



2010 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, 2009

Handwritten signature of the President of GFOA.

President

Handwritten signature of the Executive Director of GFOA.

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, 2009. 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.

It's a Keeper 2008 by Marty Mitchell

What Do You See? 2009 by Ryan Duclos

I Hope I Make It 2009 by W. Peter Holeman

Past Meets Present 2009 by Carole May

TABLE OF CONTENTS

Table of Contents..... 1-4

Mayor’s Budget Message 5-12

City Legacies and Strategic Commitments..... 13-15
 Council Goals – 2009 16-17

Budget Overview..... 19-58
 Directory of Elected Officials..... 19
 Council Meetings and Committee Assignments..... 20-21
 Administrative Staff Directory 22
 Organization Chart 23
 Services Provided by the City, Organizational Structure..... 24
 City Planning Processes List 25-29
 Preparing and Amending the Budget (includes Budget Calendar) 30-31
 Community and Local Economy
 Community Information, Population Trend, Demographics 32-34
 Makeup of Employment Base and Employment Trend..... 35-36
 Business & Occupation and Sales Tax base major categories..... 37
 Business & Occupation and Sales Tax base activity 38
 Construction Trend based on Building Permit 39
 Makeup of Property Tax Base and Levy Trend 40-42
 How Sales and Property Tax are Distributed – City and Other Agencies 43-44
 Budget Development Policies 45-49
 Explanation of Accounting Basis and Account Structure..... 50-52
 Fund Descriptions and Accountability 52-58

Citywide Budget Reports..... 59-132

- Citywide Budget Summary Reports (description)..... 59
- Summary of Estimated Revenues, Expenditures and Reserves by Type..... 60-61
- Summary of Estimated Revenues, Expenditures and Reserves by Dept. 62-63
- Changes in Reserve Balances - Reserve Goal and Change Explanations 64-65
- Changes in Reserve Balances Report 66-69
- Citywide Budget Detail Reports (description)..... 70
- Revenues, Sources, Expenditures and Uses – All Funds Report..... 71-97
- Revenues – Sources and Trends – Explanations and Graphs**
- Revenue Overview..... 99
- General Fund..... 100-103
- Public Works Utility Funds 104
- Street Funds 105
- Medic One Fund 106
- Parks Greenways Levy and Impact Fee Funds 107
- Public Safety Dispatch Fund 108
- Development Services Fund 109
- Revenue Summary 2010 - Graphs Citywide by Revenue and Fund Type 110
- Revenue Type Definitions..... 111
- Revenue Summary by Fund Department and Type 112-119
- Expenditure Summary 2010 - Graphs Citywide by Expenditure and Fund Type 120
- Expenditure Type Definitions 121
- Expenditure Summary by Fund, Department and Type 122-129
- Citywide Expenditures by Subtype – All Funds Report 130-131
- Expenditure Ten-Year History Graphs 132

Departmental Sections – Budgets, Objectives and Performance Measures..... 133-278

 Departmental Budgets description and explanations 133-134

Public Safety

 Fire Department 135-147

 Police Department..... 148-156

 Judicial and Support Services Department 157-162

Culture and Recreation

 Parks and Recreation Department 163-173

 Library Department 174-182

 Museum Department..... 183-190

Planning and Development

 Planning and Community Development 191-201

 Hearing Examiner Department..... 202-204

General Government

 Human Resources Department..... 205-212

 Finance Department..... 213-218

 Information and Technology Services Department 219-227

 Legal Department..... 228-233

 Executive Department 234-246

 Legislative Department 247-248

 Non-Departmental 249

Public Works

 Public Works Department 250-272

Discrete Component Units

 Public Facilities District 273-276

 Public Development Authority 277-278

Capital Budget..... 279-316

 2010 Capital Section Description and Reconciliation to Citywide Reports..... 279-280

 2010 Capital Related Needs by Department and Fund 281-282

 2010 – 2015 Capital Equipment Purchases Budget 283-285

 2010 – 2015 Asset Maintenance Project Budget 286-287

 2010 – 2015 Capital Facilities Plan Introduction and Summary Tables 289-293

2010 – 2015 CFP Project Tables

 Fire Department 294

 Parks and Recreation Department 294-296

 Museum..... 297

 Planning and Community Development 297

 Non-Departmental 298

 Public Works – Operations 298

 Public Works – Engineering 298-302

 CFP Featured Project Summaries 303-311

 Parks and Recreation Department Ongoing Program explanations 312-313

 Public Works Department Ongoing Program explanations 314-316

Table of Contents

Long – Term Debt	317-322
Explanation and definitions	317
Debt Capacity for General Obligation (GO) Debt.....	318
Projected costs of current and proposed GO Debt	319
Debt Service Schedules – GO Debt.....	320
Debt Service Schedules – LID Bonds	321
Debt Service Schedules – Revenue Bonds	322
Personnel	323-340
General Salary Information for 2010	323
Budgeted Positions	
Public Safety	
Fire Department	324
Police Department.....	325
Judicial and Support Services Department	326
Culture and Recreation	
Parks and Recreation Department	327-328
Library Department.....	328
Museum Department.....	329
Planning and Development	
Planning and Community Development Department	330
Hearing Examiner Department.....	331
General Government	
Human Resources Department.....	331
Finance Department.....	332
Information and Technology Services Department	332
Legal Department.....	333
Executive Department	333
Legislative Department.....	333
Public Works	
Public Works Department.....	334-338
Discrete Component Units	
Public Facilities District.....	338
Public Development Authority	338
Citywide Total	338
10 – Year History of Budgeted Positions	339-340
Glossary	341-348



MAYOR'S OFFICE
Dan 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 Dan Pike
DATE: December 31, 2009
RE: 2010 Adopted Budget

Overview

The 2010 Adopted Budget is the financial guide and work plan for the coming year, it represents our first collective step in our commitment to re-orient how we organize, measure and report our progress toward the long-range **Legacies and Strategic Commitments** adopted last summer. This is the first step because the total re-orientation of our operations and construction of the full new reporting system on progress is expected to be accomplished over the next three years. Please see the Council Goals tabbed of the budget document for more information about this project. We are committed to this new paradigm despite the challenges we face.

I do not need to tell you—or likely anyone reading this document—that 2009 was an incredibly difficult year for our citizens, our local businesses, and for our city government due to the national financial “Great Recession” that took a tremendous toll on all sectors. Nonetheless, I am proud of the fact that through it all our dedicated employees and civic volunteers have kept focus on the City’s mission, which is:

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

In every department, with sharply reduced resources at their disposal, City staff have innovated and collaborated to maintain service levels to the public as much as possible. The 2010 Adopted Budget aspires to that goal as well; however, we have also had to be pragmatic in terms of using our limited resources to meet mandates and critical needs before wants, even when those wants are immensely popular. To maintain some of those value-added services we have reduced investments in several new initiatives discussed in last year’s budget message while still positioning ourselves to grow the economy and, thereby, our tax base to reduce future cuts should the economy remain flat for much of the year ahead. Continued proactive investment now will increase our resiliency in the coming years.

Amidst personnel and service reductions, it is a tall order to remain upbeat and grateful for what we still have. Nonetheless, I encourage us to keep in mind that even after the dreadful cuts that preceded this budget's adoption and the ones contained in it, residents, businesses, visitors to our area, and grantors will still provide us with \$180 million in revenues in 2010. This total is inclusive of the statutorily allowed 1% increase in property taxation that City council approved to carry out our mission and thereby keep our community the great place it is rightfully known to be. We will use these public resources to maintain our quality of life, move closer to Council-established goals, and prudently hold in reserve sums that will permit us to respond to unanticipated events.

Though, at the time of this submission, we are seeing some signs of stabilization –meaning the precipitous drops in revenues seem to be flattening out—I recommend we keep at least several things in perspective in 2010:

1. There remains volatility in terms of U.S. economic indicators by region, and history tells us that we were among the last to fall into recessionary times and could likely be slow coming out of them.
2. Last year's federal actions to stimulate spending (e.g. "Cash for Clunkers," an \$8,000 first-time homebuyers tax credit, etc.), may have provided short-lived upswings in revenues, not sustainable growth. In fact, some have conjectured that those programs merely accelerated local buying decisions for homes and cars that now won't be made in 2010, thus affecting current revenues.
3. Unemployment rates are expected to remain high for some time after economic growth returns. As a self-financed entity for unemployment insurance, we may have liabilities for affected workers which could reach far into the maximum allowed time period for collecting unemployment, and there is a good chance that Congress will extend the eligibility period.
4. Though not my preference by any means, the budget utilizes for a third year some of our General Fund operating reserves in order to balance revenues with expenses. My reluctant willingness to do this is because our departments did a tremendous job in curtailing expenses in 2009 so as to create a higher year-end balance that makes dollars available in the reserve fund. Use of reserves is proposed as an alternative to additional cuts, which after five prior rounds of reductions would have been nothing short of draconian for key service centers. The proposed reserve usage would leave approximately 12% in the General fund, which is our target and is within the recommended range by the Government Finance Officers' Association. Due to a smaller General Fund overall, however, I hasten to point out that this 12% translates to \$8 million, down from \$14.5 million at the start of 2009. In other words, 12% of a smaller pie is a smaller number of actual dollars in the bank. There is an additional \$2.3 million of restricted General Fund Reserves for jail expenditures and environmental cleanup.

Notwithstanding these caveats, this spending plan could not have come together if it were not for the excellent team work of all City departments and most represented bargaining units. For both management and labor this has been a dreadful time of seeing both services and the livelihood of valued colleagues negatively impacted by our financial conditions. My thanks to our departmental managers and to City workers, whether represented or not, for doing their parts to make the best of what have simply been rotten circumstances.

Budget Highlights

The core city services and Council goal-driven initiatives in 2010 will be covered by this balanced budget that totals \$180 million, inclusive of a General Fund total of \$62 million. We will augment the generosity of local taxpayers with a number of grants and formula-driven resources from other levels of government to round out the revenue side of this budget. On the expense side, except for where beyond our control, outlays are often at or below the levels of the 2009 budget.

Similar to 2009, we reviewed proposed 2010 departmental expense submissions with four primary criteria applied:

- 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 Legacies and Strategic Commitments

Departments were expected to uphold these priorities while presenting expenditures that were at or below 2009 revised budget figures. All departments had to hit their deficit reduction goal while absorbing sharp health care and other benefit costs, and unless covered by negotiated concessions, contractual salary or wage increases as well. Even when concessions were agreed to by labor, departments had to absorb the "step increases" rightfully owed to our workers. We are fortunate to have such an experienced, team-oriented set of departmental leaders and budgeteers in that compliance with these tight constraints was almost uniformly met.

To be sure, to meet their spending targets, Department Heads had to make painful choices. After eliminating 13 vacant positions in order to balance the 2009 budget, four rounds of cuts to the '09 adopted budget and further austerity imposed in preparation for 2010 have meant that more than 50 other positions have been either reduced or eliminated from the City's rolls. The 2010 Adopted Budget has a total of 852.9 FTE positions as compared to 910.2 one year ago and 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.

Other Key Changes or New Directions for 2010

Despite our tight financial circumstances –or in some cases because of them—we are going to do business differently in 2010. Some changes will be at least cost-neutral, if not generators of savings or revenues. These include:

- Establishment of an Office of Business Relations and Economic Development within the Department of Planning & Community Development. This refocusing of part of the Community Development side of the department will include a business relations hotline, brokering of businesses that first contact the City to appropriate local resources and coordination of the City's Economic Development Action Plan. The office will also work closely with the Executive Department as we continue and further ramp up our connection to local businesses and re-energize our collaboration with community economic development partners.

- Upholding the Council's policy on being a 100% Green Power City, yet reflecting bargaining unit input and the limits of our fiscal situation, we are reconfiguring our purchase of Renewable Energy Credits (RECs) to include two vendors and thereby reduce our cost by more than 60%.
- To further cement our commitment to bringing Lake Whatcom back toward health and meet the State Department of Ecology's TMDL requirements, we are providing under separate cover an inter-departmental Lake Whatcom 2010-2014 Action Plan.
- After last summer's water treatment challenges, we will explore our need to tap into cleaner source water in order to meet our obligation for sufficient quantities of quality treated drinking water. In 2010, we'll assess the advisability, process steps and projected costs for creating a dual-basin (2 & 3) intake system from Lake Whatcom. Since the basins differ seasonally in regard to turbidity, a two-basin intake could be switched over to the lowest turbidity source water at various points of the year to minimize impact to our treatment plant's equipment and lessen the extent of treatment needed.
- To increase customer service and create efficiency within tight department budgets, several different forms of payment to the City will become feasible via online resources in the year ahead.
- Staff three task forces. Two will examine in depth how, despite growth in population and annexed geography (approved and potential), we can provide quality, affordable Fire, Medic One, and Police services as mandated in the years ahead. The third will examine a prioritization of capital facilities projects and the City's financial wherewithal to absorb those costs.
- In collaboration with the Library Board, continue exploration of sites but also public-private partnerships that will enable a new Central Library in the years ahead at a price we can afford.
- Attract 30,000 visitors to the new Whatcom Art and Children's Museum through at least nine different shows (including one Smithsonian exhibit), classes, free-access days and quality offerings through the on-site store and café.
- Launch the Community Energy Conservation Challenge in concert with several local partners and with the support of the federal Department of Energy.
- Accelerate the uniform creation of amendments to building codes to more expressly enable green building technologies and methods.
- Negotiate a revised multi-year Franchise Agreement with Comcast for local cable access and programming.
- Convey key city-owned properties to the Bellingham Public Development Authority to create flagship development projects, waterfront connections, and eventual revenues for the City.
- Initiate at least two infrastructure improvements to create access to the waterfront site in preparation for development that will eventually greatly enhance Bellingham's tax base.
- Initiate at least two conservation campaigns; one that reduces treated water consumption by our customers and a second that diverts fats, oils, grease and other food production by-products from the wastewater treatment system.

In that the bulleted items above are but a partial view of what we hope to accomplish in 2010, I draw your attention to the lists of departmental objectives found elsewhere in this document for added insight into planned activities that will shape our journey toward the City's Legacies and Strategic Commitments.

Bellingham's Financial Resiliency

The 2010 Adopted Budget anticipates additional General Fund reserve usage (though a lesser amount than in either 2008 or 2009); I believe it is important to initiate a dialogue about our government's fiscal resiliency. I know from conversations with the City Council that this also is a keen interest of our policy makers.

First, let me review some vigilance measures that will continue in 2010:

- We will continue to use a methodology to forecast year-end tax revenues that combines historical and month-to-month trend analysis, including outside perspective from financial experts and local business leaders.
- We will monitor and work with our elected delegations to amend and mitigate any legislative act or citizen initiative that could threaten our fiscal stability and/or impose unfunded mandates on the City
- Seek funding solutions – internal and legislative - for our obligations for the 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 most recent actuarial study indicated a projected present-day value of this liability at \$45 million. The 2010 contribution to the Funds will be \$2.9 million (\$1 million General Fund set-aside and \$1.9 million from Fire Pension Levy) included in the Preliminary Budget, the City has more than \$12 million available in fund balances to cover this liability. The current funding plan will enable the City to actuarially fund its LEOFF-1 Pension and Long Term Care obligations by the statutory deadline. The City intends to continue to pay the medical obligations as we incur these costs and the departments have budgeted accordingly in the document before you.
- Continue to press for State and Federal funds for capital projects ranging from wastewater treatment, street overlays, environmental clean-ups, habitat restoration, and waterfront multi-modal transportation connections through leadership of our delegation members and any appropriate and available competitive grant processes.

As we have discussed, despite the urgency of our current fiscal situation, we need to do some longer-range planning on the City's financial picture. As such, in partnership with the Council, I hope we can at least begin, if not conclude, the following in 2010:

- A review and update of our reserves policies, inclusive of 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 you for our internal funds. These reserves can be both designated and undesignated in terms of specific purpose and use caveats. With leadership from our Finance Director, it would be my goal to incorporate best practice from professional associations, guidance from our bonding underwriters, State Auditor guidelines, and our own experience and expertise in conducting this review.

Mayor's Budget Message

- Based on the aforementioned task force's work, a long-term capital improvement plan that captures Federal- or State-mandated improvements or build-outs, any projected implications of approved or likely to be approved annexations, and the anticipated needs of City Departments in terms of upkeep, replacement or new construction.
- Hand in hand with the item above, a comprehensive review and plan for managing the City's near and long-term debt capacity and repayment schedules.

Of course, the most immediate form of resilience against fiscal challenges comes in the form of reserves, particularly reserve liquidity. This year's budget anticipate that the General Fund reserve will consist of \$8 million at 2010's year-end or approximately 12% of the year's General Fund expenditure level. In total, the City has more than \$72 million dollars in reserve accounts of all types. While these sums might appear to be bountiful, it is important to note that the General Fund Reserve, for example, if on target at the end of 2010, will constitute only about six (6) weeks of operating expenses. Most of the other reserves on hand have restricted uses.

2009 Austerity & 2010 Adopted Budget Staffing Changes' Impact on Comparable Ratios

After the addition of 6.2 staff-requested positions by Council ordinance during 2008, the City of Bellingham had on record as of 12/31/08 authorization for 916.3 FTEs, inclusive of temporary or seasonal workers. The net effect of the "flat" adopted 2009 budget reduced that total to 910.2 FTEs as of 1/1/09.

As previously described, the City's fiscal conditions during 2009 necessitated four painful rounds of departmental cuts to align the year's expenses with anticipated revenues and lay the ground work for this proposed 2010 budget to balance. Until the third round of reductions, only Planning and Community Development's staffing levels were impacted to the point of a Reduction in Force (RIF) for incumbent workers, due to the sharp decrease in permitting and construction and the corresponding deficit in the Building Services Fund. By rounds three and four, however, many departments had few alternatives to laying off workers, as prior rounds of cutting had exhausted non-personnel reduction options.

The resulting change in FTEs for 2010, therefore is calculated as follows:

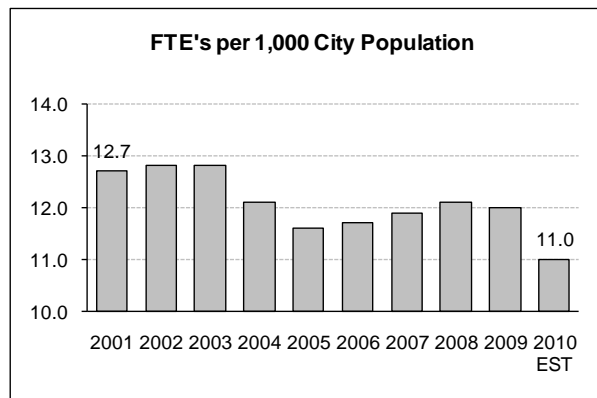
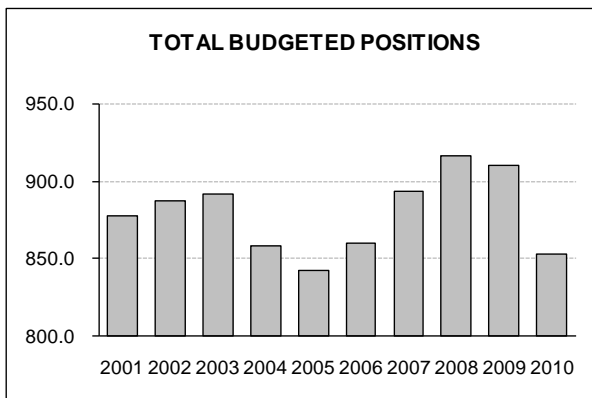
Number of FTEs	
910.2	2009 Budgeted FTEs
6.1	FTEs added Adopted 2010 budget
<hr/>	
916.3	Subtotal
(38.7)	Elimination of vacant positions
(22.2)	Lay-offs
(1.7)	Changes in FTE hours
(0.8)	Delay hire for 2010
<hr/>	
852.9	Total budgeted 2010 FTEs
<hr/>	
(57.3)	Net reduction in budgeted FTEs from 2009 Adopted

These reductions take the City workforce down 63.4 FTEs since the 2008 budget was adopted, or 6.9%. In addition, several departments will continue to function with some of their authorized strength "frozen" as vacancies until we feel it is prudent to authorize their filling.

The table below compares the requested number of FTEs for 2010 to prior years' adopted budget levels. With these net changes, the City's staff to thousand population ratio of 11.0 is below the level budgeted over the past decade, including 2005, when another 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 existing or reduced service needs.

10 YEAR HISTORY OF BUDGETED POSITIONS IN FULL TIME EQUIVALENTS FROM ADOPTED BUDGETS

Employee Group	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Elected Mayor (and Finance Director through 2007)	2.0	2.0	2.0	2.0	2.0	2.0	2.0	1.0	1.0	1.0
Elected City Council	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
Elected Municipal Judge	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Non-Represented Employee Grp	75.9	75.6	78.6	77.4	77.1	79.9	83.9	90.8	87.0	80.1
Supervisors and Professionals	90.9	94.3	100.6	101.7	104.9	103.4	108.6	107.8	106.0	100.0
Professional Librarians	9.3	9.3	8.3	8.0	8.0	8.0	8.0	8.0	8.0	6.3
Emergency Med Svcs Dispatch	10.0	11.0	11.0	11.0	12.0	12.0	12.0	13.0	13.0	13.0
Fire Supervisors	8.0	8.0	8.0	7.3	7.0	8.0	8.0	8.0	8.0	8.0
Firefighters	120.8	128.7	129.7	129.3	122.5	126.0	132.0	135.0	133.0	129.0
Police	97.0	98.0	98.0	95.4	95.1	100.0	102.0	102.0	106.0	99.7
WHAT COMM Dispatch	0.0	0.0	23.0	23.0	23.0	23.0	26.0	26.0	26.0	26.0
Non-Uniformed	387.3	379.1	355.7	334.4	323.5	327.3	336.5	352.1	351.6	319.8
TOTAL REGULAR	808.2	814.0	822.9	797.5	783.1	797.6	827.0	851.7	847.6	790.9
Temporary Labor	69.0	73.4	69.1	60.9	59.2	62.2	66.6	64.6	62.6	62.0
TOTAL PAID WORKFORCE	877.2	887.4	892.0	858.4	842.3	859.8	893.6	916.3	910.2	852.9



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

Beyond the 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, maintaining our engagement of neighborhoods, and building or maintaining key capital infrastructure.

Mayor's Budget Message

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.

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

Though tough fiscal conditions and the difficult choices we have had to make have at times strained relationships with some, I remain honored to work alongside our skilled City employees and volunteers to implement our collective vision and I thank them for their hard work and dedication in delivering community services. I am particularly proud of the teamwork that Department Heads have exhibited with one another in charting new ways of going about our business.

I would also like to specifically acknowledge CAO, David Webster; Finance Director, John Carter; Budget Manager, Brian Henshaw, budget staff members Patricia Starcher and Karla Buckingham, as well as the entire Finance Department team for the many long hours required to produce a spending plan of this complexity and scope. It seemed to me -- and I'm sure to them and you-- that we never did finish the budget in 2009 due to all the changes our dwindling revenues forced us to make. Here is hoping for our community, our employees and the State and nation, that 2010 will be a brighter year as recovery gets traction.

Whatever this year may bring, I look forward to again working with the City Council, our staff, and the citizenry to keep Bellingham strong and its future even brighter.

Sincerely,

A handwritten signature in black ink, appearing to read "Dan Pike". The signature is fluid and cursive, with a large initial "D" and "P".

Dan Pike, Mayor

LEGACIES AND STRATEGIC COMMITMENTS

City Council Adopts New Strategic Planning and Performance Measurement System

The Bellingham City Council, in 2009, adopted a vision statement that identifies long-term goals and strategies to reach those goals, as the first steps in the City's new strategic planning and performance measure system.

The system approved by City Council has as its basis a set of twenty to fifty-year goals, or "legacy statements," that are supported by six to twenty-year "strategic commitments." Council adopted the ***City of Bellingham Legacies and Strategic Commitments*** in July 2009 to be used as the basis for 2010 budget planning and deliberations. These high-level policy statements are based on extensive public feedback and are intended to be visionary, reflecting the priority and emphasis of City government programs and services.

Vision based on public feedback

Prior to adopting the Legacies and Strategic Commitments, the Council held work sessions and solicited feedback from City residents, including hosting a public hearing prior to adopting a final document.

Council members and staff involved with the project also used previously adopted strategies and plans, such as prior year Council Goals and Objectives, the Bellingham Comprehensive Plan, results from recent opinion surveying, and feedback provided on major projects and initiatives from the past several years, to shape the Legacies and Strategic Commitments.

The ***City of Bellingham Legacies and Strategic Commitments*** can be found on the following pages. Throughout the 2010 Preliminary Budget, budget objectives of each department are aligned with the Legacy statements adopted by Council.

About the Performance Measures Project

The Bellingham City Council established as a priority for 2009 that the administration develop a citywide performance measurement system to increase alignment between long-range strategic goals, department and program budgets and work plans, and employee work plans and performance reviews.

City staff initiated the Performance Measures Project in January 2009. After staff review of a number of programs adopted by other cities across the nation, in March 2009 the City Council approved staff's recommendation to use a system similar to that used by King County, which is based on Association of Government Accountants (AGA) best practices. Principles guiding the project include:

Adopting existing measures where possible – The City has many existing tools and measures that have been tracked over time.

Partnering with other agencies - Use community partners, government partners, or other external agencies where possible for gathering and recording measurement information.

City Council Goals

Wisely using limited resources – Provide for effective but more limited processes, not exhaustive processes. Provide a cost-effective performance measures program that meets quality standards for accuracy and accountability.

Ensuring comprehensive approach – participation is Citywide and mandatory.

Using this system, by 2011 City programs and work plans will be fully aligned with and measured against high-level policy goals, and structured to improve and communicate performance and project effectiveness.

More information

For more information about the project, contact the Mayor's Office at 778-8100 or mayoroffice@cob.org or visit the City website at www.cob.org.

City of Bellingham Legacies and Strategic Commitments Adopted by the Bellingham City Council, July 2009

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

Clean, Safe Drinking Water

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

Healthy Environment

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

Vibrant Sustainable Economy

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

Sense of Place

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

Safe and Prepared Community

- Prevent and respond to emergencies
- Prevent and respond to crime

- Ensure safe infrastructure
- Increase community readiness and resilience

Mobility & Connectivity Options

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

Access to Quality of Life Amenities

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

Quality, Responsive City Services

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

Equity & Social Justice

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

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 waterfront 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

The 2009 Council goals are included for reference because department accomplishments refer to them. In future documents, all objectives and accomplishments will be categorized according to the Legacies adopted by Council during 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 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.

This page intentionally left blank.

ELECTED OFFICIALS

MAYOR

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

MUNICIPAL COURT JUDGE

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

**CITY COUNCIL
2010**

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

Jack Weiss..... 1st Ward

Gene Knutson.....2nd Ward

Barry Buchanan 3rd Ward

Stan Snapp 4th Ward

Terry Bornemann 5th Ward

Michael Lilliquist..... 6th Ward

Seth Fleetwood..... At-Large

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

COUNCIL MEETINGS

2010 Regular City Council Meetings

Resolution No. 2009-29 establishes the dates and times of regular meetings of the Bellingham City Council for 2010. 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, for updated meeting announcements and schedules.

	<u>2010</u>
January	4, 11, 25
February	8, 22
March	15, 29
April	12, 26
May	10, 24
June	7, 21
July	12, 26
August	9, 16
September	13, 27
October	11, 25
November	1, 8, 22
December	6, 13

	<u>2011</u>
January	3

2010 Council Standing Committees

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

- 1. FINANCE AND PERSONNEL**
- 2. LAKE WHATCOM RESERVOIR**
- 3. PARKS AND RECREATION**
- 4. PLANNING AND COMMUNITY DEVELOPMENT**
- 5. PUBLIC WORKS/PUBLIC SAFETY**
- 6. TRANSPORTATION**
- 7. WATERFRONT DEVELOPMENT**
- 8. COMMITTEE OF THE WHOLE**

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

Council Standing Committee Other Ex-Officio Council Assignments

2010 BELLINGHAM CITY COUNCIL COMMITTEES AND OTHER ASSIGNMENTS

Council President: Gene Knutson
 Mayor Pro Tempore: Terry Bornemann
 Council President Pro Tempore: Stan Stapp

City Council Committees	Jack Weiss	Gene Knutson	Barry Buchanan	Stan Snapp	Terry Bornemann	Michael Lilliquist	Seth Fleetwood
X - C indicates Committee Chair							
Finance & Personnel			X	X - C		X	
Lake Whatcom Reservoir Committee			X	X		X-C	
Parks & Recreation				X	X		X-C
Planning/Neighborhoods & Comm. Dev.	X				X - C	X	X
Public Works/Public Safety	X		X - C	X			
Transportation Committee	X - C			X		X	
Waterfront Development Committee	X - C				X	X	X
Other Council Assignments							
Bellingham/Whatcom County Tourism				X			
Bellingham School District						X	
Emerg. Medical/Ambulance Advisory			X	X			
Council of Governments	X		X - Exec				
Downtown Bellingham Partnership			X		X - alt		
Northwest Economic Council			X				
Fire Pension Board			X				
Library Board of Trustees						X	
Mt. Baker Theatre Board							X
Museum Society Liaison							
Open Space Committee (Same as Planning)	X				X	X	X
Opportunity Council				X			
Parks & Recreation Advisory Board				X	X		X
Police Pension Board		X		X-Alt			
Port Marina Advisory Committee							
Sister Cities Advisory Board							
Sustainable Connections					X	X	
Tourism Commission Allocation Sub-Committee				X			
WHAT-COMM Communications Admin Board			X				
Whatcom Transportation Authority	X			X		X	
2010 only - Legacy & Strategic Com't Metrics				X	X		
2010 only - Franchise - Public Access Channel				X		X	

EXECUTIVE STAFF AND DEPARTMENT HEADS

Executive Staff (360) 778-8100
Chief Administrative Officer, David Webster..... dwebster@cob.org
Communications Manager, Janice Keller jkeller@cob.org
Neighborhoods and Special Projects Coordinator, Linda Stewart lstewart@cob.org

Department Heads

Fire Chief (360) 778-8400
Bill Boyd bboyd@cob.org

Police Chief (360) 778-8600
Todd Ramsay tramsay@cob.org

Judicial and Support Services Director (360) 778-8150
Linda Storck lstorck@cob.org

Parks and Recreation Director (360) 778-7000
Paul Leuthold pleuthold@cob.org

Library Director (360) 778-7220
Pamela Kiesner pkiesner@cob.org

Museum Director (360) 778-8930
Patricia Leach..... pleach@cob.org

Planning and Community Development Director (360) 778-8300
Tim Stewart tstewart@cob.org

Hearing Examiner (360) 778-8399
Dawn Sturwold dsturwold@cob.org

Human Resources Director (360) 778-8220
Michelle Barrett mbarrett@cob.org

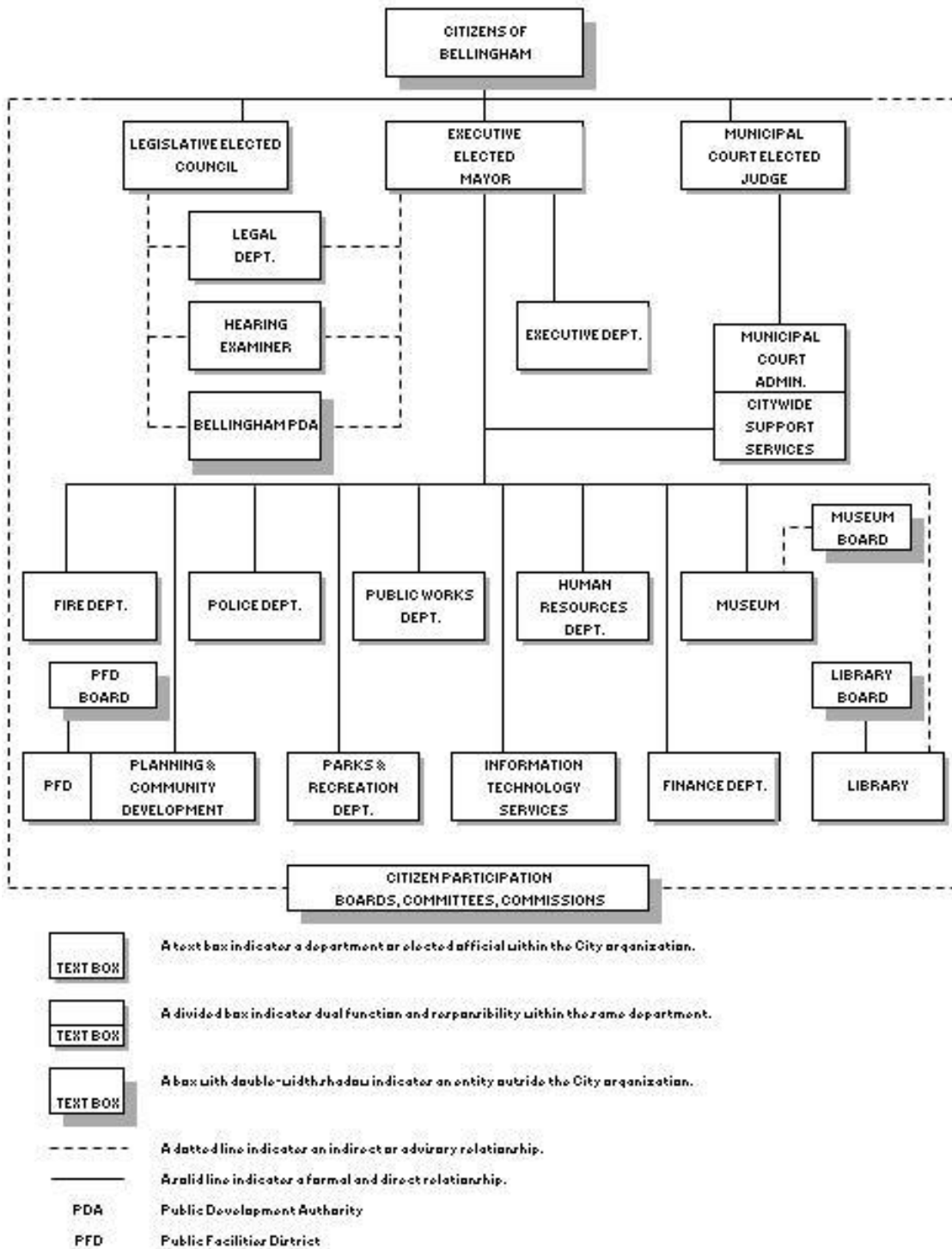
Finance Director (360) 778-8800
John Carter jcarter@cob.org

Information Technology Services Department Director (360) 778-8050
Marty Mulholland mmulholland@cob.org

City Attorney (360) 778-8270
Joan Hoisington..... jhoisington@cob.org

Public Works Director (360) 778-7900
Ted Carlson..... tcarlson@cob.org

ORGANIZATION CHART



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 countywide emergency medical services under an agreement with Whatcom County.



ORGANIZATIONAL STRUCTURE

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

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

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

The City of Bellingham is structured into 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-Whatcom Public Facilities District and the Bellingham Public Development Authority. The City organization chart shows the elected officials, the operating departments and some of the citizen boards, committees, commissions that assist the City to function.

CITY PLANNING PROCESSES

City staff and Council members are involved in many planning activities, both internally and in partnership with outside private organizations and other local governments. Those which had the most impact, citywide, on development of the 2010 budget are discussed in the Mayor's Budget Message. The Capital Budget and the Departmental Budgets also may reference processes that impacted those segments of the 2010 budget. City Council members serve on council and ex-officio ad hoc committees; 2010 assignments are shown on pages 20-21.

Some listed items are required by law. Many are staffed by citizen volunteers. Board and commission vacancies are shown on the [Bellingham Mayor's](#) and [Whatcom County's](#) web pages. For other opportunities to get involved, contact the agency or the Mayor's Office for information.

The departments indicated in the matrix below are:

- those primarily responsible for involvement in the process
- those most significantly impacted with committee recommendations

(Underlined planning process items link, in the electronic version of the budget document, to a web site or on-line document.)

Planning Processes and Documents <i>other reference items influencing planning and budgeting</i>	Fire	Police	Judicial SS	Parks	Library	Museum	Planning	Hear Ex	HR	Finance	IT	Legal	Mayor	Council	PFD	PDA	Public Works
2010 Olympics Security Planning	x	x											x				
<u>Arts Commission</u>				x			x						x				
<u>Arts District - Downtown</u>						x	x						x		x		
<u>Bellingham / Whatcom Chamber of Commerce and Industry</u>													x	x			
<u>Bellingham / Whatcom Commission Against Domestic Violence</u>		x	x														
Bellingham Fire Department Emergency Management Office's Plans and Programs	x	x	x						x								
<u>Bellingham International Airport Advisory Committee</u>															x		
Bellingham Police Department Strategic Plan and Police Facility Study Master Plan		x	x														
<u>Bellingham Public Library Board of Trustees</u>					x								x	x			
Bellingham School District - Capital Facilities Plan and scheduling district's athletic sites for community use				x			x										
<u>Bellingham Whatcom County Tourism (formerly Convention & Visitors' Bureau)</u>							x								x		
<u>Campaign for the Arts</u>						x							x		x		
<u>Campus Community Coalition</u>													x				

Budget Overview

Planning Processes and Documents <i>other reference items influencing planning and budgeting</i>	Fire	Police	Judicial SS	Parks	Library	Museum	Planning	Hear Ex	HR	Finance	IT	Legal	Mayor	Council	PFD	PDA	Public Works
Capital Facilities Task Force (beginning in 2010)										x			x	x			
Citizen and Targeted Stakeholder Surveys							x						x	x			
City Center Master Plan							x										
City of Bellingham Annexation Impact Analysis; Planning	x	x		x			x			x			x				x
City of Bellingham Comprehensive Plan				x			x						x				x
City/County Emergency Medical and Ambulance Advisory Board	x												x	x			
Climate Action Plan													x				
Community Development Advisory Board							x						x				
Community Forum on Growth Management, 2004							x						x				
Comprehensive Sewer Plan and Wastewater Treatment Facility Planning																	x
Comprehensive Water Plan (not published on web and unavailable to copy for security reasons)							x										x
Consolidated Plan and Annual Performance Report (CAPER)							x						x				
Council Annual Retreat, Council Legacies and Strategic Commitments, other Council directives													x	x			
Court Emergency Services Planning (Local and Statewide)			x														
Department Head and Administration Semi-Monthly Meetings; mayoral directives	x	x	x	x	x	x	x	x	x	x	x	x	x		x	x	x
Design Review Board							x						x				
Downtown Bellingham Partnership (formerly Downtown Renaissance Network)							x								x		x
Energy Task Force (Peak Oil Task Force)													x	x			x
Environmental Plans & Regulations (Critical Areas ord., Shoreline Master Program, Silver Beach ord., Stormwater Plan and Management, etc.)							x										
Fiscal Alternatives for Stability Taskforce (FAST) Committee Report (2009)		x	x	x					x	x	x		x	x			x
Governor's Puget Sound Initiative													x				
Greenway Advisory Committee, Strategic Plan				x													
Growth Management Act (see also WAC 365-195)							x						x				x
Historic Preservation Commission							x						x			x	
Homeland Security National Incident Management System Planning	x	x											x				

Planning Processes and Documents <i>other reference items influencing planning and budgeting</i>	Fire	Police	Judicial SS	Parks	Library	Museum	Planning	Hear Ex	HR	Finance	IT	Legal	Mayor	Council	PFD	PDA	Public Works
Housing Authorities Board of Commissioners							x					x					
IT Systems Steering Committee, Stakeholders Committee, and Project Teams for major projects			x							x	x		x				x
Institutional Planning - St Josephs Hospital, WWU							x						x				
Labor Management Committees									x								
Lake Padden Golf Course Committee				x													
Lake Whatcom Management Plan and Annually Updated Action Plan													x				x
Lake Whatcom Watershed Advisory Board													x	x			x
Land Use Code							x										
Loan Review Board (Housing Development and Housing Rehabilitation Boards)							x										
Mount Baker Theatre Board														x			
National Public Employer Labor Relations Association and Washington Public Employer Labor Relations Association									x								
Neighborhood Advisory Commission (Mayor's)							x						x				
Neighborhood Plans (24)							x						x				
Northwest Clean Air Agency													x				
Northwest Economic Council (formerly Economic Development Council)										x				x			
Open Space Committee					x									x			x
Opportunity Council													x				
Park, Recreation and Open Space Plan				x			x						x				
Parks & Recreation Advisory Board				x									x				
Parks Capital Projects: Click on individual project to see public process documents and other details				x													
Planning and Development Commission							x						x				
Port Marina Advisory Committee														x			
Public Development Authority													x			x	
Public Facilities District Board													x		x		
Public Works Advisory Board													x				x
Published salary and benefits surveys									x								
Sehome Hill Arboretum Board of Governors				x									x				
Shoreline Master Program							x										
Sister Cities Advisory Board													x	x			

Budget Overview

Planning Processes and Documents <i>other reference items influencing planning and budgeting</i>	Fire	Police	Judicial SS	Parks	Library	Museum	Planning	Hear Ex	HR	Finance	IT	Legal	Mayor	Council	PFD	PDA	Public Works
Solid Waste Advisory Committee														x			x
State of Washington, Judicial Information System Committee			x														
State, local and federal legislation and initiatives			x				x										
Stormwater Comprehensive Plan (was "Drainage Plan") and Stormwater Management Program																	x
Sustainability Strategies Council													x				
Sustainable Connections														x			
Thrive by Five Countywide Vision Group													x				
Tourism Commission							x						x	x			
Transportation Commission													x	x			x
Transportation Planning: Transportation Improvement Program (TIP) 6 year plan, Neighborhood Traffic Safety, Concurrency Plans, etc.																	x
Urban Growth Area / Urban Fringe Plan							x										
Urban Villages Planning							x										
Washington Department of Retirement Systems									x								
Washington Public Employment Relations Commission									x								
Washington State Court of Appeals and Supreme Court decisions			x														
Washington State Library System planning					x												
Waterfront Planning - Current information and archives				x			x			x			x			x	x
Western Regional Institute for Community Oriented Public Safety (WRICOPS) Onsite Assessment Report		x															
Whatcom Coalition for Healthy Communities													x				
Whatcom Council of Governments													x	x			
Whatcom County Coordinated Sewer/Water Service Area Plan																	x
Whatcom County Emergency Communications Upgrade Planning	x	x															
Whatcom County Emergency Medical Services Working Group 2005 Recommended Plan	x																
Whatcom County Growth Management Coordinating Council							x						x	x			
Whatcom County Homeless Service Center Advisory Board													x				

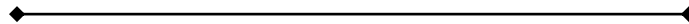
Planning Processes and Documents other reference items influencing planning and budgeting	Fire	Police	Judicial SS	Parks	Library	Museum	Planning	Hear Ex	HR	Finance	IT	Legal	Mayor	Council	PFD	PDA	Public Works
Whatcom County Jail Site Review Committee		x					x						x				
Whatcom County Law & Justice Council			x														
Whatcom County Library System - interlocal agreements and programmatic efforts					x												
Whatcom County Sheriff Jail Operations Planning		x	x														
<u>Whatcom Museum Society Board</u>						x							x	x			
Whatcom Transportation Authority														x			
WHAT-COMM Communications Administrative Board - 911	x	x												x			

(Underlined planning process items link, in the electronic version of the budget document, to a web site or on-line document.)

PREPARING AND AMENDING THE CITY'S BUDGET

2009 PROCESS CALENDAR FOR THE 2010 BUDGET

Council Retreat to discuss goals and priorities for 2010	3/21/2009
Departments begin to prepare annual estimates	7/27/2009
Departmental requests filed with the Budget Manager	8/21/2009
Departmental requests presented to the Mayor.....	9/04/1009
Public Hearing on revenue sources including Property Tax.....	10/19/2009
Preliminary Budget presented to Council	10/12/2009
Departmental Presentations and Hearings on the Budget.....	10/19, 11/02 and 11/09/2009
Property Tax Ordinance presented to Council.....	11/09/2009
Public Hearing on Budget	11/23/2009
Council adopts Property Tax Ordinance.....	11/23/2009
Budget Ordinance presented to Council.....	12/07/2009
Council adopts Budget Ordinance.....	12/14/2009
Adopted Budget Document Printed	February, 2010



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. Sometimes it is necessary to accelerate this schedule to accommodate City Council meetings. 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 1st*. The Finance Director makes copies of the preliminary budget document available to taxpayers *no later than six weeks prior to January 1st*.

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 continue over multiple days, but must be completed *no later than December 7th*.

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

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.

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 approximately 28 square miles, with north Puget Sound and the San Juan Islands to the west and snow-capped Mount Baker and the North Cascade Mountains to the east.

The City of Bellingham, which serves as the county seat of Whatcom County, is home to an estimated 76,130 people as of April 2009. 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 provision officer. 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, Bellingham residents and visitors alike can literally "do it all" in one day. Skiing, kayaking, mountain biking, and other adventure sports abound, as well as slower-paced activities like hiking, golfing, bird watching, and fishing.

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

Bellingham's renowned Fairhaven District offers Victorian-era buildings, shops offering hand-crafted products, local restaurants serving fresh seafood, and art galleries featuring Northwest artisans. Visitors bound for Alaska depart on the Alaska Marine Highway System ferries from the Bellingham Cruise Terminal, also in the Fairhaven District. Bellingham's active waterfront supports fishing, boat building, shipping, and marina operations. Squalicum Harbor is the second largest marina in Puget Sound, with 1,900 pleasure and commercial boats moored.

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

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

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

Geography

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

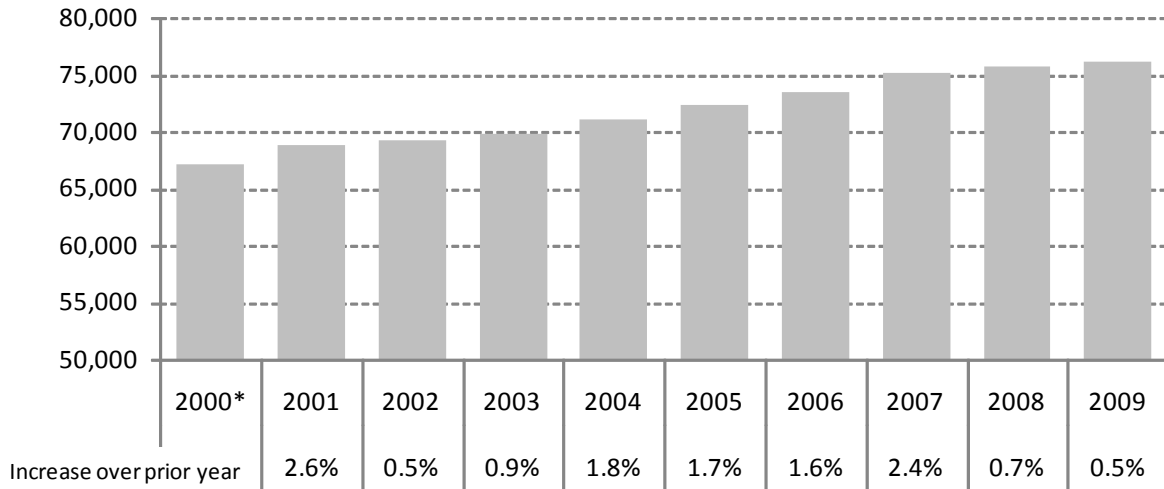
Weather: Seasonal. The temperature range in winter averages from 36° to 48°. In summer the average low is 54° to an average high temperature of 72°. Average annual rainfall is 34.83 inches per year. (*Weather.com*)

Land size: The City encompasses approximately 28 square miles.

Population

Bellingham’s population as of April 2009 was 76,130.

City of Bellingham Population



*Washington Office of Financial Management Estimates (*adjusted for census)*

Demographics

(Demographics Data from City-Data.com)

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: \$37,388 in 2008 compared to \$35,075 in 2007

Median house or condo value: \$326,800 in 2008 compared to \$321,300 in 2007

Median gross rent: \$743 in 2008 compared to \$748 in 2007

Residents living in poverty: 23.0% in 2008 compared to 23.6% in 2007

Cost of living index in Bellingham: 104.9 in 2009, compared to 107 in 2008 (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%

Makeup of Employment Base

Largest Employers in Whatcom County - 2009 / 2010 Survey

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

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

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

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

‡ FTE; All others are headcount.

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

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

Makeup of Employment Base (continued)

Nonagricultural Employment

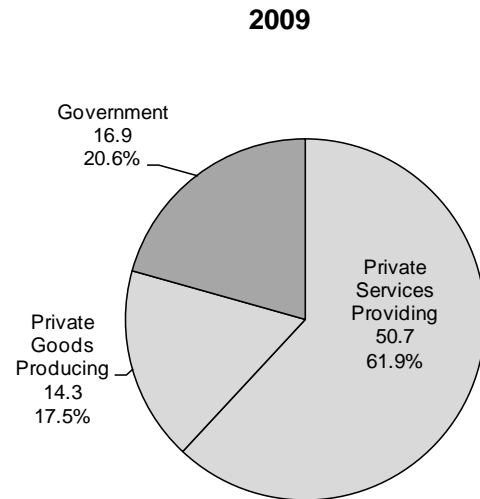
Bellingham Metropolitan Statistical Area (Whatcom County)

Not Seasonally Adjusted, # of jobs in Thousands

	Jun-07	Jun-08	Jun-09
GOODS PRODUCING	17.4	17.3	14.3
MINING, LOGGING AND CONSTRUCTION	8.1	8.3	6.4
MANUFACTURING	9.3	9.0	7.9
SERVICES PROVIDING (INCLUDES GOV'T)	68.2	69.0	67.6
PRIVATE SERVICES PROVIDING*	51.8	52.4	50.7
TRADE, TRANSPORT, WH, UTILITIES	15.6	16.0	15.3
Retail Trade	10.4	10.7	10.1
FINANCIAL ACTIVITIES	3.3	3.2	3.0
PROFESSIONAL & BUSINESS SERVICES	7.6	7.8	7.2
LEISURE AND HOSPITALITY	10.2	10.0	9.8
GOVERNMENT	16.4	16.6	16.9
Federal Government	1.1	1.2	1.3
State Government	5.5	5.4	5.7
Local Government	9.8	10.0	9.9
TOTAL NON-FARM	85.6	86.3	81.9

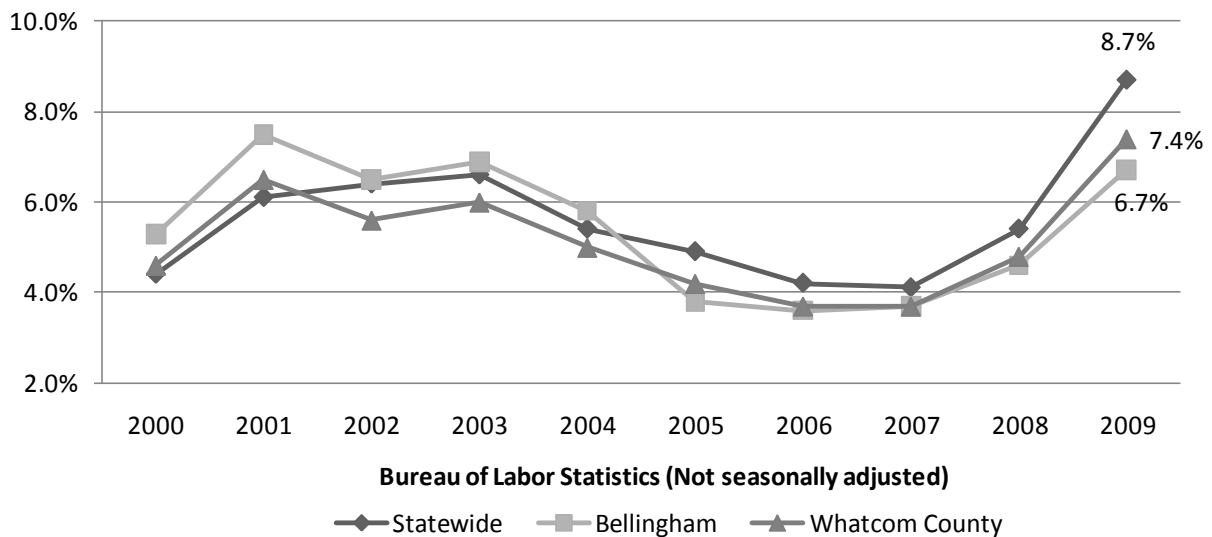
Washington State Employment Security Department

*Not all Private Services Providing categories are included in section detail.



Unemployment

Unemployment Rate, October of each year



The preliminary December 2009 rate for Bellingham was 6.9% and statewide was 9.5%.

Retail Sales Tax Base - Sales Tax Receipts by Category

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

Payer NAICS category	2006	2007	2008	2009	Percent of Total	Change from '08
452 - General Merchandise Stores	2,537,967	2,684,798	2,837,961	2,642,896	16.3%	-6.9%
722 - Food Services, Drinking Places	1,477,564	1,571,265	1,637,471	1,553,690	9.6%	-5.1%
441 - Motor Vehicle and Parts Dealer	2,062,783	2,114,563	1,738,069	1,516,110	9.3%	-12.8%
444 - Building Material and Garden	1,298,440	1,231,689	1,116,955	919,022	5.7%	-17.7%
236 - Construction of Buildings	1,661,835	1,532,077	1,488,095	850,918	5.2%	-42.8%
448 - Clothing and Accessories	636,257	839,174	881,697	743,488	4.6%	-15.7%
238 - Specialty Trade Contractors	805,926	929,519	812,315	737,368	4.5%	-9.2%
423 - Wholesale Trade, Durable Goods	798,865	814,376	849,826	735,754	4.5%	-13.4%
453 - Miscellaneous Store Retailers	655,657	721,764	762,773	694,547	4.3%	-8.9%
445 - Food and Beverage Stores	510,493	531,734	592,216	537,064	3.3%	-9.3%
517 - Telecommunications	465,841	495,963	495,414	476,719	2.9%	-3.8%
443 - Electronics and Appliances	534,771	529,848	517,073	446,017	2.7%	-13.7%
451 - Sporting Goods, Hobby, Books	515,737	487,671	490,500	445,233	2.7%	-9.2%
811 - Repair and Maintenance	366,548	425,191	385,188	379,636	2.3%	-1.4%
532 - Rental and Leasing Services	330,416	343,309	358,187	274,954	1.7%	-23.2%
Subtotal top 15 categories	14,659,100	15,252,941	14,963,740	12,955,425	79.8%	
Total all sales tax received	18,906,935	18,162,224	18,615,695	16,226,462	100.0%	-12.8%

Ranked according to most recent year.

Business and Occupation Tax Base – B&O Tax Receipts by Category

The City's B&O tax rate is 0.44% for services and 0.17% for wholesaling, retailing, manufacturing and extracting activities. These rates have not changed for all years shown.

Payer Industry SIC code category	2006	2007	2008	2009	Change from '08
MEDICAL SERVICES	1,684,553	1,784,492	1,851,603	1,771,538	-4.3%
FINANCE/INSURANCE/R E	1,497,507	1,627,031	1,352,843	1,144,600	-15.4%
PROFESSIONAL SERVICES	715,693	802,615	990,565	959,710	-3.1%
WHOLESALE	995,385	1,196,556	1,337,157	920,098	-31.2%
GENERAL MERCHANDISE	763,995	836,479	932,185	868,540	-6.8%
MANUFACTURING	953,866	986,135	816,008	749,618	-8.1%
TRANSPORT/COMM/UTIL *	400,542	424,247	457,921	633,033	38.2%
BUSINESS SERVICES	559,312	613,998	660,218	624,087	-5.5%
CONTRACTING	1,059,207	1,161,068	985,737	621,526	-36.9%
AUTO DLRS/GAS STATIONS	690,441	715,671	591,493	481,070	-18.7%
MISCELLANEOUS RETAIL	386,984	401,404	430,590	393,471	-8.6%
FOOD	341,488	339,542	406,046	381,670	-6.0%
EATING/DRINKING PLACES	292,351	333,495	357,197	356,430	-0.2%
BLDG MATERIALS/HARDWARE	381,198	337,914	303,514	237,065	-21.9%
PERSONAL SERVICES	170,353	194,359	213,031	196,797	-7.6%
FURNITURE/EQUIPMENT	244,003	245,760	224,845	178,035	-20.8%
APPAREL/ACCESSORIES	139,484	165,190	179,284	155,017	-13.5%
OTHER SERVICES	118,509	119,158	140,632	134,193	-4.6%
OTHER BUSINESS	92,384	82,550	93,289	88,692	-4.9%
Total B&O Tax Received	11,487,255	12,367,664	12,324,158	10,895,190	-11.6%

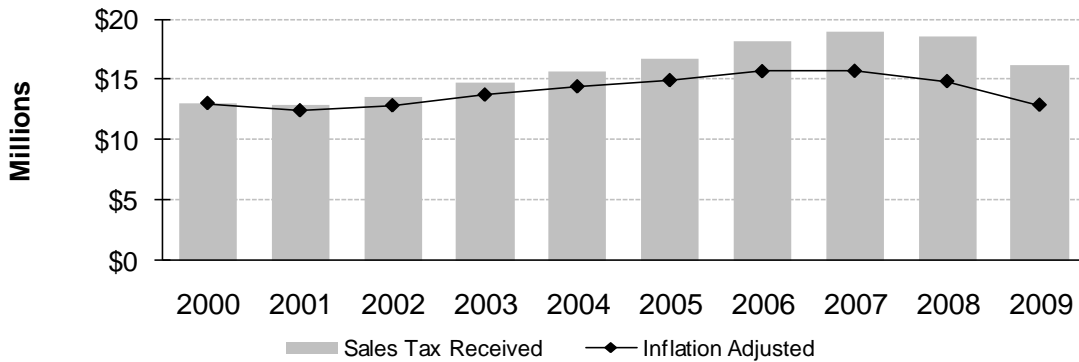
Ranked according to most recent year. *2009 figure includes disputed audit assessment

Business Activity – Retail Sales Tax Base

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 charged is on page 43.

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

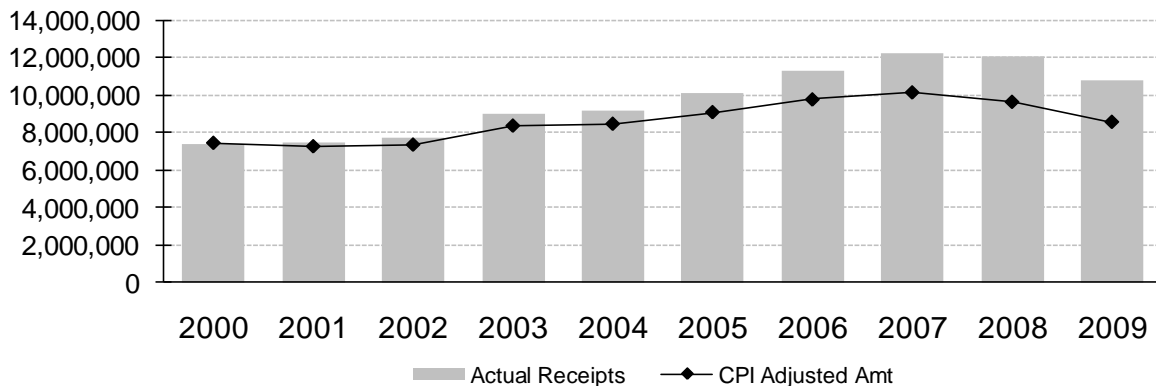
Sales Tax Received - City of Bellingham



Business Activity – Business and Occupation Tax Base

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

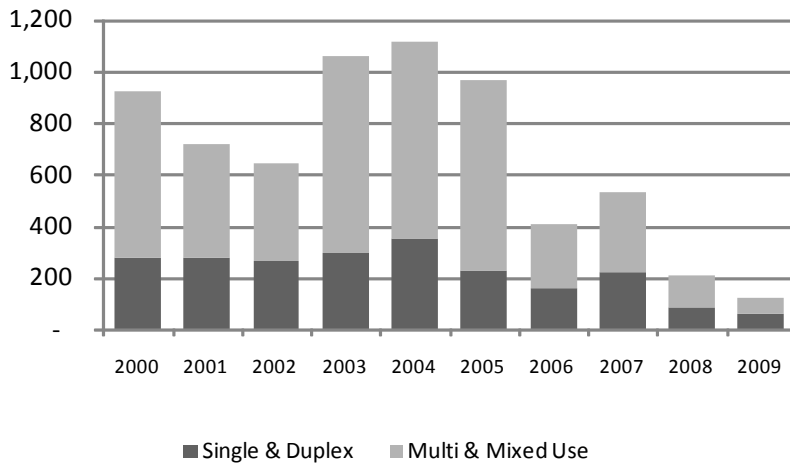
Bellingham B & O Tax



Construction Activity Trend– Building Permits

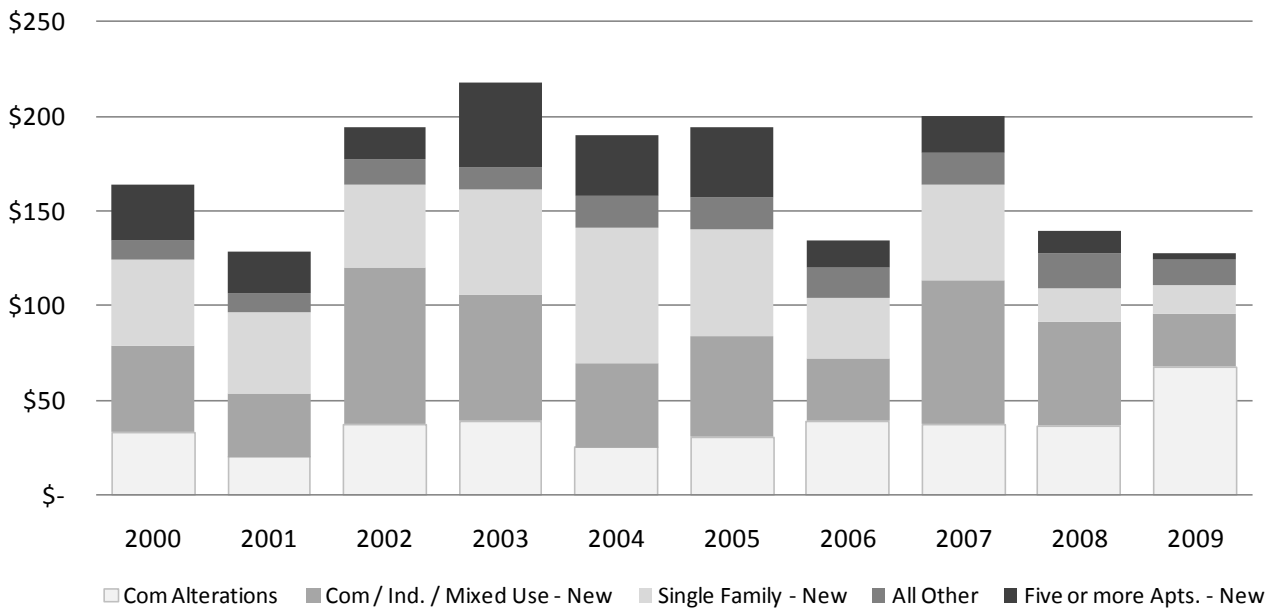
Construction activity is a key indicator tracked by the City of Bellingham. In addition to revenue specific to the Development Services Fund from permit fees and impact fees, construction activity within the City impacts revenues from sales tax, B&O tax, property tax, real estate excise tax, and other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

of Residential Units Added



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

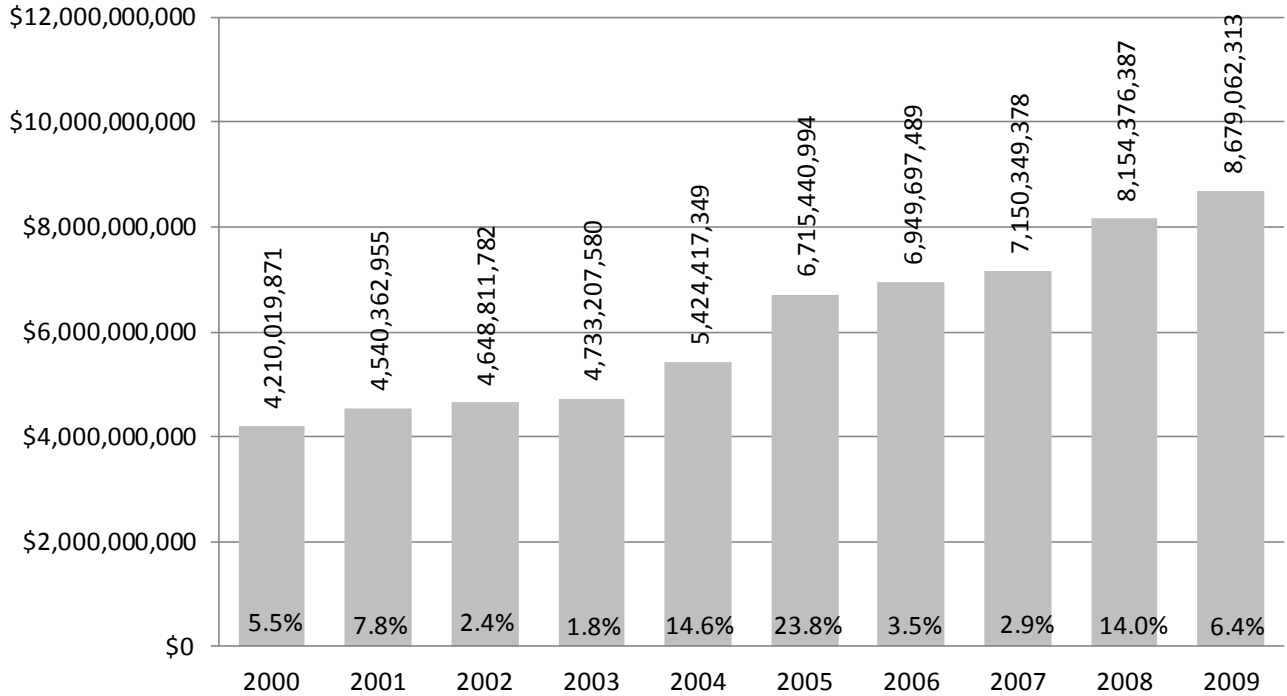
Construction Valuation from Permit System (millions)



Property Tax Base

Currently, the Whatcom County Assessor revalues property every four years. The Assessor's Office plans to transition to an Annual Real Property Revaluation program. Beginning in 2010 for property taxes due in 2011, one-sixth of the County will be inspected and all property will be statistically revalued annually. Annexations and new construction also increase total valuation.

Assessed Valuation - Real Property

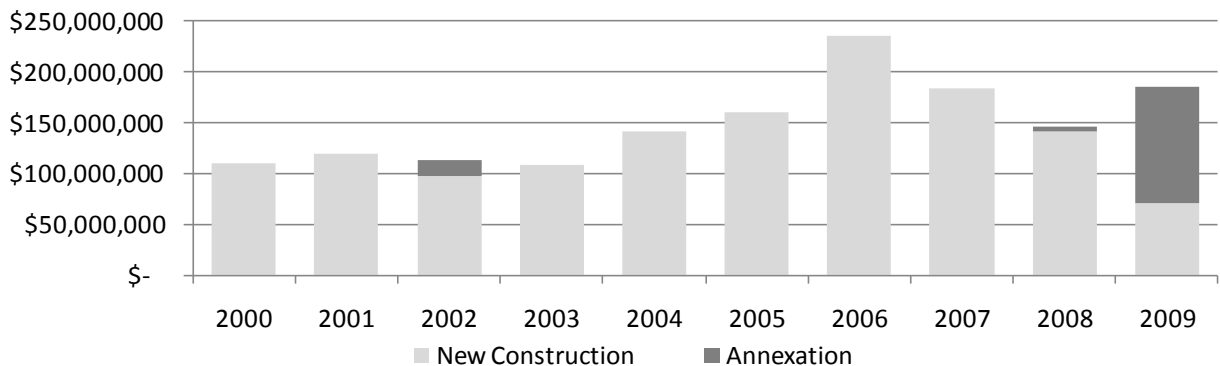


Percentage is Increase Over Prior Year. 2009 is Assessment for 2010.

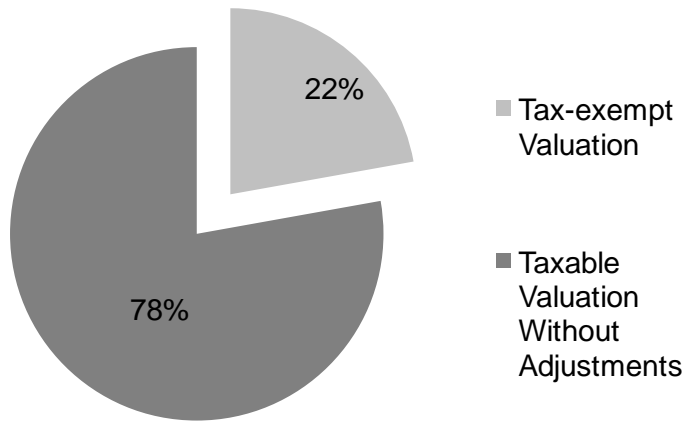
Valuation shown is 100% before adjustments.

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

Assessed Valuation of New Construction and Annexations



Property Tax Base (continued)



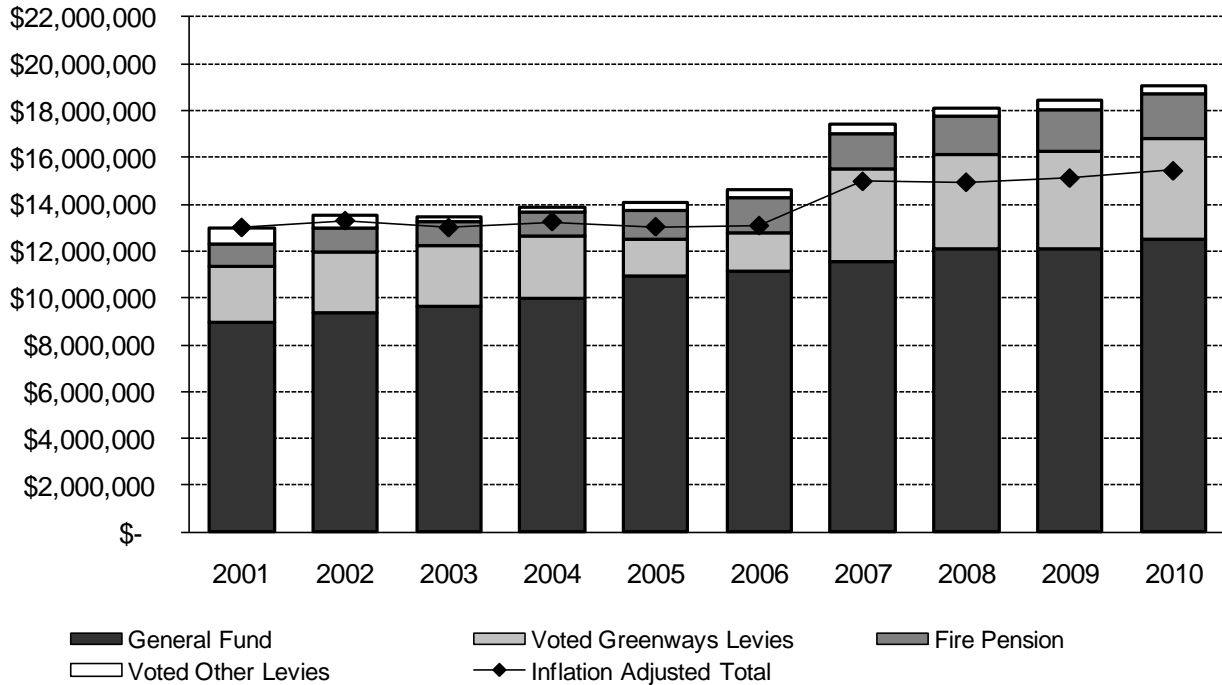
Government is statutorily exempt from property tax. Non-profit organizations apply for exemption through the Washington State Department of Revenue and must file annually to keep the exemption.

22% of the total unadjusted assessed valuation is exempt government, schools, non-profits, etc. This 22% does not include adjustments for low income senior or disabled persons. Also excluded are minor exemptions such as head of family or parcels under \$500 value.

Assessed Values of 24 Largest Valued Taxable Accounts in the City of Bellingham - 2010 Tax Year			
Puget Sound Energy/Elec	\$ 198,564,442	Metropolitan Life Ins Co (Lakeway Fred Meyer)	\$ 17,174,244
Bellis Fair Partners (Bellis Fair Mall)	\$ 44,442,519	M:KOV Development Inc.	\$ 16,377,131
Qwest Corporation	\$ 40,862,708	Bellingham Orchard Cold (BCS Orchard St)	\$ 16,059,921
Pk II Sunset Square LLC	\$ 36,600,480	MWSH Bellingham LLC, etal. (Spring Cr Retire)	\$ 15,863,027
Cascade Natural Gas Corp	\$ 33,695,738	Meridian Village LLC	\$ 14,652,280
Talbot Real Estate LLC (Rimland Dr.)	\$ 25,689,154	Carey NW LLC (Belleau Woods Apts)	\$ 14,608,298
* Sisters of St. Joseph of Peace	\$ 23,718,328	Sehome / Vander Pol LLC	\$ 14,380,214
Greenbriar Construction Corp	\$ 20,432,631	Lowe's HIW Inc.	\$ 13,702,011
4545 Cordata Parkway LLC	\$ 17,931,664	Britax Cabin Interiors Inc	\$ 13,655,122
Roundup Co (Bakerview Fred Meyer)	\$ 17,487,969	Wal-Mart Real Estate	\$ 13,436,134
KIR Bellingham LP	\$ 17,253,167	Haggen Talbot Co Ltd	\$ 13,315,970
Bellingham Cold Storage	\$ 17,252,870	Bellis Fair Partners	\$ 12,981,860
<i>* Not main hospital - hospital is exempt. Valuations provided by County Assessor's Office.</i>			

Property Tax Levy History

Property Tax Levy Total - 10 Year History



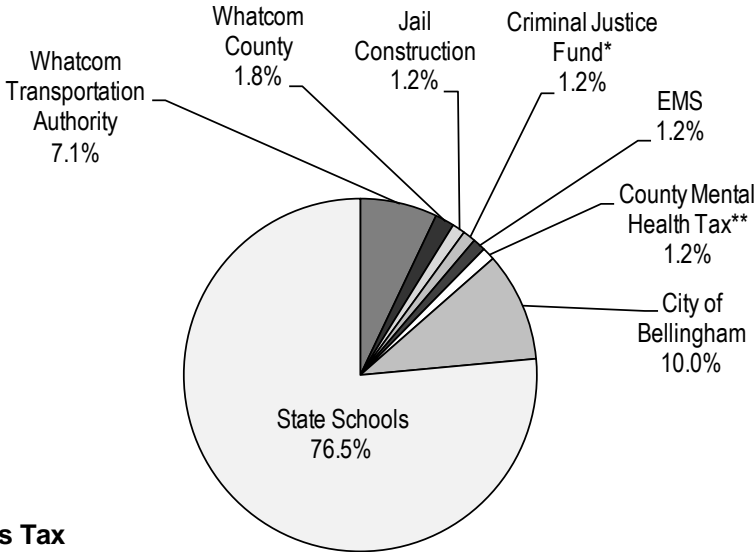
2010 Inflation estimate from Congressional Budget Office.

How Sales and Property 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. In 2009, City Council authorized increasing the General Fund’s portion of sales tax from 50% to 57.5%, with the remaining 42.5% placed in the Street Fund.



Distribution of Retail Sales Tax

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

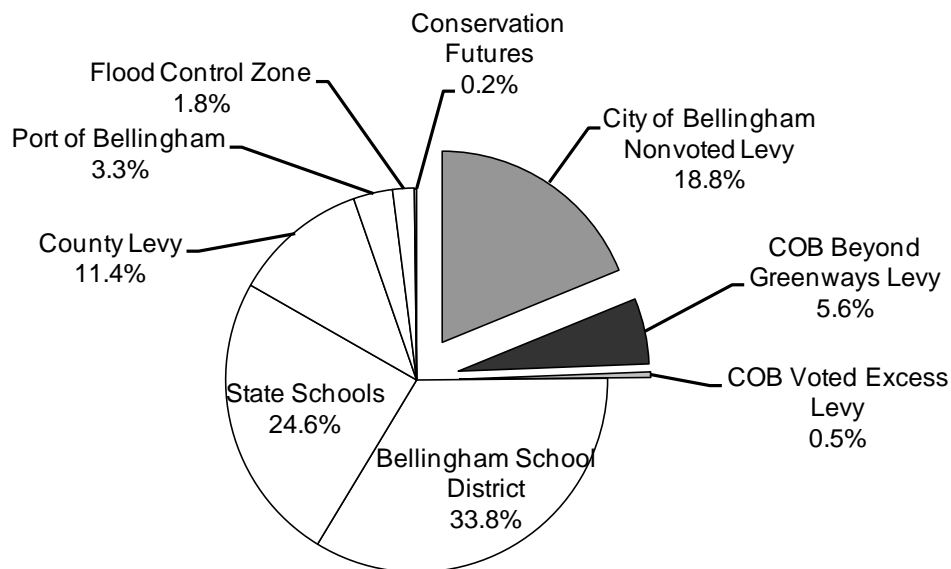
*Criminal Justice Fund money is divided between the City and County based on population.

**New 1/1/2009

Distribution of Property Tax Collected

Jurisdiction	2009 Levy Rate Per \$1,000 Valuation	2010 Levy Rate Per \$1,000 Valuation	2010 Percent of Levy	2010 Cost for \$300K HOME
City of Bellingham				
General Fund	\$1.49933	\$1.45788	16.31%	\$437.36
Fire Pension	0.22500	0.22500	2.52%	67.50
Nonvoted Levy	1.72433	1.68288	18.83%	504.86
Voted Greenways	0.51163	0.49651	5.56%	148.95
Total Regular Levy	2.23596	2.17939	24.39%	653.82
Voted Excess Levies	0.04516	0.04178	0.47%	12.53
Total City of Bellingham Levy	2.28112	2.22117	24.86%	666.35
State Schools	2.21902	2.19787	24.60%	659.36
County Levy	1.01676	1.02054	11.42%	306.16
Conservation Futures	0.03949	0.01714	0.19%	5.14
Flood Control Zone	0.16598	0.16299	1.82%	48.90
Port of Bellingham	0.30593	0.29601	3.31%	88.80
Bellingham School District (1)	2.98677	3.02022	33.80%	906.07
Total Levy	\$9.01507	\$8.93594	100.00%	\$2,680.78

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



BUDGET DEVELOPMENT POLICIES

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 these policies, the City of Bellingham's budget process is governed and its policies superseded by the Revised Code of Washington (RCW) 35.33.

General Budget Policies

1. Strategic Plan – The Legacies and Strategic Commitments adopted by Council in 2009 will replace the annual Council Goals and Objectives previously referenced in this policy and will be used as the framework to help guide spending prioritization within the City. See page 13 for more information about development of the new planning and performance measurement program.
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

Budget Overview

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 total appropriations (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’s 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 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.

Budget Overview

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 reserve requirements in several funds. (Reserve amounts compared to goals are shown on the Changes in Fund Balances Report in the Citywide Budget Reports Section, pages 64-69.)

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 City’s Comprehensive Plan, Legacies and Strategic Commitments, and other long-range 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 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.

EXPLANATION OF ACCOUNTING BASIS AND ACCOUNT STRUCTURE

Basis of Accounting

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements. The budget is not prepared using the same basis of accounting as the Comprehensive Annual Financial Report (CAFR), and therefore will not, in all cases, correspond directly to information reported in the annual report.

Accounting Basis

The CAFR reports the status of the City's finances in accordance with Generally Accepted Accounting Principles (GAAP). The accrual basis of accounting is used for all funds at the entity-wide reporting level. At the fund level, the accrual basis of accounting is used for all funds except the governmental fund types, which use the modified accrual basis of accounting.

Modified accrual basis differs from full accrual in the following ways:

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

Budgeting Basis

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

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

Account Numbers

The State of Washington prescribes the account code structure cities must use for their financial reports. Cities may use any accounting system during the course of the year, but must prepare their 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). This allows accountants to change the BARS account for reporting to the state without affecting the City's use of the UAC code.

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 Type Descriptions and Accountability

Governmental Funds are generally used to account for tax supported activities. There are five different types of governmental funds: the General Fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

Proprietary Funds focus on determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two types. Enterprise Funds report an activity for which a fee is charged to external users for goods or services. Internal Service Funds 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.

To comply with the BARS system, the City must use a three-digit number to identify funds. Funds are numbered and classified as follows:

001 General or Current Expense Fund - To account for all financial resources not required to be accounted for in other special purpose funds.

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

200 Debt Service Funds - To account for the accumulation of resources and 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

Budget Overview

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, 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.

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 most cases, a specific department has total responsibility for a fund. For the General Fund and a few other shared funds, more than one department or divisions draw on the resources of the 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.

Fund#	Fund Name and Description	Budgetary Responsibility
001	General Fund: The primary operating fund of the City. It accounts for all financial resources not required to be accounted for in special purpose funds 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, fuel tax, grants, and interfund payments for administrative and engineering services.	Public Works
112	Arterial Street Construction Fund: For upgrading arterial roadways. Fund will be closed and combined with Street-111, by the end of 2009.	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 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

Fund#	Fund Name and Description	Budgetary Responsibility
124	Technology Replacement and Reserve Fund: A designated reserve approved by City Council for technology expense needs according to a four-year forecast.	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.	Shared citywide. 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
133	Olympic – Restoration Fund: To account for funds 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.	Shared Citywide. Reserve 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.	Shared Citywide. Reserve 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

Budget Overview

Fund#	Fund Name and Description	Budgetary Responsibility
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
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
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

Fund#	Fund Name and Description	Budgetary Responsibility
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
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, but prior year actual amounts are shown.	Finance
341	Civic Field Improvements Fund: Created to account for the multi-year project to remodel and improve the Civic Field Complex. Project is complete and fund will be closed at the end of 2009.	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: 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

Budget Overview

Fund#	Fund Name and Description	Budgetary Responsibility
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
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

Fund#	Fund Name and Description	Budgetary Responsibility
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
562	Workers' Compensation Fund: Covers the cost of claims resulting from job-related injuries or 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: 10% of the Beyond Greenways and 9% of the Greenways III levy revenue is dedicated for the endowment fund. Interest earnings are accumulated in this fund for maintenance of properties acquired and developed with Greenways levy funds.	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

Budget Overview

Fund#	Fund Name and Description	Budgetary Responsibility
965	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.	PFD Board of Directors, PFD Manager
970	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.	PDA Board of Directors

CITYWIDE BUDGET REPORTS

Budget Balancing and Reserves

Beginning Reserve Balance + Revenues = Expenditures + Ending Reserve Balance.

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

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

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

Citywide Budget Overview Reports

This first group of reports provides an overview of the City budget and is followed by a set of reports with more detailed information.

Summary of Estimated Revenues, Expenditures and Reserves Reports

Provide a Citywide summary of the budget. Data is presented for the General Fund and summarized by type of fund for other funds for the budget year. The total of all funds for the budget year is compared to the total for the current year adopted budget.

- The first version (pages 60-61) shows Citywide Estimated Beginning Reserve Balance, Revenues and Expenditures by Type, and Estimated Ending Reserve Balance.
- The second version (pages 62-63) shows Citywide Estimated Beginning Reserve Balance, Revenues and Expenditures by Department, and Citywide Estimated Ending Reserve Balance. Non-Departmental Revenues on this report include revenues that are shared between departments. Distribution of those revenues to departments is shown in the column labeled "Used From Reserves" on the right side of the Revenue Summary by Fund, Department and Type report beginning on page 112.

