Reserves	22,048	22,259	22,435	176	0.8%
<b>Fund Total Uses</b>	<b>283,946</b>	<b>287,278</b>	<b>289,960</b>	<b>2,682</b>	<b>0.9%</b>

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

	2007 Actual	2008 Adopted	2009 Budget	Change from 2008 Adopted Amount	Percent
<b>2004 PFD/Civic Field LTGO Fund (225)</b>					
Beginning Reserves	813	0	0	0	--
<b>Revenues:</b>					
Intergovernmental Revenues	0	0	590,736	590,736	--
Other Financing Sources	1,175,739	1,208,425	651,877	(556,548)	-46.1%
<b>Subtotal of Revenues</b>	<b>1,175,739</b>	<b>1,208,425</b>	<b>1,242,613</b>	<b>34,188</b>	<b>2.8%</b>
<b>Fund Total Sources</b>	<b>1,176,552</b>	<b>1,208,425</b>	<b>1,242,613</b>	<b>34,188</b>	<b>2.8%</b>
<b>Expenditures:</b>					
Principal and Interest	1,176,553	1,208,425	1,242,613	34,188	2.8%
<b>Subtotal of Expenditures</b>	<b>1,176,553</b>	<b>1,208,425</b>	<b>1,242,613</b>	<b>34,188</b>	<b>2.8%</b>
Ending Reserves	(1)	0	0	0	--
<b>Fund Total Uses</b>	<b>1,176,553</b>	<b>1,208,425</b>	<b>1,242,613</b>	<b>34,188</b>	<b>2.8%</b>
<b>2009 Library LTGO Fund (226)</b>					
<b>Revenues:</b>					
Other Financing Sources	0	0	231,970	231,970	--
<b>Subtotal of Revenues</b>	<b>0</b>	<b>0</b>	<b>231,970</b>	<b>231,970</b>	<b>--</b>
<b>Fund Total Sources</b>	<b>0</b>	<b>0</b>	<b>231,970</b>	<b>231,970</b>	<b>--</b>
<b>Expenditures:</b>					
Principal and Interest	0	0	231,970	231,970	--
<b>Subtotal of Expenditures</b>	<b>0</b>	<b>0</b>	<b>231,970</b>	<b>231,970</b>	<b>--</b>
<b>Fund Total Uses</b>	<b>0</b>	<b>0</b>	<b>231,970</b>	<b>231,970</b>	<b>--</b>
<b>Drake Note Fund (231)</b>					
Beginning Reserves	103	0	0	0	--
<b>Revenues:</b>					
Other Financing Sources	17,860	17,964	17,964	0	0.0%
<b>Subtotal of Revenues</b>	<b>17,860</b>	<b>17,964</b>	<b>17,964</b>	<b>0</b>	<b>0.0%</b>
<b>Fund Total Sources</b>	<b>17,963</b>	<b>17,964</b>	<b>17,964</b>	<b>0</b>	<b>0.0%</b>
<b>Expenditures:</b>					
Principal and Interest	17,963	17,964	17,964	0	0.0%
<b>Subtotal of Expenditures</b>	<b>17,963</b>	<b>17,964</b>	<b>17,964</b>	<b>0</b>	<b>0.0%</b>
<b>Fund Total Uses</b>	<b>17,963</b>	<b>17,964</b>	<b>17,964</b>	<b>0</b>	<b>0.0%</b>
<b>PW State Loan-Roeder Ave Fund (232)</b>					
<b>Revenues:</b>					
Miscellaneous	21,263	0	0	0	--
Other Financing Sources	31,895	0	0	0	--
<b>Subtotal of Revenues</b>	<b>53,158</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>--</b>
<b>Fund Total Sources</b>	<b>53,158</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>--</b>
<b>Expenditures:</b>					
Principal and Interest	53,158	0	0	0	--
<b>Subtotal of Expenditures</b>	<b>53,158</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>--</b>
<b>Fund Total Uses</b>	<b>53,158</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>--</b>

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

	2007 Actual	2008 Adopted	2009 Budget	Change from 2008 Adopted	
				Amount	Percent
<b><u>PW State Loan-Woburn St Fund (233)</u></b>					
<b>Revenues:</b>					
Other Financing Sources	53,982	53,454	0	(53,454)	-100.0%
<b>Subtotal of Revenues</b>	<b>53,982</b>	<b>53,454</b>	<b>0</b>	<b>(53,454)</b>	<b>-100.0%</b>
<b>Fund Total Sources</b>	<b>53,982</b>	<b>53,454</b>	<b>0</b>	<b>(53,454)</b>	<b>-100.0%</b>
<b>Expenditures:</b>					
Principal and Interest	53,982	53,454	0	(53,454)	-100.0%
<b>Subtotal of Expenditures</b>	<b>53,982</b>	<b>53,454</b>	<b>0</b>	<b>(53,454)</b>	<b>-100.0%</b>
<b>Fund Total Uses</b>	<b>53,982</b>	<b>53,454</b>	<b>0</b>	<b>(53,454)</b>	<b>-100.0%</b>
<b><u>CERB Loans Fund (234)</u></b>					
<b>Revenues:</b>					
Goods and Services Charges	90,329	97,284	104,775	7,491	7.7%
Miscellaneous	22,514	15,559	8,068	(7,491)	-48.1%
<b>Subtotal of Revenues</b>	<b>112,843</b>	<b>112,843</b>	<b>112,843</b>	<b>0</b>	<b>0.0%</b>
<b>Fund Total Sources</b>	<b>112,843</b>	<b>112,843</b>	<b>112,843</b>	<b>0</b>	<b>0.0%</b>
<b>Expenditures:</b>					
Principal and Interest	112,843	112,843	112,843	0	0.0%
<b>Subtotal of Expenditures</b>	<b>112,843</b>	<b>112,843</b>	<b>112,843</b>	<b>0</b>	<b>0.0%</b>
<b>Fund Total Uses</b>	<b>112,843</b>	<b>112,843</b>	<b>112,843</b>	<b>0</b>	<b>0.0%</b>
<b><u>PW Trust Loan-Str Overlay Fund (235)</u></b>					
<b>Revenues:</b>					
Other Financing Sources	170,570	169,781	168,991	(790)	-0.5%
<b>Subtotal of Revenues</b>	<b>170,570</b>	<b>169,781</b>	<b>168,991</b>	<b>(790)</b>	<b>-0.5%</b>
<b>Fund Total Sources</b>	<b>170,570</b>	<b>169,781</b>	<b>168,991</b>	<b>(790)</b>	<b>-0.5%</b>
<b>Expenditures:</b>					
Principal and Interest	170,570	169,781	168,991	(790)	-0.5%
<b>Subtotal of Expenditures</b>	<b>170,570</b>	<b>169,781</b>	<b>168,991</b>	<b>(790)</b>	<b>-0.5%</b>
<b>Fund Total Uses</b>	<b>170,570</b>	<b>169,781</b>	<b>168,991</b>	<b>(790)</b>	<b>-0.5%</b>
<b><u>LID Guaranty Fund (245)</u></b>					
Beginning Reserves	535,604	261,802	290,793	28,991	11.1%
<b>Revenues:</b>					
Miscellaneous	21,815	33,374	9,375	(23,999)	-71.9%
<b>Subtotal of Revenues</b>	<b>21,815</b>	<b>33,374</b>	<b>9,375</b>	<b>(23,999)</b>	<b>-71.9%</b>
<b>Fund Total Sources</b>	<b>557,419</b>	<b>295,176</b>	<b>300,168</b>	<b>4,992</b>	<b>1.7%</b>
<b>Expenditures:</b>					
Intergovernmental Expenditures	300,000	0	0	0	--
<b>Subtotal of Expenditures</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>--</b>
Ending Reserves	257,419	295,176	300,168	4,992	1.7%
<b>Fund Total Uses</b>	<b>557,419</b>	<b>295,176</b>	<b>300,168</b>	<b>4,992</b>	<b>1.7%</b>

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

	2007 Actual	2008 Adopted	2009 Budget	Change from 2008 Adopted	
				Amount	Percent
<b>#1099 Barkley Blvd Fund (264)</b>					
Beginning Reserves	1,113	0	0	0	--
<b>Revenues:</b>					
Miscellaneous	201,061	0	0	0	--
<b>Subtotal of Revenues</b>	<b>201,061</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>--</b>
<b>Fund Total Sources</b>	<b>202,174</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>--</b>
<b>Expenditures:</b>					
Principal and Interest	202,766	0	0	0	--
<b>Subtotal of Expenditures</b>	<b>202,766</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>--</b>
Ending Reserves	(592)	0	0	0	--
<b>Fund Total Uses</b>	<b>202,174</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>--</b>
<b>#1106 Bakerview Rd Fund (270)</b>					
Beginning Reserves	1,329	0	0	0	--
<b>Revenues:</b>					
Miscellaneous	160,308	0	0	0	--
<b>Subtotal of Revenues</b>	<b>160,308</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>--</b>
<b>Fund Total Sources</b>	<b>161,637</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>--</b>
<b>Expenditures:</b>					
Principal and Interest	164,287	0	0	0	--
<b>Subtotal of Expenditures</b>	<b>164,287</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>--</b>
Ending Reserves	(2,650)	0	0	0	--
<b>Fund Total Uses</b>	<b>161,637</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>--</b>
<b>#1107/1108 Telegraph/Barkley Fund (271)</b>					
Beginning Reserves	8,475	0	0	0	--
<b>Revenues:</b>					
Miscellaneous	75,760	0	0	0	--
<b>Subtotal of Revenues</b>	<b>75,760</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>--</b>
<b>Fund Total Sources</b>	<b>84,235</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>--</b>
<b>Expenditures:</b>					
Principal and Interest	86,698	0	0	0	--
<b>Subtotal of Expenditures</b>	<b>86,698</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>--</b>
Ending Reserves	(2,463)	0	0	0	--
<b>Fund Total Uses</b>	<b>84,235</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>--</b>

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

	2007 Actual	2008 Adopted	2009 Budget	Change from 2008 Adopted	
				Amount	Percent
<b>Civic Field Improvement Fund (341)</b>					
Beginning Reserves	1,776,054	403,627	8,357	(395,270)	-97.9%
<b>Revenues:</b>					
Goods and Services Charges	780	800	0	(800)	-100.0%
Miscellaneous	61,673	0	0	0	--
<b>Subtotal of Revenues</b>	<b>62,453</b>	<b>800</b>	<b>0</b>	<b>(800)</b>	<b>-100.0%</b>
<b>Fund Total Sources</b>	<b>1,838,507</b>	<b>404,427</b>	<b>8,357</b>	<b>(396,070)</b>	<b>-97.9%</b>
<b>Expenditures:</b>					
Services	53,677	0	0	0	--
Intergovernmental Expenditures	200	0	0	0	--
Capital	918,983	113,000	0	(113,000)	-100.0%
Interfund	42,337	10,000	0	(10,000)	-100.0%
<b>Subtotal of Expenditures</b>	<b>1,015,197</b>	<b>123,000</b>	<b>0</b>	<b>(123,000)</b>	<b>-100.0%</b>
Ending Reserves	823,310	281,427	8,357	(273,070)	-97.0%
<b>Fund Total Uses</b>	<b>1,838,507</b>	<b>404,427</b>	<b>8,357</b>	<b>(396,070)</b>	<b>-97.9%</b>
<b>Water Fund (410)</b>					
Beginning Reserves	15,876,699	6,357,762	13,101,217	6,743,455	106.1%
<b>Revenues:</b>					
Intergovernmental Revenues	253,267	0	0	0	--
Goods and Services Charges	14,307,501	15,406,288	15,917,971	511,683	3.3%
Fines	46,350	43,775	43,775	0	0.0%
Miscellaneous	872,511	1,003,824	637,391	(366,433)	-36.5%
<b>Subtotal of Revenues</b>	<b>15,479,629</b>	<b>16,453,887</b>	<b>16,599,137</b>	<b>145,250</b>	<b>0.9%</b>
<b>Fund Total Sources</b>	<b>31,356,328</b>	<b>22,811,649</b>	<b>29,700,354</b>	<b>6,888,705</b>	<b>30.2%</b>
<b>Expenditures:</b>					
Salaries and Benefits	2,218,781	2,541,645	2,676,995	135,350	5.3%
Supplies	690,535	616,726	789,513	172,787	28.0%
Services	1,912,066	2,299,082	2,293,188	(5,894)	-0.3%
Intergovernmental Expenditures	2,615,329	3,090,782	3,075,182	(15,600)	-0.5%
Capital	2,538,251	4,452,800	9,000,000	4,547,200	102.1%
Principal and Interest	2,388,789	1,587,083	1,811,636	224,553	14.1%
Interfund	4,002,662	3,994,073	4,226,070	231,997	5.8%
<b>Subtotal of Expenditures</b>	<b>16,366,413</b>	<b>18,582,191</b>	<b>23,872,584</b>	<b>5,290,393</b>	<b>28.5%</b>
Ending Reserves	14,989,915	4,229,458	5,827,770	1,598,312	37.8%
<b>Fund Total Uses</b>	<b>31,356,328</b>	<b>22,811,649</b>	<b>29,700,354</b>	<b>6,888,705</b>	<b>30.2%</b>



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

	2007 Actual	2008 Adopted	2009 Budget	Change from 2008 Adopted	
				Amount	Percent
<b>Wastewater Fund (420)</b>					
Beginning Reserves	17,142,252	8,518,806	9,193,136	674,330	7.9%
<b>Revenues:</b>					
Intergovernmental Revenues	4,229	3,000	3,000	0	0.0%
Goods and Services Charges	14,763,822	15,490,761	16,505,403	1,014,642	6.5%
Fines	50,845	49,440	49,440	0	0.0%
Miscellaneous	1,388,136	1,229,739	815,028	(414,711)	-33.7%
Non Revenues	846,840	0	0	0	--
<b>Subtotal of Revenues</b>	<b>17,053,872</b>	<b>16,772,940</b>	<b>17,372,871</b>	<b>599,931</b>	<b>3.6%</b>
<b>Fund Total Sources</b>	<b>34,196,124</b>	<b>25,291,746</b>	<b>26,566,007</b>	<b>1,274,261</b>	<b>5.0%</b>
<b>Expenditures:</b>					
Salaries and Benefits	2,746,738	3,010,565	3,125,399	114,834	3.8%
Supplies	722,197	643,180	660,142	16,962	2.6%
Services	2,779,566	4,510,151	4,426,855	(83,296)	-1.8%
Intergovernmental Expenditures	2,137,183	2,105,509	2,282,109	176,600	8.4%
Capital	3,035,158	3,061,000	6,020,000	2,959,000	96.7%
Principal and Interest	2,212,360	2,220,840	2,212,802	(8,038)	-0.4%
Interfund	2,913,140	2,978,384	3,235,640	257,256	8.6%
<b>Subtotal of Expenditures</b>	<b>16,546,342</b>	<b>18,529,629</b>	<b>21,962,947</b>	<b>3,433,318</b>	<b>18.5%</b>
Ending Reserves	17,649,782	6,762,117	4,603,060	(2,159,057)	-31.9%
<b>Fund Total Uses</b>	<b>34,196,124</b>	<b>25,291,746</b>	<b>26,566,007</b>	<b>1,274,261</b>	<b>5.0%</b>
<b>Storm/Surface Water Utility Fund (430)</b>					
Beginning Reserves	2,515,808	1,431,981	1,286,534	(145,447)	-10.2%
<b>Revenues:</b>					
Licenses and Permits	142,838	169,890	110,000	(59,890)	-35.3%
Intergovernmental Revenues	18,177	19,000	34,000	15,000	78.9%
Goods and Services Charges	4,707,224	4,634,143	4,597,000	(37,143)	-0.8%
Fines	15,817	92,168	11,718	(80,450)	-87.3%
Miscellaneous	159,846	157,403	124,959	(32,444)	-20.6%
Other Financing Sources	34,734	0	0	0	--
<b>Subtotal of Revenues</b>	<b>5,078,636</b>	<b>5,072,604</b>	<b>4,877,677</b>	<b>(194,927)</b>	<b>-3.8%</b>
<b>Fund Total Sources</b>	<b>7,594,444</b>	<b>6,504,585</b>	<b>6,164,211</b>	<b>(340,374)</b>	<b>-5.2%</b>
<b>Expenditures:</b>					
Salaries and Benefits	1,013,187	1,129,748	1,246,959	117,211	10.4%
Supplies	122,725	124,462	130,010	5,548	4.5%
Services	401,266	669,464	509,694	(159,770)	-23.9%
Intergovernmental Expenditures	627,066	578,300	566,100	(12,200)	-2.1%
Capital	476,567	1,731,000	1,477,000	(254,000)	-14.7%
Interfund	1,460,591	1,797,158	1,858,431	61,273	3.4%
<b>Subtotal of Expenditures</b>	<b>4,101,402</b>	<b>6,030,132</b>	<b>5,788,194</b>	<b>(241,938)</b>	<b>-4.0%</b>
Ending Reserves	3,493,042	474,453	376,017	(98,436)	-20.7%
<b>Fund Total Uses</b>	<b>7,594,444</b>	<b>6,504,585</b>	<b>6,164,211</b>	<b>(340,374)</b>	<b>-5.2%</b>

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

	2007 Actual	2008 Adopted	2009 Budget	Change from 2008 Adopted	
				Amount	Percent
<b>Solid Waste Fund (440)</b>					
Beginning Reserves	1,937,143	1,660,188	6,647,012	4,986,824	300.4%
<b>Revenues:</b>					
Taxes	1,256,118	1,280,000	1,280,000	0	0.0%
Intergovernmental Revenues	130,937	120,000	120,000	0	0.0%
Goods and Services Charges	101,031	92,626	107,626	15,000	16.2%
Miscellaneous	1,219,272	496,624	275,270	(221,354)	-44.6%
<b>Subtotal of Revenues</b>	<b>2,707,358</b>	<b>1,989,250</b>	<b>1,782,896</b>	<b>(206,354)</b>	<b>-10.4%</b>
<b>Fund Total Sources</b>	<b>4,644,501</b>	<b>3,649,438</b>	<b>8,429,908</b>	<b>4,780,470</b>	<b>131.0%</b>
<b>Expenditures:</b>					
Salaries and Benefits	126,619	146,325	161,198	14,873	10.2%
Supplies	13,951	32,079	93,506	61,427	191.5%
Services	985,304	932,980	914,940	(18,040)	-1.9%
Intergovernmental Expenditures	1,875	21,050	21,140	90	0.4%
Principal and Interest	796,327	768,732	695,777	(72,955)	-9.5%
Interfund	185,423	126,093	225,932	99,839	79.2%
<b>Subtotal of Expenditures</b>	<b>2,109,499</b>	<b>2,027,259</b>	<b>2,112,493</b>	<b>85,234</b>	<b>4.2%</b>
Ending Reserves	2,535,002	1,622,179	6,317,415	4,695,236	289.4%
<b>Fund Total Uses</b>	<b>4,644,501</b>	<b>3,649,438</b>	<b>8,429,908</b>	<b>4,780,470</b>	<b>131.0%</b>
<b>Cemetery Fund (456)</b>					
Beginning Reserves	444,397	417,714	389,304	(28,410)	-6.8%
<b>Revenues:</b>					
Goods and Services Charges	365,652	349,089	372,332	23,243	6.7%
Fines	0	26	0	(26)	-100.0%
Miscellaneous	29,596	33,725	24,001	(9,724)	-28.8%
Other Financing Sources	228,654	221,480	221,480	0	0.0%
<b>Subtotal of Revenues</b>	<b>623,902</b>	<b>604,320</b>	<b>617,813</b>	<b>13,493</b>	<b>2.2%</b>
<b>Fund Total Sources</b>	<b>1,068,299</b>	<b>1,022,034</b>	<b>1,007,117</b>	<b>(14,917)</b>	<b>-1.5%</b>
<b>Expenditures:</b>					
Salaries and Benefits	325,072	318,488	335,972	17,484	5.5%
Supplies	104,815	102,576	87,908	(14,668)	-14.3%
Services	49,940	48,277	46,205	(2,072)	-4.3%
Intergovernmental Expenditures	27,622	17,691	14,229	(3,462)	-19.6%
Capital	20,517	0	0	0	--
Interfund	131,990	132,268	134,803	2,535	1.9%
<b>Subtotal of Expenditures</b>	<b>659,956</b>	<b>619,300</b>	<b>619,117</b>	<b>(183)</b>	<b>0.0%</b>
Ending Reserves	408,343	402,734	388,000	(14,734)	-3.7%
<b>Fund Total Uses</b>	<b>1,068,299</b>	<b>1,022,034</b>	<b>1,007,117</b>	<b>(14,917)</b>	<b>-1.5%</b>

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

	2007 Actual	2008 Adopted	2009 Budget	Change from 2008 Adopted	
				Amount	Percent
<b>Golf Course Fund (460)</b>					
Beginning Reserves	91,244	100,116	63,783	(36,333)	-36.3%
<b>Revenues:</b>					
Goods and Services Charges	729,949	0	0	0	--
Miscellaneous	7,448	181,800	182,137	337	0.2%
<b>Subtotal of Revenues</b>	<b>737,397</b>	<b>181,800</b>	<b>182,137</b>	<b>337</b>	<b>0.2%</b>
<b>Fund Total Sources</b>	<b>828,641</b>	<b>281,916</b>	<b>245,920</b>	<b>(35,996)</b>	<b>-12.8%</b>
<b>Expenditures:</b>					
Salaries and Benefits	0	31,684	31,684	0	0.0%
Supplies	42,380	7,021	7,021	0	0.0%
Services	531,361	24,902	24,902	0	0.0%
Intergovernmental Expenditures	32,646	3,006	0	(3,006)	-100.0%
Principal and Interest	85,584	85,520	85,520	0	0.0%
Interfund	78,221	24,334	28,883	4,549	18.7%
<b>Subtotal of Expenditures</b>	<b>770,192</b>	<b>176,467</b>	<b>178,010</b>	<b>1,543</b>	<b>0.9%</b>
Ending Reserves	58,449	105,449	67,910	(37,539)	-35.6%
<b>Fund Total Uses</b>	<b>828,641</b>	<b>281,916</b>	<b>245,920</b>	<b>(35,996)</b>	<b>-12.8%</b>
<b>Parking Services Fund (465)</b>					
Beginning Reserves	1,207,384	1,744,387	2,164,218	419,831	24.1%
<b>Revenues:</b>					
Fines	791,201	928,198	850,200	(77,998)	-8.4%
Miscellaneous	1,678,649	1,695,593	1,721,638	26,045	1.5%
<b>Subtotal of Revenues</b>	<b>2,469,850</b>	<b>2,623,791</b>	<b>2,571,838</b>	<b>(51,953)</b>	<b>-2.0%</b>
<b>Fund Total Sources</b>	<b>3,677,234</b>	<b>4,368,178</b>	<b>4,736,056</b>	<b>367,878</b>	<b>8.4%</b>
<b>Expenditures:</b>					
Salaries and Benefits	308,063	406,907	436,461	29,554	7.3%
Supplies	56,687	101,574	122,015	20,441	20.1%
Services	174,960	627,310	278,613	(348,697)	-55.6%
Intergovernmental Expenditures	595,666	645,466	671,861	26,395	4.1%
Capital	1,022	1,920,000	0	(1,920,000)	-100.0%
Principal and Interest	125,058	132,253	128,140	(4,113)	-3.1%
Interfund	300,081	209,840	354,902	145,062	69.1%
<b>Subtotal of Expenditures</b>	<b>1,561,537</b>	<b>4,043,350</b>	<b>1,991,992</b>	<b>(2,051,358)</b>	<b>-50.7%</b>
Ending Reserves	2,115,697	324,828	2,744,064	2,419,236	744.8%
<b>Fund Total Uses</b>	<b>3,677,234</b>	<b>4,368,178</b>	<b>4,736,056</b>	<b>367,878</b>	<b>8.4%</b>

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

	2007 Actual	2008 Adopted	2009 Budget	Change from 2008 Adopted	
				Amount	Percent
<b>Medic One Fund (470)</b>					
Beginning Reserves	553,749	597,546	554,927	(42,619)	-7.1%
<b>Revenues:</b>					
Taxes	595,633	0	0	0	--
Intergovernmental Revenues	2,537,608	3,093,766	3,365,174	271,408	8.8%
Goods and Services Charges	3,013,249	3,353,542	3,420,812	67,270	2.0%
Miscellaneous	101,540	78,628	63,581	(15,047)	-19.1%
Other Financing Sources	1,005,892	1,015,951	1,026,110	10,159	1.0%
<b>Subtotal of Revenues</b>	<b>7,253,922</b>	<b>7,541,887</b>	<b>7,875,677</b>	<b>333,790</b>	<b>4.4%</b>
<b>Fund Total Sources</b>	<b>7,807,671</b>	<b>8,139,433</b>	<b>8,430,604</b>	<b>291,171</b>	<b>3.6%</b>
<b>Expenditures:</b>					
Salaries and Benefits	3,453,557	4,915,293	5,177,499	262,206	5.3%
Supplies	458,043	547,885	573,401	25,516	4.7%
Services	341,266	445,225	448,157	2,932	0.7%
Intergovernmental Expenditures	648,045	33,894	41,894	8,000	23.6%
Capital	294,076	282,363	176,232	(106,131)	-37.6%
Interfund	1,828,950	1,317,227	1,458,355	141,128	10.7%
<b>Subtotal of Expenditures</b>	<b>7,023,937</b>	<b>7,541,887</b>	<b>7,875,538</b>	<b>333,651</b>	<b>4.4%</b>
Ending Reserves	783,734	597,546	555,066	(42,480)	-7.1%
<b>Fund Total Uses</b>	<b>7,807,671</b>	<b>8,139,433</b>	<b>8,430,604</b>	<b>291,171</b>	<b>3.6%</b>
<b>Development Services Fund (475)</b>					
Beginning Reserves	836,211	1,259,718	753,337	(506,381)	-40.2%
<b>Revenues:</b>					
Licenses and Permits	1,763,917	1,859,700	1,608,482	(251,218)	-13.5%
Goods and Services Charges	1,072,355	911,000	898,250	(12,750)	-1.4%
Fines	350	300	300	0	0.0%
Miscellaneous	80,522	61,556	43,768	(17,788)	-28.9%
Other Financing Sources	0	0	50,000	50,000	--
<b>Subtotal of Revenues</b>	<b>2,917,144</b>	<b>2,832,556</b>	<b>2,600,800</b>	<b>(231,756)</b>	<b>-8.2%</b>
<b>Fund Total Sources</b>	<b>3,753,355</b>	<b>4,092,274</b>	<b>3,354,137</b>	<b>(738,137)</b>	<b>-18.0%</b>
<b>Expenditures:</b>					
Salaries and Benefits	1,597,680	2,350,806	2,156,667	(194,139)	-8.3%
Supplies	146,496	184,915	53,400	(131,515)	-71.1%
Services	90,867	171,149	109,250	(61,899)	-36.2%
Intergovernmental Expenditures	67,174	10,000	0	(10,000)	-100.0%
Capital	0	85,000	59,500	(25,500)	-30.0%
Interfund	696,412	302,888	295,863	(7,025)	-2.3%
<b>Subtotal of Expenditures</b>	<b>2,598,629</b>	<b>3,104,758</b>	<b>2,674,680</b>	<b>(430,078)</b>	<b>-13.9%</b>
Ending Reserves	1,154,726	987,516	679,457	(308,059)	-31.2%
<b>Fund Total Uses</b>	<b>3,753,355</b>	<b>4,092,274</b>	<b>3,354,137</b>	<b>(738,137)</b>	<b>-18.0%</b>

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

	2007 Actual	2008 Adopted	2009 Budget	Change from 2008 Adopted	
				Amount	Percent
<b>Fleet Administration Fund (510)</b>					
Beginning Reserves	5,614,972	5,424,927	4,689,295	(735,632)	-13.6%
<b>Revenues:</b>					
Goods and Services Charges	131,314	158,845	172,792	13,947	8.8%
Miscellaneous	2,595,066	5,608,914	3,124,084	(2,484,830)	-44.3%
Other Financing Sources	99,742	350,000	200,000	(150,000)	-42.9%
<b>Subtotal of Revenues</b>	<b>2,826,122</b>	<b>6,117,759</b>	<b>3,496,876</b>	<b>(2,620,883)</b>	<b>-42.8%</b>
<b>Fund Total Sources</b>	<b>8,441,094</b>	<b>11,542,686</b>	<b>8,186,171</b>	<b>(3,356,515)</b>	<b>-29.1%</b>
<b>Expenditures:</b>					
Salaries and Benefits	599,826	653,739	685,637	31,898	4.9%
Supplies	275,500	305,160	332,863	27,703	9.1%
Services	190,397	203,458	236,438	32,980	16.2%
Intergovernmental Expenditures	21,304	0	0	0	--
Capital	918,940	4,780,000	1,779,000	(3,001,000)	-62.8%
Interfund	760,926	821,982	985,773	163,791	19.9%
<b>Subtotal of Expenditures</b>	<b>2,766,893</b>	<b>6,764,339</b>	<b>4,019,711</b>	<b>(2,744,628)</b>	<b>-40.6%</b>
Ending Reserves	5,674,201	4,778,347	4,166,460	(611,887)	-12.8%
<b>Fund Total Uses</b>	<b>8,441,094</b>	<b>11,542,686</b>	<b>8,186,171</b>	<b>(3,356,515)</b>	<b>-29.1%</b>
<b>Purchasing/Materials Mngmt Fund (520)</b>					
Beginning Reserves	571,078	346,635	195,129	(151,506)	-43.7%
<b>Revenues:</b>					
Intergovernmental Revenues	0	0	4,370	4,370	--
Goods and Services Charges	2,221,356	1,873,248	2,235,189	361,941	19.3%
Miscellaneous	41,274	45,991	28,271	(17,720)	-38.5%
<b>Subtotal of Revenues</b>	<b>2,262,630</b>	<b>1,919,239</b>	<b>2,267,830</b>	<b>348,591</b>	<b>18.2%</b>
<b>Fund Total Sources</b>	<b>2,833,708</b>	<b>2,265,874</b>	<b>2,462,959</b>	<b>197,085</b>	<b>8.7%</b>
<b>Expenditures:</b>					
Salaries and Benefits	577,463	635,670	664,982	29,312	4.6%
Supplies	1,223,214	1,003,335	1,003,400	65	0.0%
Services	6,880	94,023	14,623	(79,400)	-84.4%
Intergovernmental Expenditures	18,288	3,950	4,350	400	10.1%
Capital	0	0	5,000	5,000	--
Interfund	580,670	358,342	430,244	71,902	20.1%
<b>Subtotal of Expenditures</b>	<b>2,406,515</b>	<b>2,095,320</b>	<b>2,122,599</b>	<b>27,279</b>	<b>1.3%</b>
Ending Reserves	427,193	170,554	340,360	169,806	99.6%
<b>Fund Total Uses</b>	<b>2,833,708</b>	<b>2,265,874</b>	<b>2,462,959</b>	<b>197,085</b>	<b>8.7%</b>

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

	2007 Actual	2008 Adopted	2009 Budget	Change from 2008 Adopted	
				Amount	Percent
<b>Facilities Administration Fund (530)</b>					
Beginning Reserves	1,016,920	1,041,096	624,132	(416,964)	-40.1%
<b>Revenues:</b>					
Goods and Services Charges	47,398	0	0	0	--
Fines	67	10	10	0	0.0%
Miscellaneous	2,182,025	2,145,150	2,127,251	(17,899)	-0.8%
<b>Subtotal of Revenues</b>	<b>2,229,490</b>	<b>2,145,160</b>	<b>2,127,261</b>	<b>(17,899)</b>	<b>-0.8%</b>
<b>Fund Total Sources</b>	<b>3,246,410</b>	<b>3,186,256</b>	<b>2,751,393</b>	<b>(434,863)</b>	<b>-13.6%</b>
<b>Expenditures:</b>					
Salaries and Benefits	883,106	938,720	1,013,575	74,855	8.0%
Supplies	74,567	73,638	88,038	14,400	19.6%
Services	836,481	1,282,700	1,026,950	(255,750)	-19.9%
Intergovernmental Expenditures	4,566	0	0	0	--
Interfund	264,748	249,176	273,271	24,095	9.7%
<b>Subtotal of Expenditures</b>	<b>2,063,468</b>	<b>2,544,234</b>	<b>2,401,834</b>	<b>(142,400)</b>	<b>-5.6%</b>
Ending Reserves	1,182,942	642,022	349,559	(292,463)	-45.6%
<b>Fund Total Uses</b>	<b>3,246,410</b>	<b>3,186,256</b>	<b>2,751,393</b>	<b>(434,863)</b>	<b>-13.6%</b>
<b>Telecommunications Fund (540)</b>					
Beginning Reserves	490,180	75,000	432,331	357,331	476.4%
<b>Revenues:</b>					
Intergovernmental Revenues	0	0	5,630	5,630	--
Goods and Services Charges	432,991	391,275	375,680	(15,595)	-4.0%
Miscellaneous	39,255	36,001	23,495	(12,506)	-34.7%
Other Financing Sources	1,120,000	0	0	0	--
<b>Subtotal of Revenues</b>	<b>1,592,246</b>	<b>427,276</b>	<b>404,805</b>	<b>(22,471)</b>	<b>-5.3%</b>
<b>Fund Total Sources</b>	<b>2,082,426</b>	<b>502,276</b>	<b>837,136</b>	<b>334,860</b>	<b>66.7%</b>
<b>Expenditures:</b>					
Salaries and Benefits	0	118,657	99,795	(18,862)	-15.9%
Supplies	45,516	10,108	10,236	128	1.3%
Services	334,347	306,283	248,490	(57,793)	-18.9%
Intergovernmental Expenditures	14,037	10,348	14,346	3,998	38.6%
Capital	643,569	0	0	0	--
Interfund	89,926	17,147	25,349	8,202	47.8%
<b>Subtotal of Expenditures</b>	<b>1,127,395</b>	<b>462,543</b>	<b>398,216</b>	<b>(64,327)</b>	<b>-13.9%</b>
Ending Reserves	955,031	39,733	438,920	399,187	1004.7%
<b>Fund Total Uses</b>	<b>2,082,426</b>	<b>502,276</b>	<b>837,136</b>	<b>334,860</b>	<b>66.7%</b>

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

	2007 Actual	2008 Adopted	2009 Budget	Change from 2008 Adopted	
				Amount	Percent
<b>Claims Litigation Fund (550)</b>					
Beginning Reserves	4,871,114	4,899,720	4,961,973	62,253	1.3%
<b>Revenues:</b>					
Intergovernmental Revenues	5,409	0	0	0	--
Miscellaneous	931,675	1,117,301	1,089,957	(27,344)	-2.4%
Non Revenues	5,997	8,316	146,025	137,709	1656.0%
<b>Subtotal of Revenues</b>	<b>943,081</b>	<b>1,125,617</b>	<b>1,235,982</b>	<b>110,365</b>	<b>9.8%</b>
<b>Fund Total Sources</b>	<b>5,814,195</b>	<b>6,025,337</b>	<b>6,197,955</b>	<b>172,618</b>	<b>2.9%</b>
<b>Expenditures:</b>					
Salaries and Benefits	0	0	135,102	135,102	--
Supplies	4,594	9,091	4,641	(4,450)	-48.9%
Services	628,788	774,833	849,622	74,789	9.7%
Interfund	236,795	248,735	97,235	(151,500)	-60.9%
<b>Subtotal of Expenditures</b>	<b>870,177</b>	<b>1,032,659</b>	<b>1,086,600</b>	<b>53,941</b>	<b>5.2%</b>
Ending Reserves	4,944,018	4,992,678	5,111,355	118,677	2.4%
<b>Fund Total Uses</b>	<b>5,814,195</b>	<b>6,025,337</b>	<b>6,197,955</b>	<b>172,618</b>	<b>2.9%</b>
<b>Unemployment Compensation Fund (561)</b>					
Beginning Reserves	330,295	273,515	192,121	(81,394)	-29.8%
<b>Revenues:</b>					
Miscellaneous	15,124	18,509	68,584	50,075	270.5%
<b>Subtotal of Revenues</b>	<b>15,124</b>	<b>18,509</b>	<b>68,584</b>	<b>50,075</b>	<b>270.5%</b>
<b>Fund Total Sources</b>	<b>345,419</b>	<b>292,024</b>	<b>260,705</b>	<b>(31,319)</b>	<b>-10.7%</b>
<b>Expenditures:</b>					
Salaries and Benefits	68,752	100,000	120,000	20,000	20.0%
Services	0	0	20,000	20,000	--
Interfund	1,370	1,684	1,773	89	5.3%
<b>Subtotal of Expenditures</b>	<b>70,122</b>	<b>101,684</b>	<b>141,773</b>	<b>40,089</b>	<b>39.4%</b>
Ending Reserves	275,297	190,340	118,932	(71,408)	-37.5%
<b>Fund Total Uses</b>	<b>345,419</b>	<b>292,024</b>	<b>260,705</b>	<b>(31,319)</b>	<b>-10.7%</b>
<b>Workers Comp Self-Insurance Fund (562)</b>					
Beginning Reserves	750,020	733,797	780,238	46,441	6.3%
<b>Revenues:</b>					
Miscellaneous	787,526	604,129	582,536	(21,593)	-3.6%
<b>Subtotal of Revenues</b>	<b>787,526</b>	<b>604,129</b>	<b>582,536</b>	<b>(21,593)</b>	<b>-3.6%</b>
<b>Fund Total Sources</b>	<b>1,537,546</b>	<b>1,337,926</b>	<b>1,362,774</b>	<b>24,848</b>	<b>1.9%</b>
<b>Expenditures:</b>					
Salaries and Benefits	79,763	130,360	139,852	9,492	7.3%
Supplies	6,827	2,612	3,200	588	22.5%
Services	412,951	490,850	532,750	41,900	8.5%
Intergovernmental Expenditures	57,750	90,000	70,000	(20,000)	-22.2%
Interfund	26,391	23,961	20,605	(3,356)	-14.0%
<b>Subtotal of Expenditures</b>	<b>583,682</b>	<b>737,783</b>	<b>766,407</b>	<b>28,624</b>	<b>3.9%</b>
Ending Reserves	953,864	600,143	596,367	(3,776)	-0.6%
<b>Fund Total Uses</b>	<b>1,537,546</b>	<b>1,337,926</b>	<b>1,362,774</b>	<b>24,848</b>	<b>1.9%</b>

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

	2007 Actual	2008 Adopted	2009 Budget	Change from 2008 Adopted	
				Amount	Percent
<b>Health Benefits Fund (565)</b>					
Beginning Reserves	1,133,532	1,170,626	998,016	(172,610)	-14.7%
<b>Revenues:</b>					
Miscellaneous	8,928,769	10,071,102	10,910,559	839,457	8.3%
<b>Subtotal of Revenues</b>	<b>8,928,769</b>	<b>10,071,102</b>	<b>10,910,559</b>	<b>839,457</b>	<b>8.3%</b>
<b>Fund Total Sources</b>	<b>10,062,301</b>	<b>11,241,728</b>	<b>11,908,575</b>	<b>666,847</b>	<b>5.9%</b>
<b>Expenditures:</b>					
Salaries and Benefits	249,096	199,993	248,247	48,254	24.1%
Supplies	18,122	23,404	23,755	351	1.5%
Services	8,376,460	9,962,750	10,727,750	765,000	7.7%
Intergovernmental Expenditures	8,489	600	600	0	0.0%
Interfund	129,842	128,799	135,946	7,147	5.5%
<b>Subtotal of Expenditures</b>	<b>8,782,009</b>	<b>10,315,546</b>	<b>11,136,298</b>	<b>820,752</b>	<b>8.0%</b>
Ending Reserves	1,280,292	926,182	772,277	(153,905)	-16.6%
<b>Fund Total Uses</b>	<b>10,062,301</b>	<b>11,241,728</b>	<b>11,908,575</b>	<b>666,847</b>	<b>5.9%</b>
<b>Firefighter Pension and Benefit Fund (612)</b>					
Beginning Reserves	3,188,417	4,915,914	3,646,056	(1,269,858)	-25.8%
<b>Revenues:</b>					
Taxes	1,541,703	1,550,545	1,581,050	30,505	2.0%
Intergovernmental Revenues	107,531	99,830	109,314	9,484	9.5%
Miscellaneous	249,987	782,966	458,011	(324,955)	-41.5%
Non Revenues	72,189	116,051	223,539	107,488	92.6%
<b>Subtotal of Revenues</b>	<b>1,971,410</b>	<b>2,549,392</b>	<b>2,371,914</b>	<b>(177,478)</b>	<b>-7.0%</b>
<b>Fund Total Sources</b>	<b>5,159,827</b>	<b>7,465,306</b>	<b>6,017,970</b>	<b>(1,447,336)</b>	<b>-19.4%</b>
<b>Expenditures:</b>					
Salaries and Benefits	1,311,537	1,580,000	1,640,000	60,000	3.8%
Supplies	37,692	65,100	65,100	0	0.0%
Services	20,685	171,750	157,250	(14,500)	-8.4%
Principal and Interest	0	2,250,000	0	(2,250,000)	-100.0%
Interfund	461	514	928	414	80.5%
<b>Subtotal of Expenditures</b>	<b>1,370,375</b>	<b>4,067,364</b>	<b>1,863,278</b>	<b>(2,204,086)</b>	<b>-54.2%</b>
Ending Reserves	3,789,452	3,397,942	4,154,692	756,750	22.3%
<b>Fund Total Uses</b>	<b>5,159,827</b>	<b>7,465,306</b>	<b>6,017,970</b>	<b>(1,447,336)</b>	<b>-19.4%</b>



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

	2007 Actual	2008 Adopted	2009 Budget	Change from 2008 Adopted	
				Amount	Percent
<b>Police Pension and Benefit Fund (613)</b>					
Beginning Reserves	2,666,956	4,477,622	4,927,261	449,639	10.0%
<b>Revenues:</b>					
Miscellaneous	1,163,532	1,288,988	1,113,701	(175,287)	-13.6%
<b>Subtotal of Revenues</b>	<b>1,163,532</b>	<b>1,288,988</b>	<b>1,113,701</b>	<b>(175,287)</b>	<b>-13.6%</b>
<b>Fund Total Sources</b>	<b>3,830,488</b>	<b>5,766,610</b>	<b>6,040,962</b>	<b>274,352</b>	<b>4.8%</b>
<b>Expenditures:</b>					
Salaries and Benefits	685,997	735,000	855,000	120,000	16.3%
Supplies	32,407	37,100	40,100	3,000	8.1%
Services	19,768	179,400	164,900	(14,500)	-8.1%
Interfund	307	406	754	348	85.7%
<b>Subtotal of Expenditures</b>	<b>738,479</b>	<b>951,906</b>	<b>1,060,754</b>	<b>108,848</b>	<b>11.4%</b>
Ending Reserves	3,092,009	4,814,704	4,980,208	165,504	3.4%
<b>Fund Total Uses</b>	<b>3,830,488</b>	<b>5,766,610</b>	<b>6,040,962</b>	<b>274,352</b>	<b>4.8%</b>
<b>Firefighter's LT Care Fund (614)</b>					
Beginning Reserves	1,220,945	0	0	0	--
<b>Revenues:</b>					
Miscellaneous	250,541	0	0	0	--
<b>Subtotal of Revenues</b>	<b>250,541</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>--</b>
<b>Fund Total Sources</b>	<b>1,471,486</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>--</b>
<b>Expenditures:</b>					
Services	96,908	0	0	0	--
<b>Subtotal of Expenditures</b>	<b>96,908</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>--</b>
Ending Reserves	1,374,578	0	0	0	--
<b>Fund Total Uses</b>	<b>1,471,486</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>--</b>
<b>Police Officer's LT Care Fund (615)</b>					
Beginning Reserves	1,289,719	0	0	0	--
<b>Revenues:</b>					
Miscellaneous	251,778	0	0	0	--
<b>Subtotal of Revenues</b>	<b>251,778</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>--</b>
<b>Fund Total Sources</b>	<b>1,541,497</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>--</b>
<b>Expenditures:</b>					
Services	43,327	0	0	0	--
<b>Subtotal of Expenditures</b>	<b>43,327</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>--</b>
Ending Reserves	1,498,170	0	0	0	--
<b>Fund Total Uses</b>	<b>1,541,497</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>--</b>

At the end of 2007, The Firefighters' (614) and Police Officers' (615) Long Term Care Funds were closed and combined into the Firefighters' (612) and Police Officers' (613) Pension and Benefit Funds.

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

	2007 Actual	2008 Adopted	2009 Budget	Change from 2008 Adopted Amount	Percent
<b>Greenways Maint Endowment Fund (701)</b>					
Beginning Reserves	2,153,957	2,526,373	3,010,973	484,600	19.2%
<b>Revenues:</b>					
Taxes	348,320	360,000	363,600	3,600	1.0%
Miscellaneous	90,726	113,970	102,034	(11,936)	-10.5%
<b>Subtotal of Revenues</b>	<b>439,046</b>	<b>473,970</b>	<b>465,634</b>	<b>(8,336)</b>	<b>-1.8%</b>
<b>Fund Total Sources</b>	<b>2,593,003</b>	<b>3,000,343</b>	<b>3,476,607</b>	<b>476,264</b>	<b>15.9%</b>
<b>Expenditures:</b>					
Intergovernmental Expenditures	56,000	0	0	0	--
<b>Subtotal of Expenditures</b>	<b>56,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>--</b>
Ending Reserves	2,537,003	3,000,343	3,476,607	476,264	15.9%
<b>Fund Total Uses</b>	<b>2,593,003</b>	<b>3,000,343</b>	<b>3,476,607</b>	<b>476,264</b>	<b>15.9%</b>
<b>Nat Res Protect &amp; Restoration Fund (702)</b>					
Beginning Reserves	1,909,452	4,513,802	1,277,890	(3,235,912)	-71.7%
<b>Revenues:</b>					
Miscellaneous	190,947	200,000	213,807	13,807	6.9%
<b>Subtotal of Revenues</b>	<b>190,947</b>	<b>200,000</b>	<b>213,807</b>	<b>13,807</b>	<b>6.9%</b>
<b>Fund Total Sources</b>	<b>2,100,399</b>	<b>4,713,802</b>	<b>1,491,697</b>	<b>(3,222,105)</b>	<b>-68.4%</b>
<b>Expenditures:</b>					
Services	0	0	183,000	183,000	--
Principal and Interest	0	2,885,000	0	(2,885,000)	-100.0%
<b>Subtotal of Expenditures</b>	<b>0</b>	<b>2,885,000</b>	<b>183,000</b>	<b>(2,702,000)</b>	<b>-93.7%</b>
Ending Reserves	2,100,399	1,828,802	1,308,697	(520,105)	-28.4%
<b>Fund Total Uses</b>	<b>2,100,399</b>	<b>4,713,802</b>	<b>1,491,697</b>	<b>(3,222,105)</b>	<b>-68.4%</b>
<b>Public Facilities District Fund (was Fund 165 in 2007; moved Actuals for report)</b>					
Beginning Reserves	4,778,049	5,284,016	1,892,696	(3,391,320)	-64.2%
<b>Revenues:</b>					
Taxes	1,128,194	1,203,442	1,185,769	(17,673)	-1.5%
Intergovernmental Revenues	189,646	0	0	0	--
Goods and Services Charges	5,636	0	0	0	--
Miscellaneous	246,294	288,846	49,449	(239,397)	-82.9%
Non Revenues	9,995,000	2,885,000	0	(2,885,000)	-100.0%
<b>Subtotal of Revenues</b>	<b>11,564,770</b>	<b>4,377,288</b>	<b>1,235,218</b>	<b>(3,142,070)</b>	<b>-71.8%</b>
<b>Fund Total Sources</b>	<b>16,342,819</b>	<b>9,661,304</b>	<b>3,127,914</b>	<b>(6,533,390)</b>	<b>-67.6%</b>
<b>Expenditures:</b>					
Salaries and Benefits	92,786	80,505	73,404	(7,101)	-8.8%
Supplies	14,716	5,029	840	(4,189)	-83.3%
Services	864,085	344,867	28,894	(315,973)	-91.6%
Intergovernmental Expenditures	565,498	570,323	735,874	165,551	29.0%
Capital	2,660,012	5,000,000	0	(5,000,000)	-100.0%
Principal and Interest	289,722	497,000	537,597	40,597	8.2%
Interfund	74,977	78,839	0	(78,839)	-100.0%
<b>Subtotal of Expenditures</b>	<b>4,561,796</b>	<b>6,576,563</b>	<b>1,376,609</b>	<b>(5,199,954)</b>	<b>-79.1%</b>
Ending Reserves	11,781,023	3,084,741	1,751,305	(1,333,436)	-43.2%
<b>Fund Total Uses</b>	<b>16,342,819</b>	<b>9,661,304</b>	<b>3,127,914</b>	<b>(6,533,390)</b>	<b>-67.6%</b>

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

	2007 Actual	2008 Adopted	2009 Budget	Change from 2008 Adopted	
				Amount	Percent
<b>Public Development Authority Fund (970)</b>					
<b>Revenues:</b>					
Intergovernmental Revenues	0	0	500,000	500,000	--
<b>Subtotal of Revenues</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>500,000</b>	<b>--</b>
<b>Fund Total Sources</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>500,000</b>	<b>--</b>
<b>Expenditures:</b>					
Salaries and Benefits	0	0	231,775	231,775	--
Supplies	0	0	16,110	16,110	--
Services	0	0	242,115	242,115	--
Intergovernmental Expenditures	0	0	10,000	10,000	--
<b>Subtotal of Expenditures</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>500,000</b>	<b>--</b>
<b>Fund Total Uses</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>500,000</b>	<b>--</b>
<b>All Funds</b>					
Beginning Reserves	127,397,687	90,374,092	87,272,784	(3,101,308)	-3.4%
<b>Revenues:</b>					
Taxes	70,998,744	73,312,093	71,903,259	(1,408,834)	-1.9%
Licenses and Permits	2,825,160	2,956,298	2,657,490	(298,808)	-10.1%
Intergovernmental Revenues	14,700,062	23,353,951	23,070,837	(283,114)	-1.2%
Goods and Services Charges	60,957,737	59,146,151	60,566,783	1,420,632	2.4%
Fines	2,058,324	2,279,302	2,168,678	(110,624)	-4.9%
Miscellaneous	35,419,258	31,405,977	27,187,788	(4,218,189)	-13.4%
Non Revenues	10,920,026	5,259,367	369,564	(4,889,803)	-93.0%
Other Financing Sources	7,943,917	6,023,674	8,270,905	2,247,231	37.3%
<b>Subtotal of Revenues</b>	<b>205,823,228</b>	<b>203,736,813</b>	<b>196,195,304</b>	<b>(7,541,509)</b>	<b>-3.7%</b>
<b>All Funds Total Sources</b>	<b>333,220,915</b>	<b>294,110,905</b>	<b>283,468,088</b>	<b>(10,642,817)</b>	<b>-3.6%</b>
<b>Expenditures:</b>					
Salaries and Benefits	67,104,777	75,835,725	79,494,579	3,658,854	4.8%
Supplies	7,716,176	8,139,396	8,408,993	269,597	3.3%
Services	32,295,246	37,773,345	43,083,218	5,309,873	14.1%
Intergovernmental Expenditures	17,419,045	15,597,352	15,442,695	(154,657)	-1.0%
Capital	23,448,390	53,304,760	37,061,915	(16,242,845)	-30.5%
Principal and Interest	9,625,090	13,750,772	9,058,314	(4,692,458)	-34.1%
Interfund	24,002,523	25,225,924	23,552,869	(1,673,055)	-6.6%
<b>Subtotal of Expenditures</b>	<b>181,611,247</b>	<b>229,627,274</b>	<b>216,102,583</b>	<b>(13,524,691)</b>	<b>-5.9%</b>
Ending Reserves	151,609,668	64,483,631	67,365,505	2,881,874	4.5%
<b>All Funds Total Uses</b>	<b>333,220,915</b>	<b>294,110,905</b>	<b>283,468,088</b>	<b>(10,642,817)</b>	<b>-3.6%</b>

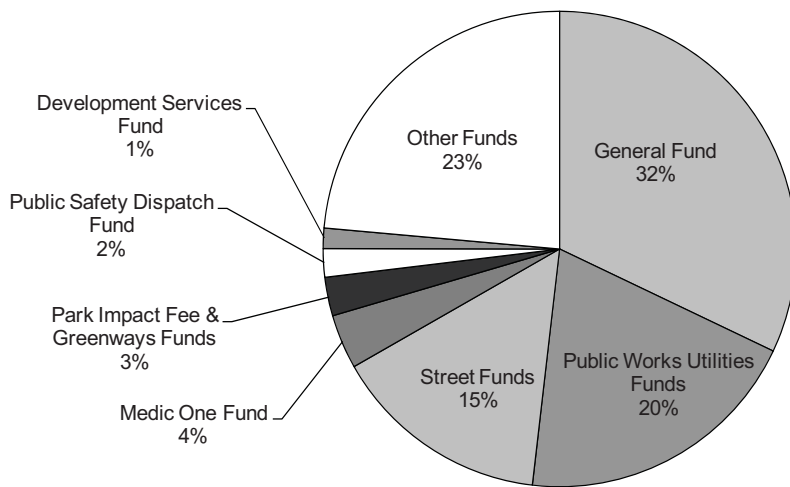
This page intentionally left blank.

**Revenue Sources and Trends**

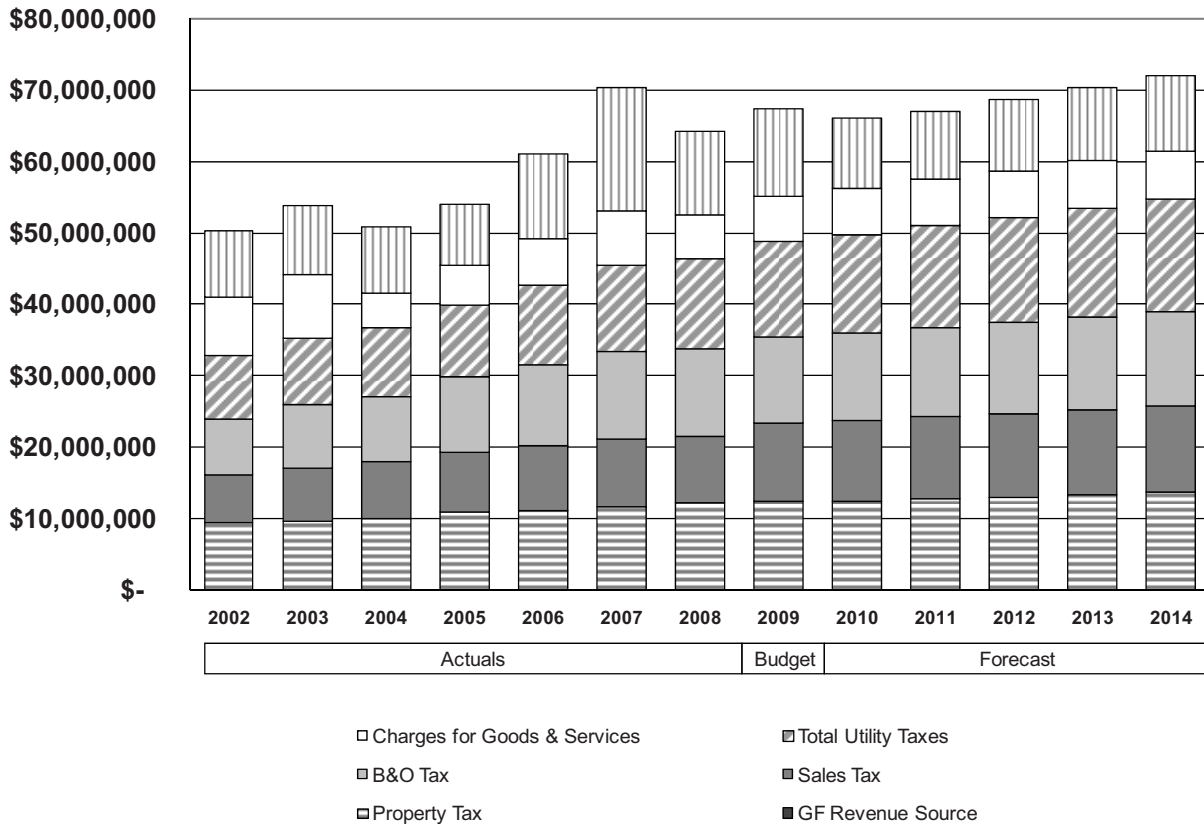
The following pages describe the City’s major revenue sources. The funds shown in the top section of this table make up at least 75% of the City’s total revenue. Trends and other information used in projecting revenues for budget are explained here.

	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Adopted</b>	<b>2009 Adopted</b>
General Fund	53,918,914	60,984,673	70,254,882	65,324,915	67,242,222
Public Works Utilities Funds	45,912,892	55,351,119	40,319,495	40,288,681	40,632,581
Street Funds	17,061,462	18,919,820	23,191,812	30,419,844	24,746,442
Medic One Fund	6,925,459	5,866,946	7,253,922	7,541,887	7,875,677
Park Impact Fee & Greenways Funds	2,697,437	3,381,075	6,483,298	5,355,868	7,053,753
Public Safety Dispatch Fund	3,809,001	3,805,076	4,122,060	3,926,491	4,059,670
Development Services Fund	2,645,240	2,625,889	2,917,144	2,832,556	2,600,800
<b>Subtotal</b>	<b>132,970,405</b>	<b>150,934,598</b>	<b>154,542,613</b>	<b>155,690,242</b>	<b>154,211,145</b>
Percent of Total Revenues	76%	77%	75%	76%	79%
Other Funds	41,761,196	44,643,141	51,280,615	48,046,571	41,984,159
<b>Total Revenues</b>	<b>174,731,601</b>	<b>195,577,739</b>	<b>205,823,228</b>	<b>203,736,813</b>	<b>196,195,304</b>

**2009 Budgeted Revenues**



**General Fund Revenues – Sources and Trends**



*(2008 Actuals shown in graph are prior to close of accounting year and may be affected by adjusting entries.)*

**Property Tax** – The Property Tax budget for 2009 of \$12.3 million is 1.0% higher than the 2008 receipts. For the City, there is a statistically significant correlation between a given year's value of permits issued for new construction and the subsequent year's assessed value of new construction added to the tax rolls. However, with the current economic uncertainty the forecasted new construction was further reduced back to 1990 levels. (Graphs of Property Tax historical data can be found on pages 29 and 31.)

For 2010-14 the assumed average growth rate used was 2%, which includes an annual 1% levy increase.

**Business & Occupation Tax (B&O Tax)** – The B&O Tax budget for 2009 of \$12.0 million is (.55) % lower than the 2008 receipts. The small decrease in B&O tax revenue 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. (A graph of B&O Tax historical data is located on page 27.)

For 2010-14 the assumed average growth rate used was 2.0%.

**General Fund Revenues – Sources and Trends (continued)**

**Sales Tax** – The General Fund portion of the Sales Tax budget for 2009 of \$11.0 million forecasts no increase over 2008 receipts. However, the 2009 budget did reduce the portion of sales tax allocated to the Street Fund from approximately 50% to 42.5%. The new allocation increases the General Fund sales tax receipts by approximately \$1,500,000 per year. (A graph of sales tax historical data is located on page 26.)

For 2010-14 the assumed average growth rate used was 2.0%.

**Utility Tax** – The Utility Tax budget for 2009 of \$13.3 million is 4.3% higher than the 2008 receipts. Utility Tax revenue is a summation of taxes generated from City operated utilities (water, wastewater, and storm water) and non-City operated utilities (electricity, telephone, natural gas, and cable television).

For City operated utilities, the underlying utility revenue was estimated by managers within the Public Works Department. Their revenue estimates were derived by projecting usage and anticipated utility rate increases. These estimates were then multiplied by the Utility Tax rate of 11.5% to calculate the portion of the General Fund's utility tax revenue.

For non-City operated utilities, the 2009 utility tax revenue was extrapolated by trending the individual utility tax collections for the prior five years (2004-08). The average increase during these five years was 6.4%.

For 2010-14 the assumed average combined growth rate for all utilities was 3.3%. This is the average of all the utilities and is based on slower growth of new users and lower annual rate increases.

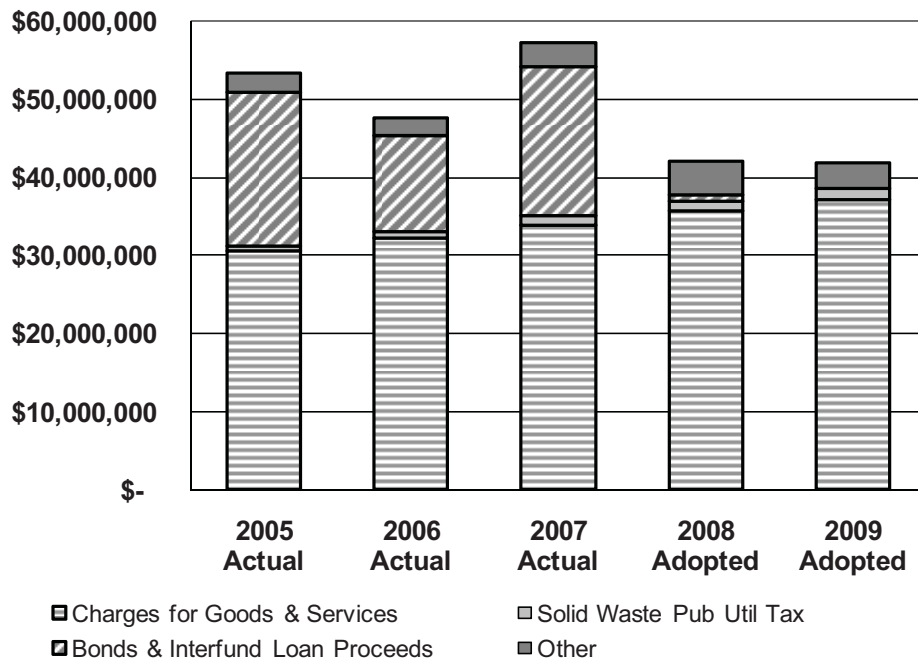
**Charges for Goods & Services** – The Charges for Goods & Services budget for 2009 is \$6.4 million. A majority of this revenue is generated from interfund charges to reimburse the General Fund for organization-wide services it provides such as administration, finance, and human resources. The 2009 amounts charged to non-General Fund departments are based on the actual costs incurred in 2007 for each department. For future years, these base amounts were inflated by an average 1% growth rate.

The other component of Charges for Goods & Services are those 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 2009 revenue. The primary method for deriving these amounts was to review historical growth trends. For future years, these base amounts are inflated by a 3.5% average growth rate.

**Other Revenues** – The Other Revenues budget for 2009 is \$12.2 million. In 2009, it is anticipated that there will be a \$3.0 million bond issued for repairs to the Fairhaven and Central Libraries. The other major components in Other Revenues include fines, grants, interest, and permits. For 2009, these individual components were estimated by the assigned operation manager. For future years, one-time items, like the bond, were removed and on-going revenue streams were inflated by a 3% average growth rate.

**Public Works Utilities Funds – Sources and Trends**

(Includes Water, Wastewater, Storm and Surface Water, and Solid Waste)

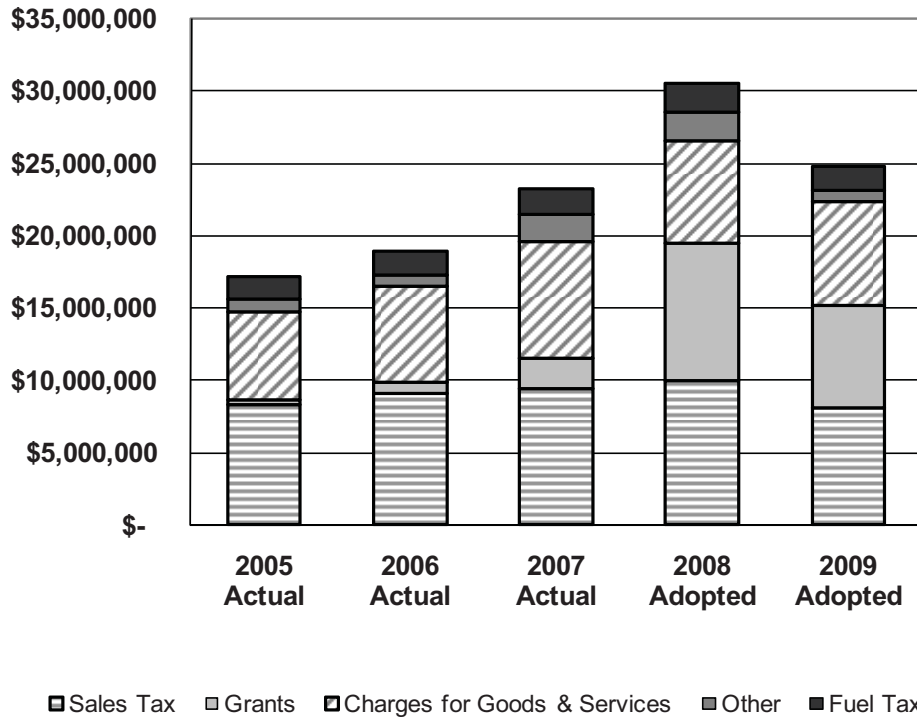


**Charges for Goods & Services** – This represents the charges received for Water, Wastewater, Storm and Surface Water, and Solid Waste services provided by the City. The \$37.1 million budget was derived by projecting 2009 usage volume multiplied by ordinance based utility rates. The volume portion of the equation was estimated by considering several factors, which include historical average customer usage, estimating usage for specific high volume customers, analysis of recent usage trends, and estimating impact of known new construction developments.



**Street Funds – Sources and Trends**

(Includes Street and Arterial Street Funds)



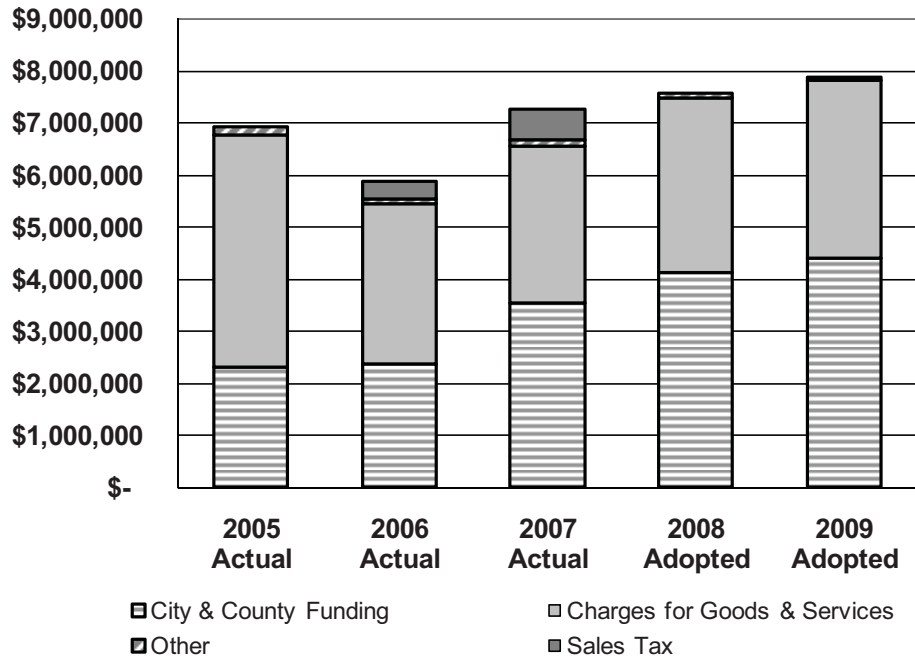
**Sales Tax** – The Street Fund portion of the Sales Tax budget for 2009 of \$8.1 million forecasts no increase over 2008 receipts. In addition, the 2009 budget reduces the portion of sales tax allocated to the Street Fund from approximately 50% to 42.5%. The new allocation results in lowering sales tax receipts in the Street Fund by approximately \$1,500,000 per year. (A graph of sales tax historical data is located on page 26.)

**Grants** – For 2009, the Street Funds are anticipating \$7.0 million in Grants to assist with various City projects. The largest is a \$5.0 million grant that will be used for transportation improvements for the Waterfront Redevelopment project.

**Charges for Goods & Services** – This primarily represents the charges to reimburse the Street Funds for Engineering Services it provides to other Funds. Those amounts are estimated by evaluating 2009 capital projects and estimating the utilization of Engineering Services on those 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). In summary, the MRSC states that higher fuel prices will decrease demand and will result in an overall decrease in the tax amount received.

**Medic One Fund – Sources and Trends**



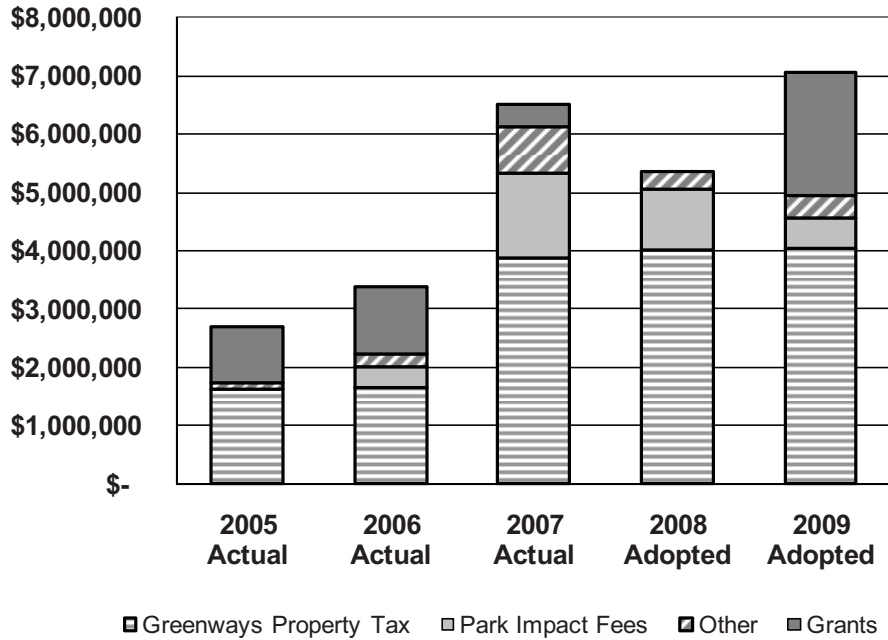
**City & County Funding** – This represents the funding Medic One receives from the City and the County to help subsidize their operations. The 2009 budget estimate of \$4.4 million represents the sum of the contractually agreed to contributions from the City and the County, along with the balancing revenue required to cover the remaining annual costs. This balancing revenue comes from the 1/10<sup>th</sup> of 1% Sales Tax that is held by the County and administered by the Ambulance Advisory Board.

**Charges for Goods & Services** – This represents the fees collected by Medic One for ambulance services provided. The 2009 budget estimate of \$3.4 million was calculated by analyzing the following components: the average rate of increase in revenue over the last ten years, the call volume over the last five years, and the recent reimbursement patterns from insurance carriers.

**Sales Tax** – This category represents the 1/10<sup>th</sup> of 1% Sales Tax that went into effect in 2006 to help pay for County-wide Medic services. When the City receives those funds it passes them on to the County for administration by the Ambulance Advisory Board. Medic One ultimately receives these funds back in the City & County Funding line described above. Up through 2007, whenever funds were forwarded to the County it was accounted for as an Intergovernmental Expenditure. Starting in 2008 that transaction will now be accounted for as a contra-revenue so that revenues and expenditures are stated more accurately.

**Parks Department Funds – Sources and Trends**

(Includes Greenways Levies and Parks Impact Fee Funds)

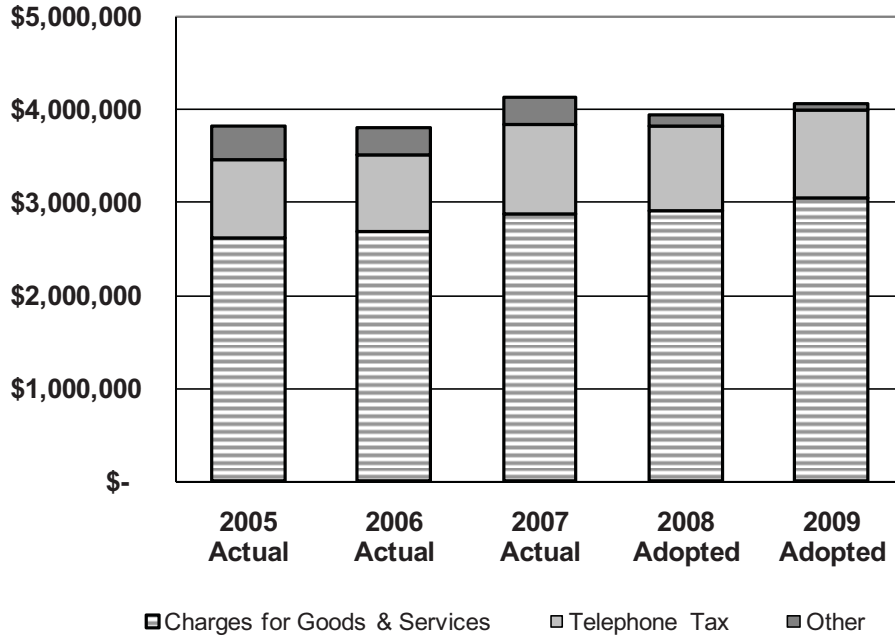


**Greenways Property Tax** – In May 2006 the Bellingham voters approved the Greenways III Levy. The estimated Levy Rate for 2009 is \$0.51163 per \$1,000 of Assessed Value. This is budgeted to generate \$4.1 million in 2009.

**Park Impact Fees** – These are fees added to the cost of obtaining a building permit for construction done within the Bellingham City limits. The current Park Impact Fee is \$4,808.35 per single family residence, which is budgeted to generate \$500,000 in 2009. This has been reduced from 2008 to reflect the current economic uncertainty and slowdown in the construction industry.

**Grants** – For 2009, the Greenways III Fund is anticipating \$2.1 million in Grants to assist with the over water walkway project.

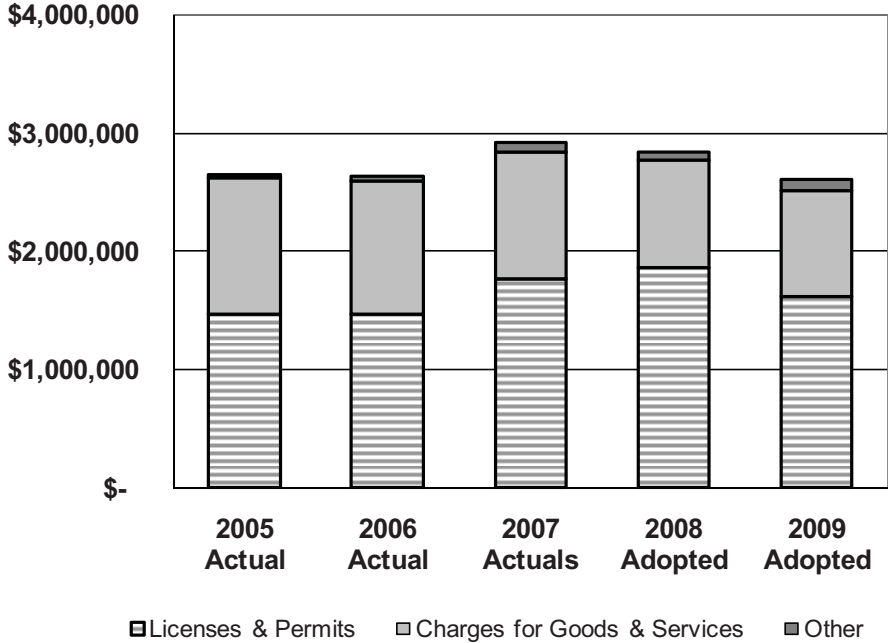
**Public Safety Dispatch Fund – Sources and Trends**



**Charges for Goods & Services** – These represent the charges paid to the Dispatch Fund from the City’s Fire & Police Departments and numerous other fire and law enforcement agencies within Whatcom County. The 2009 budget estimate is based on two different components. For the Fire portion of Dispatch, the budget is estimated by the actual number of incidents, by jurisdiction, which occurred from July 2007 – June 2008. For the Police portion of Dispatch, the budget is estimated by using a formula comprised of the actual number of incidents, by jurisdiction, which occurred from July 2007 – June 2008, number of commissioned officers, and the population of the jurisdiction.

**Telephone Tax** – This amount comes from a tax placed on telephone service provided in Whatcom County, which helps pay for 911 Operators. The 2009 budget was estimated by annualizing the mid-2008 year-to-date receipts and adding an inflation factor of 2%.

**Development Services Fund – Sources and Trends**

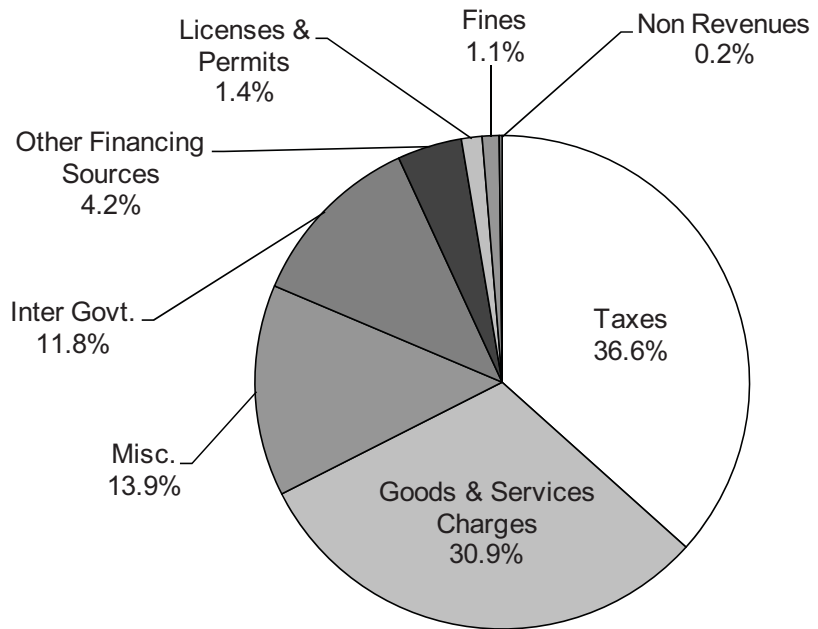


**Licenses & Permits** – These are the permits paid for new construction and include such items as building, plumbing, electrical, and fire permits. The 2009 budget of \$1.6 million was estimated by annualizing the mid-2008 year-to-date receipts and adjusting downwards due to the volatility in the Bellingham housing market and permit filings.

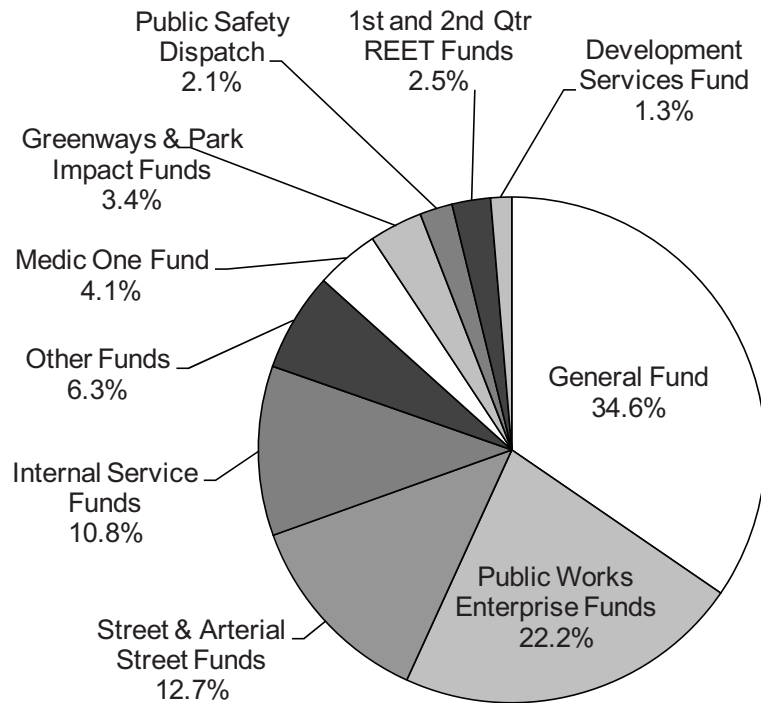
**Charges for Goods & Services** – These are the service fees paid for such items as Plan Review Fees, Zoning Fees, and Land Use Determinations. As with Licenses & Permits, the budgeted amount of \$900,000 was estimated by annualizing the mid-2008 year-to-date receipts.

**Revenue Summary - 2009**

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



**Revenues by Fund  
(Excluding  
Reserves)**



## **Revenue Type Definitions**

### **Beginning Reserves**

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.

### **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, for example, Business Licenses and Building Permits. This category does not include inspection charges.

### **Intergovernmental Revenue**

Grants, entitlements, shared revenues and payments for goods and services provided by one government to another. This includes State and Federal grants for road construction or law enforcement programs. Money received from other governments shared programs such as payments from Whatcom County for Medic One is also included here.

### **Goods and Services Charges**

Charges for services rendered or goods sold by the City except to other governments or another City department or group. Examples are payments for water service, Medic One service paid for by individuals or their insurers, and inspection fees.

### **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 traffic tickets.

### **Miscellaneous Revenues**

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

### **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.

### **Non-Revenues**

Includes items such as interfund loan proceeds and proceeds of long-term debt for proprietary funds.

### **Other Financing Sources**

An increase in current financial resources that is reported separately from revenues to avoid distorting revenue trends. Examples include sale of General Obligation Bonds, proceeds from the disposition of capital assets, and transfers.

