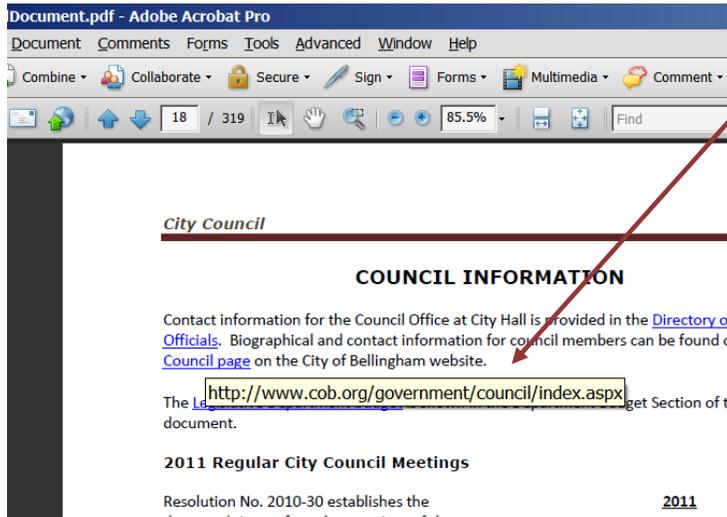


Navigation Tips

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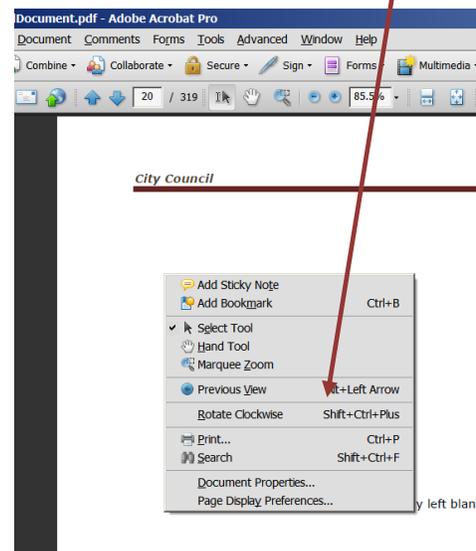
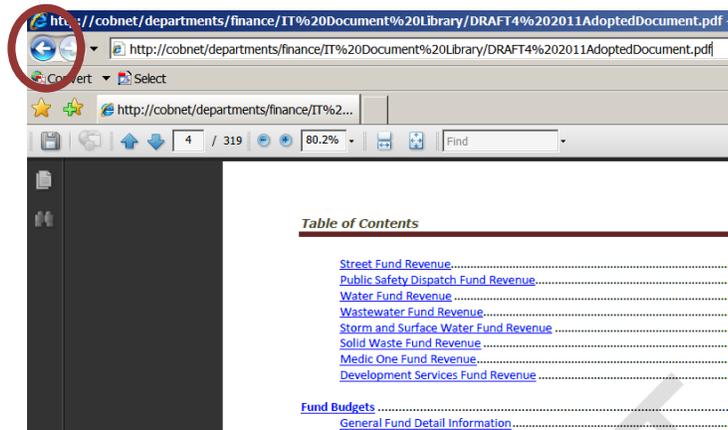
- **Some are internal** – go to another place in the file.
- **Some are external** – open another web page.



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2012 Adopted Budget

City of Bellingham, Washington



Cover (lower) photo "Posing on Bellingham Bay" courtesy of Lou Nicksic, www.lou-pro.com

The annual budget is prepared by Finance Department staff:

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

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

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MAYOR'S OFFICE

Dan Pike, Mayor
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 30, 2011

RE: Presenting the 2012 Adopted Budget

Overview

The purpose of any budget is to specify an organization's spending plan for a fiscal period and to demonstrate how it will continue to fulfill its mission and vision. Formed around the Council's adopted ***Legacies and Strategic Commitments*** and the performance metrics that will validate our progress or lack thereof, this budget continues fundamental services and prioritizes support of key programs and initiatives that will help us achieve our goals.

Since late 2007, our community – like most across the nation—has struggled under the weight of the national recession. During those years, with the City Council's concurrence, we have been restrained in our spending and prudent in the use of established reserves to navigate our way through the hardest economic times in 70 years, while also keeping intact most of the services and programs our citizens depend on and value.

As painful as the past few years have been, it is important for us to maintain two perspectives.

First, we are emerging from the deepest depths of this recession in better shape than many, if not most. Despite the curtailing of hours of operation or elimination of some programs, loss of some of our colleagues to reductions in force, and stagnation of salaries and wages of many others, as a community we are strong. Among the signs of our competitive advantage are:

- Addition to our tourism capacity through planned construction of two new hotels in the city, bringing nearly 300 additional rooms into our inventory;

Mayor's Budget Message

- Construction of several new mixed-use and other housing projects in downtown by private development and through the work of Bellingham's Public Development Authority;
- Independently verified new heights in customer satisfaction with our Permit Center
- A growing list of more than 170 businesses assisted through our Office of Business Relations & Economic Development, including Index Sensors, which will add some 50 jobs to our market once fully relocated;
- Expansion of existing major local employers, such as Heath Tecna, Blue Sea Systems and Costco;
- Construction access to the waterfront district began and buildings on the site deemed least probable for viability coming down to make way for the next generation;
- Progress on clean up of several historical sites to expand our recreational spaces and provide land for commerce;
- National rankings as the "best of" too numerous to mention here;
- Unprecedented regional, national and international attention and patronage of the Whatcom Museum
- A revered and growing parks, trail and open space system
- A library teeming with engaged adults and brimming with youngsters well on their way to becoming lifelong learners.

We need to celebrate these accomplishments, especially in these times. A significant ingredient of pulling out of a recession is psychological. I hope we will all keep the above list of good news (and many other items not included) in mind as we move forward. Bellingham is still on the move.

Second, we need to accentuate the positive but also remain vigilant. Things are looking up somewhat as the burden of the recession has lessened noticeably –though not entirely—in the past year, and revenues climb slowly up from their devastating lows. Despite recent growth, we do not yet have a pace of economic expansion that exceeds the cumulative growth rate in our government's structural expenses, especially when national health care inflation continues to run at three or more times the rate of the general cost of living.

Just sustaining what we have as a government is, therefore, an ongoing challenge. For many citizens, financial difficulties also continue. Citizens want and need services but are hard-pressed to pay more for them.

In 2012, we will have the benefit of the debt on the Deemer Road fire station rolling off our books, thereby reducing the City's share of the local collective property tax bill. Council proposed and approved levying the statutorily allowed 1% increase in the property tax levy plus the banked capacity to help maintain City services. With the Deemer Road property tax levy retirement, taking the 1.63% will modestly increase the property the average home. This will accomplish the objective of meeting the public's desire for and right to essential services, plus our strong community values surrounding our quality of life amenities

After years of departmental cuts, and a projected uptick in inflation to more than 3%, to not take the allowed amount would mean more staff losses and corresponding further reduction in services to the public, or utilizing more reserves.

Furthermore, per the RCW, not taking the allowed increase could pose a serious “cliff” in property tax revenues a few years down the road, when our current voter-approved levy lift for Greenways expires. Per the RCW 84.55.050(5), once a voter-approved lift expires, the city’s tax rate returns to its highest “regular” levy rate under the annually allowed one percent inflator formula.

With or without a small increase in the property tax, the budget that I lay before you remains feasible almost exclusively due to additional capital and operational austerity in 2012. Once again, department heads have had to make very difficult choices. Happily, in contrast to the past few years, that austerity does not include sizeable reductions in force. Where most positions are being removed or redefined, it is due to select re-organizations to achieve longer-term objectives or improve customer service. In those cases, deleted positions are frequently replaced with positions of either different or more flexible classifications. In other cases, positions will be shared by departments to meet similar, mutual needs with less expense.

When all is said and done, the \$64.8 million in General Fund revenues captured in this Budget and the \$196.7 million in overall new spending power will join with bond-derived capital reserves to permit our government to successfully focus on its 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.

A Few Items that will Warrant Monitoring During 2012

Though in financial terms the skies above us are showing some signs of a slow clearing, clouds remain. The following contextual items that could affect our future, if not the City budget, will require monitoring and continued discussion with Council:

1. New forecasts for State of Washington biennial revenues are expected to be \$1.4 billion worse than projected. The Governor convened another special session of the Legislature to tackle the deficit but also has authority to do her own across-the-board reductions. It is unknown at this time if or how state government’s next phase of expense reduction will affect our spending plan for 2012.
2. The U.S. Congress was presented a “jobs plan” from the President. That plan was not passed, but similar legislation following it, contains numerous elements that would affect workforce and other taxation, funding for state and local capital projects, etc.

Mayor's Budget Message

Passage and content of final legislation is uncertain, as are its possibilities for assisting us locally.

3. Unemployment rates, though better in our area than many parts of the state and nation, have remained largely unchanged in the most recent figures. With our coffers' heavy reliance on consumer spending and the construction industry, this stagnation tempers our recovery momentum.
4. Canadian consumers have enjoyed several years of comparative advantage in their dollar's strength over ours. As a county contiguous to the lower mainland of British Columbia, we have indisputably benefitted from their desire to shop and conduct other transactions in our area. At the same time, the Canadian economy has now reported its second quarter of contraction and may very well be headed for recessionary times. This warrants careful monitoring, especially if a significant recession to the north would occur well before the U.S. recovery gains full traction.
5. As always, factors which are not directly in our control, such as health care inflation, will continue to put pressure on our resources. These include costs associated with additional phases of national health care reform as they occur in the next several years.
6. As the past few years have starkly reinforced, being linked to global economic forces can have tremendous upsides and downsides. World markets remain unsettled. A recent poll of economists found that one in three believe there is still a good chance that the U.S. could experience the start of another recessionary period before 2012 expires.

These and other reasons are why we have strived to minimize further use of General Fund reserves in this budget; our "rainy days" may not be over and we will need our reserves to assure our resiliency. We must keep in mind that any new labor settlements during 2012 must also be paid for from reserves.

Despite this austerity and these uncertainties, the 2012 budget keeps current service levels afloat, even though staffing levels will improve little next year from the decade-low levels we hit last year. Where positions are increased in FTE or number, fee-for-service revenues or other cost savings have minimized the impact to the bottom line as much as possible.

Budget Development Standards

Though modest improvement in primary revenue streams (e.g. Sales and Use Tax, Business & Occupation tax, etc.) has assisted the formation of this budget for core city services and Council goal-driven initiatives, on the expense side, except for where beyond our control, outlays are often at or below the budget levels of several years ago.

Similar to 2011, we reviewed proposed 2012 departmental expense submissions with five primary criteria or filters applied:

- Does the work contribute measurably to execution of the City Council Legacies and Strategic Commitments?
- Does it help us meet our core responsibility to protect the public's safety, including safety in our homes and businesses, on our streets, in the water we provide, etc.?
- Does it contribute to maintaining and safeguarding our capital assets?
- Does it leverage third party (e.g. other governmental or private grant) resources?
- Will further reduction in expenditure present risks that are equal to or larger than the potential dollars saved in the near-term?

Departments were asked to uphold these priorities while first presenting expenditures that were no more than 101% of their 2011 Adopted Budget. This first-pass direction included meeting their spending target while absorbing increased health care and other benefit costs, and-- unless covered by negotiated concessions-- contractual salary or wage increases as well.

Our experienced departmental leaders and budgeteers struggled mightily with this charge, in particular because 2012's actions are coming after four years of already deep cuts. In the end, not all departments were treated equally, but I believe they were treated equitably based on departmental size, our Legacies, data on the success rates of service delivery, and the dimensions of prior years' cuts. Many of the options I have **not** selected for inclusion involved steep additional cuts in staffing, including public safety.

Areas of Emphasis, Key Changes or New Directions for 2012

Because continuation of core services is front and center in this budget, new or expanded initiatives are few in number when compared to prior years. With or without new elements, this Budget will assure continued focus on:

- Nursing our economy back to health through removal of barriers and collaboration with business;
- Partnering with the Washington Department of Ecology, county government, local water districts and our citizens to remain focused on improving the status of Lake Whatcom;
- Continuing reclamation of historically damaged lands for recreational and economic purposes, such as the waterfront district, Cornwall landfill, Boulevard Park, Little Squalicum Creek and others;
- Staying ahead of invasive species that could threaten several of our waterways and water treatment system;
- Redeveloping City-owned parcels so they rejoin the tax rolls and/or meet other important community needs;
- Maintaining and improving our capital assets so they remain viable for generations to come and minimizing their impact on the planet;

Mayor's Budget Message

- Carrying our weight in making sure our most vulnerable citizens have access to resources and services; and
- Being transparent about our progress on the Council's Legacies and Strategic Commitments as we make our performance metrics consistently available and visible to the public and those who otherwise fund our work.

Many additional and more specific deliverables are described in each department's 2012 objectives found elsewhere in this document.

Bellingham's Financial Resiliency

The 2012 Budget will send another clear message to onlookers that Bellingham is serious about keeping our financial house in order and protective of all that makes our area attractive for living, working and recreating.

We enter 2012 with our Limited General Obligation bond rating upgraded by Standard and Poor, and a reaffirmation of our Moody's AA2 rating for Revenue Bonds. Overall, the city has a strong credit position for our utilities' debt.

This year's budget anticipates an ending General Fund available reserve of \$9.3 million or 14% of 2012 operating expenditures. The reserve consists of \$8 million set aside to meet the council's approved 12% target reserve level and \$1.3 million of undesignated reserves for reappropriations and budget amendments during the year. In total, the City budget forecasts more than \$98 million dollars in estimated ending 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 the year, will constitute only about seven (7) weeks of operating expenses. In addition to meeting legal and financial obligations, the General Fund reserve is set aside to help the city weather financial impacts that could come from unforeseen emergencies or economic disruptions. Most of the other reserves on hand have restricted uses.

Budgeted Staffing Changes' Impact on Comparable Ratios

As previously described, the City's 2011 Budgets further reduced the size of our workforce. To meet some Council directives, such as daily operation of the Post Point incinerators as part of a Biochemical Oxygen Demand (BOD) strategy, we also added some positions by budget ordinance since passage of that budget.

The equivalent of .5 FTE will be lost for an incumbent employee as a reduction in force action for 2012. Others will be redefined to meet the needs of new business models or other mandates. With the positions added by ordinance since passage of the 2011 budget and the revisions proposed for 2012, we will see a slight uptick in employee count.

The 2011 Adopted Budget authorized 842.2 Full Time Equivalent (FTE) positions, inclusive of temporary or seasonal workers. The 2012 budget, which captures FTEs added by ordinance during 2011 and any plans for 2012, reflects an increase in budgeted positions of 7.2 to a total of 849.4 FTEs, calculated as follows:

BUDGETED FTES	
2011 Budgeted FTES	842.2
Net FTEs added by ordinance in 2011	2.5
FTEs added for 2012	9.2
Elimination of vacant positions	(2.9)
Reduction in force	(0.5)
Net increase in hours for budgeted positions, including non-benefited labor	0.9
Decrease in hours for Limited Term positions ending in 2012	(0.8)
Net FTE savings for delayed hire of budgeted positions	(1.2)
2012 Budgeted FTES	849.4
Net Increase	7.2

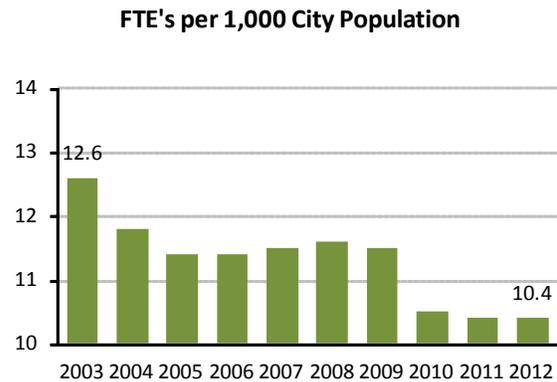
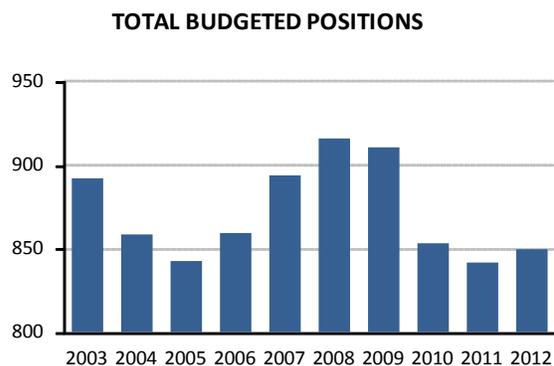
These changes mean the City's workforce is still down 66.9 FTEs since the 2008 budget was adopted, or 7.5%. In addition, several departments will continue to function with some of their authorized strength "frozen" as vacancies until we feel it is prudent to authorize their filling.

The table below compares the requested number of FTEs for 2012 to prior years' adopted budget levels. With these net changes, the City's staff to thousand population ratio of 10.4 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	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Elected Mayor (and Finance Director through 2007)	2.0	2.0	2.0	2.0	2.0	1.0	1.0	1.0	1.0	1.0
Elected City Council	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
Elected Municipal Judge	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Non-Represented Employee Grp	78.6	77.4	77.1	79.9	83.9	90.8	87.0	80.1	77.0	78.6
Supervisors and Professionals	100.6	101.7	104.9	103.4	108.6	107.8	106.0	100.0	97.5	98.0
Professional Librarians	8.3	8.0	8.0	8.0	8.0	8.0	8.0	6.3	7.0	6.7
Emergency Med Svcs Dispatch	11.0	11.0	12.0	12.0	12.0	13.0	13.0	13.0	13.0	13.0
Fire Supervisors	8.0	7.3	7.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Firefighters	129.7	129.3	122.5	126.0	132.0	135.0	133.0	129.0	133.0	133.0
Police	98.0	95.4	95.1	100.0	102.0	102.0	106.0	99.7	101.0	102.0
WHAT COMM Dispatch	23.0	23.0	23.0	23.0	26.0	26.0	26.0	26.0	26.0	26.0
Non-Uniformed	355.7	334.4	323.5	327.3	336.5	352.1	351.6	319.8	310.1	314.9
TOTAL REGULAR	822.9	797.5	783.1	797.6	827.0	851.7	847.6	790.9	781.6	789.2
Temporary Labor	69.1	60.9	59.2	62.2	66.6	64.6	62.6	62.0	60.6	60.2
TOTAL PAID WORKFORCE	892.0	858.4	842.3	859.8	893.6	916.3	910.2	852.9	842.2	849.4



*Source for population estimates – State of Washington
Office of Financial Management
All years restated from prior printing due to census.*

While I must confess to some concern that some departments are too thinly staffed, which presents some risk to our obligations and goals, I do not think it is prudent to add larger numbers of positions than those proposed until we are certain that a second recession and other threats are well behind us. In the interim, our departments will continue to collaborate to provide risk management redundancy where feasible and our skilled department heads will keep us apprised of any new or emerging threats that might need action as the year progresses.

In short, despite a smaller workforce, our citizens can expect that the City will continue its proud tradition of providing quality basic and desirable enrichment services, while we also 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.

Summary

We can now see signs that better times again lie ahead for our community. Our economic progress may lag in pace behind our hopes, but a new healthier direction is afoot. Until our economy expands at a rate that outpaces growth in structural expenses, we will need to remain frugal, collaborative and innovative.

Guided by 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 demonstrably make progress toward our goals. Though the pace of change may be somewhat tempered by our lack of resources, we are on the right track. This budget assures we stay the course.

I am honored to have worked alongside our skilled City employees, policy makers and volunteers to implement our collective vision and I thank one and all for your hard work and dedication in delivering community services. I am particularly proud of the teamwork that Department Heads have exhibited and the additional innovations their teams are working together to nurture for the coming days of our organization.

I would like to specifically acknowledge Budget Manager, Brian Henshaw, Finance Director, John Carter and 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. Like most departments, they, too are short-staffed but have rallied for another year of quality work.

This spending plan is but another chapter in Bellingham's story. I remain confident that our story will remain the envy of many and one that will bring to our citizens, staff and visitors in 2012 a year of increasing prosperity.

Sincerely,

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

Dan Pike, Mayor

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CITY OF BELLINGHAM LEGACIES AND STRATEGIC COMMITMENTS

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

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

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

The City Council originally adopted the **Legacies and Strategic Commitments** in July 2009. A preliminary set of community indicators and performance measures were adopted in July 2010 and finalized in 2011. Data for these indicators is available to the public at the [project web page](#).

The *City of Bellingham Legacies and Strategic Commitments* follow.

More information

For more information about the project, visit the [project web page](#) or contact the Mayor’s Office at 778-8100 or email mayoroffice@cob.org.

City of Bellingham *Legacies* and >Strategic Commitments

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

Clean, Safe Drinking Water

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

Healthy Environment

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

Vibrant Sustainable Economy

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

Sense of Place

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

Safe and Prepared Community

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

Mobility & Connectivity Options

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

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

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

Access to Quality of Life Amenities

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

Quality, Responsive City Services

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

Equity & Social Justice

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

COUNCIL INFORMATION

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

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

2012 Regular City Council Meetings

Resolution No. 2011-25 establishes the dates and times of regular meetings of the Bellingham City Council for 2012. The time for holding regular meetings of the City Council has been fixed at 7:00 p.m. on each of the days listed in the table at right.

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

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

	<u>2012</u>
January	9, 23
February	13, 27
March	12, 26
April	16, 23
May	7, 21
June	4, 18
July	2, 23
August	6, 13
September	10, 24
October	8, 22
November	5, 19
December	3, 10

Council Standing Committee and Ex-Officio Council Assignments 2012

Council PresidentTerry Bornemann
Council President Pro TemporeSeth Fleetwood
Mayor Pro Tempore.....Cathy Lehman

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

Actual committee meeting agendas, dates and times should be confirmed either through the [Council page](#) on the City of Bellingham website or by calling the City Council office at (360) 778-8200.

<u>City Council Standing Committees - 2012</u>	Weiss	Knutson	Lehman	Snapp	Borremann	Lilliquist	Fleetwood
X – C indicates Committee Chair							
Committee of the Whole	X	X	X	X	X	X	X
Finance and Personnel			X	X		X - C	
Lake Whatcom Reservoir			X	X		X	X - C
Parks and Recreation	X			X			X - C
Planning / Neighborhoods & Community Dev.	X – C		X			X	X
Public Works / Public Safety		X		X - C			X
Transportation	X	X	X - C				
Waterfront/Downtown/Old Town Development		X - C	X			X	
<u>Ex-Officio Council Assignments - 2012</u>	Weiss	Knutson	Lehman	Snapp	Borremann	Lilliquist	Fleetwood
X-Exec indicates Executive Board member X-Alt indicates Alternate							
Bellingham International Airport Advisory	X						
Bellingham School District						X	
Bellingham / Whatcom County Tourism				X			
Council of Governments	X-Exec		X				
Downtown Bellingham Partnership			X			X - Alt	
Emergency Medical / Ambulance Advisory				X		X	
Fire Pension Board						X	
Library Board of Trustees				X			
Marine Resources Committee							X
Mt. Baker Theatre Board							X
Museum Foundation					X		
Northwest Economic Council			X				
Open Space Committee (Same as Planning)	X		X			X	X
Opportunity Council				X			
Parks & Recreation Advisory Board	X			X			X
Police Pension Board					X		
Port Marina Advisory Committee		X					
Sister Cities Advisory Board							X
Sustainable Connections						X	
Tourism Commission Allocation Sub-Committee						X	
WHAT-COMM Communications Admin Board				X			
Whatcom Transportation Authority	X			X			

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ELECTED OFFICIALS

MAYOR

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

MUNICIPAL COURT JUDGE

Debra Lev
Bellingham Municipal Court(360) 778-8150

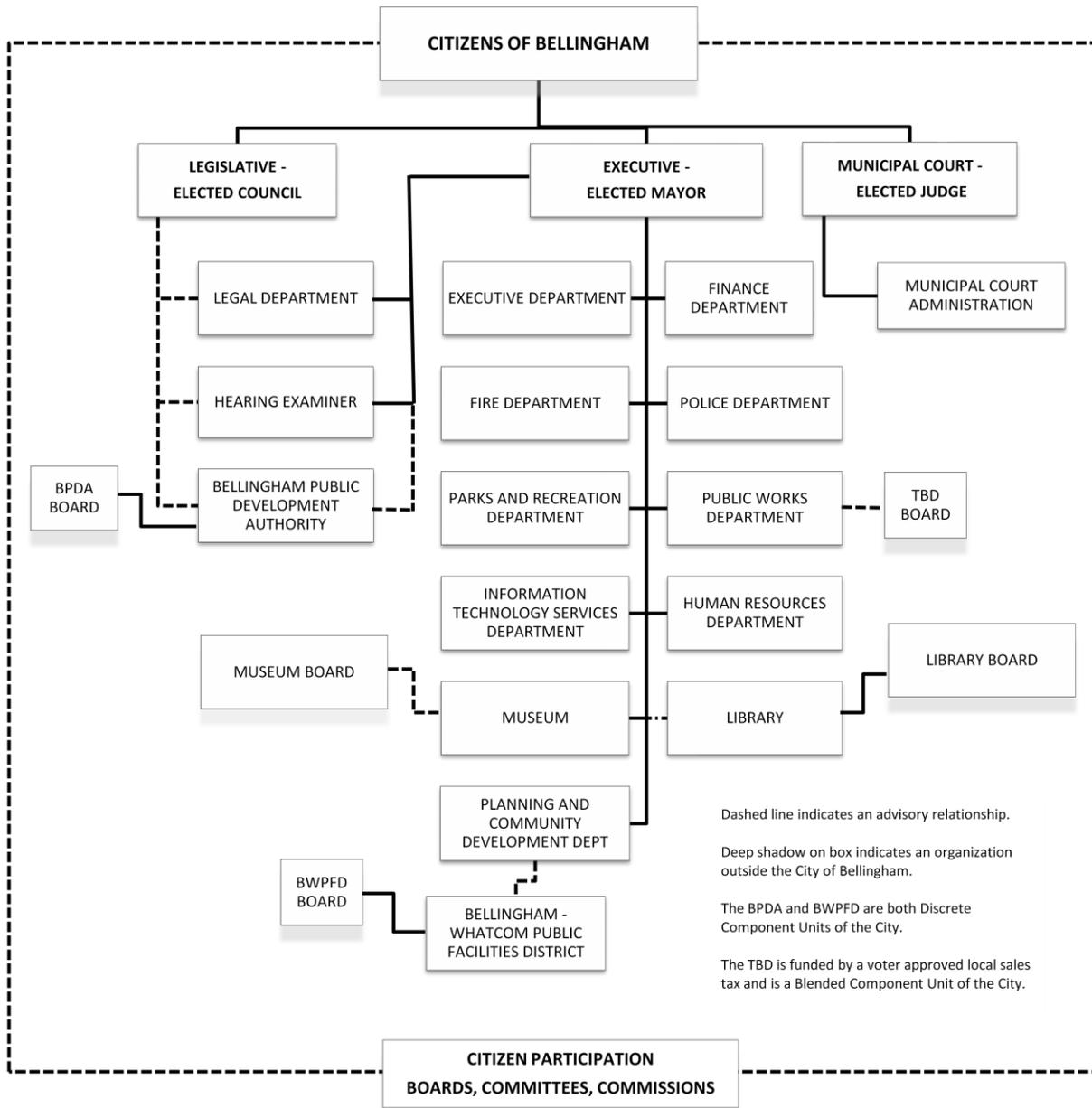
**CITY COUNCIL
2012**

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

- Jack Weiss 1st Ward
- Gene Knutson..... 2nd Ward
- Cathy Lehman 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

CITY ORGANIZATION CHART



EXECUTIVE STAFF

Executive Staff(360) 778-8100
CAO, vacant at publishing
Communications Manager, Janice Keller
Neighborhoods and Special Projects Coordinator, vacant at publishing

DEPARTMENT HEADS

Fire Chief, Bill Boyd(360) 778-8400
Police Chief, Todd Ramsay(360) 778-8600
Judicial Services Director, Linda Storck.....(360) 778-8150
Parks and Recreation Director, James King(360) 778-7000
Library Director, Pamela Kiesner.....(360) 778-7220
Museum Director, Patricia Leach(360) 778-8930
Planning and Community Development Director, Jeff Thomas(360) 778-8300
Hearing Examiner, Dawn Sturwold(360) 778-8399
Human Resources Director, (interim) Lorna Klemanski.....(360) 778-8220
Finance Director, John Carter.....(360) 778-8010
Information Technology Services Department Director, Marty Mulholland(360) 778-8050
City Attorney, Joan Hoisington.....(360) 778-8270
Public Works Director, Ted Carlson(360) 778-7900

SERVICES PROVIDED BY THE CITY

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

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

ORGANIZATIONAL STRUCTURE

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

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

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

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

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

COMMUNITY AND LOCAL ECONOMY

Community Information

Located on Bellingham Bay with Mount Baker as its backdrop, Bellingham is the last major city before the Washington coastline meets the Canadian border. Bellingham is 90 miles north of Seattle, 20 miles south of the Canadian border and about 50 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 81,070 people as of April 2011. Bellingham is at the center of a uniquely picturesque area that offers a rich variety of recreational, cultural, educational and economic activities and opportunities.

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

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

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

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

Community Information (continued)

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

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

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

Geography

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

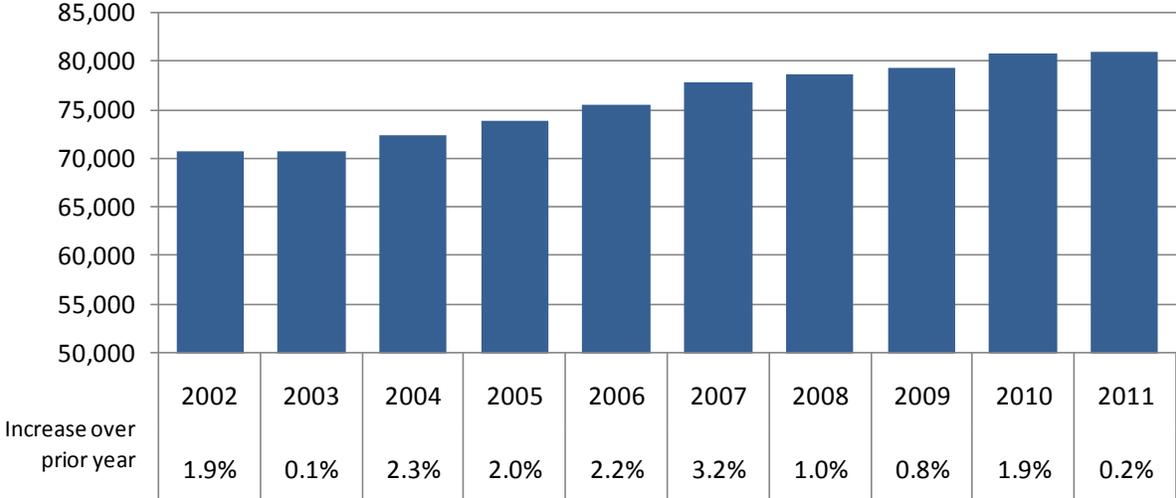
Weather: Seasonal. The temperature range in winter averages from 36° to 48°. In summer the average low is 54° to an average high temperature of 72°. Average annual rainfall is 34.83 inches per year. (*Weather.com*)

Land size: The City encompasses approximately 28 square miles.

Population

Bellingham’s population as of April 2011 was estimated at 81,070 by the [Washington State Office of Financial Management](#). All population figures from 2002 to 2010 were restated from the prior published OFM estimates after the 2010 census.

City of Bellingham Population



Demographics

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

Median resident age: 30.4 years

- 83.6% White Non-Hispanic
- 6.0% Hispanic
- 4.4% Asian
- 2.4% Two or more races
- 1.7% American Indian
- 1.2% Black
- 0.4% Other
- 0.2% Pacific Islander

Males 48.1% Females 51.9%

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

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

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

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

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

- For population age 25 and over:
- High school or higher 88.5%
 - Bachelor’s degree or higher 33.0%
 - Graduate/professional degree 11.2%

Employment Base

Largest Employers in Whatcom County - 2010 / 2011 Survey

Rank	Name	Employees	Type
1	ST JOSEPH HOSPITAL / MADRONA MEDICAL	2,753	Health Care
2	WESTERN WASHINGTON UNIVERSITY	1,592	Education
3	BELLINGHAM SCHOOL DISTRICT	1,312	Education
4	CITY OF BELLINGHAM	899	Government
5	WHATCOM COUNTY	864	Government
6	BP CHERRY POINT REFINERY	800 †	Manufacturing
7	FERNDALE SCHOOL DISTRICT	698	Education
8	SODEXHO SERVICES	652	Food Service
9	LUMMI TRIBAL OFFICE	640 †	Tribes - Admin
10	FRED MEYER	613	Retail
11	ALCOA INTALCO	605 †	Manufacturing
12	HEATH TECNA INC	604	Manufacturing
13	SILVER REEF CASINO	544	Tribes - Gaming
14	MATRIX SERVICE INCORPORATED	482 †	Construction
15	THE MARKETS LLC	476	Retail
16	WHATCOM COMMUNITY COLLEGE	413	Education
17	ANVIL CORP.	400	Engineering
18	ALPHA TECHNOLOGIES	400	Manufacturing
19	LYNDEN SCHOOL DISTRICT	360	Education
20	PREMIER GRAPHICS	354	Manufacturing
21	SMITH GARDENS INC	350	Agricultural
22	COSTCO	340	Wholesale
23	WAL-MART	310	Retail
24	MT. BAKER SCHOOL DISTRICT	300	Education
25	CONOCO PHILLIPS CO	280	Manufacturing

The following employers are believed to be among the top 25, but reliable information could either not be collected or released: Haggen Inc., Sterling Health, T-Mobile.

† Employee counts are FTE; All others are headcount.

The Top 25 Employers account for 17.8% of all employment in Whatcom County.

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

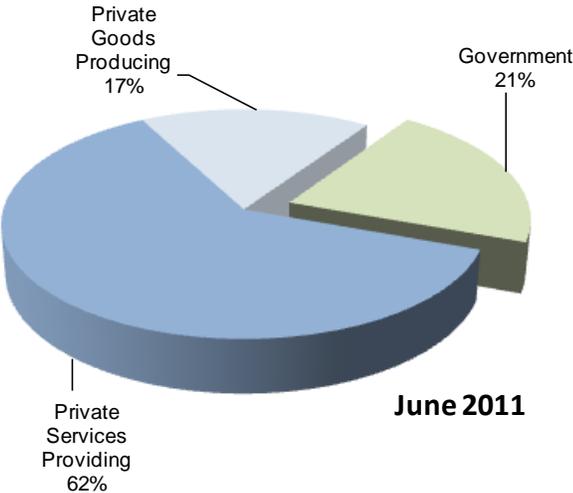
This data is provided by the [Western Washington University Center for Economics and Business Research](#). Top 25 Employers is one of the center's research projects.

Employment Base (continued)

Non-Farm Employment

Bellingham Metropolitan Statistical Area (Whatcom County)

Not Seasonally Adjusted, # of jobs in Thousands	Jun-08	Jun-09	Jun-10	Jun-11
PRIVATE GOODS PRODUCING	17.3	14.0	13.5	13.6
MINING, LOGGING AND CONSTRUCTION	8.3	6.2	5.7	5.7
MANUFACTURING	9.0	7.8	7.8	7.9
PRIVATE SERVICES PROVIDING	52.4	50.3	49.4	48.2
TRADE, TRANSPORT, UTILITIES	16.0	15.0	14.7	14.6
Retail Trade (Included in Trade above)	10.7	10.1	9.9	9.7
FINANCIAL ACTIVITIES	3.2	3.1	2.8	2.9
PROFESSIONAL & BUSINESS SERVICES	7.8	7.1	6.7	7.0
LEISURE AND HOSPITALITY	10.0	9.7	9.6	9.9
OTHER SERVICES	15.4	15.4	15.6	13.8
GOVERNMENT	16.6	16.9	16.6	16.4
FEDERAL	1.2	1.3	1.6	1.4
STATE	5.4	5.7	5.3	5.4
LOCAL	10.0	9.9	9.7	9.6
TOTAL NON-FARM	86.3	81.2	79.5	78.2

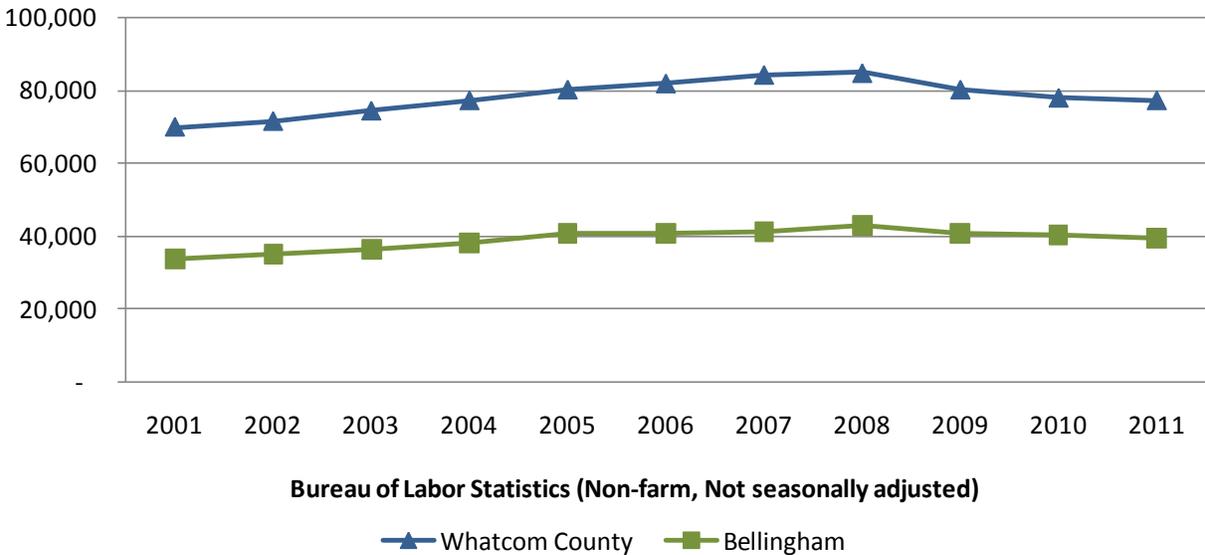


Bureau of Labor and Statistics

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

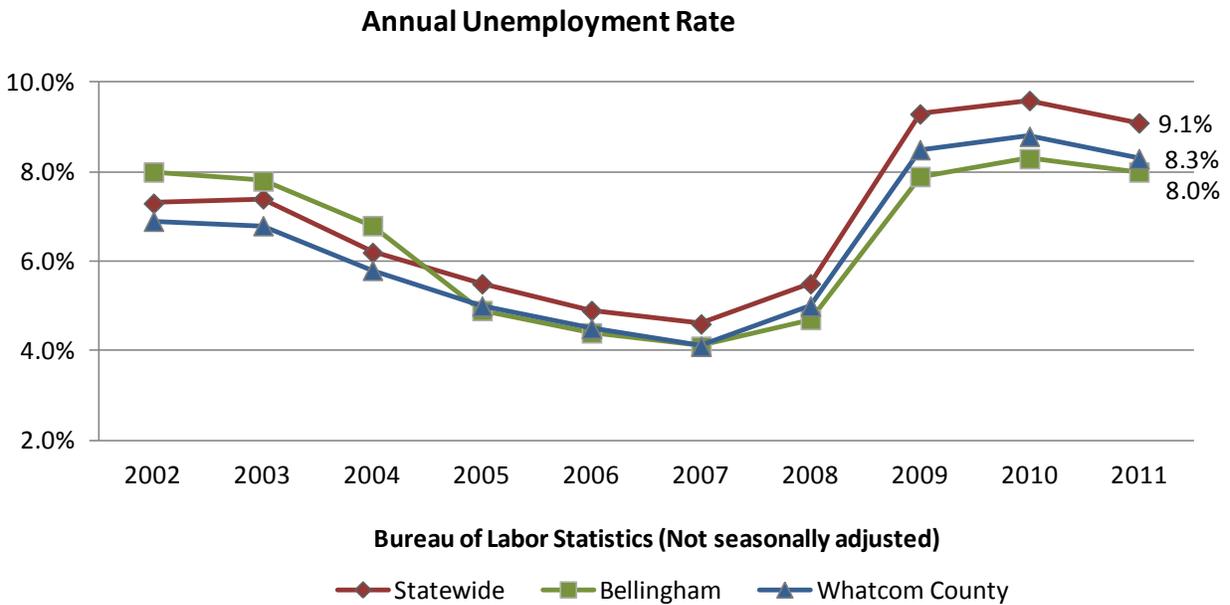
The table above shows data for Whatcom County for the month of June of each year. Data by industry type is not available for Bellingham alone.

Average Annual Number of Jobs in Whatcom County and Bellingham



The graph above is the annual average employment for Whatcom County and for Bellingham. 2011 data is January through December preliminary, averaged.

Employment Base (continued)



2011 data is January through December preliminary, averaged.

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

Retail Sales Tax Base

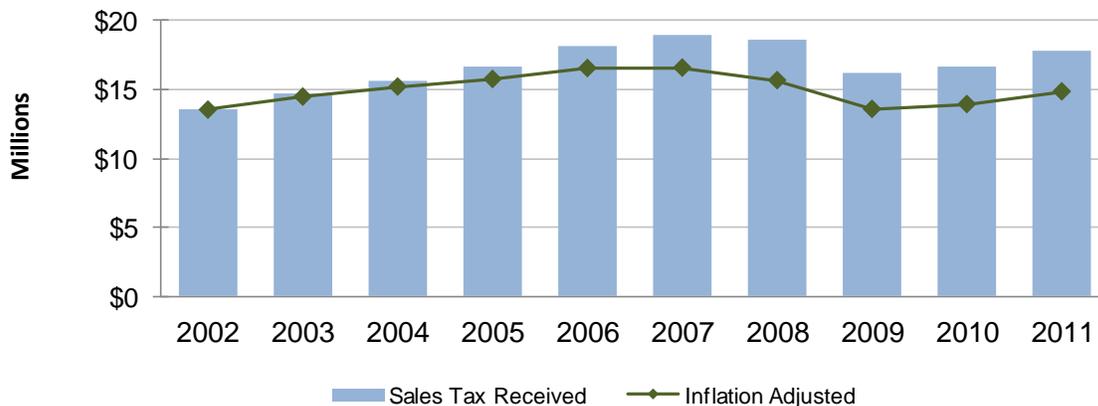
Payer NAICS category	2008	2009	2010	2011	Percent of Total	Change from '10
452 - General Merchandise Stores	2,837,961	2,642,896	2,891,584	3,179,776	17.8%	10.0%
722 - Food Services, Drinking Places	1,637,471	1,553,690	1,635,496	1,738,536	9.8%	6.3%
441 - Motor Vehicle and Parts Dealer	1,738,069	1,516,110	1,533,091	1,549,312	8.7%	1.1%
236 - Construction of Buildings	1,488,095	850,918	967,310	1,238,744	6.9%	28.1%
444 - Building Material and Garden	1,116,955	919,022	929,817	982,600	5.5%	5.7%
448 - Clothing and Accessories	881,697	743,488	775,537	877,813	4.9%	13.2%
453 - Miscellaneous Store Retailers	762,773	694,547	698,929	712,914	4.0%	2.0%
423 - Wholesale Trade, Durable Goods	849,826	735,754	665,171	686,975	3.9%	3.3%
238 - Specialty Trade Contractors	812,315	737,368	723,062	646,097	3.6%	-10.6%
445 - Food and Beverage Stores	592,216	537,064	590,805	606,712	3.4%	2.7%
451 - Sporting Goods, Hobby, Books	490,500	445,233	486,145	507,552	2.8%	4.4%
443 - Electronics and Appliances	517,073	446,017	439,020	468,342	2.6%	6.7%
517 - Telecommunications	495,414	476,719	467,631	426,133	2.4%	-8.9%
811 - Repair and Maintenance	385,188	379,636	391,304	400,008	2.2%	2.2%
541-Professional, Scientific, Tech	252,641	240,733	285,339	307,030	1.7%	7.6%
Subtotal top 15 categories	14,858,194	12,919,196	13,480,241	14,328,544	80.4%	
Total all sales tax received	18,615,695	16,226,462	16,715,896	17,828,718	100.0%	6.7%

Ranked according to most recent year.

While the sales tax composite rate has increased, the City’s portion of the tax has remained the same for many years. The total [sales tax is distributed](#) between multiple agencies. Voters approved a two-tenths percent increase in sales tax in April 2011 to fund the Transportation Benefit District. This revenue is not included in the graph below, for continuity and is accounted for in a separate fund.

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

Sales Tax Received - City of Bellingham



Business and Occupation Tax Base

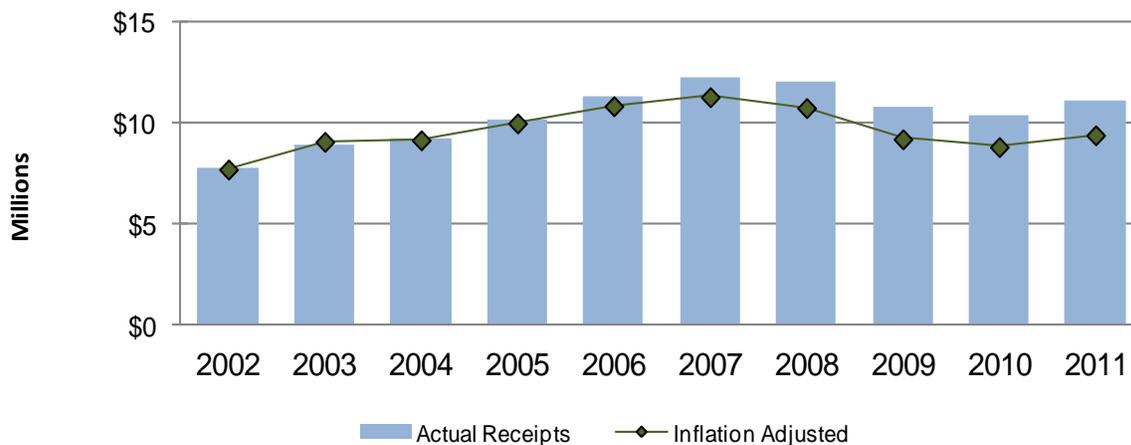
The City’s B&O tax rate is 0.44% for services and 0.17% for wholesaling, retailing, manufacturing, and extracting activities.

Payer Industry SIC code category	2008	2009	2010	2011	Percent of Total	Change from '10
MEDICAL SERVICES	1,851,603	1,771,538	1,766,619	1,868,810	16.7%	5.8%
GENERAL MERCHANDISE	932,185	868,540	946,859	1,142,622	10.2%	20.7%
WHOLESALE	1,337,157	920,098	901,078	1,079,125	9.6%	19.8%
FINANCE/INSURANCE/R E	1,352,843	1,144,600	1,078,550	1,050,144	9.4%	-2.6%
PROFESSIONAL SERVICES	990,565	959,710	798,341	797,863	7.1%	-0.1%
MANUFACTURING	816,008	749,618	682,807	751,085	6.7%	10.0%
BUSINESS SERVICES	660,218	624,087	649,642	716,902	6.4%	10.4%
CONTRACTING	985,737	621,526	582,900	637,171	5.7%	9.3%
AUTO DLRS/GAS STATIONS	591,493	481,070	511,037	532,668	4.8%	4.2%
MISCELLANEOUS RETAIL	430,590	393,471	387,867	408,793	3.6%	5.4%
FOOD	406,046	381,670	381,437	389,619	3.5%	2.1%
EATING/DRINKING PLACES	357,197	356,430	349,662	377,383	3.4%	7.9%
TRANSPORT/COMMUTIL *	457,921	633,033	366,498	367,607	3.3%	0.3%
BLDG MATERIALS/HARDWARE	303,514	237,065	240,442	257,492	2.3%	7.1%
FURNITURE/EQUIPMENT	224,845	178,035	185,768	201,218	1.8%	8.3%
PERSONAL SERVICES	213,031	196,797	189,013	196,255	1.8%	3.8%
APPAREL/ACCESSORIES	179,284	155,017	169,864	186,401	1.7%	9.7%
OTHER SERVICES	140,632	134,193	135,591	155,160	1.4%	14.4%
OTHER BUSINESS	93,289	88,692	84,603	85,703	0.8%	1.3%
Total B&O Tax Received	12,324,158	10,895,190	10,408,578	11,202,021	100.0%	7.6%

Ranked according to most recent year.

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 a destination based B&O tax, which also impacts which transactions the City collects B&O tax for.

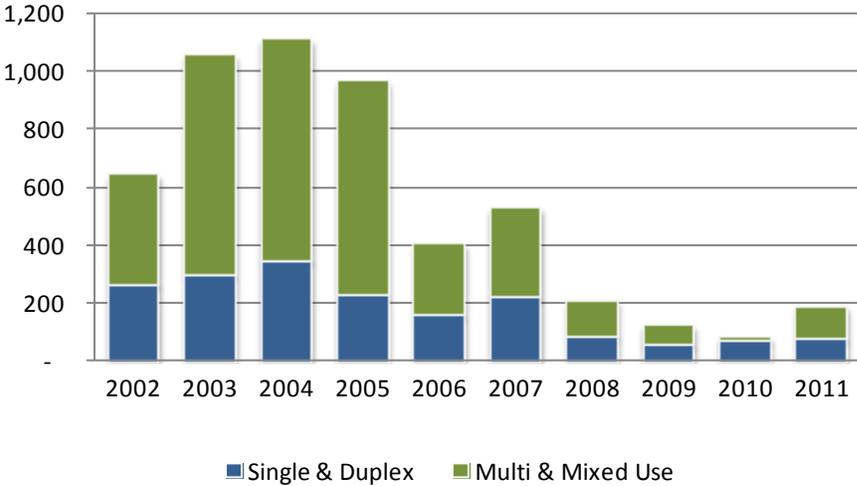
Bellingham B & O Tax



Construction Activity – Building Permits

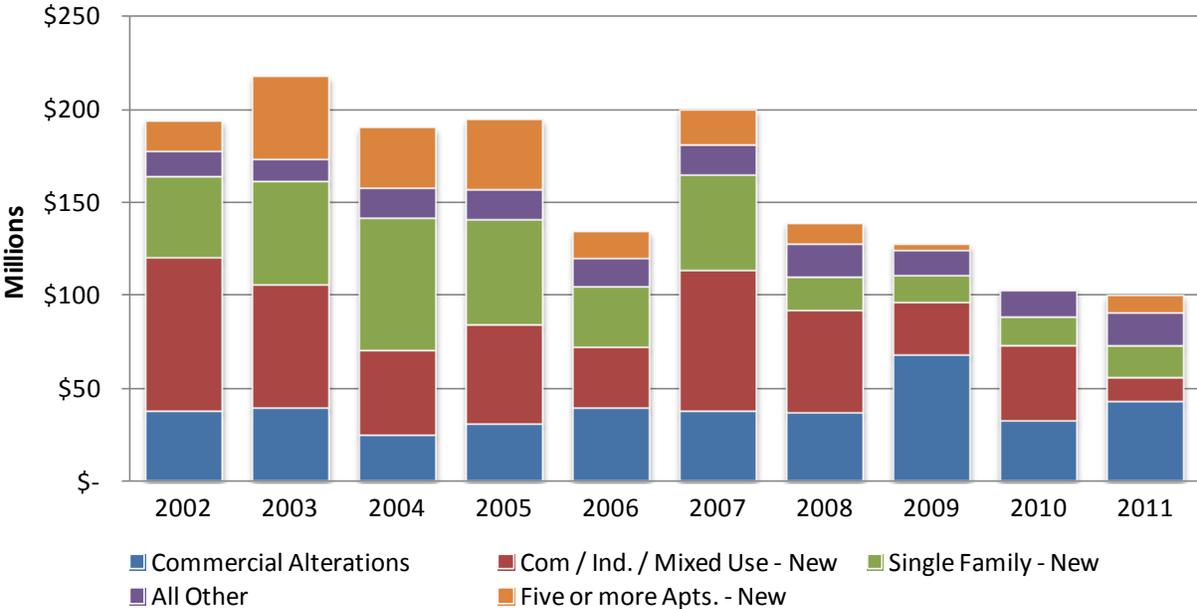
Construction activity is a key indicator tracked by the City of Bellingham. The revenue received in the Development Services Fund for permits and plan review is a leading indicator of construction activity, which generates revenues from sales tax, B&O tax, property tax, real estate excise tax, system development charges, and other revenue sources.

Number of Residential Units Added



The number of residential units added and the valuation of construction are summarized from the Building Services permit tracking system.

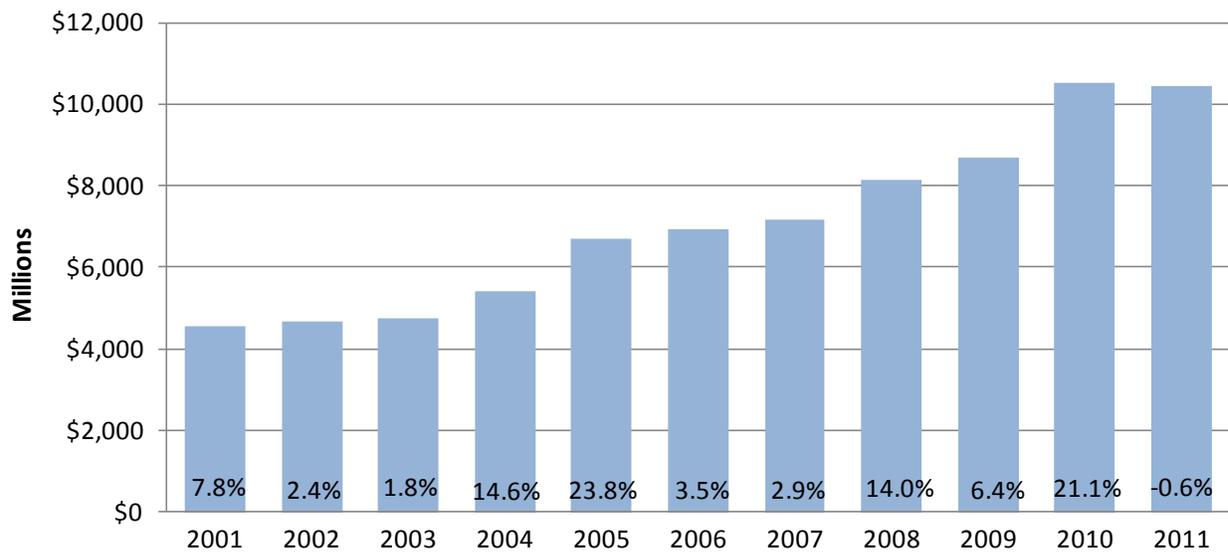
Construction Valuation from Permit System



Property Tax Base

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

Assessed Valuation - Real Property

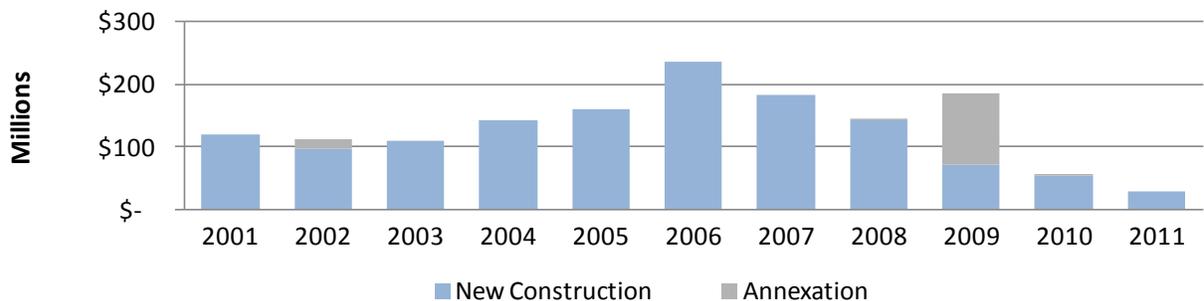


Percentage is Increase Over Prior Year. 2011 is Assessment for 2012.

Valuation shown is 100% before adjustments.

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

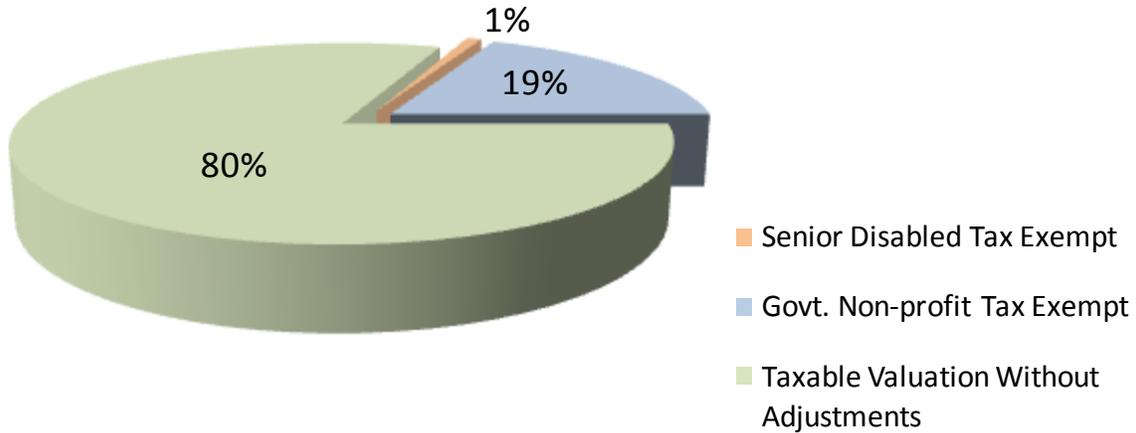
Assessed Valuation of New Construction and Annexations



Property Tax Base (continued)

Governments are statutorily exempt from property tax. Non-profit organizations may apply for exemption through the Washington State Department of Revenue and must file annually to keep the exemption. Low income seniors and disabled individuals may receive exemption for part of property tax.

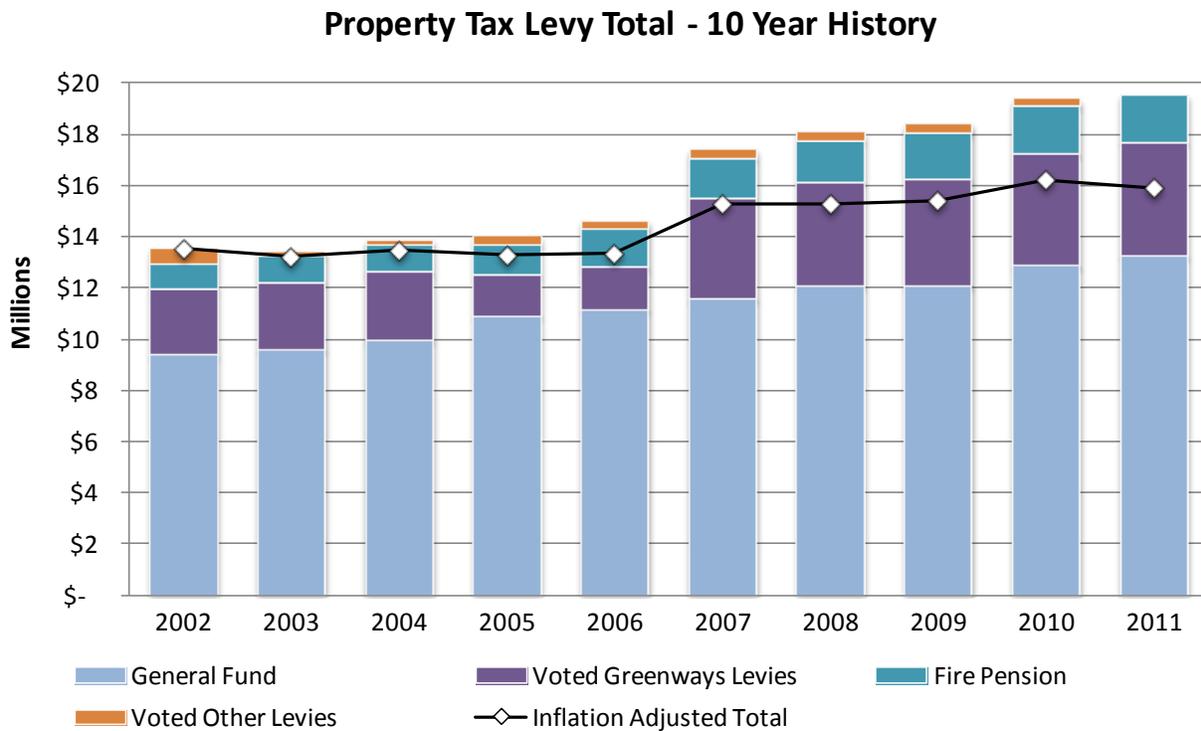
This data is from the 2011 assessment for 2012 taxes.