Changes in Reserve Balances Report

Shows the change in each funds' estimated reserve balance from the beginning to the end of the budget year and the reserve goal. (Pages 66-69.) Explanations (pages 64-65) precede the report and are provided for those funds that have budgeted reserve balance changes of more than 10% and \$250,000

Summary of Estimated Revenues, Expenditures and Reserves

	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT FUNDS	CAPITAL FUNDS	ENTERPRISE FUNDS
ESTIMATED BEGINNING RESERVE BALANCE 1/1/2010	\$ 12,540,767	\$ 10,308,542	\$ 385,931	\$ -	\$ 27,176,126
REVENUES					
Taxes	48,907,009	13,712,410	350,000	-	1,280,000
Licenses & Permits	894,595	42,000	-	-	1,145,000
Intergovernmental	2,474,326	7,563,368	605,036	-	3,570,089
Charges For Goods & Services	6,754,370	9,964,374	-	-	41,600,726
Fines & Forfeitures	1,157,550	-	-	-	962,715
Interest & Miscellaneous	968,327	1,016,463	280,474	-	3,068,768
Non-Revenues	-	-	-	-	-
Other Financing Sources	1,072,704	548,100	1,757,095	-	1,467,851
TOTAL REVENUES	62,228,881	32,846,715	2,992,605	-	53,095,149
TOTAL AVAILABLE RESOURCES	74,769,648	43,155,257	3,378,536	-	80,271,275
EXPENDITURES					
Salaries & Benefits	43,451,267	11,053,573	-	-	15,098,426
Supplies	2,325,034	954,487	-	-	2,876,916
Services	6,224,950	6,467,151	-	-	7,882,148
Intergovernmental Services	5,508,281	1,264,687	-	-	6,786,594
Capital	-	11,639,476	-	-	9,295,000
Principal & Interest	250,000	-	2,980,695	-	5,612,140
Interfund Charges	6,289,195	4,018,463	-	-	11,765,910
TOTAL EXPENDITURES	64,048,727	35,397,837	2,980,695	-	59,317,134
ESTIMATED ENDING RESERVE BALANCE 12/31/2010	10,720,921	7,757,420	397,841	-	20,954,141
TOTAL EXPEND. & RESERVE BALANCE	\$ 74,769,648	\$ 43,155,257	\$ 3,378,536	\$ -	\$ 80,271,275

2010 Budget

INTERNAL SERVICE FUNDS	PENSION TRUST FUNDS	PERMANENT FUNDS	DISCRETE COMPONENT UNITS	TOTAL 2010 BUDGET	ADOPTED 2009 BUDGET	Change from 2009 Adopted	
						AMOUNT	PCT
\$ 14,143,942	\$ 9,479,362	\$ 4,745,996	\$ 639,433	\$ 79,420,099	\$ 87,272,784	\$ (7,852,685)	-9.0%
-	1,818,000	363,600	1,000,000	67,431,019	71,903,259	(4,472,240)	-6.2%
-	-	-	-	2,081,595	2,657,490	(575,895)	-21.7%
4,219	105,000	-	621,734	14,943,772	23,070,837	(8,127,065)	-35.2%
4,311,664	-	-	-	62,631,134	60,566,783	2,064,351	3.4%
-	-	-	-	2,120,265	2,168,678	(48,413)	-2.2%
16,788,535	1,331,220	246,633	187,206	23,887,626	27,187,788	(3,300,162)	-12.1%
-	257,000	-	-	257,000	369,564	(112,564)	-30.5%
150,000	-	-	-	4,995,750	8,270,905	(3,275,155)	-39.6%
21,254,418	3,511,220	610,233	1,808,940	178,348,161	196,195,304	(17,847,143)	-9.1%
35,398,360	12,990,582	5,356,229	2,448,373	257,768,260	283,468,088	(25,699,828)	-9.1%
3,725,023	2,630,000	-	51,863	76,010,152	79,494,579	(3,484,427)	-4.4%
1,458,985	105,200	-	13,744	7,734,366	8,408,993	(674,627)	-8.0%
13,516,234	438,150	-	342,137	34,870,770	43,083,218	(8,212,448)	-19.1%
94,700	-	131,418	35,000	13,820,680	15,442,695	(1,622,015)	-10.5%
668,000	-	-	-	21,602,476	37,061,915	(15,459,439)	-41.7%
-	-	-	1,112,740	9,955,575	9,058,314	897,261	9.9%
1,899,287	1,072	-	-	23,973,927	23,552,869	421,058	1.8%
21,362,229	3,174,422	131,418	1,555,484	187,967,946	216,102,583	(28,134,637)	-13.0%
14,036,131	9,816,160	5,224,811	892,889	69,800,314	67,365,505	2,434,809	3.6%
\$ 35,398,360	\$ 12,990,582	\$ 5,356,229	\$ 2,448,373	\$ 257,768,260	\$ 283,468,088	\$ (25,699,828)	-9.1%

Summary of Estimated Revenues, Expenditures and Reserves

See page 59 for explanation of "Non-Departmental."

	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT FUNDS	CAPITAL FUNDS	ENTERPRISE FUNDS
ESTIMATED BEGINNING RESERVE BALANCE 1/1/2010	\$ 12,540,767	\$ 10,308,542	\$ 385,931	\$ -	\$ 27,176,126
REVENUES					
Fire	235,874	-	-	-	7,880,343
Police	1,715,623	4,512,569	-	-	-
Judicial & Support Serv	1,978,476	-	-	-	-
Parks & Recreation	2,094,303	5,110,732	-	-	737,086
Library	354,981	15,000	-	-	-
Museum	43,842	-	-	-	-
Planning & Com Devel	799,809	2,766,870	-	-	1,914,591
Hearing Examiner	30,000	-	-	-	-
Human Resources	631,587	-	-	-	-
Finance	1,544,650	-	2,992,605	-	-
ITSD	754,861	138,530	-	-	-
Legal	309,111	-	-	-	-
Office Of The Mayor	470,740	-	-	-	-
City Council	239,042	-	-	-	-
Non-Departmental	51,025,982	2,512,917	-	-	-
Public Works	-	17,790,097	-	-	42,563,129
Public Facilities Dist	-	-	-	-	-
Public Development Auth	-	-	-	-	-
TOTAL REVENUES	62,228,881	32,846,715	2,992,605	-	53,095,149
TOTAL AVAILABLE RESOURCES	74,769,648	43,155,257	3,378,536	-	80,271,275
EXPENDITURES					
Fire	13,514,398	1,135,519	-	-	7,874,697
Police	19,514,186	3,703,464	-	-	-
Judicial & Support Serv	3,017,156	-	-	-	-
Parks & Recreation	7,328,867	5,982,562	-	-	697,816
Library	3,498,274	15,000	-	-	-
Museum	1,474,867	-	-	-	-
Planning & Com Devel	3,425,805	2,661,870	-	-	1,881,662
Hearing Examiner	186,670	-	-	-	-
Human Resources	1,254,996	-	-	-	-
Finance	1,812,578	-	2,980,695	-	-
ITSD	2,589,129	457,206	-	-	-
Legal	1,475,139	-	-	-	-
Office Of The Mayor	998,018	-	-	-	-
City Council	438,426	-	-	-	-
Non-Departmental	3,520,218	673,827	-	-	-
Public Works	-	20,768,389	-	-	48,862,959
Public Facilities Dist	-	-	-	-	-
Public Development Auth	-	-	-	-	-
TOTAL EXPENDITURES	64,048,727	35,397,837	2,980,695	-	59,317,134
ESTIMATED ENDING RESERVE BALANCE 12/31/2010	10,720,921	7,757,420	397,841	-	20,954,141
TOTAL EXPEND. & RESERVE BALANCE	\$ 74,769,648	\$ 43,155,257	\$ 3,378,536	\$ -	\$ 80,271,275

2010 Budget

INTERNAL SERVICE FUNDS	PENSION TRUST FUNDS	PERMANENT FUNDS	DISCRETE COMPONENT UNITS	TOTAL 2010 BUDGET	ADOPTED 2009 BUDGET	Change from 2009 Adopted AMOUNT	PCT
\$ 14,143,942	\$ 9,479,362	\$ 4,745,996	\$ 639,433	\$ 79,420,099	\$ 87,272,784	\$ (7,852,685)	-9.0%
-	-	-	-	8,116,217	8,074,144	42,073	0.5%
-	-	-	-	6,228,192	6,055,589	172,603	2.9%
-	-	-	-	1,978,476	1,935,810	42,666	2.2%
-	-	451,136	-	8,393,257	10,072,413	(1,679,156)	-16.7%
-	-	-	-	369,981	3,364,564	(2,994,583)	-89.0%
-	-	-	-	43,842	62,430	(18,588)	-29.8%
-	-	-	-	5,481,270	5,425,471	55,799	1.0%
-	-	-	-	30,000	74,144	(44,144)	-59.5%
11,703,978	3,511,220	-	-	15,846,785	15,669,071	177,714	1.1%
-	-	-	-	4,537,255	4,739,584	(202,329)	-4.3%
227,798	-	-	-	1,121,189	1,299,354	(178,165)	-13.7%
1,103,429	-	-	-	1,412,540	1,543,552	(131,012)	-8.5%
-	-	-	-	470,740	592,707	(121,967)	-20.6%
-	-	-	-	239,042	179,689	59,353	33.0%
-	-	-	-	53,538,899	57,623,371	(4,084,472)	-7.1%
8,219,213	-	159,097	-	68,731,536	77,748,193	(9,016,657)	-11.6%
-	-	-	1,403,917	1,403,917	1,235,218	168,699	13.7%
-	-	-	405,023	405,023	500,000	(94,977)	-19.0%
21,254,418	3,511,220	610,233	1,808,940	178,348,161	196,195,304	(17,847,143)	-9.1%
35,398,360	12,990,582	5,356,229	2,448,373	257,768,260	283,468,088	(25,699,828)	-9.1%
-	-	-	-	22,524,614	23,602,253	(1,077,639)	-4.6%
-	-	-	-	23,217,650	23,860,579	(642,929)	-2.7%
-	-	-	-	3,017,156	3,160,832	(143,676)	-4.5%
-	-	131,418	-	14,140,663	16,646,504	(2,505,841)	-15.1%
-	-	-	-	3,513,274	7,061,169	(3,547,895)	-50.2%
-	-	-	-	1,474,867	1,759,637	(284,770)	-16.2%
-	-	-	-	7,969,337	8,644,431	(675,094)	-7.8%
-	-	-	-	186,670	197,433	(10,763)	-5.5%
12,609,769	3,174,422	-	-	17,039,187	16,480,447	558,740	3.4%
-	-	-	-	4,793,273	5,316,595	(523,322)	-9.8%
404,779	-	-	-	3,451,114	3,918,136	(467,022)	-11.9%
1,072,017	-	-	-	2,547,156	2,630,946	(83,790)	-3.2%
-	-	-	-	998,018	2,147,152	(1,149,134)	-53.5%
-	-	-	-	438,426	461,742	(23,316)	-5.0%
-	-	-	-	4,194,045	4,485,451	(291,406)	-6.5%
7,275,664	-	-	-	76,907,012	93,852,667	(16,945,655)	-18.1%
-	-	-	1,156,029	1,156,029	1,376,609	(220,580)	-16.0%
-	-	-	399,455	399,455	500,000	(100,545)	-20.1%
21,362,229	3,174,422	131,418	1,555,484	187,967,946	216,102,583	(28,134,637)	-13.0%
14,036,131	9,816,160	5,224,811	892,889	69,800,314	67,365,505	2,434,809	3.6%
\$ 35,398,360	\$ 12,990,582	\$ 5,356,229	\$ 2,448,373	\$ 257,768,260	\$ 283,468,088	\$ (25,699,828)	-9.1%

Changes in Estimated Reserve Balances

Reserve Goals

The City's Reserve Policy is included in the Budget Overview section earlier in this document.

Reserves Goals are established in order to provide continuity of service during slower economic periods and to ensure appropriate funding to cover cash flow concerns. The City Council has established a reserve goal of 12% of operating expenditures in the General Fund and 5% in the Street Fund. The standard goal of 5% of operating expenditures is used for most other funds where an operating reserve is prudent. Interlocal agreements, regulations, or internal policies may set a different goal for specific funds. Risk management and employee benefit funds have reserve goals based on premium estimates and insurance stop-loss minimums.

Some funds do not require a reserve goal as the entire fund is restricted for a specific purpose; not all funds will have a goal displayed.

Additional reserves above the 5% operating goal may be required to meet bond, endowment, prepaid trust, or other requirements; or because funds are being set aside internally for a specific purpose. In this case, reserves may be much higher than the operating reserve goal for the fund. For example, Cemetery Fund Reserves contain more than 5% operating reserve to cover prearranged services. The Capital Maintenance and Real Estate Excise Tax Funds maintain minimum reserves of \$100,000 each and the Technology Replacement and Reserve Fund maintains a minimum reserve of \$300,000 for emergency projects, but these funds may contain additional reserves for future planned projects.

Explanations of Changes in Estimated Reserve Balances

The Changes in Estimated Reserve Balances Report follows these explanations. Explanations are provided for changes of more than 10% and \$250,000 in estimated reserve balances for individual funds.

001 General Fund – Included in the Beginning and Ending Reserve total is restricted cash totaling \$2.3M for environmental cleanup and jail expenditures. Due to the recession reduction in revenues is greater than the reduction in expenditures and requires using \$1,819,846 of reserves in 2010.

111 Street Fund – The decrease in Sales Tax revenue of \$2,400,000 in this fund combined with a decrease in grant revenue is more than the reduction in expenditures and requires using \$397,753 of reserves.

124 Technology Replacement Reserve Fund – Transfers into this fund are being reduced and the corresponding projects are being reduced or delayed. High priority projects and hardware purchases are being paid for from reserves, reducing them by \$318,076.

141 First Quarter Real Estate Excise Tax Fund – Revenues are down 50% since 2007 and capital projects have been scaled back. In 2010, the largest expenditures are for waterfront infrastructure and one multi-modal street improvement project reducing reserves by \$692,586.

2010 Budget

160 Public Safety Dispatch Fund – Reserves of \$335,579 are being used to replace a portion of 9-1-1 consoles and communication equipment in the WhatComm Dispatch facility.

177 Parks Impact Fee Fund – A decrease in Parks Impact Fees associated with new construction will provide a lower level of funding for park capital projects. Reserves will decrease by \$319,562 for park expansion and new construction.

410 Water Fund – Reduced new construction lowers system development charge revenue used for capital projects. Principal and interest payments on bonds issued for watershed land acquisition and capital improvements increased by \$908,000. Overall expenditures are reduced, but a \$1,026,020 reduction in reserves is also needed.

420 Wastewater Fund – Reduced new construction lowers system development charge revenue used for capital projects. \$2.1 million will be spent on repair and replacement of lines and \$4M on the expansion of the waste water treatment plant to remain compliant with Department of Ecology. \$4,450,082 of reserves will be used on these projects.

430 Storm/Surface Water Utility Fund – Reduced new construction lowers system development charge revenue used for capital projects. Capital projects for creek day-lighting, storm main replacement, and fish passage improvements totaling \$850,000 will utilize \$462,799 of reserves.

510 Fleet Administration Fund – Fleet replacement income is increasing as the fund transitions to a 100% replacement fund. Several large equipment purchases in 2009 (fire trucks & heavy equipment) will increase annual fund income as replacement costs are received over the useful life of the assets. Reserves will increase by \$1,231,016.

530 Facilities Administration Fund – There is a decrease in anticipated lease revenue from the Federal Building due to several tenants moving out during the remodel. Reserves will decrease by \$285,540.

561 Unemployment Compensation Fund – The City of Bellingham is self-insured for unemployment insurance. It is anticipated that layoffs will increase unemployment compensation in 2010 reducing reserves by \$441,251.

565 Health Benefits Fund – \$377,169 of reserves is being used to help cover the increase in the cost of medical insurance for City staff.

612 Firefighter Pension and Benefit Fund – Pension and Benefit reserves will increase by \$495,459. These payments will be used by the City to actuarially fund its LEOFF-1 pension and long-term care liability.

Changes in Estimated Reserve Balances (continued)

Fund	Beginning Reserve	+ Revenues	= Funds Available	- Expenditures
1 General	12,540,767	62,228,881	74,769,648	64,048,727
111 Street	1,387,306	17,340,636	18,727,942	17,738,389
113 Paths & Trails Reserve	53,318	8,775	62,093	-
123 Parksite Acquisition	37,810	5,312	43,122	9,000
124 Technology Replacement & Reserve	1,088,042	138,530	1,226,572	457,206
125 Capital Maint	281,003	489,642	770,645	635,000
126 Library Gift	27,904	15,000	42,904	15,000
131 Olympic Pipeline Incident	30,018	15,189	45,207	-
132 Squalicum Park/Olympic	12,905	-	12,905	-
133 Olympic - Restoration	40,554	497	41,051	-
134 Olympic-Whatcom Falls Park Addl	255,590	3,389	258,979	-
135 Little Squalicum-Oeser Settlement	54,810	6,187	60,997	7,000
141 1st 1/4% Real Estate Excise Tax	1,414,278	1,014,414	2,428,692	1,707,000
142 2nd 1/4% Real Estate Excise Tax	540,885	1,433,861	1,974,746	1,663,827
151 Police Federal Equitable Share	339,190	16,030	355,220	51,960
152 Asset Forfeiture/Drug Enforce.	95,314	56,111	151,425	98,289
153 Criminal Justice	539,405	267,273	806,678	180,000
160 Public Safety Dispatch	1,426,372	4,173,155	5,599,527	4,508,734
172 Beyond Greenways	590,077	22,086	612,163	83,000
173 Greenways III	1,139,730	4,519,369	5,659,099	4,711,562
177 Parks Impact	680,637	550,348	1,230,985	870,000
178 Sportsplex	31,131	4,041	35,172	-
180 Tourism	119,440	882,837	1,002,277	777,837
190 Community Develop Block Grant	122,823	1,139,630	1,262,453	1,139,630
191 HOME Investment Partnership Grant	-	744,403	744,403	744,403
214 2001 Fire UTGO Bond	84,986	352,310	437,296	348,925
222 1999 LTGO Bond Redemption	-	549,575	549,575	549,575
223 Refunding GO Bonds 1996	-	347,528	347,528	347,528
224 Sportsplex Acquisition Debt	22,587	269,781	292,368	269,639
225 2004 PFD/Civic Field LTGO	-	1,278,863	1,278,863	1,278,863
231 Drake Note	-	17,964	17,964	17,964
235 PW Trust Loan-Str Overlay	-	168,201	168,201	168,201
245 LID Guaranty	278,358	8,383	286,741	-
410 Water	6,415,325	16,485,724	22,901,049	17,511,744
420 Wastewater	9,566,871	16,854,203	26,421,074	21,304,285
430 Storm/Surface Water Utility	834,364	4,936,851	5,771,215	5,399,650
440 Solid Waste	7,504,847	1,677,856	9,182,703	2,104,585
456 Cemetery	260,180	544,830	805,010	542,578
460 Golf Course	85,806	192,256	278,062	155,238
465 Parking Services	1,259,435	2,608,495	3,867,930	2,542,695
470 Medic One	622,095	7,880,343	8,502,438	7,874,697
475 Development Services	627,203	1,914,591	2,541,794	1,881,662
510 Fleet Administration	4,836,562	4,011,374	8,847,936	2,780,358
520 Purchasing/Materials Mngmt	642,713	2,129,516	2,772,229	2,131,443
530 Facilities Administration	603,988	2,078,323	2,682,311	2,363,863
540 Telecommunications	489,977	227,798	717,775	404,779

2010 Budget

=	Ending Reserve	Dollar Change	Percent Change	Reserve Goal \$\$	Reserve Goal	Goal Met
	10,720,921	(1,819,846)	-14.5%	7,655,847	12% operating	yes
	989,553	(397,753)	-28.7%	725,019	5% operating	yes
	62,093	8,775	16.5%			
	34,122	(3,688)	-9.8%			
	769,366	(318,676)	-29.3%	300,000	fixed minimum	yes
	135,645	(145,358)	-51.7%	100,000	fixed minimum	yes
	27,904	-	0.0%			
	45,207	15,189	50.6%			
	12,905	-	0.0%			
	41,051	497	1.2%			
	258,979	3,389	1.3%			
	53,997	(813)	-1.5%			
	721,692	(692,586)	-49.0%	100,000	fixed minimum	yes
	310,919	(229,966)	-42.5%	100,000	fixed minimum	yes
	303,260	(35,930)	-10.6%			
	53,136	(42,178)	-44.3%			
	626,678	87,273	16.2%			
	1,090,793	(335,579)	-23.5%	604,030	15% operating	yes
	529,163	(60,914)	-10.3%			
	947,537	(192,193)	-16.9%			
	360,985	(319,652)	-47.0%			
	35,172	4,041	13.0%			
	224,440	105,000	87.9%			
	122,823	-	0.0%			
	-	-	--			
	88,371	3,385	4.0%			
	-	-	--			
	-	-	--			
	22,729	142	0.6%			
	-	-	--			
	-	-	--			
	-	-	--			
	286,741	8,383	3.0%			
	5,389,305	(1,026,020)	-16.0%	3,990,833	5% operating, debt	yes
	5,116,789	(4,450,082)	-46.5%	2,571,984	5% operating, debt	yes
	371,565	(462,799)	-55.5%	227,483	5% operating	yes
	7,078,118	(426,729)	-5.7%	5,070,439	5% operating, debt	yes
	262,432	2,252	0.9%	260,000	5% operating, trust	yes
	122,824	37,018	43.1%			
	1,325,235	65,800	5.2%	120,434	5% operating	yes
	627,741	5,646	0.9%	620,376	8% operating	yes
	660,132	32,929	5.3%	940,831	50% operating	no
	6,067,578	1,231,016	25.5%	5,605,618	5% operating, replacement	yes
	640,786	(1,927)	-0.3%	106,572	5% operating	yes
	318,448	(285,540)	-47.3%	118,193	5% operating	yes
	312,996	(176,981)	-36.1%			

Changes in Estimated Reserve Balances (continued)

Fund	Beginning Reserve	+ Revenues	= Funds Available	- Expenditures
550 Claims Litigation	4,234,519	1,103,429	5,337,948	1,072,017
561 Unemployment Compensation	671,683	180,620	852,303	621,871
562 Workers Comp Self-Insurance	709,755	670,534	1,380,289	757,905
565 Health Benefits	1,954,745	10,852,824	12,807,569	11,229,993
612 Firefighter Pension and Benefit	4,241,530	2,528,845	6,770,375	2,033,386
613 Police Pension and Benefit	5,237,832	982,375	6,220,207	1,141,036
701 Greenways Maint Endowment	3,392,065	451,136	3,843,201	131,418
702 Nat Res Protect & Restoration	1,353,931	159,097	1,513,028	-
965 Public Facilities District	631,637	1,403,917	2,035,554	1,156,029
970 Public Development Authority	7,796	405,023	412,819	399,455
Total	79,420,099	178,348,161	257,768,260	187,967,946

2010 Budget

=	Ending Reserve	Dollar Change	Percent Change	Reserve Goal \$\$	Reserve Goal	Goal Met
	4,265,931	31,412	0.7%	5,000,000	fixed minimum	no
	230,432	(441,251)	-65.7%	90,000	75% estimated claims	yes
	622,384	(87,371)	-12.3%	600,000	fixed minimum	yes
	1,577,576	(377,169)	-19.3%	471,250	5% of medical premiums	yes
	4,736,989	495,459	11.7%			
	5,079,171	(158,661)	-3.0%			
	3,711,783	319,718	9.4%			
	1,513,028	159,097	11.8%			
	879,525	247,888	39.2%	650,000	debt	yes
	13,364	5,568	71.4%			
	69,800,314	(7,873,449)	-9.9%			

Citywide Budget Detail Reports

The next group of reports provides a more detailed level of information in various aggregations by individual fund, department, and type of revenue and expenditure.

Revenues and Sources – Expenditures and Uses – All Funds Report

Provides a classified summary of revenues, sources, expenditures and uses along with ending reserves for each fund and for the City as a whole. Information is presented for the 2010 budget, 2009 adopted and revised budgets, and 2008 actual amounts.

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

- The reconciling ordinance which amends the Beginning Reserves accounts to match actual beginning reserves calculated from the accounting system after the fiscal year is closed.
- The reappropriation ordinance, which carries forward the funds necessary to pay for goods, services, and projects that have purchase order commitments at year end because the products and/or invoices have not been received.
- Year-to-date Budget ordinances and transfer orders amending the current year budget, approved by Council and entered into the financial system at the time the data was extracted for this document.

Differences between the 2008 ending balance and the 2009 revised budget beginning balance are due to rounding and adjusting entries in the accounting system that are not included in the budget. Differences between the City's Financial Report and the Budget, and the process for amending the budget are both described in more detail in the earlier Budget Overview section.

Revenue Summary by Fund, Department and Revenue Type Report and Charts

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

Expenditure Summary by Fund, Department and Expenditure Type Report and Charts

Shows budget year expenditures by fund and department. Subtotals expenditures by object type, totals expenditures excluding reserves, and provides a grand total with reserves.

Expenditures by SubObject – All Funds Report

Provides a detailed report of citywide expenditures by type for all funds in total, excluding reserves.

Revenues and Sources, Expenditures and Uses – All Funds

	2008 Actual	2009 Adopted Budget	2009 Revised Budget	2010 Budget	Change from 2009 Adopted Budget	
					Amount	Percent
General Fund (001)						
Beginning Reserves	25,481,318	12,689,183	17,326,870	12,540,767	(148,416)	-1.2%
Revenues:						
Taxes	49,438,220	51,550,631	50,266,752	48,907,009	(2,643,622)	-5.1%
Licenses and Permits	919,075	886,008	886,008	894,595	8,587	1.0%
Intergovernmental Revenues	2,555,360	1,692,846	2,731,087	2,474,326	781,480	46.2%
Goods and Services Charges	6,118,782	6,362,580	6,360,680	6,754,370	391,790	6.2%
Fines	1,136,308	1,213,235	1,215,135	1,157,550	(55,685)	-4.6%
Miscellaneous	1,578,598	1,340,632	1,340,632	968,327	(372,305)	-27.8%
Non Revenues	2,250,000	0	0	0	0	--
Other Financing Sources	1,764,879	4,196,290	1,208,730	1,072,704	(3,123,586)	-74.4%
Subtotal of Revenues	65,761,222	67,242,222	64,009,024	62,228,881	(5,013,341)	-7.5%
Fund Total Sources	91,242,540	79,931,405	81,335,894	74,769,648	(5,161,757)	-6.5%
Expenditures:						
Salaries and Benefits	42,285,045	46,469,639	46,043,981	43,451,267	(3,018,372)	-6.5%
Supplies	3,592,147	3,107,413	3,092,190	2,325,034	(782,379)	-25.2%
Services	7,116,494	7,193,193	7,961,218	6,224,950	(968,243)	-13.5%
Intergovernmental Expenditures	6,005,688	6,266,404	6,381,404	5,508,281	(758,123)	-12.1%
Capital	5,994,409	2,998,000	493,428	0	(2,998,000)	-100.0%
Principal and Interest	72,422	303,478	243,478	250,000	(53,478)	-17.6%
Interfund	8,374,246	5,855,186	5,850,230	6,289,195	434,009	7.4%
Subtotal of Expenditures	73,440,451	72,193,313	70,065,929	64,048,727	(8,144,586)	-11.3%
Ending Reserves	17,802,089	7,738,092	11,269,966	10,720,921	2,982,829	38.5%
Fund Total Uses	91,242,540	79,931,405	81,335,895	74,769,648	(5,161,757)	-6.5%
Street Fund (111)						
Beginning Reserves	10,546,272	2,086,883	10,151,432	1,387,306	(699,577)	-33.5%
Revenues:						
Taxes	9,282,295	8,114,799	7,712,762	7,000,000	(1,114,799)	-13.7%
Licenses and Permits	43,915	53,000	53,000	42,000	(11,000)	-20.8%
Intergovernmental Revenues	3,876,635	8,869,797	25,157,758	2,479,694	(6,390,103)	-72.0%
Goods and Services Charges	6,948,245	7,127,954	7,249,954	7,496,397	368,443	5.2%
Miscellaneous	584,651	550,510	550,510	322,545	(227,965)	-41.4%
Other Financing Sources	45,900	0	0	0	0	--
Subtotal of Revenues	20,781,641	24,716,060	40,723,984	17,340,636	(7,375,424)	-29.8%
Fund Total Sources	31,327,913	26,802,943	50,875,416	18,727,942	(8,075,001)	-30.1%
Expenditures:						
Salaries and Benefits	7,094,419	7,811,263	7,631,619	7,119,401	(691,862)	-8.9%
Supplies	793,231	888,478	951,094	764,502	(123,976)	-14.0%
Services	3,404,053	8,584,371	13,824,484	2,918,041	(5,666,330)	-66.0%
Intergovernmental Expenditures	478,347	631,490	653,783	341,300	(290,190)	-46.0%
Capital	5,959,937	4,500,000	23,278,864	3,238,000	(1,262,000)	-28.0%
Interfund	3,464,549	3,206,711	3,206,711	3,357,145	150,434	4.7%
Subtotal of Expenditures	21,194,536	25,622,313	49,546,555	17,738,389	(7,883,924)	-30.8%
Ending Reserves	10,133,377	1,180,630	1,328,864	989,553	(191,077)	-16.2%
Fund Total Uses	31,327,913	26,802,943	50,875,419	18,727,942	(8,075,001)	-30.1%

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

	2008 Actual	2009 Adopted Budget	2009 Revised Budget	2010 Budget	<i>Change from 2009 Adopted Budget</i>	
					Amount	Percent
<u>Arterial St Construction Fund (112)</u>						
Beginning Reserves	487,730	128,036	296,934	0	(128,036)	-100.0%
Revenues:						
Intergovernmental Revenues	548,725	0	0	0	0	--
Miscellaneous	19,193	30,382	30,382	0	(30,382)	-100.0%
Subtotal of Revenues	567,918	30,382	30,382	0	(30,382)	-100.0%
Fund Total Sources	1,055,648	158,418	327,316	0	(158,418)	-100.0%
Expenditures:						
Intergovernmental Expenditures	179,540	0	0	0	0	--
Capital	579,174	0	154,232	0	0	--
Subtotal of Expenditures	758,714	0	154,232	0	0	--
Ending Reserves	296,934	158,418	173,084	0	(158,418)	-100.0%
Fund Total Uses	1,055,648	158,418	327,316	0	(158,418)	-100.0%
<u>Paths & Trails Reserve Fund (113)</u>						
Beginning Reserves	37,599	45,502	45,114	53,318	7,816	17.2%
Revenues:						
Miscellaneous	1,647	1,104	1,104	675	(429)	-38.9%
Other Financing Sources	5,868	6,500	6,500	8,100	1,600	24.6%
Subtotal of Revenues	7,515	7,604	7,604	8,775	1,171	15.4%
Fund Total Sources	45,114	53,106	52,718	62,093	8,987	16.9%
Ending Reserves	45,114	53,106	52,718	62,093	8,987	16.9%
Fund Total Uses	45,114	53,106	52,718	62,093	8,987	16.9%
<u>Parksite Acquisition Fund (123)</u>						
Beginning Reserves	230,316	57,027	240,403	37,810	(19,217)	-33.7%
Revenues:						
Miscellaneous	10,087	9,480	9,480	5,312	(4,168)	-44.0%
Subtotal of Revenues	10,087	9,480	9,480	5,312	(4,168)	-44.0%
Fund Total Sources	240,403	66,507	249,883	43,122	(23,385)	-35.2%
Expenditures:						
Capital	0	0	211,239	9,000	9,000	--
Subtotal of Expenditures	0	0	211,239	9,000	9,000	--
Ending Reserves	240,403	66,507	38,644	34,122	(32,385)	-48.7%
Fund Total Uses	240,403	66,507	249,883	43,122	(23,385)	-35.2%

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

	2008 Actual	2009 Adopted Budget	2009 Revised Budget	2010 Budget	<i>Change from 2009 Adopted Budget</i>	
					Amount	Percent
Technology Replacement & Reserve Fund (124)						
Beginning Reserves	2,004,929	1,485,206	1,925,629	1,088,042	(397,164)	-26.7%
Revenues:						
Miscellaneous	94,582	92,282	92,282	48,530	(43,752)	-47.4%
Other Financing Sources	400,000	190,000	90,000	90,000	(100,000)	-52.6%
Subtotal of Revenues	494,582	282,282	182,282	138,530	(143,752)	-50.9%
Fund Total Sources	2,499,511	1,767,488	2,107,911	1,226,572	(540,916)	-30.6%
Expenditures:						
Supplies	247,704	76,000	76,000	41,600	(34,400)	-45.3%
Services	185,232	0	37,795	0	0	--
Capital	140,947	760,000	934,802	415,606	(344,394)	-45.3%
Interfund	0	95,000	35,000	0	(95,000)	-100.0%
Subtotal of Expenditures	573,883	931,000	1,083,597	457,206	(473,794)	-50.9%
Ending Reserves	1,925,628	836,488	1,024,314	769,366	(67,122)	-8.0%
Fund Total Uses	2,499,511	1,767,488	2,107,911	1,226,572	(540,916)	-30.6%
Capital Maint Fund (125)						
Beginning Reserves	4,022,539	1,215,516	4,056,369	281,003	(934,513)	-76.9%
Revenues:						
Miscellaneous	192,829	94,382	94,382	39,642	(54,740)	-58.0%
Other Financing Sources	354,946	415,000	415,000	450,000	35,000	8.4%
Subtotal of Revenues	547,775	509,382	509,382	489,642	(19,740)	-3.9%
Fund Total Sources	4,570,314	1,724,898	4,565,751	770,645	(954,253)	-55.3%
Expenditures:						
Supplies	870	0	0	0	0	--
Services	498,723	945,010	4,444,763	635,000	(310,010)	-32.8%
Interfund	14,352	0	13,000	0	0	--
Subtotal of Expenditures	513,945	945,010	4,457,763	635,000	(310,010)	-32.8%
Ending Reserves	4,056,369	779,888	107,988	135,645	(644,243)	-82.6%
Fund Total Uses	4,570,314	1,724,898	4,565,751	770,645	(954,253)	-55.3%
Library Gift Fund (126)						
Beginning Reserves	27,827	25,148	27,904	27,904	2,756	11.0%
Revenues:						
Miscellaneous	28,895	15,000	15,000	15,000	0	0.0%
Subtotal of Revenues	28,895	15,000	15,000	15,000	0	0.0%
Fund Total Sources	56,722	40,148	42,904	42,904	2,756	6.9%
Expenditures:						
Supplies	28,818	15,000	15,000	15,000	0	0.0%
Subtotal of Expenditures	28,818	15,000	15,000	15,000	0	0.0%
Ending Reserves	27,904	25,148	27,904	27,904	2,756	11.0%
Fund Total Uses	56,722	40,148	42,904	42,904	2,756	6.9%

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

	2008 Actual	2009 Adopted Budget	2009 Revised Budget	2010 Budget	<i>Change from 2009 Adopted Budget</i>	
					Amount	Percent
<u>Olympic Pipeline Incident Fund (131)</u>						
Beginning Reserves	657,162	223,594	796,605	30,018	(193,576)	-86.6%
Revenues:						
Miscellaneous	213,832	26,339	26,339	15,189	(11,150)	-42.3%
Subtotal of Revenues	213,832	26,339	26,339	15,189	(11,150)	-42.3%
Fund Total Sources	870,994	249,933	822,944	45,207	(204,726)	-81.9%
Expenditures:						
Supplies	71	0	34,083	0	0	--
Services	3,105	0	703,656	0	0	--
Intergovernmental Expenditures	54,445	0	58,225	0	0	--
Interfund	16,767	0	0	0	0	--
Subtotal of Expenditures	74,388	0	795,964	0	0	--
Ending Reserves	796,606	249,933	26,980	45,207	(204,726)	-81.9%
Fund Total Uses	870,994	249,933	822,944	45,207	(204,726)	-81.9%
<u>Squalicum Park/Olympic Fund (132)</u>						
Beginning Reserves	114,632	5,805	112,307	12,905	7,100	122.3%
Revenues:						
Miscellaneous	3,208	0	0	0	0	--
Subtotal of Revenues	3,208	0	0	0	0	--
Fund Total Sources	117,840	5,805	112,307	12,905	7,100	122.3%
Expenditures:						
Capital	5,534	0	103,294	0	0	--
Subtotal of Expenditures	5,534	0	103,294	0	0	--
Ending Reserves	112,306	5,805	9,013	12,905	7,100	122.3%
Fund Total Uses	117,840	5,805	112,307	12,905	7,100	122.3%
<u>Olympic - Restoration Fund (133)</u>						
Beginning Reserves	20,661	37,507	39,078	40,554	3,047	8.1%
Revenues:						
Miscellaneous	900,265	27,615	27,615	497	(27,118)	-98.2%
Subtotal of Revenues	900,265	27,615	27,615	497	(27,118)	-98.2%
Fund Total Sources	920,926	65,122	66,693	41,051	(24,071)	-37.0%
Expenditures:						
Supplies	49	0	0	0	0	--
Services	881,800	0	0	0	0	--
Subtotal of Expenditures	881,849	0	0	0	0	--
Ending Reserves	39,077	65,122	66,693	41,051	(24,071)	-37.0%
Fund Total Uses	920,926	65,122	66,693	41,051	(24,071)	-37.0%

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

	2008 Actual	2009 Adopted Budget	2009 Revised Budget	2010 Budget	<i>Change from 2009 Adopted Budget</i>	
					Amount	Percent
<u>Olympic-Whatcom Falls Park Addl Fund (134)</u>						
Beginning Reserves	236,364	247,114	246,716	255,590	8,476	3.4%
Revenues:						
Miscellaneous	10,352	12,848	12,848	3,389	(9,459)	-73.6%
Subtotal of Revenues	10,352	12,848	12,848	3,389	(9,459)	-73.6%
Fund Total Sources	246,716	259,962	259,564	258,979	(983)	-0.4%
Ending Reserves	246,716	259,962	259,564	258,979	(983)	-0.4%
Fund Total Uses	246,716	259,962	259,564	258,979	(983)	-0.4%
<u>Little Squalicum-Oeser Settlement Fund (135)</u>						
Beginning Reserves	327,984	41,730	296,715	54,810	13,080	31.3%
Revenues:						
Intergovernmental Revenues	0	0	45,920	0	0	--
Miscellaneous	13,517	11,172	11,172	6,187	(4,985)	-44.6%
Subtotal of Revenues	13,517	11,172	57,092	6,187	(4,985)	-44.6%
Fund Total Sources	341,501	52,902	353,807	60,997	8,095	15.3%
Expenditures:						
Services	44,786	0	298,728	7,000	7,000	--
Subtotal of Expenditures	44,786	0	298,728	7,000	7,000	--
Ending Reserves	296,715	52,902	55,079	53,997	1,095	2.1%
Fund Total Uses	341,501	52,902	353,807	60,997	8,095	15.3%
<u>1st 1/4% Real Estate Excise Tax Fund (141)</u>						
Beginning Reserves	4,110,834	1,555,856	3,359,666	1,414,278	(141,578)	-9.1%
Revenues:						
Taxes	1,270,386	1,400,000	1,400,000	930,000	(470,000)	-33.6%
Goods and Services Charges	20	300	300	0	(300)	-100.0%
Miscellaneous	274,981	159,736	229,440	84,414	(75,322)	-47.2%
Subtotal of Revenues	1,545,387	1,560,036	1,629,740	1,014,414	(545,622)	-35.0%
Fund Total Sources	5,656,221	3,115,892	4,989,406	2,428,692	(687,200)	-22.1%
Expenditures:						
Services	937,995	276,600	629,242	77,000	(199,600)	-72.2%
Capital	1,276,407	1,000,000	2,259,350	1,600,000	600,000	60.0%
Interfund	82,154	13,198	137,078	30,000	16,802	127.3%
Subtotal of Expenditures	2,296,556	1,289,798	3,025,670	1,707,000	417,202	32.3%
Ending Reserves	3,359,665	1,826,094	1,963,735	721,692	(1,104,402)	-60.5%
Fund Total Uses	5,656,221	3,115,892	4,989,405	2,428,692	(687,200)	-22.1%

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

	2008 Actual	2009 Adopted Budget	2009 Revised Budget	2010 Budget	Change from 2009 Adopted Budget	
					Amount	Percent
2nd 1/4% Real Estate Excise Tax Fund (142)						
Beginning Reserves	4,940,286	107,822	3,428,995	540,885	433,063	401.6%
Revenues:						
Taxes	1,270,386	1,400,000	1,400,000	930,000	(470,000)	-33.6%
Intergovernmental Revenues	150,692	1,610,000	3,676,202	425,000	(1,185,000)	-73.6%
Goods and Services Charges	165	300	300	0	(300)	-100.0%
Miscellaneous	199,752	198,313	198,313	78,861	(119,452)	-60.2%
Subtotal of Revenues	1,620,995	3,208,613	5,274,815	1,433,861	(1,774,752)	-55.3%
Fund Total Sources	6,561,281	3,316,435	8,703,810	1,974,746	(1,341,689)	-40.5%
Expenditures:						
Supplies	1,084	0	0	0	0	--
Services	608,105	50,000	2,538,998	25,000	(25,000)	-50.0%
Intergovernmental Expenditures	640,246	651,877	654,734	673,827	21,950	3.4%
Capital	1,674,339	2,310,000	5,015,554	925,000	(1,385,000)	-60.0%
Interfund	208,513	50,000	50,000	40,000	(10,000)	-20.0%
Subtotal of Expenditures	3,132,287	3,061,877	8,259,286	1,663,827	(1,398,050)	-45.7%
Ending Reserves	3,428,994	254,558	444,524	310,919	56,361	22.1%
Fund Total Uses	6,561,281	3,316,435	8,703,810	1,974,746	(1,341,689)	-40.5%
Police Federal Equitable Share Fund (151)						
Beginning Reserves	156,893	137,082	201,051	339,190	202,108	147.4%
Revenues:						
Intergovernmental Revenues	60,981	0	0	13,480	13,480	--
Miscellaneous	8,178	6,879	6,879	2,550	(4,329)	-62.9%
Subtotal of Revenues	69,159	6,879	6,879	16,030	9,151	133.0%
Fund Total Sources	226,052	143,961	207,930	355,220	211,259	146.7%
Expenditures:						
Supplies	0	0	0	26,960	26,960	--
Services	25,000	25,000	25,000	25,000	0	0.0%
Subtotal of Expenditures	25,000	25,000	25,000	51,960	26,960	107.8%
Ending Reserves	201,052	118,961	182,930	303,260	184,299	154.9%
Fund Total Uses	226,052	143,961	207,930	355,220	211,259	146.7%

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

	2008 Actual	2009 Adopted Budget	2009 Revised Budget	2010 Budget	<i>Change from 2009 Adopted Budget</i>	
					Amount	Percent
<u>Asset Forfeiture/Drug Enforce. Fund (152)</u>						
Beginning Reserves	80,933	99,313	148,143	95,314	(3,999)	-4.0%
Revenues:						
Miscellaneous	158,066	62,382	62,382	56,111	(6,271)	-10.1%
Subtotal of Revenues	158,066	62,382	62,382	56,111	(6,271)	-10.1%
Fund Total Sources	238,999	161,695	210,525	151,425	(10,270)	-6.4%
Expenditures:						
Supplies	33,425	42,000	42,000	40,000	(2,000)	-4.8%
Services	15,475	11,105	36,105	6,250	(4,855)	-43.7%
Capital	13,087	18,000	18,000	20,000	2,000	11.1%
Interfund	28,870	29,103	29,103	32,039	2,936	10.1%
Subtotal of Expenditures	90,857	100,208	125,208	98,289	(1,919)	-1.9%
Ending Reserves	148,142	61,487	85,317	53,136	(8,351)	-13.6%
Fund Total Uses	238,999	161,695	210,525	151,425	(10,270)	-6.4%
<u>Criminal Justice Fund (153)</u>						
Beginning Reserves	447,535	482,764	485,614	539,405	56,641	11.7%
Revenues:						
Intergovernmental Revenues	259,964	270,709	276,709	257,229	(13,480)	-5.0%
Miscellaneous	23,531	17,894	17,894	10,044	(7,850)	-43.9%
Subtotal of Revenues	283,495	288,603	294,603	267,273	(21,330)	-7.4%
Fund Total Sources	731,030	771,367	780,217	806,678	35,311	4.6%
Expenditures:						
Salaries and Benefits	0	43,147	43,147	0	(43,147)	-100.0%
Supplies	2,996	82,845	63,845	0	(82,845)	-100.0%
Services	15,000	15,000	40,000	40,000	25,000	166.7%
Intergovernmental Expenditures	0	267,926	267,926	140,000	(127,926)	-47.7%
Capital	224,888	0	0	0	0	--
Interfund	2,531	0	0	0	0	--
Subtotal of Expenditures	245,415	408,918	414,918	180,000	(228,918)	-56.0%
Ending Reserves	485,615	362,449	365,299	626,678	264,229	72.9%
Fund Total Uses	731,030	771,367	780,217	806,678	35,311	4.6%

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

	2008 Actual	2009 Adopted Budget	2009 Revised Budget	2010 Budget	Change from 2009 Adopted Budget	
					Amount	Percent
Public Safety Dispatch Fund (160)						
Beginning Reserves	2,033,803	1,764,781	1,813,305	1,426,372	(338,409)	-19.2%
Revenues:						
Intergovernmental Revenues	2,199,042	2,308,078	2,308,078	2,376,965	68,887	3.0%
Goods and Services Charges	1,597,698	1,672,738	1,672,738	1,761,648	88,910	5.3%
Fines	25	0	0	0	0	--
Miscellaneous	78,466	78,854	78,854	34,542	(44,312)	-56.2%
Other Financing Sources	30,417	0	0	0	0	--
Subtotal of Revenues	3,905,648	4,059,670	4,059,670	4,173,155	113,485	2.8%
Fund Total Sources	5,939,451	5,824,451	5,872,975	5,599,527	(224,924)	-3.9%
Expenditures:						
Salaries and Benefits	3,382,130	3,507,691	3,507,691	3,509,550	1,859	0.1%
Supplies	47,122	66,508	66,508	61,083	(5,425)	-8.2%
Services	306,621	205,445	283,062	187,535	(17,910)	-8.7%
Intergovernmental Expenditures	7,760	8,040	8,040	19,560	11,520	143.3%
Capital	78,560	126,000	136,355	481,870	355,870	282.4%
Interfund	295,702	242,958	242,958	249,136	6,178	2.5%
Subtotal of Expenditures	4,117,895	4,156,642	4,244,614	4,508,734	352,092	8.5%
Ending Reserves	1,821,556	1,667,809	1,628,361	1,090,793	(577,016)	-34.6%
Fund Total Uses	5,939,451	5,824,451	5,872,975	5,599,527	(224,924)	-3.9%
Beyond Greenways Fund (172)						
Beginning Reserves	3,750,199	507,787	2,650,131	590,077	82,290	16.2%
Revenues:						
Taxes	10,420	0	0	0	0	--
Intergovernmental Revenues	323,818	0	505,240	0	0	--
Goods and Services Charges	620	1,200	1,200	500	(700)	-58.3%
Miscellaneous	145,893	70,034	70,034	21,586	(48,448)	-69.2%
Subtotal of Revenues	480,751	71,234	576,474	22,086	(49,148)	-69.0%
Fund Total Sources	4,230,950	579,021	3,226,605	612,163	33,142	5.7%
Expenditures:						
Supplies	109	0	0	1,000	1,000	--
Services	0	0	45,876	2,000	2,000	--
Intergovernmental Expenditures	29,054	0	25,000	0	0	--
Capital	1,511,381	0	2,429,730	50,000	50,000	--
Interfund	40,276	50,000	146,435	30,000	(20,000)	-40.0%
Subtotal of Expenditures	1,580,820	50,000	2,647,041	83,000	33,000	66.0%
Ending Reserves	2,650,130	529,021	579,565	529,163	142	0.0%
Fund Total Uses	4,230,950	579,021	3,226,606	612,163	33,142	5.7%

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

	2008 Actual	2009 Adopted Budget	2009 Revised Budget	2010 Budget	Change from 2009 Adopted Budget	
					Amount	Percent
Greenways III Fund (173)						
Beginning Reserves	3,264,043	229,279	4,597,386	1,139,730	910,451	397.1%
Revenues:						
Taxes	3,702,780	3,677,410	3,677,410	3,977,410	300,000	8.2%
Intergovernmental Revenues	0	2,133,183	2,133,183	425,000	(1,708,183)	-80.1%
Goods and Services Charges	0	1,200	1,200	500	(700)	-58.3%
Miscellaneous	149,214	127,526	127,526	116,459	(11,067)	-8.7%
Subtotal of Revenues	3,851,994	5,939,319	5,939,319	4,519,369	(1,419,950)	-23.9%
Fund Total Sources	7,116,037	6,168,598	10,536,705	5,659,099	(509,499)	-8.3%
Expenditures:						
Services	117,822	0	374,181	425,000	425,000	--
Capital	2,277,652	5,133,183	8,911,722	4,100,000	(1,033,183)	-20.1%
Interfund	123,177	133,748	212,548	186,562	52,814	39.5%
Subtotal of Expenditures	2,518,651	5,266,931	9,498,451	4,711,562	(555,369)	-10.5%
Ending Reserves	4,597,386	901,667	1,038,254	947,537	45,870	5.1%
Fund Total Uses	7,116,037	6,168,598	10,536,705	5,659,099	(509,499)	-8.3%
Parks Impact Fund (177)						
Beginning Reserves	1,857,393	1,335,830	1,706,200	680,637	(655,193)	-49.0%
Revenues:						
Goods and Services Charges	173,497	500,000	500,000	500,000	0	0.0%
Miscellaneous	60,033	77,566	77,566	50,348	(27,218)	-35.1%
Subtotal of Revenues	233,530	577,566	577,566	550,348	(27,218)	-4.7%
Fund Total Sources	2,090,923	1,913,396	2,283,766	1,230,985	(682,411)	-35.7%
Expenditures:						
Capital	352,604	1,700,000	1,929,058	800,000	(900,000)	-52.9%
Interfund	32,120	70,000	145,000	70,000	0	0.0%
Subtotal of Expenditures	384,724	1,770,000	2,074,058	870,000	(900,000)	-50.8%
Ending Reserves	1,706,199	143,396	209,707	360,985	217,589	151.7%
Fund Total Uses	2,090,923	1,913,396	2,283,765	1,230,985	(682,411)	-35.7%
Sportsplex Fund (178)						
Beginning Reserves	18,485	30,661	25,956	31,131	470	1.5%
Revenues:						
Miscellaneous	7,472	5,909	5,909	4,041	(1,868)	-31.6%
Subtotal of Revenues	7,472	5,909	5,909	4,041	(1,868)	-31.6%
Fund Total Sources	25,957	36,570	31,865	35,172	(1,398)	-3.8%
Ending Reserves	25,957	36,570	31,865	35,172	(1,398)	-3.8%
Fund Total Uses	25,957	36,570	31,865	35,172	(1,398)	-3.8%

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

	2008 Actual	2009 Adopted Budget	2009 Revised Budget	2010 Budget	Change from 2009 Adopted Budget	
					Amount	Percent
<u>Tourism Fund (180)</u>						
Beginning Reserves	383,171	300,000	433,247	119,440	(180,560)	-60.2%
Revenues:						
Taxes	1,078,826	1,000,000	1,000,000	875,000	(125,000)	-12.5%
Miscellaneous	19,095	13,432	13,432	7,837	(5,595)	-41.7%
Subtotal of Revenues	1,097,921	1,013,432	1,013,432	882,837	(130,595)	-12.9%
Fund Total Sources	1,481,092	1,313,432	1,446,679	1,002,277	(311,155)	-23.7%
Expenditures:						
Salaries and Benefits	17,621	18,672	18,672	20,233	1,561	8.4%
Supplies	15,089	25,000	84,490	0	(25,000)	-100.0%
Services	905,967	957,519	993,752	661,545	(295,974)	-30.9%
Intergovernmental Expenditures	106,090	109,273	109,273	90,000	(19,273)	-17.6%
Interfund	3,078	6,153	6,153	6,059	(94)	-1.5%
Subtotal of Expenditures	1,047,845	1,116,617	1,212,340	777,837	(338,780)	-30.3%
Ending Reserves	433,247	196,815	234,339	224,440	27,625	14.0%
Fund Total Uses	1,481,092	1,313,432	1,446,679	1,002,277	(311,155)	-23.7%
<u>Community Develop Block Grant Fund (190)</u>						
Beginning Reserves	451,483	302,214	59,558	122,823	(179,391)	-59.4%
Revenues:						
Intergovernmental Revenues	866,201	838,000	2,181,146	900,000	62,000	7.4%
Goods and Services Charges	172,051	190,864	186,667	195,737	4,873	2.6%
Miscellaneous	62,483	44,716	42,216	43,893	(823)	-1.8%
Other Financing Sources	48,624	0	0	0	0	--
Subtotal of Revenues	1,149,359	1,073,580	2,410,029	1,139,630	66,050	6.2%
Fund Total Sources	1,600,842	1,375,794	2,469,587	1,262,453	(113,341)	-8.2%
Expenditures:						
Salaries and Benefits	324,985	333,946	362,866	348,538	14,592	4.4%
Supplies	8,087	550	550	2,830	2,280	414.5%
Services	693,974	729,029	1,906,069	770,740	41,711	5.7%
Capital	508,549	0	140,846	0	0	--
Interfund	5,692	10,055	10,055	17,522	7,467	74.3%
Subtotal of Expenditures	1,541,287	1,073,580	2,420,386	1,139,630	66,050	6.2%
Ending Reserves	59,555	302,214	49,202	122,823	(179,391)	-59.4%
Fund Total Uses	1,600,842	1,375,794	2,469,588	1,262,453	(113,341)	-8.2%

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

	2008 Actual	2009 Adopted Budget	2009 Revised Budget	2010 Budget	<i>Change from 2009 Adopted Budget</i>	
					Amount	Percent
HOME Investment Partnership Grant Fund (191)						
Revenues:						
Intergovernmental Revenues	917,826	616,000	1,596,335	686,000	70,000	11.4%
Goods and Services Charges	(7,859)	1,817	1,817	9,592	7,775	427.9%
Miscellaneous	58,223	42,561	33,004	48,811	6,250	14.7%
Subtotal of Revenues	968,190	660,378	1,631,156	744,403	84,025	12.7%
Fund Total Sources	968,190	660,378	1,631,156	744,403	84,025	12.7%
Expenditures:						
Salaries and Benefits	50,271	54,018	60,848	55,851	1,833	3.4%
Supplies	0	0	0	1,512	1,512	--
Services	917,919	606,360	1,570,308	687,040	80,680	13.3%
Subtotal of Expenditures	968,190	660,378	1,631,156	744,403	84,025	12.7%
Fund Total Uses	968,190	660,378	1,631,156	744,403	84,025	12.7%
2001 Fire UTGO Bond Fund (214)						
Beginning Reserves	43,331	28,156	66,625	84,986	56,830	201.8%
Revenues:						
Taxes	366,105	350,000	350,000	350,000	0	0.0%
Miscellaneous	5,897	5,584	5,584	2,310	(3,274)	-58.6%
Subtotal of Revenues	372,002	355,584	355,584	352,310	(3,274)	-0.9%
Fund Total Sources	415,333	383,740	422,209	437,296	53,556	14.0%
Expenditures:						
Principal and Interest	348,709	346,735	346,735	348,925	2,190	0.6%
Subtotal of Expenditures	348,709	346,735	346,735	348,925	2,190	0.6%
Ending Reserves	66,624	37,005	75,474	88,371	51,366	138.8%
Fund Total Uses	415,333	383,740	422,209	437,296	53,556	14.0%
1999 LTGO Bond Redemption Fund (222)						
Revenues:						
Other Financing Sources	544,213	547,075	547,075	549,575	2,500	0.5%
Subtotal of Revenues	544,213	547,075	547,075	549,575	2,500	0.5%
Fund Total Sources	544,213	547,075	547,075	549,575	2,500	0.5%
Expenditures:						
Principal and Interest	544,213	547,075	547,075	549,575	2,500	0.5%
Subtotal of Expenditures	544,213	547,075	547,075	549,575	2,500	0.5%
Fund Total Uses	544,213	547,075	547,075	549,575	2,500	0.5%

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

	2008 Actual	2009 Adopted Budget	2009 Revised Budget	2010 Budget	<i>Change from 2009 Adopted Budget</i>	
					Amount	Percent
<u>Refunding GO Bonds 1996 Fund (223)</u>						
Revenues:						
Miscellaneous	47,658	0	0	0	0	--
Other Financing Sources	483,188	347,648	347,648	347,528	(120)	0.0%
Subtotal of Revenues	530,846	347,648	347,648	347,528	(120)	0.0%
Fund Total Sources	530,846	347,648	347,648	347,528	(120)	0.0%
Expenditures:						
Principal and Interest	530,847	347,648	347,648	347,528	(120)	0.0%
Subtotal of Expenditures	530,847	347,648	347,648	347,528	(120)	0.0%
Ending Reserves	(1)	0	0	0	0	--
Fund Total Uses	530,846	347,648	347,648	347,528	(120)	0.0%
<i>Ending reserves of (1) are a result of rounding differences between the budget system and the accounting system.</i>						
<u>Sportsplex Acquisition Debt Fund (224)</u>						
Beginning Reserves	22,049	22,259	22,258	22,587	328	1.5%
Revenues:						
Miscellaneous	265,106	267,701	267,701	269,781	2,080	0.8%
Subtotal of Revenues	265,106	267,701	267,701	269,781	2,080	0.8%
Fund Total Sources	287,155	289,960	289,959	292,368	2,408	0.8%
Expenditures:						
Principal and Interest	264,898	267,525	267,525	269,639	2,114	0.8%
Subtotal of Expenditures	264,898	267,525	267,525	269,639	2,114	0.8%
Ending Reserves	22,257	22,435	22,434	22,729	294	1.3%
Fund Total Uses	287,155	289,960	289,959	292,368	2,408	0.8%
<u>2004 PFD/Civic Field LTGO Fund (225)</u>						
Revenues:						
Intergovernmental Revenues	570,199	590,736	590,736	605,036	14,300	2.4%
Other Financing Sources	638,103	651,877	651,877	673,827	21,950	3.4%
Subtotal of Revenues	1,208,302	1,242,613	1,242,613	1,278,863	36,250	2.9%
Fund Total Sources	1,208,302	1,242,613	1,242,613	1,278,863	36,250	2.9%
Expenditures:						
Principal and Interest	1,208,303	1,242,613	1,242,613	1,278,863	36,250	2.9%
Subtotal of Expenditures	1,208,303	1,242,613	1,242,613	1,278,863	36,250	2.9%
Ending Reserves	(1)	0	0	0	0	--
Fund Total Uses	1,208,302	1,242,613	1,242,613	1,278,863	36,250	2.9%
<i>Ending reserves of (1) are a result of rounding differences between the budget system and the accounting system.</i>						

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

	2008 Actual	2009 Adopted Budget	2009 Revised Budget	2010 Budget	<i>Change from 2009 Adopted Budget</i>	
					Amount	Percent
<u>2009 Library LTGO Fund (226)</u>						
Revenues:						
Other Financing Sources	0	231,970	231,970	0	(231,970)	-100.0%
Subtotal of Revenues	0	231,970	231,970	0	(231,970)	-100.0%
Fund Total Sources	0	231,970	231,970	0	(231,970)	-100.0%
Expenditures:						
Principal and Interest	0	231,970	231,970	0	(231,970)	-100.0%
Subtotal of Expenditures	0	231,970	231,970	0	(231,970)	-100.0%
Fund Total Uses	0	231,970	231,970	0	(231,970)	-100.0%
<u>Drake Note Fund (231)</u>						
Revenues:						
Other Financing Sources	17,963	17,964	17,964	17,964	0	0.0%
Subtotal of Revenues	17,963	17,964	17,964	17,964	0	0.0%
Fund Total Sources	17,963	17,964	17,964	17,964	0	0.0%
Expenditures:						
Principal and Interest	17,963	17,964	17,964	17,964	0	0.0%
Subtotal of Expenditures	17,963	17,964	17,964	17,964	0	0.0%
Fund Total Uses	17,963	17,964	17,964	17,964	0	0.0%
<u>PW State Loan-Woburn St Fund (233)</u>						
Revenues:						
Other Financing Sources	53,453	0	0	0	0	--
Subtotal of Revenues	53,453	0	0	0	0	--
Fund Total Sources	53,453	0	0	0	0	--
Expenditures:						
Principal and Interest	53,453	0	0	0	0	--
Subtotal of Expenditures	53,453	0	0	0	0	--
Fund Total Uses	53,453	0	0	0	0	--
<u>CERB Loans Fund (234)</u>						
Revenues:						
Goods and Services Charges	202,059	104,775	104,775	0	(104,775)	-100.0%
Miscellaneous	15,559	8,068	8,068	0	(8,068)	-100.0%
Subtotal of Revenues	217,618	112,843	112,843	0	(112,843)	-100.0%
Fund Total Sources	217,618	112,843	112,843	0	(112,843)	-100.0%
Expenditures:						
Principal and Interest	217,618	112,843	112,843	0	(112,843)	-100.0%
Subtotal of Expenditures	217,618	112,843	112,843	0	(112,843)	-100.0%
Fund Total Uses	217,618	112,843	112,843	0	(112,843)	-100.0%

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

	2008 Actual	2009 Adopted Budget	2009 Revised Budget	2010 Budget	<i>Change from 2009 Adopted Budget</i>	
					Amount	Percent
<u>PW Trust Loan-Str Overlay Fund (235)</u>						
Revenues:						
Other Financing Sources	169,780	168,991	168,991	168,201	(790)	-0.5%
Subtotal of Revenues	169,780	168,991	168,991	168,201	(790)	-0.5%
Fund Total Sources	169,780	168,991	168,991	168,201	(790)	-0.5%
Expenditures:						
Principal and Interest	169,780	168,991	168,991	168,201	(790)	-0.5%
Subtotal of Expenditures	169,780	168,991	168,991	168,201	(790)	-0.5%
Fund Total Uses	169,780	168,991	168,991	168,201	(790)	-0.5%
<u>LID Guaranty Fund (245)</u>						
Beginning Reserves	257,419	290,793	268,694	278,358	(12,435)	-4.3%
Revenues:						
Miscellaneous	11,274	9,375	9,375	8,383	(992)	-10.6%
Subtotal of Revenues	11,274	9,375	9,375	8,383	(992)	-10.6%
Fund Total Sources	268,693	300,168	278,069	286,741	(13,427)	-4.5%
Ending Reserves	268,693	300,168	278,069	286,741	(13,427)	-4.5%
Fund Total Uses	268,693	300,168	278,069	286,741	(13,427)	-4.5%
<u>#1099 Barkley Blvd Fund (264)</u>						
Revenues:						
Miscellaneous	181,512	0	0	0	0	--
Subtotal of Revenues	181,512	0	0	0	0	--
Fund Total Sources	181,512	0	0	0	0	--
Expenditures:						
Principal and Interest	200,138	0	0	0	0	--
Subtotal of Expenditures	200,138	0	0	0	0	--
Ending Reserves	(18,626)	0	0	0	0	--
Fund Total Uses	181,512	0	0	0	0	--
<i>Negative amount is for balancing this report and is due to accounting adjustments. Fund not budgeted.</i>						
<u>#1106 Bakerview Rd Fund (270)</u>						
Revenues:						
Miscellaneous	140,894	0	0	0	0	--
Subtotal of Revenues	140,894	0	0	0	0	--
Fund Total Sources	140,894	0	0	0	0	--
Expenditures:						
Principal and Interest	141,720	0	0	0	0	--
Subtotal of Expenditures	141,720	0	0	0	0	--
Ending Reserves	(826)	0	0	0	0	--
Fund Total Uses	140,894	0	0	0	0	--
<i>Negative amount is for balancing this report and is due to accounting adjustments. Fund not budgeted.</i>						

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

	2008 Actual	2009 Adopted Budget	2009 Revised Budget	2010 Budget	<i>Change from 2009 Adopted Budget</i>	
					Amount	Percent
#1107/1108 Telegraph/Barkley Fund (271)						
Revenues:						
Miscellaneous	74,630	0	0	0	0	--
Subtotal of Revenues	74,630	0	0	0	0	--
Fund Total Sources	74,630	0	0	0	0	--
Expenditures:						
Principal and Interest	72,774	0	0	0	0	--
Subtotal of Expenditures	72,774	0	0	0	0	--
Ending Reserves	1,856	0	0	0	0	--
Fund Total Uses	74,630	0	0	0	0	--
Civic Field Improvement Fund (341)						
Beginning Reserves	822,741	8,357	137,810	0	(8,357)	-100.0%
Revenues:						
Goods and Services Charges	120	0	0	0	0	--
Miscellaneous	24,187	0	0	0	0	--
Subtotal of Revenues	24,307	0	0	0	0	--
Fund Total Sources	847,048	8,357	137,810	0	(8,357)	-100.0%
Expenditures:						
Services	11,753	0	0	0	0	--
Intergovernmental Expenditures	45,694	0	0	0	0	--
Capital	644,606	0	140,618	0	0	--
Interfund	7,186	0	0	0	0	--
Subtotal of Expenditures	709,239	0	140,618	0	0	--
Ending Reserves	137,809	8,357	(2,808)	0	(8,357)	-100.0%
Fund Total Uses	847,048	8,357	137,810	0	(8,357)	-100.0%

2010 Beginning and Ending Reserves will be removed with the 2010 reconciling ordinance. Fund is being closed.

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

	2008 Actual	2009 Adopted Budget	2009 Revised Budget	2010 Budget	Change from 2009 Adopted Budget	
					Amount	Percent
Water Fund (410)						
Beginning Reserves	14,992,015	13,101,217	17,609,285	6,415,325	(6,685,892)	-51.0%
Revenues:						
Intergovernmental Revenues	7,251	0	0	0	0	--
Goods and Services Charges	14,691,656	15,917,971	15,917,971	15,894,034	(23,937)	-0.2%
Fines	40,381	43,775	43,775	47,075	3,300	7.5%
Miscellaneous	902,926	637,391	637,391	334,615	(302,776)	-47.5%
Non Revenues	6,040,000	0	2,720,000	0	0	--
Other Financing Sources	0	0	210,000	210,000	210,000	--
Subtotal of Revenues	21,682,214	16,599,137	19,529,137	16,485,724	(113,413)	-0.7%
Fund Total Sources	36,674,229	29,700,354	37,138,422	22,901,049	(6,799,305)	-22.9%
Expenditures:						
Salaries and Benefits	2,460,386	2,676,995	2,676,995	2,915,182	238,187	8.9%
Supplies	743,832	789,513	899,926	872,904	83,391	10.6%
Services	1,851,755	2,293,188	8,565,041	2,145,866	(147,322)	-6.4%
Intergovernmental Expenditures	2,710,644	3,075,182	3,304,870	3,162,448	87,266	2.8%
Capital	5,313,182	9,000,000	12,338,825	1,900,000	(7,100,000)	-78.9%
Principal and Interest	1,711,314	1,811,636	1,811,636	2,467,058	655,422	36.2%
Interfund	4,222,994	4,226,070	4,096,070	4,048,286	(177,784)	-4.2%
Subtotal of Expenditures	19,014,107	23,872,584	33,693,363	17,511,744	(6,360,840)	-26.6%
Ending Reserves	17,660,122	5,827,770	3,445,061	5,389,305	(438,465)	-7.5%
Fund Total Uses	36,674,229	29,700,354	37,138,424	22,901,049	(6,799,305)	-22.9%
Wastewater Fund (420)						
Beginning Reserves	17,761,257	9,193,136	18,806,260	9,566,871	373,735	4.1%
Revenues:						
Intergovernmental Revenues	3,052	3,000	3,000	3,000	0	0.0%
Goods and Services Charges	16,937,918	16,505,403	16,505,403	16,320,625	(184,778)	-1.1%
Fines	44,321	49,440	49,440	49,440	0	0.0%
Miscellaneous	900,149	815,028	815,028	481,138	(333,890)	-41.0%
Proprietary/Trust Gains (Losses)	25,295	0	0	0	0	--
Subtotal of Revenues	17,910,735	17,372,871	17,372,871	16,854,203	(518,668)	-3.0%
Fund Total Sources	35,671,992	26,566,007	36,179,131	26,421,074	(144,933)	-0.5%
Expenditures:						
Salaries and Benefits	2,925,618	3,125,399	3,125,399	3,169,651	44,252	1.4%
Supplies	818,115	660,142	660,142	799,023	138,881	21.0%
Services	2,652,729	4,426,855	5,521,031	3,151,995	(1,274,860)	-28.8%
Intergovernmental Expenditures	2,323,811	2,282,109	2,357,238	2,259,299	(22,810)	-1.0%
Capital	2,694,310	6,020,000	11,035,407	6,425,000	405,000	6.7%
Principal and Interest	2,220,820	2,212,802	2,212,802	2,231,645	18,843	0.9%
Interfund	3,076,919	3,235,640	3,235,640	3,267,672	32,032	1.0%
Subtotal of Expenditures	16,712,322	21,962,947	28,147,659	21,304,285	(658,662)	-3.0%
Ending Reserves	18,959,670	4,603,060	8,031,472	5,116,789	513,729	11.2%
Fund Total Uses	35,671,992	26,566,007	36,179,131	26,421,074	(144,933)	-0.5%

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

	2008 Actual	2009 Adopted Budget	2009 Revised Budget	2010 Budget	Change from 2009 Adopted Budget	
					Amount	Percent
Storm/Surface Water Utility Fund (430)						
Beginning Reserves	3,598,554	1,286,534	3,643,086	834,364	(452,170)	-35.1%
Revenues:						
Licenses and Permits	99,509	110,000	110,000	80,000	(30,000)	-27.3%
Intergovernmental Revenues	196,440	34,000	324,421	123,871	89,871	264.3%
Goods and Services Charges	4,775,468	4,597,000	4,597,000	4,645,500	48,500	1.1%
Fines	13,788	11,718	11,718	16,000	4,282	36.5%
Miscellaneous	171,373	124,959	124,959	71,480	(53,479)	-42.8%
Proprietary/Trust Gains (Losses)	1,222	0	0	0	0	--
Subtotal of Revenues	5,257,800	4,877,677	5,168,098	4,936,851	59,174	1.2%
Fund Total Sources	8,856,354	6,164,211	8,811,184	5,771,215	(392,996)	-6.4%
Expenditures:						
Salaries and Benefits	1,151,995	1,246,959	1,284,694	1,355,792	108,833	8.7%
Supplies	143,128	130,010	244,034	181,263	51,253	39.4%
Services	306,062	509,694	1,150,766	407,051	(102,643)	-20.1%
Intergovernmental Expenditures	573,311	566,100	566,100	573,800	7,700	1.4%
Capital	1,080,123	1,477,000	2,789,883	850,000	(627,000)	-42.5%
Interfund	1,902,740	1,858,431	1,994,524	2,031,744	173,313	9.3%
Subtotal of Expenditures	5,157,359	5,788,194	8,030,001	5,399,650	(388,544)	-6.7%
Ending Reserves	3,698,995	376,017	781,185	371,565	(4,452)	-1.2%
Fund Total Uses	8,856,354	6,164,211	8,811,186	5,771,215	(392,996)	-6.4%
Solid Waste Fund (440)						
Beginning Reserves	2,534,269	6,647,012	7,302,549	7,504,847	857,835	12.9%
Revenues:						
Taxes	1,271,585	1,280,000	1,280,000	1,280,000	0	0.0%
Intergovernmental Revenues	109,377	120,000	120,000	120,000	0	0.0%
Goods and Services Charges	102,268	107,626	107,626	107,626	0	0.0%
Miscellaneous	280,455	275,270	275,270	170,230	(105,040)	-38.2%
Other Financing Sources	6,343,731	0	0	0	0	--
Subtotal of Revenues	8,107,416	1,782,896	1,782,896	1,677,856	(105,040)	-5.9%
Fund Total Sources	10,641,685	8,429,908	9,085,445	9,182,703	752,795	8.9%
Expenditures:						
Salaries and Benefits	137,559	161,198	161,198	168,904	7,706	4.8%
Supplies	12,072	93,506	93,506	79,266	(14,240)	-15.2%
Services	235,724	914,940	1,178,518	975,130	60,190	6.6%
Intergovernmental Expenditures	1,006	21,140	21,140	21,186	46	0.2%
Principal and Interest	3,152,832	695,777	695,777	695,812	35	0.0%
Interfund	149,709	225,932	225,932	164,287	(61,645)	-27.3%
Subtotal of Expenditures	3,688,902	2,112,493	2,376,071	2,104,585	(7,908)	-0.4%
Ending Reserves	6,952,783	6,317,415	6,709,374	7,078,118	760,703	12.0%
Fund Total Uses	10,641,685	8,429,908	9,085,445	9,182,703	752,795	8.9%

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

	2008 Actual	2009 Adopted Budget	2009 Revised Budget	2010 Budget	Change from 2009 Adopted Budget	
					Amount	Percent
Cemetery Fund (456)						
Beginning Reserves	404,284	389,304	372,134	260,180	(129,124)	-33.2%
Revenues:						
Goods and Services Charges	362,220	372,332	372,332	310,273	(62,059)	-16.7%
Miscellaneous	28,224	24,001	24,001	13,077	(10,924)	-45.5%
Other Financing Sources	221,480	221,480	221,480	221,480	0	0.0%
Subtotal of Revenues	611,924	617,813	617,813	544,830	(72,983)	-11.8%
Fund Total Sources	1,016,208	1,007,117	989,947	805,010	(202,107)	-20.1%
Expenditures:						
Salaries and Benefits	344,460	335,972	335,972	284,049	(51,923)	-15.5%
Supplies	102,018	87,908	83,317	78,619	(9,289)	-10.6%
Services	45,292	46,205	43,313	45,024	(1,181)	-2.6%
Intergovernmental Expenditures	3,284	14,229	3,411	3,411	(10,818)	-76.0%
Interfund	130,256	134,803	134,563	131,475	(3,328)	-2.5%
Subtotal of Expenditures	625,310	619,117	600,576	542,578	(76,539)	-12.4%
Ending Reserves	390,898	388,000	389,371	262,432	(125,568)	-32.4%
Fund Total Uses	1,016,208	1,007,117	989,947	805,010	(202,107)	-20.1%
Golf Course Fund (460)						
Beginning Reserves	58,450	63,783	52,877	85,806	22,023	34.5%
Revenues:						
Goods and Services Charges	197	0	0	0	0	--
Miscellaneous	188,964	182,137	182,137	192,256	10,119	5.6%
Subtotal of Revenues	189,161	182,137	182,137	192,256	10,119	5.6%
Fund Total Sources	247,611	245,920	235,014	278,062	32,142	13.1%
Expenditures:						
Salaries and Benefits	0	31,684	31,684	11,971	(19,713)	-62.2%
Supplies	2,386	7,021	7,021	2,400	(4,621)	-65.8%
Services	55,413	24,902	24,902	24,234	(668)	-2.7%
Intergovernmental Expenditures	48	0	0	0	0	--
Principal and Interest	85,519	85,520	85,520	83,601	(1,919)	-2.2%
Interfund	51,367	28,883	28,883	33,032	4,149	14.4%
Subtotal of Expenditures	194,733	178,010	178,010	155,238	(22,772)	-12.8%
Ending Reserves	52,878	67,910	57,004	122,824	54,914	80.9%
Fund Total Uses	247,611	245,920	235,014	278,062	32,142	13.1%

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

	2008 Actual	2009 Adopted Budget	2009 Revised Budget	2010 Budget	Change from 2009 Adopted Budget	
					Amount	Percent
<u>Parking Services Fund (465)</u>						
Beginning Reserves	1,902,902	2,164,218	999,969	1,259,435	(904,783)	-41.8%
Revenues:						
Fines	708,484	850,200	850,200	850,200	0	0.0%
Miscellaneous	1,675,707	1,721,638	1,721,638	1,758,295	36,657	2.1%
Subtotal of Revenues	2,384,191	2,571,838	2,571,838	2,608,495	36,657	1.4%
Fund Total Sources	4,287,093	4,736,056	3,571,807	3,867,930	(868,126)	-18.3%
Expenditures:						
Salaries and Benefits	376,711	436,461	436,461	447,170	10,709	2.5%
Supplies	91,690	122,015	153,276	284,540	162,525	133.2%
Services	324,563	278,613	770,855	619,778	341,165	122.5%
Intergovernmental Expenditures	634,390	671,861	684,301	719,056	47,195	7.0%
Capital	1,586,305	0	0	0	0	--
Principal and Interest	131,224	128,140	128,140	134,024	5,884	4.6%
Interfund	269,239	354,902	354,902	338,127	(16,775)	-4.7%
Subtotal of Expenditures	3,414,122	1,991,992	2,527,935	2,542,695	550,703	27.6%
Ending Reserves	872,971	2,744,064	1,043,872	1,325,235	(1,418,829)	-51.7%
Fund Total Uses	4,287,093	4,736,056	3,571,807	3,867,930	(868,126)	-18.3%
<u>Medic One Fund (470)</u>						
Beginning Reserves	579,521	554,927	770,281	622,095	67,168	12.1%
Revenues:						
Intergovernmental Revenues	2,330,305	3,365,174	3,365,174	3,323,218	(41,956)	-1.2%
Goods and Services Charges	3,553,315	3,420,812	3,420,812	3,486,668	65,856	1.9%
Fines	(24)	0	0	0	0	--
Miscellaneous	83,488	63,581	63,581	34,086	(29,495)	-46.4%
Other Financing Sources	1,015,951	1,026,110	1,026,110	1,036,371	10,261	1.0%
Subtotal of Revenues	6,983,035	7,875,677	7,875,677	7,880,343	4,666	0.1%
Fund Total Sources	7,562,556	8,430,604	8,645,958	8,502,438	71,834	0.9%
Expenditures:						
Salaries and Benefits	4,531,728	5,177,499	5,177,499	5,307,699	130,200	2.5%
Supplies	498,024	573,401	589,641	556,951	(16,450)	-2.9%
Services	272,376	448,157	448,157	392,507	(55,650)	-12.4%
Intergovernmental Expenditures	20,863	41,894	41,894	37,394	(4,500)	-10.7%
Capital	107,664	176,232	369,286	120,000	(56,232)	-31.9%
Interfund	1,361,619	1,458,355	1,458,355	1,460,146	1,791	0.1%
Subtotal of Expenditures	6,792,274	7,875,538	8,084,832	7,874,697	(841)	0.0%
Ending Reserves	770,282	555,066	561,127	627,741	72,675	13.1%
Fund Total Uses	7,562,556	8,430,604	8,645,959	8,502,438	71,834	0.9%

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

	2008 Actual	2009 Adopted Budget	2009 Revised Budget	2010 Budget	Change from 2009 Adopted Budget	
					Amount	Percent
Development Services Fund (475)						
Beginning Reserves	1,215,916	753,337	639,391	627,203	(126,134)	-16.7%
Revenues:						
Licenses and Permits	1,367,954	1,608,482	1,113,151	1,065,000	(543,482)	-33.8%
Goods and Services Charges	875,819	898,250	618,004	836,000	(62,250)	-6.9%
Fines	355	300	206	0	(300)	-100.0%
Miscellaneous	160,239	43,768	29,982	13,591	(30,177)	-68.9%
Other Financing Sources	0	50,000	50,000	0	(50,000)	-100.0%
Subtotal of Revenues	2,404,367	2,600,800	1,811,343	1,914,591	(686,209)	-26.4%
Fund Total Sources	3,620,283	3,354,137	2,450,734	2,541,794	(812,343)	-24.2%
Expenditures:						
Salaries and Benefits	2,289,944	2,156,667	1,448,512	1,438,008	(718,659)	-33.3%
Supplies	80,305	53,400	56,110	21,950	(31,450)	-58.9%
Services	181,321	109,250	136,363	120,563	11,313	10.4%
Intergovernmental Expenditures	10,000	0	20,000	10,000	10,000	--
Capital	119,584	59,500	73,563	0	(59,500)	-100.0%
Interfund	292,200	295,863	295,863	291,141	(4,722)	-1.6%
Subtotal of Expenditures	2,973,354	2,674,680	2,030,411	1,881,662	(793,018)	-29.6%
Ending Reserves	646,929	679,457	420,319	660,132	(19,325)	-2.8%
Fund Total Uses	3,620,283	3,354,137	2,450,730	2,541,794	(812,343)	-24.2%
Fleet Administration Fund (510)						
Beginning Reserves	5,675,532	4,689,295	5,897,881	4,836,562	147,267	3.1%
Revenues:						
Goods and Services Charges	159,517	172,792	1,544,638	1,950,725	1,777,933	1028.9%
Miscellaneous	5,687,281	3,124,084	1,752,238	1,910,649	(1,213,435)	-38.8%
Proprietary/Trust Gains (Losses)	10,778	0	0	0	0	--
Other Financing Sources	208,004	200,000	200,000	150,000	(50,000)	-25.0%
Subtotal of Revenues	6,065,580	3,496,876	3,496,876	4,011,374	514,498	14.7%
Fund Total Sources	11,741,112	8,186,171	9,394,757	8,847,936	661,765	8.1%
Expenditures:						
Salaries and Benefits	643,172	685,637	685,637	694,148	8,511	1.2%
Supplies	322,373	332,863	332,863	328,848	(4,015)	-1.2%
Services	243,232	236,438	236,589	234,390	(2,048)	-0.9%
Capital	3,857,842	1,779,000	2,694,267	668,000	(1,111,000)	-62.5%
Interfund	776,307	985,773	985,773	854,972	(130,801)	-13.3%
Subtotal of Expenditures	5,842,926	4,019,711	4,935,129	2,780,358	(1,239,353)	-30.8%
Ending Reserves	5,898,186	4,166,460	4,459,629	6,067,578	1,901,118	45.6%
Fund Total Uses	11,741,112	8,186,171	9,394,758	8,847,936	661,765	8.1%