**Revenue Summary by Fund, Department and Type**

	<b>Taxes</b>	<b>Licenses &amp; Permits</b>	<b>Intergovernmental</b>	<b>Goods &amp; Services Charges</b>	<b>Fines</b>
<b>Fund: 001 General</b>					
NON-DEPARTMENTAL	51,241,250	638,000	938,543	2,575	-
LIBRARY	-	-	133,008	23,156	120,000
PARKS & RECREATION	32,381	-	40,000	1,730,044	-
JUDICIAL & SUPPORT SERV	-	-	62,500	439,768	1,031,500
POLICE	277,000	41,533	339,771	672,595	-
FINANCE	-	-	10,300	1,427,520	-
HUMAN RESOURCES	-	-	3,000	618,777	-
ITSD	-	205,000	24,038	383,173	-
OFFICE OF THE MAYOR	-	-	-	415,956	-
LEGAL	-	-	6,147	238,813	61,735
FIRE	-	-	65,000	115,000	-
CITY COUNCIL	-	-	-	179,689	-
PLANNING & COM DEVEL	-	1,475	48,000	25,955	-
HEARING EXAMINER	-	-	-	74,144	-
MUSEUM	-	-	22,539	15,415	-
<b>Total General</b>	<b>51,550,631</b>	<b>886,008</b>	<b>1,692,846</b>	<b>6,362,580</b>	<b>1,213,235</b>
<b>Fund: 111 Street</b>					
PUBLIC WORKS	8,114,799	53,000	8,869,797	7,127,954	-
<b>Fund: 112 Arterial St Construction</b>					
PUBLIC WORKS	-	-	-	-	-
<b>Fund: 113 Paths &amp; Trails Reserve</b>					
PUBLIC WORKS	-	-	-	-	-
<b>Fund: 123 Parksite Acquisition</b>					
PARKS & RECREATION	-	-	-	-	-
<b>Fund: 124 Technology Replacement &amp; Reserve</b>					
ITSD	-	-	-	-	-
<b>Fund: 125 Capital Maint</b>					
NON-DEPARTMENTAL	-	-	-	-	-
PUBLIC WORKS	-	-	-	-	-
PARKS & RECREATION	-	-	-	-	-
FIRE	-	-	-	-	-
<b>Total Capital Maint</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund: 126 Library Gift</b>					
LIBRARY	-	-	-	-	-
<b>Fund: 131 Olympic Pipeline Incident</b>					
PUBLIC WORKS	-	-	-	-	-
<b>Fund: 132 Squalicum Park/Olympic</b>					
PARKS & RECREATION	-	-	-	-	-
<b>Fund: 133 Olympic - Restoration</b>					
PUBLIC WORKS	-	-	-	-	-



**2009 Budget**

<b>Misc.</b>	<b>Non Revenues</b>	<b>Other Financing Sources</b>	<b>Revenue Total (No Reserves)</b>	<b>Estimated Beginning Reserves</b>	<b>Used From (Returned To) Reserves</b>	<b>Total Revenues &amp; Reserves</b>
813,124	-	377,199	54,010,691	11,152,162	(55,049,406)	10,113,447
73,400	-	3,000,000	3,349,564	-	3,696,605	7,046,169
361,276	-	-	2,163,701	80,000	5,808,947	8,052,648
34,913	-	367,129	1,935,810	-	1,225,022	3,160,832
12,194	-	294,962	1,638,055	11,117	18,830,902	20,480,074
-	-	-	1,437,820	-	595,411	2,033,231
-	-	-	621,777	-	890,160	1,511,937
56	-	-	612,267	68,341	1,957,851	2,638,459
-	-	157,000	572,956	-	1,574,196	2,147,152
875	-	-	307,570	1,375,756	1,136,776	2,820,102
18,467	-	-	198,467	1,807	14,189,092	14,389,366
-	-	-	179,689	-	282,053	461,742
1,851	-	-	77,281	-	3,041,895	3,119,176
-	-	-	74,144	-	123,289	197,433
24,476	-	-	62,430	-	1,697,207	1,759,637
1,340,632	-	4,196,290	67,242,222	12,689,183	-	79,931,405
550,510	-	-	24,716,060	2,086,883	-	26,802,943
30,382	-	-	30,382	128,036	-	158,418
1,104	-	6,500	7,604	45,502	-	53,106
9,480	-	-	9,480	57,027	-	66,507
92,282	-	190,000	282,282	1,485,206	-	1,767,488
74,382	-	400,000	474,382	1,215,516	(910,010)	779,888
20,000	-	-	20,000	-	835,000	855,000
-	-	15,000	15,000	-	35,000	50,000
-	-	-	-	-	40,010	40,010
94,382	-	415,000	509,382	1,215,516	-	1,724,898
15,000	-	-	15,000	25,148	-	40,148
26,339	-	-	26,339	223,594	-	249,933
-	-	-	-	5,805	-	5,805
27,615	-	-	27,615	37,507	-	65,122

**Revenue Summary by Fund, Department and Type (continued)**

	<b>Taxes</b>	<b>Licenses &amp; Permits</b>	<b>Intergovernmental</b>	<b>Goods &amp; Services Charges</b>	<b>Fines</b>
<b>Fund: 134 Olympic-Whatcom Falls Park Addl</b>					
PARKS & RECREATION	-	-	-	-	-
<b>Fund: 135 Little Squalicum-Oeser Settlement</b>					
PARKS & RECREATION	-	-	-	-	-
<b>Fund: 141 1st 1/4% Real Estate Excise Tax</b>					
NON-DEPARTMENTAL	1,400,000	-	-	-	-
OFFICE OF THE MAYOR	-	-	-	-	-
PARKS & RECREATION	-	-	-	300	-
PUBLIC WORKS	-	-	-	-	-
<b>Total 1st 1/4% REET</b>	<b>1,400,000</b>	<b>-</b>	<b>-</b>	<b>300</b>	<b>-</b>
<b>Fund: 142 2nd 1/4% Real Estate Excise Tax</b>					
PUBLIC WORKS	-	-	1,610,000	-	-
NON-DEPARTMENTAL	1,400,000	-	-	-	-
PARKS & RECREATION	-	-	-	300	-
<b>Total 2nd 1/4% REET</b>	<b>1,400,000</b>	<b>-</b>	<b>1,610,000</b>	<b>300</b>	<b>-</b>
<b>Fund: 151 Police Federal Equitable Share</b>					
POLICE	-	-	-	-	-
<b>Fund: 152 Asset Forfeiture/Drug Enforce.</b>					
POLICE	-	-	-	-	-
<b>Fund: 153 Criminal Justice</b>					
POLICE	-	-	270,709	-	-
<b>Fund: 160 Public Safety Dispatch</b>					
POLICE	-	-	2,308,078	1,672,738	-
FIRE	-	-	-	-	-
<b>Total Public Safety Dispatch</b>	<b>-</b>	<b>-</b>	<b>2,308,078</b>	<b>1,672,738</b>	<b>-</b>
<b>Fund: 172 Beyond Greenways</b>					
PARKS & RECREATION	-	-	-	1,200	-
<b>Fund: 173 Greenways III</b>					
PARKS & RECREATION	3,677,410	-	2,133,183	1,200	-
<b>Fund: 177 Parks Impact</b>					
PARKS & RECREATION	-	-	-	500,000	-
<b>Fund: 178 Sportsplex</b>					
PARKS & RECREATION	-	-	-	-	-
<b>Fund: 180 Tourism</b>					
PLANNING & COM DEVEL	1,000,000	-	-	-	-
<b>Fund: 190 Community Develop Block Grant</b>					
PLANNING & COM DEVEL	-	-	838,000	190,864	-

**2009 Budget**

<b>Misc.</b>	<b>Non Revenues</b>	<b>Other Financing Sources</b>	<b>Revenue Total (No Reserves)</b>	<b>Estimated Beginning Reserves</b>	<b>Used From (Returned To) Reserves</b>	<b>Total Revenues &amp; Reserves</b>
12,848	-	-	12,848	247,114	-	259,962
11,172	-	-	11,172	41,730	-	52,902
139,985	-	-	1,539,985	1,555,856	(1,269,747)	1,826,094
19,751	-	-	19,751	-	(19,751)	-
-	-	-	300	-	529,498	529,798
-	-	-	-	-	760,000	760,000
159,736	-	-	1,560,036	1,555,856	-	3,115,892
-	-	-	1,610,000	-	550,000	2,160,000
198,313	-	-	1,598,313	107,822	(799,700)	906,435
-	-	-	300	-	249,700	250,000
198,313	-	-	3,208,613	107,822	-	3,316,435
6,879	-	-	6,879	137,082	-	143,961
62,382	-	-	62,382	99,313	-	161,695
17,894	-	-	288,603	482,764	-	771,367
78,854	-	-	4,059,670	1,764,781	(1,299,146)	4,525,305
-	-	-	-	-	1,299,146	1,299,146
78,854	-	-	4,059,670	1,764,781	-	5,824,451
70,034	-	-	71,234	507,787	-	579,021
127,526	-	-	5,939,319	229,279	-	6,168,598
77,566	-	-	577,566	1,335,830	-	1,913,396
5,909	-	-	5,909	30,661	-	36,570
13,432	-	-	1,013,432	300,000	-	1,313,432
44,716	-	-	1,073,580	302,214	-	1,375,794

**Revenue Summary by Fund, Department and Type (continued)**

	<u>Taxes</u>	<u>Licenses &amp; Permits</u>	<u>Intergovernmental</u>	<u>Goods &amp; Services Charges</u>	<u>Fines</u>
<b>Fund: 191 HOME Investment Partnership Grant</b>					
PLANNING & COM DEVEL	-	-	616,000	1,817	-
<b>Fund: 214 2001 Fire UTGO Bond</b>					
FINANCE	350,000	-	-	-	-
<b>Fund: 222 1999 LTGO Bond Redemption</b>					
FINANCE	-	-	-	-	-
<b>Fund: 223 Refunding GO Bonds 1996</b>					
FINANCE	-	-	-	-	-
<b>Fund: 224 Sportsplex Acquisition Debt</b>					
FINANCE	-	-	-	-	-
<b>Fund: 225 2004 PFD/Civic Field LTGO</b>					
FINANCE	-	-	590,736	-	-
<b>Fund: 226 2009 Library LTGO</b>					
FINANCE	-	-	-	-	-
<b>Fund: 231 Drake Note</b>					
FINANCE	-	-	-	-	-
<b>Fund: 234 CERB Loans</b>					
FINANCE	-	-	-	104,775	-
<b>Fund: 235 PW Trust Loan-Str Overlay</b>					
FINANCE	-	-	-	-	-
<b>Fund: 245 LID Guaranty</b>					
FINANCE	-	-	-	-	-
<b>Fund: 341 Civic Field Improvement</b>					
PARKS & RECREATION	-	-	-	-	-
<b>Fund: 410 Water</b>					
PUBLIC WORKS	-	-	-	15,917,971	43,775
<b>Fund: 420 Wastewater</b>					
PUBLIC WORKS	-	-	3,000	16,505,403	49,440
<b>Fund: 430 Storm/Surface Water Utility</b>					
PUBLIC WORKS	-	110,000	34,000	4,597,000	11,718
<b>Fund: 440 Solid Waste</b>					
PUBLIC WORKS	1,280,000	-	120,000	107,626	-
<b>Fund: 456 Cemetery</b>					
PARKS & RECREATION	-	-	-	372,332	-

**2009 Budget**

<b>Misc.</b>	<b>Non Revenues</b>	<b>Other Financing Sources</b>	<b>Revenue Total (No Reserves)</b>	<b>Estimated Beginning Reserves</b>	<b>Used From (Returned To) Reserves</b>	<b>Total Revenues &amp; Reserves</b>
42,561	-	-	660,378	-	-	660,378
5,584	-	-	355,584	28,156	-	383,740
-	-	547,075	547,075	-	-	547,075
-	-	347,648	347,648	-	-	347,648
267,701	-	-	267,701	22,259	-	289,960
-	-	651,877	1,242,613	-	-	1,242,613
-	-	231,970	231,970	-	-	231,970
-	-	17,964	17,964	-	-	17,964
8,068	-	-	112,843	-	-	112,843
-	-	168,991	168,991	-	-	168,991
9,375	-	-	9,375	290,793	-	300,168
-	-	-	-	8,357	-	8,357
637,391	-	-	16,599,137	13,101,217	-	29,700,354
815,028	-	-	17,372,871	9,193,136	-	26,566,007
124,959	-	-	4,877,677	1,286,534	-	6,164,211
275,270	-	-	1,782,896	6,647,012	-	8,429,908
24,001	-	221,480	617,813	389,304	-	1,007,117

**Revenue Summary by Fund, Department and Type (continued)**

	<b>Taxes</b>	<b>Licenses &amp; Permits</b>	<b>Intergovernmental</b>	<b>Goods &amp; Services Charges</b>	<b>Fines</b>
<b>Fund: 460 Golf Course</b> PARKS & RECREATION	-	-	-	-	-
<b>Fund: 465 Parking Services</b> PUBLIC WORKS	-	-	-	-	850,200
<b>Fund: 470 Medic One</b> FIRE	-	-	3,365,174	3,420,812	-
<b>Fund: 475 Development Services</b> PLANNING & COM DEVEL	-	1,608,482	-	898,250	300
<b>Fund: 510 Fleet Administration</b> PUBLIC WORKS	-	-	-	172,792	-
<b>Fund: 520 Purchasing/Materials Mngmt</b> PUBLIC WORKS	-	-	4,370	2,235,189	-
<b>Fund: 530 Facilities Administration</b> PUBLIC WORKS	-	-	-	-	10
<b>Fund: 540 Telecommunications</b> ITSD	-	-	5,630	375,680	-
<b>Fund: 550 Claims Litigation</b> LEGAL	-	-	-	-	-
<b>Fund: 561 Unemployment Compensation</b> HUMAN RESOURCES	-	-	-	-	-
<b>Fund: 562 Workers Comp Self-Insurance</b> HUMAN RESOURCES	-	-	-	-	-
<b>Fund: 565 Health Benefits</b> HUMAN RESOURCES	-	-	-	-	-
<b>Fund: 612 Firefighter Pension and Benefit</b> HUMAN RESOURCES	1,581,050	-	109,314	-	-
<b>Fund: 613 Police Pension and Benefit</b> HUMAN RESOURCES	-	-	-	-	-
<b>Fund: 701 Greenways Maint Endowment</b> PARKS & RECREATION	363,600	-	-	-	-
<b>Fund: 702 Nat Res Protect &amp; Restoration</b> PUBLIC WORKS	-	-	-	-	-

**2009 Budget**

<b>Misc.</b>	<b>Non Revenues</b>	<b>Other Financing Sources</b>	<b>Revenue Total (No Reserves)</b>	<b>Estimated Beginning Reserves</b>	<b>Used From (Returned To) Reserves</b>	<b>Total Revenues &amp; Reserves</b>
182,137	-	-	182,137	63,783	-	245,920
1,721,638	-	-	2,571,838	2,164,218	-	4,736,056
63,581	-	1,026,110	7,875,677	554,927	-	8,430,604
43,768	-	50,000	2,600,800	753,337	-	3,354,137
3,124,084	-	200,000	3,496,876	4,689,295	-	8,186,171
28,271	-	-	2,267,830	195,129	-	2,462,959
2,127,251	-	-	2,127,261	624,132	-	2,751,393
23,495	-	-	404,805	432,331	-	837,136
1,089,957	146,025	-	1,235,982	4,961,973	-	6,197,955
68,584	-	-	68,584	192,121	-	260,705
582,536	-	-	582,536	780,238	-	1,362,774
10,910,559	-	-	10,910,559	998,016	-	11,908,575
458,011	223,539	-	2,371,914	3,646,056	-	6,017,970
1,113,701	-	-	1,113,701	4,927,261	-	6,040,962
102,034	-	-	465,634	3,010,973	-	3,476,607
213,807	-	-	213,807	1,277,890	-	1,491,697

**Revenue Summary by Fund, Department and Type (continued)**

	<u>Taxes</u>	<u>Licenses &amp; Permits</u>	<u>Intergov- ernmental</u>	<u>Goods &amp; Services Charges</u>	<u>Fines</u>
<b>Fund: 965 Public Facilities District</b>					
PUBLIC FACILITIES DIST	1,185,769	-	-	-	-
<b>Fund: 970 Public Development Authority</b>					
PUBLIC DEVELOPMENT AUTH	-	-	500,000	-	-
<b>Total All Funds</b>	<u>71,903,259</u>	<u>2,657,490</u>	<u>23,070,837</u>	<u>60,566,783</u>	<u>2,168,678</u>

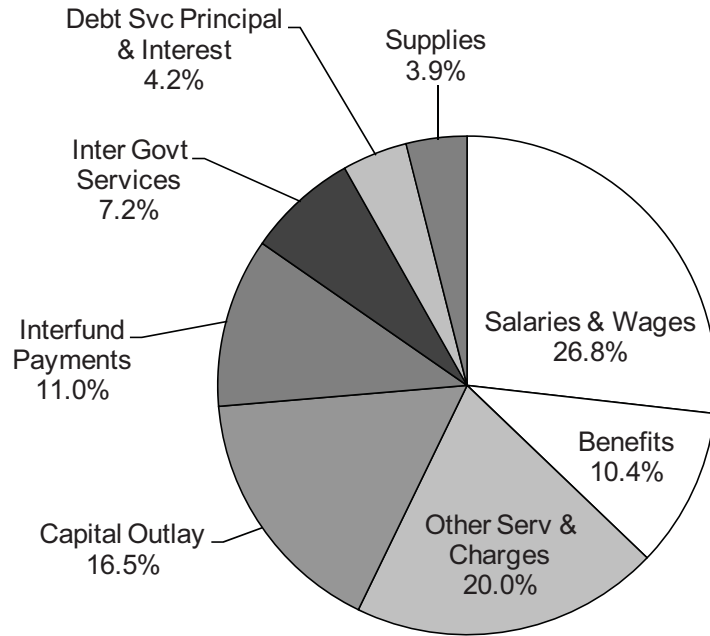


**2009 Budget**

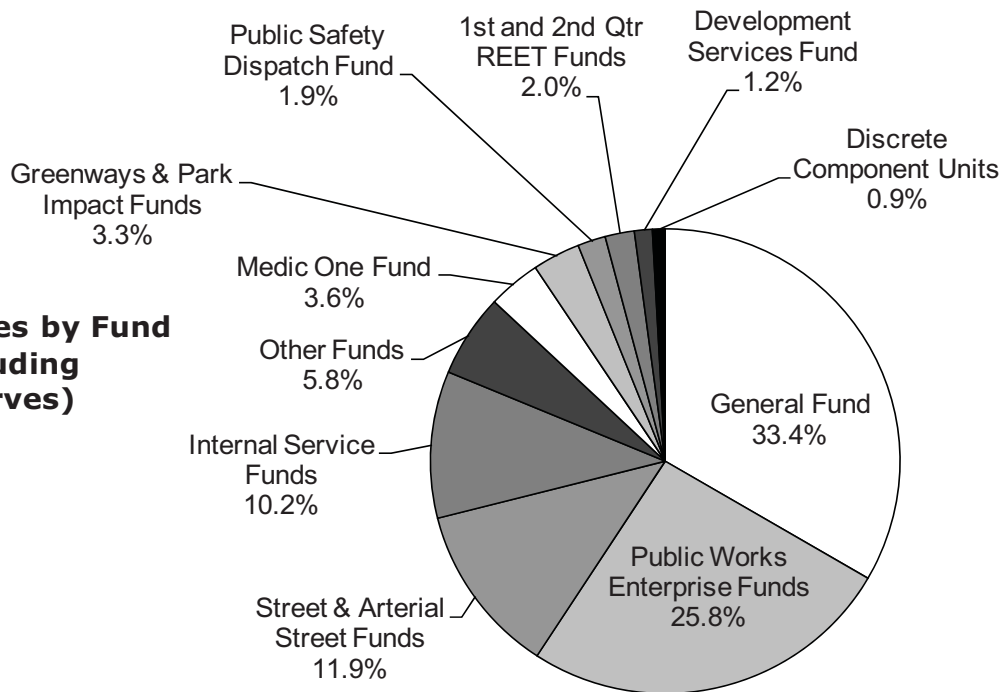
<b>Misc.</b>	<b>Non Revenues</b>	<b>Other Financing Sources</b>	<b>Revenue Total (No Reserves)</b>	<b>Estimated Beginning Reserves</b>	<b>Used From (Returned To) Reserves</b>	<b>Total Revenues &amp; Reserves</b>
49,449	-	-	1,235,218	1,892,696	-	3,127,914
-	-	-	500,000	-	-	500,000
<u>27,187,788</u>	<u>369,564</u>	<u>8,270,905</u>	<u>196,195,304</u>	<u>87,272,784</u>	<u>-</u>	<u>283,468,088</u>

**Expenditure Summary - 2009**

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



**Expenditures by Fund  
(Excluding  
Reserves)**



## **Expenditure Type Definitions**

### **Ending Reserves:**

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.

**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. Transfers within the City from one fund to another are also included in this object.

**Capital Outlay:** Expenditures for the acquisition of or additions to, fixed assets over a designated dollar amount. Capital threshold dollar amounts are set by accounting policy and vary by type of capital. Examples include land, buildings, machinery and equipment.

**Debt Service:** Payment of interest and principal to holders of the City's indebtedness.

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

**Expenditure Summary by Fund, Department and Type**

	<b>Salaries &amp; Wages</b>	<b>Benefits</b>	<b>Supplies</b>	<b>Other Serv &amp; Charges</b>	<b>Inter Govt Services</b>
<b>Fund: 001 General</b>					
POLICE	11,129,452	3,127,608	908,215	964,902	1,566,897
FIRE	9,512,035	2,629,715	395,868	493,659	3,800
PARKS & RECREATION	3,896,783	1,567,896	567,755	1,196,251	24,337
LIBRARY	1,984,486	770,896	678,851	73,483	7,700
NON-DEPARTMENTAL	-	-	-	120,000	3,713,574
JUDICIAL & SUPPORT SERV	1,118,562	453,382	54,882	992,003	377,000
PLANNING & COM DEVEL	1,434,738	521,168	48,070	870,358	120,000
ITSD	1,336,712	472,809	97,569	573,392	1,511
OFFICE OF THE MAYOR	654,047	232,996	48,342	842,961	326,177
FINANCE	1,167,866	463,530	58,022	150,753	124,874
MUSEUM	965,031	384,632	141,434	214,751	284
LEGAL	831,774	296,950	21,570	208,532	-
HUMAN RESOURCES	686,113	269,456	53,300	456,120	250
CITY COUNCIL	262,765	114,927	29,575	28,770	-
HEARING EXAMINER	139,057	44,253	3,960	7,258	-
<b>Total General</b>	<b>35,119,421</b>	<b>11,350,218</b>	<b>3,107,413</b>	<b>7,193,193</b>	<b>6,266,404</b>
<b>Fund: 111 Street</b>					
PUBLIC WORKS	5,684,510	2,126,753	888,478	8,584,371	631,490
<b>Fund: 112 Arterial St Construction</b>					
PUBLIC WORKS	-	-	-	-	-
<b>Fund: 113 Paths &amp; Trails Reserve</b>					
PUBLIC WORKS	-	-	-	-	-
<b>Fund: 123 Parksite Acquisition</b>					
PARKS & RECREATION	-	-	-	-	-
<b>Fund: 124 Technology Replacement &amp; Reserve</b>					
ITSD	-	-	76,000	-	-
<b>Fund: 125 Capital Maint</b>					
PUBLIC WORKS	-	-	-	855,000	-
PARKS & RECREATION	-	-	-	50,000	-
FIRE	-	-	-	40,010	-
NON-DEPARTMENTAL	-	-	-	-	-
<b>Total Capital Maint</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>945,010</b>	<b>-</b>
<b>Fund: 126 Library Gift</b>					
LIBRARY	-	-	15,000	-	-
<b>Fund: 131 Olympic Pipeline Incident</b>					
PUBLIC WORKS	-	-	-	-	-
<b>Fund: 132 Squalicum Park/Olympic</b>					
PARKS & RECREATION	-	-	-	-	-
<b>Fund: 133 Olympic - Restoration</b>					
PUBLIC WORKS	-	-	-	-	-

**2009 Budget**

<b>Capital Outlay</b>	<b>Debt Svc Principal</b>	<b>Debt Svc Interest</b>	<b>Interfund Payments</b>	<b>Expenditure Total (No Reserves)</b>	<b>Budgeted Ending Reserve</b>	<b>Total Expenditure &amp; Reserves</b>
58,000	-	-	2,713,883	20,468,957	11,117	20,480,074
-	187,176	56,302	1,109,004	14,387,559	1,807	14,389,366
-	-	-	679,626	7,932,648	120,000	8,052,648
2,940,000	-	60,000	530,753	7,046,169	-	7,046,169
-	-	-	-	3,833,574	6,279,873	10,113,447
-	-	-	165,003	3,160,832	-	3,160,832
-	-	-	124,842	3,119,176	-	3,119,176
-	-	-	106,927	2,588,920	49,539	2,638,459
-	-	-	42,629	2,147,152	-	2,147,152
-	-	-	68,186	2,033,231	-	2,033,231
-	-	-	53,505	1,759,637	-	1,759,637
-	-	-	185,520	1,544,346	1,275,756	2,820,102
-	-	-	46,698	1,511,937	-	1,511,937
-	-	-	25,705	461,742	-	461,742
-	-	-	2,905	197,433	-	197,433
2,998,000	187,176	116,302	5,855,186	72,193,313	7,738,092	79,931,405
4,500,000	-	-	3,206,711	25,622,313	1,180,630	26,802,943
-	-	-	-	-	158,418	158,418
-	-	-	-	-	53,106	53,106
-	-	-	-	-	66,507	66,507
760,000	-	-	95,000	931,000	836,488	1,767,488
-	-	-	-	855,000	-	855,000
-	-	-	-	50,000	-	50,000
-	-	-	-	40,010	-	40,010
-	-	-	-	-	779,888	779,888
-	-	-	-	945,010	779,888	1,724,898
-	-	-	-	15,000	25,148	40,148
-	-	-	-	-	249,933	249,933
-	-	-	-	-	5,805	5,805
-	-	-	-	-	65,122	65,122

**Expenditure Summary by Fund, Department and Type (continued)**

	<u>Salaries &amp; Wages</u>	<u>Benefits</u>	<u>Supplies</u>	<u>Other Serv &amp; Charges</u>	<u>Inter Govt Services</u>
<b>Fund: 134 Olympic-Whatcom Falls Park Addl</b>					
PARKS & RECREATION	-	-	-	-	-
<b>Fund: 135 Little Squalicum-Oeser Settlement</b>					
PARKS & RECREATION	-	-	-	-	-
<b>Fund: 141 1st 1/4% Real Estate Excise Tax</b>					
PUBLIC WORKS	-	-	-	60,000	-
PARKS & RECREATION	-	-	-	216,600	-
NON-DEPARTMENTAL	-	-	-	-	-
<b>Total 1st 1/4% REET</b>	-	-	-	276,600	-
<b>Fund: 142 2nd 1/4% Real Estate Excise Tax</b>					
PUBLIC WORKS	-	-	-	-	-
NON-DEPARTMENTAL	-	-	-	-	651,877
PARKS & RECREATION	-	-	-	50,000	-
<b>Total 2nd 1/4% REET</b>	-	-	-	50,000	651,877
<b>Fund: 151 Police Federal Equitable Share</b>					
POLICE	-	-	-	25,000	-
<b>Fund: 152 Asset Forfeiture/Drug Enforce.</b>					
POLICE	-	-	42,000	11,105	-
<b>Fund: 153 Criminal Justice</b>					
POLICE	40,000	3,147	82,845	15,000	267,926
<b>Fund: 160 Public Safety Dispatch</b>					
POLICE	1,713,257	678,465	49,325	166,762	8,040
FIRE	809,603	306,366	17,183	38,683	-
<b>Total Public Safety Dispatch</b>	2,522,860	984,831	66,508	205,445	8,040
<b>Fund: 172 Beyond Greenways</b>					
PARKS & RECREATION	-	-	-	-	-
<b>Fund: 173 Greenways III</b>					
PARKS & RECREATION	-	-	-	-	-
<b>Fund: 177 Parks Impact</b>					
PARKS & RECREATION	-	-	-	-	-
<b>Fund: 178 Sportsplex</b>					
PARKS & RECREATION	-	-	-	-	-
<b>Fund: 180 Tourism</b>					
PLANNING & COM DEVEL	13,069	5,603	25,000	957,519	109,273
<b>Fund: 190 Community Develop Block Grant</b>					
PLANNING & COM DEVEL	233,875	100,071	550	729,029	-

**2009 Budget**

<b>Capital Outlay</b>	<b>Debt Svc Principal</b>	<b>Debt Svc Interest</b>	<b>Interfund Payments</b>	<b>Expenditure Total (No Reserves)</b>	<b>Budgeted Ending Reserve</b>	<b>Total Expenditure &amp; Reserves</b>
-	-	-	-	-	259,962	259,962
-	-	-	-	-	52,902	52,902
700,000	-	-	-	760,000	-	760,000
300,000	-	-	13,198	529,798	-	529,798
-	-	-	-	-	1,826,094	1,826,094
1,000,000	-	-	13,198	1,289,798	1,826,094	3,115,892
2,160,000	-	-	-	2,160,000	-	2,160,000
-	-	-	-	651,877	254,558	906,435
150,000	-	-	50,000	250,000	-	250,000
2,310,000	-	-	50,000	3,061,877	254,558	3,316,435
-	-	-	-	25,000	118,961	143,961
18,000	-	-	29,103	100,208	61,487	161,695
-	-	-	-	408,918	362,449	771,367
-	-	-	241,647	2,857,496	1,667,809	4,525,305
126,000	-	-	1,311	1,299,146	-	1,299,146
126,000	-	-	242,958	4,156,642	1,667,809	5,824,451
-	-	-	50,000	50,000	529,021	579,021
5,133,183	-	-	133,748	5,266,931	901,667	6,168,598
1,700,000	-	-	70,000	1,770,000	143,396	1,913,396
-	-	-	-	-	36,570	36,570
-	-	-	6,153	1,116,617	196,815	1,313,432
-	-	-	10,055	1,073,580	302,214	1,375,794

**Expenditure Summary by Fund, Department and Type (continued)**

	<u>Salaries &amp; Wages</u>	<u>Benefits</u>	<u>Supplies</u>	<u>Other Serv &amp; Charges</u>	<u>Inter Govt Services</u>
<b>Fund: 191 HOME Investment Partnership Grant</b>					
PLANNING & COM DEVEL	39,846	14,172	-	606,360	-
<b>Fund: 214 2001 Fire UTGO Bond</b>					
FINANCE	-	-	-	-	-
<b>Fund: 222 1999 LTGO Bond Redemption</b>					
FINANCE	-	-	-	-	-
<b>Fund: 223 Refunding GO Bonds 1996</b>					
FINANCE	-	-	-	-	-
<b>Fund: 224 Sportsplex Acquisition Debt</b>					
FINANCE	-	-	-	-	-
<b>Fund: 225 2004 PFD/Civic Field LTGO</b>					
FINANCE	-	-	-	-	-
<b>Fund: 226 2009 Library LTGO</b>					
FINANCE	-	-	-	-	-
<b>Fund: 231 Drake Note</b>					
FINANCE	-	-	-	-	-
<b>Fund: 234 CERB Loans</b>					
FINANCE	-	-	-	-	-
<b>Fund: 235 PW Trust Loan-Str Overlay</b>					
FINANCE	-	-	-	-	-
<b>Fund: 245 LID Guaranty</b>					
FINANCE	-	-	-	-	-
<b>Fund: 341 Civic Field Improvement</b>					
PARKS & RECREATION	-	-	-	-	-
<b>Fund: 410 Water</b>					
PUBLIC WORKS	1,895,073	781,922	789,513	2,293,188	3,075,182
<b>Fund: 420 Wastewater</b>					
PUBLIC WORKS	2,243,546	881,853	660,142	4,426,855	2,282,109
<b>Fund: 430 Storm/Surface Water Utility</b>					
PUBLIC WORKS	889,032	357,927	130,010	509,694	566,100
<b>Fund: 440 Solid Waste</b>					
PUBLIC WORKS	115,385	45,813	93,506	914,940	21,140
<b>Fund: 456 Cemetery</b>					
PARKS & RECREATION	230,565	105,407	87,908	46,205	14,229



**2009 Budget**

<b>Capital Outlay</b>	<b>Debt Svc Principal</b>	<b>Debt Svc Interest</b>	<b>Interfund Payments</b>	<b>Expenditure Total (No Reserves)</b>	<b>Budgeted Ending Reserve</b>	<b>Total Expenditure &amp; Reserves</b>
-	-	-	-	660,378	-	660,378
-	305,000	41,735	-	346,735	37,005	383,740
-	500,000	47,075	-	547,075	-	547,075
-	280,000	67,648	-	347,648	-	347,648
-	110,000	157,525	-	267,525	22,435	289,960
-	625,000	617,613	-	1,242,613	-	1,242,613
-	106,760	125,210	-	231,970	-	231,970
-	6,983	10,981	-	17,964	-	17,964
-	104,775	8,068	-	112,843	-	112,843
-	157,935	11,056	-	168,991	-	168,991
-	-	-	-	-	300,168	300,168
-	-	-	-	-	8,357	8,357
9,000,000	984,326	827,310	4,226,070	23,872,584	5,827,770	29,700,354
6,020,000	1,983,447	229,355	3,235,640	21,962,947	4,603,060	26,566,007
1,477,000	-	-	1,858,431	5,788,194	376,017	6,164,211
-	300,000	395,777	225,932	2,112,493	6,317,415	8,429,908
-	-	-	134,803	619,117	388,000	1,007,117

**Expenditure Summary by Fund, Department and Type (continued)**

	<b>Salaries &amp; Wages</b>	<b>Benefits</b>	<b>Supplies</b>	<b>Other Serv &amp; Charges</b>	<b>Inter Govt Services</b>
<b>Fund: 460 Golf Course</b> PARKS & RECREATION	23,791	7,893	7,021	24,902	-
<b>Fund: 465 Parking Services</b> PUBLIC WORKS	292,920	143,541	122,015	278,613	671,861
<b>Fund: 470 Medic One</b> FIRE	4,080,854	1,096,645	573,401	448,157	41,894
<b>Fund: 475 Development Services</b> PLANNING & COM DEVEL	1,554,397	602,270	53,400	109,250	-
<b>Fund: 510 Fleet Administration</b> PUBLIC WORKS	494,195	191,442	332,863	236,438	-
<b>Fund: 520 Purchasing/Materials Mngmt</b> PUBLIC WORKS	476,828	188,154	1,003,400	14,623	4,350
<b>Fund: 530 Facilities Administration</b> PUBLIC WORKS	673,555	340,020	88,038	1,026,950	-
<b>Fund: 540 Telecommunications</b> ITSD	71,332	28,463	10,236	248,490	14,346
<b>Fund: 550 Claims Litigation</b> LEGAL	106,501	28,601	4,641	849,622	-
<b>Fund: 561 Unemployment Compensation</b> HUMAN RESOURCES	-	120,000	-	20,000	-
<b>Fund: 562 Workers Comp Self-Insurance</b> HUMAN RESOURCES	101,845	38,007	3,200	532,750	70,000
<b>Fund: 565 Health Benefits</b> HUMAN RESOURCES	214,943	33,304	23,755	10,727,750	600
<b>Fund: 612 Firefighter Pension and Benefit</b> HUMAN RESOURCES	-	1,640,000	65,100	157,250	-
<b>Fund: 613 Police Pension and Benefit</b> HUMAN RESOURCES	-	855,000	40,100	164,900	-
<b>Fund: 701 Greenways Maint Endowment</b> PARKS & RECREATION	-	-	-	-	-
<b>Fund: 702 Nat Res Protect &amp; Restoration</b> PUBLIC WORKS	-	-	-	183,000	-

**2009 Budget**

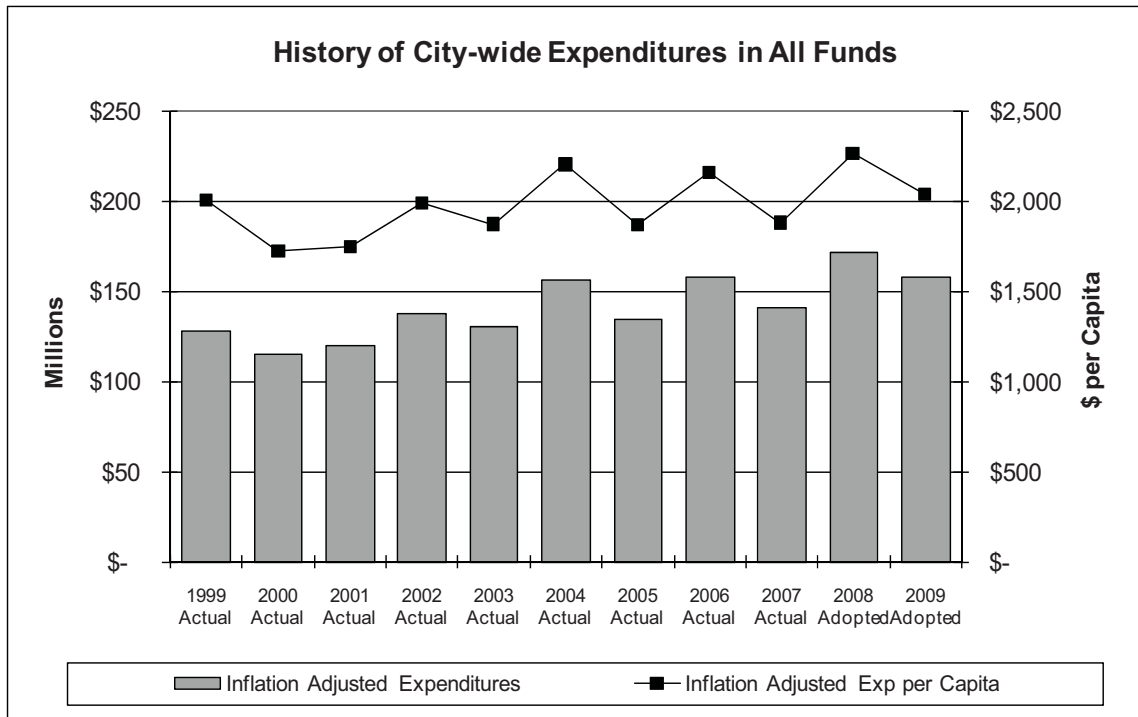
<b>Capital Outlay</b>	<b>Debt Svc Principal</b>	<b>Debt Svc Interest</b>	<b>Interfund Payments</b>	<b>Expenditure Total (No Reserves)</b>	<b>Budgeted Ending Reserve</b>	<b>Total Expenditure &amp; Reserves</b>
-	72,972	12,548	28,883	178,010	67,910	245,920
-	110,000	18,140	354,902	1,991,992	2,744,064	4,736,056
176,232	-	-	1,458,355	7,875,538	555,066	8,430,604
59,500	-	-	295,863	2,674,680	679,457	3,354,137
1,779,000	-	-	985,773	4,019,711	4,166,460	8,186,171
5,000	-	-	430,244	2,122,599	340,360	2,462,959
-	-	-	273,271	2,401,834	349,559	2,751,393
-	-	-	25,349	398,216	438,920	837,136
-	-	-	97,235	1,086,600	5,111,355	6,197,955
-	-	-	1,773	141,773	118,932	260,705
-	-	-	20,605	766,407	596,367	1,362,774
-	-	-	135,946	11,136,298	772,277	11,908,575
-	-	-	928	1,863,278	4,154,692	6,017,970
-	-	-	754	1,060,754	4,980,208	6,040,962
-	-	-	-	-	3,476,607	3,476,607
-	-	-	-	183,000	1,308,697	1,491,697

**Expenditure Summary by Fund, Department and Type (continued)**

	<b>Salaries &amp; Wages</b>	<b>Benefits</b>	<b>Supplies</b>	<b>Other Serv &amp; Charges</b>	<b>Inter Govt Services</b>
<b>Fund: 965 Public Facilities District</b>					
PUBLIC FACILITIES DIST	53,136	20,268	840	28,894	735,874
<b>Fund: 970 Public Development Authority</b>					
PUBLIC DEVELOPMENT AUTH	170,000	61,775	16,110	242,115	10,000
<b>Total All Funds</b>	<b>57,341,479</b>	<b>22,153,100</b>	<b>8,408,993</b>	<b>43,083,218</b>	<b>15,442,695</b>

**Expenditure History – All Funds**

Expenditures only are shown – funds used to increase reserve balances are not included. CPI and population for 2009 are estimated. Capital and other non-operating expenditures are included.

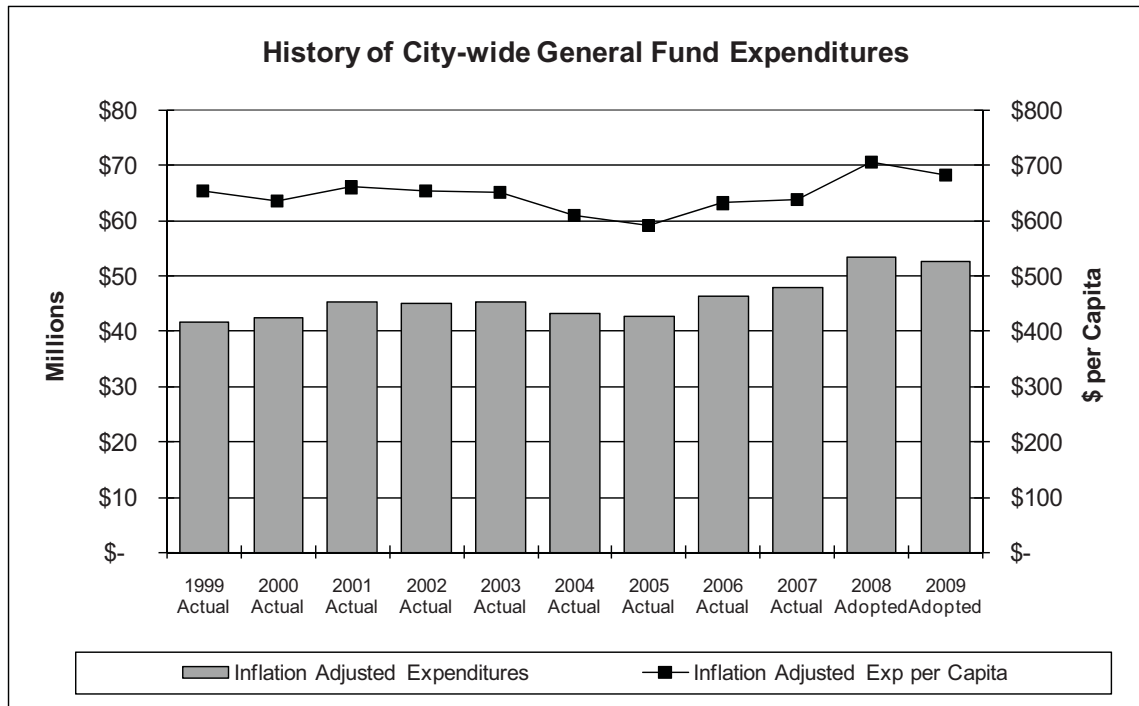


2009 Budget

Capital Outlay	Debt Svc Principal	Debt Svc Interest	Interfund Payments	Expenditure Total (No Reserves)	Budgeted Ending Reserve	Total Expenditure & Reserves
-	-	537,597	-	1,376,609	1,751,305	3,127,914
-	-	-	-	500,000	-	500,000
37,061,915	5,834,374	3,223,940	23,552,869	216,102,583	67,365,505	283,468,088

Expenditure History – General Fund

Expenditures only are shown – funds used to increase reserve balances are not included. CPI and population for 2009 are estimated. Capital and other non-operating expenditures are included.



**Expenditures by SubObject - All Funds**

	2007 Actual	2008 Budget	2009 Budget	Change from 2008 Adopted	
				Amount	Percent
<b>SALARIES &amp; WAGES</b>					
SALARIES & WAGES	47,654,363	53,011,707	54,884,472	1,872,765	3.5%
OVERTIME & HAZARD DUTY	2,175,273	2,486,679	2,457,007	(29,672)	-1.2%
<b>Total SALARIES &amp; WAGES</b>	<b>49,829,636</b>	<b>55,498,386</b>	<b>57,341,479</b>	<b>1,843,093</b>	<b>3.3%</b>
<b>PERSONNEL BENEFITS</b>					
PERSONNEL BENEFITS	15,277,607	18,022,339	19,658,100	1,635,761	9.1%
PENSION & DISABILITY PAY	1,997,534	2,315,000	2,495,000	180,000	7.8%
<b>Total PERSONNEL BENEFITS</b>	<b>17,275,141</b>	<b>20,337,339</b>	<b>22,153,100</b>	<b>1,815,761</b>	<b>8.9%</b>
<b>SUPPLIES</b>					
OFFICE & OPER. SUPPLIES	4,342,055	4,564,957	4,894,695	329,738	7.2%
FUEL CONSUMED	599,937	729,231	811,307	82,076	11.3%
ITEMS PURCHASED FOR RESALE	1,284,298	1,057,053	1,054,353	(2,700)	-0.3%
SMALL TOOLS & MINOR EQUIP	1,489,886	1,788,155	1,648,638	(139,517)	-7.8%
<b>Total SUPPLIES</b>	<b>7,716,176</b>	<b>8,139,396</b>	<b>8,408,993</b>	<b>269,597</b>	<b>3.3%</b>
<b>OTHER SERVICES &amp; CHARGES</b>					
PROFESSIONAL SERVICES	20,045,854	21,386,664	26,282,825	4,896,161	22.9%
COMMUNICATION	495,416	568,698	546,585	(22,113)	-3.9%
TRAVEL	277,024	422,655	406,343	(16,312)	-3.9%
ADVERTISING	296,849	336,411	336,224	(187)	-0.1%
OPERATING RENTALS & LEASES	594,491	570,379	631,558	61,179	10.7%
INSURANCE	544,322	618,490	617,863	(627)	-0.1%
UTILITY SERVICE	4,335,504	4,436,148	4,645,470	209,322	4.7%
REPAIRS & MAINTENANCE	3,607,763	7,148,524	7,107,583	(40,941)	-0.6%
MISCELLANEOUS	2,098,023	2,285,376	2,508,767	223,391	9.8%
<b>Total OTHER SERVICES &amp; CHARGES</b>	<b>32,295,246</b>	<b>37,773,345</b>	<b>43,083,218</b>	<b>5,309,873</b>	<b>14.1%</b>
<b>INTERGOVERNMENTAL SERVICES</b>					
INTERGOVERNMENTAL PROF SERVS	4,758,376	4,524,827	4,934,899	410,072	9.1%
INTERGOVERNMENTAL PAYMENTS	10,884	8,494	-	(8,494)	-100.0%
EXTERNAL TAXES & OPER ASSESS	1,076,392	1,431,259	1,335,392	(95,867)	-6.7%
INTERFUND TAXES & OPER ASSESS	3,763,959	3,959,100	4,101,500	142,400	3.6%
INTERFUND SUBSIDIES	7,809,434	5,673,672	5,070,904	(602,768)	-10.6%
<b>Total INTERGOVERNMENTAL SERVICES</b>	<b>17,419,045</b>	<b>15,597,352</b>	<b>15,442,695</b>	<b>(154,657)</b>	<b>-1.0%</b>

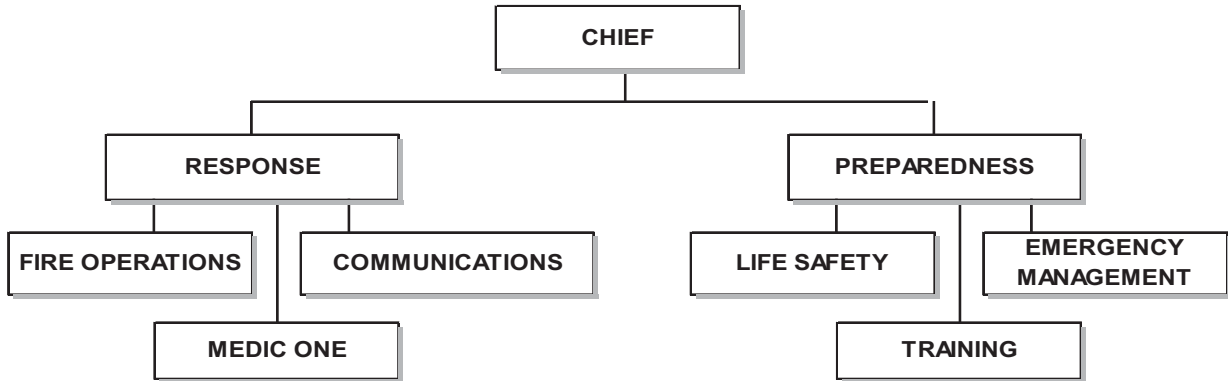
Expenditures by SubObject - All Funds (continued)

	2007	2008	2009	Change from 2008 Adopted	
	Actual	Budget	Budget	Amount	Percent
<b>CAPITAL OUTLAY</b>					
LAND	4,374,269	8,025,190	5,750,000	(2,275,190)	-28.4%
BUILDINGS AND STRUCTURES	2,627,672	5,212,150	2,940,000	(2,272,150)	-43.6%
OTHER IMPROVEMENTS	6,185,526	23,874,160	9,343,183	(14,530,977)	-60.9%
MACHINERY AND EQUIPMENT	3,083,655	9,095,669	5,078,732	(4,016,937)	-44.2%
CONSTRUCTION OF FIXED ASSETS	7,177,268	7,097,591	13,950,000	6,852,409	96.5%
<b>Total CAPITAL OUTLAY</b>	<b>23,448,390</b>	<b>53,304,760</b>	<b>37,061,915</b>	<b>(16,242,845)</b>	<b>-30.5%</b>
<b>DEBT SERVICE PRINCIPAL</b>					
G. O. BONDS	2,165,000	2,685,000	2,336,760	(348,240)	-13.0%
REVENUE BONDS	2,520,000	2,675,000	2,775,000	100,000	3.7%
SPECIAL ASSESSMENT BONDS	370,000	-	-	-	0.0%
OTHER NOTES	426,547	410,144	357,691	(52,453)	-12.8%
INTERGOVERNMENTAL LOANS	90,329	97,284	104,775	7,491	7.7%
PRINCIPAL	919,029	5,251,051	260,148	(4,990,903)	-95.0%
<b>Total DEBT SERVICE PRINCIPAL</b>	<b>6,490,905</b>	<b>11,118,479</b>	<b>5,834,374</b>	<b>(5,284,105)</b>	<b>-47.5%</b>
<b>DEBT SERVICE INTEREST</b>					
INTEREST ON INTERFUND DEBT	144,375	115,891	68,850	(47,041)	-40.6%
INTEREST/LONG-TERM EXT. DEBT	2,697,120	2,513,577	3,091,415	577,838	23.0%
DEBT ISSUE COSTS	289,437	-	60,000	60,000	0.0%
DEBT REGISTRATION COSTS	3,253	2,825	3,675	850	30.1%
<b>Total DEBT SERVICE INTEREST</b>	<b>3,134,185</b>	<b>2,632,293</b>	<b>3,223,940</b>	<b>591,647</b>	<b>22.5%</b>
<b>INTERFUND PAYT FOR SERVICE</b>					
INTERFUND PROFESSIONAL SERVICE	17,411,250	15,087,183	15,355,102	267,919	1.8%
INTERFUND COMMUNICATIONS	456,555	411,119	395,113	(16,006)	-3.9%
INTERFUND SUPPLIES	1,292,883	1,502,830	1,674,012	171,182	11.4%
INTERFUND CAPITAL OUTLAYS	198,369	197,400	223,000	25,600	13.0%
INTERFUND OPERATING RENTALS	2,623,415	5,677,592	3,470,032	(2,207,560)	-38.9%
INTERFUND INSURANCE SERVICES	690,453	790,733	890,766	100,033	12.7%
INTERFUND REPAIRS & MAINT	1,329,598	1,558,861	1,544,638	(14,223)	-0.9%
OTHER INTERFUND SERVICES	-	206	206	-	0.0%
<b>Total INTERFUND PAYT FOR SERVICE</b>	<b>24,002,523</b>	<b>25,225,924</b>	<b>23,552,869</b>	<b>(1,673,055)</b>	<b>-6.6%</b>
<b>TOTAL EXPENDITURES</b>	<b>181,611,247</b>	<b>229,627,274</b>	<b>216,102,583</b>	<b>-13,524,691</b>	<b>-5.9%</b>

This page intentionally left blank.



**FIRE DEPARTMENT**



**Departmental 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.



**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 Station, located at 1800 Broadway, is home to our administrative functions. Six fire stations in the City and two medic stations in the county meet our facility needs for emergency apparatus and crews. The department maintains a small classroom and limited drill facility at 910 Alabama, co-located with the 9-1-1 WhatComm Law Enforcement Dispatch Center.

**Departmental Budget Summary**

Revenues and Other Sources by Type	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<b>Revenues</b>					
Taxes	595,633	-	-	-	--
Licenses and Permits	4,820	-	-	-	--
Intergovernmental	2,722,404	3,519,236	3,430,174	(89,062)	-2.5%
Charges for Services	4,091,645	3,431,542	3,535,812	104,270	3.0%
Miscellaneous	152,146	97,229	82,048	(15,181)	-15.6%
Non-Revenues	-	2,250,000	-	(2,250,000)	-100.0%
Other Financing Sources	1,005,892	1,015,951	1,026,110	10,159	1.0%
<b>Subtotal of Revenues</b>	<b>8,572,540</b>	<b>10,313,958</b>	<b>8,074,144</b>	<b>(2,239,814)</b>	<b>-21.7%</b>
<b>Other Sources by Fund</b>					
General	12,054,339	14,257,943	14,189,092	(68,851)	-0.5%
Capital Maint	-	159,155	40,010	(119,145)	-74.9%
Public Safety Dispatch	1,089,098	1,133,967	1,299,146	165,179	14.6%
Medic One	(229,985)	-	(139)	(139)	--
<b>Subtotal Other Sources</b>	<b>12,913,452</b>	<b>15,551,065</b>	<b>15,528,109</b>	<b>(22,956)</b>	<b>-0.1%</b>
<b>TOTAL ALL SOURCES</b>	<b>21,485,992</b>	<b>25,865,023</b>	<b>23,602,253</b>	<b>(2,262,770)</b>	<b>-8.7%</b>

Revenues by Group	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<b>Revenues</b>					
Fire Administration	275,190	23,332	23,332	-	0.0%
Fire Operations	732,618	2,748,605	115,135	(2,633,470)	-95.8%
Fire Life Safety Operations	281,509	-	-	-	--
Emergency Medical Services	7,253,922	7,541,887	7,875,677	333,790	4.4%
Emergency Management	28,662	-	60,000	60,000	--
Fire/EMS Dispatch Operations	639	134	-	(134)	-100.0%
<b>Subtotal of Revenues by Group</b>	<b>8,572,540</b>	<b>10,313,958</b>	<b>8,074,144</b>	<b>(2,239,814)</b>	<b>-21.7%</b>

**Significant Revenue Changes**

- Charges for Services are projected to increase by \$104,270 for rate increases associated with ambulance services.
- The decrease in Non-Revenues of \$2.25 million is for the removal of one-time revenue for an interfund loan budgeted in 2008 from the Fire Pension Fund to the General Fund, Fire Operations Group for the purpose of replacing existing fire fighting apparatus.

**Departmental Budget Summary (continued)**

Expenditures by Type	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
Salaries and Benefits	15,319,058	17,494,117	18,435,218	941,101	5.4%
Supplies	901,076	1,030,707	986,452	(44,255)	-4.3%
Other Services and Charges	1,003,988	1,237,717	1,020,509	(217,208)	-17.5%
Intergovernmental Services	722,672	37,694	45,694	8,000	21.2%
Interfund Charges	3,017,583	5,005,770	2,568,670	(2,437,100)	-48.7%
<b>Subtotal of Operations</b>	<b>20,964,377</b>	<b>24,806,005</b>	<b>23,056,543</b>	<b>(1,749,462)</b>	<b>-7.1%</b>
Debt Service	-	72,422	243,478	171,056	236.2%
Capital Outlay	491,180	986,596	302,232	(684,364)	-69.4%
Interfund Transfers	30,435	-	-	-	--
<b>TOTAL EXPENSE</b>	<b>21,485,992</b>	<b>25,865,023</b>	<b>23,602,253</b>	<b>(2,262,770)</b>	<b>-8.7%</b>

<b>TOTAL PAID STAFF</b>	<b>160.9</b>	<b>167.3</b>	<b>165.3</b>	<b>(2.0)</b>	<b>-1.2%</b>
-------------------------	--------------	--------------	--------------	--------------	--------------

Expenditures by Group	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
Fire Administration	1,429,747	1,702,380	1,178,049	(524,331)	-30.8%
Fire Operations	10,469,276	14,451,696	11,979,831	(2,471,865)	-17.1%
Fire Life Safety Operations	519,178	290,342	390,151	99,809	34.4%
Fire Dept Training Operations	451,884	459,810	479,251	19,441	4.2%
Emergency Medical Services	7,023,680	7,541,887	7,875,538	333,651	4.4%
Emergency Management	502,490	284,807	400,287	115,480	40.5%
Fire/EMS Dispatch Operations	1,089,737	1,134,101	1,299,146	165,045	14.6%
<b>TOTAL EXPENSE</b>	<b>21,485,992</b>	<b>25,865,023</b>	<b>23,602,253</b>	<b>(2,262,770)</b>	<b>-8.7%</b>

**Significant Expenditure Changes**

- The 2009 budget reflects increases Salaries and Benefits in alignment with a new contract. The contract covers the years 2007 – 2009.
- The decrease in Other Services and Charges is largely attributable to removal of remodeling projects budgeted in 2008.
- Interfund Charges and expenditures in the Fire Operations Group are reduced by the 2008 loan amount of \$2.25 million used to replace fire apparatus.
- The increase in Debt Service is for the cost of servicing the interfund loan, new in 2008, that was used to finance the replacement of the fire apparatus.
- The decrease in Capital Outlay and in the Fire Operations group is attributable to removal from the 2009 budget of the replacement of self-contained breathing apparatus, a cardiac defibrillator, an ambulance re-chassis, and a thermal imaging camera, all budgeted and purchased in 2008.
- The decrease in Fire Administration expenditures is attributable to a reduced contribution to the Pension Fund. The current funding plan will enable the City to actuarially fund its pension and long-term care obligations by 2017.
- The Fire Life Safety Operations budget is increasing by approximately \$100,000 due to reduced labor cost sharing with Development Services.
- The Emergency Management budget is increasing by \$115,000 for administrative staff time allocated to this initiative.

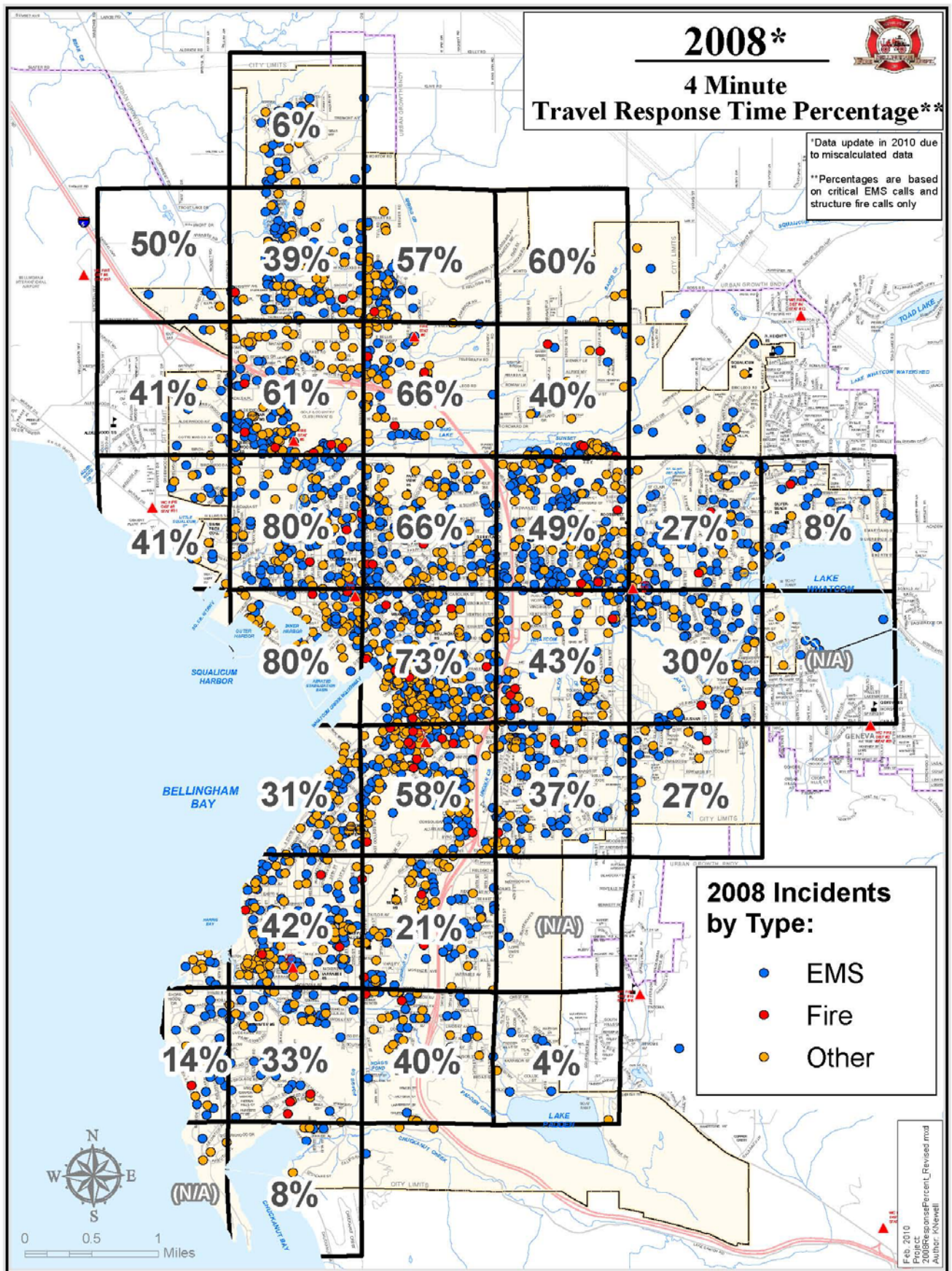
**Departmental Objectives for 2009**

1. Assist in planning and identifying fire service delivery requirements related to growth:
  - Participate in airport and UGA Planning processes and updates.
  - Identify fire service delivery impacts and operations enhancements required to maintain service levels.
  - Create response time GIS models for potential new fire station sites as required.
  - Determine and potentially implement cost recovery options related to fire permitting services. (Council Goal 7)
2. Continue to support countywide emergency radio system improvements and interoperability. (Council Goal 7)
3. Secure funding to replace the Fire Belle (fireboat) and upgrade the boathouse. (Council Goal 7)
4. Participate in the coordination and support of the 2009-2010 Vancouver Olympics Security planning effort. (Council Goal 7)
5. Address achieving cost recovery for fire inspections in businesses in a comprehensive approach with a program to be introduced to Council early in 2009.
6. Foster business disaster continuity plan for City and local businesses. (Council Goal 7)
7. Complete one paramedic training class for six medic students. (Council Goal 7)

**Departmental Objectives for 2008 with Accomplishments**

1. Establish a chief officer professional development program for future chief officer candidates. (Council Goal 1)  
*Curriculum and criteria established, relying on the US Fire Administration National Fire Academy.*
2. Increase job training and outside training opportunities across all divisions. (Council Goal 1)  
*Provided specialized educational/conference opportunities for key operations staff, including Rapid Intervention/Mayday Procedures training, Incident Command courses, Trapped Firefighter training, and computer software training.*
3. Evaluate and propose options for recovering costs of providing life safety fire inspections in businesses. (Council Goal 1)  
*Comprehensive program to address this to be presented to Council in 2009.*
4. Update the majority of fire engine and aerial ladder truck fleet to improve safety, reliability, and maneuverability. (Council Goal 1)  
*Fire engines and aerial ladder truck all replaced. Units to be received by the end of 2008 and placed in service in early 2009.*
5. Increase county-wide emergency medical services/paramedic supervision. (Council Goal 1)  
*EMS supervisor program started in August.*
6. Replace obsolete paramedic cardiac heart monitor/defibrillators. (Council Goal 1)  
*Specifications were finalized in the fall of 2008, purchase order issued in December 2008, and units received in January 2009.*
7. Develop and deliver a neighborhood disaster preparedness “train the trainer” course through the neighborhood associations. (Council Goal 11)  
*Map Your Neighborhood training began mid-2008 with 18 introductory sessions offered, resulting in 791 individuals (from 566 households) being trained in the MYN Program content. Train the trainer program was also implemented with 18 trainers completing training. FEMA Integrated Emergency Management Course was held in August; 70 representatives from City and County government, businesses and agencies attended.*
8. Begin implementing recommendations of the emergency radio communications study in anticipation of the 2010 Olympics and other events. (Council Goal 11)  
*Detailed radio system study was authorized by WhatComm Administrative Board. Draft report was completed in 2008. Funding source for implementation of plan not yet identified.*
9. Replace all obsolete self-contained breathing apparatus. (Council Goal 1)  
*New self-contained breathing apparatus were deployed near the end of 2008 after extensive training was delivered to all personnel.*  
*Also, using grant funds, we:*
  - *Replaced all portable radios for response crews.*
  - *Replaced our Battalion Chief vehicle with a more functional unit.*
  - *Added a confined space rescue communications radio system.*
  - *Added a thermal imaging camera. (Reduced capital request for 2009 for this.)*

Map originally printed in the 2009 Adopted Budget Document had calculation errors. This replacement map was provided by the Fire Department February 2010.



**Performance/Activity Measures**

**Fire Department**

<b>Fire Department Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Department Operating Exp	\$ 19.190	\$ 15.745	\$ 17.245	\$ 18.795	\$ 20.964	\$ 24.806	\$ 23.057
Debt Service, Capital, Interfund	\$ 0.830	\$ 0.213	\$ 0.046	\$ 0.476	\$ 0.522	\$ 1.059	\$ 0.546
Total Department Expenditures	\$ 20.019	\$ 15.959	\$ 17.291	\$ 19.270	\$ 21.486	\$ 25.865	\$ 23.602
Total Department FTEs	156.9	156.3	146.9	152.6	160.9	167.3	165.3

**Fire Operations Group**

<b>Fire Operations Group Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Total Group Expenditures	\$ 7.617	\$ 8.159	\$ 9.032	\$ 9.699	\$ 10.469	\$ 14.452	\$ 11.980
Front Line Fire Engines (One per fire station)				6	6	6	6
Ladder truck				1	1	1	1

<b>Fire Operations Group Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
BFD Service Population (City)	69,850	71,080	72,320	73,460	75,220	75,750	
Fire Engines per 1,000 capita				0.082	0.080	0.079	0.081
Ladder truck (1) per 1,000 capita				0.014	0.013	0.013	0.016
Median # of career firefighters per 1,000 capita				1.279	1.386	1.333	see next row
NFPA Ave Median # of career firefighters per 1,000 capita			0.89 West 1.39 All		0.96 West 1.51 All		

Per NFPA definition, career firefighters includes all uniformed firefighters in other groups such as Administration and Training; Excludes paramedics.

Fire Engines per capita is calculated using front-line vehicles only (one per station.) The City owns additional back-up fire trucks.

<b>EMERGENCY INCIDENTS AND RESPONSES</b>							
Fire Unit Responses	9,059	9,802	8,277	8,211	7,735	7,592	
BFD Aid Unit Responses			1,044	1,804	2,501	3,848	
Selected Incidents by Type:							
Building Fires (Structural)	41	58	56	45	43	48	
Haz Mat Incidents	17	10	10	11	3	12	
Technical Rescues	13	13	17	24	2	1	
Misc. Other Public Service	470	525	184	104	168	565	
False Fire Alarms	599	735	627	729	656	639	

NFPA refers to National Fire Protection Association.

## Fire Department

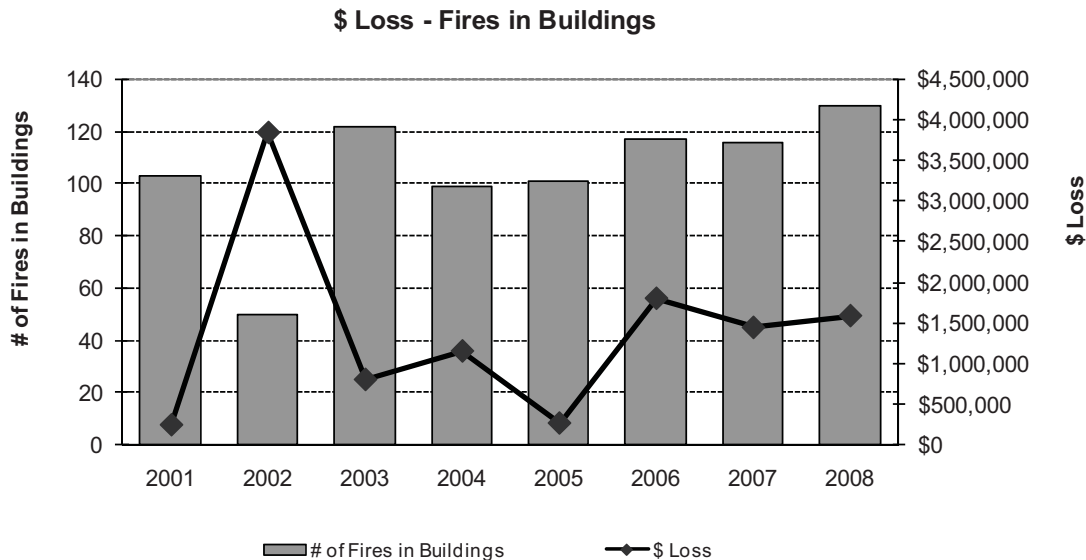
### Performance/Activity Measures (continued)

#### Fire Operations Group (continued)

Fire Operations Group Effectiveness	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	Benchmark or Target
RESPONSE TIMES - Structure Fires							
Turnout time - % of time wheels roll within one minute of alarm receipt				5%	5%	62%	90%
Travel response - % of time arrival at structure fire incident by 1st engine company is within 4 minutes.				77%	64%	48%	90%
Travel response - % of time arrival at structure fire incident by full alarm fire crew is within 8 minutes				86%	85%	76%	90%
Lives Lost in Fires	-	-	1	2	-	1	-

We believe the dramatic difference in turnout time between 2008 and previous years was a result of full implementation of mobile data computers in all fire/EMS apparatus, allowing crews to place themselves en-route and on scene without having to relay this information through the dispatch center. Travel response time decrease is due to more diffuse locations for reported structure fires in city for 2008 when compared to 2006-2007.

#### Fire Operations Group Effectiveness



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.



**Performance/Activity Measures (continued)**

**Fire Operations Group (continued)**

The City conducts a biennial service priorities and customer satisfaction survey. In 2004 and 2006, the survey was limited to registered voters in Bellingham. In 2008, the survey population included residents of Bellingham without requiring that they be registered to vote. Complete survey results can be found at [www.cob.org/government/public/opinion/index.aspx](http://www.cob.org/government/public/opinion/index.aspx).

<b>Survey Results</b>	<b>2004 Actual</b>	<b>2006 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
Residents surveyed that rate the job the City is doing as good or excellent in...				
Providing fire protection services	92%	90%	85%	Increase

**Fire Life Safety Operations Group**

<b>Fire Life Safety Operations Group Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Total Group Expenditures	\$ 4.96	\$ 2.95	\$ 4.71	\$ 5.34	\$ 5.19	\$ 2.90	\$ 3.90

<b>Fire Life Safety Operations Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>
# of Inspectable occupancies						3,059
Building / Fire Code Plans Reviewed (Not Re-Inspections)	532	817	704	568	761	752
New Construction Inspections	449	478	512	468	844	800
Fire Investigations	11	14	7	16	18	15
Engine Company Inspections of Occupied Commercial Spaces	2,000	1,210	1,512	1,600	1,460	1,322
Fire inspection total # of						1,558

<b>Fire Life Safety Operations Effectiveness</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
Average Permit Turnaround Time (Days)	14	70	60	60	60	20	60 in 2006 30 in 2007

**Fire Training Operations Group**

<b>Fire Training Operations Group Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Total Group Expenditures	\$ 0.403	\$ 0.291	\$ 0.327	\$ 0.361	\$ 0.452	\$ 0.460	\$ 0.479

<b>Fire Training Operations Group Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>
Total Training Hours	21,541	15,776	14,430	14,469	16,304	14,878
Total Training Hours per Operations FTE				112	119	114
Training Hrs per FTE - all department personnel				109	113	97

**Performance/Activity Measures (continued)**

**Emergency Medical Services Group**

<b>Emergency Medical Services (Countywide) Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Total Group Expenditures	\$ 8.966	\$ 5.516	\$ 5.430	\$ 6.458	\$ 7.024	\$ 7.542	\$ 7.876

<b>Emergency Medical Services Group Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>
Medic One Service Population (County)	174,500	177,300	180,800	184,300	188,300	191,000
EMS Incidents, City Only				4,819	6,754	6,764
Total Medic One Incidents	10,797	11,375	11,815	11,085	10,221	10,063

<b>Emergency Medical Services Effectiveness</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
Turnout time - % of instances where time from alarm receipt until medic unit wheels roll to an ALS incident is within one minute				40%	22%	52%	90%
Travel response - % of time arrival at ALS incident within City limits is within 8 minutes from leaving the station				89%	89%	88%	90%
AVERAGE Travel response time for arrival at ALS incident outside City limits - minutes.				12:48 min	13:22 min	9:11 min	
EMS PATIENT SURVEY RESPONSES - A survey form is given to all users of Whatcom Medic One. Responses to selected questions are shown in this table.							
% of Respondents rating Paramedic Professionalism as Superior (3, scale of 0-3)		91%	89%	90%	90%	89%	100%
% of Respondents rating how well patient's needs were met as Superior (3, scale of 0-3)		89%	84%	88%	86%	87%	100%
% of Respondents that, if it were a choice, would choose (Y/N) Whatcom Medic One again for Emergency Medical services		94%	92%	93%	95%	96%	100%

The City conducts a biennial service priorities and customer satisfaction survey. In 2004 and 2006, the survey was limited to registered voters in Bellingham. In 2008, the survey population included residents of Bellingham without requiring that they be registered to vote. Complete survey results can be found at [www.cob.org/government/public/opinion/index.aspx](http://www.cob.org/government/public/opinion/index.aspx).

<b>Survey Results</b>	<b>2004 Actual</b>	<b>2006 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
Residents surveyed that rate the job the City is doing as good or excellent in...				
Providing Medic One emergency medical services	78%	80%	75%	Increase

**Performance/Activity Measures (continued)**

**Emergency Management Group**

(New in 2007)

<b>Emergency Management Group Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Total Group Expenditures					\$ 0.502	\$ 0.285	\$ 0.400

<b>Emergency Management Group Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>
Number of Neighborhoods					23	23
Number of Households						31,830
# of City Employees Receiving Emergency Management / ICS Training					550	275
Map Your Neighborhood (MYN) Training Program						
# of Neighborhood Introductory Presentations					51	18
Citizens introduced to MYN					2,564	207
MYN Trainers Trained					55	73
Micro-Neighborhoods (MYN Groups) Trained					9	40
Households Trained					77	566
Individuals within Households Trained						791
Training (includes safety fairs, fire station tours, classroom visits, etc.) Formerly in Life Safety Division						
Public Education Deliveries	167	169	84	41	60	50
Class Participants	4,799	4,150	1,002	647	628	1,975

*Class Participants in 2008 includes a presentation at Christ the King Church with attendance of 1,000.*

<b>Emergency Management Group Effectiveness</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
% of City Employees trained						97%	100%
% of Households trained						2%	35%

The City conducts a biennial service priorities and customer satisfaction survey. In 2004 and 2006, the survey was limited to registered voters in Bellingham. In 2008, the survey population included residents of Bellingham without requiring that they be registered to vote. Complete survey results can be found at [www.cob.org/government/public/opinion/index.aspx](http://www.cob.org/government/public/opinion/index.aspx).

<b>Survey Results</b>	<b>2004 Actual</b>	<b>2006 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
% of households prepared to self-sustain for 72 hours after a disaster	new question		65%	Increase

## Fire Department

### Performance/Activity Measures (continued)

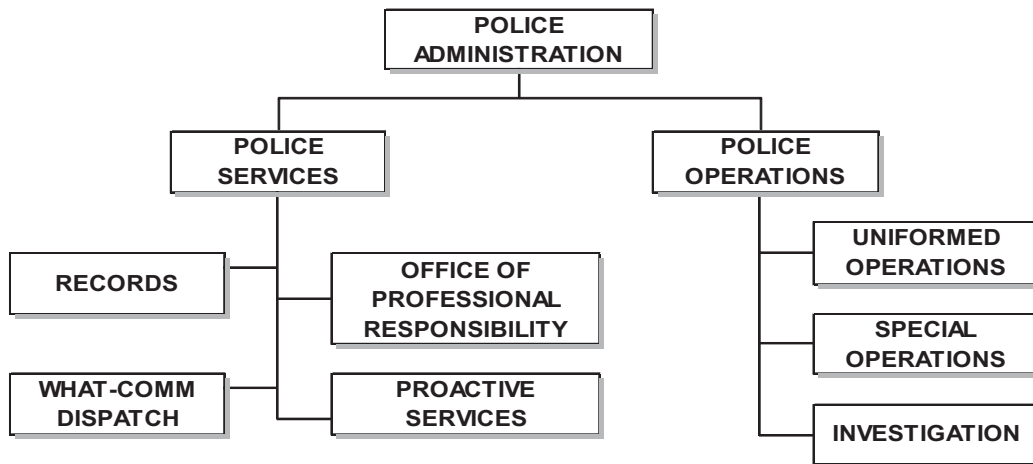
#### Fire / EMS Dispatch Group

Fire / EMS Dispatch (Countywide) Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Expenditures shown in millions							
Total Group Expenditures	\$ 0.794	\$ 0.818	\$ 0.923	\$ 0.891	\$ 1.090	\$ 1.134	\$ 1.299

Fire / EMS Dispatch (Countywide) Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual
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
Calls Dispatched by Acuity type: (ALS = Advanced Life Support)						
Critical / Serious ALS						39%
Moderate ALS						33%
Basic Life Support						18%
Minor Medical						10%

Fire / EMS Dispatch (Countywide) Effectiveness	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	Benchmark or Target
Call Processing - % of time highest acuity (Echo call type) calls are dispatched within one	New measure - prior data not available. 2006 data is partial year.			54%	53%	56%	90%
EMS PATIENT SURVEY RESPONSES - A survey form is given to all users of Whatcom Medic One. Responses to selected questions are shown in this table.							
% of Respondents rating dispatcher as Superior or Acceptable (2 or 3, scale of 0-3) for professionalism, being helpful and reassuring	not available	74%	79%	75%	73%	62%	100%

**POLICE DEPARTMENT**



**Departmental Mission**

The primary mission of the Bellingham Police Department (BPD) is to coordinate and lead efforts with the community to preserve the public peace, protect the rights of people and property, prevent crime and provide assistance to citizens in urgent situations. The department is responsible for the enforcement of federal laws, Washington State laws, and City ordinances within the boundaries of the City of Bellingham.

The department enforces the law in a fair and impartial manner, recognizing both the statutory and judicial limitations of police authority and the constitutional rights of all persons. It is not the role of the department to legislate, render legal judgments, or punish.

The department serves the people of Bellingham by providing law enforcement service in a professional and courteous manner and it is to these people that the department is ultimately responsible.



**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.

**Departmental Budget Summary**

Revenues and Other Sources by Type	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<b>Revenues</b>					
Taxes	266,495	277,000	277,000	-	0.0%
Licenses and Permits	39,260	41,533	41,533	-	0.0%
Intergovernmental	3,133,485	2,634,724	2,918,558	283,834	10.8%
Charges for Services	1,862,200	2,284,216	2,345,333	61,117	2.7%
Miscellaneous	238,056	171,014	178,203	7,189	4.2%
Other Financing Sources	311,290	320,694	294,962	(25,732)	-8.0%
<b>Subtotal of Revenues</b>	<b>5,850,786</b>	<b>5,729,181</b>	<b>6,055,589</b>	<b>326,408</b>	<b>5.7%</b>
<b>Other Sources by Fund</b>					
General	15,138,294	18,413,563	18,830,902	417,339	2.3%
Police Federal Equitable Share	(124,400)	19,811	18,121	(1,690)	-8.5%
Asset Forfeiture/Drug Enforce.	234,759	38,701	37,826	(875)	-2.3%
Criminal Justice	(86,263)	(95,229)	120,315	215,544	226.3%
Public Safety Dispatch	(1,282,711)	(1,205,457)	(1,202,174)	3,283	0.3%
<b>Subtotal Reserve Adjustments</b>	<b>13,879,679</b>	<b>17,171,389</b>	<b>17,804,990</b>	<b>633,601</b>	<b>3.7%</b>
<b>TOTAL ALL SOURCES</b>	<b>19,730,465</b>	<b>22,900,570</b>	<b>23,860,579</b>	<b>960,009</b>	<b>4.2%</b>

Revenues by Group	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<b>Revenues</b>					
Police	2,868,393	2,686,070	2,731,499	45,429	1.7%
Police Administration	245,919	426,560	541,457	114,897	26.9%
Patrol/Traffic Operations	397,290	395,334	417,185	21,851	5.5%
Police Special Operations	53,191	49,152	49,152	-	0.0%
Police Investigation Operation	452,236	409,551	463,932	54,381	13.3%
Police Records Operations	36,227	37,650	37,650	-	0.0%
Police Proactive Operations	121,904	142,159	142,159	-	0.0%
Police Dispatch Operations	1,675,626	1,582,705	1,672,555	89,850	5.7%
<b>Subtotal of Revenues</b>	<b>5,850,786</b>	<b>5,729,181</b>	<b>6,055,589</b>	<b>326,408</b>	<b>5.7%</b>

**Significant Revenue Changes**

- Increase in Intergovernmental revenue is for grants and user fees in Police Dispatch Operations.