Assessed Values of 24 Largest Valued Taxable Accounts in the City of Bellingham - 2012 Tax Year			
Puget Sound Energy/Elec	\$ 104,737,868	Bellingham Orchard Cold (BCS Orchard St)	\$ 15,539,768
Bellis Fair Partners (Bellis Fair Mall)	\$ 41,559,537	Bellingham Cold Storage	\$ 15,387,689
Pk II Sunset Square LLC	\$ 34,260,531	Carey NW LLC (Belleau Woods Apts)	\$ 14,608,298
Talbot Real Estate LLC (Rimland Dr.)	\$ 22,161,076	Bank of America NA	\$ 13,707,045
Qwest Corporation	\$ 19,936,524	Sehome / Vander Pol LLC	\$ 13,661,205
Cascade Natural Gas Corp	\$ 19,105,081	Britax Cabin Interiors Inc	\$ 13,610,925
* Sisters of St. Joseph of Peace	\$ 18,559,912	Haggen Talbot Co Ltd	\$ 12,888,266
4545 Cordata Parkway LLC	\$ 17,573,030	Bellwether Harbor	\$ 12,748,450
Roundup Co (Bakerview Fred Meyer)	\$ 16,321,043	Bellwether Gate LLC	\$ 12,702,760
Metropolitan Life Ins Co (Lakeway Fred Meyer)	\$ 16,315,532	Lowe's HIW Inc.	\$ 12,576,461
KIR Bellingham LP	\$ 16,164,509	Wal-Mart Real Estate	\$ 12,537,308
MWSH Bellingham LLC, etal. (Spring Cr Retire)	\$ 15,863,027	Bellis Fair Partners	\$ 12,137,239

** Not main hospital - hospital is exempt. Valuations provided by County Assessor's Office.*

Property Tax Levy History

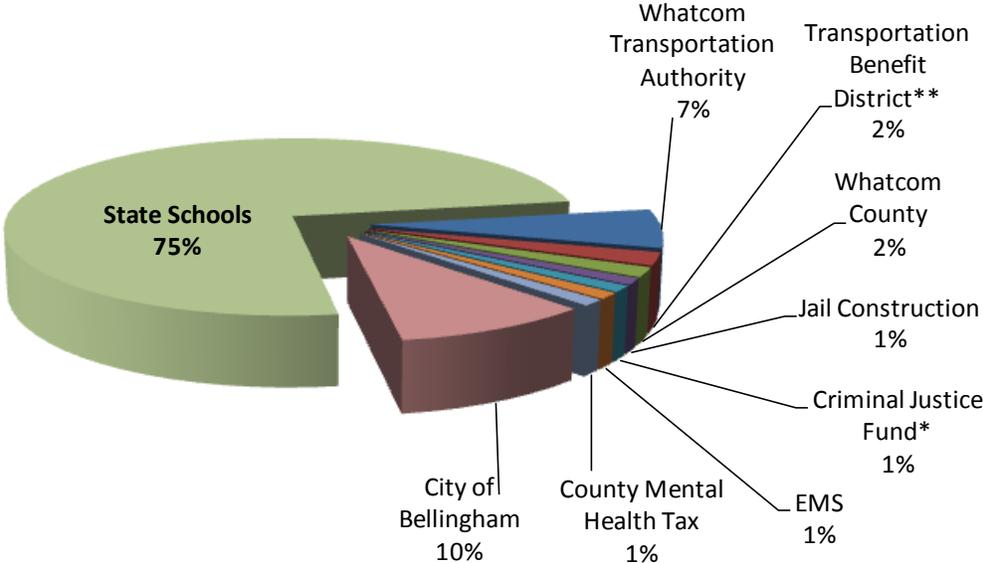


Sales Tax and Property Tax Distribution – City and Other Agencies

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

Distribution of Sales Tax Collected

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



Distribution of Retail Sales Tax

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

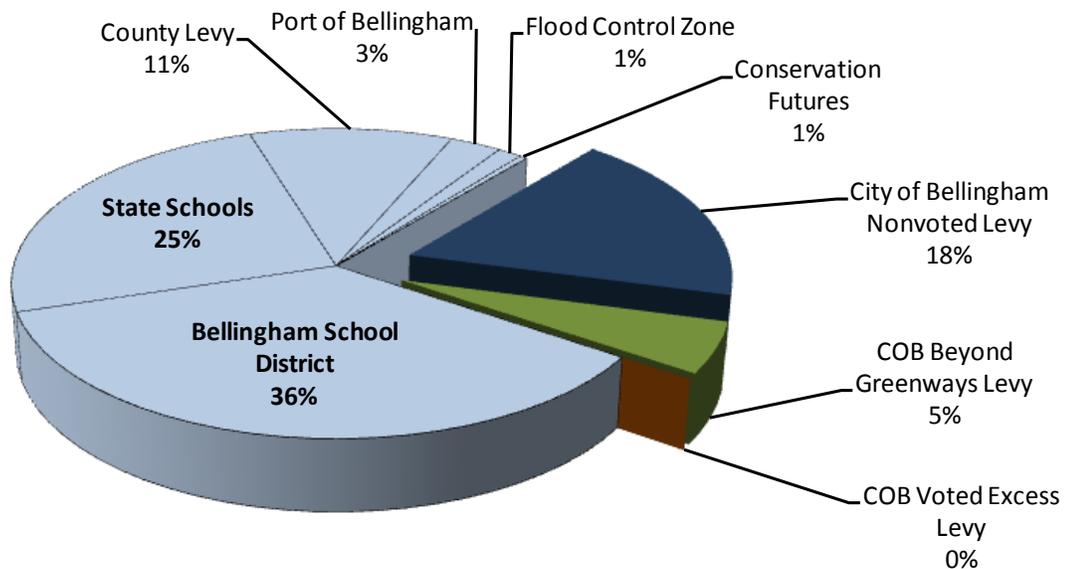
A sales tax increase of 0.2% within the City of Bellingham for a new Transportation Benefit District (TBD) was passed by voters in November, 2010. Collection of the TBD tax began April 1, 2011 and the City received the first revenue distributions at the end of June, 2011. This tax is accounted for in a separate fund.

*Criminal Justice Fund money is divided between the City and County based on population.
 **New 4/1/2011; Voter approved in 2010.

Distribution of Property Tax Collected

Jurisdiction	2011 Levy Rate Per \$1,000 Valuation	2012 Levy Rate Per \$1,000 Valuation	2012 Percent of Levy	2012 Cost for \$300K HOME
City of Bellingham				
General Fund	\$1.53014	\$1.59077	15.81%	\$477.23
Fire Pension	0.22500	0.22500	2.24%	67.50
Nonvoted Levy	1.75514	1.81577	18.04%	544.73
Voted Greenways	0.51645	0.53235	5.29%	159.70
Total Regular Levy	2.27159	2.34812	23.33%	704.44
Voted Excess Levies	0.03187	0.00000	0.00%	0.00
Total City of Bellingham Levy	2.30347	2.34812	23.33%	704.44
State Schools	2.45672	2.50814	24.92%	752.44
County Levy	1.11230	1.13438	11.27%	340.32
Conservation Futures	0.04125	0.04205	0.42%	12.61
Flood Control Zone	0.13243	0.13512	1.34%	40.54
Port of Bellingham	0.29719	0.28899	2.87%	86.70
Bellingham School District (1)	3.41363	3.60647	35.84%	1,081.94
Total Levy	\$9.75698	\$10.06328	100.00%	\$3,018.98

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



BUDGET OVERVIEW

Annual Budget Cycle

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

Preparing and Amending the City's Budget

Preparing the Budget

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

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

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

Budget Overview

Preparing the Budget (continued)

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

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

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

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

Amending the Budget

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

Re-appropriating Prior Year Funds

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

Budget Control

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

FINANCIAL MANAGEMENT GUIDELINES

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

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

Financial Philosophy

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

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

Financial Management Priorities

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

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

General Budget Policies

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

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

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

Financial Management Guidelines Summary (continued)

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

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

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

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

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

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

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

Revenue Guidelines

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

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

Financial Management Guidelines Summary (continued)

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

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

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

Operating Expenditure Guidelines

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

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

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

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

Financial Planning & Forecasting Guidelines

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

Budget Adjustments & Amendments

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

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

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

Financial Management Guidelines Summary (continued)

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

Reserve Policies

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

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

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

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

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

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

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

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

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

Financial Management Guidelines Summary (continued)

Investment & Debt Policies

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

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

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

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

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

Capital Investment Policy

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

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

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

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

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

Financial Management Guidelines Summary (continued)

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

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

Accounting, Audit & Financial Reporting Policies

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

EXPLANATION OF ACCOUNTING BASIS AND STRUCTURE

Basis of Accounting

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

Financial Report Basis

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

Modified accrual differs from full accrual in the following ways:

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

Budget Basis

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

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

Balanced Budget

Beginning Reserves + Revenues = Expenditures + Ending Reserves

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

Explanation of Accounting Basis and Structure (continued)

Reserves

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

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

Fund Type Descriptions and Accountability

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

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

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

[Discrete Component Units](#) are legally separate municipal corporations for which the city is accountable. These units have separate funds, and financial data is reported separately from the financial data of the primary government.

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

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

Fund#	Fund Name	Budgetary Responsibility
001 - General Fund: To account for financial resources not accounted for in other funds. The primary operating fund of the City, it supports general government activities, public safety, recreation, and planning and community development.		
1	General Fund	*Shared by most departments

Fund#	Fund Name	Budgetary Responsibility
100s - Special Revenue Funds: To account for the proceeds of specific revenue sources that are restricted or committed to expenditure for specific purposes other than debt service or capital.		
111	Street Fund	Public Works
113	Paths and Trails Reserve Fund	Public Works
123	Park Site Acquisition Fund	Parks and Recreation
124	Technology Replacement and Reserve Fund	Information Technology merged with Fund 540
125	Capital Maintenance Fund	*Citywide use – merged with Fund 530
126	Library Gift Fund	Library
131	Olympic Pipeline Incident Fund	Public Works – closed end of 2011
132	Squalicum Park / Olympic Fund	Parks and Recreation
133	Olympic – Restoration Fund	Public Works
134	Olympic-Whatcom Falls Park Addition Fund	Parks and Recreation
135	Little Squalicum-Oeser Settlement Fund	Parks and Recreation
136	South State Street Remediation	Parks and Recreation
141	First 1/4% Real Estate Excise Tax (REET) Fund	*Shared Citywide for capital
142	Second 1/4% REET Fund	*Shared Citywide for capital
151	Police Federal Equitable Sharing Fund	Police
152	Asset Forfeiture/Drug Enforcement Fund	Police
153	Criminal Justice Fund	Police
160	Public Safety Dispatch Fund	Police and Fire
161	Transportation Benefit District Fund	Finance
162	Public, Education & Government Access TV Fund (PEG)	Information Technology
172	Beyond Greenways Fund	Parks and Recreation
173	Greenways III	Parks and Recreation
177	Park Impact Fee Fund	Parks and Recreation
178	Sportsplex Fund	Parks and Recreation
180	Tourism Fund	Planning & Community Development
190	Community Development Block Grant Fund	Planning & Community Development
191	Home Investment Partnership Grant Fund	Planning & Community Development
200s - Debt Service Funds: To account for financial resources that are restricted, committed or assigned for payment of principal and interest. Also to account for the accumulation of resources and payment of general long-term debt, principal, and interest.		
211-235	General Obligation Debt Service Funds	Finance
245	Local Improvement District (LID) Guaranty Fund	Finance
251-299	LID Debt Service Funds (not budgeted)	Finance
300s - Capital Projects Funds: To account for financial resources that are restricted, committed, or assigned for the acquisition or construction of major capital facilities or other capital assets, excluding those financed by proprietary funds or for assets that will be held in trust for others.		

Budget Overview

Fund#	Fund Name	Budgetary Responsibility
	None at this time.	
400s - Enterprise Funds: To account for operations that are normally financed and operated similar to a private business, in which a fee is charged to external users for goods or services.		
410	Water Fund	Public Works
420	Wastewater Fund	Public Works
430	Storm and Surface Water Utility Fund	Public Works
440	Solid Waste Fund	Public Works
456	Cemetery Fund	Parks and Recreation
460	Golf Course Fund	Parks and Recreation
465	Parking Services Fund	Public Works
470	Medic One Fund	Fire
475	Development Services Fund	Planning & Community Development
500s - Internal Service Funds: To account for the financing of goods or services provided by one department to another department, or to other governments, on a cost-reimbursement basis.		
510	Fleet Administration Fund	Public Works
520	Purchasing & Materials Management Fund	Public Works
530	Facilities Administration Fund	Public Works
540	Telecommunication and Technology Fund	Information Technology Services
550	Claims and Litigation Fund	Legal
561	Unemployment Compensation Fund	Human Resources
562	Workers' Compensation Fund	Human Resources
565	Health Benefits Fund	Human Resources
600s - Trust and Agency Funds: To account for resources that are required to be held in trust for the members and beneficiaries of defined benefit pension plans, defined contribution plans, and other employee benefit plans.		
612	Firefighters Pension and Benefit Fund	Human Resources
613	Police Officers Pension and Benefit Fund	Human Resources
700s - Permanent Funds: To account for resources with legally restricted principal. Earnings on the principal may be used for designated programs.		
701	Beyond Greenways Endowment Fund	Parks and Recreation
702	Natural Resource Protection and Restoration Fund	Public Works
900s - Discrete Component Units: To account for legally separate organizations for which the city is legally or financially accountable.		
965	Public Facilities District Fund	PFD Board of Directors
970	Public Development Authority Fund	PDA Board of Directors

CITYWIDE BUDGET OVERVIEW REPORTS

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

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

[Changes in Estimated Reserve Balances Report](#)

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

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

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

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

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

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

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

Budget Overview

Summary of Estimated Revenues, Expenditures, and Reserves --

	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS
ESTIMATED BEGINNING RESERVE BALANCE	\$ 15,963,555	\$ 9,195,501	\$ 402,184	\$ 62,299,672	\$ 17,552,941
REVENUES					
Fire	949,874	0	0	7,431,794	0
Police	1,700,772	5,140,184	0	0	0
Judicial Services	1,829,800	0	0	0	0
Parks & Recreation	1,927,023	7,092,356	0	740,449	0
Library	344,625	25,000	0	0	0
Museum	59,215	100,000	0	0	0
Planning & Com Devel	20,224	2,481,749	0	1,804,619	0
Hearing Examiner	30,000	0	0	0	0
Human Resources	655,577	0	0	0	13,042,023
Finance	1,707,107	0	2,155,233	0	0
ITSD	784,031	231,050	0	0	1,281,880
Legal	377,758	0	0	0	2,042,831
Office Of The Mayor	445,823	0	0	0	0
City Council	233,836	0	0	0	0
Non-Departmental	53,678,623	1,546,803	0	0	0
Public Works	0	23,884,230	0	47,615,848	9,270,606
Public Facilities Dist	0	0	0	0	0
Public Development Auth	0	0	0	0	0
TOTAL REVENUES	64,744,288	40,501,372	2,155,233	57,592,710	25,637,340
TOTAL AVAILABLE RESOURCES	80,707,843	49,696,873	2,557,417	119,892,382	43,190,281
EXPENDITURES					
Fire	14,348,677	1,256,287	-	7,402,400	-
Police	20,313,449	4,127,940	-	-	-
Judicial & Support Serv	2,661,617	-	-	-	-
Parks & Recreation	7,152,731	4,393,663	-	662,576	-
Library	3,635,267	25,000	-	-	-
Museum	1,582,180	150,000	-	-	-
Planning & Com Devel	2,503,499	2,524,700	-	1,794,908	-
Hearing Examiner	206,254	-	-	-	-
Human Resources	1,198,892	-	-	-	13,899,867
Finance	2,223,790	-	2,150,220	-	-
ITSD	2,192,530	369,003	-	-	1,175,904
Legal	1,553,015	-	-	-	1,084,677
Office Of The Mayor	928,605	-	-	-	-
City Council	451,165	-	-	-	-
Non-Departmental	6,356,770	720,085	-	-	-
Public Works	-	25,179,637	-	69,782,251	9,357,990
Public Facilities Dist	-	-	-	-	-
Public Development Auth	-	-	-	-	-
TOTAL EXPENDITURES	67,308,441	38,746,315	2,150,220	79,642,135	25,518,438
ESTIMATED ENDING RESERVE BALANCE 12/31/2012	13,399,402	10,950,558	407,197	40,250,247	17,671,843
TOTAL EXPENDITURES AND RESERVE BALANCE	\$ 80,707,843	\$ 49,696,873	\$ 2,557,417	\$ 119,892,382	\$ 43,190,281

-- by Department

2012 Budget

PENSION TRUST FUNDS	PERMANENT FUNDS	DISCRETE COMPONENT UNITS	TOTAL 2012 BUDGET	ADOPTED 2011 BUDGET	Change from 2011 Adopted	
					AMOUNT	PCT
\$ 10,431,377	\$ 2,943,488	\$ 1,484,984	\$ 120,273,702	\$ 83,351,029	\$ 36,922,673	44.3%
0	0	0	8,381,668	8,336,882	44,786	0.5%
0	0	0	6,840,956	6,171,577	669,379	10.8%
0	0	0	1,829,800	1,745,000	84,800	4.9%
0	472,856	0	10,232,684	9,333,202	899,482	9.6%
0	0	0	369,625	355,433	14,192	4.0%
0	0	0	159,215	59,215	100,000	168.9%
0	0	0	4,306,592	4,608,496	(301,904)	-6.6%
0	0	0	30,000	30,000	-	0.0%
4,036,590	0	0	17,734,190	16,622,418	1,111,772	6.7%
0	0	0	3,862,340	4,182,347	(320,007)	-7.7%
0	0	0	2,296,961	1,561,002	735,959	47.1%
0	0	0	2,420,589	1,496,675	923,914	61.7%
0	0	0	445,823	466,146	(20,323)	-4.4%
0	0	0	233,836	221,630	12,206	5.5%
0	0	0	55,225,426	54,082,143	1,143,283	2.1%
0	51,360	0	80,822,044	114,547,436	(33,725,392)	-29.4%
0	0	1,142,264	1,142,264	1,161,343	(19,079)	-1.6%
0	0	320,994	320,994	369,081	(48,087)	-13.0%
4,036,590	524,216	1,463,258	196,655,007	225,350,026	(28,695,019)	-12.7%
14,467,967	3,467,704	2,948,242	316,928,709	308,701,055	8,227,654	2.7%
-	-	-	23,007,364	22,508,600	498,764	2.2%
-	-	-	24,441,389	23,743,501	697,888	2.9%
-	-	-	2,661,617	2,578,716	82,901	3.2%
-	153,088	-	12,362,058	14,345,080	(1,983,022)	-13.8%
-	-	-	3,660,267	3,538,628	121,639	3.4%
-	-	-	1,732,180	1,525,765	206,415	13.5%
-	-	-	6,823,107	7,205,572	(382,465)	-5.3%
-	-	-	206,254	193,857	12,397	6.4%
3,696,309	-	-	18,795,068	18,416,894	378,174	2.1%
-	-	-	4,374,010	4,676,341	(302,331)	-6.5%
-	-	-	3,737,437	3,120,317	617,120	19.8%
-	-	-	2,637,692	2,549,470	88,222	3.5%
-	-	-	928,605	824,054	104,551	12.7%
-	-	-	451,165	432,943	18,222	4.2%
-	-	-	7,076,855	4,583,457	2,493,398	54.4%
-	4,973	-	104,324,851	85,852,196	18,472,655	21.5%
-	-	1,142,198	1,142,198	1,156,600	(14,402)	-1.2%
-	-	358,353	358,353	355,096	3,257	0.9%
3,696,309	158,061	1,500,551	218,720,470	197,607,087	21,113,383	10.7%
10,771,658	3,309,643	1,447,691	98,208,239	111,093,968	(12,885,729)	-11.6%
\$ 14,467,967	\$ 3,467,704	\$ 2,948,242	\$ 316,928,709	\$ 308,701,055	\$ 8,227,654	2.7%

Budget Overview

Changes in Estimated Reserve Balances

Fund	Beginning Reserve	+ Revenues	= Funds Available	- Expenditures
1 General	15,963,555	64,744,288	80,707,843	67,308,441
111 Street	876,647	19,108,260	19,984,907	19,223,456
113 Paths & Trails Reserve	8,813	8,224	17,037	-
123 Parksite Acquisition	80,219	2,908	83,127	-
126 Library Gift	40,000	25,000	65,000	25,000
131 Olympic Pipeline Incident	36,438	6,746	43,184	1,931
132 Squalicum Park/Olympic	14,384	905	15,289	32
134 Olympic-Whatcom Falls Park Addl	262,033	914	262,947	-
136 S State Street Remediation	350,000	2,557,750	2,907,750	1,907,750
141 1st 1/4% Real Estate Excise Tax	910,831	777,216	1,688,047	1,087,454
142 2nd 1/4% Real Estate Excise Tax	1,068,193	869,587	1,937,780	986,631
151 Police Federal Equitable Share	493,756	16,391	510,147	93,943
152 Asset Forfeiture/Drug Enforce.	24,975	35,648	60,623	55,204
153 Criminal Justice	714,979	268,045	983,024	269,573
160 Public Safety Dispatch	1,604,824	4,820,100	6,424,924	4,965,507
161 Transportation Benefit District	303,250	4,761,000	5,064,250	4,854,250
162 Public Ed. & Govt. Access TV	186,565	231,050	417,615	369,003
172 Beyond Greenways	645,394	8,977	654,371	90,732
173 Greenways III	959,176	4,102,111	5,061,287	1,614,868
177 Parks Impact	360,322	417,433	777,755	676,281
178 Sportsplex	37,958	1,358	39,316	-
180 Tourism	216,744	951,864	1,168,608	994,815
190 Community Develop Block Grant	-	892,885	892,885	892,885
191 HOME Investment Partnership Grant	-	637,000	637,000	637,000
223 Refunding GO Bonds 1996	-	343,788	343,788	343,788
224 Sportsplex Acquisition Debt	22,668	272,579	295,247	272,433
225 2004 PFD/Civic Field LTGO	-	1,349,413	1,349,413	1,349,413
231 Drake Note	-	17,964	17,964	17,964
235 PW Trust Loan-Str Overlay	-	166,622	166,622	166,622
245 LID Guaranty	379,516	4,867	384,383	-
410 Water	5,434,620	18,295,485	23,730,105	19,038,303
420 Wastewater	45,169,820	18,152,159	63,321,979	38,319,021
430 Storm/Surface Water Utility	936,733	7,285,838	8,222,571	7,959,335
440 Solid Waste	7,165,225	1,613,394	8,778,619	2,032,199
456 Cemetery	312,281	537,953	850,234	549,248
460 Golf Course	148,641	202,496	351,137	113,328
465 Parking Services	1,299,947	2,268,972	3,568,919	2,433,393
470 Medic One	637,371	7,431,794	8,069,165	7,402,400
475 Development Services	1,195,034	1,804,619	2,999,653	1,794,908
510 Fleet Administration	7,217,543	3,327,864	10,545,407	3,275,308
520 Purchasing/Materials Mngmt	1,034,504	2,448,006	3,482,510	2,789,239
530 Facilities Administration	1,118,543	3,494,736	4,613,279	3,293,443
540 Telecommunications and Technolog	1,545,415	1,281,880	2,827,295	1,175,904
550 Claims Litigation	4,121,816	2,042,831	6,164,647	1,084,677
561 Unemployment Compensation	446,929	124,957	571,886	247,257
562 Workers Comp Self-Insurance	782,191	508,714	1,290,905	686,912

2012 Budget

=	Ending Reserve	Dollar Change	Percent Change	Reserve Goal \$	Minimum Reserve Goal	Goal Met
	13,399,402	(2,564,153)	-16.1%	7,800,000	6% operating or \$5M	yes
	761,451	(115,196)	-13.1%	985,000	5% operating + \$250K	no
	17,037	8,224	93.3%			
	83,127	2,908	3.6%			
	40,000	-	0.0%			
	41,253	4,815	13.2%			
	15,257	873	6.1%			
	262,947	914	0.3%			
	1,000,000	650,000	185.7%			
	600,593	(310,238)	-34.1%	100,000	\$100K minimum	yes
	951,149	(117,044)	-11.0%	100,000	\$100K minimum	yes
	416,204	(77,552)	-15.7%			
	5,419	(19,556)	-78.3%			
	713,451	(1,528)	-0.2%			
	1,459,417	(145,407)	-9.1%	680,000	15% operating	yes
	210,000	(93,250)	-30.8%	410,000	10% operating	no
	48,612	(137,953)	-73.9%			
	563,639	(81,755)	-12.7%			
	3,446,419	2,487,243	259.3%			
	101,474	(258,848)	-71.8%			
	39,316	1,358	3.6%			
	173,793	(42,951)	-19.8%			
	-	-	--			
	-	-	--			
	-	-	--			
	22,814	146	0.6%			
	-	-	--			
	-	-	--			
	-	-	--			
	384,383	4,867	1.3%	4,200,000	5% operating + debt/ser.	yes
	4,691,802	(742,818)	-13.7%	4,100,000	5% operating + debt/ser.	yes
	25,002,958	(20,166,862)	-44.6%	650,000	5% operating + \$400K	yes
	263,236	(673,497)	-71.9%	1,100,000	5% operating + \$1 M	yes
	6,746,420	(418,805)	-5.8%	200,000	6% operating + trust	yes
	300,986	(11,295)	-3.6%	100,000	\$100K minimum	yes
	237,809	89,168	60.0%	280,000	6% operating + debt/ser.	yes
	1,135,526	(164,421)	-12.6%	600,000	8% operating	yes
	666,765	29,394	4.6%	900,000	50% operating	yes
	1,204,745	9,711	0.8%	3,000,000	1 yr replacement	yes
	7,270,099	52,556	0.7%	200,000	6% operating	yes
	693,271	(341,233)	-33.0%	200,000	6% operating	yes
	1,319,836	201,293	18.0%	300,000		yes
	1,651,391	105,976	6.9%	3,000,000		yes
	5,079,970	958,154	23.2%	200,000	75% estimated claims	yes
	324,629	(122,300)	-27.4%	600,000	\$600K minimum	yes
	603,993	(178,198)	-22.8%			

Changes in Estimated Reserve Balances (continued)

Fund	Beginning Reserve	+	Revenues	=	Funds Available	- Expenditures
565 Health Benefits	1,286,000		12,408,352		13,694,352	12,965,698
612 Firefighter Pension and Benefit	5,640,689		2,499,212		8,139,901	2,360,437
613 Police Pension and Benefit	4,790,688		1,537,378		6,328,066	1,335,872
701 Greenways Maint Endowment	516,406		472,856		989,262	153,088
702 Nat Res Protect & Restoration	2,427,082		51,360		2,478,442	4,973
965 Public Facilities District	1,388,465		1,142,264		2,530,729	1,142,198
970 Public Development Authority	96,519		320,994		417,513	358,353
Total	120,273,702		196,655,007		316,928,709	218,720,470

Explanations of Changes in Estimated Reserve Balances

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

1 General Fund – Transfers from the General Fund for claims and litigation, environmental cleanup, and technology replacement, which have been underfunded in recent years.

111 Street Fund – A decrease in grant revenue is more than the reduction in expenditures and requires using \$112,153 of reserves. Expense controls in 2012 will be implemented to increase the reserve.

136 South State Street Remediation Fund – This fund was created to account for the environmental remediation of the South State Street Gas Manufacturing Plant. Remedial investigation is underway to determine the extent of contamination and develop a cleanup strategy at which time additional funding will have to be identified.

141 & 142 REET Fund – The downturn in the housing market continues to reduce the revenue from real estate transactions. The completion of existing projects and a small number of new projects will reduce these reserves by \$310,238 and \$117,044, respectively.

173 Greenways III Fund – The budget anticipates increasing reserves to \$2,459,933 for future park acquisitions from property tax levy.

177 Park Impact Fund – Annual park construction will be greater than the revenue generated next year by impact fees and will utilize \$258,848 of reserves.

2012 Budget

=	Ending Reserve	Dollar Change	Percent Change	Reserve Goal \$\$	Minimum Reserve Goal	Goal Met
	728,654	(557,346)	-43.3%	500,000	3% of medical premiums	yes
	5,779,464	138,775	2.5%			
	4,992,194	201,506	4.2%			
	836,174	319,768	61.9%			
	2,473,469	46,387	1.9%			
	1,388,531	66	0.0%	750,000		yes
	59,160	(37,359)	-38.7%			
	98,208,239	(22,065,463)	-18.3%			

410 Water Fund – Reduced new construction lowers system development charge revenue used for capital projects. Operational expenses and ongoing capital projects to maintain infrastructure will reduce reserves by \$742,818.

420 Wastewater Fund – A \$43 million bond issued in 2011 will be utilized to fund a waste water treatment plant expansion to comply with increased Department of Ecology Regulations. Construction will take place over the next three years spending down reserves by \$20,166,862.

430 Storm/Surface Water Utility Fund – Capital projects for creek daylighting, storm main replacement, and fish passage improvements totaling \$2,876,000 will utilize \$673,497 of reserves.

520 Purchasing & Materials Fund – Spending down reserves by \$341,233 to replace the inventory software system for \$100,000 and to reduce user fees for the other departments.

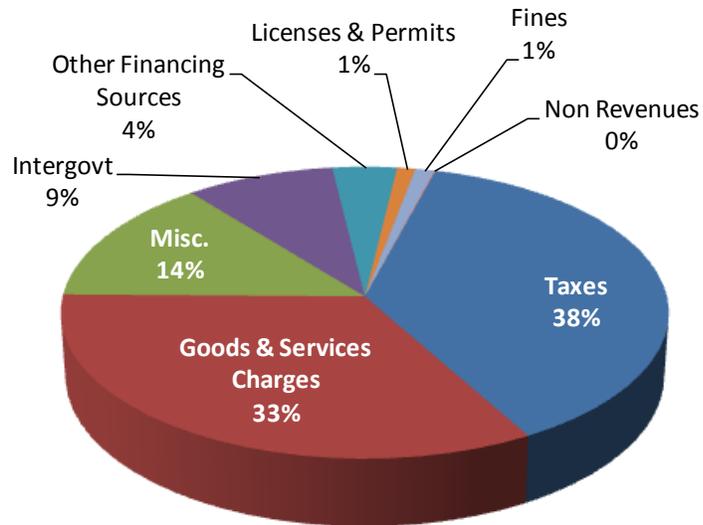
550 Claims and Litigation – Will receive a transfer from the General Fund to replenish reserves.

565 Health Benefits Fund – \$557,346 of reserves is being used to help reduce the overall impact of medical insurance premiums on department budgets.

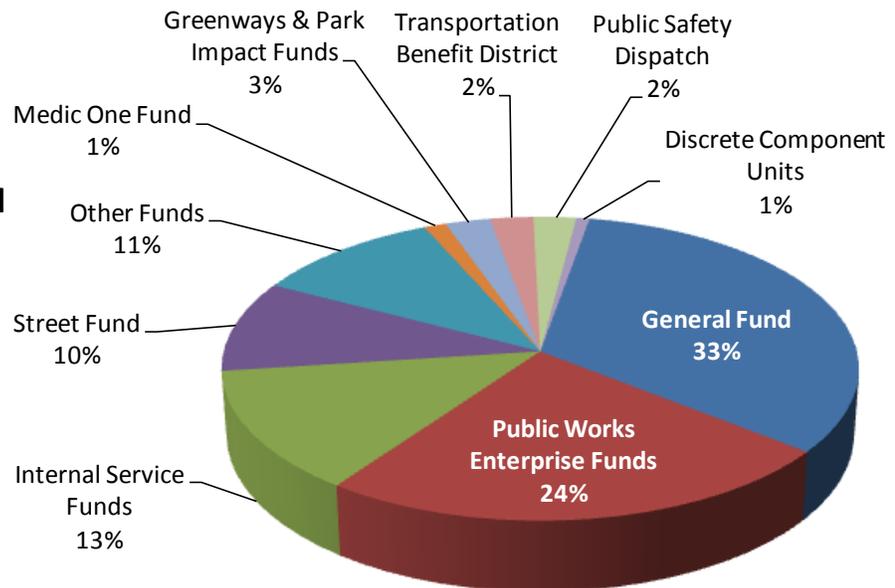
701 Greenways Maintenance Endowment – Will increase reserves by \$31,768 as 9% of the Greenways III Property Tax Levy is deposited into this fund.

Revenue Summary – 2012

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



**Revenues by Fund
(Excluding
Reserves)**



Revenue Types and Beginning Reserve Definitions

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

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

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

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

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

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

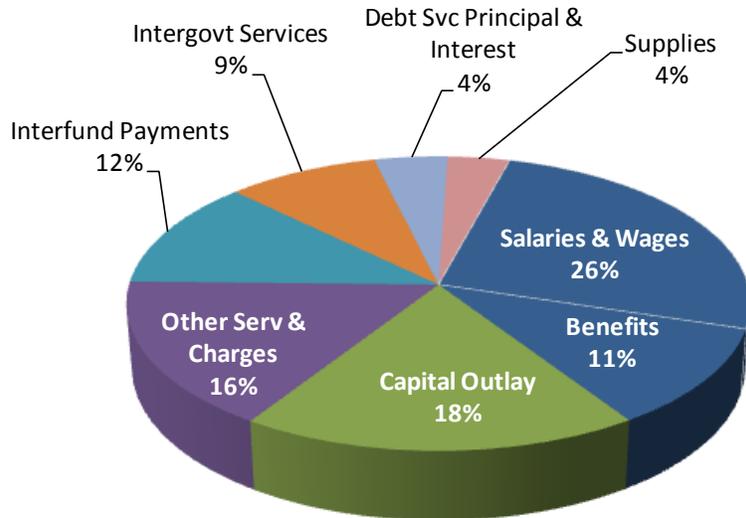
Miscellaneous Revenues: Includes operating revenues not classified elsewhere such as interest income, rental income, and contributions from private sources.

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

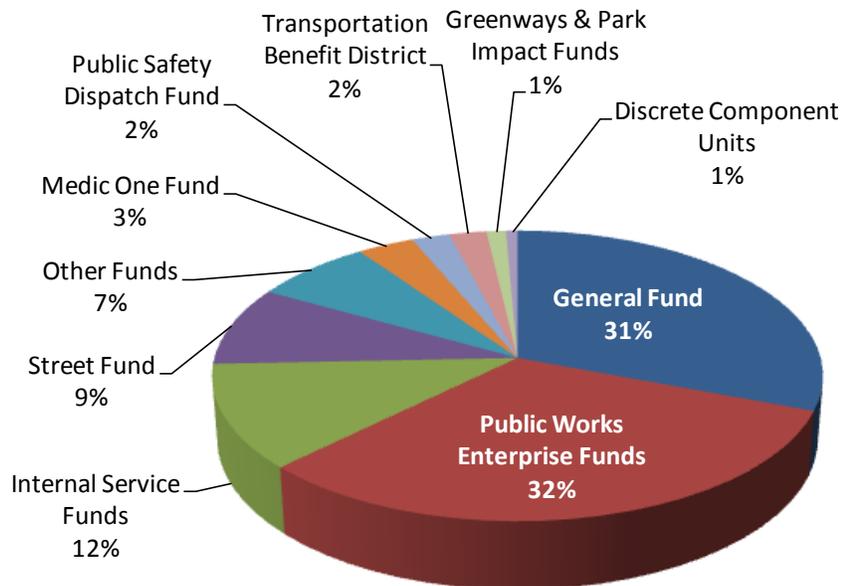
Other Financing Sources: These are changes in current financial resources that are reported separately from revenues to avoid distorting revenue trends. Examples include sale of GO Bonds, proceeds from the disposition of capital assets, and transfers.

Expenditure Summary - 2012

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



**Expenditures by Fund
(Excluding
Reserves)**



Expenditure Types and Ending Reserve Definitions

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

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

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

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

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

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

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

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

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

Budget Overview

Summary of Estimated Revenues, Expenditures, and Reserves --

	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS
ESTIMATED BEGINNING RESERVE BALANCE 1/1/2012	\$ 15,963,555	\$ 9,195,501	\$ 402,184	\$ 62,299,672	\$ 17,552,941
REVENUES					
Taxes	51,659,250	17,868,720	-	1,305,000	-
Licenses & Permits	671,771	271,000	-	1,201,900	-
Intergovernmental	1,985,298	9,399,346	646,011	4,615,498	266,698
Charges For Goods & Services	7,310,418	9,833,343	-	43,312,417	5,123,613
Fines & Forfeitures	1,249,100	-	-	860,700	-
Interest & Miscellaneous	763,722	2,128,963	277,446	4,055,401	18,306,783
Non-Revenues	-	-	-	-	-
Other Financing Sources	1,104,729	1,000,000	1,231,776	2,241,794	1,940,246
TOTAL REVENUES	64,744,288	40,501,372	2,155,233	57,592,710	25,637,340
TOTAL AVAILABLE RESOURCES	80,707,843	49,696,873	2,557,417	119,892,382	43,190,281
EXPENDITURES					
Salaries & Benefits	44,699,427	12,283,134	-	15,975,488	3,988,922
Supplies	2,077,598	920,050	-	2,764,442	2,090,368
Services	5,064,597	6,677,145	-	7,853,944	15,091,551
Intergovernmental Services	7,674,596	3,277,675	-	8,188,754	208,681
Capital	10,000	11,533,858	-	26,852,577	1,777,633
Principal & Interest	227,582	49,256	2,150,220	5,528,770	351,864
Interfund Charges	7,554,641	4,005,197	-	12,478,160	2,009,419
TOTAL EXPENDITURES	67,308,441	38,746,315	2,150,220	79,642,135	25,518,438
ESTIMATED ENDING RESERVE BALANCE 12/31/2012	13,399,402	10,950,558	407,197	40,250,247	17,671,843
TOTAL EXPEND. & RESERVE BALANCE	\$ 80,707,843	\$ 49,696,873	\$ 2,557,417	\$ 119,892,382	\$ 43,190,281

--by Revenue and Expenditure Type

2012 Budget

PENSION TRUST FUNDS	PERMANENT FUNDS	DISCRETE COMPONENT UNITS	TOTAL 2012 BUDGET	ADOPTED 2011 BUDGET	Change from 2011 Adopted	
					AMOUNT	PCT
\$ 10,431,377	\$ 2,943,488	\$ 1,484,984	\$ 120,273,702	\$ 83,351,029	\$ 36,922,673	44.3%
1,870,560	413,600	1,050,000	74,167,130	68,262,869	5,904,261	8.6%
-	-	-	2,144,671	2,269,271	(124,600)	-5.5%
115,000	-	320,000	17,347,851	15,938,953	1,408,898	8.8%
-	-	-	65,579,791	63,450,633	2,129,158	3.4%
-	-	-	2,109,800	2,147,800	(38,000)	-1.8%
1,848,360	110,616	93,258	27,584,549	24,869,125	2,715,424	10.9%
202,670	-	-	202,670	43,190,168	(42,987,498)	-99.5%
-	-	-	7,518,545	5,221,207	2,297,338	44.0%
4,036,590	524,216	1,463,258	196,655,007	225,350,026	(28,695,019)	-12.7%
14,467,967	3,467,704	2,948,242	316,928,709	308,701,055	8,227,654	2.7%
2,992,742	-	65,971	80,005,684	77,471,733	2,533,951	3.3%
100,200	-	8,150	7,960,808	7,166,934	793,874	11.1%
523,100	-	298,505	35,508,842	36,951,898	(1,443,056)	-3.9%
-	145,887	46,000	19,541,593	15,399,006	4,142,587	26.9%
-	-	-	40,174,068	26,139,830	14,034,238	53.7%
-	-	1,081,925	9,389,617	10,214,899	(825,282)	-8.1%
80,267	12,174	-	26,139,858	24,262,787	1,877,071	7.7%
3,696,309	158,061	1,500,551	218,720,470	197,607,087	21,113,383	10.7%
10,771,658	3,309,643	1,447,691	98,208,239	111,093,968	(12,885,729)	-11.6%
\$ 14,467,967	\$ 3,467,704	\$ 2,948,242	\$ 316,928,709	\$ 308,701,055	\$ 8,227,654	2.7%

Budget Overview

Citywide Expenditures by Sub Type - All Funds

Expenditures - All funds in aggregate	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
SALARIES & WAGES	51,290,163	53,550,812	54,522,215	971,403	1.8%
OVERTIME & HAZARD DUTY	1,800,253	1,424,361	1,479,111	54,750	3.8%
SALARIES & WAGES Subtotal	53,090,416	54,975,173	56,001,326	1,026,153	1.9%
PERSONNEL BENEFITS	17,528,593	19,681,560	21,011,616	1,330,056	6.8%
PENSION & DISABILITY PAY	2,367,243	2,815,000	2,992,742	177,742	6.3%
PERSONNEL BENEFITS Subtotal	19,895,836	22,496,560	24,004,358	1,507,798	6.7%
OFFICE & OPER. SUPPLIES	4,102,867	4,272,777	4,532,843	260,066	6.1%
FUEL CONSUMED	590,677	632,868	645,642	12,774	2.0%
ITEMS PURCHASED FOR RESALE	954,517	1,054,900	1,549,900	495,000	46.9%
SMALL TOOLS & MINOR EQUIP	1,506,015	1,206,389	1,232,423	26,034	2.2%
SUPPLIES Subtotal	7,154,076	7,166,934	7,960,808	793,874	11.1%
PROFESSIONAL SERVICES	20,878,324	22,376,582	21,495,235	(881,347)	-3.9%
COMMUNICATION	484,499	513,591	494,702	(18,889)	-3.7%
TRAVEL	171,697	248,182	268,828	20,646	8.3%
ADVERTISING	177,676	183,172	181,194	(1,978)	-1.1%
OPERATING RENTALS & LEASES	561,717	560,776	549,592	(11,184)	-2.0%
INSURANCE	554,805	620,844	621,664	820	0.1%
UTILITY SERVICE	4,262,035	4,677,448	4,550,196	(127,252)	-2.7%
REPAIRS & MAINTENANCE	4,854,995	5,512,998	5,337,055	(175,943)	-3.2%
MISCELLANEOUS	2,959,144	2,258,305	2,010,376	(247,929)	-11.0%
OTHER SERVICES & CHARGES Subtotal	34,904,892	36,951,898	35,508,842	(1,443,056)	-3.9%
INTERGOVERNMENTAL PROF SERV	3,700,996	3,734,725	5,371,514	1,636,789	43.8%
INTERGOVERNMENTAL PAYMENTS	16,504	0	0	0	0.0%
EXTERNAL TAXES & OPER ASSESS	1,191,269	1,330,783	1,369,721	38,938	2.9%
INTERFUND TAXES & OPER ASSESS	4,136,250	5,147,291	5,331,813	184,522	3.6%
INTERFUND SUBSIDIES	4,910,437	5,186,207	7,468,545	2,282,338	44.0%
INTERGOVERNMENTAL SERVICES Subtotal	13,955,456	15,399,006	19,541,593	4,142,587	26.9%
LAND	2,657,020	4,000,000	1,350,000	(2,650,000)	-66.3%
BUILDINGS AND STRUCTURES	466,599	0	0	0	0.0%
OTHER IMPROVEMENTS	8,563,491	5,158,284	8,065,765	2,907,481	56.4%
MACHINERY AND EQUIPMENT	2,499,480	1,401,546	2,732,303	1,330,757	94.9%
CONSTRUCTION OF FIXED ASSETS	7,590,598	15,580,000	28,026,000	12,446,000	79.9%
CAPITAL OUTLAY Subtotal	21,777,188	26,139,830	40,174,068	14,034,238	53.7%
G. O. BONDS	2,370,000	1,965,000	1,725,000	(240,000)	-12.2%
REVENUE BONDS	3,605,000	3,755,000	2,005,000	(1,750,000)	-46.6%
SPECIAL ASSESSMENT BONDS	80,000	0	0	0	0.0%
OTHER NOTES	326,942	327,484	360,029	32,545	9.9%
INTERGOVERNMENTAL LOANS	1,210,000	240,000	265,000	25,000	10.4%
PRINCIPAL	257,133	190,168	202,670	12,502	6.6%
DEBT SERVICE PRINCIPAL Subtotal	7,849,075	6,477,652	4,557,699	(1,919,953)	-29.6%
INTEREST ON INTERFUND DEBT	75,856	48,356	74,168	25,812	53.4%
INTEREST/LONG-TERM EXT. DEBT	3,125,668	2,826,766	4,756,050	1,929,284	68.3%
DEBT ISSUE COSTS	0	860,000	0	(860,000)	-100.0%
DEBT REGISTRATION COSTS	4,673	2,125	1,700	(425)	-20.0%
DEBT SERVICE INTEREST Subtotal	3,206,197	3,737,247	4,831,918	1,094,671	29.3%
INTERFUND PROFESSIONAL SERVICE	16,985,455	16,304,024	16,814,843	510,819	3.1%
INTERFUND COMMUNICATIONS	203,261	381,442	384,894	3,452	0.9%
INTERFUND SUPPLIES	1,025,396	1,199,285	1,569,526	370,241	30.9%
INTERFUND CAPITAL OUTLAYS	130,810	95,200	79,200	(16,000)	-16.8%
INTERFUND OPERATING RENTALS	3,515,978	3,445,578	3,884,506	438,928	12.7%
INTERFUND INSURANCE SERVICES	998,621	1,084,278	1,182,979	98,701	9.1%
INTERFUND REPAIRS & MAINT	1,750,728	1,752,980	2,223,910	470,930	26.9%
INTERFUND PAY FOR SERVICE Subtotal	24,610,249	24,262,787	26,139,858	1,877,071	7.7%
TOTAL EXPENDITURES	186,443,385	197,607,087	218,720,470	21,113,383	10.7%

REVENUES – SOURCES AND TRENDS

All revenue estimates in this section are based on the internal December 31, 2011 financial statement and may be subject to final accounting adjustments.

Revenue Forecast Overview

The year ended with both Sales and Business & Occupation tax higher than budgeted. The largest gains were in the retail sector, which was boosted by strong Canadian demand and our proximity to the border.

Even with the uptick in 2011, tax collections across the economically sensitive revenues including Sales, Business & Occupation (B&O), and some Utility taxes are still well below their pre-recession peak. Tax revenue is projected to continue to improve at a slow rate due to anticipated job creation and consumer spending. Job creation leads to growth in personal income and increases spending for goods and services.

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

New construction valuation of just under \$30 million in 2011 is down from \$237 million in 2007. Development activity is expected to remain slow during the forecast period as existing building inventory is absorbed. Development activity is an important leading indicator for the City because it drives property values, sales, real estate excise, B&O, and utility tax revenue. Some tax receipts associated with construction projects typically lag development activity by up to one year.

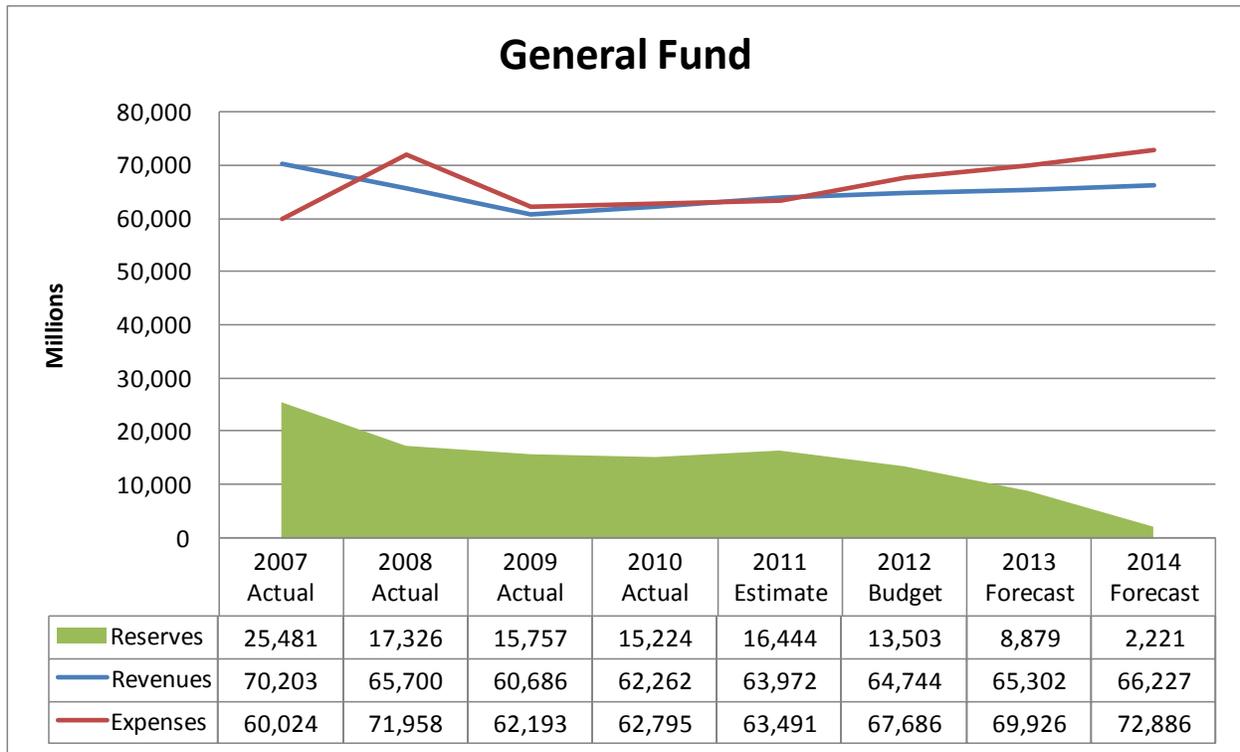
General Fund Revenues

The General Fund forecast builds upon the budgeted 2012 revenues and expenditures and calculates future resource and expenditure estimates based on recent and anticipated economic trends. While, the forecast illustrates that the current divergence between revenues and expenses and the resulting decline in reserves is not sustainable, it is not considered to be an unsolvable problem. The City recognizes the undesirable balance between revenue and expense trends and will prepare appropriate responses in advance.

General Fund Revenues (continued)

The General Fund Financial Forecast is a tool that provides:

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

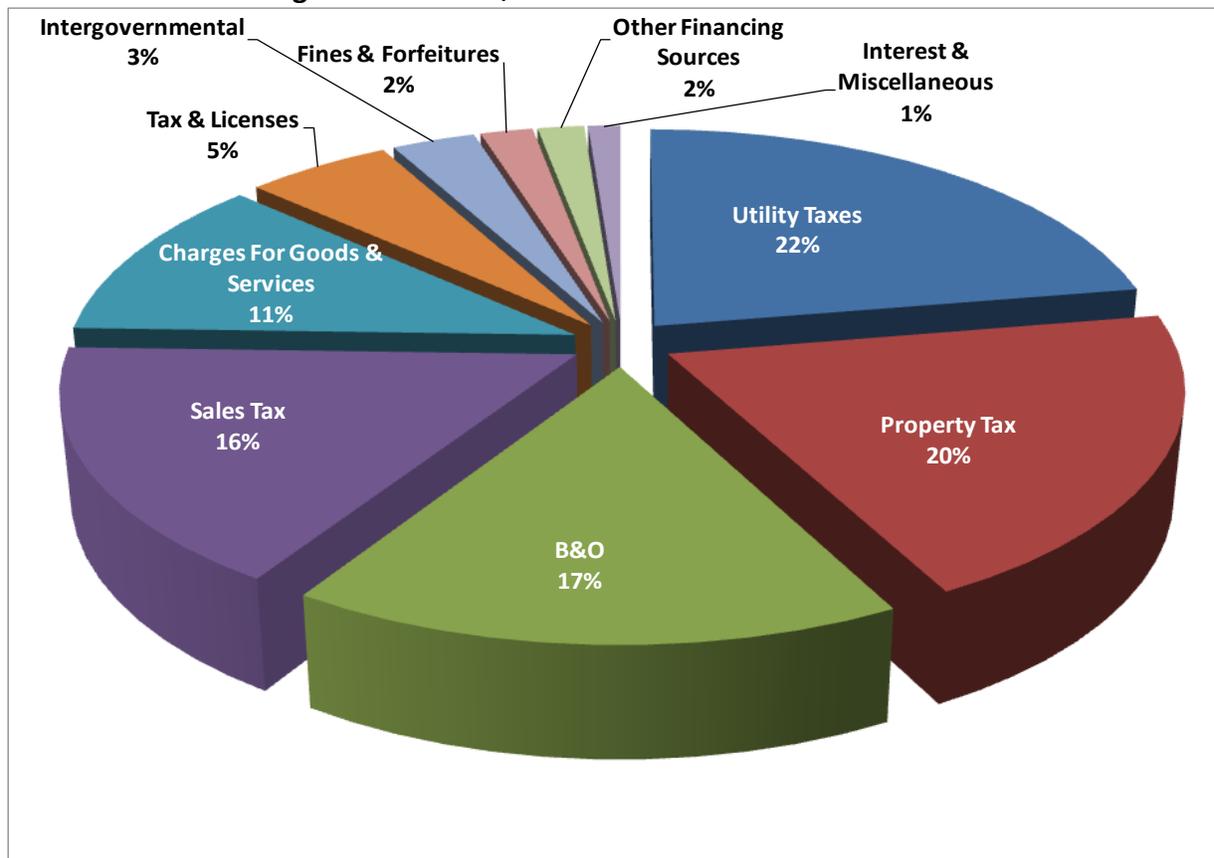


The General fund is the primary operating fund of the City supporting the City Council and Mayor’s offices; Police, Fire and Municipal Court operations; the Planning Department, the Bellingham Public Library; Bellingham Parks and Recreation operations, all internal service departments in the City, and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

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

General Fund Revenues (continued)

2012 General Fund Budgeted Revenue \$64.7 Million



Property Tax

The City of Bellingham receives approximately \$2.35 per \$1,000 of assessed valuation from property owners within the City limits. In 2012, this should generate \$19.3 million and includes a Council approved 1.63% increase in the levy including banked capacity. The three components of the City’s Levy are: General Fund \$13 million, voted Park Greenways III \$4.3 million, and Fire Pension \$1.9 million. The Property Tax Levy provides roughly 20% of the total General Fund revenue.

The following table shows the historical collections of property tax received by the city’s General Fund. The amount above the 1% allowed by state law is due to new construction, revaluation of property, banked capacity, and/or annexations.

	Actual			Estimate	Budget	Forecast	
	2008	2009	2010	2011	2012	2013	2014
Property Tax	12,172,625	11,951,465	12,347,166	12,706,162	12,971,869	13,110,995	13,242,065
Percent Change	5.27%	-1.82%	3.31%	2.91%	2.09%	1.07%	1.00%

Revenues

General Fund Revenues (continued)

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

Sales Tax

Bellingham's General Fund relies heavily on sales tax revenue, which is subject to larger economic swings than most other sources of government revenues. Although we are not yet back to the \$18.9 million of sales tax revenue collected in 2007, the city's sales tax revenue did grow by 8.3% over last year. However, one fourth of the \$800,000 increase was due to the State's Amnesty Program, which generated one-time receipts of approximately \$220,000. Adjusting for the amnesty revenue results in a very strong year-over-year growth rate of 5.3%

Overall most market segments grew from 2010 with General Merchandise increasing the most at 10%. General Merchandise is also the largest single category contributing \$3.2 million or 17.8% of the total sales tax revenue.

Next year's budget forecast of \$10.65 million in General Fund sales tax revenue is 16.4% of the total General Fund revenues. The forecast was made in October and discounts any of the amnesty money that was received in 2011. The forecast assumes a continued slow recovery in retail and auto sales as well as limited new construction. Growth in the out years is projected to grow on average by 2% per year; a rate commensurate with population growth, price inflation, and limited new construction.

In 2009, the Sales tax retained in the General Fund was increased from 50.5% to 57.5%. A graph of [sales tax historical](#) data is provided in the City and Local Economy Section.

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

In April 2011, the voter approved two-tenths of one percent sales tax increase took effect to fund the Transportation Benefit District. This raised the sales tax rate within Bellingham city limits to 8.7%, of this total .85% is distributed to the City for general government purposes. The majority of the sales tax collected in Bellingham is distributed to other jurisdictions as illustrated in the [sales tax distribution table and chart](#).

General Fund Revenues (continued)

Business & Occupation (B&O) Tax

2011 saw the first positive growth in B&O tax revenue since the recession began. The General Merchandise category increased the most with 21% growth over 2010. The largest industry segment is Medical Services, which generated \$1.9 million or 17% of the total B&O tax collected in 2011.

In October, we anticipated revenue to be \$10,800,000, which assumed a 2% growth rate over the 2011 forecasted year end number. However, the last three months of the year trended higher and 2011 ended at \$11.1 million. We now anticipate that the positive trend will continue in 2012 and that B&O revenue will exceed the budgeted amount.

The decrease in B&O tax revenue between 2008 and 2010 was due to the combined negative impacts of the recession, changes in B&O tax laws (apportionment), and two local mergers/acquisitions, which eliminated previously taxable transactions. The City imposes and collects a Business and Occupation tax on all business activity within its jurisdiction. A ten-year graph of [B&O Tax historical data](#) is provided in the City and Local Economy Section.

	Actual			Estimate	Budget	Forecast	
	2008	2009	2010	2011	2012	2013	2014
B&O Tax	12,066,376	10,601,772	10,365,058	11,097,728	10,800,000	11,016,000	11,236,320
Percent Change	-1.08%	-12.14%	-2.23%	7.07%	-2.68%	2.00%	2.00%

Utility Tax

The Utility Tax budget for 2012 is \$14.45 million, which is 22% of the General Fund revenue. State law enables cities to levy utility tax up to a 6% on natural gas, telephone, cable television, and electricity providers. These utilities generate approximately \$9.1 million or 63% of the total utility tax revenue.

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

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

Beginning in late 2008 and continuing through 2011 the number of new water and sewer hookups has dropped dramatically in conjunction with the economic downturn and decline in new construction. Anticipated utility tax on electricity and natural gas is also down due to the economy, warmer winter weather (2009-10), and natural gas rate reductions.

Revenues

General Fund Revenues (continued)

	Actual			Estimate	Budget	Forecast	
	2008	2009	2010	2011	2012	2013	2014
City Tax Water	1,627,856	1,678,522	1,822,697	2,885,334	2,895,000	2,952,900	3,011,958
City Tax Sewer	1,881,075	1,720,195	1,808,752	1,858,813	1,920,000	1,958,400	1,997,568
City Tax Storm Water	513,143	496,282	504,801	528,816	565,000	576,300	587,826
Electric Public Tax	3,364,200	3,451,166	3,448,614	3,609,210	3,800,000	3,876,000	3,953,520
Natural Gas Tax	1,610,908	1,784,746	1,326,473	1,352,736	1,520,000	1,550,400	1,581,408
Cable Tax	1,071,227	1,083,092	1,160,309	1,173,408	1,250,000	1,275,000	1,350,000
Telephone Tax	2,726,826	2,623,465	2,653,182	2,395,868	2,500,000	2,500,000	2,500,000
Total Utility Tax	12,795,235	12,837,468	12,724,828	13,804,185	14,450,000	14,689,000	14,982,280
Percent Change	5.55%	0.33%	-0.88%	8.48%	4.68%	1.65%	2.00%

Charges for Goods & Services

The Charges for Goods & Services budget for 2012 is \$7.3 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, legal, and human resources. The 2012 amounts charged to non-General Fund departments and funds are based on the actual costs incurred in 2010 for these services.

	Actual			Estimate	Budget	Forecast	
	2008	2009	2010	2011	2012	2013	2014
Goods & Services Charges	6,118,782	6,179,226	6,378,066	6,353,692	7,310,438	7,456,246	7,614,491
Percent Change	-19.83%	0.99%	3.22%	-0.38%	15.06%	1.99%	2.12%

The other component of Charges for Goods & Services are 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 2012 revenue based on historical growth trends.