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

	2008 Actual	2009 Adopted Budget	2009 Revised Budget	2010 Budget	Change from 2009 Adopted Budget	
					Amount	Percent
<u>Purchasing/Materials Mngmt Fund (520)</u>						
Beginning Reserves	428,628	195,129	480,654	642,713	447,584	229.4%
Revenues:						
Intergovernmental Revenues	3,482	4,370	4,370	3,219	(1,151)	-26.3%
Goods and Services Charges	2,070,001	2,235,189	2,235,189	2,107,952	(127,237)	-5.7%
Miscellaneous	65,310	28,271	28,271	18,345	(9,926)	-35.1%
Subtotal of Revenues	2,138,793	2,267,830	2,267,830	2,129,516	(138,314)	-6.1%
Fund Total Sources	2,567,421	2,462,959	2,748,484	2,772,229	309,270	12.6%
Expenditures:						
Salaries and Benefits	630,046	664,982	664,982	666,619	1,637	0.2%
Supplies	1,005,393	1,003,400	1,003,400	1,001,760	(1,640)	-0.2%
Services	74,313	14,623	23,174	10,923	(3,700)	-25.3%
Intergovernmental Expenditures	4,194	4,350	4,350	4,100	(250)	-5.7%
Capital	0	5,000	5,000	0	(5,000)	-100.0%
Interfund	383,714	430,244	430,244	448,041	17,797	4.1%
Subtotal of Expenditures	2,097,660	2,122,599	2,131,150	2,131,443	8,844	0.4%
Ending Reserves	469,761	340,360	617,335	640,786	300,426	88.3%
Fund Total Uses	2,567,421	2,462,959	2,748,485	2,772,229	309,270	12.6%
<u>Facilities Administration Fund (530)</u>						
Beginning Reserves	1,198,122	624,132	1,310,659	603,988	(20,144)	-3.2%
Revenues:						
Goods and Services Charges	0	0	0	37,550	37,550	--
Fines	146	10	10	0	(10)	-100.0%
Miscellaneous	2,228,014	2,127,251	2,127,251	2,040,773	(86,478)	-4.1%
Subtotal of Revenues	2,228,160	2,127,261	2,127,261	2,078,323	(48,938)	-2.3%
Fund Total Sources	3,426,282	2,751,393	3,437,920	2,682,311	(69,082)	-2.5%
Expenditures:						
Salaries and Benefits	944,169	1,013,575	1,013,575	1,091,260	77,685	7.7%
Supplies	81,946	88,038	88,038	90,602	2,564	2.9%
Services	864,365	1,026,950	1,623,963	894,012	(132,938)	-12.9%
Intergovernmental Expenditures	42	0	0	0	0	--
Interfund	227,861	273,271	273,271	287,989	14,718	5.4%
Subtotal of Expenditures	2,118,383	2,401,834	2,998,847	2,363,863	(37,971)	-1.6%
Ending Reserves	1,307,899	349,559	439,074	318,448	(31,111)	-8.9%
Fund Total Uses	3,426,282	2,751,393	3,437,921	2,682,311	(69,082)	-2.5%

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

	2008 Actual	2009 Adopted Budget	2009 Revised Budget	2010 Budget	Change from 2009 Adopted Budget	
					Amount	Percent
Telecommunications Fund (540)						
Beginning Reserves	955,032	432,331	511,032	489,977	57,646	13.3%
Revenues:						
Intergovernmental Revenues	1,313	5,630	5,630	1,000	(4,630)	-82.2%
Goods and Services Charges	384,671	375,680	375,680	215,437	(160,243)	-42.7%
Miscellaneous	34,944	23,495	23,495	11,361	(12,134)	-51.6%
Subtotal of Revenues	420,928	404,805	404,805	227,798	(177,007)	-43.7%
Fund Total Sources	1,375,960	837,136	915,837	717,775	(119,361)	-14.3%
Expenditures:						
Salaries and Benefits	114,658	99,795	99,795	83,420	(16,375)	-16.4%
Supplies	30,577	10,236	10,236	5,600	(4,636)	-45.3%
Services	270,452	248,490	248,490	288,020	39,530	15.9%
Intergovernmental Expenditures	98	14,346	14,346	0	(14,346)	-100.0%
Capital	430,488	0	0	0	0	--
Interfund	18,655	25,349	25,349	27,739	2,390	9.4%
Subtotal of Expenditures	864,928	398,216	398,216	404,779	6,563	1.6%
Ending Reserves	511,032	438,920	517,621	312,996	(125,924)	-28.7%
Fund Total Uses	1,375,960	837,136	915,837	717,775	(119,361)	-14.3%
Claims Litigation Fund (550)						
Beginning Reserves	4,944,015	4,961,973	4,558,617	4,234,519	(727,454)	-14.7%
Revenues:						
Intergovernmental Revenues	968	0	0	0	0	--
Miscellaneous	1,003,961	1,089,957	1,089,957	1,103,429	13,472	1.2%
Non Revenues	6,377	146,025	146,025	0	(146,025)	-100.0%
Subtotal of Revenues	1,011,306	1,235,982	1,235,982	1,103,429	(132,553)	-10.7%
Fund Total Sources	5,955,321	6,197,955	5,794,599	5,337,948	(860,007)	-13.9%
Expenditures:						
Salaries and Benefits	132,812	135,102	135,102	156,561	21,459	15.9%
Supplies	8,061	4,641	4,641	4,600	(41)	-0.9%
Services	1,142,288	849,622	1,165,658	800,689	(48,933)	-5.8%
Interfund	113,543	97,235	97,235	110,167	12,932	13.3%
Subtotal of Expenditures	1,396,704	1,086,600	1,402,636	1,072,017	(14,583)	-1.3%
Ending Reserves	4,558,617	5,111,355	4,391,963	4,265,931	(845,424)	-16.5%
Fund Total Uses	5,955,321	6,197,955	5,794,599	5,337,948	(860,007)	-13.9%

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

	2008 Actual	2009 Adopted Budget	2009 Revised Budget	2010 Budget	<i>Change from 2009 Adopted Budget</i>	
					Amount	Percent
Unemployment Compensation Fund (561)						
Beginning Reserves	275,296	192,121	223,840	671,683	479,562	249.6%
Revenues:						
Miscellaneous	11,167	68,584	588,584	180,620	112,036	163.4%
Subtotal of Revenues	11,167	68,584	588,584	180,620	112,036	163.4%
Fund Total Sources	286,463	260,705	812,424	852,303	591,598	226.9%
Expenditures:						
Salaries and Benefits	60,940	120,000	136,612	600,000	480,000	400.0%
Services	0	20,000	20,000	20,000	0	0.0%
Interfund	1,684	1,773	1,773	1,871	98	5.5%
Subtotal of Expenditures	62,624	141,773	158,385	621,871	480,098	338.6%
Ending Reserves	223,839	118,932	654,039	230,432	111,500	93.8%
Fund Total Uses	286,463	260,705	812,424	852,303	591,598	226.9%
Workers Comp Self-Insurance Fund (562)						
Beginning Reserves	913,892	780,238	865,003	709,755	(70,483)	-9.0%
Revenues:						
Miscellaneous	626,880	582,536	582,536	670,534	87,998	15.1%
Subtotal of Revenues	626,880	582,536	582,536	670,534	87,998	15.1%
Fund Total Sources	1,540,772	1,362,774	1,447,539	1,380,289	17,515	1.3%
Expenditures:						
Salaries and Benefits	93,143	139,852	139,852	78,485	(61,367)	-43.9%
Supplies	886	3,200	3,200	2,925	(275)	-8.6%
Services	540,419	532,750	532,750	565,650	32,900	6.2%
Intergovernmental Expenditures	53,156	70,000	70,000	90,000	20,000	28.6%
Interfund	22,029	20,605	20,605	20,845	240	1.2%
Subtotal of Expenditures	709,633	766,407	766,407	757,905	(8,502)	-1.1%
Ending Reserves	831,139	596,367	681,132	622,384	26,017	4.4%
Fund Total Uses	1,540,772	1,362,774	1,447,539	1,380,289	17,515	1.3%

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

	2008 Actual	2009 Adopted Budget	2009 Revised Budget	2010 Budget	Change from 2009 Adopted Budget	
					Amount	Percent
Health Benefits Fund (565)						
Beginning Reserves	1,272,460	998,016	1,502,465	1,954,745	956,729	95.9%
Revenues:						
Miscellaneous	10,168,737	10,910,559	10,910,559	10,852,824	(57,735)	-0.5%
Subtotal of Revenues	10,168,737	10,910,559	10,910,559	10,852,824	(57,735)	-0.5%
Fund Total Sources	11,441,197	11,908,575	12,413,024	12,807,569	898,994	7.5%
Expenditures:						
Salaries and Benefits	242,114	248,247	248,247	354,530	106,283	42.8%
Supplies	20,982	23,755	23,755	24,650	895	3.8%
Services	9,562,873	10,727,750	10,719,750	10,702,550	(25,200)	-0.2%
Intergovernmental Expenditures	600	600	600	600	0	0.0%
Interfund	126,767	135,946	135,946	147,663	11,717	8.6%
Subtotal of Expenditures	9,953,336	11,136,298	11,128,298	11,229,993	93,695	0.8%
Ending Reserves	1,487,861	772,277	1,284,726	1,577,576	805,299	104.3%
Fund Total Uses	11,441,197	11,908,575	12,413,024	12,807,569	898,994	7.5%
Firefighter Pension and Benefit Fund (612)						
Beginning Reserves	5,164,028	3,646,056	3,756,196	4,241,530	595,474	16.3%
Revenues:						
Taxes	1,602,284	1,581,050	1,581,050	1,818,000	236,950	15.0%
Intergovernmental Revenues	109,314	109,314	109,314	105,000	(4,314)	-3.9%
Miscellaneous	791,911	458,011	458,011	348,845	(109,166)	-23.8%
Non Revenues	89,092	223,539	223,539	257,000	33,461	15.0%
Subtotal of Revenues	2,592,601	2,371,914	2,371,914	2,528,845	156,931	6.6%
Fund Total Sources	7,756,629	6,017,970	6,128,110	6,770,375	752,405	12.5%
Expenditures:						
Salaries and Benefits	1,547,990	1,640,000	1,640,000	1,740,000	100,000	6.1%
Supplies	40,036	65,100	65,100	65,100	0	0.0%
Services	161,893	157,250	157,250	227,750	70,500	44.8%
Principal and Interest	2,250,000	0	0	0	0	--
Interfund	514	928	928	536	(392)	-42.2%
Subtotal of Expenditures	4,000,433	1,863,278	1,863,278	2,033,386	170,108	9.1%
Ending Reserves	3,756,196	4,154,692	4,264,832	4,736,989	582,297	14.0%
Fund Total Uses	7,756,629	6,017,970	6,128,110	6,770,375	752,405	12.5%

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

	2008 Actual	2009 Adopted Budget	2009 Revised Budget	2010 Budget	<i>Change from 2009 Adopted Budget</i>	
					Amount	Percent
<u>Police Pension and Benefit Fund (613)</u>						
Beginning Reserves	4,590,179	4,927,261	5,097,382	5,237,832	310,571	6.3%
Revenues:						
Miscellaneous	1,371,358	1,113,701	1,113,701	982,375	(131,326)	-11.8%
Subtotal of Revenues	1,371,358	1,113,701	1,113,701	982,375	(131,326)	-11.8%
Fund Total Sources	5,961,537	6,040,962	6,211,083	6,220,207	179,245	3.0%
Expenditures:						
Salaries and Benefits	757,165	855,000	855,000	890,000	35,000	4.1%
Supplies	38,182	40,100	40,100	40,100	0	0.0%
Services	68,402	164,900	164,900	210,400	45,500	27.6%
Interfund	406	754	754	536	(218)	-28.9%
Subtotal of Expenditures	864,155	1,060,754	1,060,754	1,141,036	80,282	7.6%
Ending Reserves	5,097,382	4,980,208	5,150,329	5,079,171	98,963	2.0%
Fund Total Uses	5,961,537	6,040,962	6,211,083	6,220,207	179,245	3.0%
<u>Greenways Maint Endowment Fund (701)</u>						
Beginning Reserves	2,537,003	3,010,973	2,983,749	3,392,065	381,092	12.7%
Revenues:						
Taxes	367,367	363,600	363,600	363,600	0	0.0%
Miscellaneous	94,379	102,034	102,034	87,536	(14,498)	-14.2%
Subtotal of Revenues	461,746	465,634	465,634	451,136	(14,498)	-3.1%
Fund Total Sources	2,998,749	3,476,607	3,449,383	3,843,201	366,594	10.5%
Expenditures:						
Intergovernmental Expenditures	15,000	0	0	131,418	131,418	--
Subtotal of Expenditures	15,000	0	0	131,418	131,418	--
Ending Reserves	2,983,749	3,476,607	3,449,383	3,711,783	235,176	6.8%
Fund Total Uses	2,998,749	3,476,607	3,449,383	3,843,201	366,594	10.5%

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

	2008 Actual	2009 Adopted Budget	2009 Revised Budget	2010 Budget	Change from 2009 Adopted Budget	
					Amount	Percent
<u>Nat Res Protect & Restoration Fund (702)</u>						
Beginning Reserves	2,100,400	1,277,890	1,573,604	1,353,931	76,041	6.0%
Revenues:						
Miscellaneous	197,386	213,807	213,807	159,097	(54,710)	-25.6%
Non Revenues	2,450,000	0	0	0	0	--
Subtotal of Revenues	2,647,386	213,807	213,807	159,097	(54,710)	-25.6%
Fund Total Sources	4,747,786	1,491,697	1,787,411	1,513,028	21,331	1.4%
Expenditures:						
Supplies	2,828	0	52,172	0	0	--
Services	343,060	183,000	349,951	0	(183,000)	-100.0%
Intergovernmental Expenditures	224	0	0	0	0	--
Capital	6,418	0	1,113	0	0	--
Principal and Interest	2,800,000	0	0	0	0	--
Interfund	21,652	0	0	0	0	--
Subtotal of Expenditures	3,174,182	183,000	403,236	0	(183,000)	-100.0%
Ending Reserves	1,573,604	1,308,697	1,384,175	1,513,028	204,331	15.6%
Fund Total Uses	4,747,786	1,491,697	1,787,411	1,513,028	21,331	1.4%
<u>Public Facilities District Fund (965)</u>						
Beginning Reserves	11,775,340	1,892,696	4,152,327	631,637	(1,261,059)	-66.6%
Revenues:						
Taxes	1,136,083	1,185,769	1,185,769	1,000,000	(185,769)	-15.7%
Intergovernmental Revenues	1,142,698	0	471,797	221,734	221,734	--
Miscellaneous	1,063,260	49,449	336,461	182,183	132,734	268.4%
Non Revenues	2,800,000	0	0	0	0	--
Subtotal of Revenues	6,142,041	1,235,218	1,994,027	1,403,917	168,699	13.7%
Fund Total Sources	17,917,381	3,127,914	6,146,354	2,035,554	(1,092,360)	-34.9%
Expenditures:						
Salaries and Benefits	68,034	73,404	73,404	4,818	(68,586)	-93.4%
Supplies	9,869	840	840	150	(690)	-82.1%
Services	534,534	28,894	112,281	13,321	(15,573)	-53.9%
Intergovernmental Expenditures	99,703	735,874	735,874	25,000	(710,874)	-96.6%
Capital	12,094,929	0	4,227,748	0	0	--
Principal and Interest	995,050	537,597	537,597	1,112,740	575,143	107.0%
Subtotal of Expenditures	13,802,119	1,376,609	5,687,744	1,156,029	(220,580)	-16.0%
Ending Reserves	4,115,262	1,751,305	458,609	879,525	(871,780)	-49.8%
Fund Total Uses	17,917,381	3,127,914	6,146,353	2,035,554	(1,092,360)	-34.9%

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

	2008 Actual	2009 Adopted Budget	2009 Revised Budget	2010 Budget	<i>Change from 2009 Adopted Budget</i>	
					Amount	Percent
Public Development Authority Fund (970)						
Beginning Reserves	0	0	7,609	7,796	7,796	--
Revenues:						
Intergovernmental Revenues	15,000	500,000	350,000	400,000	(100,000)	-20.0%
Miscellaneous	61	0	0	5,023	5,023	--
Subtotal of Revenues	15,061	500,000	350,000	405,023	(94,977)	-19.0%
Fund Total Sources	15,061	500,000	357,609	412,819	(87,181)	-17.4%
Expenditures:						
Salaries and Benefits	41	231,775	134,430	47,045	(184,730)	-79.7%
Supplies	0	16,110	16,110	13,594	(2,516)	-15.6%
Services	5,018	242,115	189,460	328,816	86,701	35.8%
Intergovernmental Expenditures	2,393	10,000	10,000	10,000	0	0.0%
Subtotal of Expenditures	7,452	500,000	350,000	399,455	(100,545)	-20.1%
Ending Reserves	7,609	0	7,609	13,364	13,364	--
Fund Total Uses	15,061	500,000	357,609	412,819	(87,181)	-17.4%
All Funds						
Beginning Reserves	151,713,026	87,272,784	138,083,565	79,420,099	(7,852,685)	-9.0%
Revenues:						
Taxes	70,796,737	71,903,259	70,217,343	67,431,019	(4,472,240)	-6.2%
Licenses and Permits	2,430,453	2,657,490	2,162,159	2,081,595	(575,895)	-21.7%
Intergovernmental Revenues	16,248,643	23,070,837	45,956,100	14,943,772	(8,127,065)	-35.2%
Goods and Services Charges	59,118,448	60,566,783	61,774,286	62,631,134	2,064,351	3.4%
Fines	1,943,784	2,168,678	2,170,484	2,120,265	(48,413)	-2.2%
Miscellaneous	33,399,934	27,187,788	26,666,815	23,887,626	(3,300,162)	-12.1%
Proprietary/Trust Gains (Losses)	37,295	0	0	0	0	--
Non Revenues	13,635,469	369,564	3,089,564	257,000	(112,564)	-30.5%
Other Financing Sources	12,346,500	8,270,905	5,393,345	4,995,750	(3,275,155)	-39.6%
Subtotal of Revenues	209,957,263	196,195,304	217,430,096	178,348,161	(17,847,143)	-9.1%
All Funds Total Sources	361,670,289	283,468,088	355,513,661	257,768,260	(25,699,828)	-9.1%
Expenditures:						
Salaries and Benefits	72,607,156	79,494,579	78,173,874	76,010,152	(3,484,427)	-4.4%
Supplies	8,823,505	8,408,993	8,853,188	7,734,366	(674,627)	-8.0%
Services	36,425,908	43,083,218	69,096,399	34,870,770	(8,212,448)	-19.1%
Intergovernmental Expenditures	13,999,631	15,442,695	15,992,509	13,820,680	(1,622,015)	-10.5%
Capital	48,532,919	37,061,915	79,692,184	21,602,476	(15,459,439)	-41.7%
Principal and Interest	17,189,597	9,058,314	8,998,314	9,955,575	897,261	9.9%
Interfund	25,849,388	23,552,869	23,880,881	23,973,927	421,058	1.8%
Subtotal of Expenditures	223,428,104	216,102,583	284,687,349	187,967,946	(28,134,637)	-13.0%
Ending Reserves	138,242,185	67,365,505	70,826,319	69,800,314	2,434,809	3.6%
All Funds Total Uses	361,670,289	283,468,088	355,513,668	257,768,260	(25,699,828)	-9.1%

This page intentionally left blank.

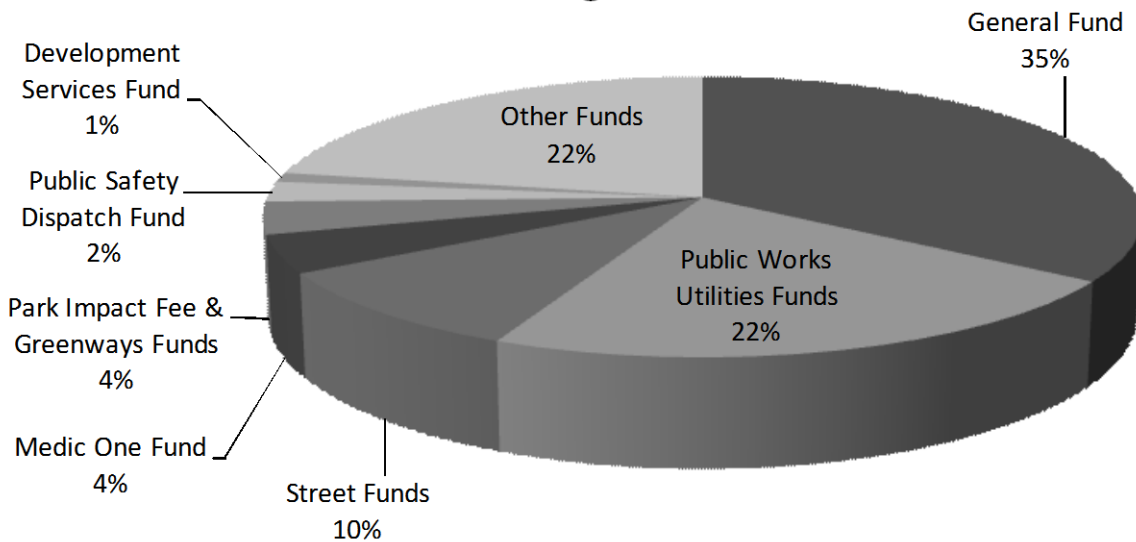
Revenue Sources and Trends

All numbers in this Revenue Sources and Trends section labeled as **2009 Estimates** are based on the December 31, 2009 internal financial statement. Numbers shown throughout the rest of the document generally refer to the 2009 Adopted Budget.

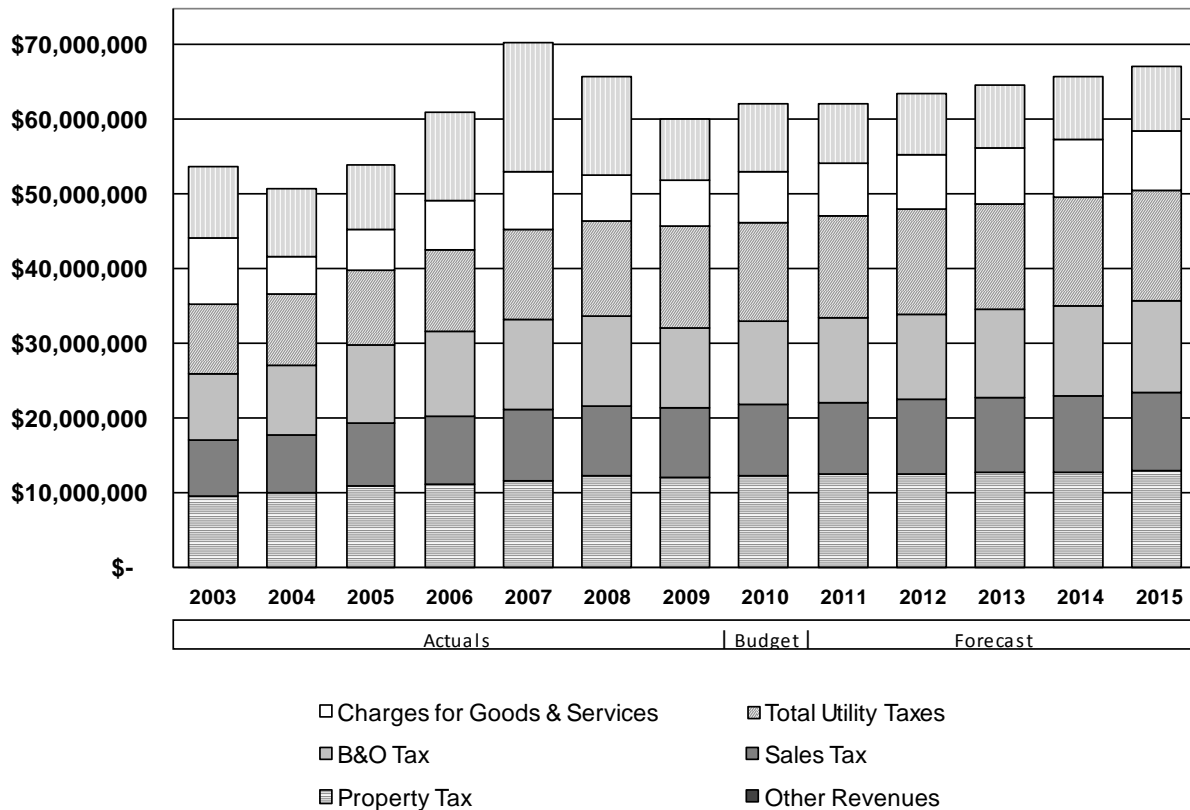
The following pages describe the City’s major revenue sources. The funds shown in the top section of this table make up at least 75% of the City’s total revenue. Trends and other information used in projecting revenues for budget are explained here.

	2006 Actual	2007 Actual	2008 Actual	2009 Est.	2010 Adopted
General Fund	60,984,673	70,254,882	65,761,222	67,242,222	62,177,787
Public Works Utilities Funds	55,351,119	40,319,495	52,958,165	38,787,700	39,954,634
Street Funds	18,919,820	23,191,812	20,781,641	24,716,060	17,340,636
Medic One Fund	5,866,946	7,253,922	6,983,035	7,875,677	7,880,343
Park Impact Fee & Greenways Funds	3,381,075	6,483,298	4,085,524	6,516,885	6,742,717
Public Safety Dispatch Fund	3,805,076	4,122,060	3,905,648	4,059,670	4,173,155
Development Services Fund	2,625,889	2,917,144	2,404,367	2,600,800	1,914,591
Subtotal	150,934,598	154,542,613	156,879,602	151,799,014	140,183,863
Percent of Total Revenues	77%	75%	75%	77%	78%
Other Funds	44,643,141	51,280,615	53,077,661	44,396,290	39,748,654
Total Revenues	195,577,739	205,823,228	209,957,263	196,195,304	179,932,517

2010 Budgeted Revenue



Revenue Sources and Trends – General Fund



Property Tax

Bellingham receives approximately \$2.22 per \$1,000 of assessed valuation from property owners located within the city limits. In 2010, this equates to \$18.8 million and includes a Council approved 1% increase in the levy. The four main components of the City’s property tax are: General Fund \$12.3 million, Park Greenways III \$4.2 million, Fire Pension \$2 million, and \$0.3 million for General Obligation Bonds.

Detailed in the next table are the historical collections of property tax in Bellingham. The amounts above 1% allowed by state legislature can be attributed to citizen approved Greenways III Levy Lid Lift (2007 – 2016), plus revenues from new construction and annexations. Collections in 2009 are trending slower than normal resulting in a decrease in total estimated revenue for the year. Some of the residual 2009 levy should be collected in 2010, which results in a larger percentage (3.75%) increase than the extended property tax forecasted increases of 1%.

	Actual			Estimate	Budget	Forecast	
	2006	2007	2008	2009	2010	2011	2012
Property Tax	14,555,918	17,342,513	18,223,049	18,313,211	18,805,010	18,993,060	19,182,991
Percent Change	3.56%	19.14%	5.08%	0.49%	2.69%	1.00%	1.00%

Revenue Sources and Trends – General Fund (continued)

The City of Bellingham levy is only one component of the total property tax that property owners must pay. Total property tax includes levies for State Schools, Whatcom County, Flood Control, Conservation Futures, and the Port of Bellingham. For a detailed list of the components of property tax rate see page 44.

Sales Tax

Citywide sales tax collection in 2010 is budgeted to be \$16.5 million, which is down substantially due to the downturn in the economy. The General Fund’s portion of the Sales Tax budget of \$9.5 million forecasts an increase of 1.7% over 2009 receipts. Sales tax is split between the General Fund and the Street Fund.

In 2009, the portion of sales tax allocated to the Street Fund was reduced from 49.5% to 42.5%. The new allocation increased the General Fund sales tax receipts by approximately \$1,500,000 per year. A graph of sales tax historical data is located on page 38.

	Actual			Estimate	Budget	Forecast	
	2006	2007	2008	2009	2010	2011	2012
Sales Tax	18,162,108	18,921,210	18,615,853	16,226,461	16,500,000	16,797,000	17,099,346
Percent Change	8.91%	4.18%	-1.61%	-12.84%	1.69%	1.80%	1.80%

The overall sales tax rate for Bellingham totals 8.5% of which .85% is distributed to the City for general government purposes and .01% for criminal justice programs. The majority of the sales tax collected in Bellingham is distributed to other jurisdictions as illustrated on page 43.

The national, regional, and local economy continues to be negatively impacted by the economic downturn. Bellingham’s General Fund budget is relies heavily on sales tax from retail sales and construction. Both of these are subject to larger economic swings than most other sources of local government revenues and are down significantly. Sales tax revenue is projected to grow, on average, by 1.8% per year for the next several years; a rate commensurate with a general combination of population growth, price inflation, and limited new construction.

Business & Occupation (B&O) Tax

The City imposes and collects a Business and Occupation tax on all business activity within its jurisdiction. The B&O Tax revenue budgeted for 2010 is \$11.1 million. Bellingham’s B&O tax is subject to volatility due to economic trends and the impacts on medical, retail, and construction businesses.

The decrease in 2009 B&O tax revenue was 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.

	Actual			Estimate	Budget	Forecast	
	2006	2007	2008	2009	2010	2011	2012
B&O Tax	11,299,028	12,197,797	12,066,376	10,647,820	11,100,000	11,322,000	11,548,440
Percent Change	7.92%	7.95%	-1.08%	-11.76%	4.25%	2.00%	2.00%

A graph of B&O Tax historical data is located on page 38.

Revenue Sources and Trends – General Fund (continued)

Utility Tax

The Utility Tax budget for 2010 is \$13.4 million. State law enables cities to levy taxes on natural gas, telephone, cable television, and electric utilities up to 6% of total charges. These utilities generate approximately \$9.3 million or 70% of the total utility tax revenue.

A tax is also permitted on water, wastewater, storm & surface utilities which are operated by the City of Bellingham. For City operated utilities, the underlying utility revenue was estimated by managers within the Public Works Department. Their revenue estimates were derived by projecting usage, new hook ups, and utility rate increases. These estimates were then multiplied by the Utility Tax rate of 11.5% to calculate the General Fund's utility tax revenue. Beginning in late 2008 and continuing through 2009 the number of new hookups has dropped dramatically in conjunction with the economic downturn and decline in new construction. The forecasted utilities tax revenues reflect this with smaller increases than the historic rates.

For non-City operated utilities, the 2010 utility tax revenue was extrapolated by trending the individual utility tax collections for the prior five years (2005 - 9). The average increase during these five years was 5.8%.

	Actual			Estimate	Budget	Forecast	
	2006	2007	2008	2009	2010	2011	2012
City Tax Water	1,523,624	1,600,971	1,627,856	1,678,522	1,760,000	1,795,200	1,831,104
City Tax Sewer	1,555,321	1,625,066	1,881,075	1,720,195	1,800,000	1,836,000	1,872,720
City Tax Storm Water	453,928	508,726	513,143	496,282	507,150	517,293	527,639
Electric Public Tax	2,605,284	2,932,567	3,364,200	3,451,166	3,628,000	3,736,840	3,848,945
Natural Gas Tax	1,686,387	1,832,090	1,610,908	1,784,746	1,800,000	1,836,000	1,872,720
Cable Tax	903,998	1,043,963	1,071,227	1,083,082	1,132,000	1,154,640	1,177,733
Telephone Tax	2,411,374	2,578,617	2,726,826	2,623,465	2,730,000	2,784,600	2,840,292
Total Utility Tax	11,139,916	12,122,000	12,795,235	12,837,458	13,357,150	13,660,573	13,971,153
Percent Change	9.34%	8.82%	5.55%	0.33%	4.05%	2.27%	2.27%

Charges for Goods & Services

The Charges for Goods & Services budget for 2010 is \$6.8 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 2010 amounts charged to non-General Fund departments are based on the actual costs incurred in 2008 for each department.

	Actual			Estimate	Budget	Forecast	
	2006	2007	2008	2009	2010	2011	2012
Goods & Services Charges	6,472,580	7,632,675	6,118,782	6,137,526	6,754,370	6,999,716	7,254,132
Percent Change	17.85%	17.92%	-19.83%	0.31%	10.05%	3.63%	3.63%

The other component of Charges for Goods & Services is fees that are charged to users of various City services including probation fees, recreation registration fees, and special police services. Each of these revenue streams has an operational manager assigned to the account who is responsible for estimating the 2010 revenue. The primary method for deriving these amounts was to review historical growth trends. For future years, these base amounts are inflated by a 3.6% average growth rate.

Revenue Sources and Trends – General Fund (continued)

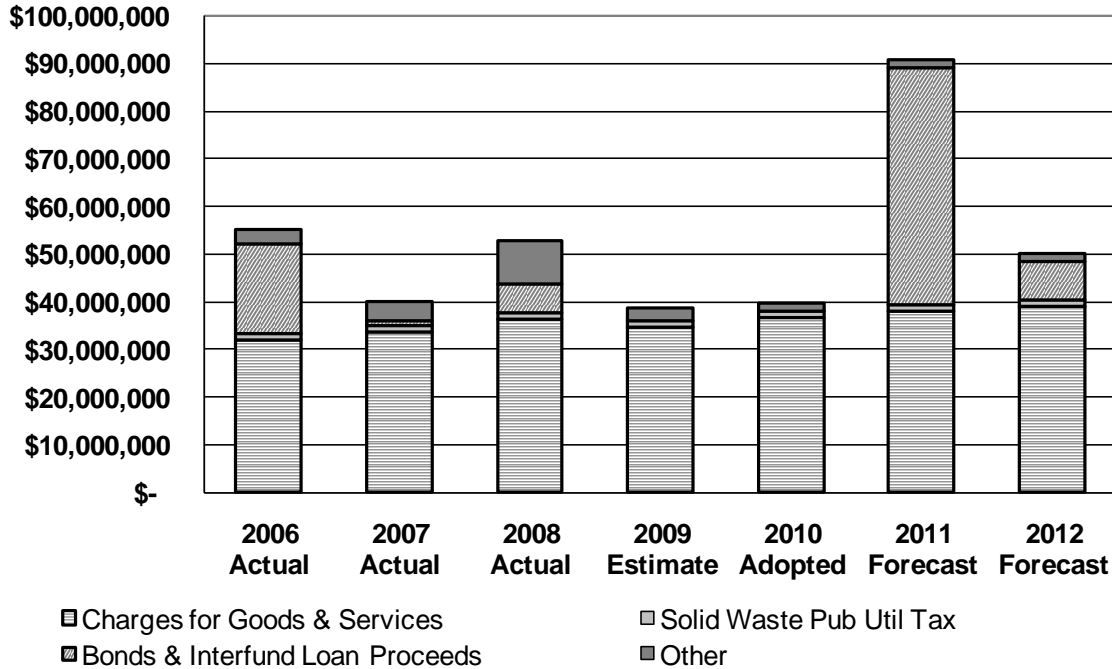
Other Revenues

The Other Revenues budget for 2010 is \$6.6 million. The major components in Other Revenues include fines, grants, interest, and permits. For 2010, these individual components were estimated by the assigned operation manager. For future years, one-time items, like the bond and grants are removed and on-going revenue streams were inflated by a 3% average growth rate. This results in a decrease in Intergovernmental Revenue in 2011, which will likely shrink as we receive confirmation on pending grants.

	Actual			Estimate	Budget	Forecast	
	2006	2007	2008	2009	2010	2011	2012
Licenses and Permits	783,798	856,776	919,075	880,962	894,595	903,541	912,576
Intergovernmental Revenue	2,911,782	1,971,202	2,555,360	2,030,646	2,474,326	1,273,934	1,269,080
Fines	1,757,922	1,153,694	1,136,308	1,163,133	1,157,550	1,192,277	1,228,046
Miscellaneous	1,211,722	8,387,116	1,578,598	1,124,733	968,327	978,010	987,790
Other Financing Sources	2,220,565	1,867,766	4,014,879	1,196,923	1,072,704	1,083,431	1,094,265
Total Other Revenue	8,885,789	14,236,554	10,204,220	6,396,397	6,567,502	5,431,193	5,491,758
Percent Change		60.22%	-28.32%	-37.32%	2.68%	-17.30%	1.12%

Revenue Sources and Trends – Public Works Utilities Funds

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



Charges for Goods & Services

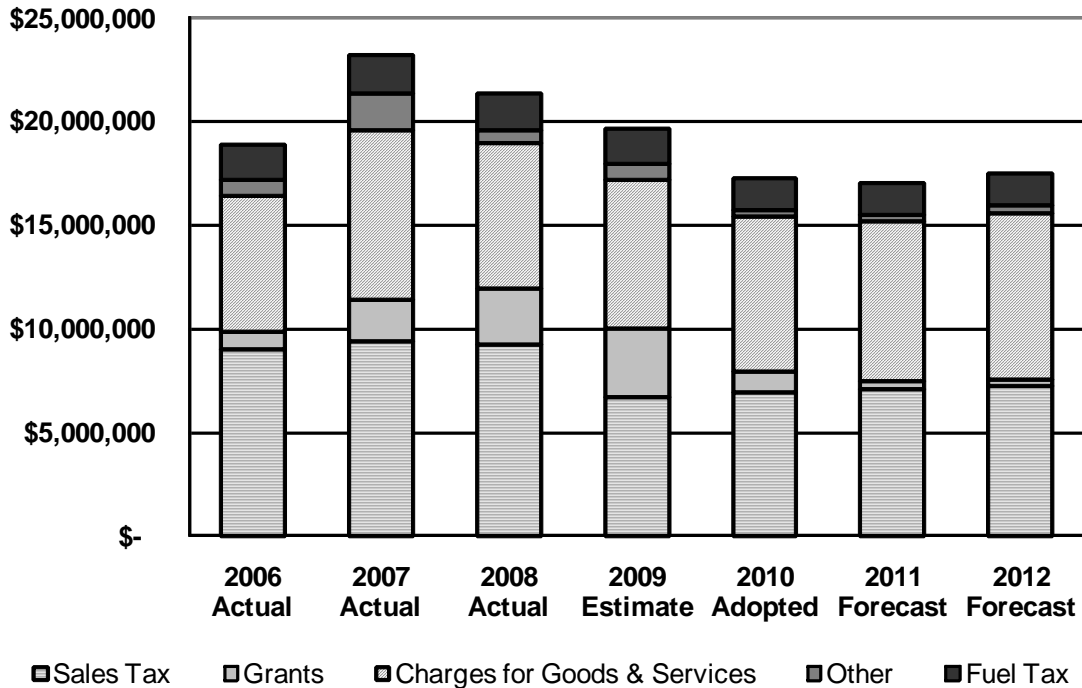
This represents the charges received for Water, Wastewater, Storm and Surface Water, and Solid Waste services provided by the City. The \$37 million budget was derived by projecting 2009 usage and volume multiplied by ordinance based utility rates. The volume portion of the equation was estimated by 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.

Bonds and Interfund Loan Proceeds

The current capital plan anticipates a \$50 million bond in 2011 to pay for phase I of the Waste Water Treatment Plant expansion and related infrastructure projects. In addition, there is another \$8 million bond in 2012 that will be used to convert all of the remaining city water users from fixed rate to metered accounts. There are approximately 16,000 customers that need to be converted and state law requires this to be completed by 2017.

Revenue Sources and Trends - Street Funds

(Includes Street and Arterial Street Funds. Arterial Street Fund closed in 2009.)



Sales Tax

The Street Fund portion of the Sales Tax budgeted for 2010 is \$7.0 million, which is an increase of 2% from the 2009 actual receipts.

In 2009, the portion of sales tax allocated to the Street Fund from 49.5 % to 42.5%. This reduced sales tax receipts in the Street Fund by approximately \$1,500,000 per year. A graph of sales tax historical data is located on page 38.

Grants

For 2010, the Street Fund has received confirmation of \$900,000 in new grants to assist with various City projects.

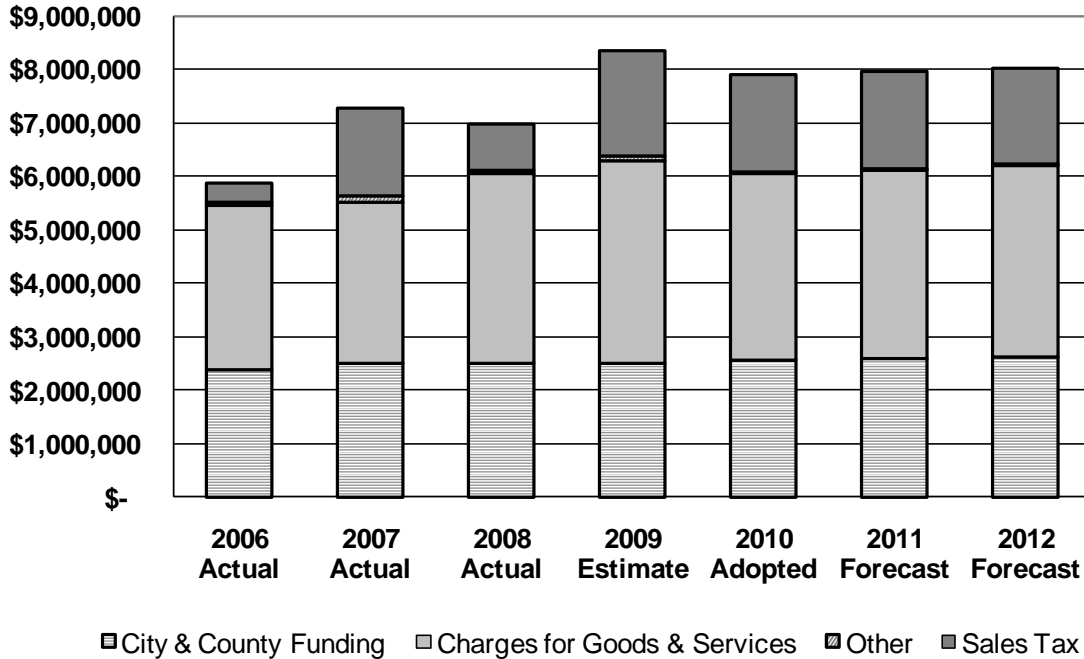
Charges for Goods & Services

This primarily represents the charges to reimburse the Street Fund for Engineering Services it provides to other Funds. Those amounts are estimated by evaluating 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.

Revenue Sources and Trends – Medic One Fund



City & County Funding

This represents the funding Medic One receives from the General Fund of the City and County to pay for Medic One operations. The 2010 budget of \$2.6 million represents the sum of the contractually agreed to contributions from the City and the County and increases by 1% each year.

Charges for Goods & Services

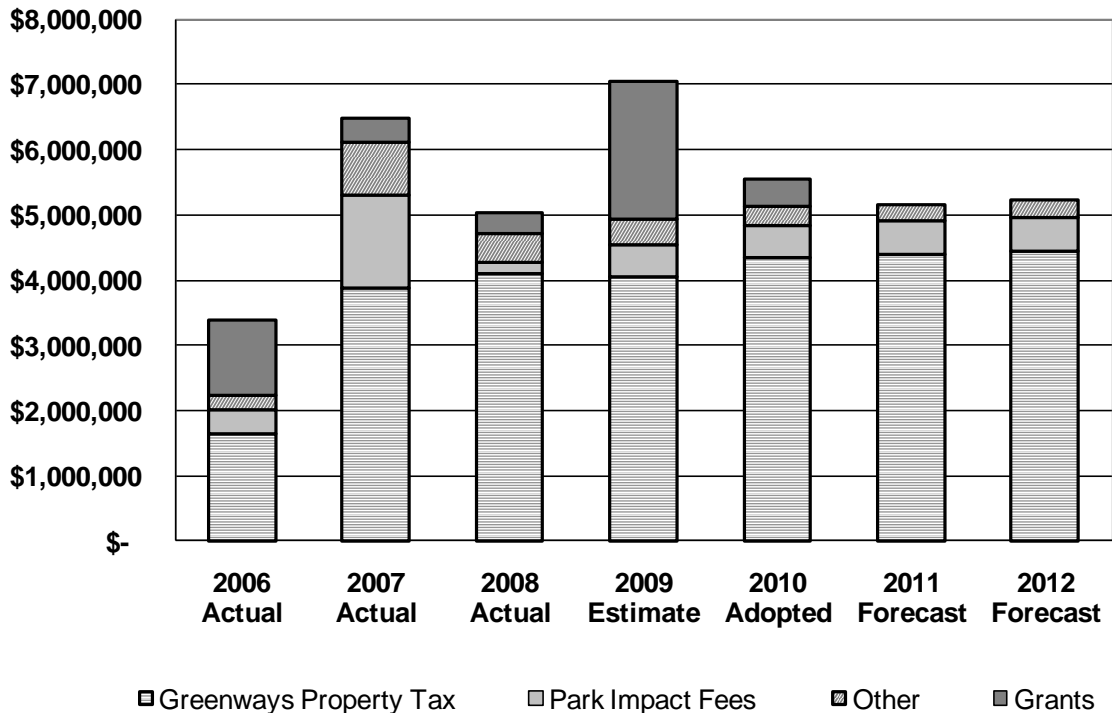
This represents the fees collected by Medic One for ambulance services provided. The 2010 budget estimate of \$3.5 million is based on analyzing the following components: the historical rate of increase in revenue, call volume, reimbursement patterns from insurance carriers, and reimbursement patterns from Medicare & Medicaid.

Sales Tax

This category represents the 1/10th of 1% countywide Sales Tax that went into effect in 2006 to help pay for Countywide Medic services. Of this amount, 66% is submitted to the County’s EMS Fund and 33% is dedicated to criminal justice and utilized by each city. The County EMS funds are then used to balance the Medic One Fund budget.

There are proposed legislative changes to Medicare & Medicaid reimbursements as well as local jurisdictional issues that may impact future revenue of the Medic One Fund.

Revenue Sources and Trends – Parks Department Funds
 (Includes Greenways Levies and Parks Impact Fee Funds)



Greenways Property Tax

In May 2006, Bellingham voters approved the Greenways III Levy. The estimated Levy Rate for 2010 is \$0.49651 per \$1,000 of Assessed Value and will generate an estimated \$4.3 million. The levy allocates 91% of the funds to pay for the acquisition and construction of new parks with the remaining 9% paid into a maintenance endowment fund. This revenue should continue to grow, but at a reduced rate to reflect the decrease in new construction and annexations.

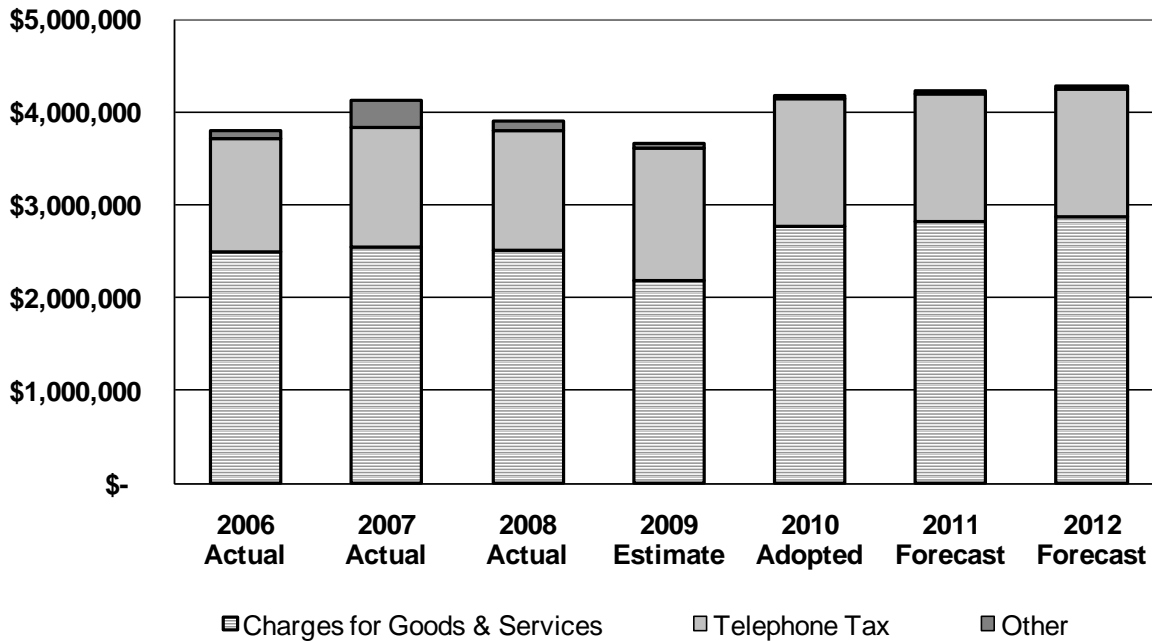
Park Impact Fees

These are fees added to the cost of obtaining a residential building permit for construction 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

In 2009, the Greenways III Fund received a \$2.1 million grant to assist with the over water walkway project. In 2010, the parks department is anticipating a \$425,000 grant to begin the environmental cleanup of the former gas manufacturing plant along South State Street.

Revenue Sources and Trends – Public Safety Dispatch Fund



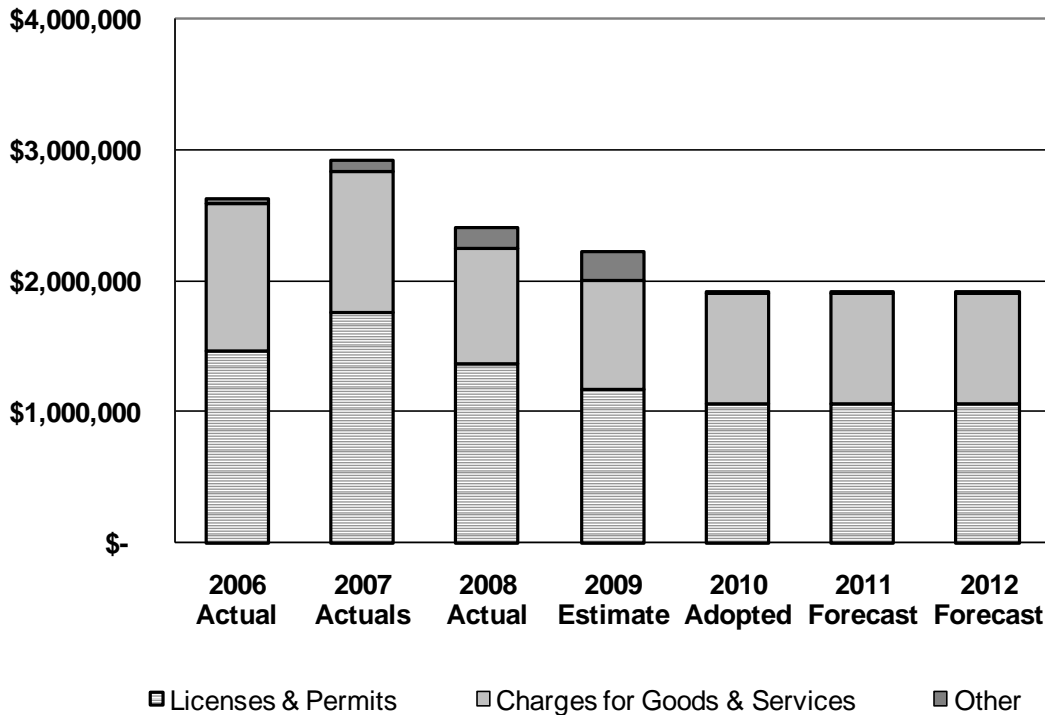
Charges for Goods & Services

These represent the user’s fees paid into the Dispatch Fund from the City’s Fire & Police Departments, Medic One, and numerous other fire and law enforcement agencies throughout Whatcom County. The 2010 budgeted contribution from each agency is based on a formula that includes the actual number of incidents by jurisdiction, for the prior year, the 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. This money is collected specifically to help pay for 911 Operators. The 2010 budget is flat based on the year-to-date activity that was reflected at the time the budget was being prepared.

Revenue Sources and Trends – Development Services Fund



Licenses & Permits

This revenue is for permits issued for new construction and includes such items as building, plumbing, electrical, and fire permits. The 2010 budget of \$1.1 million reflects the current downturn in the building industry and is in alignment with 2009 actual revenue.

Charges for Goods & Services

These are the service fees paid for such items as Plan Review Fees, Zoning Fees, and Land Use Determinations. These revenues are a leading indicator for future license and permits fees and monitored closely. As with Licenses & Permits, the budgeted amount of \$836,000 reflects the current downturn in the construction industry and is in alignment with actual revenue received in 2009.

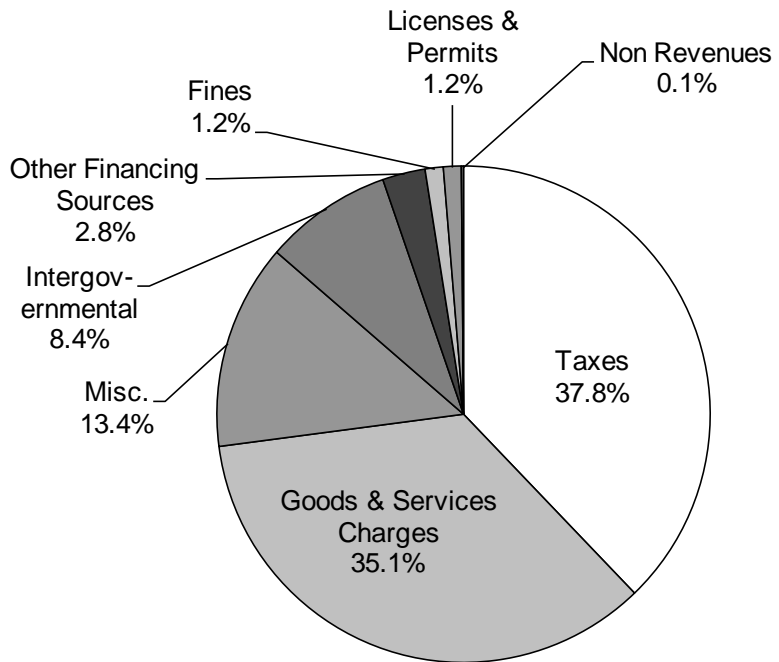
Other 2009 Revenue

Consists of a General Fund transfer of \$50,000 to complete the electronic plan submission software upgrade. In addition, \$140,000 was received from applicants to pay for the Environmental Impact Statement review process of specific projects.

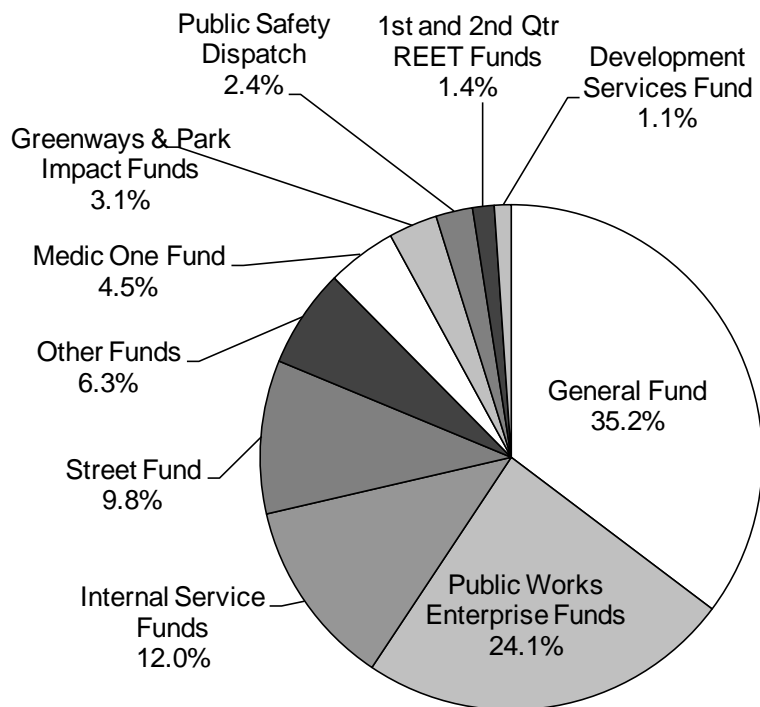
The absence of *Other* revenue in 2010, and the continued slow economic recovery will negatively impact Development Service Fund revenue. The increase in public construction projects that occurred in 2009 cannot be sustained and will also hamper future growth. Therefore, revenue in this fund is expected to decrease in 2010 and remain flat for the two years.

Revenue Summary – 2010

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



**Revenues by Fund
(Excluding
Reserves)**



Revenue Types and Beginning Reserve Definitions

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

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

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

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

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

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

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

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

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

Revenue Summary by Fund, Department and Type

	Taxes	Licenses & Permits	Intergovernmental	Goods & Services Charges	Fines
Fund: 001 General					
NON-DEPARTMENTAL	48,597,628	638,000	937,000	2,575	-
PARKS & RECREATION	32,381	-	20,000	1,722,304	-
JUDICIAL & SUPPORT SERV	-	-	135,000	447,945	979,950
POLICE	277,000	41,420	363,650	676,354	20,000
FINANCE	-	-	-	1,544,650	-
PLANNING & COM DEVEL	-	1,475	780,100	16,665	-
ITSD	-	210,000	25,920	518,691	-
HUMAN RESOURCES	-	-	1,000	630,587	-
OFFICE OF THE MAYOR	-	-	-	470,740	-
LIBRARY	-	-	136,325	21,256	124,000
LEGAL	-	-	6,950	268,561	33,600
CITY COUNCIL	-	-	-	239,042	-
FIRE	-	3,700	45,842	165,000	-
MUSEUM	-	-	22,539	-	-
HEARING EXAMINER	-	-	-	30,000	-
Total General	48,907,009	894,595	2,474,326	6,754,370	1,157,550
Fund: 111 Street					
PUBLIC WORKS	7,000,000	42,000	2,479,694	7,496,397	-
Fund: 113 Paths & Trails Reserve					
PUBLIC WORKS	-	-	-	-	-
Fund: 123 Parksite Acquisition					
PARKS & RECREATION	-	-	-	-	-
Fund: 124 Technology Replacement & Reserve					
ITSD	-	-	-	-	-
Fund: 125 Capital Maint					
NON-DEPARTMENTAL	-	-	-	-	-
PUBLIC WORKS	-	-	-	-	-
PARKS & RECREATION	-	-	-	-	-
Total Capital Maint	-	-	-	-	-
Fund: 126 Library Gift					
LIBRARY	-	-	-	-	-
Fund: 131 Olympic Pipeline Incident					
PUBLIC WORKS	-	-	-	-	-
Fund: 132 Squalicum Park/Olympic					
PARKS & RECREATION	-	-	-	-	-
Fund: 133 Olympic - Restoration					
PUBLIC WORKS	-	-	-	-	-
Fund: 134 Olympic-Whatcom Falls Park Addl					
PARKS & RECREATION	-	-	-	-	-

2010 Budget

Misc.	Non Revenues	Other Financing Sources	Revenue Total (No Reserves)	Estimated Beginning Reserves	Used From (Returned To) Reserves	Total Revenues & Reserves
489,361	-	361,418	51,025,982	10,962,369	(49,047,315)	12,941,036
319,618	-	-	2,094,303	80,000	5,234,564	7,408,867
31,874	-	383,707	1,978,476	-	1,038,680	3,017,156
9,620	-	327,579	1,715,623	6,491	17,798,563	19,520,677
-	-	-	1,544,650	-	267,928	1,812,578
1,569	-	-	799,809	-	2,625,996	3,425,805
250	-	-	754,861	120,100	1,760,973	2,635,934
-	-	-	631,587	-	623,409	1,254,996
-	-	-	470,740	-	527,278	998,018
73,400	-	-	354,981	-	3,143,293	3,498,274
-	-	-	309,111	1,370,000	961,028	2,640,139
-	-	-	239,042	-	199,384	438,426
21,332	-	-	235,874	1,807	13,278,524	13,516,205
21,303	-	-	43,842	-	1,431,025	1,474,867
-	-	-	30,000	-	156,670	186,670
968,327	-	1,072,704	62,228,881	12,540,767	-	74,769,648
322,545	-	-	17,340,636	1,387,306	-	18,727,942
675	-	8,100	8,775	53,318	-	62,093
5,312	-	-	5,312	37,810	-	43,122
48,530	-	90,000	138,530	1,088,042	-	1,226,572
39,642	-	450,000	489,642	281,003	(635,000)	135,645
-	-	-	-	-	600,000	600,000
-	-	-	-	-	35,000	35,000
39,642	-	450,000	489,642	281,003	-	770,645
15,000	-	-	15,000	27,904	-	42,904
15,189	-	-	15,189	30,018	-	45,207
-	-	-	-	12,905	-	12,905
497	-	-	497	40,554	-	41,051
3,389	-	-	3,389	255,590	-	258,979

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

	Taxes	Licenses & Permits	Intergovernmental	Goods & Services Charges	Fines
Fund: 135 Little Squalicum-Oeser Settlement					
PARKS & RECREATION	-	-	-	-	-
Fund: 141 1st 1/4% Real Estate Excise Tax					
NON-DEPARTMENTAL	930,000	-	-	-	-
PUBLIC WORKS	-	-	-	-	-
PARKS & RECREATION	-	-	-	-	-
Total 1st 1/4% REET	930,000	-	-	-	-
Fund: 142 2nd 1/4% Real Estate Excise Tax					
NON-DEPARTMENTAL	930,000	-	-	-	-
PUBLIC WORKS	-	-	425,000	-	-
PARKS & RECREATION	-	-	-	-	-
Total 2nd 1/4% REET	930,000	-	425,000	-	-
Fund: 151 Police Federal Equitable Share					
POLICE	-	-	13,480	-	-
Fund: 152 Asset Forfeiture/Drug Enforce.					
POLICE	-	-	-	-	-
Fund: 153 Criminal Justice					
POLICE	-	-	257,229	-	-
Fund: 160 Public Safety Dispatch					
POLICE	-	-	2,376,965	1,761,648	-
FIRE	-	-	-	-	-
Total Public Safety Dispatch	-	-	2,376,965	1,761,648	-
Fund: 172 Beyond Greenways					
PARKS & RECREATION	-	-	-	500	-
Fund: 173 Greenways III					
PARKS & RECREATION	3,977,410	-	425,000	500	-
Fund: 177 Parks Impact					
PARKS & RECREATION	-	-	-	500,000	-
Fund: 178 Sportsplex					
PARKS & RECREATION	-	-	-	-	-
Fund: 180 Tourism					
PLANNING & COM DEVEL	875,000	-	-	-	-
Fund: 190 Community Develop Block Grant					
PLANNING & COM DEVEL	-	-	900,000	195,737	-
Fund: 191 HOME Investment Partnership Grant					
PLANNING & COM DEVEL	-	-	686,000	9,592	-

2010 Budget

Misc.	Non Revenues	Other Financing Sources	Revenue Total (No Reserves)	Estimated Beginning Reserves	Used From (Returned To) Reserves	Total Revenues & Reserves
6,187	-	-	6,187	54,810	-	60,997
84,414	-	-	1,014,414	1,414,278	(1,707,000)	721,692
-	-	-	-	-	1,555,000	1,555,000
-	-	-	-	-	152,000	152,000
84,414	-	-	1,014,414	1,414,278	-	2,428,692
78,861	-	-	1,008,861	540,885	(565,000)	984,746
-	-	-	425,000	-	450,000	875,000
-	-	-	-	-	115,000	115,000
78,861	-	-	1,433,861	540,885	-	1,974,746
2,550	-	-	16,030	339,190	-	355,220
56,111	-	-	56,111	95,314	-	151,425
10,044	-	-	267,273	539,405	-	806,678
34,542	-	-	4,173,155	1,426,372	(1,135,519)	4,464,008
-	-	-	-	-	1,135,519	1,135,519
34,542	-	-	4,173,155	1,426,372	-	5,599,527
21,586	-	-	22,086	590,077	-	612,163
116,459	-	-	4,519,369	1,139,730	-	5,659,099
50,348	-	-	550,348	680,637	-	1,230,985
4,041	-	-	4,041	31,131	-	35,172
7,837	-	-	882,837	119,440	-	1,002,277
43,893	-	-	1,139,630	122,823	-	1,262,453
48,811	-	-	744,403	-	-	744,403

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

	Taxes	Licenses & Permits	Intergovernmental	Goods & Services Charges	Fines
Fund: 214 2001 Fire UTGO Bond					
FINANCE	350,000	-	-	-	-
Fund: 222 1999 LTGO Bond Redemption					
FINANCE	-	-	-	-	-
Fund: 223 Refunding GO Bonds 1996					
FINANCE	-	-	-	-	-
Fund: 224 Sportsplex Acquisition Debt					
FINANCE	-	-	-	-	-
Fund: 225 2004 PFD/Civic Field LTGO					
FINANCE	-	-	605,036	-	-
Fund: 231 Drake Note					
FINANCE	-	-	-	-	-
Fund: 235 PW Trust Loan-Str Overlay					
FINANCE	-	-	-	-	-
Fund: 245 LID Guaranty					
FINANCE	-	-	-	-	-
Fund: 410 Water					
PUBLIC WORKS	-	-	-	15,894,034	47,075
Fund: 420 Wastewater					
PUBLIC WORKS	-	-	3,000	16,320,625	49,440
Fund: 430 Storm/Surface Water Utility					
PUBLIC WORKS	-	80,000	123,871	4,645,500	16,000
Fund: 440 Solid Waste					
PUBLIC WORKS	1,280,000	-	120,000	107,626	-
Fund: 456 Cemetery					
PARKS & RECREATION	-	-	-	310,273	-
Fund: 460 Golf Course					
PARKS & RECREATION	-	-	-	-	-
Fund: 465 Parking Services					
PUBLIC WORKS	-	-	-	-	850,200
Fund: 470 Medic One					
FIRE	-	-	3,323,218	3,486,668	-
Fund: 475 Development Services					
PLANNING & COM DEVEL	-	1,065,000	-	836,000	-

2010 Budget

Misc.	Non Revenues	Other Financing Sources	Revenue Total (No Reserves)	Estimated Beginning Reserves	Used From (Returned To) Reserves	Total Revenues & Reserves
2,310	-	-	352,310	84,986	-	437,296
-	-	549,575	549,575	-	-	549,575
-	-	347,528	347,528	-	-	347,528
269,781	-	-	269,781	22,587	-	292,368
-	-	673,827	1,278,863	-	-	1,278,863
-	-	17,964	17,964	-	-	17,964
-	-	168,201	168,201	-	-	168,201
8,383	-	-	8,383	278,358	-	286,741
334,615	-	210,000	16,485,724	6,415,325	-	22,901,049
481,138	-	-	16,854,203	9,566,871	-	26,421,074
71,480	-	-	4,936,851	834,364	-	5,771,215
170,230	-	-	1,677,856	7,504,847	-	9,182,703
13,077	-	221,480	544,830	260,180	-	805,010
192,256	-	-	192,256	85,806	-	278,062
1,758,295	-	-	2,608,495	1,259,435	-	3,867,930
34,086	-	1,036,371	7,880,343	622,095	-	8,502,438
13,591	-	-	1,914,591	627,203	-	2,541,794

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

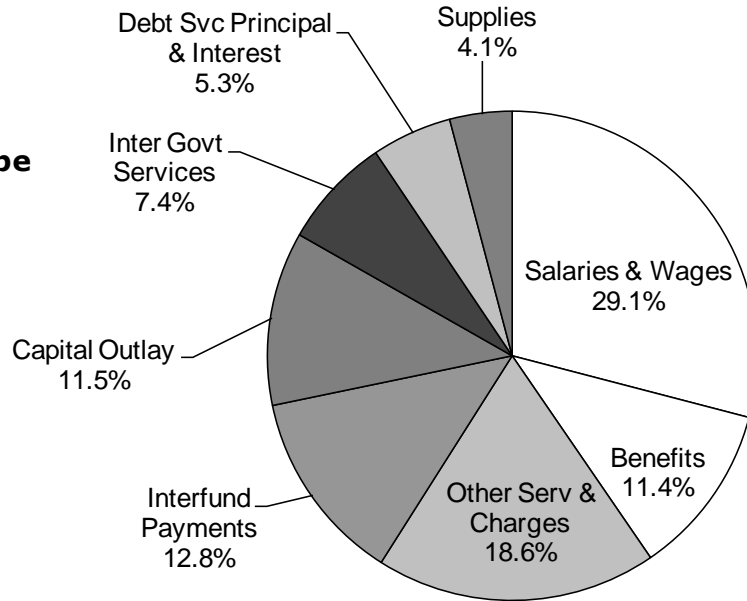
	Taxes	Licenses & Permits	Intergovernmental	Goods & Services Charges	Fines
Fund: 510 Fleet Administration					
PUBLIC WORKS	-	-	-	1,950,725	-
Fund: 520 Purchasing/Materials Mngmt					
PUBLIC WORKS	-	-	3,219	2,107,952	-
Fund: 530 Facilities Administration					
PUBLIC WORKS	-	-	-	37,550	-
Fund: 540 Telecommunications					
ITSD	-	-	1,000	215,437	-
Fund: 550 Claims Litigation					
LEGAL	-	-	-	-	-
Fund: 561 Unemployment Compensation					
HUMAN RESOURCES	-	-	-	-	-
Fund: 562 Workers Comp Self-Insurance					
HUMAN RESOURCES	-	-	-	-	-
Fund: 565 Health Benefits					
HUMAN RESOURCES	-	-	-	-	-
Fund: 612 Firefighter Pension and Benefit					
HUMAN RESOURCES	1,818,000	-	105,000	-	-
Fund: 613 Police Pension and Benefit					
HUMAN RESOURCES	-	-	-	-	-
Fund: 701 Greenways Maint Endowment					
PARKS & RECREATION	363,600	-	-	-	-
Fund: 702 Nat Res Protect & Restoration					
PUBLIC WORKS	-	-	-	-	-
Fund: 965 Public Facilities District					
PUBLIC FACILITIES DIST	1,000,000	-	221,734	-	-
Fund: 970 Public Development Authority					
PUBLIC DEVELOPMENT AUTH	-	-	400,000	-	-
Total All Funds	67,431,019	2,081,595	14,943,772	62,631,134	2,120,265

2010 Budget

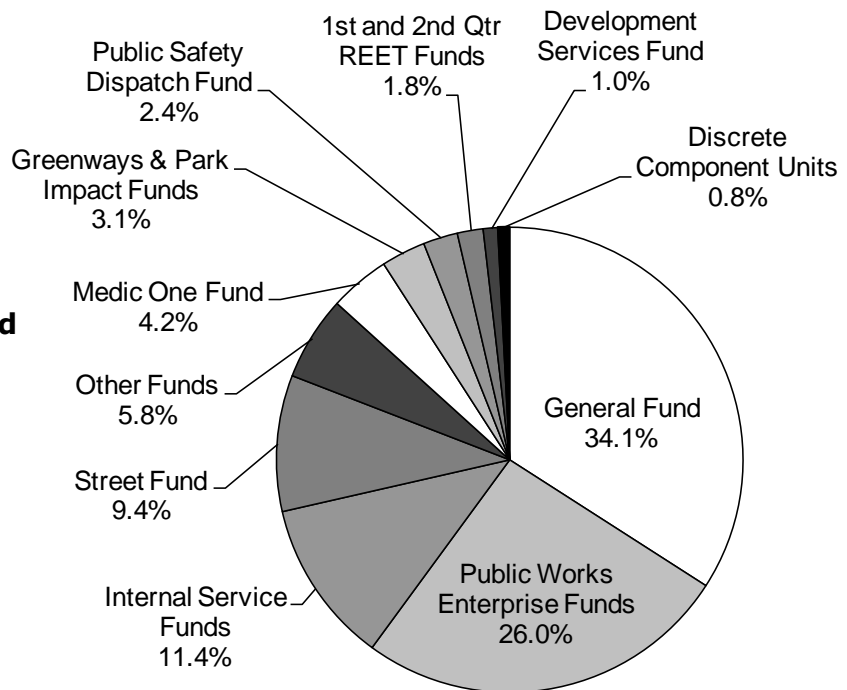
Misc.	Non Revenues	Other Financing Sources	Revenue Total (No Reserves)	Estimated Beginning Reserves	Used From (Returned To) Reserves	Total Revenues & Reserves
1,910,649	-	150,000	4,011,374	4,836,562	-	8,847,936
18,345	-	-	2,129,516	642,713	-	2,772,229
2,040,773	-	-	2,078,323	603,988	-	2,682,311
11,361	-	-	227,798	489,977	-	717,775
1,103,429	-	-	1,103,429	4,234,519	-	5,337,948
180,620	-	-	180,620	671,683	-	852,303
670,534	-	-	670,534	709,755	-	1,380,289
10,852,824	-	-	10,852,824	1,954,745	-	12,807,569
348,845	257,000	-	2,528,845	4,241,530	-	6,770,375
982,375	-	-	982,375	5,237,832	-	6,220,207
87,536	-	-	451,136	3,392,065	-	3,843,201
159,097	-	-	159,097	1,353,931	-	1,513,028
182,183	-	-	1,403,917	631,637	-	2,035,554
5,023	-	-	405,023	7,796	-	412,819
23,887,626	257,000	4,995,750	178,348,161	79,420,099	-	257,768,260

Expenditure Summary

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



**Expenditures by Fund
(Excluding
Reserves)**



Expenditure Types and Ending Reserve Definitions

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

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

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

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

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

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

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

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

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

Expenditure Summary by Fund, Department and Type

	Salaries & Wages	Benefits	Supplies	Other Serv & Charges	Inter Govt Services
Fund: 001 General					
POLICE	10,696,920	3,012,131	679,980	767,614	1,466,407
FIRE	8,634,058	2,607,072	278,942	476,190	3,800
PARKS & RECREATION	3,656,657	1,387,281	470,340	1,028,737	32,087
NON-DEPARTMENTAL	-	-	-	60,300	3,459,918
LIBRARY	1,749,493	639,256	500,143	77,062	7,700
PLANNING & COM DEVEL	1,474,142	496,703	34,656	1,177,955	42,000
JUDICIAL & SUPPORT SERV	1,041,743	395,821	56,492	991,256	377,000
ITSD	1,352,128	445,321	79,050	613,338	1,961
FINANCE	1,102,611	410,273	46,295	78,211	112,074
LEGAL	797,481	257,353	19,610	210,332	-
MUSEUM	870,219	330,658	71,366	157,881	84
HUMAN RESOURCES	652,274	239,458	44,125	271,170	5,250
OFFICE OF THE MAYOR	496,813	154,397	22,100	287,896	-
CITY COUNCIL	262,791	112,030	19,975	20,300	-
HEARING EXAMINER	134,946	41,237	1,960	6,708	-
Total General	32,922,276	10,528,991	2,325,034	6,224,950	5,508,281
Fund: 111 Street					
PUBLIC WORKS	5,249,270	1,870,131	764,502	2,918,041	341,300
Fund: 113 Paths & Trails Reserve					
PUBLIC WORKS	-	-	-	-	-
Fund: 123 Parksite Acquisition					
PARKS & RECREATION	-	-	-	-	-
Fund: 124 Technology Replacement & Reserve					
ITSD	-	-	41,600	-	-
Fund: 125 Capital Maint					
PUBLIC WORKS	-	-	-	600,000	-
PARKS & RECREATION	-	-	-	35,000	-
NON-DEPARTMENTAL	-	-	-	-	-
Total Capital Maint	-	-	-	635,000	-
Fund: 126 Library Gift					
LIBRARY	-	-	15,000	-	-
Fund: 131 Olympic Pipeline Incident					
PUBLIC WORKS	-	-	-	-	-
Fund: 132 Squalicum Park/Olympic					
PARKS & RECREATION	-	-	-	-	-
Fund: 133 Olympic - Restoration					
PUBLIC WORKS	-	-	-	-	-
Fund: 134 Olympic-Whatcom Falls Park Addl					
PARKS & RECREATION	-	-	-	-	-

2010 Budget

Capital Outlay	Debt Svc Principal	Debt Svc Interest	Interfund Payments	Expenditure Total (No Reserves)	Budgeted Ending Reserve	Total Expenditure & Reserves
-	-	-	2,891,134	19,514,186	6,491	19,520,677
-	177,000	73,000	1,264,336	13,514,398	1,807	13,516,205
-	-	-	753,765	7,328,867	80,000	7,408,867
-	-	-	-	3,520,218	9,420,818	12,941,036
-	-	-	524,620	3,498,274	-	3,498,274
-	-	-	200,349	3,425,805	-	3,425,805
-	-	-	154,844	3,017,156	-	3,017,156
-	-	-	97,331	2,589,129	46,805	2,635,934
-	-	-	63,114	1,812,578	-	1,812,578
-	-	-	190,363	1,475,139	1,165,000	2,640,139
-	-	-	44,659	1,474,867	-	1,474,867
-	-	-	42,719	1,254,996	-	1,254,996
-	-	-	36,812	998,018	-	998,018
-	-	-	23,330	438,426	-	438,426
-	-	-	1,819	186,670	-	186,670
-	177,000	73,000	6,289,195	64,048,727	10,720,921	74,769,648
3,238,000	-	-	3,357,145	17,738,389	989,553	18,727,942
-	-	-	-	-	62,093	62,093
9,000	-	-	-	9,000	34,122	43,122
415,606	-	-	-	457,206	769,366	1,226,572
-	-	-	-	600,000	-	600,000
-	-	-	-	35,000	-	35,000
-	-	-	-	-	135,645	135,645
-	-	-	-	635,000	135,645	770,645
-	-	-	-	15,000	27,904	42,904
-	-	-	-	-	45,207	45,207
-	-	-	-	-	12,905	12,905
-	-	-	-	-	41,051	41,051
-	-	-	-	-	258,979	258,979

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

	Salaries & Wages	Benefits	Supplies	Other Serv & Charges	Inter Govt Services
Fund: 135 Little Squalicum-Oeser Settlement					
PARKS & RECREATION	-	-	-	7,000	-
Fund: 141 1st 1/4% Real Estate Excise Tax					
PUBLIC WORKS	-	-	-	5,000	-
PARKS & RECREATION	-	-	-	72,000	-
NON-DEPARTMENTAL	-	-	-	-	-
Total 1st 1/4% REET	-	-	-	77,000	-
Fund: 142 2nd 1/4% Real Estate Excise Tax					
PUBLIC WORKS	-	-	-	-	-
NON-DEPARTMENTAL	-	-	-	-	673,827
PARKS & RECREATION	-	-	-	25,000	-
Total 2nd 1/4% REET	-	-	-	25,000	673,827
Fund: 151 Police Federal Equitable Share					
POLICE	-	-	26,960	25,000	-
Fund: 152 Asset Forfeiture/Drug Enforce.					
POLICE	-	-	40,000	6,250	-
Fund: 153 Criminal Justice					
POLICE	-	-	-	40,000	140,000
Fund: 160 Public Safety Dispatch					
POLICE	1,757,971	658,002	49,325	161,922	19,560
FIRE	787,017	306,560	11,758	25,613	-
Total Public Safety Dispatch	2,544,988	964,562	61,083	187,535	19,560
Fund: 172 Beyond Greenways					
PARKS & RECREATION	-	-	1,000	2,000	-
Fund: 173 Greenways III					
PARKS & RECREATION	-	-	-	425,000	-
Fund: 177 Parks Impact					
PARKS & RECREATION	-	-	-	-	-
Fund: 178 Sportsplex					
PARKS & RECREATION	-	-	-	-	-
Fund: 180 Tourism					
PLANNING & COM DEVEL	14,327	5,906	-	661,545	90,000
Fund: 190 Community Develop Block Grant					
PLANNING & COM DEVEL	247,453	101,085	2,830	770,740	-
Fund: 191 HOME Investment Partnership Grant					
PLANNING & COM DEVEL	41,713	14,138	1,512	687,040	-

2010 Budget

Capital Outlay	Debt Svc Principal	Debt Svc Interest	Interfund Payments	Expenditure Total (No Reserves)	Budgeted Ending Reserve	Total Expenditure & Reserves
-	-	-	-	7,000	53,997	60,997
1,550,000	-	-	-	1,555,000	-	1,555,000
50,000	-	-	30,000	152,000	-	152,000
-	-	-	-	-	721,692	721,692
1,600,000	-	-	30,000	1,707,000	721,692	2,428,692
875,000	-	-	-	875,000	-	875,000
-	-	-	-	673,827	310,919	984,746
50,000	-	-	40,000	115,000	-	115,000
925,000	-	-	40,000	1,663,827	310,919	1,974,746
-	-	-	-	51,960	303,260	355,220
20,000	-	-	32,039	98,289	53,136	151,425
-	-	-	-	180,000	626,678	806,678
481,870	-	-	244,565	3,373,215	1,090,793	4,464,008
-	-	-	4,571	1,135,519	-	1,135,519
481,870	-	-	249,136	4,508,734	1,090,793	5,599,527
50,000	-	-	30,000	83,000	529,163	612,163
4,100,000	-	-	186,562	4,711,562	947,537	5,659,099
800,000	-	-	70,000	870,000	360,985	1,230,985
-	-	-	-	-	35,172	35,172
-	-	-	6,059	777,837	224,440	1,002,277
-	-	-	17,522	1,139,630	122,823	1,262,453
-	-	-	-	744,403	-	744,403

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

	Salaries & Wages	Benefits	Supplies	Other Serv & Charges	Inter Govt Services
Fund: 214 2001 Fire UTGO Bond					
FINANCE	-	-	-	-	-
Fund: 222 1999 LTGO Bond Redemption					
FINANCE	-	-	-	-	-
Fund: 223 Refunding GO Bonds 1996					
FINANCE	-	-	-	-	-
Fund: 224 Sportsplex Acquisition Debt					
FINANCE	-	-	-	-	-
Fund: 225 2004 PFD/Civic Field LTGO					
FINANCE	-	-	-	-	-
Fund: 231 Drake Note					
FINANCE	-	-	-	-	-
Fund: 235 PW Trust Loan-Str Overlay					
FINANCE	-	-	-	-	-
Fund: 245 LID Guaranty					
FINANCE	-	-	-	-	-
Fund: 410 Water					
PUBLIC WORKS	2,112,554	802,628	872,904	2,145,866	3,162,448
Fund: 420 Wastewater					
PUBLIC WORKS	2,310,115	859,536	799,023	3,151,995	2,259,299
Fund: 430 Storm/Surface Water Utility					
PUBLIC WORKS	987,748	368,044	181,263	407,051	573,800
Fund: 440 Solid Waste					
PUBLIC WORKS	122,802	46,102	79,266	975,130	21,186
Fund: 456 Cemetery					
PARKS & RECREATION	198,018	86,031	78,619	45,024	3,411
Fund: 460 Golf Course					
PARKS & RECREATION	8,752	3,219	2,400	24,234	-
Fund: 465 Parking Services					
PUBLIC WORKS	305,597	141,573	284,540	619,778	719,056
Fund: 470 Medic One					
FIRE	4,200,546	1,107,153	556,951	392,507	37,394
Fund: 475 Development Services					
PLANNING & COM DEVEL	1,054,557	383,451	21,950	120,563	10,000

2010 Budget

Capital Outlay	Debt Svc Principal	Debt Svc Interest	Interfund Payments	Expenditure Total (No Reserves)	Budgeted Ending Reserve	Total Expenditure & Reserves
-	320,000	28,925	-	348,925	88,371	437,296
-	525,000	24,575	-	549,575	-	549,575
-	295,000	52,528	-	347,528	-	347,528
-	115,000	154,639	-	269,639	22,729	292,368
-	680,000	598,863	-	1,278,863	-	1,278,863
-	7,488	10,476	-	17,964	-	17,964
-	157,935	10,266	-	168,201	-	168,201
-	-	-	-	-	286,741	286,741
1,900,000	1,683,072	783,986	4,048,286	17,511,744	5,389,305	22,901,049
6,425,000	2,083,447	148,198	3,267,672	21,304,285	5,116,789	26,421,074
850,000	-	-	2,031,744	5,399,650	371,565	5,771,215
-	315,000	380,812	164,287	2,104,585	7,078,118	9,182,703
-	-	-	131,475	542,578	262,432	805,010
-	80,424	3,177	33,032	155,238	122,824	278,062
-	120,000	14,024	338,127	2,542,695	1,325,235	3,867,930
120,000	-	-	1,460,146	7,874,697	627,741	8,502,438
-	-	-	291,141	1,881,662	660,132	2,541,794