**Departmental Budget Summary (continued)**

Expenditures by Type	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
Salaries and Benefits	14,081,648	15,525,597	16,691,929	1,166,332	7.5%
Supplies	664,050	904,268	1,082,385	178,117	19.7%
Other Services and Charges	1,233,641	1,092,773	1,182,769	89,996	8.2%
Intergovernmental Services	164,723	1,898,765	1,574,937	(323,828)	-17.1%
Interfund Charges	3,035,205	3,248,543	2,969,633	(278,910)	-8.6%
<b>Subtotal of Operations</b>	<b>19,179,267</b>	<b>22,669,946</b>	<b>23,501,653</b>	<b>831,707</b>	<b>3.7%</b>
Capital Outlay	320,546	230,624	91,000	(139,624)	-60.5%
Interfund Transfers	230,652	-	267,926	267,926	--
<b>TOTAL EXPENSE</b>	<b>19,730,465</b>	<b>22,900,570</b>	<b>23,860,579</b>	<b>960,009</b>	<b>4.2%</b>

<b>TOTAL PAID STAFF</b>	<b>161.4</b>	<b>169.4</b>	<b>173.4</b>	<b>4.0</b>	<b>2.4%</b>
-------------------------	--------------	--------------	--------------	------------	-------------

Expenditures by Group	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
Police Administration	3,701,725	5,309,369	4,958,357	(351,012)	-6.6%
Patrol/Traffic Operations	7,792,360	8,561,800	9,536,694	974,894	11.4%
Police Special Operations	186,798	279,405	314,842	35,437	12.7%
Police Investigation Operation	2,620,403	3,067,420	3,158,105	90,685	3.0%
Police Off of Prof Responsibil	424,205	520,849	646,342	125,493	24.1%
Police Records Operations	1,058,182	1,275,150	1,316,257	41,107	3.2%
Police Proactive Operations	1,108,082	1,165,677	1,072,486	(93,191)	-8.0%
Police Dispatch Operations	2,838,710	2,720,900	2,857,496	136,596	5.0%
<b>TOTAL EXPENSE</b>	<b>19,730,465</b>	<b>22,900,570</b>	<b>23,860,579</b>	<b>960,009</b>	<b>4.2%</b>

**Significant Expenditure Changes**

- Salary and benefit cost increases are for the new Neighborhood Anti-Crime Team. There will be four new officers hired as a proactive problem-solving unit assigned to the patrol division in the Patrol/Traffic Operation group.
- Increases in Supplies is due to a large increases in the cost of items such as replacement of computers, helmets, ammunition, shields, jackets, and weapons.
- Intergovernmental Services are decreasing due to lower utilization of the Whatcom County Jail by the City for incarceration of prisoners.
- The Interfund Charges decrease is attributable to a reduced contribution to the Police Pension Fund. The current funding plan will enable the City to actuarially fund its pension and long-term care obligations by 2017.
- A decrease in Capital Outlays is from removal of the expenditure budgeted in 2008 for the purchase of a new S.W.A.T. command vehicle.
- Interfund Transfers are increasing from the Criminal Justice Fund to pay a portion of the new Neighborhood Anti-Crime Team.

**Departmental Objectives for 2009**

1. Through the Department Neighborhood Outreach Program we will engage community members to obtain concerns and issues regarding police services. (Council Goal 7)
2. In conjunction with Neighborhood Services, we will facilitate two half-day community policing/problem solving workshops. (Council Goal 7)
3. Expand our web-based technology services to include on-line reporting, surveys and service feedback. (Council Goal 7)
4. Continue 2010 Olympics preparation efforts with Federal, State and Local partners. (CG 7)
5. Develop Inter-department operational plan with Fire for the deployment of a multi-use Incident Command Vehicle. (Council Goal 7)
6. Establish a proactive neighborhood problem solving team to enhance safety and neighborhood livability by addressing crime, nuisance problems, crime series, and repetitive neighborhood problems. (Council Goal 7)
7. Perform needs assessment for a North Precinct. (Council Goal 7)
8. Develop implementation plan and procedures for cooperative education program with the Bellingham Fire Department. (Council Goal 7)
9. Prepare multi-phase implementation plan for patrol re-districting. (Council Goal 7)
10. Increase investigation division capabilities by reassigning two patrol officers to temporary detective positions to handle current unassigned case load. (Council Goal 7)
11. Re-establish Central Business District foot beat in coordination with Transit Officer Program. (Council Goal 7)
12. Research viability of establishing a Citizen Neighborhood Patrol. (Council Goal 7)
13. Continue to develop a facility needs plan. (Council Goal 7)



**Departmental Objectives for 2008 with Accomplishments**

1. Co-lead efforts to improve emergency communications for all affected law enforcement agencies in preparation for the 2009 Police and Fire Olympics, the Para-Olympics and the 2010 Olympics. (Council Goal 11)  
*Accomplished and continuing.*
2. Evaluate options for staffing and restructuring patrol areas to address population growth and annexations. (Council Goal 1)  
*In process. Awaiting annexation decisions.*
3. Continue county-wide collaboration and updates to law enforcement records management systems to meet federal requirements for reporting crime statistics. (Council Goal 1)  
*Goal accomplished.*
4. Evaluate training and staffing needs to more effectively integrate high technology and other specialty skills into police investigations and operations. (Council Goal 1)  
*Goal accomplished.*
5. Continue and expand Leadership Academy training. (Council Goal 1)  
*Goal accomplished.*
6. Develop a plan to address the needs for police facility updates, repairs and additional space. (Council Goal 1)  
*Goal accomplished and being implemented.*
7. Review all department policies to prepare for certification/accreditation assessment of the department. (Council Goal 1)  
*Continuing.*

## Police Department

### Performance/Activity Measures

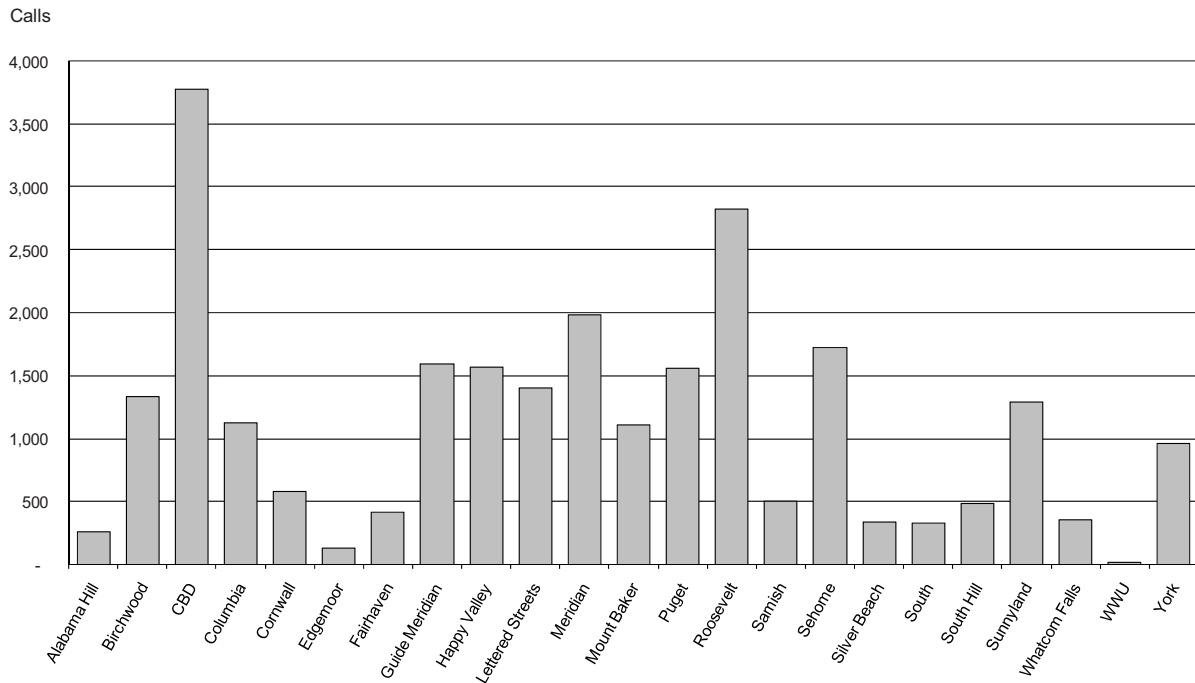
#### Police Department

Police Department Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Expenditures shown in millions							
Department Operating Exp	\$ 15.862	\$ 15.800	\$ 16.564	\$ 18.024	\$ 19.179	\$ 22.670	\$ 23.502
Debt Service, Capital, Interfund	\$ 0.290	\$ 0.995	\$ 0.649	\$ 0.760	\$ 0.551	\$ 0.231	\$ 0.359
Total Department Expenditures	\$ 16.153	\$ 16.795	\$ 17.213	\$ 18.784	\$ 19.730	\$ 22.901	\$ 23.864
Total Department FTEs	162.2	156.5	153.9	155.2	161.4	169.4	173.4

Police Department Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget
Service Population	69,850	71,080	72,320	73,460	75,220	75,750
Training Hours - Includes administration, procedural, range and tactical	11,334	9,540	11,617	17,750	12,465	12,282

### Police Department Workload

2008 Total Calls By Neighborhood



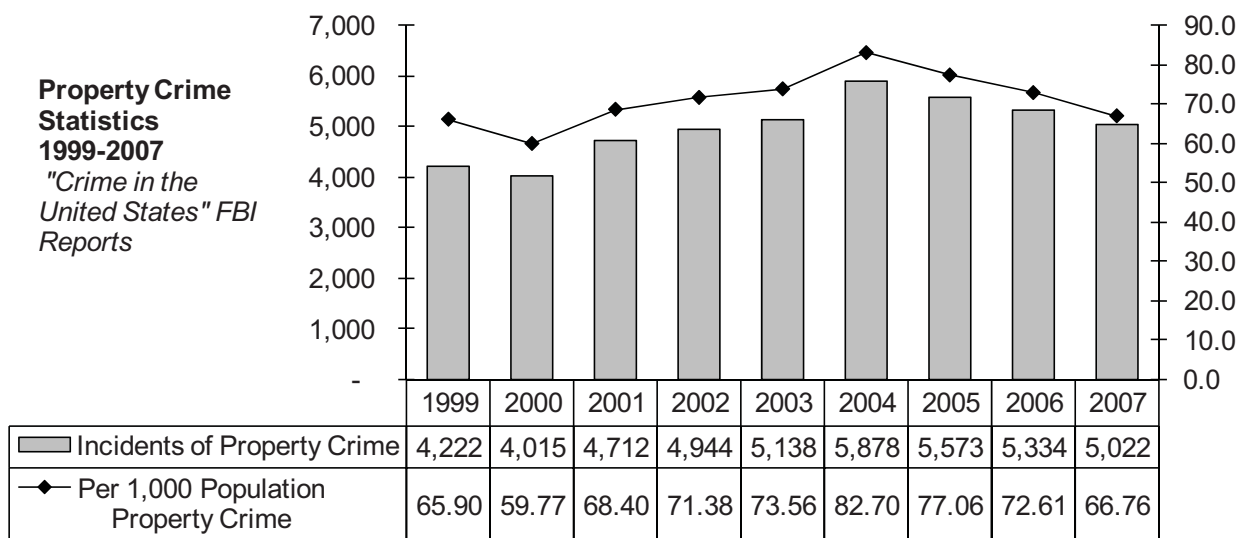
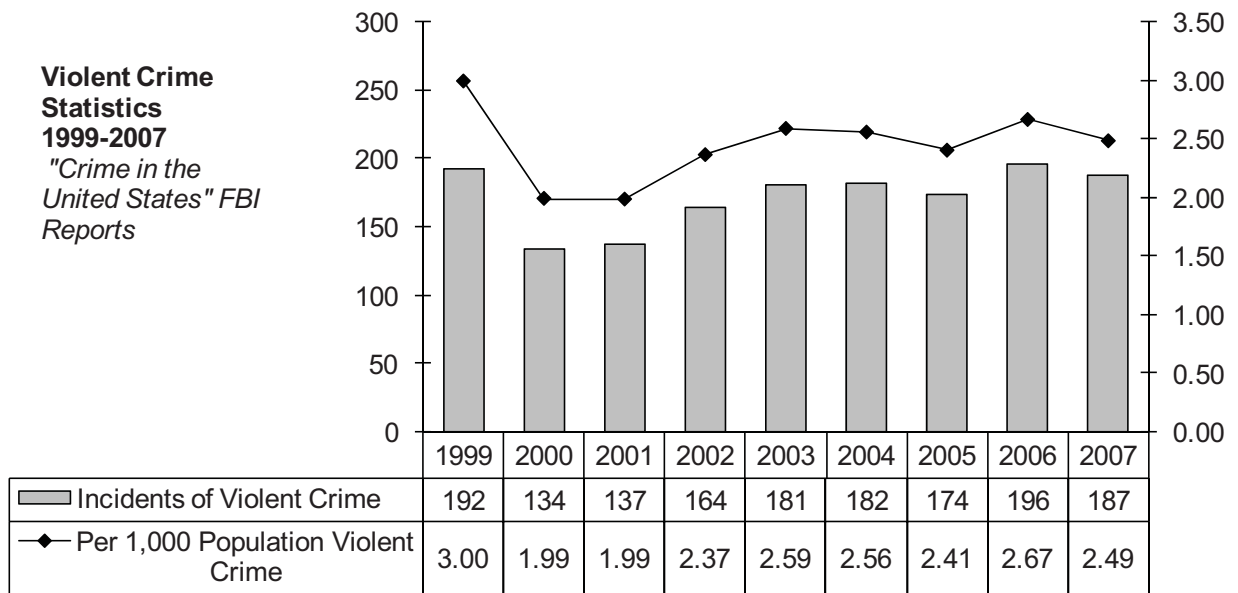
A neighborhood map can be viewed at

<http://www.cob.org/documents/gis/maps/2005-07-07-parks-neighborhood-map.pdf>.

**Performance/Activity Measures**

In addition to effectiveness of law enforcement, 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.

**Police Department Workload - Crimes Reported**



**Performance/Activity Measures (continued)**

**Police Department Effectiveness**

The City conducts a biennial service priorities and customer satisfaction survey. In 2004 and 2006, the survey was limited to registered voters in Bellingham. In 2008, the survey population included residents of Bellingham without requiring that they be registered to vote. Complete survey results can be found at [www.cob.org/government/public/opinion/index.aspx](http://www.cob.org/government/public/opinion/index.aspx).

Survey Results	2004 Actual	2006 Actual	2008 Actual	Benchmark or Target
Residents surveyed that rate the job the City is doing as good or excellent in...				
Preventing crime and protecting the community	74%	76%	72%	Increase
Residents surveyed that rate their feeling of safety as extremely safe or very safe when...				
Walking alone in their neighborhood during the day	new question		91%	Increase
Walking alone in their neighborhood at night	new question		57%	Increase
Walking alone in the nearest park during the day	new question		74%	Increase
Walking alone in the nearest park at night	new question		26%	Increase
Walking alone downtown during the day	new question		70%	Increase
Walking alone downtown at night	new question		24%	Increase

**Patrol Traffic Operations Group**

Patrol/Traffic Operations Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Expenditures shown in millions							
Total Group Expenditures	\$ 6.157	\$ 5.935	\$ 6.437	\$ 7.139	\$ 7.792	\$ 8.562	\$ 9.537

Patrol/Traffic Operations Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual
Calls for Service	67,390	69,533	65,211	65,148	65,243	63,861
Average Events / Cases per Patrol Officer	942	978	910	906	886	830
Calls per Patrol Officer (Traffic officers not included)	1,140	1,140	1,069	1,068	1,070	1,047
Calls for service = the number of incidents generated by the CAD system at the 911 Center for City law enforcement response.						

*The 2005 reduction in calls for service reflects elimination of response to alarms and traffic collisions on private property.*

**Performance/Activity Measures (continued)**

**Police Investigation Operations Group**

<b>Police Investigation Group Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Total Group Expenditures	\$ 2.513	\$ 2.675	\$ 2.527	\$ 2.500	\$ 2.620	\$ 3.067	\$ 3.158

<b>Police Investigation Group Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>
Cases Assigned for Follow-Up	2,143	1,871	1,617	1,402	1,450	770
Cases Assigned per Detective	214	187	147	156	161	96

*In 2008, the cases assigned for follow up decreased because BPD stopped assigning Auto thefts and changed the way Sex Offender registrations were classified*

**Police Records Operations Group**

<b>Police Records Group Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Total Group Expenditures	\$ 0.822	\$ 0.908	\$ 0.949	\$ 0.997	\$ 1.058	\$ 1.275	\$ 1.316

<b>Police Records Group Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>
Events / Reports	27,452	59,630	55,492	55,285	54,054	50,625
Events per Records Clerk	4,788	5,097	4,825	4,807	4,700	4,821

\*Events = the number of case numbers assigned to CAD incidents.

**Police Pro-Active Operations Group**

<b>Police Pro-Active Group Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Total Group Expenditures	\$ 1.086	\$ 0.916	\$ 0.983	\$ 1.112	\$ 1.108	\$ 1.166	\$ 1.072
Volunteer Hours	6,870	6,315	6,426	6,500	3,619	3,505	

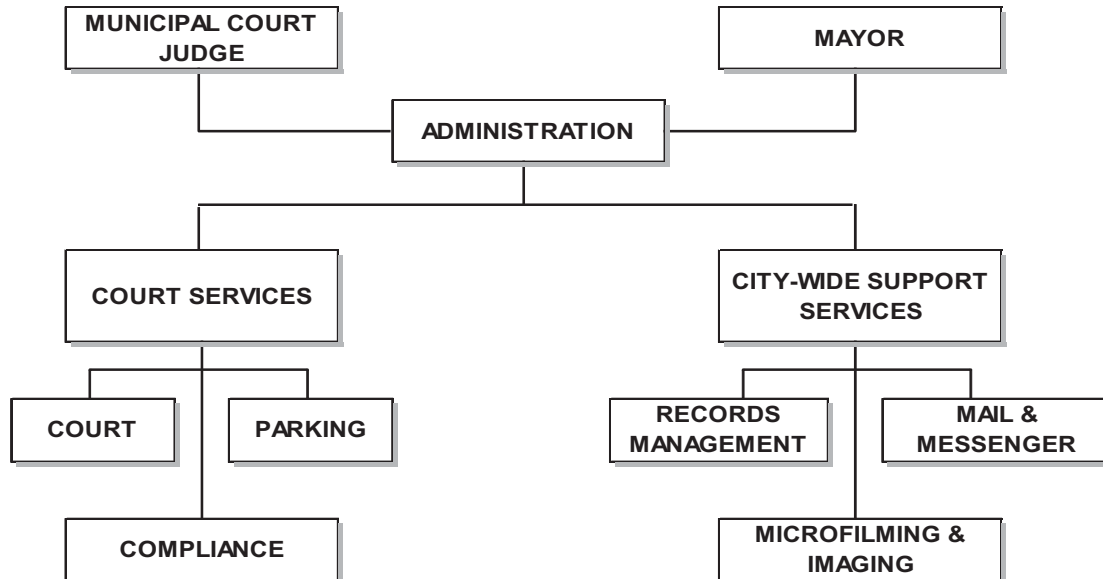
<b>Police Pro-Active Group Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>
Crime Prevention Presentations				186	297	368

**Police Department****Performance/Activity Measures (continued)****Police Dispatch Operations Group**

<b>Police Dispatch Group Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Total Group Expenditures	\$ 2.211	\$ 2.594	\$ 2.540	\$ 2.617	\$ 2.839	\$ 2.721	\$ 2.857

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

## JUDICIAL AND SUPPORT SERVICES DEPARTMENT



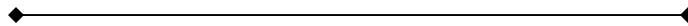
### Departmental Mission

#### Municipal Court

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

#### Support Services

Provide efficient internal mail and records management services, including citizen access to public records.



### Description of Services

The Judicial and Support Services Department includes the City's Municipal Court and support services for all City operations. Municipal Court has jurisdiction over criminal, traffic, parking, and civil matters, which arise from violation of municipal ordinances.

Support Services provides records management, micrographic, imaging, and mail-messenger services for all City departments. This division coordinates all public disclosure requests.

**Departmental Budget Summary**

Revenues and Other Sources by Type	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<b>Revenues</b>					
<i>Intergovernmental</i>	137,500	-	62,500	62,500	--
<i>Charges for Services</i>	747,537	465,309	439,768	(25,541)	-5.5%
<i>Fines and Forfeits</i>	971,273	991,500	1,031,500	40,000	4.0%
<i>Miscellaneous</i>	29,950	28,531	34,913	6,382	22.4%
<i>Other Financing Sources</i>	305,451	346,814	367,129	20,315	5.9%
<b>Subtotal of Revenues</b>	<b>2,191,711</b>	<b>1,832,154</b>	<b>1,935,810</b>	<b>103,656</b>	<b>5.7%</b>
<b>Other Sources by Fund</b>					
<i>General</i>	1,714,785	1,052,508	1,225,022	172,514	16.4%
<b>TOTAL ALL SOURCES</b>	<b>3,906,496</b>	<b>2,884,662</b>	<b>3,160,832</b>	<b>276,170</b>	<b>9.6%</b>

Revenues by Group	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<b>Revenues</b>					
<i>Municipal Court Services</i>	2,032,151	1,672,806	1,791,503	118,697	7.1%
<i>J and SS Mail/Records/Copy/Micro</i>	159,560	159,348	144,307	(15,041)	-9.4%
<b>Subtotal of Revenues</b>	<b>2,191,711</b>	<b>1,832,154</b>	<b>1,935,810</b>	<b>103,656</b>	<b>5.7%</b>

**Significant Revenue Changes**

- The \$62,500 in Intergovernmental revenue is budgeted grant revenue.
- The net decrease in revenues between 2007 and 2008 relates to the shift in accounting for Parking Fine revenues, which are now accounted for in the Parking Services Fund managed by the Public Works Department. The Parking Services Fund now reimburses the Judicial and Support Services Department for costs associated with processing parking tickets.



**Departmental Budget Summary (continued)**

Expenditures by Type	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	1,322,628	1,512,848	1,571,944	59,096	3.9%
<i>Supplies</i>	46,588	59,541	54,882	(4,659)	-7.8%
<i>Other Services and Charges</i>	589,862	781,433	992,003	210,570	26.9%
<i>Intergovernmental Services</i>	1,781,445	331,500	377,000	45,500	13.7%
<i>Interfund Charges</i>	165,973	171,840	165,003	(6,837)	-4.0%
<b>Subtotal of Operations</b>	<b>3,906,496</b>	<b>2,857,162</b>	<b>3,160,832</b>	<b>303,670</b>	<b>10.6%</b>
<i>Capital Outlay</i>	-	27,500	-		
<b>TOTAL EXPENSE</b>	<b>3,906,496</b>	<b>2,884,662</b>	<b>3,160,832</b>	<b>276,170</b>	<b>9.6%</b>

<b>TOTAL PAID STAFF</b>	<b>19.2</b>	<b>20.5</b>	<b>20.0</b>	<b>(0.5)</b>	<b>-2.4%</b>
-------------------------	-------------	-------------	-------------	--------------	--------------

Expenditures by Group	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<i>Municipal Court Services</i>	3,490,875	2,313,041	2,589,830	276,789	12.0%
<i>J and SS Mail/Records/Copy/Micro</i>	415,621	571,621	571,002	(619)	-0.1%
<b>TOTAL EXPENSE</b>	<b>3,906,496</b>	<b>2,884,662</b>	<b>3,160,832</b>	<b>276,170</b>	<b>9.6%</b>

**Significant Expenditure Changes**

- \$200,000 of the increase in Other Services and Charges is to pay for the legal services of public defenders. The City of Bellingham is required by law to provide indigent defense services. It is anticipated that this expenditure will be offset by some grant revenue.
- In 2008, the responsibility for budgeting incarceration costs was moved to the Police Department, decreasing expenditures for Intergovernmental Services.

**Departmental Objectives for 2009**

1. Continue Municipal Court Division outreach and education programs such as Law Day programs for students. (Council Goal 9)
2. Complete analysis required to add a nationally recognized performance measure to the departmental performance measure table in the 2010 budget document. (Council Goal 8)
3. Partner with the Information Technology Services department and the Legal department to evaluate the resources needed to comply with changes to the Washington Administrative Code (WAC) regarding Digital Electronic Records Preservation. (Council Goal 8)

**Departmental Objectives for 2008 *with Accomplishments***

1. Continue Court Division outreach and education programs such as Law Day programs for students. (Council Goals 1 and 9)  
*Presented six sessions of educational programs in honor of Law Day. Participation of 250 public and private middle school students.*
2. Add a nationally-recognized performance measure to the annual budget document. (Council Goal 1)  
*Completed analysis to add % of Criminal Cases completed within 90 days - a nationally recognized performance measure - to the budget document.*
3. Establish a process for citizens to request deferred findings for traffic infractions through use of the City's website. (Council Goal 1)  
*Beginning in December 2008, citizens may print the form to request a Deferred Finding for an infraction traffic charge using the City's website.*

Additional Accomplishments - Court:

*Continued the volunteer courtesy call program reducing failures to appear for court hearings and the cost of paperwork for penalties and repeated hearings*

Additional Accomplishments - Support Services:

*Education for all new employees regarding Public Disclosure.  
Responded to an increasing number of citizen requests for public information.*

**Performance/Activity Measures**

**Judicial and Support Services Department**

<b>Judicial &amp; Support Svcs Department Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Department Operating Exp	\$ 3.020	\$ 2.951	\$ 3.014	\$ 3.356	\$ 3.906	\$ 2.857	\$ 3.161
Debt Service, Capital, Interfund	\$ 0.011	\$ -	\$ 0.006	\$ 1.855	\$ -	\$ 0.028	\$ -
Total Department Expenditures	\$ 3.031	\$ 2.951	\$ 3.020	\$ 5.211	\$ 3.906	\$ 2.885	\$ 3.161
Total Department FTEs	19.1	18.8	18.8	18.9	19.2	20.5	20.0

**Municipal Court Group**

<b>Municipal Court Services Group Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Total Group Expenditures	\$ 2.543	\$ 2.560	\$ 2.631	\$ 4.788	\$ 3.491	\$ 2.313	\$ 2.590

<b>Municipal Court Services Group Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>
Filings by Year and Case Type						
Parking Infractions	49,000	47,633	50,562	43,010	48,560	52,921
Traffic Infractions	10,444	10,139	10,862	9,523	9,427	8,279
Non-Traffic Infractions	599	693	736	703	1,113	1,023
Criminal Traffic Misdemeanors	1,268	755	530	1,087	1,262	1,153
Criminal Non-Traffic Misdemeanors	2,633	3,000	2,764	2,484	2,662	2,478
Driving Under the Influence Cases	282	260	258	238	214	229
Jury Trials Set	312	368	479	419	433	342
Jury Trials Held	6	6	11	18	12	10

<b>Municipal Court Services Group Effectiveness</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
% of Criminal Cases completed within 90 days	new measure				80%	82%	90%
<i>Includes cases in warrant, which should be on timeout status and not able to be completed. Not possible to track at this time.</i>							
Clearance Rates - Number of outgoing cases as a percentage of incoming cases							
All Infractions	105%	106%	110%	107%	108%	110%	100%
All Criminal Misdemeanors	109%	118%	137%	117%	112%	109%	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.

## Judicial and Support Services Department

### Performance/Activity Measures

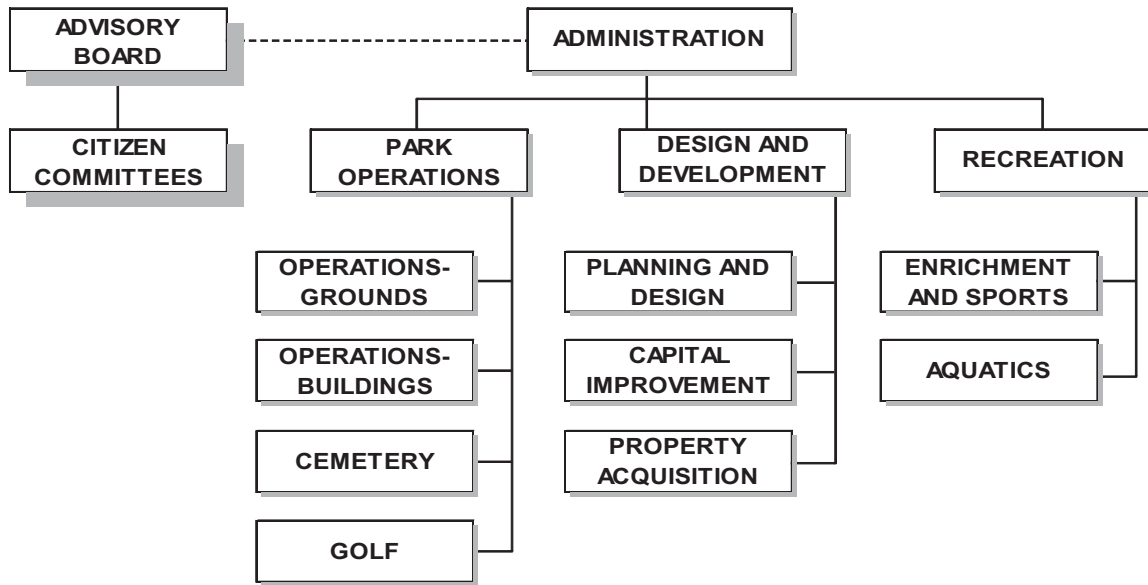
#### Judicial and Support Services Mail/Records/Copy/Micro Group ("Support Services")

Support Services Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Expenditures shown in millions							
Total Group Expenditures	\$ 0.489	\$ 0.391	\$ 0.389	\$ 0.423	\$ 0.416	\$ 0.572	\$ 0.571

Support Services Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual
Records Center - Growth in Cubic Feet						
Destructions	634	742	1,266	446	818	726
Records Added	896	698	953	609	1,075	1,007
Total Holdings	4,382	4,422	4,333	4,496	4,915	5,196
Checkout and Reference Requests	831	524	728	499	657	817
Public Disclosure Requests	99	133	122	201	287	336

Support Services Group Effectiveness	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	Benchmark or Target
Initial Response to Public Disclosure Request within five business days	100%	100%	100%	100%	100%	100%	100% is Legal Requirement

**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, and design and construction of parks and recreation facilities to meet the demands of a growing 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 City Parks programs and providing scheduling, coordination and support for other community programs sponsored by a variety of groups and agencies.

## Parks and Recreation Department

### Departmental Budget Summary

Revenues and Other Sources by Type	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<b>Revenues</b>					
Taxes	3,895,557	4,033,381	4,073,391	40,010	1.0%
Intergovernmental	801,404	40,000	2,173,183	2,133,183	5333.0%
Charges for Services	4,148,421	3,124,757	2,605,376	(519,381)	-16.6%
Fines and Forfeits	150	176	-	(176)	-100.0%
Miscellaneous	1,331,621	875,953	983,983	108,030	12.3%
Other Financing Sources	241,443	236,480	236,480	-	0.0%
<b>Subtotal of Revenues</b>	<b>10,418,596</b>	<b>8,310,747</b>	<b>10,072,413</b>	<b>1,761,666</b>	<b>21.2%</b>
<b>Other Sources by Fund</b>					
General	5,024,741	6,013,273	5,768,947	(244,326)	-4.1%
Parksite Acquisition	55,924	(12,760)	(9,480)	3,280	25.7%
Capital Maint	43,744	60,000	35,000	(25,000)	-41.7%
Squalicum Park/Olympic	897,061	98,343	-	(98,343)	-100.0%
Olympic-Whatcom Falls Park Addl	(10,995)	(10,750)	(12,848)	(2,098)	-19.5%
Little Squalicum-Oeser Settlement	47,672	(9,688)	(11,172)	(1,484)	-15.3%
1st 1/4% Real Estate Excise Tax	1,022,328	286,000	529,498	243,498	85.1%
2nd 1/4% Real Estate Excise Tax	930,384	505,000	249,700	(255,300)	-50.6%
Beyond Greenways	454,077	1,086,577	(21,234)	(1,107,811)	-102.0%
Greenways III	(3,264,045)	(31,659)	(672,388)	(640,729)	-2023.8%
Parks Impact	(1,488,066)	354,170	1,192,434	838,264	236.7%
Sportsplex	(7,224)	(12,176)	(5,909)	6,267	51.5%
Civic Field Improvement	952,744	122,200	-	(122,200)	-100.0%
Cemetery	36,054	14,980	1,304	(13,676)	-91.3%
Golf Course	32,795	(5,333)	(4,127)	1,206	22.6%
Greenways Maint Endowment	(383,046)	(473,970)	(465,634)	8,336	1.8%
<b>Subtotal Reserve Adjustments</b>	<b>4,344,148</b>	<b>7,984,207</b>	<b>6,574,091</b>	<b>(1,410,116)</b>	<b>-17.7%</b>
<b>TOTAL ALL SOURCES</b>	<b>14,762,744</b>	<b>16,294,954</b>	<b>16,646,504</b>	<b>351,550</b>	<b>2.2%</b>

Revenues by Group	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<b>Revenues</b>					
Parks and Recreation	463,065	507,176	537,071	29,895	5.9%
Parks and Recreation Admin	1,896	-	-	-	--
Parks Operations Management	177,194	118,539	132,339	13,800	11.6%
Parks Grounds	113,872	114,187	116,187	2,000	--
Parks Buildings	219,291	200,000	200,000	-	0.0%
Parks Cemetery	623,902	604,320	617,813	13,493	2.2%
Parks Golf Course	737,397	181,800	182,137	337	0.2%
Recreation Management	78,215	76,990	76,800	(190)	-0.2%
Recreation Aquatics	514,961	565,661	590,161	24,500	4.3%
Sports and Enrichment	568,107	580,588	578,938	(1,650)	-0.3%
Parks Design & Development	303,079	378,748	378,748	-	0.0%
Parks Capital Improvement	6,617,617	4,982,738	6,662,219	1,679,481	33.7%
<b>Subtotal of Revenues</b>	<b>10,418,596</b>	<b>8,310,747</b>	<b>10,072,413</b>	<b>1,761,666</b>	<b>21.2%</b>

**Departmental Budget Summary (continued)**

**Significant Revenue Changes**

- Intergovernmental Revenue is increasing due to a Washington State Department of Transportation Grant for \$2.1 million that will go towards the over water boardwalk.
- Charges for Services are decreasing due to a slow-down in the economy and new construction, thus lower Park Impact Fees revenue.
- Miscellaneous revenue is increasing as a result of increased rents, fees, and investment interest.

Expenditures by Type	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
Salaries and Benefits	5,084,316	5,621,088	5,832,335	211,247	3.8%
Supplies	693,459	706,013	662,684	(43,329)	-6.1%
Other Services and Charges	1,933,365	1,706,126	1,508,958	(197,168)	-11.6%
Intergovernmental Services	153,711	256,220	38,566	(217,654)	-84.9%
Interfund Charges	800,293	831,819	919,874	88,055	10.6%
<b>Subtotal of Operations</b>	<b>8,665,144</b>	<b>9,121,266</b>	<b>8,962,417</b>	<b>(158,849)</b>	<b>-1.7%</b>
Debt Service	85,584	85,520	85,520	-	0.0%
Capital Outlay	5,937,140	7,088,168	7,598,567	510,399	7.2%
Interfund Transfers	74,876	-	-	-	--
<b>TOTAL EXPENSE</b>	<b>14,762,744</b>	<b>16,294,954</b>	<b>16,646,504</b>	<b>351,550</b>	<b>2.2%</b>

<b>TOTAL PAID STAFF</b>	<b>96.5</b>	<b>104.2</b>	<b>102.7</b>	<b>(1.5)</b>	<b>-1.4%</b>
-------------------------	-------------	--------------	--------------	--------------	--------------

Expenditures by Group	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
Parks and Recreation Admin	478,448	551,938	618,188	66,250	12.0%
Parks Operations Management	437,095	454,822	433,565	(21,257)	-4.7%
Parks Grounds	1,429,672	1,672,260	1,591,670	(80,590)	-4.8%
Parks Buildings	1,727,800	2,001,381	1,882,139	(119,242)	-6.0%
Parks Cemetery	668,136	619,300	619,117	(183)	0.0%
Parks Golf Course	770,192	176,467	178,010	1,543	0.9%
Recreation Management	280,153	312,519	295,765	(16,754)	-5.4%
Recreation Aquatics	1,113,885	1,252,093	1,250,743	(1,350)	-0.1%
Sports and Enrichment	1,370,264	1,478,258	1,502,597	24,339	1.6%
Parks Design & Development	480,245	600,465	599,581	(884)	-0.1%
Parks Capital Improvement	6,006,854	7,175,451	7,675,129	499,678	7.0%
<b>TOTAL EXPENSE</b>	<b>14,762,744</b>	<b>16,294,954</b>	<b>16,646,504</b>	<b>351,550</b>	<b>2.2%</b>

**Significant Expenditure Changes**

- Reductions in outside services, supplies, professional services, repairs and maintenance etc. were undertaken in order to reduce expenditures and minimize the overall increase in the 2009 budget.
- A portion of the decrease in Intergovernmental Services was due to removal of a one-time, \$150,000 expenditure budgeted in 2008 as a contribution for a new Bellingham School District gymnasium.
- Capital projects include: \$2 million for land acquisition, \$2.2 million for parks, \$600,000 for trails, and \$2.1 million for the over water boardwalk.

**Departmental Objectives for 2009**

1. In collaboration with other departments and entities, construct at least two miles of multi-modal trails as an alternative to automobile use. (Council Goal 9)
2. Collaborate on the Waterfront Master Plan to assure appropriate staging of parkland integration. (Council Goal 9)
3. Replace at least one playground that is obsolete to enhance safety. (Council Goal 9)
4. Execute Park Capital Maintenance Program. (Council Goal 9)
5. Execute Phase I of Cordata Park development (trail construction only). (Council Goal 9)
6. Construct Northridge Park Phase II. (Trail Construction only.) (Council Goal 9)
7. Execute Franklin Park improvements. (Council Goal 9)
8. Complete Maritime Heritage Park playground improvements. (Council Goal 9)
9. Complete Woodstock Farm access plan. (Council Goal 9)
10. Execute Greenway Program land acquisitions. (Council Goal 9)
11. Acquire appropriate neighborhood park land in northeast Bellingham. (Council Goal 9)
12. Modify/ update Little Squalicum Park Plan (dependant on EPA management of the site). (Council Goal 9)
13. Coordinate with the Planning Department on any park or trail ramifications within annexations carried out within the year. (Council Goal 9)



**Departmental Objectives for 2008 with Accomplishments**

1. Identify impacts of pending annexations on the Parks Level of Service.

*Worked with City Annexation Team in evaluating annexation impacts on Parks & Recreation Services. Calculated both the existing Level Of Service (LOS) which was adopted in the 2002 Park, Recreation & Open Space Plan, as well as the proposed LOS identified in the 2008 Plan.*

2. Update and adopt the Park, Recreation and Open Space Plan. In particular, provide analysis of Parks Level of Service (LOS) as it relates to the Park Growth Impact Fee.

*The Parks, Recreation and Open Space Plan was adopted by City Council in November 2008. The Plan revealed that an increase in the Park Impact Fee will be required in order to fund the "Base Plan" as adopted. This increase will be proposed to City Council in spring 2009. The plan can be viewed at <http://www.cob.org/services/neighborhoods/community-planning/parks-pro.aspx>.*

3. Identify and initiate steps to address, in cooperation with neighborhood organizations, need for Park and Recreation services as Neighborhood Plans are updated.

*Worked with Samish, York and Cordata Neighborhood organizations in updating their respective neighborhood plans.*

4. Work cooperatively with Whatcom County and other State and Federal Regulatory Agencies to resolve the environmental problems identified at Little Squalicum Park, Boulevard Park and other park properties.

*Worked with the Washington Department of Ecology and Puget Sound Energy in drafting an "Agreed Order" for dealing with the contamination at Boulevard Park. Nearing completion of the Remedial Investigation of Little Squalicum Creek. Conducted a number of meetings with the US Environmental Protection Agency and the State Department of Ecology in regards to the status of the creek cleanup.*

5. Evaluate options for relocating various divisions of the Parks and Recreation Department to ensure efficiency and eliminate duplication of services.

*Participated in the City's Space Needs Analysis. Identified the potential to relocate and combine Park Administration with Park Operations functions within the Public Works' Operations Facility on Pacific Street. This move is dependent on Public Works construction of a new facility for their operation which was not supported in 2008. Also determined approximate market value for disposing of the Park Operations Facility located at Woburn and Lakeway Streets.*

**Departmental Objectives for 2008 with Accomplishments (continued)**

Additional Accomplishments for 2008:

*Assisted in creation of a Waterfront Development Plan.*

*Acquired nine properties encompassing 81 acres for potential park and trail development and open space preservation.*

*Completed and adopted the North Bellingham Trail Plan.*

*Completed Cordata Park Master Plan.*

*Completed Civic Athletic Complex reconstruction (seats, storage facility.)*

*Completed Phase I of Squalicum Creek Park construction.*

*Completed restroom and playground replacement at Whatcom Falls Park.*

*Completed feasibility study for Boulevard Park over-water boardwalk construction.*

*Installed sound baffling panels at Arne Hanna Aquatic Center.*

*Replaced Cornwall Park south playground.*

*Replaced Carl Lobe Park playground.*

*Completed Whatcom Creek Trail repair and accessibility improvements at Maritime Heritage Park.*

*Completed Whatcom Creek Trail from Racine Street to Meador Avenue.*

*Restructured cashier staff at Arne Hanna Aquatic Center to improve efficiency.*

*Initiated recycling program at Civic Stadium.*

*Assisted in construction of the "Porch" musical pavilion at Boulevard Park.*

*Replaced roof at Woodstock Farm main house and updated electrical panel.*

*Renovated St. Clair Park restroom and park lighting.*

*Painted Bloedel Donovan Multipurpose Room.*

*Remodeled Bloedel Donovan Beach Pavilion.*

**Performance/Activity Measures**

**Parks and Recreation Department**

<b>Parks &amp; Recreation Department Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Department Operating Exp	\$ 7.179	\$ 7.118	\$ 7.593	\$ 8.350	\$ 8.665	\$ 9.121	\$ 8.962
Debt Service, Capital, Interfund	\$ 2.997	\$ 10.711	\$ 1.887	\$ 12.277	\$ 6.098	\$ 7.174	\$ 7.684
Total Department Expenditures	\$ 10.176	\$ 17.828	\$ 9.480	\$ 20.627	\$ 14.763	\$ 16.295	\$ 16.647
Total Department FTEs	102.0	95.5	89.7	92.6	96.5	104.2	102.7

**Parks Operations Management, Parks Ground and Parks Building Groups (Maintenance)**

<b>Parks Maintenance Groups Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Parks Operations Mgmt Exp	\$ 0.282	\$ 0.304	\$ 0.397	\$ 0.401	\$ 0.437	\$ 0.455	\$ 0.434
Parks Grounds Expenditures	\$ 1.118	\$ 1.098	\$ 1.134	\$ 1.268	\$ 1.430	\$ 1.672	\$ 1.592
Parks Buildings Expenditures	\$ 1.182	\$ 1.235	\$ 1.348	\$ 1.445	\$ 1.728	\$ 2.001	\$ 1.882
Total Maintenance Operations	\$ 2.581	\$ 2.637	\$ 2.880	\$ 3.113	\$ 3.595	\$ 4.128	\$ 3.907

<b>Parks Maintenance (Operations Mgmt, Grounds and Buildings Groups) Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>
Acres of Urban Landscape Maintained				1,549.61	1,549.61	1,564.30
Acres of Special Use Areas				305.80	305.80	305.80
Acres of Open Space Maintained				1,171.19	1,172.19	1,230.50
Miles of Multi Purpose Trails Maintained				40.28	40.62	40.87
Miles of Internal Park Trails Maintained				24.95	24.95	24.95
Square Ft. of Building				79,301	79,622	80,214
Number of Playgrounds Maintained				16	16	16
Acres of Playgrounds, Roads & Parking Lots Maintained				31.15	31.15	31.57
Number of Public Restroom Structures Maintained				18	18	20

**Parks Maintenance Effectiveness**

The City conducts a biennial service priorities and customer satisfaction survey. In 2004 and 2006, the survey was limited to registered voters in Bellingham. In 2008, the survey population included residents of Bellingham without requiring that they be registered to vote. Complete survey results can be found at [www.cob.org/government/public/opinion/index.aspx](http://www.cob.org/government/public/opinion/index.aspx).

<b>Survey Results</b>	<b>2004 Actual</b>	<b>2006 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
Residents surveyed that rate the job the City is doing as good or excellent in...				
Maintaining parks and trails	86%	81%	82%	Increase

## Parks and Recreation Department

### Performance/Activity Measures (continued)

#### Parks Cemetery Services Group

Cemetery Services Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Expenditures shown in millions							
Total Group Expenditures	\$ 0.571	\$ 0.482	\$ 0.483	\$ 0.535	\$ 0.668	\$ 0.619	\$ 0.319
General Fund Contribution	\$ 0.192	\$ 0.212	\$ 0.221	\$ 0.221	\$ 0.229	\$ 0.221	\$ 0.221

Cemetery Services Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	Benchmark or Target
Grave Sales	\$ 66,880	\$ 93,615	\$ 106,053	\$ 85,398	\$ 95,366	\$ 90,926	incr. 10%
Interment Sales	\$ 43,872	\$ 48,266	\$ 47,585	\$ 56,989	\$ 65,602	\$ 62,464	incr. 10%
Monuments and Other Sales	\$ 88,910	\$ 106,663	\$ 108,244	\$ 123,819	\$ 140,833	\$ 125,747	maintain
Other Services	\$ 5,404	\$ 1,397	\$ 4,451	\$ 5,767	\$ 22,666	\$ 25,890	maintain

Cemetery Services Group Efficiency	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	Benchmark or Target
Net Operating Income/(Loss)	\$ (227,355)	\$ (203,337)	\$ (206,192)	\$ (234,719)	\$ (288,632)	\$ (288,572)	break even
<i>Excludes investment income; capital and debt service expenditures</i>							

#### Parks Golf Course Group

Management of the Lake Padden Golf Course has been contracted to a private enterprise. Performance numbers are no longer comparable and have been removed.

#### Recreation Management, Aquatics and Sports and Enrichment Groups

Parks Recreation Groups (Management, Aquatics and Sports & Enrichment) Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Expenditures shown in millions							
Parks Recreation Mgmt Exp	\$ 0.249	\$ 4.560	\$ 0.250	\$ 0.245	\$ 0.280	\$ 0.313	\$ 0.296
Aquatics Group Expenditures	\$ 0.902	\$ 0.962	\$ 1.078	\$ 0.997	\$ 1.114	\$ 1.252	\$ 1.251
Sports & Enrichment Grp Exp	\$ 1.306	\$ 1.253	\$ 1.261	\$ 1.262	\$ 1.370	\$ 1.478	\$ 1.503
Total Recreation Groups	\$ 2.457	\$ 6.774	\$ 2.589	\$ 2.504	\$ 2.764	\$ 3.043	\$ 3.049

#### Parks Recreation Effectiveness

The City conducts a biennial service priorities and customer satisfaction survey. In 2004 and 2006, the survey was limited to registered voters in Bellingham. In 2008, the survey population included residents of Bellingham without requiring that they be registered to vote. Complete survey results can be found at [www.cob.org/government/public/opinion/index.aspx](http://www.cob.org/government/public/opinion/index.aspx).

Survey Results	2004 Actual	2006 Actual	2008 Actual	Benchmark or Target
Residents surveyed that rate the job the City is doing as good or excellent in...				
Providing recreational programs for youth and adults	74%	72%	67%	Increase

Performance/Activity Measures (continued)

Recreation Management, Aquatics and Sports and Enrichment Groups (continued)

Aquatics Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	Benchmark or Target
Single Admissions	75,562	71,198	64,246	67,923	69,676	67,560	maintain
Passes	37,701	40,655	41,505	42,413	41,902	40,882	maintain
Lessons	28,132	28,720	30,359	29,726	32,444	30,671	maintain
Swim Team	11,441	11,808	11,741	14,393	17,686	16,345	maintain
Rentals	11,714	13,611	11,134	12,241	11,300	10,280	maintain
Free Passes	1,769	2,300	2,715	1,293	2,419	2,630	
Meet or Event Spectators	26,072	30,985	29,611	29,851	29,238	30,460	maintain
Grand Total	192,391	199,277	191,311	197,840	204,665	198,827	maintain

Attendance numbers for the Aquatics group measure the number of people walking through the door each day in each of the categories presented. These are not always paid admissions and can represent multiple instances of attendance at the facility by the same person for various purposes, or for multiple sessions of the same class or activity. The pool is normally closed for one week for maintenance. In 2005, the closure was three weeks, impacting 2005 attendance numbers.

Aquatics Group Efficiency	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	Benchmark or Target
% of operating costs recovered by user fee revenues	n/a	67%	63%	62%	58%	58%	> 50%

Sports & Enrichment Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	Benchmark or Target
<b>Parks Number of Programs and Daily Attendance:</b>							
Special Recreation Programs				45	38	39	maintain
Special Recreation Attendance				1,124	1,393	1,673	maintain
Preschool/Kindergarten Programs				43	40	42	maintain
Preschool/Kinder. Attendance				1,141	878	406	maintain
Youth Programs				54	49	55	maintain
Youth Attendance				570	708	583	maintain
Middle/High School Programs				59	49	50	maintain
Middle/High School Attendance				982	1,297	875	maintain
Family Programs				18	17	17	maintain
Family Attendance				1,545	700	928	maintain
Adult Enrichment Programs				21	18	19	maintain
Adult Enrichment Attendance				418	997	487	maintain
Community Programs (Concerts, Celebrate Bellingham, etc.)				24	22	49	maintain
Community Programs				7,468	12,737	23,331	maintain
Sports Programs				49	42	44	maintain
Sports Attendance				5,764	2,012	4,928	maintain
Total Programs				313	275	315	maintain
Total Individuals				19,012	20,543	33,231	maintain

Participant numbers in the above block represent paid registrations.

Sports & Enrichment Group Efficiency	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	Benchmark or Target
% of operating costs recovered by user fee revenues	n/a	66%	69%	59%	53%	57%	> 50%

## Parks and Recreation Department

### Performance/Activity Measures (continued)

#### Parks Capital and Design and Development Groups

<b>Parks Capital Groups (Design &amp; Development, Capital Improvement) Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Design & Development Grp Exp	\$ 0.236	\$ 0.250	\$ 0.252	\$ 0.331	\$ 0.480	\$ 0.600	\$ 0.600
Capital Improvement Group Exp	\$ 3.029	\$ 6.461	\$ 2.032	\$ 12.901	\$ 6.007	\$ 7.175	\$ 7.675
Total Parks Capital Groups Exp	\$ 3.265	\$ 6.711	\$ 2.283	\$ 13.232	\$ 6.487	\$ 7.776	\$ 8.275

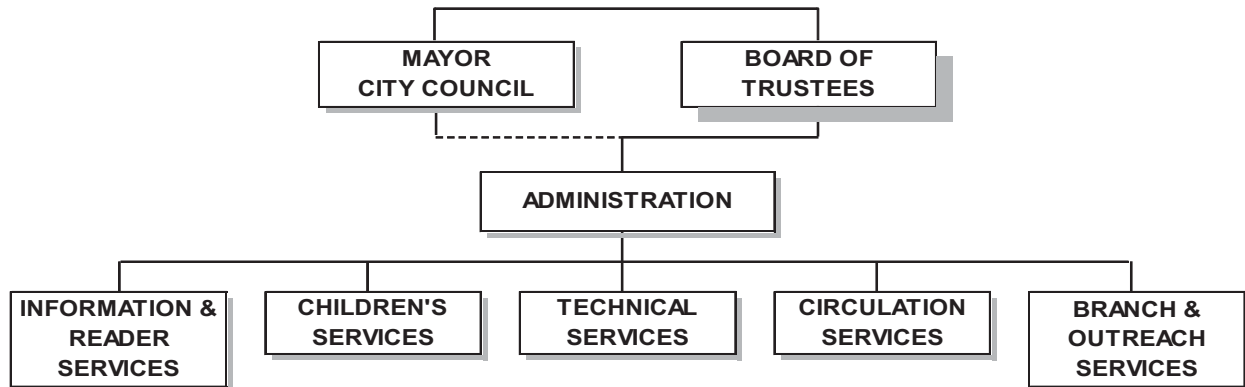
<b>Parks Capital Groups Effectiveness</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
<i>Park acres includes City-owned watershed and other fund properties within City limits and UGA that provide a recreational 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	
Park acres per 1,000 population				43.8	43.5	44.0	see PRO plan
Trail miles				64.1	64.6	65.8	
Trail miles per 1,000 population				0.9	0.9	0.9	see PRO plan
<b>GREENWAY LEVIES ACQUISITIONS - ACRES ACQUIRED</b>							
Acres per Year	67	16	10	1	14	73	
Cumulative Acres	483	499	510	511	525	598	

The Parks, Recreation and Open Space (PRO) Plan can be viewed at <http://www.cob.org/services/neighborhoods/community-planning/parks-pro.aspx>.

Other Parks project and land acquisition information may be found in the Capital section of this document and information may also be obtained at:

<http://www.cob.org/government/departments/parks/projects/index.aspx>  
<http://www.cob.org/government/departments/parks/greenway/index.aspx>

## LIBRARY DEPARTMENT



### Departmental 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.



### 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](http://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.

Visit the library's virtual branch at [www.bellinghampubliclibrary.org](http://www.bellinghampubliclibrary.org)



## Departmental Budget Summary

Revenues and Other Sources by Type	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<b>Revenues</b>					
<i>Intergovernmental</i>	98,384	123,600	133,008	9,408	7.6%
<i>Charges for Services</i>	20,341	21,297	23,156	1,859	8.7%
<i>Fines and Forfeits</i>	108,022	112,000	120,000	8,000	7.1%
<i>Miscellaneous</i>	75,606	70,099	88,400	18,301	26.1%
<i>Other Financing Sources</i>	-	-	3,000,000	3,000,000	--
<b>Subtotal of Revenues</b>	<b>302,353</b>	<b>326,996</b>	<b>3,364,564</b>	<b>3,037,568</b>	<b>928.9%</b>
<b>Other Sources by Fund</b>					
<i>General</i>	3,154,547	3,580,880	3,696,605	115,725	3.2%
<i>Library Gift</i>	987	-	-	-	--
<i>1st 1/4% Real Estate Excise Tax</i>	52,614	12,150	-	(12,150)	-100.0%
<b>Subtotal Reserve Adjustments</b>	<b>3,208,148</b>	<b>3,593,030</b>	<b>3,696,605</b>	<b>103,575</b>	<b>2.9%</b>
<b>TOTAL ALL SOURCES</b>	<b>3,510,501</b>	<b>3,920,026</b>	<b>7,061,169</b>	<b>3,141,143</b>	<b>80.1%</b>

Revenues by Group	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<b>Revenues</b>					
<i>Library Administration</i>	3,435	-	-	-	--
<i>Library Services</i>	298,918	326,996	364,564	37,568	11.5%
<i>Library Facilities</i>	-	-	3,000,000	3,000,000	--
<b>Subtotal of Revenues</b>	<b>302,353</b>	<b>326,996</b>	<b>3,364,564</b>	<b>3,037,568</b>	<b>928.9%</b>

## Significant Revenue Changes

- Charges for Services, Fines, Forfeits, and Miscellaneous. The Library Board reviewed and raised some charges in 2009, including photocopier charges, maximum fines for overdue materials, and facility use rates.
- Other Financing Sources. In 2009, the City anticipates issuing a \$3 million bond to finance repairs to the Fairhaven Branch and Central Library.

**Departmental Budget Summary (continued)**

Expenditures by Type	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<i>Salaries and Benefits</i>	2,283,879	2,532,531	2,755,382	222,851	8.8%
<i>Supplies</i>	607,508	726,951	693,851	(33,100)	-4.6%
<i>Other Services and Charges</i>	83,492	100,810	73,483	(27,327)	-27.1%
<i>Intergovernmental Services</i>	752	25,250	7,700	(17,550)	-69.5%
<i>Interfund Charges</i>	482,256	512,134	530,753	18,619	3.6%
<b>Subtotal of Operations</b>	<b>3,457,887</b>	<b>3,897,676</b>	<b>4,061,169</b>	<b>163,493</b>	<b>4.2%</b>
<i>Debt Service</i>	-	-	60,000	60,000	--
<i>Capital Outlay</i>	52,614	22,350	2,940,000	2,917,650	13054.4%
<b>TOTAL EXPENSE</b>	<b>3,510,501</b>	<b>3,920,026</b>	<b>7,061,169</b>	<b>3,141,143</b>	<b>80.1%</b>

<b>TOTAL PAID STAFF</b>	<b>44.8</b>	<b>45.5</b>	<b>47.4</b>	<b>1.9</b>	<b>4.2%</b>
-------------------------	-------------	-------------	-------------	------------	-------------

Expenditures by Group	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<i>Library Administration</i>	407,159	522,511	496,524	(25,987)	-5.0%
<i>Library Services</i>	2,509,010	2,823,066	2,982,495	159,429	5.6%
<i>Fairhaven Branch Library</i>	125,019	122,085	128,294	6,209	5.1%
<i>Library Facilities</i>	469,313	452,364	3,453,856	3,001,492	663.5%
<b>TOTAL EXPENSE</b>	<b>3,510,501</b>	<b>3,920,026</b>	<b>7,061,169</b>	<b>3,141,143</b>	<b>80.1%</b>

**Significant Expenditure Changes**

- In addition to increases in Salaries and Benefits for existing positions, this summary reflects the changes and additions City Council approved in 2008, after the 2008 budget was adopted. This primarily includes three part-time Security and Information Attendants.
- The increase in budgeted Capital Outlay and Debt Service is for the anticipated repairs to the Fairhaven Branch and Central Library.

**Departmental Objectives for 2009**

1. Continue planning for a replacement Central Library, including developing a proposed operating budget, and re-open a review of potential new library sites. (Council Goal 5)
2. Complete structural and historical improvements at the Fairhaven Branch Library. (Council Goal 8)
3. Implement an assessment of the newly opened Barkley Branch Library in order to deploy staff appropriately and to develop feasible service patterns; continue developing the library's partnership with the Barkley Company. (Council Goal 8)
4. Continue developing the Whatcom Community College Connection through public education and work with WCC and WCLS to support a possible Library Learning Center on campus that includes our public library presence. (Council Goal 8)
5. Continue public awareness of Bellingham Public Library's resources, services, and facilities through public presentations, tours, meetings, and a well-designed, contemporary website. (Council Goal 2)
6. Develop active partnerships and work cooperatively with community groups, educational institutions, and individuals on designing and providing informational, educational, and cultural programs, services, and resources for Bellingham citizens. (Council Goal 9)
7. Retain highly-skilled, well-trained employees by focusing staff development in the areas of rapid changes in technology, best practices in the library field – especially readers' advisory, and in customer service. (Council Goal 9)
8. Continue developing a library materials collection that meets the community's needs and is reflective of current trends and formats, community interests, and changes in the information field. (Council Goal 9)
9. Complete Central Library repairs and renovations. (Council Goal 8)
10. Implement a Drop Box at the new Community Food Co-op on Cordata Boulevard.
11. Apply for a grant from the National Endowment of the Arts for Whatcom READS: The Big Read! to offer a second year of a countywide book discussion program.

**Departmental Objectives for 2008 with Accomplishments**

1. Complete the next steps – including hosting extensive public involvement, proposing a funding plan to voters, and beginning design work – to build a new central library that is responsive to the community, considerate of contemporary technological and social trends, and respects tradition, current developments, and future possibilities. (Council Goals 1, 3, 5, 6, 7, 8, 9 and 10)

*Concluded the Central Library Building Program process in February. Gained a clear description of what the community desires in their new library, a projected size for the library, and estimated costs.*

*Conducted “Behind-the-Scenes” tours of the Central Library for over 150 interested citizens, and developed a BTV10 segment featuring library building issues.*

2. Establish a library presence in northern Bellingham by exploring partnership opportunities, service improvements such as drop boxes, pick-up points, and kiosks, and if appropriate, propose increased funding to implement these improvements. (Council Goals 1, 5, 6, 7, 8 and 10)

*Continued to work with Whatcom Community College Library to provide convenient public library materials pick-up and drop-off at the WCC Connection, and are preparing for 2009 implementation of a Community Drop Box at the new Community Food Co-op opening in January.*

3. Include recommendations in Priority 1, 2, and 3 from the 2006 Fairhaven Branch Condition Assessment in a library bond proposal. (Council Goals 1, 5, 6, 8 and 10)

*Architect was selected for the repair and renovation work at the Fairhaven Branch and began work during 3<sup>rd</sup> quarter of 2008 in preparation for beginning the project, once bonded funds are available, in 2009.*

4. Retain highly-skilled, well-trained employees by focusing on staff development, particularly to address rapid changes in technology and the library field. (Council Goal 1)

*Library staff were able to attend a number of staff development opportunities locally, and nearby in the state. For example: Washington Library Association / Oregon Library Association Joint Conference in Vancouver, WA; Washington Association of Library Employees Conference in Olympia; Nancy Pearl Reader’s Advisory training and PREPARE safety trainings at the Bellingham Public Library.*

5. Consider options, including funding increases and staff reallocation, to meet the demand for increased library services, especially in the north and east areas of the city. (Council Goals 1, 3, 5, 6, 8 and 9)

*Barkley Branch Library opened to the public on September 13, 2008. Opening was accomplished through a reallocation of current staff, gift funds from the Friends of the Bellingham Public Library, donated furnishings and build-out by the Barkley Company, and some City funds for equipment and other furnishings.*

**Departmental Objectives for 2008 with Accomplishments (continued)**

Additional Accomplishments:

*Developed and implemented a new library brand including logo.*

*Began providing downloadable audio-books to the public, a popular new materials format.*

*Staff hosted a Washington Reading Corps volunteer for the "Raise a Reader" early learning initiative: materials were given out and demonstrated at agencies and clinics.*

*The Library reached out to the community in 2008 with a presence at: Bellingham Farmer's Market, Cordata Neighborhood Picnic, Barkley Sidewalk Sales, WWU student orientation, and other new venues.*

*Bellingham Public Library partnered with Whatcom County Library System, Whatcom Community College, Bellingham Technical College and Village Books to establish the Whatcom READS! program which will bring National Book Award-winning author Sherman Alexie to Bellingham in March 2009.*

*Library materials checked out in record numbers: 10% increase over 2007.*

*People visited the libraries in record numbers: 9% increase over 2007.*

## Library Department

### Performance/Activity Measures

#### Library Department

Calculations per capita or per 1,000 population using the population of the City of Bellingham.

Library Department Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Expenditures shown in millions on the following three lines:							
Department Operating Exp	\$ 2.812	\$ 2.924	\$ 3.064	\$ 3.173	\$ 3.458	\$ 3.898	\$ 4.061
Debt Service, Capital, Interfund	\$ 0.010	\$ 0.084	\$ 0.007	\$ 0.024	\$ 0.053	\$ 0.022	\$ 3.000
Total Department Expenditures	\$ 2.822	\$ 3.008	\$ 3.071	\$ 3.198	\$ 3.511	\$ 3.920	\$ 7.061
Total Department FTEs	46.5	43.1	43.1	45.2	44.8	45.5	47.4
FTE staff per 1,000 population	0.67	0.61	0.60	0.62	0.60	0.60	0.61
Library Operating Expenditures Dollars per Capita	\$ 40.26	\$ 41.13	\$ 42.36	\$ 43.20	\$ 45.97	\$ 51.45	\$ 52.43
<b>COMMUNITY SUPPORT - Volunteers from the Friends of Bellingham or Fairhaven libraries</b>							
Volunteer Hours			7,745	9,625	10,125	10,255	
Value of Volunteer Hours			\$ 139,720	\$ 173,635	\$ 197,538		
Number of hours donated to the library by community members multiplied by average national wage							

Library Department Workload & Efficiency	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	Benchmark or Target	
<b>COLLECTION</b>								
Materials Exp per capita		\$5.16	\$5.27	\$5.28	\$6.34	\$7.36	increase	
Collection Expenditures as a % of Operating Budget	11.4%	12.1%	12.4%	12.0%	14.0%	14.4%	15% Industry Standard	
<b>CIRCULATION - Number of items checked out or renewed</b>								
Central Library	1,057,973	1,090,441	1,101,749	1,110,071	1,173,013	1,274,437	+1%	
Barkley Branch	(began 9/13/08)					16,205	+1%	
Fairhaven Branch	86,934	91,500	94,049	96,483	112,019	125,718	+1%	
Whatcom Community College	(began 9/24/07)					418	2,454	+1%
TOTAL	1,144,907	1,181,941	1,195,798	1,206,554	1,285,450	1,418,814	+1%	
Circulation per Capita	16.4	16.6	16.5	16.4	17.0	18.7	+1%	
Cost per Item Circulated	\$ 0.38	\$ 0.40	\$ 0.39	\$ 0.37	\$ 0.37	\$ 0.33	decrease	
Number of items checked out or renewed divided by total library operating budget								
% of self-checked items				33%	43%	45%	increase	
% of staff checked items				67%	57%	55%	decrease	
Turnover	4.00	4.04	4.06	4.06	4.44	5.46	increase	
Total circulation divided by holdings								

Bellingham Public Library has among the highest circulation per capita in the state. For fiscal year 2006 the Washington State average was 11.28 and the National Average was 7.032.

Performance/Activity Measures (continued)

Library Department (continued)

Library Department Workload & Efficiency	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	Benchmark or Target
<b>PERSONS VISITING</b> - Number of persons counted as they enter the libraries							
Central Library	608,964	625,000	627,816	666,208	726,668	789,939	+1%
Fairhaven Branch	62,858	73,000	74,355	78,648	89,634	104,058	+1%
TOTAL	671,822	698,000	702,171	744,856	816,302	893,997	+1%
Website Visits	n/a	n/a	n/a	236,375	276,987	317,858	+1%
<b>BORROWERS</b> - Number of people in Whatcom County who hold Bellingham Public Library cards							
Number of Borrowers	46,931	50,173	49,306	48,833	45,786	47,208	+1%
New Cards Issued	n/a	n/a	n/a	7,770	8,455	9,003	+1%
<b>PROGRAMS</b> - Library-sponsored or co-sponsored educational, recreational, or cultural programs							
Programs	349	289	340	406	594	661	+1%
Attendance	11,284	10,769	12,218	14,359	19,191	22,738	+1%
<b>MEETING ROOM BOOKINGS</b> - Measures public meeting room use: number of meetings held							
Central Library	744	477	636	651	857	957	+1%
Fairhaven Branch	1,038	971	1,013	884	1,070	1,080	+1%
TOTAL	1,782	1,448	1,649	1,535	1,927	2,037	+1%
<b>REFERENCE TRANSACTIONS</b> - Questions asked in-person, by telephone, or internet							
Reference Transactions	64,030	64,163	63,644	60,720	78,936	58,529	maintain
Beginning in 2007, Reference Transactions includes Children's Library, which was excluded prior to 2007.							
<b>FACILITIES &amp; EQUIPMENT</b>							
Square Footage (54,250) of Library Facilities per Capita	0.78	0.76	0.75	0.74	0.72	0.73	1.0 National, incl. branches
Barkley Branch opened Sept. 08 with a total of 1420 sq feet.							
Public Use Computers	44	42	42	42	47	68	maintain
Computer increase include: 5 at Barkley Branch, 2 Teen at BPL, 2 Internet at Fairhaven, and 12 laptops for public classes.							
Number of Community Outlets	33	33	32	32	33	33	increase
Service outlets, such as: outreach visits to nursing, retirement, assisted living facilities, and library material drop boxes.							

Total borrowers were down in 2007 due to some reassignment of borrowers to Whatcom County Library System cards.

Library Department Effectiveness

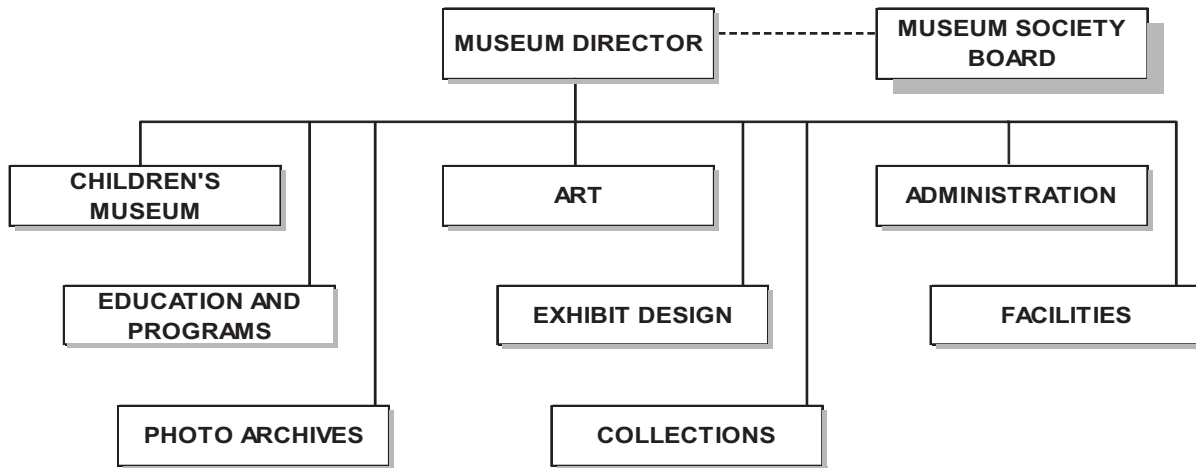
The City conducts a biennial service priorities and customer satisfaction survey. In 2004 and 2006, the survey was limited to registered voters in Bellingham. In 2008, the survey population included residents of Bellingham without requiring that they be registered to vote. Complete survey results can be found at [www.cob.org/government/public/opinion/index.aspx](http://www.cob.org/government/public/opinion/index.aspx).

Survey Results	2004 Actual	2006 Actual	2008 Actual	Benchmark or Target
Residents surveyed that rate the job the City is doing as good or excellent in...				
Providing/Maintaining library services for the community	79%	82%	78%	Increase

This page intentionally left blank.



## MUSEUM DEPARTMENT



### 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 of History and Art 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 our website at [www.whatcommuseum.org](http://www.whatcommuseum.org)

**Departmental Budget Summary**

Revenues and Other Sources by Type	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<b>Revenues</b>					
<i>Intergovernmental</i>	39,756	22,539	22,539	-	--
<i>Charges for Services</i>	15,196	14,180	15,415	1,235	8.7%
<i>Miscellaneous</i>	21,286	24,476	24,476	-	0.0%
<b>Subtotal of Revenues</b>	<b>76,238</b>	<b>61,195</b>	<b>62,430</b>	<b>1,235</b>	<b>2.0%</b>
<b>Other Sources by Fund</b>					
<i>General</i>	1,459,854	1,592,521	1,697,207	104,686	6.6%
<i>Capital Maint</i>	27,495	13,000	-	(13,000)	-100.0%
<i>1st 1/4% Real Estate Excise Tax</i>	50,951	300,000	-	(300,000)	-100.0%
<b>Subtotal Reserve Adjustments</b>	<b>1,538,300</b>	<b>1,905,521</b>	<b>1,697,207</b>	<b>(208,314)</b>	<b>-10.9%</b>
<b>TOTAL ALL SOURCES</b>	<b>1,614,538</b>	<b>1,966,716</b>	<b>1,759,637</b>	<b>(207,079)</b>	<b>-10.5%</b>

Revenues by Group	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<b>Revenues</b>					
<i>Museum Services</i>	76,238	61,195	62,430	1,235	2.0%
<b>Subtotal of Revenues</b>	<b>76,238</b>	<b>61,195</b>	<b>62,430</b>	<b>1,235</b>	<b>2.0%</b>

**Significant Revenue Changes**

- The decrease in funds sources from the Capital Maintenance and First Quarter Real Estate Excise Tax funds is due to the removal of the window restoration project at Old City Hall budgeted in 2008.

**Departmental Budget Summary (continued)**

Expenditures by Type	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<i>Salaries and Benefits</i>	1,193,256	1,300,069	1,349,663	49,594	3.8%
<i>Supplies</i>	99,469	116,986	141,434	24,448	20.9%
<i>Other Services and Charges</i>	257,079	196,810	214,751	17,941	9.1%
<i>Intergovernmental Services</i>	205	284	284	-	0.0%
<i>Interfund Charges</i>	37,034	39,067	53,505	14,438	37.0%
<b>Subtotal of Operations</b>	<b>1,587,043</b>	<b>1,653,216</b>	<b>1,759,637</b>	<b>106,421</b>	<b>6.4%</b>
<i>Capital Outlay</i>	27,495	313,500	-	(313,500)	-100.0%
<b>TOTAL EXPENSE</b>	<b>1,614,538</b>	<b>1,966,716</b>	<b>1,759,637</b>	<b>(207,079)</b>	<b>-10.5%</b>

<b>TOTAL PAID STAFF</b>	<b>19.2</b>	<b>20.1</b>	<b>20.1</b>	<b>0.0</b>	<b>0.0%</b>
-------------------------	-------------	-------------	-------------	------------	-------------

Expenditures by Group	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<i>Museum Administration</i>	258,203	288,703	306,885	18,182	6.3%
<i>Museum Services</i>	1,356,335	1,678,013	1,452,752	(225,261)	-13.4%
<b>TOTAL EXPENSE</b>	<b>1,614,538</b>	<b>1,966,716</b>	<b>1,759,637</b>	<b>(207,079)</b>	<b>-10.5%</b>

**Significant Expenditure Changes**

- Supplies, Other Services and Charges, and Interfund Charges expenditures are increasing in preparation for the opening of the New Art and Children's Museum.
- Capital Outlay expenditures are decreasing from 2008 when \$300,000 was allocated for window restoration project at Old City Hall.

**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 funding for several functional 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.

<b>WHATCOM MUSEUM FOUNDATION BUDGET</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
<b>INCOME:</b>			
Grants & Donations	165,069	235,700	183,500
Special Events & Public Events	52,319	190,500	115,000
Membership	77,175	70,000	50,000
Admissions - Whatcom Childrens' Museum	49,869	45,000	30,000
Shop Sales	23,549	2,000	7,000
Program Fees, Rentals & Other	17,352	15,000	64,500
Endowment Support	46,000	15,000	50,000
<b>TOTAL RESOURCES:</b>	<b>431,333</b>	<b>573,200</b>	<b>500,000</b>
<b>EXPENDITURES:</b>			
Salaries, Taxes & Benefits	263,722	295,000	260,000
Fund Development & Public Relations	83,704	179,700	87,500
Administration & Children's Museum	47,364	42,000	65,000
Exhibitions	23,675	31,000	34,000
Shop	14,206	-	24,000
Membership	19,854	15,000	19,000
Archives, Collections, Education & Acquisitions	9,916	10,500	10,500
<b>TOTAL EXPENDITURES:</b>	<b>462,441</b>	<b>573,200</b>	<b>500,000</b>
<b>NET</b>	<b>(31,108)</b>	<b>0</b>	<b>0</b>
Museum Foundation Paid Staff FTE's:	2.5	4.5	5.0
Volunteers:	4.5	4.5	4.5

*The Museum Society name was in the process of a name change to Museum Foundation in late 2008 and early 2009.*

**Departmental Objectives for 2009**

1. Plan new curriculum and programs to compliment the new building exhibitions and conduct public programs based on these programs and exhibitions. (Council Goal 9)
2. Execute a sustainable start-up plan for our new expanded facilities, inclusive of staffing needs. (Council Goal 9)
3. Update 2009 Marketing Plan: Nearly complete. Most marketing efforts for the grand opening of the new museum will occur in the 4th quarter of the year. Marketing efforts will be collaborative throughout the year to highlight other arts district exhibitions and programs. (Council Goal 9)
4. Finalize and execute a grand opening and other special events related to the exhibitions in the new facility by late 2009. (Council Goal 9)
5. Execute moving collections into the new facility in late summer 2009. (Council Goal 9)
6. Implement "Readiness plan," for the new facility by using Project Management for programming, exhibition development, and facilities management for the expanded campus. (Council Goal 9)
7. Execute a new City/Museum Society/Foundation agreement which clearly defines roles and responsibilities for each party. This is in process now; all meetings have been scheduled. (Council Goal 9)
8. Finalize the process of renaming the Whatcom Museum Society to Whatcom Museum Foundation; a Board resolution has been passed. (Council Goal 9)
9. Change name of existing docents to: Whatcom Museum Guild: in process. (Council Goal 9)
10. Complete new docent training curriculum and recruit for docent tour guides. The Docent training program will launch in spring of 2009. (Council Goal 9)
11. Increase financial stability through hiring a full time marketing position under the Foundation's funding and developing strong corporate sponsorships. (Council Goal 9)
12. Continue to collaborate with other Smithsonian Affiliate Museums for exciting exhibition opportunities. (Council Goal 9)

**Departmental Objectives for 2008 with Accomplishments**

1. Complete construction of the new Art & Children’s Museum building, in coordination with our partners. (Council Goals 1, 3 and 6)

*In Progress. 100% construction completion expected by beginning of April 2009.*

2. Complete planning for the efficient transition of facilities, exhibits, and collections to the new Art & Children’s Museum building. (Council Goals 1, 3 and 6)

*Plan Completed – Staff will begin moving collections and offices summer of 2009.*

3. Begin implementing the Museum’s business and facility transition plan to provide sustainable museum operations to the community. (Council Goal 1)

*Started -- Curriculum development for programs and tours will include tour of sustainable building and exhibit components that help to "tell the story".*

4. Work with Arts District partners to develop an Arts District plan to enhance cultural, educational, and tourism aspects of the City’s downtown core. (Council Goals 3 and 6)

*Completed.*

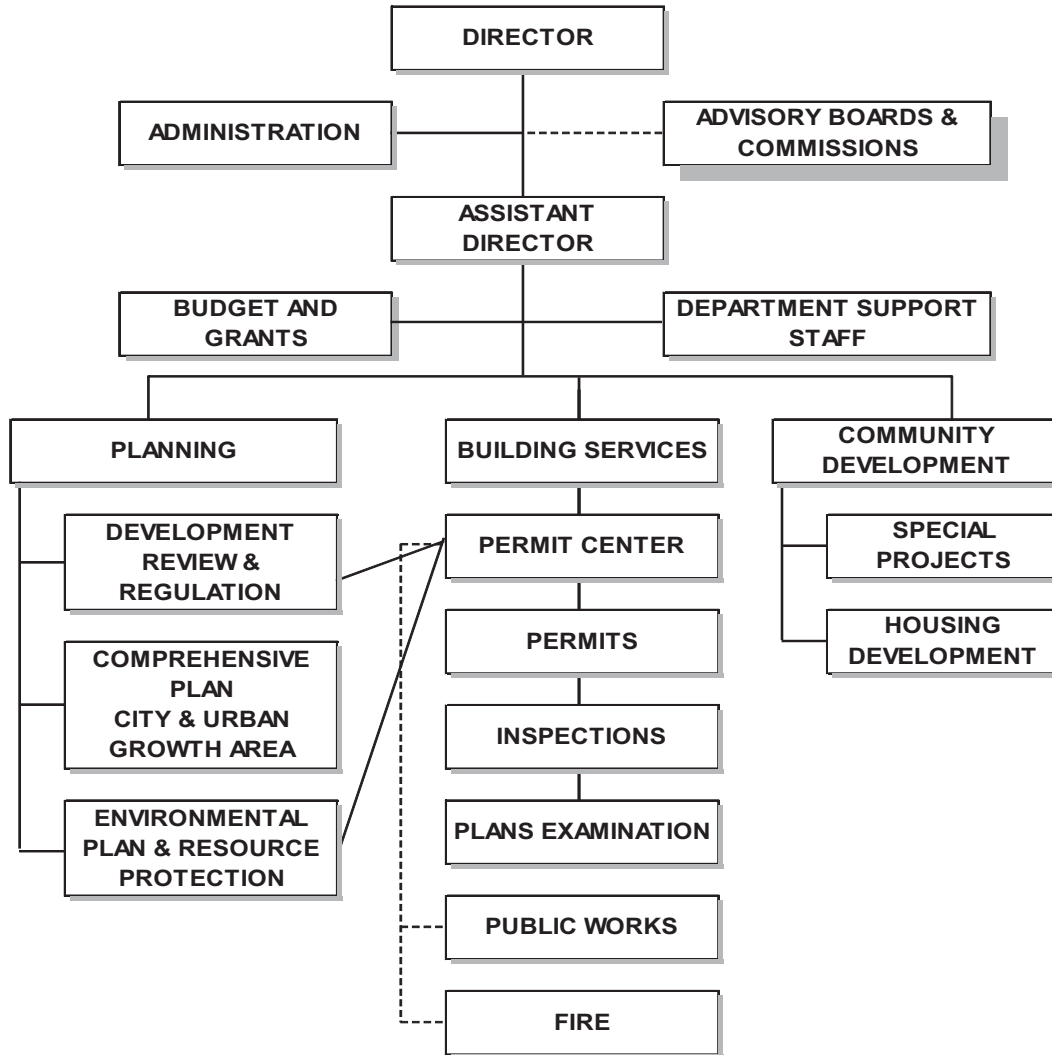
**Performance/Activity Measures**

<b>Museum Department Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions on the following three lines:							
Department Operating Exp	\$ 1.465	\$ 1.460	\$ 1.439	\$ 1.635	\$ 1.587	\$ 1.653	\$ 1.760
Debt Service, Capital, Interfund	\$ -	\$ -	\$ -	\$ 0.040	\$ 0.027	\$ 0.314	\$ -
Total Department Expenditures	\$ 1.465	\$ 1.460	\$ 1.439	\$ 1.675	\$ 1.615	\$ 1.967	\$ 1.760
Total Department FTEs	22.2	20.9	19.4	17.9	19.2	20.1	20.1
Foundation/Society Contribution	\$ 634,955	\$ 505,224	\$ 471,189	\$ 605,672	\$ 462,441	\$ 537,200	\$ 500,000
Volunteer Hours	10,891	11,075	9,029	5,536	6,484	6,378	

<b>Museum Workload and Effectiveness</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2007 Actual</b>	<b>Benchmark or Target</b>
Total Attendance	103,299	104,565	111,705	106,001	103,656	90,700	+1%
Child Attendance	58,501	60,580	64,586	63,477	43,549	33,127	+1%
<b>Visitor Survey Results</b>							
Percent of responding visitors who:							
Reside in Bellingham	52%	49%	52%	57%	56%	56%	
Reside in Whatcom County outside of Bellingham	14%	21%	11%	14%	16%	14%	
Reside in Washington outside of Whatcom County	16%	15%	19%	16%	14%	13%	
Reside outside of Washington state	18%	15%	18%	13%	14%	17%	
Percent responding whose visit included a stay at a local motel	18%	17%	14%	17%	11%	13%	
Number of respondents whose purpose of visit was:							
Visiting Museum only	135	233	178	222	119	158	
Visiting Museum and other places in Bellingham	176	238	205	311	221	220	
Other	317	162	81	84	61	68	

*Survey results are from the Museum’s survey program, with a survey form being offered to all Museum visitors.*

# PLANNING AND COMMUNITY DEVELOPMENT DEPARTMENT



**Departmental 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.
- 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.