General Fund Revenues (continued)

Other Revenues

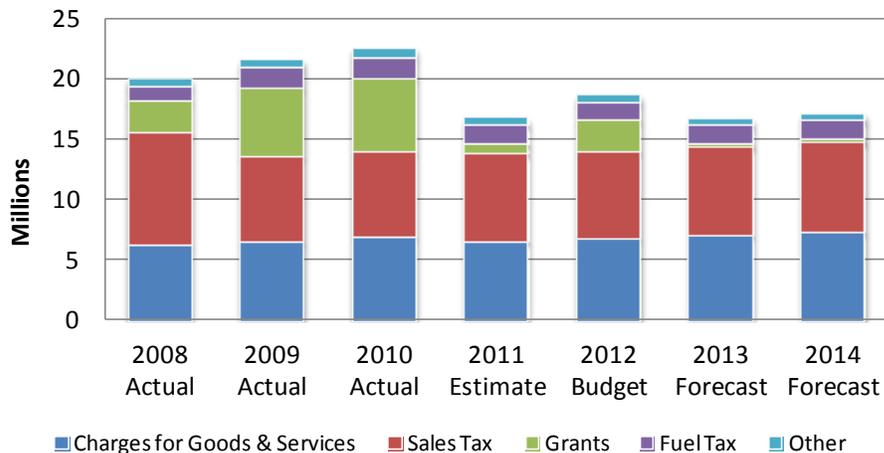
The Other Revenues budget for 2012 is \$5.8 million. The major components in Other Revenues include fines, grants, interest, and permits. The main reason for the decrease in License Revenue is due to removing the city’s BTV channel 10 from the General Fund and creating a new Public, Education, and Government Access “PEG Fund”. This reduces General Fund revenue by approximately \$300,000 per year.

For future years, one-time items, for state and federal 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 the out years, which will likely improve as future grants are secured.

	Actual			Estimate	Budget	Forecast	
	2008	2009	2010	2011	2012	2013	2014
Licenses and Permits	919,075	923,157	1,026,869	1,035,777	671,771	678,489	685,274
Intergovernmental Revenue	2,555,360	2,684,827	3,466,507	2,265,388	1,985,298	1,464,780	1,290,256
Fines	1,136,308	1,158,366	1,219,572	1,301,492	1,249,100	1,286,573	1,325,170
Miscellaneous	1,578,598	1,245,515	968,049	847,195	763,722	763,722	763,722
Other Financing Sources	4,014,879	1,005,329	1,125,447	1,094,234	1,104,729	1,104,729	1,104,729
Total Other Revenue	10,204,220	7,017,194	7,806,444	6,544,086	5,774,620	5,298,293	5,169,151
Percent Change	-28.32%	-31.23%	11.25%	-16.17%	-11.76%	-8.25%	-2.44%

Street Fund Revenues

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



Charges for Goods & Services

This primarily represents the charges to other funds to reimburse the Street Fund for Engineering Services it provides. Forecasts are estimated on the future capital projects and historical utilization of Engineering Services.

Sales Tax

The Street Fund's portion of the Sales Tax budgeted for 2012 is \$7.2 million, which is an increase of 3% from the 2011 Adopted Budget.

In 2009, the portion of sales tax allocated to the Street Fund was reduced from 50% 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 2012, the Street Fund has received confirmation of \$2,300,000 in new grants to assist with various City street projects.

Fuel Tax

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

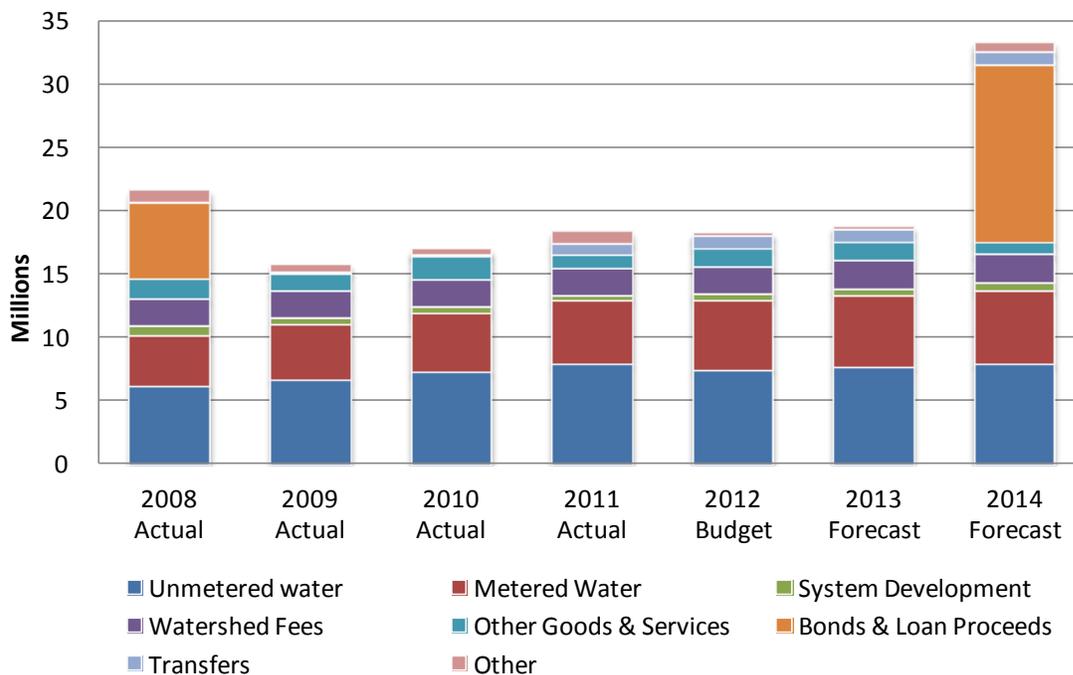
Street Fund Revenues (continued)

Impact Fees

Transportation Impact Fees (TIFs) are collected from development as their contribution for the cost of new transportation infrastructure that is deemed necessary and reasonably related to the impact of the development within the City limits of Bellingham.

Water Fund Revenues

The [Water Fund](#) is the [enterprise fund](#) that supports supplying safe water to customers of the City’s water supply system. The main source of revenue is the sale of water to the general public. In addition, System Development charges, Lake Whatcom Watershed Acquisition fees, Goods & Services charges, bonds, and transfers are all sources of revenue in the water fund. The [Public Works Department](#) manages the fund.



Unmetered Water

This revenue comes from the approximately 16,000 unmetered residential water accounts that receive City water. The state now requires that all new accounts must be metered and the city must replace all of the unmetered accounts with meters by 2017.

Metered Water

There are approximately 8,000 accounts that are metered.

Revenues

Water Fund Revenues (continued)

System Development Charges

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

Watershed Fees

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

Other Goods & Services

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

Bonds and Interfund Loan Proceeds

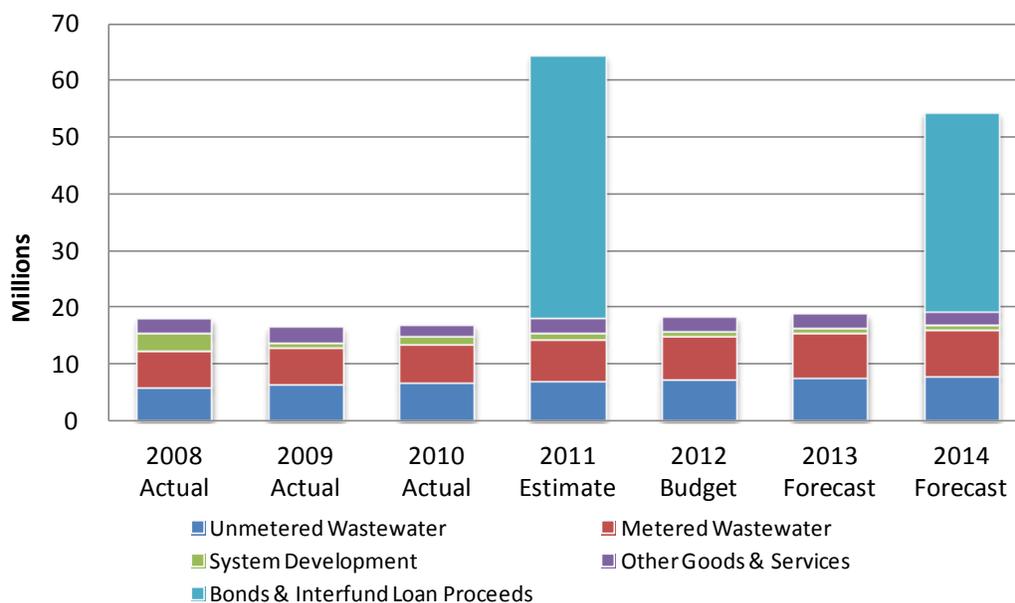
The current capital plan anticipates a \$14 million bond in 2014 to pay for installing meters and other capital infrastructure projects.

Transfers

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

Wastewater Fund Revenues

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



Wastewater Fund Revenues (continued)

Unmetered Wastewater

Residential accounts associated with a flat rate.

Metered Wastewater

All new single family construction and multi-family and industrial accounts are required to be metered.

System Development Charges

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

Other Goods & Services

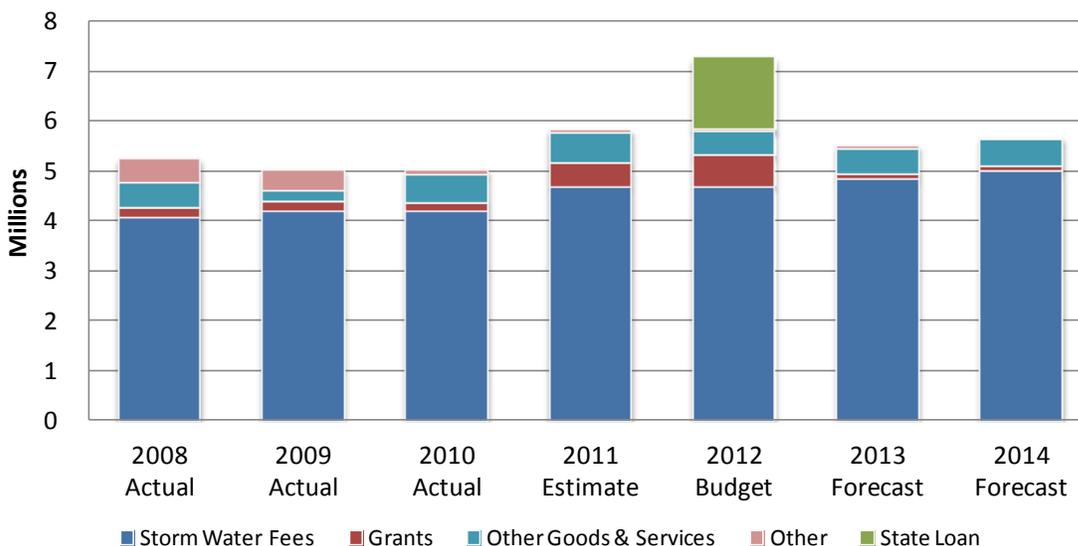
This represents all the other charges, fees, and penalties received by the wastewater fund.

Bonds and Interfund Loan Proceeds

The current capital plan anticipates an additional \$35 million bond in 2014 to pay for capital infrastructure upgrades. The expansion will be built over the next several years and is required by the Department of Ecology.

Storm and Surface Water Fund Revenues

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



Revenues

Storm and Surface Water Fund Revenues (continued)

Storm Water Fees

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

Grants

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

Other Goods & Services

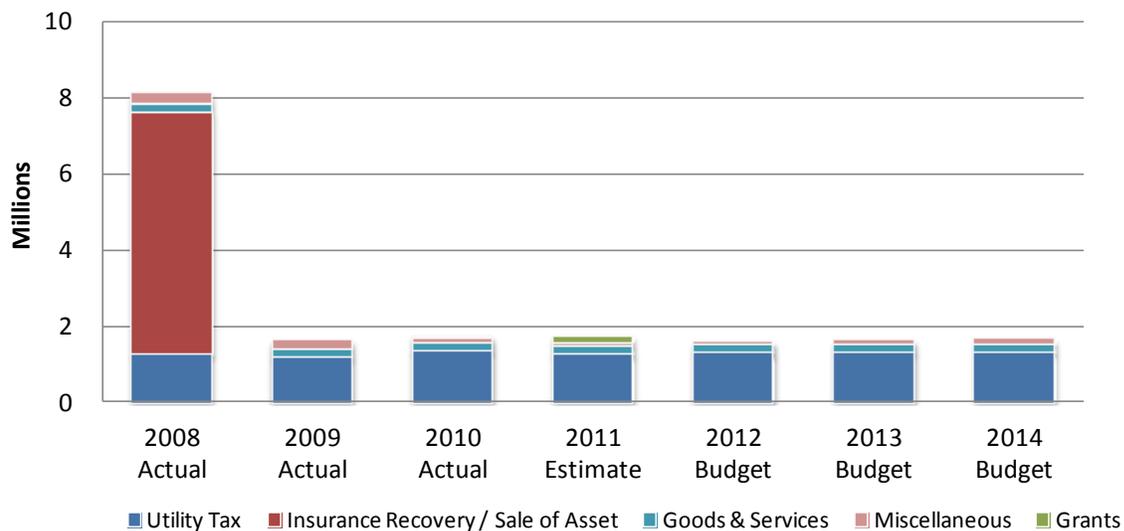
This represents all other charges collected for fees and penalties received by the wastewater fund.

Other

Revenue from interest and fines.

Solid Waste Fund Revenues

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



Utility Tax

City tax on fees for the collection, transfer, and disposal of garbage; fees charged by Sanitary Service Company

Solid Waste Fund Revenues (continued)

Insurance Recovery / Sale of Assets

In 2008, the Solid Waste Fund sold land to the General Fund.

Goods & Services

This represents all other charges received by the Solid Waste Fund.

Miscellaneous

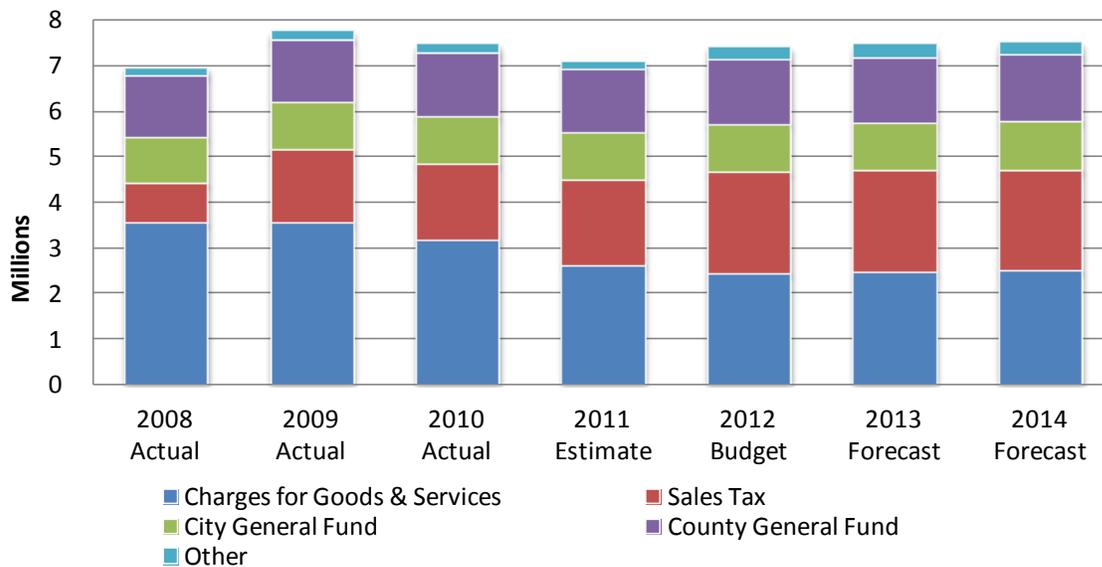
Revenue from all other sources including interest, scrap sales, and fees.

Grants

Revenue received from the Department of Ecology for specific projects.

Medic One Fund Revenues

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



Charges for Goods & Services

This represents the fees collected by Medic One for ambulance services provided. The 2012 budget estimate of \$2.5 million is based on analyzing the call volume, reimbursement rates from insurance carriers, and the reimbursement rates from Medicare & Medicaid.

Medic One Fund Revenues (continued)

Sales Tax

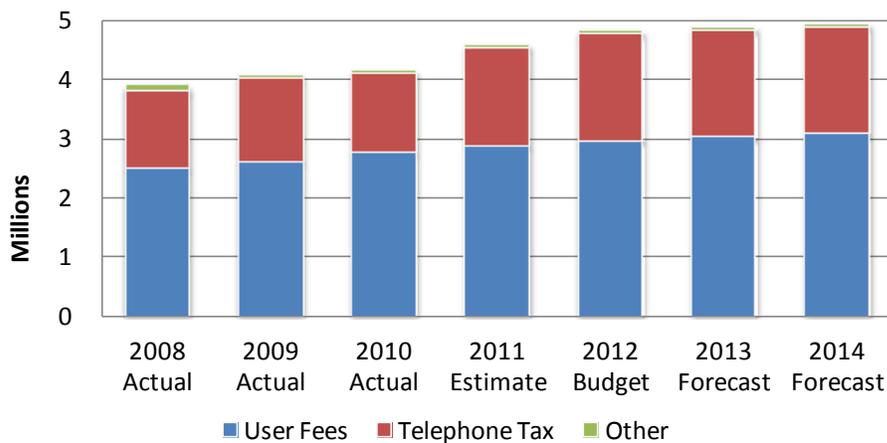
This category represents the EMS sales tax of 1/10th of 1% that took effect in 2006, to help pay for Countywide Medic services. Of this amount, 66% is submitted to the County’s EMS Fund and 33% is dedicated to criminal justice and utilized by each city.

City & County General Fund Contributions

This represents the funding Medic One receives from the General Fund of the City and County to pay for Medic One operations. The 2012 budget of \$2.5 million represents the sum of the agreed contributions from the City and the County and increases by 1% each year.

Public Safety Dispatch Fund Revenues

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



User Fees

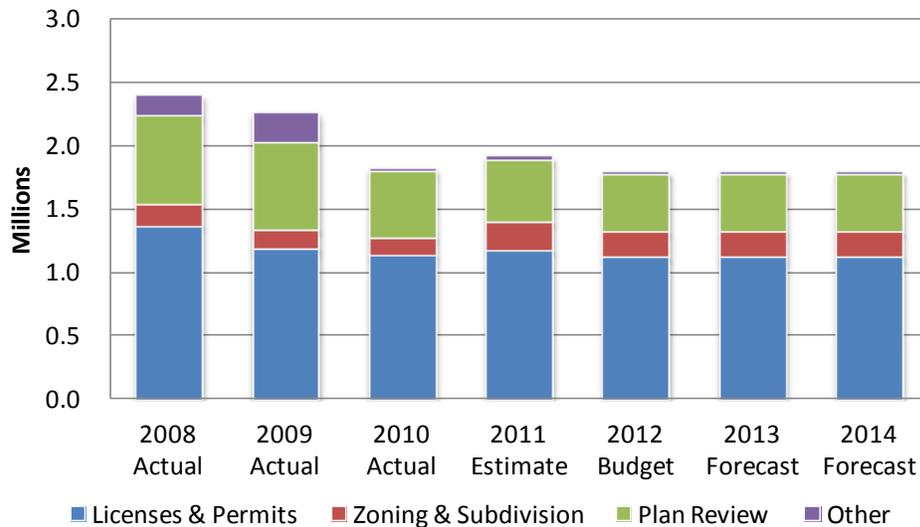
These represent the user fees paid into the Dispatch Fund from all of the participating law enforcement, Medic One, and fire departments throughout Whatcom County. The 2011 budgeted contribution from each agency is based on a formula that includes the prior year number of incidents by jurisdiction, number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

Telephone Tax

This tax is on telephone service provided in Whatcom County. This money is collected specifically to help pay for 911 Operations. In 2011, this tax was increased to pay for Next Generation equipment upgrades.

Development Services Fund Revenues

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



Licenses & Permits

This revenue is for permits issued for new construction and remodeling and includes such items as building, plumbing, electrical, and fire permits. The 2012 budget of \$1.1 million reflects the current downturn in the building industry and is lower than 2011 revenue.

Zoning & Subdivision

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

Plan Review Revenue

This revenue is for reviewing plans prior to issuing permits.

Revenues

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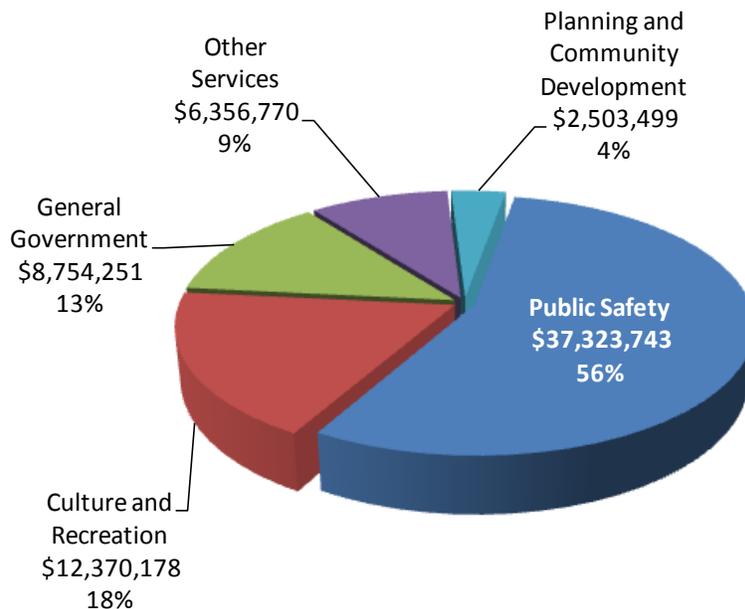
Fund Budget Summaries

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

Programs Supported by the General Fund

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

2012 General Fund Expenditures

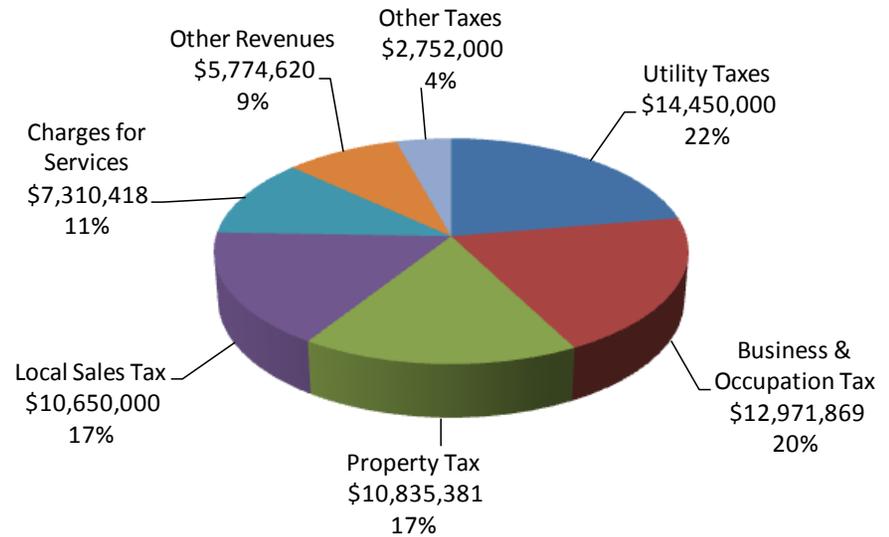


Fund Budgets

General Fund Revenues and Sources

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

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

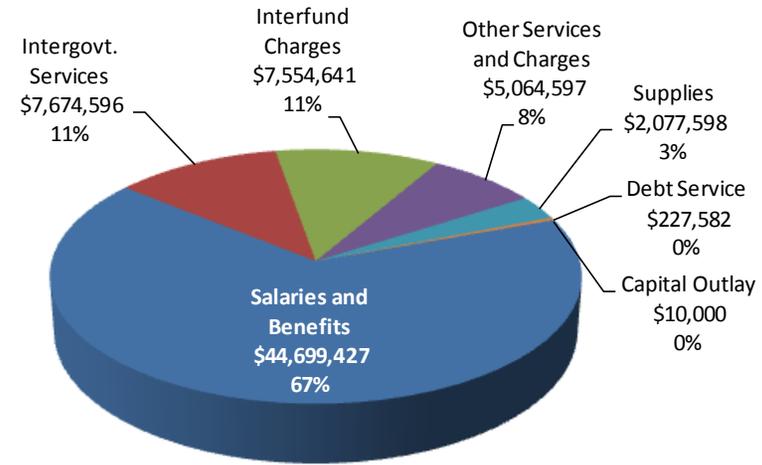


Department	Taxes	Licenses & Permits	Intergovernmental	Goods & Services Charges	Fines	Misc.	Other Financing Sources	Revenue Total (No Reserves)	Estimated Beginning Reserves	Used From (Returned To) Reserves	Total Revenues & Reserves
Fund: 001 General											
FIRE	-	1,700	340,174	575,000	-	33,000	-	949,874	2,343	13,398,803	14,351,020
POLICE	297,000	36,500	379,060	607,470	10,000	2,700	368,042	1,700,772	8,067	18,612,677	20,321,516
JUDICIAL SERVICES	-	-	125,000	250,000	1,075,500	28,500	350,800	1,829,800	-	831,817	2,661,617
PARKS & RECREATION	35,381	-	20,000	1,507,572	-	364,070	-	1,927,023	140,000	5,225,708	7,292,731
LIBRARY	-	-	143,925	20,700	130,000	50,000	-	344,625	-	3,290,642	3,635,267
MUSEUM	-	-	8,000	-	-	51,215	-	59,215	-	1,522,965	1,582,180
PLANNING & COM DEVEL	-	1,571	-	17,100	-	1,553	-	20,224	-	2,483,275	2,503,499
HEARING EXAMINER	-	-	-	30,000	-	-	-	30,000	-	176,254	206,254
HUMAN RESOURCES	-	-	-	655,577	-	-	-	655,577	-	543,315	1,198,892
FINANCE	-	-	-	1,704,107	-	3,000	-	1,707,107	-	516,683	2,223,790
ITSD	-	-	26,100	757,931	-	-	-	784,031	-	1,408,499	2,192,530
LEGAL	-	-	7,850	336,308	33,600	-	-	377,758	1,300,000	1,140,257	2,818,015
OFFICE OF THE MAYOR	-	-	-	445,823	-	-	-	445,823	-	482,782	928,605
CITY COUNCIL	-	-	-	233,836	-	-	-	233,836	-	217,329	451,165
NON-DEPARTMENTAL	51,326,869	632,000	935,189	168,994	-	229,684	385,887	53,678,623	14,513,145	(49,851,006)	18,340,762
Total General	51,659,250	671,771	1,985,298	7,310,418	1,249,100	763,722	1,104,729	64,744,288	15,963,555	-	80,707,843

General Fund Expenditures

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

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



General Fund Expenditures by Department	Salaries & Wages	Benefits	Supplies	Other Serv & Charges	Inter Govt Services	Capital Outlay	Debt Svc Principal	Debt Svc Interest	Interfund Payments	Expenditure Total (No Reserves)	Budgeted Ending Reserve	Total Expenditure & Reserves
Fund: 001 General												
FIRE	9,198,606	2,784,918	323,290	202,450	4,850	-	202,670	24,912	1,606,981	14,348,677	2,343	14,351,020
POLICE	10,934,120	3,353,369	600,995	967,292	1,466,868	-	-	-	2,990,805	20,313,449	8,067	20,321,516
JUDICIAL SERVICES	883,533	381,208	47,291	869,080	307,000	-	-	-	173,505	2,661,617	-	2,661,617
PARKS & RECREATION	3,342,685	1,412,165	452,838	871,414	24,876	10,000	-	-	1,038,753	7,152,731	140,000	7,292,731
LIBRARY	1,792,697	721,646	411,686	82,941	5,200	-	-	-	621,097	3,635,267	-	3,635,267
MUSEUM	874,604	381,504	48,910	182,300	100	-	-	-	94,762	1,582,180	-	1,582,180
PLANNING & COM DEVEL	1,304,621	537,940	13,320	452,167	3,594	-	-	-	191,857	2,503,499	-	2,503,499
HEARING EXAMINER	141,182	51,603	4,610	5,705	-	-	-	-	3,154	206,254	-	206,254
HUMAN RESOURCES	586,461	257,402	31,023	266,084	3,600	-	-	-	54,322	1,198,892	-	1,198,892
FINANCE	1,195,328	540,135	51,750	209,650	114,782	-	-	-	112,145	2,223,790	-	2,223,790
ITSD	1,145,596	449,445	40,970	449,175	1,180	-	-	-	106,164	2,192,530	-	2,192,530
LEGAL	889,351	352,331	18,755	209,915	-	-	-	-	82,663	1,553,015	1,265,000	2,818,015
OFFICE OF THE MAYOR	574,756	211,239	17,200	72,200	-	-	-	-	53,210	928,605	-	928,605
CITY COUNCIL	270,890	130,092	14,960	10,000	-	-	-	-	25,223	451,165	-	451,165
NON-DEPARTMENTAL	-	-	-	214,224	5,742,546	-	-	-	400,000	6,356,770	11,983,992	18,340,762
Total General	33,134,430	11,564,997	2,077,598	5,064,597	7,674,596	10,000	202,670	24,912	7,554,641	67,308,441	13,399,402	80,707,843

Fund Budgets

General Fund Expenditures by Sub Type –All Programs

Expenditures - General Fund	2010 Actual	2011 Adopted	2012 Budget	Change from 2011	
				Amount	Percent
SALARIES & WAGES	31,181,257	32,190,874	32,280,922	90,048	0.3%
OVERTIME & HAZARD DUTY	938,230	801,408	853,508	52,100	6.5%
SALARIES & WAGES Subtotal	32,119,487	32,992,282	33,134,430	142,148	0.4%
PERSONNEL BENEFITS	10,119,166	10,973,494	11,564,997	591,503	5.4%
PERSONNEL BENEFITS Subtotal	10,119,166	10,973,494	11,564,997	591,503	5.4%
OFFICE & OPER. SUPPLIES	1,222,072	1,317,336	1,234,359	(82,977)	-6.3%
FUEL CONSUMED	265,466	247,059	264,279	17,220	7.0%
ITEMS PURCHASED FOR RESALE	7,001	6,700	6,700	0	0.0%
SMALL TOOLS & MINOR EQUIP	560,995	605,939	572,260	(33,679)	-5.6%
SUPPLIES Subtotal	2,055,534	2,177,034	2,077,598	(99,436)	-4.6%
PROFESSIONAL SERVICES	2,692,478	2,577,109	2,661,428	84,319	3.3%
COMMUNICATION	208,768	208,554	207,853	(701)	-0.3%
TRAVEL	93,676	132,628	128,206	(4,422)	-3.3%
ADVERTISING	155,783	146,334	137,830	(8,504)	-5.8%
OPERATING RENTALS & LEASES	423,091	357,818	372,095	14,277	4.0%
INSURANCE	1,990	583	583	0	0.0%
UTILITY SERVICE	792,171	849,821	676,508	(173,313)	-20.4%
REPAIRS & MAINTENANCE	641,205	640,315	513,796	(126,519)	-19.8%
MISCELLANEOUS	1,593,673	441,649	366,298	(75,351)	-17.1%
OTHER SERVICES & CHARGES Subtotal	6,602,835	5,354,811	5,064,597	(290,214)	-5.4%
INTERGOVERNMENTAL PROF SERV	2,728,068	2,560,992	2,453,776	(107,216)	-4.2%
INTERGOVERNMENTAL PAYMENTS	16,504	0	0	0	0.0%
EXTERNAL TAXES & OPER ASSESS	24,111	23,680	23,680	0	0.0%
INTERFUND SUBSIDIES	2,767,365	3,206,009	5,197,140	1,991,131	62.1%
INTERGOVERNMENTAL SERVICES Subtotal	5,536,048	5,790,681	7,674,596	1,883,915	32.5%
MACHINERY AND EQUIPMENT	130,575	0	0	0	0.0%
CONSTRUCTION OF FIXED ASSETS	0	0	10,000	10,000	0.0%
CAPITAL OUTLAY Subtotal	130,575	0	10,000	10,000	0.0%
PRINCIPAL	176,709	190,168	202,670	12,502	6.6%
DEBT SERVICE PRINCIPAL Subtotal	176,709	190,168	202,670	12,502	6.6%
INTEREST ON INTERFUND DEBT	72,679	48,356	24,912	(23,444)	-48.5%
DEBT SERVICE INTEREST Subtotal	72,679	48,356	24,912	(23,444)	-48.5%
INTERFUND PROFESSIONAL SERVICE	2,291,302	2,378,286	3,090,354	712,068	29.9%
INTERFUND COMMUNICATIONS	102,507	213,417	213,251	(166)	-0.1%
INTERFUND SUPPLIES	20,836	32,700	19,668	(13,032)	-39.9%
INTERFUND OPERATING RENTALS	2,121,252	1,994,924	2,355,539	360,615	18.1%
INTERFUND INSURANCE SERVICES	613,835	642,428	736,666	94,238	14.7%
INTERFUND REPAIRS & MAINT	832,656	809,536	1,139,163	329,627	40.7%
INTERFUND PAYT FOR SERVICE Subtotal	5,982,388	6,071,291	7,554,641	1,483,350	24.4%
TOTAL EXPENDITURES	62,795,421	63,598,117	67,308,441	3,710,324	5.8%

Revenues and Sources, Expenditures and Uses – All Funds

These reports provide a summary of revenues, sources, expenditures and uses along with ending reserves for individual funds and for the City as a whole. Data is presented for the 2012 budget, 2011 adopted and revised budgets, and 2010 actual amounts. Differences between the 2010 ending balance and the 2011 revised budget beginning balance are due to rounding and to adjusting entries in the accounting system that are not included in the budget.

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

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

General Fund: The primary operating fund of the City used to support general government, public safety, recreation, and planning and community development.

General Fund (001) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	15,757,471	12,266,219	15,963,555	15,963,555	3,697,336	30.1%
Revenues:						
Taxes	48,077,721	49,829,859	49,829,859	51,659,250	1,829,391	3.7%
Licenses and Permits	1,026,869	963,771	963,771	671,771	(292,000)	-30.3%
Intergovernmental Revenues	3,466,507	2,136,901	2,944,132	1,985,298	(151,603)	-7.1%
Goods and Services Charges	6,378,066	6,653,241	6,653,241	7,310,418	657,177	9.9%
Fines	1,219,572	1,137,100	1,137,100	1,249,100	112,000	9.8%
Miscellaneous	968,049	777,731	777,731	763,722	(14,009)	-1.8%
Other Financing Sources	1,125,447	1,094,234	1,094,234	1,104,729	10,495	1.0%
Subtotal of Revenues	62,262,231	62,592,837	63,400,068	64,744,288	2,151,451	3.4%
Fund Total Sources	78,019,702	74,859,056	79,363,623	80,707,843	5,848,787	7.8%
Expenditures:						
Salaries and Benefits	42,238,653	43,965,776	43,970,896	44,699,427	733,651	1.7%
Supplies	2,055,534	2,177,034	2,224,899	2,077,598	(99,436)	-4.6%
Services	6,602,835	5,354,811	6,746,569	5,064,597	(290,214)	-5.4%
Intergovernmental Expenditures	5,536,048	5,790,681	5,875,071	7,674,596	1,883,915	32.5%
Capital	130,575	0	37,800	10,000	10,000	--
Principal and Interest	249,388	238,524	238,524	227,582	(10,942)	-4.6%
Interfund	5,982,388	6,071,291	6,106,783	7,554,641	1,483,350	24.4%
Subtotal of Expenditures	62,795,421	63,598,117	65,200,542	67,308,441	3,710,324	5.8%
Ending Reserves	15,224,281	11,260,939	14,163,081	13,399,402	2,138,463	19.0%
Fund Total Uses	78,019,702	74,859,056	79,363,623	80,707,843	5,848,787	7.8%

Fund Budgets

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

Street Fund: A [special revenue fund](#) designated for maintenance of all City Streets. The fund is managed by the [Public Works Department](#).

Street Fund (111) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	10,326,013	2,346,436	10,221,615	876,647	(1,469,789)	-62.6%
Revenues:						
Taxes	7,004,773	7,000,000	7,000,000	7,200,000	200,000	2.9%
Licenses and Permits	41,110	42,000	42,000	42,000	0	0.0%
Intergovernmental Revenues	7,823,391	3,319,050	13,027,723	4,119,250	800,200	24.1%
Goods and Services Charges	7,738,741	7,502,894	7,717,574	7,414,642	(88,252)	-1.2%
Miscellaneous	451,899	315,479	315,479	332,368	16,889	5.4%
Subtotal of Revenues	23,059,914	18,179,423	28,102,776	19,108,260	928,837	5.1%
Fund Total Sources	33,385,927	20,525,859	38,324,391	19,984,907	(540,952)	-2.6%
Expenditures:						
Salaries and Benefits	6,733,730	7,151,066	7,237,116	7,587,491	436,425	6.1%
Supplies	714,627	661,062	758,869	695,185	34,123	5.2%
Services	3,701,852	2,695,962	7,022,110	2,566,713	(129,249)	-4.8%
Intergovernmental Expenditures	387,861	367,412	428,949	456,475	89,063	24.2%
Capital	8,044,988	4,458,284	18,666,337	4,537,500	79,216	1.8%
Interfund	3,570,470	3,392,208	3,392,208	3,380,092	(12,116)	-0.4%
Subtotal of Expenditures	23,153,528	18,725,994	37,505,589	19,223,456	497,462	2.7%
Ending Reserves	10,232,399	1,799,865	818,803	761,451	(1,038,414)	-57.7%
Fund Total Uses	33,385,927	20,525,859	38,324,392	19,984,907	(540,952)	-2.6%

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

Paths & Trails Reserve Fund (113) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	54,921	64,183	64,371	8,813	(55,370)	-86.3%
Revenues:						
Intergovernmental Revenues	8,356	7,750	7,750	7,750	0	0.0%
Miscellaneous	1,094	434	434	474	40	9.2%
Subtotal of Revenues	9,450	8,184	8,184	8,224	40	0.5%
Fund Total Sources	64,371	72,367	72,555	17,037	(55,330)	-76.5%
Expenditures:						
Capital	0	0	64,370	0	0	--
Subtotal of Expenditures	0	0	64,370	0	0	--
Ending Reserves	64,371	72,367	8,185	17,037	(55,330)	-76.5%
Fund Total Uses	64,371	72,367	72,555	17,037	(55,330)	-76.5%

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

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

Parksite Acquisition Fund (123) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	248,434	33,507	297,413	80,219	46,712	139.4%
Revenues:						
Intergovernmental Revenues	44,277	0	0	0	0	--
Miscellaneous	4,702	3,046	3,046	2,908	(138)	-4.5%
Subtotal of Revenues	48,979	3,046	3,046	2,908	(138)	-4.5%
Fund Total Sources	297,413	36,553	300,459	83,127	46,574	127.4%
Expenditures:						
Capital	0	0	220,240	0	0	--
Subtotal of Expenditures	0	0	220,240	0	0	--
Ending Reserves	297,413	36,553	80,219	83,127	46,574	127.4%
Fund Total Uses	297,413	36,553	300,459	83,127	46,574	127.4%

Technology Replacement Reserve Fund: A dedicated reserve fund that accumulates reserves for new or replacement technology projects, the fund is managed by the [Information Technology Services Department](#). Expenditures are budgeted according to a four-year technology expense needs forecast. Due to changes in accounting standards, this fund is being closed and merged with the [Telecommunication Fund](#).

Technology Replacement & Reserve Fund (124) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	1,574,599	1,350,000	1,281,882	0	(1,350,000)	-100.0%
Revenues:						
Miscellaneous	27,698	26,946	26,946	0	(26,946)	-100.0%
Other Financing Sources	40,828	225,000	225,000	0	(225,000)	-100.0%
Subtotal of Revenues	68,526	251,946	251,946	0	(251,946)	-100.0%
Fund Total Sources	1,643,125	1,601,946	1,533,828	0	(1,601,946)	-100.0%
Expenditures:						
Supplies	128,480	44,000	44,000	0	(44,000)	-100.0%
Services	42,240	0	5,574	0	0	--
Capital	190,523	293,020	374,216	0	(293,020)	-100.0%
Interfund	0	21,651	21,651	0	(21,651)	-100.0%
Subtotal of Expenditures	361,243	358,671	445,441	0	(358,671)	-100.0%
Ending Reserves	1,281,882	1,243,275	1,088,386	0	(1,243,275)	-100.0%
Fund Total Uses	1,643,125	1,601,946	1,533,827	0	(1,601,946)	-100.0%

Fund Budgets

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

Capital Maintenance Fund: A dedicated reserve fund used to account for maintenance and improvements in city facilities. The fund is managed by the Finance Department and Public Works Department. Due to accounting standards changes, this fund is being merged with the [Facilities Fund](#), except for grant related expenditures. The fund will remain open solely to account for Federal Building grant expenditures and will close when grant funds have been exhausted.

Capital Maint Fund (125) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	1,317,476	645,654	1,160,431	0	(645,654)	-100.0%
Revenues:						
Miscellaneous	25,201	12,096	12,096	0	(12,096)	-100.0%
Other Financing Sources	450,000	465,000	465,000	0	(465,000)	-100.0%
Subtotal of Revenues	475,201	477,096	477,096	0	(477,096)	-100.0%
Fund Total Sources	1,792,677	1,122,750	1,637,527	0	(1,122,750)	-100.0%
Expenditures:						
Supplies	764	0	0	0	0	--
Services	620,516	720,000	1,074,568	0	(720,000)	-100.0%
Intergovernmental Expenditures	0	0	164,351	0	0	--
Interfund	10,966	0	4,598	0	0	--
Subtotal of Expenditures	632,246	720,000	1,243,517	0	(720,000)	-100.0%
Ending Reserves	1,160,431	402,750	394,010	0	(402,750)	-100.0%
Fund Total Uses	1,792,677	1,122,750	1,637,527	0	(1,122,750)	-100.0%

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

Library Gift Fund (126) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	48,551	40,000	57,670	40,000	0	0.0%
Revenues:						
Intergovernmental Revenues	2,229	0	0	0	0	--
Miscellaneous	66,664	15,000	15,000	25,000	10,000	66.7%
Subtotal of Revenues	68,893	15,000	15,000	25,000	10,000	66.7%
Fund Total Sources	117,444	55,000	72,670	65,000	10,000	18.2%
Expenditures:						
Supplies	59,776	15,000	15,000	25,000	10,000	66.7%
Subtotal of Expenditures	59,776	15,000	15,000	25,000	10,000	66.7%
Ending Reserves	57,668	40,000	57,670	40,000	0	0.0%
Fund Total Uses	117,444	55,000	72,670	65,000	10,000	18.2%

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

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

Olympic Pipeline Incident Fund (131) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	714,670	41,441	690,252	36,438	(5,003)	-12.1%
Revenues:						
Miscellaneous	13,162	8,792	8,792	6,746	(2,046)	-23.3%
Subtotal of Revenues	13,162	8,792	8,792	6,746	(2,046)	-23.3%
Fund Total Sources	727,832	50,233	699,044	43,184	(7,049)	-14.0%
Expenditures:						
Supplies	13,001	0	18,000	0	0	--
Services	8,684	0	629,345	0	0	--
Interfund	15,924	5,347	9,423	1,931	(3,416)	-63.9%
Subtotal of Expenditures	37,609	5,347	656,768	1,931	(3,416)	-63.9%
Ending Reserves	690,223	44,886	42,276	41,253	(3,633)	-8.1%
Fund Total Uses	727,832	50,233	699,044	43,184	(7,049)	-14.0%

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

Squalicum Park/Olympic Fund (132) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	102,520	12,558	80,950	14,384	1,826	14.5%
Revenues:						
Miscellaneous	1,826	0	0	905	905	--
Subtotal of Revenues	1,826	0	0	905	905	--
Fund Total Sources	104,346	12,558	80,950	15,289	2,731	21.7%
Expenditures:						
Capital	23,396	0	66,566	0	0	--
Interfund	0	0	0	32	32	--
Subtotal of Expenditures	23,396	0	66,566	32	32	--
Ending Reserves	80,950	12,558	14,384	15,257	2,699	21.5%
Fund Total Uses	104,346	12,558	80,950	15,289	2,731	21.7%

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

Olympic Restoration Fund: Accounts for funds dedicated to implement restoration projects pursuant to the Olympic Pipeline Whatcom Creek Restoration Plan; the fund is managed by the [Public Works Department](#). This fund was closed at the end of 2011, with the residual balance transferred to the [Natural Resource Protection and Restoration Fund](#).

Olympic - Restoration Fund (133) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	40,433	902	24,782	0	(902)	-100.0%
Revenues:						
Miscellaneous	708	0	0	0	0	--
Subtotal of Revenues	708	0	0	0	0	--
Fund Total Sources	41,141	902	24,782	0	(902)	-100.0%
Expenditures:						
Services	16,359	0	24,075	0	0	--
Subtotal of Expenditures	16,359	0	24,075	0	0	--
Ending Reserves	24,782	902	707	0	(902)	-100.0%
Fund Total Uses	41,141	902	24,782	0	(902)	-100.0%

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

Olympic-Whatcom Falls Park Addl Fund (134) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	254,958	258,347	259,751	262,033	3,686	1.4%
Revenues:						
Miscellaneous	4,793	2,282	2,282	914	(1,368)	-59.9%
Subtotal of Revenues	4,793	2,282	2,282	914	(1,368)	-59.9%
Fund Total Sources	259,751	260,629	262,033	262,947	2,318	0.9%
Ending Reserves	259,751	260,629	262,033	262,947	2,318	0.9%
Fund Total Uses	259,751	260,629	262,033	262,947	2,318	0.9%

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

Little Squalicum Oeser Settlement Fund: Accounts for funds from the Oeser Property settlement; this fund is managed by the [Parks and Recreation Department](#). Anticipate closing this fund in 2012.

Little Squalicum-Oeser Settlement Fund (135)		2011	2011	2012	Change from 2011	
Revenues and Sources	2010	Adopted	Revised	Budget	Adopted Budget	
Expenditures and Uses	Actual	Budget	Budget		Amount	Percent
Beginning Reserves	311,206	48,836	47,868	0	(48,836)	-100.0%
Revenues:						
Miscellaneous	5,095	3,948	3,948	0	(3,948)	-100.0%
Subtotal of Revenues	5,095	3,948	3,948	0	(3,948)	-100.0%
Fund Total Sources	316,301	52,784	51,816	0	(52,784)	-100.0%
Expenditures:						
Supplies	234	0	0	0	0	--
Services	121,284	0	48,961	0	0	--
Intergovernmental Expenditures	146,828	0	0	0	0	--
Interfund	86	2,023	2,023	0	(2,023)	-100.0%
Subtotal of Expenditures	268,432	2,023	50,984	0	(2,023)	-100.0%
Ending Reserves	47,869	50,761	832	0	(50,761)	-100.0%
Fund Total Uses	316,301	52,784	51,816	0	(52,784)	-100.0%

South State Street Remediation Fund: A new fund created to track costs associated with the environmental cleanup of the South State Street Gas Manufacturing Plant site. This fund is managed by the [Parks and Recreation Department](#).

S State Street Remediation Fund (136)		2011	2011	2012	Change from 2011	
Revenues and Sources	2010	Adopted	Revised	Budget	Adopted Budget	
Expenditures and Uses	Actual	Budget	Budget		Amount	Percent
Beginning Reserves	0	0	0	350,000	350,000	--
Revenues:						
Intergovernmental Revenues	0	0	0	53,750	53,750	--
Miscellaneous	0	0	0	1,504,000	1,504,000	--
Other Financing Sources	0	0	439,524	1,000,000	1,000,000	--
Subtotal of Revenues	0	0	439,524	2,557,750	2,557,750	--
Fund Total Sources	0	0	439,524	2,907,750	2,907,750	--
Expenditures:						
Services	0	0	379,524	1,481,027	1,481,027	--
Intergovernmental Expenditures	0	0	50,000	410,000	410,000	--
Interfund	0	0	10,000	16,723	16,723	--
Subtotal of Expenditures	0	0	439,524	1,907,750	1,907,750	--
Ending Reserves	0	0	0	1,000,000	1,000,000	--
Fund Total Uses	0	0	439,524	2,907,750	2,907,750	--

Fund Budgets

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

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

1st 1/4 Real Estate Excise Tax Fund (141)		2011	2011	2012	Change from 2011	
Revenues and Sources	2010	Adopted	Revised	Budget	Adopted Budget	
Expenditures and Uses	Actual	Budget	Budget	Budget	Amount	Percent
Beginning Reserves	3,146,144	1,120,391	3,726,795	910,831	(209,560)	-18.7%
Revenues:						
Taxes	853,990	900,000	900,000	750,000	(150,000)	-16.7%
Intergovernmental Revenues	439,524	0	0	0	0	--
Miscellaneous	76,819	32,513	32,513	27,216	(5,297)	-16.3%
Subtotal of Revenues	1,370,333	932,513	932,513	777,216	(155,297)	-16.7%
Fund Total Sources	4,516,477	2,052,904	4,659,308	1,688,047	(364,857)	-17.8%
Expenditures:						
Supplies	239	0	0	0	0	--
Services	141,807	77,000	102,438	79,000	2,000	2.6%
Intergovernmental Expenditures	0	0	439,524	0	0	--
Capital	353,469	1,000,000	3,192,062	1,000,000	0	0.0%
Interfund	294,170	9,453	14,453	8,454	(999)	-10.6%
Subtotal of Expenditures	789,685	1,086,453	3,748,477	1,087,454	1,001	0.1%
Ending Reserves	3,726,792	966,451	910,831	600,593	(365,858)	-37.9%
Fund Total Uses	4,516,477	2,052,904	4,659,308	1,688,047	(364,857)	-17.8%

2nd 1/4 Real Estate Excise Tax Fund (142)		2011	2011	2012	Change from 2011	
Revenues and Sources	2010	Adopted	Revised	Budget	Adopted Budget	
Expenditures and Uses	Actual	Budget	Budget	Budget	Amount	Percent
Beginning Reserves	2,206,405	1,256,138	1,714,658	1,068,193	(187,945)	-15.0%
Revenues:						
Taxes	853,990	900,000	900,000	750,000	(150,000)	-16.7%
Intergovernmental Revenues	494,454	0	2,511,166	100,000	100,000	--
Miscellaneous	53,366	27,581	27,581	19,587	(7,994)	-29.0%
Subtotal of Revenues	1,401,810	927,581	3,438,747	869,587	(57,994)	-6.3%
Fund Total Sources	3,608,215	2,183,719	5,153,405	1,937,780	(245,939)	-11.3%
Expenditures:						
Supplies	3,186	0	0	0	0	--
Services	253,777	25,000	424,702	175,000	150,000	600.0%
Intergovernmental Expenditures	673,778	693,552	696,409	703,402	9,850	1.4%
Capital	793,502	100,000	2,904,458	100,000	0	0.0%
Interfund	169,313	8,443	9,643	8,229	(214)	-2.5%
Subtotal of Expenditures	1,893,556	826,995	4,035,212	986,631	159,636	19.3%
Ending Reserves	1,714,659	1,356,724	1,118,193	951,149	(405,575)	-29.9%
Fund Total Uses	3,608,215	2,183,719	5,153,405	1,937,780	(245,939)	-11.3%

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

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

Police Federal Equitable Share Fund (151)		2011	2011	2012	Change from 2011	
Revenues and Sources	2010	Adopted	Revised	Budget	Adopted Budget	
Expenditures and Uses	Actual	Budget	Budget		Amount	Percent
Beginning Reserves	568,962	530,949	575,669	493,756	(37,193)	-7.0%
Revenues:						
Intergovernmental Revenues	47,547	13,480	13,480	13,480	0	0.0%
Miscellaneous	10,421	2,326	2,326	2,911	585	25.2%
Subtotal of Revenues	57,968	15,806	15,806	16,391	585	3.7%
Fund Total Sources	626,930	546,755	591,475	510,147	(36,608)	-6.7%
Expenditures:						
Supplies	24,179	26,960	26,960	26,960	0	0.0%
Services	27,083	25,000	25,000	25,000	0	0.0%
Capital	0	36,000	36,000	36,000	0	0.0%
Interfund	0	5,759	5,759	5,983	224	3.9%
Subtotal of Expenditures	51,262	93,719	93,719	93,943	224	0.2%
Ending Reserves	575,668	453,036	497,756	416,204	(36,832)	-8.1%
Fund Total Uses	626,930	546,755	591,475	510,147	(36,608)	-6.7%

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

Asset Forfeiture/Drug Enforce. Fund (152)		2011	2011	2012	Change from 2011	
Revenues and Sources	2010	Adopted	Revised	Budget	Adopted Budget	
Expenditures and Uses	Actual	Budget	Budget		Amount	Percent
Beginning Reserves	89,284	47,106	35,061	24,975	(22,131)	-47.0%
Revenues:						
Miscellaneous	22,151	37,455	37,455	35,648	(1,807)	-4.8%
Subtotal of Revenues	22,151	37,455	37,455	35,648	(1,807)	-4.8%
Fund Total Sources	111,435	84,561	72,516	60,623	(23,938)	-28.3%
Expenditures:						
Supplies	10,479	34,000	34,000	22,000	(12,000)	-35.3%
Services	4,878	6,750	6,750	6,750	0	0.0%
Capital	28,976	0	0	0	0	--
Interfund	32,040	31,084	31,084	26,454	(4,630)	-14.9%
Subtotal of Expenditures	76,373	71,834	71,834	55,204	(16,630)	-23.2%
Ending Reserves	35,062	12,727	682	5,419	(7,308)	-57.4%
Fund Total Uses	111,435	84,561	72,516	60,623	(23,938)	-28.3%

Fund Budgets

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

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

Criminal Justice Fund (153) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	593,674	645,463	664,918	714,979	69,516	10.8%
Revenues:						
Intergovernmental Revenues	274,381	257,229	257,229	262,229	5,000	1.9%
Miscellaneous	12,348	5,784	5,784	5,816	32	0.6%
Subtotal of Revenues	286,729	263,013	263,013	268,045	5,032	1.9%
Fund Total Sources	880,403	908,476	927,931	983,024	74,548	8.2%
Expenditures:						
Supplies	0	32,000	91,200	32,000	0	0.0%
Services	75,485	75,000	75,000	90,000	15,000	20.0%
Intergovernmental Expenditures	140,000	140,000	140,000	140,000	0	0.0%
Interfund	0	6,752	6,752	7,573	821	12.2%
Subtotal of Expenditures	215,485	253,752	312,952	269,573	15,821	6.2%
Ending Reserves	664,918	654,724	614,979	713,451	58,727	9.0%
Fund Total Uses	880,403	908,476	927,931	983,024	74,548	8.2%

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

Public Safety Dispatch Fund (160) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	1,875,504	1,490,736	1,700,033	1,604,824	114,088	7.7%
Revenues:						
Intergovernmental Revenues	2,353,249	2,324,911	2,324,911	2,923,202	598,291	25.7%
Goods and Services Charges	1,762,059	1,822,670	1,822,670	1,883,502	60,832	3.3%
Miscellaneous	29,469	19,971	19,971	13,396	(6,575)	-32.9%
Subtotal of Revenues	4,144,777	4,167,552	4,167,552	4,820,100	652,548	15.7%
Fund Total Sources	6,020,281	5,658,288	5,867,585	6,424,924	766,636	13.5%
Expenditures:						
Salaries and Benefits	3,432,134	3,699,557	3,699,557	3,843,198	143,641	3.9%
Supplies	78,601	60,943	80,132	86,155	25,212	41.4%
Services	180,544	218,230	245,406	206,340	(11,890)	-5.4%
Intergovernmental Expenditures	19,972	20,442	20,442	26,282	5,840	28.6%
Capital	360,763	23,000	80,152	438,093	415,093	1804.8%
Interfund	241,377	293,663	293,663	365,439	71,776	24.4%
Subtotal of Expenditures	4,313,391	4,315,835	4,419,352	4,965,507	649,672	15.1%
Ending Reserves	1,706,890	1,342,453	1,448,233	1,459,417	116,964	8.7%
Fund Total Uses	6,020,281	5,658,288	5,867,585	6,424,924	766,636	13.5%

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

Transportation Benefit District Fund: Is funded from a voter approved 0.2% Sales Tax that began in April of 2011 and runs for ten years. Funds will be used to maintain and build transportation infrastructure and to pay for Sunday bus service in Bellingham.

Transportation Benefit District Fund (161)		2011	2011	2012	Change from 2011	
Revenues and Sources	2010	Adopted	Revised	Budget	Adopted Budget	
Expenditures and Uses	Actual	Budget	Budget		Amount	Percent
Beginning Reserves	0	0	0	303,250	303,250	--
Revenues:						
Taxes	0	0	2,100,000	4,164,000	4,164,000	--
Intergovernmental Revenues	0	0	0	593,000	593,000	--
Miscellaneous	0	0	0	4,000	4,000	--
Subtotal of Revenues	0	0	2,100,000	4,761,000	4,761,000	--
Fund Total Sources	0	0	2,100,000	5,064,250	5,064,250	--
Expenditures:						
Salaries and Benefits	0	0	0	35,985	35,985	--
Intergovernmental Expenditures	0	0	560,000	1,440,000	1,440,000	--
Capital	0	0	1,200,000	3,378,265	3,378,265	--
Interfund	0	0	36,750	0	0	--
Subtotal of Expenditures	0	0	1,796,750	4,854,250	4,854,250	--
Ending Reserves	0	0	303,250	210,000	210,000	--
Fund Total Uses	0	0	2,100,000	5,064,250	5,064,250	--

Public, Education, & Government Access TV (PEG) Fund: This Fund was created in 2012 to account for a new allocation of a portion of cable franchise fees. It will be used to track revenue and expenditures associated with public, education, or government access television. The fund is managed by the [Information Technology Services Department](#).