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

	Salaries & Wages	Benefits	Supplies	Other Serv & Charges	Inter Govt Services
Fund: 510 Fleet Administration					
PUBLIC WORKS	508,025	186,123	328,848	234,390	-
Fund: 520 Purchasing/Materials Mngmt					
PUBLIC WORKS	484,589	182,030	1,001,760	10,923	4,100
Fund: 530 Facilities Administration					
PUBLIC WORKS	735,145	356,115	90,602	894,012	-
Fund: 540 Telecommunications					
ITSD	63,480	19,940	5,600	288,020	-
Fund: 550 Claims Litigation					
LEGAL	116,237	40,324	4,600	800,689	-
Fund: 561 Unemployment Compensation					
HUMAN RESOURCES	-	600,000	-	20,000	-
Fund: 562 Workers Comp Self-Insurance					
HUMAN RESOURCES	57,276	21,209	2,925	565,650	90,000
Fund: 565 Health Benefits					
HUMAN RESOURCES	296,637	57,893	24,650	10,702,550	600
Fund: 612 Firefighter Pension and Benefit					
HUMAN RESOURCES	-	1,740,000	65,100	227,750	-
Fund: 613 Police Pension and Benefit					
HUMAN RESOURCES	-	890,000	40,100	210,400	-
Fund: 701 Greenways Maint Endowment					
PARKS & RECREATION	-	-	-	-	131,418
Fund: 702 Nat Res Protect & Restoration					
PUBLIC WORKS	-	-	-	-	-
Fund: 965 Public Facilities District					
PUBLIC FACILITIES DIST	3,578	1,240	150	13,321	25,000
Fund: 970 Public Development Authority					
PUBLIC DEVELOPMENT AUTH	34,918	12,127	13,594	328,816	10,000
Total All Funds	54,620,601	21,389,551	7,734,366	34,870,770	13,820,680

2010 Budget

Capital Outlay	Debt Svc Principal	Debt Svc Interest	Interfund Payments	Expenditure Total (No Reserves)	Budgeted Ending Reserve	Total Expenditure & Reserves
668,000	-	-	854,972	2,780,358	6,067,578	8,847,936
-	-	-	448,041	2,131,443	640,786	2,772,229
-	-	-	287,989	2,363,863	318,448	2,682,311
-	-	-	27,739	404,779	312,996	717,775
-	-	-	110,167	1,072,017	4,265,931	5,337,948
-	-	-	1,871	621,871	230,432	852,303
-	-	-	20,845	757,905	622,384	1,380,289
-	-	-	147,663	11,229,993	1,577,576	12,807,569
-	-	-	536	2,033,386	4,736,989	6,770,375
-	-	-	536	1,141,036	5,079,171	6,220,207
-	-	-	-	131,418	3,711,783	3,843,201
-	-	-	-	-	1,513,028	1,513,028
-	210,000	902,740	-	1,156,029	879,525	2,035,554
-	-	-	-	399,455	13,364	412,819
21,602,476	6,769,366	3,186,209	23,973,927	187,967,946	69,800,314	257,768,260

Citywide Expenditures by Sub Type - All Funds

	2008 Actual	2009 Adopted Budget	2010 Budget	Change from 2009 Adopted Amount	Percent
SALARIES & WAGES (10)					
SALARIES & WAGES	51,085,085	54,884,472	52,812,240	(2,072,232)	-3.8%
OVERTIME & HAZARD DUTY	1,971,948	2,457,007	1,808,361	(648,646)	-26.4%
Subtotal	53,057,033	57,341,479	54,620,601	(2,720,878)	-4.7%
PERSONNEL BENEFITS (20)					
PERSONNEL BENEFITS	17,244,968	19,658,100	18,759,551	(898,549)	-4.6%
PENSION & DISABILITY PAY	2,305,155	2,495,000	2,630,000	135,000	5.4%
Subtotal	19,550,123	22,153,100	21,389,551	(763,549)	-3.4%
SUPPLIES (30)					
OFFICE & OPER. SUPPLIES	4,538,593	4,894,695	4,582,146	(312,549)	-6.4%
FUEL CONSUMED	744,852	811,307	670,472	(140,835)	-17.4%
ITEMS PURCHASED FOR RESALE	1,063,749	1,054,353	1,054,942	589	0.1%
SMALL TOOLS & MINOR EQUIP	2,476,311	1,648,638	1,426,806	(221,832)	-13.5%
Subtotal	8,823,505	8,408,993	7,734,366	(674,627)	-8.0%
OTHER SERVICES & CHARGES (40)					
PROFESSIONAL SERVICES	20,041,881	26,282,825	19,178,482	(7,104,343)	-27.0%
COMMUNICATION	505,773	546,585	547,512	927	0.2%
TRAVEL	323,291	406,343	276,361	(129,982)	-32.0%
ADVERTISING	279,970	336,224	186,615	(149,609)	-44.5%
OPERATING RENTALS & LEASES	703,785	631,558	582,395	(49,163)	-7.8%
INSURANCE	660,571	617,863	615,264	(2,599)	-0.4%
UTILITY SERVICE	4,140,317	4,645,470	4,783,533	138,063	3.0%
REPAIRS & MAINTENANCE	6,435,234	7,107,583	6,025,752	(1,081,831)	-15.2%
MISCELLANEOUS	3,335,086	2,508,767	2,674,856	166,089	6.6%
Subtotal	36,425,908	43,083,218	34,870,770	(8,212,448)	-19.1%
INTERGOVERNMENTAL SERVICES (50)					
INTERGOVERNMENTAL PROF SERV	3,912,309	4,934,899	3,713,513	(1,221,386)	-24.7%
INTERGOVERNMENTAL PAYMENTS	0	0	0	0	0.0%
EXTERNAL TAXES & OPER ASSESS	1,278,526	1,335,392	1,187,923	(147,469)	-11.0%
INTERFUND TAXES & OPER ASSESS	4,022,074	4,101,500	4,073,495	(28,005)	-0.7%
INTERFUND SUBSIDIES	4,786,722	5,070,904	4,845,749	(225,155)	-4.4%
Subtotal	13,999,631	15,442,695	13,820,680	(1,622,015)	-10.5%
CAPITAL OUTLAY (60)					
LAND	14,533,298	5,750,000	5,309,000	(441,000)	-7.7%
BUILDINGS AND STRUCTURES	12,763,156	2,940,000	0	(2,940,000)	-100.0%
OTHER IMPROVEMENTS	7,578,832	9,343,183	4,359,000	(4,984,183)	-53.3%
MACHINERY AND EQUIPMENT	6,137,134	5,078,732	1,930,476	(3,148,256)	-62.0%
CONSTRUCTION OF FIXED ASSETS	7,520,499	13,950,000	10,004,000	(3,946,000)	-28.3%
Subtotal	48,532,919	37,061,915	21,602,476	(15,459,439)	-41.7%

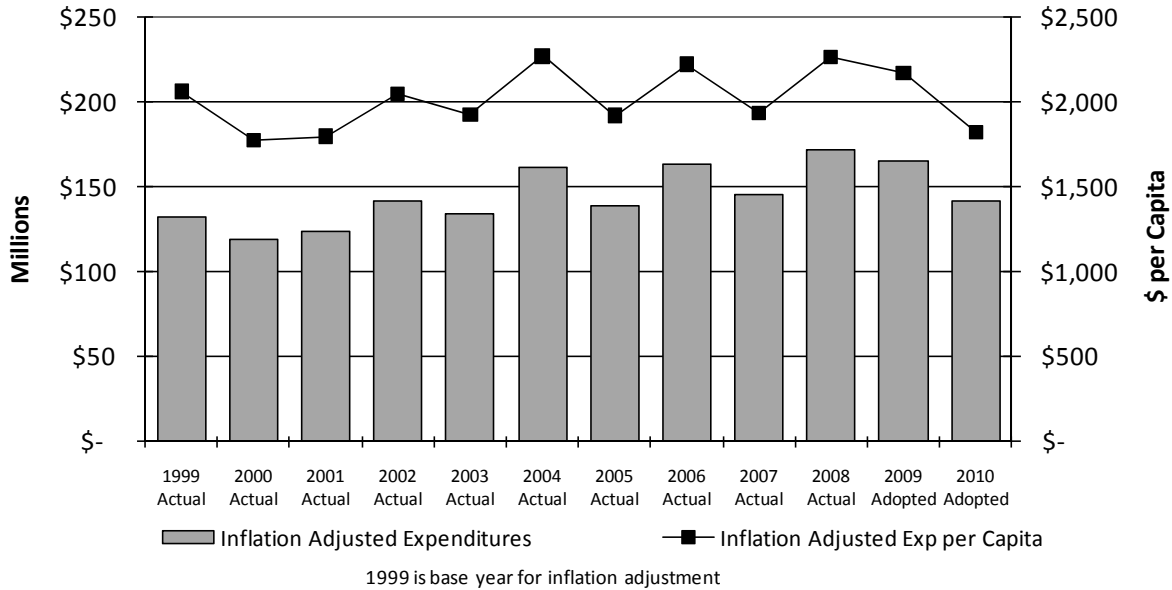
Citywide Expenditures by Sub Type - All Funds (continued)

	2008 Actual	2009 Adopted Budget	2010 Budget	Change from 2009 Adopted Amount	Percent
DEBT SERVICE PRINCIPAL (70)					
G. O. BONDS	2,285,000	2,336,760	2,370,000	33,240	1.4%
REVENUE BONDS	2,675,000	2,775,000	3,605,000	830,000	29.9%
SPECIAL ASSESSMENT BONDS	355,000	0	0	0	0.0%
OTHER NOTES	410,144	357,691	326,942	(30,749)	-8.6%
INTERGOVERNMENTAL LOANS	3,167,059	104,775	210,000	105,225	100.4%
PRINCIPAL	4,789,092	260,148	257,424	(2,724)	-1.0%
Subtotal	13,681,295	5,834,374	6,769,366	934,992	16.0%
DEBT SERVICE INTEREST (80)					
INTEREST ON INTERFUND DEBT	76,445	68,850	76,177	7,327	10.6%
INTEREST/LONG-TERM EXT. DEBT	3,385,620	3,091,415	3,107,482	16,067	0.5%
DEBT ISSUE COSTS	42,331	60,000	0	(60,000)	-100.0%
DEBT REGISTRATION COSTS	3,906	3,675	2,550	(1,125)	-30.6%
Subtotal	3,508,302	3,223,940	3,186,209	(37,731)	-1.2%
INTERFUND PAYT FOR SERVICE (90)					
INTERFUND PROFESSIONAL SERVICE	16,093,130	15,355,102	15,853,518	498,416	3.2%
INTERFUND COMMUNICATIONS	408,160	395,113	230,895	(164,218)	-41.6%
INTERFUND SUPPLIES	1,213,702	1,674,012	1,324,606	(349,406)	-20.9%
INTERFUND CAPITAL OUTLAYS	145,453	223,000	98,500	(124,500)	-55.8%
INTERFUND OPERATING RENTALS	5,639,349	3,470,032	3,716,856	246,824	7.1%
INTERFUND INSURANCE SERVICES	790,733	890,766	998,621	107,855	12.1%
INTERFUND REPAIRS & MAINT	1,558,861	1,544,638	1,750,725	206,087	13.3%
OTHER INTERFUND SERVICES	0	206	206	0	0.0%
Subtotal	25,849,388	23,552,869	23,973,927	421,058	1.8%
TOTAL EXPENDITURES	223,428,104	216,102,583	187,967,946	(28,134,637)	-13.0%

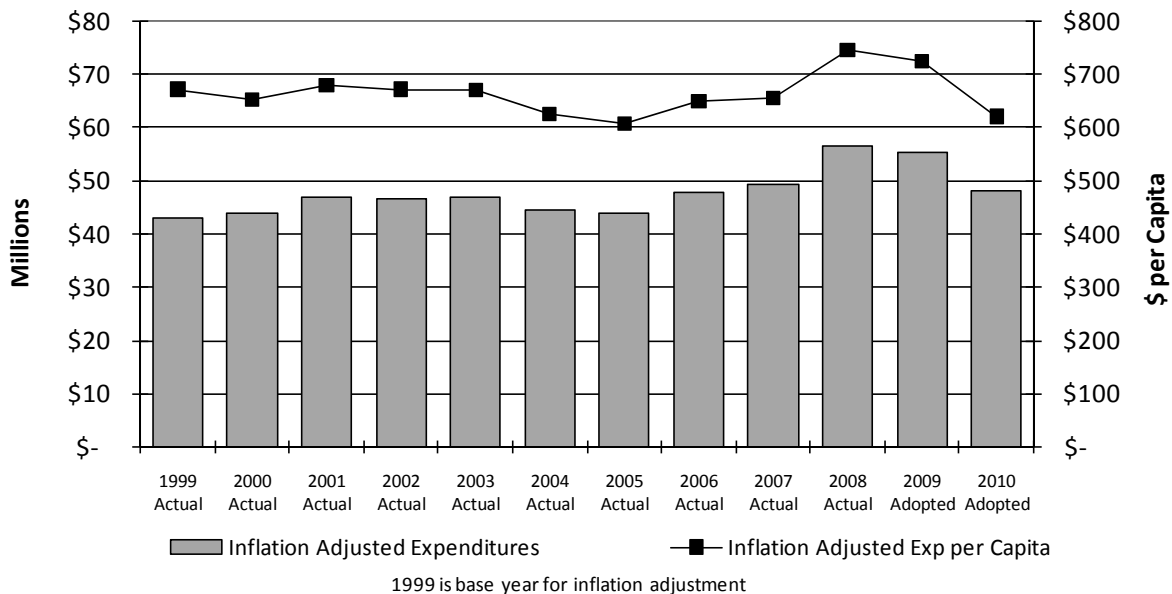
Citywide Expenditures 10-Year History

Expenditures only are shown; funds used to increase reserve levels are not included. Capital and other non-operating expenditures are included. First year on graph (1999) is base year for inflation. CPI for 2010 is Congressional Budget Office estimate. Population for 2010 is our estimate and is based in part on annexations. 2009 and 2010 amounts are adopted budget.

History of City-wide Expenditures in All Funds



History of City-wide General Fund Expenditures



DEPARTMENTAL BUDGETS

Departmental sections generally include:

- An organization chart and mission statement for the department
- A description of the department's services
- Summaries of the department's revenues and expenditures with explanations of significant changes to the 2010 budget
- Departmental objectives for 2010 categorized by the Legacies adopted by City Council during 2009. (See pages 13-15.)
- Departmental accomplishments for 2009 referencing the 2009 City Council goals. These goals are presented on pages 16-17.

Departmental Budget Summaries – A Balanced Budget for Each Department

In order to present a balanced departmental budget, balancing revenue and/or reserves are needed. The difference between "Revenues" and "Total Expenditures" in the departmental tables is shown in the Other Sources by Fund section of the Revenues and Other Sources by Type table.

In the Citywide Reports section, Beginning Reserves were shown with Revenues and Sources; Ending Reserves were shown with Expenditures and Uses; which conforms to the explanation of the budget balancing equation and the way the budget is actually created.

In the Departmental Expenditure Tables we show a balanced budget for each department based on that department's expenditures only. Ending Reserves are excluded from the expenditures presentation.

The Revenues section of the Departmental Revenues and Other Sources table includes only revenues that are specific to the department.

The Other Sources by Fund section of the Revenues and Other Sources table displays the amounts needed to balance Revenues to the department's Total Expenditures. This is the net of Beginning and Ending Reserves, and of shared revenues in those few funds that are shared between departments.

Revenue Types

Revenues by type and by group shown in the "Revenues" sections of the departmental budget summary tables are those specific to the department. See page 111 for definition of Revenue Types.

Other Sources by Fund

Other Sources by Fund or "Balancing Revenue" represents the net of:

1. The department's use of revenues that are shared between departments;
2. The department's use of (or addition to) reserve balance.

For funds that are not shared between departments, the actual and budget amounts shown in Other Sources by Fund represent an opposite change in the fund's reserve balance. When a fund's ending balance increases, this is a Use of funds rather than a Source, so it appears as a negative number.

Departmental Budgets

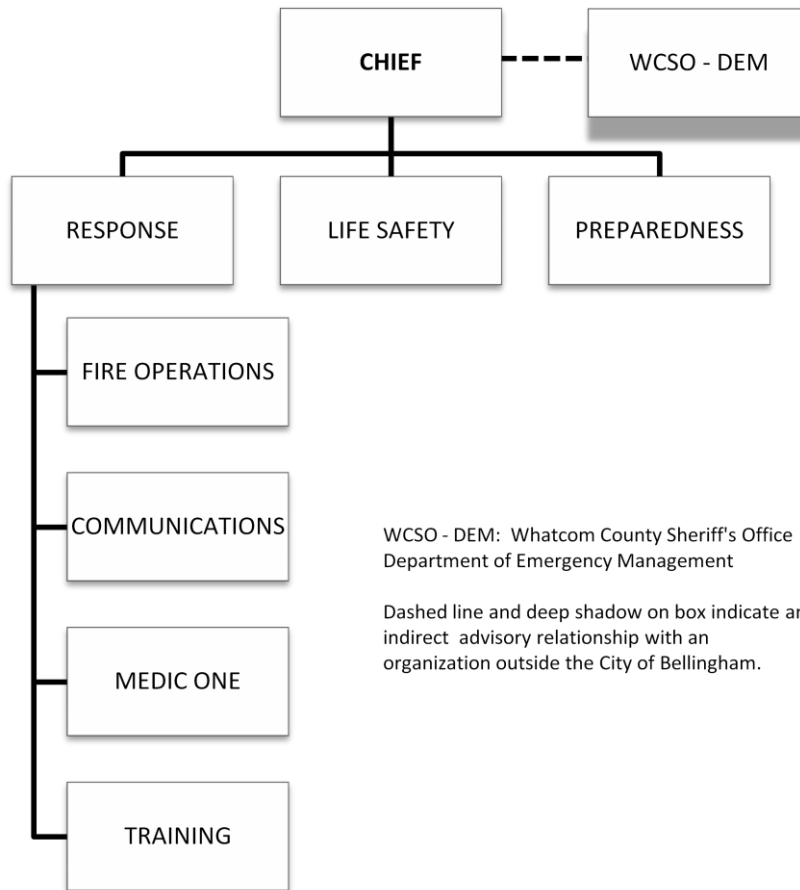
The General, Capital Maintenance, and REET Funds are shared across various City departments. The Public Safety Dispatch Fund is shared between Police and Fire. The departmental allocation within each fund is shown in the Revenue Summary by Fund, Department and Type Report on pages 112-119. On this report, amounts needed to balance department budgets are shown as positive numbers in the "Used From (Returned to) Reserves" column of the report, which nets to zero for each fund. Revenues received by departments over the amount needed for their budgets are returned to the fund and show as negative numbers in the same column. For shared funds, the change in reserve balance is not evident in the departmental tables. See the Changes in Estimated Reserve Balances report on pages 66-69.

Expenditure Types

Expenditure types are defined on page 121. Expenditure totals balance between all sections of the budget, but expenditures by type are categorized differently in departmental budgets and the Capital Budget than they are in the Citywide Budget Reports section. Expenditures in citywide reports are categorized solely by expenditure type. In the departmental tables and Capital Budget, some expenditures are classified by function. This is discussed in the Capital Budget section and a reconciliation between the capital expenditure type and Capital Outlay is provided in the Adopted Budget Document.

As a result of categorizing some types of expenditures using function rather than expenditure type, Intergovernmental Services expenditures that are interfund transfers have been removed from the operating expenditures section of the departmental tables and are shown separately in the Departmental Budget Summary tables. Expenditures of any type that are related to debt and to capital projects have been removed from the operating expenditures section and are shown in the Debt Service and Capital Outlay categories in the departmental sections.

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	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
Licenses and Permits	13,262	-	3,700	3,700	--
Intergovernmental	3,050,625	3,430,174	3,369,060	(61,114)	-1.8%
Charges for Services	3,651,863	3,535,812	3,651,668	115,856	3.3%
Fines and Forfeits	1	-	-	-	--
Miscellaneous	119,559	82,048	55,418	(26,630)	-32.5%
Non-Revenues	2,250,000	-	-	-	--
Other Financing Sources	1,020,179	1,026,110	1,036,371	10,261	1.0%
Subtotal of Revenues	10,105,489	8,074,144	8,116,217	42,073	0.5%
Other Sources by Fund					
General	13,620,170	14,189,092	13,278,524	(910,568)	-6.4%
Capital Maint	64,038	40,010	-	(40,010)	-100.0%
1st 1/4% Real Estate Excise Tax	85,000	-	-	-	--
Public Safety Dispatch	1,134,181	1,299,146	1,135,519	(163,627)	-12.6%
Medic One	(190,761)	(139)	(5,646)	(5,507)	-3961.9%
Subtotal Other Sources	14,712,628	15,528,109	14,408,397	(1,119,712)	-7.2%
TOTAL ALL SOURCES	24,818,117	23,602,253	22,524,614	(1,077,639)	-4.6%

Revenues by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
Fire Administration	26,386	23,332	21,332	(2,000)	-8.6%
Fire Operations	2,715,795	115,135	115,000	(135)	-0.1%
Fire Life Safety Operations	14,688	-	53,700	53,700	--
Fire Dept Training Operations	1,982	-	-	-	--
Emergency Medical Services	6,983,035	7,875,677	7,880,343	4,666	0.1%
Emergency Management	362,803	60,000	45,842	(14,158)	-23.6%
Fire/EMS Dispatch Operations	800	-	-	-	--
Subtotal of Revenues by Group	10,105,489	8,074,144	8,116,217	42,073	0.5%

Significant Revenue Changes

- *Intergovernmental Revenues* decrease of \$61,114 reflects estimated lower EMS sales tax revenue.
- Increase in *Charges for Services* of \$115,856 is for a new Operational Permit fee and an increase for ambulance reimbursement from insurers.
- Decreases in **Other Sources by Fund** - *General, Capital Maintenance, and Public Safety Dispatch Funds* represent decreased use by this department of revenues and reserves in these funds that are shared between departments.

Revenues and Expenditures presented by Fund are found in the Revenues, Sources, Expenditures and Uses Report on Pages 71-97. Public Safety Dispatch, which is shared between the Police and Fire Departments, appears on page 78. The Medic One Fund is specific to the Fire Department and appears on page 89.

Departmental Budget Summary (continued)

Expenditures by Type	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	16,944,179	18,435,218	17,642,406	(792,812)	-4.3%
<i>Supplies</i>	1,673,224	986,452	847,651	(138,801)	-14.1%
<i>Other Services and Charges</i>	953,521	1,020,509	894,310	(126,199)	-12.4%
<i>Intergovernmental Services</i>	24,804	45,694	41,194	(4,500)	-9.8%
<i>Interfund Charges</i>	4,947,631	2,568,670	2,729,053	160,383	6.2%
Subtotal of Operations	24,543,359	23,056,543	22,154,614	(901,929)	-3.9%
<i>Debt Service</i>	72,422	243,478	250,000	6,522	2.7%
<i>Capital Outlay</i>	202,336	302,232	120,000	(182,232)	-60.3%
TOTAL EXPENDITURES	24,818,117	23,602,253	22,524,614	(1,077,639)	-4.6%

TOTAL PAID STAFF	165.2	165.3	161.0	(4.3)	-2.6%
-------------------------	--------------	--------------	--------------	--------------	--------------

Expenditures by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
<i>Fire Administration</i>	1,568,581	1,178,049	1,142,033	(36,016)	-3.1%
<i>Fire Operations</i>	13,819,206	11,979,831	11,280,231	(699,600)	-5.8%
<i>Fire Life Safety Operations</i>	285,391	390,151	435,736	45,585	11.7%
<i>Fire Dept Training Operations</i>	487,142	479,251	376,932	(102,319)	-21.3%
<i>Emergency Medical Services</i>	6,792,274	7,875,538	7,874,697	(841)	0.0%
<i>Emergency Management</i>	730,542	400,287	279,466	(120,821)	-30.2%
<i>Fire/EMS Dispatch Operations</i>	1,134,981	1,299,146	1,135,519	(163,627)	-12.6%
TOTAL EXPENDITURES	24,818,117	23,602,253	22,524,614	(1,077,639)	-4.6%

Significant Expenditure Changes

- Decrease of \$792,812 in *Salaries and Benefits* is from an agreement with IAFF Local 106 & 106S, and Fire Dispatch AFSCME 114 F for a 0% wage increase in 2010 along with other staffing and scheduling changes. Non-represented employees also received a 0% wage increase in 2010.
- Overall reduction in *Supplies* of \$138,801, with uniforms, minor equipment, and fuel categories contributing the largest reductions.
- Overall reduction in *Other Services and Charges* of \$126,199, with training instructors and tuitions being the largest reductions.
- Increase in *Interfund Charges* of \$160,383 comprised mainly of Claims & Litigation, fleet replacement, and Joint Dispatch charges.

Departmental Objectives for 2010

Vibrant and Sustainable Economy

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

Safe and Prepared Community

1. Improve emergency response information by replacing obsolete mobile field data communications equipment, in partnership with Information Technology Services
2. Maintain timely and efficient emergency response as other fire agencies start delivering paramedic service.
3. Reliably respond to emergency incidents by replacing key dispatch radio infrastructure equipment, in partnership with Public Works.
4. Work with local, state and federal partners in mitigating potential consequences of a significant emergency situation related to the 2010 Winter Olympic Games in Vancouver BC.
5. Functionally integrate emergency management related plans and capabilities with Whatcom County.

Access to Quality of Life Amenities

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

Departmental Objectives for 2009 *with Accomplishments*

1. Assist in planning and identifying fire service delivery requirements related to growth:

- Participate in airport and UGA Planning processes and updates.

North side annexation planning – Mitigation agreements reached with Whatcom County Fire District 4.

- Identify fire service delivery impacts and operations enhancements required to maintain service levels.

Currently participating in the newly created 2030 long term Fire Planning Task Force to address this issue. Anticipated completion date – end of first quarter 2010.

- Create response time GIS models for potential new fire station sites as required.

Ongoing as part of the 2030 long term Fire Planning Task Force work.

- Determine and potentially implement cost recovery options related to fire permitting services. (Council Goal 7)

Due to declining Development Services Fund revenues, we shelved this project and reduced Development Services support until revenues improve. Instead, we focused on goal #4, following page.

Departmental Objectives for 2009 with Accomplishments

2. Continue to support countywide emergency radio system improvements and interoperability. (Council Goal 7)

Completed detailed emergency radio communications system design. Full implementation is dependent on the ability to secure future significant financial support. Some recommendation components will be procured and implemented in first quarter 2010, including upgrade of dispatch radio consoles and partnering with Washington State Patrol in moving into an Sumas Mountain new radio tower. Both projects will improve the capacity and coverage of emergency radio communications, especially in the north county area.

3. Secure funding to replace the Fire Belle (fireboat) and upgrade the boathouse.

Effort is ongoing, however, we have been unsuccessful in securing the necessary federal grant funding to accomplish.

4. Participate in the coordination and support of the 2009-2010 Vancouver Olympics Security planning effort. (Council Goal 7)

City of Bellingham Office of Emergency Management moved their office and related operations into the newly created Olympics Security Coordination Center next to the Customs and Border Protection facility. We also established a new partnership with Whatcom County Sheriff Division of Emergency Management, who also moved into the same facility. Both organizations are supporting Olympics security planning efforts through planning and exercises with state and federal partners.

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.

Developed business occupancy fire permit program, with implementation planned for first quarter 2010. Cost recovery goal is budgeted for \$50,000 in 2010.

6. Foster business disaster continuity plan for City and local businesses. (Council Goal 7)

The Office of Emergency Management (OEM) conducted several classes related to disaster preparedness for local neighborhoods, along with several incident command courses for city/county government and other agency staff. The Fire Department was also part of the countywide Unified Incident Command H1N1 pandemic planning and response effort.

7. Complete one paramedic training class for six medic students. (Council Goal 7)

Held one paramedic training class, with five out of six students completing the program by 12/31/09. These new medics currently increase our overall medic staffing level. However, anticipated medic attrition due to retirements and/or promotions will likely keep our medic staffing level at 2009 levels.

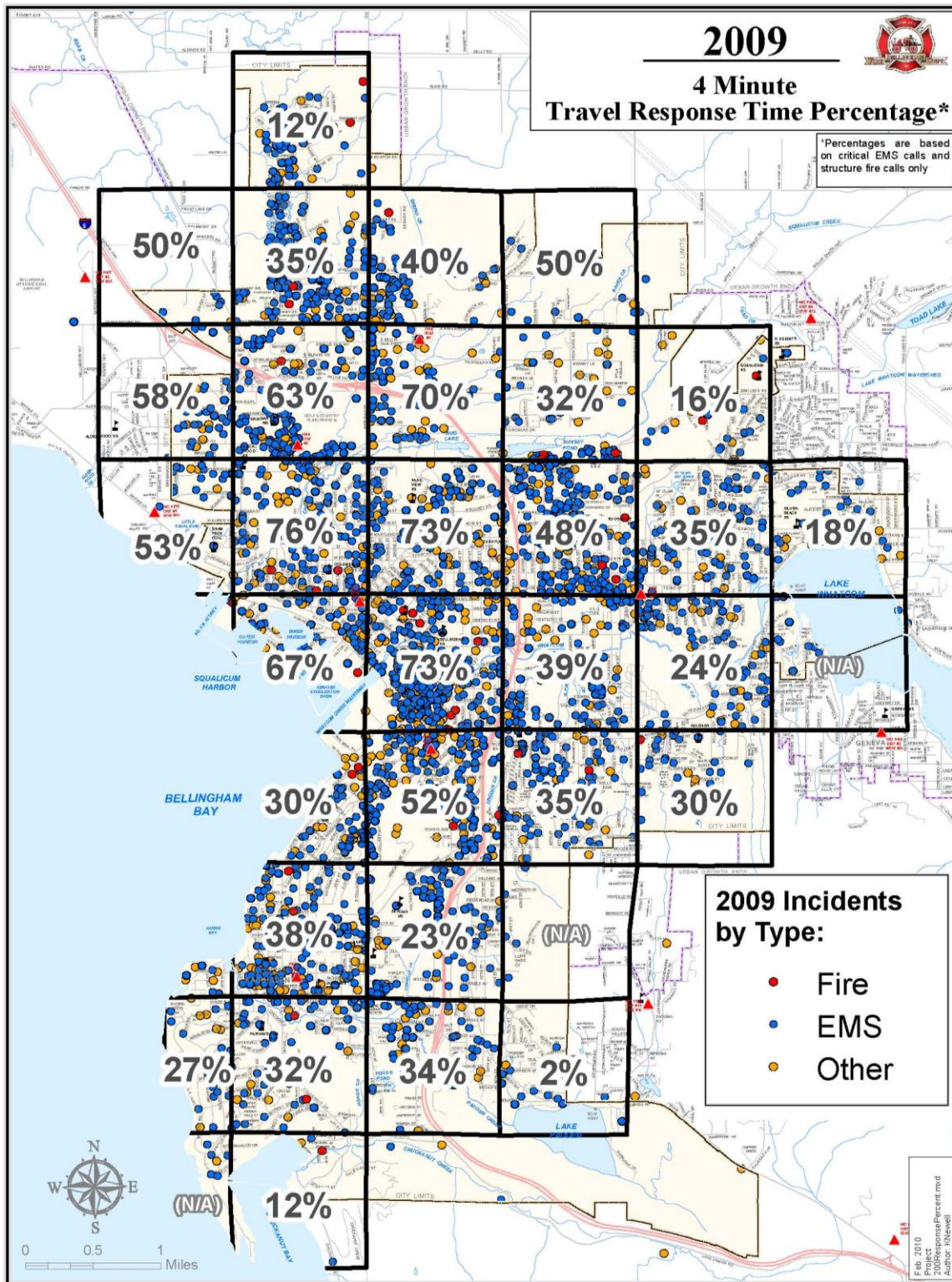
Additional accomplishments:

New fire apparatus placed into service.

Reached agreement with fire bargaining units to help address budget crisis.

Carefully navigated making major deployment changes:

- Cross staffed ladder trucks*
- Reduced fire operations overtime*
- Eliminated technical rescue program*



Electronic budget document available on line is in color, which better distinguishes incident type. The 2008 map in the 2009 budget document was incorrect and has been modified by the Fire Department.

Fire Department

Performance/Activity Measures

Fire Department

Fire Department Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Department Operating Exp	\$ 19.190	\$ 15.745	\$ 17.245	\$ 18.795	\$ 20.964	\$ 24.543	\$ 23.057	\$ 22.155
Debt Service, Capital, Interfund	\$ 0.830	\$ 0.213	\$ 0.046	\$ 0.476	\$ 0.522	\$ 0.275	\$ 0.546	\$ 0.370
Total Department Expenditures	\$ 20.019	\$ 15.959	\$ 17.291	\$ 19.270	\$ 21.486	\$ 25.865	\$ 23.602	\$ 22.525
Total Department FTEs	156.9	156.3	146.9	152.6	160.9	165.2	165.3	161.0

Fire Operations Group

Fire Operations Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Total Group Expenditures	\$ 7.617	\$ 8.159	\$ 9.032	\$ 9.699	\$ 10.469	\$ 13.819	\$ 11.980	\$ 11.280
Front Line Fire Engines				6	6	6	6	6
Ladder Trucks				1	1	1	1	2
BFD Career firefighters per 1,000 capita				1.279	1.386	1.333	1.234	
NFPA Median # of career firefighters per 1,000 capita		West:	0.89	0.91	0.96	0.95		
		All:	1.39	1.39	1.51	1.33		

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

NFPA refers to National Fire Protection Association.

Front line fire engines are one per station, which are staffed. The City does own additional back-up fire engines to replace a front line engine temporarily out of service.

In 2009, an additional ladder truck was purchased. Staffing changes were made from one dedicated ladder truck crew to two cross-trained fire engine or ladder truck crews. So, two stations with ladder trucks could deploy either the fire engine **or** ladder truck with the one crew at that station.

Fire Operations Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
EMERGENCY INCIDENTS AND RESPONSES (includes cancelled responses)							
Fire Unit Responses	9,059	9,802	8,277	8,211	7,735	7,592	7,412
BFD Aid Unit Responses			1,044	1,804	2,501	3,848	3,939
Selected Incidents by Type:							
Building Fires (Structural)	41	58	56	45	43	48	37
Haz Mat Incidents	17	10	10	11	3	12	7
Technical Rescues	13	13	17	24	2	1	3
Misc. Other Public Service	470	525	184	104	168	565	2,124
False Fire Alarms	599	735	627	729	656	639	580

Performance/Activity Measures (continued)

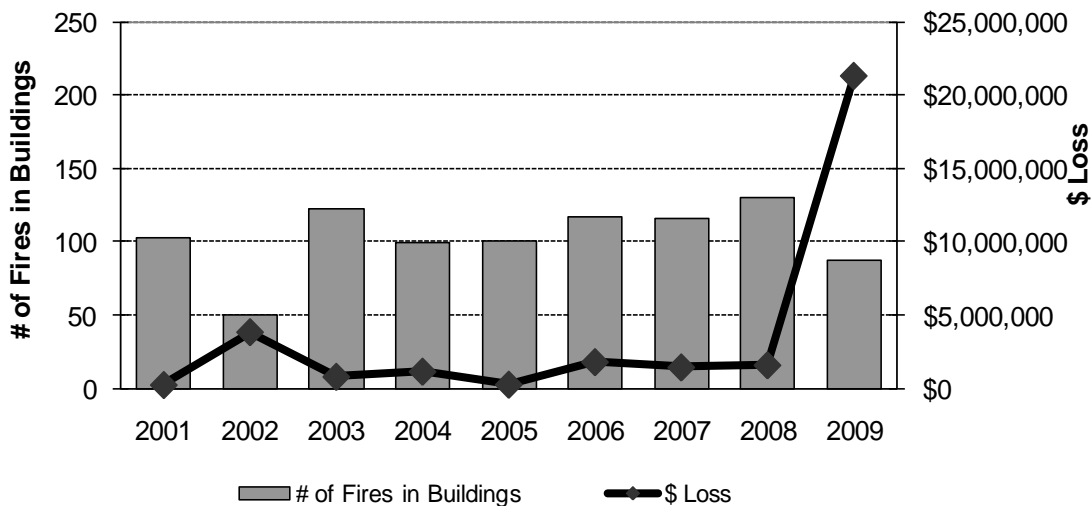
Fire Operations Group (continued)

Fire Operations Group Effectiveness	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	Benchmark or Target
RESPONSE TIMES - Structure Fires								
Turnout time - % of time wheels roll within one minute of alarm receipt				5%	5%	10%	12%	90%
Travel response - % of time arrival at structure fire incident by 1st engine company is within 4 minutes				77%	64%	91%	77%	90%
Travel response - % of time arrival at structure fire incident by full alarm fire crew is within 8 minutes				86%	85%	76%	84%	90%
Lives Lost in Fires	-	-	1	2	-	1	-	0

An error was discovered in calculation of response time data reported for 2008 shown in the 2009 budget document. This data has been corrected.

Fire Operations Group Effectiveness

\$ Loss - Fires in Buildings



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.

2009 dollar loss includes \$20 million for the Whatcom Middle School fire.

Fire Department

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.

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 fire protection services	92%	90%	85%	Increase

Fire Life Safety Operations Group

Fire Life Safety Operations Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Total Group Expenditures	\$ 0.496	\$ 0.295	\$ 0.471	\$ 0.534	\$ 0.519	\$ 0.285	\$ 0.390	\$ 0.436

Fire Life Safety Operations Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
Building / Fire Code Plans Reviewed (Not Re-Inspections)	532	817	704	568	761	752	637
New Construction Inspections	449	478	512	468	844	800	949
Fire Investigations	11	14	7	16	18	15	16
Engine Company Inspections of Occupied Commercial Spaces	2,000	1,210	1,512	1,600	1,460	1,322	1,900
Fire inspection total # of violations						1,558	1,427

Fire Life Safety Operations Efficiency	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	Benchmark or Target
Average Permit Turnaround Time (Days)	14	70	60	60	60	20		
Fire Dept Constr. Permits							14	20
Development Services Quick Response Permits							7	7
Development Services Standard Permits							22	28
Development Services Major Permits							42	n/a

Changed permit time reporting from average all types, 2008 and prior, to average for each type in 2009.

Performance/Activity Measures (continued)

Fire Training Operations Group

Fire Training Operations Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Total Group Expenditures	\$ 0.403	\$ 0.291	\$ 0.327	\$ 0.361	\$ 0.452	\$ 0.487	\$ 0.479	\$ 0.377

Fire Training Operations Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
Total Training Hours	21,541	15,776	14,430	14,469	16,304	14,878	13,567
Total Training Hours per Operations FTE				112	119	114	100
Training Hrs per FTE - all department personnel				109	113	97	84

Emergency Medical Services Group

Emergency Medical Services (Countywide) Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Total Group Expenditures	\$ 8.966	\$ 5.516	\$ 5.430	\$ 6.458	\$ 7.024	\$ 6.792	\$ 7.876	\$ 7.875

Emergency Medical Services Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
Medic One Service Population (all Whatcom County)	174,500	177,300	180,800	184,300	188,300	191,000	199,300
EMS Incidents, City Only				4,819	6,754	6,764	7,399
Total Medic One Incidents	10,797	11,375	11,815	11,085	10,221	10,063	12,680

2009 Incident count is estimated - last period of data not closed out.

Emergency Medical Services Effectiveness	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	Benchmark or Target
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%	57%	90%
Travel response - % of time arrival at ALS incident within City limits is within 8 minutes from leaving the station				89%	89%	88%	86%	90%
AVERAGE Travel response time for arrival at ALS incident outside City limits - minutes				12:48 min	13:22 min	13:34 min	13:29 min	n/a
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%	90%	increase
% of Respondents rating how well patient's needs were met as Superior (3, scale of 0-3)		89%	84%	88%	86%	87%	89%	increase
% 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%	92%	increase

2008 Travel response time for ALS incidents outside City limits corrected since 2009 budget document published.

Performance/Activity Measures (continued)

Emergency Medical Services 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.

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 Medic One emergency medical services	78%	80%	75%	Increase

Emergency Management Group
(New in 2007)

Emergency Management Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Total Group Expenditures					\$ 0.502	\$ 0.731	\$ 0.400	\$ 0.279

2008-2009 increase related to shifting partial costs of several positions to OEM.

Emergency Management Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
# of City Employees Receiving Emergency Management / ICS Training					550	275	13
Map Your Neighborhood (MYN) Training Program							
# of Neighborhood Introductory Presentations					51	18	5
Citizens introduced to MYN					2,564	207	89
MYN Trainers Trained					55	73	-
Micro-Neighborhoods (MYN Groups) Trained					9	40	9
Households Trained					77	566	162
Individuals within Households Trained						791	196
Training (includes safety fairs, fire station tours, classroom visits, etc.) Returning to Life Safety Division							
Public Education Deliveries	167	169	84	41	60	50	26
Class Participants	4,799	4,150	1,002	647	628	1,975	435

2009 class participants in 2008 is higher from one presentation at Christ the King Church with 100 attending.

Emergency Management Group Effectiveness	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	Benchmark or Target
% of City Employees trained						97%	97%	100%
% of Households trained						2%	2%	increase

Performance/Activity Measures (continued)

Emergency Management 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.

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

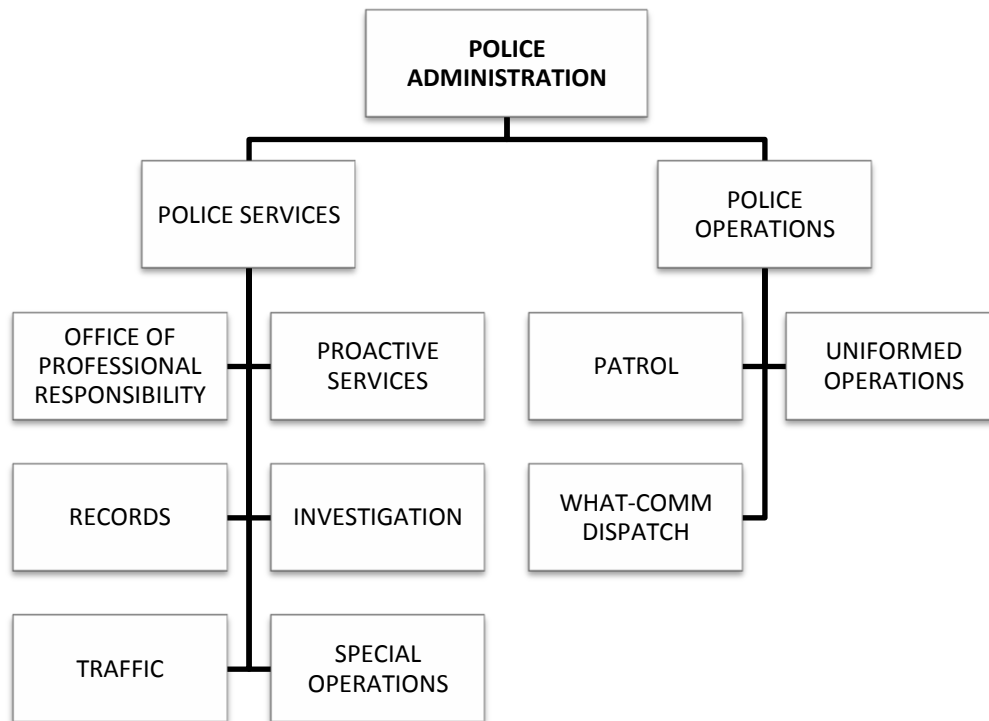
Fire / EMS Dispatch Group

Fire / EMS Dispatch (Countywide) Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Total Group Expenditures	\$ 0.794	\$ 0.818	\$ 0.923	\$ 0.891	\$ 1.090	\$ 1.135	\$ 1.299	\$ 1.136

Fire / EMS Dispatch (Countywide) Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 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	20,240

Fire / EMS Dispatch (Countywide) Effectiveness	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	Benchmark or Target
Call Processing - % of time highest acuity (Echo call type) calls are dispatched within one minute	New measure - prior data not available. 2006 data is partial year.			54%	53%	56%	73%	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%	68%	increase

POLICE DEPARTMENT



Departmental Mission

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

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

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

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	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
Taxes	270,099	277,000	277,000	-	0.0%
Licenses and Permits	39,309	41,533	41,420	(113)	-0.3%
Intergovernmental	2,939,263	2,918,558	3,011,324	92,766	3.2%
Charges for Services	2,300,551	2,345,333	2,438,002	92,669	4.0%
Fines and Forfeits	25	-	20,000	20,000	--
Miscellaneous	280,017	178,203	112,867	(65,336)	-36.7%
Other Financing Sources	311,321	294,962	327,579	32,617	11.1%
Subtotal of Revenues	6,140,585	6,055,589	6,228,192	172,603	2.9%
Other Sources by Fund					
General	17,316,391	18,830,902	17,798,563	(1,032,339)	-5.5%
Police Federal Equitable Share	(44,159)	18,121	35,930	17,809	98.3%
Asset Forfeiture/Drug Enforce.	(67,209)	37,826	42,178	4,352	11.5%
Criminal Justice	(38,080)	120,315	(87,273)	(207,588)	-172.5%
Public Safety Dispatch	(946,795)	(1,202,174)	(799,940)	402,234	33.5%
Subtotal Other Sources	16,220,148	17,804,990	16,989,458	(815,532)	-4.6%
TOTAL ALL SOURCES	22,360,733	23,860,579	23,217,650	(642,929)	-2.7%

Revenues by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
Police Revenues and Reserves	2,815,417	2,731,499	2,737,624	6,125	0.2%
Police Administration	570,890	541,457	425,788	(115,669)	-21.4%
Patrol/Traffic Operations	388,169	417,185	435,059	17,874	4.3%
Police Special Operations	49,152	49,152	49,152	-	0.0%
Police Investigation Operation	462,864	463,932	617,644	153,712	33.1%
Police Records Operations	26,063	37,650	28,828	(8,822)	-23.4%
Police Proactive Operations	230,875	142,159	172,632	30,473	21.4%
Police Dispatch Operations	1,597,155	1,672,555	1,761,465	88,910	5.3%
Subtotal of Revenues	6,140,585	6,055,589	6,228,192	172,603	2.9%

Significant Revenue Changes

- *Intergovernmental Revenues* increase is primarily due to grants for Drug and Gang Enforcement of \$62,172.
- The increase in *Charges for Service* of \$92,669 is for user fees in Joint Dispatch.
- \$355,579 of the increase in **Other Sources by Fund - Public Safety Dispatch** represents use of fund reserves to fund Police and Fire Dispatch operations.
- The decrease shown in **Other Sources by Fund - General Fund** represents decreased use by this department of funding from citywide revenues and reserves in the General Fund.
- 2010 Budget amounts in **Other Sources by Fund** for the funds not already discussed above represent the impact to each funds' reserves. Increases in fund reserves will show as a negative number in the budget and actual columns, as this table reports funding sources.

Revenues and Expenditures presented by Fund are found in the Revenues, Sources, Expenditures and Uses Report on Pages 71-97. Public Safety Dispatch, which is shared between the Police and Fire Departments, is on page 78. Funds specific to the Police Department are on pages 76-77.

Departmental Budget Summary (continued)

Expenditures by Type	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	14,909,506	16,691,929	16,125,024	(566,905)	-3.4%
<i>Supplies</i>	873,682	1,082,385	796,265	(286,120)	-26.4%
<i>Other Services and Charges</i>	1,210,224	1,182,769	1,000,786	(181,983)	-15.4%
<i>Intergovernmental Services</i>	1,778,347	1,574,937	1,485,967	(88,970)	-5.6%
<i>Interfund Charges</i>	3,265,840	2,969,633	3,167,738	198,105	6.7%
Subtotal of Operations	22,037,599	23,501,653	22,575,780	(925,873)	-3.9%
<i>Capital Outlay</i>	323,134	91,000	501,870	410,870	451.5%
<i>Interfund Transfers</i>	-	267,926	140,000	(127,926)	-47.7%
TOTAL EXPENDITURES	22,360,733	23,860,579	23,217,650	(642,929)	-2.7%

TOTAL PAID STAFF	165.6	173.4	164.1	(9.3)	-5.4%
-------------------------	--------------	--------------	--------------	--------------	--------------

Expenditures by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
<i>Police Administration</i>	5,284,433	4,958,357	4,564,064	(394,293)	-8.0%
<i>Patrol/Traffic Operations</i>	8,226,568	9,536,694	9,285,524	(251,170)	-2.6%
<i>Police Special Operations</i>	289,254	314,842	269,631	(45,211)	-14.4%
<i>Police Investigation Operation</i>	2,756,962	3,158,105	3,065,503	(92,602)	-2.9%
<i>Police Off of Prof Responsibil</i>	499,701	646,342	540,890	(105,452)	-16.3%
<i>Police Records Operations</i>	1,201,874	1,316,257	1,149,534	(166,723)	-12.7%
<i>Police Proactive Operations</i>	1,143,888	1,072,486	969,289	(103,197)	-9.6%
<i>Police Dispatch Operations</i>	2,958,053	2,857,496	3,373,215	515,719	18.0%
TOTAL EXPENDITURES	22,360,733	23,860,579	23,217,650	(642,929)	-2.7%

Significant Expenditure Changes

- Decrease of \$566,905 in *Salaries and Benefits* from a reduction in FTEs and a 0% wage increase in 2010 for non-represented employees.
- Overall reduction in *Supplies* of \$286,120, with decreases in uniforms, minor equipment, and fuel expenditures being the largest contributions to reductions.
- Overall reduction in *Other Services and Charges* of \$181,983, from a remodel project that was budgeted and completed in 2009.
- An increase in *Interfund Charges* of \$198,105 comprised mainly of Claims & Litigation, fleet replacement, and Joint Dispatch charges.
- Increase in *Capital Outlay* of \$410,870 is for replacing communication equipment in Joint Dispatch.

Departmental Objectives for 2010

Sense of Place

1. Continue to enhance our neighborhood policing efforts in cooperation with the 24 designated neighborhood associations.
2. Increase capacity of the youth programs within the Department to foster effective communication between youth and law enforcement.
3. Increase employee participation in community organizations and youth programs to increase Department interaction with the community.
4. Research viability of establishing a Citizen Neighborhood Patrol.

Quality, Responsive Services

1. Increase efficiency and convenience to the public by allowing people to report crimes via the internet.
2. Increase employee training opportunities by establishing a relationship with Northwest Training Institute and supplying instructors.
3. Continue research of re-districting patrol areas in conjunction with City annexation plan.

Safe and Prepared Community

1. Implement operational plan to provide for safe access and travel to and from the 2010 Winter Olympic Games in Vancouver BC.
2. Perform needs assessment for a North Precinct.
3. Partner with local agencies to create a working group of specialists to address "cold case" investigations.
4. Establish Major Incident Investigation Team with local law enforcement and Whatcom County Prosecutor's Office.

Departmental Objectives for 2009 *with Accomplishments*

1. Through the Department Neighborhood Outreach Program we will engage community members to obtain concerns and issues regarding police services. (Council Goal 7)
Expanded Department Neighborhood Outreach by assigning additional employees to the various neighborhoods.
2. In conjunction with Neighborhood Services, we will facilitate two half-day community policing/problem solving workshops. (Council Goal 7)
Facilitated two workshops in cooperation with the Northwest Training Institute.
3. Expand our web-based technology services to include on-line reporting, surveys and service feedback. (Council Goal 7)
Still in progress.
4. Continue 2010 Olympics preparation efforts with Federal, State and Local partners. (Council Goal 7)
Completed.

Departmental Objectives for 2009 with Accomplishments (continued)

5. Develop Inter-department operational plan with Fire for the deployment of a multi-use Incident Command Vehicle. (Council Goal 7)

Put on hold due to budget constraints.

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)

Established a proactive neighborhood problem solving team that works directly with the various neighborhoods organizations and associations.

7. Perform needs assessment for a North Precinct. (Council Goal 7)

Still in progress.

8. Develop implementation plan and procedures for cooperative education program with the Bellingham Fire Department. (Council Goal 7)

Developed implementation plan and procedures for cooperative education program with the Bellingham Fire Department. Two members work directly and in a coordinated effort with Fire Department employees to implement numerous community preparedness programs.

9. Prepare multi-phase implementation plan for patrol re-districting. (Council Goal 7)

Prepared multi-phase implementation for patrol re-districting. Research for re-districting of patrol areas continues in 2010 in conjunction with the City's annexation planning (per 2010 Objectives.)

10. Increase investigation division capabilities by reassigning two patrol officers to temporary detective positions to handle current unassigned case load. (Council Goal 7)

Increased investigation division capabilities.

11. Re-establish Central Business District (CBD) foot beat in coordination with Transit Officer Program. (Council Goal 7)

Re-established CBD foot beat and increased CBD Bike Patrol.

12. Research viability of establishing a Citizen Neighborhood Patrol. (Council Goal 7)

Still in progress.

13. Continue to develop a facility needs plan. (Council Goal 7)

Still in progress.

Additional Accomplishment:

The Bellingham Police Department, in the 2008 budget document, stated an objective of preparing for certification / accreditation assessment of the department. This preparation is complete; BPD is scheduled for assessment by State assessors January 26, 2010.

Performance/Activity Measures

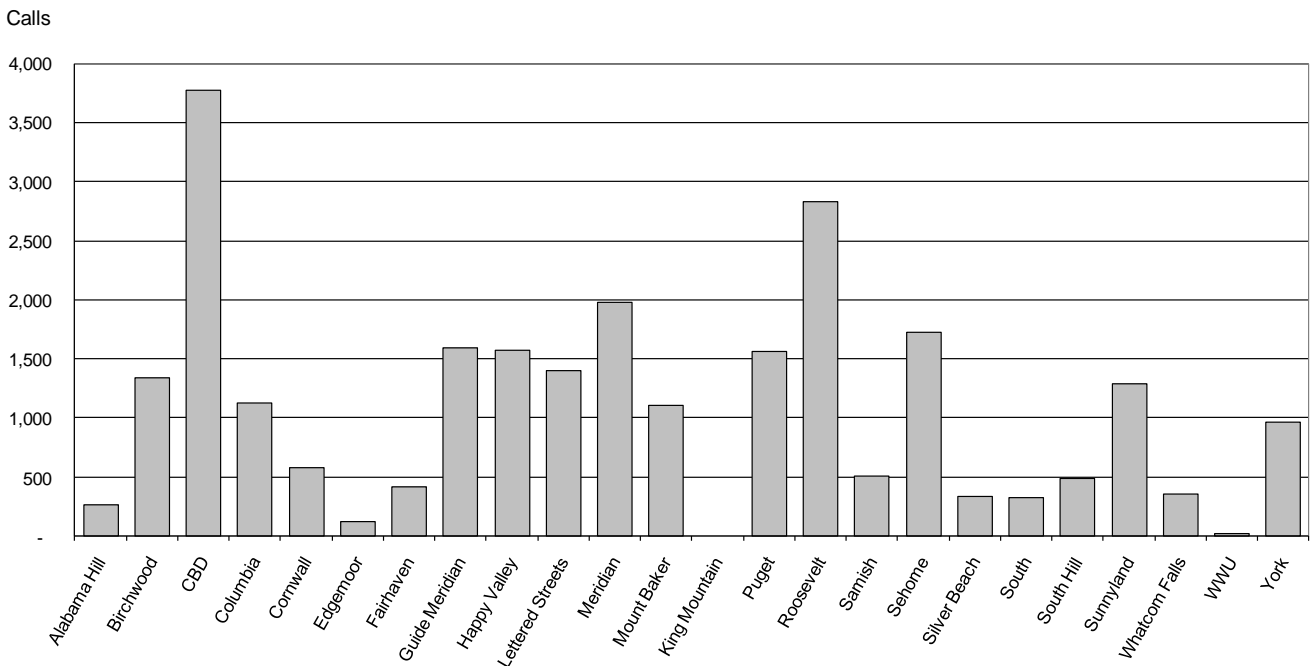
Police Department

Police Department Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Department Operating Exp	\$ 15.862	\$ 15.800	\$ 16.564	\$ 18.024	\$ 19.179	\$ 22.038	\$ 23.502	\$ 22.576
Debt Service, Capital, Interfund	\$ 0.290	\$ 0.995	\$ 0.649	\$ 0.760	\$ 0.551	\$ 0.323	\$ 0.359	\$ 0.642
Total Department Expenditures	\$ 16.153	\$ 16.795	\$ 17.213	\$ 18.784	\$ 19.730	\$ 22.901	\$ 23.864	\$ 23.218
Total Department FTEs	162.2	156.5	153.9	155.2	161.4	165.6	173.4	164.1
Training Hours - Includes admin, procedural, range and tactical	11,334	9,540	11,617	17,750	12,465	12,282	12,811	

Police Department Workload

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

2009 Total Calls By Neighborhood

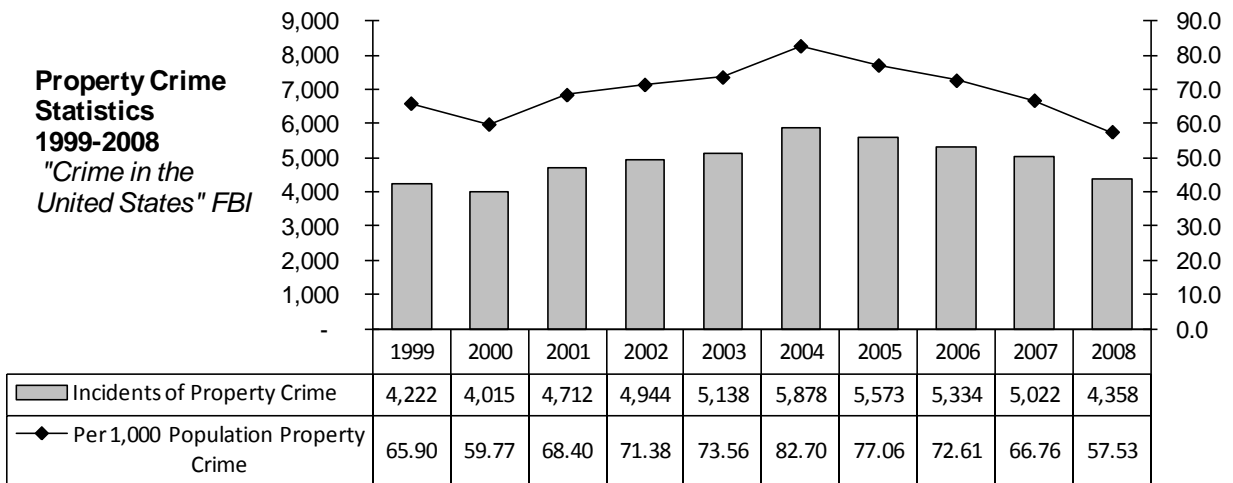
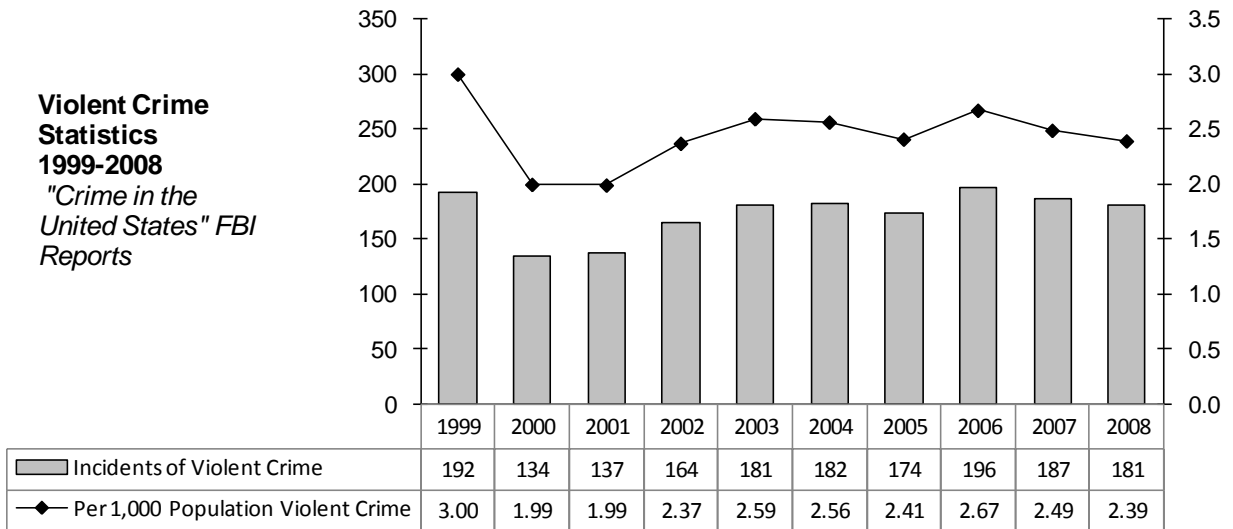


King Mountain Neighborhood was added late in 2009.

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

Performance/Activity Measures

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.



A hate crime is a criminal offense that is motivated, in whole or in part, by the offender's bias against a race, religion, disability, sexual orientation, or ethnicity/national origin. Hate crimes reported occurring within the City of Bellingham are shown in the table at right.

Hate Crimes	
2004	2
2005	1
2006	1
2007	0
2008	4

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.

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 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Total Group Expenditures	\$ 6.157	\$ 5.935	\$ 6.437	\$ 7.139	\$ 7.792	\$ 8.227	\$ 9.537	\$ 9.286

Patrol/Traffic Operations Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
Calls for Service	67,390	69,533	65,211	65,148	65,243	63,861	61,428
Average Events / Cases per Patrol Officer	942	978	910	906	886	830	793
Calls per Patrol Officer (Traffic officers not included)	1,140	1,140	1,069	1,068	1,070	1,047	1,059
<i>Calls for service = the number of incidents generated by the CAD system at the 911 Center for City law enforcement response.</i>							

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

Police Department

Performance/Activity Measures (continued)

Police Investigations Operations Group

Police Investigations Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Total Group Expenditures	\$ 2.513	\$ 2.675	\$ 2.527	\$ 2.500	\$ 2.620	\$ 2.757	\$ 3.158	\$ 3.066

Police Investigations Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
Cases Assigned for Follow-Up	2,143	1,871	1,617	1,402	1,450	770	962
Cases Assigned per Detective	214	187	147	156	161	96	120

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

Police Records Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Total Group Expenditures	\$ 0.822	\$ 0.908	\$ 0.949	\$ 0.997	\$ 1.058	\$ 1.202	\$ 1.316	\$ 1.150

Police Records Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
Events / Reports	27,452	59,630	55,492	55,285	54,054	50,625	48,376
Events per Records Clerk	4,788	5,097	4,825	4,807	4,700	4,821	4,838

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

Police Pro-Active Operations Group

Police Pro-Active Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Total Group Expenditures	\$ 1.086	\$ 0.916	\$ 0.983	\$ 1.112	\$ 1.108	\$ 1.144	\$ 1.072	\$ 0.969
Volunteer Hours	6,870	6,315	6,426	6,500	3,619	3,505		

Police Pro-Active Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
Crime Prevention Presentations				186	297	368	

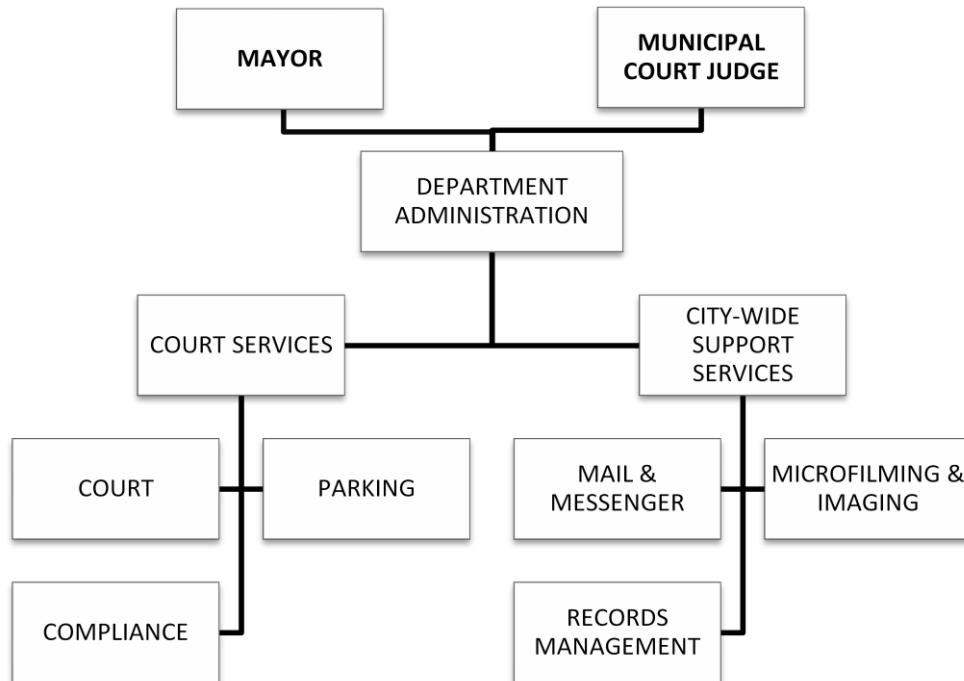
Police Dispatch Operations Group

Police Dispatch Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Total Group Expenditures	\$ 2.211	\$ 2.594	\$ 2.540	\$ 2.617	\$ 2.839	\$ 2.958	\$ 2.857	\$ 3.373

Police Dispatch Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
CAD Incidents	125,544	128,089	126,709	128,089	128,665	129,048	128,416
CAD Incidents per Dispatcher	5,458	5,569	5,509	5,569	5,594	5,611	5,583

CAD Incidents = the number of incidents generated by Computer Assisted Dispatch (CAD) system at the 911 Center for all County law enforcement agencies.

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	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
<i>Intergovernmental</i>	298	62,500	135,000	72,500	116.0%
<i>Charges for Services</i>	428,685	439,768	447,945	8,177	1.9%
<i>Fines and Forfeits</i>	983,498	1,031,500	979,950	(51,550)	-5.0%
<i>Miscellaneous</i>	32,382	34,913	31,874	(3,039)	-8.7%
<i>Other Financing Sources</i>	346,814	367,129	383,707	16,578	4.5%
Subtotal of Revenues	1,791,677	1,935,810	1,978,476	42,666	2.2%
Other Sources by Fund					
<i>General</i>	964,959	1,225,022	1,038,680	(186,342)	-15.2%
Subtotal Other Sources	964,959	1,225,022	1,038,680	(186,342)	-15.2%
TOTAL ALL SOURCES	2,756,636	3,160,832	3,017,156	(143,676)	-4.5%

Revenues by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
<i>Municipal Court Services</i>	1,621,691	1,791,503	1,802,531	11,028	0.6%
<i>J and SS Mail/Records/Copy/Micro</i>	169,986	144,307	175,945	31,638	21.9%
Subtotal of Revenues	1,791,677	1,935,810	1,978,476	42,666	2.2%

Significant Revenue Changes

- *Intergovernmental Revenues* increase of \$72,500 is grant revenue to pay for public defenders.
- Decrease in *Fines and Forfeits* of \$51,550 reflects a decrease in collections from parking, traffic, and criminal penalties to historical levels.
- The decrease shown in **Other Sources by Fund - General Fund** represents decreased use in this department of funding from citywide revenues and reserves in the General Fund.

Departmental Budget Summary (continued)

Expenditures by Type	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	1,458,424	1,571,944	1,437,564	(134,380)	-8.5%
<i>Supplies</i>	33,355	54,882	56,492	1,610	2.9%
<i>Other Services and Charges</i>	825,433	992,003	991,256	(747)	-0.1%
<i>Intergovernmental Services</i>	283,075	377,000	377,000	-	0.0%
<i>Interfund Charges</i>	156,349	165,003	154,844	(10,159)	-6.2%
Subtotal of Operations	2,756,636	3,160,832	3,017,156	(143,676)	-4.5%
TOTAL EXPENDITURES	2,756,636	3,160,832	3,017,156	(143,676)	-4.5%

TOTAL PAID STAFF	20.0	20.0	18.0	(2.0)	-10.0%
-------------------------	-------------	-------------	-------------	--------------	---------------

Expenditures by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
<i>Municipal Court Services</i>	2,253,761	2,589,830	2,426,807	(163,023)	-6.3%
<i>J and SS Mail/Records/Copy/Micro</i>	502,875	571,002	590,349	19,347	3.4%
TOTAL EXPENDITURES	2,756,636	3,160,832	3,017,156	(143,676)	-4.5%

Significant Expenditure Changes

- Decrease of \$134,380 in *Salaries and Benefits* from a reduction in the number of FTEs and a 0% wage increase in 2010 for non-represented employees.

Departmental Objectives for 2010

Equity and Social Justice

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

Quality and Responsive City Services

1. Complete transfer of 10 cubic feet of City of Bellingham archival records to the Washington State Archives regional branch in Bellingham.
2. Present two public disclosure training sessions to City employees in partnership with Legal Department.
3. Partner with the Legal and Information Technology Departments to develop guidelines for all City employees to apply to e-mail use and retention.
4. Complete a web-based online option available 24 hours a day for payment of parking tickets.

Departmental Objectives for 2009 with Accomplishments

1. Continue Municipal Court Division outreach and education programs such as Law Day programs for students. (Council Goal 9)

Program cancelled due to concerns in April/May about developing H1N1 Swine Flu Epidemic.

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)

Added the number of indigent offender reviews completed by court staff.

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)

Reviewed documentation provided by State agencies. Provided input to state agencies, professional groups and legislators concerning the impact and resource cost of implementing the new directives. Participated in training seminars, conference calls, and evaluations regarding statewide implementation strategies and deadlines. Evaluated potential impact on City information systems and staff, including the need for on-going education and training. Work will be continuing in 2010.

Additional Accomplishments - Court:

Provided staff support for the Bellingham Police Department program to impound vehicles with multiple unpaid parking fines.

Offered amnesty programs for parking, traffic and criminal fines. Collected \$30,000 of past due revenue.

Received Washington State Office of Public Defense grant award in September 2009 to support the continuance of existing service levels to indigent offenders in 2010 - \$135,000.

Additional Accomplishments - Support Services:

Processed a 10% increase in public disclosure requests requiring research and coordination on citywide inquiries.

Processed a 60% increase in public disclosure requests for Municipal Court records.

Performance/Activity Measures

Judicial and Support Services Department

Judicial & Support Svcs Department Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Department Operating Exp	\$ 3.020	\$ 2.951	\$ 3.014	\$ 3.356	\$ 3.906	\$ 2.757	\$ 3.161	\$ 3.017
Debt Service, Capital, Interfund	\$ 0.011	\$ -	\$ 0.006	\$ 1.855	\$ -	\$ -	\$ -	\$ -
Total Department Expenditures	\$ 3.031	\$ 2.951	\$ 3.020	\$ 5.211	\$ 3.906	\$ 2.757	\$ 3.161	\$ 3.017
Total Department FTEs	19.1	18.8	18.8	18.9	19.2	20.0	20.0	18.0

Municipal Court Group

Municipal Court Services Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Total Group Expenditures	\$ 2.543	\$ 2.560	\$ 2.631	\$ 4.788	\$ 3.491	\$ 2.254	\$ 2.590	\$ 2.427

Municipal Court Services Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	Benchmark or Target
Number of cases assigned to a public defense attorneys.						2,384	1,922	
Public Defense Application Interviews by court staff						1,189	1,033	
Filings by Year and Case Type								
Parking Infractions	49,000	47,633	50,562	43,010	48,560	52,921	50,930	
Traffic Infractions	10,444	10,139	10,862	9,523	9,427	8,279	8,213	
Non-Traffic Infractions	599	693	736	703	1,113	1,023	686	
Criminal Traffic Misdemeanors	1,268	755	530	1,087	1,262	1,153	1,281	
Criminal Non-Traffic Misdemeanors	2,633	3,000	2,764	2,484	2,662	2,478	2,384	
Driving Under the Influence Cases	282	260	258	238	214	229	227	
Jury Trials Set	312	368	479	419	433	342	376	
Jury Trials Held	6	6	11	18	12	10	14	
Case Load Per Public Defense Attorney						486	392	400

WA Office of Public Defense recommended maximum caseload is 400; criteria for public defender program grants.

Municipal Court Services Group Effectiveness	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	Benchmark or Target
% of Criminal Cases completed within 90 days	new measure				80%	82%	86%	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%	109%	100%
All Criminal Misdemeanors	109%	118%	137%	117%	112%	109%	102%	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 (continued)

Judicial and Support Services Mail/Records/Copy/Micro Group (“Support Services”)

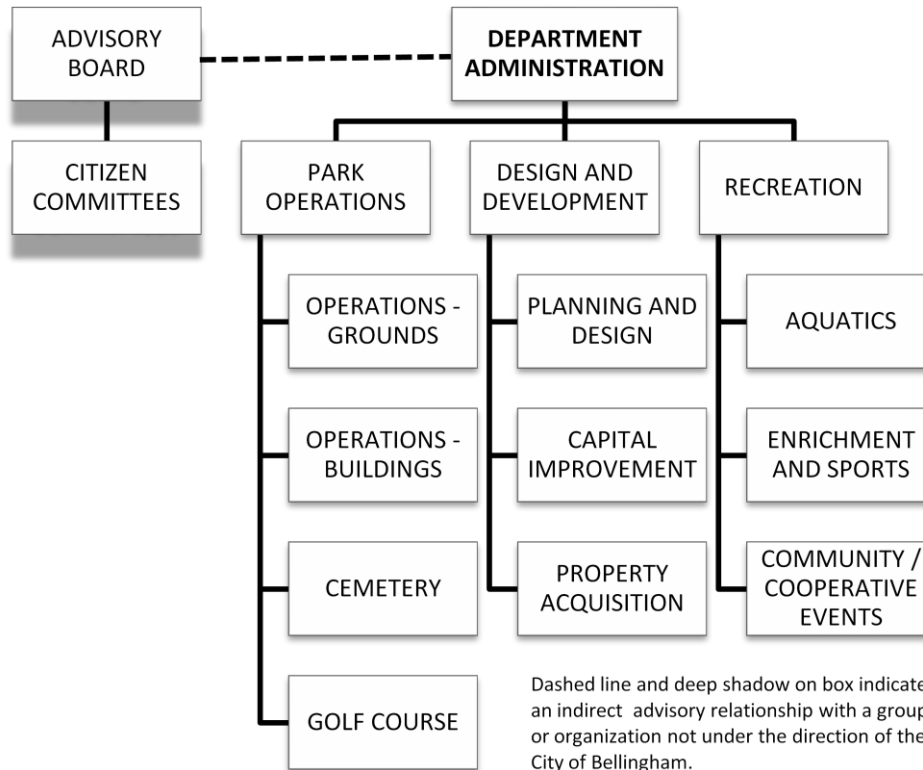
Support Services Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Total Group Expenditures	\$ 0.489	\$ 0.391	\$ 0.389	\$ 0.423	\$ 0.416	\$ 0.503	\$ 0.571	\$ 0.590

Support Services Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
Records Center - Growth in Cubic Feet							
Destructions	634	742	1,266	446	818	726	1,100
Records Added	896	698	953	609	1,075	1,007	891
Total Holdings	4,382	4,422	4,333	4,496	4,915	5,196	5,105
Checkout and Reference Requests	831	524	728	499	657	817	749
Public Disclosure Requests	99	133	122	201	287	336	378

Support Services Group Effectiveness	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	Benchmark or Target
Initial Response to Public Disclosure Request within five business days	100%	100%	100%	100%	100%	100%	100%	100%

100% is legally required.

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	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
Taxes	4,113,169	4,073,391	4,373,391	300,000	7.4%
Intergovernmental	370,904	2,173,183	445,000	(1,728,183)	-79.5%
Charges for Services	2,144,426	2,605,376	2,533,577	(71,799)	-2.8%
Fines and Forfeits	150	-	-	-	--
Miscellaneous	1,095,812	983,983	819,809	(164,174)	-16.7%
Other Financing Sources	226,426	236,480	221,480	(15,000)	-6.3%
Subtotal of Revenues	7,950,887	10,072,413	8,393,257	(1,679,156)	-16.7%
Other Sources by Fund					
General	5,506,267	5,768,947	5,234,564	(534,383)	-9.3%
Parksite Acquisition	(10,087)	(9,480)	3,688	13,168	138.9%
Capital Maint	57,387	35,000	35,000	-	0.0%
Squalicum Park/Olympic	2,326	-	-	-	--
Olympic-Whatcom Falls Park Addl	(10,352)	(12,848)	(3,389)	9,459	73.6%
Little Squalicum-Oeser Settlement	31,269	(11,172)	813	11,985	107.3%
1st 1/4% Real Estate Excise Tax	540,165	529,498	152,000	(377,498)	-71.3%
2nd 1/4% Real Estate Excise Tax	1,768,837	249,700	115,000	(134,700)	-53.9%
Beyond Greenways	1,100,069	(21,234)	60,914	82,148	386.9%
Greenways III	(1,333,343)	(672,388)	192,193	864,581	128.6%
Parks Impact	151,194	1,192,434	319,652	(872,782)	-73.2%
Sportsplex	(7,472)	(5,909)	(4,041)	1,868	31.6%
Civic Field Improvement	684,932	-	-	-	--
Cemetery	13,386	1,304	(2,252)	(3,556)	-272.7%
Golf Course	5,572	(4,127)	(37,018)	(32,891)	-797.0%
Greenways Maint Endowment	(446,746)	(465,634)	(319,718)	145,916	31.3%
Subtotal Other Sources	8,053,404	6,574,091	5,747,406	(826,685)	-12.6%
TOTAL ALL SOURCES	16,004,291	16,646,504	14,140,663	(2,505,841)	-15.1%

Revenues by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
Parks Revenues and Reserves	489,206	537,071	455,177	(81,894)	-15.2%
Parks and Recreation Admin	(584)	-	-	-	--
Parks Operations Management	154,633	132,339	118,539	(13,800)	-10.4%
Parks Grounds	108,430	116,187	95,447	(20,740)	--
Parks Buildings	225,772	200,000	200,000	-	0.0%
Parks Cemetery	611,924	617,813	544,830	(72,983)	-11.8%
Parks Golf Course	189,161	182,137	192,256	10,119	5.6%
Recreation Management	73,949	76,800	76,800	-	0.0%
Recreation Aquatics	547,021	590,161	593,161	3,000	0.5%
Sports and Enrichment	550,986	578,938	611,608	32,670	5.6%
Parks Design & Development	332,488	378,748	378,748	-	0.0%
Parks Capital Improvement	4,667,901	6,662,219	5,126,691	(1,535,528)	-23.0%
Subtotal of Revenues	7,950,887	10,072,413	8,393,257	(1,679,156)	-16.7%

Departmental Budget Summary (continued)

Significant Revenue Changes

- A \$300,000 increase in *Taxes* for Greenways III Property Tax Levy.
- Intergovernmental Revenue decreased in 2010 from to 2009 because a one-time, \$2.3 million grant was received in 2009.
- A decrease in *Miscellaneous* revenue of \$164,174 is due mainly to lower yields on investments.
- Decreases in **Other Sources by Fund** - (*General, Capital Maintenance, and REET Funds*) represent decreased use by this department of revenues and reserves in funds that are shared between departments.
- 2010 Budget amounts in **Other Sources by Fund** for the funds not already discussed above represent the impact to each funds' reserves. Increases in fund reserves will show as a negative number in the budget and actual columns, as this table reports funding sources.

Revenues and Expenditures presented by Fund are found on the Revenues, Sources, Expenditures and Uses Report on Pages 71-97. Funds specific to the Park Department are: Park-site Acquisition appears on page 72; restoration / settlement funds on pages 74-75; Greenways Fund and Parks Impacts Funds on pages 78-79; Cemetery and Golf Funds on page 88; and the Greenways Maintenance Endowment Fund on page 95.

Parks and Recreation Department

Departmental Budget Summary (continued)

Expenditures by Type	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	5,403,403	5,832,335	5,339,958	(492,377)	-8.4%
<i>Supplies</i>	634,763	662,684	552,359	(110,325)	-16.6%
<i>Other Services and Charges</i>	1,749,831	1,508,958	1,663,995	155,037	10.3%
<i>Intergovernmental Services</i>	99,147	38,566	35,498	(3,068)	-8.0%
<i>Interfund Charges</i>	855,992	919,874	1,014,834	94,960	10.3%
Subtotal of Operations	8,743,136	8,962,417	8,606,644	(355,773)	-4.0%
<i>Debt Service</i>	85,519	85,520	83,601	(1,919)	-2.2%
<i>Capital Outlay</i>	7,114,942	7,598,567	5,319,000	(2,279,567)	-30.0%
<i>Interfund Transfers</i>	60,694	-	131,418	131,418	--
TOTAL EXPENDITURES	16,004,291	16,646,504	14,140,663	(2,505,841)	-15.1%
TOTAL PAID STAFF	99.4	102.7	90.0	(12.7)	-12.4%

Expenditures by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
<i>Parks and Recreation Admin</i>	524,791	618,188	604,434	(13,754)	-2.2%
<i>Parks Operations Management</i>	445,543	433,565	407,453	(26,112)	-6.0%
<i>Parks Grounds</i>	1,516,908	1,591,670	1,637,800	46,130	2.9%
<i>Parks Buildings</i>	2,358,482	1,882,139	1,728,673	(153,466)	-8.2%
<i>Parks Cemetery</i>	637,551	619,117	542,578	(76,539)	-12.4%
<i>Parks Golf Course</i>	194,733	178,010	155,238	(22,772)	-12.8%
<i>Recreation Management</i>	281,329	295,765	246,409	(49,356)	-16.7%
<i>Recreation Aquatics</i>	1,215,747	1,250,743	1,103,520	(147,223)	-11.8%
<i>Sports and Enrichment</i>	1,401,727	1,502,597	1,217,028	(285,569)	-19.0%
<i>Parks Design & Development</i>	592,633	599,581	515,550	(84,031)	-14.0%
<i>Parks Capital Improvement</i>	6,834,847	7,675,129	5,981,980	(1,693,149)	-22.1%
TOTAL EXPENDITURES	16,004,291	16,646,504	14,140,663	(2,505,841)	-15.1%

Significant Expenditure Changes

- Decrease of \$492,377 in *Salaries and Benefits* is from a reduction in FTEs and a 0% wage increase in 2010 for non-represented employees.
- Overall reduction in *Supplies* of \$110,325, with clothing, minor equipment, and recreational supplies being the largest reductions.
- Increase in *Other Services and Charges* of \$155,037 is for professional services associated with the South State Street manufactured gas plant cleanup.
- Decrease in *Capital Outlay* of \$2,279,567 due to less park construction.

Departmental Objectives for 2010

Clean, Safe Drinking Water

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

Healthy Environment

1. Protect and improve the health of Bellingham Bay by participating in environmental clean-up at the South State Street Manufactured Gas Plant at Boulevard Park.
2. Assist in protecting and restoring ecological functions and habitat by facilitating volunteer opportunities to re-vegetate and restore landscaping at Squalicum Creek Park and Hoag's Pond.

Sense of Place

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

Mobility and Connectivity Options

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

Access to Quality of Life Amenities

1. Evaluate, prioritize and reorganize sports and enrichment programs to provide optimum services for all ages.
2. Restructure work groups to optimize maintenance activities to ensure that facilities are safe and functional.
3. Repair drainage problems at Fairhaven Village Green.

Quality, Responsive City Services

1. Implement a non-resident user fee at Arne Hanna Aquatic Center to help support efficient, effective municipal services.
2. Evaluate the effects of reduced operating hours at Arne Hanna Aquatic Center to ensure high level of service is maintained regardless of operational changes.

Departmental Objectives for 2009 with Accomplishments

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)
 - *Completed Whatcom Creek Trail, Racine Street to Meador Avenue. .5 miles*
 - *Completed Northridge Park Trails 1.2 miles*
 - *Completed Barkley Trail connector .10 miles*
 - *Misc. neighborhood connectors .06*

Total: 1.86 new trail miles
2. Collaborate on the Waterfront Master Plan to assure appropriate staging of parkland integration. (Council Goal 9)

Planning is ongoing.
3. Replace at least one playground that is obsolete to enhance safety. (Council Goal 9)

Completed Franklin Park Playground replacement.
4. Execute Park Capital Maintenance Program. (Council Goal 9)
 - *Painted Bloedel Preschool building.*
 - *Replaced deck at Big Rock Garden.*
 - *Numerous trail improvements.*
 - *Woodstock Farm improvements: Painted big house and replaced skylight, replaced roof on cook's house, installed historic bell.*
5. Execute Phase I of Cordata Park development (trail construction only). (Council Goal 9)

Complete final design and permitting. Bidding and construction scheduled for 2010.
6. Construct Northridge Park Phase 2. (Trail Construction only.) (Council Goal 9)

Complete Phase 2 Northridge Park Trails.
7. Execute Franklin Park improvements. (Council Goal 9)

Complete renovations to Franklin Park.
8. Complete Maritime Heritage Park playground improvements. (Council Goal 9)

Project funding delayed.
9. Complete Woodstock Farm access plan. (Council Goal 9)

Driveway improvements and small parking facility designed and scheduled for construction in 2010.
10. Execute Greenway Program land acquisitions. (Council Goal 9)

Completed Strategic Plan for Greenway Program land acquisition. Acquired 98.3 acres using Greenway 3 funds.
11. Acquire appropriate neighborhood park land in northeast Bellingham. (Council Goal 9)

Acquired 20 acres for future park on Van Wyck road.