**Departmental Budget Summary**

Revenues and Other Sources by Type	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<b>Revenues</b>					
Taxes	1,022,465	993,270	1,000,000	6,730	0.7%
Licenses and Permits	1,765,392	1,861,175	1,609,957	(251,218)	-13.5%
Intergovernmental	1,144,617	1,505,200	1,502,000	(3,200)	-0.2%
Charges for Services	1,843,416	1,158,256	1,116,886	(41,370)	-3.6%
Fines and Forfeits	350	300	300	-	--
Miscellaneous	185,201	160,740	146,328	(14,412)	-9.0%
Other Financing Sources	211,371	153,573	50,000	(103,573)	-67.4%
<b>Subtotal of Revenues</b>	<b>6,172,812</b>	<b>5,832,514</b>	<b>5,425,471</b>	<b>(407,043)</b>	<b>-7.0%</b>
<b>Other Sources by Fund</b>					
General	2,685,197	3,103,690	3,041,895	(61,795)	-2.0%
Capital Maint	21,365	-	-	-	--
1st 1/4% Real Estate Excise Tax	161	75,000	-	(75,000)	--
Tourism	(56,299)	141,089	103,185	(37,904)	-26.9%
Community Develop Block Grant	326,028	14,124	-	(14,124)	-100.0%
Development Services	(318,515)	272,202	73,880	(198,322)	-72.9%
<b>Subtotal Reserve Adjustments</b>	<b>2,657,937</b>	<b>3,606,105</b>	<b>3,218,960</b>	<b>(387,145)</b>	<b>-10.7%</b>
<b>TOTAL ALL SOURCES</b>	<b>8,830,749</b>	<b>9,438,619</b>	<b>8,644,431</b>	<b>(794,188)</b>	<b>-8.4%</b>

Revenues by Group	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<b>Revenues</b>					
Community Development	1,022,465	993,270	1,000,000	6,730	0.7%
Planning Services	190,825	37,490	27,730	(9,760)	-26.0%
Building Services	2,917,144	2,832,556	2,600,800	(231,756)	-8.2%
Community Development	1,955,465	1,938,787	1,733,958	(204,829)	-10.6%
Tourism Activities and Facilities	18,756	14,221	13,432	(789)	-5.5%
City Center Development	68,157	16,190	49,551	33,361	206.1%
<b>Subtotal of Revenues</b>	<b>6,172,812</b>	<b>5,832,514</b>	<b>5,425,471</b>	<b>(407,043)</b>	<b>-7.0%</b>

**Significant Revenue Changes**

- Due to the economic slowdown, Building Services Fees and Charges for Services are both anticipated to decrease by \$251,000 and \$41,000, respectively.
- Other Financing Sources is reduced for a change in accounting methodology that ceased the transfer of money from the General Fund to pay the Community Development Block Grant Fund portion of Indirect Cost Allocation Plan (ICAP) and the charge for the ICAP expenditure.

**Departmental Budget Summary (continued)**

Expenditures by Type	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	3,662,956	4,404,660	4,519,209	114,549	2.6%
<i>Supplies</i>	200,700	338,089	127,020	(211,069)	-62.4%
<i>Other Services and Charges</i>	3,075,064	3,460,472	3,272,516	(187,956)	-5.4%
<i>Intergovernmental Services</i>	178,395	138,000	120,000	(18,000)	-13.0%
<i>Interfund Charges</i>	1,351,468	577,279	436,913	(140,366)	-24.3%
<b>Subtotal of Operations</b>	<b>8,468,583</b>	<b>8,918,500</b>	<b>8,475,658</b>	<b>(442,842)</b>	<b>-5.0%</b>
<i>Capital Outlay</i>	146,551	414,029	59,500	(354,529)	-85.6%
<i>Interfund Transfers</i>	215,615	106,090	109,273	3,183	3.0%
<b>TOTAL EXPENSE</b>	<b>8,830,749</b>	<b>9,438,619</b>	<b>8,644,431</b>	<b>(794,188)</b>	<b>-8.4%</b>

<b>TOTAL PAID STAFF</b>	<b>48.3</b>	<b>52.8</b>	<b>53.1</b>	<b>0.3</b>	<b>0.6%</b>
-------------------------	-------------	-------------	-------------	------------	-------------

Expenditures by Group	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<i>Planning Services</i>	1,674,670	1,991,751	1,979,037	(12,714)	-0.6%
<i>Building Services</i>	2,598,629	3,104,758	2,674,680	(430,078)	-13.9%
<i>Community Development</i>	3,071,410	2,732,371	2,459,449	(272,922)	-10.0%
<i>Tourism Activities and Facilities</i>	984,922	1,148,580	1,116,617	(31,963)	-2.8%
<i>City Center Development</i>	501,118	461,159	414,648	(46,511)	-10.1%
<b>TOTAL EXPENSE</b>	<b>8,830,749</b>	<b>9,438,619</b>	<b>8,644,431</b>	<b>(794,188)</b>	<b>-8.4%</b>

**Significant Expenditure Changes**

- Supplies from the Tourism Activities and Facilities Group are decreasing for removal of a one-time art purchase budget for the new Art & Children's Museum in the 2008 budget.
- Other Services and Charges are decreasing for the removal of professional services for the Waterfront, which are now budgeted under the Executive Department.
- Interfund Charges are reduced by the expense for Indirect Cost Allocation Plan (ICAP) for the Community Development Block Grant Fund resulting from a change in accounting methodology.

**Departmental Objectives for 2009**

1. Continue measuring and refining the 2008 permit process improvement initiatives. (Council Goals 1, 2, 5, and 7)
2. Complete development of and implement Electronic Plan Review technology. (Council Goal 8)
3. Complete implementation of Mobile Inspection Services technology. (Council Goal 8)
4. Support Executive department in development of joint Waterfront Master Plan and development regulations. (Council Goal 3)
5. Implement Urban Services Area Phasing Plan. (Council Goal 5)
6. Evaluate northern neighborhood boundaries in conjunction with processing of annexations. (Council Goal 5)
7. Initiate 2011 Comprehensive Plan Update and comply with Growth Management Act mandates. (Council Goal 5)
8. Conclude Employment Land Supply study and coordinate with Whatcom County's land supply inventory. (Council Goal 5)
9. Complete and implement Urban Infill Toolkit. (Council Goal 5)
10. Complete the Samish Way Urban Village plan and initiate work on one or more additional urban village plans. (Council Goals 2, 5, and 9)
11. Process Sunnyland Neighborhood Plan Amendment rezone for former DOT site. (Council Goal 5)
12. Conduct Haskell/Fairhaven Design Charrette and process Neighborhood Plan Amendment proposal. (Council Goal 5)
13. Continue to support development of Silver Beach Neighborhood Plan. (Council Goals 1, 2, 5, and 9)
14. Complete regulatory amendments to the Lake Whatcom Silver Beach Ordinance. (Council Goal 1)
15. Continue executive administration of Public Facilities District and bring the capital projects phase to a closure. (Council Goal 9)
16. Complete three-neighborhood historical significance survey database as funded by Preserve America Grant. (Council Goals 5 and 9)
17. Manage regulatory processes for Fairhaven Highlands. (Council Goal 5)
18. Complete Governor Road alignment study and evaluate land use options on Samish Hill. (Council Goals 2, 5 and 9)

**Departmental Objectives for 2008 with Accomplishments**

Planning

1. Complete and adopt the "New Whatcom" Master Plan and Development Agreement. (Council Goal 4)

*Completed Waterfront Connections Plan.*

2. Resolve updated Urban Fringe Plan issues with Whatcom County, including UGA boundaries, zoning, and annexations. Update the interlocal agreement between the City and Whatcom County regarding these issues. (Council Goals 1 and 5)

*Extended interlocal agreement with Whatcom County and continued to work on Urban Fringe Plan issues.*

3. Adopt a format for a revised development code (Phase I). Continue research and public process for revised development code standards (Phase II). (Council Goals 1, 5 and 7)

*Concentrated limited planning resources on development of Urban Infill Toolkit.*

4. Prioritize and begin processing neighborhood plan updates developed by neighborhood associations, including master plans for priority urban villages, and include all property owners and stakeholders in the review process. (Council Goals 5 and 9)

*Prioritized planning resources towards completing the Urban Infill Toolkit and master planning of urban villages.*

5. Establish coordinated permit review for Green/LEED building projects.

*Completed pilot project of coordinated permit review for Green/LEED building projects.*

6. Complete a Sub-Area Plan and Development Regulations for the Old Town area. (Council Goals 3, 4, 5 and 6)

*Completed Old Town Sub-area Plan and development regulations.*

**Additional Accomplishments:**

*Conducted Sunnyland design charrette.*

*Hosted Planning Academy II – Green Bellingham: Achieving Infill; Enhancing Character.*

*Urban Managed 12 current annexation petitions.*

*Provided technical support for Lake Whatcom building moratorium and code update.*

Building Services

1. Continue improvements in public service delivery and coordination of inter-departmental work flow in processing, reviewing, and approving all development permit applications. (Council Goal 1)

*Streamlined permit processing. Completed phase I of Electronic Plan Review.*

2. Fully implement a Field Inspection Reporting System as a coordinated function of the permit tracking system for all Building Services inspection activities. (Council Goal 1)

*Implemented phase I Field Inspection Reporting System.*

**Departmental Objectives for 2008 with Accomplishments (continued)**

3. Establish a comprehensive regulatory program basis and ongoing system for establishing, adjusting, and achieving cost recovery goals for the Development Services Fund. (Council Goal 1)

*Completed Cost of Service study.*

4. Establish fee schedules to provide a long term, ongoing methodology for setting, monitoring, and adjusting construction valuations and permit revenues. (Council Goal 1)

*Utilized cost of service study to modify fee schedules.*

5. Develop a multi-year technology upgrade and improvement program for Building Services, identify and establish appropriate financial resources and maintain needed funding capacity in the Development Services Reserve Fund. (Council Goal 1)

*Developed a technology improvement program for Development Services.*

6. Conduct quarterly customer surveys to identify and respond to customer service quality goals and monitor Building Services and Permit Center performance. (Council Goals 1 & 9)

*Conducted quarterly customer surveys to monitor Permit Center performance.*

**Additional Accomplishments:**

*Served over 12,000 Permit Center customers.*

**Community Development**

1. Establish a system and identify resources to provide ongoing monitoring for federally funded projects. (Council Goal 10)

*Hired a consultant to assist with monitoring for federally funded projects.*

2. Develop 51 new permanently affordable housing units for low income households through low-interest loans to affordable housing developers. (Council Goal 10)

*110 new low/mod income residential units completed.*

*Renovated 25 low-income homes.*

*Helped double the size of Bellingham Food Bank.*

3. Complete improvements to Franklin Park in the York neighborhood (Council Goal 6, 10)

*Designed improvements to Franklin Park.*

4. Implement improvements to Sunset Pond Park in the Mt. Baker neighborhood (Council Goal 6, 10)

*This project was cancelled.*

**Additional Accomplishments:**

*Surveyed and inventoried 2,161 houses for Preserve America grant project.*

*Provided health and human services to over 13,000 low/mod income people.*

*90 community grants administered totaling over \$2.3 million.*

**Departmental Objectives for 2008 with Accomplishments (continued)**

City Center Development

1. Obtain a private sector development project for 600 W. Holly. (Goal 3)

*Commenced procurement process for demolition of buildings. Began discussions with the Bellingham Public Development Authority on potential transfer of real estate for redevelopment purposes.*

2. Ensure effective completion of streetscape improvements in the Arts District. (Council Goals 3, 4 and 6)

*Completed Champion Street improvements and completed 90% of Arts District Gateway project at Bay and Holly.*

3. Develop an Economic Development Strategic Plan and begin implementing priorities. (Council Goal 8)

*The Strategic Plan project has been put on hold. Began working on an Employment Lands report.*

## Planning and Community Development Department

### Performance/Activity Measures

#### Planning Department

Planning Department Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Expenditures shown in millions							
Department Operating Exp	\$ 5.406	\$ 7.837	\$ 7.153	\$ 7.981	\$ 8.469	\$ 8.919	\$ 8.476
Debt Service, Capital, Interfund	\$ 1.056	\$ 0.597	\$ 0.252	\$ 0.329	\$ 0.362	\$ 0.520	\$ 0.169
Total Department Expenditures	\$ 6.462	\$ 7.966	\$ 7.405	\$ 8.310	\$ 8.831	\$ 9.439	\$ 8.644
Total Department FTEs	49.4	50.7	50.6	50.0	48.3	52.8	53.1

Community planning documents, including neighborhood plans, the City's Comprehensive Plan, Community Development's Consolidated Plan for housing and human services, Waterfront planning documents, and others may be viewed from:  
[www.cob.org/services/neighborhoods/community-planning/index.aspx](http://www.cob.org/services/neighborhoods/community-planning/index.aspx)

#### Planning Services

Planning Services Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Expenditures shown in millions							
Total Group Expenditures	\$ 1.506	\$ 1.576	\$ 1.002	\$ 1.143	\$ 1.675	\$ 1.992	\$ 1.979

Planning Services Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual
<b>SELECTED PERMIT APPLICATIONS</b>						
Subdivision/Short Plats	55	47	99	61	40	19
New Lots Created	200	123	130	284	231	81
SEPA Determination	112	106	105	54	48	45
Critical Areas	14	21	40	10	10	26
Clearing/Grading	62	36	25	23	11	15
Shoreline	17	7	11	9	12	22
Planned Development	32	35	27	17	13	11
Conditional Use	21	17	13	13	14	7
Building Permit Activity	1142	1,184	1,140	626	946	776
<b>MEETING AND HEARING ACTIVITY</b>						
Planning Commission Meetings	36	19	52	27	28	16
Number of Planning Commission Items	26	28	66	33	17	17
City Council Meetings	36	34	50	34	23	33
Number of City Council Items	75	66	54	60	73	32
Historic Preservation Commission Meetings	4	12	9	9	10	14
Number of Historic Preservation Commission	6	13	13	13	17	24
Number of Design Review Board Meetings		-	-	-	4	8
Number of Design Review Board Items		-	-	-	5	9
Hearing Examiner Hearings	75	80	63	78	20	23
Hearing Examiner Items	75	80	41	63	27	27
<i>Only includes Hearing Examiner hearings and items that the Planning Department prepares for. Hearing Examiner totals may include additional items.</i>						



**Performance/Activity Measures (continued)**

**Building Services**

<b>Building Services Group Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Total Group Expenditures	\$ 1.901	\$ 2.453	\$ 2.597	\$ 2.721	\$ 2.599	\$ 3.105	\$ 2.675

<b>Building Services Group Workload and Effectiveness</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
Plans Reviewed	2,000	1,145	2,146	2,123	1,738	1,553	
Average Time (Number of Days)	12	9.5	14	17	19	13	15
Permits Issued							
Building	1,131	1,166	1,140	626	946	776	
Electrical	1,984	2,200	2,229	2,025	2,071	1,802	
Mechanical	934	835	894	615	777	603	
Plumbing	311	276	314	258	296	231	
Others	248	293	269	374	282	269	
Total	4,608	4,770	4,846	4,198	4,372	3,681	
Valuation of All New Construction (\$ Millions)	\$ 217.9	\$ 190.2	\$ 194.6	\$ 138.0	\$ 200.2	\$ 139.3	
Inspections Performed	21,000	21,097	18,105	16,205	15,260	15,460	
Appeals	2	-	2	-	-	2	

*Differences between the numbers shown for Planning building permit activity and Building Services building permits issued reflect permit cases that are included in the permit activity tally but do not require review or issuance by both Building Services and Planning, or "permit activity" does not mean the same thing for both divisions. The calendar also impacts the numbers - Planning could review a case in one year and Building Services issue the permit the next year.*

The permit center has begun a program of periodic customer satisfaction surveys. Results may be viewed at: [www.cob.org/government/public/opinion/index.aspx](http://www.cob.org/government/public/opinion/index.aspx)

**Planning and Community Development Department**

**Performance/Activity Measures (continued)**

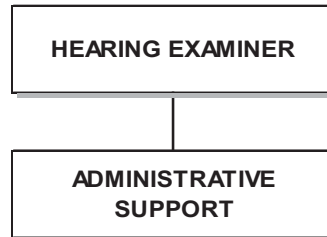
**Community Development Division (Community Development, Tourism, and City Center Development Groups)**

<b>Community Development Division Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Community Development Grp	\$ 2.046	\$ 2.580	\$ 2.701	\$ 3.143	\$ 3.071	\$ 2.732	\$ 2.459
Tourism Activities & Facilities Grp	\$ 0.431	\$ 0.492	\$ 0.588	\$ 0.655	\$ 0.985	\$ 1.149	\$ 1.117
City Center Development Grp	\$ 0.316	\$ 0.634	\$ 0.286	\$ 0.410	\$ 0.501	\$ 0.461	\$ 0.415

<b>Community Development Division Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Goals</b>
Low-income housing units created	n/a	-	-	111	51	45	51
Homes rehabilitated that are owned by low/moderate income households	n/a	18	12	11	11	20	18
Rent assistance to homeless families	n/a	17	15	20	21	15	21
First-time homebuyers assisted	n/a	5	14	9	6	23	9
Neighborhood improvement projects completed	n/a	-	-	-	1	2	2
Low and very-low income persons assisted with services (food, shelter, clothing, counseling, health care, domestic violence, etc.)	n/a	22,640	15,602	15,723	23,381	23,000	20,000
Economic Development agencies supported	n/a	5	5	8	6	7	7
Arts projects completed	n/a	n/a	-	3	5	2	3
Arts organizations supported	n/a	n/a	-	10	9	8	8
Tourism organizations supported	n/a	16	14	16	21	17	20
Small neighborhood projects supported	n/a	7	14	14	18	21	-
Complete major Downtown / Old Town capital projects or planning efforts	n/a	-	3	1	1	2	2

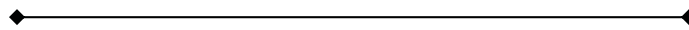
\*Numbers in the 2009 Goals column refer specifically to the budget year and are taken from the Consolidated Plan. These benchmarks change from year to year. More detail can be found in the Consolidated Plan.

## HEARING EXAMINER DEPARTMENT



### Departmental 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.

**Departmental Budget Summary**

Revenues and Other Sources by Type	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<b>Revenues</b>					
<i>Charges for Services</i>	31,835	74,313	74,144	(169)	-0.2%
<b>Subtotal of Revenues</b>	<b>31,835</b>	<b>74,313</b>	<b>74,144</b>	<b>(169)</b>	<b>-0.2%</b>
<b>Other Sources by Fund</b>					
<i>General</i>	111,906	113,932	123,289	9,357	8.2%
<b>TOTAL ALL SOURCES</b>	<b>143,741</b>	<b>188,245</b>	<b>197,433</b>	<b>9,188</b>	<b>4.9%</b>

Revenues by Group	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<b>Revenues</b>					
<i>Hearing Examiner</i>	31,835	74,313	74,144	(169)	-0.2%
<b>Subtotal of Revenues</b>	<b>31,835</b>	<b>74,313</b>	<b>74,144</b>	<b>(169)</b>	<b>-0.2%</b>

Expenditures by Type	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<i>Salaries and Benefits</i>	135,556	174,002	183,310	9,308	5.3%
<i>Supplies</i>	1,635	3,960	3,960	-	0.0%
<i>Other Services and Charges</i>	3,420	7,165	7,258	93	1.3%
<i>Interfund Charges</i>	3,130	3,118	2,905	(213)	-6.8%
<b>TOTAL EXPENSE</b>	<b>143,741</b>	<b>188,245</b>	<b>197,433</b>	<b>9,188</b>	<b>4.9%</b>

<b>TOTAL PAID STAFF</b>	<b>1.4</b>	<b>1.5</b>	<b>1.5</b>	<b>0.0</b>	<b>0.0%</b>
-------------------------	------------	------------	------------	------------	-------------

Expenditures by Group	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<i>Hearing Examiner</i>	143,741	188,245	197,433	9,188	4.9%
<b>TOTAL EXPENSE</b>	<b>143,741</b>	<b>188,245</b>	<b>197,433</b>	<b>9,188</b>	<b>4.9%</b>

**Departmental Objectives for 2009**

1. Complete a Citizen's Guide.

**Departmental Objectives for 2008 with Accomplishments**

1. Complete a Citizen's Guide. (Council Goal 9)

*Citizens Guide completion was postponed due to work on the Civil Service Rules. This is not expected to be completed by year end, but should be completed in early 2009.*

Additional Accomplishments:

*Helped Civil Service Commission and HR update the Civil Service Rules.*

*Through October have heard 44 cases, including high profile filings such as the Bellwether Gate project.*

- *Case regarding property heights along the shoreline*
- *Hearing Examiner's ruling upheld by Shoreline Hearings Board*

**Performance/Activity Measures**

**Hearing Examiner Department**

<b>Hearing Examiner Department Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Total Department Expenditures	\$ 0.145	\$ 0.150	\$ 0.129	\$ 0.140	\$ 0.144	\$ 0.188	\$ 0.197
Total Department FTEs	1.5	1.5	1.3	1.5	1.4	1.5	1.5

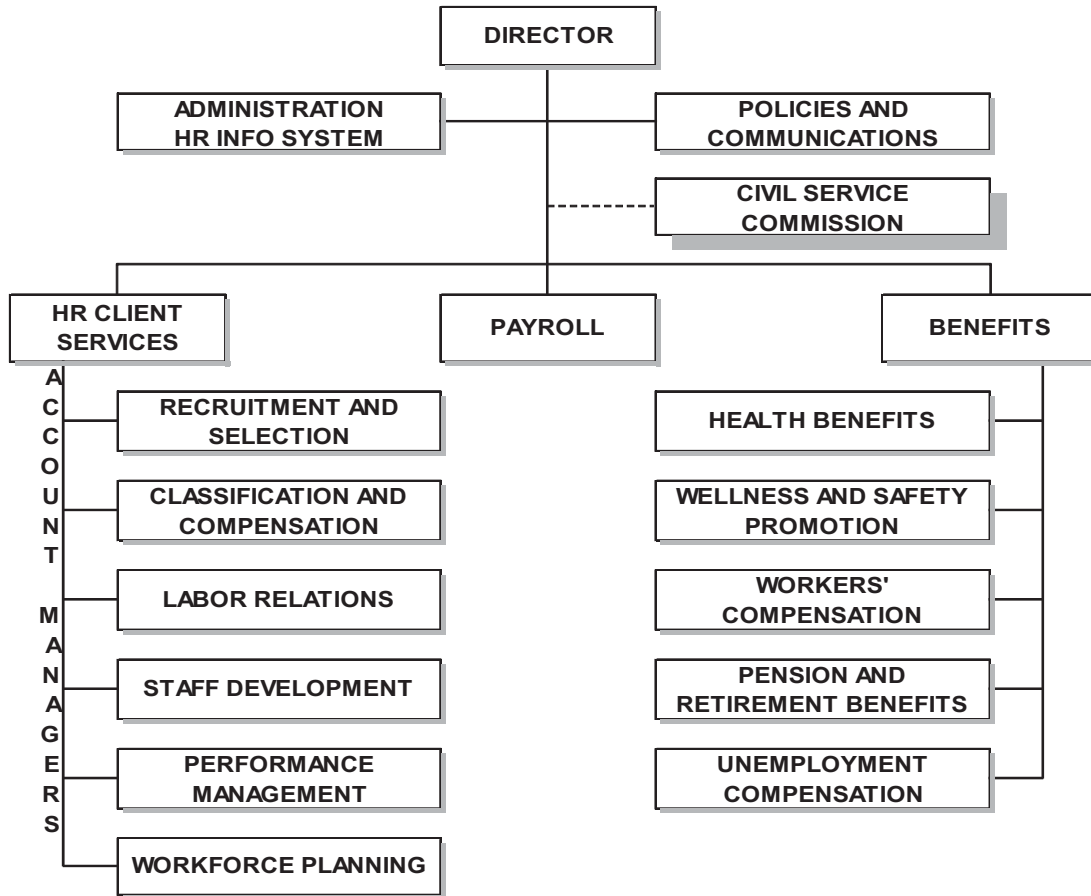
<b>Hearing Examiner Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>
Cases heard	75	84	76	55	54	33

<b>Hearing Examiner Effectiveness</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
% 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%	85%
Average days to issue a decision	New measure in 2006			13.80	10.98	10.48	< 15
Semi-annual reports to Council by: February 15th	New measure in 2005		yes	yes	yes	yes	yes
August 15th			yes	yes	yes	yes	yes

*\*The language was corrected from "close of public hearing" to "the close of the record", which includes time extended for submission of exhibits and briefs and more accurately reflects the timetable. Often times 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.*

This page intentionally left blank.

## HUMAN RESOURCES DEPARTMENT



### Departmental 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.



**Departmental Budget Summary**

Revenues and Other Sources by Type	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<b>Revenues</b>					
Taxes	1,541,703	1,550,545	1,581,050	30,505	2.0%
Intergovernmental	109,301	102,830	112,314	9,484	9.2%
Charges for Services	386,735	485,921	618,777	132,856	27.3%
Miscellaneous	11,647,332	12,765,694	13,133,391	367,697	2.9%
Non-Revenues	72,189	116,051	223,539	107,488	92.6%
<b>Subtotal of Revenues</b>	<b>13,757,260</b>	<b>15,021,041</b>	<b>15,669,071</b>	<b>648,030</b>	<b>4.3%</b>
<b>Other Sources by Fund</b>					
General	959,636	1,074,282	890,160	(184,122)	-17.1%
Unemployment Compensation	54,998	83,175	73,189	(9,986)	-12.0%
Workers Comp Self-Insurance	(203,844)	133,654	183,871	50,217	37.6%
Health Benefits	(146,760)	244,444	225,739	(18,705)	-7.7%
Firefighter Pension and Benefit	(601,035)	1,517,972	(508,636)	(2,026,608)	-133.5%
Police Pension and Benefit	(425,053)	(337,082)	(52,947)	284,135	84.3%
Firefighter's LT Care	(153,633)	-	-	-	--
Police Officer's LT Care	(208,451)	-	-	-	--
<b>Subtotal Reserve Adjustments</b>	<b>(724,142)</b>	<b>2,716,445</b>	<b>811,376</b>	<b>(1,905,069)</b>	<b>-70.1%</b>
<b>TOTAL ALL SOURCES</b>	<b>13,033,118</b>	<b>17,737,486</b>	<b>16,480,447</b>	<b>(1,257,039)</b>	<b>-7.1%</b>

Revenues by Group	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<b>Revenues</b>					
Human Resources Admin	75	-	-	-	--
Human Resources Services	307,443	395,283	509,688	114,405	28.9%
Human Resources Training	13,960	12,000	3,000	(9,000)	-75.0%
HR Payroll Services	67,102	81,638	109,089	27,451	33.6%
Unemployment Benefits Services	15,124	18,509	68,584	50,075	270.5%
Workers Comp Benefits Services	787,526	604,129	582,536	(21,593)	-3.6%
Health Benefits Services	8,928,769	10,071,102	10,910,559	839,457	8.3%
Pension Benefits Services	3,637,261	3,838,380	3,485,615	(352,765)	-9.2%
<b>Subtotal of Revenues</b>	<b>13,757,260</b>	<b>15,021,041</b>	<b>15,669,071</b>	<b>648,030</b>	<b>4.3%</b>

**Significant Revenue Changes**

- The increase in Charges for Services is due to an increase in charges to other departments via the Indirect Cost Allocation Program (ICAP) for HR services
- The Miscellaneous Revenues increase is primarily due to increases in employer and employee contributions for benefits.
- The Non-Revenues increase is due to the interest received on the Interfund Loan made from the Fire Pension Fund to help finance the acquisition of Fire Apparatus.

**Departmental Budget Summary (continued)**

Expenditures by Type	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
Salaries and Benefits	3,353,156	3,771,994	3,958,668	186,674	4.9%
Supplies	125,166	175,716	185,455	9,739	5.5%
Other Services and Charges	9,290,755	11,250,940	12,058,770	807,830	7.2%
Intergovernmental Services	55,587	90,850	70,850	(20,000)	-22.0%
Interfund Charges	197,802	197,986	206,704	8,718	4.4%
<b>Subtotal of Operations</b>	<b>13,022,466</b>	<b>15,487,486</b>	<b>16,480,447</b>	<b>992,961</b>	<b>6.4%</b>
Debt Service	-	2,250,000	-	(2,250,000)	-100.0%
Interfund Transfers	10,652	-	-	-	--
<b>TOTAL EXPENSE</b>	<b>13,033,118</b>	<b>17,737,486</b>	<b>16,480,447</b>	<b>(1,257,039)</b>	<b>-7.1%</b>

<b>TOTAL PAID STAFF</b>	<b>14.4</b>	<b>15.0</b>	<b>14.0</b>	<b>(1.0)</b>	<b>-6.7%</b>
-------------------------	-------------	-------------	-------------	--------------	--------------

Breakdown of Salaries and Benefits	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
City-wide Cost	2,218,071	2,530,000	2,752,100	222,100	8.8%
Human Resources Department	1,135,085	1,241,994	1,206,568	(35,426)	-2.9%
<b>Salaries and Benefits Total</b>	<b>3,353,156</b>	<b>3,771,994</b>	<b>3,958,668</b>	<b>186,674</b>	<b>4.9%</b>

\*Citywide cost is primarily LEOFF retiree benefits, but a small portion is for Unemployment and Medical opt-out payments.

Expenditures by Group	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
Human Resources Admin	356,666	387,815	368,188	(19,627)	-5.1%
Human Resources Services	670,776	805,919	773,155	(32,764)	-4.1%
Human Resources Training	91,148	105,375	101,286	(4,089)	-3.9%
HR Payroll Services	216,119	244,429	248,572	4,143	1.7%
HR Employee Services	13,507	19,665	20,736	1,071	5.4%
Unemployment Benefits Services	70,122	101,684	141,773	40,089	39.4%
Workers Comp Benefits Services	583,682	737,783	766,407	28,624	3.9%
Health Benefits Services	8,782,009	10,315,546	11,136,298	820,752	8.0%
Pension Benefits Services	2,249,089	5,019,270	2,924,032	(2,095,238)	-41.7%
<b>TOTAL EXPENSE</b>	<b>13,033,118</b>	<b>17,737,486</b>	<b>16,480,447</b>	<b>(1,257,039)</b>	<b>-7.1%</b>

**Significant Expenditure Changes**

- Increases in Human Resources Salaries and Benefits include the estimated cost for citywide items such as medical opt-outs, unemployment reimbursement, and pension payments for retired personnel. See Breakdown of Salaries and Benefits Table above for further detail.
- The increase in Other Services and Charges is primarily due to an increase in the cost of medical premiums for City employees.
- The change in Debt Service is for removal of an interfund loan of \$2.25 million budgeted in 2008 from the Fire Pension Fund to the General Fund for the purpose of replacing existing fire fighting apparatus.

## **Departmental Objectives for 2009**

Focus on sustainable workforce initiatives.

1. Negotiate affordable collective bargaining agreements with our five public safety groups. (Council Goals 7 and 8)
2. Conducting external employee health benefits review for efficiencies. (Council Goal 8)
3. Partner in strategic workforce planning (Council Goals 7, 8 and 9)

Complete HRIS Phase I and begin Phase 2. (Council Goal 8)

4. Go live with Payroll and Timekeeping modules.
5. Prepare to implement additional components including Management and Employee Self Service

Emergency Preparedness (Council Goals 7 and 8)

6. Participate in continued planning for workforce communications, staffing and maintenance of pay and benefits during an emergency.

## **Departmental Objectives for 2008 with Accomplishments**

1. Complete, with ITSD, Phase I implementation of new Human Resources Information System (HRIS), including going live with payroll, benefits self-enrollment and timekeeping. (Council Goal 1)

*In partnership with ITSD, Position Control system went "live" July 2008. Payroll "go-live" date deferred to 2009.*

2. Conclude and implement Civil Service rules revisions, including municipal code changes, policy revisions and bargaining unit contract updates. (Council Goal 1)

*Civil Service Rules Revision project to streamline the City's HR business processes was completed December 2008.*

3. Conduct Labor Negotiations with AFSCME 114, AFSCME 114L and Teamsters 231. (Council Goal 1)

*Have pending agreement AFSCME 114. Completed agreements with IAFF Locals 106, 106S and AFSCME 114 L and Teamsters 231.*

4. Plan and train for HR's Citywide Disaster Preparedness Plan. (Council Goal 11)

*Assisted in disaster preparedness planning by training and monitoring certifications.*

5. Focus on strategic recruitment and succession programs by increasing community outreach to potential job applicants and evaluating the pilot career development and tuition reimbursement program. (Council Goal 1)

*Successful implementation of low cost career development and tuition reimbursement programs to aid in future development of our workforce. Initiated "branding" for City of Bellingham employment and new modes of advertising and increasing awareness of careers with the City via Neighborhood Newsletter.*

## Human Resources Department

### Performance/Activity Measures

#### Human Resources Department

Human Resources Department Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Expenditures shown in millions							
Department Operating Exp	\$ 9.239	\$ 10.543	\$ 11.185	\$ 12.362	\$ 13.022	\$ 15.487	\$ 16.480
Debt Service, Capital, Interfund	\$ 2.059	\$ 0.412	\$ 0.302	\$ 0.014	\$ 0.011	\$ 2.250	\$ -
Total Department Expenditures	\$ 11.298	\$ 10.954	\$ 11.487	\$ 12.376	\$ 13.033	\$ 17.737	\$ 16.480
Total Department FTEs	15.5	15.4	14.4	15.0	14.4	15.0	16.0

Human Resources Department Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual
Authorized Regular City Staffing	814	777	780	795	821	849
City Staff per HR FTE	52.5	50.5	54.2	53.0	57.0	56.6
All regular positions, including seasonal parks employees, excluding temporary labor. Note that this is not the same count, by definition, as in the Budgeted Positions List.						

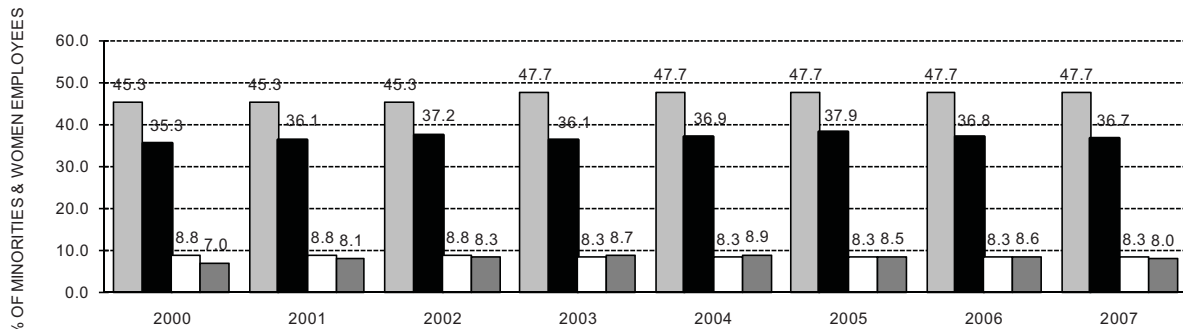
#### Human Resources Services Group

HR Services Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Expenditures shown in millions							
HR Services Group Exp	\$ 0.428	\$ 0.492	\$ 0.484	\$ 0.560	\$ 0.671	\$ 0.806	\$ 0.773

HR Services Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual
Applications for Employment	2,428	1,932	2,205	2,152	2,434	1,845
Clerical applications in the open and continuous pool allow a single application to be counted in multiple selection processes.						
Selection Processes	52	56	78	84	90	67
Includes regular and temporary labor selections.						
Classification actions: job audits	new measure (redefined)			32	41	23

HR Services Group Effectiveness	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual
Turnover Rate	new		7.10%	6.25%	7.25%	5.92%
Citywide Overtime Costs as % Compared to Base Wage	3.31%	3.76%	5.04%	5.57%	5.23%	4.38%

LABOR FORCE DIVERSITY STATISTICS  
LOCAL LABOR MARKET VS CITY OF BELLINGHAM



Local labor market statistics based census data published in Residential Labor Force, Bellingham MSA, Access Washington Workforce Explorer.

□ Labor Mkt/Women ■ COB/Women □ Labor Mkt/Minorities ■ COB/Minorities

**Performance/Activity Measures (continued)**

**Human Resources Payroll Services Group**

<b>Payroll Services Group Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Payroll Services Group Exp	\$ 0.037	\$ 0.048	\$ 0.041	\$ 0.043	\$ 0.091	\$ 0.105	\$ 0.101

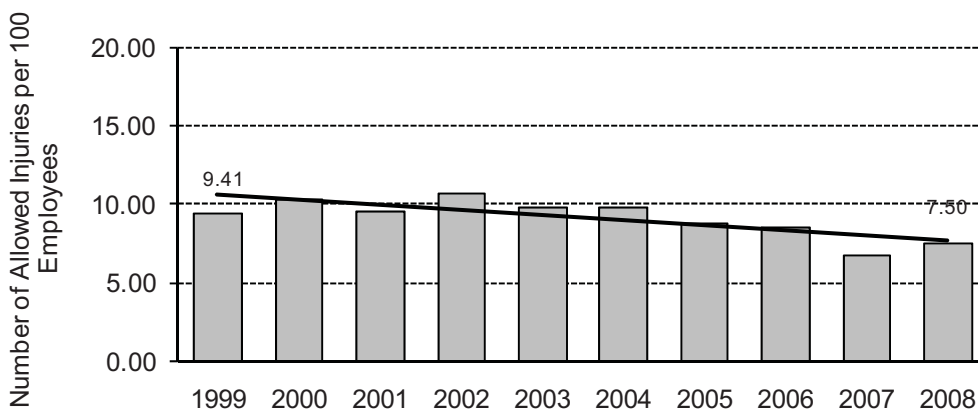
<b>Payroll Services Group Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>
Active Employees Receiving a Paycheck (including temp labor)	968	949	930	947	967	990

**Human Resources Benefits Services Groups (Unemployment, Workers' Comp., Health, and Pension)**

<b>HR Benefits Groups Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Unemployment Benefits Group	\$ 0.091	\$ 0.068	\$ 0.053	\$ 0.069	\$ 0.070	\$ 0.102	\$ 0.142
Workers' Comp Benefits Group	\$ 0.489	\$ 0.533	\$ 0.627	\$ 0.688	\$ 0.584	\$ 0.738	\$ 0.766
Health Benefits Group	\$ 8.098	\$ 7.447	\$ 7.599	\$ 8.140	\$ 8.782	\$ 10.316	\$ 11.136
Pension Benefits Group	\$ 1.571	\$ 1.831	\$ 2.172	\$ 2.290	\$ 2.249	\$ 5.019	\$ 2.924

<b>HR Benefits Groups Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>
Employee Assistance Program Utilization	15.4%	13.0%	14.2%	10.9%	14.0%	20.1%
Allowed Workers' Comp. Claims	74	74	68	65	55	61
Allowed Workers' Compensation Claims per 100 Employees	9.81	9.98	8.73	8.48	6.71	7.50

**CITY OF BELLINGHAM INJURY INCIDENT RATE**



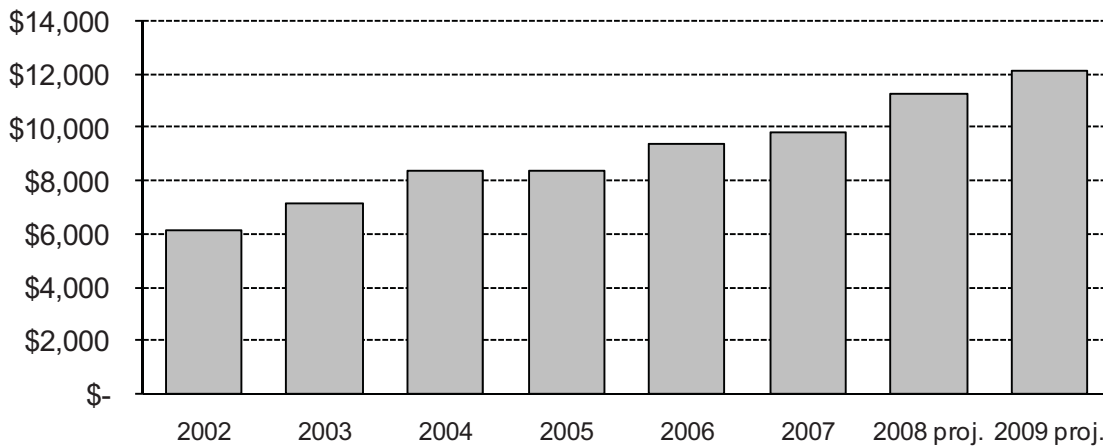
**Performance/Activity Measures (continued)**

**Human Resources Benefits Services Groups (continued)**

HR Benefits Groups Efficiency	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual
Total Benefit Costs as % Compared to Base Wage	28.46%	30.18%	31.90%	33.79%	36.17%	37.73%

The cost per enrollee for health insurance coverage is rapidly rising. This graph represents only the City's cost.

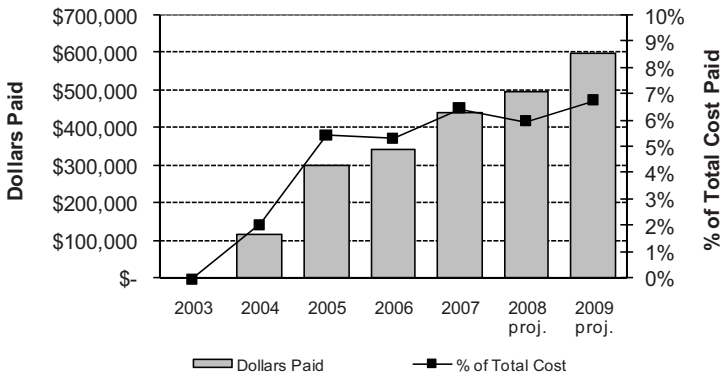
**Average Per Enrollee Annual Cost to the City for Medical, Dental, and Vision Coverage**



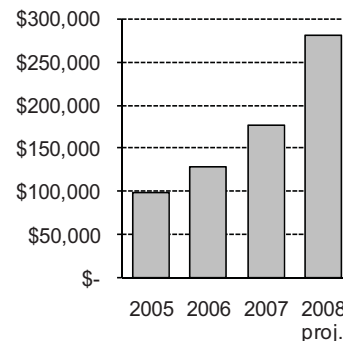
The City has implemented two programs to help offset the rising cost of medical benefits.

- Beginning in 2003, employees are required to pay a portion of their medical premiums. Amounts paid in by employees for premium cost sharing are shown below on the left.
- 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 (premium cost saving less opt out payments) is shown below on the right.

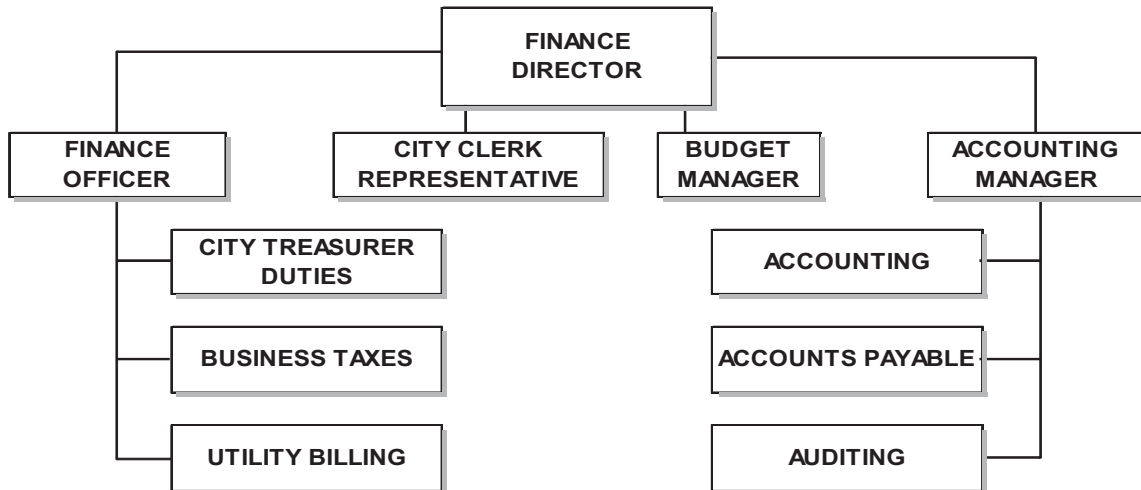
**Employee Paid Medical Premiums - Mandatory Premium Sharing**



**Opt-Out Net Savings**



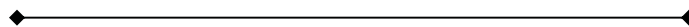
## FINANCE DEPARTMENT



### Departmental Mission

Provide excellent customer service to the public, financial stewardship for the City’s resources and professional financial services to City departments.

As City Clerk, facilitate communication and information sharing between the City and its citizens.



### 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 and financial reporting.

The Finance Director is responsible for the duties of the City Clerk, which include recording minutes of City Council meetings and providing information about the City to the public. As Treasurer, the Finance Director is also responsible for investing City funds and debt management.

**Departmental Budget Summary**

Revenues and Other Sources by Type	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<b>Revenues</b>					
Taxes	370,637	350,000	350,000	-	0.0%
Intergovernmental	-	-	601,036	601,036	--
Charges for Services	1,300,290	1,525,098	1,532,295	7,197	0.5%
Miscellaneous	816,219	369,865	290,728	(79,137)	-21.4%
Other Financing Sources	2,463,639	2,477,572	1,965,525	(512,047)	-20.7%
<b>Subtotal of Revenues</b>	<b>4,950,785</b>	<b>4,722,535</b>	<b>4,739,584</b>	<b>17,049</b>	<b>0.4%</b>
<b>Other Sources by Fund</b>					
General	368,334	674,059	595,411	(78,648)	-11.7%
2001 Fire UTGO Bond	(26,191)	(7,790)	(8,849)	(1,059)	-13.6%
1999 LTGO Bond Redemption	1,450	-	-	-	--
Refunding GO Bonds 1996	15,697	-	-	-	--
Sportsplex Acquisition Debt	(249)	(209)	(176)	33	15.8%
2004 PFD/Civic Field LTGO	814	-	-	-	--
Drake Note	103	-	-	-	--
LID Guaranty	278,185	(33,374)	(9,375)	23,999	71.9%
#1099 Barkley Blvd	1,705	-	-	-	--
#1106 Bakerview Rd	3,979	-	-	-	--
#1107/1108 Telegraph/Barkley	10,938	-	-	-	--
<b>Subtotal Reserve Adjustments</b>	<b>654,765</b>	<b>632,686</b>	<b>577,011</b>	<b>(55,675)</b>	<b>-8.8%</b>
<b>TOTAL ALL SOURCES</b>	<b>5,605,550</b>	<b>5,355,221</b>	<b>5,316,595</b>	<b>(38,626)</b>	<b>-0.7%</b>

Revenues by Group	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<b>Revenues</b>					
Finance Administration	142,133	144,933	147,848	2,915	2.0%
Finance Services	1,067,833	1,284,307	1,289,972	5,665	0.4%
Debt Services	3,740,819	3,293,295	3,301,764	8,469	0.3%
<b>Subtotal of Revenues</b>	<b>4,950,785</b>	<b>4,722,535</b>	<b>4,739,584</b>	<b>17,049</b>	<b>0.4%</b>

**Significant Revenue Changes**

- Intergovernmental revenue increased due to a change in accounting methodology relating to the Public Facilities District. In the 2008 budget, accounting for the Bellingham Whatcom Public Facilities District was transferred from Fund 165 to Fund 965. It is now a discrete component unit instead of a blended component unit, and is required to follow full accrual fund accounting. Transfers are now accounted for as Intergovernmental instead of Other Financing Sources (Interfund Transfers.)
- Miscellaneous revenues are decreasing for investment interest and a contribution to the 1996 GO bond for Roeder Avenue by Georgia Pacific per the agreement.
- Other Financing Sources is the offsetting decrease for the change in accounting methodology for the Public Facilities District.



**Departmental Budget Summary (continued)**

Expenditures by Type	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	1,325,755	1,658,192	1,631,396	(26,796)	-1.6%
<i>Supplies</i>	39,039	49,207	58,022	8,815	17.9%
<i>Other Services and Charges</i>	47,875	205,535	150,753	(54,782)	-26.7%
<i>Intergovernmental Services</i>	104,757	124,854	124,874	20	0.0%
<i>Interfund Charges</i>	60,874	65,511	68,186	2,675	4.1%
<b>Subtotal of Operations</b>	<b>1,578,300</b>	<b>2,103,299</b>	<b>2,033,231</b>	<b>(70,068)</b>	<b>-3.3%</b>
<i>Debt Service</i>	3,727,250	3,251,922	3,283,364	31,442	1.0%
<i>Interfund Transfers</i>	300,000	-	-	-	--
<b>TOTAL EXPENSE</b>	<b>5,605,550</b>	<b>5,355,221</b>	<b>5,316,595</b>	<b>(38,626)</b>	<b>-0.7%</b>

<b>TOTAL PAID STAFF</b>	<b>18.5</b>	<b>21.3</b>	<b>20.3</b>	<b>(1.0)</b>	<b>-4.7%</b>
-------------------------	-------------	-------------	-------------	--------------	--------------

Expenditures by Group	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<i>Finance Administration</i>	265,984	299,305	307,123	7,818	2.6%
<i>Finance Services</i>	1,312,316	1,803,994	1,726,108	(77,886)	-4.3%
<i>Debt Service Administration</i>	4,027,250	3,251,922	3,283,364	31,442	1.0%
<b>TOTAL EXPENSE</b>	<b>5,605,550</b>	<b>5,355,221</b>	<b>5,316,595</b>	<b>(38,626)</b>	<b>-0.7%</b>

**Significant Expenditure Changes**

- The reduction in Other Services and Charges was achieved by reducing professional services, travel, computers, tuition, and repairs and maintenance to minimize the increase in the 2009 budget.
- The 2008 \$264,000 increase in the Finance budgeted expenditures and the 2.8 FTE increase in staff relates to the transfer of the Budget function to the Finance Department from the Executive Department.

**Departmental Objectives for 2009**

1. Develop strategies for integration of financial systems. (Council Goal 8)
2. Develop debt capacity, long range cash flow forecasting. (Council Goals 6 and 8)
3. Implement enhanced budgeting process. (Council Goals 6 and 8)
4. Implement audit expertise to assist in review of citywide programs. (Council Goal 8)
5. Develop standardized business plans for new investments. (Council Goals 6 and 8)
6. Develop waterfront funding plan. (Council Goals 3, 6 and 8)
7. Work with Public Works staff to develop long range capital maintenance plan. (Council Goals 6 and 8)
8. Work with Executive Staff to modify and enhance benchmarking strategies. (Council Goal 6)
9. Develop on-staff financial software expertise. (Council Goal 8)
10. Through cross-training and other means, place one or more backups for every position. (Council Goal 8)
11. Develop expertise on Grants Management within City. (Council Goal 8)
12. Integrate emergency preparedness into staff training. (Council Goal 8)

Continuation of 2008 Objectives:

13. Improve on-line options for utility payment and tax reporting. (Council Goal 8)
14. Implement real time cash receipting integrated with financial applications. (Council Goal 8)
15. Integrate capital project financial project reporting with capital budget tracking. (Council Goals 6 and 8)

**Departmental Objectives for 2008 with Accomplishments**

Finance Services

1. Improve customer service by providing options for business tax reporting and payment and utility account status and payment on the City's website. (Council Goal 1)  
*Not completed due to staffing limitations; Continues as a 2009 Objective.*
2. Implement a new "real-time" cash receipting system that will integrate fully with key financial applications. (Council Goal 1)  
*Not completed due to staffing limitations; Continues as a 2009 Objective.*
3. Analyze current procedures for printing and mailing utility bills and notices and recommend improvements. (Council Goal 1)  
*Analysis has been completed. Costs to implement changes have not been budgeted.*
4. Continue review of departments' cash handling procedures and develop written procedures for each site and a cash handling manual with training for all current and new cash handlers in the City. (Council Goal 1)  
*Review of various city departmental cash handling procedures was completed. Where warranted, revised procedures were drafted and approved.*

Additional Accomplishment:

*Developed and attained certification for Treasury Policy and Procedure Manual.*

Accounting Services

1. Review City's accounting treatment of pensions and Other Post Employment Benefit in light of new Governmental Accounting Standards Board (GASB) accounting pronouncements and actuarial standards. (Council Goal 1)  
*Actuarial work was completed; all notes in the 2007 financial report reflect adoption of GASB standards.*
2. Integrate current Finance efforts to create citywide capital project reporting summary with Budget Capital Project Tracking. (Council Goal 1)  
*Not completed. Effort was not started due to staffing changes within each department. This Objective has been carried forward into the 2009 objectives.*
3. Work with the new City Disaster Preparedness Manager to fully integrate the Accounting Departments' support of City emergency response efforts. (Council Goal 11)  
*Completed. The Finance Director and others on staff participated in an array of EMS training. The Director also participated in citywide analysis of EMS structures and assisted with the development of Administrative disaster response procedures.*
4. Complete financial analysis of annexation requests. (Council Goals 1 and 5)  
*Completed.*

**Departmental Objectives for 2008 with Accomplishments (continued)**

Capital Financing

1. Coordinate Library Bond issue if approved by voters. (Council Goal 6)

*Finance built a summary financial plan for a new library and presented the information to council. Council concluded that this should not be presented to the voters at this time.*

2. Complete waterfront development financing plan for infrastructure identified in Development Agreement with Port of Bellingham. (Council Goal 4)

*Partially completed. Analysis and review to calibrate the assumptions used by the City with those of the Port of Bellingham was completed. The next step which was to build an integrated business plan for both parties was postponed due to disagreement regarding the direction of the development.*

3. Develop Fire Fleet financing plan. (Council Goal 1)

*Completed. A separate inter-fund loan was put into place to fund the upgrading of a significant portion of the fire fleet.*

**Performance/Activity Measures**

**Finance Services Group**

<b>Finance Services Group Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>
Number of Utility accounts per processing staff (4 FTEs)	5,850	5,866	5,976	6,052	6,143	6,189
Business Registrations	8,125	8,490	8,685	8,910	9,200	9,202
Business Tax Returns	20,300	20,780	21,140	21,300	21,600	21,602
Receipts issued per Finance counter staff (2 FTEs)	20,276	20,853	20,106	19,201	20,001	19,476
Invested at 12/31(millions)	\$ 106.7	\$ 118.0	\$ 130.9	\$ 131.7	\$ 157.9	\$ 142.7
Interest Income (millions)	\$ 3.1	\$ 2.6	\$ 3.1	\$ 5.0	\$ 6.7	\$ 6.7

<b>Finance Services Effectiveness</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
Ave # days to close month in G/L excluding yr end			15.0	13.4	14.2	16.3	15.0
Percent of customers on Utility Autopay program	15.0%	16.5%	17.0%	20.4%	22.4%	24.6%	increase or maintain
% of Accounts Payable Invoices paid within 30 days					99.5%	99%	99%
City Bond Rating - Moody's (unlimited/limited tax bonds)	Aa3/A1	Aa3/A1	Aa3/A1	Aa3/A1	Aa3/A1	Aa3/A1	Aa3/A1
Received unqualified State Audit Report for fiscal year	yes	yes	yes	yes	no	not yet known	yes
Consecutive years GFOA Certificate for Excellence in Financial Reporting earned for CAFR	4	5	6	7	8	not yet known	every year
Consecutive years GFOA Distinguished Budget Preparation Award earned	n/a	1	2	3	4	5	every year
Local tax revenues recovered from discovery and audit work (in hundred thousands)	\$ 11.6	\$ 8.5	\$ 14.2	\$ 12.5	\$ 13.5	\$ 18.7	
Investment yield over rolling two year Treasury	-0.22%	0.44%	0.87%	1.04%	0.53%	0.02%	>Treasury

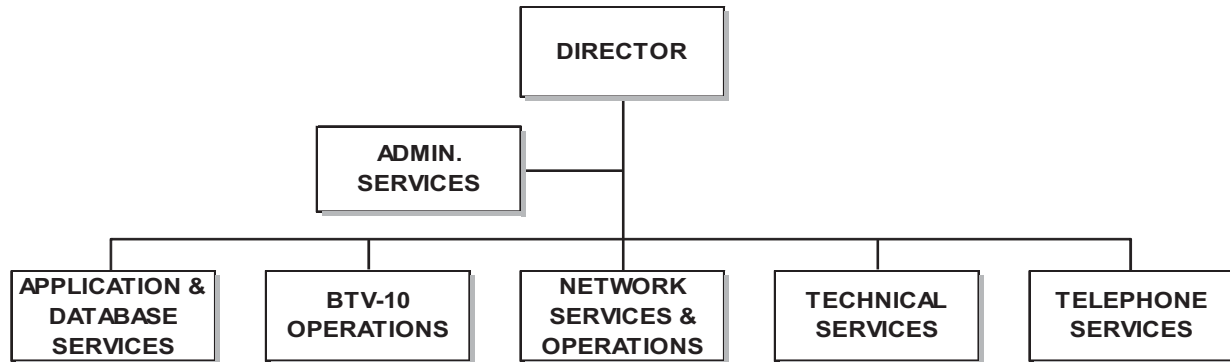
**Debt Service Administration Group**

<b>Debt Service Admin Group Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Budget</b>
<b>GENERAL OBLIGATION DEBT</b>							
Bonds Issued (millions)	\$ -	\$ 20.7	\$ 8.7	\$ -	\$ -	\$ -	unknown
Bonds Redeemed (millions)	\$ 1.0	\$ 2.3	\$ 1.8	\$ 2.1	\$ 2.2	\$ 2.3	\$ 2.3
GO Bonded Debt (millions)	\$ 11.0	\$ 29.4	\$ 36.2	\$ 34.2	\$ 32.0	\$ 29.7	\$ 29.8
Ratio: GO Bond Debt per Capita	\$ 157	\$ 420	\$ 501	\$ 465	\$ 425	\$ 392	\$ 389

*2009 budget column includes proposed Library bond.*

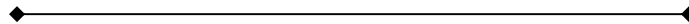
This page intentionally left blank.

## **INFORMATION TECHNOLOGY SERVICES DEPARTMENT**



### **Departmental Mission**

The Mission of the Information Technology Services Department is to 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.

**Departmental Budget Summary**

Revenues and Other Sources by Type	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<b>Revenues</b>					
<i>Licenses and Permits</i>	197,413	195,000	205,000	10,000	5.1%
<i>Intergovernmental</i>	19,200	25,238	29,668	4,430	17.6%
<i>Charges for Services</i>	967,255	920,898	758,853	(162,045)	-17.6%
<i>Miscellaneous</i>	171,866	139,259	115,833	(23,426)	-16.8%
<i>Other Financing Sources</i>	1,656,743	400,000	190,000	(210,000)	-52.5%
<b>Subtotal of Revenues</b>	<b>3,012,477</b>	<b>1,680,395</b>	<b>1,299,354</b>	<b>(381,041)</b>	<b>-22.7%</b>
<b>Other Sources by Fund</b>					
<i>General</i>	1,399,678	1,957,515	1,976,653	19,138	1.0%
<i>Technology Replacement &amp; Reserve</i>	478,238	15,480	648,718	633,238	4090.7%
<i>Telecommunications</i>	(464,851)	35,267	(6,589)	(41,856)	-118.7%
<b>Subtotal Other Sources</b>	<b>1,413,065</b>	<b>2,008,262</b>	<b>2,618,782</b>	<b>610,520</b>	<b>30.4%</b>
<b>TOTAL ALL SOURCES</b>	<b>4,425,542</b>	<b>3,688,657</b>	<b>3,918,136</b>	<b>229,479</b>	<b>6.2%</b>

Revenues by Group	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<b>Revenues</b>					
<i>ITSD Services</i>	1,221,543	1,055,719	688,349	(367,370)	-34.8%
<i>Government Access TV</i>	198,688	197,400	206,200	8,800	4.5%
<i>Telecommunication</i>	1,592,246	427,276	404,805	(22,471)	-5.3%
<b>Subtotal of Revenues</b>	<b>3,012,477</b>	<b>1,680,395</b>	<b>1,299,354</b>	<b>(381,041)</b>	<b>-22.7%</b>

**Significant Revenue Changes**

- The decrease in Charges for Services is primarily due to reductions in ITSD charges to other departments for computer projects and telecommunications.
- The decrease in Other Financing Sources is a reduction in the amount transferred from the General Fund to the Technology Replacement Fund. The reduction was based on the current balance in the Technology Replacement Fund and the anticipated monetary needs for projects in 2009.
- The increase shown in Other Sources by Fund represents increased use of the fund reserve balance in the Technology Replacement & Reserve Fund to pay for citywide equipment purchases and technology projects budgeted for 2009.



**Departmental Budget Summary (continued)**

Expenditures by Type	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
Salaries and Benefits	1,522,945	1,998,627	1,909,316	(89,311)	-4.5%
Supplies	356,439	190,659	183,805	(6,854)	-3.6%
Other Services and Charges	656,991	892,461	821,882	(70,579)	-7.9%
Intergovernmental Services	15,962	11,859	15,857	3,998	33.7%
Interfund Charges	195,092	124,051	132,276	8,225	6.6%
<b>Subtotal of Operations</b>	<b>2,747,429</b>	<b>3,217,657</b>	<b>3,063,136</b>	<b>(154,521)</b>	<b>-4.8%</b>
Capital Outlay	952,243	471,000	855,000	384,000	81.5%
Interfund Transfers	725,870	-	-	-	--
<b>TOTAL EXPENSE</b>	<b>4,425,542</b>	<b>3,688,657</b>	<b>3,918,136</b>	<b>229,479</b>	<b>6.2%</b>

<b>TOTAL PAID STAFF</b>	<b>18.8</b>	<b>25.1</b>	<b>22.1</b>	<b>(3.0)</b>	<b>-12.0%</b>
-------------------------	-------------	-------------	-------------	--------------	---------------

Expenditures by Group	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
ITSD Services	3,120,571	3,015,868	3,295,150	279,282	9.3%
Government Access TV	177,576	210,246	224,770	14,524	6.9%
Telecommunication	1,127,395	462,543	398,216	(64,327)	-13.9%
<b>TOTAL EXPENSE</b>	<b>4,425,542</b>	<b>3,688,657</b>	<b>3,918,136</b>	<b>229,479</b>	<b>6.2%</b>

**Significant Expenditure Changes**

- The decrease in Other Services was achieved by reducing professional services, travel, computers, tuition, and repairs and maintenance to minimize the increase in the 2009 budget.
- The increase in Capital Outlay reflects numerous citywide equipment purchases and technology projects including: \$370,000 for Network infrastructure (servers, core switches, etc.), \$150,000 for computer application projects, and \$150,000 for an Enterprise Document Management System.
- Salaries and Benefits expenditures are reduced due to elimination of three positions.

ITSD Expenditures by Fund then by Group	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent

<b>General Fund</b>					
Government Access TV	177,576	210,246	224,770	14,524	6.9%
ITSD Services	1,973,397	2,497,186	2,364,150	(133,036)	-5.3%
<b>General Fund Total</b>	<b>2,150,973</b>	<b>2,707,432</b>	<b>2,588,920</b>	<b>(118,512)</b>	<b>-4.4%</b>

<b>Technology Replacement &amp; Reserve Fund</b>					
ITSD Services	1,147,174	518,682	931,000	412,318	79.5%
<b>Technology Repl. Fund Total</b>	<b>1,147,174</b>	<b>518,682</b>	<b>931,000</b>	<b>412,318</b>	<b>79.5%</b>

<b>Telecommunication Fund</b>					
Telecommunication	1,127,395	462,543	398,216	(64,327)	-13.9%
<b>Telecommunication Fund Total</b>	<b>1,127,395</b>	<b>462,543</b>	<b>398,216</b>	<b>(64,327)</b>	<b>-13.9%</b>

**Departmental Objectives for 2009**

1. Comcast Franchise Agreement - begin research efforts related to Comcast franchise agreement renewal processes to take place in early 2010. Current agreement expires February 2011. (Council Goal 8)
2. Digital Electronic Records Preservation - Work with the Information Technology and Legal departments to develop requirements for managing records with archival value particularly for e-mail and web site records, and to develop strategies for consideration and/or implementation per the Washington Administrative Code (WAC). (Council Goal 8)
3. HR/Payroll Project Phase I & II - Go live on HR/Payroll System for payroll and timesheet processing. Prepare to implement additional components of new HR/Payroll system including Management & Employee self-service. (Council Goal 8)
4. Museum Technology - install technology infrastructure and provide assistance in acquisition and implementation of software systems needed to support expanded museum operations. (Council Goal 8)
5. Network servers - Migrate toward virtual server environment to reduce server costs and power consumption over time. (Council Goal 8)
6. Network Core Switch Replacement - Replace core network switches at end of life. These network switches provide basic transport routing for data and phone communications throughout the City. (Council Goal 8)

**Departmental Objectives for 2008 *with Accomplishments***

1. BTV10 Equipment improvements – Make equipment improvements to enhance studio and field production capabilities. Invest in equipment to improve station production work, field production, and alternative site production. (Council Goal 9)  
*Completed. Equipment replacements and “live” cablecast.*
2. Emergency Operations Center (EOC) software – Partner with Emergency Management on the implementation of WebEOC to enhance communications and tracking of information in the event of an emergency. (Council Goal 11)  
*Emergency Operations Toolkit completed.*
3. HR/Payroll System Implementation – Substantially conclude Phase I implementation, including going live on payroll, benefits self-enrollment, and timekeeping components of the High Line system. (Council Goal 1)  
*Live on position control. Payroll deferred.*
4. Office 2007 – Deploy Microsoft Office 2007 to City departments, along with a basic training program for employees. (Council Goal 1)  
*Completed.*

**Departmental Objectives for 2008 with Accomplishments (continued)**

5. Service Desk – Provide employees with a service desk as a single point of contact for departments to access I.T. Services. Service desk will include deployment of tracking system used to ensure follow-up and measurement of all service desk contacts. (Council Goal 1)

*Completed. Tracking system is in place.*

6. Telephone systems replacement and transition to new telephone numbers – Continue transition to new telephone systems and carrier services. Revise and improve internal billing practices related to new telephone services. (Council Goal 1)

*Completed on time and well under budget.*

7. Utility billing online payments and telephone balance inquiry – Upgrade Utility billing system to provide the public with web based balance inquiry and bill payment services, and a telephone balance inquiry service. (Council Goal 1)

*Not Initiated due to insufficient staff resources.*

8. Wireless Network Services – Make wireless network access available to employees and wireless Internet services available to the public in key meeting and conference rooms throughout the City; update the I.T. security policy to reflect requirements for employee access from City-owned equipment.

Locations will include City Hall Council Chambers and key conference rooms, Municipal Court meeting rooms, and Emergency Operations Center. (Council Goals 1 and 11)

*Completed on time and within budget. Connections average 1,700 per month.*

**Additional Accomplishments:**

*Server replacements completed on time and within budget.*

*Budget development software upgraded on time and within budget.*

*Cashiering system upgraded on time and within budget.*

## Information Technology Services Department

### Performance/Activity Measures

#### Information Technology Services Department

IT Services Department Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Expenditures shown in millions							
Department Operating Exp	\$ 1.990	\$ 1.895	\$ 1.882	\$ 2.083	\$ 2.747	\$ 3.218	\$ 3.063
Debt Service, Capital, Interfund	\$ 0.312	\$ 0.215	\$ 0.123	\$ 0.368	\$ 1.678	\$ 0.471	\$ 0.855
Total Department Expenditures	\$ 2.301	\$ 2.110	\$ 2.005	\$ 2.451	\$ 4.426	\$ 3.689	\$ 3.918
Total Department FTEs	14.9	15.0	15.5	16.0	18.8	25.1	22.1

In each of the years 2007 and 2008, 2 existing FTEs (total of 4) were transferred to ITSD from other departments. This action was part of a planned effort to centralize day-to-day technical staff resources.

#### Information Technology Services Group

Information Technology Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Expenditures shown in millions							
IT Services Group Exp	\$ 1.775	\$ 1.653	\$ 1.546	\$ 1.927	\$ 3.121	\$ 3.016	\$ 3.295

Information Technology Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual
k = thousands, M = Millions						
# of PCs in the organization				819*	894*	937
*2006 data corrected, 2007 increase due to inclusion of mobile data computers not counted previously						
% of PCs over 4 years old				7%	13%	5%
<b>Service Desk</b>						
# of Service Desk contacts / tickets received per month						560
<b>Network Profile</b>						
City-wide Network Hosts	39	47	54	67	83	86
Gigabytes of Data Stored	485	650	1,650	3,200	5,000	6,930
%Increase in Data stored over previous year		34%	154%	94%	56%	39%
#Network Sites - staffed work sites with network connectivity				36	37	36
<b>Website</b>						
Web site activity basis (including history) changed for all measures to eliminate web traffic generated by automated processes such as "spider" software that indexes web sites for search engines.						
Use of website and of streaming media presented is outside of the Internal Network.						
# of unique visitors		187k	246k	293k	340k	360k
%Increase in unique visitors over prior year			31%	19%	16%	6%
# of visits (sessions)		485k	665k	776k	848k	934k
# of pages viewed		3.0M	4.1M	5.3M	5.9M	6.8M
# of hours streaming video was viewed				170	420	442
# of unique visitors who viewed streaming video				673	2,233	3,242
# of audio files downloaded				560	4,982	8,564
<b>Use of Technical Facilities</b>						
Number of training day/events taught in I.T. Training Room			85	95	190	98

**Performance/Activity Measures (continued)**

**Information Technology Services Group (continued)**

<b>Information Technology Group Effectiveness</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
<b>PC and Tech Services</b>							
% PC purchases made via cost-effective bulk purchase & deployment program				54%	83%	78%	80%
<b>Service Desk</b>							
% High priority telephone tickets (both trouble tickets and service requests) closed within 1 hour of receipt						62%	60%
% High priority telephone tickets closed within same business day						87%	80%
% Total trouble tickets closed within 2 business days						84%	
% Total service requests closed within 2 business days						80%	
<b>Website</b>							
% of Parks and Recreation registrations completed on line			11%	18%	18%	21%	Increase

The City conducts a biennial service priorities and customer satisfaction survey. In 2004 and 2006, the survey was limited to registered voters in Bellingham. In 2008, the survey population included residents of Bellingham without requiring that they be registered to vote. Complete survey results can be found at [www.cob.org/government/public/opinion/index.aspx](http://www.cob.org/government/public/opinion/index.aspx).

<b>Website Survey Results</b>	<b>2004 Actual</b>	<b>2006 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>	<b>Comments</b>
% Surveyed citizens who have heard of the City web site		53%	54%	Maintain or Increase	2006 (voters) 2008 (residents)
% Surveyed <u>voters</u> who visit weekly or more		10%		Maintain or Increase	
% Surveyed <u>voters</u> who visit monthly or more		25%		Maintain or Increase	
% Surveyed <u>residents</u> who visit weekly or more			8%	Maintain or Increase	
% Surveyed <u>residents</u> who visit monthly or more			23%	Maintain or Increase	

**Performance/Activity Measures (continued)**

**Government Access TV (BTV) Group**

<b>Government Access TB Group Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Government Access TV Grp Exp	\$ 0.063	\$ 0.090	\$ 0.127	\$ 0.159	\$ 0.178	\$ 0.210	\$ 0.225

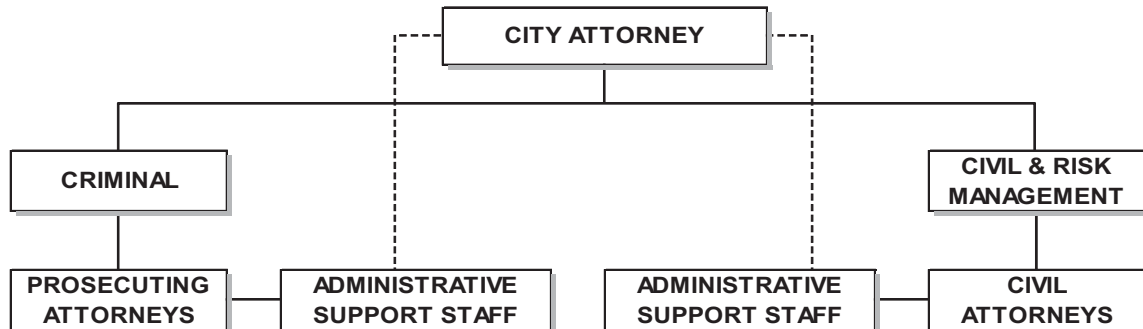
<b>Government Access TV Group Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>
# Comcast subscribers in City limits		21,599	21,471	27,252	27,680	not yet available
# Meetings filmed and aired				85	71	102

<b>Government Access TV Group Effectiveness</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
# BTV10 program instances that did not run as scheduled				4	14	3	0

The City conducts a biennial service priorities and customer satisfaction survey. In 2004 and 2006, the survey was limited to registered voters in Bellingham. In 2008, the survey population included residents of Bellingham without requiring that they be registered to vote. Complete survey results can be found at [www.cob.org/government/public/opinion/index.aspx](http://www.cob.org/government/public/opinion/index.aspx).

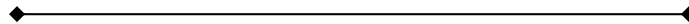
<b>BTV Survey Results</b>	<b>2004 Actual</b>	<b>2006 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>	<b>Comments</b>
%Surveyed citizens who have heard of BTV10		72%	70%	Maintain or Increase	2006 (voters) 2008 (residents)
%Surveyed voters who watch BTV10 at least once per week		25%		Maintain or Increase	
%Surveyed residents who watch BTV10 at least once per week			19%	Maintain or Increase	

## LEGAL DEPARTMENT



### Departmental 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.

**Departmental Budget Summary**

Revenues and Other Sources by Type	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<b>Revenues</b>					
<i>Intergovernmental</i>	23,434	8,175	6,147	(2,028)	-24.8%
<i>Charges for Services</i>	406,977	254,667	238,813	(15,854)	-6.2%
<i>Fines and Forfeits</i>	74,249	61,735	61,735	-	0.0%
<i>Miscellaneous</i>	2,385,164	1,118,176	1,090,832	(27,344)	-2.4%
<i>Non-Revenues</i>	5,997	8,316	146,025	137,709	1656.0%
<b>Subtotal of Revenues</b>	<b>2,895,821</b>	<b>1,451,069</b>	<b>1,543,552</b>	<b>92,483</b>	<b>6.4%</b>
<b>Other Sources by Fund</b>					
<i>General</i>	(682,484)	1,105,913	1,236,776	130,863	11.8%
<i>Claims Litigation</i>	(72,904)	(92,958)	(149,382)	(56,424)	60.7%
<b>Subtotal Reserve Adjustments</b>	<b>(755,388)</b>	<b>1,012,955</b>	<b>1,087,394</b>	<b>74,439</b>	<b>7.3%</b>
<b>TOTAL ALL SOURCES</b>	<b>2,140,433</b>	<b>2,464,024</b>	<b>2,630,946</b>	<b>166,922</b>	<b>6.8%</b>

Revenues by Group	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<b>Revenues</b>					
<i>Legal</i>	242,484	334,884	345,216	10,332	3.1%
<i>Legal Services</i>	1,952,740	325,452	307,570	(17,882)	-5.5%
<i>Claims, Litigation &amp; Insurance</i>	700,597	790,733	890,766	100,033	12.7%
<b>Subtotal of Revenues</b>	<b>2,895,821</b>	<b>1,451,069</b>	<b>1,543,552</b>	<b>92,483</b>	<b>6.4%</b>

**Significant Revenue Changes**

- The decrease in Charges for Services is related to a decrease in Indirect Cost Allocation Program (ICAP) revenues for the Legal Services Group.
- The decrease in Miscellaneous Revenues reflects a decrease in the amount of interest received in the Claims & Litigation Fund. There is a corresponding increase in Non-Revenues for the payment of principal on a note that is due in December 2009.



**Departmental Budget Summary (continued)**

Expenditures by Type	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<i>Salaries and Benefits</i>	1,080,910	1,215,771	1,263,826	48,055	4.0%
<i>Supplies</i>	30,331	30,309	26,211	(4,098)	-13.5%
<i>Other Services and Charges</i>	678,183	833,378	1,058,154	224,776	27.0%
<i>Interfund Charges</i>	351,009	384,566	282,755	(101,811)	-26.5%
<b>TOTAL EXPENSE</b>	<b>2,140,433</b>	<b>2,464,024</b>	<b>2,630,946</b>	<b>166,922</b>	<b>6.8%</b>

<b>TOTAL PAID STAFF</b>	<b>11.7</b>	<b>12.4</b>	<b>12.4</b>	<b>0.0</b>	<b>0.0%</b>
-------------------------	-------------	-------------	-------------	------------	-------------

Expenditures by Group	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<i>Legal Services</i>	1,236,259	1,357,266	1,449,476	92,210	6.8%
<i>Claims, Litigation &amp; Insurance</i>	904,174	1,106,758	1,181,470	74,712	6.8%
<b>TOTAL EXPENSE</b>	<b>2,140,433</b>	<b>2,464,024</b>	<b>2,630,946</b>	<b>166,922</b>	<b>6.8%</b>

**Significant Expenditure Changes**

- The increase in Other Services and Charges is due to increases in Special Legal Services for ongoing environmental cleanup negotiations and for outside counsel for pending litigation.
- The decrease in Interfund Charges is due to a change in accounting methodology for salary reimbursement within the Claims & Litigation Fund and the legal department.

**Departmental Objectives for 2009**

1. Provide legal support for Lake Whatcom reservoir water quality protection initiatives as directed by Council and Mayor. (Council Goals 1 and 9)
2. Assist and provide legal support in overall project management of the Waterfront District Redevelopment. (Council Goal 3)
3. Continue to provide legal support to the greenways acquisition and watershed acquisition and maintenance programs. (Council Goals 1 and 9)
4. Provide legal support as needed for Bellingham Public Development Authority.
5. Provide legal review of City's updates to land use plans. (Council Goals 2, 4 and 5)
6. Provide legal services to City departments, the Mayor, and City Council as directed. (ALL Council Goals)

**Departmental Objectives for 2008 *with Accomplishments***

No specific non-routine objectives to list for 2008.

**Additional Accomplishments:**

Assisted Planning & Community Development in Old Town Subarea Plan and NW Recycling Development Agreement.

Negotiated agreement with PSE for cost-sharing for Boulevard Park remediation.

Assisted in formation of Bellingham Public Development Authority.

Assisted in property acquisitions of approximately 50 acres of park land / open space; 12 acres of watershed stream protection, with closing in 2008 pending on 97 acres.

Litigation: City resolved 8 tort lawsuits; 7 with in-house counsel; 1 with outside co-counsel.

Ongoing resolution of significant damage claims.

Provided legal representation on Urban Growth Area issues.

Assisted in settlement of DNR landscape management case.

Provided legal representation on Lake Whatcom Watershed Issues.