PEG Fund (162)		2011	2011	2012	Change from 2011	
Revenues and Sources	2010	Adopted	Revised	Budget	Adopted Budget	
Expenditures and Uses	Actual	Budget	Budget		Amount	Percent
Beginning Reserves	0	0	0	186,565	186,565	--
Revenues:						
Licenses and Permits	0	0	0	229,000	229,000	--
Intergovernmental Revenues	0	0	0	1,800	1,800	--
Miscellaneous	0	0	0	250	250	--
Subtotal of Revenues	0	0	0	231,050	231,050	--
Fund Total Sources	0	0	0	417,615	417,615	--
Expenditures:						
Salaries and Benefits	0	0	0	151,954	151,954	--
Supplies	0	0	0	26,675	26,675	--
Services	0	0	0	17,990	17,990	--
Capital	0	0	0	154,000	154,000	--
Interfund	0	0	0	18,384	18,384	--
Subtotal of Expenditures	0	0	0	369,003	369,003	--
Ending Reserves	0	0	0	48,612	48,612	--
Fund Total Uses	0	0	0	417,615	417,615	--

Fund Budgets

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

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

Beyond Greenways Fund (172) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	1,808,415	517,073	1,348,298	645,394	128,321	24.8%
Revenues:						
Taxes	150	0	0	0	0	--
Intergovernmental Revenues	432,351	0	49,800	0	0	--
Goods and Services Charges	20	0	0	0	0	--
Miscellaneous	29,772	24,492	24,492	8,977	(15,515)	-63.3%
Other Financing Sources	146,828	0	0	0	0	--
Subtotal of Revenues	609,121	24,492	74,292	8,977	(15,515)	-63.3%
Fund Total Sources	2,417,536	541,565	1,422,590	654,371	112,806	20.8%
Expenditures:						
Salaries and Benefits	0	71,359	71,359	64,879	(6,480)	-9.1%
Supplies	0	2,000	2,000	1,000	(1,000)	-50.0%
Services	5,236	7,000	15,653	5,000	(2,000)	-28.6%
Intergovernmental Expenditures	5,930	0	0	0	0	--
Capital	932,589	0	669,311	0	0	--
Interfund	125,483	18,874	18,874	19,853	979	5.2%
Subtotal of Expenditures	1,069,238	99,233	777,197	90,732	(8,501)	-8.6%
Ending Reserves	1,348,298	442,332	645,394	563,639	121,307	27.4%
Fund Total Uses	2,417,536	541,565	1,422,591	654,371	112,806	20.8%

Greenways III Fund (173) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	2,332,213	920,026	4,960,324	959,176	39,150	4.3%
Revenues:						
Taxes	3,860,450	3,977,410	3,977,410	4,054,720	77,310	1.9%
Intergovernmental Revenues	396,605	0	2,075,443	0	0	--
Goods and Services Charges	0	500	500	500	0	0.0%
Miscellaneous	557,189	1,737,753	1,737,753	46,891	(1,690,862)	-97.3%
Non Revenues	0	0	3,300,000	0	0	--
Other Financing Sources	0	0	500,000	0	0	--
Subtotal of Revenues	4,814,244	5,715,663	11,591,106	4,102,111	(1,613,552)	-28.2%
Fund Total Sources	7,146,457	6,635,689	16,551,430	5,061,287	(1,574,402)	-23.7%
Expenditures:						
Salaries and Benefits	0	158,684	158,684	176,880	18,196	11.5%
Services	629,539	2,200,000	2,355,013	0	(2,200,000)	-100.0%
Intergovernmental Expenditures	72	0	0	0	0	--
Capital	1,176,500	3,400,000	12,992,579	1,300,000	(2,100,000)	-61.8%
Principal and Interest	0	0	8,000	49,256	49,256	--
Interfund	147,812	85,978	85,978	88,732	2,754	3.2%
Subtotal of Expenditures	1,953,923	5,844,662	15,600,254	1,614,868	(4,229,794)	-72.4%
Ending Reserves	5,192,534	791,027	951,176	3,446,419	2,655,392	335.7%
Fund Total Uses	7,146,457	6,635,689	16,551,430	5,061,287	(1,574,402)	-23.7%

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

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

Parks Impact Fund (177) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	2,172,399	167,967	2,160,715	360,322	192,355	114.5%
Revenues:						
Goods and Services Charges	412,648	500,000	500,000	400,000	(100,000)	-20.0%
Miscellaneous	42,540	14,953	14,953	17,433	2,480	16.6%
Subtotal of Revenues	455,188	514,953	514,953	417,433	(97,520)	-18.9%
Fund Total Sources	2,627,587	682,920	2,675,668	777,755	94,835	13.9%
Expenditures:						
Salaries and Benefits	0	58,975	58,975	62,098	3,123	5.3%
Services	3,100	0	0	0	0	--
Capital	447,585	500,000	2,586,258	590,000	90,000	18.0%
Interfund	16,186	22,862	22,862	24,183	1,321	5.8%
Subtotal of Expenditures	466,871	581,837	2,668,095	676,281	94,444	16.2%
Ending Reserves	2,160,716	101,083	7,572	101,474	391	0.4%
Fund Total Uses	2,627,587	682,920	2,675,667	777,755	94,835	13.9%

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

Sportsplex Fund (178) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	32,905	36,946	36,762	37,958	1,012	2.7%
Revenues:						
Miscellaneous	3,857	1,196	1,196	1,358	162	13.5%
Subtotal of Revenues	3,857	1,196	1,196	1,358	162	13.5%
Fund Total Sources	36,762	38,142	37,958	39,316	1,174	3.1%
Ending Reserves	36,762	38,142	37,958	39,316	1,174	3.1%
Fund Total Uses	36,762	38,142	37,958	39,316	1,174	3.1%

Fund Budgets

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

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

Tourism Fund (180) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	219,429	215,000	250,258	216,744	1,744	0.8%
Revenues:						
Taxes	921,176	900,000	900,000	950,000	50,000	5.6%
Miscellaneous	5,527	4,296	4,296	1,864	(2,432)	-56.6%
Subtotal of Revenues	926,703	904,296	904,296	951,864	47,568	5.3%
Fund Total Sources	1,146,132	1,119,296	1,154,554	1,168,608	49,312	4.4%
Expenditures:						
Salaries and Benefits	23,678	18,997	18,997	22,678	3,681	19.4%
Supplies	10,287	0	0	0	0	--
Services	765,852	791,281	804,064	848,381	57,100	7.2%
Intergovernmental Expenditures	90,000	90,000	90,000	100,000	10,000	11.1%
Interfund	6,059	24,749	24,749	23,756	(993)	-4.0%
Subtotal of Expenditures	895,876	925,027	937,810	994,815	69,788	7.5%
Ending Reserves	250,256	194,269	216,744	173,793	(20,476)	-10.5%
Fund Total Uses	1,146,132	1,119,296	1,154,554	1,168,608	49,312	4.4%

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

Community Develop Block Grant Fund (190) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	48,126	0	0	0	0	--
Revenues:						
Intergovernmental Revenues	826,496	915,000	1,371,243	742,885	(172,115)	-18.8%
Goods and Services Charges	107,583	167,378	167,378	126,878	(40,500)	-24.2%
Miscellaneous	25,478	40,122	40,122	23,122	(17,000)	-42.4%
Subtotal of Revenues	959,557	1,122,500	1,578,743	892,885	(229,615)	-20.5%
Fund Total Sources	1,007,683	1,122,500	1,578,743	892,885	(229,615)	-20.5%
Expenditures:						
Salaries and Benefits	311,010	338,322	338,322	286,634	(51,688)	-15.3%
Supplies	3,688	2,850	2,850	2,850	0	0.0%
Services	677,217	772,069	1,228,312	592,506	(179,563)	-23.3%
Intergovernmental Expenditures	0	0	0	1,516	1,516	--
Capital	7,203	0	0	0	0	--
Interfund	8,565	9,259	9,259	9,379	120	1.3%
Subtotal of Expenditures	1,007,683	1,122,500	1,578,743	892,885	(229,615)	-20.5%
Fund Total Uses	1,007,683	1,122,500	1,578,743	892,885	(229,615)	-20.5%

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

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

HOME Investment Partnership Grant Fund (191) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Revenues:						
Intergovernmental Revenues	629,202	680,000	1,412,955	582,000	(98,000)	-14.4%
Goods and Services Charges	19,205	7,821	7,821	7,821	0	0.0%
Miscellaneous	48,811	47,145	47,145	47,179	34	0.1%
Subtotal of Revenues	697,218	734,966	1,467,921	637,000	(97,966)	-13.3%
Fund Total Sources	697,218	734,966	1,467,921	637,000	(97,966)	-13.3%
Expenditures:						
Salaries and Benefits	57,468	59,632	59,632	51,337	(8,295)	-13.9%
Supplies	645	2,225	2,225	2,225	0	0.0%
Services	639,106	673,109	1,406,064	583,438	(89,671)	-13.3%
Subtotal of Expenditures	697,219	734,966	1,467,921	637,000	(97,966)	-13.3%
Ending Reserves	(1)	0	0	0	0	--
Fund Total Uses	697,218	734,966	1,467,921	637,000	(97,966)	-13.3%

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

2001 Fire UTGO Bond Fund (214) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	83,338	86,723	90,369	0	(86,723)	-100.0%
Revenues:						
Taxes	352,628	265,000	265,000	0	(265,000)	-100.0%
Miscellaneous	3,204	1,495	1,495	0	(1,495)	-100.0%
Subtotal of Revenues	355,832	266,495	266,495	0	(266,495)	-100.0%
Fund Total Sources	439,170	353,218	356,864	0	(353,218)	-100.0%
Expenditures:						
Principal and Interest	348,802	350,165	350,165	0	(350,165)	-100.0%
Subtotal of Expenditures	348,802	350,165	350,165	0	(350,165)	-100.0%
Ending Reserves	90,368	3,053	6,699	0	(3,053)	-100.0%
Fund Total Uses	439,170	353,218	356,864	0	(353,218)	-100.0%

The bonds were paid in full and the fund was closed in 2011.

Fund Budgets

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

Debt Service Funds (continued)

1999 LTGO Bond Redemption Fund (222)		2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
Revenues and Sources	2010 Actual				Amount	Percent
Expenditures and Uses						
Revenues:						
Other Financing Sources	549,150	0	0	0	0	--
Subtotal of Revenues	549,150	0	0	0	0	--
Fund Total Sources	549,150	0	0	0	0	--
Expenditures:						
Principal and Interest	549,150	0	0	0	0	--
Subtotal of Expenditures	549,150	0	0	0	0	--
Fund Total Uses	549,150	0	0	0	0	--

This fund was closed in 2010.

Refunding GO Bonds 1996 Fund (223)		2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
Revenues and Sources	2010 Actual				Amount	Percent
Expenditures and Uses						
Revenues:						
Other Financing Sources	347,404	346,303	346,303	343,788	(2,515)	-0.7%
Subtotal of Revenues	347,404	346,303	346,303	343,788	(2,515)	-0.7%
Fund Total Sources	347,404	346,303	346,303	343,788	(2,515)	-0.7%
Expenditures:						
Principal and Interest	347,405	346,303	346,303	343,788	(2,515)	-0.7%
Subtotal of Expenditures	347,405	346,303	346,303	343,788	(2,515)	-0.7%
Ending Reserves	(1)	0	0	0	0	--
Fund Total Uses	347,404	346,303	346,303	343,788	(2,515)	-0.7%

Sportsplex Acquisition Debt Fund (224)		2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
Revenues and Sources	2010 Actual				Amount	Percent
Expenditures and Uses						
Beginning Reserves	22,434	22,576	22,576	22,668	92	0.4%
Revenues:						
Miscellaneous	269,657	271,342	271,342	272,579	1,237	0.5%
Subtotal of Revenues	269,657	271,342	271,342	272,579	1,237	0.5%
Fund Total Sources	292,091	293,918	293,918	295,247	1,329	0.5%
Expenditures:						
Principal and Interest	269,517	271,333	271,333	272,433	1,100	0.4%
Subtotal of Expenditures	269,517	271,333	271,333	272,433	1,100	0.4%
Ending Reserves	22,574	22,585	22,585	22,814	229	1.0%
Fund Total Uses	292,091	293,918	293,918	295,247	1,329	0.5%

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

Debt Service Funds (continued)

2004 PFD/Civic Field LTGO Fund (225) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Revenues:						
Intergovernmental Revenues	604,961	628,211	628,211	646,011	17,800	2.8%
Other Financing Sources	673,778	693,552	693,552	703,402	9,850	1.4%
Subtotal of Revenues	1,278,739	1,321,763	1,321,763	1,349,413	27,650	2.1%
Fund Total Sources	1,278,739	1,321,763	1,321,763	1,349,413	27,650	2.1%
Expenditures:						
Principal and Interest	1,278,740	1,321,763	1,321,763	1,349,413	27,650	2.1%
Subtotal of Expenditures	1,278,740	1,321,763	1,321,763	1,349,413	27,650	2.1%
Ending Reserves	(1)	0	0	0	0	--
Fund Total Uses	1,278,739	1,321,763	1,321,763	1,349,413	27,650	2.1%

Drake Note Fund (231) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
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%

PW Trust Loan-Str Overlay Fund (235) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Revenues:						
Other Financing Sources	168,201	167,412	167,412	166,622	(790)	-0.5%
Subtotal of Revenues	168,201	167,412	167,412	166,622	(790)	-0.5%
Fund Total Sources	168,201	167,412	167,412	166,622	(790)	-0.5%
Expenditures:						
Principal and Interest	168,201	167,412	167,412	166,622	(790)	-0.5%
Subtotal of Expenditures	168,201	167,412	167,412	166,622	(790)	-0.5%
Fund Total Uses	168,201	167,412	167,412	166,622	(790)	-0.5%

LID Guaranty Fund (245) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	366,210	374,593	678,287	379,516	4,923	1.3%
Revenues:						
Miscellaneous	299,028	4,513	4,513	4,867	354	7.8%
Subtotal of Revenues	299,028	4,513	4,513	4,867	354	7.8%
Fund Total Sources	665,238	379,106	682,800	384,383	5,277	1.4%
Expenditures:						
Principal and Interest	32	0	0	0	0	--
Subtotal of Expenditures	32	0	0	0	0	--
Ending Reserves	665,206	379,106	682,800	384,383	5,277	1.4%
Fund Total Uses	665,238	379,106	682,800	384,383	5,277	1.4%

Fund Budgets

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

Debt Service Funds (continued)

Fund 270 is an LID fund, which is not budgeted. Actual expenditures are shown for reference. Ending reserve is remaining balance transferred in from closure of LID fund 271.

#1106 Bakerview Rd Fund (270) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Revenues:						
Miscellaneous	122,391	0	0	0	0	--
Subtotal of Revenues	122,391	0	0	0	0	--
Fund Total Sources	122,391	0	0	0	0	--
Expenditures:						
Principal and Interest	100,325	0	0	0	0	--
Subtotal of Expenditures	100,325	0	0	0	0	--
Ending Reserves	22,066	0	0	0	0	--
Fund Total Uses	122,391	0	0	0	0	--

Water Fund: This [enterprise fund](#) accounts for revenues and expenditures of the water treatment plant and water distribution utility; managed by the [Public Works Department](#).

Water Fund (410) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	13,137,059	8,019,158	11,955,874	5,434,620	(2,584,538)	-32.2%
Revenues:						
Intergovernmental Revenues	1,252	1,600,000	1,688,000	0	(1,600,000)	-100.0%
Goods and Services Charges	16,453,726	16,561,245	16,561,245	17,041,245	480,000	2.9%
Fines	46,992	46,300	46,300	46,300	0	0.0%
Miscellaneous	391,385	247,822	247,822	244,828	(2,994)	-1.2%
Proprietary/Trust Gains (Losses)	850	0	0	0	0	--
Non Revenues	0	0	2,720,000	0	0	--
Other Financing Sources	144,996	908,527	908,527	963,112	54,585	6.0%
Subtotal of Revenues	17,039,201	19,363,894	22,171,894	18,295,485	(1,068,409)	-5.5%
Fund Total Sources	30,176,260	27,383,052	34,127,768	23,730,105	(3,652,947)	-13.3%
Expenditures:						
Salaries and Benefits	2,713,445	2,976,470	2,976,470	3,263,020	286,550	9.6%
Supplies	680,903	843,200	833,452	883,417	40,217	4.8%
Services	1,926,002	2,369,387	8,476,786	1,943,676	(425,711)	-18.0%
Intergovernmental Expenditures	3,128,174	4,214,820	4,214,820	4,287,832	73,012	1.7%
Capital	3,076,776	5,100,000	6,855,398	1,705,000	(3,395,000)	-66.6%
Principal and Interest	2,468,092	2,475,945	2,475,945	2,338,199	(137,746)	-5.6%
Interfund	4,206,000	4,136,598	4,136,598	4,617,159	480,561	11.6%
Subtotal of Expenditures	18,199,392	22,116,420	29,969,469	19,038,303	(3,078,117)	-13.9%
Ending Reserves	11,976,868	5,266,632	4,158,299	4,691,802	(574,830)	-10.9%
Fund Total Uses	30,176,260	27,383,052	34,127,768	23,730,105	(3,652,947)	-13.3%

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

Wastewater Fund: This [enterprise fund](#) accounts for revenues and expenditures of the wastewater treatment plant and collection utility; managed by the [Public Works Department](#).

Wastewater Fund (420) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	15,202,334	6,699,173	13,637,362	45,169,820	38,470,647	574.3%
Revenues:						
Intergovernmental Revenues	3,127	3,000	3,000	3,000	0	0.0%
Goods and Services Charges	16,370,329	16,551,146	16,551,146	17,570,146	1,019,000	6.2%
Fines	51,577	48,350	48,350	48,350	0	0.0%
Miscellaneous	400,617	279,380	279,380	530,663	251,283	89.9%
Non Revenues	0	43,000,000	43,000,000	0	(43,000,000)	-100.0%
Subtotal of Revenues	16,825,650	59,881,876	59,881,876	18,152,159	(41,729,717)	-69.7%
Fund Total Sources	32,027,984	66,581,049	73,519,238	63,321,979	(3,259,070)	-4.9%
Expenditures:						
Salaries and Benefits	3,085,316	3,507,366	3,507,366	3,685,290	177,924	5.1%
Supplies	888,211	795,094	805,024	1,033,650	238,556	30.0%
Services	2,861,502	3,362,080	4,206,179	3,352,660	(9,420)	-0.3%
Intergovernmental Expenditures	2,201,358	2,345,835	2,382,175	2,467,644	121,809	5.2%
Capital	3,612,647	9,376,000	15,688,363	22,065,000	12,689,000	135.3%
Principal and Interest	2,232,125	3,086,473	3,086,473	2,303,916	(782,557)	-25.4%
Interfund	3,482,098	3,350,137	3,350,137	3,410,861	60,724	1.8%
Subtotal of Expenditures	18,363,257	25,822,985	33,025,717	38,319,021	12,496,036	48.4%
Ending Reserves	13,664,727	40,758,064	40,493,521	25,002,958	(15,755,106)	-38.7%
Fund Total Uses	32,027,984	66,581,049	73,519,238	63,321,979	(3,259,070)	-4.9%

Fund Budgets

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

Storm and Surface Water Fund: This [enterprise fund](#) accounts for revenues and expenditures of the surface and storm water drainage, collection, and treatment utility; managed by the [Public Works Department](#).

Storm/Surface Water Utility Fund (430) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	4,138,415	1,231,532	3,566,242	936,733	(294,799)	-23.9%
Revenues:						
Licenses and Permits	77,573	80,000	80,000	80,000	0	0.0%
Intergovernmental Revenues	158,694	96,000	1,548,383	610,000	514,000	535.4%
Goods and Services Charges	4,714,225	5,138,000	5,138,000	5,117,000	(21,000)	-0.4%
Fines	16,044	16,000	16,000	16,000	0	0.0%
Miscellaneous	79,373	56,557	56,557	1,462,838	1,406,281	2486.5%
Subtotal of Revenues	5,045,909	5,386,557	6,838,940	7,285,838	1,899,281	35.3%
Fund Total Sources	9,184,324	6,618,089	10,405,182	8,222,571	1,604,482	24.2%
Expenditures:						
Salaries and Benefits	1,233,602	1,372,827	1,440,999	1,530,375	157,548	11.5%
Supplies	172,729	140,113	166,337	138,610	(1,503)	-1.1%
Services	457,795	633,859	3,450,226	665,714	31,855	5.0%
Intergovernmental Expenditures	570,478	653,510	653,510	653,530	20	0.0%
Capital	1,108,136	1,130,000	2,018,977	2,916,000	1,786,000	158.1%
Principal and Interest	0	0	0	53,387	53,387	--
Interfund	2,097,812	1,998,824	2,111,617	2,001,719	2,895	0.1%
Subtotal of Expenditures	5,640,552	5,929,133	9,841,666	7,959,335	2,030,202	34.2%
Ending Reserves	3,543,772	688,956	563,516	263,236	(425,720)	-61.8%
Fund Total Uses	9,184,324	6,618,089	10,405,182	8,222,571	1,604,482	24.2%

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

Solid Waste Fund: Accounts for revenues and expenditures associated with waste collection, transfer, and disposal in the City; managed by the [Public Works Department](#). A private contractor handles garbage collection and billing in the City.

Solid Waste Fund (440) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	7,384,433	6,835,024	7,668,903	7,165,225	330,201	4.8%
Revenues:						
Taxes	1,352,583	1,270,000	1,270,000	1,305,000	35,000	2.8%
Intergovernmental Revenues	97,346	65,000	468,723	65,000	0	0.0%
Goods and Services Charges	124,413	137,000	137,000	150,600	13,600	9.9%
Miscellaneous	150,406	121,523	121,523	92,794	(28,729)	-23.6%
Subtotal of Revenues	1,724,748	1,593,523	1,997,246	1,613,394	19,871	1.2%
Fund Total Sources	9,109,181	8,428,547	9,666,149	8,778,619	350,072	4.2%
Expenditures:						
Salaries and Benefits	116,727	173,751	173,751	180,185	6,434	3.7%
Supplies	36,168	56,040	56,040	49,340	(6,700)	-12.0%
Services	415,570	385,350	1,522,541	854,850	469,500	121.8%
Intergovernmental Expenditures	2,029	1,186	21,186	1,186	0	0.0%
Principal and Interest	697,018	695,055	695,055	698,406	3,351	0.5%
Interfund	170,728	708,776	278,776	248,232	(460,544)	-65.0%
Subtotal of Expenditures	1,438,240	2,020,158	2,747,349	2,032,199	12,041	0.6%
Ending Reserves	7,670,941	6,408,389	6,918,800	6,746,420	338,031	5.3%
Fund Total Uses	9,109,181	8,428,547	9,666,149	8,778,619	350,072	4.2%

Fund Budgets

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

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

Cemetery Fund (456) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	284,814	284,030	335,683	312,281	28,251	9.9%
Revenues:						
Goods and Services Charges	325,717	311,673	311,673	311,673	0	0.0%
Miscellaneous	10,139	7,225	7,225	4,800	(2,425)	-33.6%
Other Financing Sources	221,480	221,480	221,480	221,480	0	0.0%
Subtotal of Revenues	557,336	540,378	540,378	537,953	(2,425)	-0.4%
Fund Total Sources	842,150	824,408	876,061	850,234	25,826	3.1%
Expenditures:						
Salaries and Benefits	303,222	317,591	317,591	312,050	(5,541)	-1.7%
Supplies	54,720	77,950	77,950	72,150	(5,800)	-7.4%
Services	29,694	41,997	41,997	41,797	(200)	-0.5%
Intergovernmental Expenditures	3,809	3,500	3,500	5,480	1,980	56.6%
Interfund	119,184	122,742	122,742	117,771	(4,971)	-4.0%
Subtotal of Expenditures	510,629	563,780	563,780	549,248	(14,532)	-2.6%
Ending Reserves	331,521	260,628	312,281	300,986	40,358	15.5%
Fund Total Uses	842,150	824,408	876,061	850,234	25,826	3.1%

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

Golf Course Fund (460) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	74,549	96,901	110,229	148,641	51,740	53.4%
Revenues:						
Miscellaneous	192,287	196,628	196,628	202,496	5,868	3.0%
Subtotal of Revenues	192,287	196,628	196,628	202,496	5,868	3.0%
Fund Total Sources	266,836	293,529	306,857	351,137	57,608	19.6%
Expenditures:						
Salaries and Benefits	12,212	12,182	12,182	37,809	25,627	210.4%
Supplies	159	2,400	2,400	2,400	0	0.0%
Services	29,401	29,305	62,653	57,155	27,850	95.0%
Capital	0	0	64,912	0	0	--
Principal and Interest	83,601	0	0	0	0	--
Interfund	31,370	16,069	16,069	15,964	(105)	-0.7%
Subtotal of Expenditures	156,743	59,956	158,216	113,328	53,372	89.0%
Ending Reserves	110,093	233,573	148,641	237,809	4,236	1.8%
Fund Total Uses	266,836	293,529	306,857	351,137	57,608	19.6%

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

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

Parking Services Fund (465) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	1,181,696	1,439,399	1,286,965	1,299,947	(139,452)	-9.7%
Revenues:						
Intergovernmental Revenues	22,500	0	0	23,000	23,000	--
Fines	828,147	900,050	900,050	750,050	(150,000)	-16.7%
Miscellaneous	1,552,323	1,564,585	1,564,585	1,495,922	(68,663)	-4.4%
Subtotal of Revenues	2,402,970	2,464,635	2,464,635	2,268,972	(195,663)	-7.9%
Fund Total Sources	3,584,666	3,904,034	3,751,600	3,568,919	(335,115)	-8.6%
Expenditures:						
Salaries and Benefits	426,376	463,955	463,955	450,141	(13,814)	-3.0%
Supplies	353,009	145,050	181,324	175,700	30,650	21.1%
Services	264,021	543,378	547,262	552,493	9,115	1.7%
Intergovernmental Expenditures	712,139	729,056	729,056	726,630	(2,426)	-0.3%
Principal and Interest	132,903	134,537	134,537	134,862	325	0.2%
Interfund	459,805	311,183	311,183	393,567	82,384	26.5%
Subtotal of Expenditures	2,348,253	2,327,159	2,367,317	2,433,393	106,234	4.6%
Ending Reserves	1,236,413	1,576,875	1,384,283	1,135,526	(441,349)	-28.0%
Fund Total Uses	3,584,666	3,904,034	3,751,600	3,568,919	(335,115)	-8.6%

Medic One Fund: Accounts for revenues and for expenditures associated with the operations of the countywide Medic One Emergency Medical Transport Service, pursuant to an interlocal agreement between the City and Whatcom County; managed by the [Fire Department](#).

Medic One Fund (470) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	797,747	637,371	628,540	637,371	0	0.0%
Revenues:						
Intergovernmental Revenues	3,183,298	3,402,914	3,402,914	3,914,498	511,584	15.0%
Goods and Services Charges	3,186,855	3,246,668	3,246,668	2,450,668	(796,000)	-24.5%
Miscellaneous	83,540	18,691	18,691	9,426	(9,265)	-49.6%
Other Financing Sources	1,037,271	1,046,735	1,046,735	1,057,202	10,467	1.0%
Subtotal of Revenues	7,490,964	7,715,008	7,715,008	7,431,794	(283,214)	-3.7%
Fund Total Sources	8,288,711	8,352,379	8,343,548	8,069,165	(283,214)	-3.4%
Expenditures:						
Salaries and Benefits	5,306,040	5,224,355	5,224,355	5,118,298	(106,057)	-2.0%
Supplies	442,046	436,590	436,590	380,675	(55,915)	-12.8%
Services	354,768	341,426	341,426	333,129	(8,297)	-2.4%
Intergovernmental Expenditures	36,331	37,394	37,394	39,378	1,984	5.3%
Capital	151,090	178,526	178,526	166,577	(11,949)	-6.7%
Interfund	1,366,346	1,447,872	1,447,872	1,364,343	(83,529)	-5.8%
Subtotal of Expenditures	7,656,621	7,666,163	7,666,163	7,402,400	(263,763)	-3.4%
Ending Reserves	632,090	686,216	677,385	666,765	(19,451)	-2.8%
Fund Total Uses	8,288,711	8,352,379	8,343,548	8,069,165	(283,214)	-3.4%

Fund Budgets

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

Development Services Fund: This [enterprise fund](#) accounts for the operation of the Permit Center and building code enforcement; managed by the [Planning and Community Development Department](#).

Development Services Fund (475) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	993,068	993,000	1,153,332	1,195,034	202,034	20.3%
Revenues:						
Licenses and Permits	1,140,817	1,183,500	1,183,500	1,121,900	(61,600)	-5.2%
Goods and Services Charges	662,959	631,000	631,000	671,085	40,085	6.4%
Fines	51	0	0	0	0	--
Miscellaneous	29,068	12,010	12,010	11,634	(376)	-3.1%
Subtotal of Revenues	1,832,895	1,826,510	1,826,510	1,804,619	(21,891)	-1.2%
Fund Total Sources	2,825,963	2,819,510	2,979,842	2,999,653	180,143	6.4%
Expenditures:						
Salaries and Benefits	1,285,361	1,372,466	1,372,466	1,398,320	25,854	1.9%
Supplies	24,167	22,500	22,500	28,500	6,000	26.7%
Services	96,906	79,928	81,203	52,470	(27,458)	-34.4%
Intergovernmental Expenditures	7,730	0	5,000	7,074	7,074	--
Interfund	274,413	303,640	303,640	308,544	4,904	1.6%
Subtotal of Expenditures	1,688,577	1,778,534	1,784,809	1,794,908	16,374	0.9%
Ending Reserves	1,137,386	1,040,976	1,195,033	1,204,745	163,769	15.7%
Fund Total Uses	2,825,963	2,819,510	2,979,842	2,999,653	180,143	6.4%

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

Fleet Administration Fund (510) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	5,588,236	6,717,534	6,436,899	7,217,543	500,009	7.4%
Revenues:						
Goods and Services Charges	1,850,589	1,802,980	1,802,980	1,755,432	(47,548)	-2.6%
Miscellaneous	1,716,935	1,531,668	1,531,668	1,522,432	(9,236)	-0.6%
Other Financing Sources	67,482	35,000	35,000	50,000	15,000	42.9%
Subtotal of Revenues	3,635,006	3,369,648	3,369,648	3,327,864	(41,784)	-1.2%
Fund Total Sources	9,223,242	10,087,182	9,806,547	10,545,407	458,225	4.5%
Expenditures:						
Salaries and Benefits	651,894	714,364	714,364	818,819	104,455	14.6%
Supplies	297,145	344,548	344,548	390,183	45,635	13.2%
Services	167,123	250,390	250,390	256,950	6,560	2.6%
Capital	871,871	545,000	545,000	1,051,000	506,000	92.8%
Interfund	800,095	767,581	767,581	758,356	(9,225)	-1.2%
Subtotal of Expenditures	2,788,128	2,621,883	2,621,883	3,275,308	653,425	24.9%
Ending Reserves	6,435,114	7,465,299	7,184,664	7,270,099	(195,200)	-2.6%
Fund Total Uses	9,223,242	10,087,182	9,806,547	10,545,407	458,225	4.5%

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

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

Purchasing/Materials Mngmt Fund (520) Revenues and Sources Expenditures and Uses	2010	2011	2011	2012	Change from 2011	
	Actual	Adopted Budget	Revised Budget	Budget	Adopted Budget Amount	Percent
Beginning Reserves	664,002	843,494	923,242	1,034,504	191,010	22.6%
Revenues:						
Intergovernmental Revenues	5,947	0	0	4,887	4,887	--
Goods and Services Charges	2,127,976	2,008,238	2,008,238	2,429,344	421,106	21.0%
Miscellaneous	46,190	13,236	13,236	13,775	539	4.1%
Subtotal of Revenues	2,180,113	2,021,474	2,021,474	2,448,006	426,532	21.1%
Fund Total Sources	2,844,115	2,864,968	2,944,716	3,482,510	617,542	21.6%
Expenditures:						
Salaries and Benefits	622,780	665,240	665,240	724,457	59,217	8.9%
Supplies	910,113	1,000,700	1,000,700	1,500,700	500,000	50.0%
Services	6,629	10,160	10,160	14,515	4,355	42.9%
Intergovernmental Expenditures	5,138	6,100	6,100	106,100	100,000	1639.3%
Interfund	381,167	380,176	380,176	443,467	63,291	16.6%
Subtotal of Expenditures	1,925,827	2,062,376	2,062,376	2,789,239	726,863	35.2%
Ending Reserves	918,288	802,592	882,340	693,271	(109,321)	-13.6%
Fund Total Uses	2,844,115	2,864,968	2,944,716	3,482,510	617,542	21.6%

Fund Budgets

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

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

Facilities Administration Fund (530) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	591,738	500,343	623,975	1,118,543	618,200	123.6%
Revenues:						
Intergovernmental Revenues	0	0	0	246,304	246,304	--
Goods and Services Charges	45,936	31,550	31,550	572,478	540,928	1714.5%
Fines	172	0	0	0	0	--
Miscellaneous	2,140,216	2,138,169	2,138,169	2,485,954	347,785	16.3%
Non Revenues	0	0	6,500,000	0	0	--
Other Financing Sources	0	0	63,250	190,000	190,000	--
Subtotal of Revenues	2,186,324	2,169,719	8,732,969	3,494,736	1,325,017	61.1%
Fund Total Sources	2,778,062	2,670,062	9,356,944	4,613,279	1,943,217	72.8%
Expenditures:						
Salaries and Benefits	1,115,573	1,240,118	1,240,118	1,444,764	204,646	16.5%
Supplies	72,814	98,600	98,600	98,626	26	0.0%
Services	704,268	792,192	4,418,224	980,370	188,178	23.8%
Intergovernmental Expenditures	0	2,970	72,970	0	(2,970)	-100.0%
Capital	0	0	2,500,000	0	0	--
Principal and Interest	0	0	285,000	351,864	351,864	--
Interfund	257,729	308,851	393,851	417,819	108,968	35.3%
Subtotal of Expenditures	2,150,384	2,442,731	9,008,763	3,293,443	850,712	34.8%
Ending Reserves	627,678	227,331	348,181	1,319,836	1,092,505	480.6%
Fund Total Uses	2,778,062	2,670,062	9,356,944	4,613,279	1,943,217	72.8%

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

Telecommunication and Technology Fund: An [internal service fund](#) that collects revenues from user departments to pay for telephone expenditures citywide and to accumulate reserves for technology projects. The fund is managed by the [Information Technology Services Dept.](#)

Telecommunication and Technology Fund (540)		2011	2011	2012	Change from 2011	
Revenues and Sources	2010	Adopted	Revised	Budget	Adopted Budget	
Expenditures and Uses	Actual	Budget	Budget		Amount	Percent
Beginning Reserves	505,910	328,636	341,863	1,545,415	1,216,779	370.3%
Revenues:						
Intergovernmental Revenues	310	0	0	0	0	--
Goods and Services Charges	193,041	376,629	376,629	366,359	(10,270)	-2.7%
Miscellaneous	8,430	6,337	6,337	15,275	8,938	141.0%
Other Financing Sources	0	0	0	900,246	900,246	--
Subtotal of Revenues	201,781	382,966	382,966	1,281,880	898,914	234.7%
Fund Total Sources	707,691	711,602	724,829	2,827,295	2,115,693	297.3%
Expenditures:						
Salaries and Benefits	85,513	90,578	90,578	96,064	5,486	6.1%
Supplies	280	1,100	1,100	68,784	67,684	6153.1%
Services	252,393	267,759	267,759	237,705	(30,054)	-11.2%
Intergovernmental Expenditures	2	0	0	0	0	--
Capital	0	0	0	726,633	726,633	--
Interfund	27,643	26,573	26,573	46,718	20,145	75.8%
Subtotal of Expenditures	365,831	386,010	386,010	1,175,904	789,894	204.6%
Ending Reserves	341,860	325,592	338,819	1,651,391	1,325,799	407.2%
Fund Total Uses	707,691	711,602	724,829	2,827,295	2,115,693	297.3%

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

Claims Litigation Fund (550)		2011	2011	2012	Change from 2011	
Revenues and Sources	2010	Adopted	Revised	Budget	Adopted Budget	
Expenditures and Uses	Actual	Budget	Budget		Amount	Percent
Beginning Reserves	4,390,404	4,121,816	4,263,889	4,121,816	0	0.0%
Revenues:						
Intergovernmental Revenues	21,923	15,507	15,507	15,507	0	0.0%
Miscellaneous	1,082,031	1,133,573	1,133,573	1,227,324	93,751	8.3%
Other Financing Sources	0	0	0	800,000	800,000	--
Subtotal of Revenues	1,103,954	1,149,080	1,149,080	2,042,831	893,751	77.8%
Fund Total Sources	5,494,358	5,270,896	5,412,969	6,164,647	893,751	17.0%
Expenditures:						
Salaries and Benefits	156,088	160,885	160,885	173,432	12,547	7.8%
Supplies	11,451	4,600	4,600	4,600	0	0.0%
Services	953,378	792,064	1,132,064	769,568	(22,496)	-2.8%
Interfund	110,167	121,348	121,348	137,077	15,729	13.0%
Subtotal of Expenditures	1,231,084	1,078,897	1,418,897	1,084,677	5,780	0.5%
Ending Reserves	4,263,274	4,191,999	3,994,072	5,079,970	887,971	21.2%
Fund Total Uses	5,494,358	5,270,896	5,412,969	6,164,647	893,751	17.0%

Fund Budgets

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

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

Unemployment Compensation Fund (561)		2011	2011	2012	Change from 2011	
Revenues and Sources	2010	Adopted	Revised	Budget	Adopted Budget	
Expenditures and Uses	Actual	Budget	Budget		Amount	Percent
Beginning Reserves	593,911	377,660	507,929	446,929	69,269	18.3%
Revenues:						
Miscellaneous	155,555	178,263	178,263	124,957	(53,306)	-29.9%
Subtotal of Revenues	155,555	178,263	178,263	124,957	(53,306)	-29.9%
Fund Total Sources	749,466	555,923	686,192	571,886	15,963	2.9%
Expenditures:						
Salaries and Benefits	239,665	366,947	366,947	235,738	(131,209)	-35.8%
Interfund	1,871	10,010	10,010	11,519	1,509	15.1%
Subtotal of Expenditures	241,536	376,957	376,957	247,257	(129,700)	-34.4%
Ending Reserves	507,930	178,966	309,235	324,629	145,663	81.4%
Fund Total Uses	749,466	555,923	686,192	571,886	15,963	2.9%

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

Workers Comp Self-Insurance Fund (562)		2011	2011	2012	Change from 2011	
Revenues and Sources	2010	Adopted	Revised	Budget	Adopted Budget	
Expenditures and Uses	Actual	Budget	Budget		Amount	Percent
Beginning Reserves	727,591	793,063	932,289	782,191	(10,872)	-1.4%
Revenues:						
Miscellaneous	653,112	558,284	558,284	508,714	(49,570)	-8.9%
Subtotal of Revenues	653,112	558,284	558,284	508,714	(49,570)	-8.9%
Fund Total Sources	1,380,703	1,351,347	1,490,573	1,290,905	(60,442)	-4.5%
Expenditures:						
Salaries and Benefits	71,289	69,957	69,957	118,762	48,805	69.8%
Supplies	1,481	2,425	2,425	2,425	0	0.0%
Services	306,400	540,850	540,850	442,850	(98,000)	-18.1%
Intergovernmental Expenditures	47,475	110,000	110,000	100,000	(10,000)	-9.1%
Interfund	20,202	24,122	24,122	22,875	(1,247)	-5.2%
Subtotal of Expenditures	446,847	747,354	747,354	686,912	(60,442)	-8.1%
Ending Reserves	933,856	603,993	743,219	603,993	0	0.0%
Fund Total Uses	1,380,703	1,351,347	1,490,573	1,290,905	(60,442)	-4.5%

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

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

Health Benefits Fund (565) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	1,919,300	2,107,506	1,732,531	1,286,000	(821,506)	-39.0%
Revenues:						
Miscellaneous	10,848,187	11,763,603	11,763,603	12,408,352	644,749	5.5%
Subtotal of Revenues	10,848,187	11,763,603	11,763,603	12,408,352	644,749	5.5%
Fund Total Sources	12,767,487	13,871,109	13,496,134	13,694,352	(176,757)	-1.3%
Expenditures:						
Salaries and Benefits	342,599	354,392	354,392	376,886	22,494	6.3%
Supplies	19,681	25,050	25,050	25,050	0	0.0%
Services	10,507,618	12,088,311	12,088,311	12,389,593	301,282	2.5%
Intergovernmental Expenditures	700	600	600	2,581	1,981	330.2%
Interfund	147,307	136,311	136,311	171,588	35,277	25.9%
Subtotal of Expenditures	11,017,905	12,604,664	12,604,664	12,965,698	361,034	2.9%
Ending Reserves	1,749,582	1,266,445	891,470	728,654	(537,791)	-42.5%
Fund Total Uses	12,767,487	13,871,109	13,496,134	13,694,352	(176,757)	-1.3%

Fund Budgets

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

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

Firefighter Pension and Benefit Fund (612) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	4,534,621	5,092,693	5,242,128	5,640,689	547,996	10.8%
Revenues:						
Taxes	1,920,659	1,837,000	1,837,000	1,870,560	33,560	1.8%
Intergovernmental Revenues	119,464	105,000	105,000	115,000	10,000	9.5%
Miscellaneous	327,411	341,360	341,360	310,982	(30,378)	-8.9%
Non Revenues	257,133	190,168	190,168	202,670	12,502	6.6%
Subtotal of Revenues	2,624,667	2,473,528	2,473,528	2,499,212	25,684	1.0%
Fund Total Sources	7,159,288	7,566,221	7,715,656	8,139,901	573,680	7.6%
Expenditures:						
Salaries and Benefits	1,567,563	1,850,000	1,850,000	1,956,742	106,742	5.8%
Supplies	34,940	60,100	60,100	60,100	0	0.0%
Services	318,928	277,500	278,250	297,500	20,000	7.2%
Interfund	536	41,823	41,823	46,095	4,272	10.2%
Subtotal of Expenditures	1,921,967	2,229,423	2,230,173	2,360,437	131,014	5.9%
Ending Reserves	5,237,321	5,336,798	5,485,483	5,779,464	442,666	8.3%
Fund Total Uses	7,159,288	7,566,221	7,715,656	8,139,901	573,680	7.6%

Police Pension and Benefit Fund (613) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	5,195,929	5,057,268	5,164,855	4,790,688	(266,580)	-5.3%
Revenues:						
Miscellaneous	939,716	978,717	978,717	1,537,378	558,661	57.1%
Subtotal of Revenues	939,716	978,717	978,717	1,537,378	558,661	57.1%
Fund Total Sources	6,135,645	6,035,985	6,143,572	6,328,066	292,081	4.8%
Expenditures:						
Salaries and Benefits	799,680	965,000	965,000	1,036,000	71,000	7.4%
Supplies	38,337	40,100	40,100	40,100	0	0.0%
Services	139,334	215,100	215,850	225,600	10,500	4.9%
Interfund	536	32,778	32,778	34,172	1,394	4.3%
Subtotal of Expenditures	977,887	1,252,978	1,253,728	1,335,872	82,894	6.6%
Ending Reserves	5,157,758	4,783,007	4,889,844	4,992,194	209,187	4.4%
Fund Total Uses	6,135,645	6,035,985	6,143,572	6,328,066	292,081	4.8%

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

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

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

Greenways Maint Endowment Fund (701)		2011	2011		Change from 2011	
Revenues and Sources	2010	Adopted	Revised	2012	Adopted Budget	
Expenditures and Uses	Actual	Budget	Budget	Budget	Amount	Percent
Beginning Reserves	3,391,702	3,663,420	3,659,053	516,406	(3,147,014)	-85.9%
Revenues:						
Taxes	381,819	363,600	363,600	413,600	50,000	13.8%
Miscellaneous	64,950	41,668	49,668	59,256	17,588	42.2%
Subtotal of Revenues	446,769	405,268	413,268	472,856	67,588	16.7%
Fund Total Sources	3,838,471	4,068,688	4,072,321	989,262	(3,079,426)	-75.7%
Expenditures:						
Intergovernmental Expenditures	179,418	142,948	142,948	145,887	2,939	2.1%
Principal and Interest	0	0	3,300,000	0	0	--
Interfund	0	4,967	4,967	7,201	2,234	45.0%
Subtotal of Expenditures	179,418	147,915	3,447,915	153,088	5,173	3.5%
Ending Reserves	3,659,053	3,920,773	624,406	836,174	(3,084,599)	-78.7%
Fund Total Uses	3,838,471	4,068,688	4,072,321	989,262	(3,079,426)	-75.7%

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

Nat Res Protect & Restoration Fund (702)		2011	2011		Change from 2011	
Revenues and Sources	2010	Adopted	Revised	2012	Adopted Budget	
Expenditures and Uses	Actual	Budget	Budget	Budget	Amount	Percent
Beginning Reserves	1,725,809	1,427,082	3,682,755	2,427,082	1,000,000	70.1%
Revenues:						
Intergovernmental Revenues	1,000,000	0	0	0	0	--
Miscellaneous	129,667	99,711	99,711	51,360	(48,351)	-48.5%
Subtotal of Revenues	1,129,667	99,711	99,711	51,360	(48,351)	-48.5%
Fund Total Sources	2,855,476	1,526,793	3,782,466	2,478,442	951,649	62.3%
Expenditures:						
Supplies	71	0	0	0	0	--
Services	138,093	0	262,387	0	0	--
Intergovernmental Expenditures	157	0	0	0	0	--
Interfund	34,401	3,010	3,010	4,973	1,963	65.2%
Subtotal of Expenditures	172,722	3,010	265,397	4,973	1,963	65.2%
Ending Reserves	2,682,754	1,523,783	3,517,069	2,473,469	949,686	62.3%
Fund Total Uses	2,855,476	1,526,793	3,782,466	2,478,442	951,649	62.3%

Fund Budgets

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

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

Public Facilities District Fund (965) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	2,909,696	1,540,480	1,396,969	1,388,465	(152,015)	-9.9%
Revenues:						
Taxes	1,015,314	1,020,000	1,020,000	1,050,000	30,000	2.9%
Intergovernmental Revenues	13,351	0	39,702	0	0	--
Miscellaneous	268,916	141,343	141,343	92,264	(49,079)	-34.7%
Subtotal of Revenues	1,297,581	1,161,343	1,201,045	1,142,264	(19,079)	-1.6%
Fund Total Sources	4,207,277	2,701,823	2,598,014	2,530,729	(171,094)	-6.3%
Expenditures:						
Salaries and Benefits	6,548	0	0	12,598	12,598	--
Supplies	2,758	150	150	1,150	1,000	666.7%
Services	84,557	16,025	64,539	18,525	2,500	15.6%
Intergovernmental Expenditures	58,467	31,000	31,000	28,000	(3,000)	-9.7%
Capital	466,599	0	4,434	0	0	--
Principal and Interest	2,112,010	1,109,425	1,109,425	1,081,925	(27,500)	-2.5%
Subtotal of Expenditures	2,730,939	1,156,600	1,209,548	1,142,198	(14,402)	-1.2%
Ending Reserves	1,476,338	1,545,223	1,388,465	1,388,531	(156,692)	-10.1%
Fund Total Uses	4,207,277	2,701,823	2,598,013	2,530,729	(171,094)	-6.3%

Public Development Authority:

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

Public Development Authority Fund (970) Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	5,113	4,676	74,806	96,519	91,843	1964.1%
Revenues:						
Intergovernmental Revenues	500,000	369,000	369,000	320,000	(49,000)	-13.3%
Miscellaneous	908	81	81	994	913	1127.2%
Subtotal of Revenues	500,908	369,081	369,081	320,994	(48,087)	-13.0%
Fund Total Sources	506,021	373,757	443,887	417,513	43,756	11.7%
Expenditures:						
Salaries and Benefits	48,086	50,921	50,921	53,373	2,452	4.8%
Supplies	9,173	12,550	12,550	7,000	(5,550)	-44.2%
Services	373,118	273,625	315,040	279,980	6,355	2.3%
Intergovernmental Expenditures	1,562	18,000	18,000	18,000	0	0.0%
Subtotal of Expenditures	431,939	355,096	396,511	358,353	3,257	0.9%
Ending Reserves	74,082	18,661	47,376	59,160	40,499	217.0%
Fund Total Uses	506,021	373,757	443,887	417,513	43,756	11.7%

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

Citywide Total

All Funds in Aggregate Revenues and Sources Expenditures and Uses	2010 Actual	2011 Adopted Budget	2011 Revised Budget	2012 Budget	Change from 2011 Adopted Budget	
					Amount	Percent
Beginning Reserves	122,254,771	83,351,029	123,441,576	120,273,702	36,922,673	44.3%
Revenues:						
Taxes	66,595,253	68,262,869	70,362,869	74,167,130	5,904,261	8.6%
Licenses and Permits	2,286,369	2,269,271	2,269,271	2,144,671	(124,600)	-5.5%
Intergovernmental Revenues	22,970,742	15,938,953	34,264,272	17,347,851	1,408,898	8.8%
Goods and Services Charges	62,474,088	63,450,633	63,665,313	65,579,791	2,129,158	3.4%
Fines	2,162,555	2,147,800	2,147,800	2,109,800	(38,000)	-1.8%
Miscellaneous	24,454,281	24,869,125	24,877,125	27,584,549	2,715,424	10.9%
Proprietary/Trust Gains (Losses)	850	0	0	0	0	--
Non Revenues	257,133	43,190,168	55,710,168	202,670	(42,987,498)	-99.5%
Other Financing Sources	4,990,828	5,221,207	6,223,981	7,518,545	2,297,338	44.0%
Subtotal of Revenues	186,192,099	225,350,026	259,520,799	196,655,007	(28,695,019)	-12.7%
All Funds Total Sources	308,446,870	308,701,055	382,962,375	316,928,709	8,227,654	2.7%
Expenditures:						
Salaries and Benefits	72,986,252	77,471,733	77,631,075	80,005,684	2,533,951	3.3%
Supplies	7,154,076	7,166,934	7,532,760	7,960,808	793,874	11.1%
Services	34,904,892	36,951,898	61,213,225	35,508,842	(1,443,056)	-3.9%
Intergovernmental Expenditures	13,955,456	15,399,006	17,393,005	19,541,593	4,142,587	26.9%
Capital	21,777,188	26,139,830	70,445,959	40,174,068	14,034,238	53.7%
Principal and Interest	11,055,272	10,214,899	13,807,899	9,389,617	(825,282)	-8.1%
Interfund	24,610,249	24,262,787	24,127,696	26,139,858	1,877,071	7.7%
Subtotal of Expenditures	186,443,385	197,607,087	272,151,619	218,720,470	21,113,383	10.7%
Ending Reserves	122,003,485	111,093,968	110,810,756	98,208,239	(12,885,729)	-11.6%
All Funds Total Uses	308,446,870	308,701,055	382,962,375	316,928,709	8,227,654	2.7%

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DEPARTMENTAL BUDGETS

Each Departmental section includes:

- An organization chart and mission statement.
- A description of services.
- Links to additional sources of information.
- Funding sources and expenditure summaries with explanations of significant changes.
- Detailed expenditure by type presentation.
- Program revenue and expenditure summaries followed by program descriptions.
- 2012 objectives.
- 2011 accomplishments categorized by the City Council [Legacies](#).
- Performance and Activity Measures.

Department Budget Summaries

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

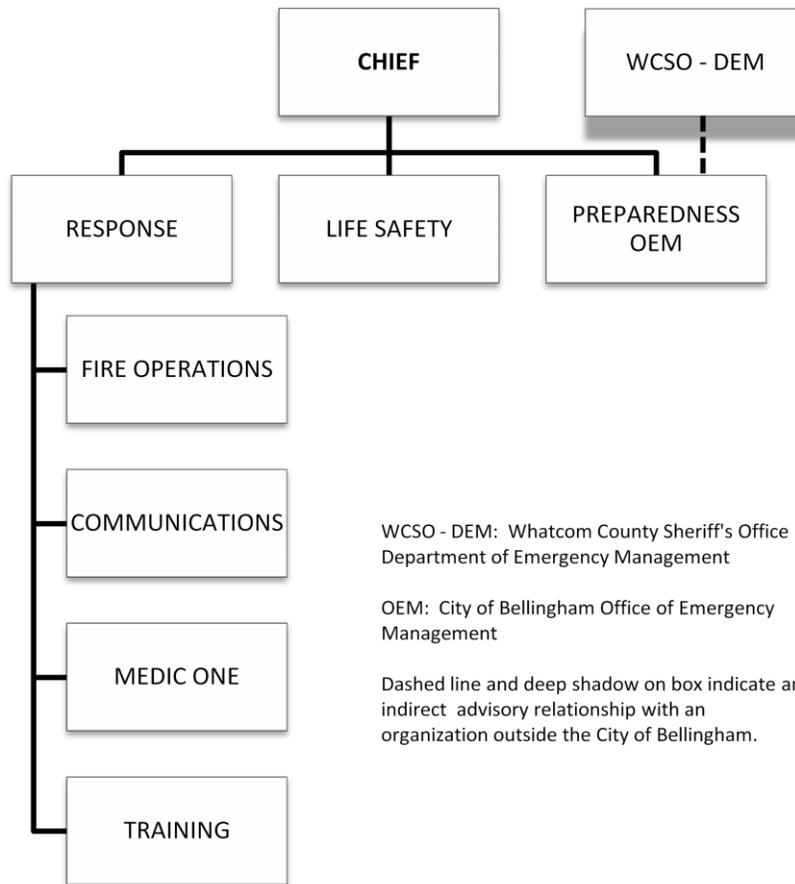
Expenditures by Type tables show total department expenditures. Expenditure totals balance in all sections of the budget, but expenditure types may be categorized slightly differently in different reports.

Department Programs

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

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

FIRE DEPARTMENT



Bellingham Fire Department Mission

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

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

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

Description of Services

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

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

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

Fire Department

Fire Department Budget Summary

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

Funding Sources	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
General	13,176,926	13,643,932	14,348,677	704,745	5.2%
Public Safety Dispatch	1,115,422	1,198,505	1,256,287	57,782	4.8%
Medic One	7,656,621	7,666,163	7,402,400	(263,763)	-3.4%
TOTAL ALL SOURCES	21,948,969	22,508,600	23,007,364	498,764	2.2%

Expenditures by Type	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
Salaries and Benefits	17,478,031	18,030,194	18,296,751	266,557	1.5%
Supplies	650,962	692,634	712,955	20,321	2.9%
Other Services and Charges	758,663	785,400	575,439	(209,961)	-26.7%
Intergovernmental Services	41,414	42,244	44,228	1,984	4.7%
Interfund Charges	2,544,470	2,541,078	2,983,832	442,754	17.4%
Subtotal of Operations	21,473,540	22,091,550	22,613,205	521,655	2.4%
Debt Service	249,388	238,524	227,582	(10,942)	-4.6%
Capital Outlay	226,041	178,526	166,577	(11,949)	-6.7%
TOTAL EXPENDITURES	21,948,969	22,508,600	23,007,364	498,764	2.2%

TOTAL PAID STAFF	160.0	164.4	164.4	0.0	0.0%
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[Budgeted positions are listed](#) in the personnel section.

Significant Expenditure Changes

- Increase of \$266,557 in *Salaries and Benefits* is for increased health insurance costs. The labor contract covering a majority of fire department staff has expired. There is no budgeted salary increase in the 2012 budget.
- Overall reduction in *Other Services and Charges* of \$209,961 is mostly due to an operational change that moved utilities, maintenance, and facilities costs out of the fire department and to the facilities internal service fund.
- Increase in *Interfund Charges* of \$442,754 reflects the facilities cost change noted above. In addition, changes for Basic Life Support reimbursement for Medic One are also reflected in this increase.

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

Fire Department Budget Summary (continued)

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

Department Expenditures by Sub-type	2010 Actual	2011 Adopted	2012 Budget	Change from 2011	
				Amount	Percent
SALARIES & WAGES	12,822,917	13,306,216	13,410,573	104,357	0.8%
OVERTIME & HAZARD DUTY	877,540	530,652	587,152	56,500	10.6%
SALARIES & WAGES Subtotal	13,700,457	13,836,868	13,997,725	160,857	1.2%
PERSONNEL BENEFITS	3,777,574	4,193,326	4,299,026	105,700	2.5%
PERSONNEL BENEFITS Subtotal	3,777,574	4,193,326	4,299,026	105,700	2.5%
OFFICE & OPER. SUPPLIES	398,738	371,402	355,355	(16,047)	-4.3%
FUEL CONSUMED	114,131	124,612	127,100	2,488	2.0%
SMALL TOOLS & MINOR EQUIP	138,093	196,620	230,500	33,880	17.2%
SUPPLIES Subtotal	650,962	692,634	712,955	20,321	2.9%
PROFESSIONAL SERVICES	228,992	197,595	198,079	484	0.2%
COMMUNICATION	33,734	26,744	26,740	(4)	0.0%
TRAVEL	21,103	14,592	21,170	6,578	45.1%
ADVERTISING	686	206	200	(6)	-2.9%
OPERATING RENTALS & LEASES	52,752	65,652	74,465	8,813	13.4%
INSURANCE	30,381	32,000	32,000	0	0.0%
UTILITY SERVICE	128,235	147,963	26,300	(121,663)	-82.2%
REPAIRS & MAINTENANCE	166,371	177,794	115,775	(62,019)	-34.9%
MISCELLANEOUS	96,409	122,854	80,710	(42,144)	-34.3%
OTHER SERVICES & CHARGES Subtotal	758,663	785,400	575,439	(209,961)	-26.7%
INTERGOVERNMENTAL PROF SERV	21,143	17,375	4,850	(12,525)	-72.1%
EXTERNAL TAXES & OPER ASSESS	20,271	24,869	24,870	1	0.0%
INTERFUND SUBSIDIES	0	0	14,508	14,508	0.0%
INTERGOVERNMENTAL SERVICES Subtotal	41,414	42,244	44,228	1,984	4.7%
MACHINERY AND EQUIPMENT	226,041	178,526	166,577	(11,949)	-6.7%
CAPITAL OUTLAY Subtotal	226,041	178,526	166,577	(11,949)	-6.7%
PRINCIPAL	176,709	190,168	202,670	12,502	6.6%
DEBT SERVICE PRINCIPAL Subtotal	176,709	190,168	202,670	12,502	6.6%
INTEREST ON INTERFUND DEBT	72,679	48,356	24,912	(23,444)	-48.5%
DEBT SERVICE INTEREST Subtotal	72,679	48,356	24,912	(23,444)	-48.5%
INTERFUND PROFESSIONAL SERVICE	1,610,269	1,721,399	1,862,868	141,469	8.2%
INTERFUND COMMUNICATIONS	49,844	67,107	78,921	11,814	17.6%
INTERFUND SUPPLIES	11,208	13,895	2,370	(11,525)	-82.9%
INTERFUND OPERATING RENTALS	357,181	263,113	567,652	304,539	115.7%
INTERFUND INSURANCE SERVICES	106,276	100,007	110,895	10,888	10.9%
INTERFUND REPAIRS & MAINT	409,692	375,557	361,126	(14,431)	-3.8%
INTERFUND PAYT FOR SERVICE Subtotal	2,544,470	2,541,078	2,983,832	442,754	17.4%
TOTAL EXPENDITURES	21,948,969	22,508,600	23,007,364	498,764	2.2%

Fire Department

Fire Department Program Groups

Revenues by Group	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
Fire Administration	20,344	21,000	21,000	-	0.0%
Fire Operations	277,337	507,332	879,332	372,000	73.3%
Fire Life Safety Operations	28,491	50,700	1,700	(49,000)	-96.6%
Fire Dept Training Operations	-	-	5,000	5,000	--
Emergency Medical Services	7,490,964	7,715,008	7,431,794	(283,214)	-3.7%
Emergency Management	62,324	42,842	42,842	-	0.0%
Fire/EMS Dispatch Operations	590	-	-	-	--
Subtotal of Revenues by Group	7,880,050	8,336,882	8,381,668	44,786	0.5%

Expenditures by Group	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
Fire Administration	1,018,621	1,160,220	1,256,360	96,140	8.3%
Fire Operations	11,035,426	11,393,494	11,926,660	533,166	4.7%
Fire Life Safety Operations	447,375	439,341	443,768	4,427	1.0%
Fire Dept Training Operations	382,568	375,928	379,758	3,830	1.0%
Emergency Medical Services	7,656,621	7,666,163	7,402,400	(263,763)	-3.4%
Emergency Management	292,936	274,949	342,131	67,182	24.4%
Fire/EMS Dispatch Operations	1,115,422	1,198,505	1,256,287	57,782	4.8%
TOTAL EXPENDITURES	21,948,969	22,508,600	23,007,364	498,764	2.2%

Group Descriptions

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

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

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

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

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

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

Fire Department Program Groups (continued)

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

Fire Department Objectives for 2012

1. Continue EMS planning.
2. Reconfigure Basic Life Support ambulance transport program.
3. Expand joint response model / partnerships.
4. Coordinate and support countywide GIS CAD mapping changes.
5. Develop short and mid-term operational plans for emergency management and city/county emergency management administration.
6. Implement narrow-banding of all mobile and portable radios.
7. Install a new Fire / EMS high power radio channel.
8. Work with Operational Permit businesses to satisfactorily complete permit renewals.
9. National accreditation for EMS billing staff.
10. Train on new generation auto extrication techniques.
11. Expand training partnerships.
12. Establish a Voluntary Compliance Agreement section within the Fire Code.
13. Decommission the FireBelle.

Fire Department Objectives for 2011 with Accomplishments

Safe and Prepared Community

1. Coordinate with the Public Works radio shop in installing and configuring additional fire frequencies, enabling increased radio channel capacity and improved radio signal coverage for portions of Whatcom County.

All fire department mobile and portable radio frequency formats have been changed to improve inter-operable communications with other county fire agencies. The department also secured a little used additional VHF tactical frequency from the Police Department, increasing radio system capacity and coverage. This frequency will be added to all radios by year end, with future installation of hilltop radio repeaters to enhance City wide coverage.

Fire Department Objectives for 2011 with Accomplishments (continued)

2. In coordination with What-Comm and Police staff, determine the components, features and procurement/implementation strategy for a new computer aided dispatch system to replace the obsolete current system.

Extensive research of new CAD systems revealed that the new technologies available are not mature enough to reliably implement within the next 3-5 years, nor have new next generation 911 standards been adopted that outline requirements to integrate non-traditional communications pathways (text messaging for example) into 911 call center operations. This is resulting in much more discussion and scrutiny to determine the most cost effective and practical approach until we gain more clarity on the viability of current CAD systems.

3. Maintain a unified and high quality Whatcom Medic One program under experienced leadership.

Fire and Executive administrations and city council are participating in an EMS Planning process to identify the administrative viability and financial sustainability of the Medic One program. To date, no final recommendations have been adopted.

4. Identify and develop partnerships and collaboration opportunities with adjacent fire districts/agencies to improve efficiencies and emergency response capability.