Departmental Objectives for 2009 with Accomplishments (continued)

12. Modify / update Little Squalicum Park Plan (dependant on EPA management of the site).
(Council Goal 9)

Completed revised master plan for Little Squalicum Park for Council adoption in 2010.

13. Coordinate with the Planning Department on any park or trail ramifications within annexations carried out within the year. (Council Goal 9)

Reviewed and commented on park and trail needs for 2009 annexations.

Additional Accomplishments

Completed the Porch music venue at Boulevard Park.

Completed final design and permitting for Inspiration Point overlook. (Bidding and construction in 2010.)

Completed design and permitting for Pattle Point Trestle repairs. (Bidding and construction in 2010.)

Completed final design and bid documents for Highland Heights Park playground. (Construction in 2010.)

Acquired 77 acres on Northwest Avenue for a future community forest and trail park.

Completed dedication and easement for Barkley village perimeter trail.

Acquired Chuckanut Bay shoreline parcel.

Significant effort for flood recovery.

Reorganized Aquatic Center hours and staffing to adjust to economic times while impacting fewest patrons.

Began process to implement a non-resident fee and the Aquatic Center in 2010.

Increased summer sports and enrichment and camp attendance and revenue.

Parks and Recreation Department

Performance/Activity Measures

Parks and Recreation Department

Parks & Recreation Department Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Department Operating Exp	\$ 7.179	\$ 7.118	\$ 7.593	\$ 8.350	\$ 8.665	\$ 8.743	\$ 8.962	\$ 8.607
Debt Service, Capital, Interfund	\$ 2.997	\$ 10.711	\$ 1.887	\$ 12.277	\$ 6.098	\$ 7.261	\$ 7.684	\$ 5.534
Total Department Expenditures	\$ 10.176	\$ 17.828	\$ 9.480	\$ 20.627	\$ 14.763	\$ 16.004	\$ 16.647	\$ 14.141
Total Department FTEs	102.0	95.5	89.7	92.6	96.5	99.4	102.7	90.0

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

Parks Maintenance Groups Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Parks Operations Mgmt Exp	\$ 0.282	\$ 0.304	\$ 0.397	\$ 0.401	\$ 0.437	\$ 0.446	\$ 0.434	\$ 0.407
Parks Grounds Expenditures	\$ 1.118	\$ 1.098	\$ 1.134	\$ 1.268	\$ 1.430	\$ 1.517	\$ 1.592	\$ 1.638
Parks Buildings Expenditures	\$ 1.182	\$ 1.235	\$ 1.348	\$ 1.445	\$ 1.728	\$ 2.358	\$ 1.882	\$ 1.729
Total Maintenance Operations	\$ 2.581	\$ 2.637	\$ 2.880	\$ 3.113	\$ 3.595	\$ 4.321	\$ 3.907	\$ 3.774

Parks Maintenance (Operations Mgmt, Grounds and Buildings Groups) Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
Acres of Urban Landscape Maintained				1,549.61	1,549.61	1,564.30	1,564.30
Acres of Special Use Areas				305.80	305.80	305.80	305.80
Acres of Open Space Maintained				1,171.19	1,172.19	1,230.50	1,338.00
Miles of Multi Purpose Trails Maintained				40.28	40.62	40.87	42.27
Miles of Internal Park Trails Maintained				24.95	24.95	24.95	24.95
Square Ft. of Building Maintained				79,301	79,622	80,214	80,214
Number of Playgrounds Maintained				16	16	16	16
Acres of Playgrounds, Roads & Parking Lots Maintained				31.15	31.15	31.57	31.75
Number of Public Restroom Structures Maintained				18	18	20	20
Acres of non -automated irrigation compared to automated irrigation						28 to 12	28 to 12

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.

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...				
Maintaining parks and trails	86%	81%	82%	Increase

Performance/Activity Measures (continued)

Parks Cemetery Services Group

Cemetery Services Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Total Group Expenditures	\$ 0.571	\$ 0.482	\$ 0.483	\$ 0.535	\$ 0.668	\$ 0.638	\$ 0.619	\$ 0.542
General Fund Contribution	\$ 0.192	\$ 0.212	\$ 0.221	\$ 0.221	\$ 0.229	\$ 0.221	\$ 0.221	\$ 0.221

Cemetery Services Group Sales in Thousands	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	Benchmark or Target
Grave Sales	\$ 66.9	\$ 93.6	\$ 106.1	\$ 85.4	\$ 95.4	\$ 90.9	\$ 60.5	incr. 10%
Interment Sales	\$ 43.9	\$ 48.3	\$ 47.6	\$ 57.0	\$ 65.6	\$ 62.5	\$ 55.2	incr. 10%
Monuments and Other Sales	\$ 88.9	\$ 106.7	\$ 108.2	\$ 123.8	\$ 140.8	\$ 125.7	\$ 91.3	maintain
Other Services	\$ 5.4	\$ 1.4	\$ 4.5	\$ 5.8	\$ 22.7	\$ 25.9	\$ 20.4	maintain

Cemetery Services Group Efficiency	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	Benchmark or Target
Net Operating Income/(Loss) in Thousands	\$ (227.4)	\$ (203.3)	\$ (206.2)	\$ (234.7)	\$ (288.6)	\$ (288.6)		break even
<i>Excludes investment income; capital and debt service expenditures</i>								

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 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Parks Recreation Mgmt Exp	\$ 0.249	\$ 4.560	\$ 0.250	\$ 0.245	\$ 0.280	\$ 0.281	\$ 0.296	\$ 0.246
Aquatics Group Expenditures	\$ 0.902	\$ 0.962	\$ 1.078	\$ 0.997	\$ 1.114	\$ 1.216	\$ 1.251	\$ 1.104
Sports & Enrichment Grp Exp	\$ 1.306	\$ 1.253	\$ 1.261	\$ 1.262	\$ 1.370	\$ 1.402	\$ 1.503	\$ 1.217
Total Recreation Groups	\$ 2.457	\$ 6.774	\$ 2.589	\$ 2.504	\$ 2.764	\$ 2.899	\$ 3.049	\$ 2.567

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.

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

Parks and Recreation Department

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	2009 Actual	Benchmark or Target
Single Admissions	75,562	71,198	64,246	67,923	69,676	67,560	76,988	maintain
Passes	37,701	40,655	41,505	42,413	41,902	40,882	48,415	maintain
Lessons	28,132	28,720	30,359	29,726	32,444	30,671	30,420	maintain
Swim Team	11,441	11,808	11,741	14,393	17,686	16,345	25,160	maintain
Rentals	11,714	13,611	11,134	12,241	11,300	10,280	5,762	maintain
Free Passes	1,769	2,300	2,715	1,293	2,419	2,630	1,259	
Meet or Event Spectators	26,072	30,985	29,611	29,851	29,238	30,460	29,394	maintain
Grand Total	192,391	199,277	191,311	197,840	204,665	198,828	217,408	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	2009 Actual	Benchmark or Target
% of operating costs recovered by user fee revenues	n/a	67%	63%	62%	58%	58%	51%	> 50%

Sports & Enrichment Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	Benchmark or Target
Parks Number of Programs and Daily Attendance:								
Special Recreation Programs				45	38	39	49	maintain
Special Recreation Attendance				1,124	1,393	1,673	1,102	maintain
Preschool/Kindergarten Programs				43	40	42	39	maintain
Preschool/Kinder. Attendance				1,141	878	406	1,119	maintain
Youth Programs				54	49	55	26	maintain
Youth Attendance				570	708	583	1,060	maintain
Middle/High School Programs				59	49	50	39	maintain
Middle/High School Attendance				982	1,297	875	463	maintain
Family Programs				18	17	17	14	maintain
Family Attendance				1,545	700	928	535	maintain
Adult Enrichment Programs				21	18	19	11	maintain
Adult Enrichment Attendance				418	997	487	331	maintain
Community Programs (Concerts, Celebrate Bellingham, etc.)				24	22	49	28	maintain
Community Programs Attendance				7,468	12,737	23,331	14,527	maintain
Sports Programs				49	42	44	37	maintain
Sports Attendance				5,764	2,012	4,928	10,005	maintain
Total Programs				313	275	315	423	maintain
Total Individuals				19,012	20,543	33,231	29,233	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	2009 Actual	Benchmark or Target
% of operating costs recovered by user fee revenues	n/a	66%	69%	59%	53%	57%	61%	> 50%

Performance/Activity Measures (continued)

Parks Capital and Design and Development Groups

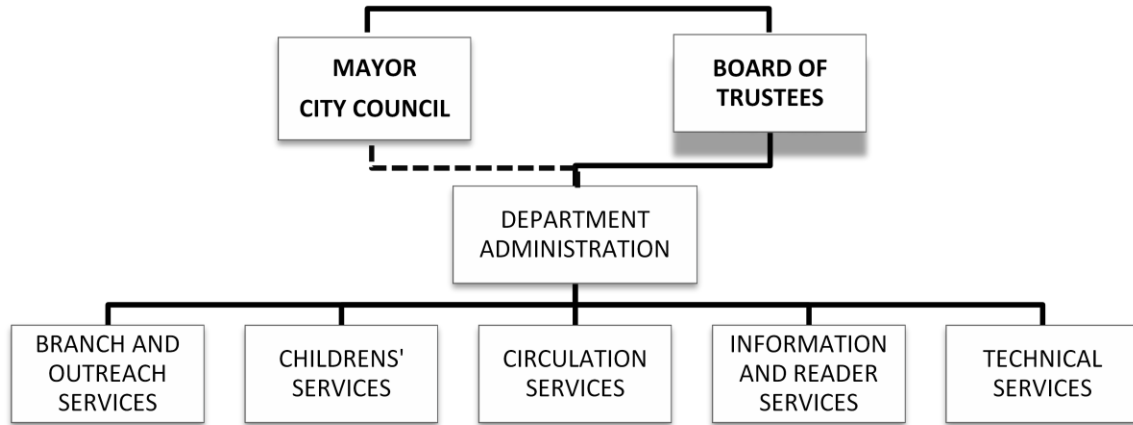
Parks Capital Groups (Design & Development, Capital Improvement) Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Design & Development Grp Exp	\$ 0.236	\$ 0.250	\$ 0.252	\$ 0.331	\$ 0.480	\$ 0.593	\$ 0.600	\$ 0.516
Capital Improvement Group Exp	\$ 3.029	\$ 6.461	\$ 2.032	\$ 12.901	\$ 6.007	\$ 6.835	\$ 7.675	\$ 5.982
Total Parks Capital Groups Exp	\$ 3.265	\$ 6.711	\$ 2.283	\$ 13.232	\$ 6.487	\$ 7.427	\$ 8.275	\$ 6.498

Parks Capital Groups Effectiveness	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	Benchmark or Target
<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	3,440.1	PRO plan
Park acres per 1,000 population				43.8	43.5	44.0	45.2	PRO plan
Trail miles				64.1	64.6	65.8	67.2	PRO plan
Trail miles per 1,000 population				0.9	0.9	0.9	0.9	PRO plan
GREENWAY LEVIES ACQUISITIONS - ACRES ACQUIRED								
Acres per Year	67	16	10	1	14	73	98	PRO plan
Cumulative Acres	483	499	510	511	525	598	696	PRO plan

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>

BELLINGHAM PUBLIC LIBRARY



Dashed line indicates an advisory relationship.

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

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. 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

Departmental Budget Summary

Revenues and Other Sources by Type	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
<i>Intergovernmental</i>	163,914	133,008	136,325	3,317	2.5%
<i>Charges for Services</i>	18,922	23,156	21,256	(1,900)	-8.2%
<i>Fines and Forfeits</i>	118,393	120,000	124,000	4,000	3.3%
<i>Miscellaneous</i>	98,306	88,400	88,400	-	0.0%
<i>Other Financing Sources</i>	-	3,000,000	-	(3,000,000)	-100.0%
Subtotal of Revenues	399,535	3,364,564	369,981	(2,994,583)	-89.0%
Other Sources by Fund					
<i>General</i>	3,561,774	3,696,605	3,143,293	(553,312)	-15.0%
<i>Library Gift</i>	(77)	-	-	-	--
<i>1st 1/4% Real Estate Excise Tax</i>	128,662	-	-	-	--
Subtotal Other Sources	3,690,359	3,696,605	3,143,293	(553,312)	-15.0%
TOTAL ALL SOURCES	4,089,894	7,061,169	3,513,274	(3,547,895)	-50.2%

Revenues by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
<i>Library Administration</i>	2,500	-	-	-	--
<i>Library Services</i>	397,035	364,564	369,981	5,417	1.5%
<i>Library Facilities</i>	-	3,000,000	-	(3,000,000)	-100.0%
Subtotal of Revenues	399,535	3,364,564	369,981	(2,994,583)	-89.0%

Significant Revenue Changes

- A \$3,000,000 decrease in *Other Financing Sources* is for a 2009 budgeted bond issue to pay for Fairhaven and Central Library remodels. These projects were reduced to phase I priority items and paid from the Capital Maintenance Fund Reserves.
- The decrease shown in **Other Sources by Fund - General Fund** represents decreased use by this department of funding from citywide revenues and reserves in the General Fund.

Departmental Budget Summary (continued)

Expenditures by Type	2008 Actual	2009 Adopted	2010 Budget	Change from 2009	
				Amount	Percent
<i>Salaries and Benefits</i>	2,643,466	2,755,382	2,388,749	(366,633)	-13.3%
<i>Supplies</i>	717,072	693,851	515,143	(178,708)	-25.8%
<i>Other Services and Charges</i>	81,968	73,483	77,062	3,579	4.9%
<i>Intergovernmental Services</i>	6,843	7,700	7,700	-	0.0%
<i>Interfund Charges</i>	511,883	530,753	524,620	(6,133)	-1.2%
Subtotal of Operations	3,961,232	4,061,169	3,513,274	(547,895)	-13.5%
<i>Debt Service</i>	-	60,000	-	(60,000)	-100.0%
<i>Capital Outlay</i>	128,662	2,940,000	-	(2,940,000)	-100.0%
TOTAL EXPENDITURES	4,089,894	7,061,169	3,513,274	(3,547,895)	-50.2%

TOTAL PAID STAFF	50.7	47.4	42.2	(5.2)	-11.0%
-------------------------	-------------	-------------	-------------	--------------	---------------

Expenditures by Group	2008 Actual	2009 Adopted	2010 Budget	Change from 2009	
				Amount	Percent
<i>Library Administration</i>	494,235	496,524	469,668	(26,856)	-5.4%
<i>Library Services</i>	2,891,796	2,982,495	2,481,317	(501,178)	-16.8%
<i>Fairhaven Branch Library</i>	127,192	128,294	82,849	(45,445)	-35.4%
<i>Library Facilities</i>	568,876	3,453,856	454,099	(2,999,757)	-86.9%
<i>Barkley Branch Library</i>	7,795	-	25,341	25,341	--
TOTAL EXPENDITURES	4,089,894	7,061,169	3,513,274	(3,547,895)	-50.2%

Significant Expenditure Changes

- Decrease of \$366,633 in *Salaries and Benefits* is from a reduction in FTEs and for AFSCME 114 L and non-represented employees receiving a 0% wage increase in 2010.
- Fewer purchases of new and / or replacement library books and materials will Reduce *Supplies* by \$178,708.
- Decrease in *Debt Service* of \$60,000 and *Capital Outlay* of \$2,940,000 is due to a budgeted 2009 bond issue that was not implemented.

Departmental Objectives for 2010

Vibrant Sustainable Economy

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

Sense of Place

1. Preserve historic and cultural resources by continuing repairs and maintenance of the historic Fairhaven Branch Library, including identifying funding for a seismic retrofit.
2. Support people-to-people connections by providing enhanced community meeting spaces at library facilities, including installing projectors, screens and other interactive technology at the Central Library and Fairhaven Branch.
3. Expand library volunteer program by working with bargaining units to allow volunteer opportunities.

Mobility & Connectivity Options

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

Access to Quality of Life Amenities

1. Establish emergency library collection development priorities to address significant reduction to materials budget.
2. Foster arts, culture and lifelong learning by focusing programming efforts on early childhood literacy in 2010.
3. Provide education and enrichment opportunities for all ages and abilities by co-sponsoring programs with local organizations.
4. Ensure continued access to quality of life amenities to homebound individuals, especially seniors, by providing library outreach services with a special focus on assisted living, nursing homes, and health care centers.

Quality, Responsive City Services

1. Increase public ability to use self-check-out stations by introducing unlocking devices for CD and DVD security cases, saving staff time and increasing security of materials.
2. Provide visible methods for sharing public suggestions regarding library services and collections.
3. Develop staffing level targets based on state and national standards, such as per capita served and volume of business.

Equity & Social Justice

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

Departmental Objectives for 2009 *with accomplishments*

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)

On February 17, the Library Board of Trustees reviewed the list of 2002-2006 sites and the site evaluation criteria developed during that time period. A small group of library board members met to discuss and update information for each site. On April 17, Mayor Dan Pike shared with the Library Board his vision for the use of the current library building, and his vision for waterfront planning as it relates to a library site. On June 30, the Library Board discussed their response to the Mayor's vision. It was determined that there is not enough information to evaluate the waterfront site at this time; a Waterfront Master Plan and more information is needed. The Board will continue to keep all options open.

Developing a draft operating budget for a new library is on hold.

2. Complete structural and historical improvements at the Fairhaven Branch Library. (Council Goal 8)

Completed top priority Fairhaven repairs and renovations, which included significant water damage remediation to the interior and exterior of the building, repair or replacement of all windows, main entry staircase replacement, and landscaping work. Project was completed under budget in seven months. Facility reopened January 5, 2010. Seismic upgrade and historical renovations are on hold.

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)

One-year anniversary was recognized in September, and usage continues to grow. Checkouts are approximately half what is circulated from the Fairhaven Branch. Meeting was held with Barkley Company representative in 4th quarter to discuss potential for reducing hours because of 2010 budget cuts.

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)

Continued to work with Whatcom Community College Library to provide convenient public library materials pick-up and drop-off at the WCC Connection. Use of the library's WCC Connection is low, but growing slowly. There is little BPL staff and other resource investment in this partnership so we will maintain throughout 2010. Impact of the nearby Co-op book drop on WCC usage will be evaluated.

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)

Presentations given to groups such as WWU Academy for Lifelong Learning and Newcomer's Club; Library launched a re-designed web site with assistance from City's Information Technology Services staff; Survey was conducted with response by 3,000 people.

Departmental Objectives for 2009 with accomplishments (continued)

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)

Early childhood programs are the top program priority and over 506 programs were implemented and attended by 19,460 people. Other programs and services included Whatcom READS! with visit from Sherman Alexie, and receipt of NEA grant for 2010 Big Read with author Tobias Wolff.

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)

Staff development was curtailed this year because of budget reductions. Staff was able to attend such local or regional meetings and trainings as Association of Bookmobile & Outreach Services Conference (funded by AFSCME 114); BIG READ training (funded by NEA); Reader’s Advisory training; Washington Library Association Workshop; Washington State Public Library Directors Meetings; WWU Children’s Literature Conference; Washington State Young Adult Review Group; and others.

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)

Materials budget was reduced by over \$100,000 which limited the numbers and types of materials the library was able to purchase or subscribe to.

9. Complete Central Library repairs and renovations. (Council Goal 8)

All Central Library capital projects were put on hold due to budget reductions.

10. Implement a Drop Box at the new Community Food Co-op on Cordata Boulevard.

This drop box service was added to the north side of town, and is supported with funding from the Community Food Co-op.

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.

Received \$15,000 Big Read! grant for the 2010 Community Read program and appearance by Tobias Wolff, author of Old School. During the first annual Community Read program of 2009, the library was visited by Sherman Alexie, author of Absolutely True Diary of a Part Time Indian.

Other Accomplishments:

Implemented new software that provides a self-serve option for the public to reserve library meeting rooms and reserve computer time via the internet. This conserves staff time for other work.

Performance/Activity Measures

Library Department

Library Department Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions on the following three lines:								
Department Operating Exp	\$ 2.812	\$ 2.924	\$ 3.064	\$ 3.173	\$ 3.458	\$ 3.961	\$ 4.061	\$ 3.513
Debt Service, Capital, Interfund	\$ 0.010	\$ 0.084	\$ 0.007	\$ 0.024	\$ 0.053	\$ 0.129	\$ 3.000	\$ -
Total Department Expenditures	\$ 2.822	\$ 3.008	\$ 3.071	\$ 3.198	\$ 3.511	\$ 4.090	\$ 7.061	\$ 3.513
Total Department FTEs	46.5	43.1	43.1	45.2	44.8	50.7	47.4	42.2
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	
COMMUNITY SUPPORT - Volunteers from the Friends of Bellingham or Fairhaven libraries								
Volunteer Hours			7,745	9,625	10,125	10,255	11,000	

Library Department Workload & Efficiency	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	Benchmark or Target	
COLLECTION									
Materials Exp per capita		\$5.16	\$5.27	\$5.28	\$6.34	\$7.36	\$5.91		
Collection Expenditures as a % of Operating Budget	11.4%	12.1%	12.4%	12.0%	14.0%	14.4%	12.8%	15.0%	
CIRCULATION (In Thousands) - Number of items checked out or renewed									
Central Library	1,058	1,090	1,102	1,110	1,173	1,274	1,460	+1%	
Barkley Branch		(began 9/13/08)				16	71	+1%	
Fairhaven Branch	87	92	94	96	112	126	59	+1%	
Whatcom Community College		(began 9/24/07)				0.4	2	4	+1%
TOTAL	1,145	1,182	1,196	1,207	1,285	1,419	1,594	+1%	
Circulation per Capita	16.4	16.6	16.5	16.4	17.0	18.7	20.9	+1%	
Cost per Item Circulated	\$ 0.38	\$ 0.40	\$ 0.39	\$ 0.37	\$ 0.37	\$ 0.36	\$ 0.45	decrease	
Number of items checked out or renewed divided by total library operating budget									
% of self-checked items				33%	43%	45%	45%	increase	
% of staff checked items				67%	57%	55%	55%	decrease	
Turnover (circulation / holdings)	4.00	4.04	4.06	4.06	4.44	5.46	6.34	increase	
PERSONS VISITING - Number of persons counted as they enter the libraries									
Central Library	608,964	625,000	627,816	666,208	726,668	789,939	845,201	+1%	
Fairhaven Branch	62,858	73,000	74,355	78,648	89,634	104,058	52,785	+1%	
Barkley Branch							26,300		
TOTAL	671,822	698,000	702,171	744,856	816,302	893,997	924,286	+1%	
Website Visits	n/a	n/a	n/a	236,375	276,987	317,858	410,837	+1%	
BORROWERS - 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	47,512	+1%	
New Cards Issued	n/a	n/a	n/a	7,770	8,455	9,003	8,385	+1%	
PROGRAMS - Library-sponsored or co-sponsored educational, recreational, or cultural programs									
Programs	349	289	340	406	594	661	596	+1%	
Attendance	11,284	10,769	12,218	14,359	19,191	22,738	20,557	+1%	
MEETING ROOM BOOKINGS - Measures public meeting room use: number of meetings held									
Central Library	744	477	636	651	857	957	672	+1%	
Fairhaven Branch	1,038	971	1,013	884	1,070	1,080	237	+1%	
TOTAL	1,782	1,448	1,649	1,535	1,927	2,037	909	+1%	
REFERENCE TRANSACTIONS - Questions asked in-person, by telephone, or internet									
Reference Transactions	64,030	64,163	63,644	60,720	78,936	58,529	47,450	maintain	
<i>Beginning in 2007, Reference Transactions includes Children's Library, which was excluded prior to 2007.</i>									
FACILITIES & EQUIPMENT									
Square Footage (54,250) of Library Facilities per Capita	0.78	0.76	0.75	0.74	0.72	0.73	0.73	10 incl. branches	
<i>Barkley Branch opened Sept. 08 with a total of 1420 sq feet.</i>									
Public Use Computers	44	42	42	42	47	68	81	maintain	
Number of Community Outlets	33	33	32	32	33	33	34	increase	
<i>Facilities such as nursing, retirement, and assisted living that receive outreach visits; library material drop boxes.</i>									

Performance/Activity Measures (continued)

Per capita calculations on prior page use the population of the City of Bellingham, although the Bellingham Public Library also serves customers from outside the City.

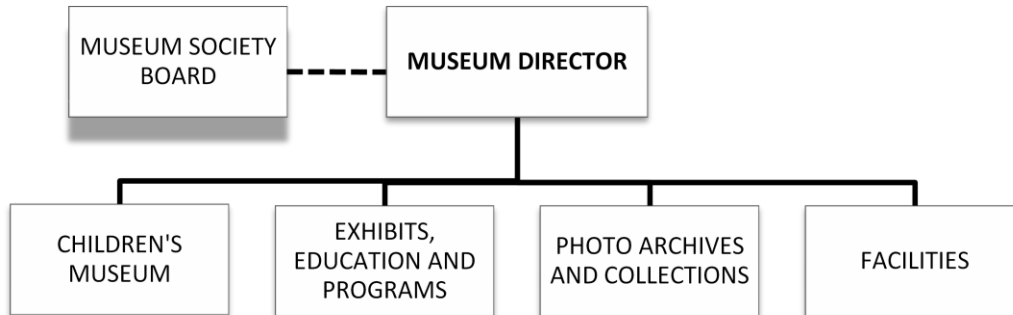
Total borrowers were down in 2007 due to some reassignment of borrowers to Whatcom County Library System cards.

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.

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

WHATCOM MUSEUM



Dashed line and deep shadow on box indicate an indirect advisory relationship with an organization outside the City of Bellingham.

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

Departmental Budget Summary

Revenues and Other Sources by Type	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
<i>Intergovernmental</i>	3,922	22,539	22,539	-	--
<i>Charges for Services</i>	24,430	15,415	-	(15,415)	-100.0%
<i>Miscellaneous</i>	32,241	24,476	21,303	(3,173)	-13.0%
Subtotal of Revenues	60,593	62,430	43,842	(18,588)	-29.8%
Other Sources by Fund					
<i>General</i>	1,421,461	1,697,207	1,431,025	(266,182)	-15.7%
<i>Capital Maint</i>	42,269	-	-	-	--
<i>1st 1/4% Real Estate Excise Tax</i>	286,054	-	-	-	--
Subtotal Other Sources	1,749,784	1,697,207	1,431,025	(266,182)	-15.7%
TOTAL ALL SOURCES	1,810,377	1,759,637	1,474,867	(284,770)	-16.2%

Revenues by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
<i>Museum Services</i>	60,593	62,430	43,842	(18,588)	-29.8%
Subtotal of Revenues	60,593	62,430	43,842	(18,588)	-29.8%

Significant Revenue Changes

- Per the new Museum Operating agreement -Sales of merchandise including photos will be administered by the Museum Foundation – this will decrease *Charges for Services* by \$15,415.
- The decrease shown in **Other Sources by Fund - General Fund** represents decreased use in this department of funding from citywide revenues and reserves in the General Fund.

Departmental Budget Summary (continued)

Expenditures by Type	2008 Actual	2009 Adopted	2010 Budget	Change from 2009	
				Amount	Percent
<i>Salaries and Benefits</i>	1,190,077	1,349,663	1,200,877	(148,786)	-11.0%
<i>Supplies</i>	97,547	141,434	71,366	(70,068)	-49.5%
<i>Other Services and Charges</i>	487,586	214,751	157,881	(56,870)	-26.5%
<i>Intergovernmental Services</i>	120	284	84	(200)	-70.4%
<i>Interfund Charges</i>	35,047	53,505	44,659	(8,846)	-16.5%
Subtotal of Operations	1,810,377	1,759,637	1,474,867	(284,770)	-16.2%
TOTAL EXPENDITURES	1,810,377	1,759,637	1,474,867	(284,770)	-16.2%

TOTAL PAID STAFF	17.2	20.1	18.1	(2.0)	-10.0%
-------------------------	-------------	-------------	-------------	--------------	---------------

Expenditures by Group	2008 Actual	2009 Adopted	2010 Budget	Change from 2009	
				Amount	Percent
<i>Museum Services</i>	1,810,377	1,759,637	1,474,867	(284,770)	-16.2%
TOTAL EXPENDITURES	1,810,377	1,759,637	1,474,867	(284,770)	-16.2%

Significant Expenditure Changes

- Decrease of \$148,786 in *Salaries and Benefits* from a reduction in the number of FTEs and 0% wage increase in 2010 for non-represented employees.
- Overall reduction in *Supplies* of \$70,068.
- Decrease in professional services of \$25,000 is the main reduction of *Other Services and Charges*.

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.

WHATCOM MUSEUM FOUNDATION BUDGET	2008 Actual	2009 Budget	2009 Actual	2010 Budget
INCOME:				
Grants & Donations	176,991	183,500	284,637	166,000
Special Events & Public Events	148,843	115,000	149,247	128,000
Membership	61,110	50,000	106,025	115,000
Admissions - Whatcom Childrens' Museum	43,020	30,000	21,722	50,000
Shop Sales	4,079	7,000	22,505	81,000
Program Fees, Rentals & Other	14,478	64,500	24,802	80,000
Endowment Support	65,000	50,000	50,000	35,000
TOTAL RESOURCES:	513,521	500,000	658,938	655,000
EXPENDITURES:				
Salaries, Taxes & Benefits	269,659	260,000	227,997	270,000
Fund Development & Public Relations	135,833	87,500	122,647	118,000
Administration & Children's Museum	66,067	65,000	174,438	121,000
Exhibitions	35,172	34,000	9,691	42,000
Shop	265	24,000	14,775	36,000
Membership	17,757	19,000	14,625	15,000
Archives, Collections, Education & Acquisitions	25,802	10,500	42,656	53,000
TOTAL EXPENDITURES:	550,555	500,000	606,829	655,000
NET	(37,034)	0	52,109	0
Museum Foundation Paid Staff FTE's:	3.5	5.0	5.5	4.5
Volunteers:	4.5	4.5	4.5	4.5

Departmental Objectives for 2010

Healthy Environment:

1. Reduce contributions to climate change by adopting practices using natural light and louvered ventilation that make best use of variations in local weather conditions.
2. Reduce consumption of natural and consumable resources by 5% through use of native plants, roof garden, and rainwater catch basins that are used at the Lightcatcher Building.
3. Offer at least ten programs and exhibits at the Lightcatcher Building that educate visitors and the community about sustainable living.

Vibrant Sustainable Economy:

1. Offer at least nine new exhibitions in the new art galleries at the Lightcatcher Building, including one large show from the Smithsonian affiliation.
2. Provide at least 20 classes and programs for children and families in the Family Interactive Gallery.
3. Attract at least 30,000 customers through marketing and outreach of individual and family memberships/admissions.

Sense of Place

1. Open a successful Museum Store in the Lightcatcher Building and private café to encourage community involvement in the new Museum.
2. Continue with preservation of the 1892 Old City Hall, including interior repairs that follow historic preservation guidelines.
3. Continue plans for new exhibits at the 1892 Old City Hall, and seek a National Endowment for Humanities Planning Grant in 2010 to assist with that development.
4. Offer affordable facility rentals for community events or private parties at select portions of all three Museum buildings. Make collections and photo archives, which are dedicated to preserving history and protecting artifacts, ephemera, prints, and negatives, more available to the public for use, study and print purchase.

Access to Quality of Life Amenities:

1. Foster arts, culture and lifelong learning through lectures, a viable docent training program educational programming and classes, particularly targeting K-12 students and multi-generational audiences.
2. Offer at least two travel opportunities to view special collections in the region.
3. Work with school districts and parent/teacher/student associations to ensure that low-cost tours and programs are available to school children, including making subsidies available for low income schools.
4. Provide a minimum of six free access days to the new Lightcatcher Building to ensure accessibility for low- and moderate-income families, reaching at least 3,000 individuals during the year.

Quality, Responsive City Services

1. Recruit 25 docents to start new training in January of 2010.
2. Complete forming Board of Governors for broader influence sphere for the Museum.

Departmental Objectives for 2009 with Accomplishments

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)

This is on-going for all new exhibitions. A new Educator has been hired.

2. Execute a sustainable start-up plan for our new expanded facilities, inclusive of staffing needs. (Council Goal 9)

Completed staff reorganization and operating plan.

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)

Completed media plan for opening and have received fabulous media coverage of new museum building and exhibitions at a nation-wide level resulting in new contacts and potential collaborations with other reputable institutions. New marketing plan for 2010 is underway and will focus on exhibitions and educational programs.

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)

Held Gala private opening party with Director of Smithsonian Affiliation Program Harold Closter in attendance from Washington D.C.; over 300 in attendance; public free grand opening held on Nov. 14 with over 5,000 in attendance.

5. Execute moving collections into the new facility in late summer 2009. (Council Goal 9)

All off-site collections were moved to the new facility; furnishings, artifacts, and art were moved from the Syre Education Center the Arco building to the new facility. Fragile collections such as baskets and textiles remain in the Syre Education Center along with all photo archives.

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)

Completed operational plan and continue to project manage most aspects of operations.

7. Execute a new City/Museum Society/Foundation agreement which clearly defines roles and responsibilities for each party. This was in process at the start of 2009; with all meetings scheduled. (Council Goal 9)

Completed new Museum Foundation / City Operations agreement in September of 2009.

8. Finalize the process of renaming the Whatcom Museum Society to Whatcom Museum Foundation; a Board resolution was passed prior to the start of 2009. (Council Goal 9)

Completed legal name change to Whatcom Museum Foundation.

Departmental Objectives for 2009 with Accomplishments (continued)

9. Change name of existing docents to Whatcom Museum Guild; in process at the start of 2009. (Council Goal 9)

Former Docent Council changed name to Whatcom Museum Guild and will continue to support Museum by coordinating annual Tag Sale, provide host/hostess services for exhibition openings and other special events.

10. Complete new docent training curriculum and recruit for docent tour guides. The Docent training program was scheduled to launch in spring of 2009. (Council Goal 9)

Completed successful docent training program with 24 docents "graduating". Now provide 1:00 p.m. guided tours of the galleries on Thursdays, Fridays, Saturdays, and Sundays. Next docent training class will begin in March of 2010 with over 22 new participants.

11. Increase financial stability through hiring a full time marketing position under the Foundation's funding and developing strong corporate sponsorships. (Council Goal 9)

Will continue with contract marketing company, which has been a successful relationship. Have hired new Development Officer who is focusing with Board and others on corporate support.

12. Continue to collaborate with other Smithsonian Affiliate Museums for exciting exhibition opportunities. (Council Goal 9)

Have made arrangements for the 1934: A New Deal for Artists exhibition to debut September 18 of 2010. Continue to strengthen relationship and work with other Smithsonian staff members.

Additional Accomplishments

Successful July fundraiser netted over \$96,000 for Museum operations.

Completed new Family Interactive Gallery design and fabrication.

Curate two large art exhibitions in art galleries at the Lightcatcher Building.

Museum Department

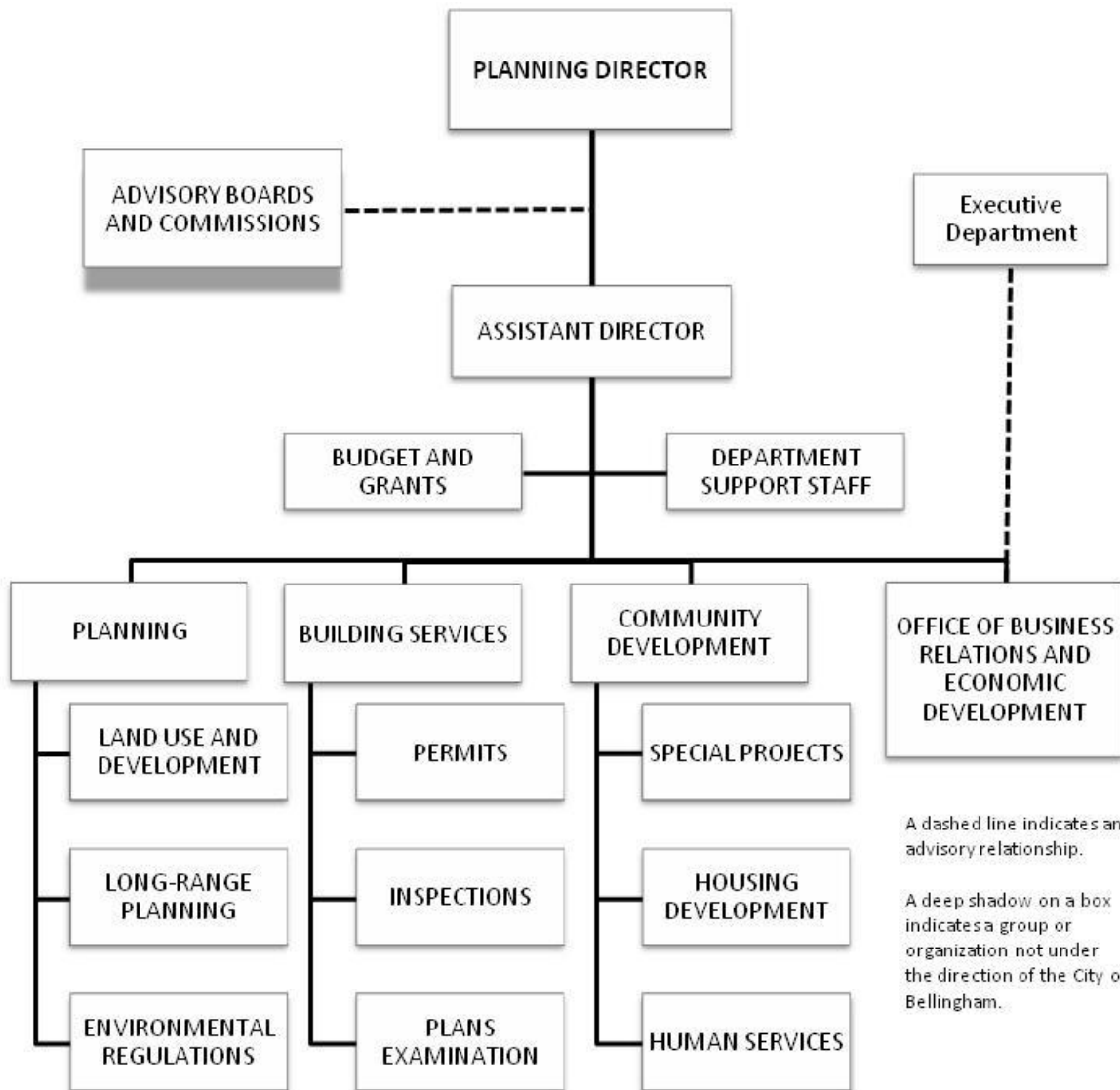
Performance/Activity Measures

Museum Department Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions on the following three lines:								
Department Operating Exp	\$ 1.465	\$ 1.460	\$ 1.439	\$ 1.635	\$ 1.587	\$ 1.810	\$ 1.760	\$ 1.475
Debt Service, Capital, Interfund	\$ -	\$ -	\$ -	\$ 0.040	\$ 0.027	\$ -	\$ -	\$ -
Total Department Expenditures	\$ 1.465	\$ 1.460	\$ 1.439	\$ 1.675	\$ 1.615	\$ 1.810	\$ 1.760	\$ 1.475
Total Department FTEs	22.2	20.9	19.4	17.9	19.2	17.2	20.1	18.1
Foundation/Society Contribution (thousands)	\$ 635.0	\$ 505.2	\$ 471.2	\$ 605.7	\$ 462.4	\$ 537.2	\$ 500.0	
Volunteer Hours	10,891	11,075	9,029	5,536	6,484	6,378	4,710	

Museum Workload and Effectiveness	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	Benchmark or Target
Total Attendance	103,299	104,565	111,705	106,001	103,656	90,700	50,445	+1%
Child Attendance	58,501	60,580	64,586	63,477	43,549	33,127	closed	+1%
Visitor Survey Results								
Percent of responding visitors who:								
Reside in Bellingham	52%	49%	52%	57%	56%	56%	49%	
Reside in Whatcom County outside of Bellingham	14%	21%	11%	14%	16%	14%	11%	
Reside in Washington outside of Whatcom County	16%	15%	19%	16%	14%	13%	24%	
Reside outside of Washington	18%	15%	18%	13%	14%	17%	16%	
Total		100%	100%	100%	100%	100%	100%	
Percent responding whose visit included a stay at a local motel	18%	17%	14%	17%	11%	13%	7%	
Number of respondents whose purpose of visit was:								
Visiting Museum only	135	233	178	222	119	158	9	
Visiting Museum and other places in Bellingham	176	238	205	311	221	220	26	
Other	317	162	81	84	61	68	13	

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	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
Taxes	1,078,826	1,000,000	875,000	(125,000)	-12.5%
Licenses and Permits	1,369,429	1,609,957	1,066,475	(543,482)	-33.8%
Intergovernmental	2,021,018	1,502,000	2,366,100	864,100	57.5%
Charges for Services	1,057,259	1,116,886	1,057,994	(58,892)	-5.3%
Fines and Forfeits	355	300	-	(300)	--
Miscellaneous	305,280	146,328	115,701	(30,627)	-20.9%
Other Financing Sources	48,624	50,000	-	(50,000)	-100.0%
Subtotal of Revenues	5,880,791	5,425,471	5,481,270	55,799	1.0%
Other Sources by Fund					
General	3,051,571	3,041,895	2,625,996	(415,899)	-13.7%
Capital Maint	3,684	-	-	-	--
1st 1/4% Real Estate Excise Tax	150,656	-	-	-	--
Tourism	(50,076)	103,185	(105,000)	(208,185)	-201.8%
Community Develop Block Grant	391,928	-	-	-	--
Development Services	568,987	73,880	(32,929)	(106,809)	-144.6%
Subtotal Other Sources	4,116,750	3,218,960	2,488,067	(730,893)	-22.7%
TOTAL ALL SOURCES	9,997,541	8,644,431	7,969,337	(675,094)	-7.8%

Revenues by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
Planning Revenue and Reserves	1,078,826	1,000,000	875,000	(125,000)	-12.5%
Planning Services	18,864	27,730	798,240	770,510	2778.6%
Building Services	2,404,367	2,600,800	1,914,591	(686,209)	-26.4%
Community Development	2,306,540	1,733,958	1,884,033	150,075	8.7%
Tourism Activities and Facilities	19,095	13,432	7,837	(5,595)	-41.7%
City Center Development	53,099	49,551	1,569	(47,982)	-96.8%
Subtotal of Revenues	5,880,791	5,425,471	5,481,270	55,799	1.0%

Significant Revenue Changes

- Decline in tourism reduces Hotel / Motel Transient Taxes by \$125,000.
- Decline in building permit applications reduces Licenses and Permits by \$543,482.
- Intergovernmental Revenues increase of \$864,100 is mainly for a \$780,000 EECBG Recovery Grant that will pay for a Community Energy Challenge and Energy Conservation/Rehabilitation Program.
- The decrease shown in **Other Sources by Fund - General Fund** represents decreased use by this department of funding from citywide revenues and reserves in the General Fund.
- 2010 Budget amounts in **Other Sources by Fund** for the Tourism and Development Services Funds represent the impact to these funds' reserves. Increases in fund reserves show as a negative number in the budget and actual columns, as this table reports funding sources.

Revenues and Expenditures presented by Fund are found in the Revenues, Sources, Expenditures and Uses Report on Pages 71-97. Tourism, Community Development, and HOME Funds appear on pages 80-81 of that report. The Development Services Fund appears on page 90.

Departmental Budget Summary (continued)

Expenditures by Type	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	4,258,316	4,519,209	3,833,475	(685,734)	-15.2%
<i>Supplies</i>	169,006	127,020	60,948	(66,072)	-52.0%
<i>Other Services and Charges</i>	4,002,139	3,272,516	3,417,843	145,327	4.4%
<i>Intergovernmental Services</i>	199,709	120,000	52,000	(68,000)	-56.7%
<i>Interfund Charges</i>	415,140	436,913	515,071	78,158	17.9%
Subtotal of Operations	9,044,310	8,475,658	7,879,337	(596,321)	-7.0%
<i>Capital Outlay</i>	798,517	59,500	-	(59,500)	-100.0%
<i>Interfund Transfers</i>	154,714	109,273	90,000	(19,273)	-17.6%
TOTAL EXPENDITURES	9,997,541	8,644,431	7,969,337	(675,094)	-7.8%

TOTAL PAID STAFF	50.8	53.1	43.6	(9.5)	-17.9%
-------------------------	-------------	-------------	-------------	--------------	---------------

Expenditures by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
<i>Planning Services</i>	1,760,949	1,979,037	2,513,758	534,721	27.0%
<i>Building Services</i>	2,973,354	2,674,680	1,881,662	(793,018)	-29.6%
<i>Community Development</i>	3,764,131	2,459,449	2,511,626	52,177	2.1%
<i>Tourism Activities and Facilities</i>	1,047,845	1,116,617	777,837	(338,780)	-30.3%
<i>City Center Development</i>	451,262	414,648	284,454	(130,194)	-31.4%
TOTAL EXPENDITURES	9,997,541	8,644,431	7,969,337	(675,094)	-7.8%

Significant Expenditure Changes

- Decrease of \$685,734 in *Salaries and Benefits* is from a reduction in FTEs in Building Services and Planning and a 0% wage increase in 2010 for non-represented employees
- Increase in *Other Services and Charges* of \$145,327 is for expenses related to the EECBG Grant for revolving loan and professional services.

Departmental Objectives for 2010

Clean, Safe Drinking Water

1. Limit negative impacts of development on water quality in Lake Whatcom by proactively enforcing land use and environmental regulations, including the new Silver Beach Ordinance, in the Lake Whatcom Watershed.

Healthy Environment

1. Protect and improve the health of lakes, streams and Bellingham Bay by completing and implementing the updated Shoreline Master Program.
2. Reduce contributions to climate change by amending building codes to promote construction of green buildings.
3. Conserve natural and consumable resources by developing a community-wide program to provide financing and incentives for residential and commercial energy efficiency improvements.

Vibrant Sustainable Economy

1. Promote a thriving local economy by processing development permits in a timely, fair and professional manner.
2. Promote a thriving local economy by funding local economic development agencies and other key partners.
3. Create conditions that encourage public and private investment by developing plans, including Urban Village master plans, and implementing regulations that will support appropriate infill and increase transit use.
4. Identify and propose a new area or areas for limited industrial development in the 2011 Comprehensive Plan update.
5. Foster vibrant downtown and other commercial centers by funding partner organizations and maintaining streetscape improvements.

Sense of Place

1. Encourage development within existing infrastructure by evaluating annexations based on the Urban Service Area Phasing Plan and promoting infill in areas with access to services and existing infrastructure.
2. Encourage development within existing infrastructure by completing the Fountain District Urban Village Subarea Plan.
3. Support sense of place in neighborhoods by conducting design review of development proposals using established design standards and guidelines.

Safe and Prepared Community

1. Develop and adopt codes and procedures for standardized, organization-wide code enforcement.

Mobility and Connectivity Options

1. Limit sprawl by updating Bellingham's Comprehensive Plan, including the Urban Growth Areas and associated interlocal agreement with Whatcom County.

Departmental Objectives for 2010 (continued)

Access to Quality of Life Amenities

1. Maintain and enhance publicly owned assets by creating a maintenance plan for all City-owned, public outdoor art.

Equity & Social Justice

1. Support safe, affordable housing by making loans for new permanently affordable housing, rehabilitating homes occupied by low and moderate-income households, and providing down payment assistance to first-time homebuyers.
2. Support services for lower-income residents by identifying specific focus areas and selecting partners to be funded that can deliver results in those areas targeted.

Departmental Objectives for 2009 with Accomplishments

1. Continue measuring and refining the 2008 permit process improvement initiatives. (Council Goals 1, 2, 5, and 7)
Created permit "bin" system with standard processing timelines and criteria and processed 668 building permits valued at \$127.5 million.
2. Complete development of and implement Electronic Plan Review technology. (Council Goal 8)
Launched pilot program in 2009 and will continue to implement in 2010.
3. Complete implementation of Mobile Inspection Services technology. (Council Goal 8)
Due to budget constraints, this project was postponed to 2010.
4. Support Executive department in development of joint Waterfront Master Plan and development regulations. (Council Goal 3)
Participated in waterfront team planning and provided support to executive office.
5. Implement Urban Services Area Phasing Plan. (Council Goal 5)
Utilized Urban Services Phasing Plan to evaluate and process multiple annexation petitions.
6. Evaluate northern neighborhood boundaries in conjunction with processing of annexations. (Council Goal 5)
Revised boundaries approved by Planning Commission.
7. Initiate 2011 Comprehensive Plan Update and comply with Growth Management Act mandates. (Council Goal 5)
Completed initiation of update.
8. Conclude Employment Land Supply study and coordinate with Whatcom County's land supply inventory. (Council Goal 5)
Completed Employment Land Supply Study.
9. Complete and implement Urban Infill Toolkit. (Council Goal 5)
Infill Housing Toolkit was approved.
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)
Completed Samish Way Urban Village plan and initiated Fountain District Urban Village plan.
11. Process Sunnyland Neighborhood Plan Amendment rezone for former DOT site. (Council Goal 5)
Applicant postponed this project to 2010.
12. Conduct Haskell/Fairhaven Design Charrette and process Neighborhood Plan Amendment proposal. (Council Goal 5)
Applicant withdrew application for this plan amendment.

Departmental Objectives for 2009 with Accomplishments (continued)

13. Continue to support development of Silver Beach Neighborhood Plan. (Council Goals 1, 2, 5, and 9)
Completed. Also completed an update to the Birchwood Neighborhood Plan.
14. Complete regulatory amendments to the Lake Whatcom Silver Beach Ordinance. (Council Goal 1)
Updated regulatory amendments to Lake Whatcom Silver Beach Ordinance.
15. Continue executive administration of Public Facilities District and bring the capital projects phase to closure. (Council Goal 9)
Concluded Mount Baker Theatre and Lightcatcher Building capital projects.
16. Complete three-neighborhood historical significance survey database as funded by Preserve America Grant. (Council Goals 5 and 9)
Completed Preserve America historical survey and inventory of three neighborhoods.
17. Manage regulatory processes for Fairhaven Highlands. (Council Goal 5)
Managed Fairhaven Highlands environmental impact study.
18. Complete Governor Road alignment study and evaluate land use options on Samish Hill. (Council Goals 2, 5 and 9)
Completed Governor Road alignment study and will continue evaluation of Samish Hill land use options in 2010.

Additional Accomplishments

- Completed Urban Village Design Guidelines and Standards.*
- Completed Arts District Gateway project.*
- Recruited and hired new Building Official.*
- Obtained \$1.3 million in new stimulus grants for energy conservation and housing.*
- Rehabilitated 18 low/moderate income houses.*
- Funded Walton Phase II for forty new low/moderate housing units downtown.*
- Funded new Hospice Foundation facility*
- Funded new transitional housing for homeless and mentally ill.*
- Administered 68 Tourism, Human Services, Economic Development and Arts grants totaling nearly \$2 million.*

Performance/Activity Measures

Planning Department

Planning Department Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Department Operating Exp	\$ 5.406	\$ 7.837	\$ 7.153	\$ 7.981	\$ 8.469	\$ 9.044	\$ 8.476	\$ 7.879
Debt Service, Capital, Interfund	\$ 1.056	\$ 0.597	\$ 0.252	\$ 0.329	\$ 0.362	\$ 0.953	\$ 0.169	\$ 0.090
Total Department Expenditures	\$ 6.462	\$ 7.966	\$ 7.405	\$ 8.310	\$ 8.831	\$ 9.998	\$ 8.644	\$ 7.969
Total Department FTEs	49.4	50.7	50.6	50.0	48.3	50.8	53.1	43.6

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

Planning Services

Planning Services Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Total Group Expenditures	\$ 1.506	\$ 1.576	\$ 1.002	\$ 1.143	\$ 1.675	\$ 1.761	\$ 1.979	\$ 2.514

Planning Services Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
SELECTED PERMIT APPLICATIONS							
Subdivision/Short Plats	55	47	99	61	40	19	16
New Lots Created	200	123	130	284	231	81	72
SEPA Determination	112	106	105	54	48	45	53
Critical Areas	14	21	40	10	10	26	55
Clearing/Grading	62	36	25	23	11	15	23
Shoreline	17	7	11	9	12	22	30
Planned Development	32	35	27	17	13	11	6
Conditional Use	21	17	13	13	14	7	6
MEETING AND HEARING ACTIVITY							
Planning Commission Meetings	36	19	52	27	28	16	23
# of Planning Commission Items	26	28	66	33	17	17	23
City Council Meetings	36	34	50	34	23	33	36
# of City Council Items	75	66	54	60	73	32	38
Historic Preservation Commission Meetings	4	12	9	9	10	14	12
# of Historic Preservation Commission Items	6	13	13	13	17	24	19
Design Review Board Meetings	-	-	-	-	4	8	8
# of Design Review Board Items	-	-	-	-	5	9	8
*Board of Adjustment/Landmark Review had a name change to Historic Preservation Commission							
Hearing Examiner Hearings	75	80	63	78	20	23	9
Hearing Examiner Items	75	80	41	63	27	27	14
Only includes Hearing Examiner hearings and items that the Planning Department prepares for. Hearing Examiner totals may include additional items.							

Building permits maybe reviewed by both the Planning Division and Building Services, but are shown only in the Building Services table on the following page.

Performance/Activity Measures (continued)

Building Services

Building Services Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Total Group Expenditures	\$ 1.901	\$ 2.453	\$ 2.597	\$ 2.721	\$ 2.599	\$ 2.973	\$ 2.675	\$ 1.882

Building Services Group Workload and Effectiveness	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	Benchmark or Target
Plans Reviewed	2,000	1,145	2,146	2,123	1,738	1,553	2,070	
Average Time (Number of Days)	12	9.5	14	17	19	13	10	15
% of permits completed within specified cycle time							92%	increase
Permits Issued								
Building	1,131	1,166	1,140	626	946	776	668	
Electrical	1,984	2,200	2,229	2,025	2,071	1,802	1,582	
Mechanical	934	835	894	615	777	603	560	
Plumbing	311	276	314	258	296	231	167	
Others	248	293	269	374	282	269	134	
Total	4,608	4,770	4,846	4,198	4,372	3,681	3,111	
Valuation of New Construction (\$ Mill)	\$ 217.9	\$ 190.2	\$ 194.6	\$ 138.0	\$ 200.2	\$ 139.3	\$ 127.5	
Inspections Performed	21,000	21,097	18,105	16,205	15,260	15,460	11,855	
Appeals	2	-	2	-	-	2	-	

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

Performance/Activity Measures (continued)

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

Community Development Division Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Community Development Grp	\$ 2.046	\$ 2.580	\$ 2.701	\$ 3.143	\$ 3.071	\$ 3.764	\$ 2.459	\$ 2.512
Tourism Activities & Facilities Grp	\$ 0.431	\$ 0.492	\$ 0.588	\$ 0.655	\$ 0.985	\$ 1.048	\$ 1.117	\$ 0.778
City Center Development Grp	\$ 0.316	\$ 0.634	\$ 0.286	\$ 0.410	\$ 0.501	\$ 0.453	\$ 0.415	\$ 0.284

Community Development Division Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Goals*
Low-income housing units created	n/a	-	-	111	51	45	54	52
Low-income multi-family rehabilitated		(new category)					none	348
Homes rehabilitated that are owned by low/moderate income households	n/a	18	12	11	11	20	17	29
Rent assistance to homeless families	n/a	17	15	20	21	15	22	21
First-time homebuyers assisted	n/a	5	14	9	6	23	12	9
Neighborhood improvement projects completed	n/a	-	-	-	1	2	2	n/a
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	21,341	20,000
Economic Development agencies supported	n/a	5	5	8	6	7	6	6
Arts projects completed	n/a	n/a	-	3	5	2	2	2
Arts organizations supported	n/a	n/a	-	10	9	8	8	n/a
Tourism organizations supported	n/a	16	14	16	21	17	19	10
Major Downtown / Old Town capital projects or planning efforts completed	n/a	-	3	1	1	2	3	4

**Numbers in the 2010 Goals column refer specifically to the budget year and are taken from the Consolidated Plan. These goals change from year to year. More detail can be found in the Consolidated Plan.*

HEARING EXAMINER

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	2008 Actual	2009 Adopted	2010 Budget	Change from 2009 Amount Percent	
Revenues					
<i>Charges for Services</i>	32,442	74,144	30,000	(44,144)	-59.5%
Subtotal of Revenues	32,442	74,144	30,000	(44,144)	-59.5%
Other Sources by Fund					
<i>General</i>	146,814	123,289	156,670	33,381	27.1%
Subtotal Other Sources	146,814	123,289	156,670	33,381	27.1%
TOTAL ALL SOURCES	179,256	197,433	186,670	(10,763)	-5.5%

Revenues by Group	2008 Actual	2009 Adopted	2010 Budget	Change from 2009 Amount Percent	
Revenues					
<i>Hearing Examiner</i>	32,442	74,144	30,000	(44,144)	-59.5%
Subtotal of Revenues	32,442	74,144	30,000	(44,144)	-59.5%

Significant Revenue Changes

- Decrease in *Charges for Service* reduces planning fee revenue to historical levels.
- The increase shown in **Other Sources by Fund - General Fund** represents increased use by this department of funding from citywide revenues and reserves in the General Fund.

Departmental Budget Summary (continued)

Expenditures by Type	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Salaries and Benefits	169,411	183,310	176,183	(7,127)	-3.9%
Supplies	2,300	3,960	1,960	(2,000)	-50.5%
Other Services and Charges	5,251	7,258	6,708	(550)	-7.6%
Interfund Charges	2,294	2,905	1,819	(1,086)	-37.4%
Subtotal of Operations	179,256	197,433	186,670	(10,763)	-5.5%
TOTAL EXPENDITURES	179,256	197,433	186,670	(10,763)	-5.5%

TOTAL PAID STAFF	1.4	1.5	1.5	0.0	0.0%
-------------------------	-----	-----	-----	-----	------

Expenditures by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Hearing Examiner	179,256	197,433	186,670	(10,763)	-5.5%
TOTAL EXPENDITURES	179,256	197,433	186,670	(10,763)	-5.5%

Departmental Objectives for 2010

Quality, Responsive City Services

1. Assist Human Resources in the adoption of procedures and forms to implement new Civil Service Rules.

Departmental Objectives for 2009 with Accomplishments

1. Complete a Citizen's Guide.
Completed. Will be available on the City's web site by mid-February, 2010.

Hearing Examiner Department

Performance/Activity Measures

Hearing Examiner Department

Hearing Examiner Department Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Total Department Expenditures	\$ 0.145	\$ 0.150	\$ 0.129	\$ 0.140	\$ 0.144	\$ 0.179	\$ 0.197	\$ 0.187
Total Department FTEs	1.5	1.5	1.3	1.5	1.4	1.4	1.5	1.5

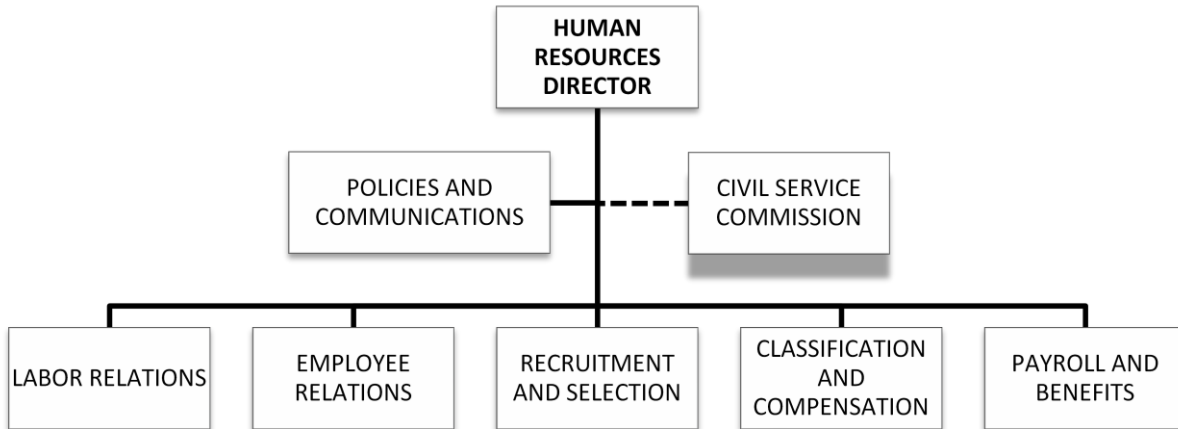
Hearing Examiner Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
Cases heard	75	84	76	55	54	33	32

Hearing Examiner Effectiveness	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	Benchmark or Target
% of issuances of decision occurring within 15 days from the close of the record for a public hearing	New measure in 2005		80.3%	80.0%	87.0%	96.9%	96.7%	85%
Average days to issue a decision	New measure in 2006			13.80	10.98	10.48	9.27	< 15
Semi-annual reports to Council by:	New measure in 2005		yes	yes	yes	yes	yes	yes
February 15th			yes	yes	yes	yes	*no	yes
August 15th								

*1st Half report delayed due to staff family-leave absence; will be consolidated with 2nd Half report in January 2010.

"Close of the record" includes time extended for submission of exhibits and briefs. Often the public hearing may be on one day, but the record will be left open for specific submissions and doesn't formally close until those are received.

HUMAN RESOURCES DEPARTMENT



Deep shadow with dashed line indicates an advisory relationship with an entity that is not part of the City.

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	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
Taxes	1,602,284	1,581,050	1,818,000	236,950	15.0%
Intergovernmental	110,644	112,314	106,000	(6,314)	-5.6%
Charges for Services	459,800	618,777	630,587	11,810	1.9%
Miscellaneous	12,970,053	13,133,391	13,035,198	(98,193)	-0.7%
Non-Revenues	89,092	223,539	257,000	33,461	15.0%
Subtotal of Revenues	15,231,873	15,669,071	15,846,785	177,714	1.1%
Other Sources by Fund					
General	821,874	890,160	623,409	(266,751)	-30.0%
Unemployment Compensation	51,457	73,189	441,251	368,062	502.9%
Workers Comp Self-Insurance	82,753	183,871	87,371	(96,500)	-52.5%
Health Benefits	(215,401)	225,739	377,169	151,430	67.1%
Firefighter Pension and Benefit	1,407,832	(508,636)	(495,459)	13,177	2.6%
Police Pension and Benefit	(507,203)	(52,947)	158,661	211,608	399.7%
Subtotal Other Sources	1,641,312	811,376	1,192,402	381,026	47.0%
TOTAL ALL SOURCES	16,873,185	16,480,447	17,039,187	558,740	3.4%

Revenues by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
Human Resources Services	377,582	509,688	513,963	4,275	0.8%
Human Resources Training	5,530	3,000	1,000	(2,000)	-66.7%
HR Payroll Services	78,018	109,089	116,624	7,535	6.9%
Unemployment Benefits Services	11,167	68,584	180,620	112,036	163.4%
Workers Comp Benefits Services	626,880	582,536	670,534	87,998	15.1%
Health Benefits Services	10,168,737	10,910,559	10,852,824	(57,735)	-0.5%
Pension Benefits Services	3,963,959	3,485,615	3,511,220	25,605	0.7%
Subtotal of Revenues	15,231,873	15,669,071	15,846,785	177,714	1.1%

Significant Revenue Changes

- A \$236,950 increase in *Taxes* is for the Fire Pension Levy.
- Decrease of *Miscellaneous* revenue of \$98,193 is due mainly to lower yields on investments and using reserves to lower the increase in medical premiums.
- The decrease shown in **Other Sources by Fund - General Fund** represents decreased use by this department of funding from citywide revenues and reserves in the General Fund.
- 2010 Budget amounts in **Other Sources by Fund** for the other funds represent the impact to these funds' reserves. Increases in fund reserves show as a negative number in the budget and actual columns, as this table reports funding sources.

Revenues and Expenditures presented by Fund are found in the Revenues, Sources, Expenditures and Uses Report on Pages 71-97. Funds specific to the Human Resources Department appear on pages 93-95.

Departmental Budget Summary (continued)

Expenditures by Type	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Salaries and Benefits	3,690,901	3,958,668	4,554,747	596,079	15.1%
Supplies	129,565	185,455	176,900	(8,555)	-4.6%
Other Services and Charges	10,555,212	12,058,770	11,997,520	(61,250)	-0.5%
Intergovernmental Services	53,786	70,850	95,850	25,000	35.3%
Interfund Charges	193,721	206,704	214,170	7,466	3.6%
Subtotal of Operations	14,623,185	16,480,447	17,039,187	558,740	3.4%
Debt Service	2,250,000	-	-	-	--
TOTAL EXPENDITURES	16,873,185	16,480,447	17,039,187	558,740	3.4%

TOTAL PAID STAFF	14.6	14.0	13.8	(0.2)	-1.4%
-------------------------	-------------	-------------	-------------	--------------	--------------

Breakdown of Salaries and Benefits	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
City-wide Cost	2,510,508	2,752,100	3,378,500	626,400	22.8%
Human Resources Department	1,180,393	1,206,568	1,176,247	(30,321)	-2.5%
Salaries and Benefits Total	3,690,901	3,958,668	4,554,747	596,079	15.1%

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

Expenditures by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Human Resources Admin	365,941	368,188	353,973	(14,215)	-3.9%
Human Resources Services	591,476	773,155	554,980	(218,175)	-28.2%
Human Resources Training	104,060	101,286	41,298	(59,988)	-59.2%
HR Payroll Services	204,732	248,572	276,636	28,064	11.3%
HR Benefit Services	16,795	20,736	28,109	7,373	35.6%
Unemployment Benefits Services	62,624	141,773	621,871	480,098	338.6%
Workers Comp Benefits Services	709,633	766,407	757,905	(8,502)	-1.1%
Health Benefits Services	9,953,336	11,136,298	11,229,993	93,695	0.8%
Pension Benefits Services	4,864,588	2,924,032	3,174,422	250,390	8.6%
TOTAL EXPENDITURES	16,873,185	16,480,447	17,039,187	558,740	3.4%

Significant Expenditure Changes

- Increase of \$596,079 in *Salaries and Benefits* is due to increases in unemployment reimbursements and LEOFF retiree benefits
- Decrease in *Other Services and Charges* of \$61,250, with reductions in management consulting, advertising, and recruiting expenses being the largest.

Departmental Objectives for 2010

Quality, Responsive City Services

1. Collaborate with labor unions to achieve new or amended bargaining agreements that are affordable within the context of the City's financial position and assist in the retention and support of quality employees.
2. Partner with departments to strategically restructure and redistribute functions and programs to deliver efficient, effective and accountable municipal services while responding to necessary workforce reductions.
3. Identify and provide training opportunities to employees with restructured jobs.
4. Enhance wellness and safety programs to increase employee productivity and well being and reduce benefit expenses
5. In partnership with Information Technology Services, extend use of Payroll/HRIS system for improved efficiency and access to information for employees and managers

Safe and Prepared Community

1. Participate in continued planning for workforce communications, staffing, and maintenance of pay and benefits during emergencies.

Equity & Social Justice

1. Continue to design and apply recruitment practices that reach out to under-represented groups.
2. Provide Citywide training on diversity and workforce teamwork and cooperation.

Departmental Objectives for 2009 with Accomplishments

Focus on sustainable workforce initiatives.

1. Negotiate affordable collective bargaining agreements with our five public safety groups. (Council Goals 7 and 8)

All five public sector collective bargaining agreements settled with 0% wage increases and concessions to offset the increase in health benefits costs. Total savings achieved via labor relations approximately 1.3 million dollars.

2. Conducting external employee health benefits review for efficiencies. (Council Goal 8)

A general review of the City's benefits plans was completed with Aon Consulting. Some components of the current medical plans were identified for further review and consideration regarding cost containment.

3. Partner in strategic workforce planning (Council Goals 7, 8 and 9)

Developed, implemented, and trained management on Workforce Reduction Program as necessary to meet the City's fiscal challenges. Provided support and expertise to employees and managers affected by the reductions. Net reduction in FTEs equal to 58.5 from the 2009 Adopted Budget.

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

4. Go live with Payroll and Timekeeping modules.

Scheduled for January 25, 2010. Developed and trained staff on a Citywide automated timekeeping system. Continued business process improvement to streamline processes to work within the system.

5. Prepare to implement additional components including Management and Employee Self Service

Preliminary discussions completed regarding online applicant tracking, management report and data management and employee inquiry.

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.

Provided expertise and resources including a Pandemic Handbook and Pandemic Policy to respond efficiently and effectively to questions from management and employees regarding pay, benefits, and protocol during the H1N1 outbreak.

Human Resources Department

Performance/Activity Measures

Human Resources Department

Human Resources Department Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Department Operating Exp	\$ 9.239	\$ 10.543	\$ 11.185	\$ 12.362	\$ 13.022	\$ 14.623	\$ 16.480	\$ 17.039
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	\$ 16.873	\$ 16.480	\$ 17.039
Total Department FTEs	15.5	15.4	14.4	15.0	14.4	14.6	14.0	13.8

Human Resources Department Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
Authorized Regular City Staffing	814	777	780	795	821	849	848
City Staff per HR FTE	52.5	50.5	54.2	53.0	57.0	58.2	60.6
<i>All regular positions, including seasonal parks employees, excluding temporary labor.</i>							
<i>Note that this is not the same count, by definition, as in the Budgeted Positions List.</i>							

Human Resources Services Group

HR Services Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
HR Services Group Exp	\$ 0.428	\$ 0.492	\$ 0.484	\$ 0.560	\$ 0.671	\$ 0.591	\$ 0.773	\$ 0.555

HR Services Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
Applications for Employment	2,428	1,932	2,205	2,152	2,434	1,845	1,931
<i>Includes applications for regular and temporary positions</i>							
Selection Processes	52	56	78	84	90	67	44
<i>Includes regular and temporary labor selections.</i>							
Classification actions: job audits and new position classifications	new measure (redefined)			32	41	23	19

HR Services Group Effectiveness	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
Turnover Rate	new		7.10%	6.25%	7.25%	5.92%	8.61%
Citywide Overtime Costs as % Compared to Base Wage	3.31%	3.76%	5.04%	5.57%	5.23%	4.38%	4.13%

Increased rate in 2009 includes approximately 2% increase caused by reductions in force.

Human Resources Training Group

HR Training Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
HR Training Group Exp	\$ 0.037	\$ 0.048	\$ 0.041	\$ 0.043	\$ 0.091	\$ 0.104	\$ 0.101	\$ 0.041

HR Training Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
Quarterly Leadership Training Coffees - Participants	294	257	168	249	231	142	171
Staff Development Trainees	572	602	666	808	784	1,281	952

HR Training Group Efficiency	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
Training Cost Per Employee Served	\$ 11.45	\$ 2.52	\$ 18.34	\$ 9.46	\$ 14.79	\$ 24.11	\$ 23.60
<i>Training-related budget divided by number of employees served.</i>							

Performance/Activity Measures (continued)

Human Resources Payroll Services Group

Payroll Services Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Payroll Services Group Exp				\$ 0.190	\$ 0.216	\$ 0.205	\$ 0.249	\$ 0.277

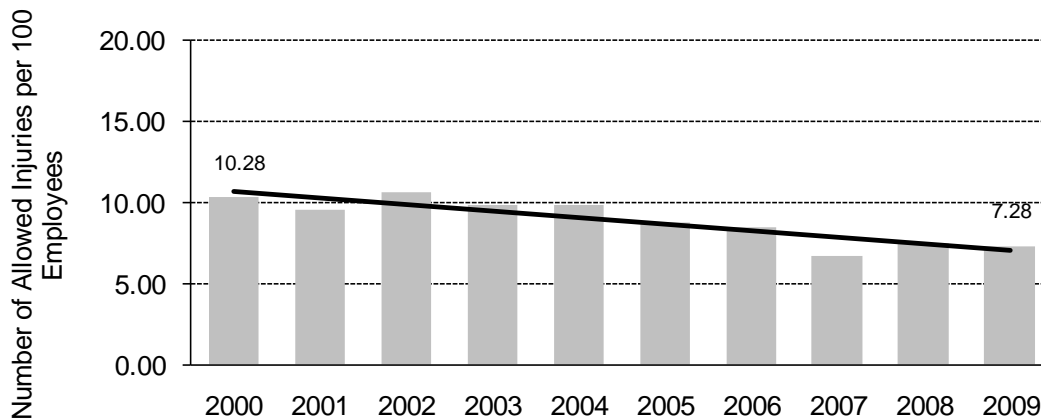
Payroll Services Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
Active Employees Receiving a Paycheck (including temp labor)	968	949	930	947	967	990	958

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

HR Benefits Groups Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Unemployment Benefits Group	\$ 0.091	\$ 0.068	\$ 0.053	\$ 0.069	\$ 0.070	\$ 0.063	\$ 0.142	\$ 0.622
Workers' Comp Benefits Group	\$ 0.489	\$ 0.533	\$ 0.627	\$ 0.688	\$ 0.584	\$ 0.710	\$ 0.766	\$ 0.758
Health Benefits Group	\$ 8.098	\$ 7.447	\$ 7.599	\$ 8.140	\$ 8.782	\$ 9.953	\$ 11.136	\$ 11.230
Pension Benefits Group	\$ 1.571	\$ 1.831	\$ 2.172	\$ 2.290	\$ 2.249	\$ 4.865	\$ 2.924	\$ 3.174

HR Benefits Groups Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
Employee Assistance Program Utilization	15.4%	13.0%	14.2%	10.9%	14.0%	20.3%	pending
Allowed Workers' Comp. Claims	74	74	68	65	55	61	59
Allowed Workers' Compensation Claims per 100 Employees	9.81	9.98	8.73	8.48	6.71	7.50	7.28

CITY OF BELLINGHAM INJURY INCIDENT RATE



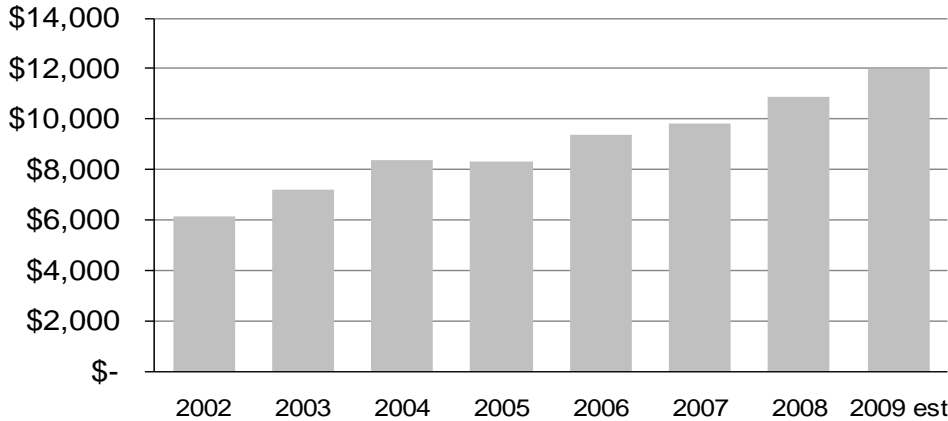
HR Benefits Groups Efficiency	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
Total Benefit Costs as % Compared to Base Wage	28.46%	30.18%	31.90%	33.79%	36.17%	37.73%	40.20%

Many factors affect the percentage of benefits cost to base wage including increases in benefit rates, fluctuations in pension rates, and fluctuation in contributions to Unemployment Fund Reserves.

Performance/Activity Measures (continued)

Human Resources Benefits Services Groups (continued)

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

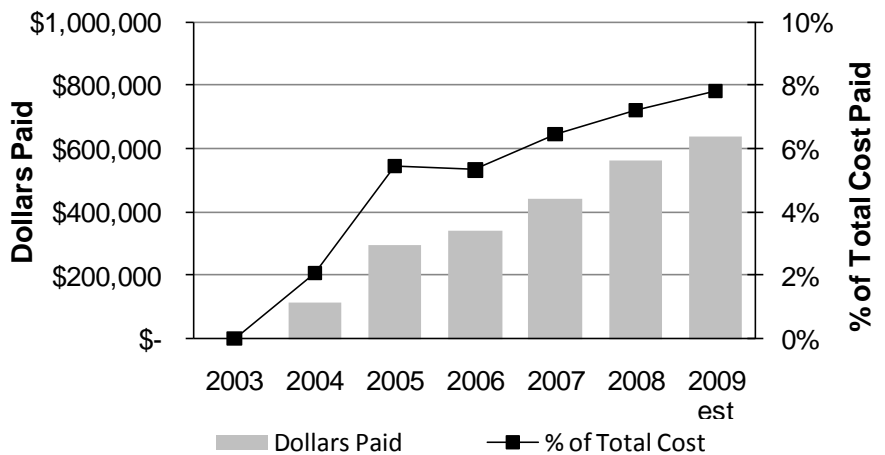


The cost per enrollee for health insurance coverage is rapidly rising. This graph represents only the City's cost.

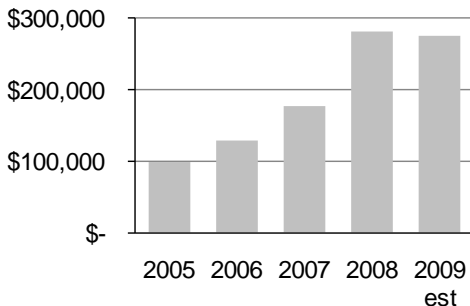
The City has implemented two programs to help offset the rising cost of medical benefits.

Employee Paid Medical Premiums - Mandatory Premium Sharing

Beginning in 2004, employees are required to pay a portion of their medical premiums.

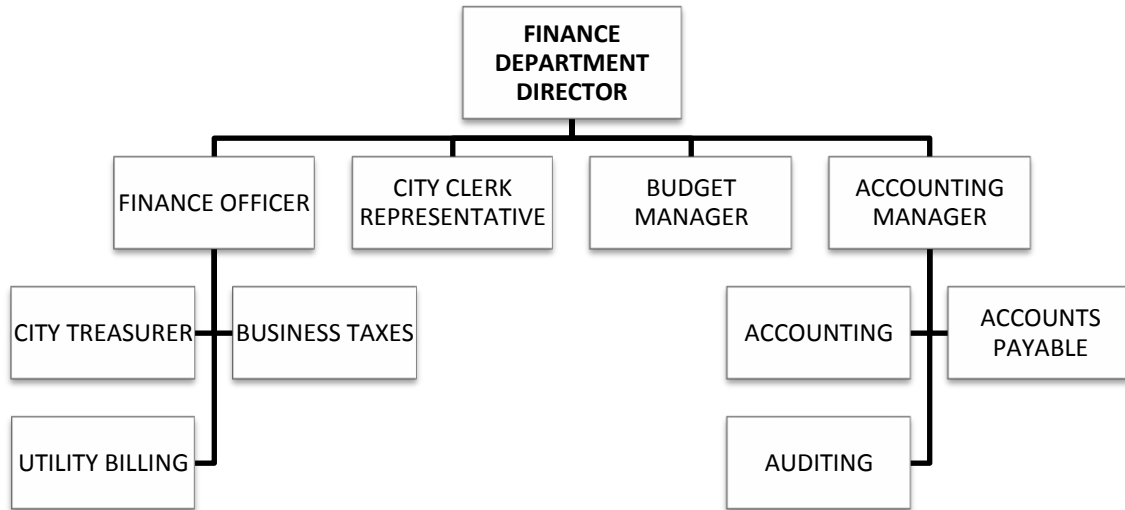


Opt-Out Net Savings



Beginning in 2005, employees that have medical coverage from another source have the option of receiving a cash payment to opt out of receiving coverage from the City. The net premium saving is premium cost saving less opt out payments.

FINANCE DEPARTMENT



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	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
Taxes	366,105	350,000	350,000	-	0.0%
Intergovernmental	575,058	601,036	605,036	4,000	0.7%
Charges for Services	1,566,380	1,532,295	1,544,650	12,355	0.8%
Miscellaneous	742,530	290,728	280,474	(10,254)	-3.5%
Other Financing Sources	1,907,143	1,965,525	1,757,095	(208,430)	-10.6%
Subtotal of Revenues	5,157,216	4,739,584	4,537,255	(202,329)	-4.3%
Other Sources by Fund					
General	6,842,777	595,411	267,928	(327,483)	-55.0%
2001 Fire UTGO Bond	(23,293)	(8,849)	(3,385)	5,464	61.7%
Refunding GO Bonds 1996	1	-	-	-	--
Sportsplex Acquisition Debt	(208)	(176)	(142)	34	19.3%
2004 PFD/Civic Field LTGO	1	-	-	-	--
LID Guaranty	(11,274)	(9,375)	(8,383)	992	10.6%
#1099 Barkley Blvd	18,626	-	-	-	--
#1106 Bakerview Rd	826	-	-	-	--
#1107/1108 Telegraph/Barkley	(1,856)	-	-	-	--
Subtotal Other Sources	6,825,600	577,011	256,018	(320,993)	-55.6%
TOTAL ALL SOURCES	11,982,816	5,316,595	4,793,273	(523,322)	-9.8%

Revenues by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
Finance Administration	140,179	147,848	161,224	13,376	9.0%
Finance Services	1,229,444	1,289,972	1,383,426	93,454	7.2%
Debt Services	3,787,593	3,301,764	2,992,605	(309,159)	-9.4%
Subtotal of Revenues	5,157,216	4,739,584	4,537,255	(202,329)	-4.3%

Significant Revenue Changes

- Decrease of *Other Financing Source* revenue of \$208,430 was for the budgeted 2009 Library Bond that was not issued.
- The decrease shown in **Other Sources by Fund - General Fund** represents decreased use by this department of funding from citywide revenues and reserves in the General Fund.

Departmental Budget Summary (continued)

Expenditures by Type	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	1,563,333	1,631,396	1,512,884	(118,512)	-7.3%
<i>Supplies</i>	39,084	58,022	46,295	(11,727)	-20.2%
<i>Other Services and Charges</i>	682,038	150,753	78,211	(72,542)	-48.1%
<i>Intergovernmental Services</i>	108,602	124,874	112,074	(12,800)	-10.3%
<i>Interfund Charges</i>	65,392	68,186	63,114	(5,072)	-7.4%
Subtotal of Operations	2,458,449	2,033,231	1,812,578	(220,653)	-10.9%
<i>Debt Service</i>	3,770,416	3,283,364	2,980,695	(302,669)	-9.2%
<i>Capital Outlay</i>	5,753,951	-	-	-	--
TOTAL EXPENDITURES	11,982,816	5,316,595	4,793,273	(523,322)	-9.8%

TOTAL PAID STAFF	20.5	20.3	18.5	(1.8)	-8.9%
-------------------------	-------------	-------------	-------------	--------------	--------------

Expenditures by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
<i>Finance Administration</i>	6,636,618	307,123	297,441	(9,682)	-3.2%
<i>Finance Services</i>	1,575,782	1,726,108	1,515,137	(210,971)	-12.2%
<i>Debt Service Administration</i>	3,770,416	3,283,364	2,980,695	(302,669)	-9.2%
TOTAL EXPENDITURES	11,982,816	5,316,595	4,793,273	(523,322)	-9.8%

Significant Expenditure Changes

- Decrease of \$118,512 in *Salaries and Benefits* is due to a reduction in FTEs and a 0% wage increase in 2010 for non-represented employees.
- General overall decrease in *Other Services and Charges* of \$72,542 with the largest reduction in professional services.
- Decrease of *Debt Service* \$302,669 was for the budgeted 2009 Library Bond that was not issued.