**Performance/Activity Measures**

**Legal Department**

<b>Legal Department Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in hundred thousands							
Department Operating Exp	\$ 1.637	\$ 2.045	\$ 1.726	\$ 2.486	\$ 2.140	\$ 2.464	\$ 2.631
Debt Service, Capital, Interfund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Department Expenditures	\$ 1.637	\$ 2.045	\$ 1.726	\$ 2.486	\$ 2.140	\$ 2.464	\$ 2.631
Total Department FTEs	9.6	9.8	11.0	11.3	11.7	12.4	12.4

**Legal Services Group**

<b>Legal Services Group Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Legal Services Group Exp	\$ 0.893	\$ 0.927	\$ 0.994	\$ 1.122	\$ 1.236	\$ 1.357	\$ 1.449

<b>Legal Services Group Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>
Criminal Filings	4,183	4,015	3,552	3,809	4,138	3,860
Filings per Criminal Attorney	new measure in 2006			1,360	1,379	1,287
Cost per hour for Legal Department services	\$ 59	\$ 62	\$ 47	\$ 60	\$ 62	\$ 69
Average hourly rate of outside counsel	\$ 203	\$ 182	\$ 197	\$ 300	\$ 282	\$ 274
Percent of overall budget for outside counsel	new measure in 2006			8%	2%	7%
Attorneys (FTE's)	5.7	5.8	7.0	7.8	7.3	7.8
City employees (FTE's) per Attorney	152.2	143.3	116.1	106.9	122.4	117.5

*Actual staff counts for 2008 are not gathered prior to the budget document being published, so budgeted numbers are used.*

*Outside counsel are normally employed where the services of a specialist are required.*

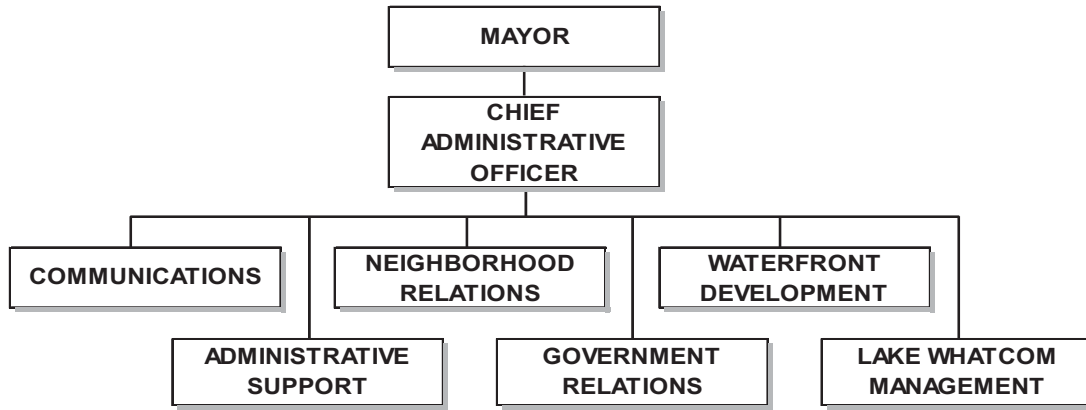
**Claims, Litigation and Insurance Group**

<b>Claims Litigation &amp; Insurance Group Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in hundred thousands							
Claims Litigation & Ins Grp Exp	\$ 0.743	\$ 1.118	\$ 0.732	\$ 1.365	\$ 0.904	\$ 1.107	\$ 1.181

<b>Claims Litigation &amp; Insurance Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>
Claims filed	93	70	54	46	62	60
Amount paid for claims	\$ 135,646	\$ 506,404	\$ 132,075	\$ 523,740	\$ 105,832	\$ 352,566

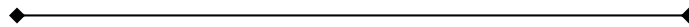
This page intentionally left blank.

## 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.

**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.

## Departmental Budget Summary

Revenues and Other Sources by Type	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<b>Revenues</b>					
<i>Intergovernmental</i>	-	250,000	-	(250,000)	-100.0%
<i>Charges for Services</i>	529,193	431,055	415,956	(15,099)	-3.5%
<i>Miscellaneous</i>	46,443	-	19,751	19,751	--
<i>Other Financing Sources</i>	603,548	261,000	157,000	(104,000)	-39.8%
<b>Subtotal of Revenues</b>	<b>1,179,184</b>	<b>942,055</b>	<b>592,707</b>	<b>(349,348)</b>	<b>-37.1%</b>
<b>Other Sources by Fund</b>					
<i>General</i>	1,030,720	2,082,040	1,574,196	(507,844)	-24.4%
<i>1st 1/4% Real Estate Excise Tax</i>	(41,193)	-	(19,751)	(19,751)	--
<b>Subtotal Other Sources</b>	<b>989,527</b>	<b>2,082,040</b>	<b>1,554,445</b>	<b>(527,595)</b>	<b>-25.3%</b>
<b>TOTAL ALL SOURCES</b>	<b>2,168,711</b>	<b>3,024,095</b>	<b>2,147,152</b>	<b>(876,943)</b>	<b>-29.0%</b>

Revenues by Group	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<b>Revenues</b>					
<i>Executive Management</i>	534,443	431,055	415,956	(15,099)	-3.5%
<i>Waterfront Project</i>	644,741	11,000	26,751	15,751	143.2%
<i>Lake Whatcom Management</i>	-	500,000	150,000	(350,000)	-70.0%
<b>Subtotal of Revenues</b>	<b>1,179,184</b>	<b>942,055</b>	<b>592,707</b>	<b>(349,348)</b>	<b>-37.1%</b>

## Significant Revenue Changes

- Intergovernmental Revenues were anticipated to be received from Whatcom County in 2008 to share the costs of a new Lake Whatcom Watershed Management program.
- The City has set-aside \$150,000 in 2009 for its own Lake Whatcom watershed initiative.
- Other Financing Sources is the anticipated contributions from the Water Fund to fund the costs of a new Lake Whatcom Watershed Management program in the amount of \$150,000 and the cost of the Waterfront Development project in the amount of \$7,000.

**Departmental Budget Summary (continued)**

Expenditures by Type	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
Salaries and Benefits	1,052,057	1,166,077	887,043	(279,034)	-23.9%
Supplies	34,622	54,046	48,342	(5,704)	-10.6%
Other Services and Charges	241,522	904,819	842,961	(61,858)	-6.8%
Intergovernmental Services	773,527	855,877	326,177	(529,700)	-61.9%
Interfund Charges	42,004	43,276	42,629	(647)	-1.5%
<b>Subtotal of Operations</b>	<b>2,143,732</b>	<b>3,024,095</b>	<b>2,147,152</b>	<b>(876,943)</b>	<b>-29.0%</b>
Capital Outlay	24,979	-	-	-	--
<b>TOTAL EXPENSE</b>	<b>2,168,711</b>	<b>3,024,095</b>	<b>2,147,152</b>	<b>(876,943)</b>	<b>-29.0%</b>

<b>TOTAL PAID STAFF</b>	<b>11.0</b>	<b>12.4</b>	<b>9.0</b>	<b>(3.4)</b>	<b>-27.3%</b>
-------------------------	-------------	-------------	------------	--------------	---------------

Expenditures by Group	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
Executive Management	1,119,239	1,314,382	1,232,955	(81,427)	-6.2%
Waterfront Project	1,049,472	1,209,713	764,197	(445,516)	-36.8%
Lake Whatcom Management	-	500,000	150,000	(350,000)	-70.0%
<b>TOTAL EXPENSE</b>	<b>2,168,711</b>	<b>3,024,095</b>	<b>2,147,152</b>	<b>(876,943)</b>	<b>-29.0%</b>

**Significant Expenditure Changes**

- A cumulative total of up to \$6,000 is available, as approved, for Sister Cities relationship maintenance and commemorations in the Executive's Other Services and Charges expenditures.
- \$500,000 of prior Executive Department expenses are now reflected in the Bellingham Public Development Authority (and offsetting revenues) budget, which becomes a separate cost center in the budget
- The Lake Whatcom Watershed Management program is being modified from 4 FTEs to 1 possible FTE. These resources are in addition to other City efforts on behalf of the watershed.
- The Intergovernmental Expense line includes a decrease of \$350,000 for the Lake Whatcom Management Program and to pay for the Park Impact Fee waiver that was granted to the Bellingham Housing Authority for their Walton project. Impact Fees were waived for phase 1 in 2008 and it is anticipated that phase II of the project will require an additional \$180,000 of impact fee waivers in 2009. The Growth Management Act requires park impact fees to be paid from other sources when waived for low income housing.



**Departmental Objectives for 2009**

1. Based on public input and community vision, collaborate with Council, city departments and the Bellingham Public Development Authority to obtain approval of an identified hybrid master plan for waterfront development and generate an execution work plan for City responsibilities contained within the approved master plan. (Council Goal 3)
  - Execute a development outreach/marketing plan for city-owned properties in the waterfront district
  - Provide regular updates to the City Council and other stakeholder groups on progress toward the master plan and garner input, as appropriate
  - Coordination with local delegation to obtain relevant state and federal funding
  - Collaborate on strategic and tactical plans with Public Development Authority board and personnel, inclusive of any early action project execution
  - Examine feasibility of public or private-public municipal service buildings within the master plan, inclusive of WWU and City operation centers
2. Continue implementation of recommendations from the 2007 business survey and economic development strategic planning process. (Council Goals 3, 4 and 9)
3. Increase public participation and improve integration and timing of Council priority setting, citywide strategic planning, budgeting and then initiate implementation of a City performance measurement system based on Council goals. (Council Goal 6)
  - Continue examination of other cities' models for using public input to establish budget priorities, evaluate service performance and report progress to their communities.
  - Evaluate citywide use of public opinion surveying and establish citywide policies/procedures to guide these efforts.
  - Launch and staff Long-term Fiscal Stability Task Force.
4. Initiate at least one "triple bottom line" strategic initiative that enhances environmental, economic, human capital development for the City's residents. (Council Goals 3, 4 and 9)
  - Further develop plans for Council and Library Board consideration regarding a hybrid or mixed use central library location.
  - Collaborate on a potential county-wide "Thrive by Five" initiative with area school districts, smaller cities and non-profit partners.
  - Launch a public-private Sustainability Strategies Council to evaluate and execute as feasible: a sustainable business/green jobs campaign, a collaborative business incubator to start-ups that could eventually produce "middle-income" green jobs and other development strategies.

**Departmental Objectives for 2009 (continued)**

5. Maintain and improve neighborhood relations and association operations. (Council Goals 2, 3, 4, 5, 6 and 9)
  - Provide responsive neighborhood services staffing to enrich City-neighborhood relations.
  - Produce a neighborhood newsletter monthly.
  - Provide liability insurance coverage for volunteers in neighborhood leadership positions.
  - Provide training and workshops for neighborhood capacity building, inclusive of but not limited to bylaws development, meeting facilitation, surveys, conflict resolution, communication plans, etc.
  - Transfer "Small & Simple Grants" program from Community Development to the Executive Office and implement:
    - Mayor's Healthy Neighborhoods Initiative to build partnerships between associations, schools, non-profits, and businesses;
    - 2009 Community-based special events that benefit the community
  
6. Develop and maintain systems and strategies that support timely, accurate communications and effective public involvement. (Council Goal 8)
  - Identify and implement organizational best practices to support effective communications citywide.
  - Respond to priority communications needs.
  - Provide communications and public involvement training to staff, as per priorities identified in various evaluation efforts.
  - Maintain and improve city website, news release distribution and related electronic communications systems, in collaboration with Information Technology Services Department.
  - Maintain and improve electronic communications systems, in collaboration with Information Technology Services Department.
  - Produce "Inside Bellingham" and other television programs that highlight city goals, priorities and accomplishments, in collaboration with Information Technology Services Department.

**Departmental Objectives for 2008 with Accomplishments**

1. Coordinate a team building training workshop to help the new Council, new Mayor and Department Heads (current and new) all work together effectively. (All Council Goals)  
*A spring and fall retreat was conducted with the Council to set goals, study Council and executive management stylistic similarities/differences, examine past and desired processes/protocols as well as norm out working relationships.*
2. Implement recommendations that are developed through the 2007 business survey and economic development strategic planning process. (Council Goal 8)  
*Increased dialogue with business sector and included them in community disaster preparedness planning and training, as recommended from the 2007 business survey.*  
*Established regular meetings with business group liaisons to assure familiarity with concerns and needs, plus facilitate problem solving.*
3. Provide leadership and coordination for a City team charged with minimizing disruptive tenant issues and provide quarterly progress reports to the City Council. (Council Goals 1, 3, 5 and 9)  
*Worked with Council on minimizing disruptive tenant issues by redirecting litter patrol officer toward broader enforcement; also collaborated on crafting 2009 initiatives toward this end.*
4. Complete a plan for City facilities (City Hall, Library, Public Works Annex, Police Dept, etc.) that specifies funding and timing for all facility improvements. (Council Goals 1, 6, 8 and 10)  
*Completed the City facility needs and improvements plan. Prepared for early 2009 work session with Council on the topic.*
5. Fully implement the public involvement action plan developed in 2007. (All Council Goals)  
*Further executed public involvement action plan by examining the Portland Model and conducting a revised biennial citizen survey on services and priorities. Results of the survey were reported to Council in fall '08 and utilized in the drafting of the 2009 operating budget.*  
*Launched neighborhood services section on city web site.*  
*Launched neighborhood association leadership trainings.*
6. Implement Council adopted Countywide Housing Affordability Task Force recommendations. (Council Goals 3, 4, 5, 8 and 10)  
*Though behind schedule, the CHAT concluded its work in early fall of '08. The report was the subject of a public hearing before Council and is being used for 2009 and beyond planning.*
7. Continue to pursue State and federal funds for development of infrastructure for the Waterfront Redevelopment project and for other City projects and programs. (All Council Goals)  
*In addition to routine grant application submissions, developed legislative strategy and projects list for the State biennium budget session slated to begin in January 2009 and for federal stimulus package plus regular federal budget processes.*  
*Conducted ongoing briefings with both State and Federal delegation members.*

**Departmental Objectives for 2008 with Accomplishments (continued)**

8. Work with Whatcom County to implement a unified Lake Whatcom Watershed Management structure. (Council Goal 2)

*Partnered with Council to take strong action on Lake Whatcom protection in the form of a City moratorium on permitting and specified development activities. Both Council and administration carried on planning and strategy sessions with County stakeholders, even though jointly funded positions were not created due to County funding concerns. Increased land acquisitions both inside and outside the City's boundaries. Both City and County public works teams made incremental improvements in storm water management.*

9. Complete the Waterfront Redevelopment Master Plan and adopt a development agreement with the Port of Bellingham. (Council Goal 4)

*Moved closer to a complete Waterfront Development Master Plan and instigated additional public input avenues for this once-per-century community opportunity.*

*Moved closer to a complete Waterfront Development Master Plan and instigated additional public input avenues for this once-per-century community opportunity. Majority of plan elements of a plan agreed to with Port of Bellingham. Various ongoing third party efforts are aimed at residual issues. Staff worked with Council to determine its process for weighing in on the planning process, which is expected to stretch into early 2009.*

*Formed the Bellingham Public Development Authority, which will assist with the development of City-owned property on or adjacent to the waterfront.*

*Successfully negotiated with Burlington Northern Railroad for relocation of site-relevant tracks and obtained federal funding to assist with the relocation.*

*Teamed with Port staff on application to compete for the siting of NOAA's operations.*

10. Work with the Planning Department and the Neighborhoods to develop the plans for at least three urban centers. (Council Goals 5 and 8)

*Convened and concluded the code and Character Task Force, which helped inform Planning Academy II.*

*Behind the leadership of PCD and neighborhood representatives, the Old Town/Lettered Streets plan was completed and approved by Council.*

*Similarly, launched planning efforts to redesign Samish Way as an urban center through innovative, collaborative strategies between businesses, residents, and government.*

*Laid the groundwork for James Street / Bakerview urban village and waterfront redevelopment design features that safeguard urban center dynamics.*

*Continued efforts with Cordata/Guide Meridian neighborhood.*

11. Increase participation in Map Your Neighborhood (disaster preparedness). (Council Goals 1, 5 and 11)

*Under the leadership of the Fire Department's Emergency Operations Management (OEM), in 2009, there were 18 introductory sessions offered, resulting in 791 individuals (from 566 households) being trained in the Map Your Neighborhood Program content. OEM continues to work with MNAC to enable additional sessions.*

## Performance/Activity Measures

The City conducts a biennial service priorities and customer satisfaction survey. In 2004 and 2006, the survey was limited to registered voters in Bellingham. In 2008, the survey population included residents of Bellingham without requiring that they be registered to vote. Complete survey results can be found at [www.cob.org/government/public/opinion/index.aspx](http://www.cob.org/government/public/opinion/index.aspx).

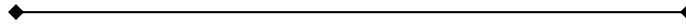
Survey Results	2004 Actual	2006 Actual	2008 Actual	Benchmark or Target
Individuals responding in a scientific survey that agree "Bellingham is generally going in the right direction"	57%	55%	60%	Increase
Individuals responding to a scientific survey that rated Bellingham's quality of life as "excellent" or "good"	92%	94%	90%	Maintain or Increase
Residents surveyed that rate the job the City is doing as good or excellent in...				
Encouraging economic development and business growth in Bellingham	50%	44%	38%	Increase
Guiding development to protect the environment and promote healthy neighborhoods	new in 2006	47%	52%	Increase
Protecting the environment	new question		65%	Increase
Using tax dollars responsibly	new question		44%	Increase

This page intentionally left blank.

## **LEGISLATIVE DEPARTMENT**

### **Council Members**

- Jack Weiss  
Ward 1  
Term 1/08 - 12/11
  - Gene Knutson  
Ward 2  
Term 1/06 - 12/09
  - Barry Buchanan  
Ward 3  
Term 1/08 - 12/11
  - Stan Snapp  
Ward 4  
Term 11/07- 12/09
  - Terry Bornemann  
Ward 5  
Term 1/08 - 12/11
  - Barbara Ryan  
Ward 6  
Term 1/06 - 12/09
  - Louise Bjornson  
At Large  
Term 1/08 – 12/09
- 2009
- Council President – Barry Buchanan
- Council President Pro-Tempore – Stan Snapp
- Mayor Pro-Tempore – Barbara Ryan



### **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.

**Departmental Budget Summary**

Revenues by Type and Other Sources by Fund	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<b>Revenues</b>					
<i>Charges for Services</i>	190,798	204,715	179,689	(25,026)	-12.2%
<b>Subtotal of Revenues</b>	<b>190,798</b>	<b>204,715</b>	<b>179,689</b>	<b>(25,026)</b>	<b>-12.2%</b>
<b>Other Sources by Fund</b>					
<i>General</i>	128,328	233,420	282,053	48,633	20.8%
<b>TOTAL ALL SOURCES</b>	<b>319,126</b>	<b>438,135</b>	<b>461,742</b>	<b>23,607</b>	<b>5.4%</b>

Revenues by Group	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<b>Revenues</b>					
<i>City Council Services</i>	190,798	204,715	179,689	(25,026)	-12.2%
<b>Subtotal of Revenues</b>	<b>190,798</b>	<b>204,715</b>	<b>179,689</b>	<b>(25,026)</b>	<b>-12.2%</b>

**Significant Revenue Changes**

- The decrease in Charges for Services is a reduction in the allocation for interfund charges.

Expenditures by Type	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	268,519	351,415	377,692	26,277	7.5%
<i>Supplies</i>	13,226	17,150	29,575	12,425	72.4%
<i>Other Services and Charges</i>	15,782	46,211	28,770	(17,441)	-37.7%
<i>Interfund Charges</i>	21,599	23,359	25,705	2,346	10.0%
<b>TOTAL EXPENSE</b>	<b>319,126</b>	<b>438,135</b>	<b>461,742</b>	<b>23,607</b>	<b>5.4%</b>

<b>TOTAL PAID STAFF</b>	<b>8.3</b>	<b>9.3</b>	<b>9.3</b>	<b>0.0</b>	<b>0.0%</b>
-------------------------	------------	------------	------------	------------	-------------

Expenditures by Group	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<i>City Council Services</i>	319,126	438,135	461,742	23,607	5.4%
<b>TOTAL EXPENSE</b>	<b>319,126</b>	<b>438,135</b>	<b>461,742</b>	<b>23,607</b>	<b>5.4%</b>

**Significant Expenditure Changes**

- The increase for Supplies is for photocopying, binding, printer, and computer expenses.
- The reduction in Other Services and Charges is for tuition and registration.



**2009 Regular City Council Meetings**

Resolution No. 2008-40 establishes the dates and times of regular meetings of the Bellingham City Council for 2009. 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 City’s website, [www.cob.org](http://www.cob.org), for updated meeting announcements and schedules.

	<u>2009</u>
January	5, 12, 26
February	9, 23
March	9, 23
April	13, 27
May	4, 18
June	1, 15, 29
July	13, 27
August	10, 24
September	14, 21
October	5, 19
November	9, 24
December	7, 14

	<u>2010</u>
January	4

**2009 Council Standing Committees**

The standing committees will be scheduled on Monday (or Tuesday if Monday is a holiday) afternoons prior to Council meetings on an as-needed basis. The standing committees are:

1. **LEGISLATIVE**
2. **TRANSPORTATION**
3. **WATERFRONT DEVELOPMENT**
4. **FINANCE AND PERSONNEL**
5. **LAKE WHATCOM RESERVOIR**
6. **PARKS AND RECREATION**
7. **PLANNING/NEIGHBORHOODS AND COMMUNITY DEVELOPMENT**
8. **PUBLIC WORKS/PUBLIC SAFETY**

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

**Committee Assignments**

Transportation Committee

Chair: **JACK WEISS**

1. **JACK WEISS**
2. **BARBARA RYAN**
3. **STAN SNAPP**

Waterfront Development Committee

Chair: **JACK WEISS**

1. **JACK WEISS**
2. **TERRY BORNEMANN**
3. **BARBARA RYAN**

Finance and Personnel

Chair: **GENE KNUTSON**

1. **GENE KNUTSON**
2. **STAN SNAPP**
3. **LOUISE BJORNSON**

Lake Whatcom Reservoir Committee

Chair: **STAN SNAPP**

1. **STAN SNAPP**
2. **GENE KNUTSON**
3. **BARBARA RYAN**

Parks and Recreation

Chair: **BARBARA RYAN**

1. **LOUISE BJORNSON**
2. **TERRY BORNEMANN**
3. **BARBARA RYAN**

Planning/Neighborhoods and Community Development

Chair: **TERRY BORNEMANN**

1. **TERRY BORNEMANN**
2. **JACK WEISS**
3. **BARBARA RYAN**
4. **LOUISE BJORNSON**

Public Works / Public Safety

Chair: **LOUISE BJORNSON**

1. **GENE KNUTSON**
2. **LOUISE BJORNSON**
3. **STAN SNAPP**

**Ex-Officio and Other Council Assignments**

Airport Advisory

1. **LOUISE BJORNSON**

Bellingham / Whatcom Tourism Bureau

1. **STAN SNAPP**

Chamber of Commerce

1. **BARRY BUCHANAN**

Countywide Housing Affordability Taskforce (CHAT II)

1. **TERRY BORNEMANN**

City/County Emergency Medical/Ambulance Advisory Board

1. **GENE KNUTSON**
2. **LOUISE BJORNSON**

Council of Governments (COG)

1. **BARBARA RYAN**
2. **LOUISE BJORNSON**

**Ex-Officio and Other Council Assignments (continued)**

<u>Downtown Bellingham Partnership</u> (Formerly Downtown Renaissance Network)	1. TERRY BORNEMANN 2. BARRY BUCHANAN
<u>Economic Development Council</u>	1. STAN SNAPP
<u>Fire Pension Board</u>	1. GENE KNUTSON
<u>Library Board of Trustees</u>	1. JACK WEISS
<u>Mount Baker Theatre Board</u>	1. LOUISE BJORNSON
<u>Museum Society Liaison</u>	1. BARBARA RYAN (BJORNSON Alternate)
<u>Open Space Committee</u>	1. TERRY BORNEMANN 2. JACK WEISS 3. BARBARA RYAN 4. LOUISE BJORNSON
<u>Opportunity Council</u>	1. STAN SNAPP
<u>Parks and Recreation Board</u>	1. LOUISE BJORNSON 2. TERRY BORNEMANN 3. BARBARA RYAN
<u>Performance Measures / Dashboard Indicators WG</u>	1. BARBARA RYAN
<u>Police Pension Board</u>	1. BARRY BUCHANAN (SNAPP Alternate)
<u>Port Marina Advisory Committee</u>	1. GENE KNUTSON
<u>Sister Cities Advisory Board</u>	1. BARBARA RYAN
<u>Sustainable Connections</u>	1. TERRY BORNEMANN
<u>Tourism Commission – Allocation Sub-committee</u>	1. GENE KNUTSON
<u>WHAT-COMM Communications Administrative Board – 911</u>	1. LOUISE BJORNSON
<u>Whatcom Transportation Authority</u>	1. BARBARA RYAN 2. JACK WEISS

This page intentionally left blank.

## NON-DEPARTMENTAL

Non-Departmental is for Citywide expenditures that are not specific to any City department. It includes expenditures such as debt service, interfund transfers to reserve funds, and the General Fund contribution to Cemetery and Medic One Funds.

### Budget Summary

Revenues by Type and Other Sources by Fund	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<b>Revenues</b>					
<i>Charges for Services</i>	10,853	-	-	-	--
<b>Subtotal of Revenues</b>	<b>10,853</b>	-	-	-	--
<b>Other Sources by Fund</b>					
<i>General</i>	3,362,404	3,491,757	3,833,574	341,817	9.8%
<i>2nd 1/4% Real Estate Excise Tax</i>	622,411	638,152	651,877	13,725	2.2%
<b>Subtotal Reserve Adjustments</b>	<b>3,984,815</b>	<b>4,129,909</b>	<b>4,485,451</b>	<b>355,542</b>	<b>8.6%</b>
<b>TOTAL ALL SOURCES</b>	<b>3,995,668</b>	<b>4,129,909</b>	<b>4,485,451</b>	<b>355,542</b>	<b>8.6%</b>

Revenues by Group	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<b>Revenues</b>					
<i>Non-Departmental</i>	10,853	-	-	-	--
<b>Subtotal of Revenues</b>	<b>10,853</b>	-	-	-	--

Expenditures by Group	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<i>Non-Departmental</i>	3,995,668	4,129,909	4,485,451	355,542	8.6%
<b>TOTAL EXPENSE</b>	<b>3,995,668</b>	<b>4,129,909</b>	<b>4,485,451</b>	<b>355,542</b>	<b>8.6%</b>

Expenditures by Type	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<i>Supplies</i>	374	-	-	-	--
<i>Other Services and Charges</i>	32,810	120,000	120,000	-	0.0%
<i>Intergovernmental Services</i>	200,730	280,511	771,327	490,816	175.0%
<b>Subtotal of Operations</b>	<b>233,914</b>	<b>400,511</b>	<b>891,327</b>	<b>490,816</b>	<b>122.5%</b>
<i>Interfund Transfers</i>	3,761,754	3,729,398	3,594,124	(135,274)	-3.6%
<b>TOTAL EXPENSE</b>	<b>3,995,668</b>	<b>4,129,909</b>	<b>4,485,451</b>	<b>355,542</b>	<b>8.6%</b>

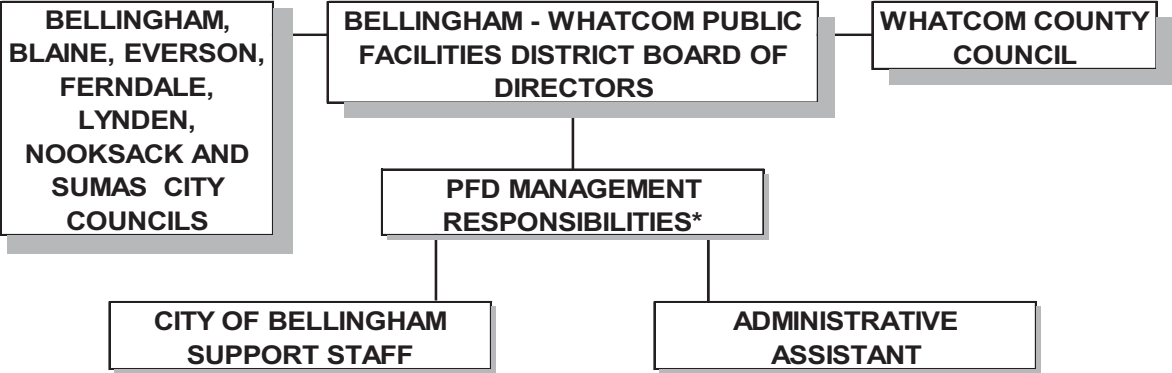
### Significant Expenditure Changes

- The Interfund Transfers Expenditure includes \$651,877 of Second Quarter Real Estate Excise Tax (REET) transferred to the General Fund for Debt Service on the Civic Field project. This transfer out to pay for a debt service expenditure is included in the Capital Plan because the source of funds is REET.

This page intentionally left blank.

# 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.

### Mission

Fund a Regional Center in Bellingham to increase economic prosperity and lay a foundation for future public and private investment in our community.

Visit our website at [www.bwpfd.org](http://www.bwpfd.org)

## **Description of Services**

The Bellingham-Whatcom Public Facilities District 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 a regional center. This means for every \$1,000 in state sales tax collected in Bellingham and Whatcom County, 33 cents is returned to our community through the PFD.

The PFD Board is using its funding authority to support Regional Center projects located in the downtown Bellingham civic center area, including:

- Construction of Phase I of the Mount Baker Theatre.
- Construction of all or a portion of the streetscape.
- Design and renovation of existing space for Museum purposes.
- Design and construction of new Museum facilities.
- Acquisition of additional property for other components of the Regional Center.
- Construction of Phases II and/or III of the Mount Baker Theatre.
- Design and construction of one or more performing arts facilities.
- Related parking facilities.

Regional Center projects funded by the PFD are intended to be sustainable, provide a solid foundation for further development by the public and private sector, and represent a wise use of public funds. Regional Center projects must be located in Bellingham's Civic Center.

As part of its initial project, the District purchased properties in the Mount Baker Theatre block providing space for theatre expansion. Phase I of Mount Baker Theatre renovations, including construction of a new 200 seat Studio Theatre, were completed in September, 2004. The District also purchased real property at 216 Grand Avenue as the future site of the proposed Art and Children's Museum. Construction of the new Art & Children's Museum is complete and construction began in August, 2007. Design work on Phase II of the Mount Baker Theatre renovations was substantially complete in November of 2008.

The City advanced funds to the PFD in 2003 and 2004 using interfund loans. These loans were repaid from a \$9.4 million bond issue in November, 2004. Ongoing bond payments are being made using state sales tax revenues. A \$10 million PFD bond issue planned for November, 2007 and a \$2.5 million loan from the City will provide additional financing for Regional Center projects. A private fundraising group, the Campaign for the Arts, expects to raise \$4 million for capital project costs and \$4.2 million in operating endowments for the theatre and the museum.



## Departmental Budget Summary

Revenues and Other Sources by Type	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<b>Revenues</b>					
Taxes	1,128,194	1,203,442	1,185,769	(17,673)	-1.5%
Intergovernmental	189,646	-	-	-	--
Charges for Services	5,636	-	-	-	--
Miscellaneous	246,294	288,846	49,449	(239,397)	-82.9%
Non-Revenues	9,995,000	2,885,000	-	(2,885,000)	-100.0%
<b>Subtotal of Revenues</b>	<b>11,564,770</b>	<b>4,377,288</b>	<b>1,235,218</b>	<b>(3,142,070)</b>	<b>-71.8%</b>
<b>Other Sources by Fund</b>					
Public Facilities District	(7,002,974)	2,199,275	141,391	(2,057,884)	-93.6%
<b>TOTAL ALL SOURCES</b>	<b>4,561,796</b>	<b>6,576,563</b>	<b>1,376,609</b>	<b>(5,199,954)</b>	<b>-79.1%</b>

Revenues by Group	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<b>Revenues</b>					
Public Facilities District	1,267,167	4,172,394	1,208,577	(2,963,817)	-71.0%
Public Facilities Dist Admin	10,297,603	204,894	26,641	(178,253)	-87.0%
<b>Subtotal of Revenues</b>	<b>11,564,770</b>	<b>4,377,288</b>	<b>1,235,218</b>	<b>(3,142,070)</b>	<b>-71.8%</b>

## Significant Revenue Changes

- Sales Tax revenue is budgeted to decrease slightly from 2008 levels due to the economic slow-down.
- The decrease in Miscellaneous revenue is a reduction in interest income as the PFD's cash balances are spent on constructing a new Art and Children's Museum and the renovations to the Mount Baker Theater.
- The decrease in Non-Revenues is for an Interfund Loan from the Natural Resources Protection & Restoration Fund to help finance the Art and Children's Museum and for Phase II renovations to the Mount Baker Theatre that took place in 2008.

**Departmental Budget Summary (continued)**

Expenditures by Type	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
Salaries and Benefits	92,786	80,505	73,404	(7,101)	-8.8%
Supplies	2,532	5,029	840	(4,189)	-83.3%
Other Services and Charges	45,070	66,627	28,894	(37,733)	-56.6%
Intergovernmental Services	9,127	50	735,874	735,824	1471648.0%
Interfund Charges	21,463	18,839	-	(18,839)	-100.0%
<b>Subtotal of Operations</b>	<b>170,978</b>	<b>171,050</b>	<b>839,012</b>	<b>667,962</b>	<b>390.5%</b>
Debt Service	289,722	497,000	537,597	40,597	8.2%
Capital Outlay	3,544,725	5,338,240	-	(5,338,240)	-100.0%
Interfund Transfers	556,371	570,273	-	(570,273)	-100.0%
<b>TOTAL EXPENSE</b>	<b>4,561,796</b>	<b>6,576,563</b>	<b>1,376,609</b>	<b>(5,199,954)</b>	<b>-79.1%</b>
<b>TOTAL PAID STAFF</b>	<b>1.1</b>	<b>0.5</b>	<b>0.0</b>	<b>(0.5)</b>	<b>-100.0%</b>

Expenditures by Group	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
Public Facilities Dist Admin	4,561,796	6,576,563	1,376,609	(5,199,954)	-79.1%
<b>TOTAL EXPENSE</b>	<b>4,561,796</b>	<b>6,576,563</b>	<b>1,376,609</b>	<b>(5,199,954)</b>	<b>-79.1%</b>

**Significant Expenditure Changes**

- In 2008, all of the financial resources and accounting records for the Bellingham Whatcom Public Facilities District were transferred from Fund 165 to Fund 965. It is now a discrete component unit instead of a blended component unit, which is required to follow full accrual fund accounting.
- The increase in Intergovernmental Services is mostly for interest payments to the city which can no longer be done via interfund charges because it is now a discrete component unit.
- The Debt Service cost increase is for the payment of the 2007 bond issue.
- The 0.5 decrease in Public Facilities District (PFD) Paid Staff is due to the transfer of PFD management responsibilities from the PFD to the Planning and Community Development department. The PFD will continue to provide funding for these tasks.

## **Departmental Objectives for 2009**

The Bellingham-Whatcom Public Facilities District (BWPFDD) will complete work on the phased implementation of the Regional Center:

1. Complete construction of the Art & Children's Museum with a planned opening in late 2009. (Council Goals 3, 5 and 6)
2. Complete Flora Street and Grand Avenue "place-making" and streetscape improvements adjacent to the Art & Children's Museum project in early 2009 in coordination with other Regional Center projects. (Council Goals 3, 5 and 6).

## **Departmental Objectives for 2008 with Accomplishments**

The Bellingham-Whatcom Public Facilities District (BWPFDD) will complete work on the phased implementation of the Regional Center:

1. Complete construction of Mount Baker Theatre's Phase II renovations and assist in celebrating its re-opening in December 2008. (Council Goals 3, 5, and 6)

*Construction of Phase II renovations began in February and were completed on time and within budget in November 2008. The PFD created for insertion in the December 6, 2008 reopening gala playbill a two-sided, colored sheet thanking all its partners and celebration the completion of the renovations. The PFD helped put together the program for the December 10, 2008 open house at the Mount Baker Theatre. The public was invited to hear about the project and meet the contractors, subcontractors, architects and consultants, and to enjoy tours of the renovated spaces.*

2. Complete construction of the Art & Children's Museum; participate in planning for its grand opening in spring 2009. (Council Goals 3, 5 and 6)

*Construction continues and substantial completion is still on target for March 31, 2009, with grand opening planned for the fall.*

3. Complete Flora Street and Grand Avenue "place-making" and streetscape improvements adjacent to the Art & Children's Museum project in 2008 or early 2009 in coordination with other Regional Center projects. (Council Goals 3, 5, and 6)

*Construction of the streetscape improvements continues concurrently with the construction of the Art & Children's Museum building.*

4. Continue to assist the Campaign for the Arts as they carry out fund-raising and donor recognition activities, consistent with tax exempt bond rules. (Council Goals 3, 5 and 6)

*As set out in formal agreements, the Campaign for the Arts transferred to the BWPFDD \$591,326, to be used for Mount Baker Theatre renovations, the construction of the Art & Children's Museum, or both projects. The Museum Society transferred to the BWPFDD \$54,612.35, to be used for capital construction costs associated with the Art & Children's Museum. Also, the Museum Society transferred its Building for the Arts grant funds of \$987,500 to reimburse the BWPFDD for capital costs incurred on the Art & Children's Museum construction.*

**Departmental Objectives for 2008 with Accomplishments (continued)**

- Continue to inform and involve stakeholders in Regional Center projects. (Council Goals 3, 5 and 6)

*In 2008, the BWPFD added to its “Current Projects” website page the progress being made on its capital projects. BTV10 has filmed segments about the Mount Baker Theatre, Art & Children’s Museum and Streetscape improvements. The BWPFD invited the Whatcom Community Foundation and Campaign for the Arts to participate in assisting the Mount Baker Theatre with its grand re-opening. The Mount Baker Theatre agreed to provide a half-page of its playbills for the BWPFD to use. In this way, the BWPFD informed the public about progress on the Art & Children’s Museum construction and the streetscape improvements in the Arts District. Additionally, local media, including The Bellingham Herald and the Northwest Business Journal published articles on the BWPFD projects several times in 2008.*

**Performance/Activity Measures**

<b>Public Facilities District Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Department Operating Exp	\$ 0.144	\$ 0.165	\$ 0.150	\$ 0.154	\$ 0.171	\$ 0.171	\$ 0.839
Debt Service, Capital, Interfund		\$ 10.684	\$ 0.749	\$ 1.302	\$ 4.391	\$ 6.406	\$ 0.538
Total Department Expenditures	\$ 1.600	\$ 10.849	\$ 0.899	\$ 1.456	\$ 4.562	\$ 6.577	\$ 1.377
Total Department FTEs	0.5	0.5	1.0	1.0	1.1	0.5	-
State Sales Tax Rebate	\$ 846,045	\$ 899,876	\$ 979,907	\$ 1,098,666	\$ 1,128,194		

<b>Public Facilities District Efficiency</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>
Administrative Expenses as a % of Sales Tax Rebate	17.1%	18.3%	15.3%	14.0%	14.8%	

## 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), a separate legal entity. The City of Bellingham provides administrative services and financial management to the PDA.

### Departmental Budget Summary

Revenues and Other Sources by Type	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<b>Revenues</b>					
<i>Intergovernmental</i>	-	-	500,000	500,000	--
<b>TOTAL ALL SOURCES</b>	-	-	<b>500,000</b>	<b>500,000</b>	<b>--</b>

Revenues by Group	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<b>Revenues</b>					
<i>Public Development Authority</i>	-	-	500,000	500,000	--
<b>Subtotal of Revenues</b>	-	-	<b>500,000</b>	<b>500,000</b>	<b>--</b>

### Significant Revenue Changes

- The Public Development Authority budget is new in 2009. It will be the City's real estate development arm for parcels and properties throughout Bellingham, inclusive of parts of the waterfront district.

Expenditures by Type	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<i>Salaries and Benefits</i>	-	-	231,775	231,775	--
<i>Supplies</i>	-	-	16,110	16,110	--
<i>Other Services and Charges</i>	-	-	242,115	242,115	--
<i>Intergovernmental Services</i>	-	-	10,000	10,000	--
<b>TOTAL EXPENSE</b>	-	-	<b>500,000</b>	<b>500,000</b>	<b>--</b>

<b>TOTAL PAID STAFF</b>	<b>0.0</b>	<b>0.0</b>	<b>1.7</b>	<b>1.7</b>	<b>--</b>
-------------------------	------------	------------	------------	------------	-----------

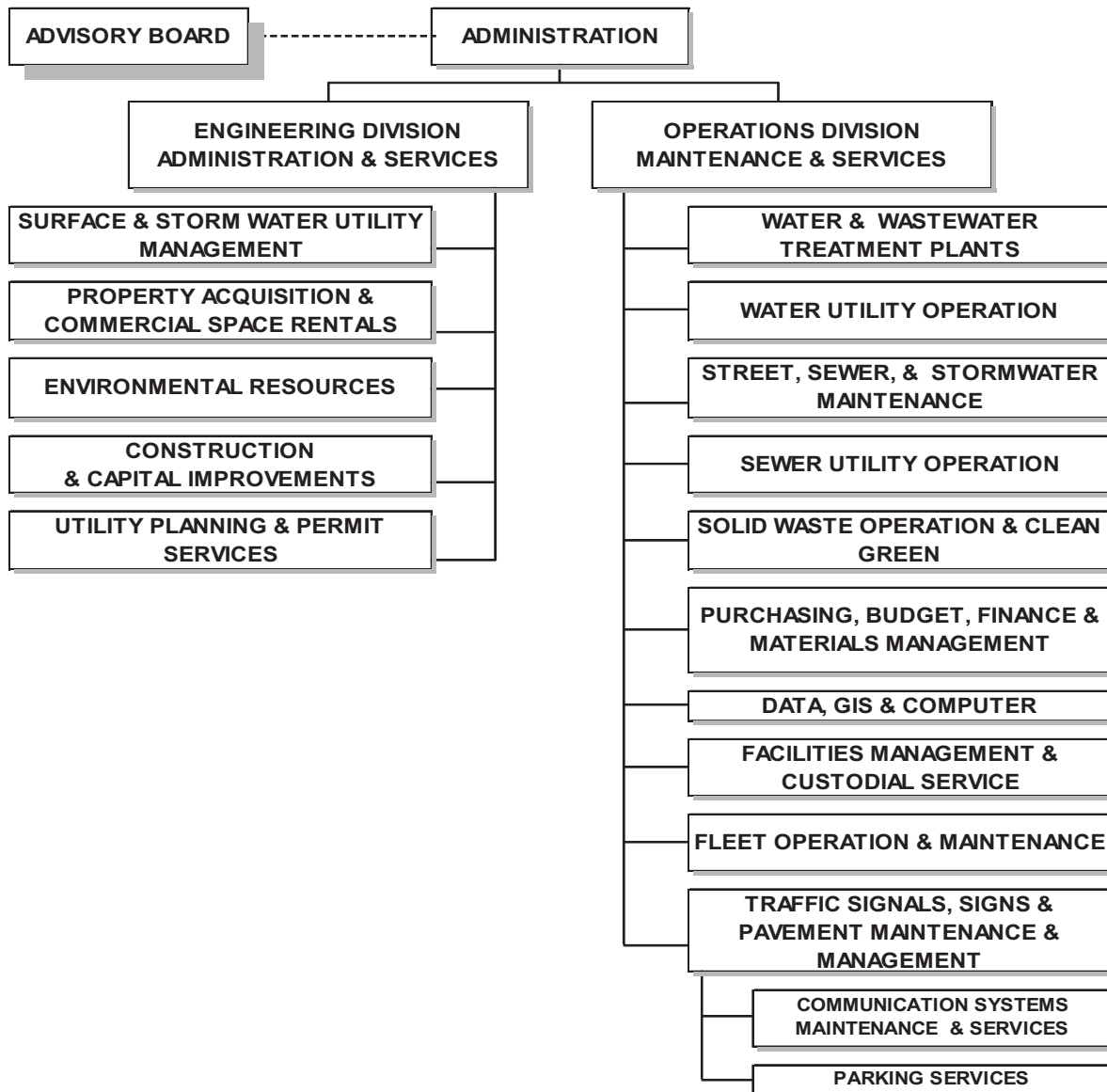
Expenditures by Group	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<i>Public Development Authority</i>	-	-	500,000	500,000	--
<b>TOTAL EXPENSE</b>	-	-	<b>500,000</b>	<b>500,000</b>	<b>--</b>

### Significant Expenditure Changes

- Salaries and Benefits are being allocated for 1.7 FTE's.
- Supplies and Other Services and Charges are the estimated cost of funding this new initiative.

This page intentionally left blank.

## PUBLIC WORKS DEPARTMENT



### Departmental 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 drainage systems of the City. They provide traffic engineering and Americans with Disabilities Act (ADA) assistance. The Engineering Division manages and administers the Storm and Surface Water Utility and provides water resource planning, education, and protection. Engineering is responsible for the Lake Whatcom Watershed Property Acquisition Program, right-of-way and property acquisition and general citywide services and assistance to the public concerning utility service availability.

The Operations Division is responsible for the maintenance and operation of 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; and parking services.



## Departmental Budget Summary

Revenues and Other Sources by Type	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<b>Revenues</b>					
Taxes	10,668,490	11,210,000	9,394,799	(1,815,201)	-16.2%
Licenses and Permits	204,467	232,890	163,000	(69,890)	-30.0%
Intergovernmental	5,385,475	14,221,239	10,641,167	(3,580,072)	-25.2%
Charges for Services	44,396,838	44,747,352	46,663,935	1,916,583	4.3%
Fines and Forfeits	904,280	1,113,591	955,143	(158,448)	-14.2%
Miscellaneous	11,215,754	13,742,779	9,723,649	(4,019,130)	-29.2%
Non-Revenues	846,840	-	-	-	--
Other Financing Sources	180,540	355,500	206,500	(149,000)	-41.9%
<b>Subtotal of Revenues</b>	<b>73,802,684</b>	<b>85,623,351</b>	<b>77,748,193</b>	<b>(7,875,158)</b>	<b>-9.2%</b>
<b>Other Sources by Fund</b>					
Street	(1,134,618)	2,353,469	906,253	(1,447,216)	-61.5%
Arterial St Construction	364,577	89,468	(30,382)	(119,850)	-134.0%
Paths & Trails Reserve	(7,529)	(6,479)	(7,604)	(1,125)	-17.4%
Capital Maint	84,281	308,762	835,000	526,238	170.4%
Olympic Pipeline Incident	34,560	513,974	(26,339)	(540,313)	-105.1%
Olympic - Restoration	(960)	-	(27,615)	(27,615)	--
1st 1/4% Real Estate Excise Tax	174,407	2,010,000	760,000	(1,250,000)	-62.2%
2nd 1/4% Real Estate Excise Tax	435,140	1,600,000	550,000	(1,050,000)	-65.6%
Public Safety Dispatch	-	55,000	-	(55,000)	-100.0%
Water	886,784	2,128,304	7,273,447	5,145,143	241.7%
Wastewater	(507,530)	1,756,689	4,590,076	2,833,387	161.3%
Storm/Surface Water Utility	(977,234)	957,528	910,517	(47,011)	-4.9%
Solid Waste	(597,859)	38,009	329,597	291,588	767.2%
Parking Services	(908,313)	1,419,559	(579,846)	(1,999,405)	-140.8%
Fleet Administration	(59,229)	646,580	522,835	(123,745)	-19.1%
Purchasing/Materials Mngmt	143,885	176,081	(145,231)	(321,312)	-182.5%
Facilities Administration	(166,022)	399,074	274,573	(124,501)	-31.2%
Nat Res Protect & Restoration	(190,947)	2,685,000	(30,807)	(2,715,807)	-101.1%
<b>Subtotal Reserve Adjustments</b>	<b>(2,426,607)</b>	<b>17,131,018</b>	<b>16,104,474</b>	<b>(1,026,544)</b>	<b>-6.0%</b>
<b>TOTAL ALL SOURCES</b>	<b>71,376,077</b>	<b>102,754,369</b>	<b>93,852,667</b>	<b>(8,901,702)</b>	<b>-8.7%</b>

**Departmental Budget Summary (continued)**

Revenues by Group	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<b>Revenues</b>					
<i>Public Works</i>	12,628,468	13,807,312	11,751,894	(2,055,418)	-14.9%
<i>Public Works Administration</i>	493,168	464,748	488,994	24,246	5.2%
<i>PW Treatment Plants Operations</i>	1,746,615	1,397,590	1,302,440	(95,150)	-6.8%
<i>PW Water/Wastewater Utility Ops</i>	25,890,444	27,649,674	29,261,854	1,612,180	5.8%
<i>Public Works Maintenance Ops</i>	1,758,273	1,515,565	1,626,013	110,448	7.3%
<i>PW Solid Waste Remediation</i>	1,587,992	875,000	500,000	(375,000)	-42.9%
<i>Public Works Maint Admin</i>	572,756	541,160	471,908	(69,252)	-12.8%
<i>Purchasing and Material Mgmt Ops</i>	2,255,715	1,914,089	2,267,830	353,741	18.5%
<i>Public Works Fleet Operations</i>	2,826,122	6,117,759	3,496,876	(2,620,883)	-42.8%
<i>Public Works Financial Mgmt</i>	1,317,945	411,176	413,247	2,071	0.5%
<i>PW Supervision and Technology</i>	2,018,699	1,964,607	2,009,071	44,464	2.3%
<i>Public Works Facilities Ops</i>	1,855,485	1,818,950	1,959,051	140,101	7.7%
<i>PW Transportation Management</i>	2,797,109	3,206,384	2,976,412	(229,972)	-7.2%
<i>Public Works Engineering Svcs</i>	1,720,094	1,660,100	1,865,100	205,000	12.3%
<i>PW Capital Improvements</i>	586,128	339,617	208,691	(130,926)	-38.6%
<i>Public Works Construction</i>	5,373,239	13,321,232	9,115,382	(4,205,850)	-31.6%
<i>PW Storm and Surface Water Mgmt</i>	4,742,866	4,883,071	4,616,657	(266,414)	-5.5%
<i>Environmental Resources Ops</i>	713,063	800,664	889,851	89,187	11.1%
<i>PW Acquisition and Facilities Mgmt</i>	131,446	112,145	112,145	-	0.0%
<i>PW Watershed Acquisition/Mgmt</i>	2,124,661	2,172,140	2,103,647	(68,493)	-3.2%
<i>Commercial Leasing</i>	662,396	650,368	311,130	(339,238)	-52.2%
<b>Subtotal of Revenues</b>	<b>73,802,684</b>	<b>85,623,351</b>	<b>77,748,193</b>	<b>(7,875,158)</b>	<b>-9.2%</b>

**Significant Revenue Changes**

- The decrease in Taxes is a change in the allocation of Sales Tax between the General Fund and the Street Fund. The allocation is now 57.5% General Fund and 42.5% Street Fund.
- A slowdown in the economy reduces the number of public works licenses and permits requested.
- A decrease in Intergovernmental Revenues reflects large decreases in grant and fuel tax receipts.
- The increase in Charges for Services is primarily related to anticipated increases in utility generated revenues.
- The decrease in Miscellaneous Revenues is primarily related to a 2008 interfund loan for \$2.25 million. The loan was from the Fire Pension Fund to the Fleet Administration Fund to acquire new fire apparatus. In addition, interest revenue decreased by \$1.1 million.
- Fines for parking infractions and other penalties are decreasing by \$149,000 to reflect the actual revenue received in 2008.

## Departmental Budget Summary (continued)

Expenditures by Type	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
Salaries and Benefits	15,325,352	16,987,951	17,822,469	834,518	4.9%
Supplies	3,883,895	3,730,765	4,107,965	377,200	10.1%
Other Services and Charges	8,226,728	12,836,828	14,348,672	1,511,844	11.8%
Intergovernmental Services	5,439,229	5,871,966	6,152,651	280,685	4.8%
Interfund Charges	12,501,492	13,408,180	14,578,974	1,170,794	8.7%
<b>Subtotal of Operations</b>	<b>45,376,696</b>	<b>52,835,690</b>	<b>57,010,731</b>	<b>4,175,041</b>	<b>7.9%</b>
Debt Service	5,522,534	7,593,908	4,848,355	(2,745,553)	-36.2%
Capital Outlay	18,573,638	41,056,860	30,894,000	(10,162,860)	-24.8%
Interfund Transfers	1,903,209	1,267,911	1,099,581	(168,330)	-13.3%
<b>TOTAL EXPENSE</b>	<b>71,376,077</b>	<b>102,754,369</b>	<b>93,852,667</b>	<b>(8,901,702)</b>	<b>-8.7%</b>

<b>TOTAL PAID STAFF</b>	<b>220.6</b>	<b>239.2</b>	<b>238.0</b>	<b>(1.2)</b>	<b>-0.5%</b>
-------------------------	--------------	--------------	--------------	--------------	--------------

Expenditures by Group	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
Public Works Administration	485,257	625,818	631,397	5,579	0.9%
PW Treatment Plants Operations	8,316,855	11,505,664	12,190,211	684,547	5.9%
PW Water/Wastewater Utility Ops	11,880,012	13,319,253	14,555,084	1,235,831	9.3%
Public Works Maintenance Ops	5,400,229	6,360,021	7,107,386	747,365	11.8%
PW Solid Waste Remediation	727,615	638,000	690,000	52,000	8.2%
Public Works Maint Admin	458,312	592,093	611,545	19,452	3.3%
Purchasing and Material Mgmt Ops	2,388,254	2,095,320	2,122,599	27,279	1.3%
Public Works Fleet Operations	2,745,589	6,764,339	4,019,711	(2,744,628)	-40.6%
Public Works Financial Mgmt	5,591,161	5,061,935	4,911,103	(150,832)	-3.0%
PW Supervision and Technology	1,916,275	2,735,596	2,723,423	(12,173)	-0.4%
Public Works Facilities Ops	1,922,485	3,167,911	2,932,261	(235,650)	-7.4%
PW Transportation Management	4,114,722	7,097,699	4,884,330	(2,213,369)	-31.2%
Public Works Engineering Svcs	2,861,259	3,199,834	3,433,418	233,584	7.3%
PW Capital Improvements	6,697,032	7,955,000	11,600,000	3,645,000	45.8%
Public Works Construction	9,207,849	22,206,160	11,810,000	(10,396,160)	-46.8%
PW Storm and Surface Water Mgmt	1,700,900	2,055,145	2,162,676	107,531	5.2%
Environmental Resources Ops	1,145,956	4,663,261	1,712,859	(2,950,402)	-63.3%
PW Acquisition and Facilities Mgmt	181,422	202,594	213,076	10,482	5.2%
PW Watershed Acquisition/Mgmt	3,190,977	2,110,003	5,005,615	2,895,612	137.2%
Commercial Leasing	443,916	398,723	535,973	137,250	34.4%
<b>TOTAL EXPENSE</b>	<b>71,376,077</b>	<b>102,754,369</b>	<b>93,852,667</b>	<b>(8,901,702)</b>	<b>-8.7%</b>

Note: Other Services and Charges include \$60,000 asset maintenance costs paid from REET funds to be shown as capital in the Capital Facilities Plan. See the Capital section for more detail.

**Significant Expenditure Changes**

- The increase in cost of Supplies reflects the current demand and prices for fuel, chemical, building materials.
- Other Services and Charges are increasing by \$1.3 million. Projects include \$800,000 for a Waste Water Comprehensive Plan and design of the Waste Water Treatment Plant expansion. Energy conservation projects \$400,000, Security projects \$300,000, and bridge inspections \$300,000. These projects are offset by other reductions in engineering, legal, and other professional services for a net increase of \$1.3 million.
- Capital Outlay is decreasing by \$14.4 million for construction activity budgeted in 2009. The largest decreases pertain to transportation equipment purchases of \$2.5 million for fire apparatus and \$8.7 million for Waterfront related construction.
- Debt Service is decreasing by \$2.9 million for an Interfund loan from the Natural Resources Protection & Restoration Fund to the Public Facilities Fund to help finance the Art & Children's Museum.

## Departmental Budget Summary By Fund

Public Works Expenditures by Fund then by Group	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<b>Street Fund</b>					
Public Works Administration	485,257	625,818	631,397	5,579	0.9%
Public Works Maintenance Ops	3,176,091	3,594,507	4,205,152	610,645	17.0%
Public Works Maint Admin	458,312	592,093	611,545	19,452	3.3%
Public Works Financial Mgmt	1,100,838	648,407	634,705	(13,702)	-2.1%
PW Supervision and Technology	1,916,275	2,735,596	2,723,423	(12,173)	-0.4%
PW Transportation Management	2,617,668	3,201,749	3,043,738	(158,011)	-4.9%
Public Works Engineering Svcs	2,861,259	3,199,834	3,433,418	233,584	7.3%
Public Works Construction	7,713,183	16,487,000	8,950,000	(7,537,000)	-45.7%
Environmental Resources Ops	939,591	895,643	1,175,859	280,216	31.3%
PW Acquisition and Facilities Mgmt	181,422	202,594	213,076	10,482	5.2%
<b>Street Fund Total</b>	<b>21,449,896</b>	<b>32,183,241</b>	<b>25,622,313</b>	<b>(6,560,928)</b>	<b>-20.4%</b>
<b>Arterial Street Construction Fund</b>					
Public Works Financial Mgmt	199,676	179,540	-	(179,540)	-100.0%
Public Works Construction	772,199	500,000	-	(500,000)	-100.0%
<b>Arterial St Constr Fund Total</b>	<b>971,875</b>	<b>679,540</b>	<b>-</b>	<b>(679,540)</b>	<b>-100.0%</b>
<b>Capital Maintenance Fund</b>					
Public Works Facilities Ops	34,322	510,000	855,000	345,000	67.6%
Commercial Leasing	171,148	-	-	-	--
<b>Capital Maint Fund Total</b>	<b>205,470</b>	<b>510,000</b>	<b>855,000</b>	<b>345,000</b>	<b>67.6%</b>
<b>Olympic Pipeline Incident</b>					
Environmental Resources Ops	66,755	545,974	-	(545,974)	-100.0%
<b>Olympic Restoration Fund Total</b>	<b>66,755</b>	<b>545,974</b>	<b>-</b>	<b>(545,974)</b>	<b>-100.0%</b>
<b>1st 1/4% Real Estate Excise Tax Fund</b>					
Public Works Facilities Ops	37,545	60,000	60,000	-	0.0%
Public Works Construction	136,862	1,950,000	700,000	(1,250,000)	-64.1%
<b>1st 1/4% REET Fund Total</b>	<b>174,407</b>	<b>2,010,000</b>	<b>760,000</b>	<b>(1,250,000)</b>	<b>-62.2%</b>
<b>2nd 1/4% Real Estate Excise Tax Fund</b>					
Public Works Construction	585,605	3,269,160	2,160,000	(1,109,160)	-33.9%
<b>2nd 1/4% REET Fund Total</b>	<b>585,605</b>	<b>3,269,160</b>	<b>2,160,000</b>	<b>(1,109,160)</b>	<b>-33.9%</b>
<b>Public Safety Dispatch</b>					
Public Works Facilities Ops	-	55,000	-	(55,000)	-100.0%
<b>Public Safety Disp. Fund Total</b>	<b>-</b>	<b>55,000</b>	<b>-</b>	<b>(55,000)</b>	<b>-100.0%</b>

## Public Works Department

### Departmental Budget Summary By Fund (continued)

Public Works Expenditures by Fund then by Group	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<b>Water Fund</b>					
<i>PW Treatment Plants Operations</i>	2,823,194	4,733,827	3,753,029	(980,798)	-20.7%
<i>PW Water/Wastewater Utility Ops</i>	7,090,476	7,907,301	8,442,121	534,820	6.8%
<i>Public Works Financial Mgmt</i>	1,023,855	1,244,416	1,367,819	123,403	9.9%
<i>PW Capital Improvements</i>	2,098,301	2,250,000	4,950,000	2,700,000	120.0%
<i>Environmental Resources Ops</i>	139,610	336,644	354,000	17,356	5.2%
<i>PW Watershed Acquisition/Mgmt</i>	3,190,977	2,110,003	5,005,615	2,895,612	137.2%
<b>Water Fund Total</b>	<b>16,366,413</b>	<b>18,582,191</b>	<b>23,872,584</b>	<b>5,290,393</b>	<b>28.5%</b>
<b>Wastewater Fund</b>					
<i>PW Treatment Plants Operations</i>	5,493,661	6,771,837	8,437,182	1,665,345	24.6%
<i>PW Water/Wastewater Utility Ops</i>	4,789,536	5,411,952	6,112,963	701,011	13.0%
<i>Public Works Financial Mgmt</i>	2,374,368	2,220,840	2,212,802	(8,038)	-0.4%
<i>Public Works Facilities Ops</i>	-	125,000	-	(125,000)	-100.0%
<i>PW Capital Improvements</i>	3,888,777	4,000,000	5,200,000	1,200,000	30.0%
<b>Wastewater Fund Total</b>	<b>16,546,342</b>	<b>18,529,629</b>	<b>21,962,947</b>	<b>3,433,318</b>	<b>18.5%</b>
<b>Storm/Surface Water Utility Fund</b>					
<i>Public Works Maintenance Ops</i>	1,638,581	2,144,987	2,175,518	30,531	1.4%
<i>Public Works Financial Mgmt</i>	51,967	-	-	-	--
<i>Public Works Facilities Ops</i>	-	125,000	-	(125,000)	-100.0%
<i>PW Capital Improvements</i>	709,954	1,705,000	1,450,000	(255,000)	-15.0%
<i>PW Storm and Surface Water Mgmt</i>	1,700,900	2,055,145	2,162,676	107,531	5.2%
<b>SSWU Fund Total</b>	<b>4,101,402</b>	<b>6,030,132</b>	<b>5,788,194</b>	<b>(241,938)</b>	<b>-4.0%</b>
<b>Solid Waste Fund</b>					
<i>Public Works Maintenance Ops</i>	585,557	620,527	726,716	106,189	17.1%
<i>PW Solid Waste Remediation</i>	727,615	638,000	690,000	52,000	8.2%
<i>Public Works Financial Mgmt</i>	796,327	768,732	695,777	(72,955)	-9.5%
<b>Solid Waste Fund Total</b>	<b>2,109,499</b>	<b>2,027,259</b>	<b>2,112,493</b>	<b>85,234</b>	<b>4.2%</b>
<b>Parking Services Fund</b>					
<i>PW Transportation Management</i>	1,497,054	3,895,950	1,840,592	(2,055,358)	-52.8%
<i>Commercial Leasing</i>	64,483	147,400	151,400	4,000	2.7%
<b>Parking Services Fund Total</b>	<b>1,561,537</b>	<b>4,043,350</b>	<b>1,991,992</b>	<b>(2,051,358)</b>	<b>-50.7%</b>
<b>Fleet Administration Fund</b>					
<i>Public Works Fleet Operations</i>	2,745,589	6,764,339	4,019,711	(2,744,628)	-40.6%
<i>Public Works Financial Mgmt</i>	21,304	-	-	-	--
<b>Fleet Admin Fund Total</b>	<b>2,766,893</b>	<b>6,764,339</b>	<b>4,019,711</b>	<b>(2,744,628)</b>	<b>-40.6%</b>

## Departmental Budget Summary By Fund (continued)

Public Works Expenditures by Fund then by Group	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<b>Purchasing/Materials Management Fund</b>					
<i>Purchasing and Material Mgmt Ops</i>	2,388,254	2,095,320	2,122,599	27,279	1.3%
<i>Public Works Financial Mgmt</i>	18,261	-	-	-	--
<b>Purch/Matl Mgmt Fund Total</b>	<b>2,406,515</b>	<b>2,095,320</b>	<b>2,122,599</b>	<b>27,279</b>	<b>1.3%</b>
<b>Facilities Administration Fund</b>					
<i>Public Works Financial Mgmt</i>	4,565	-	-	-	--
<i>Public Works Facilities Ops</i>	1,850,618	2,292,911	2,017,261	(275,650)	-12.0%
<i>Commercial Leasing</i>	208,285	251,323	384,573	133,250	53.0%
<b>Facilities Admin Fund Total</b>	<b>2,063,468</b>	<b>2,544,234</b>	<b>2,401,834</b>	<b>(142,400)</b>	<b>-5.6%</b>
<b>Natural Resource Protection &amp; Restoration Fund</b>					
<i>Environmental Resources Ops</i>	-	2,885,000	183,000	(2,702,000)	-93.7%
<b>Nat Res Protect Restore Fund</b>	<b>-</b>	<b>2,885,000</b>	<b>183,000</b>	<b>(2,702,000)</b>	<b>-93.7%</b>
<b>TOTAL ALL FUNDS</b>	<b>71,376,077</b>	<b>102,754,369</b>	<b>93,852,667</b>	<b>(8,901,702)</b>	<b>-8.7%</b>

**Departmental Objectives for 2009**

1. Reduce phosphorus to Lake Whatcom:
  - Implement Year #2 of Single Family Retrofit Program.
  - Enhance Stormwater Infiltration for 100 homes.
  - Evaluate City water quality facilities for further upgrades to better target phosphorus. (Council Goal 1)
2. Implement actions of the TMDL Response Plan developed in 2008. (Council Goal 1)
3. Identify, prioritize, and purchase watershed properties utilizing at least 80% of the available budget. (Council Goal 1)
4. Initiate implementation of recommendations of the State Climate Action Task Force. (Council Goal 9)
5. Continue to enhance bicycle network by installing bike lanes on Forest Street and Northwest between McLeod and E. Bakerview Road. (Council Goal 2)
6. Continue to enhance pedestrian network by installing new sidewalks on Northwest between McLeod and E. Bakerview Road. (Council Goal 2)
7. Continue to enhance the commute trip reduction program by increasing transit rider ship by working with WTA on a program to provide discounted bus passes. (Council Goal 2)
8. Ensure that needed infrastructure is in place to serve added densities. (Council Goals 5 and 8)
9. Maintain condition of aging City infrastructure by regular maintenance and replacement programs, e.g. replace 10,000 feet of water and sewer main annually. (Council Goal 8)
10. Proceed with implementation of the Waterfront Redevelopment Master Plan and Development Agreement. Move forward on design of the infrastructure improvements. (Council Goals 3, 4, 5, 6, 7 and 8)
11. Reduce City Vehicle Trips. Review delivery service for other departments and suggest reductions or combined services. (Council Goal 2)
12. Revise Fleet Replacement Plan to encourage use of Hybrids or Electric Vehicles or Bio-Diesel. (Council Goal 9)
13. Expand Green Purchasing Policy to cover all aspects of Procurement. (Council Goal 9)
14. Expand review of chemicals used throughout the City for alternative "Green" products. (Council Goal 9)
15. Increase parking facility rates commensurate with private market to encourage alternative transportation and potentially free up some existing capacity. (Council Goal 2)



**Departmental Objectives for 2009 (continued)**

16. Explore subsidizing a high frequency shuttle service with WTA to provide cheap long term surface lot parking for employees on the outskirts of the Central Business District to free up hourly parking in the parkade and downtown lots. (Council Goal 2)
17. Seek opportunities for joint public/private development partnerships in the downtown core to construct additional parking supply and work on partnership opportunities with BPDA. (Council Goal 2)
18. Participate in the North West Regional Interoperability Consortium and continue to expand and leverage the City's radio and fiber network to help construct and enhance region wide Public Safety Communications. (Council Goal 7)
19. Re-structure 800 megahertz radios to utilize the lower end of the 800 band to reduce interference with NEXTEL and comply with an FCC order. (Council Goal 7)
20. Continue to implement a fiber optic communication network to expand Closed Circuit TV, traffic signal and communication interoperability to all departments involved as emergency response providers for increased efficiency in the event of a disaster or major traffic disruption. (Council Goals 7 and 8)
21. Invest in a Building Information Management System to provide increased efficiency in managing capital facility maintenance repair and operations. (Council Goal 8)
22. Upgrade additional signalized intersections along major commuter routes with Intelligent Transportation System and Transit Signal Priority components to expand more efficient traffic operations and multi-modal programs. (Council Goal 2)
23. Ensure water quality protection of the Lake Whatcom Reservoir by installing back-up power on all wastewater lift stations that are located within the watershed to prevent any overflows due to power loss. (Council Goal 1)
24. Minimize unaccounted for water by completing inspections and repairs of aging pipe networks that have a historical record of leaks. (Council Goal 1)
25. Perform filter flocculation studies on the City's Water Treatment Plant. (Council Goal 8)
26. Initiate a study to determine the most efficient natural gas use practices and procedures for operating the multiple hearth furnaces at the City's Wastewater Treatment Plant. (Council Goal 8)
27. Begin to implement the City's Water Use Efficiency Goals by establishing a Toilet Retrofit Program that converts 100 single family residences within the Lake Whatcom Watershed to High Efficiency Toilets. (Council Goal 1)
28. Implement a new maintenance management system. (Council Goal 8)
29. Expand the implementation of an online mapping application to the public website for public information self service. (Council Goal 8)

**Departmental Objectives for 2009 (continued)**

30. Continue expanding the department's radio meter reading system. (Council Goal 8)
31. Reduce fats, oils and greases within the wastewater collection system. Strategy: Implement and monitor a Fats, Oils, Grease control program and evaluate staffing requirements. Update Bellingham Municipal Code to include development guidelines for source controls, enforcement, and inspection requirements. (Council Goal 8)
32. Evaluate de-icing procedures and revise sanding practices within the watershed to reduce phosphorus contributions. Strategy: Analyze alternatives to sanding during storm events and look at de-icing procedures utilizing environmentally friendly active agents. Update de-icing and anti-icing routes accordingly. (Council Goal 7)
33. Monitor the storm water collection system scanning program. (Council Goal 1)
34. Continue development of a storm and surface water system-wide maintenance management program to improve maintenance practices and meet Department of Ecology NPDES phase II permit requirements. Strategy: Complete a draft Operations and Maintenance Plan for the Public Works Operations Stormwater Division by year end 2009. Coordinate with Maintenance Management System Master Planning. (Council Goal 1)
35. Annually evaluate CleanGreen operating expenses and revenues. (Council Goal 8)
36. Evaluate recycling alternatives for street sweeping and storm water vactored waste. (Council Goal 8)

## **Departmental Objectives for 2008 with Accomplishments**

### Public Works Administration

1. Proceed with implementation of the Waterfront Redevelopment Master Plan and Development Agreement, including designing infrastructure improvements. (Council Goals 3, 4, 5, 6, 7 and 8)

*Significant work forward on the railroad relocation, the Cornwall bridge, the Cornwall Avenue extension, a roundabout at State/Forest/Boulevard/Wharf, Central Avenue, and C Street.*

2. Design a new building to house Public Works for a more efficient operation, and to make space available in City Hall to meet the needs of other City departments. (Council Goal 1)

*This project was cancelled by Mayor Pike early in 2008.*

### Treatment Plants

#### *Post Point Pollution Control Plant*

1. Initiate a partnership with Puget Sound Energy (PSE) to analyze new technologies and system components to increase efficiency and reduce power use. (Council Goals 1 and 6)

*PSE and the City have initiated discussions on the potential to conserve and save energy during the upcoming Waste Water Treatment Plant (WWTP) upgrade. It is expected as work begins in 2009 on the WWTP Facilities Plan, PSE's involvement will increase and future power savings will become a reality.*

2. Implement vulnerability assessment of the City's wastewater treatment plant, including working with local emergency responders to ensure that facilities are protected under a variety of potential threats. (Council Goals 1, 6 and 11)

*Public Works has initiated an increase in security measures at the plant by beginning installation of a card access system on all buildings and facilities after an assessment by local emergency responders. Public Works has allowed, on numerous occasions, emergency responders to train at the treatment plant thus validating threats.*

#### *Water Filtration Plant*

3. Design and install an under-drain air scour system, which will work in conjunction with new filter under-drains installed in 2007 and allow uniform distribution of air and water to provide the vigorous agitation required for effective filter media cleaning. (Council Goal 2)

*Design is 50% complete and the project is expected to go out for bid in the second quarter of 2009 with a construction schedule from October 2009 through March 2010.*

4. Upgrade the water treatment plant's primary power service by installing a new transformer and generator transfer switch with all associated gear, which will bring a more reliable power source to the plant. (Council Goal 2)

*Design was completed in September of 2008, the project has been bid, and construction will start in early 2009.*

**Departmental Objectives for 2008 with Accomplishments (continued)**

Water / Wastewater Utilities

*Water*

1. Minimize unaccounted for water by completing inspections and repairs of aging pipe networks that have a historical record of leaks. (Council Goal 2)

*An aggressive leak detection program was conducted in 2008 beginning in October and finishing in December. To date, 31 miles of water mains were inspected with discovery of ten sizable leaks that resulted in a savings of 9,360 gallons per day.*

2. Implement procedures and methods outlined in the 2007 Water Distribution Training Program by building constructive work groups and trainee workshops that focus on core performance measures. (Council Goal 1)

*The Water Distribution Training Program is still being designed through a collaborative effort by the work group and the committee. It is expected that 2009 will be the year that performance measures are set in place by the committee.*

*Wastewater*

3. Implement and monitor the Fats, Oils and Grease (FOG) control program to ensure compliance. Evaluate staffing requirements to maintain program once implemented in 2008. (Council Goal 1)

*Began crafting a FOG ordinance in 2008 and are updating data on Food Service Establishments identified in 2008 for future contacts and/or inspections list. As described in the 2007 accomplishments, implementation of this multi-year objective is targeted for mid to late 2009.*

Maintenance Operations

*Street Maintenance*

1. Implement a new maintenance management system that will improve scheduling planned maintenance with system priorities and integration with growth and development plans. (Council Goal 1)

*Much of the anticipated implementation has been deferred until a new information maintenance management system is in place, or improved pavement management software is purchased. On-going audits of existing programs have continued throughout 2008 as a result of growth and density changes. Those audits have resulted in improvements to the street maintenance programs to maximize service and coverage's in new and redeveloping areas and focus repairs on higher utilized bike, pedestrian, and vehicular travel ways.*

2. Update the Public Works Snow and Ice Removal Operations procedures to reflect city growth and increase the efficiency of Public Works Operations. (Council Goal 1)

*Procedures manual has been updated and a separate "user friendly" version will be published to the City website in the first quarter of 2009.*

## Departmental Objectives for 2008 with Accomplishments (continued)

### Storm and Surface Water Maintenance

3. Monitor the stormwater collection system scanning program; continue systematic improvements to recondition the stormwater collection system. Evaluate funding adequacy in 2008 as scanning progresses. (Council Goal 1)

*On-going monitoring of the scanning program, as well as software upgrades, have improved program efficiencies. Stormwater system repairs have been identified through the scanning program and continue to be addressed as needed by either in-house repair projects or addition to the replacement list. Based on 2008 scanning results, funding for replacement projects appears to be on par with the annual budget for this objective. Continued evaluation will take place as scanning continues in future years.*

4. Develop a storm and surface water system-wide maintenance management program with procedures for identifying system deficiencies and improve scheduling planned maintenance with system priorities and integration with growth and development plans. (Council Goal 1)

*A formal documented plan for the storm and surface water maintenance management programs was postponed until 2009 due to limited data to modify programs. Data through 2008 will greatly improve benchmark values anticipated in the formal plan. Programs are routinely reviewed on an annual basis to improve efficiencies, and reviews in 2008 helped to improve our scanning rates as well as improve storm event responsiveness. Development of new procedures for Lake Whatcom Watershed stormwater maintenance was also started in the 4th quarter of 2008 and will continue throughout 2009.*

### Solid Waste Operations

5. Evaluate Clean Green operations and determine if site modifications are warranted to increase operational efficiencies. Evaluate material handling practices as a part of the efficiencies analysis. (Council Goal 1)

*Evaluation completed in 2008, and no site modifications were determined necessary at this time. Material handling practices were altered and resulted in savings to this popular solid waste recycling program without the need for capital expenditures to improve the site.*

### Purchasing, Materials Management, Fleet, Operations Administration

#### Fleet Operations

1. Continue to develop and implement bio-diesel fuel program for Citywide fleet. (Council Goals 1, 2, 4 and 6)

*Biodiesel has been installed at the City fuel site. All City vehicles that can use biodiesel have converted to using biodiesel. When available for purchase, hybrids and flex-fuel vehicles are purchased as the city standard.*

#### Warehouse

2. Review all chemicals inventoried for alternative "green products" and work with purchasing staff to find substitute products. (Council Goals 1, 2, 4 and 6)

*All chemicals have been inventoried. Alternatives have been purchased where possible. Purchasing continues to look for alternatives as they become available in the market and coordinates with the end user for testing.*

**Departmental Objectives for 2008 with Accomplishments (continued)**

*Administration / Office*

3. Complete procedures and cross train relief reception staff to handle Emergency Operations Center phone duties during emergencies. (Council Goal 11)

*Staff have been identified within public works operations for relief reception during emergencies. A training schedule has been developed to perform quarterly training sessions. The first session has been completed. The sessions will be on-going to ensure that staff are continually up to date on phone and reception duties during emergencies.*

*Purchasing*

4. Coordinate implementation of Environmental Purchasing Policy with Environmental Educator and Green Team. Report to the Mayor and City Council in April of 2008. (Council Goals 1, 2, 4 and 6)

*The Environmental Purchasing Policy has been completed and adopted by Council. We will work with the Environmental Educator and Green Team to prepare presentations as needed.*

Supervision and Technology

*Technical Services*

1. Implement a new Maintenance Management System as outlined in the department's information management master plan. (Council Goal 1)

*Due to budget and personnel constraints we determined that a Maintenance Management System could not be implemented with the available resources. In preparation for a new system in the future we worked to identify business requirements and streamline existing processes.*

2. Implement an on-line mapping application on the website for public information self-service. (Council Goals 1, 5, 7, 9 and 11)

*Due to changes in personnel we were not able to accomplish this objective and have deferred it until 2009.*

3. Expand the department's radio meter reading system. (Council Goals 1 & 9)

*Implemented radio read technology to include entire metered routes to reduce field reading time, and improve accuracy and efficiency in processing. Identified and eliminated potential hazardous meter reading locations by installing radio read technology. Increased total metered radio read technology by 8%.*

4. Evaluate the Geographic Information System (GIS) services provided to other city departments and the community to ensure adequate services are provided. (Council Goals 7 and 8)

*A review of the GIS services provided to the public and all city departments resulted in the following service modifications:*

- *The customer service application CityIQ used by staff throughout the city was elevated to a high service availability requiring staff to respond immediately to system outages and data consistency issues.*

**Departmental Objectives for 2008 with Accomplishments (continued)**

- *Developed GIS mapping and presentation standards for all public maps, presentations and reports. Provided user templates, training and support to maintain consistency throughout all city departments.*
- *Recommendations for service level agreements to high user level departments such as Planning, Fire and Police are being developed.*
- *Improvements to the maps and data portion of the city web site with more data, better descriptions and more maps with sample images are scheduled for the first quarter of 2009.*

Facilities Operations

1. Evaluate effectiveness of Green Clean custodial programs and implement any necessary actions and equipment to ensure new programs are both cost effective and protecting the environment. (Council Goal 6)

*Created new cleaning standards based on Green Clean chemical products and implemented program. Expansion of services will continue through 2009.*

2. Acquire new capital facility equipment and controls for power, heating, ventilation, and air conditioning systems to implement energy savings identified by the Energy Management Program that was implemented in 2007. Install computer-based system(s) and train Facilities Maintenance staff. (Council Goals 1 and 6)

*Purchased new DDC controlled HVAC equipment for the Police Department in 2008. Additional buildings will be upgraded and brought online as funding permits in out years.*

Transportation Management

*Communications*

1. Re-structure 800 megahertz radios to utilize the lower end of the 800 band to reduce interference with NEXTEL and comply with a Federal Communications Commission (FCC) order. (Council Goal 11)

*Project is underway and is in the planning and negotiation level stages with Sprint/NEXTEL in conjunction with the FCC Transition Administrator.*

2. Complete radio system upgrades to provide a Citywide radio network capable of seamless interoperability between differing sites, channels and agencies. (Council Goal 11)

*Project has been designed and constructed through the bench testing stage. Field deployment of the infrastructure is scheduled for first quarter of 2009.*

*Signals*

3. Upgrade an additional 20 signalized intersections along major commuter routes with Intelligent Transportation System (ITS) components and Transit Signal Priority (TSP) components to expand more efficient multi-modal programs. (Council Goal 7)

*Completed.*

**Departmental Objectives for 2008 with Accomplishments (continued)**

4. Implement a fiber optic communication network to expand Closed Circuit Television (CCTV) and traffic signal interoperability to all departments involved as emergency response providers for increased efficiency in the event of a disaster or major traffic disruption. (Council Goals 7 and 11)

*Ongoing multi-year project. The City's Department of Emergency Management was integrated in 2008.*

*Parking*

5. If funding allows, begin design and construction of a structured parking facility as identified in the 2007 planning process to locate and explore the potential for joint public/private development opportunities in the downtown core. (Council Goal 3)

*Property was acquired in 2008 to provide a potential construction site for a future parking structure. It will be used as a surface parking lot during the interim.*

6. Improve communication between the Parking Commission, City Departments and users of the parking system. (Council Goal 9)

*The Parking Commission worked with staff from multiple City departments and presented City Council with a set of operating policies that were adopted to help guide future decisions related to parking improvements.*

Engineering Services

*Design and Construction*

1. Complete construction of first phase renovation of the Federal Building utilizing \$2.61 Million of federal funds received for that purpose. (Council Goal 3, 6 and 8)

*Project was bid and awarded to Ebenal General Construction. Construction is underway and will be completed in early 2009.*

2. Complete construction of Phase II of the Sunset Drive widening, pedestrian and bicycle improvement project. (Council Goals 1 and 7)

*Project was bid and awarded to RAM Construction. Construction is underway and will be completed in the summer of 2009.*

3. Design and construct sidewalk and bike lanes on Northwest Avenue from McLeod Road to Bakerview Road together with a roundabout at the intersection of Northwest and Interstate 5. (Council goals 1, 7 and 10)

*The design work on this project is 60 percent complete; redesign was necessary to keep the project within budget. Permitting is in process and it is anticipated that the project will be advertised for bids in Spring of 2009.*

4. Construct streetscape improvements at the intersection of Bay and Holly Streets that distinguish the entrance to the arts district, provide improved pedestrian safety and expand public space. (Council Goal 3 and 5)

*Project was bid and awarded to Tiger Construction. Construction is underway and substantially complete at the end of 2008.*



**Departmental Objectives for 2008 with Accomplishments (continued)**

5. Construct pedestrian and bicycle facilities on Fraser Street, completing the corridor between Civic Field and Woburn Street for alternative modes of travel. (Council Goals 1, 6 and 10)

*Completion of design work for this project included major achievements in the meeting permitting requirements for this sensitive area. Permitting was substantially complete at the end of 2008 so the project can be advertised for bids in 2009.*

*Development*

6. Develop an alternative approach of measuring Concurrency that allows downtown redevelopment and development of urban villages. (Council Goal 7)

*New concurrency ordinance approved by Council.*

7. Continue to refine the Permit Center to streamline and coordinate the permitting process by close interaction with Permit Center staff. (Council Goal 7)

*Permit Center Leadership Team continues to refine the permitting process set in motion by the Mayor's 100 Day Plan.*

Storm and Surface Water Utility Services

*Stormwater Engineering*

1. Using the updated Stormwater Master Plan, complete the development of a 6-year and 20-year implementation plan for capital projects (50% complete in 2007). (Council Goal 1 and 2)

*The 2007 Stormwater Comprehensive Plan was completed in early 2008 and brought before Council. The plan provides the means to answer questions regarding development scenarios. The plan has also identified approximately \$24.7 million in stormwater piping upgrades. These are to be incorporated into street overlays and redesigns over the next 20 years or more.*

2. Modify the Brentwood Water Quality Facility to improve phosphorous control. (Council Goal 2)

*Completed September 2008. Testing of the facility is scheduled for 2009.*

3. Retrofit the stormwater outfalls at Dakin Street and Flynn Street as a part of the Lake Whatcom water quality improvement plan. (Council Goal 2)

*Preliminary Engineering has been accomplished for these outfall areas. Due to time and expenditures associated with the Northshore Drive water quality improvements this project has been moved to 2009 for construction.*

Environmental Services

1. Evaluate Department of Ecology, TMDL report and provide recommendations to Council. (Council Goals 1 and 2)

*Received TMDL report and provided comments to Department of Ecology; Briefed Council on timeline for development of response plan. Preliminary recommendations to be provided in 2009 Lake Whatcom Management Program.*

**Departmental Objectives for 2008 with Accomplishments (continued)**

2. Evaluate and recommend to Council options for service contracts for watershed properties land management and restoration activities. (Council Goal 2)  
*Completed evaluation, recommendation is to maintain current service contract.*
3. Develop Phase III tasks for the Climate Protection Plan. (Council Goal 1)  
*The selection of Phase III tasks will be informed by the work of the Energy Resource Scarcity/Peak Oil Task force and the evaluation of state legislation in the coming session.*
4. Expand community outreach programs to include non-traditional audiences and venues. (Council Goal 9)  
*No progress has been made.*
5. Seek additional grant funding for implementing the 6-year restoration projects plan. (Council Goal 2)  
*Receipt of an additional Centennial Clean Water Grant in late 2007 led to a revaluation of existing grant obligations and to the decision to not apply for additional grants during 2008.*
6. Seek partnerships and grant funding for implementation of habitat restoration projects in Bellingham Bay. (Council Goal 2)  
*Significant progress was made with two projects that will increase our restoration capability in the near shore environment. We partnered with State Department of Natural Resources to map eel grass beds in Bellingham's near shore, and we sponsored an agreement with Department of Ecology, State Fish and Wildlife, Port of Bellingham, local tribes and the National Oceanic and Atmospheric Administration's regional lab to create a flow model for Bellingham Bay. We also continue to work with the Port and others to implement a passage barrier removal project at the mouth of Squalicum Creek. We continue to work with the Whatcom Land Trust and Whatcom Marine Resources Committee to evaluate and improve habitat functions in Chuckanut Bay.*

Watershed Acquisition and Real Estate Services

*Lake Whatcom Land Acquisition*

1. Identify, prioritize, and purchase watershed properties utilizing the available Budget. (Council Goal 1)  
*\$6M bond issued in August of 2008. 107 acres were purchased in 2008.*

*Commercial Leasing*

2. Achieve an 80% average annual occupancy rate for all leased properties. (Council Goal 5)  
*Average occupancy for all commercial leased properties was 98%.*

**Performance/Activity Measures**

**Public Works Department**

<b>Public Works Department Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Department Operating Exp	\$ 37.214	\$ 40.042	\$ 45.593	\$ 44.298	\$ 45.377	\$ 52.836	\$ 57.011
Debt Service, Capital, Interfund	\$ 21.652	\$ 37.459	\$ 29.152	\$ 42.301	\$ 25.999	\$ 49.919	\$ 36.842
Total Department Expenditures	\$ 58.866	\$ 77.501	\$ 74.744	\$ 86.599	\$ 71.376	\$ 102.754	\$ 93.853
Total Department FTEs	225.3	210.2	213.6	221.1	220.6	239.2	239.0

**PW Treatment Plants Operations Group**

<b>Treatment Plants Ops Group Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Treatment Plants Operations	\$ 6.608	\$ 7.134	\$ 7.095	\$ 8.095	\$ 8.317	\$ 11.516	\$ 12.190

<b>Treatment Plants Operations Group</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
<b>WATER FILTRATION PLANT - WORKLOAD</b>							
Millions of Gallons of Water Treated per Day	10.20	10.39	9.79	10.47	10.78	9.70	
<b>WATER FILTRATION PLANT - EFFECTIVENESS</b>							
% of preventative (scheduled) maintenance to total maintenance for process				20%	19%	22%	25%
Compliance with State and Federal Drinking Water Regulations	100%	100%	100%	100%	100%	100%	100%
Clarity of the drinking water measured by actual NTU	0.30	0.30	0.30	0.30	0.04	0.04	0.3 NTU EPA Standard
<b>WASTEWATER - POST POINT POLLUTION CONTROL PLANT - WORKLOAD</b>							
Plant Flow - Millions of Gallons per Day	11.89	12.53	11.80	12.48	12.00	11.64	
Sludge Incineration - Tons	3,923	4,003	4,141	4,187	4,291	4,324	
<b>WASTEWATER - POST POINT POLLUTION CONTROL PLANT - EFFECTIVENESS</b>							
Solids Discharged mg/l	9.1	7.7	7.1	7.4	8.1	7.8	
Percent Removed	95.4%	96.1%	96.3%	96.1%	96.1%	96.3%	
Organics Discharged mg/l	10	10	9	9	11	11	
Percent Removed	94.6%	94.9%	95.0%	95.1%	95.1%	94.9%	

**Public Works Department**

**Performance/Activity Measures (continued)**

**PW Water / Wastewater Utility Operations Group**

<b>Water / Wastewater Utility Ops Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Water / Wastewater Utility Exp	\$ 9.417	\$ 9.580	\$ 10.694	\$ 11.767	\$ 11.880	\$ 13.319	\$ 14.555

<b>Water / Wastewater Utility Operations Group</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
<b>WATER UTILITY - WORKLOAD</b>							
Customer Service Requests	1,157	1,486	1,145	1,045	1,042	1,127	
Repairs per 100 Mi of Water	6.10	6.11	7.25	6.74	4.87	5.63	
<b>WATER UTILITY - EFFECTIVENESS</b>							
% of work performed that is scheduled, preventative maint.		78%	69%	58%	79%	75%	
<i>Preventative maintenance does not include requested activity.</i>							
% of work performed that is other scheduled maint.		22%	29%	41%	21%	24%	
% of work performed that is emergency (priority 1 or 2)		1%	2%	1%	1%	1%	
Water conservation program water savings 1,000s of gallons	5,322	5,314	13,297	13,300	32,200	22,068	
<b>WASTEWATER COLLECTION - WORKLOAD / EFFECTIVENESS</b>							
Sewer main lines cleaned bi-annually to remove accumulated grease and sediments - miles			70.35	71.03	163.42	167.73	> 72
Customer Service Requests per year - Sewer	110	95	96	85	64	170	< 100
<b>WASTEWATER COLLECTION - EFFICIENCY</b>							
Average cost per ft of sewer pipe cleaned for preventative maint. - wire rod / root hog			\$ 0.49	\$ 0.43	\$ 0.26	\$ 0.64	
Average cost per ft of sewer pipe cleaned for preventative maint. - jetting			\$ 0.16	\$ 0.26	\$ 0.30	\$ 0.25	
<b>WASTEWATER COLLECTION - EFFECTIVENESS</b>							
Number of Backups - City			2	2	2	5	
Number of Backups - Customer			13	18	17	76	

## Performance/Activity Measures (continued)

## Public Works Maintenance Operations Group

Maintenance Operations Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Expenditures shown in millions							
Maintenance Operation Grp Exp	\$ 4.737	\$ 4.756	\$ 5.137	\$ 5.072	\$ 5.400	\$ 6.360	\$ 7.107

Maintenance Operations Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	Benchmark or Target
<b>ROADWAY MAINTENANCE - WORKLOAD / EFFECTIVENESS</b>							
Customer Service Requests per year - Street	661	662	865	665	624	844	< 650
<b>ROADWAY MAINTENANCE - EFFICIENCY</b>							
Street sweeping expenditures per capita (75,000 est pop)			\$ 4.02	\$ 5.11	\$ 6.40	\$ 3.01	\$ 5.00
Street sweeping expenditures per paved lane mile			\$ 39.66	\$ 47.26	\$ 61.56	\$ 28.35	\$ 46.00
<b>ROADWAY MAINTENANCE - EFFECTIVENESS</b>							
Percent of streets needing overlay				8.8%	6%	6%	5% or less
Percent of sidewalks needing overlay				6.7%	10%	12%	5% or less
<b>DRAINAGE - WORKLOAD / EFFECTIVENESS</b>							
Hrs per yr cleaning storm pipes and catch basins			3,897	2,700	3,152	3,942	
Customer Service Requests per year - Drainage	327	180	212	262	186	188	< 200
<b>DRAINAGE - EFFICIENCY</b>							
Stormwater maintenance expenditures per capita (75,000 est pop)			\$ 7.90	\$ 9.70	\$ 8.80	\$ 17.39	\$ 10.00
<b>SOLID WASTE (LITTER CLEANUP &amp; CLEAN GREEN FACILITY) - WORKLOAD / EFFECTIVENESS</b>							
Citizen Inquiry Reports		151	274	177	176	399	< 200
Tons of litter collected per year	19	20	26	17	32	42	
Tons of yard waste received per year at Clean Green	5,454	5,381	4,727	4,670	6,118	5,352	
# of Clean Green customer visits per year	57,262	53,470	35,603	38,550	38,456	36,803	

The City conducts a biennial service priorities and customer satisfaction survey. In 2004 and 2006, the survey was limited to registered voters in Bellingham. In 2008, the survey population included residents of Bellingham without requiring that they be registered to vote. Complete survey results can be found at [www.cob.org/government/public/opinion/index.aspx](http://www.cob.org/government/public/opinion/index.aspx).