The Fire Department and Whatcom County Fire District 8 have adopted a joint emergency response operational model for critical fire/EMS incidents in adjoining city/district areas. District personnel have been incorporated into department training programs and response zone changes are being made in the dispatch computer system to seamlessly send the closest unit(s) to the call regardless of jurisdictional boundary. Initial discussions are also underway with North Whatcom Fire and Rescue Services (NWFRS) with the consolidation of Fire District 4 into NWFRS.

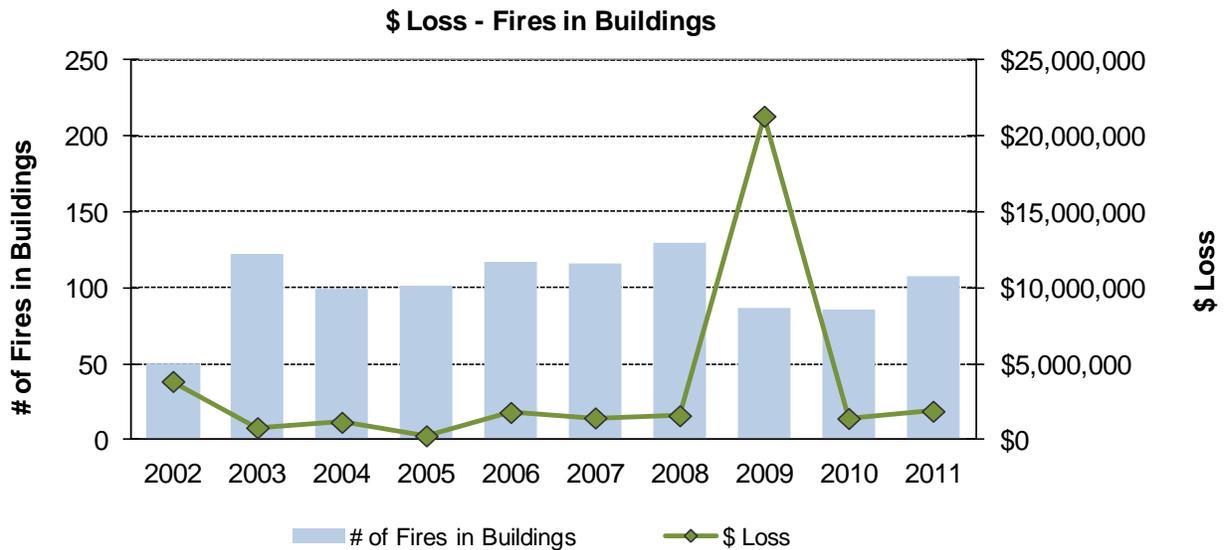
5. Coordinate and support Whatcom County's efforts in securing long term use of the Olympics Coordination Center.

Despite our collective best efforts, we were unable to secure a financially feasible agreement with our federal and Port of Bellingham partners in maintaining a regional emergency operations center. As a result, Whatcom Unified Emergency Management moved into the Civic Center building, and plans were altered to utilize the City Emergency Operations Center at Public Works Operations facility until a suitable long term site can be found.

Fire Department Performance/Activity Measures

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

Fire Operations Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual
Lives Lost in Fires	-	-	1	2	-	1	-	-	-
Emergency Incidents and Responses (includes cancelled responses)									
Fire Unit Responses	9,059	9,802	8,277	8,211	7,735	7,592	7,412	7,227	6,916
BFD Aid Unit Responses			1,044	1,804	2,501	3,848	3,939	4,478	4,077
False Fire Alarms	599	735	627	729	656	639	580	605	532

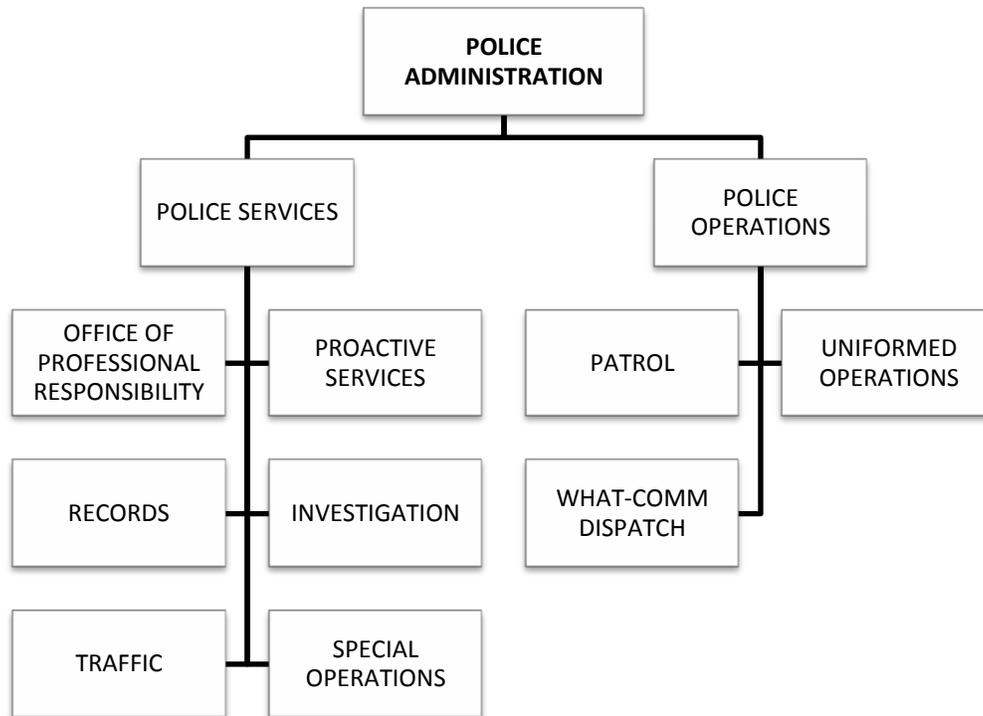


Building fires shown in this graph include **all** fires in buildings, including those that do not spread to involve the structure; loss includes resulting smoke and other damage to the building interior and equipment or other assets damaged in the fire. The spike in 2009 is due to the fire that destroyed Whatcom Middle School.

Emergency Medical Services Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual
EMS Incidents, City Only				4,819	6,754	6,764	7,399	6,600	6,790
Total Medic One Incidents	10,797	11,375	11,815	11,085	10,221	10,063	9,100	9,045	11,213

Fire / EMS Dispatch (Countywide)	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 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	21,454	23,914
Call Processing - % of time highest acuity (Echo call type) calls are dispatched within one minute	New measure - prior data not available. 2006 data is partial year.			54%	53%	56%	73%	65%	73%

POLICE DEPARTMENT



Bellingham Police Department Mission

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

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

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

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

Description of Services

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

Police Department Budget Summary

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

Funding Sources	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>General</i>	19,560,092	20,206,866	20,313,449	106,583	0.5%
<i>Police Federal Equitable Share</i>	51,262	93,719	93,943	224	0.2%
<i>Asset Forfeiture/Drug Enforce.</i>	76,373	71,834	55,204	(16,630)	-23.2%
<i>Criminal Justice</i>	215,485	253,752	269,573	15,821	6.2%
<i>Public Safety Dispatch</i>	3,197,969	3,117,330	3,709,220	591,890	19.0%
TOTAL ALL SOURCES	23,101,181	23,743,501	24,441,389	697,888	2.9%

Expenditures by Type	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	15,857,544	16,773,014	16,935,758	162,744	1.0%
<i>Supplies</i>	760,676	824,279	759,120	(65,159)	-7.9%
<i>Other Services and Charges</i>	1,154,251	1,257,455	1,255,522	(1,933)	-0.2%
<i>Intergovernmental Services</i>	1,792,097	1,627,313	1,633,150	5,837	0.4%
<i>Interfund Charges</i>	3,091,250	3,202,440	3,383,746	181,306	5.7%
Subtotal of Operations	22,655,818	23,684,501	23,967,296	282,795	1.2%
<i>Capital Outlay</i>	445,363	59,000	474,093	415,093	703.5%
TOTAL EXPENDITURES	23,101,181	23,743,501	24,441,389	697,888	2.9%

TOTAL PAID STAFF	163.0	164.9	165.9	1.0	0.6%
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[Budgeted positions are listed](#) in the personnel section.

Significant Expenditure Changes

- The increase in Salaries and Benefits of \$162,744 is due to one new position and increases in medical insurance premiums and salary increases for eligible staff.
- Decrease of \$65,159 in *Supplies* is due to a reduction in the computer hardware budget.

Police Department

Police Department Budget Summary (continued)

- Increase in *Capital Outlay* of \$415,093 is for computer network servers at the What-Comm facility that manages the countywide 9-1-1 dispatch center.

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

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

Department Expenditures by Sub-type	2010 Actual	2011 Adopted	2012 Budget	Change from 2011	
				Amount	Percent
SALARIES & WAGES	11,606,387	12,134,142	12,130,044	(4,098)	0.0%
OVERTIME & HAZARD DUTY	662,916	660,989	660,989	0	0.0%
SALARIES & WAGES Subtotal	12,269,303	12,795,131	12,791,033	(4,098)	0.0%
PERSONNEL BENEFITS	3,588,241	3,977,883	4,144,725	166,842	4.2%
PERSONNEL BENEFITS Subtotal	3,588,241	3,977,883	4,144,725	166,842	4.2%
OFFICE & OPER. SUPPLIES	265,833	333,449	322,870	(10,579)	-3.2%
FUEL CONSUMED	146,575	121,984	124,720	2,736	2.2%
SMALL TOOLS & MINOR EQUIP	348,268	368,846	311,530	(57,316)	-15.5%
SUPPLIES Subtotal	760,676	824,279	759,120	(65,159)	-7.9%
PROFESSIONAL SERVICES	625,445	713,591	706,394	(7,197)	-1.0%
COMMUNICATION	65,057	63,497	63,480	(17)	0.0%
TRAVEL	52,639	64,638	59,310	(5,328)	-8.2%
ADVERTISING	4,505	5,828	5,830	2	0.0%
OPERATING RENTALS & LEASES	75,504	59,811	59,820	9	0.0%
INSURANCE	1,990	583	583	0	0.0%
UTILITY SERVICE	35,521	45,494	45,514	20	0.0%
REPAIRS & MAINTENANCE	224,336	219,536	230,231	10,695	4.9%
MISCELLANEOUS	69,254	84,477	84,360	(117)	-0.1%
OTHER SERVICES & CHARGES Subtotal	1,154,251	1,257,455	1,255,522	(1,933)	-0.2%
INTERGOVERNMENTAL PROF SERV	1,652,097	1,487,313	1,487,310	(3)	0.0%
INTERFUND SUBSIDIES	140,000	140,000	145,840	5,840	4.2%
INTERGOVERNMENTAL SERVICES Subtotal	1,792,097	1,627,313	1,633,150	5,837	0.4%
MACHINERY AND EQUIPMENT	445,363	59,000	474,093	415,093	703.5%
CAPITAL OUTLAY Subtotal	445,363	59,000	474,093	415,093	703.5%
INTERFUND PROFESSIONAL SERVICE	1,852,110	2,002,728	2,192,849	190,121	9.5%
INTERFUND COMMUNICATIONS	29,523	61,850	56,345	(5,505)	-8.9%
INTERFUND SUPPLIES	0	25	25	0	0.0%
INTERFUND OPERATING RENTALS	627,219	567,448	575,736	8,288	1.5%
INTERFUND INSURANCE SERVICES	229,202	212,958	227,171	14,213	6.7%
INTERFUND REPAIRS & MAINT	353,196	357,431	331,620	(25,811)	-7.2%
INTERFUND PAYT FOR SERVICE Subtotal	3,091,250	3,202,440	3,383,746	181,306	5.7%
TOTAL EXPENDITURES	23,101,181	23,743,501	24,441,389	697,888	2.9%

Police Department Program Groups

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

Revenues by Group	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>Police Revenues and Reserves</i>	2,728,364	2,638,176	2,697,502	59,326	2.2%
<i>Police Administration</i>	593,674	609,959	630,296	20,337	3.3%
<i>Patrol/Traffic Operations</i>	454,137	463,466	468,822	5,356	1.2%
<i>Police Special Operations</i>	55,981	49,152	55,000	5,848	11.9%
<i>Police Investigations Operations</i>	553,339	511,240	451,240	(60,000)	-11.7%
<i>Police Records Operations</i>	24,830	27,500	27,500	-	0.0%
<i>Police Proactive Operations</i>	100,380	39,914	81,394	41,480	103.9%
<i>Police Dispatch Operations</i>	1,770,861	1,832,170	2,429,202	597,032	32.6%
Subtotal of Revenues by Group	6,281,566	6,171,577	6,840,956	669,379	10.8%

Expenditures by Group	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>Police Administration</i>	4,973,415	4,914,442	5,065,459	151,017	3.1%
<i>Patrol/Traffic Operations</i>	9,248,250	9,724,876	9,217,843	(507,033)	-5.2%
<i>Police Special Operations</i>	363,316	297,242	299,519	2,277	0.8%
<i>Police Investigations Operations</i>	2,948,092	3,050,477	3,578,799	528,322	17.3%
<i>Police Off of Prof Responsibil</i>	508,829	553,257	521,132	(32,125)	-5.8%
<i>Police Records Operations</i>	1,042,063	1,164,136	1,196,314	32,178	2.8%
<i>Police Proactive Operations</i>	819,247	921,741	853,103	(68,638)	-7.4%
<i>Police Dispatch Operations</i>	3,197,969	3,117,330	3,709,220	591,890	19.0%
TOTAL EXPENDITURES	23,101,181	23,743,501	24,441,389	697,888	2.9%

Group Descriptions

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

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

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

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

Police Department Program Groups

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

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

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

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

Police Department Objectives for 2012

1. Increase efficiency and convenience for the public with on-line reporting and SECTOR reporting system.
2. Continue to enhance relationships with local non-profit agencies, organizations and neighborhood groups to reduce crime, fear of crime and repetitive calls for service.
3. Develop plan for transition of What-Comm to fully operational Emergency Services Center.
4. Review and implement strategies for Department improvement identified in the 2030 Police Task Force report.

Police Department Objectives for 2011 *with Accomplishments*

Quality, Responsive City Services

1. Increase efficiency and convenience to the public by allowing people to report crimes via the Internet.
Continuing.
2. Continue development of collaborative, preventative responses to crime and disorder.
Completed and expanded.
3. Develop plan for transition of What-Comm Dispatch center to fully operational Emergency Services Center.
Multi Year Goal.

Police Department Objectives for 2011 with Accomplishments (continued)

4. Review and implement strategies for Department improvement through the 2030 Task Force report.

Continuing.

Safe and Prepared Community

1. With Council approval, implement technological strategies to support law enforcement efforts to prevent and deter violations of the law.

Project still in the works.

2. In coordination with What-Comm and Fire staff, determine the components, features and procurement/implementation strategy for a new computer aided dispatch system to replace the obsolete current system.

Extensive research of new CAD systems revealed that the new technologies available are not mature enough to reliably implement within the next 3-5 years, nor have new next generation 911 standards been adopted that outline requirements to integrate non-traditional communications pathways (text messaging for example) into 911 call center operations. This is resulting in much more discussion and scrutiny to determine the most cost effective and practical approach until we gain more clarity on the viability of current CAD systems.

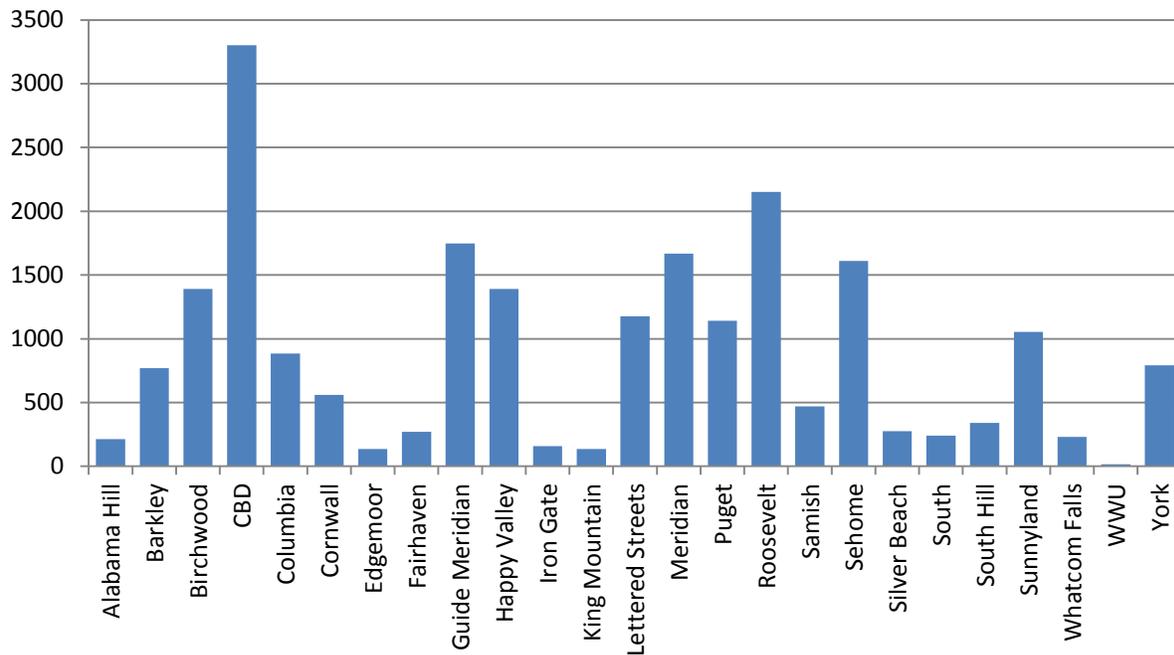
3. Coordinate and support Whatcom County's efforts in securing long term use of the Olympics Coordination Center.

Despite our collective best efforts, we were unable to secure a financially feasible agreement with our federal and Port of Bellingham partners in maintaining a regional emergency operations center. As a result, Whatcom Unified Emergency Management moved into the Civic Center building, and plans were altered to utilize the City Emergency Operations Center at Public Works Operations facility until a suitable long term site can be found.

Police Department Performance/Activity Measures

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

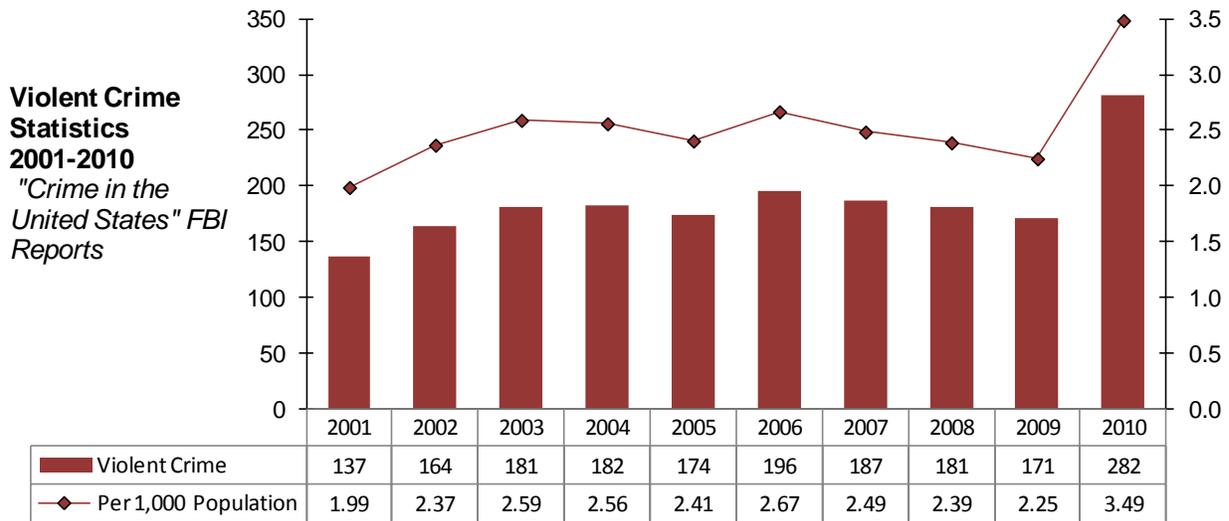
Police Calls for Service by Neighborhood - 2011



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

Police Dispatch Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual
CAD Incidents	125,544	128,089	126,709	128,089	128,665	129,048	128,416	128,734	127,248
CAD Incidents per Dispatcher	5,458	5,569	5,509	5,569	5,594	5,611	5,583	4,951	5,533
<i>CAD Incidents = the number of incidents generated by Computer Assisted Dispatch (CAD) system at the 911 Center for all County law enforcement agencies.</i>									

Performance/Activity Measures (continued)

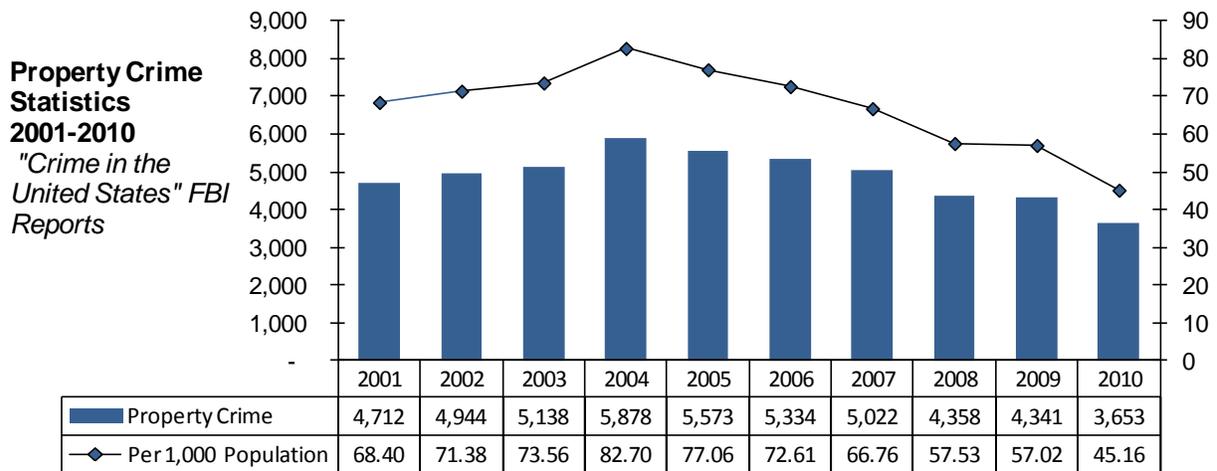


Hate Crimes	
2004	2
2005	1
2006	1
2007	0
2008	4
2009	2
2010	8

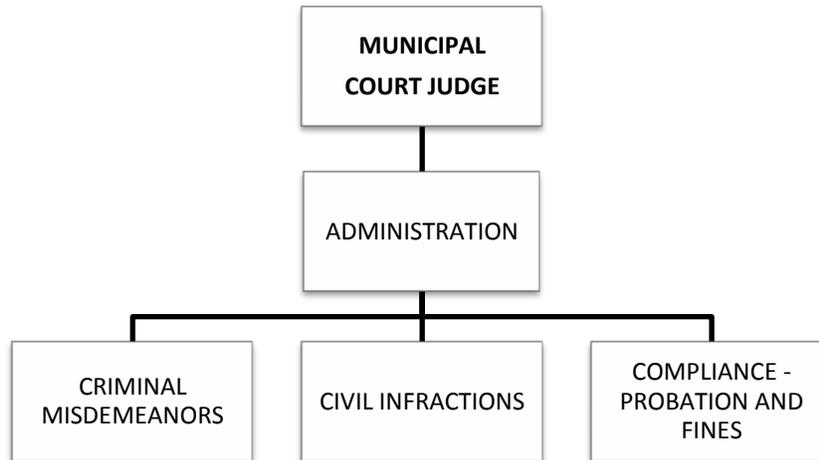
Violent crimes include murder and rape, which did not increase in 2010; and robbery and assault, which account for all of the 2010 increase in the violent crime category.

Hate crimes are defined as those motivated by biases based on race, religion, sexual orientation, ethnicity/national origin, and disability.

Property crimes include burglary, larceny, and motor vehicle theft.



JUDICIAL SERVICES DEPARTMENT



Departmental Mission

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

Description of Services

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

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

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

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

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

Judicial Services Department Budget Summary

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

Funding Sources	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>General</i>	2,709,261	2,578,716	2,661,617	82,901	3.2%
TOTAL ALL SOURCES	2,709,261	2,578,716	2,661,617	82,901	3.2%

Expenditures by Type	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	1,365,452	1,194,273	1,264,741	70,468	5.9%
<i>Supplies</i>	36,664	47,291	47,291	-	0.0%
<i>Other Services and Charges</i>	904,984	844,080	869,080	25,000	3.0%
<i>Intergovernmental Services</i>	247,890	332,000	307,000	(25,000)	-7.5%
<i>Interfund Charges</i>	154,271	161,072	173,505	12,433	7.7%
TOTAL EXPENDITURES	2,709,261	2,578,716	2,661,617	82,901	3.2%

TOTAL PAID STAFF	17.4	14.0	14.0	0.0	0.0%
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[Budgeted positions are listed](#) in the personnel section.

Significant Expenditure Changes

- The increase in *Salaries and Benefits* is the result of a large increase in medical insurance premiums and salary step increases for eligible staff.

Judicial Services Department

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

Municipal Court Group - General Fund Expenditures by Sub-type	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
SALARIES & WAGES	785,286	843,601	878,533	34,932	4.1%
OVERTIME & HAZARD DUTY	31	5,000	5,000	0	0.0%
SALARIES & WAGES Subtotal	785,317	848,601	883,533	34,932	4.1%
PERSONNEL BENEFITS	286,998	345,672	381,208	35,536	10.3%
PERSONNEL BENEFITS Subtotal	286,998	345,672	381,208	35,536	10.3%
OFFICE & OPER. SUPPLIES	13,569	37,291	37,291	0	0.0%
SMALL TOOLS & MINOR EQUIP	19,294	10,000	10,000	0	0.0%
SUPPLIES Subtotal	32,863	47,291	47,291	0	0.0%
PROFESSIONAL SERVICES	740,746	803,000	828,000	25,000	3.1%
TRAVEL	91	3,530	3,530	0	0.0%
OPERATING RENTALS & LEASES	1,526	1,600	1,600	0	0.0%
REPAIRS & MAINTENANCE	603	1,300	1,300	0	0.0%
MISCELLANEOUS	22,400	34,650	34,650	0	0.0%
OTHER SERVICES & CHARGES Subtotal	765,366	844,080	869,080	25,000	3.0%
INTERGOVERNMENTAL PROF SERV	247,890	332,000	307,000	(25,000)	-7.5%
INTERGOVERNMENTAL SERVICES Subtotal	247,890	332,000	307,000	(25,000)	-7.5%
INTERFUND PROFESSIONAL SERVICE	4,980	4,588	4,299	(289)	-6.3%
INTERFUND COMMUNICATIONS	2,829	9,208	9,724	516	5.6%
INTERFUND OPERATING RENTALS	119,124	127,184	138,766	11,582	9.1%
INTERFUND INSURANCE SERVICES	0	20,092	19,256	(836)	-4.2%
INTERFUND REPAIRS & MAINT	0	0	1,460	1,460	0.0%
INTERFUND PAYT FOR SERVICE Subtotal	126,933	161,072	173,505	12,433	7.7%
TOTAL EXPENDITURES	2,245,367	2,578,716	2,661,617	82,901	3.2%

Judicial Services Department Program Groups

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

Revenues by Group	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
Municipal Court Services	1,809,838	1,745,000	1,829,800	84,800	4.9%
Mail/Records OBSOLETE >2010	193,289	-	-	-	--
Subtotal of Revenues by Group	2,003,127	1,745,000	1,829,800	84,800	4.9%

Expenditures by Group	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
Municipal Court Services	2,245,367	2,578,716	2,661,617	82,901	3.2%
Mail/Records OBSOLETE >2010	463,894	-	-	-	--
TOTAL EXPENDITURES	2,709,261	2,578,716	2,661,617	82,901	3.2%

Judicial Services Department Objectives for 2012

1. Implement electronic ticketing.

Judicial Services Department Objectives for 2011 *with Accomplishments*

Quality Responsive City Services

1. Implement web-based mitigation hearings for eligible traffic infraction violations.

Implemented. Extends public access to courts; Saves on travel to courthouse; More efficient use of staff resources.

2. Support sustainability with “green” initiatives:

- Eliminate printing paper case histories for hearings.
- Increase use of online processing services and information links for the public.

Working with Bellingham Police Department on implementation of e-Tickets. Expected implementation in 2012. Elimination of paper case histories for hearing is tied in with this project implementation.

3. Monitor the effectiveness and efficiency of a “no cost” conflict case exchange with the Whatcom County Public Defender’s Office. This would reduce expenditures for processing indigent cases.

Pilot program to exchange conflict indigent defense cases with Whatcom County Public Defender successful and renewed for 2012. Cases were exchanged without monetary payments between the City and County. Defendants received quality representation with no gap in service due to transfer of cases.

Additionally:

Streamlined paper process for public defense applicants. Significantly reduced staff time needed to process applicants. Supported goals of the WA Office of Public Defense grant.

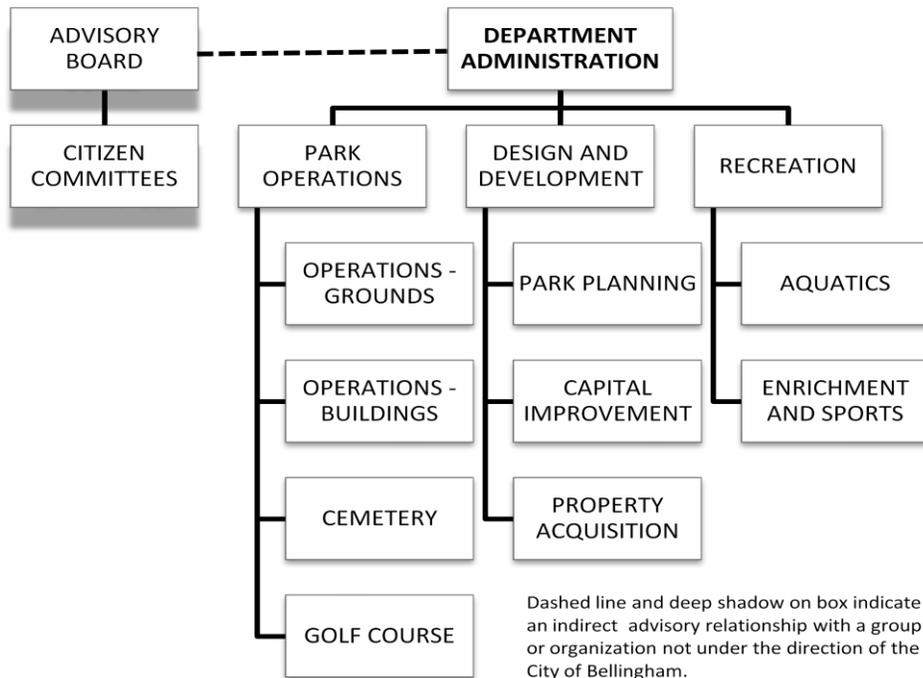
Judicial Services Department

Performance/Activity Measures

Municipal Court Services Group	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	Benchmark or Target
Case Load Per Public Defense Attorney*	new measure in 2008				486	392	436	399	400
<i>*WA Office of Public Defense recommended maximum caseload is 400; criteria for public defender program grants.</i>									
% of Criminal Cases completed within 90 days*	new measure in 2007			80%	82%	86%	83%	85%	90%
<i>*Includes cases in warrant, which should be on timeout status and not able to be completed. Can't track at this time.</i>									
Clearance Rates - Number of outgoing cases as a percentage of incoming cases									
All Infractions	106%	110%	107%	108%	110%	109%	115%	102%	100%
All Criminal Misdemeanors	118%	137%	117%	112%	109%	102%	104%	113%	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.

PARKS AND RECREATION DEPARTMENT



Departmental Mission

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

Description of Services

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

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

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

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

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

Parks and Recreation Department

Parks and Recreation Department Budget Summary

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

Funding for park land acquisitions and park development comes from special revenue funds – Real Estate Excise Taxes that are shared citywide, and funds dedicated to parks including: [Park Site Acquisition](#), [Greenways Funds](#), and [Park Impact Fund](#). The expenditure from the [Greenways Endowment](#) fund pays for the maintenance of Greenways properties.

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

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

Funding Sources	2010 Actual	2011 Adopted	2012 Budget	Change from 2011	
				Amount	Percent
General	7,116,934	6,898,674	7,152,731	254,057	3.7%
Capital Maint	81,175	45,000	-	(45,000)	-100.0%
Squalicum Park/Olympic	23,396	-	32	32	--
Little Squalicum-Oeser Settlement	268,432	2,023	-	(2,023)	-100.0%
S State Street Remediation	-	-	1,907,750	1,907,750	--
1st 1/4% Real Estate Excise Tax	232,189	77,000	79,000	2,000	2.6%
2nd 1/4% Real Estate Excise Tax	190,298	25,000	25,000	-	0.0%
Beyond Greenways	1,069,238	99,233	90,732	(8,501)	-8.6%
Greenways III	1,953,923	5,844,662	1,614,868	(4,229,794)	-72.4%
Parks Impact	466,871	581,837	676,281	94,444	16.2%
Cemetery	510,629	563,780	549,248	(14,532)	-2.6%
Golf Course	156,743	59,956	113,328	53,372	89.0%
Greenways Maint Endowment	179,418	147,915	153,088	5,173	3.5%
TOTAL ALL SOURCES	12,249,246	14,345,080	12,362,058	(1,983,022)	-13.8%

Significant Changes In Funding Source

- The *Greenways III Change of (\$4,229,794)* is the net of revenues, expenditures, and reserves. All unspent funds are carried forward into the subsequent year.

Parks and Recreation Department Budget Summary (continued)

Expenditures by Type	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	5,246,591	5,343,973	5,408,566	64,593	1.2%
<i>Supplies</i>	510,975	544,974	528,388	(16,586)	-3.0%
<i>Other Services and Charges</i>	1,978,412	3,382,731	2,560,393	(822,338)	-24.3%
<i>Intergovernmental Services</i>	361,247	171,324	586,243	414,919	242.2%
<i>Interfund Charges</i>	1,198,785	1,002,078	1,329,212	327,134	32.6%
Subtotal of Operations	9,296,010	10,445,080	10,412,802	(32,278)	-0.3%
<i>Debt Service</i>	83,601	-	49,256	49,256	--
<i>Capital Outlay</i>	2,869,635	3,900,000	1,900,000	(2,000,000)	-51.3%
TOTAL EXPENDITURES	12,249,246	14,345,080	12,362,058	(1,983,022)	-13.8%

TOTAL PAID STAFF	82.4	86.1	85.7	(0.4)	-0.5%
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[Budgeted positions are listed](#) in the personnel section.

Significant Expenditure Changes

- The increase in *Salaries and Benefits* of \$64,593 is the result of a large increase in medical insurance premiums and salary increases for eligible staff.
- Decrease in *Other Services and Charges* of \$822,338 is for professional services associated with the South State Street Gas Manufacturing Plant that was in the 2011 budget and will continue into 2012 through reappropriations.
- Increase in *Intergovernmental Services* of \$414,919 is to pay for the Department of Ecology staff associated with the South State Street Gas Manufacturing Plant environmental remediation.
- Increase in *Interfund Charges* of \$327,134 is mostly to pay the department's share of debt service costs for Qualified Energy Conservation Bonds issued to replace the heating, ventilation, and air conditioning equipment citywide. In addition, there has been an accounting change for maintenance staff at the Aquatics Center, moving the approximately \$86,000 from salaries and benefits to interfund charges for this department.
- Decrease in *Capital Outlay* of \$2,000,000 is due to less land acquisition and park construction in 2012.

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

Parks and Recreation Department

Parks and Recreation Department Budget Summary (continued)

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

Department Expenditures by Sub-type	2010 Actual	2011 Adopted	2012 Budget	Change from 2011	
				Amount	Percent
SALARIES & WAGES	3,803,000	3,791,258	3,767,155	(24,103)	-0.6%
OVERTIME & HAZARD DUTY	35,276	25,036	25,036	0	0.0%
SALARIES & WAGES Subtotal	3,838,276	3,816,294	3,792,191	(24,103)	-0.6%
PERSONNEL BENEFITS	1,408,315	1,527,679	1,616,375	88,696	5.8%
PERSONNEL BENEFITS Subtotal	1,408,315	1,527,679	1,616,375	88,696	5.8%
OFFICE & OPER. SUPPLIES	330,565	335,323	327,037	(8,286)	-2.5%
FUEL CONSUMED	73,620	79,944	79,344	(600)	-0.8%
ITEMS PURCHASED FOR RESALE	45,948	54,900	49,900	(5,000)	-9.1%
SMALL TOOLS & MINOR EQUIP	60,842	74,807	72,107	(2,700)	-3.6%
SUPPLIES Subtotal	510,975	544,974	528,388	(16,586)	-3.0%
PROFESSIONAL SERVICES	884,706	2,352,959	1,612,686	(740,273)	-31.5%
COMMUNICATION	994	393	393	0	0.0%
TRAVEL	4,629	9,716	8,576	(1,140)	-11.7%
ADVERTISING	121,407	101,750	98,750	(3,000)	-2.9%
OPERATING RENTALS & LEASES	38,805	33,535	31,925	(1,610)	-4.8%
UTILITY SERVICE	561,970	601,398	538,748	(62,650)	-10.4%
REPAIRS & MAINTENANCE	319,433	240,967	211,867	(29,100)	-12.1%
MISCELLANEOUS	46,468	42,013	57,448	15,435	36.7%
OTHER SERVICES & CHARGES Subtotal	1,978,412	3,382,731	2,560,393	(822,338)	-24.3%
INTERGOVERNMENTAL PROF SERV	7,661	2,016	412,016	410,000	20337.3%
EXTERNAL TAXES & OPER ASSESS	27,340	26,360	26,360	0	0.0%
INTERFUND SUBSIDIES	326,246	142,948	147,867	4,919	3.4%
INTERGOVERNMENTAL SERVICES Subtotal	361,247	171,324	586,243	414,919	242.2%
BUILDINGS AND STRUCTURES	0	0	0	0	0.0%
OTHER IMPROVEMENTS	578,223	600,000	50,000	(550,000)	-91.7%
CONSTRUCTION OF FIXED ASSETS	2,126,831	300,000	850,000	550,000	183.3%
CAPITAL OUTLAY Subtotal	2,869,635	3,900,000	1,900,000	(2,000,000)	-51.3%
PRINCIPAL	80,424	0	0	0	0.0%
DEBT SERVICE PRINCIPAL Subtotal	80,424	0	0	0	0.0%
INTEREST ON INTERFUND DEBT	3,177	0	49,256	49,256	0.0%
DEBT SERVICE INTEREST Subtotal	3,177	0	49,256	49,256	0.0%
INTERFUND PROFESSIONAL SERVICE	483,596	266,307	276,897	10,590	4.0%
INTERFUND COMMUNICATIONS	17,051	27,922	26,390	(1,532)	-5.5%
INTERFUND SUPPLIES	11,329	20,418	19,418	(1,000)	-4.9%
INTERFUND OPERATING RENTALS	266,296	241,025	319,755	78,730	32.7%
INTERFUND INSURANCE SERVICES	130,425	157,518	223,216	65,698	41.7%
INTERFUND REPAIRS & MAINT	290,088	288,888	463,536	174,648	60.5%
INTERFUND PAYT FOR SERVICE Subtotal	1,198,785	1,002,078	1,329,212	327,134	32.6%
TOTAL EXPENDITURES	12,249,246	14,345,080	12,362,058	(1,983,022)	-13.8%

Parks and Recreation Department Program Groups

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

Revenues by Group	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>Parks Revenues and Reserves</i>	449,673	406,464	424,958	18,494	4.5%
<i>Parks and Recreation Admin</i>	725	-	-	-	--
<i>Parks Operations Management</i>	132,185	114,787	136,991	22,204	19.3%
<i>Parks Grounds</i>	63,084	95,447	62,000	(33,447)	--
<i>Parks Buildings</i>	242,486	200,000	200,000	-	0.0%
<i>Parks Cemetery</i>	557,336	540,378	537,953	(2,425)	-0.4%
<i>Parks Golf Course</i>	192,287	196,628	202,496	5,868	3.0%
<i>Recreation Management</i>	62,688	76,800	76,800	-	0.0%
<i>Recreation Aquatics</i>	570,895	627,661	619,579	(8,082)	-1.3%
<i>Sports and Enrichment</i>	625,710	661,905	705,405	43,500	6.6%
<i>Parks Design & Development</i>	329,277	128,748	106,248	(22,500)	-17.5%
<i>Parks Capital Improvement</i>	6,398,770	6,284,384	7,160,254	875,870	13.9%
Subtotal of Revenues by Group	9,625,116	9,333,202	10,232,684	899,482	9.6%

Expenditures by Group	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>Parks and Recreation Admin</i>	586,243	657,733	722,807	65,074	9.9%
<i>Parks Operations Management</i>	351,298	394,769	393,679	(1,090)	-0.3%
<i>Parks Grounds</i>	1,523,853	1,578,067	1,664,196	86,129	5.5%
<i>Parks Buildings</i>	1,722,777	1,800,828	1,727,732	(73,096)	-4.1%
<i>Parks Cemetery</i>	510,629	563,780	549,248	(14,532)	-2.6%
<i>Parks Golf Course</i>	156,743	59,956	113,328	53,372	89.0%
<i>Recreation Management</i>	261,628	233,287	233,334	47	0.0%
<i>Recreation Aquatics</i>	1,066,797	988,654	1,111,857	123,203	12.5%
<i>Sports and Enrichment</i>	1,276,548	1,147,995	1,146,761	(1,234)	-0.1%
<i>Parks Design & Development</i>	490,830	272,483	290,527	18,044	6.6%
<i>Parks Capital Improvement</i>	4,301,900	6,647,528	4,408,589	(2,238,939)	-33.7%
TOTAL EXPENDITURES	12,249,246	14,345,080	12,362,058	(1,983,022)	-13.8%

Group Descriptions

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

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

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

Parks and Recreation Department

Parks and Recreation Department Program Groups (continued)

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

The Parks Cemetery group operates and maintains the Bayview Cemetery.

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

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

The Recreation Aquatics group operates the Arne Hanna Aquatic Center.

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

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

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

Parks and Recreation Department Objectives for 2012

Generate revenues:

1. Increase facility rental rates in an effort to offset increased costs for labor, equipment, and commodities associated with the maintenance of these facilities.
2. Increase Bayview Cemetery fees for goods and services in order to meet operational expenses.
3. Increase fees for selected sports and enrichment programs as the market allows.
4. Seek sponsors for community special events that would not be held otherwise due to budget reductions.
5. Apply for grants to supplement Capital projects and land purchases.

Parks and Recreation Department Objectives for 2012 (continued)

Complete Identified Capital Projects Including:

6. Land acquisition for parks and greenway corridors.
7. Design and permitting for Squalicum Creek Park Phase 3.
8. Utilizing proposed grant funding to design and permit shoreline improvements at Bloedel. Amend park master plan to include these improvements as well as privately funded boathouse.
9. Construction of neighborhood trails in Cordata and Barkley.
10. Design and permitting of Boulevard Shoreline stabilization.
11. Evaluate Civic Stadium Turf and develop replacement plan.
12. Maintenance and monitoring of critical area mitigation sites.

Parks and Recreation Department Objectives for 2011 *with Accomplishments*

Healthy Environment

1. Protect and improve the health of Bellingham Bay by continued participation in environmental cleanup of the South State Street Manufactured Gas Plant in Boulevard Park.
Completed draft interim remedial investigation report and submitted to Ecology for review; including soil, vapor and water sampling to characterize the type and extent of contamination. Secured an additional \$3 million Remedial Action Grant from the State. Ongoing cost sharing agreement in place with PSE. The feasibility study will follow additional testing.
2. Protect and improve the health of Bellingham Bay and restore ecological functions of Little Squalicum Creek by completing planting along the new stream channel through Little Squalicum Park.
EPA completed cleanup action related to Oeser contamination. Final planting is occurring and the park is reopened following completion of the Eldridge Municipal Landfill project.
3. Protect and improve the health of Bellingham Bay and restore ecological function by proceeding with the design and permitting of shoreline improvements at Boulevard Park.
A request for proposals has been issued to hire a consulting team to complete the design and permitting. Public meetings are planned for winter 2012.

Parks and Recreation Department Objectives for 2011 with Accomplishments (continued)

Mobility & Connectivity Options

1. Provide safe, well-connected mobility options and ensure convenient access to parks and trails by...

- Continuing the permitting process for the proposed overwater walkway connecting Boulevard Park to the Waterfront Redevelopment Area.

Schematic design is complete. The Department of Ecology approved a shoreline permit on March 30, 2011. Additional design is pending negotiations with affected tribes.

- Beginning preliminary design of the Bay to Baker Trail.

Completed feasibility for the segment between I-5 and James Street. Right-of-way acquisition is ongoing.

- Finalizing design and permitting for Samish Crest Trail.

Samish Crest Trail plans are being finalized and the project will be bid early in 2012.

- Constructing a trail link from Cordata Park to Meadowbrook Court.

The trail between Cordata Park and Meadowbrook Court is complete

Access to Quality of Life Amenities

1. Protect natural green settings and access to open space while ensuring convenient access and availability of parks and trails by continuing land acquisitions with Greenway Levy and Park Impact Fees as recommended in the Park, Recreation & Open Space Plan chapter of the Comprehensive Plan.

101 acres of property was acquired for parks and trails, including Cordata area trails, King Mountain open space, Interurban Trail to Woodstock Farm connection, Samish Crest Open Space, and Fairhaven Highlands.

2. Increase user-based revenue by increasing fees for aquatics, sports and enrichment programs and finding sponsors for no-cost special events.

Fees were increased at the Aquatic Center and for some sports and enrichment programs. Sponsors helped fund the Celebrate Bellingham, Boulevard Concert series and Kids Fest.

Parks and Recreation Department Objectives for 2011 with Accomplishments (continued)

Additional Accomplishments:

Participated in an interdepartmental Lake Whatcom Reservoir Implementation/Restoration Plan and Bloedel Donovan Park infiltration enhancement plan.

Cooperated with Public Works on a grant application to assist with remediation of impacts by creating a naturalized shoreline north of the boat launch area.

Consulted with WSU Extension Service on turf management evaluation.

Increased non-motorized boater access through facility use agreement with Whatcom Rowing Association.

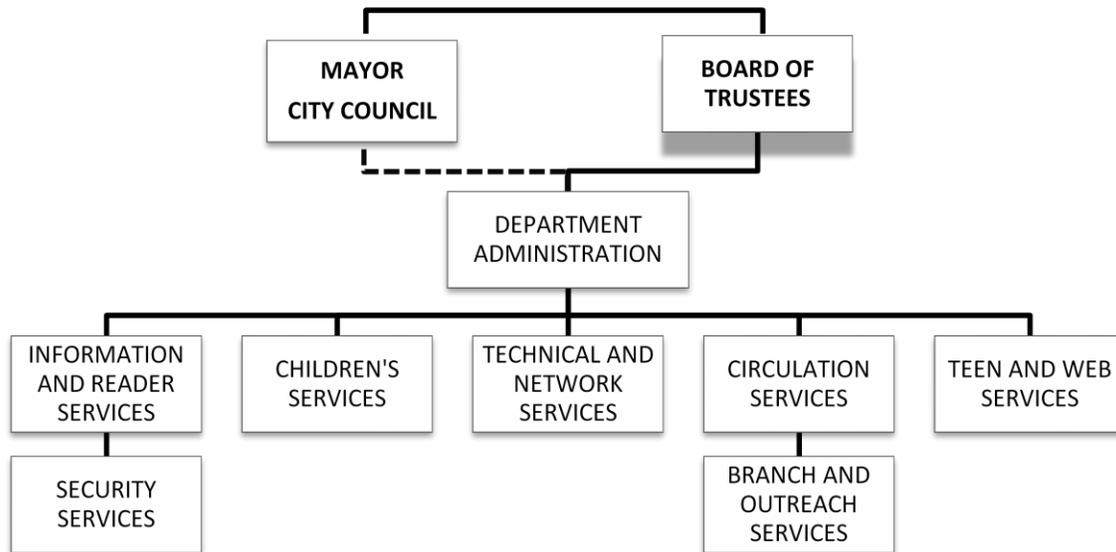
Completed Bloedel Donovan Maintenance and Management Plan.

Parks and Recreation Department Performance/Activity Measures

Parks Capital Groups	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual
<i>Park acres includes City-owned watershed and other fund properties within City limits and 2008 UGA that provide a recreational amenity, such as open space and trails. Park acres/1000 will gradually reduce with annexations.</i>									
Park total acres				3,217.9	3,272.4	3,334.4	3,440.1	3,445.5	3,561.4
Park acres per 1,000 population				43.8	43.5	44.0	45.2	44.4	43.9
Trail miles				64.1	64.6	65.8	67.2	67.9	68.0
Trail miles per 1,000 population				0.9	0.9	0.9	0.9	0.9	0.8
GREENWAY LEVIES ACQUISITIONS - ACRES ACQUIRED									
Acres per Year	67	16	10	1	14	73	98	1	115
Cumulative Acres	483	499	510	511	525	598	696	697	812

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

BELLINGHAM PUBLIC LIBRARY



Dashed line indicates an advisory relationship.

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

Bellingham Public Library Mission

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

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

Description of Services

The Bellingham Public Library serves as the community's primary information center and offers the following 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, eBooks, 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. Public Library materials may be dropped off and picked up at a variety of partnership locations throughout the community, including at these educational institution libraries: Western Washington University, Bellingham Technical College, Whatcom Community College, and Northwest Indian College. 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. Additionally, members of the public now have free access to the resources at all academic libraries. 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 Library collaborates with other City departments, volunteers, and community organizations or individuals each year to sponsor or co-sponsor educational and informational programs. Programs offered to community members about issues affecting their lives connect people with the information and library resources they need for lifelong enrichment and education.

Place

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

Bellingham Public Library Budget Summary

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

Funding Sources	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>General</i>	3,276,429	3,523,628	3,635,267	111,639	3.2%
<i>Capital Maint</i>	9,814	-	-	-	--
<i>Library Gift</i>	59,776	15,000	25,000	10,000	66.7%
TOTAL ALL SOURCES	3,346,019	3,538,628	3,660,267	121,639	3.4%

Expenditures by Type	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	2,194,132	2,414,553	2,514,343	99,790	4.1%
<i>Supplies</i>	534,167	472,626	436,686	(35,940)	-7.6%
<i>Other Services and Charges</i>	93,492	79,230	82,941	3,711	4.7%
<i>Intergovernmental Services</i>	7,131	4,700	5,200	500	10.6%
<i>Interfund Charges</i>	517,097	567,519	621,097	53,578	9.4%
TOTAL EXPENDITURES	3,346,019	3,538,628	3,660,267	121,639	3.4%

TOTAL PAID STAFF	38.1	41.2	41.4	0.2	0.5%
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[Budgeted positions are listed](#) in the personnel section.

Significant Expenditure Changes

- The increase in *Salaries and Benefits* of \$99,790 is the result of a large increase in medical insurance premiums and salary increases for eligible staff.
- Fewer purchases of new books and other library materials will reduce *Supplies* by \$35,940.
- Increase in *Interfund Charges* of \$53,578 is to pay the Library's portion of debt service for the Qualified Energy Conservation Bonds issued to replace the heating, ventilation, and air conditioning equipment citywide.

Bellingham Public Library Budget Summary

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

Department Expenditures by Sub-type	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
SALARIES & WAGES	1,600,635	1,747,841	1,791,697	43,856	2.5%
OVERTIME & HAZARD DUTY	650	1,000	1,000	0	0.0%
SALARIES & WAGES Subtotal	1,601,285	1,748,841	1,792,697	43,856	2.5%
PERSONNEL BENEFITS	592,847	665,712	721,646	55,934	8.4%
PERSONNEL BENEFITS Subtotal	592,847	665,712	721,646	55,934	8.4%
OFFICE & OPER. SUPPLIES	494,933	436,881	417,941	(18,940)	-4.3%
FUEL CONSUMED	1,619	2,000	2,000	0	0.0%
SMALL TOOLS & MINOR EQUIP	37,615	33,745	16,745	(17,000)	-50.4%
SUPPLIES Subtotal	534,167	472,626	436,686	(35,940)	-7.6%
PROFESSIONAL SERVICES	12,064	8,480	6,170	(2,310)	-27.2%
COMMUNICATION	498	680	100	(580)	-85.3%
TRAVEL	2,395	4,479	4,000	(479)	-10.7%
ADVERTISING	630	1,000	0	(1,000)	-100.0%
OPERATING RENTALS & LEASES	26,125	23,300	27,500	4,200	18.0%
REPAIRS & MAINTENANCE	35,859	25,591	25,671	80	0.3%
MISCELLANEOUS	15,921	15,700	19,500	3,800	24.2%
OTHER SERVICES & CHARGES Subtotal	93,492	79,230	82,941	3,711	4.7%
INTERGOVERNMENTAL PROF SERVS	6,665	4,000	4,500	500	12.5%
EXTERNAL TAXES & OPER ASSESS	466	700	700	0	0.0%
INTERGOVERNMENTAL SERVICES Subtotal	7,131	4,700	5,200	500	10.6%
INTERFUND PROFESSIONAL SERVICE	8,935	11,955	12,572	617	5.2%
INTERFUND COMMUNICATIONS	7,558	20,418	19,281	(1,137)	-5.6%
INTERFUND SUPPLIES	81	200	200	0	0.0%
INTERFUND OPERATING RENTALS	457,705	490,371	494,737	4,366	0.9%
INTERFUND INSURANCE SERVICES	39,362	40,832	43,895	3,063	7.5%
INTERFUND REPAIRS & MAINT	3,456	3,743	50,412	46,669	1246.8%
INTERFUND PAYT FOR SERVICE Subtotal	517,097	567,519	621,097	53,578	9.4%
TOTAL EXPENDITURES	3,346,019	3,538,628	3,660,267	121,639	3.4%

Library Department

Bellingham Public Library Program Groups

Revenues by Group	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>Library Administration</i>	3,000	-	-	-	--
<i>Library Services</i>	395,155	355,433	369,625	14,192	4.0%
Subtotal of Revenues by Group	398,155	355,433	369,625	14,192	4.0%

Expenditures by Group	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>Library Administration</i>	455,926	478,479	484,827	6,348	1.3%
<i>Library Services</i>	2,340,838	2,573,428	2,638,308	64,880	2.5%
<i>Fairhaven Branch Library OBSOLETE</i>	48,533	-	-	-	--
<i>Library Facilities</i>	463,913	486,721	537,132	50,411	10.4%
<i>Barkley Branch Library OBSOLETE</i>	36,809	-	-	-	--
TOTAL EXPENDITURES	3,346,019	3,538,628	3,660,267	121,639	3.4%

Group Descriptions

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

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

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

Bellingham Public Library Objectives for 2012

- **Planning**

1. Develop a Bellingham Public Library Strategic Plan that explores library services, community expectations, the library's future, and methods for service delivery. The plan will include public relations strategies, and will address library facilities as a service delivery method.

- **Access**

2. Review staffing with a goal of restoring some lost public service hours at Central, Fairhaven, and Barkley.
3. Monitor and review new initiatives begun in 2011: Bellingham Public Library Connections at Western Washington University and Bellingham Technical College; and Orbis Cascade courier service for transporting Inter-library Loan materials.
4. Continue to explore resource sharing initiatives among all area libraries.

- **Technology**

5. Enhance library's Facebook presence (and other social networks) as a means of providing access to and information about library services and programs.
6. Explore technological solutions in order to gain greater efficiencies in providing library services.
7. Explore patron online payment of fines.
8. Increase and improve technology available for users of library Community Meeting rooms.
9. Explore implementation of Bibliocommons, a catalog overlay which will meet library customer needs for social media and readers' advisory.
10. Implement a mobile app for the library's catalog.
11. Collaborate with the Washington Anytime Library Consortium to offer quality downloadable digital content, eBooks, and audio books.

- **Staff**

12. Provide development opportunities so that staff is trained to meet changing customer needs; trained to work in a variety of library divisions; and developed effectively to maintain job satisfaction.
13. Collaboratively plan and implement a joint staff training day with the Whatcom County Library System.
14. Implement and evaluate the Library Volunteer Program.

Bellingham Public Library Objectives for 2012 (continued)

• **Funding**

15. Raise awareness of all available library giving opportunities: through the Whatcom Community Foundation, the Friends of the Library organization, and through the library's gift fund.
16. Administer the 2012 Washington Humanities Council grant for WhatcomREADS! and reapply for 2013.
17. Review impacts of Municipal Library District legislation.

• **Library Programs**

Early Literacy

18. Meet demand for Early Literacy classes by providing additional story times and at alternative times.
19. Children's Services staff members will reach out to Childcare Centers, schools, and other stakeholder organizations to provide Children's Service presentations at a minimum of ten locations in the Bellingham area.
20. As a new member, Children's Services staff will become familiar with the Early Learning Public Library Partnership and assess the impact for Bellingham Public Library.
21. Open elements of an Early Learning Center with funds received to-date.
22. Establish a FIG pass lending program with the Whatcom Museum.

Transforming Life After 50 ("Baby Boomers")

23. Programs will be offered at the Bellingham Public Library that target baby boomers. Programs include: Money Smart @ Your Library: a financial education series; Teaching and learning new technologies; Bellingham Reads: a library-sponsored book club; Whatcom READS! with featured author, Elizabeth George; and Music in the Library during the holidays and Music Month.
24. Explore offering library programs at the neighboring Senior Center.

Bellingham Public Library Objectives for 2011 *with Accomplishments*

Vibrant Sustainable Economy

1. Obtain professional services to assist the Library Board in site selection and to develop a fresh approach to the library building program: analyze locations for a new Central Library, select a site, and develop the revised building program.

Funding and staffing for this project was not available in 2011 and has not been included in the library's budget request for 2012.

2. Foster vibrant downtown and other commercial centers by attracting one million visitors to use the resources of the Bellingham Public Library in downtown, Fairhaven, Barkley, and Cordata.

The library visitor count was 862,334 in 2011.

Sense of Place

1. Support people-to-people connections by providing community meeting spaces at library facilities, including increased access at Central Library made possible by the key card program; install projectors and screens in the community meeting rooms at the Fairhaven Branch Library.

The addition of the key card system in 2011 allows staff to remotely control access to facilities and to program the doors for the convenience of meeting room users. Through a reallocation of existing equipment, Fairhaven community meeting rooms will have projectors and screens installed by the end of the year.

2. Expand the locations where members of the public may pick up and check out public library resources by beginning Bellingham Public Library Connections with Western Washington University and Bellingham Technical College, adding to the current Bellingham Public Library Connection at Whatcom Community College.

Implemented in June, these two new BPL Connections have been well-received by the community. Students, faculty, and the surrounding neighborhood use these public library locations, supporting a sense of place and providing convenience.

3. Support people-to-people connections through expansion of the library volunteer program, working with bargaining units to allow volunteer opportunities.

After working together this year, library management and union leadership reached agreement on the terms of a Memorandum of Agreement, allowing a greater variety of volunteer duties and additional volunteer hours at the library. The Volunteer Program was implemented last fall, with active recruitment of community members to help with shelf reading and program assistance.

**Bellingham Public Library Objectives for 2011 with Accomplishments
(continued)**

Mobility & Connectivity Options

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

In addition to our community drops at all area Haggen stores and the Community Food Coop in Cordata, this year the library provided two additional low-cost, convenient “holds pick-up” locations in high-traffic areas of the community.

Local libraries also formed Whatcom Libraries Collaborate. This program allows everyone who lives, works, or attends school in Whatcom County to check out materials from any public or academic library in Whatcom County. The program also allows for materials to be returned to any library or book drop in the area. By working together with all libraries in our community we provide efficiencies and convenience.

In November the library restored four service hours to the Barkley Branch which had been cut in recent years. This provides additional library access into evening hours on the east side, and is possible because of cross-training staff from other library divisions.

Access to Quality of Life Amenities

1. Implement the Bellingham Public Library Foundation.

The Library Board of Trustees researched the time and expense related to developing an independent library foundation and decided instead to use the resources of the Whatcom Community Foundation. Staff and board worked together with the staff of the WCF to establish guidelines and the Bellingham Public Library Fund is established and ready to receive non-endowed gifts. A library Donations policy was developed and approved by the board.