Departmental Objectives for 2010

Vibrant Sustainable Economy

1. Develop long-term comprehensive financial plan, including capital funding and debt capacity modeling, to provide a policy framework for improving citywide financial decision making.
2. In partnership with several departments, update financial strategy for development of the Waterfront District.
3. In partnership with Information Technology Services, provide more convenient, efficient access to B&O tax filing by implementing an online payment option for businesses.

Access to Quality of Life Amenities

1. In partnership with several departments, develop a long-range preventive maintenance program for all existing City-owned real assets.

Quality, Responsive City Services

1. Use budget and accounting information and treasury management tools to build a comprehensive citywide capital plan with recommended financing strategies.
2. Fully implement an enhanced contract and professional services audit and payables system, providing a basis for implementing a robust, cost accounting structure.
3. In partnership with Information Technology Services and Judicial and Support Services, complete a web-based online option for payment of parking tickets.

Departmental Objectives for 2009 *with Accomplishments*

1. Develop strategies for integration of financial systems. (Council Goal 8)
Review of all major software packages completed.
2. Develop debt capacity, long range cash flow forecasting. (Council Goals 6 and 8)
Partially completed; expected completion 1st quarter 2010.
3. Implement enhanced budgeting process. (Council Goals 6 and 8)
Enhanced process to be integrated into 2011 budget.
4. Implement audit expertise to assist in review of citywide programs. (Council Goal 8)
Staff accountants have incorporated audit review into their daily work.
5. Develop standardized business plans for new investments. (Council Goals 6 and 8)
Proposal for financial management to go to Mayor for approval January 2010.
6. Develop waterfront funding plan. (Council Goals 3, 6 and 8)
On hold awaiting master plan completion - 1st phase of development financing in place.
7. Work with Public Works staff to develop long range capital maintenance plan. (Council Goals 6 and 8)
Not started due to Budget cuts.

Departmental Objectives for 2009 with Accomplishments (continued)

- 8. Work with Executive Staff to modify and enhance benchmarking strategies. (Council Goal 6)
Benchmarking measures being incorporated into overall financial policies.
- 9. Develop on-staff financial software expertise. (Council Goal 8)
Continuing process refinement being implemented.
- 10. Through cross-training and other means, place one or more backups for every position. (Council Goal 8)
Developed and implemented back-up training for most positions.
- 11. Develop expertise on Grants Management within City. (Council Goal 8)
Provided Citywide grant accounting training.
- 12. Integrate emergency preparedness into staff training. (Council Goal 8)
Accounting staff have participated in emergency response training throughout 2009.

Continuation of 2008 Objectives:

- 13. Improve on-line options for utility payment and tax reporting. (Council Goal 8)
Process is on-going; continuing enhancements expected in 2010.
- 14. Implement real time cash receipting integrated with financial applications. (Council Goal 8)
Review processes completed. Some integration completed, some applications still being worked on.
- 15. Integrate capital project financial project reporting with capital budget tracking. (Council Goals 6 and 8)
New financial policies and budget process for 2010 will incorporate these recommendations.

Additional Accomplishments:

- Provided financial leadership in response to economic downturn*
- Reduced departmental costs*
- Assisted or led in multiple initiatives*

Performance/Activity Measures

Finance Department

Finance Department Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Department Operating Exp					\$ 1.58	\$ 2.46	\$ 2.03	\$ 1.81
Debt Service, Capital, Interfund					\$ 4.03	\$ 9.52	\$ 3.28	\$ 2.98
Total Department Expenditures					\$ 5.61	\$ 11.98	\$ 5.32	\$ 4.79
Total Department FTEs		18.3	17.5	18.1	18.5	20.5	20.3	18.5

Finance Department

Performance/Activity Measures (continued)

Finance Services Group

Finance Services Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Finance Services Grp Exp					\$ 1.31	\$ 1.58	\$ 1.73	\$ 1.52

Finance Services Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
Number of Utility accounts per processing staff (4 FTEs)	5,850	5,866	5,976	6,052	6,143	6,189	6,220
Business Registrations	8,125	8,490	8,685	8,910	9,200	9,202	9,162
Business Tax Returns	20,300	20,780	21,140	21,300	21,600	21,602	20,544
Receipts issued per Finance counter staff (2 FTEs)	20,276	20,853	20,106	19,201	20,001	19,476	19,838
Invested at 12/31(millions)	\$ 106.7	\$ 118.0	\$ 130.9	\$ 131.7	\$ 157.9	\$ 142.7	\$ 126.4
Interest Income (millions)	\$ 3.1	\$ 2.6	\$ 3.1	\$ 5.0	\$ 6.7	\$ 6.7	\$ 4.5

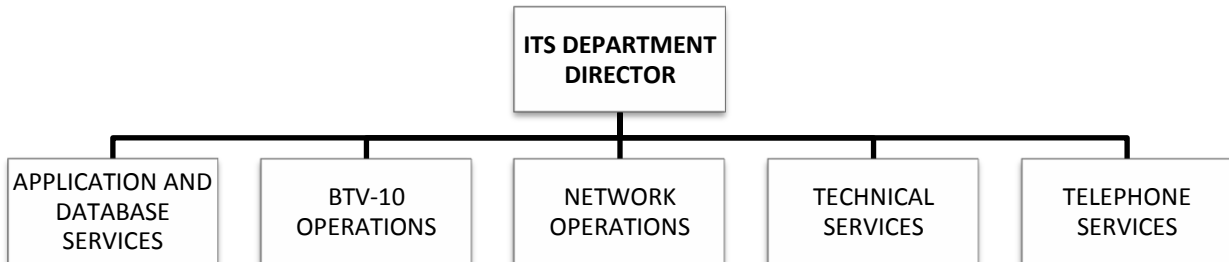
Finance Services Effectiveness	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	Benchmark or Target
Ave # days to close month in G/L excluding yr end			15.0	13.4	14.2	16.3	14.4	15.0
Percent of customers on Utility Autopay program	15.0%	16.5%	17.0%	20.4%	22.4%	24.6%	24.4%	increase or maintain
% of Accounts Payable Invoices paid within 30 days					99.5%	99%	99.8%	99%
City Bond Rating - Moody's (unlimited / limited tax bonds)	Aa3 / A1	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	yes	yes	yes
Consecutive years GFOA Certificate for Excellence in Financial Reporting earned for CAFR	4	5	6	7	8	9	not available	every year
Consecutive years GFOA Distinguished Budget Preparation Award earned	n/a	1	2	3	4	5	6	every year
Local tax revenues recovered from discovery and audit work (in thousands)	\$ 477	\$ 190	\$ 586	\$ 134	\$ 188	\$ 480	\$ 211	
Investment yield over rolling two year Treasury	-0.22%	0.44%	0.87%	1.04%	0.53%	0.02%	-0.25%	>Treasury

Debt Service Administration Group

Debt Service Admin Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Debt Service Group Exp						\$ 3.77	\$ 3.28	\$ 2.98

Debt Service Admin Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Budget
GENERAL OBLIGATION DEBT								
Bonds Issued (millions)	\$ -	\$ 20.7	\$ 8.7	\$ -	\$ -	\$ -	\$ -	\$ -
Bonds Redeemed (millions)	\$ 1.0	\$ 2.3	\$ 1.8	\$ 2.1	\$ 2.2	\$ 2.3	\$ 2.2	\$ 2.4
GO Bonded Debt (millions)	\$ 11.0	\$ 29.4	\$ 36.2	\$ 34.2	\$ 32.0	\$ 29.7	\$ 27.5	\$ 25.1
Ratio: GO Bond Debt per Capita	\$ 157	\$ 420	\$ 501	\$ 465	\$ 425	\$ 392	\$ 361	

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	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
<i>Licenses and Permits</i>	208,787	205,000	210,000	5,000	2.4%
<i>Intergovernmental</i>	21,515	29,668	26,920	(2,748)	-9.3%
<i>Charges for Services</i>	895,461	758,853	734,128	(24,725)	-3.3%
<i>Miscellaneous</i>	129,680	115,833	60,141	(55,692)	-48.1%
<i>Other Financing Sources</i>	400,000	190,000	90,000	(100,000)	-52.6%
Subtotal of Revenues	1,655,443	1,299,354	1,121,189	(178,165)	-13.7%
Other Sources by Fund					
<i>General</i>	1,515,100	1,976,653	1,834,268	(142,385)	-7.2%
<i>Technology Replacement & Reserve</i>	79,301	648,718	318,676	(330,042)	-50.9%
<i>Telecommunications</i>	444,000	(6,589)	176,981	183,570	2786.0%
Subtotal Other Sources	2,038,401	2,618,782	2,329,925	(288,857)	-11.0%
TOTAL ALL SOURCES	3,693,844	3,918,136	3,451,114	(467,022)	-11.9%

Revenues by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
<i>ITSD Services</i>	1,024,603	688,349	681,341	(7,008)	-1.0%
<i>Government Access TV</i>	209,912	206,200	212,050	5,850	2.8%
<i>Telecommunication</i>	420,928	404,805	227,798	(177,007)	-43.7%
Subtotal of Revenues	1,655,443	1,299,354	1,121,189	(178,165)	-13.7%

Significant Revenue Changes

- Decrease in *Miscellaneous* revenue of \$55,692 is due to lower yields on investments.
- Decrease in *Other Financing Source* revenue of \$100,000 is due to decreased transfer into the Technology Replacement and Reserve Fund from Public Works funds.
- The decrease shown in **Other Sources by Fund - General Fund** represents decreased use by this department of funding from citywide revenues and reserves in the General Fund.
- 2010 Budget amounts in **Other Sources by Fund** for the Telecommunication and Technology Replacement and Reserve Funds represent the impact to these funds' reserves. Increases in fund reserves show as a negative number in the budget and actual columns, as this table reports funding sources.
- The increase in use of reserves from the Telecommunications Fund (and corresponding decrease in Telecom Group revenues) is primarily due to a decision to draw down fund reserves instead of charging departments for overhead for the year.

Revenues and Expenditures presented by Fund are found in the Revenues, Sources, Expenditures and Uses Report on Pages 71-97. Funds specific to the ITSD are Technology Replacement and Reserve on page 73 and Telecommunications on page 92.

Departmental Budget Summary (continued)

Expenditures by Type	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	1,683,441	1,909,316	1,880,869	(28,447)	-1.5%
<i>Supplies</i>	356,750	183,805	126,250	(57,555)	-31.3%
<i>Other Services and Charges</i>	808,324	821,882	901,358	79,476	9.7%
<i>Intergovernmental Services</i>	1,966	15,857	1,961	(13,896)	-87.6%
<i>Interfund Charges</i>	114,072	132,276	125,070	(7,206)	-5.4%
Subtotal of Operations	2,964,553	3,063,136	3,035,508	(27,628)	-0.9%
<i>Capital Outlay</i>	729,291	855,000	415,606	(439,394)	-51.4%
TOTAL EXPENDITURES	3,693,844	3,918,136	3,451,114	(467,022)	-11.9%

TOTAL PAID STAFF	21.2	22.1	20.4	(1.7)	-7.7%
-------------------------	-------------	-------------	-------------	--------------	--------------

Expenditures by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
<i>ITSD Services</i>	2,633,018	3,295,150	2,773,475	(521,675)	-15.8%
<i>Government Access TV</i>	195,898	224,770	272,860	48,090	21.4%
<i>Telecommunication</i>	864,928	398,216	404,779	6,563	1.6%
TOTAL EXPENDITURES	3,693,844	3,918,136	3,451,114	(467,022)	-11.9%

Significant Expenditure Changes

- The decrease in expenditures in *Salaries and Benefits* does not reflect the full savings of decreasing 1.7 FTEs due to an accounting methodology change for recovering costs for a tech position which results in showing that cost recovery in increased revenues rather than by reducing expenditures.
- General overall decrease in *Supplies* of \$57,555 with the largest reduction in computer maintenance contracts.
- Increase of *Other Services and Charges* of \$79,476 for professional services and a telephone maintenance contract.

Departmental Expenditures By Fund

ITSD Expenditures by Fund then by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent

General Fund					
<i>Government Access TV</i>	195,898	224,770	272,860	48,090	21.4%
<i>ITSD Services</i>	2,059,135	2,364,150	2,316,269	(47,881)	-2.0%
General Fund Total	2,255,033	2,588,920	2,589,129	209	0.0%

Technology Replacement & Reserve Fund					
<i>ITSD Services</i>	573,883	931,000	457,206	(473,794)	-50.9%

Telecommunication Fund					
<i>Telecommunication</i>	864,928	398,216	404,779	6,563	1.6%

TOTAL ALL FUNDS	3,693,844	3,918,136	3,451,114	(467,022)	-11.9%
------------------------	------------------	------------------	------------------	------------------	---------------

Departmental Objectives for 2010

Healthy Environment

1. Reduce power consumption and improve software management for City desktop computers by implementing central management of power settings and software distribution.

Vibrant Sustainable Economy

1. In partnership with Finance, provide more convenient, efficient access to B&O tax filing by implementing an online payment option for businesses.

Quality, Responsive City Services

1. Replace aging network backup system to ensure reliable backups and disaster recovery capability for all City departments.
2. In partnership with Legal, begin public process and negotiations with Comcast, to be concluded prior to 2011 expiration of current franchise agreement.
3. In partnership with Fire Department, develop standards and replacement program for aging mobile hardware, providing for more reliable, cost-effective equipment for Fire/Medic One field use.
4. In partnership with Municipal Court and Public Works, select document management system for electronic storage of court and Public Works records.
5. In partnership with Human Resources, extend use of Payroll/HR system for improved efficiency and access to information for employees and managers.
6. In partnership with Judicial and Support Services and Finance, complete a web-based online option for payment of parking tickets.

Departmental Objectives for 2009 *with Accomplishments*

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)

Extensive research effort to prepare for renewal, reviewed franchise agreements from several agencies, developed renewal project plan.

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)

Responded to records schedule draft; provided internal education regarding impacts for the City.

Departmental Objectives for 2009 with Accomplishments (continued)

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)

Position tracking is live. Internal electronic forms for payroll and position changes are live. Payroll is operating live concurrently with existing system for test period of fourth quarter 2009.

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)

Infrastructure purchase and installation completed. Systems for gift shop and admissions were acquired and training completed.

5. Network servers - Migrate toward virtual server environment to reduce server costs and power consumption over time. (Council Goal 8)

Implemented virtual server technology, reducing number of network hosts from 86 to 79.

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)

Installation was completed over three weekends with no unplanned downtime. Cost of \$245k.

Additional Accomplishments:

BTV10 is now available via live stream on Internet.

Implemented off-site disaster storage program

Service desk technical support tracking for all IT Services completed its first full year of operation, receiving an average of 711 requests for assistance per month.

Service desk ticket tracking and up to the minute hardware replacement information was added to the internal web site.

Telephone core carrier services expense audits resulted in an estimated \$54k per year reduction in payments to Qwest between 2007 and 2009.

Telephone system was utilized to set up call centers for flood relief, pandemic information, and vaccine sign-ups.

Upgrades were completed to: E-mail, Medic One billing, utility billing, and parking ticket tracking systems.

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 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Department Operating Exp	\$ 1.990	\$ 1.895	\$ 1.882	\$ 2.083	\$ 2.747	\$ 2.965	\$ 3.063	\$ 3.036
Debt Service, Capital, Interfund	\$ 0.312	\$ 0.215	\$ 0.123	\$ 0.368	\$ 1.678	\$ 0.729	\$ 0.855	\$ 0.416
Total Department Expenditures	\$ 2.301	\$ 2.110	\$ 2.005	\$ 2.451	\$ 4.426	\$ 3.694	\$ 3.918	\$ 3.451
Total Department FTEs	14.9	15.0	15.5	16.0	18.8	21.2	22.1	20.4

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 Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
PC and Tech Services k = thousands, M = Millions							
# of PCs in the organization				819	894	937	953
% of PCs over 4 years old				7%	13%	5%	10%
Service Desk							
# of Service Desk contacts / tickets received per month						560	711
Network Profile							
City-wide Network Hosts	39	47	54	67	83	86	79
Gigabytes of Data Stored	485	650	1,650	3,200	5,000	6,930	10,500
% Increase in Data stored over previous year		34%	154%	94%	56%	39%	52%
#Network Sites - staffed work sites with network connectivity				36	37	36	35
Use of Technical Facilities							
Number of training day/events taught in I.T. Training Room			85	95	190	98	98

Increase in number of PCs in the organization in 2009 is due to addition of public-use computers at the library and additional computers for the new Museum facility.

Increase in number of PCs over 4 years old is a result of delaying actual replacements and extending scheduled life of some types of computers in order to cut costs.

Performance/Activity Measures (continued)

Information Technology Services Group (continued)

Information Technology Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
Website							
# of unique visitors		190k	248k	300k	346k	368k	372k
% Increase in unique visitors over prior year			30%	21%	15%	7%	1%
# of visits (sessions)		597k	983k	1.4M	933k	1M	1.1M
Use of video and audio content (outside of internal network)							
# of hours video was viewed		Start April 2006		170	498	529	1,905
# of unique visitors who viewed on-demand video		Start April 2006		673	3,042	4,142	4,543
# of unique visitors who viewed live streaming video		Start August 2009					671
# of unique visitors who downloaded audio files		Start April 2006		170	787	1,751	2,178
Intranet - Internal web site							
Average # Unique visitors per month		Start March 2009					311

Web site activity basis presented in prior document eliminated employee use and web traffic generated by automated processes. We now show all activity for 2009 and historical data. Current methods for eliminating visits generated by spidering software and employee use are too time-consuming and expensive to justify the benefits of the data.

Information Technology Group Effectiveness	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	Benchmark or Target
PC and Tech Services								
% PC purchases made via cost-effective bulk purchase & deployment program				54%	83%	78%	45%	80%
Service Desk								
% High priority trouble tickets (both trouble tickets and service requests) closed within 1 hour of receipt						62%	51%	
% High priority telephone tickets closed within same business day						87%	85%	80%
% Total trouble tickets closed within 2 business days						84%	78%	
% Total service requests closed within 2 business days						80%	77%	
Website								
% of Parks and Recreation registrations completed on line			11%	18%	18%	21%	20%	Increase

Departments delayed some purchases for 2009 as the budget situation unfolded; Suppliers provided similar pricing outside of bulk-buy purchases

Process for closure of telephone tickets does not lend itself to one-hour measurement unit. Looking into replacement measurement and target for this service desk item.

Performance/Activity Measures (continued)

Information Technology Services 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.

Website Survey Results	2004 Actual	2006 Actual	2008 Actual	Benchmark or Target
%Surveyed citizens who have heard of the City web site		53%	54%	Maintain or Increase
%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

Government Access TV (BTV) Group

Government Access TV Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Government Access TV Grp Exp	\$ 0.063	\$ 0.090	\$ 0.127	\$ 0.159	\$ 0.178	\$ 0.196	\$ 0.225	\$ 0.273

Government Access TV Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget
# Comcast subscribers in City limits		21,599	21,471	27,252	27,680	27,498	n/a
# Meetings filmed and aired				85	71	79	n/a

Government Access TV Group Effectiveness	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	Benchmark or Target
# BTV10 program instances that did not run as scheduled				4	14	3	5	0

Two of the 2009 BTV program instances that did not run as scheduled were due to windstorm interruptions.

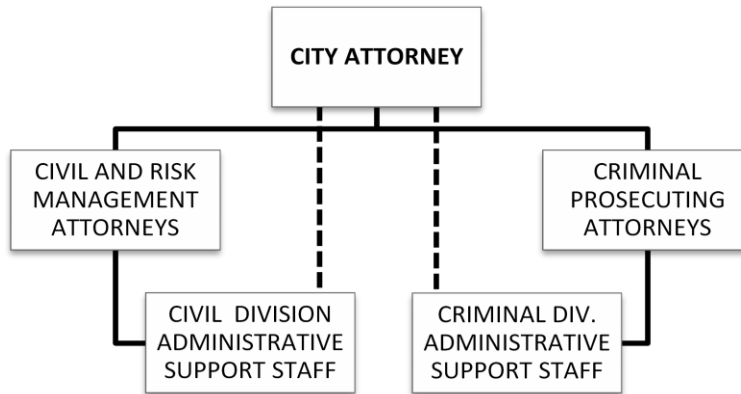
Performance/Activity Measures (continued)

Government Access TV (BTV) 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.

BTV Survey Results	2004 Actual	2006 Actual	2008 Actual	Benchmark or Target
%Surveyed citizens who have heard of BTV10		72%	70%	Maintain or Increase
%Surveyed <u>voters</u> who watch BTV10 at least once per week		25%		Maintain or Increase
%Surveyed <u>residents</u> 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	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
<i>Intergovernmental</i>	22,679	6,147	6,950	803	13.1%
<i>Charges for Services</i>	243,373	238,813	268,561	29,748	12.5%
<i>Fines and Forfeits</i>	34,242	61,735	33,600	(28,135)	-45.6%
<i>Miscellaneous</i>	1,003,966	1,090,832	1,103,429	12,597	1.2%
<i>Non-Revenues</i>	6,377	146,025	-	(146,025)	-100.0%
Subtotal of Revenues	1,310,637	1,543,552	1,412,540	(131,012)	-8.5%
Other Sources by Fund					
<i>General</i>	1,015,456	1,236,776	1,166,028	(70,748)	-5.7%
<i>Claims Litigation</i>	385,398	(149,382)	(31,412)	117,970	-79.0%
Subtotal Other Sources	1,400,854	1,087,394	1,134,616	47,222	4.3%
TOTAL ALL SOURCES	2,711,491	2,630,946	2,547,156	(83,790)	-3.2%

Revenues by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
<i>Legal Revenues and Reserves</i>	219,605	345,216	104,808	(240,408)	-69.6%
<i>Legal Services</i>	299,331	307,570	309,111	1,541	0.5%
<i>Claims, Litigation & Insurance</i>	791,701	890,766	998,621	107,855	12.1%
Subtotal of Revenues	1,310,637	1,543,552	1,412,540	(131,012)	-8.5%

Significant Revenue Changes

- Decrease in *Non-Revenues* of \$146,025 is due to the repayment of principal for an outstanding loan in 2009.
- The decrease shown in **Other Sources by Fund - General Fund** represents decreased use by this department of funding from citywide revenues and reserves in the General Fund.
- 2010 Budget amounts in **Other Sources by Fund - Claims and Litigation** represent the impact to the fund's reserves. Increases in fund reserves show as a negative number in the budget and actual columns, as this table reports funding sources.

Revenues and Expenditures presented by Fund are found in the Revenues, Sources, Expenditures and Uses Report on Pages 71-97. The Claims and Litigation Fund is specific to Legal and is shown on page 92.

Departmental Budget Summary (continued)

Expenditures by Type	2008 Actual	2009 Adopted	2010 Budget	Change from 2009	
				Amount	Percent
<i>Salaries and Benefits</i>	1,119,815	1,263,826	1,211,395	(52,431)	-4.1%
<i>Supplies</i>	29,044	26,211	24,210	(2,001)	-7.6%
<i>Other Services and Charges</i>	1,290,487	1,058,154	1,011,021	(47,133)	-4.5%
<i>Interfund Charges</i>	272,145	282,755	300,530	17,775	6.3%
Subtotal of Operations	2,711,491	2,630,946	2,547,156	(83,790)	-3.2%
TOTAL EXPENDITURES	2,711,491	2,630,946	2,547,156	(83,790)	-3.2%

TOTAL PAID STAFF	11.6	12.4	12.1	(0.3)	-2.4%
-------------------------	-------------	-------------	-------------	--------------	--------------

Expenditures by Group	2008 Actual	2009 Adopted	2010 Budget	Change from 2009	
				Amount	Percent
<i>Legal Services</i>	1,240,688	1,449,476	1,371,999	(77,477)	-5.3%
<i>Claims, Litigation & Insurance</i>	1,470,803	1,181,470	1,175,157	(6,313)	-0.5%
TOTAL EXPENDITURES	2,711,491	2,630,946	2,547,156	(83,790)	-3.2%

Significant Expenditure Changes

- Decrease of \$52,431 in *Salaries and Benefits* is due to a reduction in FTEs and a 0% wage increase in 2010 for non-represented employees.
- Decrease of *Other Services and Charges* of \$47,133, with the largest decrease in outside legal counsel.

Departmental Objectives for 2010

Clean Safe Drinking Water

1. Provide legal support for Lake Whatcom reservoir quality protection initiatives as directed by the Mayor and City Council.

Healthy Environment

1. Provide project management and legal support for clean up and redevelopment of contaminated sites on Bellingham Bay.
2. Provide legal support for solutions to regional water issues.

Vibrant, Sustainable Economy

1. Continue to provide project management and legal assistance to the Waterfront District Redevelopment and the Bellingham Public Development Authority.

Safe and Prepared Community

1. Provide legal support to emergency operations.

Mobility and Connectivity Options

1. Provide legal support for trails and parks, including the new overwater walkway.

Quality, Responsive City Services

1. Provide legal support to Information Technology Services for Comcast franchise negotiations.
2. Explore options for funding, transferring and managing the City's liability risks.

Equity and Social Justice

1. Ensure equitable and fair implementation of applicable federal, state and local laws and regulations.

Departmental Objectives for 2009 with Accomplishments

1. Provide legal support for Lake Whatcom reservoir water quality protection initiatives as directed by Council and Mayor. (Council Goals 1 and 9)
Initiated litigation re: watershed protection.
2. Assist and provide legal support in overall project management of the Waterfront District Redevelopment. (Council Goal 3)
Provided project management assistance for the waterfront redevelopment.
3. Continue to provide legal support to the greenways acquisition and watershed acquisition and maintenance programs. (Council Goals 1 and 9)
Provided legal support for these programs. Legal support is ongoing.
4. Provide legal support as needed for Bellingham Public Development Authority.
Provided project management for the Bellingham Public Development Authority.
5. Provide legal review of City's updates to land use plans. (Council Goals 2, 4 and 5)
Provided legal support, which is ongoing.
6. Provide legal services to City departments, the Mayor, and City Council as directed. (ALL Council Goals)
Represented City in multiple contract and bidding matters.
Assisted in policy development.
Negotiated resolution of several significant employment matters.

Additional Accomplishments:

- Prosecutors – 4,500 Cases.*
- Domestic Violence Advocate – 1,537 victim contacts.*
- Defended the City in litigation and potential litigation.*
- Resolved 74 claims/lawsuits.*
- Provided project management and legal assistance for environmental cleanup sites.*
- Assisted in the acquisition of the R.G. Haley property.*

Performance/Activity Measures

Legal Department

Legal Department Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2010 Budget
Expenditures shown in millions								
Department Operating Exp	\$ 1.637	\$ 2.045	\$ 1.726	\$ 2.486	\$ 2.140	\$ 2.711	\$ 2.631	\$ 2.547
Total Department FTEs	9.6	9.8	11.0	11.3	11.7	11.6	12.4	12.1

Legal Services Group

Legal Services Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	
Criminal Filings	4,183	4,015	3,552	3,809	4,138	3,860	4,138	
Filings per Criminal Attorney	new measure in 2006			1,360	1,379	1,287	1,380	
Cost per hour for Legal Department services	\$ 59	\$ 62	\$ 47	\$ 60	\$ 62	\$ 69	\$ 66	
Average hourly rate of outside counsel	\$ 203	\$ 182	\$ 197	\$ 300	\$ 282	\$ 274	\$ 317	
Percent of overall budget for outside counsel	new measure in 2006			8%	2%	7%	2%	
Attorneys (FTEs)	5.7	5.8	7.0	7.8	7.3	7.4	7.5	
City employees (FTEs) per Attorney	152.2	143.3	116.1	106.9	122.4	119.0		
<i>Citywide FTEs not calculated at time of publishing.</i>								

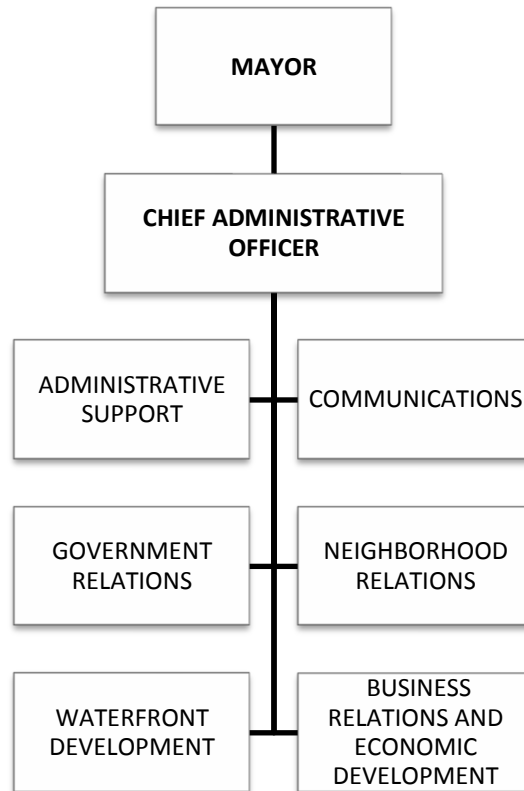
Outside counsel are normally employed where the services of a specialist are required.

Claims, Litigation and Insurance Group

Claims Litigation & Insurance Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in hundred thousands								
Claims Litigation & Ins Grp Exp	\$ 0.743	\$ 1.118	\$ 0.732	\$ 1.365	\$ 0.904	\$ 1.471	\$ 1.181	\$ 1.175

Claims Litigation & Insurance Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
Claims filed	93	70	54	46	62	60	79
Amount paid for claims	\$135,646	\$506,404	\$132,075	\$523,740	\$105,832	\$352,566	\$622,301

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	2008 Actual	2009 Adopted	2010 Budget	Change from 2009	
				Amount	Percent
Revenues					
<i>Intergovernmental</i>	20,649	-	-	-	--
<i>Charges for Services</i>	411,939	415,956	470,740	54,784	13.2%
<i>Miscellaneous</i>	39,211	19,751	-	(19,751)	-100.0%
<i>Other Financing Sources</i>	11,400	157,000	-	(157,000)	-100.0%
Subtotal of Revenues	483,199	592,707	470,740	(121,967)	-20.6%
Other Sources by Fund					
<i>General</i>	1,322,923	1,574,196	527,278	(1,046,918)	-66.5%
<i>1st 1/4% Real Estate Excise Tax</i>	(39,034)	(19,751)	-	19,751	100.0%
Subtotal Other Sources	1,283,889	1,554,445	527,278	(1,027,167)	-66.1%
TOTAL ALL SOURCES	1,767,088	2,147,152	998,018	(1,149,134)	-53.5%

Revenues by Group	2008 Actual	2009 Adopted	2010 Budget	Change from 2009	
				Amount	Percent
Revenues					
<i>Executive Management</i>	412,339	415,956	470,740	54,784	13.2%
<i>Waterfront Project</i>	70,860	26,751	-	(26,751)	-100.0%
<i>Lake Whatcom Management</i>	-	150,000	-	(150,000)	-100.0%
Subtotal of Revenues	483,199	592,707	470,740	(121,967)	-20.6%

Significant Revenue Changes

- Decrease in *Other Financing Sources* of \$157,000 is due to removal of transfers from other funds budgeted in 2009.
- The decrease shown in **Other Sources by Fund - General Fund** represents decreased use by this department of funding from citywide revenues and reserves in the General Fund.

Departmental Budget Summary (continued)

Expenditures by Type	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	771,259	887,043	651,210	(235,833)	-26.6%
<i>Supplies</i>	19,212	48,342	22,100	(26,242)	-54.3%
<i>Other Services and Charges</i>	502,124	842,961	287,896	(555,065)	-65.8%
<i>Intergovernmental Services</i>	436,344	326,177	-	(326,177)	-100.0%
<i>Interfund Charges</i>	38,149	42,629	36,812	(5,817)	-13.6%
Subtotal of Operations	1,767,088	2,147,152	998,018	(1,149,134)	-53.5%
TOTAL EXPENDITURES	1,767,088	2,147,152	998,018	(1,149,134)	-53.5%

TOTAL PAID STAFF	7.9	9.0	5.9	(3.1)	-34.4%
-------------------------	------------	------------	------------	--------------	---------------

Expenditures by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
<i>Executive Management</i>	1,074,708	1,232,955	868,598	(364,357)	-29.6%
<i>Waterfront Project</i>	692,380	764,197	129,420	(634,777)	-83.1%
<i>Lake Whatcom Management</i>	-	150,000	-	(150,000)	-100.0%
TOTAL EXPENDITURES	1,767,088	2,147,152	998,018	(1,149,134)	-53.5%

Significant Expenditure Changes

- Decrease of \$235,833 in *Salaries and Benefits* is due to a reduction in FTEs and a 0% wage increase in 2010 for non-represented employees.
- Decrease of *Other Services and Charges* of \$555,065, with the largest decrease in costs associated with the waterfront re-development.
- Decrease in *Intergovernmental Services* of \$326,177, due to impact fees paid for affordable housing and costs associated with the waterfront re-development in 2009.

Departmental Objectives for 2010

Clean, Safe Drinking Water

1. Complete an inter-departmental 2010 Lake Whatcom Action Plan to reverse phosphorous levels in Bellingham's drinking water source.
2. Seek federal, state and private resources to fund effective strategies for phosphorous reduction in FY 2011 and beyond.
3. In partnership with Public Works, research and analyze costs for modifying the City's Lake Whatcom source water intake system to mitigate seasonal turbidity spikes.

Healthy Environment

1. Analyze Bellingham's potential participation in a new state-authorized public/private initiative that could expand local solar power generation and generate revenues for the City.
2. In partnership with Public Works, review other municipalities' best practices in converting their passenger car fleets to a community-wide "flex car" system.

Departmental Objectives for 2010 (continued)

Vibrant Sustainable Economy

1. Streamline City response to and assistance for business start-ups, expansions, relocations, and linkage to markets, particularly those creating green collar jobs.
2. Borrowing from national best practices, establish models for measuring “triple bottom line” (environmental, economic and social) in cost-benefit analyses of existing and new efforts.
3. In collaboration with Council and several departments, draft an economic development strategic plan that complements other community-wide economic development strategies.

Sense of Place

1. Support neighborhoods by facilitating consistent and timely information sharing on matters of neighborhood interest, particularly issues related to growth, development and the 2011 Comprehensive Plan update.
2. Use best practice models to assist neighborhood associations in setting priorities, establishing action plans to address identified needs, managing neighborhood resources, and maximizing use of association volunteers.
3. Coordinate communication and public participation opportunities to maintain the community’s connection with ongoing waterfront development strategies.

Access to Quality of Life Amenities

1. Contribute to the growing community garden movement by providing resources and technical support.

Quality, Responsive City Services

1. Finalize for Council approval statistical or other measures that will demonstrate Citywide progress toward achieving the Council’s Legacies and Strategic Commitments.
2. Provide mechanism for Bellingham residents to express priorities for and satisfaction with City services and to support data collection for *Legacies and Strategic Commitments* performance measures project.
3. Complete a phase one feasibility assessment of an outsourced, local public access channel to complement the current government and education channel (BTV10) integrate authorizing language into the renewal of Comcast’s Franchise Agreement with the City.
4. Establish staff and complete long-range planning task forces to recommend Fire/EMS and Police service models that maintain quality and affordability despite growing population and geography.
5. Formulate policy and explore City use of electronic “social media” tools to increase access to City government information and involve stakeholders in decisions.

Equity & Social Justice

1. Provide funding to the Whatcom Alliance for Healthcare Access (WAHA) and assist in promoting the availability of WAHA services to the growing number of area residents who are without health care coverage due to the economic recession.
2. Sponsor the second annual Project Homeless Connect.

Departmental Objectives for 2009 *with Accomplishments*

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.

Met with several for-profit and non-profit developers at their request about conceptual possibilities for identified city-owned parcels and, in some cases, adjacent lands. Both private and public-private development options brainstormed. Began processes for transfer of some sites to the BPDA. Clarified status of one site that includes some federal dollars.

- Provide regular updates to the City Council and other stakeholder groups on progress toward the master plan and garner input, as appropriate.

Provided five (5) full Council updates and conducted two City Council-Port Commission joint information and decision sessions since March of 2009. Received Council approval of 6th amendment to the interlocal agreement, which provides guidance and fiscal support for master plan development. Executed agreement terms. Also, began negotiations on possible land trades with Port to potentially accelerate development opportunities.

- Coordination with local delegation to obtain relevant state and federal funding.

Coordinated major grant submissions.

Obtained Burlington Northern Santa Fe support for federal stimulus funding and future mainline rail relocation.

- Collaborate on strategic and tactical plans with Public Development Authority board and personnel, inclusive of any early action project execution.

Vetted parcels with the BPDA board and conducted work session with Council. Formal consideration of transfer agreements expected in early 2010. Added Area 10 (South Cornwall/R.G. Haley) ownership consolidation and redevelopment to task list for early action.

- Examine feasibility of public or private-public municipal service buildings within the master plan, inclusive of WWU and City operation centers.

Participated in WWU Waterfront Character Study. Continued informal conversations with parties who expressed interest in possible public-private partnerships to accelerate central library creation. Topic will also be addressed by Capital Facilities Task Force, for which applications were accepted in Q4 of 2009.

Additional Waterfront Development accomplishments:

Revitalized City / Port project relations and established shared communication priorities and protocols.

Negotiated City/Port consensus on core street grid alignment and agreement to integrate building height and view corridor details in the draft master plan and development regulations.

Departmental Objectives for 2009 with Accomplishments (continued)

Continued assessment of community readiness to move forward with master planning process, via regular Waterfront Advisory Group meetings and other public input opportunities.

Building Adaptive Reuse Study is leading to an addendum to the Supplemental Draft Environmental Impact Statement.

Facilitated internal and external work teams to identify and address technical issues such as transportation infrastructure, economic modeling, shorelines, parks, railroad relocation, and utilities master planning.

2. Continue implementation of recommendations from the 2007 business survey and economic development strategic planning process. (Council Goals 3, 4 and 9)

Conducted regular mayoral outreach visits to local businesses in collaboration with the Bellingham/Whatcom Chamber of Commerce and Sustainable Connections.

Hosted monthly stakeholder coffees to learn about conditions within various sectors.

Planned and received Council approval for start up of the Office of Business Relations & Economic Development in 2010, which will provide a recognizable, welcoming "front door" for businesses seeking to relocate, grow or stay in the city; craft a COB economic development strategic plan to be integrated with the countywide update of the Comprehensive Economic Development Strategy (CEDS) that will be submitted to the WA Department of Commerce in 2010; coordinate with COB sub-contractors for economic development services and conduct outreach to the business community in general.

Approved the hiring of a new Building Official in the Department of Planning & Community Development with a focus on increased efficiency in permit processing and a new approach to customer service. Also, in conjunction with Sustainable Connections launched the "Five over 12" initiative which produced a combination of five barrier removals or incentives for green building design within local code enforcement.

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.

Staff reviewed more than 30 cities' and counties' approaches to performance measure system execution and reporting. Also reviewed professional association standards for such systems.

Through departmental interviews and site visits, Performance Measures Project Team surveyed data collection/metrics tracking already undertaken by COB departments due to regulatory, funder, accreditation or department-initiated reasons. Synthesized data already collected according to Council Legacies and Strategic Commitments relevance.

Conducted online survey of citizens, City staff focus groups and online survey, Council work sessions and a public hearing on draft Legacies & Strategic Commitments. Council approved final version of Legacies & Strategic Commitments in July, 2009.

Departmental Objectives for 2009 *with Accomplishments* (continued)

Initiated departmental presentation of 2010 budget proposals according to the Legacies & Strategic Commitments.

- Evaluate citywide use of public opinion surveying and establish citywide policies/procedures to guide these efforts.

Due to budget deficits and the need to solicit citizen, bargaining unit and other staff input on rapidly evolving financial picture, no other citywide surveying was conducted in 2009. Policy and procedures review was postponed until the performance measurement system for the Council's Legacies & Strategic Commitments has been approved.

Began pilot exploration of social media marketing tools in advance of putting forth a policy draft for use of such tools to communicate with stakeholders.

Used electronic survey tools to solicit employee and public input on budget priorities in preparation for 2009 austerity measures necessitated by the recession.

- Launch and staff Long-term Fiscal Stability Task Force.

Fiscal Alternatives for Stability Task Force (FAST) presented a Final Report to the Mayor in May of 2009. The City began execution of recommendations in the report in 2009 and included additional deliverables in the 2010 budget and departmental work plans.

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.

Preliminary discussions held with Port staff, BPDA and private developers regarding pros/cons, limitations and near-term probability of such a partnership possibility. No definitive plans created, mostly due to economic timing issues for now.

- Collaborate on a potential countywide "Thrive by Five" initiative with area school districts, smaller cities and non-profit partners.

Three planning and coordination sessions held with all local districts' superintendents to define shared interests in making early childhood education and family support a cornerstone of the "human capital investment" leg of a triple bottom line (TBL) approach to sustainability.

Consortium of districts, Opportunity Council and City submitted a proposal to the Gates Foundation under the auspices of the Nooksack Valley School District for development and sharing of early childhood best practices, particularly for low and moderate-income families throughout the County. Grant received and work underway.

- 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 with Accomplishments (continued)

Sustainable Strategies Council created, chaired by Lorne Rubis, CEO of Ryzex Corporation, and includes representatives of local higher education institutions, economic development agencies, green jobs consultants, venture capitalists, foundations and city, county and state governments. In addition to creating its own organizational structures (e.g. Core Principles), the Council has focused on plans to make Bellingham/Whatcom County within five years North America's Center for Excellence in Sustainability that attracts, accelerates, links and retains green/sustainable businesses. This will include serving as a clearinghouse for linkages between intellectual capital, resources/finances, and entrepreneurial resources.

In addition to formally advocating for the Business Alliance for Local Living Economies (BALLE) to bring its 2011 national conference of businesses, professional associations, academicians, non-profits, policymakers and funders to Bellingham, the following items have taken root in part due to collaboration between Council members:

- o New jointly issued higher education certificates or degrees between two or more institutions focused on dimensions of sustainability, including sustainability management, enhanced fisheries programs, clean oceans/clean energy major, etc.*
- o Prep for becoming a possible "beta" pilot city for the International Council for Local Environmental Initiatives' (ICLEI) new STAR Community Index accreditation for livable/sustainable U.S. cities*
- o Initial plans for aligning local sustainability strengths and resources with regional strategies and opportunities*

NOTE: The Sustainable Strategies Council is scheduled to present an update to Council in Q1 of 2010.

Other triple bottom line strategy accomplishments:

Reconfigured COB's 100% Green Power commitment to balance economics with environmental considerations.

Assisted with development and funding strategy for the new Community Energy Challenge, which partners the COB with Sustainable Connections, Opportunity Council, Whatcom County and local higher education institutions

Joined Whatcom Funders Alliance to learn about and, as much as possible, coordinate City plans and support with other public and private funders to achieve TBL sustainability and other mutual objectives.

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.

Staffed and facilitated Mayor's Neighborhood Advisory Commission (MNAC).

Assisted newly annexed King Mountain Neighborhood in organizing and establishing new neighborhood association.

Administered neighborhood support services funding program.

Continued membership on Whatcom Coalition for Healthy Communities and Campus Community Coalition executive boards.

Departmental Objectives for 2009 with Accomplishments (continued)

- Produce a neighborhood newsletter monthly.

Maintained consistent and current communication with neighborhood associations despite sunset of monthly newsletter discontinued early in 2009 due to budget cuts.

- Provide liability insurance coverage for volunteers in neighborhood leadership positions.

Provided limited liability insurance coverage for all recognized neighborhood associations.

- Provide training and workshops for neighborhood capacity building, inclusive of but not limited to bylaws development, meeting facilitation, surveys, conflict resolution, communication plans, etc.

Provided training for neighborhood associations on community oriented policing, bylaws development and implementation, and non-profit organization responsibilities and meeting facilitation.

Provided orientation for all incoming neighborhood association presidents and newly appointed MNAC representatives.

- 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

Implemented new application guidelines for Small and Simple Grant program reflecting the guidance described above. Funded and monitored \$17,000 in expenditures for seven community projects.

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.

Solicited feedback from other local governments about organization of communications functions.

Identified initial areas for further study regarding organizing efficient, effective communications functions, as part of FAST report.

Initiated work on City Use of Social Media policy.

Reduced total staff resources directed to communications, in light of budget reductions, while maintaining most core communications services.

- Respond to priority communications needs.

Managed/coordinated public and employee communications on a range of key issues, including: budget changes and personnel reductions, FAST committee and report, Whatcom Creek Pipeline commemorative events, performance measures project, Essence of Bellingham photo competition, water restrictions, H1N1 flu, property acquisitions and more.

Departmental Objectives for 2009 with Accomplishments (continued)

330 news releases issued in 2009 Citywide, with 135 from the Mayor's communication office.

46 feature articles and top issue features posted on the City's homepage by Mayor's communication office.

Mayor's communication office accepted responsibility for writing/coordinating and posting homepage features and other materials on new city intranet/"COBNET." Created 54 total posts in 2009.

Drafted content and created electronic tools for City employee budget reduction/financial alternatives survey and similar surveys for each individual bargaining units.

- Provide communications and public involvement training to staff, as per priorities identified in various evaluation efforts.

Due to budget deficits and the need to reduce costs and address rapidly evolving financial picture, resources for additional training were eliminated. Department public involvement initiatives were focused on financial issues, neighborhood capacity building, and the adoption of Council's Legacies & Strategic Commitments.

- Maintain and improve city website, news release distribution and related electronic communications systems, in collaboration with Information Technology Services Department.

Assisted with developing and launching internal website, "COBNET," for communicating issues with employees.

Coached additional software users to successfully distribute news releases

Increased distribution of City news releases to include board and commission members.

Began reviewing news release distribution software needs against features and quality of current system for evaluation of other potential products in 2010, in collaboration with ITSD and others.

Initiated "setting the record straight" page on City website to address community rumors and misstatements of facts.

- Maintain and improve electronic communications systems, in collaboration with Information Technology Services Department.

Developed, populated and launched original joint pandemic website as special project when Whatcom Pandemic Incident Command was first established in Spring 2009, in collaboration with ITSD .

Launched, in collaboration with ITSD, City presence on Twitter social media site.

Coordinated internal use of survey software.

See also accomplishments listed under bullet above.

- Produce "Inside Bellingham" and other television programs that highlight city goals, priorities and accomplishments, in collaboration with Information Technology Services Department.

Managed production of four episodes of Inside Bellingham, in collaboration with ITSD, fewer than planned due to budget and staff reductions.

Managed production, in collaboration with ITSD, of special video presentations, including: Martin Luther King Day celebration, documentary and video interviews commemorating ten-year anniversary of Whatcom Creek Pipeline Explosion, time lapse video of Lightcatcher Building construction, Western Washington University lectures, Sustainable Connections / Village Books lectures, Sanctuary City meeting and others.

Promoted availability of BTV10 airtime to United Way partner agencies and coordinated their participation when requested.

Assisted Whatcom County in evaluating use of television resources.

Continued nurturing BTV10 use by higher education agencies, including hosting and staffing WWU lectures in Council Chambers and providing advice on university audio/visual needs.

Other Accomplishments:

Managed five rounds of budget expenditure reductions to offset revenue shortfalls that ranged from 5% to 30% in various funds.

Avoided most workforce reductions until round four of cuts.

Worked closely with Human Resources negotiation teams to arrive at new or modified labor agreements that better reflect the City's financial circumstances

Coordinated City's participation in Sebastian in Bellingham exhibit, including drafting and tracking project agreements and tasks among external partners and across City departments.

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.

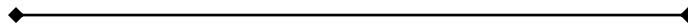
Survey Results	2004 Actual	2006 Actual	2008 Actual	Benchmark or Target
Individuals responding in a scientific survey that agree "Bellingham is generally going in the right direction"	57%	55%	60%	Increase
Individuals responding to a scientific survey that rated Bellingham's quality of life as "excellent" 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

LEGISLATIVE DEPARTMENT

Council Members

- Jack Weiss, Ward 1
- Gene Knutson, Ward 2
- Barry Buchanan, Ward 3
- Stan Snapp, Ward 4
- Terry Bornemann, Ward 5
- Michael Lilliquist, Ward 6
- Seth Fleetwood, At Large

For biographies, contact information, and terms of office of City Council members, visit <http://www.cob.org/contact/council.aspx> and for 2010 committee assignments and meeting information, see pages 19-21 of this document



Council Functions

- Exercise legislative authority.
- Represent citizens through legislation and policy direction.
- Anticipate and target issues that affect the community.
- Set community direction and goals for the future.
- Monitor performance of the administration in achieving goals.
- Provide a policy framework for municipal operations and services.
- Serve on standing committees, which act as work sessions.
- Represent the City in regional and intergovernmental affairs.
- Inspire our citizens to become a part of the City's future.

Departmental Budget Summary

Revenues by Type and Other Sources by Fund	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
<i>Charges for Services</i>	195,090	179,689	239,042	59,353	33.0%
Subtotal of Revenues	195,090	179,689	239,042	59,353	33.0%
Other Sources by Fund					
<i>General</i>	237,432	282,053	199,384	(82,669)	-29.3%
Subtotal Other Sources	237,432	282,053	199,384	(82,669)	-29.3%
TOTAL ALL SOURCES	432,522	461,742	438,426	(23,316)	-5.0%

Revenues by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
<i>City Council Services</i>	195,090	179,689	239,042	59,353	33.0%
Subtotal of Revenues	195,090	179,689	239,042	59,353	33.0%

Significant Revenue Changes

- The decrease shown in **Other Sources by Fund - General Fund** represents decreased use by this department of funding from citywide revenues and reserves in the General Fund.

Expenditures by Type	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	356,024	377,692	374,821	(2,871)	-0.8%
<i>Supplies</i>	22,057	29,575	19,975	(9,600)	-32.5%
<i>Other Services and Charges</i>	30,944	28,770	20,300	(8,470)	-29.4%
<i>Interfund Charges</i>	23,497	25,705	23,330	(2,375)	-9.2%
Subtotal of Operations	432,522	461,742	438,426	(23,316)	-5.0%
TOTAL EXPENDITURES	432,522	461,742	438,426	(23,316)	-5.0%

TOTAL PAID STAFF	8.9	9.3	9.3	0.0	0.0%
-------------------------	------------	------------	------------	------------	-------------

Expenditures by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
<i>City Council Services</i>	432,522	461,742	438,426	(23,316)	-5.0%
TOTAL EXPENDITURES	432,522	461,742	438,426	(23,316)	-5.0%

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	2008 Actual	2009 Adopted	2010 Budget	Change from 2009	
				Amount	Percent
Other Sources by Fund					
<i>General</i>	3,175,496	3,833,574	3,520,218	(313,356)	-8.2%
<i>2nd 1/4% Real Estate Excise Tax</i>	638,103	651,877	673,827	21,950	3.4%
TOTAL ALL SOURCES	3,813,599	4,485,451	4,194,045	(291,406)	-6.5%

Significant Revenue Changes

- Decrease in *General Fund* of \$313,356 is for transfers associated with the 2009 Library Bond that was not issued and the Housing Authority payments ending because the loan is scheduled to be paid in full.

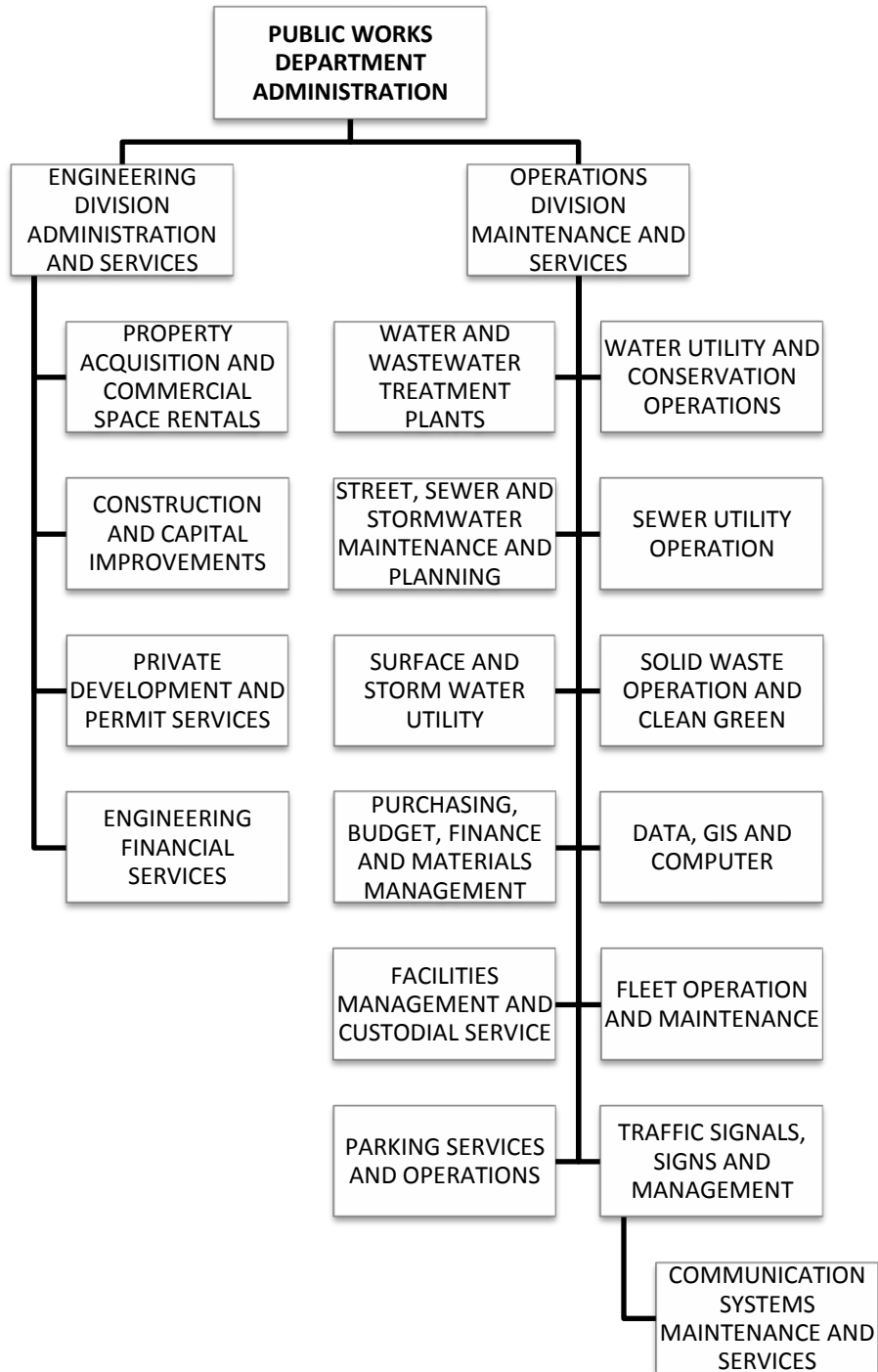
Expenditures by Group	2008 Actual	2009 Adopted	2010 Budget	Change from 2009	
				Amount	Percent
<i>Non-Departmental</i>	3,813,599	4,485,451	4,194,045	(291,406)	-6.5%
TOTAL EXPENDITURES	3,813,599	4,485,451	4,194,045	(291,406)	-6.5%

Expenditures by Type	2008 Actual	2009 Adopted	2010 Budget	Change from 2009	
				Amount	Percent
<i>Other Services and Charges</i>	86,312	120,000	60,300	(59,700)	-49.8%
<i>Intergovernmental Services</i>	152,059	771,327	627,000	(144,327)	-18.7%
Subtotal of Operations	238,371	891,327	687,300	(204,027)	-22.9%
<i>Interfund Transfers</i>	3,575,228	3,594,124	3,506,745	(87,379)	-2.4%
TOTAL EXPENDITURES	3,813,599	4,485,451	4,194,045	(291,406)	-6.5%

Significant Expenditure Changes

- Reductions for advertising and management consulting reduced *Other Services and Charges* \$59,700.
- The debt payment associated with the Library Bond that was not issued and a decrease in election expenses reduced *Intergovernmental Services* \$144,327.

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 stormwater infrastructure systems. They provide traffic engineering, Americans with Disabilities Act (ADA) assistance and Capital Project financial services. The Engineering Division also provides water resource planning, and protection. Engineering is responsible for the Lake Whatcom Watershed Property Acquisition Program, right-of-way and property acquisition and general citywide engineering services.

The Operations Division is responsible for the maintenance and operation of the above-mentioned infrastructure systems including: streets, traffic signals, signs, pavement management, water distribution, Lake Whatcom management for water supply and stormwater control, water treatment, wastewater collection and treatment, stormwater collection and stormwater quality and flow management systems; the provision of solid waste services to single family customers, geographic information systems and data management; building, fleet and equipment management services; purchasing and materials management, financial services; parking services and citywide utility information and education.

Departmental Budget Summary

Revenues and Other Sources by Type	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
Taxes	10,553,880	9,394,799	8,280,000	(1,114,799)	-11.9%
Licenses and Permits	143,424	163,000	122,000	(41,000)	-25.2%
Intergovernmental	4,895,654	10,641,167	3,154,784	(7,486,383)	-70.4%
Charges for Services	45,685,103	46,663,935	48,560,409	1,896,474	4.1%
Fines and Forfeits	807,120	955,143	962,715	7,572	0.8%
Miscellaneous	14,044,237	9,723,649	7,283,528	(2,440,121)	-25.1%
Proprietary/Trust Gains (Losses)	37,295	-	-	-	--
Non-Revenues	8,490,000	-	-	-	--
Other Financing Sources	6,603,503	206,500	368,100	161,600	78.3%
Subtotal of Revenues	91,260,216	77,748,193	68,731,536	(9,016,657)	-11.6%
Other Sources by Fund					
Street	412,895	906,253	397,753	(508,500)	-56.1%
Arterial St Construction	190,796	(30,382)	-	30,382	100.0%
Paths & Trails Reserve	(7,515)	(7,604)	(8,775)	(1,171)	-15.4%
Capital Maint	225,199	835,000	600,000	(235,000)	-28.1%
Olympic Pipeline Incident	(139,444)	(26,339)	(15,189)	11,150	42.3%
Olympic - Restoration	(18,416)	(27,615)	(497)	27,118	98.2%
1st 1/4% Real Estate Excise Tax	1,006,373	760,000	1,555,000	795,000	104.6%
2nd 1/4% Real Estate Excise Tax	574,490	550,000	450,000	(100,000)	-18.2%
Public Safety Dispatch	24,861	-	-	-	--
Water	(2,668,107)	7,273,447	1,026,020	(6,247,427)	-85.9%
Wastewater	(1,198,413)	4,590,076	4,450,082	(139,994)	-3.0%
Storm/Surface Water Utility	(100,441)	910,517	462,799	(447,718)	-49.2%
Solid Waste	(4,418,514)	329,597	426,729	97,132	29.5%
Parking Services	1,029,931	(579,846)	(65,800)	514,046	88.7%
Fleet Administration	(222,654)	522,835	(1,231,016)	(1,753,851)	-335.5%
Purchasing/Materials Mngmt	(41,133)	(145,231)	1,927	147,158	101.3%
Facilities Administration	(109,777)	274,573	285,540	10,967	4.0%
Nat Res Protect & Restoration	526,796	(30,807)	(159,097)	(128,290)	-416.4%
Subtotal Other Sources	(4,933,073)	16,104,474	8,175,476	(7,928,998)	-49.2%
TOTAL ALL SOURCES	86,327,143	93,852,667	76,907,012	(16,945,655)	-18.1%

Departmental Budget Summary (continued)

Revenues by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
PW Revenues and Reserves	12,621,981	11,751,894	9,534,341	(2,217,553)	-18.9%
Public Works Administration	501,217	488,994	670,597	181,603	37.1%
PW Treatment Plants Operations	1,276,727	1,302,440	1,310,000	7,560	0.6%
PW Water/Wastewater Utility Ops	28,586,162	29,261,854	29,026,274	(235,580)	-0.8%
Public Works Maintenance Ops	1,748,596	1,626,013	6,405,794	4,779,781	294.0%
PW Solid Waste Remediation	6,861,547	500,000	500,000	-	0.0%
Public Works Maint Admin	541,567	471,908	612,239	140,331	29.7%
Purchasing and Material Mgmt Ops	2,138,613	2,267,830	2,129,516	(138,314)	-6.1%
Public Works Fleet Operations	6,065,580	3,496,876	4,011,374	514,498	14.7%
Public Works Financial Mgmt	411,540	413,247	727,315	314,068	76.0%
PW Supervision and Technology	1,818,146	2,009,071	2,303,244	294,173	14.6%
Public Works Facilities Ops	1,927,153	1,959,051	1,977,248	18,197	0.9%
PW Transportation Management	2,473,961	2,976,412	3,120,417	144,005	4.8%
Public Works Engineering Svcs	1,942,537	1,865,100	1,947,100	82,000	4.4%
PW Capital Improvements	299,556	208,691	81,561	(127,130)	-60.9%
Public Works Construction	3,877,412	9,115,382	1,729,000	(7,386,382)	-81.0%
PW Storm and Surface Water Mgmt	4,851,050	4,616,657	-	(4,616,657)	-100.0%
Environmental Resources Ops	4,335,828	889,851	174,783	(715,068)	-80.4%
PW Acquisition and Facilities Mgmt	118,642	112,145	120,000	7,855	7.0%
PW Watershed Acquisition/Mgmt	8,280,762	2,103,647	2,128,738	25,091	1.2%
Commercial Leasing	581,639	311,130	221,995	(89,135)	-28.6%
Subtotal of Revenues	91,260,216	77,748,193	68,731,536	(9,016,657)	-11.6%

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.

Revenues and Expenditures presented by Fund are found in the Revenues, Sources, Expenditures and Uses Report on pages 71-97 Public Works is responsible for multiple funds found throughout that report. Expenditures only by Fund are shown in this departmental section due to the number of funds the Public Works Department manages.

Public Works Department

Departmental Budget Summary (continued)

Expenditures by Type	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Salaries and Benefits	16,364,075	17,822,469	17,628,127	(194,342)	-1.1%
Supplies	4,000,072	4,107,965	4,402,708	294,743	7.2%
Other Services and Charges	10,243,567	14,348,672	11,962,186	(2,386,486)	-16.6%
Intergovernmental Services	5,948,686	6,152,651	6,103,603	(49,048)	-0.8%
Interfund Charges	13,353,927	14,578,974	14,699,763	120,789	0.8%
Subtotal of Operations	49,910,327	57,010,731	54,796,387	(2,214,344)	-3.9%
Debt Service	7,216,190	4,848,355	5,528,539	680,184	14.0%
Capital Outlay	25,404,540	30,894,000	15,604,500	(15,289,500)	-49.5%
Interfund Transfers	996,086	1,099,581	977,586	(121,995)	-11.1%
Intergov. Loan to Discrete Component Unit	2,800,000	-	-	-	--
TOTAL EXPENDITURES	86,327,143	93,852,667	76,907,012	(16,945,655)	-18.1%

TOTAL PAID STAFF	225.2	238.0	233.6	(4.4)	-1.8%
-------------------------	--------------	--------------	--------------	--------------	--------------

Expenditures by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Public Works Administration	652,240	631,397	604,752	(26,645)	-4.2%
PW Treatment Plants Operations	9,270,273	12,190,211	10,731,351	(1,458,860)	-12.0%
PW Water/Wastewater Utility Ops	13,134,057	14,555,084	14,315,808	(239,276)	-1.6%
Public Works Maintenance Ops	5,941,030	7,107,386	9,148,678	2,041,292	28.7%
PW Solid Waste Remediation	39,904	690,000	660,000	(30,000)	-4.3%
Public Works Maint Admin	609,842	611,545	589,784	(21,761)	-3.6%
Purchasing and Material Mgmt Ops	2,097,660	2,122,599	2,131,443	8,844	0.4%
Public Works Fleet Operations	5,842,926	4,019,711	2,780,358	(1,239,353)	-30.8%
Public Works Financial Mgmt	7,239,028	4,911,103	4,528,169	(382,934)	-7.8%
PW Supervision and Technology	2,278,719	2,723,423	2,408,775	(314,648)	-11.6%
Public Works Facilities Ops	2,218,681	2,932,261	2,673,213	(259,048)	-8.8%
PW Transportation Management	6,373,680	4,884,330	5,340,220	455,890	9.3%
Public Works Engineering Svcs	3,085,153	3,433,418	3,453,833	20,415	0.6%
PW Capital Improvements	7,036,716	11,600,000	7,850,000	(3,750,000)	-32.3%
Public Works Construction	8,512,058	11,810,000	5,463,000	(6,347,000)	-53.7%
PW Storm and Surface Water Mgmt	2,107,931	2,162,676	-	(2,162,676)	-100.0%
Environmental Resources Ops	5,233,721	1,712,859	567,414	(1,145,445)	-66.9%
PW Acquisition and Facilities Mgmt	198,337	213,076	209,928	(3,148)	-1.5%
PW Watershed Acquisition/Mgmt	3,972,881	5,005,615	3,026,636	(1,978,979)	-39.5%
Commercial Leasing	482,306	535,973	423,650	(112,323)	-21.0%
TOTAL EXPENDITURES	86,327,143	93,852,667	76,907,012	(16,945,655)	-18.1%

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 \$2.8 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.

Public Works Department

Departmental Expenditures By Fund

Public Works Expenditures by Fund then by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Street Fund					
Public Works Administration	652,240	631,397	604,752	(26,645)	-4.2%
Public Works Maintenance Ops	3,611,761	4,205,152	3,850,255	(354,897)	-8.4%
Public Works Maint Admin	609,842	611,545	589,784	(21,761)	-3.6%
Public Works Financial Mgmt	577,243	634,705	657,537	22,832	3.6%
PW Supervision and Technology	2,278,719	2,723,423	2,408,775	(314,648)	-11.6%
PW Transportation Management	3,032,124	3,043,738	2,925,525	(118,213)	-3.9%
Public Works Engineering Svcs	3,085,153	3,433,418	3,453,833	20,415	0.6%
Public Works Construction	6,242,650	8,950,000	3,038,000	(5,912,000)	-66.1%
Environmental Resources Ops	906,467	1,175,859	-	(1,175,859)	-100.0%
PW Acquisition and Facilities Mgmt	198,337	213,076	209,928	(3,148)	-1.5%
Street Fund Total	21,194,536	25,622,313	17,738,389	(7,883,924)	-30.8%
Arterial Street Construction Fund					
Public Works Financial Mgmt	179,540	-	-	-	--
Public Works Construction	579,174	-	-	-	--
Arterial St Constr Fund Total	758,714	-	-	-	--
Capital Maintenance Fund					
Public Works Facilities Ops	109,303	855,000	600,000	(255,000)	-29.8%
Commercial Leasing	232,318	-	-	-	--
Capital Maint Fund Total	341,621	855,000	600,000	(255,000)	-29.8%
Olympic Pipeline Incident					
Environmental Resources Ops	74,388	-	-	-	--
Olympic - Restoration					
Environmental Resources Ops	881,849	-	-	-	--
1st 1/4% Real Estate Excise Tax Fund					
Public Works Facilities Ops	140,977	60,000	5,000	(55,000)	-91.7%
Public Works Construction	965,022	700,000	1,550,000	850,000	121.4%
1st 1/4% REET Fund Total	1,105,999	760,000	1,555,000	795,000	104.6%
2nd 1/4% Real Estate Excise Tax Fund					
Public Works Construction	725,212	2,160,000	875,000	(1,285,000)	-59.5%
Public Safety Dispatch					
Public Works Facilities Ops	24,861	-	-	-	--
Water Fund					
PW Treatment Plants Operations	3,123,878	3,753,029	3,666,971	(86,058)	-2.3%
PW Water/Wastewater Utility Ops	7,777,188	8,442,121	8,407,548	(34,573)	-0.4%
Public Works Financial Mgmt	1,108,593	1,367,819	943,175	(424,644)	-31.0%
PW Capital Improvements	2,834,732	4,950,000	900,000	(4,050,000)	-81.8%
Environmental Resources Ops	196,835	354,000	567,414	213,414	60.3%
PW Watershed Acquisition/Mgmt	3,972,881	5,005,615	3,026,636	(1,978,979)	-39.5%
Water Fund Total	19,014,107	23,872,584	17,511,744	(6,360,840)	-26.6%

Departmental Budget Expenditures By Fund (continued)

Public Works Expenditures by Fund then by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Wastewater Fund					
<i>PW Treatment Plants Operations</i>	6,146,395	8,437,182	7,064,380	(1,372,802)	-16.3%
<i>PW Water/Wastewater Utility Ops</i>	5,356,869	6,112,963	5,908,260	(204,703)	-3.3%
<i>Public Works Financial Mgmt</i>	2,220,820	2,212,802	2,231,645	18,843	0.9%
<i>Public Works Facilities Ops</i>	2,579	-	-	-	--
<i>PW Capital Improvements</i>	2,985,659	5,200,000	6,100,000	900,000	17.3%
Wastewater Fund Total	16,712,322	21,962,947	21,304,285	(658,662)	-3.0%
Storm/Surface Water Utility Fund					
<i>Public Works Maintenance Ops</i>	1,833,103	2,175,518	4,549,650	2,374,132	109.1%
<i>PW Capital Improvements</i>	1,216,325	1,450,000	850,000	(600,000)	-41.4%
<i>PW Storm and Surface Water Mgmt</i>	2,107,931	2,162,676	-	(2,162,676)	-100.0%
SSWU Fund Total	5,157,359	5,788,194	5,399,650	(388,544)	-6.7%
Solid Waste Fund					
<i>Public Works Maintenance Ops</i>	496,166	726,716	748,773	22,057	3.0%
<i>PW Solid Waste Remediation</i>	39,904	690,000	660,000	(30,000)	-4.3%
<i>Public Works Financial Mgmt</i>	3,152,832	695,777	695,812	35	0.0%
Solid Waste Fund Total	3,688,902	2,112,493	2,104,585	(7,908)	-0.4%
Parking Services Fund					
<i>PW Transportation Management</i>	3,341,556	1,840,592	2,414,695	574,103	31.2%
<i>Commercial Leasing</i>	72,566	151,400	128,000	(23,400)	-15.5%
Parking Services Fund Total	3,414,122	1,991,992	2,542,695	550,703	27.6%
Fleet Administration Fund					
<i>Public Works Fleet Operations</i>	5,842,926	4,019,711	2,780,358	(1,239,353)	-30.8%
Purchasing/Materials Management Fund					
<i>Purchasing and Material Mgmt Ops</i>	2,097,660	2,122,599	2,131,443	8,844	0.4%
Facilities Administration Fund					
<i>Public Works Facilities Ops</i>	1,940,961	2,017,261	2,068,213	50,952	2.5%
<i>Commercial Leasing</i>	177,422	384,573	295,650	(88,923)	-23.1%
Facilities Admin Fund Total	2,118,383	2,401,834	2,363,863	(37,971)	-1.6%
Natural Resource Protection & Restoration Fund					
<i>Environmental Resources Ops</i>	3,174,182	183,000	-	(183,000)	-100.0%
TOTAL ALL FUNDS	86,327,143	93,852,667	76,907,012	(16,945,655)	-18.1%

Departmental Objectives for 2010

Clean, Safe Drinking Water

1. Protect and improve drinking water sources by installing a back-up power generator at the Fir Street Pump Station to prevent wastewater overflows into Lake Whatcom due to power loss.
2. Protect and improve drinking water source through development of City of Bellingham Phosphorus Reduction Goals.
3. Promote water conservation by updating City codes regarding water efficient fixtures and technologies.
4. Promote water conservation by conducting a water audit pilot project for 75 metered residential and 10 multi-family water customers that support the City's water use efficiency measures.
5. Protect Lake Whatcom by fully implementing the Silver Beach Creek Pilot Project in cooperation with Whatcom County and Puget Sound Partnership.

Healthy Environment

1. Protect and improve the health of streams and lakes by retrofitting the Britton Road Detention Pond Facility for treatment of water quality and phosphorus control.
2. Protect and improve the health of Lake Whatcom by implementing a minimum of two (2) sustainable education programs that provide information to Lake Whatcom watershed residents on their role as stewards of the lake water quality.
3. Protect and improve the health of lakes, streams and Bellingham Bay by increasing use of environmentally safe de-icing products within the watershed to reduce phosphorus contributions and modify sanding practices to reduce citywide impacts.
4. Conserve natural and consumable resources by completing a study to eliminate fats, oils, and grease (FOG) from the collection system and provide disposal and reuse methods at the Post Point treatment plant.
5. Reduce energy use and thereby the City's climate impact by publishing and distributing an employee energy conservation handbook.

Vibrant Sustainable Economy

1. Seek opportunities for joint public/private development to construct additional parking supply or increase parking utilization through bundled parking programs by establishing close working relationships between City staff, the Transportation Commission and the Public Development Authority

Safe & Prepared Community

1. Enhance regional public safety communications and interoperability by continuing to improve and expand the City's radio network and providing additional services to countywide public agencies.
2. Increase communication efficiency and mobility of all emergency response providers by providing integrated fiber optic, radio, microwave, CCTV and ITS systems

Departmental Objectives for 2010 (continued)

Mobility & Connectivity Options

1. Enhance pedestrian connectivity by the installation of continuous sidewalk on Northwest Drive between McLeod Road and Bakerview Road including a single-lane roundabout at the Interstate 5 onramp intersection with Northwest Drive.
2. Provide more efficient traffic operations and multi-modal programs by upgrading infrastructure to include such things as Intelligent Transportation Systems (ITS), Transit Signal Priority (TSP), Electric Vehicle Fueling stations and other mobility enhancements as technology evolves.

Access to Quality of Life Amenities

1. Completion of the street segment of the Whatcom Creek Trail on Meador, Kansas and Ellis Streets including a pedestrian bridge over Whatcom Creek to include attractive and green infrastructure improvements.

Quality, Responsive City Services

1. Develop and install the radio read meter infrastructure to support immediate water meter reading enabling better customer support for leak detection and water conservation.
2. Create a web based map system for informing the public of road closure and Public Works construction project status and information.
3. Deliver efficient, effective, and accountable municipal services by utilizing the stormwater and wastewater collection system scanning programs to inspect at least 10% of each system, thereby ensuring longevity and integrity of the city's collection system assets
4. Increase parking system efficiency and provide enhanced paid parking options for business customers in the civic center area by deploying additional parking pay stations, longer term meters with lower daily rates, and new technologies for administering and enforcing on-street parking

Departmental Objectives for 2009 with Accomplishments

1. Reduce phosphorus to Lake Whatcom. (Council Goal 1)
 - Implement Year #2 of Single Family Retrofit Program.
87 homes participated; 186 rain barrels installed; 1,845,262 gallons of water dispersed.
 - Enhance Stormwater Infiltration for 100 homes.
Infiltration projects scheduled for 2010.
 - Evaluate City water quality facilities for further upgrades to better target phosphorus.
City began trial of new soluble phosphorus media in existing filter systems.
2. Implement actions of the TMDL Response Plan developed in 2008. (Council Goal 1)
Several actions were underway in 2009 to respond to the TMDL report from the Department of Ecology received in February. A grant from Puget Sound Partnership helped begin implementation of the Silver Beach Creek Pilot that includes education, restoration, monitoring, and capital projects
3. Identify, prioritize, and purchase watershed properties utilizing at least 80% of the available budget. (Council Goal 1)
Purchased 27.85 acres in the watershed for \$1,945,00. In addition, a final payment of \$1,000,000 was made in 2009 on a previously purchased property.
4. Initiate implementation of recommendations of the State Climate Action Task Force. (Council Goal 9)
Completed phase 1 of the Climate Action Plan and currently implementing capital projects in phase 2 to reduce emissions. Adopted a city wide energy and resource conservation policy for municipal facilities and staff.
5. Continue to enhance bicycle network by installing bike lanes on Forest Street and Northwest between McLeod and E. Bakerview Road. (Council Goal 2)
Completed bike lanes on Forest Street. The project that includes bike lanes on Northwest was awarded in October and construction started in November, 2009.
6. Continue to enhance pedestrian network by installing new sidewalks on Northwest between McLeod and E. Bakerview Road. (Council Goal 2)
Project bids have been received, the project was awarded in October and construction started in November, 2009.
7. Continue to enhance the Commute Trip Reduction (CTR) program by increasing transit rider ship by working with WTA on a program to provide discounted bus passes. (Council Goal 2)
Distributed 322 quarterly bus passes to City Staff in 2009.
2009 CTR Survey results at Civic Center showed:
 - *An increase from 7.5% to 8.2% of commute trips that were by transit from 2007 to 2009.*
 - *The percent of employees that used transit at least once during the survey week increased from 11.9% to 15.8% from 2007 to 2009.*

Departmental Objectives for 2009 with Accomplishments (continued)

8. Ensure that needed infrastructure is in place to serve added densities. (Council Goals 5 and 8)

On-going.

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)

Replaced 4,000 linear feet of water main and 25,000 linear feet of sewer main.

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)

Continued engineering design on Central Avenue, Cornwall Bridge, Wharf roundabout, and Railroad realignment.

11. Reduce City Vehicle Trips. Review delivery service for other departments and suggest reductions or combined services. (Council Goal 2)

Mailroom delivery services and Warehouse delivery services were studied. Where routes were duplicated, the routes were divided between the two groups. Each route is now only serviced once according to an agreed upon schedule between the two groups.

12. Revise Fleet Replacement Plan to encourage use of Hybrids or Electric Vehicles or Bio-Diesel. (Council Goal 9)

A new Fleet policy was developed. Hybrid, electric and/or Biodiesel vehicles will be purchased by the city unless they are not suitable for the application.

13. Expand Green Purchasing Policy to cover all aspects of Procurement. (Council Goal 9)

Green Purchasing Policies in place.

14. Expand review of chemicals used throughout the City for alternative "Green" products. (Council Goal 9)

Purchasing has reviewed all chemicals purchased by Purchasing and the Warehouse. Virgin chemicals have been replaced with "green" chemicals and in some cases the use of any chemicals was eliminated.

15. Increase parking facility rates commensurate with private market to encourage alternative transportation and potentially free up some existing capacity. (Council Goal 2)

Rate adjustments have been implemented in response to current market conditions to balance parking supply and demand to maximize utilization of existing parking spaces.

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)

Discussed by Parking Commission. Lack of demand for such a program makes the expense unwarranted at this time.

Departmental Objectives for 2009 with Accomplishments (continued)

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)

Purchased property at the corner of Cornwall/Maple to be utilized for redevelopment by BPDA.

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)

On-going. Hired a new radio technician to expand county wide radio support services. Completed \$500k upgrade to 800 megahertz system.

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)

Hired legal counsel to negotiate new frequencies and reimbursement agreement with Sprint/Nextel.

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)

Purchased surveillance video servers to provide a uniform method to store and retrieve data from multiple departments.

21. Invest in a Building Information Management System to provide increased efficiency in managing capital facility maintenance repair and operations. (Council Goal 8)

Deferred until 2011.

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)

Completed second phase of traffic signal upgrades to accommodate additional Transit Signal Priority Routes.

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)

Installed on-site generators at Fir and Willows/Edgemoor lift Stations. There are a total of six sewer lift stations in the watershed; four have on-site generators.

24. Minimize unaccounted for water by completing inspections and repairs of aging pipe networks that have a historical record of leaks. (Council Goal 1)

Completed leak detection in two service zones.

25. Perform filter flocculation studies on the City's Water Treatment Plant. (Council Goal 8)

Tested various polymers in pilot filter system as well as performed full scale test. Test results showed that the City's current polymer was the top performer.

Departmental Objectives for 2009 with Accomplishments (continued)

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)

The City is currently studying the long-term solutions to solids handling at the Wastewater Treatment Plant. The results of the study will be incorporated into the Facility Plan which is scheduled for completion in 2010. Operational changes were made in 2009 to reduce gas consumption in the multiple hearth furnaces.

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)

The City completed a water audit pilot program in 2009 to better define what the long term Toilet Retrofit Program will look like. Nine commercial and 62 residential water audits were completed.

28. Implement a new maintenance management system. (Council Goal 8)

Replacement of our maintenance management system has been postponed due to budget constraints and a reevaluation of the utilization of our current system.

29. Expand the implementation of an online mapping application to the public website for public information self service. (Council Goal 8)

New web based mapping application CityIQ Web was released as an internal version for all city employees in July. The new application/web site has been very successful and, at the time of writing, we are in the process of enhancing non-intuitive functionality before releasing the application to the public, scheduled for December 2009.

30. Continue expanding the department's radio meter reading system. (Council Goal 8)

As of December, 2009, we are 50% complete in the implementation of a FlexNet radio direct meter-to-receiver transmission system. This system will reduce field time, improving accuracy of read collection, and provide hourly historical readings to identify usage patterns and leak detection.

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)

Began organizing education and outreach and are working on messaging of information to customers. Municipal Code development has been on-going through 2009, but has been slowed to allow time for education and outreach to be developed and for determining the level of enforcement that may be needed in a BMC update

Departmental Objectives for 2009 with Accomplishments (continued)

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)

Revised sanding practices in the watershed and revised de-icing and anti-icing routes accordingly to provide enhanced coverage in the watershed and reduce the necessity for sanding. Purchased environmentally friendly de-icing and anti-icing liquids in 2009.

33. Monitor the storm water collection system scanning program. (Council Goal 1)

Program enhancements have been completed to optimize the rate at which scanning (video inspecting) can be completed. Implemented a GIS based solution to accelerate recording of information in the field.

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)

Extensive progress has been made to complete the O & M plan for the Stormwater Division, but has required an extended timetable to complete, as additional time is required to review existing data and incorporate data from newly annexed areas. Some of the data was inconsistent and required postponed publishing of information until updated data could be collected. Plan will be completed in 2010.

35. Annually evaluate Clean Green operating expenses and revenues. (Council Goal 8)

Annual evaluation was completed. Review and discussion of gate fee rates presented to Council in December. Council approved increasing the gate fee to \$4 per load.

36. Evaluate recycling alternatives for street sweeping and storm water vactored waste. (Council Goal 8)

Discussions of recycling options have been ongoing with the County Health Department (waste regulator). There are limited recycling options for this material based on regulated contaminate levels. Public Works will partner with the regulator in 2010 and pursue local outlets and possible needs for this material.