Survey Results	2004 Actual	2006 Actual	2008 Actual	Benchmark or Target
Residents surveyed that rate the job the City is doing as good or excellent in...				
Improving streets, such as fixing potholes, signage and traffic lights	56%	52%	54%	Increase

(Traffic signs and signals are the responsibility of the Transportation Management Group – page 275.)

**Public Works Department**

**Performance/Activity Measures (continued)**

**Purchasing and Materials Management Group**

<b>Purchasing and Materials Mgmt Group</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Purchasing Group Exp	\$ 3.857	\$ 4.154	\$ 3.348	\$ 2.149	\$ 2.388	\$ 2.095	\$ 2.123

<b>Purchasing and Matl Mgmt Group Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>
Orders Processed	42,325	40,935	40,497	38,819	34,648	32,717
Bids Issued	142	131	133	114	133	148

**Fleet Group**

<b>Fleet Group Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Fleet Group Expenditures	\$ 1.994	\$ 2.478	\$ 3.173	\$ 2.844	\$ 2.746	\$ 6.764	\$ 4.020

<b>Fleet Group Efficiency</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
Number of Vehicle Equivalents per Fleet Employee				109	111	138	Industry Average 112
Worker Utilization - % of hours billed to work orders	n/a	74.67%	71.85%	72.74%	77.00%	78.00%	Industry Average 70%

**Supervision and Technology Group**

<b>Supervision and Technology Grp Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Supervision & Technology Exp	\$ 1.376	\$ 1.627	\$ 1.704	\$ 1.803	\$ 1.916	\$ 2.736	\$ 2.723

<b>Supervision and Technology Group</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
<b>SUPERVISION &amp; TECHNOLOGY GROUP - WORKLOAD</b>							
GIS Users- Citywide	103	158	181	214	223	246	
Miles of City maintained streets				279	272	271	
Miles of City sidewalks				279.20	279.20	279.99	
<b>SUPERVISION &amp; TECHNOLOGY GROUP - EFFECTIVENESS</b>							
Metered Water Services per Reading FTE	6,318	7,047	7,358	7,668	8,423	8,671	Increase or maintain
50% of streets reviewed and rated by 2 FTEs				yes	yes	no	yes
50% of sidewalks reviewed and rated by 1 FTE				yes	yes	no	yes

## Performance/Activity Measures (continued)

## Facilities Group

Facilities Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Expenditures shown in millions							
Facilities Group Expenditures	\$ 1.277	\$ 1.322	\$ 1.815	\$ 1.782	\$ 1.922	\$ 3.168	\$ 2.932

Facilities Grp Workload and Effectiveness	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	Benchmark or Target
Sq. Ft. per Custodial FTE	17,784	16,441	16,211	19,086	19,086	19,086	
Repair Requests per 1,000 SF maintained - non-emergency				5.68	6.10	5.90	
Repair Requests per 1,000 SF maintained - emergency				1.04	1.50	1.03	
Utility Cost per Sq. Ft. of Maintained Building	\$ 1.54	\$ 1.86	\$ 1.48	\$ 1.57	\$ 1.78	\$ 1.90	

The square feet referenced in the above table is calculated differently beginning in 2006, as custodial and maintenance areas were combined.

## Transportation Management Group

Transportation Mgmt Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Expenditures shown in millions							
Transportation Mgmt Exp	\$ 3.159	\$ 3.144	\$ 3.427	\$ 3.507	\$ 4.115	\$ 7.098	\$ 4.884

Transportation Management Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	Benchmark or Target
<b>TRAFFIC - WORKLOAD</b>							
# of signal timing efficiency projects				9	12	10	
Traffic Signs Maintained	9,893	10,237	10,510	9,070	9,612	13,249	
Traffic Signs Installed	344	250	268	316	542	684	
Street Lights Maintained	3,173	3,200	3,264	3,314	3,378	3,395	
<b>COMMUNICATIONS / FIBER OPTIC - WORKLOAD</b>							
Devices Maintained		2,049	2,306	2,558	2,666	2,685	
Miles Fiber Cable Maintained		35	67	80	82.4	83.0	
<b>PARKING SERVICES - WORKLOAD</b>							
Permitted parking spaces available	939	939	606	683	688	688	
Permitted parking spaces sold	689	705	632	731	771	698	
Metered parking spaces maintained - individual	1,243	1,248	1,260	1,350	1,323	1,298	
Metered parking spaces maintained - pay station	-	-	-	77	77	121	
Hourly customers served	18,102	18,646	21,672	21,068	22,246	21,980	
<b>PARKING SERVICES - EFFECTIVENESS</b>							
Average annual occupancy - permitted spaces	73%	75%	104%	107%	115%	101%	115%
Average annual occupancy - lots	72%	73%	72%	105%	117%	101%	115%
Average annual occupancy - garages*	73%	77%	112%	111%	110%	101%	115%

\* Garage occupancy fluctuates at year-end w/permit renewal. We track only point-in-time occupancy.

**Public Works Department**

**Performance/Activity Measures (continued)**

**Public Works Engineering Services, Capital Improvement and Construction Groups**

<b>Engineering, Capital and Construction Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
PW Engineering Services Exp	\$ 1.576	\$ 1.644	\$ 2.410	\$ 2.422	\$ 2.861	\$ 3.200	\$ 3.433
PW Capital Improvements Exp	\$ 8.437	\$ 9.608	\$ 7.467	\$ 10.066	\$ 6.697	\$ 7.955	\$ 11.600
PW Construction Exp	\$ 4.847	\$ 5.180	\$ 5.742	\$ 7.798	\$ 9.208	\$ 22.206	\$ 11.810

<b>Engineering, Capital and Construction Groups</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
<b>PROJECT DELIVERY - WORKLOAD</b>							
Capital Projects	27	29	24	11	21	18	
Capital Projects - \$ Millions	\$ 13.00	\$ 15.00	\$ 9.80	\$ 2.74	\$ 14.51	\$ 16.10	
<b>STREETS - WORKLOAD</b>							
Miles of Street Resurfaced	2.11	6.60	4.90	0.53	6.74	1.77	
<b>STREETS - EFFICIENCY</b>							
Street resurfacing, cost per mile	\$ 664,610	\$ 763,000	\$ 193,818	n/a	\$ 374,189	\$ 716,230	
<b>STORM WATER - WORKLOAD</b>							
# of storm water retrofits completed, inside and outside of Lake Whatcom Watershed	n/a	n/a	3	5	12	1	
Linear Ft of Storm Water Pipe Installed	1,687	4,380	5,704	1,006	10,681	4,045	
<b>WATER - WORKLOAD</b>							
Feet of Water Main Replaced	6,412	21,089	3,679	-	740	10,224	
<b>WATER - EFFICIENCY</b>							
Water main replacement cost per ft	\$ 84	\$ 103	\$ 193	-	\$ 600	\$ 278	
<b>SEWER - WORKLOAD</b>							
Ft of Wastewater Main Replaced	4,667	12,351	8,181	38.5	12,148	1,373	
<b>SEWER - EFFICIENCY</b>							
Wastewater cost per ft of pipe, improve & replace	\$ 50	\$ 129	\$ 185	n/a	\$ 104	\$ 2,305	
<b>INSPECTION - EFFECTIVENESS</b>							
% of construction related inquiries responded to within one business day	100%	100%	100%	100%	100%	100%	100%
% of construction related concerns resolved within 30 business days	100%	100%	100%	100%	100%	100%	100%



## Performance/Activity Measures (continued)

## Public Works Engineering Services, Capital Improvement and Construction Groups

Engineering, Capital and Construction Groups	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	Benchmark or Target
<b>DEVELOPMENT - WORKLOAD / EFFECTIVENESS</b>							
# of arterial segments authorized by Council to function at LOS standard F	11	11	11	11	11	13	
# of arterial segments exceeding the LOS standard E (excluding those authorized by Council)					2	-	
# of arterial segments approaching LOS standard F				1	3	2	
<i>On January 1, 2009, and entireley new way of calculating LOS became effective.</i>							
% of concurrency inquiries responded to within one business day				64%	60%	70%	50%
% of concurrency inquiries responded to within three business days					80%	85%	75%
% of concurrency inquiries responded to within one week				100%	100%	100%	100%
<i>Concurrency response time applies to COMPLETE APPLICATIONS only.</i>							
# of Traffic Calming requests received	n/a	38	24	44	40	29	
# of Traffic Calming locations qualifying	n/a	6	4	9	5	1	
# of Traffic Calming measures constructed	n/a	2	1	7	2	3	
<i>Three projects completed in 2008 were projects pending that were qualified in 2008. No projects planned for 2009 due to budget reduction. Decrease in requests in 2008 due to 8 of 23 neighborhoods not participating / submitting.</i>							

Data for the Commute Trip Reduction Program in the table below is gathered every other year. The State sets the goals for the program. The method for setting goals and for computing statistics has changed, and the newest target is a reduction of 10% of the 2007 baseline rate (as determined under the new method) by 2011.

Commute Trip Reduction Program	2003 Actual	2005 Actual	2007 Actual	2011 Target
Single occupancy vehicle rate for Civic Center employees	68%	70%	65%	59%
Single occupancy vehicle rate for Public Works employees	88%	88%	86%	80%

**Public Works Department**

**Performance/Activity Measures (continued)**

**Storm and Surface Water Management Group**

<b>Storm and Surface Water Mgmt Grp Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Storm and Surface Water Exp	\$ 1.347	\$ 1.845	\$ 1.860	\$ 1.817	\$ 1.701	\$ 2.055	\$ 2.163

<b>Storm and Surface Water Mgmt Group</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
<b>REGULATORY COMPLIANCE - WORKLOAD</b>							
# of problems discovered and mitigated			3	1	0	2	100% of total
<b>REGULATORY COMPLIANCE - EFFECTIVENESS</b>							
% of outfalls inspected for non-stormwater discharge			~ 20%	~ 20%	~ 20%	~ 20%	20% of total
<b>EDUCATION AND OUTREACH - WORKLOAD</b>							
Topics addressed per year			3	5	7	4	3
Annual public meetings per year			2	3	4	6	2
<b>UTILITY MANAGEMENT AND INSPECTION - WORKLOAD</b>							
# of outfall retrofits completed in Lk Whatcom Watershed			4	2	4	4	2
# of outfall retrofits completed elsewhere in the City			2	2	1	3	1
% of construction projects reviewed that impact stormwater			100%	100%	100%	100%	100%
# of permits reviewed for stormwater mitigation and			590	606	426	465	100%
% of private facilities inspected				2%	0%	100%	100%
# of private facilities inspected per yr				10	0	8	100%
# of stormwater inspections conducted in the Lake Whatcom watershed				3,060	3,160	4,567	Seasonal 100% daily or 100% weekly
# of stormwater inspections conducted in the rest of City				6,250	6,460	6,285	100% initial + as needed
# of Correction Notices and/or Stop Work Orders issued			119	124	250	242	
# of cited violations of stormwater codes			15	17	28	12	

## Performance/Activity Measures (continued)

*Environmental Resources Group*

<b>Environmental Resources Group Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Environmental Resources Exp	\$ 0.866	\$ 2.971	\$ 3.593	\$ 2.015	\$ 1.146	\$ 4.663	\$ 1.713

<b>Environmental Resources Group Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>
# of ER restoration sites maintained				40	43	46
# of public service education pieces				~10,000	~5,000	~5000
# of classes completing the Sharing Our Watershed education programs	35	36	35	36	35	35

*Watershed Acquisition Management Group*

<b>Watershed Acquisition &amp; Mgmt Groups</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Watershed Acquisition Mgmt	\$ 2.398	\$ 2.697	\$ 1.823	\$ 8.998	\$ 3.191	\$ 2.110	\$ 5.006
Acquisition & Facilities Mgmt	\$ 0.498	\$ 0.534	\$ 0.180	\$ 0.195	\$ 0.181	\$ 0.203	\$ 0.213

<b>Watershed Acquisition Mgmt Group Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>
Current Yr Acquisitions - Acres	50	196	-	144	50	107
Cumulative Acres Acquired	787	983	984	1,128	1,178	1,285
Cost of Acquisition by Year	\$2,410,599	\$1,378,241	\$545,753	\$3,953,700	\$810,000	\$2,370,000

*Commercial Leasing Group*

<b>Commercial Leasing Group Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Commercial Leasing Grp Exp	\$ -	\$ 0.190	\$ 0.361	\$ 0.498	\$ 0.444	\$ 0.399	\$ 0.536

<b>Commercial Leasing Group Effectiveness</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
Rate of occupancy for leased spaces					100%	98%	80%

This page intentionally left blank.

## 2009 CAPITAL BUDGET

### Capital Outlay

The general definition of capital outlay, according to the Washington State BARS Manual, is “expenditures...which result in the acquisition of, rights to, or additions to fixed assets, including (*incidental*) costs...such as legal, appraisal and brokerage fees, land preparation, demolishing buildings, fixtures, and delivery costs....This classification pertains only to those assets which are purchased, not those constructed, fabricated or incidentally provided by the city.” Cost elements of the latter are classified under routine expenditure categories such as personnel services, supplies, other services and charges, etc. 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.

The Finance Department established new capitalization thresholds in 2007 which were used to prepare capital budgets beginning with the 2008 budget. For most asset categories, expenditures of less than \$50,000 for a single item or project are budgeted as operating expenditures rather than capital expenditures. The threshold for network IT equipment, such as switches and servers, is \$25,000. The threshold for general tools, office furniture and equipment, and general IT equipment is \$10,000. The threshold for fleet additions and replacements is \$5,000. Different capitalization criteria may be used when required by grant specifications.

### Capital Reconciliation

The Capital Budget for 2009 includes all expenditure types for capital-related needs, regardless of whether they meet the definition of capital outlay. This table shows a breakdown of the expenditure types that are included in the 2009 Capital Budget.

EXPENDITURE BY CAPITAL RELATED CLASSIFICATION	2009 BUDGET
Asset Maintenance Items (AM) - Excluding REET Funds	\$ 1,035,010
Capital Facilities Plan Items (CFP) - REET Funds Asset Maintenance	251,600
Capital Facilities Plan Items (CFP) - Debt Repayment	651,877
Capital Facilities Plan Items (CFP)	37,343,567
Capital Equipment Purchases (EQ)	5,396,732
<b>TOTAL CAPITAL RELATED BUDGET</b>	<b>\$ 44,678,786</b>

EXPENDITURE TYPE	2009 BUDGET
Capital Outlay	\$ 37,061,915
Salaries	0
Benefits	0
Supplies	0
Other Services and Charges	6,396,610
Intergovernmental Services	651,877
Interfund Payments	568,384
<b>TOTAL CAPITAL RELATED BUDGET</b>	<b>\$ 44,678,786</b>

### **Budget Year Capital Tables**

The Capital Budget begins with budget year expenditures. The Capital Budget for 2009 includes all expenditures for capital-related needs, regardless of whether they meet the definition of capital outlay. These include:

- **Capital Project Expenditures**

Capital project expenditures include capital outlay associated with specific projects or programs, along with other related expenditures which will be included in the value of the asset. Capital projects include land acquisitions and ongoing infrastructure improvement programs, but do not include capital outlay for equipment. Capital project expenditures are included in the Capital Facilities element of the Bellingham Comprehensive Plan.

- **Capital Equipment Expenditures**

Capital equipment expenditures include funds for the purchase, make-ready or upgrade of major equipment as defined within the capitalization thresholds determined by the Finance Department. Capital equipment purchases are not included in the Capital Facilities element of the Bellingham Comprehensive Plan.

- **Asset Maintenance Expenditures**

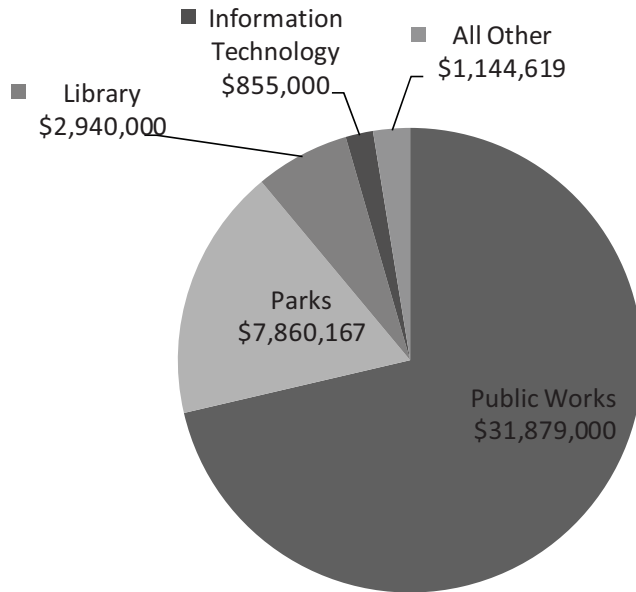
Expenditures for maintenance of assets are not capital expenditures but are included in the capital section of the budget because they frequently involve large dollar amounts or complex projects which require individual review by department heads, City administration and the City Council. Even though they are not capital expenditures, asset maintenance expenditures which are paid from REET funds are required to be part of the Capital Facilities Plan so that they are included in the Capital Facilities element of the Bellingham Comprehensive Plan.

Budget year capital tables are organized in sections by department, with the exception of tables for major cross-department initiatives which are presented before the individual departments. Each of these sections is followed by more detailed capital project summaries for major projects, excluding land acquisitions and equipment. Projects with associated capital project summaries are denoted by an asterisk (\*) in the left-hand column of the budget year capital tables.

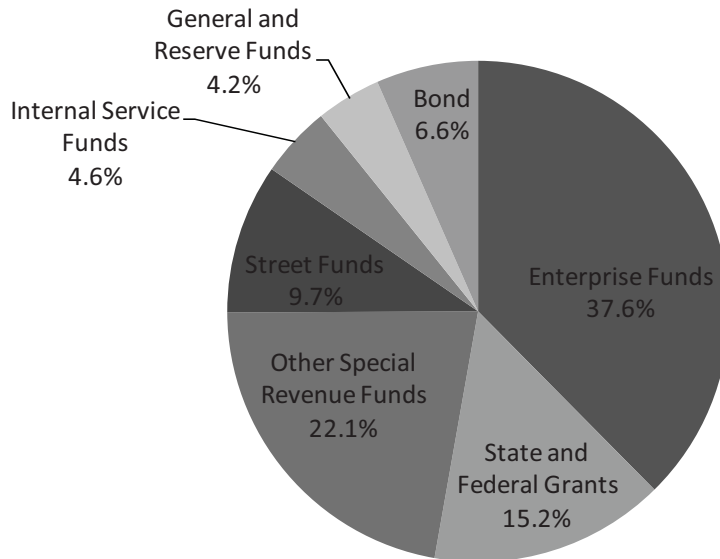
### **Capital Facilities Plan**

The Capital Facilities Plan (CFP) follows the budget year capital tables. The CFP includes the budget year estimated costs plus a five-year estimate of capital facilities project needs. Estimates for years 2010 through 2014 are provided for review and planning purposes, but are not authorized with the 2009 budget. The CFP includes expenditures related to construction or acquisition of property and facilities/infrastructure. These expenditures may include project support costs such as labor, supplies, intergovernmental services and outside services. The CFP does not include expenditures for equipment purchases. Asset maintenance expenditures are included only if they are to be paid from Real Estate Excise Tax funds. The CFP section of the budget updates the Capital Facilities element of the Bellingham Comprehensive Plan.

**2009 Capital Expenditures by Department**  
**Total Capital and Asset Maintenance \$44,678,786**



**2009 Capital Funding Sources**



**2009 ADOPTED BUDGET  
CAPITAL RELATED NEEDS SUMMARY**

**Expenditure Summary by Department:****Public Works**

Capital Facilities Plan Projects	\$26,865,000
Capital Equipment Purchases	<u>4,089,000</u>
Subtotal Capital Outlay	30,954,000
Asset Maintenance Projects	<u>925,000</u>
Total Capital Related Needs	31,879,000

**Library**

Capital Facilities Plan Projects	<u>2,940,000</u>
Total Capital Outlay	2,940,000

**Park**

Capital Facilities Plan Projects	<u>7,790,167</u>
Subtotal Capital Outlay	7,790,167
Asset Maintenance Projects	<u>70,000</u>
Total Capital Related Needs	7,860,167

**Fire**

Capital Equipment Purchases	<u>302,232</u>
Total Capital Outlay	302,232
Asset Maintenance Projects	<u>40,010</u>
Total Capital Related Needs	342,242

**Planning**

Capital Equipment Purchases	<u>59,500</u>
Total Capital Outlay	59,500

**ITSD**

Capital Equipment Purchases	<u>855,000</u>
Total Capital Outlay	855,000

**Police**

Capital Equipment Purchases	<u>91,000</u>
Total Capital Outlay	91,000

**Non-Dept**

Capital Facilities Plan Projects	<u>651,877</u>
Total Interfund Transfer for Capital Outlay	651,877

**Total Capital Related Needs**

\$44,678,786



**CAPITAL RELATED NEEDS SUMMARY (continued)****Expenditure Summary by Fund:**

Street Fund	\$9,500,000
Water Fund	9,045,000
Wastewater Fund	6,020,000
Greenways III Fund	5,210,369
Second Quarter REET Fund	3,061,877
General Fund	3,013,000
Fleet Administration Fund	1,987,000
Park Impact Fee Fund	1,750,000
Stormwater Fund	1,477,000
First Quarter REET Fund	1,289,798
Capital Maintenance Fund	945,010
Technology Replacement and Reserve	855,000
Medic One Fund	176,232
Public Safety Dispatch Fund	126,000
Facilities Administration Fund	70,000
Development Services Fund	59,500
Beyond Greenways Fund	50,000
Golf Course Fund	20,000
Asset Forfeiture/Drug Enforcement Fund	18,000
Purchasing and Materials Management Fund	5,000
Total	<u>\$44,678,786</u>

**Summary of Outside Revenue:**

Grants - Street Fund	\$6,775,000
Grants - Second Quarter REET Fund	\$1,610,000
Grants - Greenways III Fund	\$2,133,183
Bond - General Fund	<u>2,940,000</u>
Total	<u>\$13,458,183</u>

**2009 Capital – Capital Facilities Plan Expenditures**

Item or Project Name	Department/ Division	Description and Justification
----------------------	-------------------------	-------------------------------

**WATERFRONT REDEVELOPMENT**

**CAPITAL FACILITIES PLAN**

**Projects:**

*	Boulevard to Cornwall Boardwalk	Park-D&D	Design, permitting and construction of overwater boardwalk from Boulevard Park to South Waterfront Park; 2009 money is federal grant.
*	Bellingham Waterfront Restoration/Railroad	PWE-Street	This project will relocate the existing single railroad main line and remove it from the middle of the Waterfront Restoration site. The new alignment will be to the east and up against the embankment separating the CBD from the Restoration site. This relocation will allow a new double track through Bellingham, and grade-separate the railroad from bicycle, pedestrian and roadway uses. Included is the modification and reconstruction of the Cornwall Bridge and the Chestnut-Bay Bridge.
*	Waterfront Redevelopment Capital Activities-PWE Wastewater	PWE-Wastewater	Wastewater Fund capital waterfront improvement project. Wet Weather Peak Flow Facility; control combined sewer overflows waterfront to Bellingham Bay includes options for siting facility; opportunities for combining with waterfront development; railroad track relocation and underground utility conflicts; cost estimates for construction, operating and maintenance factors.
*	Bellingham Waterfront District Infrastructure	PWE-Street	This project includes the design and construction of a new bridge. The bridge will allow additional access to the Waterfront Restoration site, and will include facilities for pedestrians and bicycles.
	Waterfront Redevelopment Capital Activities-PWE Stormwater	PWE-Stormwater	Stormwater Fund capital improvement projects identified during the waterfront redevelopment master planning process.
<b>Total Waterfront Redevelopment Capital Facilities Plan</b>			

*A \* in the left column indicates that a summary for the named project follows the department capital tables.*

**Cross-Department Initiatives – Waterfront Redevelopment**

Estimated Impact on Operating Costs for Projects To Be Included in 2009 Budget	Prior Years Actuals Plus '08 Budget	2009	2009 Fund Allocation	2010-2014 Estimate
--	-------------------------------------	------	----------------------	--------------------

None associated with design and permitting.		2,133,183	GREENWAYS III FUND	4,000,000
This detail is not available.		5,000,000	STREET FUND/ GRANT	12,500,000
		(Allocation of these funds has been suspended by the state pending a reevaluation of state revenues.)		(No identified source of funds for the above)
Detail not available at this time.	148,000	1,000,000	WASTEWATER FUND	
These improvements will increase annual maintenance costs by approximately \$2,838 per year.	10,060,517	500,000	FIRST QUARTER REET FUND	
		(Prior Years includes Street Fund, First Quarter REET and grant funds. Of this amount, only \$7,333 had been spent as of the end of the year 2007. The remainder of funds are budgeted but unspent.)		
Detail not available at this time.	74,000	50,000	STORMWATER FUND	
	<b>10,282,517</b>	<b>8,683,183</b>		<b>16,500,000</b>

**2009 Capital – Waterfront Redevelopment Capital Project Summaries**

BOULEVARD PARK TO WATERFRONT PARK BOARDWALK				
Project Description (WF6181)				
<p>Design, permitting and construction of a new overwater boardwalk from Boulevard Park to South Waterfront Park. This phase will continue the engineering design and permitting phase of the project.</p>				
Revenues and Sources	Allocated as of 12/31/07	2008 Revised Budget	2009 Request	Total
Federal Indirect Grant	-	-	2,133,183	2,133,183
First Qtr REET	-	150,000	-	150,000
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,133,183</b>	<b>\$ 2,283,183</b>
<b>2010-2014 Estimated Need:</b>				
Greenways III Fund in 2010-2012.				4,000,000
<b>Estimated Total Revenues and Sources</b>				<b>\$ 6,283,183</b>
Expenditures and Uses	Spent as of 12/31/07	2008 Revised Budget	2009 Request	Total
Docks and Wharves Improvement	-	-	2,133,183	2,133,183
Engineering	-	150,000	-	150,000
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,133,183</b>	<b>\$ 2,283,183</b>
<b>2010-2014 Estimated Need:</b>				
Docks and Wharves Improvement in 2010-2012.				4,000,000
<b>Estimated Total Expenditures and Uses</b>				<b>\$ 6,283,183</b>
Estimated Impact on Operating Budget				
None associated with design and permitting.				

**2009 Capital – Waterfront Redevelopment Capital Project Summaries**

<b>BELLINGHAM WATERFRONT RAILROAD TRACK MAINLINE RELOCATION</b>				
<b>Project Description (WF 1002)</b>				
This project would relocate the existing BNSF mainline railroad track from traversing the Waterfront District. The new location would provide for a safer and more efficient railroad corridor by eliminating several at-grade street/rail crossings and by improving the geometrics of the track.				
<b>Revenues and Sources</b>				
	<b>Allocated as of 12/31/07</b>	<b>2008 Revised Budget</b>	<b>2009 Request*</b>	<b>Total</b>
State Grant	-	-	5,000,000	5,000,000
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,000,000</b>	<b>\$ 5,000,000</b>
<b>2010-2014 Estimated Need:</b> Funding source not yet identified for				12,500,000
<b>Estimated Total Revenues and Sources</b>				<b>\$ 17,500,000</b>
* Allocation of these funds has been suspended by the State pending a re-evaluation of state revenues.				
<b>Expenditures and Uses</b>				
	<b>Spent as of 12/31/07</b>	<b>2008 Revised Budget</b>	<b>2009 Request*</b>	<b>Total</b>
Engineering Services	-	-	5,000,000	5,000,000
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,000,000</b>	<b>\$ 5,000,000</b>
<b>2010-2014 Estimated Need:</b> Roadway and Street Improvements				12,500,000
<b>Estimated Total Expenditures and Uses</b>				<b>\$ 17,500,000</b>
* See revenue note above.				
<b>Estimated Impact on Operating Budget</b>				
This detail is not available.				

**2009 Capital – Waterfront Redevelopment Capital Project Summaries****WATERFRONT REDEVELOPMENT CAPITAL ACTIVITIES****Project Description**

Planned projects for 2009 include a Remote Wet Weather Peak Flow Storage Facility funded by the Wastewater Fund. This project is designed to reduce the discharge of combined sewer overflows into Bellingham Bay. The scope of the project will determine the best site for the facility and investigate opportunities to coordinate the site with Waterfront District developments. Funds also are budgeted in the Stormwater Fund for 2009 to cover the cost of stormwater projects as they are identified.

<b>Revenues and Sources</b>	<b>Allocated as of 12/31/07</b>	<b>2008 Revised Budget</b>	<b>2009 Request</b>	<b>Total</b>
Wastewater Fund	148,000	-	1,000,000	1,148,000
Stormwater Fund	74,000	-	50,000	124,000
<b>Estimated Total</b>	<b>\$ 222,000</b>	<b>\$ -</b>	<b>\$ 1,050,000</b>	<b>\$ 1,272,000</b>

<b>Expenditures and Uses</b>	<b>Spent as of 12/31/07</b>	<b>2008 Revised Budget</b>	<b>2009 Request</b>	<b>Total</b>
Waterfront Development Construction	222,000	-	1,050,000	1,272,000
<b>Estimated Total</b>	<b>\$ 222,000</b>	<b>\$ -</b>	<b>\$ 1,050,000</b>	<b>\$ 1,272,000</b>

**Estimated Impact on Operating Budget**

Detail not available at this time.

**2009 Capital – Waterfront Redevelopment Capital Project Summaries**

<b>BELLINGHAM WATERFRONT DISTRICT INFRASTRUCTURE</b>				
<b>Project Description (WF1000, WF1001)</b>				
<p>This project is the design and construction of roads, intersections, utilities and bridges throughout a variety of locations in the 220 acres of the Waterfront District. These improvements will support development activities by providing access, circulation, potable water, stormwater and sanitary sewer services.</p> <p>For maps, drawings and more information on planned development, see the Waterfront Connections Plan. This plan is available on line at:  <a href="http://www.cob.org/documents/issues/waterfront-connections-plan.pdf">http://www.cob.org/documents/issues/waterfront-connections-plan.pdf</a></p>				
<b>Estimated Project Costs</b>				
		<b>Source</b>	<b>Amount</b>	
2006 Adopted Budget	Engineering services for	STR	100,000	
2007 Adopted Budget	Engineering services for	STR	400,000	
2008 Adopted Budget	Capital outlay for bridge improvements.	STR/FGI SQET	7,920,000	
2009 Adopted Budget	Waterfront development	FQET	500,000	
<b>Total Budgeted</b>			<b>\$ 8,920,000</b>	
<b>Revenues and Sources</b>				
	<b>Allocated as of 12/31/07</b>	<b>2008 Revised Budget</b>	<b>2009 Request</b>	<b>Total</b>
Street Fund	7,333	1,000,000	-	1,007,333
Federal Indirect Grant	-	5,920,000	-	5,920,000
First Quarter REET Fund	-	1,000,000	500,000	1,500,000
<b>Estimated Total</b>	<b>\$ 7,333</b>	<b>\$ 7,920,000</b>	<b>\$ 500,000</b>	<b>\$ 8,427,333</b>
<b>Expenditures and Uses</b>				
	<b>Spent as of 12/31/07</b>	<b>2008 Revised Budget</b>	<b>2009 Request</b>	<b>Total</b>
Waterfront Construction	7,333	-	500,000	507,333
Bridge Improvements	-	7,920,000	-	7,920,000
<b>Estimated Total</b>	<b>\$ 7,333</b>	<b>\$ 7,920,000</b>	<b>\$ 500,000</b>	<b>\$ 8,427,333</b>
<b>Estimated Impact on Operating Budget</b>				
These improvements will increase annual maintenance costs by approximately \$2,838 per year.				

**2009 Capital – Capital Facilities Plan Expenditures**

Item or Project Name	Department/ Division	Description and Justification
----------------------	-------------------------	-------------------------------

**LAKE WHATCOM WATERSHED**

**CAPITAL FACILITIES PLAN**

**Land Acquisitions:**

Watershed Land Acquisitions	PWE-Watershed	The watershed acquisitions for 2009 would purchase additional properties in the Lake Whatcom Watershed to help protect the lake water quality. The properties are considered for purchase based on a detailed criteria rating system.
<b>Total Lake Whatcom Watershed Capital Facilities Plan</b>		



**Cross-Department Initiatives – Lake Whatcom Watershed**

Estimated Impact on Operating Costs for Projects To Be Included in 2009 Budget	Prior Years Actuals Plus '08 Budget	2009	2009 Fund Allocation	2010-2014 Estimate
--	-------------------------------------	------	----------------------	--------------------

None.	2,411,006	3,795,000	WATER FUND	5,000,000
	<b>2,411,006</b>	<b>3,795,000</b>		<b>5,000,000</b>

**2009 Capital – Capital Facilities Plan Expenditures**

Item or Project Name	Department/ Division	Description and Justification
----------------------	-------------------------	-------------------------------

**PARK DEPARTMENT**

**CAPITAL FACILITIES PLAN**

**Land Acquisition:**

	Land Acquisition - Park in Developing Area	Park-D&D	Acquire parkland in developing areas based on community needs and available properties.
	Greenway Land Acquisition	Park-D&D	Acquire Greenway properties. Includes Cornwall Park Expansion property.

**Projects:**

*	Boulevard Park Shoreline	Park-D&D	Restore and preserve the Boulevard Park shoreline from erosion.
*	Northridge Park Development	Park-D&D	Construction of the approximately 35-acre Northridge Park.
*	Cordata Neighborhood Park	Park-D&D	Develop approximately 20-acre park in Cordata Neighborhood. 2009 construction will be for trails only, as park cannot develop until Horton Road is built.
*	Cordata Park Trails	Park-D&D	2009-2010 project is to develop trails to connect adjacent neighborhoods to the new Cordata Park.

*A \* in the left column indicates that a summary for the named project follows the department capital tables. The two Cordata projects are combined in one summary under Neighborhood Park Construction.*

**Parks and Recreation Department**

Estimated Impact on Operating Costs for Projects To Be Included in 2009 Budget	Prior Years Actuals Plus '08 Budget	2009	2009 Fund Allocation	2010-2014 Estimate
--	-------------------------------------	------	----------------------	--------------------

None associated with land acquisition. Operating costs will be determined after parcel is acquired and development plan created.	1,000,000	1,000,000	PARK IMPACT FEE FUND	1,800,000
Greenway endowment fund can be used for any initial costs . Operating costs will be determined after parcel is acquired and development plan created.	6,671,727  (Prior Years include Beyond Greenways and Greenways III Funds)	1,000,000	GREENWAYS III FUND	5,900,000  (Above is anticipated from Greenways III Fund)

This is an improvement project to an existing facility, so no change in maintenance costs is anticipated.	300,000	1,200,000	GREENWAYS III FUND	
Estimated post-development operating costs will be evaluated after completion of design. The park will not be completed until the end of 2009, so no operating funds will be required until 2010.	200,000	1,100,000	PARK IMPACT FEE FUND, 300,000; GREENWAYS III FUND 800,000	200,000  (Above is anticipated from Park Impact Fee Fund)
Maintenance of trails will not begin until 2010.	250,000	300,000	PARK IMPACT FEE FUND	950,000
Operation and maintenance will not be needed until project is open in 2010. Operating costs are estimated at \$6,760.		300,000	FIRST QUARTER REET FUND	200,000

**2009 Capital – Capital Facilities Plan Expenditures**

Item or Project Name	Department/ Division	Description and Justification	
*	Playground Replacement	Park-D&D	Funds for 2009 will be allocated to replacement of aging Highland Heights Playground. Additional funds will be needed for 2010-2013 for replacement of other aging playgrounds.
	Little Squalicum Master Plan	Park-D&D	Prepare Park Master Plan related to Environmental Protection Agency/Oeser cleanup and settlement.
	Boulevard Park Parking Lot Fencing	Park-Operations	Replacement of existing chain link fence along parking area with new wood and metal fence (1025 feet) to match fence near trestle bridge. This fence is the only barrier between the parking lot and the railroad tracks which are immediately east of the parking lot.
	New Whatcom Falls Gravel Parking Lot	Park-Operations	Design and develop new public parking area near the Lakeway and Silver Beach entrance to Whatcom Falls Park. The new lot would replace the current parking area within Bayview Cemetery which is exclusively used by park visitors to access the off-leash section of Whatcom Falls Park. There are growing problems with the park users (with dogs) and visitors and funeral services at the Cemetery in this location. The new location would provide parking for this area of the park and the parking area in the Cemetery would be eliminated.
	Big Rock Garden Retainer Wall	Park-Operations	New wall (580 ft.) is needed to replace existing treated timber structure which retains slope along the trail near the performance deck area of the garden.

*A \* in the left column indicates that a summary for the named project follows the department capital tables. The Playground Replacement project summary is sub-titled Highland Heights.*


**Parks and Recreation Department**

Estimated Impact on Operating Costs for Projects To Be Included in 2009 Budget	Prior Years Actuals Plus '08 Budget	2009	2009 Fund Allocation	2010-2014 Estimate
Decreases staff time and costs of repairing existing playground. Annual estimated savings of 50 hours of staff time.		150,000	SECOND QUARTER REET FUND	
None associated with master plan.		75,000	FIRST QUARTER REET FUND	
New fence will reduce number of staff hours needed monitor and make band aid type repairs.		27,500	FIRST QUARTER REET FUND*	
The new parking area will not increase maintenance activities. The current maintenance activities will be moved to the new area.		24,200	FIRST QUARTER REET FUND*	
New wall will reduce number of staff hours needed to make band aid type repairs.		18,900	FIRST QUARTER REET FUND*	

**2009 Capital – Parks and Recreation Land Acquisitions**

Annual maintenance cost for undeveloped land in holding is estimated at \$500 per acre; annual maintenance cost for developed land with facilities, restrooms, irrigation, etc., is estimated at \$6,500 per acre; and annual maintenance cost for developed trails is estimated at \$5,000 per mile.

**2009 Capital – Parks and Recreation Capital Project Summaries**

<b>BOULEVARD PARK SHORELINE AND TRESTLE REPAIRS</b>
<b>Project Description (PD2180-1D)</b>
This project will repair the abutments, supports and decking of the the existing Pattle Point Trestle and restore and protect Boulevard Park shoreline from erosion by creating pocket beaches that will provide additional public beach access along Bellingham Bay.
 An aerial photograph of the Boulevard Park area in Bellingham, Washington. The image shows the coastline of Bellingham Bay on the left. A dark, linear structure labeled 'PATTLE POINT TRESTLE' extends from the land into the water. To the right of the trestle is Boulevard Park, which contains several buildings and parking lots. A road labeled 'STATE STREET' runs parallel to the shoreline. Four red arrows point to specific locations along the shoreline, each labeled 'PUBLIC BEACH ACCESS'. The area is divided into sections labeled 'AREA 1' through 'AREA 6'. The map also shows various streets and parking areas within the park.

**2009 Capital – Parks and Recreation Capital Project Summaries**

<b>BOULEVARD PARK SHORELINE AND TRESTLE REPAIRS (continued)</b>				
<b>Revenues and Sources</b>	<b>Allocated as of 12/31/07</b>	<b>2008 Revised Budget</b>	<b>2009 Request</b>	<b>Total</b>
Greenways III Fund	103	299,897	1,200,000	1,500,000
<b>Estimated Total Revenues and Sources</b>	<b>\$ 103</b>	<b>\$ 299,897</b>	<b>\$ 1,200,000</b>	<b>\$ 1,500,000</b>
<b>Expenditures and Uses</b>	<b>Spent as of 12/31/07</b>	<b>2008 Revised Budget</b>	<b>2009 Request</b>	<b>Total</b>
Engineering Services	103	299,897	-	300,000
Community Parks Construction	-	-	1,200,000	1,200,000
<b>Estimated Total Expenditures and Uses</b>	<b>\$ 103</b>	<b>\$ 299,897</b>	<b>\$ -</b>	<b>\$ 1,500,000</b>
<b>Estimated Impact on Operating Budget</b>				
This is an improvement project to an existing facility, so no change in maintenance costs is anticipated.				

**2009 Capital – Parks and Recreation Capital Project Summaries**

**NORTHRIDGE PARK DEVELOPMENT**

**Project Description (PD2014-2)**

Phase 2 of Northridge Park will construct the remaining trails and trail connectors to complete a loop around the park, and connections to Chandler Parkway, McLeod Road, Spyglass Dr. and Northridge Way.





**2009 Capital – Parks and Recreation Capital Project Summaries**

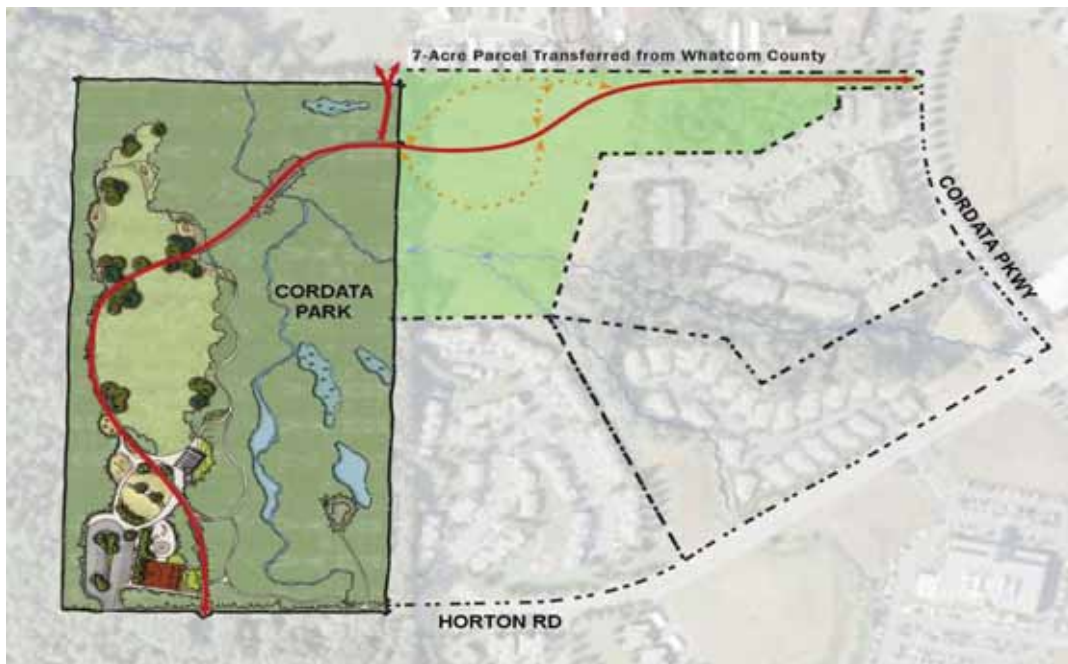
<b>NORTHRIDGE PARK DEVELOPMENT (continued)</b>				
<b>Revenues and Sources</b>	<b>Allocated as of 12/31/07</b>	<b>2008 Revised Budget</b>	<b>2009 Request</b>	<b>Total</b>
Greenways III Fund	-	200,000	800,000	1,000,000
Park Impact Fee Fund	-	100,000	300,000	400,000
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 300,000</b>	<b>\$ 1,100,000</b>	<b>\$ 1,400,000</b>
<b>2010-2014 Estimated Need:</b> Park Impact Fee Fund in 2010.				200,000
<b>Estimated Total Revenues and Sources</b>				<b>\$ 1,600,000</b>
<b>Expenditures and Uses</b>	<b>Spent as of 12/31/07</b>	<b>2008 Revised Budget</b>	<b>2009 Request</b>	<b>Total</b>
Community Parks Construction	-	300,000	1,100,000	1,400,000
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 300,000</b>	<b>\$ 1,100,000</b>	<b>\$ 1,400,000</b>
<b>2010-2014 Estimated Need:</b> Additional construction costs in 2010.				200,000
<b>Estimated Total Expenditures and Uses</b>				<b>\$ 1,600,000</b>
<b>Estimated Impact on Operating Budget</b>				
Operating budget will not be impacted until trails are complete and open for public use in 2010.				

**2009 Capital – Parks and Recreation Capital Project Summaries**

**NEIGHBORHOOD PARK CONSTRUCTION  
Cordata Neighborhood**

**Project Description (PD2028)**

The neighborhood park construction project for 2009 is development of a park in the Cordata Neighborhood. 2009 construction will be for trails only, as the park itself cannot develop until Horton Road is built. Maintenance of trails will not begin until 2010. Future year estimates are for other neighborhood park projects, yet to be identified, and related trail development and improvements.



**2009 Capital – Parks and Recreation Capital Project Summaries**

<b>NEIGHBORHOOD PARK CONSTRUCTION (continued)</b>				
<b>Cordata Neighborhood</b>				
<b>Revenues and Sources</b>	<b>Allocated as of 12/31/07</b>	<b>2008 Revised Budget</b>	<b>2009 Request</b>	<b>Total</b>
Park Impact Fee Fund	-	250,000	300,000	550,000
First Quarter REET Fund	-	-	300,000	300,000
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ 600,000</b>	<b>\$ 850,000</b>
<b>2010-2014 Estimated Need:</b>				
Park Impact Fee Fund \$200,000 in 2010 and \$750,000 in 2011 for Cordata Park.				950,000
First Quarter REET Fund \$200,000 per year 2010-2014 for future neighborhood park				1,000,000
<b>Estimated Total Revenues and Sources</b>				<b>\$ 2,800,000</b>
<b>Expenditures and Uses</b>	<b>Spent as of 12/31/07</b>	<b>2008 Revised Budget</b>	<b>2009 Request</b>	<b>Total</b>
Construction/Neighborhood Parks	-	250,000	300,000	550,000
Construction Paths and Trails	-	-	300,000	300,000
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ 600,000</b>	<b>\$ 850,000</b>
<b>2010-2014 Estimated Need:</b>				
Neighborhood parks construction costs in 2010 and 2011 for Cordata Park.				950,000
Additional sidewalks, paths and trails improvement costs in 2010-2014.				1,000,000
<b>Estimated Total Expenditures and Uses</b>				<b>\$ 2,800,000</b>
<b>Estimated Impact on Operating Budget</b>				
No impact to operating costs is expected until 2010. 2009 construction will be for trails only, as park cannot develop until Horton Road is built. Maintenance of trails will not begin until 2010. Estimated operating costs for developed trails is \$5,000 per mile.				

**2009 Capital – Parks and Recreation Capital Project Summaries**

**PLAYGROUND CONSTRUCTION  
Highland Heights Playground**

**Project Description (PD2029)**

Funds for 2009 will be allocated to Highland Heights Playground. Work includes removal of existing equipment, working with neighborhood group to identify needs, design, and construction of new playground that meets current safety standards and complies with the Americans With Disabilities Act Accessibility Guidelines. Additional funds will be needed for 2010-2013 for replacement of other aging playgrounds.



**2009 Capital – Parks and Recreation Capital Project Summaries**

<b>PLAYGROUND CONSTRUCTION (continued)</b>				
<b>Highland Heights Playground</b>				
<b>Revenues and Sources</b>	<b>Allocated as of 12/31/07</b>	<b>2008 Revised Budget</b>	<b>2009 Request</b>	<b>Total</b>
Second Quarter REET Fund	-	250,000	150,000	400,000
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ 150,000</b>	<b>\$ 400,000</b>
Second Quarter REET Fund \$150,000 per year 2010 through 2013.				600,000
<b>Estimated Total Revenues and Sources</b>				<b>\$ 1,000,000</b>
<b>Expenditures and Uses</b>	<b>Spent as of 12/31/07</b>	<b>2008 Revised Budget</b>	<b>2009 Request</b>	<b>Total</b>
Playground Construction	-	250,000	150,000	400,000
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ 150,000</b>	<b>\$ 400,000</b>
<b>2010-2014 Estimated Need:</b>				
Playground construction costs \$150,000 per year 2010 through 2013 for other sites.				600,000
<b>Estimated Total Expenditures and Uses</b>				<b>\$ 1,000,000</b>
<b>Estimated Impact on Operating Budget</b>				
Decreases staff time and costs of repairing existing playground. Annual estimated savings of 50 hours of staff time.				

**2009 Capital – Capital Facilities Plan Expenditures**

Item or Project Name	Department/ Division	Description and Justification
----------------------	-------------------------	-------------------------------

**Improvement Programs:**

Labor Distribution to General Fund from Greenways 3	Park-D&D	Greenways 3 Fund share of Park Design and Development labor charged to General Fund.
Labor Distribution to General Fund from SQET	Park-D&D	Second Quarter REET Fund share of Park Design and Development labor charged to General Fund.
Labor Distribution to General Fund from Beyond Greenways	Park-D&D	Beyond Greenways Fund share of Park Design and Development labor charged to General Fund.
Labor Distribution to General Fund from Park Impact Fees	Park-D&D	Park Impact Fee Fund share of Park Design and Development labor charged to General Fund.
Neighborhood Park Improvements	Park-D&D	Park impact share of neighborhood park improvements that add capacity to mitigate impacts of increased population.
Sidewalks, Paths and Trails	Park-D&D	Trail additions in newly developing areas.
Parks Facility Asphalt Patching and Resurfacing	Park-Operations	Patching and overlay of Park roads, parking lots and pathways.
Sidewalk & Curb Replacement	Park-Operations	Replacement of damaged and cracked park sidewalk and curb sections.
Trail Surface/Drainage Repairs	Park-Operations	Supplies and materials for the continued resurfacing and drainage system replacement of trail surfaces and associated drainages.
Roof Replacements	Park-Operations	Scheduled replacement or repair of Park facilities roofs identified by inspection.

**Parks and Recreation Department**

Estimated Impact on Operating Costs for Projects To Be Included in 2009 Budget	Prior Years Actuals Plus '08 Budget	2009	2009 Fund Allocation	2010-2014 Estimate
--	-------------------------------------	------	----------------------	--------------------

None.		77,186	GREENWAYS III FUND	308,744
None.		50,000	SECOND QUARTER REET FUND	200,000
None.		50,000	BEYOND GREENWAYS FUND	
None.		50,000	PARK IMPACT FEE FUND	200,000
Depends on specific project and level of improvements. Generally included with other projects and existing park maintenance.		50,000	PARK IMPACT FEE FUND	250,000
Operation and maintenance will not be needed until project is open in 2010. Operating costs are estimated at \$6,760.		50,000	PARK IMPACT FEE FUND	250,000
The Parks and Recreation Department continues to resurface trails, parking areas and roads annually which eliminates the need for additional work in temporary surface repairs.		50,000	SECOND QUARTER REET FUND*	150,000
Staff hours will be saved associated with repair of damaged sections with a temporary measure.		25,000	FIRST QUARTER REET FUND*	150,000
Staff time will be reduced for making repairs to trails that are worn down or damaged by erosion.		25,000	FIRST QUARTER REET FUND*	150,000
Additional staff hours would be saved associated with emergency repairs to the roofs and any interior spaces with water damage.		15,000	FIRST QUARTER REET FUND*	90,000

**2009 Capital – Capital Facilities Plan Expenditures**

Item or Project Name	Department/ Division	Description and Justification
Labor Distribution to General Fund from First Quarter REET	Park-D&D	First Quarter REET Fund share of Park Design and Development labor charged to General Fund.
Park and Sports Field Lighting	Park-Operations	Replacement of sports and park lighting lamps based on a 6-year replacement cycle.
<b>Total Park Department Capital Facilities Plan</b>		

Several annual programs set aside money for ongoing capital updates and replacements to components of the City's Park infrastructure. The money set aside is not always designated for specific purposes at budget preparation time. Portions of the annual program funds for the budget year that have been allocated to a specific project have been moved from the program total for 2009 and included in the specific project total. Remaining funds in the annual program for 2009 are shown in this Improvement Program sections and will be designated as a result of inspection and planning activities throughout the year.

Examples of annual programs with specific projects budgeted for 2009 are the Cordata Neighborhood Park project funded from the ongoing Neighborhood Park Construction program and the Highland Heights Playground project funded from the ongoing Playground Construction program.



**Parks and Recreation Department**

Estimated Impact on Operating Costs for Projects To Be Included in 2009 Budget	Prior Years Actuals Plus '08 Budget	2009	2009 Fund Allocation	2010-2014 Estimate
None.		13,198	FIRST QUARTER REET FUND	87,792
For several budget cycles, sports lighting replacement has been done by fields rather than addressing individual lamps on different fields at needed. This saves dollars in labor cost.		6,000	FIRST QUARTER REET FUND*	39,000
	<b>8,421,727</b>	<b>5,656,984</b>		<b>10,925,536</b>

**2009 Capital – Capital Facilities Plan Expenditures**

Item or Project Name	Department/ Division	Description and Justification
----------------------	-------------------------	-------------------------------

**LIBRARY DEPARTMENT**

**CAPITAL FACILITIES PLAN**

**Projects:**

*	Fairhaven Branch Remodel Priority 1 Items	Library	To implement Priority 1 items in Fairhaven Condition Assessment Report. Exterior work to repair damage and prevent further water penetration and damage. \$1.3 million was allocated in 2008 from reserve funds. Timing for this renovation may need to be delayed until summer of 2009. Expenditures for this item began in 2008. In 2009 the City will either reduce the bond request or return the excess bond to reserves in the appropriate fund.
*	Fairhaven Branch Remodel Priority 2 and 3 Items	Library	Priority 2 and 3 items include further structural renovations, plus improvements to maintain historical integrity of 104-year-old building.
*	Paint Exterior and Interior Central Library	Library	Painting has been deferred for many years with the expectation of a new central library. Most areas of the interior and exterior are noticeably in need of fresh paint. \$30,000 exterior and \$120,000 interior.
*	Replace Carpet Central Library	Library	The Library is the most heavily used public building in the city with 800,000 visitors annually. When the carpet in the public areas was replaced 11 years ago, non-public areas were not done, so both public and non-public areas are in need. (carpet in non-public areas exceeds 20 years old)
*	Structural Improvements	Library	The volume of business continues to increase and the building is over-capacity for the workload and materials movement. This request covers professional services to assess space issues and to provide some possible, minimal structural improvements in order to increase efficiencies on all levels.

*A \* in the left column indicates that a summary for the named project follows the department capital tables. In the case of the Library, the first two Fairhaven Library projects are combined into one summary, and the remaining Central Library Improvements are combined into one summary.*

**Library**

Estimated Impact on Operating Costs for Projects To Be Included in 2009 Budget	Prior Years Actuals Plus '08 Budget	2009	2009 Fund Allocation	2010-2014 Estimate
--	-------------------------------------	------	----------------------	--------------------

None; possible decrease in facilities costs.		1,300,000	GENERAL FUND/BOND	
None; possible decrease in facilities costs.		1,040,000	GENERAL FUND/BOND	
None.		150,000	GENERAL FUND/BOND	
Reduce possible hazards, potential for accidents and associated costs.		150,000	GENERAL FUND/BOND	
None.		140,000	GENERAL FUND/BOND	

**2009 Capital – Capital Facilities Plan Expenditures**

Item or Project Name	Department/ Division	Description and Justification
* Library Signage Update	Library	The Library's recent rebranding project will be most successful if the brand identity and logo is consistent throughout the library system, from our printed materials to our signage. This request covers two lighted exterior monument signs for the Central Library, one for the Fairhaven Branch, and a wall-mounted sign for the Barkley Branch. It also includes wayfinding signage throughout each location: building directories, hanging directional signs, and collection signs.
* Replace Entry Doors Central Library	Library	Both sets of entry doors are malfunctioning. Hardware has been replaced numerous times and is difficult to retrofit. Numerous occasions when locking/securing the building has been difficult because of worn out hardware. Break-in occurred at end of 2007 through these doors. \$25,000 Central Avenue and \$10,000 Lottie Avenue.
* Build Offices for Two Library Managers	Library	Two library managers are located in the midst of all the staff members they supervise. There are no spaces left where they can meet on confidential, personnel issues despite creative efforts to rearrange furnishings. Office space is critical to the manager's ability to manage, supervise, communicate openly with and develop good teamwork with their department staff.
* Community Book Drops	Library	Community demand for increased convenience for library service. Possible locations: Bellingham Technical College, Western Washington University, Bellis Fair Mall.
<b>Total Libray Capital Facilities Plan</b>		

*A \* in the left column indicates that a summary for the named project follows the department capital tables. The first two Fairhaven Library projects are combined into one summary, and the remaining Central Library Improvements are combined into one summary.*

**Library**

Estimated Impact on Operating Costs for Projects To Be Included in 2009 Budget	Prior Years Actuals Plus '08 Budget	2009	2009 Fund Allocation	2010-2014 Estimate
None.		75,000	GENERAL FUND/BOND	
Potential decrease in maintenance costs associated with continual repairs.		35,000	GENERAL FUND/BOND	
None.		35,000	GENERAL FUND/BOND	
None.		15,000	GENERAL FUND/BOND	
		<b>2,940,000</b>		

**2009 Capital – Library Capital Project Summaries**

**FAIRHAVEN BRANCH LIBRARY REMODEL**

**Project Description**

Implementation of Priority 1 items in the Fairhaven Condition Assessment Report. Project includes exterior work to repair damage and prevent further water penetration and damage. \$1.3 million was allocated in 2008 from reserve funds. Timing for this renovation may need to be delayed until summer of 2009. Expenditures for this item began in 2008. Priority 2 and 3 items include further structural renovations, plus improvements to maintain the historical integrity of the 104-year-old building.



Revenues and Sources	Allocated as of 12/31/07	2008 Revised Budget	2009 Request	Total
Bond Revenue	-	-	2,340,000	2,340,000
<b>Estimated Total Revenues and Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,340,000</b>	<b>\$ 2,340,000</b>

Expenditures and Uses	Spent as of 12/31/07	2008 Revised Budget	2009 Request	Total
Building Improvements - Libraries	-	-	2,340,000	2,340,000
<b>Estimated Total Expenditures and Uses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,340,000</b>	<b>\$ 2,340,000</b>

**Estimated Impact on Operating Budget**

None; possible decrease in facilities costs.

2009 Capital – Library Capital Project Summaries

CENTRAL LIBRARY IMPROVEMENTS

Project Description

Building maintenance and improvement projects at the Bellingham Central Library. These may include:

- Interior and exterior painting
- Entry door replacement
- Carpet replacement
- Signage update
- Structural improvements
- Construction of new offices
- Additional community book drops

Painting:



Entry Doors:



**2009 Capital – Library Capital Project Summaries**

<b>CENTRAL LIBRARY IMPROVEMENTS (continued)</b>				
<b>Revenues and Sources</b>	<b>Allocated as of 12/31/07</b>	<b>2008 Revised Budget</b>	<b>2009 Request</b>	<b>Total</b>
Bond Revenue	-	-	600,000	600,000
<b>Estimated Total Revenues and Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>
<b>Expenditures and Uses</b>	<b>Spent as of 12/31/07</b>	<b>2008 Revised Budget</b>	<b>2009 Request</b>	<b>Total</b>
Building Improvements - Libraries	-	-	600,000	600,000
<b>Estimated Total Expenditures and Uses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>
<b>Estimated Impact on Operating Budget</b>				
None.				



This page intentionally left blank.

**Capital Budget**

**2009 Capital – Capital Facilities Plan Expenditures**

Item or Project Name	Department/ Division	Description and Justification
----------------------	-------------------------	-------------------------------

**NON DEPARTMENTAL**

**CAPITAL FACILITIES PLAN**

	Civic Field and Aquatic Center Debt Service	Non-Departmental	Debt for Civic Field and Aquatic Center. This item is for debt repayment, not capital, but must appear in the CFP due to the funding source.
<b>Total Non Departmental Capital Facilities Plan</b>			

**Non-Departmental**

Estimated Impact on Operating Costs for Projects To Be Included in 2009 Budget	Prior Years Actuals Plus '08 Budget	2009	2009 Fund Allocation	2010-2014 Estimate
--	-------------------------------------	------	----------------------	--------------------

None.	1,260,919	651,877	SECOND QUARTER REET FUND	3,538,271
	<b>1,260,919</b>	<b>651,877</b>		<b>3,538,271</b>

**2009 Capital – Capital Facilities Plan Expenditures**

Item or Project Name	Department/ Division	Description and Justification
----------------------	-------------------------	-------------------------------

**PUBLIC WORKS DEPARTMENT**

**CAPITAL FACILITIES PLAN**

**Projects:**

*	West Illinois Street Extension (Morse/Oeser/County Project)	PWE-Street	A cooperative funding project between the City of Bellingham, Whatcom County, the Bellingham Technical College, Morse Steel and the State of Washington. The project will construct West Illinois Street between its current westerly terminus and Marine Drive.
*	WWTP Facility Construction/Expansion	PWE-Wastewater	Design for the expansion of the existing Wastewater Treatment Plant to meet all permit requirements under the National Pollution Discharge Elimination System (NPDES).
	Water Comprehensive Plan 2009 Projects (2008 bond proceeds)	PWE-Water	Detail is not available at this time. Projects will be identified once the Water Comprehensive Plan is approved by Council.
*	Northwest/McLeod Phase II Roundabout	PWE-Street	This project will incorporate previously budgeted sidewalk improvements on McLeod Road and will involve construction of a multimodal roundabout at the intersection to add bicycle and pedestrian safety as well as arterial capacity and efficiency.
*	Meador/Kansas/Ellis Bike Pedestrian, Trail	PWE-Street	This project will provide the final on-street connection for the long-planned Whatcom Creek Trail system between Lake Whatcom and Bellingham Bay. 2008 Parks Department work will complete the trail section between Racine Street, passing beneath I-5 along the creek. This Public Works project will provide on-street pedestrian facilities between Meador Avenue and the Ellis Street. Right-of-way and narrow Whatcom Creek bridges create challenges, but bicycle facilities will be included where physically possible.

*A \* in the left column indicates that a summary for the named project follows the department capital tables.*

**Public Works Department**

Estimated Impact on Operating Costs for Projects To Be Included in 2009 Budget	Prior Years Actuals Plus '08 Budget	2009	2009 Fund Allocation	2010-2014 Estimate
--	-------------------------------------	------	----------------------	--------------------

This activity will reduce annual maintenance costs of residential streets in the Birchwood Neighborhood as it will route truck traffic onto County all-weather road system. Street itself will result in no maintenance cost as it is in the County.	2,205,060	2,000,000	STREET FUND 400,000; STREET FUND/GRANT 1,600,000	
The City is reviewing operational impacts of plant expansion through rate analysis and revenue forecasting.	600,000	2,000,000	WASTEWATER FUND/BOND (2010-2012)	65,000,000  (Above includes \$15,000,000 in related sewer conveyance upgrades)
This detail is not available at this time and will be determined when individual projects are identified.		2,000,000	WATER FUND	2,000,000
This project will result in increased operating costs for pavement and surface maintenance, storm water maintenance, illumination maintenance and electrical energy consumption. Annual increase is approximately \$5,700 per year.	930,600	1,610,000	STATE GRANT	790,000  (No identified source of funds for the above)
Bike and pedestrian facilities will increase maintenance costs in future years requiring enhanced street sweeping and additional maintenance for pavement surfaces and traffic markings. Annual increase is approximately \$6,000.		925,000	STREET FUND 200,000; STREET FUND/GRANT 175,000; SECOND QUARTER REET FUND 550,000	

**2009 Capital – Capital Facilities Plan Expenditures**

Item or Project Name	Department/ Division	Description and Justification
* Forest Street Bicycle Lane and Pedestrian Crossing	PWE-Street	Sewer main replacements beneath Forest Street in 2007-08 delayed this resurfacing until 2009. When resurfacing Forest occurs, pavement markings between N. State Street and Ellis will be changed with arterial capacity being reduced to two lanes, addition of a bicycle lane, and pedestrian crossings installed in high-demand locations.
* Padden Creek Daylighting	PWE-Stormwater	Reopen Padden Creek, decrease reliance on the tunnel for flood control and improve fish passage.
* Information Management Master Plan Implementation	PW-Operations	Implementation of the findings from the Information Management Master Plan which will likely include: new/upgraded Maintenance Management System, information portal with web mapping, public Internet mapping site, upgrades to the Tidemark system, a document management system and integration with the Cayenta financial system and new payroll system. Project costs will be spread over a five-year period.
* Birchwood Pedestrian Improvements	PWE-Street	Working with the Birchwood Safe Route to School team, the Birchwood Neighborhood Group, and the Bicycle/Pedestrian Advisory Committee, Public Works staff will identify, design and construct a pedestrian improvement project in the Birchwood Neighborhood. Initially planned for sidewalk on McLeod Road, the project will be coordinated with other safe route to school projects in the area.
* Sunset Drive, Phase 2 Water Mains	PWE-Water	Extend scope of water main replacements to city limits during street construction that began in fall of 2008.
Fish Passage Improvements	PWE-Stormwater	Removal and replacement of culverts to remove fish blockages, per Washington Department of Fish and Wildlife guidelines. Includes project identification and design.

*A \* in the left column indicates that a summary for the named project follows the department capital tables.*

**Public Works Department**

Estimated Impact on Operating Costs for Projects To Be Included in 2009 Budget	Prior Years Actuals Plus '08 Budget	2009	2009 Fund Allocation	2010-2014 Estimate
This project will result in increased costs for electrical energy consumption.		550,000	STREET FUND	
Maintenance costs should decrease during flood periods. This would remove a large potential flood liability to the City.	404,441	300,000	STORMWATER FUND	5,000,000  (No identified source of funds for \$4 million of the above)
Each phase of the plan will include a cost benefit analysis with estimated staffing and budget impacts listed.	989,995	300,000	STREET FUND	1,610,000
Pedestrian and drainage improvements will increase maintenance costs in future years. Annual increase is approximately \$1,000.		300,000	STREET FUND	
This detail is not available at this time and will be determined when individual projects are identified.	100,000	300,000	WATER FUND	
Project will decrease the need for culvert maintenance at the locations.	400,000	250,000	STORMWATER FUND	1,250,000

**2009 Capital – Capital Facilities Plan Expenditures**

Item or Project Name	Department/ Division	Description and Justification
* Northwest Pedestrian Improvements - McLeod to Bakerview	PWE-Street	The project will install sidewalks under I-5 from McLeod to Bakerview to link the Bakerview sidewalk network to the Birchwood Neighborhood sidewalk network. In addition, circulation improvements at the I-5 interchange will be undertaken to relieve congestion at peak periods.
* Undergrounding PSE	PWE-Street	For the 2009 budget year, the Annual Downtown Street/Sidewalk Improvements Project has been replaced by the Power Undergrounding Project. This project includes trenching costs for the underground power lines and pavement repair work to various alleys in the downtown area. This is a joint cost sharing project with Puget Sound Energy as they proceed with upgrading and moving power facilities underground in the downtown core over the next couple of years.
* James Street Fireflow Upgrades	PWE-Water	Infrastructure improvements to provide additional fire flow capacity to this service area.
* Lake Whatcom Water Quality (LWWQ) Sewer Extension	PWE-Wastewater	Sewer main extensions in the City's portion of the Lake Whatcom Watershed that serve existing homes still using septic systems.
Lake Whatcom Water Quality Retrofit	PWE-Stormwater	Lake Whatcom stormwater conversion of water quality pond to sand filter. 2009 project: Britton Pond.
Security Improvements for Water System	PW-Operations	Improvements based on recommendations from vulnerability assessment conducted of water system and capital improvements.
Security Improvements for Wastewater System	PW-Operations	Recently identified improvements include a keyless security and entry system at the Wastewater Treatment Plant.

*A \* in the left column indicates that a summary for the named project follows the department capital tables.*



**Public Works Department**

Estimated Impact on Operating Costs for Projects To Be Included in 2009 Budget	Prior Years Actuals Plus '08 Budget	2009	2009 Fund Allocation	2010-2014 Estimate
This project will result in increased operating costs for pavement and surface maintenance, storm water maintenance, illumination maintenance and electrical energy consumption. Annual operating cost increase is approximately \$9,500 per year.	1,485,186  (Prior Years Actuals includes Street Fund, Second Quarter REET and grant funds)	200,000	STREET FUND	
None anticipated.	500,000	200,000	FIRST QUARTER REET FUND	500,000
Replacing aging water mains may result in lower annual maintenance costs by increasing system reliability and thus reducing incidents of failure.		200,000	WATER FUND	1,000,000
Increased operating costs associated with 1,000 linear feet of new sewer main is approximatley \$3,000/year.		200,000	WASTEWATER FUND	
Raplacing the wet pond with a sand filter may reduce operating costs.		150,000	STORMWATER FUND	
No additional maintenance requirements are anticipated as a result of the improvements, with the exception of the added fencing which is estimated to require an additional \$1,500 annually.	588,350	100,000	WATER FUND	285,000
None anticipated.	128,170	100,000	WASTEWATER FUND	

**2009 Capital – Capital Facilities Plan Expenditures**

Item or Project Name	Department/ Division	Description and Justification
Lake Whatcom Water Quality/Total Maximum Daily Load (TMDL) Alternative Analysis	PWE-Stormwater	Dedicated stormwater funds for TMDL-related alternative analysis.
Pedestrian Crosswalk Enhancements-2009: Vicinity of North Samish and Newell	PWE-Street	Pedestrian improvements to crosswalks in the vicinity of North Samish and Newell.
Pedestrian Crosswalk Enhancements-2009: Lakeway Between Grant and Franklin	PWE-Street	Pedestrian improvements to crosswalks at Lakeway Drive between Grant and Franklin.
Pedestrian Crosswalk Enhancements-2009: Broadway Crosswalk	PWE-Street	Pedestrian improvements to Broadway crosswalk.
Residential Water Quality Retrofits	PWE-Stormwater	Completion of stormwater projects to bring existing City infrastructure into greater compliance with clean water goals.
Pedestrian Crosswalk Enhancements-2009: Vicinity of Northwest and Maplewood	PWE-Street	Pedestrian improvements to crosswalks in vicinity of Northwest and Maplewood in the Birchwood Neighborhood.
Elevation Control Upgrade	PW-Operations	Federal, State and County projects and permits are now required to reference the North American Vertical Datum (NAVD) 88 vertical datum. This project will build a vertical control loop around the city and tie into the existing city vertical datum.