2. Foster arts, culture and lifelong learning by focusing programming efforts in two specific areas in 2011:

- Early childhood literacy
- Topics related to “Transforming Life after 50”

Children’s Services staff increased early learning classes (story times) to meet the high demand. Ten classes are offered per week to youngsters and their caregivers, plus one evening opportunity once a month.

Programs for adults are often co-sponsored with area organizations or individuals, and in 2011 have included such topics as book discussions, a health series, and how to seek funding for non-profits.

**Bellingham Public Library Objectives for 2011 with Accomplishments
(continued)**

3. Develop an early learning space in the children's department, including a Parent-Teacher Resource Collection.

Early learners (birth to five) are a focus for the Children's Department. In 2011, the Parent-Teacher collection was refreshed and early learning picture book collections are now highlighted for easier access (examples include Concepts (ABC, 123) and Things That Go). Because General Funding is limited, staff is pursuing alternative funding to transform the library's program room into an early learning center, more conducive to contemporary library efforts in this important educational area. In 2011 the Children's Department received a \$2000 Pepsi Refresh grant. The library also joined the statewide Early Learning Public Library Partnership for 2012-2013.

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

The library is able to stretch its resources and expand its reach into the community by co-sponsoring programs and other events. In 2011, examples of organizations the library has worked with include: Friends of the Bellingham Public Library, The Foundation Center, Small Business Development Center, Whatcom Community Foundation, SCORE, Northwest Chinese Cultural Association, AARP, Birchwood Garden Club, Whatcom Alliance for Healthcare Access, Peace Health St. Joseph Medical Center, Cascade Brain and Spine Center, Bellingham Storyteller's Guild, and the Whatcom Humane Society.

5. Circulate over 1.6 million library items to area residents.

Circulation of library materials reached an all-time high of 1,645,360 or over 20 items per capita. Bellingham remains among the highest-circulating libraries in the nation for a community its size.

Quality, Responsive City Services

1. Increase public use of self-check-out stations, saving staff time and increasing public convenience.

In addition to seven stations in our public libraries, self check-out stations were installed at Western Washington University and Bellingham Technical College, in addition to the station already installed at Whatcom Community College. These two new BPL Connections provide quick and easy access for the public to retrieve their public library materials and check them out. We also installed a second station in the Children's Department to meet demand for this convenience.

**Bellingham Public Library Objectives for 2011 with Accomplishments
(continued)**

2. Implement technological solutions to increase efficiencies where appropriate, including using Kit Keeper software to manage the library's Book Club Kit collection; increasing the number of patrons who receive library messages via email or an automated telephone message; and beginning communication with library patrons via an electronic newsletter.

The library began using new products this year to increase efficiency for two popular library programs. The first software is used to manage the library's Book Club Kit collection. The program is available via our website so the public can browse the 150+ kits available, and place a request for the timeframe when a club wants the title. The software sends automatic reminders to the book club for kit availability and return dates. This saves staff time and provides greater convenience for the customer.

The library also uses Summer Reader, which provides an easy way for staff to manage summer and year-round reading programs for patrons of all ages. Summer Reader helps library staff manage in-house registration, as well as offering online self-registration and review submittal.

At the beginning of 2011 library staff completed an in-house campaign to increase patron awareness of the option to receive library notices via email or through an automated telephone messaging system. Less than 1% of our patrons now receive notification via a printed/mailed notice, saving staff time and mailing expense.

In 2011 the library implemented an electronic newsletter using Constant Contact software. This allows us to get out news about the library, promote programs, and highlight issues of importance to over twenty thousand citizens who have provided their email addresses.

While not a technological solution, a major shift in the library's process for re-shelving returned materials has improved staff efficiency and improved the customer experience by returning materials to the shelves more quickly. In 2011 staff implemented these changes in all locations, and it was made possible through funding for the necessary equipment from our Friends of the Library.

Bellingham Public Library Objectives for 2011 *with Accomplishments* (continued)

Equity & Social Justice

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

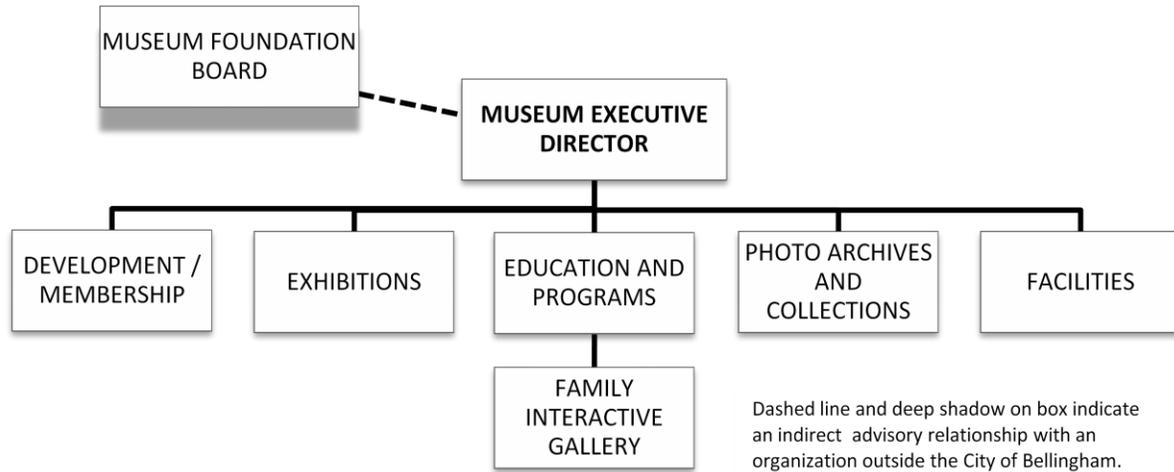
The public library partners with all the providers listed above in order to bring much-needed services to our community members who require them. In 2011, the AARP Tax-Aide volunteers helped 1,300 citizens prepare their tax returns. In addition, many citizens use the resources of the public library because they cannot afford their own computers, printers, books, magazines, newspapers, and the many other formats available to everyone at the library.

In these times, the library has also been a primary resource for those who seek employment or re-training because of job loss. Nearly all job searches begin with online research and then, online job applications. Many people do not have the resources at home, and so turn to their public libraries for assistance.

Performance/Activity Measures

Library	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual
COLLECTION									
Materials Exp per capita		\$5.16	\$5.27	\$5.28	\$6.34	\$7.17	\$5.87	\$4.78	\$4.38
Collection Expenditures as a % of Operating Budget	11.4%	12.1%	12.4%	12.0%	14.0%	13.8%	12.3%	12.1%	10.1%
CIRCULATION (In Thousands)- Number of items checked out or renewed									
Central Library	1,058.0	1,090.4	1,101.7	1,110.1	1,173.0	1,274.4	1,459.7	1,445.0	1,466.8
Barkley Branch	(began 9/13/08)					16.2	71.3	71.0	72.3
Fairhaven Branch	86.9	91.5	94.0	96.5	112.0	125.7	59.2	99.0	100.4
Bellingham Technical College	(began 9/2011)								0.2
Western Washington University	(began 9/2011)								0.8
Whatcom Community College	(began 9/24/07)				0.4	2.5	4.1	4.0	4.8
TOTAL	1,144.9	1,181.9	1,195.8	1,206.6	1,285.5	1,418.8	1,594.2	1,619.0	1,645.4
Circulation per Capita	16.4	16.6	16.5	16.4	17.0	18.7	20.9	20.9	20.3
<i>Per Capita refers to City of Bellingham population. Population served includes patrons from outside the City.</i>									
% of borrower self-checked items				33%	43%	45%	45%	48%	52%
Turnover (circulation / holdings)	4.00	4.04	4.06	4.06	4.44	5.46	6.34	6.75	7.32
PERSONS VISITING (In Thousands) - Number of persons counted as they enter the libraries									
Central Library	609.0	625.0	627.8	666.2	654.7	789.9	845.2	745.9	742.7
Fairhaven Branch	62.9	73.0	74.4	78.6	89.6	104.1	52.8	55.5	77.6
Barkley Branch							26.3	35.2	42.0
TOTAL	671.8	698.0	702.2	744.9	744.3	894.0	924.3	836.7	862.3
Website Visits (In Thousands)	n/a	n/a	n/a	236.4	277.0	317.9	410.8	481.6	627.0

WHATCOM MUSEUM



Whatcom Museum Mission Statement

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

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

Description of Services

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

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

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

Museum Department Budget Summary

The City's funding of the Museum is primarily from the General Fund. REET funds are sometimes used for repairs to city owned facilities including the Museum.

Funding Sources	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
General	1,374,734	1,525,765	1,582,180	56,415	3.7%
2nd 1/4% Real Estate Excise Tax	-	-	150,000	150,000	--
TOTAL ALL SOURCES	1,374,734	1,525,765	1,732,180	206,415	13.5%

Expenditures by Type	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
Salaries and Benefits	1,099,884	1,254,760	1,256,108	1,348	0.1%
Supplies	55,940	53,472	48,910	(4,562)	-8.5%
Other Services and Charges	185,772	174,659	332,300	157,641	90.3%
Intergovernmental Services	-	100	100	-	0.0%
Interfund Charges	33,138	42,774	94,762	51,988	121.5%
TOTAL EXPENDITURES	1,374,734	1,525,765	1,732,180	206,415	13.5%

TOTAL PAID STAFF	15.8	17.9	17.4	(0.5)	-2.8%
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[Budgeted positions are listed](#) in the personnel section.

Significant Expenditure Changes

- Increase in *Other Services and Charges* by \$157,641 is for another phase of historic window replacements on the Old City Hall museum.
- Increase in *Interfund Charges* of \$51,988 is mostly for the department's portion of debt service cost for the Qualified Energy Conservation Bonds issued to replace heating, ventilation, and air conditioning equipment citywide.

Museum Department

Museum Department Budget Summary

More detailed Museum expenditures are shown here.

Department Expenditures by Sub-type	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
SALARIES & WAGES	784,461	873,389	854,804	(18,585)	-2.1%
OVERTIME & HAZARD DUTY	15,290	19,800	19,800	0	0.0%
SALARIES & WAGES Subtotal	799,751	893,189	874,604	(18,585)	-2.1%
PERSONNEL BENEFITS	300,133	361,571	381,504	19,933	5.5%
PERSONNEL BENEFITS Subtotal	300,133	361,571	381,504	19,933	5.5%
OFFICE & OPER. SUPPLIES	38,478	37,820	34,000	(3,820)	-10.1%
FUEL CONSUMED	627	900	900	0	0.0%
SMALL TOOLS & MINOR EQUIP	16,835	14,752	14,010	(742)	-5.0%
SUPPLIES Subtotal	55,940	53,472	48,910	(4,562)	-8.5%
PROFESSIONAL SERVICES	23,790	8,630	10,400	1,770	20.5%
COMMUNICATION	145	400	400	0	0.0%
TRAVEL	2,914	9,000	9,000	0	0.0%
OPERATING RENTALS & LEASES	12,471	2,900	3,050	150	5.2%
UTILITY SERVICE	129,915	136,379	140,400	4,021	2.9%
REPAIRS & MAINTENANCE	8,536	13,100	164,950	151,850	1159.2%
MISCELLANEOUS	8,001	4,250	4,100	(150)	-3.5%
OTHER SERVICES & CHARGES Subtotal	185,772	174,659	332,300	157,641	90.3%
EXTERNAL TAXES & OPER ASSESS	0	100	100	0	0.0%
INTERGOVERNMENTAL SERVICES Subtotal	0	100	100	0	0.0%
INTERFUND PROFESSIONAL SERVICE	6,403	3,737	3,259	(478)	-12.8%
INTERFUND COMMUNICATIONS	8,698	19,286	18,326	(960)	-5.0%
INTERFUND SUPPLIES	49	515	0	(515)	-100.0%
INTERFUND INSURANCE SERVICES	15,696	15,963	17,046	1,083	6.8%
INTERFUND REPAIRS & MAINT	2,292	3,273	56,131	52,858	1615.0%
INTERFUND PAYT FOR SERVICE Subtotal	33,138	42,774	94,762	51,988	121.5%
TOTAL EXPENDITURES	1,374,734	1,525,765	1,732,180	206,415	13.5%

Museum Department Program Groups

Museum accounting is done within a single group. Revenues by Group represent specific revenue generated by the Museum for the General Fund.

Revenues by Group	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
Museum Services	14,334	59,215	159,215	100,000	168.9%
Subtotal of Revenues by Group	14,334	59,215	159,215	100,000	168.9%

Expenditures by Group	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
Museum Services	1,374,734	1,525,765	1,732,180	206,415	13.5%
TOTAL EXPENDITURES	1,374,734	1,525,765	1,732,180	206,415	13.5%

Museum Foundation Board Mission Statement

In alliance with the City of Bellingham, the Whatcom Museum Foundation provides organizational governance and financial backing for the Whatcom Museum of History and Art in support of the Museum’s mission to enhance the quality of life for our community.

Museum Foundation Budget Summary

The Museum Foundation provides supplemental funding for areas not covered by City funding including: the Foundation Board, fund-raising, membership development and services, public relations, Children’s Museum, and Gift Shop.

This data for the Museum Foundation is provided in order to give a more complete picture of the Museum’s operation. The Museum Foundation is a non-profit entity providing services and funding to the museum operations in support of the City’s budget. Further information may be found in the Museum’s Annual Financial Report.

WHATCOM MUSEUM FOUNDATION BUDGET	2009 Actual	2010 Actual	2011 Actual (Prelim)	2012 Budget
INCOME:				
Grants & Donations	284,637	124,983	73,899	108,650
Special Events & Public Events	149,247	156,863	139,794	111,500
Membership	106,025	97,682	128,132	110,000
Admissions - Whatcom Children's Museum	21,722	84,695	58,201	60,000
Shop Sales	22,505	67,148	63,875	53,000
Program Fees, Rentals & Other	24,802	77,720	125,914	160,500
Endowment Support	50,000	-	75,000	58,500
TOTAL RESOURCES:	658,938	609,091	664,815	662,150
EXPENDITURES:				
Salaries, Taxes & Benefits	227,997	251,976	302,690	298,500
Fund Development & Public Relations	122,647	83,829	125,470	109,500
Administration & Children's Museum	174,438	105,862	99,812	132,650
Exhibitions	9,691	60,322	51,545	40,000
Shop	14,775	39,287	6,239	5,000
Membership	14,625	17,348	15,276	15,000
Archives, Collections, Education & Acquisitions	42,656	54,414	51,368	36,500
TOTAL EXPENDITURES:	606,829	613,038	652,400	637,150
NET	52,109	(3,947)	12,415	25,000
Museum Foundation Paid Staff FTE's:	5.5		4.5	5.5
Volunteers:	4.5		4.5	4

Museum Department Objectives for 2012

1. Present ten new exhibitions targeting specific audiences.
2. Continue education programs and offer a new docent class.
3. Begin Old City Hall and Syre Education reinterpretation project.
4. Continue building Board of Directors.
5. Continue implementation of 2012 funding plan.
6. Offer several free and reduced admission days.

Museum Department Objectives for 2011 with Accomplishments

Healthy Environment

1. Lightcatcher Building will reduce contributions to climate change by using natural light and louvered ventilation that make best use of variations in local weather conditions.

In 2011 we continued to regulate and reduce climate change through the ventilation system to take advantage of our local weather.

2. Educate visitors and the community about sustainable living through programs and exhibits at the Museum.

Exhibits in 2011 promoting this legacy in the Family Interactive Gallery included: Farmers Market area, rain barrel catchment system, child dialogue art projects, reuse/recycle art projects, and the participation in Whatcom Water Week.

Docent tours highlight the various LEEDs features on their guided tours; these tours occur up to eight times per week. Over a dozen specific LEED feature tours were done in 2011

3. Work with Sustainable Connections to allow for lectures and training within the Lightcatcher building.

In 2011, the Museum partnered with Sustainable connections to offer half a dozen tours of the Green Roof and LEEDS features of the Lightcatcher building.

Vibrant Sustainable Economy

1. Encourage private investment in the Lightcatcher Building by:
 - Continuing to promote named donor recognition opportunities on the donor wall in Lightcatcher Building.
 - Continuing to secure corporate sponsorships for exhibition and program underwriting.

In 2011 we continue to secure corporate sponsorships for exhibitions and program underwriting. Underwriting in 2011 includes: City of Bellingham, Whatcom Museum Foundation, Steve and Neelie Nelson, Robert Simpson, Washington State Arts Commission, RMC Architects, Whidbey Island Bank, Peoples Bank, Conoco Phillips, and Multop Financial

**Museum Department Objectives for 2011 with Accomplishments
(continued)**

2. Meet or exceed 2010 membership and attendance numbers in 2011.

For 2011, museum attendance was just under 65,000; slightly below our goal. Membership, for 2011 is 1,845 transactions (includes individual or family memberships; actual count of people may be higher.)

Sense of Place

1. Complete renovations to Old City Hall building and reopen.

Preservation of the 1982 Old City Hall continues with plans for new exhibits and a National Endowment for Humanities Planning Grant in 2010 to assist with that development. Interior repairs continue to follow historic preservation guidelines.

Old City Hall reopened for public hours, Thursday – Sunday, in late November 2010. This was ahead of schedule. However, the reinterpretation is a multi-year project beginning in 2012.

2. Make collections and photo archives; which are dedicated to preserving history and protecting artifacts, ephemera, prints and negatives; more available to the public for use, study, and print purchase.

The Photo Archives, Collections and the Museum Store are working together to choose selected images that reflect specific exhibitions (example: Elizabeth Colborne prints and cards) and offer them for sale in the Museum Store. Additionally, Photo Archives continues to provide assistance and images to individuals and corporations worldwide.

3. Market rental use of portions of Museum facilities that are available for community and private events.

In 2011 The Lightcatcher building was used for seven rentals, totaling 789 in attendance. The Old City Hall was used for 20 rentals, totaling 1,050 in attendance. Rentals include weddings, corporate events, memorials, and community events.

4. Operate a successful Museum Store along with the private café to encourage community involvement in the Lightcatcher Building.

In 2011, over 61,000 patrons visited the Museum Store and over 6,000 visited the Lightcatcher Cafe. To encourage patronage, both of these facilities were open during special and after hour events (MixIt, Art Walk, etc).

**Museum Department Objectives for 2011 with Accomplishments
(continued)**

Access to Quality of Life Amenities

1. Provide a minimum of six free access days to the new Lightcatcher Building to ensure accessibility for low- and moderate-income families, reaching at least 3,000 individuals during each year.

In 2011 we offered six free days, with over 3,200 individuals in attendance. Additionally, we received a grant from Whatcom Community Foundation to provide over 100 Family Memberships to families qualifying for free or reduced lunch programs.

2. Continue to improve and offer programs that foster arts, culture, and lifelong learning through exhibitions, lectures, education programs, docent and volunteer training, and classes in both Old City Hall and the Lightcatcher buildings.

In 2011, we offered over 740 programs, classes, workshops, lectures and hands on activities to include the 14th Annual Art Education Day, History Sunset Cruises, Curator lectures, MixIt, and more. Docents provide three, (in December, four) public, guided tours per week. Docents attend several training sessions prior to the opening of each exhibit to prepare for tours.

In 2011 the following exhibitions were presented in the Lightcatcher Building: 1934: A New Deal for Artists (an exhibition on loan from the Smithsonian); Collection Selections Two: New Gifts and Acquisitions; The Arts and Crafts Movement in the Pacific Northwest; Arts And Crafts in Photography: Whatcom Museum Collection; Reis Neimi: Big Purse / Monuments to the Everyday; The Harbor Was Crowned by a Forest of Masts: Photographs from the Collection; Fate of the Forest: An Open Hanging; Evergreen Muse: The Art of Elizabeth Colborne; A Paper Trail: Prints from the Collection; Jack Carver at the Blossom Time Parade; Leslie Dill's Poetic Visions: From Shimmer to Sister Gertrude Morgan; and Delivered Daily: The News Photography of Jack Carver.

In conjunction with these exhibitions there were 126 classes and workshops for children and families in the FIG. These include toddler Art Explorations, Mask Making, Kaleidoscope Workshop, After School Art, Book Crafting and more.

Brown Bag programs are offered twice a month, totaling 28 in 2011. We partnered with several community organizations, including Parks and Recreation to offer a Travelogue Series, The Pickford Film Center and Leopold to offer a classic film series, and the Whatcom County Historical Society for several local history programs.

3. Offer at least one travel opportunity to view special collections in the region and one out of the local area.

In 2011, we offered a trip to Seattle Art Museum's Picasso exhibition, Pilchuck Glass Studio, Museum of Northwest Art. In October 2011 we offered a Chicago, IL, museum and studio tour.

**Museum Department Objectives for 2011 with Accomplishments
(continued)**

4. Work with school districts and PTAs to ensure that low cost tours and programs are made available to school children with subsidy available for low income schools.

Our Education Department continues to offer People of the Sea and Cedar, Birds of Washington, Art FUNdamentals, Whatcom County History, Art Career Day, Creative Design, 20th Century Art Styles, Fun in the FIG, Stories and Art, Twin Bear Story Pole and more. In 2011, there were 324 programs reaching 7,163 school children.

School program fees are reduced to \$3 per child and again by half for Title One schools. Additional subsidies are available on a need basis.

This year we received a grant from Whatcom Community Foundation to provide Family Memberships to families qualifying for free or reduced lunch programs, with over 100 families participating.

We continue to offer free passes to various youth and family organizations.

Quality, Responsive City Services

1. Complete forming Board of Governors for broader influence sphere for the Museum.

Board of Directors is in process of 10 month strategic planning process with the final document complete in January 2012.

2. Maintain a viable docent training program.

We maintained just over 20 Docents that rotated exhibitions to provide public tours each Thursday – Sunday. To bring our number up, a new Docent Class begins January 2012.

Performance/Activity Measures

Museum Workload and Effectiveness	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual
Total Attendance	103,299	104,565	111,705	106,001	103,656	90,700	50,445	70,879	64,977
Memberships - New	274	276	355	313	322	233	688	998	875
Membership Renewals	728	740	753	732	713	604	630	540	970

Attendance numbers through 2008 include the separate children’s museum, which is now closed. The new attendance numbers are for the Lightcatcher.

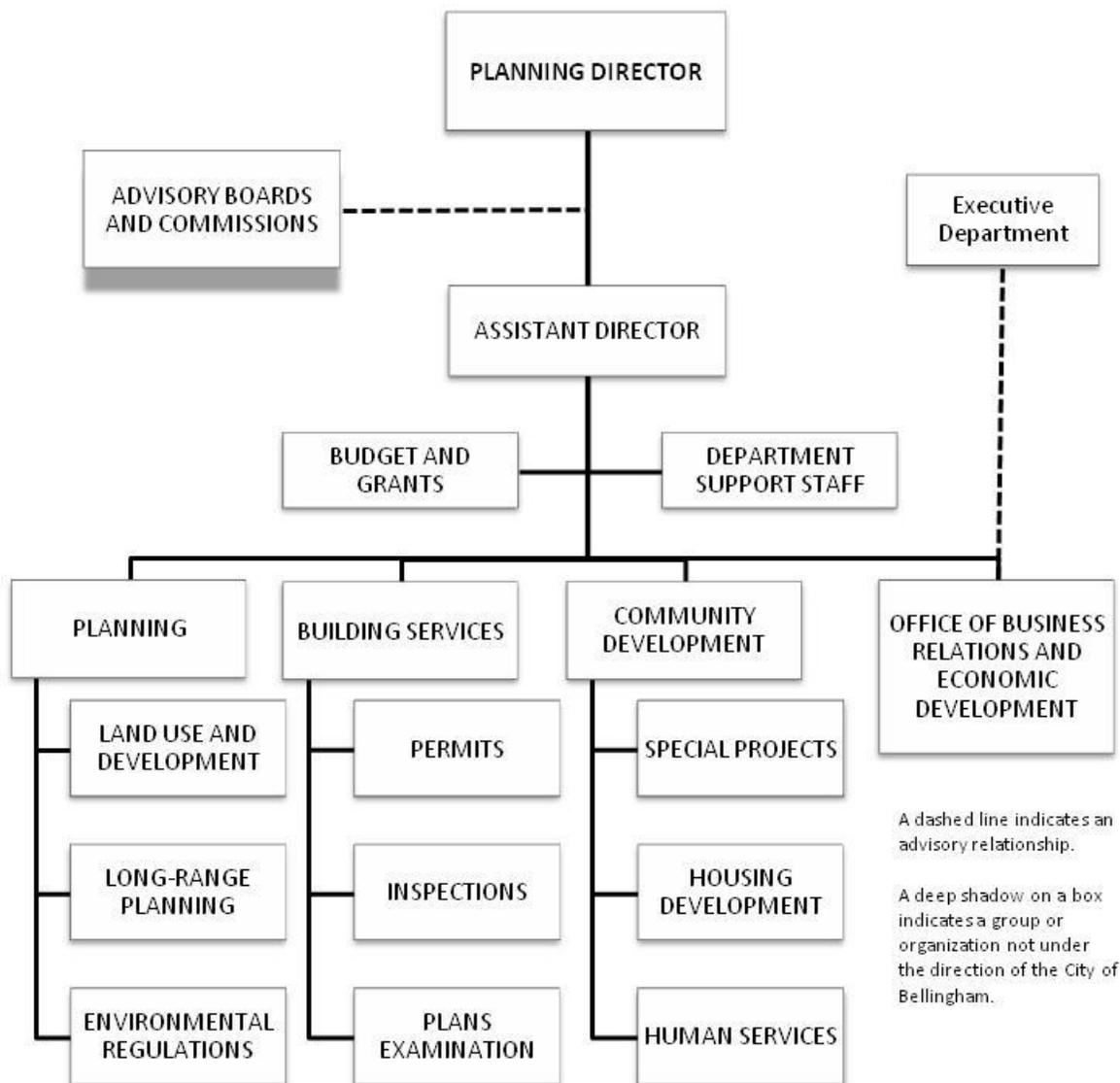
Definition of Terms for Membership #'s:

New: Never been a member before OR return after lapse of 3 months or more OR receive a gift membership.

Renewal: Member has been a member within the last 15 months.

Family memberships are counted as one; actual count of people may be higher.

PLANNING AND COMMUNITY DEVELOPMENT DEPARTMENT



Planning and Community Development Department Mission

Planning: Guide community growth and development in a manner that protects environmental resources, promotes distinctive neighborhoods and a healthy downtown and involves citizens in the decisions that affect them.

Building Services: Contribute to a safe, dynamic and livable community by maintaining a [Permit Center](#) offering fair, consistent, and timely customer assistance; providing a unified regulatory process; providing efficient, technically competent plan review, permitting and inspection services to ensure that buildings and construction meet adopted City codes and standards.

Community Development: Enhance the quality of life for the citizens of Bellingham by focusing on community identified needs, strategic partnerships and customer service benefiting the public and promoting a prosperous community.

Description of Services

Planning

- Maintain and update Bellingham’s Comprehensive Plan and Neighborhood Plans.
[Community planning documents](#) may be viewed on the web site.
- Carry out development review and process permits consistent with land use, subdivision, and environmental regulations.
- Maintain and update City codes related to land use, development regulation, subdivision regulation, and the environment.
- Develop periodic population, housing and employment projections and maintain land use and natural resource inventories.
- Initiate planning processes in response to emerging community issues.

Building Services

- Assist property owners, designers, and contractors to achieve zoning, municipal code, and building code compliance by providing technically accurate, thorough and timely plan review and construction inspection.
- Provide public information resources such as self-help access to City databases, maps, utility and land use information, code books, technical resource manuals, clear and concise information brochures in standardized format and design.
- Manage the Building Services Fund to link cost recovery to the cost of providing service while ensuring continuity of services.

Community Development

- Plan, procure funding for, and coordinate community planning, capital projects, tourism, arts, economic development, affordable housing and human service initiatives.
- Develop and manage public processes, master planning, and development strategies including public/private partnerships to further downtown and neighborhood revitalization efforts.
- Provide financial support for projects benefiting low/moderate income households and neighborhoods using federal Community Development Block Grant and HOME Investment Partnership grants in accordance with federal regulations.
- Work with a variety of non-profit and for-profit organizations to address broad community needs and goals.

More service and major project information is available on the [Department’s web page](#).

Planning and Community Development Department

Planning and Community Development Department Budget Summary

The General Fund wholly funds the Planning Division and the City Center Development activity, and contributes to the Community Development activity. The Building Services Division is funded entirely from the [Development Services Fund](#). The [Community Development Block Grant](#) (CDBG) and [HOME Investment Partnership Grant](#) Funds and account for their respective Federal grant programs. The Tourism Activities and Facilities program is entirely funded by the [Tourism Fund](#).

Funding Sources	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
General	3,769,077	2,644,545	2,503,499	(141,046)	-5.3%
Tourism	895,876	925,027	994,815	69,788	7.5%
Community Develop Block Grant	1,007,683	1,122,500	892,885	(229,615)	-20.5%
HOME Investment Partnership Grant	697,219	734,966	637,000	(97,966)	-13.3%
Development Services	1,688,577	1,778,534	1,794,908	16,374	0.9%
TOTAL ALL SOURCES	8,058,432	7,205,572	6,823,107	(382,465)	-5.3%

Expenditures by Type	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
Salaries and Benefits	3,451,525	3,713,453	3,601,530	(111,923)	-3.0%
Supplies	75,255	40,895	46,895	6,000	14.7%
Other Services and Charges	3,853,148	2,804,166	2,528,962	(275,204)	-9.8%
Intergovernmental Services	226,110	132,000	112,184	(19,816)	-15.0%
Interfund Charges	445,191	515,058	533,536	18,478	3.6%
Subtotal of Operations	8,051,229	7,205,572	6,823,107	(382,465)	-5.3%
Capital Outlay	7,203	-	-	-	--
TOTAL EXPENDITURES	8,058,432	7,205,572	6,823,107	(382,465)	-5.3%

TOTAL PAID STAFF	40.2	40.7	36.4	(4.3)	-10.6%
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[Budgeted positions are listed](#) in the personnel section.

Significant Expenditure Changes

- Decrease of \$111,923 in *Salaries and Benefits* is from a reduction in FTEs.
- Decrease in *Other Services and Charges* of \$275,204 is for expenses related to reductions in Federal funding of Community Development Block Grants and Home Investment Partnership Grants.

Capital projects and purchases budgeted for the Planning and Community Development Department are listed in the Capital Facilities Plan.

Planning and Community Development Department Budget Summary

Detailed Planning and Community Development Department expenditures across all funds and programs are shown here.

Department Expenditures by Sub-type	2010 Actual	2011 Adopted	2012 Budget	Change from 2011	
				Amount	Percent
SALARIES & WAGES	2,532,159	2,681,031	2,542,008	(139,023)	-5.2%
OVERTIME & HAZARD DUTY	130	2,155	2,155	0	0.0%
SALARIES & WAGES Subtotal	2,532,289	2,683,186	2,544,163	(139,023)	-5.2%
PERSONNEL BENEFITS	919,236	1,030,267	1,057,367	27,100	2.6%
PERSONNEL BENEFITS Subtotal	919,236	1,030,267	1,057,367	27,100	2.6%
OFFICE & OPER. SUPPLIES	30,735	29,920	24,920	(5,000)	-16.7%
FUEL CONSUMED	6,288	5,475	4,475	(1,000)	-18.3%
SMALL TOOLS & MINOR EQUIP	38,232	5,500	17,500	12,000	218.2%
SUPPLIES Subtotal	75,255	40,895	46,895	6,000	14.7%
PROFESSIONAL SERVICES	1,732,104	1,573,772	1,551,148	(22,624)	-1.4%
COMMUNICATION	740	900	900	0	0.0%
TRAVEL	6,818	10,275	8,275	(2,000)	-19.5%
ADVERTISING	8,483	10,281	9,931	(350)	-3.4%
OPERATING RENTALS & LEASES	12,583	14,100	14,100	0	0.0%
UTILITY SERVICE	1,941	2,000	2,000	0	0.0%
REPAIRS & MAINTENANCE	78,286	57,130	37,130	(20,000)	-35.0%
MISCELLANEOUS	2,012,193	1,135,708	905,478	(230,230)	-20.3%
OTHER SERVICES & CHARGES Subtotal	3,853,148	2,804,166	2,528,962	(275,204)	-9.8%
INTERGOVERNMENTAL PROF SERV	119,606	42,000	0	(42,000)	-100.0%
INTERGOVERNMENTAL PAYMENTS	16,504	0	0	0	0.0%
INTERFUND SUBSIDIES	90,000	90,000	112,184	22,184	24.6%
INTERGOVERNMENTAL SERVICES Subtotal	226,110	132,000	112,184	(19,816)	-15.0%
CONSTRUCTION OF FIXED ASSETS	7,203	0	0	0	0.0%
CAPITAL OUTLAY Subtotal	7,203	0	0	0	0.0%
INTERFUND PROFESSIONAL SERVICE	292,342	289,756	285,611	(4,145)	-1.4%
INTERFUND COMMUNICATIONS	8,843	22,600	21,201	(1,399)	-6.2%
INTERFUND SUPPLIES	88	0	0	0	0.0%
INTERFUND OPERATING RENTALS	105,939	113,150	107,421	(5,729)	-5.1%
INTERFUND INSURANCE SERVICES	36,035	76,639	81,475	4,836	6.3%
INTERFUND REPAIRS & MAINT	1,944	12,913	37,828	24,915	192.9%
INTERFUND PAY FOR SERVICE Subtotal	445,191	515,058	533,536	18,478	3.6%
TOTAL EXPENDITURES	8,058,432	7,205,572	6,823,107	(382,465)	-5.3%

Planning and Community Development Department

Planning and Community Development Department Program Groups

Department Revenues and Reserves groups account for revenues and fund reserves specific to the department but shared between the programs within the department.

Revenues by Group	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>Planning Services</i>	1,025,121	18,671	18,671	-	0.0%
<i>Building Services</i>	1,832,895	1,826,510	1,804,619	(21,891)	-1.2%
<i>Community Development</i>	1,990,834	1,857,466	1,529,885	(327,581)	-17.6%
<i>City Center Development</i>	1,425	1,553	1,553	-	0.0%
<i>Tourism Activities and Facilities</i>	926,703	904,296	951,864	47,568	5.3%
Subtotal of Revenues by Group	5,776,978	4,608,496	4,306,592	(301,904)	-6.6%

Expenditures by Group	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>Planning Services</i>	2,590,373	1,781,841	1,643,957	(137,884)	-7.7%
<i>Building Services</i>	1,688,577	1,778,534	1,794,908	16,374	0.9%
<i>Community Development</i>	2,614,386	2,480,716	2,185,585	(295,131)	-11.9%
<i>City Center Development</i>	269,220	239,454	203,842	(35,612)	-14.9%
<i>Tourism Activities and Facilities</i>	895,876	925,027	994,815	69,788	7.5%
TOTAL EXPENDITURES	8,058,432	7,205,572	6,823,107	(382,465)	-5.3%

Group Descriptions

The Planning Services Group guides community growth and development while protecting environmental resources and promoting neighborhoods and a healthy downtown.

The Building Services Group oversees rules and zoning that apply to your property, land use or building permits, and building codes enforced by the City of Bellingham.

The Community Development Group coordinates and implements community planning, capital projects, tourism, arts, economic development, affordable housing and human service initiatives.

The City Center Development Group fosters vibrant downtown and other commercial districts and funds delivery of economic development services.

The Tourism Activities and Facilities Group uses revenue from Hotel/Motel taxes to support local tourism events, facilities and agencies.

Planning and Community Development Department Objectives for 2012

Clean, Safe Drinking Water

1. Implement the Lake Whatcom Reservoir Management Program and enforce development regulations in the Lake Whatcom watershed.
2. Review and refine Lake Whatcom Reservoir development regulations to ensure adequacy and effectiveness.

Healthy Environment

3. Protect and improve the health of lakes, streams and Bellingham Bay by finalizing and implementing the Shoreline Master Program (SMP).
4. Partner with stakeholders to develop and institute building codes that enhance energy and resource conservation.
5. Develop internal business practices that reduce the number of vehicle trips to and from city hall, including on-line payment for basic permits and electronic plan submittal.
6. Adopt a new Environment element as part of the periodic update to the City's Comprehensive Plan.

Vibrant Sustainable Economy

7. Promote a thriving local economy by processing development permits in a timely, fair and professional manner and working to streamline and improve permit process efficiencies.
8. Begin evaluating needs and products in anticipation of obtaining a new permit tracking system in 2013.
9. Foster vibrant downtown and other commercial districts by funding partner organizations and maintaining clean and attractive streets.
10. Actively involve stakeholders in a Downtown planning effort to identify new strategies to remove obstacles to infill and promote redevelopment investment in prime locations.
11. Adopt a new Economic Development element as part of the periodic update of the City's Comprehensive Plan.

Sense of Place

12. Complete an update to the Annexation Phasing Plan and process existing annexation proposals.
13. Complete the update to the City/County Interlocal Agreement concerning planning annexation and development in Bellingham's urban growth area.
14. Encourage development within existing infrastructure by evaluating annexations based on the Annexation Phasing Plan, and promoting infill in areas with access to services.
15. Lead the legislative process to adopt the Waterfront Master Plan, development regulations and Planned Action Ordinance.
16. Lead the legislative process to review the King Mountain Urban Village Plan and development regulations, including creating new east/west transportation connections.
17. Involve community stakeholders to adopt a new Fairhaven Neighborhood and Urban Village Plan, Design Standards and associated development regulations.

**Planning and Community Development Department Objectives for 2012
(continued)**

18. Complete clarifications and minor updates to the land use and development code to ensure consistency with the existing Comprehensive Plan infill goals and policies.
19. Launch outreach effort on the Infill Housing Toolkit and introduce a pilot project using the Infill Toolkit in a single-family zone.

Safe & Prepared Community

20. Work with the Washington Association of Building Officials (WABO) to implement new legislation allowing building safety personnel to assist our jurisdictional neighbors in disaster response.
21. Utilize outcome-based methodologies to obtain code compliance, assuring fire and life safety in the built environment, while providing flexibility to resolve issues that arise during the design, review and construction processes.

Equity & Social Justice

22. Make loans for new permanently affordable housing, rehabilitate homes occupied by low and moderate-income households, and provide down payment assistance to first time homebuyers.
23. Adopt a new 5-year Strategic Plan for Community Development.
24. Update the Request for Proposals to fund support services for lower-income residents by identifying specific focus areas and selecting partners that can deliver results in targeted areas.

**Planning and Community Development Department Objectives for 2011
*with Accomplishments***

Clean, Safe Drinking Water

1. Implement the Lake Whatcom Reservoir Management Program and enforce development regulations in the Lake Whatcom watershed.

Ongoing - The City continues to work with the Department of Ecology (DOE) in response to the total maximum daily load. A cost benefit analysis lead by the Public Works Department of the existing programs and projects is underway and expected to be completed in October.

2. Review and refine Lake Whatcom Reservoir development regulations to ensure adequacy and effectiveness.

Ongoing – The City is closing monitoring work currently being completed at the County to update their watershed development standards and will work to create similar standards for both jurisdictions. A City Council update will be scheduled for early 2012.

**Planning and Community Development Department Objectives for 2011
with Accomplishments (continued)**

Healthy Environment

1. Protect and improve the health of lakes, streams and Bellingham Bay by responding to the Department of Ecology's comments on the submitted Shoreline Master Program (SMP) and implementing the program.

Ongoing - The (DOE) held a public hearing in late May for the City's draft SMP submitted in 2010. The City is waiting for final comments and/or revisions to the draft SMP to be issued by DOE.

2. Partner with stakeholders to develop and institute building codes that enhance energy and resource conservation.

Ongoing - Bellingham is a partner in the Cascade Consortium, a group advocating various code amendments to the International Green Construction Code (IGCC). The goal is to propose the IGCC for statewide adoption. Rulemaking has been suspended by the Governor until next year so a statewide adoption cannot be considered until 2012. The City's Building Official is also serving on a Technical Advisory Group reviewing the IGCC through the State Building Code Council.

3. Develop internal business practices that reduce the number of vehicle trips to and from city hall, including on-line payment for basic permits and bulk buying of permits for certified electricians.

Delayed – A technical feasibility study of providing online application and payment was completed in June 2011 that concluded existing software could not support online permits.

Completed – Bulk buying of permits for certified electricians began April 1st. To date, 121 such permits have been purchased saving approximately 300 vehicle trips to and from City Hall.

4. Adopt a new Environment element as part of the periodic update of the City's Comprehensive Plan.

On schedule – Project is scheduled for City Council action in June 2012.

Vibrant Sustainable Economy

1. Promote a thriving local economy by processing development permits in a timely, fair and professional manner and working to streamline and improve permit process efficiencies.

Ongoing - Permit Center Customer Survey results have been received for the first half of 2011 and show continued improvements in staff professionalism, courtesy and technical ability. Results on wait time have decreased slightly from 2010.

**Planning and Community Development Department Objectives for 2011
with Accomplishments (continued)**

2. Foster vibrant downtown and other commercial districts by funding partner organizations and maintaining clean and attractive streets.

On schedule – Contracts for 2011 with Downtown Bellingham Partnership and Fairhaven Village Association have been executed to provide maintenance and beautification services.

3. Initiate City Center planning effort to identify new strategies to remove obstacles to infill and promote redevelopment investment in prime locations.

On schedule - Project re-scoping is being completed pursuant to direction provided by City Council in September. Project website and the first phase of the community engagement strategy are being launched in October. Project is scheduled for City Council action in June 2013.

4. Complete review of two annexation proposals (Bakerview/Bennett and Pacific Highway) that include land zoned for new industrial development.

Delayed - Petitions from applicants were initiated by City Council several years ago. Property owners are working to define how needed infrastructure will be installed and financed. Once that work is completed, the City will schedule a public hearing for final action.

5. Partner with the Port of Bellingham and Whatcom County to collaboratively fund delivery of economic development services.

On schedule - A three-year Interlocal Agreement between the City, Port and County is complete and contracts for 2011 with economic development practitioners have been executed.

6. Support and participate in the county-wide economic development strategy led by Northwest Economic Council.

Delayed - Phase I asset mapping is partially complete. The City, Port and County have decided to not fund project until NW Economic Council leadership transition has been completed.

7. Adopt a new Economic Development element as part of the periodic update of the City's Comprehensive Plan.

On schedule – Project is scheduled for City Council action in June 2012.

**Planning and Community Development Department Objectives for 2011
with Accomplishments (continued)**

Sense of Place

1. Complete the 2011 Comprehensive Plan periodic update.

On schedule - Project re-scoping is being completed pursuant to direction provided by City Council in July. Re-scoping still includes new Economic Development and Environment chapters and an update to the Annexation Phasing Plan. Project is scheduled for City Council action in July 2012.

2. Encourage development within existing infrastructure by evaluating annexations based on the Urban Service Area Phasing Plan, and promoting infill in areas with access to services.

Ongoing - The Annexation Phasing Plan is being used to review annexation proposals. An update to the Annexation Phasing Plan is scheduled for City Council action in July 2012.

3. Lead the legislative process to adopt the Waterfront Master Plan, development regulations and Planned Action Ordinance.

Delayed – The Waterfront Sub-Area application package has not been received by PCD for processing. The City and County continue to work on details for the package.

4. Lead the legislative process to review the King Mountain Urban Village Plan and development regulations, including creating new east/west transportation connections.

On schedule – Project is scheduled for City Council action in July 2012.

5. Conduct Design Review of development proposals using established design standards and guidelines.

Ongoing – To date, 25 Design Review Permit applications and 5 Design Review Board (DRB) meetings were held.

6. Complete docketed neighborhood plan amendments including Sehome and Fairhaven Phase II Neighborhood Plan updates.

On schedule - Sehome Neighborhood Plan update completed. A draft Fairhaven Neighborhood and Urban Village Plan is scheduled for completion in July 2012.

7. Complete clarifications and minor updates to the land use and development code to ensure consistency with the existing Comprehensive Plan infill goals and policies.

Ongoing – To date, 3 of 5 identified groups of amendments to the Bellingham Municipal Code have been completed.

**Planning and Community Development Department Objectives for 2011
with Accomplishments (continued)**

Safe & Prepared Community

1. Expand Building Service Division's disaster response capability through ongoing training and coordination with Bellingham's Emergency Management Division.

Ongoing - Working with the Washington Association of Building Officials (WABO), new statewide legislation was passed in 2011 allowing building safety personnel to assist our jurisdictional neighbors in disaster response.

Access to Quality of Life Amenities

1. Work with the Arts Commission to rejuvenate public spaces by evaluating relocation of existing city-owned artworks.

On schedule - Arts Commission members juried the outdoor sculpture collection in April 2011 and will be looking at relocation opportunities as well as maintenance and protection needs of the collection.

Equity & Social Justice

1. Make loans for new permanently affordable housing, rehabilitate homes occupied by low and moderate-income households, and provide down payment assistance to first time homebuyers.

On schedule - The City has worked with Kulshan Community Land Trust to assist in acquiring homes in the First Time Homebuyer Program, as well as setting up an agreement for construction of a home and site planning for a development in the Birchwood Neighborhood. 2011 Federal budget cuts to the Community Development Block Grant and HOME programs resulted in approximately \$228,000 less funding available for all activities, including the First Time Homebuyer Program.

2. Evaluate and begin implementation of recommendations from the County-wide Housing Affordability Task Force.

On schedule - The City's web page has been updated to reflect the current status of CHAT. Recommendations from the CHAT report will be reviewed by staff and the CDAB as part of the city's Housing Element update beginning in 2014.

3. Begin analysis and public outreach for the City's 5-year Strategic Plan for Community Development.

On schedule - The CDAB reviewed the City Legacies and Strategic Commitments and how they aligned with HUD Formula Program Goals. The CDAB adopted a work program that will lead towards adoption of a new 5-year Strategic Plan in 2012. Funding reductions experienced in 2011 may continue in future years. Reductions of this magnitude will require the City and partners to reprioritize limited funding sources.

**Planning and Community Development Department Objectives for 2011
with Accomplishments (continued)**

4. Fund support services for lower-income residents by identifying specific focus areas and selecting partners that can deliver results in targeted areas.

On schedule - Delayed adoption of the federal budget for HUD, along with a 16% reduction in the Community Development Block Grant award for 2011 resulted in over \$32,000 of reductions in Human Service grant awards. Contracts for 2011 were executed in August.

Planning and Community Development Performance/Activity Measures

Planning Services Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual
SELECTED PERMIT APPLICATIONS									
Subdivision/Short Plats	55	47	99	61	40	31	37	25	36
New Lots Created	200	123	130	284	231	81	72	72	26
SEPA Determination	112	106	105	54	48	45	53	43	46
Critical Areas	14	21	40	10	10	26	55	55	54
Clearing/Grading	62	36	25	23	11	15	23	8	25
Shoreline	17	7	11	9	12	22	30	44	37
Planned Development	32	35	27	17	13	11	6	13	15
Conditional Use	21	17	13	13	14	7	6	4	9

From prior budget document publication, 2010 data has been corrected in many categories and Subdivision/Short Plat numbers were corrected back to 2008.

Building Services Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual
Plans Reviewed	2,000	1,145	2,146	2,123	1,738	1,553	2,070	1,393	1,506
Average Time (Number of Days)	12	9.5	14	17	19	13	10	6	9
% of permits completed within specified cycle time							92%	82%	82%
Permits Issued									
Building	1,131	1,166	1,140	626	946	776	668	752	675
Total Permits, All Types	4,608	4,770	4,846	4,198	4,372	3,681	3,111	3,472	3,615
Customers visiting counter					12,643	10,852	10,145	9,718	10,970

Average number of days for plan review – goal is 15 days.

More detailed [permit activity](#) is available on the web site.

Results of the Permit Center’s program of periodic [customer satisfaction surveys](#) are available on the web site.

Community Development Division	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual
Low-income housing units created	n/a	-	-	111	51	45	54	4	77
Homes rehabilitated that are owned by low/moderate income households	n/a	18	12	11	11	20	17	16	15
Rent assistance to homeless families	n/a	17	15	20	21	15	22	19	21
First-time homebuyers assisted	n/a	5	14	9	6	23	12	5	5
Arts projects completed	n/a	n/a	-	3	5	2	2	3	3

Much of the Community Development Division’s work is funded through Federal grant programs. Only a few highlights are presented in the table above. Goals, work plans and accomplishments for these programs are in the [Consolidated Plan](#), which is available on line. The annual performance report, or CAPER, for the grant programs is on the same page.

HEARING EXAMINER

Hearing Examiner Mission

To provide fair and impartial quasi-judicial proceedings in which the public is encouraged to participate.

Description of Services

- Hear and decide quasi-judicial land use applications and administrative appeals.
- Provide recommendations to the City Council regarding land use and procedural codes.
- Assist the Municipal Court with judicial responsibilities.
- Provide high quality quasi-judicial service.
- Issue decisions in accordance with City ordinances that are consistent with officially adopted City policies, goals, and objectives.

For more information visit the [Hearing Examiner's web page](#).

Hearing Examiner Department Budget Summary

Funding Sources	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
General	184,465	193,857	206,254	12,397	6.4%
TOTAL ALL SOURCES	184,465	193,857	206,254	12,397	6.4%

Expenditures by Type	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
Salaries and Benefits	177,625	183,876	192,785	8,909	4.8%
Supplies	517	1,610	4,610	3,000	186.3%
Other Services and Charges	4,488	5,705	5,705	-	0.0%
Interfund Charges	1,835	2,666	3,154	488	18.3%
TOTAL EXPENDITURES	184,465	193,857	206,254	12,397	6.4%

TOTAL PAID STAFF	1.5	1.5	1.5	0.0	0.0%
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[Budgeted positions are listed](#) in the personnel section.

Significant Expenditure Changes

- The increase in *Salaries and Benefits* of \$12,397 is the result of a large increase in medical insurance premiums and salary increases for eligible staff.

Hearing Examiner Department

Hearing Examiner Department Budget Summary (continued)

Detailed Hearing Examiner Department expenditures are shown here.

Department Expenditures by Sub-type	2010 Actual	2011 Adopted	2012 Budget	Change from 2011	
				Amount	Percent
SALARIES & WAGES	136,336	138,455	141,182	2,727	2.0%
SALARIES & WAGES Subtotal	136,336	138,455	141,182	2,727	2.0%
PERSONNEL BENEFITS	41,289	45,421	51,603	6,182	13.6%
PERSONNEL BENEFITS Subtotal	41,289	45,421	51,603	6,182	13.6%
OFFICE & OPER. SUPPLIES	377	1,150	1,150	0	0.0%
SMALL TOOLS & MINOR EQUIP	140	460	3,460	3,000	652.2%
SUPPLIES Subtotal	517	1,610	4,610	3,000	186.3%
PROFESSIONAL SERVICES	0	75	75	0	0.0%
COMMUNICATION	119	140	140	0	0.0%
TRAVEL	569	900	900	0	0.0%
ADVERTISING	2,640	3,190	3,190	0	0.0%
MISCELLANEOUS	1,160	1,400	1,400	0	0.0%
OTHER SERVICES & CHARGES Subtotal	4,488	5,705	5,705	0	0.0%
INTERFUND COMMUNICATIONS	66	294	291	(3)	-1.0%
INTERFUND OPERATING RENTALS	1,769	1,857	1,775	(82)	-4.4%
INTERFUND INSURANCE SERVICES	0	515	592	77	15.0%
INTERFUND REPAIRS & MAINT	0	0	496	496	0.0%
INTERFUND PAYT FOR SERVICE Subtotal	1,835	2,666	3,154	488	18.3%
TOTAL EXPENDITURES	184,465	193,857	206,254	12,397	6.4%

Hearing Examiner Department Program Groups

Hearing Examiner accounting is done within a single group. Revenues by Group represent specific revenue generated by the Hearing Examiner's Office for the General Fund.

Revenues by Group	2010 Actual	2011 Adopted	2012 Budget	Change from 2011	
				Amount	Percent
Hearing Examiner	17,153	30,000	30,000	-	0.0%
Subtotal of Revenues by Group	17,153	30,000	30,000	-	0.0%

Expenditures by Group	2010 Actual	2011 Adopted	2012 Budget	Change from 2011	
				Amount	Percent
Hearing Examiner	184,465	193,857	206,254	12,397	6.4%
TOTAL EXPENDITURES	184,465	193,857	206,254	12,397	6.4%

Hearing Examiner Department Objectives for 2011 with Accomplishments

Quality, Responsive City Services

1. Assist Human Resources in the implementation of new Civil Service Rules and Procedures.

In process of adopting the new Civil Service Procedures, and continuing in the new Civil Service Rule revisions process.

2. Continue to provide administrative support at Central Reception.

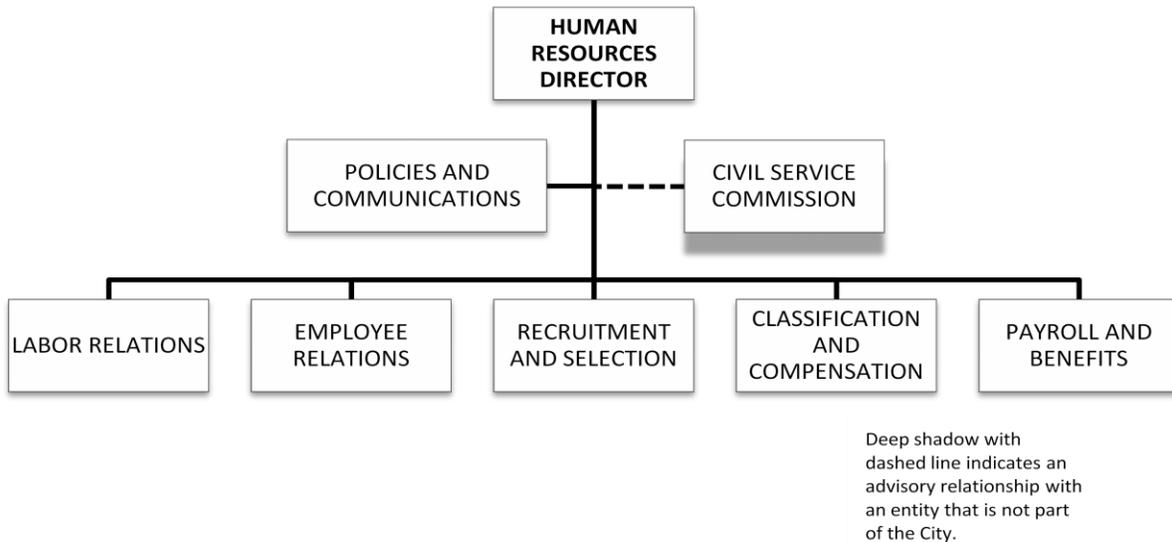
Ongoing.

Hearing Examiner Department Performance/Activity Measures

Hearing Examiner	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	Benchmark or Target
Cases heard	75	84	76	55	54	33	32	24	34	
% of issuances of decision occurring within 15 days from the close of the record for a public hearing	New measure in 2005		80.3%	80.0%	87.0%	96.9%	96.7%	95.7%	85.3%	85%
Average days to issue a decision	New measure in 2006			13.80	10.98	10.48	9.27	12.08	12.03	< 15
Semi-annual reports to Council by: February 15th August 15th	New measure in 2005		yes	yes	yes	yes	yes	yes	*no	yes
			yes	yes	yes	yes	no	no	*no	yes
<i>*Annual Reports for 2010 given in March and for 2011 to-date given in December</i>										

“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



Department Mission

The most important factor in providing quality City service is the caliber and composition of the City's workforce.

We partner with departments to recruit and retain a workforce capable of performing the City's work; and to develop a safe, satisfying, motivating work environment, and a cost-effective, financially sustainable labor force.

Description of Services

The Human Resources (HR) Department supports the mission of the City through employees and personnel programs.

We are:

- Business partners with client work groups.
- Subject matter experts.

We design and administer:

- Total compensation programs (wages and benefits).
- Performance programs (selection, training, performance management).
- Systems (payroll, Human Resources Information System, Civil Service).
- Policies and compliance programs.

We ensure that the taxpayer receives value for labor dollars.

We advocate for all employees.

For more information, visit the [HR Department's services web page](#).

Human Resources Department Budget Summary

The Human Resources (HR) Department is largely supported by the General Fund. The department manages [internal service funds](#) for [Unemployment](#), [Workers' Compensation](#), and [Health Benefits](#); and two [pension and benefit trust funds](#), in order to provide citywide employee benefit programs.

Funding Sources	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
General	1,073,139	1,205,518	1,198,892	(6,626)	-0.5%
Unemployment Compensation	241,536	376,957	247,257	(129,700)	-34.4%
Workers Comp Self-Insurance	446,847	747,354	686,912	(60,442)	-8.1%
Health Benefits	11,017,905	12,604,664	12,965,698	361,034	2.9%
Firefighter Pension and Benefit	1,921,967	2,229,423	2,360,437	131,014	5.9%
Police Pension and Benefit	977,887	1,252,978	1,335,872	82,894	6.6%
TOTAL ALL SOURCES	15,679,281	18,416,894	18,795,068	378,174	2.1%

Expenditures by Type	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
Salaries and Benefits	3,909,792	4,419,857	4,567,991	148,134	3.4%
Supplies	112,051	168,550	158,698	(9,852)	-5.8%
Other Services and Charges	11,394,294	13,413,931	13,621,627	207,696	1.5%
Intergovernmental Services	51,140	115,850	106,181	(9,669)	-8.3%
Interfund Charges	212,004	298,706	340,571	41,865	14.0%
TOTAL EXPENDITURES	15,679,281	18,416,894	18,795,068	378,174	2.1%

TOTAL PAID STAFF	13.8	12.5	13.2	0.7	5.6%
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[Budgeted positions are listed](#) in the personnel section.

Breakdown of Salaries and Benefits Expenditure Type	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
City-wide Cost	2,762,233	3,315,000	3,353,880	38,880	1.2%
Human Resources Department	1,147,559	1,104,857	1,214,111	109,254	9.9%
Salaries and Benefits Total	3,909,792	4,419,857	4,567,991	148,134	3.4%

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

Significant Expenditure Changes

- The increase in *Salaries and Benefits* of **\$109,254 for HR Department staffing** is the result of a large increase in medical insurance premiums and salary increases for eligible staff. There is also an increase of .7 FTE.
- The increase in *Other Services and Charges* of \$207,696 is mostly for the increase in medical insurance premiums. There is also an increase in anticipated management and consulting contracts associated with labor negotiations.
- Increase in *Interfund Charges* of \$41,865 is mostly due to the Indirect Cost Allocation Plan that recovers general fund expenditures for administrative services.

Human Resources Department

Human Resources Department Budget Summary (continued)

More detailed Human Resource Department expenditures across all funds and programs are shown here.