Performance/Activity Measures

Public Works Department

Public Works Department Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Department Operating Exp	\$ 37.214	\$ 40.042	\$ 45.593	\$ 44.298	\$ 45.377	\$ 49.910	\$ 57.011	\$ 54.624
Debt Service, Capital, Interfund	\$ 21.652	\$ 37.459	\$ 29.152	\$ 42.301	\$ 25.999	\$ 36.417	\$ 36.842	\$ 22.111
Total Department Expenditures	\$ 58.866	\$ 77.501	\$ 74.744	\$ 86.599	\$ 71.376	\$ 86.327	\$ 93.853	\$ 76.735
Total Department FTEs	225.3	210.2	213.6	221.1	220.6	224.9	238.0	232.6

PW Treatment Plants Operations Group

Treatment Plants Ops Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Treatment Plants Operations	\$ 6.608	\$ 7.134	\$ 7.095	\$ 8.095	\$ 8.317	\$ 9.270	\$ 12.190	\$ 10.730

Treatment Plants Operations Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	Benchmark or Target
WATER FILTRATION PLANT - WORKLOAD								
Millions of Gallons of Water Treated per Day	10.20	10.39	9.79	10.47	10.78	9.70	9.37	
WATER FILTRATION PLANT - EFFECTIVENESS								
% of preventative (scheduled) maintenance to total maintenance for process equipment				20%	19%	22%	19%	25%
Compliance with State and Federal Drinking Water Regulations	100%	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	0.04	0.3 NTU EPA Std.
WASTEWATER - POST POINT POLLUTION CONTROL PLANT - WORKLOAD								
Plant Flow - Millions of Gallons per Day	11.89	12.53	11.80	12.48	12.00	11.64	12.80	
Sludge Incineration - Tons	3,923	4,003	4,141	4,187	4,291	4,324	4,481	
WASTEWATER - POST POINT POLLUTION CONTROL PLANT - EFFECTIVENESS								
Solids Discharged mg/l	9.1	7.7	7.1	7.4	8.1	7.8	8.7	
Percent Removed	95.4%	96.1%	96.3%	96.1%	96.1%	96.3%	96.1%	
Organics Discharged mg/l	10	10	9	9	11	11	11	
Percent Removed	94.6%	94.9%	95.0%	95.1%	95.1%	94.9%	94.2%	

Public Works Department

Performance/Activity Measures (continued)

PW Water / Wastewater Utility Operations Group

Water / Wastewater Utility Ops Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Water / Wastewater Utility Exp	\$ 9.417	\$ 9.580	\$ 10.694	\$ 11.767	\$ 11.880	\$ 13.134	\$ 14.555	\$ 14.351

Water / Wastewater Utility Operations Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	Benchmark or Target
WATER UTILITY - WORKLOAD								
Customer Service Requests	1,157	1,486	1,145	1,045	1,042	1,127	1,295	
Repairs per 100 Mi of Water Main	6.10	6.11	7.25	6.74	4.87	5.63	5.13	
WATER UTILITY - EFFECTIVENESS								
% of work performed that is scheduled, preventative maint.		78%	69%	58%	79%	75%	73%	
<i>Preventative maintenance does not include requested activity.</i>								
% of work performed that is other scheduled maint.		22%	29%	41%	21%	24%	27%	
% of work performed that is emergency (priority 1 or 2)		1%	2%	1%	1%	1%	1%	
Water conservation program water savings 1,000s of gallons	5,322	5,314	13,297	13,300	32,200	22,068	59,711	
WASTEWATER COLLECTION - WORKLOAD / EFFECTIVENESS								
Sewer main lines cleaned bi-annually to remove accumulated grease and sediments - miles			70.35	71.03	163.42	167.73	163.56	> 72
Customer Service Requests per year - Sewer	110	95	96	85	64	170	166	< 100
WASTEWATER COLLECTION - EFFICIENCY								
Average cost per ft of sewer pipe cleaned for preventative maint. - wire rod / root hog			\$ 0.49	\$ 0.43	\$ 0.26	\$ 0.64	\$ 0.63	
Average cost per ft of sewer pipe cleaned for preventative maint. - jetting			\$ 0.16	\$ 0.26	\$ 0.30	\$ 0.25	\$ 0.24	
WASTEWATER COLLECTION - EFFECTIVENESS								
Number of Backups - City			2	2	2	5	5	
Number of Backups - Customer			13	18	17	76	72	

Performance/Activity Measures (continued)

Public Works Maintenance Operations Group

Maintenance Operations Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Maintenance Operation Grp Exp	\$ 4.737	\$ 4.756	\$ 5.137	\$ 5.072	\$ 5.400	\$ 5.941	\$ 7.107	\$ 9.081

Maintenance Operations Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	Benchmark or Target
ROADWAY MAINTENANCE - WORKLOAD / EFFECTIVENESS								
Customer Service Requests per year - Street	661	662	865	665	624	844	655	< 650
ROADWAY MAINTENANCE - EFFICIENCY								
Street sweeping expenditures per capita			\$ 4.02	\$ 5.11	\$ 6.40	\$ 3.01	\$ 3.16	\$ 5.00
Street sweeping expenditures per paved lane mile			\$ 39.66	\$ 47.26	\$ 61.56	\$ 28.35	\$ 43.70	\$ 46.00
ROADWAY MAINTENANCE - EFFECTIVENESS								
% of streets needing overlay				8.8%	6%	6%	3%	5% or less
% of sidewalks needing overlay				6.7%	10%	12%	11%	5% or less
DRAINAGE - WORKLOAD / EFFECTIVENESS								
Hrs per yr cleaning storm pipes and catch basins			3,897	2,700	3,152	3,942	2,300	
Customer Service Requests per year - Drainage	327	180	212	262	186	188	335	< 200
DRAINAGE - EFFICIENCY								
Stormwater maintenance expenditures per capita			\$ 7.90	\$ 9.70	\$ 8.80	\$ 17.39	\$ 18.34	\$ 10.00
SOLID WASTE (LITTER CLEANUP & CLEAN GREEN FACILITY) - WORKLOAD / EFFECTIVENESS								
Citizen Inquiry Reports		151	274	177	176	399	439	< 200
Tons of litter collected per year	19	20	26	17	32	42	49	
Tons of yard waste received at Clean Green	5,454	5,381	4,727	4,670	6,118	5,352	5,333	
# of Clean Green customer visits	57,262	53,470	35,603	38,550	38,456	36,803	36,470	

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.

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 269.)

Public Works Department

Performance/Activity Measures (continued)

Purchasing and Materials Management Group

Purchasing and Materials Mgmt Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Purchasing Group Exp	\$ 3.857	\$ 4.154	\$ 3.348	\$ 2.149	\$ 2.388	\$ 2.098	\$ 2.123	\$ 2.131

Purchasing and Matl Mgmt Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
Orders Processed	42,325	40,935	40,497	38,819	34,648	32,717	31,171
Bids Issued	142	131	133	114	133	148	105

Fleet Group

Fleet Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Fleet Group Expenditures	\$ 1.994	\$ 2.478	\$ 3.173	\$ 2.844	\$ 2.746	\$ 6.764	\$ 4.020	\$ 4.020

Fleet Group Efficiency	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	Benchmark or Target
Number of Vehicle Equivalents per Fleet Employee				109	111	138	154	Industry Ave. 112
Worker Utilization - % of hours billed to work orders	n/a	74.67%	71.85%	72.74%	77.00%	78.00%	75.50%	Industry Ave. 70%

Supervision and Technology Group

Supervision and Technology Grp Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Supervision & Technology Exp	\$ 1.376	\$ 1.627	\$ 1.704	\$ 1.803	\$ 1.916	\$ 2.279	\$ 2.723	\$ 2.409

Supervision and Technology Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	Benchmark or Target
SUPERVISION & TECHNOLOGY GROUP - WORKLOAD								
GIS Users- Citywide	103	158	181	214	223	246		
Miles of City maintained streets				279	272	271	298	
Miles of City sidewalks				279.20	279.20	279.99	289.00	
SUPERVISION & TECHNOLOGY GROUP - EFFECTIVENESS								
Metered Water Services per Reading FTE	6,318	7,047	7,358	7,668	8,423	8,671	9,176	Increase / maintain
50% of streets reviewed and rated by 2 FTEs				yes	yes	no	no	yes
50% of sidewalks reviewed and rated by 1 FTE				yes	yes	no	no	yes

Performance/Activity Measures (continued)

Facilities Group

Facilities Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Facilities Group Expenditures	\$ 1.277	\$ 1.322	\$ 1.815	\$ 1.782	\$ 1.922	\$ 2.219	\$ 2.932	\$ 2.603

Facilities Grp Workload and Effectiveness	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	Benchmark or Target
Sq. Ft. per Custodial FTE	17,784	16,441	16,211	19,086	19,086	19,086	16,338	
Repair Requests per 1,000 SF maintained - non-emergency				5.68	6.10	5.90	n/a	
Repair Requests per 1,000 SF maintained - emergency				1.04	1.50	1.03	n/a	
Utility Cost per Sq. Ft. of Maintained Building	\$ 1.54	\$ 1.86	\$ 1.48	\$ 1.57	\$ 1.78	\$ 1.90	\$ 1.99	

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 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Transportation Mgmt Exp	\$ 3.159	\$ 3.144	\$ 3.427	\$ 3.507	\$ 4.115	\$ 6.374	\$ 4.884	\$ 5.240

Transportation Management Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	Benchmark or Target
TRAFFIC - WORKLOAD								
# of signal timing efficiency projects				9	12	10	12	
Traffic Signs Maintained	9,893	10,237	10,510	9,070	9,612	13,249	13,595	
Traffic Signs Installed	344	250	268	316	542	684	346	
Street Lights Maintained	3,173	3,200	3,264	3,314	3,378	3,395	3,442	
COMMUNICATIONS / FIBER OPTIC - WORKLOAD								
Devices Maintained		2,049	2,306	2,558	2,666	2,685	2,739	
Miles Fiber Cable Maintained		35	67	80	82.4	83.0	85.1	
PARKING SERVICES - WORKLOAD								
Permitted parking spaces available	939	939	606	683	688	688	759	
Permitted parking spaces sold	689	705	632	731	771	698	766	
Metered parking spaces maintained - individual	1,243	1,248	1,260	1,350	1,323	1,298	1,323	
Metered parking spaces maintained - pay station	-	-	-	77	77	121	121	
Hourly customers served	18,102	18,646	21,672	21,068	22,246	21,980	27,278	
PARKING SERVICES - EFFECTIVENESS								
Average annual occupancy - permitted spaces	73%	75%	104%	107%	115%	101%	99%	115%
Average annual occupancy - lots	72%	73%	72%	105%	117%	101%	75%	115%
Average annual occupancy - garages*	73%	77%	112%	111%	110%	101%	102%	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

Engineering, Capital and Construction Groups	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	Benchmark or Target
PROJECT DELIVERY - WORKLOAD								
Capital Projects	27	29	24	11	21	18	14	
Capital Projects - \$ Millions	\$ 13.00	\$ 15.00	\$ 9.80	\$ 2.74	\$ 14.51	\$ 16.10	\$ 12.70	
STREETS - WORKLOAD								
Miles of Street Resurfaced	2.11	6.60	4.90	0.53	6.74	1.77	2.44	
STREETS - EFFICIENCY								
Street resurfacing, cost per mile (in millions)	\$ 0.665	\$ 0.763	\$ 0.194	n/a	\$ 0.374	\$ 0.716	\$ 1.900	
STORM WATER - WORKLOAD								
# 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	2,811	
WATER - WORKLOAD								
Feet of Water Main Replaced	6,412	21,089	3,679	-	740	10,224	4,628	
WATER - EFFICIENCY								
Water main replacement cost per ft	\$ 84	\$ 103	\$ 193	-	\$ 600	\$ 278	\$ 719	
SEWER - WORKLOAD								
Ft of Wastewater Main Replaced	4,667	12,351	8,181	38.5	12,148	1,373	22,787	
SEWER - EFFICIENCY								
Wastewater cost per ft of pipe, improve & replace	\$ 50	\$ 129	\$ 185	n/a	\$ 104	\$ 2,305	\$ 183	
INSPECTION - EFFECTIVENESS								
% of construction related inquiries responded to within one business day	100%	100%	100%	100%	100%	100%	100%	100%
% of construction related concerns resolved within 30 business days	100%	100%	100%	100%	100%	100%	100%	100%
DEVELOPMENT - WORKLOAD / EFFECTIVENESS								
<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%	90%	50%
% of concurrency inquiries responded to within three business days					80%	85%	100%	75%
% of concurrency inquiries responded to within one week				100%	100%	100%	100%	100%

Performance/Activity Measures (continued)

Public Works Engineering Services, Capital Improvement and Construction Groups

Data for the Commute Trip Reduction Program in the table below is gathered every other year. The State sets the goals for the program.

Commute Trip Reduction Program	2003 Actual	2005 Actual	2007 Actual	2009 Actual	2011 Target
Single occupancy vehicle rate for Civic Center employees	68%	70%	65%	65%	60%
Single occupancy vehicle rate for Public Works employees	88%	88%	90%	87%	81%

Storm and Surface Water Management Group

Storm and Surface Water Mgmt Grp Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Storm and Surface Water Exp	\$ 1.347	\$ 1.845	\$ 1.860	\$ 1.817	\$ 1.701	\$ 2.108	\$ 2.163	\$ -

Storm and Surface Water Mgmt Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	Benchmark or Target
REGULATORY COMPLIANCE - WORKLOAD								
# of problems discovered and mitigated			3	1	0	2	39	100% of total
REGULATORY COMPLIANCE - EFFECTIVENESS								
% of outfalls inspected for non-stormwater discharge			~ 20%	~ 20%	~ 20%	~ 20%	~ 5%	20% of total
EDUCATION AND OUTREACH - WORKLOAD								
Topics addressed per year			3	5	7	4	5	3
Annual public meetings per year			2	3	4	6	4	2
UTILITY MANAGEMENT AND INSPECTION - WORKLOAD								
# of outfall retrofits completed in Lk Whatcom Watershed			4	2	4	4	0	2
# of outfall retrofits completed elsewhere in the City			2	2	1	3	9	1
% of construction projects reviewed that impact stormwater			100%	100%	100%	100%	100%	100%
# of permits reviewed for stormwater mitigation and approved			590	606	426	465	395	100%
% of private facilities inspected				2%	0%	100%	20%	100%
# of private facilities inspected per yr				10	0	8	17	100%
# of stormwater inspections conducted in the Lake Whatcom watershed				3,060	3,160	4,567	2,737	
# of stormwater inspections conducted in the rest of City				6,250	6,460	6,285	6,760	
# of Correction Notices and/or Stop Work Orders issued			119	124	250	242	161	
# of cited violations of stormwater codes			15	17	28	12	39	

The Storm and Surface Water Management group will be consolidated into a new activity in the Public Works Maintenance Operations group beginning in 2010.

Public Works Department

Performance/Activity Measures (continued)

Environmental Resources Group

Environmental Resources Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2010 Budget
Expenditures shown in millions								
Environmental Resources Exp	\$ 0.866	\$ 2.971	\$ 3.593	\$ 2.015	\$ 1.146	\$ 5.234	\$ 1.713	\$ 0.602

Environmental Resources Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
# of ER restoration sites maintained				40	43	46	50
# of classes completing the Sharing Our Watershed education programs	35	36	35	36	35	35	34

Watershed Acquisition Management Group

Watershed Acquisition & Mgmt Groups Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2010 Budget
Expenditures shown in millions								
Watershed Acquisition Mgmt	\$ 2.398	\$ 2.697	\$ 1.823	\$ 8.998	\$ 3.191	\$ 3.973	\$ 5.006	\$ 3.027
Acquisition & Facilities Mgmt	\$ 0.498	\$ 0.534	\$ 0.180	\$ 0.195	\$ 0.181	\$ 0.198	\$ 0.213	\$ 0.210

Watershed Acquisition Mgmt Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
Current Yr Acquisitions - Acres	50	196	-	144	50	107	28
Cumulative Acres Acquired	787	983	984	1,128	1,178	1,285	1,313
Cost of Acquisitions by Year (millions)	\$2.411	\$1.378	\$0.546	\$3.954	\$0.810	\$2.370	\$1.945

Commercial Leasing Group

Commercial Leasing Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2010 Budget
Expenditures shown in millions								
Commercial Leasing Grp Exp	\$ -	\$ 0.190	\$ 0.361	\$ 0.498	\$ 0.444	\$ 0.428	\$ 0.536	\$ 0.424

Commercial Leasing Group Effectiveness	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	Benchmark or Target
Rate of occupancy for leased spaces					100%	98%	71%	80%

BELLINGHAM – WHATCOM PUBLIC FACILITIES DISTRICT

The Bellingham-Whatcom Public Facilities District (PFD) is a separate Washington municipal corporation and an independent taxing authority. The City of Bellingham provides administrative services and financial management to the PFD through an interlocal agreement.

PFD management responsibilities are assigned to a Special Projects Manager in the Planning and Community Development Department. Project management and administrative services provided to the PFD are minimal at this time and are billed to the PFD on an as-needed basis.

For more information about the PFD visit www.bwpfd.org.

Description of Services

The Bellingham-Whatcom Public Facilities District (BWPFDD) 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 BWPFDD.

Regional Center projects funded by the BWPFDD 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.

The BWPFDD Board used its funding authority to renovate the historic Mount Baker Theatre and expand the Whatcom Museum campus by constructing the Lightcatcher building. Renovations to the Mount Baker Theatre include construction of a 200 seat Studio Theatre, storefront improvements, new wiring and electrical systems, new heating ventilation and air conditioning, improved acoustics and further improved lighting. The adjacent lot was purchased for future theatre expansion (not funded at this time) and is currently used for employee and customer parking for the area. The new Lightcatcher building is a two-story Museum housing three fine art galleries, the Family Interactive Gallery (replacing the former Children's Museum), classrooms, café, gift shop, and courtyard.

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. A 2007 \$9.9 million BWPFDD bond and a 2009 \$2.8 million loan from the City provided additional financing for Regional Center projects. Ongoing bond payments are being made using state sales tax revenues and public and private grants and donations raised by a private fundraising group, the Campaign for the Arts (CFA). CFA expects to raise \$4 million for these two capital projects and another \$4.2 million in operating endowments for the theatre and the museum.

Departmental Budget Summary

Revenues and Other Sources by Type	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
<i>Taxes</i>	1,136,083	1,185,769	1,000,000	(185,769)	-15.7%
<i>Intergovernmental</i>	1,142,698	-	221,734	-	--
<i>Miscellaneous</i>	1,063,260	49,449	182,183	132,734	268.4%
<i>Non-Revenues</i>	2,800,000	-	-	-	--
Subtotal of Revenues	6,142,041	1,235,218	1,403,917	168,699	13.7%
Other Sources by Fund					
<i>Public Facilities District</i>	7,660,078	141,391	(247,888)	(389,279)	-275.3%
Subtotal Other Sources	7,660,078	141,391	(247,888)	(389,279)	-275.3%
TOTAL ALL SOURCES	13,802,119	1,376,609	1,156,029	(220,580)	-16.0%

Revenues by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
<i>Public Facilities District</i>	1,242,566	1,208,577	1,066,908	(141,669)	-11.7%
<i>Public Facilities Dist Admin</i>	4,899,475	26,641	337,009	310,368	1165.0%
Subtotal of Revenues	6,142,041	1,235,218	1,403,917	168,699	13.7%

Significant Revenue Changes

- Decrease in *Taxes* of \$185,769 is due to lower sales tax revenue.
- Increase in *Intergovernmental* of \$221,734 is for Green Roof Grant reimbursement.
- Increase in *Miscellaneous* of \$132,734 is for pledged donations to the Campaign for the Arts and parking revenue.
- 2010 Budget amounts in **Other Sources by Fund** for the PFD Fund represent the impact to the fund's reserves. Increases in fund reserves show as a negative number, as this table reports funding sources.

Revenues and Expenditures presented by Fund are found in the Revenues, Sources, Expenditures and Uses Report on Pages 71-97. The Public Facilities District Fund is on page 96.

Departmental Budget Summary (continued)

Expenditures by Type	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	67,841	73,404	4,818	(68,586)	-93.4%
<i>Supplies</i>	3,175	840	150	(690)	-82.1%
<i>Other Services and Charges</i>	26,378	28,894	13,321	(15,573)	-53.9%
<i>Intergovernmental Services</i>	16,239	735,874	25,000	(710,874)	-96.6%
Subtotal of Operations	113,633	839,012	43,289	(795,723)	-94.8%
<i>Debt Service</i>	995,050	537,597	1,112,740	575,143	107.0%
<i>Capital Outlay</i>	12,693,436	-	-	-	--
TOTAL EXPENDITURES	13,802,119	1,376,609	1,156,029	(220,580)	-16.0%

TOTAL PAID STAFF	0.5	0.0	0.0	0.0	--
-------------------------	------------	------------	------------	------------	-----------

Expenditures by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
<i>Public Facilities Dist Admin</i>	13,802,119	1,376,609	1,156,029	(220,580)	-16.0%
TOTAL EXPENDITURES	13,802,119	1,376,609	1,156,029	(220,580)	-16.0%

Significant Expenditure Changes

- Decrease of \$68,586 in *Salaries and Benefits* is due to a reduction in operational expenses associated with running the PFD now that the Art and Children's Museum is complete.
- Changes in accounting policy moved the principal and interest payments from *Intergovernmental Services* to *Debt Service*.

Departmental Objectives for 2009 with Accomplishments

The Bellingham-Whatcom Public Facilities District 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)

Construction was completed and grand opening events were held in November, 2009.

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).

Completed.

Performance/Activity Measures

Public Facilities District Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget
Expenditures shown in millions								
Department Operating Exp	\$ 0.144	\$ 0.165	\$ 0.150	\$ 0.154	\$ 0.171	\$ 0.114	\$ 0.839	\$ 0.043
Debt Service, Capital, Interfund		\$ 10.684	\$ 0.749	\$ 1.302	\$ 4.391	\$ 13.688	\$ 0.538	\$ 1.113
Total Department Expenditures	\$ 1.600	\$ 10.849	\$ 0.899	\$ 1.456	\$ 4.562	\$ 13.802	\$ 1.377	\$ 1.156
Total Department FTEs	0.5	0.5	1.0	1.0	1.1	0.5	-	-

Public Facilities District Outside Funding	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
Shown in millions							
State Sales Tax Rebate	\$ 0.846	\$ 0.900	\$ 0.980	\$ 1.099	\$ 1.128	\$ 1.136	\$ 1.007

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	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
<i>Intergovernmental</i>	15,000	500,000	400,000	(100,000)	-20.0%
<i>Miscellaneous</i>	61	-	5,023	5,023	--
Subtotal of Revenues	15,061	500,000	405,023	(94,977)	-19.0%
Other Sources by Fund					
<i>Public Development Authority</i>	(7,609)	-	(5,568)	(5,568)	--
Subtotal Other Sources	(7,609)	-	(5,568)	(5,568)	--
TOTAL ALL SOURCES	7,452	500,000	399,455	(100,545)	-20.1%

Revenues by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
Revenues					
<i>Public Development Authority</i>	15,061	500,000	405,023	(94,977)	-19.0%
Subtotal of Revenues	15,061	500,000	405,023	(94,977)	-19.0%

Significant Revenue Changes

- Decrease in *Intergovernmental* of \$100,000 is for a reduced budgeted transfer from the General Fund.
- 2010 Budget amounts in **Other Sources by Fund - PDA** represent the impact to the Public Development Authority Fund's reserves. Increases in fund reserves show as a negative number in the budget and actual columns, as this table reports funding sources.

Revenues and Expenditures presented by Fund are found in the Revenues, Sources, Expenditures and Uses Report on Pages 71-97. The Public Development Authority Fund is on page 97.

Departmental Budget Summary (continued)

Expenditures by Type	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	41	231,775	47,045	(184,730)	-79.7%
<i>Supplies</i>	-	16,110	13,594	(2,516)	-15.6%
<i>Other Services and Charges</i>	5,018	242,115	328,816	86,701	35.8%
<i>Intergovernmental Services</i>	2,393	10,000	10,000	-	0.0%
Subtotal of Operations	7,452	500,000	399,455	(100,545)	-20.1%
TOTAL EXPENDITURES	7,452	500,000	399,455	(100,545)	-20.1%

TOTAL PAID STAFF	0.0	1.7	0.8	(0.9)	-52.9%
-------------------------	------------	------------	------------	--------------	---------------

Expenditures by Group	2008	2009	2010	Change from 2009	
	Actual	Adopted	Budget	Amount	Percent
<i>Public Development Authority</i>	7,452	500,000	399,455	(100,545)	-20.1%
TOTAL EXPENDITURES	7,452	500,000	399,455	(100,545)	-20.1%

Significant Expenditure Changes

- Changes in accounting policy reallocated expenses between *Salaries and Benefits* and *Other Services and Charges*.

2010 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 2010 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 2010 Capital Budget.

EXPENDITURE BY CAPITAL RELATED CLASSIFICATION	2010 BUDGET
Asset Maintenance Items (AM) - Excluding REET Funds	\$ 635,000
Capital Facilities Plan Items (CFP) - REET Funds Asset Maintenance	102,000
Capital Facilities Plan Items (CFP) - Debt Repayment	673,827
Capital Facilities Plan Items (CFP)	19,932,000
Capital Equipment Purchases (EQ)	2,118,976
TOTAL CAPITAL RELATED BUDGET	\$ 23,461,803

EXPENDITURE TYPE	2010 BUDGET
Capital Outlay	\$ 21,692,476
Salaries	0
Benefits	0
Supplies	0
Other Services and Charges	737,000
Intergovernmental Services	673,827
Interfund Payments	358,500
TOTAL CAPITAL RELATED BUDGET	\$ 23,461,803

Budget Year Capital Tables

The Capital Budget for 2010 includes all expenditures for capital-related needs, regardless of whether they meet the definition of capital outlay. A summary of the 2010 capital related needs is provided on the following pages; first organized by department and then by funding source. Tables detailing individual capital needs by type for 2010 through 2015 appear next, divided into the following three sections:

- **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.
- **Capital Facilities Plan (CFP) 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.

**2010 ADOPTED BUDGET
CAPITAL RELATED NEEDS SUMMARY**

Expenditure Summary by Department:

Public Works Department

Capital Facilities Plan Projects	\$14,618,000
Capital Equipment Purchases	<u>1,081,500</u>
Subtotal Capital Outlay	\$15,699,500
Asset Maintenance Projects	<u>600,000</u>
Total Capital Related Needs	<u>\$16,299,500</u>

Park Department

Capital Facilities Plan Projects	<u>\$5,416,000</u>
Total Capital Outlay	\$5,416,000
Asset Maintenance Projects	<u>35,000</u>
Total Capital Related Needs	<u>\$5,451,000</u>

Non Departmental

Capital Facilities Plan Projects	<u>\$673,827</u>
Total Interfund Transfer for Capital Outlay	\$673,827

Police Department

Capital Equipment Purchases	<u>\$501,870</u>
Total Capital Outlay	\$501,870

Information Technology Services Department

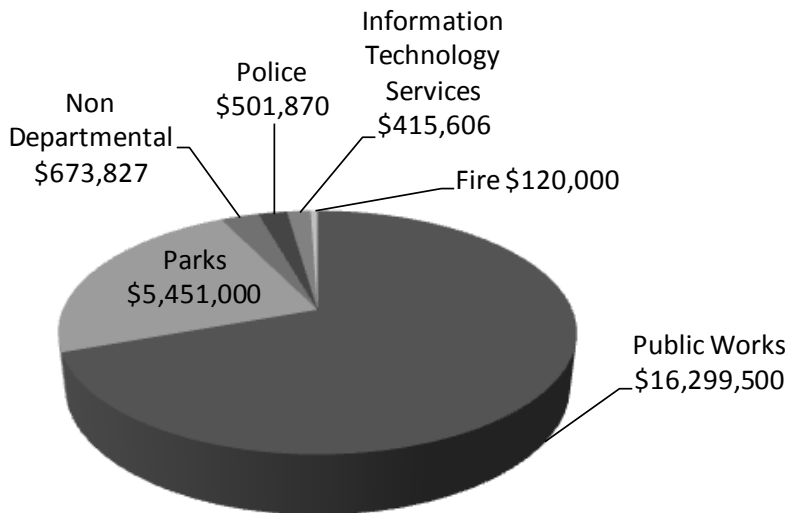
Capital Equipment Purchases	<u>\$415,606</u>
Total Capital Outlay	\$415,606

Fire Department

Capital Equipment Purchases	<u>\$120,000</u>
Total Capital Outlay	\$120,000

Total Capital Related Needs

\$23,461,803



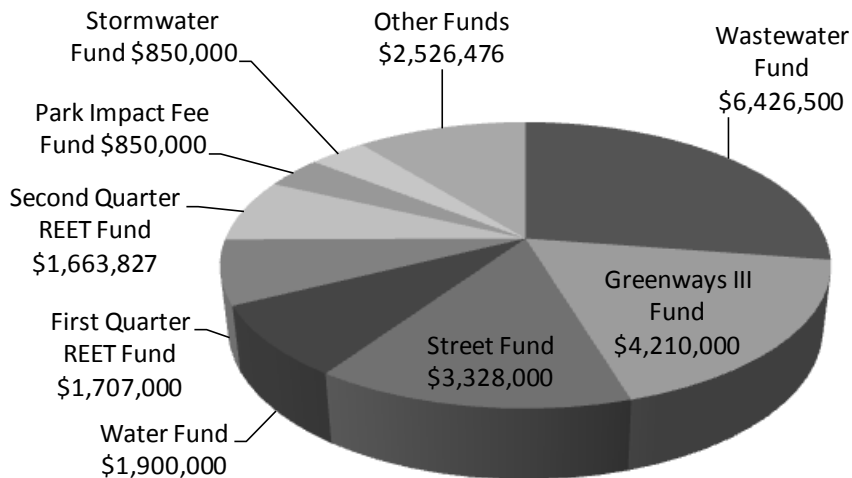
CAPITAL RELATED NEEDS SUMMARY (continued)

Expenditure Summary by Fund:

Wastewater Fund	\$6,426,500
Greenways III Fund	\$4,210,000
Street Fund	\$3,328,000
Water Fund	\$1,900,000
First Quarter REET Fund	\$1,707,000
Second Quarter REET Fund	\$1,663,827
Park Impact Fee Fund	\$850,000
Stormwater Fund	\$850,000
Fleet Administration Fund	\$765,000
Capital Maintenance Fund	\$635,000
Public Safety Dispatch Fund	\$481,870
Technology Replacement & Reserve Fund	\$415,606
Medic One Fund	\$120,000
Beyond Greenways Fund	\$80,000
Asset Forfeiture/Drug Enforcement Fund	\$20,000
Parksite Acquisition Fund	\$9,000
Total	<u><u>\$23,461,803</u></u>

Summary of Outside Revenue:

Federal Indirect Grant - WDOT - Street Fund	\$604,000
Intergovernmental Service Revenue - Second Quarter REET Fund	\$425,000
	<u>\$1,029,000</u>



2010 – 2015 Capital Equipment Purchases Plan

FIRE DEPARTMENT

-----Estimates Subject to Revision and Council Approval-----

Funded Purchases	2010 Adopted Budget	2011	2012	2013	2014	2015	Total Through 2015
Heart Monitors							
Medic One Fund	-	30,000	30,000	30,000	30,000	30,000	150,000
Medic Unit							
Medic One Fund	120,000	141,362	112,000	146,000	169,000	301,182	989,544
Total Fire Department Funded	120,000	171,362	142,000	176,000	199,000	331,182	1,139,544

FIRE DEPARTMENT

-----Estimates Subject to Revision and Council Approval-----

Equipment Needs with No Identified Funding	2010 Adopted Budget	2011	2012	2013	2014	2015	Total Through 2015
Fireboat							
Unfunded	-	750,000	-	-	-	-	750,000
Total Fire Department Unfunded	-	750,000	-	-	-	-	750,000

POLICE DEPARTMENT

-----Estimates Subject to Revision and Council Approval-----

Funded Purchases	2010 Adopted Budget	2011	2012	2013	2014	2015	Total Through 2015
Radio Consoles							
Public Safety Dispatch Fund	437,870	-	-	-	-	-	437,870
Radio Repeater Signal Selector							
Public Safety Dispatch Fund	44,000	-	-	-	-	-	44,000
Undercover Vehicles							
Asset Forfeiture/Drug Enforce. Fund	20,000	20,000	20,000	20,000	20,000	-	100,000
Total Police Department Funded	501,870	20,000	20,000	20,000	20,000	-	581,870

Capital Budget

2010 – 2015 Capital Equipment Purchases Plan (continued)

PARK DEPARTMENT

		-----Estimates Subject to Revision and Council Approval-----					
Funded Purchases	2010 Adopted Budget	2011	2012	2013	2014	2015	Total Through 2015
One ton truck for transporting large area mower							
General Fund	-	33,000	-	-	-	-	33,000
Trailer for transporting large area mower							
General Fund	-	8,000	-	-	-	-	8,000
Total Park Department Funded	-	41,000	-	-	-	-	41,000

INFORMATION TECH SERVICES DEPARTMENT

		-----Estimates Subject to Revision and Council Approval-----					
Funded Purchases	2010 Adopted Budget	2011	2012	2013	2014	2015	Total Through 2015
BTV Asset Replacement (Forecast Estimates)							
General Fund	-	40,000	40,000	-	-	-	80,000
Computer Applications - High priority 2010							
Technology Replacement & Reserve Fund	150,000	140,000	160,000	200,000	200,000	220,000	1,070,000
Computer System Replacements (Forecast Estimates)							
Technology Replacement & Reserve Fund	-	80,000	400,000	1,100,000	-	-	1,580,000
Enterprise Document Management System							
Technology Replacement & Reserve Fund (Transfer from PW)	-	135,000	80,000	-	-	-	215,000
Network Infrastructure Replacements 2010							
Technology Replacement & Reserve Fund (Incl transfer from PW)	175,606	-	-	-	-	-	175,606
Network Infrastructure Replacements (Forecast Estimates)							
Technology Replacement & Reserve Fund (Incl transfer from PW)	-	141,751	239,875	592,895	448,075	155,727	1,578,323
Public Works Hardware 2010							
Technology Replacement & Reserve Fund (Transfer from PW)	90,000	-	-	-	-	-	90,000
Total ITSD Funded	415,606	536,751	919,875	1,892,895	648,075	375,727	4,788,929

2010 – 2015 Capital Equipment Purchases Plan (continued)

PUBLIC WORKS DEPT - OPERATIONS DIVISION		-----Estimates Subject to Revision and Council Approval-----						
Funded Purchases	2010 Adopted Budget	2011	2012	2013	2014	2015	Total Through 2015	
Annual Network Infrastructure Replacements								
Street Fund (Transfer to ITSD)	-	50,000	50,000	90,000	100,000	60,000	350,000	
Enterprise Document Management System - Public Works Share								
Street Fund (Transfer to ITSD)	-	135,000	80,000	-	-	-	215,000	
Fleet Heavy Duty Work Equipment Replacements								
Fleet Administration Fund	200,000	500,000	627,000	750,000	650,000	650,000	3,377,000	
Fleet Other Machinery and Equipment Replacements								
Fleet Administration Fund	109,000	300,000	340,000	250,000	250,000	250,000	1,499,000	
Fleet Transportation Equipment Replacements								
Fleet Administration Fund	299,000	289,000	363,000	300,000	500,000	500,000	2,251,000	
Hydraulic Ironworker machine								
Wastewater Fund	25,000	-	-	-	-	-	25,000	
James Street Lift Station generator								
Wastewater Fund	150,000	-	-	-	-	-	150,000	
Laser shaft alignment tool								
Wastewater Fund	25,000	-	-	-	-	-	25,000	
Make Ready on Fleet Replacements								
Fleet Administration Fund	95,500	130,000	130,000	130,000	130,000	130,000	745,500	
Public Works Hardware								
Street Fund (Transfer to ITSD)	90,000	-	-	-	-	-	90,000	
Replacement of Vactor Site Caterpillar Front Loader (725A)								
Storm/Surface Water Utility Fund	-	-	-	-	-	-	-	
Service Truck - Fleet add								
Wastewater Fund	26,500	-	-	-	-	-	26,500	
Shop Hoist								
Fleet Administration Fund	61,500	-	-	-	-	-	61,500	
Total Public Works Department Funded	1,081,500	1,404,000	1,590,000	1,520,000	1,630,000	1,590,000	8,815,500	

GRAND TOTAL CITYWIDE		-----Estimates Subject to Revision and Council Approval-----						
CAPITAL EQUIPMENT PURCHASES PLAN (Funded and Unfunded)	2,118,976	2,923,113	2,671,875	3,608,895	2,497,075	2,296,909	16,116,843	

Capital Budget

2010 – 2015 Asset Maintenance Projects Plan

PARK DEPARTMENT

-----Estimates Subject to Revision and Council Approval-----

Funded Maintenance	2010 Adopted Budget	2011	2012	2013	2014	2015	Total Through 2015
Irrigation System Renovations							
Capital Maint Fund	-	10,000	10,000	10,000	10,000	10,000	50,000
Park Sign Replacement							
Capital Maint Fund	15,000	15,000	15,000	15,000	15,000	15,000	90,000
Playground Equipment Parts							
Capital Maint Fund	20,000	20,000	30,000	30,000	30,000	30,000	160,000
Total Park Department Funded	35,000	45,000	55,000	55,000	55,000	55,000	300,000

MUSEUM

-----Estimates Subject to Revision and Council Approval-----

Funded Maintenance	2010 Adopted Budget	2011	2012	2013	2014	2015	Total Through 2015
Parking Lot Improvements							
Capital Maint Fund	-	-	-	25,000	-	-	25,000
Total Museum Funded	-	-	-	25,000	-	-	25,000

MUSEUM

-----Estimates Subject to Revision and Council Approval-----

Maintenance Needs with No Identified Funding	2010 Adopted Budget	2011	2012	2013	2014	2015	Total Through 2015
Design Study and Implementation for Reprogramming Syre Ed Center and Old City Hall							
Unfunded	-	150,000	-	-	-	-	150,000
Total Museum Unfunded	-	150,000	-	-	-	-	150,000

2010 – 2015 Asset Maintenance Projects Plan (continued)

PUBLIC WORKS DEPT - OPERATIONS		-----Estimates Subject to Revision and Council Approval-----						
Funded Maintenance	2010 Adopted Budget	2011	2012	2013	2014	2015	Total Through 2015	
Annual Energy Conservation Measures								
Capital Maint Fund	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000	
Annual Facilities Maintenance Program (funded by Capital Maintenance Fund)								
Capital Maint Fund	150,000	200,000	300,000	300,000	300,000	300,000	1,550,000	
Building Information Management System (BIS)								
Capital Maint Fund	-	150,000	-	-	-	-	150,000	
Building Security and Card Access Systems								
Capital Maint Fund	200,000	200,000	-	-	-	-	400,000	
Total Public Works Funded	600,000	800,000	550,000	550,000	550,000	550,000	3,600,000	

GRAND TOTAL CITYWIDE		-----Estimates Subject to Revision and Council Approval-----						
ASSET MAINTENANCE PROGRAM (Funded and Unfunded)	635,000	995,000	605,000	630,000	605,000	605,000	4,075,000	

This page intentionally left blank.

2010 - 2015 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 includes expenditures related to construction or acquisition of property and facilities/infrastructure. This often includes capitalized project support costs such as labor, supplies, intergovernmental services and outside services. The CFP does not include expenditures for equipment purchases. Asset maintenance expenditures (not capitalized) are included only if they are to be paid from Real Estate Excise Tax funds

The CFP is a six-year rolling plan that is revised annually to reflect varying conditions. The CFP includes 2010 capital expenditures for City Council adoption and an estimate of future capital needs for 2011 – 2015 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 Capital Facilities Plan by reference.

Only the expenditures and appropriations for 2010 are authorized by Council. The projects identified for the remaining five years may be altered due to cost or varying conditions.

Bellingham CFP Process

The 2010 - 2015 CFP was developed by soliciting requests from all departments with priorities established by the Mayor. The projects were identified in accordance with the policy documents previously adopted by City Council, including the following:

- The Bellingham Comprehensive Plan and Visions for Bellingham Framework Goals
- Whatcom County Coordinated Sewer/Water Service Area Plan
- Six-Year Transportation Improvement Plan
- Countywide 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, Recreation and Open Space Master Plan
- Community Development Three-Year Plan
- Comprehensive Water Plan

Capital Budget

- Comprehensive Sewer Plan
- Stormwater Comprehensive 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, which extends the life of the systems. These programs include the resurfacing of existing streets and the replacement of aging 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 2010 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.
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.

Major capital projects for 2010 and projects proposed for the years 2011-2015 are listed on the following pages. Funding sources shown are those that have been identified at the time this budget was prepared; for 2011 and beyond, these sources are subject to change.

Capital Budget

**2010 – 2015 Capital Facilities Plan (continued)
Summary by Department for Active Projects**

-----Estimates Subject to Revision and Council Approval-----							
Department	2010 Adopted Budget	2011	2012	2013	2014	2015	Total 2010-2015
Funded Amounts:							
Museum	-	225,000	-	225,000	-	-	450,000
Non Departmental	673,827	693,552	703,402	721,840	745,651	643,691	4,181,963
Park Department	5,416,000	6,527,000	6,273,000	10,213,000	6,556,198	5,218,000	40,203,198
Public Works Department	14,618,000	39,193,000	38,056,000	47,289,000	30,064,000	17,280,000	186,500,000
Subtotal - Funded	20,707,827	46,638,552	45,032,402	58,448,840	37,365,849	23,141,691	231,335,161
Unfunded Amounts:							
Fire Department	-	150,000	2,000,000	-	-	-	2,150,000
Museum	-	-	150,000	2,000,000	-	-	2,150,000
Park Department	-	430,000	2,000,000	-	-	-	2,430,000
Planning Department	-	1,175,000	2,550,000	955,000	1,150,000	500,000	6,330,000
Public Works Department	-	-	-	34,500,000	16,000,000	22,250,000	72,750,000
Subtotal - Unfunded	-	1,755,000	6,700,000	37,455,000	17,150,000	22,750,000	85,810,000
Grand Total	20,707,827	48,393,552	51,732,402	95,903,840	54,515,849	45,891,691	317,145,161

**2010 – 2015 Capital Facilities Plan (continued)
Summary by Funding Source for Active Projects**

-----Estimates Subject to Revision and Council Approval-----							
Source of Funds	2010 Adopted Budget	2011	2012	2013	2014	2015	Total 2010-2015
Funded Amounts:							
2nd 1/4% REET Fund - Intergov Service Revenue	425,000	-	-	-	-	-	425,000
Beyond Greenways Fund	80,000	-	-	-	-	-	80,000
First Quarter REET Fund	1,707,000	1,537,000	1,318,000	1,553,000	1,306,198	1,293,000	8,714,198
Greenways III Fund	4,210,000	5,020,000	3,520,000	7,955,000	5,105,000	3,980,000	29,790,000
Olympic-Whatcom Falls Park Addl Fund	-	-	-	25,000	200,000	-	225,000
Park Impact Fee Fund	850,000	1,000,000	2,190,000	1,150,000	750,000	750,000	6,690,000
Parksite Acquisition Fund	9,000	-	-	-	-	-	9,000
Second Quarter REET Fund	1,238,827	1,843,552	1,903,402	1,921,840	1,395,651	1,743,691	10,046,963
Squalicum Park/Olympic Fund	-	-	-	10,000	-	-	10,000
Stormwater Fund	850,000	1,500,000	1,600,000	1,600,000	1,600,000	1,600,000	8,750,000
Street Fund	2,634,000	3,138,000	3,901,000	3,584,000	3,959,000	4,225,000	21,441,000
Street Fund - Federal Indirect Grant - WDOT	604,000	-	-	-	-	-	604,000
Street Fund - State Grant (Transportation Budget)	-	-	-	5,000,000	-	-	5,000,000
Wastewater Fund	6,200,000	28,200,000	25,500,000	31,100,000	12,100,000	7,200,000	110,300,000
Water Fund	1,900,000	4,400,000	5,100,000	4,550,000	10,950,000	2,350,000	29,250,000
Subtotal - Funded Amounts	20,707,827	46,638,552	45,032,402	58,448,840	37,365,849	23,141,691	231,335,161
Unfunded Amounts:							
Unfunded Portion of Active Projects	-	-	-	17,500,000	16,000,000	9,000,000	42,500,000
Unfunded Projects	-	1,755,000	6,700,000	19,955,000	1,150,000	13,750,000	43,310,000
Subtotal - Unfunded Amounts	-	1,755,000	6,700,000	37,455,000	17,150,000	22,750,000	85,810,000
Grand Total	20,707,827	48,393,552	51,732,402	95,903,840	54,515,849	45,891,691	317,145,161

Anticipated Bond Issues to Fund Various Projects	2010 Adopted Budget	2011	2012	2013	2014	2015	Total 2010-2015
Wastewater Fund	-	50,000,000	-	50,000,000	-	-	100,000,000
Water Fund	-	-	8,000,000	-	16,000,000	-	24,000,000
Total Anticipated Bonds	-	50,000,000	8,000,000	50,000,000	16,000,000	-	124,000,000

Capital Budget

2010 – 2015 Capital Facilities Plan (continued)

Prior Years' data comprises project expenditures through December of 2008, plus budget and reappropriations for 2009.

An asterisk (*) after the Project Name indicates that a detailed project summary is provided on subsequent pages.

"Unfunded"=No funding source has been identified for this amount. TBD="To Be Determined".

FIRE DEPARTMENT

			-----Estimates Subject to Revision and Council Approval-----					
Project Name and Funding Source	Prior Years	2010 Adopted Budget	2011	2012	2013	2014	2015	Total Through 2015
<i>Boat House</i>								
Unfunded	-	-	150,000	-	-	-	-	150,000
<i>Classroom/Office</i>								
Unfunded	-	-	-	2,000,000	-	-	-	2,000,000
Total Fire Department Unfunded	-	-	150,000	2,000,000	-	-	-	2,150,000

PARK DEPARTMENT

			-----Estimates Subject to Revision and Council Approval-----					
Project Name and Funding Source	Prior Years	2010 Adopted Budget	2011	2012	2013	2014	2015	Total Through 2015
<i>Annual Labor Distributions to General Fund</i>								
Beyond Greenways Fund	n/a	30,000	-	-	-	-	-	30,000
Greenways III Fund	n/a	80,000	80,000	80,000	80,000	80,000	80,000	480,000
1st 1/4% REET Fund	n/a	30,000	30,000	30,000	35,000	13,198	-	138,198
2nd 1/4% REET Fund	n/a	40,000	50,000	50,000	50,000	50,000	50,000	290,000
Parks Impact Fund	n/a	50,000	50,000	50,000	50,000	50,000	50,000	300,000
<i>Annual Land Acquisitions</i>								
Greenways III Fund	n/a	4,000,000	1,000,000	2,500,000	4,000,000	3,000,000	3,000,000	17,500,000
Parks Impact Fund	n/a	300,000	500,000	500,000	500,000	500,000	500,000	2,800,000
Parksite Acquisition Fund	n/a	9,000	-	-	-	-	-	9,000
<i>Annual Neighborhood Park Improvements</i>								
Parks Impact Fund	n/a	50,000	50,000	50,000	50,000	50,000	50,000	300,000
<i>Annual Park and Sports Field Lighting</i>								
1st 1/4% REET Fund	n/a	12,000	6,000	7,000	7,000	7,000	7,000	46,000
<i>Annual Parks Facility Asphalt Patching and Resurfacing</i>								
2nd 1/4% REET Fund	n/a	25,000	-	50,000	50,000	-	-	125,000

2010 – 2015 Capital Facilities Plan (continued)

PARK DEPARTMENT (continued)

-----Estimates Subject to Revision and Council Approval-----

Project Name and Funding Source	Prior Years	2010 Adopted Budget	2011	2012	2013	2014	2015	Total Through 2015
<i>Annual Roof Replacements</i>								
1st 1/4% REET Fund	n/a	10,000	15,000	15,000	15,000	15,000	15,000	85,000
<i>Annual Sidewalk & Curb Replacement</i>								
1st 1/4% REET Fund	n/a	20,000	25,000	25,000	25,000	25,000	25,000	145,000
<i>Annual Trail Surface/Drainage Repairs</i>								
1st 1/4% REET Fund	n/a	20,000	25,000	30,000	35,000	35,000	35,000	180,000
<i>Beyond Greenways Trail Projects (TBD)</i>								
Beyond Greenways Fund	n/a	50,000	-	-	-	-	-	50,000
<i>Bloedel Donovan Shoreline Restoration</i>								
Unfunded	-	-	100,000	1,000,000	-	-	-	1,100,000
<i>Boulevard Park Trail Crossing</i>								
Unfunded	-	-	230,000	-	-	-	-	230,000
<i>Boulevard to Waterfront Park Boardwalk *</i>								
Greenways III Fund	-	130,000	3,940,000	40,000	-	-	-	4,110,000
Greenways III Fund-Fed Indirect Grant-WDOT	2,133,183	-	-	-	-	-	-	2,133,183
1st 1/4% REET Fund	163,667	-	-	-	-	-	-	163,667
<i>Boundary Surveys (TBD)</i>								
1st 1/4% REET Fund	n/a	10,000	6,000	6,000	6,000	6,000	6,000	40,000
<i>Chuckanut Interurban Trail</i>								
Greenways III Fund	-	-	-	-	-	1,000,000	-	1,000,000
<i>Civic Stadium Turf Replacment</i>								
Unfunded	-	-	100,000	1,000,000	-	-	-	1,100,000
<i>Community Parks Construction (TBD)</i>								
Parks Impact Fund	-	-	100,000	-	-	100,000	100,000	300,000
<i>Cordata Park Development and Construction *</i>								
1st 1/4% REET Fund	300,000	-	-	-	-	-	-	300,000
Parks Impact Fund	560,888	200,000	-	1,300,000	-	-	-	2,060,888
<i>Fairhaven Village Green Drainage Repairs</i>								
1st 1/4% REET Fund	-	50,000	-	-	-	-	-	50,000
<i>Lake Padden Park Improvements</i>								
Greenways III Fund	-	-	-	-	-	100,000	900,000	1,000,000

Capital Budget

2010 – 2015 Capital Facilities Plan (continued)

PARK DEPARTMENT (continued)

-----Estimates Subject to Revision and Council Approval-----

Project Name and Funding Source	Prior Years	2010 Adopted Budget	2011	2012	2013	2014	2015	Total Through 2015
<i>Maritime Heritage Park Playground</i>								
2nd 1/4% REET Fund	150,000	50,000	-	-	-	-	-	200,000
Parks Impact Fund	-	-	50,000	-	-	-	-	50,000
<i>Neighborhood Park Construction (TBD)</i>								
Parks Impact Fund	n/a	-	200,000	200,000	-	-	-	400,000
<i>Neighborhood Trail Projects (TBD)</i>								
1st 1/4% REET Fund	n/a	-	50,000	200,000	200,000	200,000	200,000	850,000
<i>Northridge Park Development</i>								
1st 1/4% REET Fund	170,152	-	-	-	-	-	-	170,152
2nd 1/4% REET Fund	125,609	-	-	-	-	-	-	125,609
Greenways III Fund	1,015,054	-	-	-	-	-	-	1,015,054
Parks Impact Fund	400,000	200,000	-	-	-	-	-	600,000
<i>Playground Construction (TBD)</i>								
2nd 1/4% REET Fund	n/a	-	150,000	150,000	150,000	150,000	150,000	750,000
<i>Samish Trail</i>								
Greenways III Fund	-	-	-	-	-	500,000	-	500,000
<i>School District Gymnasium Aldrich</i>								
1st 1/4% REET Fund	-	-	150,000	-	-	-	-	150,000
<i>Sidewalks, Paths and Trails (TBD)</i>								
Parks Impact Fund	n/a	50,000	50,000	50,000	50,000	50,000	50,000	300,000
<i>Squalicum Creek Park-Phase 1</i>								
Squalicum Park/Olympic Fund	1,391,088	-	-	-	10,000	-	-	1,401,088
Squalicum Park/Olympic-State Grants	300,000	-	-	-	-	-	-	300,000
<i>Squalicum Creek Park-Phase 2</i>								
2nd 1/4% REET Fund	890,632	-	-	-	500,000	-	-	1,390,632
Greenways III Fund	-	-	-	900,000	3,800,000	-	-	4,700,000
Parks Impact Fund	-	-	-	40,000	500,000	-	-	540,000
<i>Whatcom Falls Park West Entry</i>								
Greenways III Fund	-	-	-	-	75,000	425,000	-	500,000
Olympic-Whatcom Falls Park Addl Fund	-	-	-	-	25,000	200,000	-	225,000
Total Park Department Funded	7,600,273	5,416,000	6,527,000	6,273,000	10,213,000	6,556,198	5,218,000	47,803,471
Total Park Department Unfunded	-	-	430,000	2,000,000	-	-	-	2,430,000

2010 – 2015 Capital Facilities Plan (continued)

MUSEUM

-----Estimates Subject to Revision and Council Approval-----

Project Name and Funding Source	Prior Years	2010 Adopted Budget	2011	2012	2013	2014	2015	Total Through 2015
<i>Fire Suppression and Renovations at Syre Ed Center and Old City Hall</i>								
Unfunded	-	-	-	150,000	2,000,000	-	-	2,150,000
<i>Window Restoration at Old City Hall</i>								
1st 1/4% REET Fund	-	-	225,000	-	225,000	-	-	450,000
Total Museum Funded	-	-	225,000	-	225,000	-	-	450,000
Total Museum Unfunded	-	-	-	150,000	2,000,000	-	-	2,150,000

PLANNING DEPARTMENT

-----Estimates Subject to Revision and Council Approval-----

Project Name and Funding Source	Prior Years	2010 Adopted Budget	2011	2012	2013	2014	2015	Total Through 2015
<i>Construct Local Streets in Old Town</i>								
Unfunded	-	-	1,000,000	1,000,000	-	-	-	2,000,000
<i>Develop Alley Connections from Library to Art & Childrens Museum</i>								
Unfunded	-	-	-	100,000	-	-	-	100,000
<i>Develop Connection from Arts District to Maritime Heritage Park (plaza & alley connection)</i>								
Unfunded	-	-	75,000	400,000	-	-	-	475,000
<i>Historical Courthouse Plaza</i>								
Unfunded	-	-	-	350,000	455,000	-	-	805,000
<i>Train Station Plaza</i>								
Unfunded	-	-	-	200,000	-	650,000	-	850,000
<i>Urban Village Public Realm (e.g., Samish Way)</i>								
Unfunded	-	-	100,000	500,000	500,000	500,000	500,000	2,100,000
Total Planning Department Unfunded	-	-	1,175,000	2,550,000	955,000	1,150,000	500,000	6,330,000

Capital Budget

2010 – 2015 Capital Facilities Plan (continued)

NON DEPARTMENTAL

-----Estimates Subject to Revision and Council Approval-----

Project Name and Funding Source	Prior Years	2010 Adopted Budget	2011	2012	2013	2014	2015	Total Through 2015
<i>REET Funded Debt Service for Civic Field and Aquatic Center Projects</i>								
2nd 1/4% REET Fund	3,124,550	673,827	693,552	703,402	721,840	745,651	643,691	7,306,513
Total Non-Departmental Funded	3,124,550	673,827	693,552	703,402	721,840	745,651	643,691	7,306,513

PUBLIC WORKS DEPT - OPERATIONS DIVISION

-----Estimates Subject to Revision and Council Approval-----

Project Name and Funding Source	Prior Years	2010 Adopted Budget	2011	2012	2013	2014	2015	Total Through 2015
<i>Aerial Photography</i>								
Street Fund	51,900	-	80,000	-	-	90,000	-	221,900
<i>Information Management Master Plan Implementation *</i>								
Street Fund	878,681	200,000	340,000	1,000,000	400,000	-	-	2,818,681
<i>Annual Mt. Baker Theatre Capital Contribution</i>								
1st 1/4% REET Fund	n/a	5,000	5,000	5,000	5,000	5,000	5,000	30,000
<i>Annual Security Improvements for Wastewater System</i>								
Wastewater Fund	n/a	100,000	100,000	100,000	100,000	100,000	100,000	600,000
<i>Annual Security Improvements for Water System</i>								
Water Fund	n/a	-	100,000	100,000	100,000	100,000	100,000	500,000
Total Public Works Operations Funded	930,581	305,000	625,000	1,205,000	605,000	295,000	205,000	4,170,581

PUBLIC WORKS DEPT - ENGINEERING DIVISION

-----Estimates Subject to Revision and Council Approval-----

Project Name and Funding Source	Prior Years	2010 Adopted Budget	2011	2012	2013	2014	2015	Total Through 2015
<i>Annual Overlay Storm Improvements</i>								
Storm/Surface Water Utility Fund	n/a	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
<i>Annual Pavement Resurfacing</i>								
Street Fund	n/a	1,860,000	1,893,000	1,926,000	1,959,000	1,994,000	2,000,000	11,632,000
<i>Annual Sewer Main Replacement Program</i>								
Wastewater Fund	n/a	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000

2010 – 2015 Capital Facilities Plan (continued)

PUBLIC WORKS DEPT - ENGINEERING DIVISION (continued)			-----Estimates Subject to Revision and Council Approval-----					
Project Name and Funding Source	Prior Years	2010 Adopted Budget	2011	2012	2013	2014	2015	Total Through 2015
<i>Annual Signal Improvement Program</i>								
Street Fund	n/a	-	225,000	225,000	225,000	225,000	225,000	1,125,000
<i>Annual Storm Main Replacement Projects</i>								
Storm/Surface Water Utility Fund	n/a	-	550,000	550,000	550,000	550,000	550,000	2,750,000
<i>Annual Water Main Replacement Program</i>								
Water Fund	n/a	600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	8,600,000
<i>Bellingham Waterfront Central Avenue</i>								
Unfunded	-	-	-	-	4,000,000	-	-	4,000,000
<i>Bellingham Waterfront Cornwall Avenue Bridge</i>								
Unfunded	-	-	-	-	10,000,000	-	-	10,000,000
<i>Bellingham Waterfront District Infrastructure - Cornwall Bridge *</i>								
1st 1/4% REET Fund	500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,500,000
Street Fund	956,319	-	-	-	-	-	-	956,319
Street Fund - Fed Indirect Grant - WDOT	6,068,566	604,000	-	-	-	-	-	6,672,566
<i>Bellingham Waterfront Railroad Track Mainline Relocation (Note: this project has been postponed pending availability of State funds.)</i>								
Street Fund-State Grant (Transportation Budget)	10,000,000	-	-	-	5,000,000	-	-	15,000,000
Street Fund - Fed Indirect Grant - WDOT	341,508	-	-	-	-	-	-	341,508
Street Fund	10,298	-	-	-	-	-	-	10,298
Unfunded	-	-	-	-	17,500,000	-	-	17,500,000
<i>Bellingham Waterfront Wharf Street Roundabout</i>								
Unfunded	-	-	-	-	3,000,000	-	-	3,000,000
<i>Biennial Street Light Replacement</i>								
Street Fund	n/a	-	-	150,000	-	150,000	-	300,000
<i>Bill McDonald/25th Intersection & Pedestrian Improvements *</i>								
2nd 1/4% REET Fund	-	100,000	-	-	-	-	-	100,000
2nd 14% REET Fund - Intergov Service Rev	-	425,000	-	-	-	-	-	425,000
<i>Birchwood-James St. Road Multimodal Corridor & Trail</i>								
Street Fund	-	-	-	-	-	500,000	1,000,000	1,500,000
Unfunded	-	-	-	-	-	-	5,000,000	5,000,000
<i>City-wide Storm Retrofits (TBD)</i>								
Storm/Surface Water Utility Fund	-	50,000	150,000	250,000	250,000	250,000	250,000	1,200,000
<i>Fish Passage Improvements (TBD)</i>								
Storm/Surface Water Utility Fund	n/a	150,000	250,000	250,000	250,000	250,000	250,000	1,400,000

Capital Budget

2010 – 2015 Capital Facilities Plan (continued)

PUBLIC WORKS DEPT - ENGINEERING DIVISION (continued)			-----Estimates Subject to Revision and Council Approval-----					
Project Name and Funding Source	Prior Years	2010 Adopted Budget	2011	2012	2013	2014	2015	Total Through 2015
<i>Flow Monitoring Stations</i>								
Wastewater Fund	-	-	-	100,000	-	-	100,000	200,000
<i>Hydraulic Modeling</i>								
Water Fund	-	-	-	100,000	-	100,000	-	200,000
<i>James Street Bridge Replacement (was James Street Road Multi-Modal Improvements Phase 1) *</i>								
2nd 1/4% REET Fund		-	950,000	950,000	-	-	-	1,900,000
Street Fund	10,525	574,000	600,000	600,000	-	-	-	1,784,525
Street Fund - Fed Indirect Grant - WDOT	2,244,904	-	-	-	-	-	-	2,244,904
<i>James Street Fireflow Upgrades *</i>								
Water Fund	200,000	300,000	500,000	-	-	-	-	1,000,000
<i>James Street Road Multi-Modal Improvements Phase 2</i>								
2nd 1/4% REET Fund	1,270	-	-	-	-	-	450,000	451,270
Street Fund	300,000	-	-	-	500,000	500,000	500,000	1,800,000
Unfunded	-	-	-	-	-	2,000,000	2,000,000	4,000,000
<i>King Mt Reservoir (Cordata)</i>								
Water Fund	-	-	-	450,000	-	6,000,000	-	6,450,000
<i>Lake Whatcom Water Quality Improvements-TMDL Action Plans (TBD)</i>								
Storm/Surface Water Utility Fund	n/a	100,000	100,000	100,000	100,000	100,000	100,000	600,000
<i>Lake Whatcom Water Quality/Total Maximum Daily Load (TMDL) Alternative Analysis</i>								
Storm/Surface Water Utility Fund	165,394	100,000	-	-	-	-	-	265,394
<i>Lincoln Creek Multimodal Transportation Center (WWU: Not a City project)</i>								
Unfunded	-	-	-	-	-	-	6,250,000	6,250,000
<i>McLeod Road Sidewalk</i>								
2nd 1/4% REET Fund	38,958	250,000	-	-	-	-	-	288,958
<i>Meador/Kansas/Ellis Bike and Pedestrian Facilities *</i>								
1st 1/4% REET Fund	211,999	550,000	-	-	-	-	-	761,999
2nd 1/4% REET Fund	550,000	-	-	-	-	-	-	550,000
Street Fund	200,000	-	-	-	-	-	-	200,000
Street Fund - State Grant - TIB	175,000	-	-	-	-	-	-	175,000
<i>Mt Baker Hwy Replacement Phase II</i>								
Water Fund	-	-	-	-	100,000	400,000	400,000	900,000

2010 – 2015 Capital Facilities Plan (continued)

<i>PUBLIC WORKS DEPT - ENGINEERING DIVISION (continued)</i>			-----Estimates Subject to Revision and Council Approval-----					
Project Name and Funding Source	Prior Years	2010 Adopted Budget	2011	2012	2013	2014	2015	Total Through 2015
<i>Nooksack Diversion Passage - Phase 1</i>								
Water Fund	1,438,898	-	-	-	-	-	-	1,438,898
Water Fund - PWTF Loan	680,000	-	-	-	-	-	-	680,000
Water Fund - Fed Indirect Grant	429,175	-	-	-	-	-	-	429,175
Water Fund - Intergovt Loan	2,720,000	-	-	-	-	-	-	2,720,000
Unfunded	-	-	-	-	-	10,000,000	-	10,000,000
<i>Northwest/McLeod Phase II Roundabout</i>								
2nd 1/4% REET Fund	440,173	100,000	-	-	-	-	-	540,173
2nd 1/4% REET Fund-Fed Indirect Grant-WDOT	749,034	-	-	-	-	-	-	749,034
2nd 1/4% REET Fund - State Grant - TIB	1,610,000	-	-	-	-	-	-	1,610,000
<i>Padden Creek Daylighting</i>								
Storm/Surface Water Utility Fund	790,664	200,000	200,000	200,000	200,000	200,000	200,000	1,990,664
Unfunded	-	-	-	-	-	4,000,000	-	4,000,000
<i>Residential Water Quality Retrofits (TBD)</i>								
Storm/Surface Water Utility Fund	n/a	50,000	50,000	50,000	50,000	50,000	50,000	300,000
<i>San Juan Boulevard Phase II</i>								
Unfunded	-	-	-	-	-	-	7,000,000	7,000,000
<i>Sewer Comprehensive Plan Priority 1 Projects</i>								
Wastewater Fund	-	-	-	-	1,000,000	10,000,000	5,000,000	16,000,000
<i>Sewer Inflow and Infiltration Projects</i>								
Wastewater Fund	-	100,000	100,000	300,000	2,000,000	-	-	2,500,000
<i>Transportation Options (TBD)</i>								
2nd 1/4% REET Fund	-	-	-	-	450,000	450,000	450,000	1,350,000
<i>Water Metering City-Wide Project</i>								
Water Fund	-	-	1,500,000	2,500,000	2,500,000	2,500,000	-	9,000,000
<i>Waterfront Redevelopment Capital Activities-PWE Wastewater - Wet Weather Peak Flow Facility *</i>								
Wastewater Fund	1,006,677	1,000,000	10,000,000	7,000,000	10,000,000	-	-	29,006,677
<i>Watershed Land Acquisitions</i>								
Water Fund	n/a	1,000,000	700,000	350,000	250,000	250,000	250,000	2,800,000

Capital Budget

2010 – 2015 Capital Facilities Plan (continued)

PUBLIC WORKS DEPT - ENGINEERING DIVISION (continued)

-----Estimates Subject to Revision and Council Approval-----

Project Name and Funding Source	Prior Years	2010 Adopted Budget	2011	2012	2013	2014	2015	Total Through 2015
<i>West Horton Road Multimodal Corridor Improvements - Phase 1</i>								
Street Fund	-	-	-	-	500,000	500,000	500,000	1,500,000
Street Fund - Contrib/Fees	961,975	-	-	-	-	-	-	961,975
Unfunded	-	-	-	-	-	-	2,000,000	2,000,000
<i>WWTP Facility Construction *</i>								
Wastewater Fund	2,100,000	3,000,000	16,000,000	16,000,000	16,000,000	-	-	53,100,000
Total Public Works Engineering Funded	34,901,337	14,313,000	38,568,000	36,851,000	46,684,000	29,769,000	17,075,000	218,161,337
Total Public Works Engineering Unfunded	-	-	-	-	34,500,000	16,000,000	22,250,000	72,750,000

-----Estimates Subject to Revision and Council Approval-----

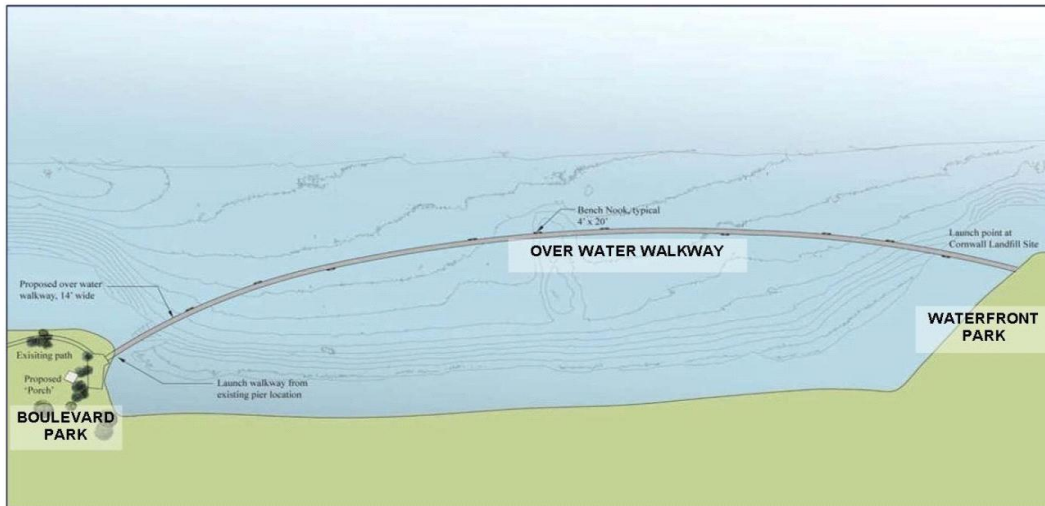
TOTAL FUNDED - CITYWIDE	46,556,741	20,707,827	46,638,552	45,032,402	58,448,840	37,365,849	23,141,691	277,891,902
TOTAL UNFUNDED - CITYWIDE	-	-	1,755,000	6,700,000	37,455,000	17,150,000	22,750,000	85,810,000
CAPITAL FACILITIES PLAN GRAND TOTAL	46,556,741	20,707,827	48,393,552	51,732,402	95,903,840	54,515,849	45,891,691	363,701,902

2010 Capital Project Summaries

BOULEVARD PARK TO WATERFRONT PARK BOARDWALK

Project Description (WF6181)

This project includes the construction of an approximately 2,360-foot-long overwater segment of a multi-use trail from Boulevard Park to the City of Bellingham's Waterfront District. The project includes removal of an existing timber pier, removal of isolated creosote-treated timber pilings, installation of approximately 98 steel pilings, and installation of a superstructure comprised of a 14-foot-wide ADA accessible walkway for multi-modal bike and pedestrian use. Increased access to the shoreline will be provided with this public walkway. The walkway will include seating areas, a partially grated walking surface to minimize shading of the eelgrass, and high efficiency pedestrian lighting. The project is in the final design and permitting phase. Construction is estimated for 2012.



Revenues and Sources	Allocated as of 12/31/08	2009 Budget	2010 Adopted	Total
Federal Indirect Grant	-	2,133,183	-	2,133,183
First Qtr REET	128,098	35,569	-	163,667
Greenways III Fund	-	-	130,000	130,000
Subtotal	\$ 128,098	\$ 2,168,752	\$ 130,000	\$ 2,426,850
2011-2015 Estimated Need:				
Greenways III Fund \$3,940,000 in 2011 and \$40,000 in 2012.				3,980,000
Estimated Total Revenues and Sources				\$ 6,406,850

Expenditures and Uses	Cost as of 12/31/08	2009 Budget	2010 Adopted	Total
Construction	-	2,133,183	100,000	2,233,183
Contract Services	123,722	35,569	-	159,291
Design and Engineering	4,376	-	30,000	34,376
Subtotal	\$ 128,098	\$ 2,168,752	\$ 130,000	\$ 2,426,850
2011-2015 Estimated Need:				
Engineering \$40,000 per year in 2011 and 2012; Construction \$3,900,000 in 2011.				3,980,000
Estimated Total Expenditures and Uses				\$ 6,406,850

Estimated Impact on Operating Budget

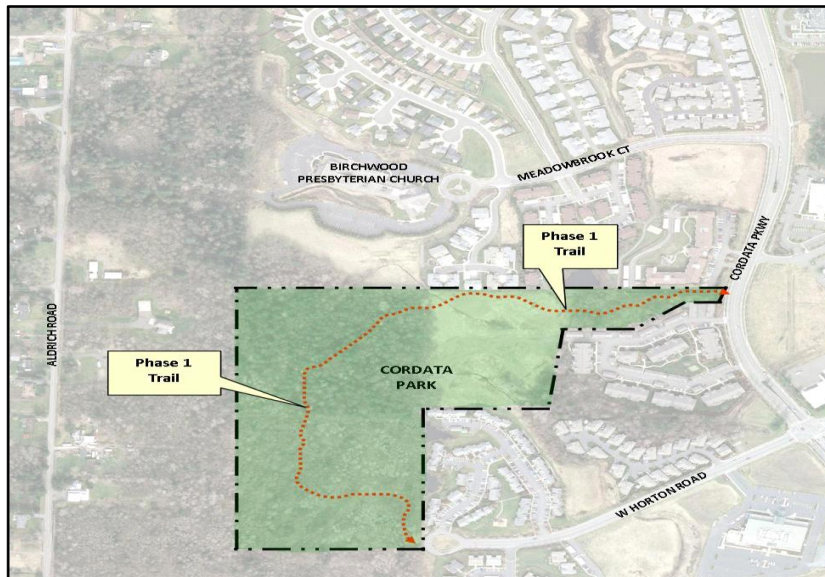
Estimated annual cost for staff and equipment to maintain this boardwalk is \$4,000.

2010 Capital Project Summaries

CORDATA PARK DEVELOPMENT AND CONSTRUCTION

Project Description (PD2028)

This project includes development and construction of a park in the Cordata Neighborhood. Construction for 2010 will be for trails only, as the park itself cannot develop until Horton Road is built. Phase 1 development of Cordata Park will include 3,000 linear feet of new trail from Horton Road (southeast corner of Park), north through the Park, and then east to connect to Cordata Parkway. Phase 1 trails will include a new pedestrian bridge and wetland mitigation planting.



Revenues and Sources	Allocated as of 12/31/08	2009 Budget	2010 Adopted	Total
Park Impact Fee Fund	92,931	467,957	200,000	760,888
First Quarter REET Fund	-	300,000	-	300,000
Subtotal	\$ 92,931	\$ 767,957	\$ 200,000	\$ 1,060,888
2011-2015 Estimated Need:				
Park Impact Fee Fund in 2012				1,300,000
Estimated Total Revenues and Sources				\$ 2,360,888

Expenditures and Uses	Cost as of 12/31/08	2009 Budget	2010 Adopted	Total
Contract Services	82,042	-	-	82,042
Design and Engineering	10,889	-	-	10,889
Construction	-	767,957	200,000	967,957
Subtotal	\$ 92,931	\$ 767,957	\$ 200,000	\$ 1,060,888
2011-2015 Estimated Need:				
Construction costs in 2012.				1,300,000
Estimated Total Expenditures and Uses				\$ 2,360,888

Estimated Impact on Operating Budget

Maintenance of trails for Cordata Park will begin after construction, anticipated to be the last quarter of 2010. Estimated operating costs for maintenance of developed trails is \$5,000 per mile, bringing the estimated cost for maintenance of Cordata Park trails to \$2,850 per year.

2010 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 12/31/08	2009 Budget	2010 Adopted	Total
Street Fund	351,986	526,695	200,000	1,078,681
Subtotal	\$ 351,986	\$ 526,695	\$ 200,000	\$ 1,078,681
2011-2015 Estimated Need:				
Street Fund \$340,000 in 2011, \$1,000,000 in 2012, \$400,000 in 2013				1,740,000
Estimated Total Revenues and Sources				\$ 2,818,681

Expenditures and Uses	Cost as of 12/31/08	2009 Budget	2010 Adopted	Total
Miscellaneous Improvements	351,986	526,695	200,000	1,078,681
Subtotal	\$ 351,986	\$ 526,695	\$ 200,000	\$ 1,078,681
2011-2015 Estimated Need:				
Miscellaneous Improvements \$340,000 in 2011, \$1,000,000 in 2012, \$400,000 in 2013.				1,740,000
Estimated Total Expenditures and Uses				\$ 2,818,681

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.

2010 Capital Project Summaries

BELLINGHAM WATERFRONT DISTRICT INFRASTRUCTURE - CORNWALL BRIDGE

Project Description (WF1001)

Cornwall Avenue will serve as a key multimodal access corridor to the central portion of the redeveloped Waterfront District. A new bridge is required south of Maple Street to allow future relocation of the Burlington Northern Santa Fe railroad main line from its existing location in the middle of the Waterfront Restoration site. The new bridge must be large enough to allow adequate width for future double tracking and to accommodate bicycle lanes and sidewalks along Cornwall Avenue.



Revenues and Sources	Allocated as of 12/31/08	2009 Budget	2010 Adopted	Total
Street Fund	-	956,319	-	956,319
Federal Indirect Grant	149,433	5,919,133	604,000	6,672,566
First Quarter REET Fund	-	500,000	1,000,000	1,500,000
Subtotal	\$ 149,433	\$ 7,375,452	\$ 1,604,000	\$ 9,128,885
2011-2015 Estimated Need:				
First Quarter REET Fund \$1,000,000 per year 2011-2015.				5,000,000
Estimated Total Revenues and Sources				\$ 14,128,885

Expenditures and Uses	Cost as of 12/31/08	2009 Budget	2010 Adopted	Total
Contract Services	129,698	533,619	-	663,317
Construction	-	6,841,833	1,604,000	8,445,833
Engineering	19,735	-	-	19,735
Subtotal	\$ 149,433	\$ 7,375,452	\$ 1,604,000	\$ 9,128,885
2011-2015 Estimated Need:				
Estimated construction costs \$1,000,000 per year 2011-2015.				5,000,000
Estimated Total Expenditures and Uses				\$ 14,128,885

Estimated Impact on Operating Budget

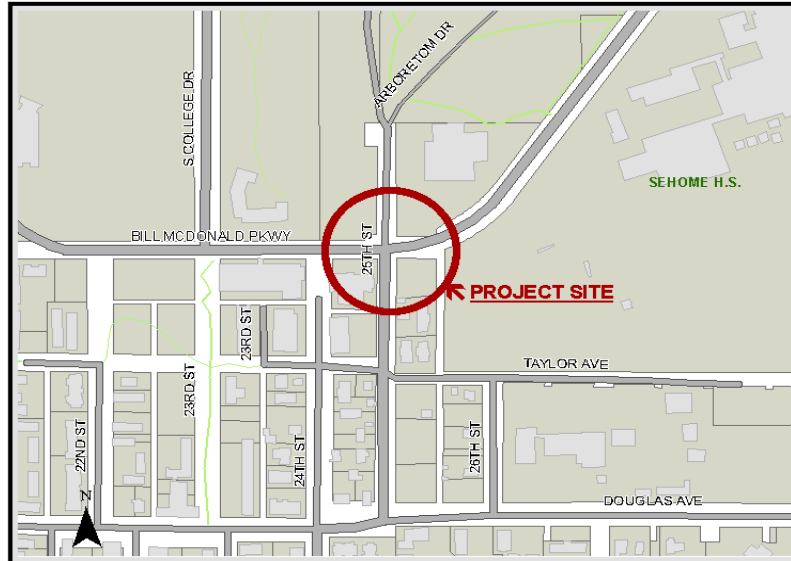
These improvements will increase annual maintenance costs by approximately \$2,838 per year.

2010 Capital Project Summaries

BILL MCDONALD/25TH STREET INTERSECTION AND PEDESTRIAN IMPROVEMENTS

Project Description (ES 358)

High student pedestrian volumes crossing Bill McDonald between Happy Valley and Western Washington University coupled with limited sight distance due to road configuration are justification for improvements in this location. Pedestrian, bicycle, transit, and auto safety and access will be improved as part of the project. Western Washington University and the Whatcom Transportation Authority are providing a significant portion of the funding for this project.



Revenues and Sources	Allocated as of 12/31/08	2009 Budget	2010 Adopted	Total
Intergovernmental Service Revenue	-	-	425,000	425,000
Second Quarter REET Fund	-	-	100,000	100,000
Estimated Total	\$ -	\$ -	\$ 525,000	\$ 525,000

Expenditures and Uses	Cost as of 12/31/08	2009 Budget	2010 Adopted	Total
Construction	-	-	525,000	525,000
Estimated Total	\$ -	\$ -	\$ 525,000	\$ 525,000

Estimated Impact on Operating Budget

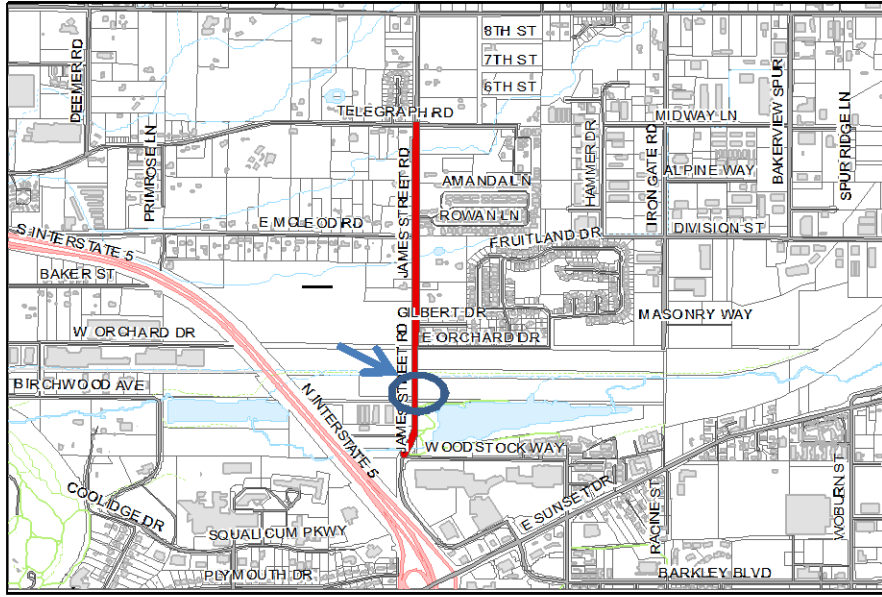
Traffic signal and associated pedestrian improvements will increase maintenance costs in future years. Maintenance costs include, energy consumption, signal maintenance, and traffic marking maintenance. Annual increase is approximately \$1,500.

2010 Capital Project Summaries

JAMES STREET BRIDGE REPLACEMENT

Project Description (ER9)

This project replaces the two existing timber stringer bridges with one single 90-foot span concrete structure. The new structure will be constructed to full arterial standards with curb, gutter and sidewalk and a width of 54 feet. Alignment of the existing road and future capacity needs at both approaches will be analyzed as part of the project design.



Revenues and Sources	Allocated as of 12/31/08	2009 Budget	2010 Adopted	Total
Federal Indirect Grant - WDOT FHWA	-	2,244,904	-	2,244,904
Street Fund	10,525	-	574,000	584,525
Subtotal	\$ 10,525	\$ 2,244,904	\$ 574,000	\$ 2,829,429
2011-2015 Estimated Need:				
Street Fund \$600,000 in 2011 and 2012; Second Quarter REET Fund \$950,000 in 2011 and 2012.				3,100,000
Estimated Total Revenues and Sources				\$ 5,929,429

Expenditures and Uses	Cost as of 12/31/08	2009 Budget	2010 Adopted	Total
Construction	-	2,244,904	574,000	2,818,904
Contract Services	9,875	-	-	9,875
Engineering	650	-	-	650
Subtotal	\$ 10,525	\$ 2,244,904	\$ 574,000	\$ 2,829,429
2011-2015 Estimated Need:				
Construction costs in 2011 and 2012.				3,100,000
Estimated Total Expenditures and Uses				\$ 5,929,429

Estimated Impact on Operating Budget

Operating costs are anticipated to decrease slightly due to a reduction in activities required to maintain a failing structure.

2010 Capital Project Summaries

JAMES STREET FIREFLOW UPGRADES

Project Description (EW 172)

Infrastructure improvements to provide fire flow capacity to this service area and as identified in the adopted Water Comprehensive Plan.



Revenues and Sources	Allocated as of 12/31/08	2009 Budget	2010 Adopted	Total
Water Fund	-	200,000	300,000	500,000
Subtotal	\$ -	\$ 200,000	\$ 300,000	\$ 500,000
2010-2014 Estimated Need:				
Water Fund in 2011				500,000
Estimated Total Revenues and Sources				\$ 1,000,000

Expenditures and Uses	Cost as of 12/31/08	2009 Budget	2010 Adopted	Total
Construction	-	200,000	300,000	500,000
Subtotal	\$ -	\$ 200,000	\$ 300,000	\$ 500,000
2010-2014 Estimated Need:				
Construction costs in 2011.				500,000
Estimated Total Expenditures and Uses				\$ 1,000,000

Estimated Impact on Operating Budget

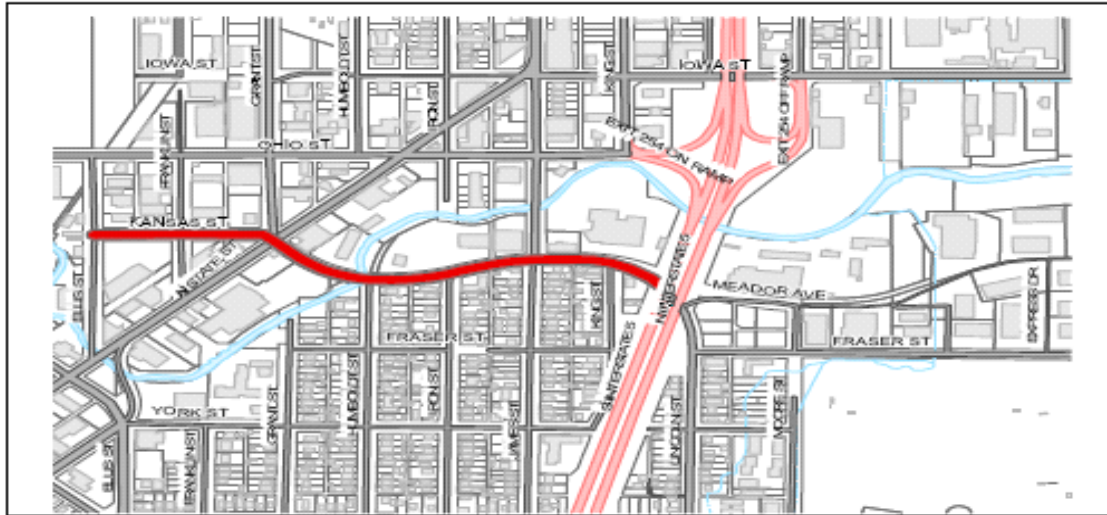
Replacing aging water mains may result in lower annual maintenance costs by increasing system reliability and thus reducing incidents of failure. This project is solely based on Fire department needs, not system needs. Repair and maintenance costs are minimal.