*(Public Works Capital continues with Ongoing Improvement Programs after CFP Project summaries.)*

**Public Works Department**

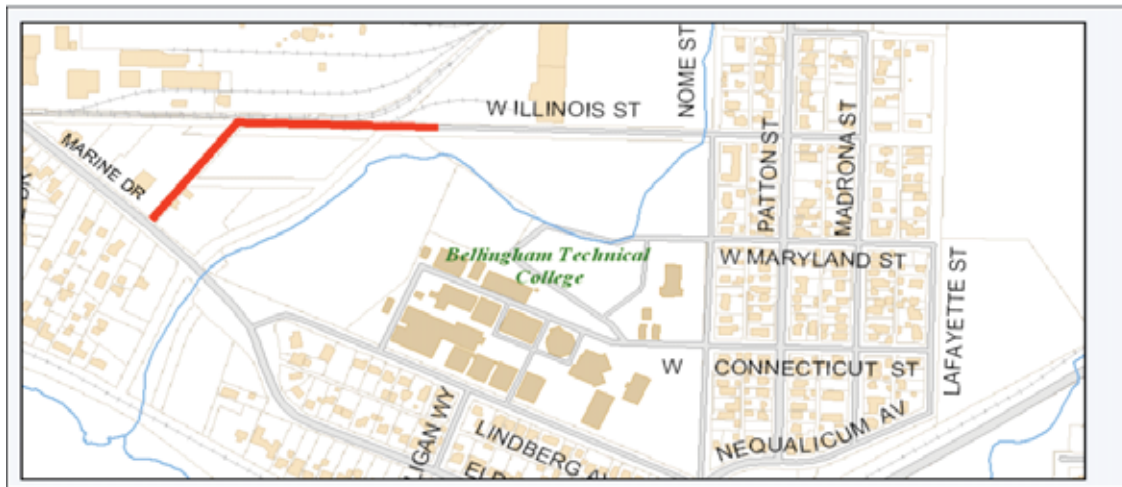
Estimated Impact on Operating Costs for Projects To Be Included in 2009 Budget	Prior Years Actuals Plus '08 Budget	2009	2009 Fund Allocation	2010-2014 Estimate
No impact to operating budget.		100,000	STORMWATER FUND	
These improvements will increase annual crosswalk maintenance by approximately \$500.		75,000	STREET FUND	
These improvements will increase annual crosswalk maintenance by approximately \$500.		75,000	STREET FUND	
These improvements will increase annual crosswalk maintenance by approximately \$500.	200,000	50,000	STREET FUND	
Increased infrastructure will result in higher maintenance cost for the Stormwater Utility. Actual maintenance costs are dependant on specific construction designs. Maintenance costs will be factored in design decisions.		50,000	STORMWATER FUND	250,000
These improvements will add minimal amounts of curb, sidewalk, and pavement markings. Since the overhead crossing arms for these improvements are solar powered, net operating budget impacts are minimal.		50,000	STREET FUND	
Capital project cost for data translation to state and county agencies should decrease. There will be an additional cost to maintain the information.	80,000	50,000	STREET FUND	80,000

**2009 Capital – Public Works Department Capital Project Summaries**

**WEST ILLINOIS STREET EXTENSION**

**Project Description (ES310)**

A cooperative funding project between the City of Bellingham, Whatcom County, the Bellingham Technical College, Morse Steel and the State of Washington. The project will construct West Illinois Street between its current westerly terminus and Marine Drive as an arterial standard street. The completed roadway will allow for industrial traffic to access existing industrial uses in the area without traveling through the surrounding residential neighborhood.



Revenues and Sources	Allocated as of 12/31/07	2008 Revised Budget	2009 Request	Total
Street Fund	47,670	-	400,000	447,670
Federal Indirect Grant	55,390	1,101,000	1,600,000	2,756,390
Interlocal Grant	-	350,000	-	350,000
Intergovernmental Service Revenue	-	529,000	-	529,000
Private Development Fees	-	122,000	-	122,000
<b>Estimated Total</b>	<b>\$ 103,060</b>	<b>\$ 2,102,000</b>	<b>\$ 2,000,000</b>	<b>\$ 4,205,060</b>

Expenditures and Uses	Spent as of 12/31/07	2008 Revised Budget	2009 Request	Total
Roadway and Street Improvements	103,060	2,102,000	2,000,000	4,205,060
<b>Estimated Total</b>	<b>\$ 103,060</b>	<b>\$ 2,102,000</b>	<b>\$ 2,000,000</b>	<b>\$ 4,205,060</b>

**Estimated Impact on Operating Budget**

This activity will reduce annual maintenance costs of residential streets in the Birchwood Neighborhood as it will route truck traffic onto County all-weather road system. The street itself will result in no maintenance cost as it is in the County.

**2009 Capital – Public Works Department Capital Project Summaries**

**WASTEWATER TREATMENT PLANT FACILITY CONSTRUCTION/EXPANSION**

**Project Description**

The recently completed draft Comprehensive Sewer Plan identifies that the Post Point Wastewater Treatment Plant (WWTP) is reaching its permitted capacity. The WWTP operates under a NPDES permit which identifies capacity limits under various parameters. In our case the WWTP is expected to reach its permitted capacity on pollutant loads, measured in technical terms as Biological Oxygen Demand (BOD), as early as 2009. Work in 2009 will include completing the facilities plan, also called an Engineering report, which includes preliminary engineering necessary to complete the plan.



Revenues and Sources	Allocated as of 12/31/07	2008 Revised Budget	2009 Request	Total
Wastewater Fund	500,000	100,000	2,000,000	2,600,000
<b>Subtotal</b>	<b>\$ 500,000</b>	<b>\$ 100,000</b>	<b>\$ 2,000,000</b>	<b>\$ 2,600,000</b>

<b>2010-2014 Estimated Need:</b> Wastewater Revenue Bond \$15,000,000 in 2010, \$30,000,000 in 2011, \$20,000,000 in 2012.	65,000,000
<b>Estimated Total Revenues and Sources</b>	<b>\$ 67,600,000</b>

Expenditures and Uses	Spent as of 12/31/07	2008 Revised Budget	2009 Request	Total
Administration Building Construction	500,000	100,000	2,000,000	2,600,000
<b>Subtotal</b>	<b>\$ 500,000</b>	<b>\$ 100,000</b>	<b>\$ 2,000,000</b>	<b>\$ 2,600,000</b>

<b>2010-2014 Estimated Need:</b> WWTP Facility Construction \$10,000,000 in 2010, \$20,000,000 in 2011, \$20,000,000 in 2012.	50,000,000
Related Sewer Conveyance Upgrades \$5,000,000 in 2010, \$10,000,000 in 2011 budgeted as Annual Improvement Program.	15,000,000
<b>Estimated Total Expenditures and Uses</b>	<b>\$ 67,600,000</b>

**Estimated Impact on Operating Budget**

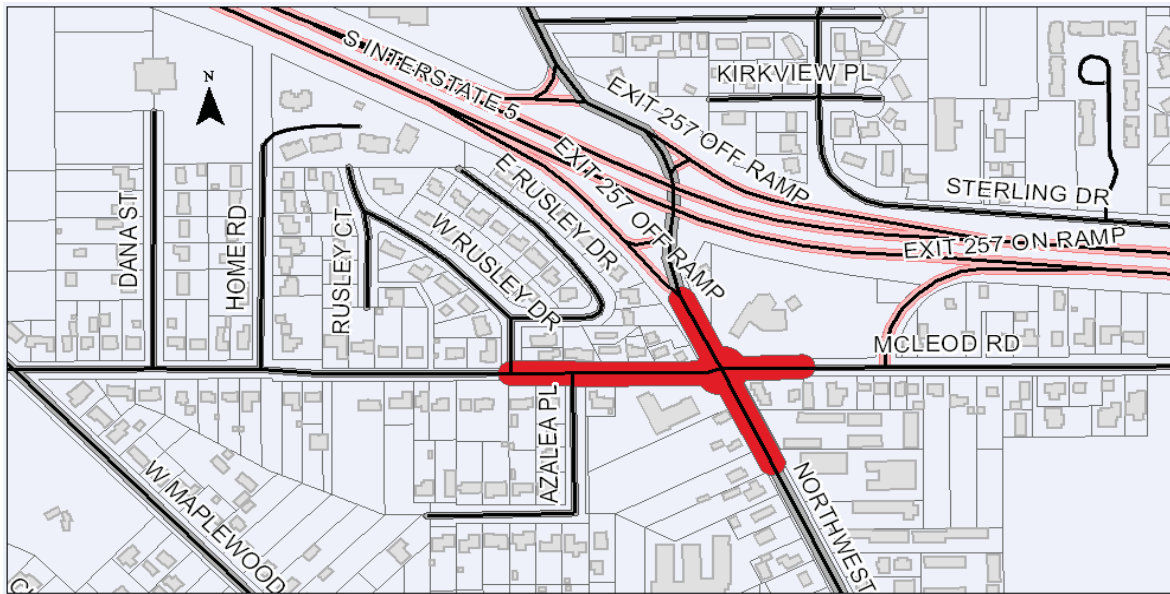
The City is reviewing operational impacts of plant expansion through rate analysis and revenue forecasting.

**2009 Capital – Public Works Department Capital Project Summaries**

**NORTHWEST/MCLEOD PHASE II ROUNDABOUT**

**Project Description (ES 360)**

This project will incorporate previously budgeted sidewalk improvements on McLeod Road and will involve construction of a multimodal roundabout at the intersection to add bicycle and pedestrian safety as well as arterial capacity and efficiency. The sidewalk limits have been reduced along McLeod to between Northwest and Rusley, and will be expanded if funding becomes available.



**2009 Capital – Public Works Department Capital Project Summaries**

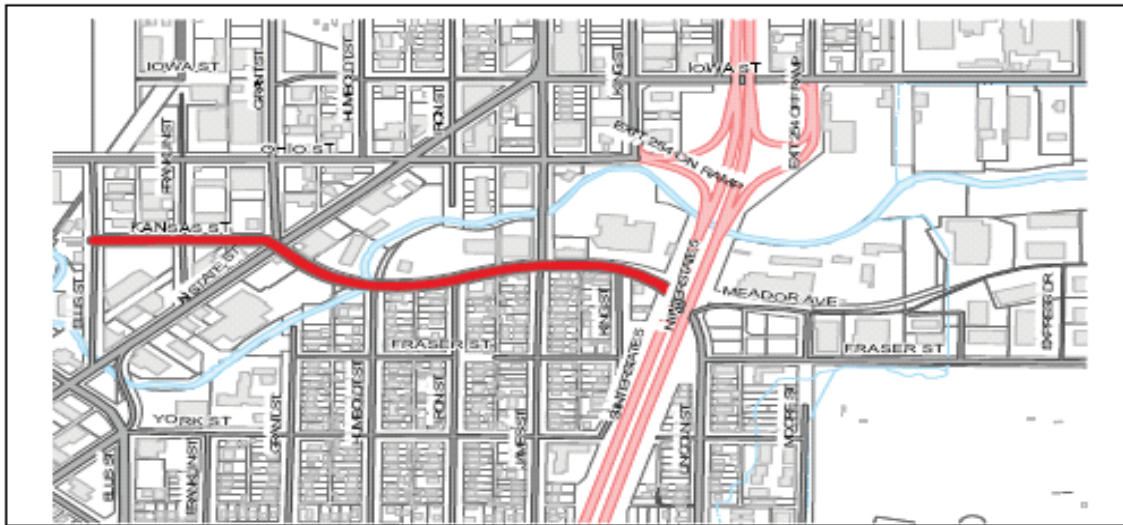
<b>NORTHWEST/MCLEOD PHASE II ROUNDABOUT (continued)</b>				
<b>Revenues and Sources</b>	<b>Allocated as of 12/31/07</b>	<b>2008 Revised Budget</b>	<b>2009 Request</b>	<b>Total</b>
Federal Grant	-	780,600	-	780,600
State Grant	-	-	1,610,000	1,610,000
Second Quarter REET Fund	-	150,000	-	150,000
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 930,600</b>	<b>\$ 1,610,000</b>	<b>\$ 2,540,600</b>
<b>2010-2014 Estimated Need:</b>				
Funding source not yet identified \$790,000 in 2012.				790,000
<b>Estimated Total Revenues and Sources</b>				<b>\$ 3,330,600</b>
<b>Expenditures and Uses</b>	<b>Spent as of 12/31/07</b>	<b>2008 Revised Budget</b>	<b>2009 Request</b>	<b>Total</b>
Roadway and Street Improvements	-	930,600	1,610,000	2,540,600
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 930,600</b>	<b>\$ 1,610,000</b>	<b>\$ 2,540,600</b>
<b>2010-2014 Estimated Need:</b>				
Roadway and Street Improvements \$790,000 in 2012.				790,000
<b>Estimated Total Expenditures and Uses</b>				<b>\$ 3,330,600</b>
<b>Estimated Impact on Operating Budget</b>				
This project will result in increased operating costs for pavement and surface maintenance, storm water maintenance, illumination maintenance and electrical energy consumption. Annual increase is approximately \$5,700 per year.				

**2009 Capital – Public Works Department Capital Project Summaries**

**MEADOR/KANSAS/ELLIS BIKE AND PEDESTRIAN FACILITIES**

**Project Description (ES 413)**

This project will provide the final on-street connection for the long-planned Whatcom Creek Trail system between Lake Whatcom and Bellingham Bay. 2008 Parks Department work will complete the trail section between Racine Street, passing beneath I-5 along the creek. This Public Works project will provide on-street pedestrian facilities between Meador Avenue and the Ellis Street. Right-of-way and narrow Whatcom Creek bridges create challenges, but bicycle facilities will be included where physically possible. Grant funds have been secured to include a pedestrian bridge over Whatcom Creek.



Revenues and Sources	Allocated as of 12/31/07	2008 Revised Budget	2009 Request	Total
Street Fund	-	-	200,000	200,000
Second Quarter REET Fund	-	-	550,000	550,000
State Grant - TIB	-	-	175,000	175,000
<b>Estimated Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 925,000</b>	<b>\$ 925,000</b>

Expenditures and Uses	Spent as of 12/31/07	2008 Revised Budget	2009 Request	Total
Sidewalks, Paths and Trails	-	-	925,000	925,000
<b>Estimated Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 925,000</b>	<b>\$ 925,000</b>

**Estimated Impact on Operating Budget**

Bike and pedestrian facilities will increase maintenance costs in future years requiring enhanced street sweeping and additional maintenance for pavement surfaces and traffic markings. Annual increase is approximately \$6,000.



**2009 Capital – Public Works Department Capital Project Summaries**

**FOREST STREET BICYCLE LANE AND PEDESTRIAN CROSSING**

**Project Description (ES 421)**

This work is being done as part of the annual water main replacement program project at this location. Sewer main replacements beneath Forest Street in 2007-08 delayed this resurfacing until 2009. When resurfacing Forest occurs, pavement markings between N. State Street and Ellis will be changed with arterial capacity being reduced to two lanes, addition of a bicycle lane, and pedestrian crossings installed in high-demand locations.



Revenues and Sources	Allocated as of 12/31/07	2008 Revised Budget	2009 Request	Total
Street Fund	-	-	550,000	550,000
<b>Estimated Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>

Expenditures and Uses	Spent as of 12/31/07	2008 Revised Budget	2009 Request	Total
Sidewalks, Paths and Trails	-	-	550,000	550,000
<b>Estimated Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>


**Estimated Impact on Operating Budget**

This project will result in increased costs for electrical energy consumption.

**2009 Capital – Public Works Department Capital Project Summaries**

INFORMATION MANAGEMENT MASTER PLAN IMPLEMENTATION				
Project Description (ES 375)				
Implementation of the findings from the Information Management Master Plan which will likely include: new/upgraded Maintenance Management System, information portal with web mapping, public internet mapping site, upgrades to the Tidemark system, a document management system and integration with the Cayenta financial system and new payroll system. Project costs will be spread over a five-year period.				
Revenues and Sources	Allocated as of 12/31/07	2008 Revised Budget	2009 Request	Total
Street Fund	34,580	955,415	300,000	1,289,995
<b>Subtotal</b>	<b>\$ 34,580</b>	<b>\$ 955,415</b>	<b>\$ 300,000</b>	<b>\$ 1,289,995</b>
<b>2010-2014 Estimated Need:</b> Street Fund \$700,000 in 2010, \$650,000 in 2011, \$260,000 in 2012.				1,610,000
<b>Estimated Total Revenues and Sources</b>				<b>\$ 2,899,995</b>
Expenditures and Uses	Spent as of 12/31/07	2008 Revised Budget	2009 Request	Total
Miscellaneous Improvements	34,580	955,415	300,000	1,289,995
<b>Subtotal</b>	<b>\$ 34,580</b>	<b>\$ 955,415</b>	<b>\$ 300,000</b>	<b>\$ 1,289,995</b>
<b>2010-2014 Estimated Need:</b> Miscellaneous Improvements \$700,000 in 2010, \$650,000 in 2011, \$260,000 in 2012.				1,610,000
<b>Estimated Total Expenditures and Uses</b>				<b>\$ 2,899,995</b>
Estimated Impact on Operating Budget				
Operating cost impact was not assessed as part of the Information Management Master Plan. A cost benefit analysis will be done as part of the implementation plan.				

**2009 Capital – Public Works Department Capital Project Summaries**

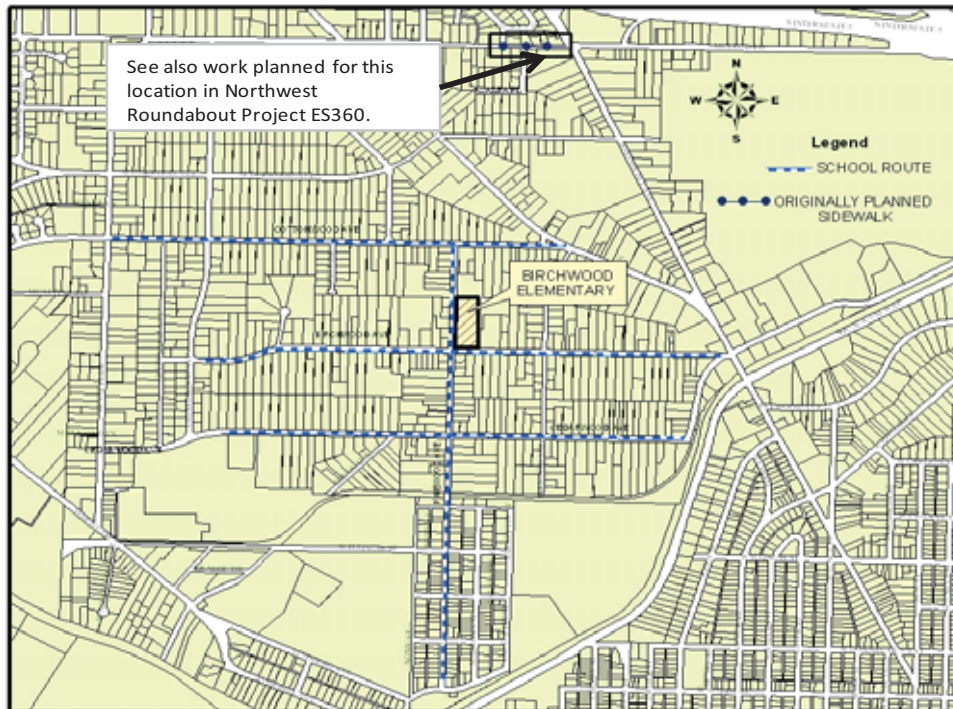
PADDEN CREEK DAYLIGHTING				
<b>Project Description (EV 4)</b>				
Reopen Padden Creek, decrease reliance on the tunnel for flood control and improve fish passage.				
				
<b>Revenues and Sources</b>				
Revenues and Sources	Allocated as of 12/31/07	2008 Revised Budget	2009 Request	Total
Storm and Surface Water Fund	-	404,441	300,000	704,441
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 404,441</b>	<b>\$ 300,000</b>	<b>\$ 704,441</b>
<b>2010-2014 Estimated Need:</b>				
Storm and Surface Water Fund \$200,000 per year				1,000,000
Source of funds not yet identified for 2014.				4,000,000
<b>Estimated Total Revenues and Sources</b>				<b>\$ 5,704,441</b>
<b>Expenditures and Uses</b>				
Expenditures and Uses	Spent as of 12/31/07	2008 Revised Budget	2009 Request	Total
Engineering Services	-	49,441	-	49,441
Stormwater Project Construction	-	355,000	300,000	655,000
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 404,441</b>	<b>\$ 300,000</b>	<b>\$ 704,441</b>
<b>2010-2014 Estimated Need:</b>				
Stormwater Project Construction \$1,000,000 2010-2014 plus \$4,000,000 in 2014.				5,000,000
<b>Estimated Total Expenditures and Uses</b>				<b>\$ 5,704,441</b>
<b>Estimated Impact on Operating Budget</b>				
Maintenance costs should decrease during flood periods. This would remove a large potential flood liability to the City.				

**2009 Capital – Public Works Department Capital Project Summaries**

**BIRCHWOOD NEIGHBORHOOD PEDESTRIAN IMPROVEMENTS**

**Project Description (ES 420)**

Working with the Birchwood Safe Route to School team, the Birchwood Neighborhood Group, and the Bicycle/Pedestrian Advisory Committee, Public Works staff will identify, design and construct a pedestrian improvement project in the Birchwood Neighborhood. Initially planned for sidewalk on McLeod Road, the project will be coordinated with other safe route to school projects in the area.




Revenues and Sources	Allocated as of 12/31/07	2008 Revised Budget	2009 Request	Total
Street Fund	-	-	300,000	300,000
<b>Estimated Total Revenues and Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>

Expenditures and Uses	Spent as of 12/31/07	2008 Revised Budget	2009 Request	Total
Traffic Control Devices	-	-	300,000	300,000
<b>Estimated Total Expenditures and Uses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>

**Estimated Impact on Operating Budget**

Pedestrian and drainage improvements will increase maintenance costs in future years. Annual increase is approximately \$1,000.

2009 Capital – Public Works Department Capital Project Summaries

SUNSET DRIVE PHASE II WATER MAINS				
<b>Project Description (ES 236)</b>				
Extend scope of water main replacements to city limits during street construction that began in fall of 2008.				
				
<b>Revenues and Sources</b>				
	Allocated as of 12/31/07	2008 Revised Budget	2009 Request	Total
Water Fund	-	100,000	300,000	400,000
<b>Estimated Total</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ 300,000</b>	<b>\$ 400,000</b>
<b>Expenditures and Uses</b>				
	Spent as of 12/31/07	2008 Revised Budget	2009 Request	Total
Engineering Services	-	100,000	-	100,000
Water Construction Projects	-	-	300,000	300,000
<b>Estimated Total</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ 300,000</b>	<b>\$ 400,000</b>
<b>Estimated Impact on Operating Budget</b>				
This detail is not available at this time and will be determined when individual projects are identified.				

**2009 Capital – Public Works Department Capital Project Summaries**

**NORTHWEST PEDESTRIAN IMPROVEMENTS  
McLeod to Bakerview**

**Project Description (ES 315)**

This project will install sidewalks under I-5 from McLeod to Bakerview to link the Bakerview sidewalk network to the Birchwood Neighborhood sidewalk network. In addition, circulation improvements at the I-5 interchange will be undertaken to relieve congestion at peak periods. This reflects Phase I of a two-phase project.



**2009 Capital – Public Works Department Capital Project Summaries**

<b>NORTHWEST PEDESTRIAN IMPROVEMENTS (continued)</b> <b>McLeod to Bakerview</b>				
<b>Estimated Project Costs</b>		<b>Source</b>	<b>Amount</b>	
2006 Adopted Budget	Project design and construction.	SQET/GRANTS	500,000	
2007 Adopted Budget	Project design and construction.	STR, SQET	650,000	
2008 Adopted Budget	Roadway and street improvements.	STR	200,000	
2009 Adopted Budget	Roadway and street improvements.	STR	200,000	
<b>Estimated Project Total</b>			<b>\$ 1,550,000</b>	
<b>Revenues and Sources</b>	<b>Allocated as of 12/31/07</b>	<b>2008 Revised Budget</b>	<b>2009 Request</b>	<b>Total</b>
Street Fund	4,553	500,000	200,000	704,553
Second Quarter REET Fund	67,310	159,492	-	226,802
Federal Indirect Grants	302,000	155,548	-	457,548
State Grants	-	296,283	-	296,283
<b>Estimated Total</b>	<b>\$ 373,863</b>	<b>\$ 1,111,323</b>	<b>\$ 200,000</b>	<b>\$ 1,685,186</b>
<b>Expenditures and Uses</b>	<b>Spent as of 12/31/07</b>	<b>2008 Revised Budget</b>	<b>2009 Request</b>	<b>Total</b>
Engineering Services	373,863	911,323	-	1,285,186
Roadway and Street Improvements	-	200,000	200,000	400,000
<b>Estimated Total</b>	<b>\$ 373,863</b>	<b>\$ 1,111,323</b>	<b>\$ 200,000</b>	<b>\$ 1,685,186</b>
<b>Estimated Impact on Operating Budget</b>				
This project will result in increased operating costs for pavement and surface maintenance, storm water maintenance, illumination maintenance and electrical energy consumption. Annual operating cost increase is approximately \$9,500 per year.				

**2009 Capital – Public Works Department Capital Project Summaries**

**UNDERGROUNDING PUGET SOUND ENERGY**

**Project Description**

For the 2009 budget year, the Annual Downtown Street/Sidewalk Improvements Project has been replaced by the Power Undergrounding Project. This project includes trenching costs for the underground power lines and pavement repair work to various alleys in the downtown area. This is a joint cost sharing project with Puget Sound Energy as they proceed with upgrading and moving power facilities underground in the downtown core over the next couple of years.






**2009 Capital – Public Works Department Capital Project Summaries**

<b>UNDERGROUNDING PUGET SOUND ENERGY (continued)</b>				
<b>Revenues and Sources</b>	<b>Allocated as of 12/31/07</b>	<b>2008 Revised Budget</b>	<b>2009 Request</b>	<b>Total</b>
Street Fund	-	100,000	-	100,000
First Quarter REET Fund	-	400,000	200,000	600,000
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ 200,000</b>	<b>\$ 700,000</b>
<b>2010-2014 Estimated Need:</b>				
First Quarter REET Fund \$100,000 per year 2010-2014.				500,000
<b>Estimated Total Revenues and Sources</b>				<b>\$ 1,200,000</b>
<b>Expenditures and Uses</b>	<b>Spent as of 12/31/07</b>	<b>2008 Revised Budget</b>	<b>2009 Request</b>	<b>Total</b>
Roadways and Streets	-	500,000	200,000	700,000
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ 200,000</b>	<b>\$ 700,000</b>
<b>2010-2014 Estimated Need:</b>				
Roadways and Streets \$100,00 per year 2010-2014.				500,000
<b>Estimated Total Expenditures and Uses</b>				<b>\$ 1,200,000</b>
<b>Estimated Impact on Operating Budget</b>				
No change in operating costs is anticipated as a result of the 2009 power undergrounding work. In future years, the enhanced streetscape resulting from other downtown street and sidewalk projects will increase annual maintenance costs. Treewell grates, street treatments and other enhancements are more expensive to maintain or replace than standard street design. The actual value is uncertain.				

**2009 Capital – Public Works Department Capital Project Summaries**

JAMES STREET FIREFLOW UPGRADES				
Project Description				
<p>Infrastructure improvements to provide additional fire flow capacity to this service area.</p> <div style="text-align: center;">  </div>				
Revenues and Sources	Allocated as of 12/31/07	2008 Revised Budget	2009 Request	Total
Water Fund			200,000	200,000
<b>Subtotal</b>	\$ -	\$ -	<b>\$ 200,000</b>	<b>\$ 200,000</b>
<b>2010-2014 Estimated Need:</b>				
Water Fund in 2010				1,000,000
<b>Estimated Total Revenues and Sources</b>				<b>\$ 1,200,000</b>
Expenditures and Uses	Spent as of 12/31/07	2008 Revised Budget	2009 Request	Total
Water Construction Projects	-	-	200,000	200,000
<b>Subtotal</b>	\$ -	\$ -	<b>\$ 200,000</b>	<b>\$ 200,000</b>
<b>2010-2014 Estimated Need:</b>				
Water Construction Projects in 2010				1,000,000
<b>Estimated Total Expenditures and Uses</b>				<b>\$ 1,200,000</b>
Estimated Impact on Operating Budget				

**2009 Capital – Public Works Department Capital Project Summaries**

<b>LAKE WHATCOM WATER QUALITY SEWER EXTENSION</b>				
<b>Project Description</b>				
Sewer main extensions in the City's portion of the Lake Whatcom Watershed that serve existing homes still using septic systems. Project includes extending the existing sewer main on Toad Lake Road between Academy Road and E. Oregon Street.				
<b>Revenues and Sources</b>	<b>Allocated as of 12/31/07</b>	<b>2008 Revised Budget</b>	<b>2009 Request</b>	<b>Total</b>
Wastewater Fund	-	-	200,000	200,000
<b>Estimated Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>
<b>Expenditures and Uses</b>	<b>Spent as of 12/31/07</b>	<b>2008 Revised Budget</b>	<b>2009 Request</b>	<b>Total</b>
Sewer Construction Projects	-	-	200,000	200,000
<b>Estimated Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>
<b>Estimated Impact on Operating Budget</b>				
Increased operating costs associated with 1,000 linear feet of new sewer main is approximately \$3,000/year.				

**2009 Capital – Capital Facilities Plan Expenditures**

Item or Project Name	Department/ Division	Description and Justification
----------------------	-------------------------	-------------------------------

**Improvement Programs:**

Annual Sewer Main Replacement Program	PWE-Wastewater	Yearly sewer main replacements of pipes nearing the end of their lifecycle, located in various areas, to meet mandatory requirements.
Annual Water Main Replacement Program	PWE-Water	The replacement program targets water mains that are at the end of their life cycle and require upgrades. These pipes are generally cast iron, older than 75 years and may have dirty water issues and reduced fire protection. 2009 projects: Forest Street/Ellis-Rose.
Annual Storm Main Replacement Projects	PWE-Stormwater	Replacement of aging and failing stormwater systems to maintain system integrity and viability.
Annual Residential Traffic Calming (NTSP) Program	PWE-Street	Annual installation of traffic calming devices per National Transportation Safety Program.
Annual Signal Improvement Program	PWE-Street	Annual program to replace outdated hardware; construct physical improvements to increase safety and capacity of intersections.
Annual Overlay Storm Improvements	PWE-Stormwater	Storm replacements and upgrades associated with the current year street overlay program; retrofitting high priority street overlays with stormwater treatment.
Mt. Baker Theatre Capital	PW-Operations	Annual capital contribution to Mt. Baker Theatre.
<b>Total Public Works Department Capital Facilities Plan</b>		

**Public Works Department**

Estimated Impact on Operating Costs for Projects To Be Included in 2009 Budget	Prior Years Actuals Plus '08 Budget	2009	2009 Fund Allocation	2010-2014 Estimate
Replacing aging sewer mains may result in lower annual maintenance costs.		2,000,000	WASTEWATER FUND	10,000,000
Replacing aging water mains may result in lower annual maintenance costs by increasing system reliability and thus reducing incidents of failure.		1,500,000	WATER FUND	8,000,000
Replacement of aging systems may result in lower annual maintenance costs.		450,000	STORMWATER FUND	2,700,000
Structures necessary for implementing traffic calming will increase annual operating costs by approximately \$100 per year.		150,000	STREET FUND	750,000
This activity may reduce the annual costs as signals will work more reliably and use less electricity due to more energy efficient components.		125,000	STREET FUND	1,125,000
Improving storm drainage systems in conjunction with the resurfacing program may reduce maintenance costs. However, these costs are intangible and associated with system reliability.		100,000	STORMWATER FUND	1,000,000
All projects in this category will result in a cost savings. Specific projects for 2009 have not been identified at this time, so no estimated dollar amounts of savings are available.		60,000	FIRST QUARTER REET FUND*	300,000
	<b>8,611,802</b>	<b>16,520,000</b>		<b>101,640,000</b>

**2009 Capital – Public Works Department Ongoing Programs**

Several annual programs set aside money for ongoing capital updates and replacements to components of the City's infrastructure. The money set aside is not always designated for specific purposes at budget preparation time. Portions of the annual plan funds for the budget year that have been allocated to a specific project have been moved from the annual plan total for 2009 and included in the specific project. Remaining funds in the annual plan for 2009 will be designated as a result of inspection and planning activities throughout the year.

Not all annual programs described here will have capital expenditures for the budget year shown in the Improvement Programs section on the previous two pages. Information on these programs is provided for public reference only.

**Annual Pavement Resurfacing and Annual Sidewalk Replacement Programs:**

No new funding is provided in this program for the 2009 budget year due to budget reductions. Any projects completed in 2009 were previously budgeted and are funded with reappropriated money from prior year budgets.

Public Works employees visually inspect streets and sidewalks to identify and record deficiencies and maintenance needs. Each deficiency is measured by length or percent of effected surface area. Each year, half of the City's streets and sidewalks are reviewed and rated for structural condition. The inspectors base their ratings on damage from cracking and potholes in pavement and things like cracks, heaving and missing segments in sidewalks. Along with rating the condition of the surface, the age of underground utilities is also documented in each area. Staff tries to group the selected locations in a particular area whenever possible.

This information is compiled and reviewed by the Pavement and Utility Replacement Committee, a staff panel representing street maintenance, utility planning, engineering, and data services. This group analyzes the street and sidewalk data and ranks projects by comparing needs for underground utility replacement simultaneously. Consideration is also given to areas where other capital projects have been identified. By looking at this data comprehensively, considering needs for underground utility replacement along with pavement and sidewalk replacement and capital improvements, the City is able to determine which projects will be the best use of the available funds. Despite our best efforts to identify and stay on top of problem sections, weather and other environmental factors can change the results of these reports. For more information about the Overlay or Sidewalk Replacement Program, please contact Ravyn Whitewolf, Engineering Manager at 778-7900 or by email at [rwhitewolf@cob.org](mailto:rwhitewolf@cob.org).

From the same priority list, smaller projects are identified that can be repaired by Public Works Operations staff and these are completed over the course of the year in priority order. Citizens are encouraged to contact Public Works Operations at 778-7700 if they have concerns about the safety of a street or sidewalk.

**2009 Capital – Public Works Department Ongoing Programs (continued)****Bridge Program:**

No new funding is provided in this program for the 2009 budget year due to budget reductions. Any projects completed in 2009 were previously budgeted and are funded with reappropriated money from prior year budgets.

The City conducts a state-required biennial bridge inspection program that identifies bridge sufficiencies based on Federal (USDOT) guidelines. The inspections are conducted in the summer during low flows, and the final report is usually completed by the end of the year the inspections were completed. The data is used to identify repairs and rehabilitation needs for bridge and culvert structures within the City. Maintenance of routine handrail, sidewalk, bridge approaches and some surface repair is conducted by City crews. Based on the magnitude of repair needs identified in the report, more extensive crack repair and abutment work in the water is contracted out. Inspections were completed in 2007. For more information on bridge testing, contact Chad Bedlington at 778-7700; or on bridge design/construction, contact Ravyn Whitewolf at 778-7900.

**Signal Replacement Program:**

This program addresses the ongoing needs to upgrade signal equipment that has met or exceeded its useful lifecycle including replacing electronic equipment, signal poles, conduit and wiring systems and vehicle detection systems. This program also will upgrade and/or install new equipment that addresses the need to stay current with new technologies. Examples of these would be fiber optic cable, switches, signal controllers using Ethernet communications, programmable opticom detectors, and central system equipment at the traffic operations center on Pacific Street. Recent projects include Woburn Street, Sunset Drive, and Bakerview Road. Staff will continue to upgrade critical corridors throughout 2009. For more information, please contact Steve Haugen at 778-7700

**Street Light Replacement Program:**

Public Works currently maintains over 3,400 street lights of varying age and condition and many arterial streets do not have adequate lighting levels. Every two years the street lighting system is evaluated to prioritize needed improvements, to upgrade failing standards and/or fixtures or improve the lighting level on an arterial for safety. One example of improvements is the replacement of 80 arterial street light poles along Alabama Street, Cornwall Avenue and Girard Street that are rusting at the base and failing (2008 funds). For more information, please contact Steve Haugen at 778-7700.

**2009 Capital – Public Works Department Ongoing Programs (continued)**

**Annual Traffic Calming Program:**

Under the Neighborhood Traffic Safety Program, the City works closely with neighborhoods to help identify traffic problems and implement solutions that are both acceptable and appropriate for the residential streets. After each neighborhood submits their top three locations on existing residential streets, Public Works staff conducts a traffic analysis to measure and document traffic volumes, speeds, and time periods when speeding may be more prevalent. The highest scoring streets become the City's top priorities for construction of traffic calming devices. Other factors in considering project selection include available budget, project size, complexity, and compatibility with other transportation projects. Following construction of improvements, follow-up traffic counts are conducted in locations where devices were installed to determine if they have reduced speeds and/or cut-through traffic issues for those neighborhoods.

More information can be found on our website:  
<http://www.cob.org/services/neighborhoods/community-planning/transportation/index.aspx#neighborhood>

**Annual Sewer Main Replacement Program:**

The Public Works Department currently maintains over 311 miles of sewer mains that vary in size, age and condition. Each year the Pavement and Utility Replacement Committee reviews data that is collected throughout the year on these sewer mains. 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. Once the list of mains has been selected the project engineer calculates which method would be best for each main replacement. There are three methods that are typically used. They are dig and replace, cured in place pipe (CIPP) and pipe bursting. The 2009 list of mains for replacement is currently being reviewed for selection, but here are some examples of projects that have been selected from the 2008 list that are currently scheduled for construction in 2009:

- Hawthorn Rd, Chuckanut to Middlefield
- Lyla Ln, Linden Rd to Willow Rd
- Willow Rd, Fieldston to Chuckanut
- Fieldston, Linden to N/o Linden
- Ellis St, Lakeway to Newell
- Lincoln, Lakeway to Meador
- Lakeway, Roland to E/o Roland
- Raymond St, Lakeway to dead end
- Riley St, Raymond to dead end
- Old Lakeway, Lakeway to Woburn
- Chuckanut, 12<sup>th</sup> St to W/o 14<sup>th</sup> St

For more information, please contact Ravyn Whitewolf, Engineering Manager, at 778-7900.



**2009 Capital – Public Works Department Ongoing Programs (continued)****Annual Water Main Replacement Program:**

Public Works currently maintains over 380 miles of water mains that vary in size, age and condition. Each year, the Pavement and Utility Replacement Committee reviews data that is collected throughout the year on these water mains. 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 areas known to require additional flushing during the annual hydrant flushing program. Scheduled for the 2009 replacement project is the water main on Forest Street from Rose to Ellis Street. This project will require the installation of 3,400 feet of new 12" ductile iron main that will replace the existing 1920 6 and 8 inch cast iron main. For more information, please contact Ravyn Whitewolf at 778-7900 or Geoffrey Smyth at 778-7700.

**Annual Storm Main Replacement Program:**

The Public Works Department currently maintains over 315 miles of storm mains that vary in size, age and condition. Contiguous to these storm main sections are catch basin, inlet, and manhole structures which are typically visually inspected and maintained once every five years by Public Works maintenance crews. In addition to the visual inspections, Public Works evaluates storm drains using a camera to inspect the integrity of the system and to provide recommendations for capital replacements. Camera inspections are also conducted on all portions of the system that are located in streets identified for asphalt overlay. Repairs, if needed, are completed whenever possible prior to resurfacing the street.

As a result of these inspections, a replacement list of deteriorating portions of the stormwater conveyance system is being developed and is reviewed by the Pavement and Utility Replacement Committee to determine which mains can be replaced within the annual budget for this activity. 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 if located within the same right-of-way.

For more information on storm inspections, contact Chad Bedlington at 778-7700, for information relating to the construction of the replacement project, contact Ravyn Whitewolf at 778-7900.

**Mount Baker Theatre Capital**

The City has committed to make an annual contribution of \$60,000 toward capital improvements at the Mount Baker Theatre.

**2009 Capital –Capital Equipment Purchases**

Item or Project Name	Department/ Division	Description and Justification
----------------------	-------------------------	-------------------------------

**FIRE DEPARTMENT**

**EQUIPMENT PURCHASES**

Medic Unit	Fire-Ambulance	Must purchase new medic unit to replace unit that has been rechassised at least once before.
Dispatcher Consoles	Fire	Replace six (6) dispatch consoles, improving ergonomics, space for new dispatch electronic equipment/video screens, and other specialized electronic equipment related to radio system improvements.
Voice Logging Recorder	Fire	Logging recorder to record emergency phone calls and radio transmissions to replace current voice recorder that is obsolete and at the end of its useful life.
Pickup/Utility Unit	Fire-Ambulance	Replace van with pickup utility unit that will be set up the same as the 24 hour EMS supervisor. Provides backup 24 hour unit for county-wide EMS operation (request includes \$20,000 for make-ready costs).
<b>Total Fire Department Equipment Purchases</b>		

**POLICE DEPARTMENT**

**EQUIPMENT PURCHASES**

Fleet Addition Patrol Vehicle	Police	Addition of Police patrol vehicle to be reimbursed by Criminal Justice Fund.
Night Vision Scopes	Police	Equipment needed for use in tactical operations.
Undercover Vehicles	Police	Anticipated replacement of three undercover vehicles.
Thermal Imagers	Police	Equipment needed for nighttime use by K-9 teams during searches.
<b>Total Police Department Equipment Purchases</b>		

**Fire and Police Departments - Capital Equipment**

Estimated Impact on Operating Costs for Projects To Be Included in 2009 Budget	Prior Years Actuals Plus '08 Budget	2009	2009 Fund Allocation	2010-2014 Estimate
--	-------------------------------------	------	----------------------	--------------------

Reduced ongoing maintenance costs		146,232	MEDIC ONE FUND	158,165
Decreased maintenance cost.		96,000	PUBLIC SAFETY DISPATCH FUND	
None.		30,000	PUBLIC SAFETY DISPATCH FUND	
Reduced ongoing maintenance costs.		30,000	MEDIC ONE FUND	
		<b>302,232</b>		<b>158,165</b>

Normal fleet replacement costs will be applied.		41,000	GENERAL FUND	
None.		21,000	GENERAL FUND	
Ongoing costs for maintenance and fuel only. No fleet replacement charges.	18,000	18,000	ASSET FORFEITURE/ DRUG ENFORCEMENT FUND	72,000
None.		11,000	GENERAL FUND	22,000
	<b>18,000</b>	<b>91,000</b>		<b>94,000</b>

**2009 Capital – Capital Equipment Purchases (continued)**

Item or Project Name	Department/ Division	Description and Justification
----------------------	-------------------------	-------------------------------

**PLANNING DEPARTMENT****EQUIPMENT PURCHASES**

Electronic Plan Submission Software.	Planning-Dev Svcs	Allows customers to submit plans for permitting via the web. Ties into existing InspecTrak system. In 2009 the vendor will provide additional system administration, user training, e-forms and workflows.
<b>Total Planning Department Equipment Purchases</b>		

**INFORMATION TECHNOLOGY SERVICES DEPARTMENT****EQUIPMENT PURCHASES**

Network Infrastructure Replacements 2009	ITSD	Replacement for oldest equipment at end of life. 2009 specifics include \$125,000 for server replacements and migration to virtual server environment, \$245,000 for replacement of three core network switches purchased in 2001-2003.
Computer Applications - High Priority 2009	ITSD	Highest priority applications.
Enterprise Document Management System	ITSD	Multi-year project with Public Works. Purchase system to consolidate and manage documents through the records lifecycle and in accordance with retention requirements; includes support of large format documents. Cost shown is 50% of total costs. Public works to fund remaining 50% of project expenditures.
Museum Software	ITSD	New Museum software for admission, point of sale, facility booking, program registrations, and membership tracking.
Public Works Hardware	ITSD	\$50,000 network attached storage; \$40,000 server replacement.
<b>Total IT Services Department Equipment Purchases</b>		

**Planning and IT Services Departments - Capital Equipment**

Estimated Impact on Operating Costs for Projects To Be Included in 2009 Budget	Prior Years Actuals Plus '08 Budget	2009	2009 Fund Allocation	2010-2014 Estimate
--	-------------------------------------	------	----------------------	--------------------

Estimated annual maintenance is \$12,000 per year. Cost savings will result from from a reduction in the amount of paper used and reduced need for archiving.	150,109	59,500	DEVELOPMENT SERVICES FUND	
	<b>150,109</b>	<b>59,500</b>		

None. Not on maintenance contract.		370,000	TECHNOLOGY REPLACEMENT AND RESERVE FUND	
Impact on operating costs varies by type of application or system.		150,000	TECHNOLOGY REPLACEMENT AND RESERVE FUND	
Increase in software maintenance costs estimated at \$15,000-\$35,000 per year. Additional hardware would be purchased and then incorporated into replacement cycles.		150,000	TECHNOLOGY REPLACEMENT AND RESERVE FUND	150,000
Estimated \$20,000 per year plus equipment will need to be added to replacement cycles.		95,000	TECHNOLOGY REPLACEMENT AND RESERVE FUND	
None. Not on maintenance contract.		90,000	TECHNOLOGY REPLACEMENT AND RESERVE FUND	
		<b>855,000</b>		<b>150,000</b>

**2009 Capital – Capital Equipment Purchases (continued)**

Item or Project Name	Department/ Division	Description and Justification
----------------------	-------------------------	-------------------------------

**PUBLIC WORKS DEPARTMENT****EQUIPMENT PURCHASES**

Fleet Transportation Equipment Replacements	PW-Operations	Replacement due to life cycle and mechanical condition.
Fleet Heavy Duty Work Equipment Replacements	PW-Operations	Replacement due to life cycle and mechanical condition.
Fleet Other Machinery and Equipment Replacements	PW-Operations	Replacement due to life cycle and mechanical condition.
Make Ready on Fleet Replacements	PW-Operations	Improvements and additions to make fleet replacement equipment ready for service.
Air Scour System for Filters	PW-Operations	Air scouring is a new technology used to backwash filters at the Water Treatment Plant. This system will provide for better filter cleaning, better water quality and potentially increase filter output.

**Public Works Department - Capital Equipment**

Estimated Impact on Operating Costs for Projects To Be Included in 2009 Budget	Prior Years Actuals Plus '08 Budget	2009	2009 Fund Allocation	2010-2014 Estimate
--	-------------------------------------	------	----------------------	--------------------

The optimum point to replace fleet assets is while operating costs are still at their lowest point, just before maintenance and repair costs make the asset more costly to operate than the value of the asset. The City's replacement plan is designed to determine that optimum point, thus minimizing maintenance and operating costs.		987,000	FLEET ADMIN FUND	1,861,000
The optimum point to replace fleet assets is while operating costs are still at their lowest point, just before maintenance and repair costs make the asset more costly to operate than the value of the asset. The City's replacement plan is designed to determine that optimum point, thus minimizing maintenance and operating costs.		570,000	FLEET ADMIN FUND	2,767,000
The optimum point to replace fleet assets is while operating costs are still at their lowest point, just before maintenance and repair costs make the asset more costly to operate than the value of the asset. The City's replacement plan is designed to determine that optimum point, thus minimizing maintenance and operating costs.		210,000	FLEET ADMIN FUND	1,117,000
None.		208,000	FLEET ADMIN FUND	650,000
New system will result in increased electrical demand for the Water Treatment Plant, estimated to increase electrical service costs by \$4,000 annually. First year additional set-up, installation, training estimated at \$5,000.	374,935	950,000	WATER FUND	

**2009 Capital – Capital Equipment Purchases (continued)**

Item or Project Name	Department/ Division	Description and Justification
Install New Centrifuge System	PW-Operations	The centrifuge system is a sludge de-watering system for solids handling at the Wastewater Treatment Plant. Replacement of two of the three centrifuges will reduce energy usage while maintaining the same process standards. This energy-saving project will help to meet goals adopted by the City Council and help to make Bellingham a green power city.
Mobile Generator	PW-Operations	New mobile generator to power remote pumping facilities during power outages. This will help to eliminate the City's reliance on rental generators and meet the requirements of the City's emergency response plans. The new generator is smaller, cleaner, meets newer Environmental Protection Agency (EPA) standards and will operate with minimal noise impact on neighborhoods where it is deployed.
Smartlink City-wide Radio Network Upgrade	PW-Operations	New system to replace aging and obsolete communication equipment to increase capacity and coverage. The system provides communication between City sites and vehicles/equipment as well as being linked to the Fire and Police communication systems.
48th Street Lift Station Generator	PW-Operations	Equipment has reached end-of-life and requires an upgrade to improve performance and reliability. Project includes adding new controls and back up power generation.
Silverbeach Lift Station Generator	PW-Operations	Equipment has reached end-of-life and requires an upgrade to improve performance and reliability. Project includes adding new controls and back up power generation.
Fir Street Lift Station Generator	PW-Operations	Equipment has reached end-of-life and requires an upgrade to improve performance and reliability. Project includes adding new controls and back up power generation.
Closed Circuit Television Network Servers	PW-Operations	Installation of network servers for storage of unified city-wide video surveillance and distribution.



**Public Works Department - Capital Equipment (continued)**

Estimated Impact on Operating Costs for Projects To Be Included in 2009 Budget	Prior Years Actuals Plus '08 Budget	2009	2009 Fund Allocation	2010-2014 Estimate
Research indicates an estimated energy usage reduction in excess of 60% which should result in a corresponding cost reduction. The first year of operation may require additional maintenance with a potential cost of approximately \$5,000.	325,000	425,000	WASTEWATER FUND	
Normal maintenance on an additional mobile generator should require approximately \$1,200 per year.		200,000	WATER FUND	
Impact on operating costs is not available at this time. Costs for this system are not tracked on a per-unit basis.	400,000	100,000	STREET FUND	
Normal maintenance on an additional generator should require approximately \$1,500 per year.		75,000	WASTEWATER FUND	
Normal maintenance on an additional generator should require approximately \$1,500 per year.		75,000	WASTEWATER FUND	
Normal maintenance on an additional generator should require approximately \$1,500 per year.		65,000	WASTEWATER FUND	
Reduced operating costs by lessening the individual components currently purchased and maintained throughout the city.		50,000	STREET FUND	

**2009 Capital – Capital Equipment Purchases (continued)**

Item or Project Name	Department/ Division	Description and Justification
Communication Network Firewall Equipment	PW-Operations	The city's communications network for Supervisory Control and Data Acquisition (SCADA), traffic, radio, closed circuit television (CCTV) and Heating Ventilation Air Conditioning (HVAC)/Direct Digital Control (DDC) systems continues to expand and firewall equipment is required to isolate the communication network from the City's computer and voice-over internet protocol (VoIP) network.
Closed Circuit Television Camera and Transporter	PW-Operations	The wastewater collections scan van is slated for replacement in 2009. In addition to existing equipment to be replaced in-kind, a second unit is requested that would exceed the anticipated replacement budget. It is necessary to improve the programs ability to scan critical lines up to 24" in diameter.
Thermal Imaging Camera	PW-Operations	Camera used to perform maintenance activities on electrical panels and motors to allow for greater efficiency.
Closed Circuit Television Camera (OZ/2series)	PW-Operations	This camera was budgeted in the 2008 Stormwater operations and maintenance budget for a back-up when the primary camera is down for repairs and service. Cost was substantially higher than budgeted, and should be considered a capitalized asset addition; to be replaced when the stormwater scan van is replaced at the end of its life cycle.
Replacement of 15-Year-Old Brake Lathe	PW-Operations	Replacement of aging brake lathe, which does not function correctly.
Early Replacement of Warehouse Van	PW-Operations	Early replacement of van to reduce vehicle size.
<b>Total Public Works Equipment Purchases</b>		

**Public Works Department - Capital Equipment (continued)**

Estimated Impact on Operating Costs for Projects To Be Included in 2009 Budget	Prior Years Actuals Plus '08 Budget	2009	2009 Fund Allocation	2010-2014 Estimate
\$2,500 annual operating costs for software maintenance and support		50,000	STREET FUND	
Estimated maintenance costs are approximately \$400/year.		40,000	WASTEWATER FUND	
Normal maintenance is expected to be \$250 per year.		40,000	WASTEWATER FUND	
Estimated maintenance costs are approximately \$300/year.		27,000	STORMWATER FUND	
After installation, none anticipated.		12,000	FLEET ADMIN FUND	
Downsize current fullsize cargo maxi-van with liftgate for better fuel economy. Department has made changes to business plan. Reduced number of daily trips and types of materials that are handled. A larger vehicle is no longer needed. Purchasing and Materials Management Fund to budget for early replacement cost of approximately \$5,000.		5,000	PURCHASING/ MATERIALS MGT FUND	
	<b>1,099,935</b>	<b>4,089,000</b>		<b>6,395,000</b>

**2009 Asset Maintenance**

Item or Project Name	Department/ Division	Description and Justification
----------------------	-------------------------	-------------------------------

**FIRE DEPARTMENT****FIRE DEPARTMENT ASSET MAINTENANCE PROJECTS**

	Fire Stations Routine Repair and Maintenance	Fire	Fire Station maintenance according to ongoing facilities maintenance schedule. May include interior and exterior painting, carpet replacement, minor repairs and replacement of appliances or furniture.
<b>TOTAL FIRE DEPARTMENT ASSET MAINTENANCE</b>			

**PARK DEPARTMENT****PARK DEPARTMENT ASSET MAINTENANCE PROJECTS**

	Playground Equipment Parts	Park-Operations	Replacement components for damaged playground structural elements.
	Golf Course Capital Improvements	Park-Operations	Reimbursement for Golf Course capital improvements as per lease agreement.
	Irrigation System Renovations	Park-Operations	Supplies and materials to renovate and modify existing manual irrigation systems to automatic systems.
	Park Sign Replacement	Park-Operations	Supplies and materials for the upgrading and replacement of park entrance and informational signs.
<b>TOTAL PARK DEPARTMENT ASSET MAINTENANCE</b>			

**Fire and Park Departments - Asset Maintenance Projects**

Estimated Impact on Operating Costs for Projects To Be Included in 2009 Budget	Prior Years Actuals Plus '08 Budget	2009	2009 Fund Allocation	2010-2014 Estimate
--	-------------------------------------	------	----------------------	--------------------

None.		40,010	CAPITAL MAINTENANCE FUND	197,009
		<b>40,010</b>		<b>197,009</b>

Staff time would saved in keeping temporary repairs in place and maintaining closed areas within existing playgrounds.		20,000	CAPITAL MAINTENANCE FUND	190,000
Operating cost impact based on individual projects selected each year.		20,000	GOLF COURSE FUND	109,370
Improvements to irrigation systems will reduce staff cost associated with irrigation repairs and manual watering.		15,000	CAPITAL MAINTENANCE FUND	81,000
Savings in staff time would result from eliminating the need to make temporary repairs to signs.		15,000	CAPITAL MAINTENANCE FUND	75,000
		<b>70,000</b>		<b>455,370</b>

**2009 Asset Maintenance**

Item or Project Name	Department/ Division	Description and Justification
----------------------	-------------------------	-------------------------------

**PUBLIC WORKS DEPARTMENT****PUBLIC WORKS ASSET MAINTENANCE PROJECTS**

Annual Energy Conservation Measures	PW-Operations	Complete upgrades of Heating Ventilation Air Conditioning (HVAC) control units from mechanical to Direct Digital Controls (DDC).
Building Security and Card Access Systems	PW-Operations	Due to several security breaches in 2008, installation of security and card access systems are necessary at City Hall, Main Library, Municipal Court, ITSD and PW-Operations.
Warehouse Roof	PW-Operations	Warehouse roof has exceeded its lifespan and has begun leaking. Temporary repairs to stop the leaks have been performed and continue to fail.
Fleet Shop Garage Doors	PW-Operations	Fleet shop garage doors have reached the end of their service life and have developed severe cracks and leaks. Temporary repairs are no longer able to withstand severe weather events.
<b>TOTAL PUBLIC WORKS ASSET MAINTENANCE</b>		

**Public Works Department - Asset Maintenance Projects**

Estimated Impact on Operating Costs for Projects To Be Included in 2009 Budget	Prior Years Actuals Plus '08 Budget	2009	2009 Fund Allocation	2010-2014 Estimate
--	-------------------------------------	------	----------------------	--------------------

Reduced annual energy consumption. Specific costs will be reported in future years through the energy conservation program currently in environmental resources.		375,000	CAPITAL MAINTENANCE FUND	
Reduced annual operating expenses associated with massive re-keying of mechanical locksets whenever keys are lost or stolen.		300,000	CAPITAL MAINTENANCE FUND	200,000
None		180,000	CAPITAL MAINTENANCE FUND	
None		70,000	FACILITIES ADMIN FUND	
		<b>925,000</b>		<b>200,000</b>

This page intentionally left blank.



## **2009 - 2014 CAPITAL FACILITIES PLAN**

### **Purpose**

The Capital Facilities Plan (CFP) is a strategic six-year 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 2009 capital expenditures for City Council adoption and an estimate of future capital needs for 2010 – 2014 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 a part of the Capital Facilities element of the Comprehensive Plan. The CFP also incorporates the Bellingham School District's 2004 – 2009 Capital Facilities Plan by reference.

Only the expenditures and appropriations for 2009 are binding financial commitments. The projects identified for the remaining five years may be altered due to cost or varying conditions.

### **Bellingham CFP Process**

The 2009 - 2014 CFP was developed by soliciting requests from all departments with priorities established by the Mayor. The projects were identified in accordance with the following policy documents previously adopted by City Council:

- The Bellingham Comprehensive Plan
- Visions for Bellingham
- Bellingham Comprehensive Drainage Plan
- Whatcom County Coordinated Sewer/Water Service Area Plan
- Six-Year Transportation Improvement Plan
- County-Wide Planning Policies
- Police Facility Study Master Plan
- Shoreline Management Program
- Redevelopment Plans (Downtown Strategy, Ohio Street, Central Waterfront, City Center Master Plan)
- Other Council and Mayor Directives
- Park and Recreation Master Plan
- Community Development Three-Year Plan
- Comprehensive Water Plan
- Comprehensive Wastewater Conveyance Plan
- Lake Whatcom Management Plan and Annually Updated Action Plan
- Waterfront Futures Group's Waterfront Vision and Framework Plan and Waterfront Action Plan

### **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. These programs include the resurfacing of existing streets and the replacement of worn out water and sewer lines.

### **CFP Priorities**

Five priorities established by the Mayor and adopted by the City Council in 1987 provide a guide to selecting which projects will provide the most public benefit.

According to these established priorities, CFP projects must:

1. Resolve an emergency situation threatening the health, safety or welfare of citizens or which creates an immediate danger to City operations.
2. Replace existing capital items essential to continued operations or priority programs or services.
3. By itself or jointly with another public or private entity, generate an immediate or cost-effective, long-term income-producing return for the City in the form of taxes, firm jobs or retention of current revenues which would otherwise be lost.
4. Produce measurable cost-benefit through reduced operating costs to the City (generally public buildings, remodeling or other public improvements).
5. Increase overall quality of life even if not generating revenue, or, while generating some revenue, increase benefits to the General Fund which exceed the net of revenue and cost of construction.

The projects budgeted for 2009 reflect these priorities.

**Funding Strategy**

The demand for capital improvements exceeds the City's current ability to fund these projects. The following funding strategy reflects the current fiscal constraints of the City while maintaining the flexibility to fund additional projects as the City's financial status improves.

Capital improvement projects will be funded utilizing sources in the following order:

1. Restricted funds (i.e. wastewater, water, streets) will be used to fund their respective projects including those that will generate tax revenue through job creation or expanded customer base.
2. Utilize existing levy funds for Park improvement and acquisitions (i.e. Greenways).
3. Utilize Real Estate Excise Tax funds for eligible capital repairs and improvements.
4. Continue to allocate General Fund resources for capital projects, purchases, as well as capital maintenance of City assets. Combined in 2009, the General Fund allocation is \$1,018,000.
5. Use bonds or other financing mechanisms for priority projects.
6. Fund the remainder of Capital Facility Plan projects as local tax revenues become available or financial assistance is obtained from Federal, State, or private sources.

The expenditures for all 2009 items are incorporated into their respective groups elsewhere in the budget. Major capital projects for 2009 and projects proposed for the years 2010-2014 are listed on the following pages. The projects identify funding sources that have been identified at the time this budget was prepared.

**Capital Facilities Plan**

CAPITAL FACILITIES PLAN	Cost in Thousands					
	2009	2010	2011	2012	2013	2014

**FUNDED PROJECT SUMMARY**

Fire	-	500	-	-	-	-
Police	-	-	-	-	-	-
Judicial and Support Services	-	-	-	-	-	-
Parks and Recreation	7,790	5,312	7,836	8,577	3,804	655
Library	2,940	-	-	-	-	-
Museum	-	225	-	225	-	-
Planning and Community Development	-	25	25	25	25	25
Human Resources	-	-	-	-	-	-
Information Technology Services	-	-	-	-	-	-
Legal	-	-	-	-	-	-
Executive	-	-	-	-	-	-
Non Departmental	652	674	694	703	722	746
Public Facilities District	-	-	-	-	-	-
Public Works - Streets	11,810	3,560	3,468	3,101	3,834	2,719
Public Works - Water	7,795	5,150	5,700	5,450	5,000	11,600
Public Works - Wastewater	5,200	17,100	32,100	22,000	2,000	2,000
Public Works - Stormwater	1,450	1,550	1,600	1,600	1,600	1,600
Public Works - Solid Waste	-	-	-	-	-	-
Public Works - Fleet	-	-	-	-	-	-
Public Works - Facilities	60	60	60	60	60	60
Public Works - Operations	550	935	860	260	-	90
Public Works - Transportation	-	-	-	-	-	-
Public Works - Engineering	-	-	-	-	-	-
<b>TOTAL FUNDED PROJECTS</b>	<b>38,247</b>	<b>35,091</b>	<b>52,343</b>	<b>42,001</b>	<b>17,045</b>	<b>19,495</b>

**UNFUNDED PROJECT SUMMARY**

Fire	-	150	-	2,000	-	-
Museum	-	-	2,000	-	-	-
Planning and Community Development	-	1,175	2,550	955	1,150	500
Public Works - Streets	-	-	-	3,290	21,750	8,900
Public Works - Water	-	-	-	-	-	10,000
Public Works - Stormwater	-	-	-	-	-	4,000
<b>TOTAL UNFUNDED PROJECTS</b>	<b>-</b>	<b>1,325</b>	<b>4,550</b>	<b>6,245</b>	<b>22,900</b>	<b>23,400</b>

*Expenditures for 2009 are authorized after budget adoption by the City Council. Expenditures identified for years beyond 2009 are included for information and review of potential future needs. Their inclusion is not a request for approval or budget authorization.*

**Capital Facilities Plan (continued)**

**FUNDING SOURCES**

Abbreviations in the "Fund Source" columns represent the following funds and sources

CODE	SOURCE OF FUNDS
ASF	Arterial Street Fund
BGL	Beyond Greenways Levy Fund
BOND	Bond Proceeds Go To Fund Indicated
CDBG	Community Development Block Grant Fund
CIVIC	Civic Field Improvements Fund
CRF	Computer Reserve Fund
FGI	Federal Indirect Grant
FQET	First 1/4% Real Estate Excise Tax Fund
GF	General Fund
GL3	Greenways III Levy Fund
IG	Interlocal Grant
ISR	Intergovernmental Service Revenue
MED1	Medic One Fund
PFD	Public Facilities District Fund
PIF	Park Impact Fee Fund
PKA	Parksite Acquisition Fund
PRK	Parking Services Fund
SQUAL	Squalicum Park/Olympic Fund
SQET	Second 1/4% Real Estate Excise Tax Fund
STG	State Grant
STR	Street Fund
SWUF	Surface Water Utility Fund
TDF	Transporation Development Fees
UF	Unfunded
WF	Water Fund
WFWS	Water Fund - Watershed
WWF	Wastewater Fund

## Capital Budget

### Capital Facilities Plan (continued)

CAPITAL FACILITIES PLAN	Fund Source	Cost in Thousands					
		2009	2010	2011	2012	2013	2014
<b>FIRE DEPARTMENT</b>							
<b>Funded Items</b>							
Medic 5 Facility	MED1	-	500	-	-	-	-
<b>Total Funded</b>		-	<b>500</b>	-	-	-	-
<b>Unfunded Items</b>							
Classroom/Office	UF	-	-	-	2,000	-	-
Boat House	UF	-	150	-	-	-	-
<b>Total Unfunded</b>		-	<b>150</b>	-	<b>2,000</b>	-	-
<b>TOTAL FIRE</b>		-	<b>650</b>	-	<b>2,000</b>	-	-

### PARKS AND RECREATION DEPARTMENT

<b>Funded Items</b>							
Boulevard to Cornwall Boardwalk	GL3/FGI, FQET	2,133	-	-	4,000	-	-
Boulevard Park Shoreline	GL3	1,200	-	-	-	-	-
Northridge Park Development	GL3,PIF	1,100	200	-	-	-	-
Land Acquisition - Park in Developing Area	PIF	1,000	300	500	500	500	-
Greenway Land Acquisition	GL3,BGL	1,000	2,900	1,000	1,000	1,000	-
Neighborhood Park Construction (1)	BGL,PIF, FQET	600	400	950	200	200	200
Playground Construction	SQET	150	150	150	150	150	-
Labor Distribution to General Fund from Greenways 3	GL3	77	77	77	77	77	-
Little Squalicum Master Plan	FQET	75	-	-	-	-	-
Labor Distribution to General Fund from SQET	SQET	50	50	50	50	50	-
Labor Distribution to General Fund from Beyond Greenways	BGL	50	-	-	-	-	-
Labor Distribution to General Fund from Park Impact Fees	PIF	50	50	50	50	50	-
Neighborhood Park Improvements	PIF	50	50	50	50	50	50

*Expenditures for 2009 are authorized after budget adoption by the City Council. Expenditures identified for years beyond 2009 are included for information and review of potential future needs. Their inclusion is not a request for approval or budget authorization.*

**Capital Facilities Plan (continued)**

CAPITAL FACILITIES PLAN	Fund Source	Cost in Thousands					
		2009	2010	2011	2012	2013	2014
<b>PARKS AND RECREATION DEPARTMENT (continued)</b>							
Sidewalks, Paths and Trails	PIF	50	50	50	50	50	50
Parks Facility Asphalt Patching and Resurfacing	SQET	50	50	-	50	50	-
Boulevard Park Parking Lot Fencing	FQET	28	-	-	-	-	-
Sidewalk & Curb Replacement	FQET	25	30	30	30	30	30
Trail Surface/Drainage Repairs	FQET	25	25	25	30	35	35
New Whatcom Falls Gravel Parking Lot	FQET	24	-	-	-	-	-
Big Rock Garden Retainer Wall	FQET	19	-	-	-	-	-
Roof Replacements	FQET	15	15	15	20	20	20
Labor Distribution to General Fund from First Quarter REET	FQET	13	13	13	13	35	13
Park and Sports Field Lighting	FQET	6	12	6	7	7	7
Squalicum Creek Park-Phase I	GL3, SQUAL, SQET, BGL,PIF	-	940	4,500	-	-	-
Samish Trail	GL3	-	-	-	1,800	-	-
Miscellaneous Community Parks Construction	PIF	-	-	-	500	500	-
Chuckanut Interurban Trail	GL3	-	-	-	-	1,000	-
Community Park Construction	SQET	-	-	250	-	-	250
Replacement of Fairhaven Park Entry Columns	SQET	-	-	120	-	-	-
<b>Total Funded</b>		<b>7,790</b>	<b>5,312</b>	<b>7,836</b>	<b>8,577</b>	<b>3,804</b>	<b>655</b>
<b>TOTAL PARKS AND RECREATION</b>		<b>7,790</b>	<b>5,312</b>	<b>7,836</b>	<b>8,577</b>	<b>3,804</b>	<b>655</b>

*Expenditures for 2009 are authorized after budget adoption by the City Council. Expenditures identified for years beyond 2009 are included for information and review of potential future needs. Their inclusion is not a request for approval or budget authorization.*

## Capital Budget

### Capital Facilities Plan (continued)

CAPITAL FACILITIES PLAN	Fund Source	Cost in Thousands					
		2009	2010	2011	2012	2013	2014
<b>LIBRARY</b>							
<b>Funded Items</b>							
Fairhaven Branch Remodel Priority 1 Items	GF/BOND	1,300	-	-	-	-	-
Fairhaven Branch Remodel Priority 2 and 3 Items	GF/BOND	1,040	-	-	-	-	-
Other Library Improvements	GF/BOND	600	-	-	-	-	-
<b>Total Funded</b>		<b>2,940</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIBRARY</b>		<b>2,940</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### MUSEUM

<b>Funded Items</b>							
Window Restoration at Old City Hall	FQET	-	225	-	225	-	-
<b>Total Funded</b>		<b>-</b>	<b>225</b>	<b>-</b>	<b>225</b>	<b>-</b>	<b>-</b>
<b>Unfunded Items</b>							
Fire Suppression and Renovations at Syre Ed Center and Old City Hall	UF	-	-	2,000	-	-	-
<b>Total Unfunded</b>		<b>-</b>	<b>-</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL MUSEUM</b>		<b>-</b>	<b>225</b>	<b>2,000</b>	<b>225</b>	<b>-</b>	<b>-</b>

Expenditures for 2009 are authorized after budget adoption by the City Council. Expenditures identified for years beyond 2009 are included for information and review of potential future needs. Their inclusion is not a request for approval or budget authorization.



**Capital Facilities Plan (continued)**

CAPITAL FACILITIES PLAN	Fund Source	Cost in Thousands					
		2009	2010	2011	2012	2013	2014
<b>PLANNING - COMMUNITY DEVELOPMENT</b>							
<b>Funded Items</b>							
New 2010 Neighborhood Initiatives Program	FQET	-	25	25	25	25	25
<b>Total Funded</b>		-	25	25	25	25	25
<b>Unfunded Items</b>							
Urban Village Public Realm (e.g., Samish Way)	UF	-	100	500	500	500	500
Train Station Plaza	UF	-	-	200	-	650	-
Historical Courthouse Plaza	UF	-	-	350	455	-	-
Construct Local Streets in Old Town	UF	-	1,000	1,000	-	-	-
Develop Alley Connections from Library to Art & Childrens Museum	UF	-	-	100	-	-	-
Develop Connection from AD to MHP (plaza & alley connection)	UF	-	75	400	-	-	-
<b>Total Unfunded</b>		-	1,175	2,550	955	1,150	500
<b>TOTAL PLANNING - COMM. DEV.</b>		-	1,200	2,575	980	1,175	525

**NON DEPARTMENTAL**

<b>Funded Items</b>							
Civic Field and Aquatic Center Debt Service	SQET	652	674	694	703	722	746
<b>Total Funded</b>		652	674	694	703	722	746
<b>TOTAL NON DEPARTMENTAL</b>		652	674	694	703	722	746

*Expenditures for 2009 are authorized after budget adoption by the City Council. Expenditures identified for years beyond 2009 are included for information and review of potential future needs. Their inclusion is not a request for approval or budget authorization.*

## Capital Budget

### Capital Facilities Plan (continued)

CAPITAL FACILITIES PLAN	Fund Source	Cost in Thousands					
		2009	2010	2011	2012	2013	2014
<b>PUBLIC WORKS - STREETS</b>							
<b>Funded Items</b>							
Bellingham Waterfront Railroad Track Mainline Relocation	STR/FGI	5,000	-	-	-	-	-
West Illinois Street Extension (Morse/Oeser/County Project)	STR/FGI	2,000	-	-	-	-	-
Northwest/McLeod Phase II Roundabout	SQET/STG	1,610	-	-	-	-	-
Meador/Kansas/Ellis Bike and Pedestrian Facilities	SQET, STR/STG	925	-	-	-	-	-
Forest Street Bicycle Lane and Pedestrian Crossing	STR	550	-	-	-	-	-
Bellingham Waterfront District Infrastructure	STR, FQET	500	-	-	-	-	-
Birchwood Pedestrian Improvements	STR	300	-	-	-	-	-
Northwest Pedestrian Improvements - McLeod to Bakerview	SQET, STR	200	-	-	-	-	-
Undergrounding PSE	FQET, STR	200	100	100	100	100	100
Annual Residential Traffic Calming (NTSP) Program	STR	150	150	150	150	150	150
Annual Signal Improvement Program	STR	125	225	225	225	225	225
Annual Pedestrian Crosswalk Enhancements-2009: Vicinity of North Samish and Newell	STR	75	-	-	-	-	-
Annual Pedestrian Crosswalk Enhancements-2009: Lakeway Between Grant and Franklin	STR	75	-	-	-	-	-
Annual Pedestrian Crosswalk Enhancements-2009: Broadway Crosswalk	STR	50	-	-	-	-	-
Annual Pedestrian Crosswalk Enhancements-2009: Vicinity of Northwest and Maplewood	STR	50	-	-	-	-	-
Annual Pavement Resurfacing	STR	-	1,860	1,893	1,926	1,959	1,994
Biennial Street Light Replacement	STR	-	150	-	150	-	150
James Street Road Multi-Modal Improvements	SQET, STR	-	-	500	500	750	-

*Expenditures for 2009 are authorized after budget adoption by the City Council. Expenditures identified for years beyond 2009 are included for information and review of potential future needs. Their inclusion is not a request for approval or budget authorization.*

Capital Facilities Plan (continued)

CAPITAL FACILITIES PLAN	Fund Source	Cost in Thousands					
		2009	2010	2011	2012	2013	2014
<b>PUBLIC WORKS - STREETS</b>							
James Street Road Multi-Modal Improvements	SQET, STR	-	-	500	500	750	-
San Juan Boulevard Phase I	STR	-	500	-	-	-	-
San Juan Boulevard Phase II	STR	-	-	-	-	50	50
Carolina Street Pedestrian Improvements	SQET	-	-	550	-	-	-
Nevada Street Pedestrian Improvements	SQET	-	-	-	-	550	-
Bill McDonald/25th Intersection & Pedestrian Improvements	SQET/ISR	-	525	-	-	-	-
Annual Pedestrian Crosswalk Enhancements-Future sites TBD	STR	-	-	-	50	50	50
Annual Pedestrian Crosswalk Enhancements-2010-11 vicinity of Alabama/Grant	STR	-	50	50	-	-	-
<b>Total Funded</b>		<b>11,810</b>	<b>3,560</b>	<b>3,468</b>	<b>3,101</b>	<b>3,834</b>	<b>2,719</b>
<b>Unfunded Items</b>							
Birchwood-James St. Road Multimodal Corridor & Trail	UF	-	-	-	-	-	4,000
James Street Road Multi-Modal Improvements	UF	-	-	-	2,500	3,000	-
San Juan Boulevard Phase II	UF	-	-	-	-	-	4,900
Lincoln Creek Multimodal Transportation Center	UF	-	-	-	-	6,250	-
Bellingham Waterfront Railroad Track Mainline Relocation	UF	-	-	-	-	12,500	-
Northwest/McLeod Phase II Roundabout	UF	-	-	-	790	-	-
		-	-	-	-	-	-
<b>Total Unfunded</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>3,290</b>	<b>21,750</b>	<b>8,900</b>
<b>TOTAL PUBLIC WORKS - STREETS</b>		<b>11,810</b>	<b>3,560</b>	<b>3,468</b>	<b>6,391</b>	<b>25,584</b>	<b>11,619</b>

Expenditures for 2009 are authorized after budget adoption by the City Council. Expenditures identified for years beyond 2009 are included for information and review of potential future needs. Their inclusion is not a request for approval or budget authorization.

## Capital Budget

### Capital Facilities Plan (continued)

CAPITAL FACILITIES PLAN	Fund Source	Cost in Thousands					
		2009	2010	2011	2012	2013	2014
<b>PUBLIC WORKS - WATER</b>							
<b>Funded Items</b>							
Water Comprehensive Plan 2009 Projects (2008 bond proceeds)	WF	2,000	2,000	-	-	-	-
Annual Water Main Replacement Program	WF	1,500	600	2,600	1,600	1,600	1,600
Sunset Drive, Phase 2 Water Mains	WF	300	-	-	-	-	-
James Street Fireflow Upgrades	WF	200	1,000	-	-	-	-
Watershed Land Acquisitions	WF	3,795	1,000	1,000	1,000	1,000	1,000
Kearney Rd Booster Pump Station	WF	-	450	-	-	-	-
King Mt Reservoir (Cordata)	WF/ BOND	-	-	-	450	-	6,000
Mt Baker Hwy Replacement Phase II	WF	-	-	100	400	400	-
Hydraulic Modeling	WF	-	100	-	-	-	-
Water Metering City-Wide project (BOND)	WF/ BOND	-	-	2,000	2,000	2,000	3,000
<b>Total Funded</b>		<b>7,795</b>	<b>5,150</b>	<b>5,700</b>	<b>5,450</b>	<b>5,000</b>	<b>11,600</b>
<b>Unfunded Items</b>							
Nooksack Diversion Passage	UF/ BOND	-	-	-	-	-	10,000
<b>Total Unfunded</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000</b>
<b>TOTAL PUBLIC WORKS - WATER</b>		<b>7,795</b>	<b>5,150</b>	<b>5,700</b>	<b>5,450</b>	<b>5,000</b>	<b>21,600</b>

Expenditures for 2009 are authorized after budget adoption by the City Council. Expenditures identified for years beyond 2009 are included for information and review of potential future needs. Their inclusion is not a request for approval or budget authorization.

**Capital Facilities Plan (continued)**

CAPITAL FACILITIES PLAN	Fund Source	Cost in Thousands					
		2009	2010	2011	2012	2013	2014
<b>PUBLIC WORKS - WASTEWATER</b>							
<b>Funded Items</b>							
Annual Sewer Main Replacement Program	WWF	2,000	2,000	2,000	2,000	2,000	2,000
WWTP Facility Construction/Expansion	WWF/ BOND	2,000	10,000	20,000	20,000	-	-
Waterfront Redevelopment Capital Activities-PWE Wastewater	WWF	1,000	-	-	-	-	-
Lake Whatcom Water Quality (LWWQ) Sewer Extension	WWF	200	-	-	-	-	-
Flow Monitoring Stations	WWF	-	100	100	-	-	-
Annual Sewer Conveyance Upgrades (formerly Annual Trunk Main Upgrades)	WWF/ BOND	-	5,000	10,000	-	-	-
<b>Total Funded</b>		<b>5,200</b>	<b>17,100</b>	<b>32,100</b>	<b>22,000</b>	<b>2,000</b>	<b>2,000</b>
<b>TOTAL PUBLIC WORKS - WASTEWATER</b>		<b>5,200</b>	<b>17,100</b>	<b>32,100</b>	<b>22,000</b>	<b>2,000</b>	<b>2,000</b>

*Expenditures for 2009 are authorized after budget adoption by the City Council. Expenditures identified for years beyond 2009 are included for information and review of potential future needs. Their inclusion is not a request for approval or budget authorization.*

## Capital Budget

### Capital Facilities Plan (continued)

CAPITAL FACILITIES PLAN	Fund Source	Cost in Thousands					
		2009	2010	2011	2012	2013	2014

#### PUBLIC WORKS - STORMWATER

Funded Items							
Annual Storm Main Replacement Projects	SWUF	450	500	550	550	550	550
Padden Creek Daylighting	SWUF	300	200	200	200	200	200
Fish Passage Improvements	SWUF	250	250	250	250	250	250
Lake Whatcom Water Quality Retrofit	SWUF	150	-	-	-	-	-
Annual Overlay Storm Improvements	SWUF	100	200	200	200	200	200
Lake Whatcom Water Quality/Total Maximum Daily Load (TMDL) Alternative Analysis	SWUF	100	-	-	-	-	-
Residential Water Quality Retrofits	SWUF	50	50	50	50	50	50
Waterfront Redevelopment Capital Activities-PWE Stormwater	SWUF	50	-	-	-	-	-
Lake Whatcom Water Quality Improvements-TMDL Action Plans	SWUF	-	100	100	100	100	100
City-wide Storm Retrofits	SWUF	-	250	250	250	250	250
<b>Total Funded</b>		<b>1,450</b>	<b>1,550</b>	<b>1,600</b>	<b>1,600</b>	<b>1,600</b>	<b>1,600</b>

Unfunded Items							
Padden Creek Daylighting	UF	-	-	-	-	-	4,000
<b>Total Unfunded</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,000</b>
<b>TOTAL PUBLIC WORKS - STORM</b>		<b>1,450</b>	<b>1,550</b>	<b>1,600</b>	<b>1,600</b>	<b>1,600</b>	<b>5,600</b>

#### PUBLIC WORKS - FACILITIES

Funded Items							
Mt. Baker Theatre Capital	FQET	60	60	60	60	60	60
<b>Total Funded</b>		<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>
<b>TOTAL PUBLIC WORKS - FACILITIES</b>		<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>

Expenditures for 2009 are authorized after budget adoption by the City Council. Expenditures identified for years beyond 2009 are included for information and review of potential future needs. Their inclusion is not a request for approval or budget authorization.

**Capital Facilities Plan (continued)**

CAPITAL FACILITIES PLAN	Fund Source	Cost in Thousands					
		2009	2010	2011	2012	2013	2014
<b>PUBLIC WORKS - OPERATIONS</b>							
<b>Funded Items</b>							
Information Management Master Plan Implementation	STR	300	700	650	260	-	-
Security Improvements for Water System	WF	100	185	100	-	-	-
Security Improvements for Wastewater System	WWF	100	-	-	-	-	-
Elevation Control Upgrade	STR	50	50	30	-	-	-
Aerial Photography	STR	-	-	80	-	-	90
<b>Total Funded</b>		<b>550</b>	<b>935</b>	<b>860</b>	<b>260</b>	<b>-</b>	<b>90</b>
<b>TOTAL PUBLIC WORKS - OPERATIONS</b>		<b>550</b>	<b>935</b>	<b>860</b>	<b>260</b>	<b>-</b>	<b>90</b>

*Expenditures for 2009 are authorized after budget adoption by the City Council. Expenditures identified for years beyond 2009 are included for information and review of potential future needs. Their inclusion is not a request for approval or budget authorization.*

This page intentionally left blank.



## **LONG-TERM DEBT SUMMARY**

The City borrows money to finance large capital projects, such as buildings and utility infrastructure by issuing bonds. These financial obligations are paid over time, typically ten or twenty years. Our Moody's bond rating is Aa3 for voted bond issues and A1 for non-voted bond issues, both judged to be of high quality by all standards. We are committed to maintaining our good credit by making all debt service payments on time and maintaining adequate reserves. The City of Bellingham has relatively low outstanding debt and high debt capacity for future bonding needs.