Department Expenditures by Sub-type	2010 Actual	2011 Adopted	2012 Budget	Change from 2011	
				Amount	Percent
SALARIES & WAGES	991,373	940,220	990,606	50,386	5.4%
OVERTIME & HAZARD DUTY	51	0	600	600	0.0%
SALARIES & WAGES Subtotal	991,424	940,220	991,206	50,986	5.4%
PERSONNEL BENEFITS	551,125	664,637	584,043	(80,594)	-12.1%
PENSION & DISABILITY PAY	2,367,243	2,815,000	2,992,742	177,742	6.3%
PERSONNEL BENEFITS Subtotal	2,918,368	3,479,637	3,576,785	97,148	2.8%
OFFICE & OPER. SUPPLIES	80,851	126,300	120,450	(5,850)	-4.6%
SMALL TOOLS & MINOR EQUIP	31,200	42,250	38,248	(4,002)	-9.5%
SUPPLIES Subtotal	112,051	168,550	158,698	(9,852)	-5.8%
PROFESSIONAL SERVICES	11,271,364	13,184,200	13,405,784	221,584	1.7%
COMMUNICATION	175	400	200	(200)	-50.0%
TRAVEL	11,135	15,900	22,250	6,350	39.9%
ADVERTISING	11,765	24,500	20,000	(4,500)	-18.4%
OPERATING RENTALS & LEASES	90	600	600	0	0.0%
INSURANCE	40,900	49,500	49,500	0	0.0%
REPAIRS & MAINTENANCE	4,128	5,500	5,300	(200)	-3.6%
MISCELLANEOUS	54,737	133,331	117,993	(15,338)	-11.5%
OTHER SERVICES & CHARGES Subtotal	11,394,294	13,413,931	13,621,627	207,696	1.5%
INTERGOVERNMENTAL PROF SERV	50,440	115,250	103,600	(11,650)	-10.1%
EXTERNAL TAXES & OPER ASSESS	700	600	700	100	16.7%
INTERFUND SUBSIDIES	0	0	1,881	1,938	0.0%
INTERGOVERNMENTAL SERVICES Subtotal	51,140	115,850	106,181	(9,612)	-8.3%
INTERFUND PROFESSIONAL SERVICE	146,505	238,108	276,987	38,879	16.3%
INTERFUND COMMUNICATIONS	3,294	7,102	7,672	570	8.0%
INTERFUND SUPPLIES	0	925	925	0	0.0%
INTERFUND OPERATING RENTALS	62,205	38,601	36,764	(1,837)	-4.8%
INTERFUND INSURANCE SERVICES	0	13,970	10,468	(3,502)	-25.1%
INTERFUND REPAIRS & MAINT	0	0	7,755	7,755	0.0%
INTERFUND PAYT FOR SERVICE Subtotal	212,004	298,706	340,571	41,865	14.0%
TOTAL EXPENDITURES	15,679,281	18,416,894	18,795,068	378,231	2.1%

Human Resources Department Program Groups

Revenues by Group	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
Human Resources Svcs and Admin	51	-	655,577	655,577	--
HR Services OBSOLETE >2010	513,533	549,879	-	(549,879)	-100.0%
HR Training OBSOLETE >2010	310	-	-	-	--
HR Payroll OBSOLETE >2010	116,624	120,144	-	(120,144)	-100.0%
Unemployment Benefits Services	155,555	178,263	124,957	(53,306)	-29.9%
Workers Comp Benefits Services	653,112	558,284	508,714	(49,570)	-8.9%
Health Benefits Services	10,848,187	11,763,603	12,408,352	644,749	5.5%
Pension Benefits Services	3,564,383	3,452,245	4,036,590	584,345	16.9%
Subtotal of Revenues by Group	15,851,755	16,622,418	17,734,190	1,111,772	6.7%

Expenditures by Group	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
Human Resources Svcs and Admin	324,998	331,677	1,198,892	867,215	261.5%
HR Services OBSOLETE >2010	420,427	544,293	-	(544,293)	-100.0%
HR Training OBSOLETE >2010	33,680	48,887	-	(48,887)	-100.0%
HR Payroll OBSOLETE >2010	266,202	254,208	-	(254,208)	-100.0%
HR Benefit Svcs OBSOLETE >2010	27,832	26,453	-	(26,453)	-100.0%
Unemployment Benefits Services	241,536	376,957	247,257	(129,700)	-34.4%
Workers Comp Benefits Services	446,847	747,354	686,912	(60,442)	-8.1%
Health Benefits Services	11,017,905	12,604,664	12,965,698	361,034	2.9%
Pension Benefits Services	2,899,854	3,482,401	3,696,309	213,908	6.1%
TOTAL EXPENDITURES	15,679,281	18,416,894	18,795,068	378,174	2.1%

Group Descriptions

The Human Resources Administration group provides management of the department. Additionally, these General Fund groups were combined into one HR Services and Administration Group beginning with the 2012 budget:

- The Human Resources Services group develops and provides personnel services to departments in the areas of compensation, benefits, employee wellness, labor relations, recruitment, selection, performance management, and employment policies and regulations.
- The Human Resources Training group coordinates training and development opportunities for city staff.
- The Human Resources Payroll Services group processes payroll checks for all city employees and benefit entitlements for eligible uniformed retirees.
- The Human Resources Benefit Services group provides benefits access for employees, retirees, and their families.

The Unemployment Benefits Service group manages the internal service fund and provides unemployment insurance benefits for all city employees.

The Workers' Compensation Benefits Services group manages the internal service fund and provides workers' compensation coverage for all city employees.

Human Resources Department Program Groups (continued)

The Health Benefits Services group manages the internal service fund and provides medical, dental, and vision insurance for eligible city employees.

The Pension Benefits Services group provides disability, pension and medical benefits required by state law to Police and Fire officers and retirees hired before October 1, 1977.

Human Resources Department Objectives for 2012

1. Negotiate sustainable labor agreements.
2. Partner with ITSD to implement two modules for HRIS: the recruitment / selections module and a new tax module.
3. Strive to meet new WellCity standards.
4. Promote diversity in hiring processes.

Human Resources Department Objectives for 2011 with Accomplishments

Quality, Responsive City Services

1. Continue effort to negotiate sustainable collective bargaining agreements with specific attention to containing medical inflation cost while offering choice and flexibility to employees.

Conducted labor negotiations at an unprecedented level:

- *Settled Teamsters 231 (Supervisory and Professional) unit and IAFF 106 Collective Bargaining Agreements; both with 0% COLA for 2011, significant reductions in the City's contributions to health insurance and within Council-provided authority.*
- *Amicable certification of new Police Lieutenant bargaining unit.*
- *Negotiations on docket with AFSCME 114 (largest unit) and 114F (Fire Dispatchers), IAFF 106S, Police Lieutenants.*
- *Memorandum of Understanding (MOU) with AFSCME 114 regarding providing a bridge for current Incinerator Operators to gain experience and education required become Plant Operators-in-Training in order to move to future plants technologies.*
- *Bargained to impasse with Police Guild; now moving to interest arbitration.*

2. Succession planning and preparation for the Civil Service Commission.

New Commissioner appointed 1/1/2011 and a new Commissioner appointed 1/1/2012.

3. Plan and prepare for implementation of recruitment and selection module of HRIS system.
This project is slated for Q4. It was dependent on completion of a major upgrade that is just being finalized.

Human Resources Department Objectives for 2011 with Accomplishments (continued)

4. Analyze processes to improve efficiency and effectiveness with decreased resources.

HR has streamlined several internal processes and provided many automated reports to assist departments in managing their operations.

Continuing process improvement with new Human Resources Information System (HRIS):

- *Completed first year-end process in new system.*
- *Implemented upgrade to version 4.10.*
- *Began training for design and implementation of new Recruitment and Selections/Applicant. Tracking module to replace legacy, DOS-based system.*
- *Developed and implemented automated service credit tracking for use in reductions in force.*
- *Developed on an on-going basis, management reports for use by City departments.*
- *Reduced the number of checks being processed by automating electronic transfers between funds.*
- *Eliminated manual time entry in Public Works and Planning and Community Development by developing Excel spreadsheets that are scripted into the HRIS.*
- *Created payroll solution to replace manual AP payment of Fire LEOFF 2 disability premium payments.*
- *Performance appraisal tracking implemented.*
- *Created Wellness page on COBNET.*

5. Support and encourage professional development and cross-training to strengthen and diversify limited staff resources.

HR has hired trainers as well as partnered with staff in various City departments to provide nuts and bolts training across the organization. As of August, 464 staff members attended City staff development classes. Using information technology tools and training for supervisors have been priorities for staff development this year.

Provided City-wide training:

- *Managing statutory leave entitlements for supervisors (FMLA/Washington leave laws/ADAAA)*
- *Software programs (Word, Excel Levels 1 and 2, Microsoft Report Builder)*
- *Public Records Management and Disclosure*
- *HIPAA Awareness*
- *Agenda Bill process and tools*
- *Using Web CityIQ*
- *Diversity and EEO training*
- *Streamlined New Employee Orientation so employees can complete in one visit*

Human Resources Department

Human Resources Department Objectives for 2011 with Accomplishments (continued)

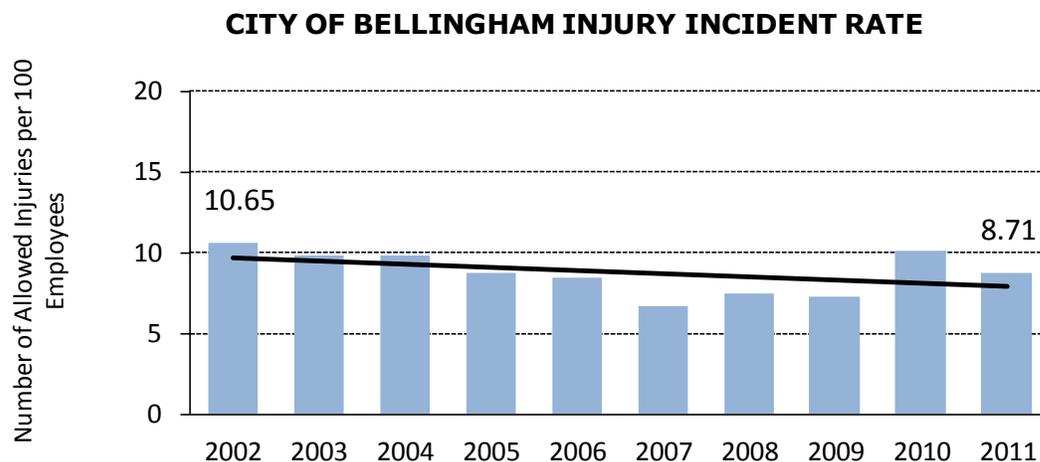
Additional Accomplishments:

Restructured HR Department and down-sized 1.3 FTE from 2010 staffing levels while maintaining service to City staff, departments and job applicants. Between November 2010 and October 2011, lost 4 key staff members with combined City experience of 62.5 years.

- *Redistributed duties including Unemployment Insurance reporting and tracking, Civil Service Chief Examiner, Workers' Compensation/FMLA/ADA resolutions; provided cross-training for HR staff members*
- *Promoted HR Assistant to HR Generalist; professional development is on-going*
- *Hired new Senior HR Analyst to be Labor Lead*
- *Hired new Benefits/Payroll Manager*

Designed and implemented recruitment and selection process for Parks and Recreation Director.

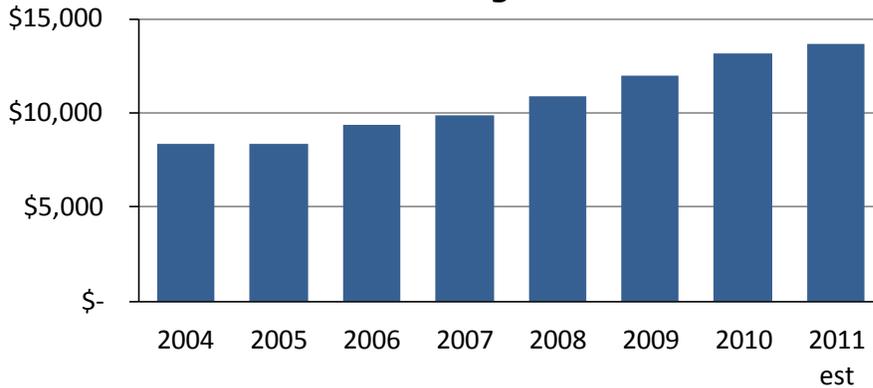
Human Resources Department Performance/Activity Measures



HR Benefits Groups	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual
Total Benefit Costs as % Compared to Base Wage	28.46%	30.18%	31.90%	33.79%	36.17%	37.73%	40.20%	34.16%	36.29%
HR Services Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual
Turnover Rate	new		7.10%	6.25%	7.25%	5.92%	8.61%	7.30%	5.55%
Citywide Overtime Costs as % Compared to Base Wage	3.31%	3.76%	5.04%	5.57%	5.23%	4.38%	4.13%	3.35%	2.82%

Human Resources Department Performance/Activity Measures (continued)

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

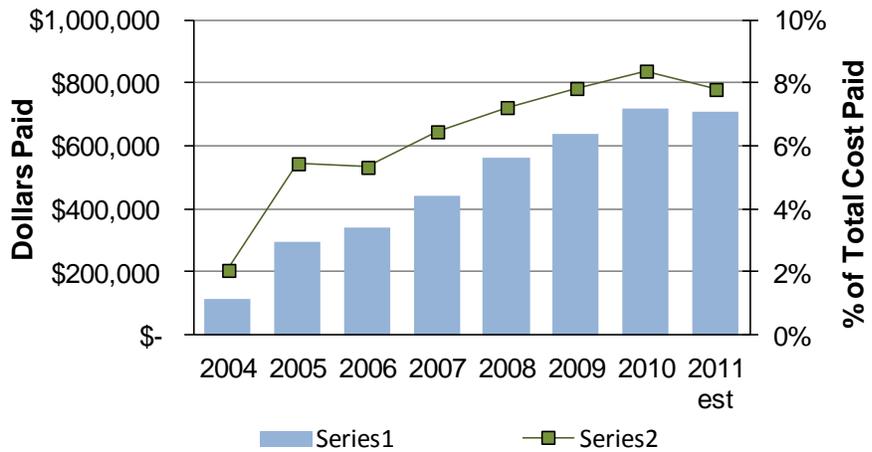


The cost per enrollee for health insurance coverage is rapidly rising. This graph represents only the City's cost.

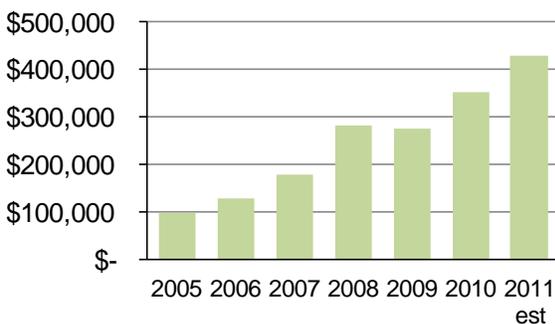
Employee Paid Medical Premiums - Mandatory Premium Sharing

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

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

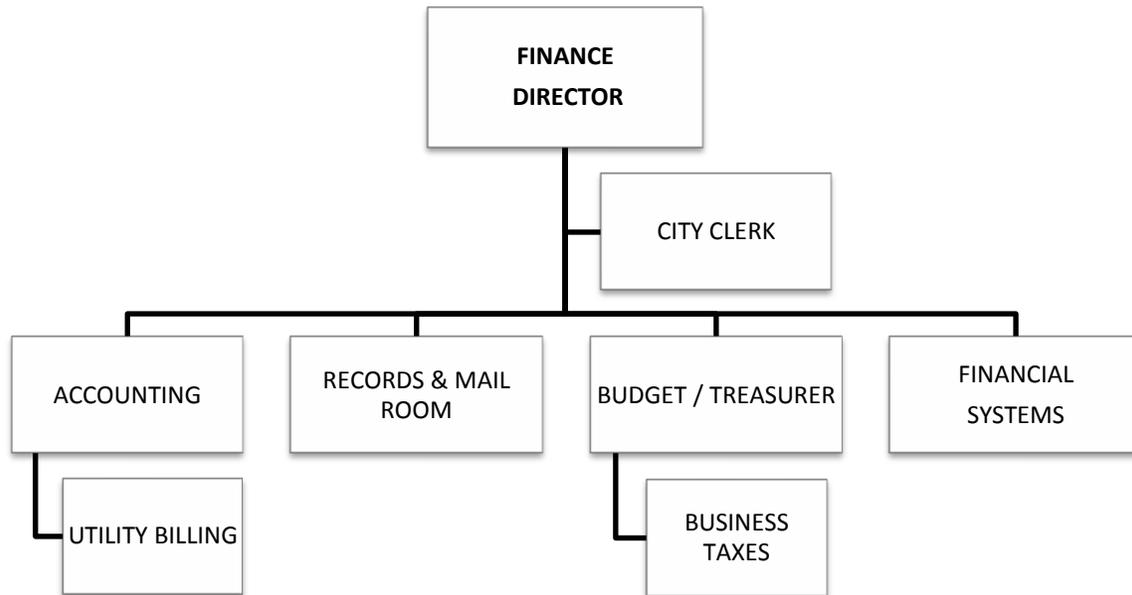


Opt-Out Net Savings



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

FINANCE DEPARTMENT



Department Mission

Provide excellent customer service to the public and financial stewardship of the City's resources. Provide professional records management, internal mail, financial and accounting services to City departments.

As City Clerk, facilitate communication and information sharing between the City and its citizens, including citizen access to public records.

Description of Services

The Finance Department provides financial services to citizens and City departments including: utility billing and collection, accounts payable, fund accounting, internal financial controls, budgeting and financial reporting. Other support services provided include internal mail service and records management. City Clerk responsibilities include maintaining the record of City Council actions and proceedings and maintaining the original public instruments (contracts, deeds, etc.) to which the City is a party. Treasurer responsibilities include managing the City's debt and investments.

For more information, visit the [Finance Department's services web page](#).

Finance Department Budget Summary

Finance Department operations are funded from the General Fund. Revenues are collected from all city departments based on an internal cost allocation methodology. Other funds listed are [debt service funds](#) administered by the Finance Department.

Funding Sources	2010 Actual	2011 Adopted	2012 Budget	Change from 2011	
				Amount	Percent
General	1,965,464	2,201,401	2,223,790	22,389	1.0%
2001 Fire UTGO Bond	348,802	350,165	-	(350,165)	-100.0%
1999 LTGO Bond Redemption	549,150	-	-	-	--
Refunding GO Bonds 1996	347,405	346,303	343,788	(2,515)	-0.7%
Sportsplex Acquisition Debt	269,517	271,333	272,433	1,100	0.4%
2004 PFD/Civic Field LTGO	1,278,740	1,321,763	1,349,413	27,650	2.1%
Drake Note	17,963	17,964	17,964	-	0.0%
PW Trust Loan-Str Overlay	168,201	167,412	166,622	(790)	-0.5%
LID Guaranty	32	-	-	-	--
#1106 Bakerview Rd	100,325	-	-	-	--
TOTAL ALL SOURCES	5,045,599	4,676,341	4,374,010	(302,331)	-6.5%

Expenditures by Type	2010 Actual	2011 Adopted	2012 Budget	Change from 2011	
				Amount	Percent
Salaries and Benefits	1,459,770	1,721,600	1,735,463	13,863	0.8%
Supplies	20,513	44,750	51,750	7,000	15.6%
Other Services and Charges	326,317	220,925	209,650	(11,275)	-5.1%
Intergovernmental Services	99,289	106,070	114,782	8,712	8.2%
Interfund Charges	59,575	108,056	112,145	4,089	3.8%
Subtotal of Operations	1,965,464	2,201,401	2,223,790	22,389	1.0%
Debt Service	3,080,135	2,474,940	2,150,220	(324,720)	-13.1%
TOTAL EXPENDITURES	5,045,599	4,676,341	4,374,010	(302,331)	-6.5%

TOTAL PAID STAFF	18.1	20.8	20.8	0.0	0.0%
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[Budgeted positions are listed](#) in the personnel section.

Significant Expenditure Changes

- \$324,720 of the decrease in *Debt Service* is due to the final payment of the 2001 General Obligation Bonds that were used to construct the Deemer Road Fire Station. There is a similar reduction in property tax revenue as an offset.

Finance Department Budget Summary (continued)

Detailed expenditures for the Finance Department across all funds and programs are shown here.

Department Expenditures by Sub-type	2010 Actual	2011 Adopted	2012 Budget	Change from 2011	
				Amount	Percent
SALARIES & WAGES	1,076,437	1,214,658	1,192,728	(21,930)	-1.8%
OVERTIME & HAZARD DUTY	253	2,600	2,600	0	0.0%
SALARIES & WAGES Subtotal	1,076,690	1,217,258	1,195,328	(21,930)	-1.8%
PERSONNEL BENEFITS	383,080	504,342	540,135	35,793	7.1%
PERSONNEL BENEFITS Subtotal	383,080	504,342	540,135	35,793	7.1%
OFFICE & OPER. SUPPLIES	10,171	32,135	32,135	0	0.0%
FUEL CONSUMED	21	1,600	1,600	0	0.0%
SMALL TOOLS & MINOR EQUIP	10,321	11,015	18,015	7,000	63.5%
SUPPLIES Subtotal	20,513	44,750	51,750	7,000	15.6%
PROFESSIONAL SERVICES	133,309	37,400	26,025	(11,375)	-30.4%
COMMUNICATION	33	124,150	124,150	0	0.0%
TRAVEL	3,362	7,550	7,550	0	0.0%
ADVERTISING	4,258	2,000	2,000	0	0.0%
OPERATING RENTALS & LEASES	640	17,050	17,050	0	0.0%
REPAIRS & MAINTENANCE	19,340	25,000	25,000	0	0.0%
MISCELLANEOUS	165,375	7,775	7,875	100	1.3%
OTHER SERVICES & CHARGES Subtotal	326,317	220,925	209,650	(11,275)	-5.1%
INTERGOVERNMENTAL PROF SERV	99,288	106,050	114,762	8,712	8.2%
EXTERNAL TAXES & OPER ASSESS	1	20	20	0	0.0%
INTERGOVERNMENTAL SERVICES Subtotal	99,289	106,070	114,782	8,712	8.2%
G. O. BONDS	1,935,000	1,510,000	1,245,000	(265,000)	-17.5%
SPECIAL ASSESSMENT BONDS	80,000	0	0	0	0.0%
OTHER NOTES	165,422	165,964	166,544	580	0.3%
DEBT SERVICE PRINCIPAL Subtotal	2,180,422	1,675,964	1,411,544	(264,420)	-15.8%
INTEREST/LONG-TERM EXT. DEBT	898,244	797,276	737,401	(59,875)	-7.5%
DEBT REGISTRATION COSTS	1,469	1,700	1,275	(425)	-25.0%
DEBT SERVICE INTEREST Subtotal	899,713	798,976	738,676	(60,300)	-7.5%
INTERFUND PROFESSIONAL SERVICE	3,376	4,411	4,744	333	7.5%
INTERFUND COMMUNICATIONS	2,486	9,935	10,059	124	1.2%
INTERFUND SUPPLIES	0	100	100	0	0.0%
INTERFUND OPERATING RENTALS	53,713	82,021	69,367	(12,654)	-15.4%
INTERFUND INSURANCE SERVICES	0	8,653	12,448	3,795	43.9%
INTERFUND REPAIRS & MAINT	0	2,936	15,427	12,491	425.4%
INTERFUND PAYT FOR SERVICE Subtotal	59,575	108,056	112,145	4,089	3.8%
TOTAL EXPENDITURES	5,045,599	4,676,341	4,374,010	(302,331)	-6.5%

Finance Department Program Groups

Revenues by Group	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>Finance Administration</i>	165,964	153,236	155,992	2,756	1.8%
<i>Finance Services</i>	1,383,426	1,352,051	1,274,948	(77,103)	-5.7%
<i>Records, Microfilm & Mail Room</i>	-	281,268	276,167	(5,101)	-1.8%
<i>Debt Services</i>	3,408,365	2,395,792	2,155,233	(240,559)	-10.0%
Subtotal of Revenues by Group	4,957,755	4,182,347	3,862,340	(320,007)	-7.7%

Expenditures by Group	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>Finance Administration</i>	295,884	313,118	420,145	107,027	34.2%
<i>Finance Services</i>	1,669,580	1,504,695	1,430,052	(74,643)	-5.0%
<i>Records, Microfilm & Mail Room</i>	-	383,588	373,593	(9,995)	-2.6%
<i>Debt Service Administration</i>	3,080,135	2,474,940	2,150,220	(324,720)	-13.1%
TOTAL EXPENDITURES	5,045,599	4,676,341	4,374,010	(302,331)	-6.5%

Group Descriptions

The Finance Administration group includes the Finance Director, Financial Systems, and City Clerk office operating costs.

The Finance Services group includes Utility billing and collection, business licensing and taxes, cash management, investing, accounting, and budgeting functions.

The Records, Microfilm and Mail Room function was transferred to the Finance Department beginning in 2011.

The Debt Service Administration group shows the principal, fees and interest incurred by the debt funds managed by the finance department.

Finance Department Objectives for 2012

1. Software Planning and Implementations
 - a. Longer Term Financial Management
 - b. Review of financial elements of BMC
 - c. Planning for capital investment
2. Review of all Fund structures
3. Target higher utilization of on-line services
 - a. Utility billing
 - b. B and O tax filings
4. Move all payables to ACH payment methods

Finance Department Objectives for 2012 (continued)

5. Recommend Financial Strategies
 - a. Preventative Maintenance Program
 - b. Asset Replacement
 - c. Facilities Planning
6. Serve as financial advisor on Economic Development
7. Continued broad base Finance Department employee development program

Finance Department Objectives for 2011 with Accomplishments

Vibrant Sustainable Economy

1. In partnership with Information Technology Services, continue to work on web-based systems and programs to encourage users of City services to file reports and to pay City billings on-line.

Currently over 40% of City utility customers pay via either web-based payment systems or through automated banking services. Finance staff has also participated in web-based systems enhancements in Parks, Muni-court and parking.

2. Provide analysis and input to efforts of the Mayor and council towards Economic Development with specific emphasis on recruitment and retention plans.

Finance director is city representative on Northwest Economic Council executive board and is participating in developing a city and county wide economic development strategy which includes an inventory of tools and asset mapping. We also assist both the Executive staff and Planning staff in providing resources to specific initiatives and programs that assist small business.

3. Provide financial templates and oversight for all community planning efforts.

This support is provided on an on-going basis, specific examples for 2011 include Waterfront district development, PDA proposed development, park land purchases, environmental clean-ups, landlord rental licensing, and watershed land acquisitions.

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.

This project has not moved forward, however we did take the opportunity to inventory and finance the upgrading and replacement of energy systems in 22 separate facilities through both a state and federal program that provides financial assistance for energy conservation capital projects.

**Finance Department Objectives for 2011 with Accomplishments
(continued)**

2. Provide detailed financial analysis of departmental programs as a part of the budgetary cycles.

Working with Council and Executive staff, expanded the 2012 budget schedule to include more opportunities for Council input and inter-departmental involvement.

3. Develop on-going presentations of the state of City finances that will be offered to a broad array of audiences including council, management, union representatives, outside boards and commissions, and other interested outside groups.

Staff continues to post monthly financial statements to the Finance Department website. The Finance Director presents to Council quarterly updates, and presents regular updates to department heads and staff regarding city finances. During the year presentations on city finances have occurred to a variety of interest groups and citizen advisory groups.

Quality, Responsive City Services

1. Integrate the Records and Mail room functions into the finance operations.

Despite significant staffing challenges, the Records and Mailroom department has been fully integrated, with streamlined procedures and elimination of redundant services. The transfer of this function to finance has resulted in significant cost reductions.

2. Fully implement an enhanced contract and professional services audit and payables system, providing a basis for implementing a robust, cost accounting structure.

This project has taken small steps with the Accounts Payable system now paying some bills via the ACH banking system eliminating the check processing function. Finance staff hope to have all vendors on ACH payment terms in 2012. Additional work needs to be done regarding invoice and contract electronic approvals and meeting the requirements of the state auditor on internal controls.

3. Develop with council and the administration enhanced budgeting process which at a minimum would include a more complete five year capital funding plan.

Finance staff have been working with Public Works on identifying appropriate funding mechanisms and timing for their significant five year plan. With the contraction of tax receipts we continue to be concerned that identified funding resources for the city's long term capital needs may not be sufficient to provide the resources in the time frame indicated in the budget. Additional work needs to be done especially as to Funds within the budget that have seen the most significant impact from the recession.

4. Provide professional, timely finance expertise to public works and others as to expected 2011 debt financings

Finance collaborated with Public Works on two financings in 2011 both of which were closed with very favorable terms and pricing.

Finance Department Objectives for 2011 with Accomplishments (continued)

- Develop with the administration a long term balanced budget that does not utilize General fund reserves below the threshold reserve target as outlined in the Financial Guidelines.

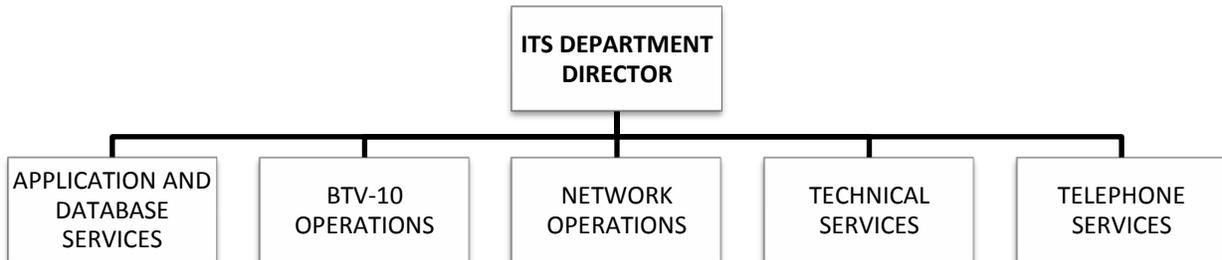
Although the Adopted 2012 Budget exceeds the General Fund reserve target of 12%, expenses continue to exceed revenues, necessitating the use of reserves.

Finance Department Performance/Activity Measures

Finance Services	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	Benchmark or Target
Ave # days to close month in G/L excluding yr end			15.0	13.4	14.2	16.3	14.4	14.2	15.0	15.0
% of Accounts Payable Invoices paid within 30 days					99.5%	99.0%	99.8%	99.8%	99.7%	99%
Received unqualified State Audit Report for fiscal year	yes	yes	yes	yes	no	yes	yes	yes		yes
Percent of residential customers on utility autopay program	15.0%	16.5%	17.0%	20.4%	22.4%	24.6%	24.4%	24.2%	28.1%	increase or maintain
Local tax revenues recovered from discovery and audit work (in thousands)	\$ 477	\$ 190	\$ 586	\$ 134	\$ 188	\$ 480	\$ 211	\$ 292	\$ 233	
*City Bond Rating - Moody's (unlimited / limited tax bonds)	Aa3/A1	Aa3/A1	Aa3/A1	Aa3/A1	Aa3/A1	Aa3/A1	Aa3/A1	Aa3/Aa2	Aa2/Aa2	Aa3/A1
Investment yield over rolling two year Treasury	-0.22%	0.44%	0.87%	1.04%	0.53%	0.02%	-0.25%	0.44%	0.59%	>Treasury

Debt Service Admin Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Budget	2011 Actual	2012 Budget
GENERAL OBLIGATION DEBT										
Bonds Issued (millions)	\$ -	\$ 20.7	\$ 8.7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6.5	\$ -
Bonds Redeemed (millions)	\$ 1.0	\$ 2.3	\$ 1.8	\$ 2.1	\$ 2.2	\$ 2.3	\$ 2.2	\$ 2.4	\$ 2.0	\$ 1.7
GO Bonded Debt (millions)	\$ 11.0	\$ 29.4	\$ 36.2	\$ 34.2	\$ 32.0	\$ 29.7	\$ 27.5	\$ 25.1	\$ 29.6	\$ 27.9
Ratio: GO Bond Debt per Capita	\$ 157	\$ 420	\$ 501	\$ 465	\$ 425	\$ 392	\$ 361	\$ 324	\$ 366	\$ 344

INFORMATION TECHNOLOGY SERVICES DEPARTMENT



Department Mission

Provide leadership and direction to the departments of the City in identifying and utilizing appropriate information technologies (data, voice, and video) in such a way that the organization is more effective and efficient in providing government services to the public.

Description of Services

Information Technology Services Department (ITSD) is a service and support organization for all City departments. ITSD provides technical systems leadership and support services within the framework of citywide priorities.

For more information, visit the [ITS Department's services web page](#).

Information Technology Services Department Budget Summary

Information Technology Services and Government Access TV operations receive funding primarily from the General Fund. Technology projects have previously been paid for from the Technology Replacement and Reserve Fund.

Two changes were made to funds for 2012:

1. Because of changes in accounting standards, the Technology Replacement and Reserve Fund has been closed and combined with the Telecommunication Fund, which was renamed the [Telecommunication and Technology Fund](#).
2. The [Public Education & Government Access TV \(PEG\) Fund](#) was created to account for a new allocation of a portion of cable franchise fees. It will be used to track revenue and expenditures associated with public, education or government access television.

Funding Sources	2010 Actual	2011 Adopted	2012 Budget	Change from 2011	
				Amount	Percent
General	2,411,415	2,375,636	2,192,530	(183,106)	-7.7%
Technology Replacement & Reserve	361,243	358,671	-	(358,671)	-100.0%
PEG	-	-	369,003	369,003	--
Telecommunication and Technology	365,831	386,010	1,175,904	789,894	204.6%
TOTAL ALL SOURCES	3,138,489	3,120,317	3,737,437	617,120	19.8%

Expenditures by Type	2010 Actual	2011 Adopted	2012 Budget	Change from 2011	
				Amount	Percent
Salaries and Benefits	1,772,345	1,743,308	1,843,059	99,751	5.7%
Supplies	183,648	123,795	136,429	12,634	10.2%
Other Services and Charges	865,603	792,659	704,870	(87,789)	-11.1%
Intergovernmental Services	1,056	1,955	1,180	(775)	-39.6%
Interfund Charges	125,314	165,580	171,266	5,686	3.4%
Subtotal of Operations	2,947,966	2,827,297	2,856,804	29,507	1.0%
Capital Outlay	190,523	293,020	880,633	587,613	200.5%
TOTAL EXPENDITURES	3,138,489	3,120,317	3,737,437	617,120	19.8%

TOTAL PAID STAFF	19.6	19.2	19.2	0.0	0.0%
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[Budgeted positions are listed](#) in the personnel section.

Significant Expenditure Changes

- The increase in *Salaries and Benefits* of \$99,751 is the result of a large increase in medical insurance premiums and salary increases for eligible staff.
- Decrease in *Other Services and Charges* of \$87,789 is mostly a reduction in software maintenance contracts.
- Increase of *Capital Outlay* of \$587,613 for increase is for high priority citywide hardware and software projects such as servers, backup & storage, inventory, and email software.

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

ITSD Budget Summary (continued)

Detailed Information Technology Services Department expenditures across all funds and programs are shown here.

Department Expenditures by Sub-type	2010 Actual	2011 Adopted	2012 Budget	Change from 2011	
				Amount	Percent
SALARIES & WAGES	1,328,445	1,279,147	1,324,822	45,675	3.6%
OVERTIME & HAZARD DUTY	378	2,500	2,500	0	0.0%
SALARIES & WAGES Subtotal	1,328,823	1,281,647	1,327,322	45,675	3.6%
PERSONNEL BENEFITS	443,522	461,661	515,737	54,076	11.7%
PERSONNEL BENEFITS Subtotal	443,522	461,661	515,737	54,076	11.7%
OFFICE & OPER. SUPPLIES	77,797	75,620	93,304	17,684	23.4%
FUEL CONSUMED	42	440	440	0	0.0%
SMALL TOOLS & MINOR EQUIP	105,809	47,735	42,685	(5,050)	-10.6%
SUPPLIES Subtotal	183,648	123,795	136,429	12,634	10.2%
PROFESSIONAL SERVICES	119,759	25,370	23,370	(2,000)	-7.9%
COMMUNICATION	181,662	205,564	182,952	(22,612)	-11.0%
TRAVEL	7,700	11,585	9,950	(1,635)	-14.1%
ADVERTISING	4,944	6,617	4,843	(1,774)	-26.8%
OPERATING RENTALS & LEASES	189,525	166,300	168,800	2,500	1.5%
UTILITY SERVICE	2,046	2,850	2,850	0	0.0%
REPAIRS & MAINTENANCE	350,874	352,383	297,885	(54,498)	-15.5%
MISCELLANEOUS	9,093	21,990	14,220	(7,770)	-35.3%
OTHER SERVICES & CHARGES Subtotal	865,603	792,659	704,870	(87,789)	-11.1%
INTERGOVERNMENTAL PROF SERV	1,050	1,955	1,180	(775)	-39.6%
EXTERNAL TAXES & OPER ASSESS	6	0	0	0	0.0%
INTERGOVERNMENTAL SERVICES Subtotal	1,056	1,955	1,180	(775)	-39.6%
MACHINERY AND EQUIPMENT	190,523	293,020	880,633	587,613	200.5%
CAPITAL OUTLAY Subtotal	190,523	293,020	880,633	587,613	200.5%
INTERFUND PROFESSIONAL SERVICE	42,408	61,599	63,567	1,968	3.2%
INTERFUND COMMUNICATIONS	4,977	11,739	11,827	88	0.7%
INTERFUND OPERATING RENTALS	75,217	79,953	80,503	550	0.7%
INTERFUND INSURANCE SERVICES	0	10,219	11,049	830	8.1%
INTERFUND REPAIRS & MAINT	2,712	2,070	4,320	2,250	108.7%
INTERFUND PAYT FOR SERVICE Subtotal	125,314	165,580	171,266	5,686	3.4%
TOTAL EXPENDITURES	3,138,489	3,120,317	3,737,437	617,120	19.8%

Information Technology Services Department

ITSD Program Groups

Revenues by Group	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>Technology Replacements</i>	-	-	909,482	909,482	--
<i>ITSD Services</i>	657,566	954,986	784,031	(170,955)	-17.9%
<i>Government Access TV</i>	289,904	223,050	231,050	8,000	3.6%
<i>Telecommunication</i>	201,781	382,966	372,398	(10,568)	-2.8%
Subtotal of Revenues by Group	1,149,251	1,561,002	2,296,961	735,959	47.1%

Expenditures by Group	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>Technology Replacements</i>	-	-	814,779	814,779	--
<i>ITSD Services</i>	2,512,687	2,524,759	2,192,530	(332,229)	-13.2%
<i>Government Access TV</i>	259,971	209,548	369,003	159,455	76.1%
<i>Telecommunication</i>	365,831	386,010	361,125	(24,885)	-6.4%
TOTAL EXPENDITURES	3,138,489	3,120,317	3,737,437	617,120	19.8%

Group Descriptions

The Technology Replacements group was created to account for the funds moved from the Technology Replacement and Reserve Fund when the fund was closed. The funds are now part of the renamed Telecommunication and Technology Fund, so this group was created to track the technology funds separately from funds designated for telecommunication.

The ITSD Services group provides system planning and technical support for the City's network infrastructure, hardware and software systems.

The Government and Education Access TV group operates the BTV channel 10 station. BTV10 films City-sponsored meetings and events, produces special programming, and cablecasts programs provided by other government agencies and education institutions.

The Telecommunications group provides billing, planning, and technical support for the City's telephone systems.

Information Technology Services Department

The following supplemental table indicates the funding source used by each group.

ITSD Expenditures by Fund then by Group	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
General Fund					
Government Access TV	259,971	209,548	369,003	159,455	76.1%
ITSD Services	2,151,444	2,166,088	2,192,530	26,442	1.2%
General Fund Total	2,411,415	2,375,636	2,561,533	185,897	7.8%
Technology Replacement & Reserve Fund					
ITSD Services	361,243	358,671	-	(358,671)	-100.0%
Telecommunication and Technology Fund					
Technology Replacements	-	-	814,779	814,779	--
Telecommunication	365,831	386,010	361,125	(24,885)	-6.4%
Telecommunication Fund Total	365,831	386,010	1,175,904	789,894	204.6%
TOTAL EXPENDITURES ALL FUNDS	3,138,489	3,120,317	3,737,437	617,120	19.8%

ITSD Objectives for 2012

1. In collaboration with Finance department, replace outdated cashiering system.
2. In collaboration with the Human Resources department, implement a recruitment and selection tracking system that includes the ability for job applicants to fill out job applications online via the City's web site.
3. Replace the City's Lotus Notes e-mail system. This is a critical element of the City's multi-year effort to migrate away from the Lotus Notes/Domino environment.
4. Provide employees with a new SharePoint 2010-based Intranet, as another key element of the City's multi-year effort to migrate away from the Lotus Notes/Domino environment.
5. Continue Windows 7 adoption as City computers are replaced.
6. Update metrics system with 2011 data and provide results information to City leaders and to the public.

ITSD Objectives for 2011 *with Accomplishments*

Quality, Responsive City Services

1. Cashiering System Replacement – In partnership with Finance department, identify integrated cashiering system to replace standalone system and improve support. The City's central cashiering system is used to record most revenue received by the City.

Project put on hold due to staff changes in Finance Department. Resumed during 4th quarter 2011 when new Finance employee joined the City and project will continue into 2012.

2. Comcast Franchise Agreement – In partnership with Legal department, support efforts to conclude Comcast negotiations.

Agreement was finalized and accepted by City Council and Comcast. Final agreement and reference information are available at www.cob.org/comcast.

ITSD Objectives for 2011 with Accomplishments (continued)

3. Migrate internally developed applications to new platform – Begin 3+ year effort to migrate away from Lotus Notes platform for internally developed applications. Develop specific project plan, design and create SharePoint environment, conduct technical training, and begin use of SharePoint 2010 as central platform for internally developed applications. Begin migration of Notes applications to SharePoint.

This project is under way. Project plans have been created, technical infrastructure has been completed. Next steps include gathering employee feedback to assist in prioritizing needs. We anticipate providing new Intranet site for staff and migrating some Lotus Notes applications to SharePoint 2010 by year-end. Also, one key Lotus Notes application, Municipal Code – is scheduled to be migrated to a commercial solution in the months ahead.

4. E-mail options evaluation - Evaluate e-mail platform alternatives and recommend future e-mail platform, for potential implementation in 2012. Implementation plan should include technical and end user training.

High level evaluation of four possible e-mail options is complete and was used to develop a budget estimate to change e-mail platforms. Evaluation included data collection and input from departments, and research on technical processes to change platforms. The project is proposed for consideration as part of 2012 budget. This will be a key 2012 project as e-mail is an essential communications tool for City staff and the public.

5. Performance Measures software - In partnership with Executive department and all departments, implement performance measures tracking software so that community indicators and City performance information is available to employees and to the public.

Software has been selected and purchased; implementation and data review is actively under way, including participation from all departments and review by City Council Liaisons. We anticipate providing an update to the full Council and providing public access in 4Q 2011.

6. Windows 7 deployment – Begin deployment and support of Windows 7 operating system, in conjunction with replacement of end user computers.

Windows 7 testing and configuration standards have been completed, and Windows 7 has been deployed to 91 of the City's 900+ computers. We anticipate that additional computers will be using Windows 7 by year-end in conjunction with further purchase of replacement computers.

Information Technology Services Department

ITSD Performance/Activity Measures

Information Technology Group	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	Benchmark or Target
PC and Tech Services									
# of PCs in the organization			819	894	937	953	933	948	
% of PCs over 4 years old			7%	13%	5%	10%	29%	15%	
<i>2009 - PCs were added for public use at Library and for new Museum facility</i>									
% PC purchases made via cost-effective bulk purchase program			54%	83%	78%	45%	62%	55%	80%
Service Desk									
# of Service Desk contacts / tickets received per month					560	711	679	633	
% Total trouble tickets closed within 2 business days					84%	78%	80%	78%	80%
% Total service requests closed within 2 business days					80%	77%	79%	76%	75%
Network Profile									
Gigabytes of Data Stored	650	1,650	3,200	5,000	6,930	10,500	15,183	16,422	
# Network Sites - staffed work sites with network connectivity			36	37	36	35	34	34	
Website									
Average # unique web visitors each month			35,164	41,465	44,437	45,442	53,450	50,282	
% of Parks and Recreation registrations completed on line		11%	18%	18%	21%	20%	27%	30%	Increase
Website									
# Online payment transactions							20,877	27,881	Increase
# Parks and Recreation registrations completed online							3,456	3,173	Increase
# Utility Bill payments made online							4,862	10,321	Increase
# Parking Ticket payments made online							12,559	14,387	Increase

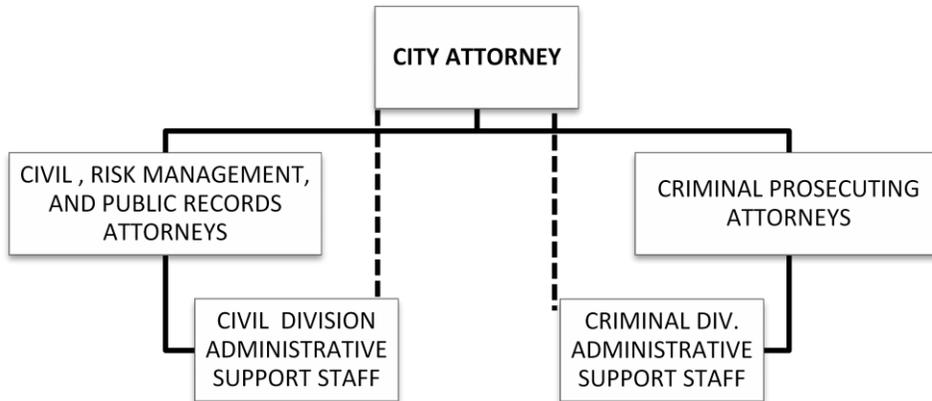
Trouble ticket = contact for help with a service that used to work but now appears to the user not to.

Service ticket = contact requesting ITSD provide a service or make a change. Often includes move, add, or change requests for hardware or software.

Government Access TV Group	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	Benchmark or Target
# BTV10 program instances that did not run as scheduled			4	14	3	5	2	15*	0
# Meetings filmed and aired			85	71	79	78	69	62	

*City playback system experienced equipment failures in March/April 2011. A backup system was put into place until the primary system could be replaced.

LEGAL DEPARTMENT



Department Mission

To serve as a model public service law firm providing superior legal counsel to the Mayor, City Council, and departments.

Description of Services

- Provide legal services in support of City goals and objectives.
- Represent the City in federal, state, and other proceedings.
- Defend Council, Mayor, and City department actions.
- Prosecute misdemeanors and code violations.
- Manage the victim advocacy program.
- Review ordinances, contracts, and other documents.
- Manage risk and claims.
- Manage fulfilling Public Records Requests.

More information about the [Office of the City Attorney](#) is available on the department's services web page.

Legal Department Budget Summary

The Legal Services Program is General Funded. [Claims and Litigation](#) funds are collected from city departments based on their insured assets and claims history.

Funding Sources	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>General</i>	1,314,505	1,470,573	1,553,015	82,442	5.6%
<i>Claims Litigation</i>	1,231,084	1,078,897	1,084,677	5,780	0.5%
TOTAL ALL SOURCES	2,545,589	2,549,470	2,637,692	88,222	3.5%

Expenditures by Type	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	1,188,038	1,329,835	1,415,114	85,279	6.4%
<i>Supplies</i>	33,417	20,141	23,355	3,214	16.0%
<i>Other Services and Charges</i>	1,064,795	998,999	979,483	(19,516)	-2.0%
<i>Interfund Charges</i>	259,339	200,495	219,740	19,245	9.6%
TOTAL EXPENDITURES	2,545,589	2,549,470	2,637,692	88,222	3.5%

TOTAL PAID STAFF	11.6	12.6	12.8	0.2	1.6%
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[Budgeted positions are listed](#) in the personnel section.

Significant Expenditure Changes

- The increase in expenditures in *Salaries and Benefits* is due to increase in health insurance and the addition of 0.2 FTE.

Legal Department

Legal Department Budget Summary (continued)

Detailed Legal Department expenditures across all funds and programs are shown here.

Department Expenditures by Sub-type	2010 Actual	2011 Adopted	2012 Budget	Change from 2011	
				Amount	Percent
SALARIES & WAGES	899,976	976,014	1,013,946	37,932	3.9%
OVERTIME & HAZARD DUTY	10	0	0	0	0.0%
SALARIES & WAGES Subtotal	899,986	976,014	1,013,946	37,932	3.9%
PERSONNEL BENEFITS	288,052	353,821	401,168	47,347	13.4%
PERSONNEL BENEFITS Subtotal	288,052	353,821	401,168	47,347	13.4%
OFFICE & OPER. SUPPLIES	22,338	16,231	20,205	3,974	24.5%
SMALL TOOLS & MINOR EQUIP	11,079	3,910	3,150	(760)	-19.4%
SUPPLIES Subtotal	33,417	20,141	23,355	3,214	16.0%
PROFESSIONAL SERVICES	487,525	285,740	285,740	0	0.0%
TRAVEL	6,228	8,970	8,970	0	0.0%
ADVERTISING	80	100	100	0	0.0%
OPERATING RENTALS & LEASES	30,910	33,100	35,807	2,707	8.2%
INSURANCE	472,782	527,581	527,581	0	0.0%
REPAIRS & MAINTENANCE	2,613	3,500	3,500	0	0.0%
MISCELLANEOUS	64,657	140,008	117,785	(22,223)	-15.9%
OTHER SERVICES & CHARGES Subtotal	1,064,795	998,999	979,483	(19,516)	-2.0%
INTERFUND PROFESSIONAL SERVICE	110,691	121,757	137,216	15,459	12.7%
INTERFUND COMMUNICATIONS	1,687	4,652	6,022	1,370	29.4%
INTERFUND SUPPLIES	4	0	0	0	0.0%
INTERFUND OPERATING RENTALS	43,817	46,374	45,743	(631)	-1.4%
INTERFUND INSURANCE SERVICES	103,140	27,712	26,223	(1,489)	-5.4%
INTERFUND REPAIRS & MAINT	0	0	4,536	4,536	0.0%
INTERFUND PAYT FOR SERVICE Subtotal	259,339	200,495	219,740	19,245	9.6%
TOTAL EXPENDITURES	2,545,589	2,549,470	2,637,692	88,222	3.5%

Legal Department Program Groups

Revenues by Group	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>Legal Revenues and Reserves</i>	83,411	49,295	44,345	(4,950)	-10.0%
<i>Legal Services</i>	315,913	347,595	377,758	30,163	8.7%
<i>Claims, Litigation & Insurance</i>	1,020,543	1,099,785	1,998,486	898,701	81.7%
Subtotal of Revenues by Group	1,419,867	1,496,675	2,420,589	923,914	61.7%

Expenditures by Group	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>Legal Services</i>	1,211,365	1,454,896	1,533,127	78,231	5.4%
<i>Claims, Litigation & Insurance</i>	1,334,224	1,094,574	1,104,565	9,991	0.9%
TOTAL EXPENDITURES	2,545,589	2,549,470	2,637,692	88,222	3.5%

Group Descriptions

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

The Legal Services Group provides legal counsel and representation to the Mayor, City Council, and city departments. Beginning in 2011, this group also handles requests for public records.

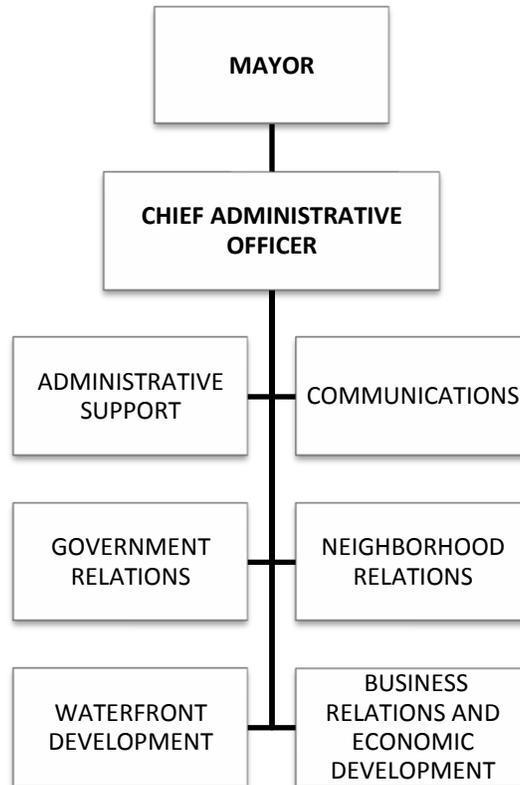
The Claims and Litigation group provides legal supports for claims and litigation against the City and provides liability insurance and risk management services to city departments.

Legal Department Performance/Activity Measures

Legal Services Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual
Criminal Filings	4,183	4,015	3,552	3,809	4,138	3,860	4,138	3,844	3,576
Filings per Criminal Attorney	new measure in 2006			1,360	1,379	1,287	1,380	1,282	1,192
Percent of overall budget for outside counsel	new measure in 2006			8%	2%	7%	2%	9%	11%
Public Disclosure Requests	99	133	122	201	287	336	378	361	462
DV Advocate Contacts	1,826	1,634	1,672	1,616	2,023	2,077	1,537	1,437	1,528

Claims Litigation & Insurance Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual
Claims filed	93	70	54	46	62	60	79	48	58
Amount paid for claims (thousands)	\$ 135.6	\$ 506.4	\$ 132.1	\$ 523.7	\$ 105.8	\$ 352.6	\$ 622.3	\$ 48.7	\$ 139.6

EXECUTIVE DEPARTMENT



City of Bellingham Mission

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

Executive Department Mission

Provide leadership, direction, and supervision of City government in a manner that creates a productive working environment, enhances public trust and promotes understanding of City services and how they are delivered.

For more information about the [Mayor's Office](#), visit the web page.

Description of Services

The Executive Department, headed by the full-time elected Mayor:

- Leads the administration of City government.
- Provides citywide direction, supervision, communication, and coordination.
- Provides City Council with financial, service and operations information needed to make policy decisions.
- Assists Council in determining citizen needs and providing responsive, equitable services to the community.
- Provides guidance for the preparation of preliminary budgets for City Council decision making and ensures that City services are delivered within financial parameters.
- Creates awareness of City fiscal and policy issues among State and federal officials and legislators.
- Develops and implements systems and strategies to ensure effective internal and external communications.
- Coordinates City activities with those of other local, tribal, State and federal entities including Whatcom County, the Port of Bellingham, Whatcom Transportation Authority, the Lummi Nation and Nooksack Tribe, Bellingham School District and local fire districts.

The City and Whatcom County both enlist volunteer boards and commissions to serve our community by advising policy makers. For a complete list, including current vacancies, visit the [Bellingham Mayor's](#) and [Whatcom County's](#) web pages.

Executive Department Budget Summary

Funding Sources	2010 Actual	2011 Adopted	2012 Budget	Change from 2011	
				Amount	Percent
<i>General</i>	997,741	824,054	928,605	104,551	12.7%
TOTAL ALL SOURCES	997,741	824,054	928,605	104,551	12.7%

Expenditures by Type	2010 Actual	2011 Adopted	2012 Budget	Change from 2011	
				Amount	Percent
<i>Salaries and Benefits</i>	648,769	650,012	785,995	135,983	20.9%
<i>Supplies</i>	12,150	19,850	17,200	(2,650)	-13.4%
<i>Other Services and Charges</i>	300,864	104,550	72,200	(32,350)	-30.9%
<i>Intergovernmental Services</i>	205	-	-	-	--
<i>Interfund Charges</i>	35,753	49,642	53,210	3,568	7.2%
TOTAL EXPENDITURES	997,741	824,054	928,605	104,551	12.7%

TOTAL PAID STAFF	5.5	5.5	6.5	1.0	18.2%
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[Budgeted positions are listed](#) in the personnel section.

Executive Department

Executive Department Budget Summary (continued)

Significant Expenditure Changes

- Increase in *Salaries and Benefits* of \$135,983 is the result of a large increase in medical insurance premiums and salary increases for eligible staff. The increase in FTE is due to a reporting change of an existing employee.

More detailed Executive Department expenditures for all programs are shown here.

Department Expenditures by Sub-type	2010 Actual	2011 Adopted	2012 Budget	Change from 2011	
				Amount	Percent
SALARIES & WAGES	497,809	488,507	574,756	86,249	17.7%
SALARIES & WAGES Subtotal	497,809	488,507	574,756	86,249	17.7%
PERSONNEL BENEFITS	150,960	161,505	211,239	49,734	30.8%
PERSONNEL BENEFITS Subtotal	150,960	161,505	211,239	49,734	30.8%
OFFICE & OPER. SUPPLIES	11,022	15,350	14,700	(650)	-4.2%
SMALL TOOLS & MINOR EQUIP	1,128	4,500	2,500	(2,000)	-44.4%
SUPPLIES Subtotal	12,150	19,850	17,200	(2,650)	-13.4%
PROFESSIONAL SERVICES	175,601	6,000	4,500	(1,500)	-25.0%
COMMUNICATION	0	100	200	100	100.0%
TRAVEL	6,824	12,200	9,050	(3,150)	-25.8%
ADVERTISING	569	0	0	0	0.0%
OPERATING RENTALS & LEASES	10,313	9,000	4,000	(5,000)	-55.6%
UTILITY SERVICE	929	0	0	0	0.0%
REPAIRS & MAINTENANCE	0	1,000	2,000	1,000	100.0%
MISCELLANEOUS	106,628	76,250	52,450	(23,800)	-31.2%
OTHER SERVICES & CHARGES Subtotal	300,864	104,550	72,200	(32,350)	-30.9%
INTERGOVERNMENTAL PROF SERVS	205	0	0	0	0.0%
INTERGOVERNMENTAL SERVICES Subtotal	205	0	0	0	0.0%
INTERFUND PROFESSIONAL SERVICE	923	1,130	1,529	399	35.3%
INTERFUND COMMUNICATIONS	1,643	4,282	4,189	(93)	-2.2%
INTERFUND SUPPLIES	135	0	0	0	0.0%
INTERFUND OPERATING RENTALS	32,728	34,355	32,839	(1,516)	-4.4%
INTERFUND INSURANCE SERVICES	0	9,123	9,514	391	4.3%
INTERFUND REPAIRS & MAINT	324	752	5,139	4,387	583.4%
INTERFUND PAYT FOR SERVICE Subtotal	35,753	49,642	53,210	3,568	7.2%
TOTAL EXPENDITURES	997,741	824,054	928,605	104,551	12.7%

Executive Department Program Groups

The Executive Department is General Funded. Revenues are collected from all city departments based on an internal cost allocation methodology.

Revenues by Group	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>Executive Management</i>	421,487	466,146	445,823	(20,323)	-4.4%
Subtotal of Revenues by Group	421,487	466,146	445,823	(20,323)	-4.4%

Expenditures by Group	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>Executive Management</i>	813,865	824,054	928,605	104,551	12.7%
<i>Waterfront Project</i>	183,876	-	-	-	--
TOTAL EXPENDITURES	997,741	824,054	928,605	104,551	12.7%

Group Descriptions

The Executive Management group includes the Mayor and Chief Administrative Officer, coordination of citywide communications, neighborhood services, and other executive initiatives.

The Waterfront Project group was responsible for the Environmental Impact Statement and Master Plan for the waterfront redevelopment.

Executive Department Objectives for 2012

1. Execute State budget defensive strategy for January supplemental.
2. Operationalize approved performance metrics system.
3. Cultivate relationships with new administrations/elected.
4. Facilitate development of 2013 government streamlining options.
5. Facilitate policies and processes for PEG readiness.
6. Communications and execution support of key system upgrades (e.g. email, COBNet redesign, etc.)
7. Staffing support to high-profile planning efforts (e.g. Fairhaven and Downtown.)
8. Upgrades to administrative policies and procedures on communications.
9. Possible role in public defender administration.
10. Integrate City Economic Development Comp Plan chapter direction with Tri-Funder (Port, County, and City) strategy.

Executive Department Objectives for 2011 with Accomplishments

Clean, Safe Drinking Water

1. Assure completion of an interdepartmental hybrid Lake Whatcom Reservoir Detailed Implementation/Restoration Plan and execution of 2011 elements.

Late 2010, Public Works staff submitted the Council-approved 2010-2014 Work Plan to Ecology (DOE), fulfilling our contribution to DOE's creation of the Strategic Implementation Strategy (SIS), a TMDL process step that precedes the creation of a Detailed Implementation Plan. Since that submittal Ecology requested, received and updated the TMDL model with current build-out information from both the City and County. Ecology is writing the SIS for submittal to EPA. Not yet available for our pre-submission review. Detailed Implementation Plan follows EPA approval of SIS. Also, the cost-benefit analysis of City intervention options in the watershed is done in draft form and under staff review. Will inform future actions/policy decisions.

2. Assure completion of a Bloedel Donovan Park infiltration enhancement plan and begin execution.

Underway. Identified funding for feasibility analysis of removal and design/retrofit of failing retaining wall between swim area and boat launch. Preliminary plans call for removal of wall, softening of beach and replacement of some adjacent lawn with native plantings and hardwood chips to reduce run-off, Canada geese congregation, etc. Will also examine other infiltration ideas elsewhere on site that do not diminish remaining available recreation spaces. Will require significant implementation dollars. See, also, Parks & Recreation Department update. Policy question: what is the right balance between public's desire to recreate in this park and mitigation of potential lake harms, especially when the park is located at the outflow/very northwesterly tip of the lake?

3. Partner with the State Department of Ecology on strategy and funding to make Lake Whatcom Restoration a showcase for other Washington jurisdictions.

See TMDL work above. City administration also worked with DOE to explore closing the watershed from further development until the standards for Whatcom County were brought into closer alignment with the protections afforded by the City's Silver Beach Ordinance, including planning and executing public communications. DOE directed County to stiffen regulations in lieu of closure. City staff secured Homeowner Incentive Program Grant, which officially began 1/1/11, though was previously announced. ServiceCorps Award received for 2011 as backbone of education efforts. EPA and DOE stormwater grant applications in the pipeline as of fall, 2011. Ongoing dialogue with Council regarding some members' desire to increase water rate surcharge for watershed property acquisition.