2010 Capital Project Summaries

MEADOR/KANSAS/ELLIS BIKE AND PEDESTRIAN FACILITIES

Project Description (ES 413)

This project will provide the final on-street connection of the Whatcom Creek Trail system between Lake Whatcom and Bellingham Bay. This Public Works project will provide on-street pedestrian facilities between Meador Avenue and 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 12/31/08	2009 Budget	2010 Adopted	Total
Street Fund	-	200,000	-	200,000
First Quarter REET Fund	7,319	204,680	550,000	761,999
Second Quarter REET Fund	-	550,000	-	550,000
State Grant - TIB	-	175,000	-	175,000
Estimated Total	\$ 7,319	\$ 1,129,680	\$ 550,000	\$ 1,686,999

Expenditures and Uses	Cost as of 12/31/08	2009 Budget	2010 Adopted	Total
Engineering	7,319	-	-	7,319
Contract Services	-	204,680	-	204,680
Construction	-	925,000	550,000	1,475,000
Estimated Total	\$ 7,319	\$ 1,129,680	\$ 550,000	\$ 1,686,999

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.

2010 Capital Project Summaries

WASTEWATER TREATMENT PLANT FACILITY CONSTRUCTION/EXPANSION

Project Description (EU 145)

The adopted 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). Work in 2010 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 12/31/08	2009 Budget	2010 Adopted	Total
Wastewater Fund	100,000	2,000,000	3,000,000	5,100,000
Subtotal	\$ 100,000	\$ 2,000,000	\$ 3,000,000	\$ 5,100,000
2011-2015 Estimated Need:				
Estimated Wastewater Revenue Bond: \$16,000,000 in 2011; \$16,000,000 in 2012; and \$16,000,000 in 2013.				48,000,000
Estimated Total Revenues and Sources				\$ 53,100,000

Expenditures and Uses	Cost as of 12/31/08	2009 Budget	2010 Adopted	Total
WWTP Facility Construction	100,000	2,000,000	3,000,000	5,100,000
Subtotal	\$ 100,000	\$ 2,000,000	\$ 3,000,000	\$ 5,100,000
2011-2015 Estimated Need:				
WWTP Facility Construction and Related Projects: \$16,000,000 in 2011, \$16,000,000 in 2012 and \$16,000,000 in 2013				48,000,000
Estimated Total Expenditures and Uses				\$ 53,100,000

Estimated Impact on Operating Budget

The City is reviewing operational impacts of plant expansion through rate analysis and revenue forecasting.

2010 – 2015 Parks and Recreation Department Ongoing Programs

Several annual programs set aside money for ongoing additions and replacements to components of the City's Park infrastructure. The money set aside 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 2010 and are included in the specific project.

The Parks Department's **Annual Roof Replacement, Annual Sidewalk and Curb Replacement, Annual Park and Sports Field Lighting, Annual Parks Facility Asphalt Patching and Resurfacing, and Trail Surface and Drainage Repair** programs are in place to maintain the current park system. Maintenance components funded by Real Estate Excise Tax (REET) are included in the CFP. Other budgeted maintenance appears in the Asset Maintenance portion of the Capital Budget. The **Annual Boundary Survey** program, also REET funded, allows the Park Department to catalog assets and to ensure correct completion of maintenance, improvement and new construction projects.

The Parks, Recreation and Open Space six year plan is available on line at <http://www.cob.org/services/neighborhoods/community-planning/parks-pro.aspx> and provides more complete information about capital planning and level of service goals established.

Annual Labor Distributions to General Fund

The General Fund is reimbursed from various capital project funds to pay for staff labor and overhead for time spent working on various capital projects, including land acquisitions as well as park and trail development.

Annual Land Acquisitions

Funds are reserved and budgeted to expand the park system. Parcels for land acquisition are not specified in the budget because they are not yet identified or purchase is under negotiation.

Annual Neighborhood Park Construction and Improvement

Neighborhood Parks are the basic recreational focus and center of a neighborhood. They should be centrally located within the neighborhood and should be developed for both active and passive recreation activities geared specifically for those living within the service area. They should also accommodate a wide variety of age and user groups, including children, adults, seniors and special populations. Creating a sense of place by bringing together the unique character of the site with that of the neighborhood is vital to successful neighborhood park design. The Level of Service goal for Neighborhood Parks is one within ½ mile of every resident in Bellingham.

Park Impact Fees as well as REET funds are generally used to develop Neighborhood Parks. Construction funds in 2010 are for phase one of Cordata Park. Funds set aside in 2011 and 2012 have not been allocated to a specific project at this time. Park impact fees allocated to neighborhood parks are generally used in the area where they were generated.

Annual Community Park Construction

Community parks are larger in size than neighborhood parks and are intended to serve a broader range of activities and users. Their focus is on meeting the recreation needs of several neighborhoods with more specialized activities, as well as preserving unique landscapes, open

spaces or environmental features. They allow for group activities and offer other recreation opportunities not generally found at a neighborhood level. Due their larger size, they are often designed to serve a neighborhood park function as well and generally include all of the same neighborhood park activities as well as the additional unique characteristics described. The Level of Service goal for Community Parks is one within one mile of every resident in Bellingham.

Community Park construction funds for 2010 are for the completion of Northridge Park development. Future Community Park development includes Phase 2 Squalicum Creek Park, improvements to Whatcom Falls and Lake Padden Park. Park Impact Fees set aside in 2011, 2014 and 2015 have not been allocated to a specific project at this time, but will generally be targeted to improve community parks in the areas where the fees are generated.

Annual Neighborhood Trail Construction

The purpose of this program is to develop neighborhood trail connectors to the regional multiuse trail system in order to provide an off-street trail within ½ mile of every resident in Bellingham. Neighborhood trail construction funds budgeted in future years have not yet been designated for specific projects. Projects budgeted for 2010 are Phase 1 Cordata Park Trails and Phase 1 Samish Crest Trail.

Annual Playground Construction

The purpose of this program is to install new playground equipment in parks each year to keep the safety standards of the equipment in the park system up to date and to provide the character and playground activities that are appropriate to the park. Playground construction funds budgeted in future years have not yet been designated for specific projects. The project budgeted for 2010 is to study the feasibility and master plan amendment to renovate and relocate the playground at Maritime Heritage Park.

Annual Sidewalks Paths and Trails

This program provides for expanding the multi-modal trail system throughout the city. Specific project budgeted for 2010 is Phase 1 Samish Crest Trail. Sidewalk path and trail construction funds budgeted in future years will include the Bay to Baker Trail and future phases of the Samish Crest Trail, as well as other undesignated projects.

2010 – 2015 Public Works Department Ongoing Programs

Several annual programs set aside money for ongoing updates and replacements to components of the City's infrastructure. The money set aside as part of the Capital Facilities Plan is not always designated for specific projects at the time the annual budget is prepared. For the budget year, annual plan funds that have been designated for a specific project by the time the annual budget was prepared have been moved from the annual plan and included in the specific project budget. Funds remaining in the annual plan for 2010 will be designated as a result of inspection and planning activities throughout the year.

Annual Mount Baker Theatre Contribution

The City has committed to make an annual contribution toward asset maintenance and capital improvements at the Mount Baker Theatre. This contribution is REET funded. Beginning in 2010, the contribution was decreased from \$60,000 to \$5,000 annually.

Annual Overlay Storm Improvements

Funds are set aside for needed retrofits to the storm system that are encountered as part of the Pavement Resurfacing program.

Annual Pavement Resurfacing and Annual Sidewalk Replacement Programs

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 affected surface area. City streets are inspected and rated on a four-year cycle with a proportionate amount (one-quarter of the total) inspected annually. City sidewalks also are inspected and rated on a similar four-year cycle. The inspectors base their ratings on observed damage from cracking and potholes in pavement and conditions such as cracks, heaving and missing segments in sidewalks. Along with rating the condition of the surface, the age of underground utilities also is documented in each area. Staff tries to identify and group projects located in the same area whenever possible to reduce construction or repair costs.

Street and sidewalk inspection data 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 information and ranks projects by comparing needs for simultaneous underground utility replacement. Consideration also is 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 result in the best use of the available funds. Despite the City's best efforts to identify and stay on top of problem sections, weather and other environmental factors can change the results of these reports and recommendations. For more information about the Pavement Resurfacing or Sidewalk Replacement Programs, please contact the Public Works Engineering Division at 778-7900.

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. (No funds were allocated in the CFP for the Sidewalk Replacement Program at the time the annual budget was prepared.)

Annual Security Improvements for Water and Wastewater Systems

Funds are set aside each year to upgrade security of these vital systems. Security projects will not be detailed in public documents.

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 on these sewer mains that is collected throughout. 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 most beneficial for each main replacement. There are three methods that are typically used: dig and replace, cured in place pipe (CIPP) and pipe bursting. For more information, please contact Public Works Engineering at 778-7900.

Annual Signal Improvement Program

The Annual Signal Improvement Program addresses the ongoing needs to upgrade signal equipment that has met or exceeded its expected useful life, including replacing electronic equipment, signal poles, conduit and wiring systems and vehicle detection systems. This program also provides for upgrading and/or installing new equipment that is consistent with current technologies. Some examples are fiber optic cable, switches, signal controllers using Ethernet communications, programmable opticom detectors, and central system equipment at the traffic operations center on Pacific Street. Priority is given to upgrading critical corridors. For more information, please contact Public Works Operations 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 also are 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 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 located within the same right-of-way. For information on stormwater systems inspections, contact Public Works Operations at 778-7700; for information relating to construction of replacement projects, contact Public Works Engineering at 778-7900.

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 on these water mains that is collected throughout the year. A project list is compiled using points that are assigned to each main based on main age, type of main, repair history, customer water quality complaints, location in relation to similar projects, and whether or not the water main is in an

area known to require additional flushing during the annual hydrant flushing program. For more information, contact Public Works Engineering at 778-7900.

Biennial Street Light Replacement Program

Public Works currently maintains over 3,400 street lights of varying age and condition. Many arterial streets do not have adequate lighting levels. Every two years the street lighting system is evaluated to prioritize needed improvements. Projects are identified that will upgrade failing standards and/or fixtures or improve the lighting level on an arterial to enhance safety. For more information, please contact Public Works Operations at 778-7700.

Bridge Program

The City conducts a state-required biennial bridge inspection program to identify bridges' sufficiency 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 inspection year. Data collected 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 2009. The next scheduled inspection will be in 2011. For more information on bridge inspection, contact Public Works Operations at 778-7700; or on bridge Public Works Engineering at 778-7900. (No funds were allocated in the CFP for this program at the time the annual budget was prepared. Inspection program information is provided for reference only.)

Citywide Storm Retrofits

Future funds set aside for projects yet to be determined. For further information contact the Surface and Stormwater Division at 778-7700. Visit the Surface and Stormwater web site at <http://www.cob.org/services/utilities/surface-storm/index.aspx>.

Fish Passage Improvements

Future funds set aside for projects yet to be determined. For further information contact Public Works Operations at 778-7700.

Lake Whatcom Water Quality Improvements – TMDL Action Plan

Funds are set aside to complete the items in annual action plans. Specific projects to be determined. For more information, contact Environmental Resources at 778-7900 or visit <http://www.cob.org/services/environment/water-quality/lake-whatcom.aspx>.

Residential Water Quality Retrofits

Future funds set aside for projects yet to be determined. For further information contact the Surface and Stormwater Division at 778-7700. Visit the Surface and Stormwater web site at <http://www.cob.org/services/utilities/surface-storm/index.aspx>.

Watershed Land Acquisitions

Funds are set aside each year for purchase of additional properties within the Lake Whatcom Watershed to help protect the lake water quality. Properties are considered based on a detailed criteria rating system. Parcels are not specified in the budget either because they are not yet identified or purchase is under negotiation.

LONG-TERM DEBT SUMMARY

The City may issue bonds to finance large capital projects such as buildings and utility infrastructure. These financial obligations are paid over time, typically ten or twenty years. Our Moody's bond rating is Aa3 for voted bond issues and A1 for non-voted bond issues, both judged to be of high quality by all standards. The City is committed to maintaining our credit rating by making all debt service payments on time and maintaining adequate reserves.

Bonds

1. Limited Tax General Obligation Bonds (LTGO)

City Council approved bonds that will benefit the City as a whole. Principal and interest is paid from existing general revenues, subject to the levy limitation and the total tax limit. These are referred to as "Councilmanic" or non-voted bonds.

2. Unlimited Tax General Obligation Bonds (UTGO)

A ballot measure is presented to voters authorizing the issuance of debt for a project that will benefit the City as a whole. The voters authorize an increase in taxes to repay the bond principal and interest. The bond issue is subject to the total tax limitation, as discussed in the sections on Property Tax and Limitations.

3. Revenue Bonds

City Council approved bonds paid from revenues (not taxes) of a specific enterprise fund. Customers of these funds (water, parking, etc.,) pay a fee for services that cover operating and debt related costs.

4. Local Improvement District Bonds (LID)

Special assessments levied on properties that specifically benefit from the improvement being financed. LIDs finance street, sewer, water, and other capital projects. They are formed via two distinct methods: Resolution of Intention or Petition. The Resolution of Intention is initiated by the City and generally limited to response to a health hazard and therefore rarely used. The Petition method is initiated by area property owners. Both require the approval of a majority (the City prefers 70% approval) of the impacted property owners. Security for a LID bond issue is the real estate within the assessment boundaries. The City does not pledge its "full faith and credit" but is obligated to enforce the assessments. Consequently, interest rates on these bonds are also higher.

Legal Debt Capacity Limits

The amount of long-term debt that the City can incur is limited by state statute. Washington's statutory limitation on non-voted general obligation debt for cities is one and one-half percent of the assessed value of all taxable property within the City at the time of issuance. Voter approval is required to exceed this limit. An election to authorize debt must have voter turnout of at least 40 percent of the last state general election, and of those voting, 60 percent must vote in favor of issuance.

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.

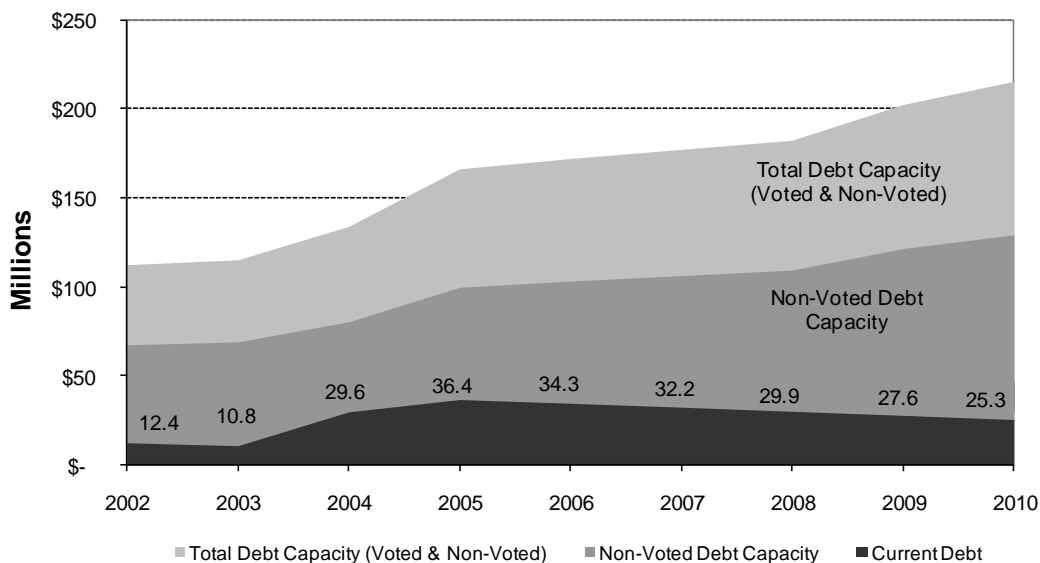
Long-Term Debt

The 2009 estimated assessed value of the property tax base in the City for the regular 2010 levy is \$8,596,998,000. This provides a non-voted general obligation debt capacity of \$128,954,970. The City has used \$24,930,558 of this capacity, leaving \$104,024,412 available. The City's total voted and non-voted general obligation debt capacity is \$214,924,950. Of this capacity, the City has utilized \$25,625,558. The remaining total voted and non-voted general obligation debt capacity is \$189,659,392.

Estimated Legal Debt Capacity Calculation as of 12/31/10

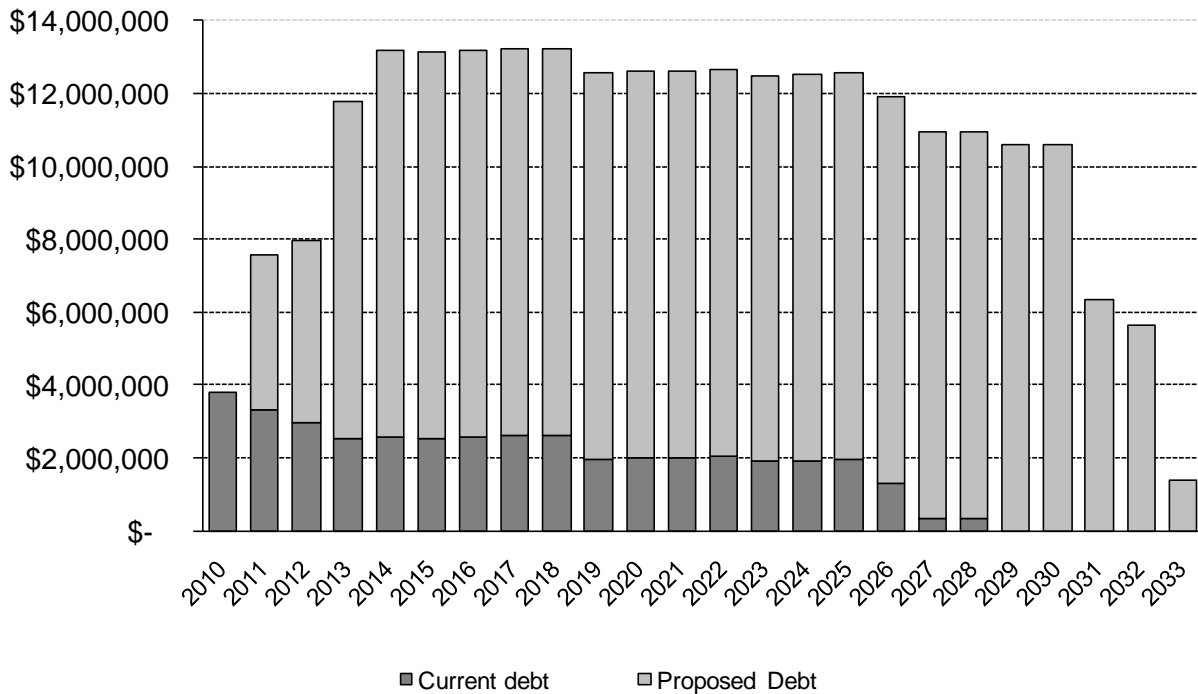
Assessed Value (2010 Tax Year)		\$8,596,998,000
Limited Tax General Obligation Debt Capacity (Nonvoted) @ 1 1/2% of Assessed Value		128,954,970
Less: Outstanding Limited Tax General Obligation Bonds	24,785,000	
Other Debt Obligations	145,558	
Total Nonvoted Debt Outstanding		<u>24,930,558</u>
Total Remaining Limited Tax General Obligation Debt Capacity (Nonvoted)		<u>\$104,024,412</u>
Total General Obligation Debt Capacity @ 2 1/2% of Assessed Value		214,924,950
Total Nonvoted Debt Outstanding	24,930,558	
Total Voted Debt Outstanding	335,000	
Total Debt Outstanding		<u>25,265,558</u>
Total Remaining General Obligation Debt Capacity (Voted and Nonvoted)		<u>\$189,659,392</u>

Current General Obligation (GO) Debt and Estimated GO Debt Capacity



**Annual Cost of Principal and Interest Payments
on General Obligation Debt**

Includes both current and proposed debt in the Capital Facilities Plan



The proposed Capital Facilities Plan projects to be funded by bonds are:

2011

\$50,000,000 – Wastewater Treatment Plant Expansion, including funds for related projects

2012

\$8,000,000 – Citywide Water Meter Conversion

2013

\$50,000,000 – Wet Weather Peak Flow Facility and related projects

2014

\$10,000,000 – Nooksack Diversion Passage (shown as “Unfunded” in the CFP)

\$6,000,000 – King Mountain Reservoir

Long-Term Debt

General Obligation Debt

Outstanding General Obligation Bonds & Other Debt

Name of Issue	Issue Date	Maturity Date	Interest Rates	Original Amount	Redemptions as of 12/31/10	Unmatured Debt as of 12/31/10
Voted (UTGO) and Non-voted (LTGO) Bonds						
2001 Fire UTGO	04/01/01	12/01/11	4.00%-4.40%	2,800,000	2,465,000	335,000
1996 Roeder LTGO Refunding	06/01/96	12/01/12	4.20%-5.65%	4,195,000	3,560,000	635,000
1999 Municipal Court LTGO	05/15/99	08/01/10	4.25%-4.75%	3,420,000	3,420,000	-
2002 Parking LTGO	08/08/02	10/01/12	3.74%-3.74%	1,045,000	790,000	255,000
2004 Sportsplex LTGO	08/05/04	12/01/28	2.00%-4.625%	4,315,000	730,000	3,585,000
2004 PFD/Civic/Refunding LTGO	11/09/04	12/01/26	2.25%5.00%	16,375,000	3,320,000	13,055,000
2005 Solid Waste LTGO	12/08/05	12/01/25	4.15%-5.4%	8,695,000	1,440,000	7,255,000
Total General Obligation Bonds				40,845,000	15,725,000	25,120,000
Notes Payable, Public Works Trust and CERB Loans						
Drake Property Note Payable	12/31/92	12/31/22	7.00%	225,000	79,442	145,558
Street Resurfacing PWT Loan	07/01/02	07/01/22	0.50%	2,975,000	1,079,781	1,895,219
Total Other General Obligation Debt				3,200,000	1,159,223	2,040,777
Total Long Term General Debt				\$44,045,000	\$ 16,884,223	\$ 27,160,777

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
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	2,983,701
2013	1,355,000	1,004,066	167,166	16,629	2,542,861
2014	1,455,000	948,371	167,834	15,172	2,586,377
2015	1,440,000	889,779	168,549	13,666	2,511,994
Future	17,180,000	5,047,812	1,204,721	48,666	23,481,199
	\$ 25,120,000	\$ 10,117,973	\$ 2,040,777	\$ 131,585	\$ 37,410,335

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 12/31/10	Est. Unmatured Debt as of 12/31/10
LID 1106 Bakerview Road	12/30/96	12/30/18	4.10%-6.00%	4,357,957	4,102,957	255,000
Total LID Assessment Bonds				\$ 4,357,957	\$ 4,102,957	\$ 255,000

Estimated Debt Service Requirements on LID Assessment Debt

Year	LID Bond Principal	LID Bond Interest	Total LID Debt
2011	-	20,100	20,100
2012	-	20,100	20,100
2013	-	20,100	20,100
2014	-	20,100	20,100
2015	105,000	20,100	125,100
Future	150,000	11,100	161,100
	\$ 255,000	\$ 111,600	\$ 366,600

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 12/31/10	Unmatured Debt as of 12/31/10
Revenue Bonds						
1999 Water / Sewer	05/01/99	08/01/11	3.70%-4.60%	8,220,000	6,075,000	2,145,000
2004 Water / Sewer	05/01/04	08/01/24	3.00%-5.00%	10,690,000	6,830,000	3,860,000
2006 Water / Sewer	06/15/06	08/01/16	4.00%-4.50%	11,330,000	2,625,000	8,705,000
2008 Water / Sewer	08/21/08	08/01/18	3.00%-4.25%	6,040,000	695,000	5,345,000
Total Revenue Bonds				36,280,000	16,225,000	20,055,000
Public Works Trust Loans and Notes						
Sewer - Silverbeach PWT Loan	06/01/91	07/01/11	2.00%	445,500	422,052	23,448
Watermain Rplmnt PWT Loan	07/01/02	07/01/22	0.50%	1,938,000	710,599	1,227,401
Middle Fork Diversion PWT Loan	12/01/06	07/04/26	0.50%	680,000	107,367	572,633
Total Other Obligations Debt				3,063,500	1,240,018	1,823,482
Total Long Term General Debt				\$39,343,500	\$17,465,018	\$ 21,878,482

Annual Estimated Debt Service Requirements on Revenue Debt to Maturity

Year	Bond Principal	Bond Interest	Other Debt Principal	Other Debt Interest	Total Debt
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
2015	1,740,000	502,881	138,073	6,239	\$ 2,387,193
Future	9,775,000	2,150,808	1,109,668	26,130	\$13,061,605
	\$20,055,000	\$5,379,479	\$1,823,479	\$ 64,696	\$27,322,654

GENERAL SALARY INFORMATION FOR 2010

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 an annual 3% increase. Effective January 1, 2009, each Council member received \$1,732 per month. As a budget reduction measure, the Council voted to forego the established annual increase for 2010, leaving their salaries at \$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 1st 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 1st or July 1st, whichever comes first.

BUDGETED POSITIONS LIST

DEPARTMENT/DIVISION	ACTUAL 2008	ADOPTED 2009	ADOPTED 2010	Employee Group	Monthly Salary Range
FIRE DEPARTMENT					
Fire:					
Ambulance Billing and Reimbursement Spec 2	3.0	3.0	3.0	B	\$2,822-\$3,454
Office Assistant 2	2.0	2.0	2.0	B	\$2,655-\$3,256
Secretary 3	1.0	1.0	1.0	B	\$2,822-\$3,454
Captains	26.1	29.0	26.0	C	\$6,314-\$7,110
Fire Inspectors	3.0	3.0	3.0	C	\$6,314-\$7,110
Firefighters, FF/Paramedics, FF/Inspectors	103.7	101.0	100.0	C	\$4,686-\$5,945
Assistant Fire Chief	2.0	2.0	2.0	E	\$9,130
Fire Chief	1.0	1.0	1.0	E	\$10,125
Battalion Chiefs	4.0	4.0	4.0	F	\$7,537-\$7,821
Division Chief	2.0	2.0	2.0	F	\$7,537-\$7,821
Fire Marshal	1.0	1.0	1.0	F	\$7,537-\$7,821
Medical Services Officer	1.0	1.0	1.0	F	\$7,537-\$7,821
Fire/EMS Dispatcher, Dispatcher in Trng	12.0	12.0	12.0	M	\$3,331-\$4,216
Communications Operations Officer	1.0	1.0	1.0	M	\$4,595-\$4,875
Program Coordinator	0.0	0.0	1.0	S	\$4,572-\$5,514
<i>Support and Services Supervisor</i>	1.0	1.0	0.0	S	--
Support and Services Supervisor	1.0	1.0	1.0	S	\$3,829-\$4,617
Subtotal Regular Employees	164.8	165.0	161.0		
Temporary Labor	0.4	0.3	0.0	T	
TOTAL FIRE DEPARTMENT	165.2	165.3	161.0		
<i>STAFFING SUMMARY BY BARGAINING UNIT:</i>					
<i>Non-Uniformed Employee Group</i>	6.0	6.0	6.0	B	AFSCME 114
<i>Fire Uniformed Employee Group</i>	132.8	133.0	129.0	C	IAFF 106
<i>Non-Represented Employee Group</i>	3.0	3.0	3.0	E	Non-Union
<i>Fire Staff Officers Group</i>	8.0	8.0	8.0	F	IAFF 106S
<i>EMS Dispatch Group</i>	13.0	13.0	13.0	M	AFSCME 114F
<i>Supervisor/Professional Employee Group</i>	2.0	2.0	2.0	S	Teamster 231
<i>Temporary Labor Employee Group</i>	0.4	0.3	0.0	T	Non-Union

Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2008	ADOPTED 2009	ADOPTED 2010	Employee Group	Monthly Salary Range
POLICE DEPARTMENT					
Police Operations and Administration:					
Accounting Technician	0.7	1.0	1.0	B	\$3,176-\$3,881
Parking Enforcement Officer	0.0	0.0	4.0	B	\$3,176-\$3,881
<i>Parking Enforcement Officer</i>	2.9	4.0	0.0	B	--
Police Support Services Specialist	2.0	2.0	2.0	B	\$2,993-\$3,664
Tech Support & Training Specialist	1.0	1.0	1.0	B	\$4,264-\$5,216
Warrant Officer	1.0	1.0	1.0	B	\$4,023-\$4,920
Crime Scene Investigators	5.0	6.0	6.0	D	\$6,008-\$6,374*
Detectives	9.6	9.0	9.0	D	\$6,008-\$6,374*
Evidence and I.D. Supervisor	0.5	1.0	1.0	D	\$6,693-\$7,101*
Patrol Officers	66.3	70.0	64.6	D	\$4,670-\$6,008*
Sergeants	14.3	14.0	13.1	D	\$6,693-\$7,101*
Traffic Officers	7.0	6.0	6.0	D	\$6,008-\$6,374*
Deputy Chief of Police	1.7	2.0	2.0	E	\$9,130
Lieutenants	4.3	5.0	5.0	E	\$8,614
Police Chief	1.0	1.0	1.0	E	\$10,125
Program Specialist	1.0	1.0	0.0	E	--
Program Specialist	2.0	2.0	2.0	S	\$4,062-\$4,899
Subtotal Regular Employees	120.3	126.0	118.7		
Temporary Labor	0.0	0.4	0.4	T	
Total:	120.3	126.4	119.1		
Police Records:					
Police Support Services Specialist	14.0	15.0	13.0	B	\$2,993-\$3,664
Program Manager 1	1.0	1.0	1.0	S	\$5,459-\$6,583
Support and Services Supervisor	2.0	2.0	2.0	S	\$3,829-\$4,617
Total:	17.0	18.0	16.0		
Police Dispatch:					
Accounting Technician	1.0	1.0	1.0	B	\$3,176-\$3,881
Tech Support & Applications Specialist	1.0	1.0	1.0	B	\$4,523-\$5,539
Lieutenants	0.8	1.0	1.0	E	\$8,614
WHAT-COMM Dispatcher-In-Training, Call Receiver, Dispatcher	25.5	26.0	26.0	P	\$3,330-\$4,214*
Total:	28.3	29.0	29.0		
TOTAL POLICE DEPARTMENT	165.6	173.4	164.1		
STAFFING SUMMARY BY BARGAINING UNIT:					
<i>Non-Uniformed Employee Group</i>	23.6	26.0	24.0	B	AFSCME 114
<i>Uniformed Employee Group</i>	102.7	106.0	99.7	D	Police Guild
<i>Non-Represented Employee Group</i>	8.8	10.0	9.0	E	Non-Union
<i>Public Safety Dispatch Group</i>	25.5	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"

Personnel

Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2008	ADOPTED 2009	ADOPTED 2010	Employee Group	Monthly Salary Range
JUDICIAL & SUPPORT SERVICES DEPARTMENT					
Municipal Court:					
Accounting Technician	2.0	2.0	2.0	B	\$3,176-\$3,881
Court Process Specialist	8.0	8.0	6.0	B	\$2,993-\$3,664
Court Commissioner	1.0	1.0	1.0	E	\$7,594
Judicial & Supp Services Director	1.0	1.0	1.0	E	\$8,588
Municipal Court Judge	1.0	1.0	1.0	O	\$10,125
Program Technician	0.7	0.5	0.2	E	\$3,730-\$4,535
Division Supervisor	1.0	1.0	1.0	S	\$4,572-\$5,514
Program Manager 1	<u>0.3</u>	<u>0.2</u>	<u>0.1</u>	S	\$5,459-\$6,583
Subtotal Regular Employees	15.0	14.7	12.3		
Temporary Labor	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	T	
Total:	15.0	14.7	12.3		
Support Services:					
Micrographics/Imaging Tech - GF	1.0	1.0	1.0	B	\$2,690-\$3,291
Office Assistant 1	1.0	1.0	1.0	B	\$2,362-\$2,893
Office Assistant 2	1.0	1.0	1.0	B	\$2,655-\$3,256
Records Management Coordinator	1.0	1.0	1.0	B	\$3,574-\$4,371
Program Technician	0.3	0.5	0.8	E	\$3,730-\$4,535
Program Manager 1	<u>0.7</u>	<u>0.8</u>	<u>0.9</u>	S	\$5,459-\$6,583
Total:	5.0	5.3	5.7		
TOTAL JUDICIAL & SUPP SERVICES	20.0	20.0	18.0		
STAFFING SUMMARY BY BARGAINING UNIT:					
<i>Municipal Court Judge</i>	<i>1.0</i>	<i>1.0</i>	<i>1.0</i>	<i>O</i>	<i>Elected</i>
<i>Non-Uniformed Employee Group</i>	<i>14.0</i>	<i>14.0</i>	<i>12.0</i>	<i>B</i>	<i>AFSCME 114</i>
<i>Non-Represented Employee Group</i>	<i>3.0</i>	<i>3.0</i>	<i>3.0</i>	<i>E</i>	<i>Non-Union</i>
<i>Supervisor/Professional Employee Group</i>	<i>2.0</i>	<i>2.0</i>	<i>2.0</i>	<i>S</i>	<i>Teamster 231</i>
<i>Temporary Labor Employee Group</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>T</i>	<i>Non-Union</i>

Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2008	ADOPTED 2009	ADOPTED 2010	Employee Group	Monthly Salary Range
PARKS AND RECREATION					
Administration:					
Accounting Assistant 2	1.0	1.0	0.8	B	\$2,822-\$3,454
Office Assistant 2	2.0	2.0	2.0	B	\$2,655-\$3,256
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	\$3,829-\$4,617
Subtotal Regular Employees	5.0	5.0	4.8		
Temporary Labor	<u>0.1</u>	<u>0.6</u>	<u>0.2</u>	T	
Total:	5.1	5.6	5.0		
Design and Development:					
Park Project Specialist	1.0	1.0	1.0	B	\$3,574-\$4,371
Property Acquisition Specialist	1.0	1.0	0.0	B	--
Department Manager 1	1.0	1.0	1.0	E	\$5,947-\$7,228
Landscape Architect	1.0	1.0	1.0	S	\$4,850-\$5,849
Program Coordinator	1.0	1.0	1.0	S	\$4,572-\$5,514
Project Engineer	<u>0.6</u>	<u>1.0</u>	<u>1.0</u>	S	\$5,792-\$7,332
Total:	5.6	6.0	5.0		
Recreation Services:					
Accounting Technician	1.0	1.0	1.0	B	\$3,176-\$3,881
Aquatic Center Main Cashier - PT	1.6	2.2	1.5	B	\$1,974-\$2,422
Aquatic Leader - PT	2.6	3.0	1.5	B	\$1,974-\$2,422
Aquatics Facility Technician	1.0	1.0	1.0	B	\$3,176-\$3,881
Ed Programs/Activities Coordinator	7.0	7.0	5.0	B	\$3,369-\$4,043
Park Specialist	1.0	1.0	1.0	B	\$3,786-\$4,637
Park Technician - Grounds	1.0	1.0	1.0	B	\$3,369-\$4,043
Parks Maintenance Aide 3	3.0	3.8	3.0	B	\$2,227-\$2,722
Recreation Instructor	3.0	3.0	2.0	B	\$2,227-\$2,722
Recreation Instructor - PT	0.8	1.3	1.3	B	\$2,227-\$2,722
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	\$5,459-\$6,583
Subtotal Regular Employees	25.0	27.3	21.3		
Temporary Labor	<u>17.9</u>	<u>17.0</u>	<u>14.8</u>	T	
Total:	42.9	44.3	36.1		
Park Operations:					
Greenway Volunteer Coordinator	1.0	1.0	1.0	B	\$3,369-\$4,043
Office Assistant 1 - PT	0.5	0.8	0.8	B	\$2,362-\$2,893
Office Assistant 3	1.0	1.0	1.0	B	\$2,822-\$3,454
Park Arborist	1.0	1.0	1.0	B	\$3,786-\$4,637
Park Specialist	6.0	6.0	6.0	B	\$3,786-\$4,637
Park Technician	13.0	13.0	13.0	B	\$3,176-\$4,124
Park Worker	1.0	1.0	1.0	B	\$2,822-\$3,454
Parks Maintenance Aide 2	1.7	1.7	1.7	B	\$1,974-\$2,422
Parks Maintenance Aide 3	7.0	6.7	5.2	B	\$2,227-\$2,722
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	\$4,572-\$5,514
Subtotal Regular Employees	35.2	35.2	33.7		
Temporary Labor	<u>4.7</u>	<u>5.6</u>	<u>5.7</u>	T	
Total:	39.9	40.8	39.4		

Personnel

Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2008	ADOPTED 2009	ADOPTED 2010	Employee Group	Monthly Salary Range
PARKS AND RECREATION (continued)					
Cemetery:					
Park Technician	1.0	1.0	1.0	B	\$3,369-\$4,043
Park Worker	1.0	1.0	1.0	B	\$2,822-\$3,454
Parks Maintenance Aide 3	1.7	1.5	1.5	B	\$2,227-\$2,722
Secretary 3	1.0	1.0	0.0	B	--
Program Coordinator	1.0	1.0	1.0	S	\$4,572-\$5,514
Subtotal Regular Employees	5.7	5.5	4.5		
Temporary Labor	0.2	0.5	0.0	T	
Total:	5.9	6.0	4.5		
Golf Course:					
Maintenance and operation service is contracted.	0.0	0.0	0.0		
TOTAL PARKS AND RECREATION	99.4	102.7	90.0		
STAFFING SUMMARY BY BARGAINING UNIT:					
<i>Non-Uniformed Employee Group</i>	63.9	66.0	56.3	B	AFSCME 114
<i>Non-Represented Employee Group</i>	4.0	4.0	4.0	E	Non-Union
<i>Supervisor/Professional Employee Group</i>	8.6	9.0	9.0	S	Teamster 231
<i>Temporary Labor Employee Group</i>	22.9	23.7	20.7	T	NU/AFSCME

LIBRARY					
Cataloging Technician - GF	2.0	2.0	1.0	B	\$2,993-\$3,664
Cataloging Technician - GF PT	1.5	1.3	1.3	B	\$2,993-\$3,664
Library Assistant 1, 2 - GF	3.0	3.0	3.0	B	\$2,993-\$3,664
Library Clerk 1 - PT	1.9	1.8	1.0	B	\$2,362-\$2,893
Library Clerk 2	3.0	3.0	3.0	B	\$2,655-\$3,256
Library Clerk 2 - PT	5.5	5.2	1.5	B	\$2,655-\$3,256
Library Clerk 3	1.0	1.0	1.0	B	\$2,655-\$3,256
Library Clerk 3 - PT	1.7	1.5	1.0	B	\$2,655-\$3,256
Library Specialist 2	3.0	3.0	3.0	B	\$2,993-\$3,664
Library Specialist 3	1.0	1.0	1.0	B	\$3,574-\$4,371
Security Info Attendant - PT	0.7	1.8	1.6	B	\$2,362-\$2,893
Administrative Assistant	1.0	1.0	1.0	E	\$3,320-\$4,035
Department Manager 1	0.8	1.0	1.0	E	\$5,947-\$7,228
Library Director	1.0	1.0	1.0	E	\$8,588
Librarian 1 - PT	1.1	1.0	1.0	L	\$4,037-\$5,461
Librarian 2	4.0	4.0	3.0	L	\$4,230-\$5,724
Librarian 3	3.0	3.0	2.3	L	\$4,711-\$6,373
Division Supervisor	1.0	1.0	1.0	S	\$4,572-\$5,514
Subtotal Regular Employees	36.2	36.6	28.7		
Temporary Labor	14.5	10.8	13.5	T	
TOTAL LIBRARY	50.7	47.4	42.2		
STAFFING SUMMARY BY BARGAINING UNIT:					
<i>Non-Uniformed Employee Group</i>	24.3	24.6	18.4	B	AFSCME 114
<i>Non-Represented Employee Group</i>	2.8	3.0	3.0	E	Non-Union
<i>Professional Librarians Employee Group</i>	8.1	8.0	6.3	L	AFSCME 114L
<i>Supervisor/Professional Employee Group</i>	1.0	1.0	1.0	S	Teamster 231
<i>Temporary Labor Employee Group</i>	14.5	10.8	13.5	T	NU/AFSCME

Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2008	ADOPTED 2009	ADOPTED 2010	Employee Group	Monthly Salary Range
MUSEUM					
Accounting Technician	1.0	1.0	1.0	B	\$3,176-\$3,881
Assist. Ed/Public Programs Coordinator	1.0	2.0	2.0	B	\$3,369-\$4,043
<i>Museum Curator</i>	0.5	0.0	0.0	S	--
Custodial Maint. Worker 1 - PT	0.5	0.5	0.5	B	\$2,362-\$2,893
Custodial Maint. Worker 2	1.0	1.0	1.0	B	\$2,655-\$3,256
Exhibits Assistant	1.0	1.0	1.0	B	\$2,655-\$3,256
Museum Technician - PT	0.0	0.0	0.5	B	\$3,176-\$3,881
<i>Museum Technician</i>	0.0	1.0	0.0	B	--
<i>Museum Technician - PT</i>	0.5	0.0	0.0	B	--
Office Assistant 3	1.0	1.0	1.0	B	\$2,822-\$3,454
Photo Archive Technician	1.0	1.0	1.0	B	\$3,176-\$3,881
Security Information Attendants - PT	1.1	2.2	2.2	B	\$2,362-\$2,893
<i>Security Information Attendants</i>	1.1	0.0	0.0	B	--
Administrative Assistant - PT	0.0	0.0	0.5	E	\$3,320-\$4,035
<i>Administrative Assistant</i>	1.0	1.0	0.0	E	--
Museum Director	1.0	1.0	1.0	E	\$9,262
Exhibits Designer	1.0	1.0	1.0	S	\$4,062-\$4,899
Museum Curator	2.0	3.0	2.0	S	\$4,572-\$5,514
Museum Facilities Manager	1.0	1.0	1.0	S	\$4,310-\$5,197
Subtotal Regular Employees	15.7	17.7	15.7		
Temporary Labor	1.5	2.4	2.4	T	
TOTAL MUSEUM	17.2	20.1	18.1		
STAFFING SUMMARY BY BARGAINING UNIT:					
<i>Non-Uniformed Employee Group</i>	9.2	10.7	10.2	B	AFSCME 114
<i>Non-Represented Employee Group</i>	2.0	2.0	1.5	E	Non-Union
<i>Supervisor/Professional Employee Group</i>	4.5	5.0	4.0	S	Teamster 231
<i>Temporary Labor Employee Group</i>	1.5	2.4	2.4	T	Non-Union

Personnel

Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2008	ADOPTED 2009	ADOPTED 2010	Employee Group	Monthly Salary Range
PLANNING AND COMMUNITY DEVELOPMENT					
Planning:					
Office Assistant 2	2.0	1.0	1.0	B	\$2,655-\$3,256
Secretary 3	1.0	1.0	1.0	B	\$2,822-\$3,454
Administrative Assistant	0.0	0.5	0.0	E	--
Planning & Comm. Dev. Director	1.0	1.0	1.0	E	\$9,688
Program Specialist	0.0	1.0	1.0	E	\$3,954-\$4,807
GIS Analyst, Senior	1.0	1.0	1.0	S	\$5,146-\$6,515
GIS Specialist	1.0	1.0	1.0	S	\$4,062-\$5,144
Planner 1, 2	9.7	10.0	8.0	S	\$3,829-\$5,790
Planner, Senior	3.0	3.0	3.0	S	\$5,459-\$6,912
Program Manager 1	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$5,459-\$6,583
Subtotal Regular Employees	19.7	20.5	18.0		
Temporary Labor	<u>0.2</u>	<u>0.5</u>	<u>0.0</u>	T	
Total:	19.9	21.0	18.0		
Neighborhoods and Comm Dev:					
Accounting Technician	0.0	0.0	1.0	B	\$3,176-\$3,881
<i>Accounting Assistant 2</i>	<i>1.0</i>	<i>1.0</i>	<i>0.0</i>	B	--
Administrative Secretary	0.0	1.0	1.0	B	\$3,176-\$3,881
<i>Secretary 3</i>	<i>1.0</i>	<i>0.0</i>	<i>0.0</i>	B	--
Housing Rehab. Specialist	1.0	1.0	1.0	B	\$3,786-\$4,637
Development Specialist 2	2.3	2.0	2.0	S	\$4,572-\$5,514
Program Coordinator	1.0	1.0	1.0	S	\$4,572-\$5,514
Program Manager 1	2.0	2.0	2.0	S	\$5,459-\$6,583
Program Specialist	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$4,062-\$4,899
Total:	9.3	9.0	9.0		
Development Services:					
Building Inspector 1, 2	3.0	4.0	1.0	B	\$4,023-\$5,477
Electrical Inspector 1, 2, 3	3.0	2.0	2.0	B	\$4,264-\$5,876
Office Assistant 2	3.0	3.0	2.0	B	\$2,655-\$3,256
Permit Program Systems Administrator	1.0	1.0	1.0	B	\$3,786-\$4,637
Permit Technician	3.8	4.0	4.0	B	\$3,574-\$4,371
Plans Examiner	4.0	4.0	2.0	B	\$4,799-\$5,876
Senior Building Inspector	1.0	1.0	1.0	B	\$4,799-\$5,876
Department Manager 2	1.0	1.0	1.0	E	\$6,304-\$7,663
Building Official	1.0	1.0	1.0	S	\$6,145-\$7,408
Division Supervisor	0.0	1.0	1.0	S	\$4,572-\$5,514
Support and Services Supervisor	<u>0.7</u>	<u>1.0</u>	<u>0.0</u>	S	--
Subtotal Regular Employees	21.5	23.0	16.0		
Temporary Labor	<u>0.1</u>	<u>0.1</u>	<u>0.6</u>	T	
Total:	21.6	23.1	16.6		
TOTAL PLANNING DEPARTMENT	50.8	53.1	43.6		
STAFFING SUMMARY BY BARGAINING UNIT:					
<i>Non-Uniformed Employee Group</i>	<i>24.8</i>	<i>24.0</i>	<i>18.0</i>	<i>B</i>	<i>AFSCME 114</i>
<i>Non-Represented Employee Group</i>	<i>2.0</i>	<i>3.5</i>	<i>3.0</i>	<i>E</i>	<i>Non-Union</i>
<i>Supervisor/Professional Employee Group</i>	<i>23.7</i>	<i>25.0</i>	<i>22.0</i>	<i>S</i>	<i>Teamster 231</i>
<i>Temporary Labor Employee Group</i>	<i>0.3</i>	<i>0.6</i>	<i>0.6</i>	<i>T</i>	<i>Non-Union</i>

Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2008	ADOPTED 2009	ADOPTED 2010	Employee Group	Monthly Salary Range
HEARING EXAMINER					
Administrative Assistant	0.4	0.5	0.5	E	\$3,320-\$4,035
Hearing Examiner	1.0	1.0	1.0	E	\$9,228
TOTAL HEARING EXAMINER DEPT.	1.4	1.5	1.5		
<i>STAFFING SUMMARY BY BARGAINING UNIT:</i>					
<i>Non-Represented Employee Group</i>	<i>1.4</i>	<i>1.5</i>	<i>1.5</i>	<i>E</i>	<i>Non-Union</i>
HUMAN RESOURCES DEPARTMENT					
Human Resources:					
Administrative Assistant	1.0	0.0	0.0	E	--
Human Resources Analyst	2.4	2.0	1.4	E	\$4,442-\$5,399
Human Resources Analyst, Senior	0.7	0.7	0.8	E	\$4,992-\$6,068
<i>Human Resources Analyst</i>	<i>0.8</i>	<i>0.0</i>	<i>0.0</i>	E	--
Human Resources Assistant	0.5	1.0	1.0	E	\$3,132-\$3,807
<i>Program Technician</i>	<i>0.3</i>	<i>0.0</i>	<i>0.0</i>	E	--
Human Resources Director	0.9	1.0	0.9	E	\$8,588
Human Resources Generalist	1.0	2.0	1.5	E	\$3,954-\$4,807
Program Manager 1	0.0	1.0	1.0	E	\$5,292-\$6,433
<i>Human Resources Analyst</i>	<i>1.0</i>	<i>0.0</i>	<i>0.0</i>	E	--
Subtotal Regular Employees	8.6	7.7	6.6		
Temporary Labor	<u>0.4</u>	<u>0.0</u>	<u>0.0</u>	T	
Total:	9.0	7.7	6.6		
Payroll:					
Financial Assistant - PT LT	0.3	0.0	0.0	E	--
Financial Technician	0.0	1.0	1.0	E	\$2,955-\$3,592
<i>Financial Technician - LT</i>	<i>0.5</i>	<i>0.0</i>	<i>0.0</i>	E	--
HR Analyst	1.0	1.0	1.3	E	\$4,442-\$5,399
Payroll Lead	0.0	0.0	1.0	E	\$3,320-\$4,035
<i>Administrative Assistant (est)</i>	<i>0.0</i>	<i>1.0</i>	<i>0.0</i>	E	--
<i>Financial Technician</i>	<i>1.0</i>	<i>0.0</i>	<i>0.0</i>	E	--
Program Manager 1	<u>0.0</u>	<u>0.0</u>	<u>0.1</u>	E	\$5,292-\$6,433
Total:	2.8	3.0	3.4		
Benefits:					
Financial Assistant - PT LT	0.1	0.0	0.0	E	--
Financial Technician	0.0	1.0	1.0	E	\$2,955-\$3,592
<i>Financial Technician - LT</i>	<i>0.5</i>	<i>0.0</i>	<i>0.0</i>	E	--
HR Analyst	0.0	0.0	0.3	E	\$4,442-\$5,399
Human Resources Director	0.0	0.0	0.1	E	\$8,588
Human Resources Generalist	0.0	0.0	0.5	E	\$3,954-\$4,807
Human Resources Analyst, Senior	0.0	0.3	0.0	E	--
<i>Human Resources Analyst</i>	<i>0.2</i>	<i>0.0</i>	<i>0.0</i>	E	--
Program Manager 1	0.0	1.0	0.9	E	\$5,292-\$6,433
<i>Human Resources Analyst, Senior</i>	<i>1.0</i>	<i>0.0</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
Total:	2.8	3.3	3.8		
TOTAL HUMAN RESOURCES DEPT.	14.6	14.0	13.8		
<i>STAFFING SUMMARY BY BARGAINING UNIT:</i>					
<i>Non-Represented Employee Group</i>	<i>14.2</i>	<i>14.0</i>	<i>13.8</i>	<i>E</i>	<i>Non-Union</i>
<i>Temporary Labor Employee Group</i>	<i>0.4</i>	<i>0.0</i>	<i>0.0</i>	<i>T</i>	<i>Non-Union</i>

Personnel

Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2008	ADOPTED 2009	ADOPTED 2010	Employee Group	Monthly Salary Range
FINANCE DEPARTMENT					
Accounting Assistant 2	4.0	4.0	4.0	B	\$2,822-\$3,454
Accounting Technician	4.0	4.0	3.7	B	\$3,176-\$3,881
City Tax Representative	1.0	1.0	1.0	B	\$3,176-\$3,881
Office Assistant 1 - PT	0.5	0.5	0.0	B	--
Administrative Assistant	1.0	1.0	1.0	E	\$3,320-\$4,035
Finance Director	0.9	1.0	1.0	E	\$10,125
Program Manager 2	2.0	3.0	3.0	E	\$5,610-\$7,161
<i>Budget Manager</i>	1.0	0.0	0.0	E	--
<i>Financial Analyst</i>	0.7	0.0	0.0	S	--
Program Specialist	1.0	1.0	1.0	E	\$3,954-\$4,807
Program Technician - PT	0.8	0.8	0.8	E	\$3,730-\$4,535
Accountant 1, 2	3.6	4.0	3.0	S	\$4,310-\$5,790
Subtotal Regular Employees	20.5	20.3	18.5		
Temporary Labor	0.0	0.0	0.0	T	
TOTAL FINANCE	20.5	20.3	18.5		
STAFFING SUMMARY BY BARGAINING UNIT:					
<i>Non-Uniformed Employee Group</i>	9.5	9.5	8.7	B	AFSCME 114
<i>Non-Represented Employee Group</i>	6.7	6.8	6.8	E	Non-Union
<i>Supervisor/Professional Employee Group</i>	4.3	4.0	3.0	S	Teamster 231
<i>Temporary Labor Employee Group</i>	0.0	0.0	0.0	T	Non-Union

INFORMATION TECHNOLOGY SERVICES DEPARTMENT					
Accounting Technician - PT	0.0	0.0	0.7	B	\$3,176-\$3,881
<i>Administrative Secretary</i>	1.0	1.0	0.0	B	--
Network Technician 2	1.0	1.0	1.0	B	\$3,369-\$4,043
Office Assistant 2	1.0	1.0	1.0	B	\$2,655-\$3,256
Tech. Support & Training Spec.	7.0	7.0	6.0	B	\$4,264-\$5,216
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
Network Administrator	0.0	1.0	1.0	S	\$5,792-\$7,332
<i>Network Administrator</i>	1.0	0.0	0.0	S	--
Program Coordinator	1.0	1.0	1.0	S	\$4,572-\$5,514
Program Manager 1	1.0	1.0	1.0	S	\$5,459-\$7,258
Systems Analyst 2	0.0	6.0	7.0	S	\$5,459-\$6,912
<i>Database Administrator</i>	1.0	1.0	0.0	S	--
<i>Systems Analyst 2</i>	5.2	0.0	0.0	S	--
Subtotal Regular Employees	20.3	21.1	19.8		
Temporary Labor	0.9	1.0	0.6	T	
TOTAL INFO TECH SERVICES DEPT.	21.2	22.1	20.4		
STAFFING SUMMARY BY BARGAINING UNIT:					
<i>Non-Uniformed Employee Group</i>	10.0	10.0	8.7	B	AFSCME 114
<i>Non-Represented Employee Group</i>	1.1	1.1	1.1	E	Non-Union
<i>Supervisor/Professional Employee Group</i>	9.2	10.0	10.0	S	Teamster 231
<i>Temporary Labor Employee Group</i>	0.9	1.0	0.6	T	Non-Union

Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2008	ADOPTED 2009	ADOPTED 2010	Employee Group	Monthly Salary Range
LEGAL DEPARTMENT					
Assistant City Attorney	1.7	2.0	2.0	E	\$4,992-\$6,068
Assistant City Attorney, Senior	4.7	5.0	4.7	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	1.4	2.0	2.0	E	\$2,788-\$3,388
Program Specialist	1.0	1.0	1.0	E	\$3,954-\$4,807
Subtotal Regular Employees	10.8	12.0	11.7		
Temporary Labor	0.8	0.4	0.4	T	
TOTAL LEGAL	11.6	12.4	12.1		
STAFFING SUMMARY BY BARGAINING UNIT:					
Non-Represented Employee Group	10.8	12.0	11.7	E	Non-Union
Temporary Labor Employee Group	0.8	0.4	0.4	T	Non-Union

EXECUTIVE DEPARTMENT					
Administrative Secretary	1.0	1.0	0.0	B	--
Administrative Assistant	1.2	1.5	1.0	E	\$3,320-\$4,035
Chief Administrative Officer	0.8	1.0	1.0	E	\$10,125
Executive Assistant	1.0	1.0	1.0	E	\$3,730-\$4,535
Mayor	1.0	1.0	1.0	O	\$10,429
Program Manager 1	1.0	1.0	1.0	E	\$5,292-\$6,433
Program Manager 1 - PT	0.3	0.5	0.0	E	--
Program Manager 2	0.9	0.9	0.9	E	\$5,610-\$6,820
Lake Whatcom Management Staff	0.0	1.0	0.0	E	--
Waterfront Redevelopment Manager	0.6	0.0	0.0	E	--
Subtotal Regular Employees	7.8	8.9	5.9		
Temporary Labor	0.1	0.1	0.0	T	
TOTAL EXECUTIVE	7.9	9.0	5.9		
STAFFING SUMMARY BY BARGAINING UNIT:					
Elected	1.0	1.0	1.0	O	Elected
Non-Uniformed Employee Group	1.0	1.0	0.0	B	AFSCME 114
Non-Represented Employee Group	5.8	6.9	4.9	E	Non-Union
Temporary Labor Employee Group	0.1	0.1	0.0	T	Non-Union

LEGISLATIVE					
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	0.6	1.0	1.0	E	\$3,954-\$4,807
Subtotal Regular Employees	8.6	9.0	9.0		
Temporary Labor	0.3	0.3	0.3	T	
TOTAL LEGISLATIVE	8.9	9.3	9.3		
STAFFING SUMMARY BY BARGAINING UNIT:					
Council Members	7.0	7.0	7.0	O	Elected
Non-Represented Employee Group	1.6	2.0	2.0	E	Non-Union
Temporary Labor Employee Group	0.3	0.3	0.3	T	Non-Union

Personnel

Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2008	ADOPTED 2009	ADOPTED 2010	Employee Group	Monthly Salary Range
PUBLIC WORKS					
P.W. Administration:					
Administrative Secretary	1.0	1.0	1.0	B	\$3,176-\$3,881
Office Assistant 2	1.0	1.0	1.0	B	\$2,655-\$3,256
Assistant City Attorney, Senior - PT	0.6	0.5	0.0	E	--
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	0.5	1.0	1.0	S	\$4,572-\$5,514
<i>Program Specialist</i>	<u>0.5</u>	<u>0.0</u>	<u>0.0</u>	S	--
Total:	5.6	5.5	5.0		
Maintenance Administration:					
Administrative Secretary	1.0	1.0	1.0	B	\$3,176-\$3,881
Office Assistant 2	2.0	2.0	1.0	B	\$2,655-\$3,256
Safety Specialist	1.0	1.0	1.0	B	\$4,264-\$5,216
Assistant Director	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	E	\$7,083-\$9,039
Subtotal Regular Employees	5.0	5.0	4.0		
Temporary Labor	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	T	
Total:	5.0	5.0	4.0		
Environmental Resources:					
(Some employees from this division reassigned to Engineering, Utilities and Maintenance)					
Resource Conservation Mgmt Assistant LT	0.8	0.8	0.0	B	--
Program Manager 2	1.0	1.0	1.0	E	\$5,610-\$6,820
Program Coordinator	0.6	1.0	0.0	S	--
Program Coordinator - PT Job Share	0.2	0.0	0.0	S	--
Program Coordinator - PT Job Share LT	<u>0.2</u>	<u>0.0</u>	<u>0.0</u>	S	--
Subtotal Regular Employees	2.8	2.8	1.0		
Temporary Labor	<u>1.4</u>	<u>2.9</u>	<u>1.9</u>	T	
Total:	4.2	5.7	2.9		
Treatment Plants:					
Incinerator Operator 1	3.0	3.0	3.0	B	\$4,264-\$5,216
Lab Technician	4.0	4.0	4.0	B	\$3,786-\$4,637
Maintenance Specialist	3.0	3.0	3.0	B	\$4,799-\$5,876
Maintenance Technician	7.3	7.0	7.0	B	\$4,264-\$5,216
Maintenance Worker 3	0.0	0.0	1.0	B	\$3,369-\$4,043
<i>Skilled Worker 1</i>	<u>1.0</u>	<u>1.0</u>	<u>0.0</u>	B	--
Plant Operator OIT, 1 & 2	7.0	7.0	7.0	B	\$3,786-\$5,876
Signal Systems Specialist (est-SCADA Tech)	0.0	0.0	1.0	B	\$4,523-\$5,539
<i>Skilled Worker 1</i>	<u>0.0</u>	<u>1.0</u>	<u>0.0</u>	B	--
Utility Worker 1 & 2, Skilled Worker 1	3.0	2.0	2.0	B	\$2,993-\$4,124
Department Manager 2	0.9	1.0	1.0	E	\$6,304-\$7,663
Program Manager 1	3.8	4.0	4.0	S	\$5,459-\$6,583
Water Quality Specialist	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	S	\$4,850-\$6,141
Subtotal Regular Employees	35.0	35.0	35.0		
Temporary Labor	<u>4.1</u>	<u>4.4</u>	<u>4.4</u>	T	
Total:	39.1	39.4	39.4		

Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2008	ADOPTED 2009	ADOPTED 2010	Employee Group	Monthly Salary Range
PUBLIC WORKS (continued)					
Utilities:					
Utility Locator	0.0	1.0	1.0	B	\$3,176-\$4,920
<i>Water Distribution Specialist 3</i>	1.0	0.0	0.0	B	--
Utility Worker 1, 2	3.6	6.0	3.0	B	\$2,993-\$3,881
Utility Worker 1, 2; Skilled Worker 1, 2	9.0	9.0	9.0	B	\$2,993-\$4,371
Water Distribution Specialist 2, 3, 4, 5	15.7	15.0	18.0	B	\$3,176-\$4,920
Division Supervisor	3.0	3.0	3.0	S	\$4,572-\$5,514
Program Specialist	1.0	1.0	1.0	S	\$4,062-\$4,899
Utility Engineer	1.0	1.0	1.0	S	\$5,146-\$6,205
Subtotal Regular Employees	34.3	36.0	36.0		
Temporary Labor	0.7	2.7	2.7	T	
Total:	35.0	38.7	38.7		
Maintenance:					
Associate Engineering Technician LT (Reassigned)	0.7	0.0	1.0	B	\$3,574-\$4,371
Ed Programs/Activities Coordinator (Reassigned)	1.0	1.0	1.0	B	\$3,369-\$4,043
Engineering Technician (Reassigned)	1.0	1.0	1.0	B	\$3,574-\$4,371
Engineering Technician LT (Reassigned)	0.0	0.5	0.0	B	--
Neighborhood Code Compliance Officer	0.7	1.0	1.0	B	\$3,786-\$4,637
<i>Litter Compliance Officer</i>	0.3	0.0	0.0	B	--
Senior Surface Water Technician	1.0	1.0	1.0	B	\$3,786-\$4,637
Utility Worker 1, 2; Skilled Worker 1, 2	18.7	19.0	19.0	B	\$2,993-\$4,371
Department Manager 2	1.0	1.0	1.0	E	\$6,304-\$7,663
Division Supervisor	2.0	2.0	2.0	S	\$4,572-\$5,514
Program Manager 2 (Reassigned)	1.0	1.0	1.0	S	\$5,792-\$6,983
Subtotal Regular Employees	27.4	27.5	28.0		
Temporary Labor LT (Reassigned)	0.0	0.0	0.5		
Temporary Labor (Reassigned)	1.7	3.1	4.0		
Temporary Labor	1.8	2.8	2.8	T	
Total:	30.9	33.4	35.3		
Purchasing & Materials Management:					
Buyer	2.0	2.0	2.0	B	\$3,574-\$4,371
Lead Buyer	1.0	1.0	1.0	B	\$4,799-\$5,876
Warehouse Worker	3.0	3.0	3.0	B	\$3,369-\$4,043
Department Manager 1	1.0	1.0	1.0	E	\$5,947-\$7,228
Division Supervisor	1.0	1.0	1.0	S	\$4,572-\$5,514
Subtotal Regular Employees	8.0	8.0	8.0		
Temporary Labor	0.3	0.4	0.4	T	
Total:	8.3	8.4	8.4		

Personnel

Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2008	ADOPTED 2009	ADOPTED 2010	Employee Group	Monthly Salary Range
PUBLIC WORKS (continued)					
Financial Management:					
Accounting Assistant 2	1.0	1.0	1.0	B	\$2,822-\$3,454
Accounting Technician	1.6	3.0	3.0	B	\$3,176-\$3,881
<i>Accounting Assistant 2</i>	1.1	0.0	0.0	B	--
Program Coordinator	0.3	1.0	1.0	S	\$4,572-\$5,514
<i>Contract Accounting Specialist</i>	0.7	0.0	0.0	B	--
Program Manager 1	0.3	1.0	1.0	S	\$5,459-\$6,583
<i>Financial Services Supervisor</i>	0.7	0.0	0.0	S	--
Subtotal Regular Employees	5.7	6.0	6.0		
Temporary Labor	0.0	0.1	0.1	T	
Total:	5.7	6.1	6.1		
Supervision & Technology:					
GIS Technician, Senior	0.0	0.0	3.0	B	\$3,574-\$4,371
<i>Engineering Technician</i>	3.0	3.0	0.0	B	--
Office Assistant 2	1.0	1.0	1.0	B	\$2,655-\$3,256
Operations Data Assistant	1.0	1.0	1.0	B	\$2,655-\$3,256
Senior Surveyor	1.0	1.0	1.0	B	\$3,786-\$4,637
Service Representative 1, 2	3.0	3.0	3.0	B	\$2,993-\$4,124
Division Supervisor	1.0	1.0	1.0	S	\$4,572-\$5,514
GIS Analyst	0.0	0.0	2.0	S	\$4,572-\$5,514
<i>GIS Specialist</i>	2.0	2.0	0.0	S	--
GIS Analyst, Senior	1.2	2.0	1.0	S	\$5,146-\$6,515
Program Coordinator	1.0	1.0	1.0	S	\$4,572-\$5,514
Program Manager 2	1.0	1.0	1.0	S	\$5,792-\$6,983
Systems Analyst 1	1.0	1.0	1.0	S	\$4,572-\$5,790
Subtotal Regular Employees	16.2	17.0	16.0		
Temporary Labor	1.1	1.5	1.5	T	
Total:	17.3	18.5	17.5		
Fleet Administration:					
Fleet Maint. Mechanic 3, 4	5.0	5.0	5.0	B	\$3,786-\$4,920
Fleet Maint. Mechanic 5	2.0	2.0	2.0	B	\$4,264-\$5,216
Division Supervisor	1.0	1.0	1.0	S	\$4,572-\$5,514
Subtotal Regular Employees	8.0	8.0	8.0		
Temporary Labor	0.4	0.3	0.3	T	
Total:	8.4	8.3	8.3		
Facilities:					
Custodial Maint. Worker 1	9.7	9.0	9.0	B	\$2,362-\$2,893
Custodial Maint. Worker 1 - GF	1.0	1.0	1.0	B	\$2,532-\$3,101
Custodial Maint. Worker 1 - PT	0.6	0.5	0.5	B	\$2,362-\$2,893
Custodial Maint. Worker 2	1.0	1.0	1.0	B	\$2,655-\$3,256
Custodial Maint. Worker Lead	0.0	1.0	1.0	B	\$3,176-\$3,881
Maintenance Worker 3	3.0	3.0	3.0	B	\$3,369-\$4,043
Program Manager 1	1.0	1.0	1.0	S	\$5,459-\$6,583
Program Specialist	0.0	0.0	1.0	S	\$4,062-\$4,899
Total:	16.3	16.5	17.5		

Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2008	ADOPTED 2009	ADOPTED 2010	Employee Group	Monthly Salary Range
PUBLIC WORKS (continued)					
Engineering:					
Engineering Assistant	2.0	2.0	1.0	B	\$4,264-\$5,216
Engineering Technician	1.0	2.0	2.0	B	\$3,574-\$4,371
Project Records Coordinator	1.0	1.0	1.0	B	\$3,369-\$4,043
Senior Construction Inspector	4.0	3.0	3.0	B	\$4,023-\$4,920
Senior Permits Reviewer	2.0	2.0	2.0	B	\$4,023-\$4,920
Assistant Director	2.0	2.0	1.0	E	\$7,083-\$9,039
Department Manager 2	2.0	2.0	2.0	E	\$6,304-\$7,663
Division Supervisor	1.0	1.0	1.0	S	\$4,572-\$5,514
Planner 2	1.0	1.0	1.0	S	\$4,572-\$5,790
Program Coordinator (Reassigned)	1.0	1.0	1.0	S	\$4,572-\$5,514
Program Specialist	1.0	1.0	1.0	S	\$4,062-\$4,899
Project Engineer	4.2	5.0	5.0	S	\$5,792-\$7,332
Project Engineer - LT	1.0	0.0	0.0	S	--
Utility Engineer (Reassigned)	1.0	1.0	1.0	S	\$5,146-\$6,205
Subtotal Regular Employees	24.2	24.0	22.0		
Temporary Labor	0.8	1.5	1.5	T	
Total:	25.0	25.5	23.5		
Transportation:					
Accounting Assistant 3	1.0	1.0	1.0	B	\$2,993-\$3,664
Associate Engineering Technician	1.0	1.0	1.0	B	\$3,176-\$3,881
Electronics Tech, Electronics Spec	4.0	5.0	5.0	B	\$3,786-\$5,539
Parking Controls Technician 1	0.3	1.0	1.0	B	\$2,655-\$3,256
Parking Controls Technician 1 - GF	0.0	1.0	1.0	B	\$2,822-\$3,454
<i>Custodian/Parking Meter Collector - GF</i>	1.0	0.0	0.0	B	--
Parking Controls Technician 2 - GF	0.0	1.0	1.0	B	\$3,025-\$3,703
<i>Parking Meter Mechanic - GF</i>	1.0	0.0	0.0	B	--
Secretary 3	1.0	1.0	1.0	B	\$2,822-\$3,454
Security Information Attendant	0.7	1.0	1.0	B	\$2,362-\$2,893
<i>Parking Systems Security</i>	0.3	0.0	0.0	B	--
Signal Systems Specialist	1.0	1.0	1.0	B	\$4,523-\$5,539
Skilled Worker 2	2.0	2.0	2.0	B	\$3,574-\$4,371
Utility 2, Skilled Worker 1	3.0	3.0	3.0	B	\$3,176-\$4,124
Department Manager 2	1.0	1.0	1.0	E	\$6,304-\$7,663
Division Supervisor	1.0	1.0	1.0	S	\$4,572-\$5,514
Program Manager 1	1.0	1.0	1.0	S	\$5,459-\$6,583
Traffic Operations Engineer	1.0	1.0	1.0	S	\$5,146-\$6,205
Subtotal Regular Employees	20.3	22.0	22.0		
Temporary Labor	2.1	3.0	3.0	T	
Total:	22.4	25.0	25.0		

Personnel

Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2008	ADOPTED 2009	ADOPTED 2010	Employee Group	Monthly Salary Range
---------------------	----------------	-----------------	-----------------	-------------------	----------------------------

PUBLIC WORKS (continued)

Storm & Surface:					
(Employees from this division reassigned to Engineering and Maintenance)					
Property Acquisition & Facilities Mgmt.:					
Property Acquisition Specialist	1.0	1.0	1.0	B	\$4,264-\$5,216
Program Manager 1	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$5,459-\$6,583
Total:	2.0	2.0	2.0		
TOTAL PUBLIC WORKS	225.2	238.0	233.6		
<i>STAFFING SUMMARY BY BARGAINING UNIT:</i>					
<i>Non-Uniformed Employee Group</i>	156.8	159.8	157.5	B	AFSCME 114
<i>Non-Represented Employee Group</i>	12.5	12.5	11.0	E	Non-Union
<i>Supervisor/Professional Employee Group</i>	41.5	43.0	42.0	S	Teamster 231
<i>Temporary Labor Employee Group</i>	14.4	22.7	23.1	T	Non-Union

PUBLIC FACILITIES DISTRICT

Administrative Assistant	0.5	0.0	0.0	E	--
TOTAL PUBLIC FACILITIES DIST.	0.5	0.0	0.0		
<i>STAFFING SUMMARY BY BARGAINING UNIT:</i>					
<i>Non-Represented Employee Group</i>	0.5	0.0	0.0	E	Non-Union

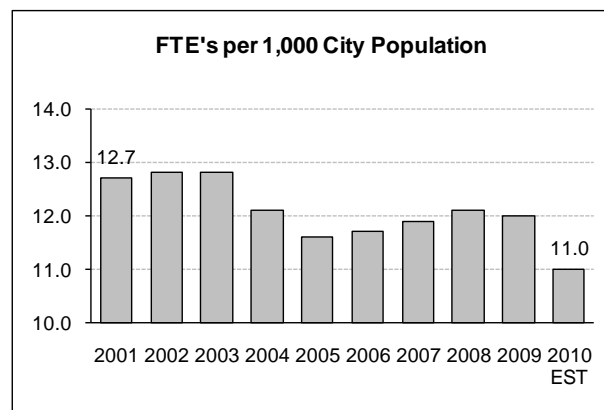
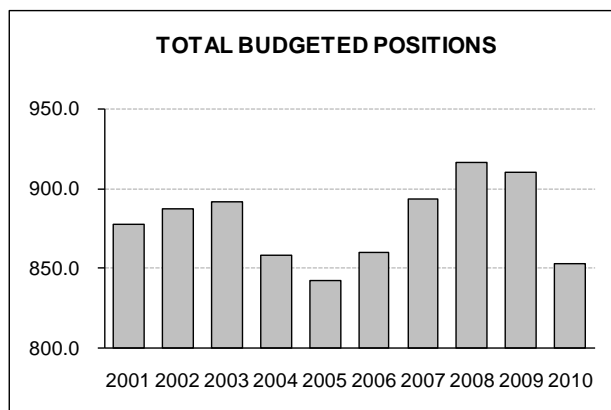
PUBLIC DEVELOPMENT AUTHORITY

Administrative Assistant	0.0	0.0	0.8	E	\$3,320-\$4,035
Public Development Authority Staff	0.0	1.7	0.0	E	--
TOTAL PUBLIC DEVELOPMENT AUTH.	0.0	1.7	0.8		
<i>STAFFING SUMMARY BY BARGAINING UNIT:</i>					
<i>Non-Represented Employee Group</i>	0.0	1.7	0.8	E	Non-Union

	ACTUAL 2008	ADOPTED 2009	ADOPTED 2010
GRAND TOTAL - CITY-WIDE	880.7	910.3	852.9

10 YEAR HISTORY OF BUDGETED POSITIONS IN FULL TIME EQUIVALENTS FROM ADOPTED BUDGETS

Employee Group	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Elected Mayor (and Finance Director through 2007)	2.0	2.0	2.0	2.0	2.0	2.0	2.0	1.0	1.0	1.0
Elected City Council	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
Elected Municipal Judge	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Non-Represented Employee Grp	75.9	75.6	78.6	77.4	77.1	79.9	83.9	90.8	87.0	80.1
Supervisors and Professionals	90.9	94.3	100.6	101.7	104.9	103.4	108.6	107.8	106.0	100.0
Professional Librarians	9.3	9.3	8.3	8.0	8.0	8.0	8.0	8.0	8.0	6.3
Emergency Med Svcs Dispatch	10.0	11.0	11.0	11.0	12.0	12.0	12.0	13.0	13.0	13.0
Fire Supervisors	8.0	8.0	8.0	7.3	7.0	8.0	8.0	8.0	8.0	8.0
Firefighters	120.8	128.7	129.7	129.3	122.5	126.0	132.0	135.0	133.0	129.0
Police	97.0	98.0	98.0	95.4	95.1	100.0	102.0	102.0	106.0	99.7
WHAT COMM Dispatch	0.0	0.0	23.0	23.0	23.0	23.0	26.0	26.0	26.0	26.0
Non-Uniformed	387.3	379.1	355.7	334.4	323.5	327.3	336.5	352.1	351.6	319.8
TOTAL REGULAR	808.2	814.0	822.9	797.5	783.1	797.6	827.0	851.7	847.6	790.9
Temporary Labor	69.0	73.4	69.1	60.9	59.2	62.2	66.6	64.6	62.6	62.0
TOTAL PAID WORKFORCE	877.2	887.4	892.0	858.4	842.3	859.8	893.6	916.3	910.2	852.9



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

Significant Changes to Budgeted Positions by Year

2010 In 2009, there were four rounds of budget reductions to reduce expenditures citywide. These reductions were done in response to declining revenues brought on by the recession. Positions have been eliminated from every city department in order to meet budget reduction targets. These reductions consisted of eliminating 38.7 vacant and 22.2 filled FTEs. In addition, small normal fluctuations in hours, temporary labor, or changes in limited term positions status added the equivalent of 3.6 FTEs to the citywide total. All told, citywide there was a net decrease of 57.3 FTEs from the 2009 Adopted Budget.

2009 4.0 new police positions are proposed as part of a new Neighborhood Anti-Crime Team that will be a proactive problem-solving unit assigned to the patrol division. The team will be project-oriented and will focus on issues/concerns in the 24 neighborhoods and

districts of Bellingham. The Public Development Authority will be staffed with 1.7 positions. The PDA will be the City's real estate development arm for parcels and properties throughout Bellingham, inclusive of parts of the waterfront district. The total number of new positions in 2009 is 5.7 FTEs. New positions are being offset by reductions in vacant positions and a decrease in temporary labor for a net decrease of 5.8 FTEs.

- 2008** 4.0 new positions are proposed to facilitate management of the Lake Whatcom Watershed to help stabilize water quality levels. 3.0 positions are being added in the Medic One group to ensure the appropriate level of service as agreed to in the Countywide Emergency Medical Service Plan. The Police Department is adding 1.4 positions in the Records function to ensure the mandated 3-day turnaround time is met. The Library is adding 1.5 positions to serve increasing circulation needs. 0.7 positions are being added in Judicial & Support Services to assist with an increase in parking citations and public records requests. Planning & Community Development is adding 0.5 positions to assist with planning and economic development. The Public Works Department is adding 4.5 positions, which include a Parking Meter Collector to keep up with demand, Conservation Specialists to ensure efficient and appropriate usage of resources, a Utility Locator to meet State standards and an Accounting Assistant to assist with time keeping functions. The remaining increase of 6.1 is a result of increases in temporary labor and an increase in new positions from 2007 that were budgeted as mid-year hires in 2007 but will now be budgeted for the entire year. Lastly, though it does not impact the overall staff count, the Finance Director will no longer be an elected position.
- 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.

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).

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.

Discrete Component Unit: See "Component Unit."

Enterprise Fund: See "Proprietary Funds."

Expenditures: The outlay of financial resources.

Benefits: Those benefits paid by the City as part of the conditions of employment.

Examples include health insurance, social security, and retirement system contributions.

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

Includes both loan advances and loan payments from one fund to another fund within the City. Includes loan advances of intergovernmental loans.

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

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

Intergovernmental Expenditures: Includes **Intergovernmental Services, which are** purchases from other governments of those specialized services typically performed by local governments. Also includes **Interfund Transfers**, which are contributions one City fund makes to another.

Other Services and Charges: A basic classification for services other than personnel.

Examples include professional services, communication, travel, advertising, utilities, and insurance.

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

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

FEMA: Federal Emergency Management Agency.

Fines and Forfeitures: See "Revenues."

Full-Time Equivalent (FTE): A term that expresses the amount of time a position has been budgeted for in relation to the amount of time a regular, full-time employee normally works in a year. For budget and planning purposes, a year of full-time employment is defined as 2,080 hours. A position that has been budgeted to work half-time for a full year, or full-time for only six months, is .50 FTE. 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: Memorandum of Understanding

Glossary

MYN: Map Your Neighborhood, a disaster preparedness education program through the Fire Department's Emergency Management office.

Non-Revenues: See "Revenues."

Object: As used in expenditure classifications, this term applies to the type of item purchased or the service obtained. See "Expenditures" for the seven object explanations.

Objective: Desired accomplishment that can be measured and achieved within a given time frame.

Other Financing Sources: See "Revenues."

Other Services and Charges: See "Expenditures."

PCD: Planning and Community Development Department

PERS: Public Employees Retirement System

PFD: Bellingham – Whatcom Public Facilities District (also BWPFD)

PDA: Bellingham Public Development Authority (also BPDA)

Performance/Activity Measure: Specific quantitative measures of work performed within an activity or program, or a quantitative measure of results obtained through a program or activity.

Placelessness: Places that lack a "sense of place" are sometimes referred to as "placeless" or "inauthentic." Placeless landscapes are those that have no special relationship to the places in which they are located—they could be anywhere. Roadside strip shopping malls and chain stores and restaurants are often cited as examples of placeless landscape elements. Even some historic sites or districts that have been heavily commercialized for tourism are sometimes defined as having lost their sense of place.

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

Enterprise Fund: Used to 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.

RCW: Revised Code of Washington (Washington State Law)

Reserve: A segregation of assets to provide for future use toward a specified purpose. The City defines reserves as the difference between those assets that can reasonably be expected to be available for use within the year, or shortly thereafter, and those liabilities that can reasonably be expected to be extinguished during the year. For budgetary purposes, reserves are not necessarily equal to fund balance. The City uses four basic types of reserve designations.

Undesignated: Not designated for a specific purpose.

Designated: Needed for labor settlements, cash flow, other City designated, or legally restricted uses.

Designated-Debt: Set aside for future debt payments.

Designated-Capital: Set aside for future capital acquisitions or construction.

Revenues: Income received by the City including such items as property taxes, fees, user charges, grants, fines and forfeitures, interest income, and miscellaneous revenue. The types of revenue categories, referred to as Basic Accounts are listed below.

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

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

Intergovernmental Revenues: Includes grants, entitlements, shared revenues and payments for goods and services provided by one government to another. An example is Community Development Block Grants provided to the City by the Federal Government.

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

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

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

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

Proprietary/Trust Gains (Losses) and Other Income (Expenses): Segregates special transactions that affect the income of enterprise, internal service and fiduciary funds. Includes insurance recoveries. These are generally not anticipated or budgeted, but may appear in actual numbers reported for the prior year.

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

Revenue Bonds: See "Bond."

RFP: Request for Proposal

Salaries and Wages: See "Expenditures."

Sense of Place: Either the intrinsic character of a place or the meaning people give to it, but, more often, a mixture of both. Less striking places have meaning and value attached to them because they are 'home', and it is argued that attachment to a place increases with the distinctiveness of that place. Planners use this argument by consciously creating or preserving memorable and singular structures to make a space distinctively different; this often includes preserving the best of historical buildings to encourage in the residents an attachment to the place. A final element is our own experience of a place; after an experience of either happiness or tragedy in a location, the sight of an iconic structure from that place might reawaken the same emotion. (See Placelessness)

Special Assessment Bonds: See "Bond."

Supplies: See "Expenditures."

Taxes: See "Revenues."

Triple Bottom Line: Abbreviated as BL or 3BL and also known as "people, planet, profit" or "the three pillars" captures an expanded spectrum of values and criteria for measuring organizational (and societal) success: economic, ecological and social. With the ratification of the United Nations and the International Council for Local Environmental Initiatives – Local Governments for Sustainability (ICLEI) TBL standard for urban and community accounting in early 2007, this became the dominant approach to public sector full cost accounting.

Urban Growth Area (UGA): As described by, [RCW 36.70A.110](#), areas within which urban growth shall be encouraged and outside of which growth can occur only if it is not urban in nature. For further information, see Revised Code of Washington.

User Account Code (UAC): The General Ledger account numbering system the City uses internally for accounting and budgeting.

UTGO: Unlimited Tax General Obligation Bond. See "Bond."

WAC: Washington Administrative Code (Washington Public Agency Rules and Regulations)

WTA: Whatcom Transportation Authority

WTP: Water Treatment Plant

WWTP: Wastewater Treatment Plant