### **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 referred to as "Councilmanic" 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. This issue may authorize the City to exceed levy limits on taxation (excess levy). It 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

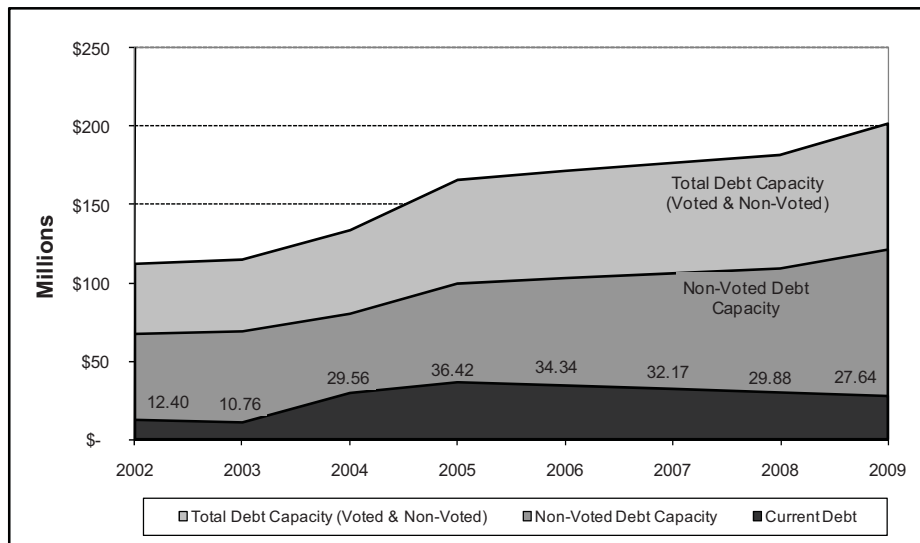
The combination of voted and non-voted general obligation debt for city purposes, including leases and contracts, may not exceed two and one-half percent of the assessed value of all taxable property within the City.

The 2009 estimated assessed value of all property in the City is \$8,079,556,522. This provides a non-voted general obligation debt capacity of \$121,193,348. The City has used \$26,988,045 of this capacity, leaving \$94,205,303 available. The City's total voted and non-voted general obligation debt capacity is \$201,988,913. Of this capacity, the City has utilized \$27,643,045. The remaining total voted and non-voted general obligation debt capacity is \$174,345,868.

### Estimated Legal Debt Capacity Calculation as of 12/31/09

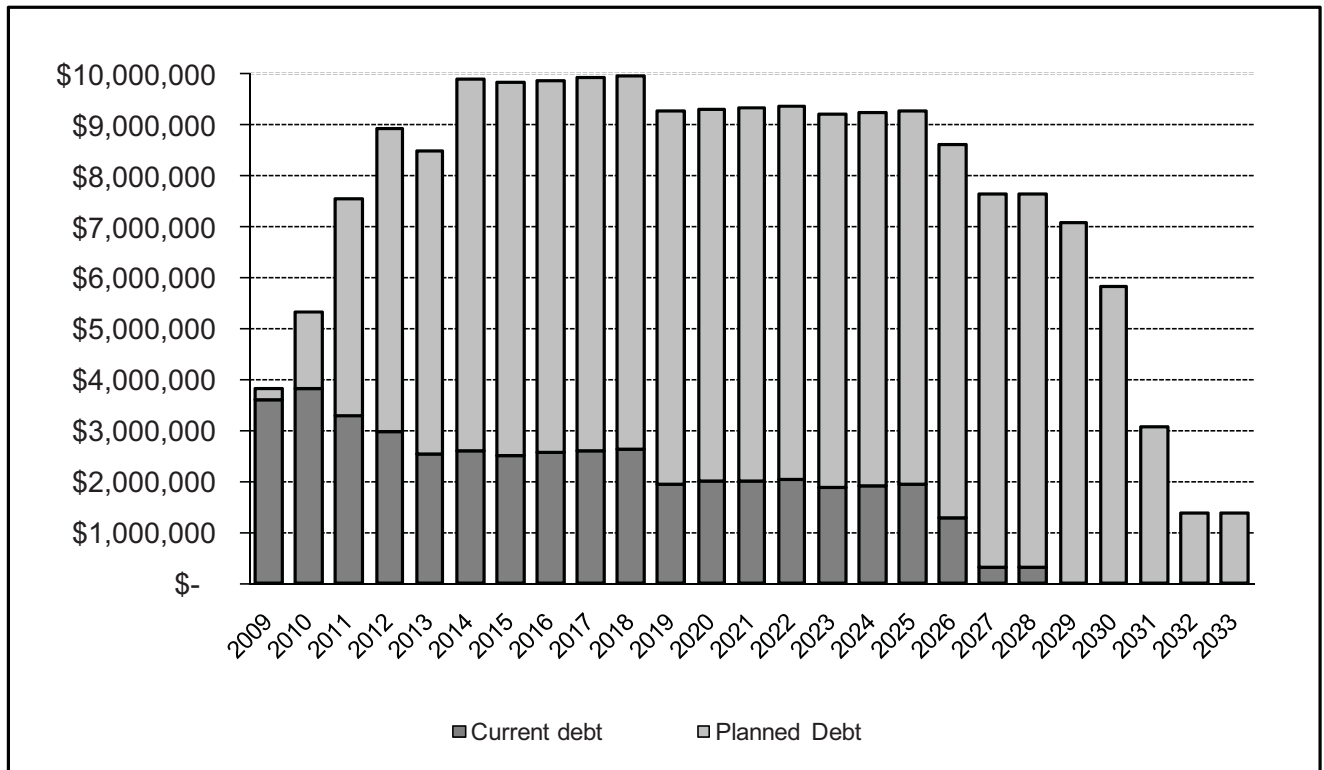
Assessed (estimate) Value (2009 Tax Year)		\$8,079,556,522
Limited Tax General Obligation Debt Capacity (Nonvoted) @ 1 1/2% of Assessed Value		121,193,348
Less: Outstanding Limited Tax General Obligation Bonds	26,835,000	
Other Debt Obligations	153,045	
Total Nonvoted Debt Outstanding		<u>26,988,045</u>
Total Remaining Limited Tax General Obligation Debt Capacity (Nonvoted)		<u>\$94,205,303</u>
Total General Obligation Debt Capacity @ 2 1/2% of Assessed Value		201,988,913
Total Nonvoted Debt Outstanding	26,988,045	
Total Voted Debt Outstanding	655,000	
Total Debt Outstanding		<u>27,643,045</u>
Total Remaining General Obligation Debt Capacity (Voted and Nonvoted)		<u>\$174,345,868</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 debt and debt proposed in the Capital Facilities Plan



Capital Facilities Plan projects with proposed bonds included in the above graph are:

**2009**

\$3,000,000 – Fairhaven and Central Library Repairs

**2010**

\$15,000,000 – \*Wastewater Treatment Plant Expansion

**2011**

\$30,000,000 – \*Wastewater Treatment Plant Expansion Phase II  
\$ 2,000,000 – Citywide Water Meter Conversion

**2012**

\$20,000,000 – \*Wastewater Treatment Plant Expansion Phase III

**2014**

\$10,000,000 – Nooksack Diversion Passage  
\$ 6,000,000 – King Mountain Reservoir

\*The Wastewater Treatment Plant Expansion includes \$15,000,000 of related sewer conveyance upgrades

## 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 12/31/09	Unmatured Debt as of 12/31/09
<b>Voted (UTGO) and Non-voted (LTGO) Bonds</b>						
2001 Fire UTGO	04/01/01	12/01/11	4.00%-4.40%	2,800,000	2,145,000	655,000
1996 Roeder LTGO Refunding	06/01/96	12/01/12	4.20%-5.65%	4,195,000	3,265,000	930,000
1999 Municipal Court LTGO	05/15/99	08/01/10	4.25%-4.75%	3,420,000	2,895,000	525,000
2002 Parking LTGO	08/08/02	10/01/12	3.74%-3.74%	1,045,000	670,000	375,000
2004 Sportsplex LTGO	08/05/04	12/01/28	2.00%-4.625%	4,315,000	615,000	3,700,000
2004 PFD/Civic/Refunding LTGO	11/09/04	12/01/26	2.25%5.00%	16,375,000	2,640,000	13,735,000
2005 Solid Waste LTGO	12/08/05	12/01/25	4.15%-5.4%	8,695,000	1,125,000	7,570,000
<b>Total General Obligation Bonds</b>				<b>40,845,000</b>	<b>13,355,000</b>	<b>27,490,000</b>
<b>Notes Payable, Public Works Trust and CERB Loans</b>						
Drake Property Note Payable	12/31/92	12/31/22	7.00%	225,000	71,955	153,045
Street Resurfacing PWT Loan	07/01/02	07/01/22	0.50%	2,975,000	921,846	2,053,154
<b>Total Other General Obligation Debt</b>				<b>3,200,000</b>	<b>993,800</b>	<b>2,206,200</b>
<b>Total Long Term General Debt</b>				<b>\$44,045,000</b>	<b>\$ 14,348,800</b>	<b>\$ 29,696,200</b>

#### 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
2010	2,370,000	1,253,546	165,422	20,742	3,809,710
2011	1,965,000	1,153,830	165,963	19,411	3,304,204
2012	1,725,000	1,074,117	166,544	18,041	2,983,702
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
Future	18,620,000	5,937,590	1,373,271	62,333	25,993,194
	<b>\$ 27,490,000</b>	<b>\$ 11,371,520</b>	<b>\$ 2,206,200</b>	<b>\$ 152,328</b>	<b>\$ 41,220,048</b>

**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**

Name of Issue	Issue Date	Maturity Date	Interest Rates	Original Amount	Estimated Redemptions as of 12/31/09	Est. Unmatured Debt as of 12/31/09
LID 1099 Barkley	12/01/94	12/01/16	4.90%-7.50%	4,447,020	4,362,020	85,000
LID 1106 Bakerview Road	12/30/96	12/30/18	4.10%-6.00%	4,357,957	3,942,957	415,000
LID 1107/1108 Teleg/Brkly	12/01/97	12/01/14	4.15%-5.65%	1,317,472	1,247,472	70,000
<b>Total LID Assessment Bonds</b>				<b>\$10,122,449</b>	<b>\$ 9,552,449</b>	<b>\$ 570,000</b>

**Estimated Debt Service Requirements on LID Assessment Debt**

Year	LID Bond Principal	LID Bond Interest	Total LID Debt
2010	-	35,223	35,223
2011	15,000	35,223	50,223
2012	55,000	34,383	89,383
2013	-	31,275	31,275
2014	200,000	31,275	231,275
Future	300,000	27,000	327,000
	<b>\$ 570,000</b>	<b>\$ 194,379</b>	<b>\$ 764,379</b>

## 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 12/31/09	Unmatured Debt as of 12/31/09
<b>Revenue Bonds</b>						
1999 Water / Sewer	05/01/99	08/01/11	3.70%-4.60%	8,220,000	4,955,000	3,265,000
2004 Water / Sewer	05/01/04	08/01/24	3.00%-5.00%	10,690,000	5,745,000	4,945,000
2006 Water / Sewer	06/15/06	08/01/16	4.00%-4.50%	11,330,000	1,920,000	9,410,000
2008 Water / Sewer	08/21/08	08/01/18	3.00%-4.25%	6,040,000	-	6,040,000
<b>Total Revenue Bonds</b>				<b>36,280,000</b>	<b>12,620,000</b>	<b>23,660,000</b>
<b>Public Works Trust Loans and Notes</b>						
Sewer - Silverbeach PWT Loan	06/01/91	07/01/11	2.00%	445,500	398,605	46,895
Watermain Rplmnt PWT Loan	07/01/02	07/01/22	0.50%	1,938,000	608,317	1,329,683
Middle Fork Diversion PWT Loan	12/01/06	07/04/26	0.50%	680,000	71,579	608,421
<b>Total Other Obligations Debt</b>				<b>3,063,500</b>	<b>1,078,501</b>	<b>1,984,999</b>
<b>Total Long Term General Debt</b>				<b>\$39,343,500</b>	<b>\$13,698,501</b>	<b>\$ 25,644,999</b>

### Annual Estimated Debt Service Requirements on Revenue Debt to Maturity

Year	Bond Principal	Bond Interest	Other Debt Principal	Other Debt Interest	Total Debt
2010	3,605,000	978,820	161,520	10,628	\$ 4,755,968
2011	3,755,000	843,465	161,520	9,469	\$ 4,769,454
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
Future	11,515,000	2,653,689	1,247,740	32,369	\$15,448,798
	<b>\$23,660,000</b>	<b>\$6,358,299</b>	<b>\$1,984,999</b>	<b>\$ 75,324</b>	<b>\$32,078,622</b>

## **GENERAL SALARY INFORMATION FOR 2009**

Salary ranges for each position are summarized in the following Budgeted Positions List by department. The complete salary plans may be viewed on line at:

<http://www.cob.org/government/departments/hr/salaries-wages.aspx>.

The City of Bellingham has nine different salary plans covering multiple 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 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 is also required for classifications and position class allocation.

City Council member compensation was established November 3, 1997 by ordinance 1089, which authorizes a 3% annual increase. Effective January 1, 2009, each Council member receives \$1,732 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, and certain professionals and administrative staff.

The Council may, at its discretion and in compliance with the Budget Development Policies (shown in the General Information Section), adjust the salary plans for all or some of the E-team 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.

Such adjustments may be made retroactive to January 1<sup>st</sup> of the current budget year. E-Team employees who request a classification placement review receive any salary adjustment awarded as a result of this review on January 1<sup>st</sup> or July 1<sup>st</sup>, whichever comes first.

**BUDGETED POSITIONS LIST**

DEPARTMENT/DIVISION	ACTUAL 2007	ADOPTED 2008	ADOPTED 2009	Employee Group	Monthly Salary Range
<b>FIRE DEPARTMENT</b>					
<b>Fire:</b>					
Ambulance Billing and Reimbursement Spec 2	2.7	3.0	3.0	B	\$2,673-\$3,190*
Office Assistant 2	1.8	2.0	2.0	B	\$2,514-\$3,008*
Secretary 3	1.0	1.0	1.0	B	\$2,673-\$3,190*
Captains	23.9	26.0	29.0	C	\$6,251-\$7,110
Fire Inspectors	3.0	3.0	3.0	C	\$6,251-\$7,110
Firefighters, FF/Paramedics, FF/Inspectors	103.8	106.0	101.0	C	\$4,640-\$5,945
Assistant Fire Chief	1.8	2.0	2.0	E	\$9,130
Fire Chief	1.0	1.0	1.0	E	\$10,125
Battalion Chiefs	3.9	4.0	4.0	F	\$7,462-\$7,821
Division Chief	2.0	2.0	2.0	F	\$7,462-\$7,821
Fire Marshal	1.0	1.0	1.0	F	\$7,462-\$7,821
Medical Services Officer	0.2	1.0	1.0	F	\$7,462-\$7,821
Fire/EMS Dispatcher, Dispatcher in Trng	12.0	12.0	12.0	M	\$3,331-\$4,216
Fire/EMS Dispatcher in Training - LT	0.5	0.0	0.0	M	--
Communications Operations Officer	0.4	1.0	1.0	M	\$4,595-\$4,875
Support and Services Supervisor	1.8	2.0	2.0	S	\$3,754-\$4,483
<b>Subtotal Regular Employees</b>	<b>160.8</b>	<b>167.0</b>	<b>165.0</b>		
Temporary Labor	0.1	0.3	0.3	T	
<b>TOTAL FIRE DEPARTMENT</b>	<b>160.9</b>	<b>167.3</b>	<b>165.3</b>		
<i>STAFFING SUMMARY BY BARGAINING UNIT:</i>					
<i>Non-Uniformed Employee Group</i>	5.5	6.0	6.0	B	AFSCME 114
<i>Fire Uniformed Employee Group</i>	130.7	135.0	133.0	C	IAFF 106
<i>Non-Represented Employee Group</i>	2.8	3.0	3.0	E	Non-Union
<i>Fire Staff Officers Group</i>	7.1	8.0	8.0	F	IAFF 106S
<i>EMS Dispatch Group</i>	12.9	13.0	13.0	M	AFSCME 114F
<i>Supervisor/Professional Employee Group</i>	1.8	2.0	2.0	S	Teamster 231
<i>Temporary Labor Employee Group</i>	0.1	0.3	0.3	T	Non-Union

\* See "General Salary Information"



## Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2007	ADOPTED 2008	ADOPTED 2009	Employee Group	Monthly Salary Range
<b>POLICE DEPARTMENT</b>					
<b>Police Operations and Administration:</b>					
Accounting Technician	1.0	1.0	1.0	B	\$3,008-\$3,585*
Tech Support & Training Specialist	1.0	1.0	1.0	B	\$4,038-\$4,819*
Parking Enforcement Officer	3.3	4.0	4.0	B	\$2,514-\$3,008*
Police Support Services Specialist	2.0	2.0	2.0	B	\$2,834-\$3,384*
Warrant Officer	1.0	1.0	1.0	B	\$3,810-\$4,545*
Crime Scene Investigators	0.0	6.0	6.0	D	\$5,949-\$6,374
<i>Shift Investigators</i>	5.3	0.0	0.0	D	--
Detectives	8.0	9.0	9.0	D	\$5,949-\$6,374
Evidence and I.D. Supervisor	1.0	1.0	1.0	D	\$6,627-\$7,101
Patrol Officers	66.9	67.0	70.0	D	\$4,624-\$6,368
Sergeants	13.0	13.0	14.0	D	\$6,627-\$7,101
Traffic Officers	6.0	6.0	6.0	D	\$5,949-\$6,374
Police Chief	1.0	1.0	1.0	E	\$10,125
Deputy Chief of Police	2.0	2.0	2.0	E	\$9,130
Lieutenants	4.7	5.0	5.0	E	\$8,614
Program Specialist	1.0	1.0	1.0	E	\$3,954-\$4,807
Program Specialist	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	S	\$3,983-\$4,756
<b>Subtotal Regular Employees</b>	<b>119.2</b>	<b>122.0</b>	<b>126.0</b>		
Temporary Labor	<u>0.0</u>	<u>0.4</u>	<u>0.4</u>	T	
<b>Total:</b>	<b>119.2</b>	<b>122.4</b>	<b>126.4</b>		
<b>Police Records:</b>					
Police Support Services Specialist	11.3	15.0	15.0	B	\$2,834-\$3,384*
<i>Office Assistant 2</i>	2.0	0.0	0.0	B	--
Support and Services Supervisor	2.0	2.0	2.0	S	\$3,754-\$4,483
Program Manager 1	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$5,353-\$6,391
<b>Total:</b>	<b>16.3</b>	<b>18.0</b>	<b>18.0</b>		
<b>Police Dispatch:</b>					
Tech Support & Applications Specialist	0.3	1.0	1.0	B	\$4,283-\$5,117*
Accounting Technician	1.0	1.0	1.0	B	\$3,008-\$3,585*
Lieutenants	1.0	1.0	1.0	E	\$8,614
WHAT-COMM Dispatcher-In-Training, Call Receiver, Dispatcher	<u>23.6</u>	<u>26.0</u>	<u>26.0</u>	P	\$3,330-\$4,214
<b>Total:</b>	<b>25.9</b>	<b>29.0</b>	<b>29.0</b>		
<b>TOTAL POLICE DEPARTMENT</b>	<b>161.4</b>	<b>169.4</b>	<b>173.4</b>		
<b>STAFFING SUMMARY BY BARGAINING UNIT:</b>					
<i>Non-Uniformed Employee Group</i>	22.9	26.0	26.0	B	AFSCME 114
<i>Uniformed Employee Group</i>	100.2	102.0	106.0	D	Police Guild
<i>Non-Represented Employee Group</i>	9.7	10.0	10.0	E	Non-Union
<i>Public Safety Dispatch Group</i>	23.6	26.0	26.0	P	W-C Disp Guild
<i>Supervisor/Professional Employee Group</i>	5.0	5.0	5.0	S	Teamster 231
<i>Temporary Labor Employee Group</i>	0.0	0.4	0.4	T	Non-Union

\* See "General Salary Information"

**Budgeted Positions (continued)**

DEPARTMENT/DIVISION	ACTUAL 2007	ADOPTED 2008	ADOPTED 2009	Employee Group	Monthly Salary Range
<b>JUDICIAL &amp; SUPPORT SERVICES DEPARTMENT</b>					
<b>Municipal Court:</b>					
Accounting Technician	2.0	2.0	2.0	B	\$3,008-\$3,585*
Court Process Specialist	7.5	8.0	8.0	B	\$2,834-\$3,384*
Office Assistant 2 - PT	0.0	0.5	0.0	B	--
Court Commissioner	1.0	1.0	1.0	E	\$7,594
Judicial & Supp Services Director	0.7	1.0	1.0	E	\$8,588
Municipal Court Judge	1.0	1.0	1.0	O	\$10,125
Program Technician	0.0	0.0	0.5	E	\$3,730-\$4,535
<i>Office Technician</i>	0.0	0.5	0.0	E	--
<i>Office Technician - PT</i>	0.7	0.0	0.0	E	--
Division Supervisor	1.0	1.0	1.0	S	\$4,483-\$5,353
Program Manager 1	0.5	0.2	0.2	S	\$5,353-\$6,391
<b>Subtotal Regular Employees</b>	<b>14.4</b>	<b>15.2</b>	<b>14.7</b>		
Temporary Labor	0.3	0.0	0.0	T	
<b>Total:</b>	<b>14.7</b>	<b>15.2</b>	<b>14.7</b>		
<b>Support Services:</b>					
Micrographics/Imaging Tech - GF	1.0	1.0	1.0	B	\$2,547-\$3,040*
Office Assistant 1	1.0	1.0	1.0	B	\$2,236-\$2,673*
Office Assistant 2	1.0	1.0	1.0	B	\$2,514-\$3,008*
Records Management Coordinator	1.0	1.0	1.0	B	\$3,384-\$4,038*
Program Technician	0.0	0.0	0.5	E	\$3,730-\$4,535
<i>Office Technician</i>	0.0	0.5	0.0	E	--
Program Manager 1	0.5	0.8	0.8	S	\$5,353-\$6,391
<b>Total:</b>	<b>4.5</b>	<b>5.3</b>	<b>5.3</b>		
<b>TOTAL JUDICIAL &amp; SUPP SERVICES</b>	<b>19.2</b>	<b>20.5</b>	<b>20.0</b>		
<b>STAFFING SUMMARY BY BARGAINING UNIT:</b>					
<i>Municipal Court Judge</i>	1.0	1.0	1.0	O	<i>Elected</i>
<i>Non-Uniformed Employee Group</i>	13.5	14.5	14.0	B	<i>AFSCME 114</i>
<i>Non-Represented Employee Group</i>	2.4	3.0	3.0	E	<i>Non-Union</i>
<i>Supervisor/Professional Employee Group</i>	2.0	2.0	2.0	S	<i>Teamster 231</i>
<i>Temporary Labor Employee Group</i>	0.3	0.0	0.0	T	<i>Non-Union</i>

\* See "General Salary Information"

## Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2007	ADOPTED 2008	ADOPTED 2009	Employee Group	Monthly Salary Range
<b>PARKS AND RECREATION</b>					
<b>Administration:</b>					
Accounting Assistant 2	0.8	1.0	1.0	B	\$2,673-\$3,190*
Office Assistant 2	1.6	2.0	2.0	B	\$2,514-\$3,008*
Parks & Recreation Director	1.0	1.0	1.0	E	\$8,787
Support and Services Supervisor	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$3,754-\$4,483
<b>Subtotal Regular Employees</b>	<b>4.4</b>	<b>5.0</b>	<b>5.0</b>		
Temporary Labor	<u>0.2</u>	<u>0.6</u>	<u>0.6</u>	T	
<b>Total:</b>	<b>4.6</b>	<b>5.6</b>	<b>5.6</b>		
<b>Design and Development:</b>					
Park Project Specialist	1.0	1.0	1.0	B	\$3,384-\$4,038*
Property Acquisition Specialist	0.7	1.0	1.0	B	\$4,038-\$4,819*
Department Manager 1	1.0	1.0	1.0	E	\$5,947-\$7,228
Landscape Architect	1.0	1.0	1.0	S	\$4,756-\$5,679
Program Coordinator	1.0	1.0	1.0	S	\$4,483-\$5,353
Project Engineer	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$5,679-\$7,119
<b>Total:</b>	<b>5.7</b>	<b>6.0</b>	<b>6.0</b>		
<b>Recreation Services:</b>					
Accounting Technician	1.0	1.0	1.0	B	\$3,008-\$3,585*
Aquatic Leader - PT	0.0	3.0	3.0	B	\$1,870-\$2,236*
Aquatics Facility Technician	1.0	1.0	1.0	B	\$3,008-\$3,585*
Aquatic Center Main Cashier - PT	0.0	0.0	2.2	B	\$1,870-\$2,236*
<i>Cashier - PT</i>	<i>0.0</i>	<i>2.2</i>	<i>0.0</i>	B	--
Ed Programs/Activities Coordinator	7.8	7.0	7.0	B	\$3,190-\$3,810*
Parks Maintenance Aide 3	3.6	3.7	3.7	B	\$2,109-\$2,514*
Park Specialist	1.0	1.0	1.0	B	\$3,585-\$4,283*
Park Technician - Grounds	1.0	1.0	1.0	B	\$3,190-\$3,810*
Recreation Instructor	2.8	3.0	3.0	B	\$2,109-\$2,514*
Recreation Instructor - PT	1.2	1.3	1.3	B	\$2,109-\$2,514*
Department Manager 1	1.0	1.0	1.0	E	\$5,947-\$7,228
Program Manager 1	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	S	\$5,353-\$6,391
<b>Subtotal Regular Employees</b>	<b>22.4</b>	<b>27.2</b>	<b>27.2</b>		
Temporary Labor	<u>19.1</u>	<u>18.3</u>	<u>17.0</u>	T	
<b>Total:</b>	<b>41.5</b>	<b>45.5</b>	<b>44.2</b>		

\* See "General Salary Information"

**Budgeted Positions (continued)**

DEPARTMENT/DIVISION	ACTUAL 2007	ADOPTED 2008	ADOPTED 2009	Employee Group	Monthly Salary Range
<b>PARKS AND RECREATION (continued)</b>					
<b>Park Operations:</b>					
Greenway Volunteer Coordinator	1.0	1.0	1.0	B	\$3,190-\$3,810*
Office Assistant 1 - PT	0.5	0.8	0.8	B	\$2,236-\$2,673*
Office Assistant 3	1.0	1.0	1.0	B	\$2,673-\$3,190*
Park Arborist	1.0	1.0	1.0	B	\$3,585-\$4,283*
Park Specialist	6.0	6.0	6.0	B	\$3,585-\$4,283*
Park Technician	11.8	13.0	13.0	B	\$3,008-\$3,810*
Park Worker	1.0	1.0	1.0	B	\$2,673-\$3,190*
Parks Maintenance Aide 2	1.7	1.7	1.7	B	\$1,870-\$2,236*
Parks Maintenance Aide 3	7.5	6.8	6.8	B	\$2,109-\$2,514*
Department Manager 1	1.0	1.0	1.0	E	\$5,947-\$7,228
Division Supervisor	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	S	\$4,483-\$5,353
<b>Subtotal Regular Employees</b>	<b>34.5</b>	<b>35.3</b>	<b>35.3</b>		
Temporary Labor	<u>4.2</u>	<u>5.8</u>	<u>5.6</u>	T	
<b>Total:</b>	<b>38.7</b>	<b>41.1</b>	<b>40.9</b>		
<b>Cemetery:</b>					
Park Technician	1.0	1.0	1.0	B	\$3,190-\$3,810*
Park Worker	1.0	1.0	1.0	B	\$2,673-\$3,190*
Parks Maintenance Aide 3	1.5	1.5	1.5	B	\$2,109-\$2,514*
Secretary 3	1.0	1.0	1.0	B	\$2,673-\$3,190*
Program Coordinator	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$4,483-\$5,353
<b>Subtotal Regular Employees</b>	<b>5.5</b>	<b>5.5</b>	<b>5.5</b>		
Temporary Labor	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	T	
<b>Total:</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>		
<b>Golf Course:</b>					
Maintenance and operation service is contracted.	0.0	0.0	0.0		
<b>TOTAL PARKS AND RECREATION</b>	<b>96.5</b>	<b>104.2</b>	<b>102.7</b>		
<i>STAFFING SUMMARY BY BARGAINING UNIT:</i>					
<i>Non-Uniformed Employee Group</i>	<i>59.5</i>	<i>66.0</i>	<i>66.0</i>	<i>B</i>	<i>AFSCME 114</i>
<i>Non-Represented Employee Group</i>	<i>4.0</i>	<i>4.0</i>	<i>4.0</i>	<i>E</i>	<i>Non-Union</i>
<i>Supervisor/Professional Employee Group</i>	<i>9.0</i>	<i>9.0</i>	<i>9.0</i>	<i>S</i>	<i>Teamster 231</i>
<i>Temporary Labor Employee Group</i>	<i>24.0</i>	<i>25.2</i>	<i>23.7</i>	<i>T</i>	<i>NU/AFSCME</i>

\* See "General Salary Information"

## Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2007	ADOPTED 2008	ADOPTED 2009	Employee Group	Monthly Salary Range
<b><u>LIBRARY</u></b>					
Cataloging Technician - GF	2.0	2.0	2.0	B	\$2,834-\$3,384*
Cataloging Technician - GF PT	0.8	1.3	1.3	B	\$2,834-\$3,384*
Library Assistant 1, 2 - GF	0.0	3.0	3.0	B	\$2,834-\$3,384*
Library Clerk 1 - PT	0.0	1.0	1.8	B	\$2,236-\$2,673*
Library Clerk 2	0.0	4.0	3.0	B	\$2,514-\$3,008*
Library Clerk 2 - PT	0.0	4.6	5.2	B	\$2,514-\$3,008*
Library Clerk 3	0.0	1.0	1.0	B	\$2,514-\$3,008*
Library Clerk 3 - PT	0.0	1.3	1.5	B	\$2,514-\$3,008*
Library Specialist 2	0.0	3.0	3.0	B	\$2,834-\$3,384*
Library Specialist 3	0.0	1.0	1.0	B	\$3,384-\$4,038*
Library Aide 1	1.0	0.0	0.0	B	--
Library Aide 1 - PT	1.4	0.0	0.0	B	--
Library Aide 2	0.6	0.0	0.0	B	--
Library Assistant 1	2.0	0.0	0.0	B	--
Library Assistant 2	4.0	0.0	0.0	B	--
Library Assistant 2 - PT	0.6	0.0	0.0	B	--
Library Specialist	1.0	0.0	0.0	B	--
Office Assistant 2	1.0	0.0	0.0	B	--
Office Assistant 2 - PT	3.8	0.0	0.0	B	--
Security Info Attendant - PT	0.0	0.0	1.8	B	\$2,236-\$2,673*
Administrative Assistant	1.0	1.0	1.0	E	\$3,320-\$4,035
Department Manager 1	0.0	1.0	1.0	E	\$5,947-\$7,228
Program Manager 1	0.4	0.0	0.0	E	--
Library Director	1.0	1.0	1.0	E	\$8,588
Librarian 1 - PT	1.0	1.0	1.0	L	\$3,919-\$5,303
Librarian 2	4.0	4.0	4.0	L	\$4,107-\$5,557
Librarian 3	3.0	3.0	3.0	L	\$4,574-\$6,188
Division Supervisor	0.0	1.0	1.0	S	\$4,483-\$5,353
Support and Services Supervisor	1.0	0.0	0.0	S	--
<b>Subtotal Regular Employees</b>	<b>29.6</b>	<b>34.2</b>	<b>36.6</b>		
Temporary Labor	15.2	11.2	10.8	T	
<b>TOTAL LIBRARY</b>	<b>44.8</b>	<b>45.4</b>	<b>47.4</b>		
<b>STAFFING SUMMARY BY BARGAINING UNIT:</b>					
Non-Uniformed Employee Group	18.2	22.2	24.6	B	AFSCME 114
Non-Represented Employee Group	2.4	3.0	3.0	E	Non-Union
Professional Librarians Employee Group	8.0	8.0	8.0	L	AFSCME 114L
Supervisor/Professional Employee Group	1.0	1.0	1.0	S	Teamster 231
Temporary Labor Employee Group	15.2	11.2	10.8	T	NU/AFSCME

\* See "General Salary Information"

**Budgeted Positions (continued)**

DEPARTMENT/DIVISION	ACTUAL 2007	ADOPTED 2008	ADOPTED 2009	Employee Group	Monthly Salary Range
<b>MUSEUM</b>					
Accounting Technician	1.0	1.0	1.0	B	\$3,008-\$3,585*
Assist. Ed/Public Programs Coordinator	1.0	1.0	2.0	B	\$3,190-\$3,810*
<i>Museum Curator</i>	1.0	1.0	0.0	S	--
Custodial Maint. Worker 2	1.0	1.0	1.0	B	\$2,514-\$3,008*
Custodial Maint. Worker 1 - PT	0.5	0.5	0.5	B	\$2,236-\$2,673*
Exhibits Assistant	1.0	1.0	1.0	B	\$2,514-\$3,008*
Office Assistant 1 - PT	0.0	0.0	0.0	B	--
<i>Office Assistant 1 - PT LT</i>	0.0	0.5	0.0	B	--
Photo Archive Technician	1.0	1.0	1.0	B	\$3,008-\$3,585*
Museum Technician	0.0	0.0	1.0	B	\$3,008-\$3,585*
<i>Museum Technician - PT</i>	0.5	0.5	0.0	B	--
Office Assistant 3	1.0	1.0	1.0	B	\$2,673-\$3,190*
Security Information Attendants - PT	0.0	0.0	2.2	B	\$2,236-\$2,673*
<i>Security Information Attendants</i>	2.3	2.2	0.0	B	--
Administrative Assistant	1.0	1.0	1.0	E	\$3,320-\$4,035
Museum Director	1.0	1.0	1.0	E	\$9,262
Exhibits Designer	1.0	1.0	1.0	S	\$3,983-\$4,756
Museum Curator	3.0	3.0	3.0	S	\$4,483-\$5,353
Museum Facilities Manager	1.0	1.0	1.0	S	\$4,225-\$5,046
<b>Subtotal Regular Employees</b>	<b>17.3</b>	<b>17.7</b>	<b>17.7</b>		
Temporary Labor	1.9	2.4	2.4	T	
<b>TOTAL MUSEUM</b>	<b>19.2</b>	<b>20.1</b>	<b>20.1</b>		
<b>STAFFING SUMMARY BY BARGAINING UNIT:</b>					
<i>Non-Uniformed Employee Group</i>	9.3	9.7	10.7	B	AFSCME 114
<i>Non-Represented Employee Group</i>	2.0	2.0	2.0	E	Non-Union
<i>Supervisor/Professional Employee Group</i>	6.0	6.0	5.0	S	Teamster 231
<i>Temporary Labor Employee Group</i>	1.9	2.4	2.4	T	Non-Union

\* See "General Salary Information"

## Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2007	ADOPTED 2008	ADOPTED 2009	Employee Group	Monthly Salary Range
<b>PLANNING AND COMMUNITY DEVELOPMENT</b>					
<b>Planning:</b>					
Office Assistant 2	2.0	2.0	1.0	B	\$2,514-\$3,008*
Secretary 3	0.7	1.0	1.0	B	\$2,673-\$3,190*
Administrative Assistant	0.0	0.0	0.5	E	\$3,320-\$4,035
Planning & Comm. Dev. Director	1.0	1.0	1.0	E	\$9,688
Program Manager 1	0.0	1.0	0.0	E	--
Program Specialist	0.0	0.0	1.0	E	\$3,954-\$4,807
GIS Specialist	0.7	1.0	1.0	S	\$3,983-\$4,994
GIS Analyst, Senior	1.0	1.0	1.0	S	\$5,046-\$6,325
Planner 1, 2	7.0	10.0	10.0	S	\$3,754-\$5,621
Planner, Senior	2.0	3.0	3.0	S	\$5,353-\$6,711
Program Manager 1	0.0	1.0	1.0	S	\$5,353-\$6,391
<i>Program Specialist</i>	<u>1.0</u>	<u>0.0</u>	<u>0.0</u>	S	--
<b>Subtotal Regular Employees</b>	<b>15.4</b>	<b>21.0</b>	<b>20.5</b>		
Temporary Labor	<u>0.3</u>	<u>0.5</u>	<u>0.5</u>	T	
<b>Total:</b>	<b>15.7</b>	<b>21.5</b>	<b>21.0</b>		
<b>Neighborhoods and Comm Dev:</b>					
Accounting Assistant 2	0.7	1.0	1.0	B	\$2,673-\$3,190*
Administrative Secretary	0.0	0.0	1.0	B	\$3,008-\$3,585*
<i>Secretary 3</i>	<u>1.0</u>	<u>1.0</u>	<u>0.0</u>	B	--
Housing Rehab. Specialist	1.0	1.0	1.0	B	\$3,585-\$4,283*
Development Specialist 2	2.0	2.0	2.0	S	\$4,483-\$5,353
Program Coordinator	1.0	1.0	1.0	S	\$4,483-\$5,353
Program Specialist	1.2	1.0	1.0	S	\$3,983-\$4,756
Program Manager 1	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	S	\$5,353-\$6,391
<b>Total:</b>	<b>8.9</b>	<b>9.0</b>	<b>9.0</b>		

\* See "General Salary Information"

**Personnel**

**Budgeted Positions (continued)**

DEPARTMENT/DIVISION	ACTUAL 2007	ADOPTED 2008	ADOPTED 2009	Employee Group	Monthly Salary Range
<b>PLANNING AND COMMUNITY DEVELOPMENT (continued)</b>					
<b>Development Services:</b>					
Building Inspector 1, 2	3.2	3.0	4.0	B	\$3,810-\$5,060*
Electrical Inspector 1, 2, 3	2.0	3.0	2.0	B	\$4,038-\$5,427*
Office Assistant 2	3.0	3.0	3.0	B	\$2,514-\$3,008*
Permit Program Systems Administrator	1.0	1.0	1.0	B	\$3,585-\$4,283*
Permit Technician	3.0	4.0	4.0	B	\$3,384-\$4,038*
Plans Examiner	4.0	4.0	4.0	B	\$4,545-\$5,427*
Senior Building Inspector	1.0	1.0	1.0	B	\$4,545-\$5,427*
Department Manager 2	0.0	1.0	1.0	E	\$6,304-\$7,663
<i>Department Manager</i>	<i>0.1</i>	<i>0.0</i>	<i>0.0</i>	S	--
Department Manager	1.0	1.0	1.0	S	\$6,024-\$7,192
Division Supervisor	0.0	0.0	1.0	S	\$4,483-\$5,353
Planner 1, 2	4.0	0.0	0.0	S	--
Planner, Senior	0.4	0.0	0.0	S	--
Support and Services Supervisor	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$3,754-\$4,483
<b>Subtotal Regular Employees</b>	<b>23.7</b>	<b>22.0</b>	<b>23.0</b>		
Temporary Labor	<u>0.1</u>	<u>0.2</u>	<u>0.1</u>	T	
<b>Total:</b>	<b>23.8</b>	<b>22.2</b>	<b>23.1</b>		
<b>TOTAL PLANNING DEPARTMENT</b>	<b>48.4</b>	<b>52.7</b>	<b>53.1</b>		
<i>STAFFING SUMMARY BY BARGAINING UNIT:</i>					
<i>Non-Uniformed Employee Group</i>	22.6	25.0	24.0	B	AFSCME 114
<i>Non-Represented Employee Group</i>	1.0	3.0	3.5	E	Non-Union
<i>Supervisor/Professional Employee Group</i>	24.4	24.0	25.0	S	Teamster 231
<i>Temporary Labor Employee Group</i>	0.4	0.7	0.6	T	Non-Union

\* See "General Salary Information"

DEPARTMENT/DIVISION	ACTUAL 2007	ADOPTED 2008	ADOPTED 2009	Employee Group	Monthly Salary Range
<b>HEARING EXAMINER</b>					
Administrative Assistant	0.0	0.5	0.5	E	\$3,320-\$4,035
<i>Office Technician</i>	<i>0.4</i>	<i>0.0</i>	<i>0.0</i>	E	--
Hearing Examiner	1.0	1.0	1.0	E	\$9,228
<b>TOTAL HEARING EXAMINER DEPT.</b>	<b>1.4</b>	<b>1.5</b>	<b>1.5</b>		
<i>STAFFING SUMMARY BY BARGAINING UNIT:</i>					
<i>Non-Represented Employee Group</i>	1.4	1.5	1.5	E	Non-Union



## Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2007	ADOPTED 2008	ADOPTED 2009	Employee Group	Monthly Salary Range
<b>HUMAN RESOURCES DEPARTMENT</b>					
<b>Human Resources:</b>					
Administrative Assistant	1.0	1.0	0.0	E	--
Human Resources Analyst	1.1	2.0	2.0	E	\$4,442-\$5,399
<i>Human Resources Generalist - LT</i>	<i>1.0</i>	<i>0.0</i>	<i>0.0</i>	E	--
Human Resources Analyst, Senior	1.0	1.0	0.8	E	\$4,992-\$6,068
<i>Human Resources Analyst</i>	<i>0.8</i>	<i>0.8</i>	<i>0.0</i>	E	--
Human Resources Assistant	0.0	0.0	1.0	E	\$3,132-\$3,807
<i>Program Technician</i>	<i>1.0</i>	<i>1.0</i>	<i>0.0</i>	E	--
Human Resources Director	0.8	1.0	1.0	E	\$8,588
Human Resources Generalist	1.0	1.0	2.0	E	\$3,954-\$4,807
Program Manager 1	0.0	0.0	1.0	E	\$5,292-\$6,433
<i>Human Resources Analyst</i>	<i>1.0</i>	<i>1.0</i>	<i>0.0</i>	E	--
<b>Total:</b>	<b>8.7</b>	<b>8.8</b>	<b>7.8</b>		
<b>Payroll:</b>					
Administrative Assistant (est)	0.0	0.0	1.0	E	\$3,320-\$4,035
<i>Financial Technician</i>	<i>1.0</i>	<i>1.0</i>	<i>0.0</i>	E	--
Financial Assistant - PT LT	0.5	0.8	0.0	E	--
Financial Technician	0.0	0.0	1.0	E	\$2,955-\$3,592
<i>Financial Technician - LT</i>	<i>0.6</i>	<i>0.5</i>	<i>0.0</i>	E	--
HR Analyst	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	E	\$4,442-\$5,399
<b>Total:</b>	<b>3.1</b>	<b>3.3</b>	<b>3.0</b>		
<b>Benefits:</b>					
Financial Assistant - PT LT	0.4	0.2	0.0	E	--
Financial Technician	0.0	0.0	1.0	E	\$2,955-\$3,592
<i>Financial Technician - LT</i>	<i>0.4</i>	<i>0.5</i>	<i>0.0</i>	E	--
Human Resources Analyst, Senior	0.0	0.0	0.2	E	\$4,992-\$6,068
<i>Human Resources Analyst</i>	<i>0.0</i>	<i>0.2</i>	<i>0.0</i>	E	--
Program Manager 1	0.0	0.0	1.0	E	\$5,292-\$6,433
<i>Human Resources Analyst, Senior</i>	<i>0.8</i>	<i>1.0</i>	<i>0.0</i>	E	--
Program Technician	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	E	\$3,730-\$4,535
<b>Total:</b>	<b>2.6</b>	<b>2.9</b>	<b>3.2</b>		
<b>TOTAL HUMAN RESOURCES DEPT.</b>	<b>14.4</b>	<b>15.0</b>	<b>14.0</b>		
<b>STAFFING SUMMARY BY BARGAINING UNIT:</b>					
Non-Represented Employee Group	14.4	15.0	14.0	E	Non-Union

**Budgeted Positions (continued)**

DEPARTMENT/DIVISION	ACTUAL 2007	ADOPTED 2008	ADOPTED 2009	Employee Group	Monthly Salary Range
<b>FINANCE DEPARTMENT</b>					
Accounting Assistant 2	3.8	4.0	4.0	B	\$2,673-\$3,190*
Accounting Assistant 3	1.0	1.0	0.0	B	--
Accounting Technician	3.0	3.0	4.0	B	\$3,008-\$3,585*
City Tax Representative	1.0	1.0	1.0	B	\$3,008-\$3,585*
Office Assistant 1 - PT	0.4	0.5	0.5	B	\$2,236-\$2,673*
Administrative Assistant	1.0	1.0	1.0	E	\$3,320-\$4,035
Finance Director	0.0	1.0	1.0	E	\$10,125
<i>Finance Director - Elected</i>	<i>1.0</i>	<i>0.0</i>	<i>0.0</i>	E	--
Program Manager 2	2.0	2.0	3.0	E	\$5,610-\$7,161
<i>Budget Manager</i>	<i>0.0</i>	<i>1.0</i>	<i>0.0</i>	E	--
<i>Financial Analyst</i>	<i>1.0</i>	<i>1.0</i>	<i>0.0</i>	S	--
Program Specialist	0.0	1.0	1.0	E	\$3,954-\$4,807
Program Technician - PT	0.0	0.8	0.8	E	\$3,730-\$4,535
Accountant 1, 2	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>	S	\$4,225-\$5,621
<b>Subtotal Regular Employees</b>	<b>18.2</b>	<b>21.3</b>	<b>20.3</b>		
Temporary Labor	0.3	0.0	0.0	T	
<b>TOTAL FINANCE</b>	<b>18.5</b>	<b>21.3</b>	<b>20.3</b>		
<b>STAFFING SUMMARY BY BARGAINING UNIT:</b>					
<i>Non-Uniformed Employee Group</i>	9.2	9.5	9.5	B	<i>AFSCME 114</i>
<i>Non-Represented Employee Group</i>	4.0	6.8	6.8	E	<i>Non-Union</i>
<i>Supervisor/Professional Employee Group</i>	5.0	5.0	4.0	S	<i>Teamster 231</i>
<i>Temporary Labor Employee Group</i>	0.3	0.0	0.0	T	<i>Non-Union</i>

\* See "General Salary Information"

## Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2007	ADOPTED 2008	ADOPTED 2009	Employee Group	Monthly Salary Range
<b>INFORMATION TECHNOLOGY SERVICES DEPARTMENT</b>					
Administrative Secretary	0.0	1.0	1.0	B	\$3,008-\$3,585*
<i>Office Assistant 2</i>	1.0	0.0	0.0	B	--
Department Computing Specialist 2	0.8	3.0	0.0	B	--
Network Technician 2	1.0	1.0	1.0	B	\$3,190-\$3,810*
Office Assistant 2	0.0	1.0	1.0	B	\$2,514-\$3,008*
<i>Data Entry Technician</i>	1.0	0.0	0.0	B	--
Tech. Support & Training Spec.	3.6	5.0	7.0	B	\$4,038-\$4,819*
<i>Department Computing Specialist 2</i>	1.0	0.0	0.0	B	--
Department Manager 2	0.0	0.0	0.0	E	--
<i>Department Manager 1</i>	0.0	1.0	0.0	E	--
<i>Applications and Web Manager</i>	0.5	0.0	0.0	S	--
Information Tech. Serv. Director	1.0	1.0	1.0	E	\$9,528
Program Manager 2	0.1	0.1	0.1	E	\$5,610-\$6,820
Database Administrator	1.0	1.0	1.0	S	\$5,046-\$6,325
Network Administrator	0.0	0.0	1.0	S	\$5,679-\$7,119
<i>Network Administrator</i>	1.0	1.0	0.0	S	--
Network Analyst	0.0	1.0	0.0	S	--
Program Manager 1	1.0	1.0	1.0	S	\$5,353-\$7,047
Program Coordinator	1.0	1.0	1.0	S	\$4,483-\$5,353
Systems Analyst 2	0.0	0.0	6.0	S	\$5,353-\$6,711
<i>Systems Analyst 2</i>	3.0	6.0	0.0	S	--
<i>Network Administrator</i>	0.1	0.0	0.0	S	--
<i>Web Systems Analyst</i>	1.0	0.0	0.0	S	--
<b>Subtotal Regular Employees</b>	<b>18.1</b>	<b>24.1</b>	<b>21.1</b>		
Temporary Labor	0.7	1.0	1.0	T	
<b>TOTAL INFO TECH SERVICES DEPT.</b>	<b>18.8</b>	<b>25.1</b>	<b>22.1</b>		
<b>STAFFING SUMMARY BY BARGAINING UNIT:</b>					
<i>Non-Uniformed Employee Group</i>	8.4	11.0	10.0	B	AFSCME 114
<i>Non-Represented Employee Group</i>	1.1	2.1	1.1	E	Non-Union
<i>Supervisor/Professional Employee Group</i>	8.6	11.0	10.0	S	Teamster 231
<i>Temporary Labor Employee Group</i>	0.7	1.0	1.0	T	Non-Union

\* See "General Salary Information"

## Personnel

### Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2007	ADOPTED 2008	ADOPTED 2009	Employee Group	Monthly Salary Range
<b>LEGAL DEPARTMENT</b>					
Assistant City Attorney	2.4	2.0	2.0	E	\$4,992-\$6,068
Assistant City Attorney, Senior	4.3	5.0	5.0	E	\$6,304-\$8,046
City Attorney	1.0	1.0	1.0	E	\$10,125
Legal Administrative Assistant	1.0	1.0	1.0	E	\$3,730-\$4,535
Office Technician	2.0	2.0	2.0	E	\$2,788-\$3,388
Program Specialist	1.0	1.0	1.0	E	\$3,954-\$4,807
<b>Subtotal Regular Employees</b>	<b>11.7</b>	<b>12.0</b>	<b>12.0</b>		
Temporary Labor	0.0	0.4	0.4	T	
<b>TOTAL LEGAL</b>	<b>11.7</b>	<b>12.4</b>	<b>12.4</b>		
<i>STAFFING SUMMARY BY BARGAINING UNIT:</i>					
<i>Non-Represented Employee Group</i>	<i>11.7</i>	<i>12.0</i>	<i>12.0</i>	<i>E</i>	<i>Non-Union</i>
<i>Temporary Labor Employee Group</i>	<i>0.0</i>	<i>0.4</i>	<i>0.4</i>	<i>T</i>	<i>Non-Union</i>

DEPARTMENT/DIVISION	ACTUAL 2007	ADOPTED 2008	ADOPTED 2009	Employee Group	Monthly Salary Range
<b>EXECUTIVE DEPARTMENT</b>					
Administrative Secretary	0.5	1.0	1.0	B	\$3,008-\$3,585*
Administrative Assistant	0.0	1.5	1.5	E	\$3,320-\$4,035
Office Technician	1.0	0.0	0.0	E	--
Office Technician - PT	0.6	0.0	0.0	E	--
Budget Manager	1.0	0.0	0.0	E	--
Chief Administrative Officer	1.1	1.0	1.0	E	\$10,125
Executive Assistant	1.0	1.0	1.0	E	\$3,730-\$4,535
Government Relations Director	0.2	0.0	0.0	E	--
Mayor	1.0	1.0	1.0	O	\$10,429
Program Manager 1	0.2	1.0	1.0	E	\$5,292-\$6,433
Program Manager 2 - LT	0.8	0.0	0.0	E	--
Program Manager 1 - PT	0.0	0.0	0.5	E	\$5,292-\$6,433
Program Manager 2	0.9	0.9	0.9	E	\$5,610-\$6,820
Program Specialist	1.0	0.0	0.0	E	--
Program Technician - PT	0.8	0.0	0.0	E	--
Lake Whatcom Management Staff	0.0	4.0	1.0	E	Not Yet Classified
Waterfront Redevelopment Manager	0.9	1.0	0.0	E	--
<b>Subtotal Regular Employees</b>	<b>11.0</b>	<b>12.4</b>	<b>8.9</b>		
Temporary Labor	0.0	0.0	0.1	T	
<b>TOTAL EXECUTIVE</b>	<b>11.0</b>	<b>12.4</b>	<b>9.0</b>		
<i>STAFFING SUMMARY BY BARGAINING UNIT:</i>					
<i>Elected</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>0.5</i>	<i>1.0</i>	<i>1.0</i>	<i>B</i>	<i>AFSCME 114</i>
<i>Non-Represented Employee Group</i>	<i>9.5</i>	<i>10.4</i>	<i>6.9</i>	<i>E</i>	<i>Non-Union</i>
<i>Temporary Labor Employee Group</i>	<i>0.0</i>	<i>0.0</i>	<i>0.1</i>	<i>T</i>	<i>Non-Union</i>

\* See "General Salary Information"

**Budgeted Positions (continued)**

DEPARTMENT/DIVISION	ACTUAL 2007	ADOPTED 2008	ADOPTED 2009	Employee Group	Monthly Salary Range
<b><u>LEGISLATIVE</u></b>					
Council Members	7.0	7.0	7.0	O	\$1,732
Executive Assistant	1.0	1.0	1.0	E	\$3,730-\$4,535
Program Specialist	<u>0.0</u>	<u>1.0</u>	<u>1.0</u>	E	\$3,954-\$4,807
<b>Subtotal Regular Employees</b>	<b>8.0</b>	<b>9.0</b>	<b>9.0</b>		
Temporary Labor	0.3	0.3	0.3	T	
<b>TOTAL LEGISLATIVE</b>	<b>8.3</b>	<b>9.3</b>	<b>9.3</b>		
<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>1.0</i>	<i>2.0</i>	<i>2.0</i>	<i>E</i>	<i>Non-Union</i>
<i>Temporary Labor Employee Group</i>	<i>0.3</i>	<i>0.3</i>	<i>0.3</i>	<i>T</i>	<i>Non-Union</i>

DEPARTMENT/DIVISION	ACTUAL 2007	ADOPTED 2008	ADOPTED 2009	Employee Group	Monthly Salary Range
<b><u>PUBLIC FACILITIES DISTRICT</u></b>					
Administrative Assistant	0.5	0.5	0.0	E	--
Public Facilities District Manager	0.6	0.0	0.0	E	--
<b>TOTAL PUBLIC FACILITIES DIST.</b>	<b>1.1</b>	<b>0.5</b>	<b>0.0</b>		
<i>STAFFING SUMMARY BY BARGAINING UNIT:</i>					
<i>Non-Represented Employee Group</i>	<i>1.1</i>	<i>0.5</i>	<i>0.0</i>	<i>E</i>	<i>Non-Union</i>

DEPARTMENT/DIVISION	ACTUAL 2007	ADOPTED 2008	ADOPTED 2009	Employee Group	Monthly Salary Range
<b><u>PUBLIC DEVELOPMENT AUTHORITY</u></b>					
Public Development Authority Staff	0.0	0.0	1.7	E	Not Yet Classified
<b>TOTAL PUBLIC DEVELOPMENT AUTH.</b>	<b>0.0</b>	<b>0.0</b>	<b>1.7</b>		
<i>STAFFING SUMMARY BY BARGAINING UNIT:</i>					
<i>Non-Represented Employee Group</i>	<i>0.0</i>	<i>0.0</i>	<i>1.7</i>	<i>E</i>	<i>Non-Union</i>

**Personnel**

**Budgeted Positions (continued)**

DEPARTMENT/DIVISION	ACTUAL 2007	ADOPTED 2008	ADOPTED 2009	Employee Group	Monthly Salary Range
<b>PUBLIC WORKS</b>					
<b>P.W. Administration:</b>					
Administrative Secretary	1.0	1.0	1.0	B	\$3,008-\$3,585*
Office Assistant 2	1.0	1.0	1.0	B	\$2,514-\$3,008*
Assistant City Attorney, Senior - PT	0.7	0.5	0.5	E	\$6,304-\$8,046
Director of Public Works	1.0	1.0	1.0	E	\$10,125
Program Specialist	1.0	1.0	1.0	E	\$3,954-\$4,807
Program Coordinator	0.0	0.0	1.0	S	\$4,483-\$5,353
<i>Program Specialist</i>	<u>0.0</u>	<u>1.0</u>	<u>0.0</u>	S	--
<b>Total:</b>	<b>4.7</b>	<b>5.5</b>	<b>5.5</b>		
<b>Maintenance Administration:</b>					
Administrative Secretary	1.0	1.0	1.0	B	\$3,008-\$3,585*
Office Assistant 2	2.0	2.0	2.0	B	\$2,514-\$3,008*
Safety Specialist	1.0	1.0	1.0	B	\$4,038-\$4,819*
Assistant Director	<u>0.1</u>	<u>1.0</u>	<u>1.0</u>	E	\$7,083-\$9,039
<b>Subtotal Regular Employees</b>	<b>4.1</b>	<b>5.0</b>	<b>5.0</b>		
Temporary Labor	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	T	
<b>Total:</b>	<b>4.1</b>	<b>5.0</b>	<b>5.0</b>		
<b>Environmental Resources:</b>					
Ed Programs/Activities Coordinator	1.0	1.0	1.0	B	\$3,190-\$3,810*
Resource Conservation Mgmt Assistant LT	0.0	1.0	0.8	B	\$2,236-\$2,673*
Program Manager 2	1.0	1.0	1.0	E	\$5,610-\$6,820
Program Coordinator	1.0	1.6	2.0	S	\$4,483-\$5,353
Program Coordinator - PT Job Share	0.5	0.2	0.0	S	--
Program Coordinator - PT Job Share LT	0.5	0.2	0.0	S	--
Program Specialist	<u>1.0</u>	<u>0.0</u>	<u>0.0</u>	S	--
<b>Subtotal Regular Employees</b>	<b>5.0</b>	<b>5.0</b>	<b>4.8</b>		
Temporary Labor	<u>1.2</u>	<u>2.9</u>	<u>2.9</u>	T	
<b>Total:</b>	<b>6.2</b>	<b>7.9</b>	<b>7.7</b>		
<b>Treatment Plants:</b>					
Incinerator Operator 1	3.0	3.0	3.0	B	\$4,038-\$4,819*
Lab Technician	4.0	4.0	4.0	B	\$3,585-\$4,283*
Maintenance Tech. & Maint. Spec.	9.8	10.0	10.0	B	\$4,038-\$5,427*
Plant Operator OIT, 1 & 2	7.0	7.0	7.0	B	\$3,585-\$5,427*
Utility Worker 1 & 2, Skilled Worker 1	3.7	4.0	4.0	B	\$2,834-\$3,810*
Department Manager 2	0.0	1.0	1.0	E	\$6,304-\$7,663
<i>Department Manager 1</i>	<u>1.0</u>	<u>0.0</u>	<u>0.0</u>	E	--
Program Manager 1	4.0	4.0	4.0	S	\$5,353-\$6,391
Water Quality Specialist	0.0	2.0	2.0	S	\$4,756-\$5,963
<i>Laboratory Analyst</i>	<u>1.6</u>	<u>0.0</u>	<u>0.0</u>	S	--
<b>Subtotal Regular Employees</b>	<b>34.1</b>	<b>35.0</b>	<b>35.0</b>		
Temporary Labor	<u>2.6</u>	<u>4.4</u>	<u>4.4</u>	T	
<b>Total:</b>	<b>36.7</b>	<b>39.4</b>	<b>39.4</b>		

\* See "General Salary Information"

## Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2007	ADOPTED 2008	ADOPTED 2009	Employee Group	Monthly Salary Range
<b>PUBLIC WORKS (continued)</b>					
<b>Utilities:</b>					
Utility Worker 1, 2	7.4	4.0	6.0	B	\$2,834-\$3,585*
Utility Worker 1, 2; Skilled Worker 1, 2	8.6	9.0	9.0	B	\$2,834-\$4,038*
Water Distribution Specialist 2, 3, 4, 5	12.4	18.0	16.0	B	\$3,008-\$4,545*
Division Supervisor	2.6	3.0	3.0	S	\$4,483-\$5,353
Program Specialist	0.0	1.0	1.0	S	\$3,983-\$4,756
<i>Program Specialist - PT</i>	<i>0.5</i>	<i>0.0</i>	<i>0.0</i>	S	--
Utility Engineer	0.0	0.0	1.0	S	\$5,046-\$6,024
<i>Associate Utility Engineer</i>	<i>1.0</i>	<i>1.0</i>	<i>0.0</i>	S	--
<b>Subtotal Regular Employees</b>	<b>32.5</b>	<b>36.0</b>	<b>36.0</b>		
Temporary Labor	<u>1.1</u>	<u>2.9</u>	<u>2.6</u>	T	
<b>Total:</b>	<b>33.6</b>	<b>38.9</b>	<b>38.6</b>		
<b>Maintenance:</b>					
Neighborhood Code Compliance Officer	0.0	0.0	1.0	B	\$3,585-\$4,283*
<i>Litter Compliance Officer</i>	<i>1.0</i>	<i>1.0</i>	<i>0.0</i>	B	--
Utility Worker 1, 2; Skilled Worker 1, 2	19.0	19.0	19.0	B	\$2,834-\$4,038*
Department Manager 2	1.0	1.0	1.0	E	\$6,304-\$7,663
Division Supervisor	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	S	\$4,483-\$5,353
<b>Subtotal Regular Employees</b>	<b>23.0</b>	<b>23.0</b>	<b>23.0</b>		
Temporary Labor	<u>1.2</u>	<u>1.8</u>	<u>2.8</u>	T	
<b>Total:</b>	<b>24.2</b>	<b>24.8</b>	<b>25.8</b>		
<b>Purchasing &amp; Materials Management:</b>					
Buyer	2.0	2.0	2.0	B	\$3,384-\$4,038*
Lead Buyer	0.0	1.0	1.0	B	\$4,545-\$5,427*
<i>Lead Buyer</i>	<i>0.9</i>	<i>0.0</i>	<i>0.0</i>	B	--
Warehouse Worker	2.8	3.0	3.0	B	\$3,190-\$3,810*
Department Manager 1	1.0	1.0	1.0	E	\$5,947-\$7,228
Division Supervisor	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$4,483-\$5,353
<b>Subtotal Regular Employees</b>	<b>7.7</b>	<b>8.0</b>	<b>8.0</b>		
Temporary Labor	<u>0.4</u>	<u>0.4</u>	<u>0.4</u>	T	
<b>Total:</b>	<b>8.1</b>	<b>8.4</b>	<b>8.4</b>		

\* See "General Salary Information"

**Budgeted Positions (continued)**

DEPARTMENT/DIVISION	ACTUAL 2007	ADOPTED 2008	ADOPTED 2009	Employee Group	Monthly Salary Range
<b>PUBLIC WORKS (continued)</b>					
<b>Financial Management:</b>					
Accounting Assistant 2	0.8	1.0	1.0	B	\$2,673-\$3,190*
Accounting Assistant 2 - LT	0.0	0.7	0.0	B	--
Accounting Technician	0.0	0.0	3.0	B	\$3,008-\$3,585*
<i>Accounting Assistant 2</i>	2.0	2.0	0.0	B	--
<i>Contract Accounting Specialist</i>	0.6	1.0	0.0	B	--
Program Coordinator	0.0	0.0	1.0	S	\$4,483-\$5,353
<i>Contract Accounting Specialist</i>	1.0	1.0	0.0	B	--
Program Manager 1	0.0	0.0	1.0	S	\$5,353-\$6,391
<i>Financial Services Supervisor</i>	1.0	1.0	0.0	S	--
<b>Subtotal Regular Employees</b>	<b>5.4</b>	<b>6.7</b>	<b>6.0</b>		
Temporary Labor	0.0	0.1	0.1	T	
<b>Total:</b>	<b>5.4</b>	<b>6.8</b>	<b>6.1</b>		
<b>Supervision &amp; Technology:</b>					
Dept. Computing Specialist 2	2.0	0.0	0.0	B	--
Operations Data Assistant	1.0	1.0	1.0	B	\$2,514-\$3,008*
Engineering Technician	1.7	3.0	3.0	B	\$3,384-\$4,038*
<i>Data Services Assistant</i>	1.0	0.0	0.0	B	--
Office Assistant 2	1.0	1.0	1.0	B	\$2,514-\$3,008*
Senior Surveyor	1.0	1.0	1.0	B	\$3,585-\$4,283*
Service Representative 1, 2	3.0	3.0	3.0	B	\$2,834-\$3,810*
Division Supervisor	1.0	1.0	1.0	S	\$4,483-\$5,353
GIS Analyst, Senior	1.8	2.0	2.0	S	\$5,046-\$6,325
GIS Specialist	2.0	2.0	2.0	S	\$3,983-\$4,994
Program Coordinator	1.0	1.0	1.0	S	\$4,483-\$5,353
Program Manager 2	1.0	1.0	1.0	S	\$5,679-\$6,780
Systems Analyst 1	1.0	1.0	1.0	S	\$4,483-\$5,621
<b>Subtotal Regular Employees</b>	<b>18.5</b>	<b>17.0</b>	<b>17.0</b>		
Temporary Labor	1.1	1.5	1.5	T	
<b>Total:</b>	<b>19.6</b>	<b>18.5</b>	<b>18.5</b>		
<b>Fleet Administration:</b>					
Fleet Maint. Mechanic 3, 4	4.7	5.0	5.0	B	\$3,585-\$4,545*
Fleet Maint. Mechanic 5	2.0	2.0	2.0	B	\$4,038-\$4,819*
Division Supervisor	1.0	1.0	1.0	S	\$4,483-\$5,353
<b>Subtotal Regular Employees</b>	<b>7.7</b>	<b>8.0</b>	<b>8.0</b>		
Temporary Labor	0.3	0.3	0.3	T	
<b>Total:</b>	<b>8.0</b>	<b>8.3</b>	<b>8.3</b>		

\* See "General Salary Information"



## Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2007	ADOPTED 2008	ADOPTED 2009	Employee Group	Monthly Salary Range
<b>PUBLIC WORKS (continued)</b>					
<b>Facilities:</b>					
Custodial Maint. Worker 1	8.0	9.0	9.0	B	\$2,236-\$2,673*
Custodial Maint. Worker 1 - GF	1.0	1.0	1.0	B	\$2,398-\$2,865*
Custodial Maint. Worker 1 - PT	0.6	0.5	0.5	B	\$2,236-\$2,673*
Custodial Maint. Worker 2	1.0	1.0	1.0	B	\$2,514-\$3,008*
Custodial Maint. Worker Lead	1.0	1.0	1.0	B	\$3,008-\$3,585*
Maintenance Worker 3	3.0	3.0	3.0	B	\$3,190-\$3,810*
Program Manager 1	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$5,353-\$6,391
<b>Total:</b>	<b>15.6</b>	<b>16.5</b>	<b>16.5</b>		
<b>Engineering:</b>					
Administrative Secretary	0.3	0.0	0.0	B	--
Engineering Assistant	2.0	2.0	2.0	B	\$4,038-\$4,819*
Engineering Technician	1.6	2.0	2.0	B	\$3,384-\$4,038*
Project Records Coordinator	1.0	1.0	1.0	B	\$3,190-\$3,810*
Senior Construction Inspector	3.0	3.0	3.0	B	\$3,810-\$4,545*
Senior Permits Reviewer	2.0	2.0	2.0	B	\$3,810-\$4,545*
Assistant Director	2.0	2.0	2.0	E	\$7,083-\$9,039
Department Manager 2	0.0	2.0	2.0	E	\$6,304-\$7,663
<i>Department Manager 1</i>	<i>2.0</i>	<i>0.0</i>	<i>0.0</i>	E	--
Government Relations Director	0.8	0.0	0.0	E	--
Division Supervisor	1.0	1.0	1.0	S	\$4,483-\$5,353
Planner 2	1.0	1.0	1.0	S	\$4,483-\$5,621
Program Specialist	1.0	1.0	1.0	S	\$3,983-\$4,756
Project Engineer	4.7	5.0	5.0	S	\$5,679-\$7,119
Project Engineer - LT	<u>1.0</u>	<u>0.8</u>	<u>0.0</u>	S	--
<b>Subtotal Regular Employees</b>	<b>23.4</b>	<b>22.8</b>	<b>22.0</b>		
Temporary Labor	<u>0.8</u>	<u>1.5</u>	<u>1.5</u>	T	
<b>Total:</b>	<b>24.2</b>	<b>24.3</b>	<b>23.5</b>		

\* See "General Salary Information"

**Budgeted Positions (continued)**

DEPARTMENT/DIVISION	ACTUAL 2007	ADOPTED 2008	ADOPTED 2009	Employee Group	Monthly Salary Range
<b>PUBLIC WORKS (continued)</b>					
<b>Transportation:</b>					
Accounting Assistant 3	1.0	1.0	1.0	B	\$2,834-\$3,384*
Associate Engineering Technician	1.0	1.0	1.0	B	\$3,008-\$3,585*
Parking Controls Technician 1	0.0	0.0	1.0	B	\$2,514-\$3,008*
<i>Custodian/Parking Meter Collector</i>	<i>0.0</i>	<i>1.0</i>	<i>0.0</i>	B	--
Parking Controls Technician 1 - GF	0.0	0.0	1.0	B	\$2,673-\$3,190*
<i>Custodian/Parking Meter Collector - GF</i>	<i>1.0</i>	<i>1.0</i>	<i>0.0</i>	B	--
Electronics Tech, Electronics Spec	4.0	5.0	5.0	B	\$3,585-\$5,117*
Parking Controls Technician 2 - GF	0.0	0.0	1.0	B	\$2,865-\$3,421*
<i>Parking Meter Mechanic - GF</i>	<i>1.0</i>	<i>1.0</i>	<i>0.0</i>	B	--
Secretary 3	0.0	1.0	1.0	B	\$2,673-\$3,190*
<i>Office Assistant 2</i>	<i>0.7</i>	<i>0.0</i>	<i>0.0</i>	B	--
Security Information Attendant	0.0	0.0	1.0	B	\$2,236-\$2,673*
<i>Parking Systems Security</i>	<i>0.0</i>	<i>1.0</i>	<i>0.0</i>	B	--
<i>Parking Systems Security - PT</i>	<i>0.8</i>	<i>0.0</i>	<i>0.0</i>	B	--
Signal Systems Specialist	1.0	1.0	1.0	B	\$4,283-\$5,117*
Skilled Worker 2	2.0	2.0	2.0	B	\$3,384-\$4,038*
Utility 2, Skilled Worker 1	3.0	3.0	3.0	B	\$3,008-\$3,810*
Department Manager 2	0.0	1.0	1.0	E	\$6,304-\$7,663
<i>Department Manager 1</i>	<i>1.0</i>	<i>0.0</i>	<i>0.0</i>	E	--
Division Supervisor	1.0	1.0	1.0	S	\$4,483-\$5,353
Program Manager 1	1.0	1.0	1.0	S	\$5,353-\$6,391
Traffic Operations Engineer	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$5,046-\$6,024
<b>Subtotal Regular Employees</b>	<b>19.5</b>	<b>22.0</b>	<b>22.0</b>		
Temporary Labor	<u>3.2</u>	<u>3.8</u>	<u>3.0</u>	T	
<b>Total:</b>	<b>22.7</b>	<b>25.8</b>	<b>25.0</b>		
<b>Storm &amp; Surface:</b>					
Engineering Technician	1.0	1.0	1.0	B	\$3,384-\$4,038*
Engineering Technician LT	0.0	0.0	0.5	B	\$3,384-\$4,038*
Senior Surface Water Technician	1.0	1.0	1.0	B	\$3,585-\$4,283*
Program Manager 2	1.0	1.0	1.0	S	\$5,679-\$6,780
Utility Engineer	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$5,046-\$6,024
<b>Subtotal Regular Employees</b>	<b>4.0</b>	<b>4.0</b>	<b>4.5</b>		
Temporary Labor	<u>1.5</u>	<u>3.1</u>	<u>3.1</u>		
<b>Total:</b>	<b>5.5</b>	<b>7.1</b>	<b>7.6</b>	0.0	

\* See "General Salary Information"

**Budgeted Positions (continued)**

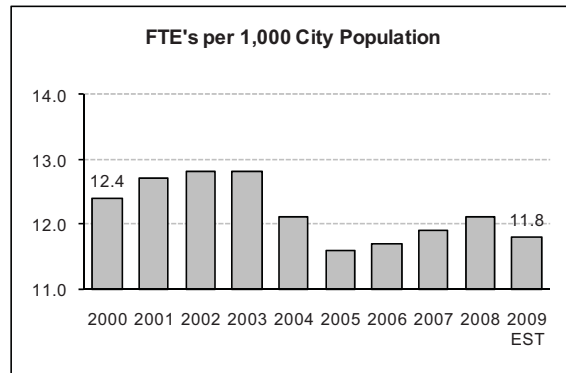
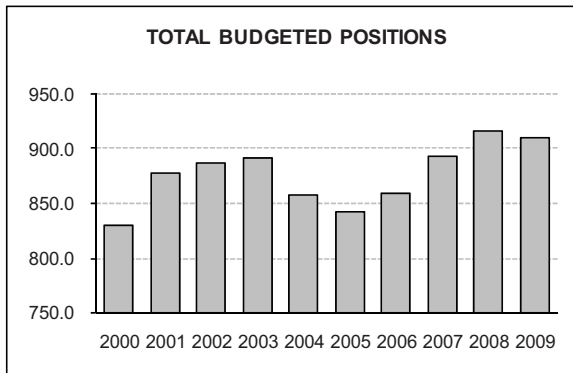
DEPARTMENT/DIVISION	ACTUAL 2007	ADOPTED 2008	ADOPTED 2009	Employee Group	Monthly Salary Range
<b>PUBLIC WORKS (continued)</b>					
<b>Property Acquisition &amp; Facilities Mgmt.:</b>					
Property Acquisition Specialist	1.0	1.0	1.0	B	\$4,038-\$4,819*
Program Manager 1	1.0	1.0	1.0	S	\$5,353-\$6,391
<b>Total:</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>		
<b>TOTAL PUBLIC WORKS</b>	<b>220.6</b>	<b>239.2</b>	<b>237.9</b>		
<i>STAFFING SUMMARY BY BARGAINING UNIT:</i>					
<i>Non-Uniformed Employee Group</i>	153.4	161.2	159.8	B	AFSCME 114
<i>Non-Represented Employee Group</i>	12.6	12.5	12.5	E	Non-Union
<i>Supervisor/Professional Employee Group</i>	41.2	42.8	43.0	S	Teamster 231
<i>Temporary Labor Employee Group</i>	13.4	22.7	22.6	T	Non-Union

\* See "General Salary Information"

	ACTUAL 2007	ADOPTED 2008	ADOPTED 2009
<b>GRAND TOTAL - CITY-WIDE</b>	<b>856.2</b>	<b>916.3</b>	<b>910.2</b>

**10 YEAR HISTORY OF BUDGETED POSITIONS IN FULL TIME EQUIVALENTS  
FROM ADOPTED BUDGETS**

Employee Group	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Elected Mayor (and Finance Director through 2007)	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	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	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Non-Represented Employee Grp	69.1	75.9	75.6	78.6	77.4	77.1	79.9	83.9	90.8	87.0
Supervisors and Professionals	81.0	90.9	94.3	100.6	101.7	104.9	103.4	108.6	107.8	106.0
Professional Librarians	9.1	9.3	9.3	8.3	8.0	8.0	8.0	8.0	8.0	8.0
Emergency Med Svcs Dispatch	0.0	10.0	11.0	11.0	11.0	12.0	12.0	12.0	13.0	13.0
Fire Supervisors	8.0	8.0	8.0	8.0	7.3	7.0	8.0	8.0	8.0	8.0
Firefighters	117.0	120.8	128.7	129.7	129.3	122.5	126.0	132.0	135.0	133.0
Police	97.0	97.0	98.0	98.0	95.4	95.1	100.0	102.0	102.0	106.0
WHAT COMM Dispatch	0.0	0.0	0.0	23.0	23.0	23.0	23.0	26.0	26.0	26.0
Non-Uniformed	381.2	387.3	379.1	355.7	334.4	323.5	327.3	336.5	352.1	351.6
<b>TOTAL REGULAR</b>	<b>771.4</b>	<b>808.2</b>	<b>814.0</b>	<b>822.9</b>	<b>797.5</b>	<b>783.1</b>	<b>797.6</b>	<b>827.0</b>	<b>851.7</b>	<b>847.6</b>
Temporary Labor	58.8	69.0	73.4	69.1	60.9	59.2	62.2	66.6	64.6	62.6
<b>TOTAL PAID WORKFORCE</b>	<b>830.2</b>	<b>877.2</b>	<b>887.4</b>	<b>892.0</b>	<b>858.4</b>	<b>842.3</b>	<b>859.8</b>	<b>893.6</b>	<b>916.3</b>	<b>910.2</b>



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

**Significant Changes to Budgeted Positions by Year**

General Comment: In some years an increase in FTEs in an employee group is not an increase in total City employees, but a transfer from another group.

**2009** 4.0 new police positions were added as part of a new Neighborhood Anti-Crime Team that will be a proactive problem-solving unit assigned to the patrol division. 1.7 positions were added to staff the new Public Development Authority. The PDA will be the City's real estate development arm for properties throughout Bellingham including parts of the waterfront. 1.0 vacancy is being retained for a Lake Whatcom Management position that was not filled in 2008. The Library added 0.6 security positions and the Museum added 0.5 positions to assist with the transition and opening of the new Art and Children's Museum. In addition, there were 5.3 positions created by ordinance during 2008. Reductions in the 2009 budget include: (14.0) positions, (2.0) temporary positions and

(3.2) limited term positions. There is a total net reduction of (6.1) positions from the 2009 budget compared to the 2008 budget.

- 2008** 4.0 new positions were added to facilitate management of the Lake Whatcom Watershed to help stabilize water quality levels. 3.0 positions were 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 added 1.4 positions in the Records function to ensure the mandated 3-day turnaround time is met. The Library added 1.5 positions to serve increasing circulation needs. 1.0 position was added in the Legislative Department to assist with analysis. 0.7 positions were added in Judicial & Support Services to assist with an increase in parking citations and public records requests. Planning & Community Development added 0.5 positions to assist with planning and economic development. The Public Works Department added 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 the 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.
- 2007** In order to meet the City's needs for its growing technology infrastructure, 4.0 new positions were added in the Information Technology Services Department for 2007. Public safety concerns were addressed by the addition of 3.0 new Firefighters for the relief pool, and 1.0 new Firefighter and 1.0 Assistant Fire Chief for the new Division of Emergency Management. In addition, 2.0 Police Sergeants, 3.0 WhatComm Dispatchers and 1.0 Court Process Specialist were added to better respond to needs resulting from increased call volume and to provide for a related increase in workload for Municipal Court Services. The Park Department added 1.0 new Park Technician to help maintain an increasing number of Park facilities, and a .75 FTE Park Maintenance Aide to support volunteer efforts critical to the maintenance of open space areas and site restorations. Public Works increased its regular staff by 1.0 new Custodial Maintenance Worker Lead to oversee custodial crews which will allow other staff to complete facilities capital maintenance projects. The 2007 budget also includes a 4.0 FTE increase in Public Works temporary labor. It should also be noted that an additional net increase of 4.0 positions resulted from budget amendments adopted during 2006 and the end of limited terms for some positions which were approved for a specific period of time.
- 2006** The 2006 budget includes 10.5 net new positions. Another 4.5 positions were not reduced in the 2005 budget due to the extension of the agreement with the County to continue Medic 3 service, pending a long-term funding solution. New positions include five new Police Officers, one City Attorney in the Prosecutor's Office, one Project Engineer for Parks, three Utility Workers in Public Works, and .5 Office Technician in the Executive Department. The Parks Department also increased most of their seasonal temporary labor from eight months to nine months to meet increased demand for park maintenance.

This page intentionally left blank.

## 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:** Services are apportioned to cities based on the payroll within each jurisdiction and where the income producing activity takes place. Apportionment is a change in Washington law directing how B&O Tax is now reported.

**Appropriation:** Money set aside (as 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 appropriated for the budget year do not exceed the total of the estimated revenues for the budget year plus the unencumbered fund balances at the close of the fiscal year preceding 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).

**BPFDD:** Bellingham – Whatcom Public Facilities District (PFD)

**BPDA:** Bellingham Public Development Authority (PDA)

**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 US Dept 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 or delivered - the "origin" of the sale. Starting July 1, 2008, they must collect based on the destination of the shipment or delivery - the "destination" of the sale.

**Distinct 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 and social security, and retirement system contributions.

**Debt Service:** Payment of interest and principal to holders of the City’s indebtedness.

**Capital Outlay:** Expenditures for the acquisition or expansions of, or qualifying improvements to, fixed assets. Examples include purchasing land, buildings, machinery and equipment. Additions to existing buildings or improvement projects that extend the life of a building such as re-roofing would also qualify.

**Interfund Payment for Services (Interfund Charges):** If services or supplies are provided by another City group or department, expenditures are shown in this category.

**Interfund Transfer:** Contributions one City fund makes to another.

**Intergovernmental Services:** Purchases from other governments of those specialized services typically performed by local governments.

**Other Services and Charges:** A basic classification for services other than personnel services that are needed by the City. 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. Firefighters have a different level of hours worked, but are displayed using the same basic method.

**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:** Memo 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 BPFDD)

**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.

**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 report an activity 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.

**Reserve:** A segregation of assets to provide for future use toward a specified purpose. 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, and similar designated uses.

**Designated-Debt:** Set aside for future debt payments.

**Designated-Capital:** Set aside for future capital acquisitions.

**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 or another City department or group.

**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.

**Intergovernmental Revenues:** Grants, entitlements, shared revenues and payments for goods and services provided by one government to another.

**Licenses and Permits:** Charges for issuance of licenses and 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:** An increase in current financial resources that is 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.

**Revenues: (continued)**

**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.

**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.

**Revenue Bonds:** See “Bond.”

**RFP:** Request for Proposal

**Salaries and Wages:** See “Expenditures.”

**Special Assessment Bonds:** See “Bond.”

**Supplies:** See “Expenditures.”

**Taxes:** See “Revenues.”

**UGA:** Urban Growth Area

**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.”

**WTA:** Whatcom Transportation Authority

**WTP:** Water Treatment Plant

**WWTP:** Wastewater Treatment Plant

This page intentionally left blank.