**Executive Department Objectives for 2011 with Accomplishments
(continued)**

Healthy Environment

1. Determine feasibility of one or both options for community solar, inclusive of determination of most revenue-neutral or revenue-favorable means for accomplishing policy objective; conduct Council work session to obtain direction.

Council work session conducted. Elected to proceed with State-authorized community solar model using private vendor backed by private investors. Contract negotiated; to Council for ratification in October. Moving to execution of two potential systems on city-owned structures: Sportsplex and Museum's Lightcatcher building. Up to 115 kWh capacity possible. City shares in proceeds from energy produced.

2. Develop, with Public Works, a draft electric vehicle readiness plan for Council review that takes advantage of planned infrastructure development, State and Federal initiatives on the topic.

BMC amendments in development for Council consideration. With use of NW Clean Air Agency grant dollars and local street funds, poised to partner with the State on first Level 3 (rapid) charging station in this part of the I-5 corridor. Remainder of NWCAA grant will also fund a Level 2 charging station at City Hall in preparation for electric vehicle additions to fleet as older vehicles are retired.

3. Under the auspices of the Green Team Steering Committee and in collaboration with the NW Clean Air Agency, implement at least one other carbon offset strategy in support of the Council's Climate Action Plan.

NWCAA funding addition of 7 equipped bicycles to city fleet for employee use on business trips in the vicinity. Exec with Finance and Public Works executed the Qualified Energy Efficiency Bond initiative to make 22 City facilities more efficient, less costly and producing less GHG emissions. Also assists with deferred maintenance of HVAC and other systems. Several buildings complete by mid-September, including the second largest energy consumer: Arne Hanna Aquatic Center.

**Executive Department Objectives for 2011 with Accomplishments
(continued)**

Vibrant Sustainable Economy

1. Coordinate the Sustainable Strategies Council, Office of Business Relations & Economic Development, 2010 business survey data and others to present draft economic development component in the 2011 Comprehensive Plan update to Council.

Project lead delegated to Office of Business Relations & Economic Development. Council approved downsized Comp Plan process, but will include Econ Dev chapter, which is being drafted. During 1st Quarter 2011, Executive Dept. completed and reported to Council and community the results of 2010 business survey to support the Econ Dev chapter and related efforts. Reconfiguration and downsizing of existing economic development service providers for improved effectiveness continues under auspices of the “tri-funders” of City, County and Port.

2. Continue collaboration with police department on the “Downtown Visions” assessment and action planning project, involving downtown businesses in mapping assets and creating a long-range action plan that can help reduce crime in the downtown core, improve the feeling of safety and build a safer, more welcome environment for business, entertainment and recreation.

Completed key stakeholder interviews with 16 downtown business owners/operators/residents. Discussion topics included general perceptions about physical space and the downtown environment, coordinated planning, and behavior issues. All committed to participate in focus group discussions, together with others interviewed, to develop a list of common concerns and action plan outline. This effort complements work underway in the Office of Business Relations and Economic Development to update the City Center Master Plan and will inform and become integrated into that process. Participating in planning and executing significant communications and community engagement efforts for the City Center Master Plan Update (now a.k.a. Downtown Plan).

3. Collaborate with project partners and community stakeholders on processes required for Planning Commission and City Council review and adoption of the waterfront district master plan and associated documents.

Continue leading Port and City teams; drafting development agreement and planned action ordinance, with emphasis on aligning early infrastructure development with Port environmental clean-up commitments. Conducted additional transportation analysis to develop appropriate on and off-site mitigation requirements. Combined streets, parks and clean-up priorities to create an infrastructure phasing table that will inform all other documents. Updated WAG (via email) in June. Provided WF committee updates in January, February, March, and May; WF committee work session in August. Planned delivery of complete application packet to Planning Department for beginning of regulatory/legislative review process by Q4 of 2011.

**Executive Department Objectives for 2011 with Accomplishments
(continued)**

4. Collaborate with Public Works to secure grant funding for waterfront infrastructure projects, supporting environmental clean-up and proposed initial phases of development.

Worked with City's lobbyist and in concert with the Port to fend off cuts to Model Toxics Control Act dollars for waterfront clean up. Federal grant applications for infrastructure dollars were not funded. Continue to review grant opportunities for early action WF capital projects. Local funding is in place to rehabilitate existing Central Avenue and federal resources were reprogrammed (previously allocated for rail relocation and Cornwall Bridge reconstruction) for future construction of Granary Avenue. Additionally, the City and the Port were successful in obtaining \$13,200,000 in remedial action grant funds from the Department of Ecology. The City and the Port have worked out the allocation of these funds for various joint and independent projects. City projects that will receive funding are: Cornwall Avenue Landfill, Central Waterfront and South State Street Manufactured Gas Plant (formerly know as Boulevard Park cleanup.) City staff will prepare a grant application for the SSSMGP site and will schedule time with City Council for its approval of the grant application. The Port will prepare the grant applications for the other two sites.

Sense of Place

1. Sustain the City's support of neighborhoods by facilitating consistent and timely information sharing on matters of neighborhood interest, particularly issues related to growth and the 2011 Comprehensive Plan update.

Facilitate monthly MNAC meetings which are structured to provide information and resources to neighborhoods and encourage neighborhood sharing of issues and concerns; administer neighborhood services program and assure compliance with City policy for reimbursement. Provide regular direct communications with neighborhood leaders via email and news release distribution.

2. Continue implementing best practice models to address identified needs, manage neighborhood resources and assist neighborhoods in mobilizing volunteers as neighborhood association leaders and participants.

Organized new Barkley Neighborhood Association; in process of organizing Irongate Neighborhood Association (both created in January 2011 as a result of dividing previous Mt. Baker Neighborhood). Attend neighborhood association meetings and interview key stakeholders to assess needs and develop action plans. Provide technical assistance and mentoring for neighborhood associations in the areas of maintaining compliance with bylaws, outreach and communication, problem-solving and succession planning. Provide orientations for incoming association leaders and MNAC representatives to ensure awareness of City neighborhood recognition policy.

**Executive Department Objectives for 2011 with Accomplishments
(continued)**

3. Coordinate communication and public participation opportunities to maintain the community's connection with waterfront master plan development, review and approval process.

Opportunities for public participation so far in 2011 limited by the nature of the current work program (drafting documents and negotiating positions). WAG was updated in June and we have updated the waterfront webpage.

Access to Quality of Life Amenities

1. Continue to work with Museum management and Foundation board to achieve goals contained in the executed 5-year museum services agreement by maximizing income potential of all facilities without sacrificing community access.

Screening Museum Foundation Board mayoral appointee applicants for fundraising capabilities. Budgeted Foundation contributions to overall Museum operations costs in 2011 are 36.5% higher than the actual contributions in 2008, though the recession is hampering efforts. Actual expenses in 2010 were down 13% over 2009. Limited hours in Old City Hall reinstated to expand earning potential. See Museum update for funded free days for increased access, etc.

2. Execute a modified renewal of the management agreement for the Mt. Baker Theater.
3. Continue work with the Library Board for future sites for library operations, including public-private ventures.

Completed four-year agreement; Council approved in September.
Conversations with Public Development Authority continue. See also Library Dept. report regarding their Board's work on refreshing potential sites list.

Quality, Responsive City Services

1. In partnership with ITSD, implement performance metrics software. Continue to gather quality, accurate data to measure progress on Legacies and Strategic Commitments and present to employees, stakeholders and the public.

Public internet access to data made available via new software in fourth quarter of '11. Of the 95 metrics, 23 top level metrics are gathered and managed by the Exec. Dept. via biennial scientific surveys. A significant work effort during 1st Qtr. 2011 included completing analysis and reporting to Council and the community the results of the 2010 Resident Survey (74 total questions) and 2010 Business Survey (85 total questions).

**Executive Department Objectives for 2011 with Accomplishments
(continued)**

2. Evaluate Fiscal Alternative for Stability Task Force (FAST) report recommendations unexecuted to date to determine feasibility in light of recession-driven 2009-2011 budgets and staff reductions. Execute those deemed feasible for 2011.

More than 85% of recommendations previously executed. In 2011, a) RE: Centralization of Public Information Officer functions →Evaluating ways to provide communications/public involvement support across more departments with limited staffing through cross-training, mentoring, policy updates and centralizing of staff and other resources b) RE: Modification in health care costs →Moved four employee groups (non-represented and three represented groups to cap on City's contribution at lowest cost plan figure. c) RE: Integrate/reduce Exec/Legal Dept's staffing) RE: reduce or eliminate select benefit payout options →continued moratorium of sick leave cash-out for non-represented employees into 2011. f) RE: Augment law enforcement ranks through technology →Traffic safety cameras are in process. g) RE: Expand radio shop and GIS service programs on fee-for-service basis →ongoing; GIS now doing work for other cities. h) RE: Utilize Comcast franchise fees differently →franchise renewal agreement before Council; once executed, to be followed by discussion on revenue usage.

3. In cooperation with public safety departments, develop implementation plan for Fire/Medic One and Police Protection task forces' recommendations.

Partial list of accomplishments achieved that stem from either task force's recommendation includes: a) initiated shared services agreement with Fire District 8; b) Continuing negotiations with county and districts to maintain unified EMS system after County issued notice to disband current system; c) conducted outreach/education with assisted living centers that relied too heavily on EMS calls for their own on-site risk management. Top user identified in task force deliberations has modified behaviors that shifted costs to taxpayers; d) Conducted preliminary conversations with Sheriff's Office regarding start-up of a "traffic school;" e) Extended pilot for diversion of mentally ill and/or chronically homeless from incarceration through partnership with service providers. NOTE: some other recommended ideas on hold due to open labor contract negotiations in both departments.

4. Whatcom County institutions "austerity summit" for better collaboration, co-funding and/or de-duplication of functions/services.

Researched idea with WWU and others. Situations deemed too fluid at each institution to pursue at this time.

5. In collaboration with the Planning and Community Development Department, assist in providing structured opportunities for neighborhoods to provide input and participate in 2011 Comprehensive Plan update.

MNAC review of incoming plan amendment proposals and Comprehensive Plan Update materials.

**Executive Department Objectives for 2011 with Accomplishments
(continued)**

6. Continue to collaborate with departments citywide to provide access to information, provide transparent processes and involve stakeholders in decisions.

Oversee BTV10 content-. Working with local non-profit agencies to promote informed voting by partnering to host/air candidate events on BTV10. Organize and staff various community presentations for air on BTV10. Participated in responding to WTA request for BTV10 filming proposal. Manage content of City homepage and other key web pages, including posting 33 new homepage features Jan. –July 2011. Manage City news release distribution system, including Citywide distribution of 133 news releases Jan. – July 2011. Provide variety of support to City departments, esp. having to do with event planning, public involvement, media relations, television, website and social media.

7. Continue to work with departments citywide to focus communications resources and tools on priority projects, particularly those identified in Council Legacies and Strategic Commitments.

Providing communications/public outreach support to “myDowntown”/Downtown Plan efforts. Providing communications/public outreach support to performance metric project. Providing communications support for various water-related initiatives. Provided communications support for key City property acquisitions. Completed all tasks for 2011 Essence of Bellingham Photo Competition. Initiated Whatcom Creates, an arts and culture focused television program, produced by BTV10 and Whatcom Museum. Initiated new BTV10 programming focused on Equity and Social Justice, project not yet complete. Organized and publicized GPT “listening session” and 9-11 Remembrance Ceremony.

Equity & Social Justice

1. In concert with Planning and Community Development, implement the Economic Development Initiative-funded affordable housing incentive program for all Whatcom County cities.

Completed and approved by EDI board and County Council, late spring, 2011.

2. Monitor real estate trends to recommend to Council possible liquidation or contribution of city-owned properties in support of collaborative affordable housing initiatives.

Real estate recession currently prohibits. In addition, three parcels identified as possible targets were determined to be ineligible due to State Transportation Improvement Board investment rules.

3. Initiate innovative ways to support the outreach efforts of agencies providing community problem-solving resources.

Initiated project to highlight human services agencies on BTV10. Progress slowed due to competing priorities.

LEGISLATIVE DEPARTMENT

Council Members

- Jack Weiss, Ward 1
- Gene Knutson, Ward 2
- Cathy Lehman, Ward 3
- Stan Snapp, Ward 4
- Terry Bornemann, Ward 5
- Michael Lilliquist, Ward 6
- Seth Fleetwood, At Large

[Biographies, contact information](#), and terms of office of City Council members are available on-line. More information on the [Council's Legacies and Strategic Commitments](#), [Council meetings](#), and committee assignments are provided at the beginning of this document.



Council Functions

- Exercise legislative authority.
- Represent citizens through legislation and policy direction.
- Anticipate and target issues that affect the community.
- Set community direction and goals for the future.
- Monitor performance of the administration in achieving goals.
- Provide a policy framework for municipal operations and services.
- Serve on standing committees, which act as work sessions.
- Represent the City in regional and intergovernmental affairs.
- Inspire our citizens to become a part of the City's future.

For more information, visit the [Council's web page](#).

Legislative Department Budget Summary

Funding Sources	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
General	431,774	432,943	451,165	18,222	4.2%
TOTAL ALL SOURCES	431,774	432,943	451,165	18,222	4.2%

Expenditures by Type	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
Salaries and Benefits	382,677	382,947	400,982	18,035	4.7%
Supplies	12,230	14,960	14,960	-	0.0%
Other Services and Charges	13,631	10,000	10,000	-	0.0%
Interfund Charges	23,236	25,036	25,223	187	0.7%
TOTAL EXPENDITURES	431,774	432,943	451,165	18,222	4.2%

TOTAL PAID STAFF	9.3	9.0	9.0	0.0	0.0%
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[Budgeted positions are listed](#) in the personnel section.

Significant Expenditure Changes

- Increase in *Salaries and Benefits* of \$18,035 is the result of a large increase in medical insurance premiums and salary increases for eligible staff.

More detailed expenditures for the Council Office are shown here.

Department Expenditures by Sub-type	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
SALARIES & WAGES	263,079	263,081	270,890	7,809	3.0%
SALARIES & WAGES Subtotal	263,079	263,081	270,890	7,809	3.0%
PERSONNEL BENEFITS	119,598	119,866	130,092	10,226	8.5%
PERSONNEL BENEFITS Subtotal	119,598	119,866	130,092	10,226	8.5%
OFFICE & OPER. SUPPLIES	11,114	10,960	10,960	0	0.0%
FUEL CONSUMED	24	300	300	0	0.0%
SMALL TOOLS & MINOR EQUIP	1,092	3,700	3,700	0	0.0%
SUPPLIES Subtotal	12,230	14,960	14,960	0	0.0%
PROFESSIONAL SERVICES	665	1,000	1,000	0	0.0%
COMMUNICATION	0	150	150	0	0.0%
TRAVEL	3,238	2,300	2,300	0	0.0%
ADVERTISING	8,264	5,150	5,150	0	0.0%
MISCELLANEOUS	1,464	1,400	1,400	0	0.0%
OTHER SERVICES & CHARGES Subtotal	13,631	10,000	10,000	0	0.0%
INTERFUND PROFESSIONAL SERVICE	616	410	663	253	61.7%
INTERFUND COMMUNICATIONS	226	1,189	1,168	(21)	-1.8%
INTERFUND SUPPLIES	67	0	0	0	0.0%
INTERFUND OPERATING RENTALS	22,327	23,437	22,403	(1,034)	-4.4%
INTERFUND REPAIRS & MAINT	0	0	989	989	0.0%
INTERFUND PAYT FOR SERVICE Subtotal	23,236	25,036	25,223	187	0.7%
TOTAL EXPENDITURES	431,774	432,943	451,165	18,222	4.2%

Legislative Department Program Groups

Revenues are collected from all city departments based on an internal cost allocation methodology.

Revenues by Group	2010 Actual	2011 Adopted	2012 Budget	Change from 2011	
				Amount	Percent
<i>City Council Services</i>	213,116	221,630	233,836	12,206	5.5%
Subtotal of Revenues by Group	213,116	221,630	233,836	12,206	5.5%

Expenditures by Group	2010 Actual	2011 Adopted	2012 Budget	Change from 2011	
				Amount	Percent
<i>City Council Services</i>	431,774	432,943	451,165	18,222	4.2%
TOTAL EXPENDITURES	431,774	432,943	451,165	18,222	4.2%

NON-DEPARTMENTAL

The Non-Departmental group is for citywide expenditures that are not specific to any one department. It includes expenditures such as: election fees, some debt service, interfund transfers to reserve funds, and General Fund contributions to Cemetery and Medic One Funds.

Non-Departmental Budget Summary

Funding Sources	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>General</i>	3,433,465	3,872,009	6,356,770	2,484,761	64.2%
<i>1st 1/4% Real Estate Excise Tax</i>	-	9,453	8,454	(999)	-10.6%
<i>2nd 1/4% Real Estate Excise Tax</i>	673,778	701,995	711,631	9,636	1.4%
TOTAL ALL SOURCES	4,107,243	4,583,457	7,076,855	2,493,398	54.4%

Expenditures by Type	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>Other Services and Charges</i>	46,729	70,000	214,224	144,224	206.0%
<i>Intergovernmental Services</i>	4,060,514	4,495,561	6,445,948	1,950,387	43.4%
<i>Interfund Charges</i>	-	17,896	416,683	398,787	2228.4%
TOTAL EXPENDITURES	4,107,243	4,583,457	7,076,855	2,493,398	54.4%

Significant Expenditure Changes

- Increase in *Other Services and Charges* is an accounting change that allocates citywide expenses to all funds that benefit.
- Increase in *Intergovernmental Services* of \$1,950,387 is transfers of \$1 million for environmental cleanup, \$800,000 for claims and litigation, and \$400,000 to the Technology fund for citywide software systems.
- Increase in *Interfund Charges* of \$398,787 is to pay the pension and long term care benefits for Fire and Police officers hired prior to October 1, 1977.

Department Expenditures by Sub-type	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>PROFESSIONAL SERVICES</i>	46,729	70,000	214,224	144,224	206.0%
OTHER SERVICES & CHARGES Subtotal	46,729	70,000	214,224	144,224	206.0%
<i>INTERGOVERNMENTAL PROF SERV</i>	619,371	596,000	549,000	(47,000)	-7.9%
<i>INTERFUND SUBSIDIES</i>	3,441,143	3,899,561	5,896,948	1,997,387	51.2%
INTERGOVERNMENTAL SERVICES Subtotal	4,060,514	4,495,561	6,445,948	1,950,387	43.4%
<i>INTERFUND PROFESSIONAL SERVICE</i>	0	17,896	416,683	398,787	2228.4%
INTERFUND PAYT FOR SERVICE Subtotal	0	17,896	416,683	398,787	2228.4%
TOTAL EXPENDITURES	4,107,243	4,583,457	7,076,855	2,493,398	54.4%

BELLINGHAM – WHATCOM PUBLIC FACILITIES DISTRICT

The Bellingham-Whatcom Public Facilities District (PFD) is a separate Washington municipal corporation and an independent taxing authority. The City of Bellingham provides administrative services and financial management to the PFD through an interlocal agreement.

PFD management responsibilities are assigned to a Special Projects Manager in the Planning and Community Development Department. Project management and administrative services provided to the PFD are minimal at this time and are billed to the PFD on an as-needed basis.

For more information about the PFD visit www.bwpfd.org.

Description of Services

The Bellingham-Whatcom Public Facilities District (BWPFD) was formed by the Bellingham City Council and the Whatcom County Council in July 2002 to build a regional center in Bellingham. State legislation passed in 1999 allowed such districts to be formed so that a 0.033% state sales tax rebate could be returned to cities and counties for the purpose of constructing regional centers.

The BWPFD Board used its funding authority to renovate the historic Mount Baker Theatre and expand the Whatcom Museum campus by constructing the Lightcatcher building. The new Lightcatcher building is a two-story Museum housing three fine art galleries, the Family Interactive Gallery, classrooms, café, gift shop, and courtyard.

PFD management responsibilities are assigned to a Special Projects Manager in the Planning and Community Development Department. Now that the construction of the museum is complete Project management and administrative services provided to the PFD are minimal. This fund's primary activity is to pay the debt service until 2027 for the bonds issued to pay for these projects.

Public Facilities District

Public Facilities District Budget Summary

The Public Facilities District is accounted for as a [Discrete Component Unit](#) of the City and manages a separate [Public Facilities District Fund](#).

Funding Sources	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
Public Facilities District	2,730,939	1,156,600	1,142,198	(14,402)	-1.2%
TOTAL ALL SOURCES	2,730,939	1,156,600	1,142,198	(14,402)	-1.2%

Expenditures by Type	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
Salaries and Benefits	6,548	-	12,598	12,598	--
Supplies	2,758	150	1,150	1,000	666.7%
Other Services and Charges	84,557	16,025	18,525	2,500	15.6%
Intergovernmental Services	58,467	31,000	28,000	(3,000)	-9.7%
Subtotal of Operations	152,330	47,175	60,273	13,098	27.8%
Debt Service	2,112,010	1,109,425	1,081,925	(27,500)	-2.5%
Capital Outlay	466,599	-	-	-	--
TOTAL EXPENDITURES	2,730,939	1,156,600	1,142,198	(14,402)	-1.2%

Significant Expenditure Changes

- Increase in *Salaries and Benefits* of \$12,598 is the allocation of staff costs for general fund administrative services.
- Decrease in *Debt Service* of \$27,500 is the decrease in the Interfund Loan that is tied to the city's return on investments.

Public Facilities District Performance/Activity Measures

Public Facilities District	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual
Shown in millions									
State Sales Tax Rebate	\$ 0.846	\$ 0.900	\$ 0.980	\$ 1.099	\$ 1.128	\$ 1.136	\$ 1.007	\$ 1.015	\$ 1.052

PUBLIC DEVELOPMENT AUTHORITY

In 2008, pursuant to RCW 35.21.730 through 35.21.755, the City Council authorized the creation of the Bellingham Public Development Authority (PDA) as a separate legal entity. It will be the City’s real estate development arm for parcels throughout Bellingham, including parts of the Waterfront District.

For more information about initiatives and projects of the Public Development Authority, visit their web site. www.bellinghampda.org

Public Development Authority Budget Summary

The Public Development Authority is accounted for as a [Discrete Component Unit](#) of the City and manages a separate [Public Development Authority Fund](#). Revenue in the PDA is a transfer from the City General Fund.

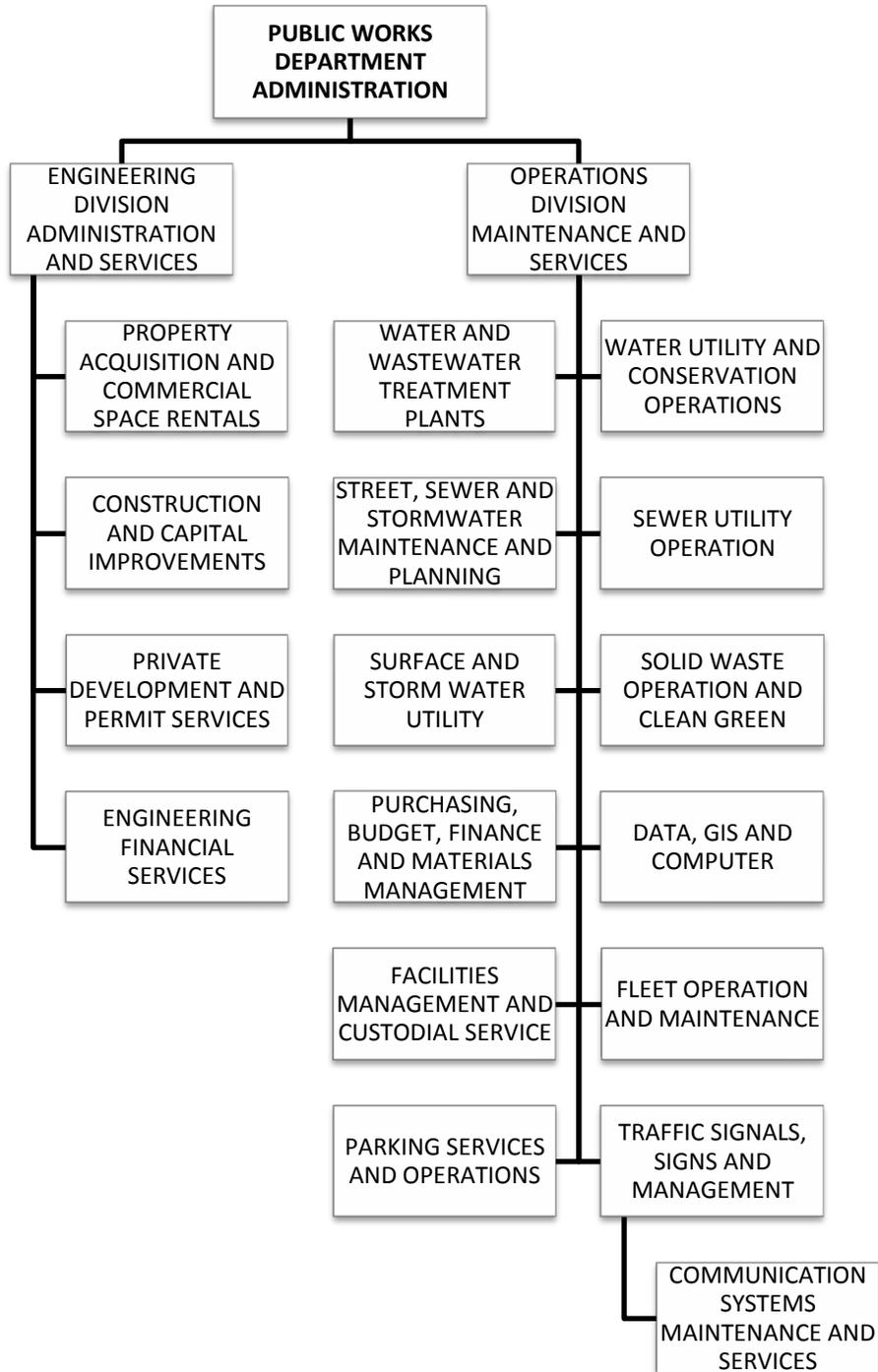
Funding Sources	2010 Actual	2011 Adopted	2012 Budget	Change from 2011	
				Amount	Percent
<i>Public Development Authority</i>	431,939	355,096	358,353	3,257	0.9%
TOTAL ALL SOURCES	431,939	355,096	358,353	3,257	0.9%

Expenditures by Type	2010 Actual	2011 Adopted	2012 Budget	Change from 2011	
				Amount	Percent
<i>Salaries and Benefits</i>	48,086	50,921	53,373	2,452	4.8%
<i>Supplies</i>	9,173	12,550	7,000	(5,550)	-44.2%
<i>Other Services and Charges</i>	373,118	273,625	279,980	6,355	2.3%
<i>Intergovernmental Services</i>	1,562	18,000	18,000	-	0.0%
TOTAL EXPENDITURES	431,939	355,096	358,353	3,257	0.9%

TOTAL PAID STAFF	0.7	0.8	0.8	0.0	0.0%
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[Budgeted positions are listed](#) in the personnel section.

PUBLIC WORKS DEPARTMENT



Department Mission

The mission of the Public Works Department is to enhance Bellingham's quality of life through the construction and operation of a safe, effective physical environment; to protect public health & safety and the natural environment; and to provide our neighborhoods, our businesses and our visitors with the efficient, quality services necessary to meet the demands of our growing, diverse community.

Description of Services

The department is comprised of two major divisions: Engineering and Operations.

The Engineering Division plans, designs and constructs the street, water, wastewater, and stormwater infrastructure systems. They provide traffic engineering, Americans with Disabilities Act (ADA) assistance, and Capital Project financial services. The Engineering Division also provides water resource planning and protection. Engineering is responsible for the Lake Whatcom Watershed Property Acquisition Program, right-of-way and property acquisition, and general citywide engineering services.

The Operations Division is responsible for the maintenance and operation of the above-mentioned infrastructure systems including: streets, traffic signals, signs, pavement management, water distribution, Lake Whatcom management for water supply and stormwater control, water treatment, wastewater collection and treatment, stormwater collection and stormwater quality and flow management systems; the provision of solid waste services to single family customers, geographic information systems and data management; building, fleet and equipment management services; purchasing and materials management, financial services; parking services and citywide utility information and education.

More services information is available on the [department's web page](#).

Public Works Department

Public Works Department Budget Summary

The Public Works Department is the largest department in the City, comprising over 48% of the City's budget. Each of the underlined names links to a fund revenue and expenditure report and each underlined fund category links to a definition of that category, all in earlier sections of this document.

A major [special revenue fund](#) managed by Public Works is the [Street Fund](#).

The [Transportation Benefit District Fund](#) is a special revenue fund created to account for the 0.2% sales tax approved by voters in 2010 to help fund transportation projects, including the restoration of Whatcom Transportation Authority's Sunday bus service in Bellingham. The added sales tax began in April of 2011.

Due to changes in accounting regulations, the Capital Maintenance Fund has been closed and consolidated with the Facilities Fund.

[Enterprise funds](#) managed by Public Works include the [Water](#), [Wastewater](#), [Storm and Surface Water](#), [Solid Waste](#) and [Parking Services](#) funds.

[Internal service funds](#) managed by Public Works include the [Fleet](#), [Purchasing](#) and [Facilities](#) Funds.

Funding Sources	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
Street	23,153,528	18,725,994	19,223,456	497,462	2.7%
Paths & Trails Reserve	-	-	-	-	--
Capital Maint	541,257	675,000	-	(675,000)	-100.0%
Olympic Pipeline Incident	37,609	5,347	1,931	(3,416)	-63.9%
Olympic - Restoration	16,359	-	-	-	--
1st 1/4% Real Estate Excise Tax	557,496	1,000,000	1,000,000	-	0.0%
2nd 1/4% Real Estate Excise Tax	1,029,480	100,000	100,000	-	0.0%
Transportation Benefit District	-	-	4,854,250	4,854,250	--
Water	18,199,392	22,116,420	19,038,303	(3,078,117)	-13.9%
Wastewater	18,363,257	25,822,985	38,319,021	12,496,036	48.4%
Storm/Surface Water Utility	5,640,552	5,929,133	7,959,335	2,030,202	34.2%
Solid Waste	1,438,240	2,020,158	2,032,199	12,041	0.6%
Parking Services	2,348,253	2,327,159	2,433,393	106,234	4.6%
Fleet Administration	2,788,128	2,621,883	3,275,308	653,425	24.9%
Purchasing/Materials Mngmt	1,925,827	2,062,376	2,789,239	726,863	35.2%
Facilities Administration	2,150,384	2,442,731	3,293,443	850,712	34.8%
Nat Res Protect & Restoration	172,722	3,010	4,973	1,963	65.2%
TOTAL ALL SOURCES	78,362,484	85,852,196	104,324,851	18,472,655	21.5%

Public Works Department Budget Summary (continued)

Expenditures by Type	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>Salaries and Benefits</i>	16,699,443	18,265,157	19,720,527	1,455,370	8.0%
<i>Supplies</i>	4,142,980	4,084,407	4,965,411	881,004	21.6%
<i>Other Services and Charges</i>	11,501,774	11,717,758	11,187,941	(529,817)	-4.5%
<i>Intergovernmental Services</i>	7,007,334	8,320,889	10,139,397	1,818,508	21.9%
<i>Interfund Charges</i>	15,908,991	15,362,691	15,678,176	315,485	2.1%
Subtotal of Operations	55,260,522	57,750,902	61,691,452	3,940,550	6.8%
<i>Debt Service</i>	5,530,138	6,392,010	5,880,634	(511,376)	-8.0%
<i>Capital Outlay</i>	17,571,824	21,709,284	36,752,765	15,043,481	69.3%
TOTAL EXPENDITURES	78,362,484	85,852,196	104,324,851	18,472,655	21.5%

TOTAL PAID STAFF	214.6	231.2	240.5	9.3	4.0%
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[Budgeted positions are listed](#) in the personnel section.

Significant Expenditure Changes

- Increase in *Salaries and Benefits* of \$1,455,370 is the result of a large increase in medical insurance premiums and salary increases for eligible staff. PW also is adding 9.3 FTEs to their budget for specific goals. These include 2 Limited Term FTEs to support the mandatory metering project; 1.0 FTE for the new Invasive Species Program; 1.0 FTE for equipment maintenance at Post Point; 3.0 FTEs to support the Facilities Maintenance/Custodial function that is being moved to Public Works in 2012; and an additional 2.0 Limited Term FTEs to work on specific projects for the department.
- Increase in *Supplies* by \$881,004 is due mainly to \$534,000 for minor equipment and meters to convert the non-metered water accounts to metered accounts.
- Decrease in *Services and Charges* by \$529,817 is due to a wide range of reduction in repair and maintenance, engineering, and professional service contracts.
- Increase in *Intergovernmental Services* of \$1,818,508 is mostly to Whatcom Transportation Authority for Sunday bus service in Bellingham.
- Increase in *Interfund Charges* of \$315,485, with the largest part of the change due to increased plumbing supplies related to the meter conversion project.
- Decrease in *Debt Service* of \$511,376 is due to the final payment of the 1999 Revenue Bond in wastewater.
- Increase in *Capital Outlay* of \$15,043,481 is due to a large capital projects plan in all of the public work funds. The largest of which is the Waste Water Treatment Plant expansion of \$43 million over the next several years.

[Capital projects and purchases](#) budgeted for the Public Works Department are listed in the Capital Facilities Plan in this document. The department also has a [Capital Projects web page](#).

Public Works Department

Public Works Department Budget Summary (continued)

More detailed Public Works Expenditures across all funds and programs are shown here.

Department Expenditures by Sub-type	2010 Actual	2011 Adopted	2012 Budget	Change from 2011	
				Amount	Percent
SALARIES & WAGES	11,915,541	12,835,884	13,591,221	755,337	5.9%
OVERTIME & HAZARD DUTY	207,728	174,629	172,279	(2,350)	-1.3%
SALARIES & WAGES Subtotal	12,123,269	13,010,513	13,763,500	752,987	5.8%
PERSONNEL BENEFITS	4,576,174	5,254,644	5,957,027	702,383	13.4%
PERSONNEL BENEFITS Subtotal	4,576,174	5,254,644	5,957,027	702,383	13.4%
OFFICE & OPER. SUPPLIES	2,303,622	2,402,045	2,712,375	310,330	12.9%
FUEL CONSUMED	246,360	295,613	304,763	9,150	3.1%
ITEMS PURCHASED FOR RESALE	908,569	1,000,000	1,500,000	500,000	50.0%
SMALL TOOLS & MINOR EQUIP	684,429	386,749	448,273	61,524	15.9%
SUPPLIES Subtotal	4,142,980	4,084,407	4,965,411	881,004	21.6%
PROFESSIONAL SERVICES	4,016,707	2,839,625	2,350,560	(489,065)	-17.2%
COMMUNICATION	78,727	87,248	91,672	4,424	5.1%
TRAVEL	41,751	72,547	93,997	21,450	29.6%
ADVERTISING	8,152	20,250	28,900	8,650	42.7%
OPERATING RENTALS & LEASES	91,808	131,328	108,375	(22,953)	-17.5%
UTILITY SERVICE	3,395,720	3,741,064	3,790,084	49,020	1.3%
REPAIRS & MAINTENANCE	3,596,604	4,390,197	4,216,446	(173,751)	-4.0%
MISCELLANEOUS	272,305	435,499	507,907	72,408	16.6%
OTHER SERVICES & CHARGES Subtotal	11,501,774	11,717,758	11,187,941	(529,817)	-4.5%
INTERGOVERNMENTAL PROF SERV	815,551	981,766	2,341,296	1,359,530	138.5%
EXTERNAL TAXES & OPER ASSESS	1,142,485	1,278,134	1,316,971	38,837	3.0%
INTERFUND TAXES & OPER ASSESS	4,136,250	5,147,291	5,331,813	184,522	3.6%
INTERFUND SUBSIDIES	913,048	913,698	1,149,317	235,619	25.8%
INTERGOVERNMENTAL SERVICES Subtotal	7,007,334	8,320,889	10,139,397	1,818,508	21.9%
LAND	2,492,439	1,000,000	350,000	(650,000)	-65.0%
OTHER IMPROVEMENTS	7,985,268	4,558,284	8,015,765	3,457,481	75.9%
MACHINERY AND EQUIPMENT	1,637,553	871,000	1,211,000	340,000	39.0%
CONSTRUCTION OF FIXED ASSETS	5,456,564	15,280,000	27,176,000	11,896,000	77.9%
CAPITAL OUTLAY Subtotal	17,571,824	21,709,284	36,752,765	15,043,481	69.3%
G. O. BONDS	435,000	455,000	480,000	25,000	5.5%
REVENUE BONDS	3,605,000	3,755,000	2,005,000	(1,750,000)	-46.6%
OTHER NOTES	161,520	161,520	193,485	31,965	19.8%
DEBT SERVICE PRINCIPAL Subtotal	4,201,520	4,371,520	2,678,485	(1,693,035)	-38.7%
INTEREST/LONG-TERM EXT. DEBT	1,325,901	1,160,490	3,202,149	2,041,659	175.9%
DEBT ISSUE COSTS	0	860,000	0	(860,000)	-100.0%
DEBT REGISTRATION COSTS	2,717	0	0	0	0.0%
DEBT SERVICE INTEREST Subtotal	1,328,618	2,020,490	3,202,149	1,181,659	58.5%
INTERFUND PROFESSIONAL SERVICE	12,422,301	11,558,243	11,275,099	(283,144)	-2.4%
INTERFUND COMMUNICATIONS	64,282	113,858	113,478	(380)	-0.3%
INTERFUND SUPPLIES	1,002,435	1,163,207	1,546,488	383,281	33.0%
INTERFUND CAPITAL OUTLAYS	130,810	95,200	79,200	(16,000)	-16.8%
INTERFUND OPERATING RENTALS	1,265,958	1,336,689	1,391,045	54,356	4.1%
INTERFUND INSURANCE SERVICES	338,485	390,077	389,731	(346)	-0.1%
INTERFUND REPAIRS & MAINT	684,720	705,417	883,135	177,718	25.2%
INTERFUND PAYT FOR SERVICE Subtotal	15,908,991	15,362,691	15,678,176	315,485	2.1%
TOTAL EXPENDITURES	78,362,484	85,852,196	104,324,851	18,472,655	21.5%

Public Works Department Program Groups

The PW Revenues and Reserves group accounts for revenues and fund reserves specific to the department shared between programs within the department. It is not used for expenditures.

Revenues by Group	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
<i>PW Revenues and Reserves</i>	9,559,120	9,225,139	9,585,244	360,105	3.9%
<i>Public Works Administration</i>	670,675	604,752	655,758	51,006	8.4%
<i>Public Works Maint Admin</i>	612,200	606,184	713,114	106,930	17.6%
<i>PW Treatment Plants Operations</i>	1,208,544	1,190,000	1,345,750	155,750	13.1%
<i>PW Water/Wastewater Utility Ops</i>	29,801,196	30,037,541	31,407,041	1,369,500	4.6%
<i>Public Works Maintenance Ops</i>	6,427,724	6,695,457	6,757,057	61,600	0.9%
<i>Public Works Financial Mgmt</i>	654,216	1,439,764	1,512,215	72,451	5.0%
<i>PW Supervision and Technology</i>	2,019,887	2,112,625	2,130,171	17,546	0.8%
<i>PW Solid Waste Remediation</i>	565,400	500,000	515,000	15,000	3.0%
<i>Purchasing and Material Mgmt Ops</i>	2,180,113	2,021,474	2,448,006	426,532	21.1%
<i>Public Works Fleet Operations</i>	3,635,006	3,369,648	3,327,864	(41,784)	-1.2%
<i>Public Works Facilities Ops</i>	1,972,784	2,051,334	2,440,576	389,242	19.0%
<i>Facilities Capital Maintenance</i>	-	-	195,505	195,505	--
<i>QECB Bond</i>	-	-	791,782	791,782	--
<i>Environmental Resources Ops</i>	1,362,841	113,503	63,106	(50,397)	-44.4%
<i>PW Transportation Management</i>	2,880,190	2,943,491	2,813,034	(130,457)	-4.4%
<i>Public Works Engineering Svcs</i>	2,143,213	2,047,100	2,047,000	(100)	0.0%
<i>PW Capital Improvements</i>	108,678	44,654,137	1,963,808	(42,690,329)	-95.6%
<i>Public Works Construction</i>	7,288,286	2,400,000	7,657,000	5,257,000	219.0%
<i>PW Acquisition and Facilities Mgmt</i>	138,006	136,300	135,000	(1,300)	-1.0%
<i>PW Watershed Acquisition/Mgmt</i>	2,153,560	2,143,832	2,139,370	(4,462)	-0.2%
<i>Commercial Leasing</i>	377,415	255,155	178,643	(76,512)	-30.0%
Subtotal of Revenues by Group	75,759,054	114,547,436	80,822,044	(33,725,392)	-29.4%

The Public Works department's overhead costs, such as administration, safety and engineering, are paid from the Street Fund. The department then has an internal cost recovery program, charging groups within the department and other departments for overhead and costs incurred. Other departments are also charged to recover the cost of Fleet, Facilities, Purchasing, and Engineering services.

Interfund charges (shown on the preceding page) reflect the department's expenditures for this internal program along with other citywide cost recovery programs.

Revenues shown above include revenues from both Public Works internal and citywide cost recovery programs.

Public Works Department

Public Works Department Program Groups (continued)

Expenditures by Group	2010	2011	2012	Change from 2011	
	Actual	Adopted	Budget	Amount	Percent
Public Works Administration	586,120	655,758	673,239	17,481	2.7%
Public Works Maint Admin	441,089	609,342	638,157	28,815	4.7%
PW Treatment Plants Operations	9,471,104	11,555,820	11,472,318	(83,502)	-0.7%
PW Water/Wastewater Utility Ops	13,492,254	15,479,644	16,358,385	878,741	5.7%
Public Works Maintenance Ops	8,292,814	9,693,623	9,846,111	152,488	1.6%
Public Works Financial Mgmt	4,494,613	5,400,538	4,700,307	(700,231)	-13.0%
PW Supervision and Technology	1,993,391	2,208,231	2,357,370	149,139	6.8%
PW Solid Waste Remediation	266,427	500,000	500,000	-	0.0%
Purchasing and Material Mgmt Ops	1,925,827	2,062,376	2,789,239	726,863	35.2%
Public Works Fleet Operations	2,788,128	2,621,883	3,275,308	653,425	24.9%
Public Works Facilities Ops	2,426,425	2,902,851	2,431,833	(471,018)	-16.2%
Facilities Capital Maintenance	-	-	230,000	230,000	--
QEC Bond	-	-	351,864	351,864	--
Environmental Resources Ops	1,079,538	617,670	703,358	85,688	13.9%
PW Transportation Management	5,097,512	5,046,922	5,062,303	15,381	0.3%
Public Works Engineering Svcs	3,394,766	3,242,707	4,841,650	1,598,943	49.3%
PW Capital Improvements	7,735,050	14,280,000	26,176,000	11,896,000	83.3%
Public Works Construction	10,778,821	5,408,284	9,015,765	3,607,481	66.7%
PW Acquisition and Facilities Mgmt	195,563	217,957	225,581	7,624	3.5%
PW Watershed Acquisition/Mgmt	3,549,638	3,005,660	2,265,867	(739,793)	-24.6%
Commercial Leasing	353,404	342,930	410,196	67,266	19.6%
TOTAL EXPENDITURES	78,362,484	85,852,196	104,324,851	18,472,655	21.5%

Group Descriptions

Public Works Administration accounts for the department head and administrative office operations.

Public Works Maintenance Administration accounts for administration of the operations division, including the safety program. This group is funded by the Street Fund, and costs are recovered through the department's internal cost recovery program.

Public Works Treatment Plants Operations accounts for operation of both the water and wastewater treatment plants. This group is funded by both Water and Wastewater funds.

The Public Works Water / Wastewater Utility Operations group maintains the water distribution and sewer collection systems. This group is funded by both Water and Wastewater funds.

Public Works Department Program Groups (continued)

The Public Works Maintenance Operations group includes street and sidewalk cleaning and maintenance, solid waste code enforcement, and operation of the Clean Green facility. Beginning in 2010, storm and surface water program planning and maintenance and operation of the storm and surface water facilities and utility were moved to this group. This group is funded by the Street, Storm/Surface Water Utility, and Solid Waste Funds.

The Public Works Financial Management group includes department financial staff and operations, which are paid for from the Street Fund with costs recovered through the department's internal program. Debt service cost for department debt is also accounted for in this group. Funds included in the group for debt service include Water, Sewer and Solid Waste.

The Public Works Supervision and Technology group includes GIS services, department computer infrastructure replacement and systems analysis, department data management, and water meter reading. These services are paid for from the Street Fund with costs recovered through the department's internal program.

The Solid Waste Remediation group accounts for projects that qualify for use of Solid Waste Funds due to remediation needs, such as landfill cleanup projects.

The Purchasing and Materials Management group maintains supply inventories primarily for Public Works Department with some use by other department programs such as Parks Maintenance Operations. This group also manages the process for public bidding and contracts. This group is funded by the Purchasing and Materials Management Fund, an internal service fund.

The Fleet group manages fleet acquisition and maintenance. The group is funded by the Fleet Administration Fund, an internal service fund.

The Facilities group manages facilities maintenance and custodial services for Public Works facilities and General Fund facilities such as City Hall. The group is funded by the Facilities Administration Fund, an internal service fund.

The Facilities Capital Maintenance group was created to replace the former Capital Maintenance Fund that no longer qualifies as a Special Revenue Fund due to changes in accounting rules. Citywide maintenance and improvement projects will be tracked in this group.

The QEC Bond group was formed in 2011 to account for citywide upgrades to heating and ventilation systems that are being paid for by Qualified Energy Conservation Bonds.

Public Works Department Program Groups (continued)

The Environmental Resources Operations group provides water monitoring, environmental policy and education, and environmental restoration construction projects. The group works toward completion of the Lake Whatcom Management Work Plan. Funding for this group currently comes from the Natural Resource Protection and Restoration Fund, the Water Fund, and the Olympic Pipeline Incident Fund.

The Public Works Transportation Management group manages the parkade and on-street parking in the City. This group is also responsible for maintaining traffic signals and signage and managing communication and fiber optic systems. The group is funded by the Street and Parking Services funds.

Public Works Engineering Services provides project engineering for the department and as a service to other city departments. This group provides technical assistance to the permit center and permitting, plan review, and inspection services for construction projects that require Public Works permits. The City's commute trip reduction program is also in this group. This group is funded by the Street Fund, and a portion of the costs are recovered through charges to other departments or through the department's internal cost recovery program.

The Public Works Capital Improvements group accounts for the cost of the capital construction projects other than Streets. Funding currently comes from the Water, Wastewater, and Storm/Surface Water Utility Funds

The Public Works Construction group accounts for the cost of all capital construction for Streets and related work such as sidewalks, storm drainage, street lighting and traffic control. Funding currently comes from the Street and REET funds.

The Public Works Storm and Surface Water Management group was consolidated into the Public Works Maintenance Operations group beginning in 2010.

The Public Works Acquisition and Facilities Management group handles land acquisitions for the department, other than watershed properties. This group is Street funded.

The Public Works Watershed Acquisition / Management group handles watershed property acquisitions and is funded by the Water Fund.

The Commercial Leasing group manages maintenance and leasing of commercial properties owned by the City. These include the old Federal Building and space in the parkade. The group is currently funded by the Parking Services and Facilities funds.

Public Works Department Objectives for 2012

Mobility and Connectivity Options

1. Annual pavement resurfacing.
2. James Street Road Multi-Modal Phase I Improvements.
3. Bicycle Master Plan.
4. Transit Signal Priority Projects.

Clean, Safe Drinking Water

5. Water Main Replacement. (2011-2012)
6. Mandatory Water Meter Program. (Yr 1 -1200 Meters)
7. Evaluate Water Plant treatment solutions recommended by engineering study.
8. Public Outreach and Education Programs.
9. Watershed Protection/Restoration.

Healthy Environment

10. Sunnyland I/I Pilot – Potential system wide private sewer lateral rehabilitation program.
11. Wastewater Treatment Plant (WWTP) Improvements.
12. New Regulatory Requirements for solids handling - Evaluate and study alternatives.
13. Hydropower (GP) – Engineering / Permitting.
14. Complete Energy Project – Upgrades to reduce utility costs and greenhouse gas emissions.
15. Vibrant Sustainable Economy.
16. Waterfront Phase 1 Infrastructure – Central Avenue Rehabilitation Project.
17. Granary-Bloedel Avenue Phase I Design & Permitting.
18. Quality, Responsive City Services.
19. Improve the CityIQ web mapping application.
20. Quality of Water, Sewer & Stormwater Utility Services – 2012 Rate/Program study.

Public Works Department Objectives for 2011 *with Accomplishments*

Clean, Safe Drinking Water

1. Consistent with Department Goals and recommendations from the Capital Facility Task Force, increased funding for the Annual Water Main Replacement Program.
Increased funding from \$600K to \$1.6M in 2011.
2. Complete engineering study on effective solutions to deal with treatment difficulties experienced at the Water Treatment Plant in a parallel track with watershed restoration efforts to ensure ability to meet water demand.

Continuing analysis is underway and will be ongoing through 2012.

**Public Works Department Objectives for 2011 with Accomplishments
(continued)**

3. Implement the Project Dx program to consolidate information in a spatially (mapping) interactive manner to improve distribution of information to watershed customers and help determine appropriate stormwater best management practices for individual properties.

ProjectDX was sold to a new company causing us to reevaluate this product. Money has been included in the 2012 proposed budget for pursuing an interactive mapping experience through our existing CityIQ.

4. Increase public outreach and participation in the Homeowner Incentive Program (HIP) within the Lake Whatcom Watershed, both within the City limits, and the unincorporated Whatcom County areas. To help expand the HIP program to areas outside of the City Limits, complete an additional 100 soil tests in the County portion of the Silver Beach Creek watershed.

To date, the City has provided eighty-two (82) site analyses for property owners. Of that number, forty-two (42) site plans were completed by City staff in consultation with property owners, and thirty-five (35) have been submitted for permits.

5. WCC crews will be prepping and planting part of the newly purchased 21 acre property along Anderson Creek as part of a riparian restoration project in the Lake Whatcom watershed.

Project is completed.

6. Identify placement of and implement procedures for water main leak detection utilizing radio read technology.

Incorporated into the residential metering program starting in 2012.

7. Develop information needed to respond to Environmental Protection Agency/Department of Ecology TMDL Detailed Implementation Plan process.

Council-approved 2010-2014 Work Plan was submitted to DOE, fulfilling our contribution to DOE's creation of the Strategic Implementation Strategy (SIS), a TMDL process step that precedes the creation of a Detailed Implementation Plan.

8. Continue to implement Lake Whatcom Management Program 2010-2014 Work Plan especially focused on Silver Beach Creek Pilot.

The Benefit/Cost study comparing the cost effectiveness of Work Plan actions to reduce Phosphorus loading to the lake was presented in draft form to Council in November 2011 and the final report will be presented to Council in Spring, 2012. The Aquatic Invasive Species (AIS) Plan is complete; Council received periodic updates on development of recommendations for an AIS prevention program, which will go to Council in the next few months.

**Public Works Department Objectives for 2011 with Accomplishments
(continued)**

9. Implement water conservation rebate program in conjunction with existing Community Energy Challenge (CEC). Offer rebates for water conserving fixtures (high-efficiency toilet, clothes washer, rainwater collection, rain sensor for irrigation system) to participants in the CEC.

Water department staff continues to work with the energy section to evaluate the water and energy savings related to our rebate program. Staff also continues to provide water conserving fixtures to customers at no charge, provide a \$150 financial rebate program for each clothes washer change out, and develop programs and demonstration facilities to educate the public on other ways to save water.

Healthy Environment

1. Explore creation of a self-sustaining municipal power utility to generate hydropower from the large industrial water line that previously served the Georgia Pacific site, while providing enhance protection to the Whatcom Creek habitat during the wet season.

Project analysis is currently underway. Staff is working with an engineering firm to develop a design and obtain the necessary permits to allow construction of a new hydropower system off the GP water transmission main.

2. Wastewater Treatment Plant Expansion – Enter into a contract with a General Contractor / Construction Manager who will work with our design team to complete final engineering design by the end of the year.

Contracted with Mottelson Construction as GCCM. Value engineering completed. Project is currently at about 60% design completion with a tentative construction start date in spring 2012. Council has approved the first phase of the treatment plant's capacity enhancement and the necessary funding through the sale of \$43M in bonds.

3. Chuckanut Village Marsh Restoration Project – Enhance estuary functions, improving habitat and water quality. Replace undersized culvert to increase tidal exchange between marsh and bay.

Project completed by Larry Brown Construction with less than 1 percent over contract amount (total cost of \$51,783.02). Notice of completion was filed and project was accepted on 5/25/2011.

4. Squalicum Creek Estuary Improvements/Roeder Bridge Project – Project will restore the mouth of Squalicum Creek to improve fish passage, flow conveyance habitat connectivity, and estuary habitats.

Design work continues. Project is approximately at 60% percent design. Some of the State money that was expected for the project has not materialized. Plan is to complete design as alternative funding sources are explored.

**Public Works Department Objectives for 2011 with Accomplishments
(continued)**

5. As part of a performance contract for energy efficiency projects, begin replacement of outdated HVAC systems in all City facilities as identified in the energy grade audits completed in 2010. Project costs will be paid for through a combination of energy rebates, reduced energy consumption resulting in lower utility bills, and capital facilities replacement funding identified in conjunction with Capital Facilities Task Force recommendations. The resulting reduction in energy use will significantly reduce greenhouse gas emissions, implementing Phase II of the Climate Action Plan, and will account for the majority of the greenhouse gas emission reduction goals established for 2012.

Qualified Energy Conservation Bonds were issued and the \$6M capital replacement program has started construction and will continue throughout 2012.

6. Evaluate and potentially implement a system wide private sewer lateral rehabilitation program. Review and recommend funding strategies as part of program evaluation.

Research is continuing into designing a sewer lateral rehabilitation program. Prior to presenting a program for Administrative and Council review/approval, additional field work is taking place to determine I/I sources and type (inflow or infiltration).

Vibrant Sustainable Economy

1. Waterfront Phase 1 Infrastructure – Begin construction on the Central Ave rehabilitation project, providing access to the site allowing for future development.

Central construction is underway with anticipated completion date of summer 2012.

2. Begin the Utility Master Planning process for the Waterfront redevelopment.

Utility Master Plan RFP is anticipated fall 2011, with planning projected to start winter 2012.

Safe & Prepared Community

1. Integrate two new radio channels from the Whatcom County Fire Agencies Radio System in Blaine and reconfigure existing radio links from Sumas into the dispatch consoles at both What-Comm and Prospect 911.

City owned fiber optic cabling and associated end equipment has been installed to facilitate the radio links between Washington State Patrol and both City dispatch facilities. An interagency agreement is currently being negotiation with Washington State Patrol for the use of their microwave tower to connect to the new radio repeaters in Sumas.

**Public Works Department Objectives for 2011 with Accomplishments
(continued)**

2. Execute new interlocal agreements with both Western Washington University and Whatcom County Sheriff's Department to provide radio communication installation and maintenance services, expanding the number of outside public agencies utilizing the City's radio shop.

On hold until further notice from Western Washington University while they explore options for additional funding to complete radio console upgrades at their dispatch center.

Mobility & Connectivity Options

1. Working with the Transportation Commission, complete a Pedestrian Master Plan to be integrated with the Transportation Element of the Citywide Comprehensive Plan.

Pedestrian Master Plan in progress. Estimated completion is Spring 2012.

2. Begin update process of the Transportation Element of the City's Comprehensive Plan.

Comprehensive Plan update postponed in conjunction with Washington State extension for completion. Work on this project will resume in 2013.

3. Provide more efficient traffic operations and multi-modal programs by upgrading infrastructure to include such things as Intelligent Transportation Systems, Transit Signal Priority, Electric Vehicle Fueling stations and other mobility enhancements as technology evolves.

Transit Signal Priority equipment and traffic signal controller programming was installed throughout the Lakeway Drive corridor, and the City is participating with Washington State Department of Transportation to have the first Level III Electric Vehicle Charging Station installed along Interstate-5.

4. As part of an on-going project through 2012, continue to bring additional traffic signals on-line with our centralized signal management system. This will provide additional Transit Signal Priority and enhances our ability to provide traffic responsive arterial corridor signal timing for more efficient operations. This should result in less congestion and reduced oil consumption; furthering the City's greenhouse gas emission reduction goals.

On-going project. As mentioned above, Transit Signal Priority was completed along Lakeway Drive, and more efficient signal timing programs are being developed for the Samish/Interstate-5 interchange.

Access to Quality of Life Amenities

1. Complete the street segment of the Whatcom Creek Trail on Meador, Kansas and Ellis Streets, including a pedestrian bridge over Whatcom Creek and attractive, green infrastructure improvements.

**Public Works Department Objectives for 2011 with Accomplishments
(continued)**

On August 30, 2011, the pedestrian/bike bridge was placed across Whatcom Creek at Meador Avenue. Existing sidewalks were updated and new porous concrete sidewalks have been poured west of the bridge. Project was completed in Fall of 2011. This project was supported by state a \$175K Transportation Improvement Board (TIB) funding grant, which is the maximum allowable grant award.

Quality, Responsive City Services

1. Provide more decision making map layer information on the CityIQ web mapping application on the public web site.

This project is planned over the winter and early spring with a revised look coming next summer.

2. Enhance CityIQ web application to make it usable by public safety and public works mobile users.

The CityIQ application was enhanced to allow for live data feeds from internal and external sources to support public interaction and emergency information publication.

3. Evaluate sustainability of operations at the CleanGreen yard waste facility to determine if revised rates are required or other alternative measures will sustain the program.

Cost to operate this program is projecting down about 5% compared to last year. Overall operating costs are \$6,000 higher than last year based on projections for season ending expenses and revenues. Any program costs over \$130,000 are currently absorbed by the City with the County match being a maximum of \$65,000/season.

Public Works Department Performance/Activity Measures

Treatment Plants Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	Benchmark or Target
WATER FILTRATION PLANT										
Millions of Gallons of Water Treated per Day	10.20	10.39	9.79	10.47	10.78	9.70	9.37	8.92	8.82	
Clarity of the drinking water measured by actual NTU	0.30	0.30	0.30	0.30	0.04	0.04	0.04	0.04	0.04	0.3 NTU EPA Standard
WASTEWATER - POST POINT POLLUTION CONTROL PLANT										
Plant Flow - Millions of Gallons per Day	11.89	12.53	11.80	12.48	12.00	11.64	12.80	12.17	12.20	
Sludge Incineration - Tons	3,923	4,003	4,141	4,187	4,291	4,324	4,481	3,864	4,327	

Maintenance Operations Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	Benchmark or Target
ROADWAY MAINTENANCE										
% of streets needing overlay				8.8%	6%	6%	6.4%	6.5%	n/a	5% or less
% of sidewalks needing overlay				6.7%	10%	12%	11%	18.5%	13.0%	5% or less
STORM AND SURFACE WATER MAINTENANCE										
# of outfall retrofits completed in Lk Whatcom Watershed			4	2	4	4	0	3	3	2
# of stormwater inspections conducted in the Lake Whatcom watershed				3,060	3,160	4,567	2,737	3,468	5,699	

% of streets needing overlay not available at time of publishing.

Engineering, Capital and Construction Groups	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual
Miles of Street Resurfaced	2.11	6.60	4.90	0.53	6.74	1.77	2.44	5.91	5.05
Feet of Water Main Replaced	6,412	21,089	3,679	-	740	10,224	4,628	1,685	18,188
Feet of Wastewater Main Replaced	4,667	12,351	8,181	38.5	12,148	1,373	22,787	23,598	27,964

Watershed Acquisition Mgmt Group	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual
Current Yr Acquisitions - Acres	50	196	-	144	50	107	28	77	-
Cumulative Acres Acquired	787	983	984	1,128	1,178	1,285	1,313	1,390	1,390
Cost of Acquisitions by Year (millions)	\$2.411	\$1.378	\$0.546	\$3.954	\$0.810	\$2.370	\$1.945	\$1.566	\$0.770

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2012 CAPITAL BUDGET AND 2012 - 2017 CAPITAL FACILITIES PLAN

Capital Outlay

The Finance Department establishes capitalization thresholds used to prepare capital budgets based on General Accepted Accounting Practices and state law. Most expenditures of less than \$50,000 per single item are budgeted as operating expenditures rather than capital expenditures. At the completion of a capital project, all related labor, materials and services costs are added to capital outlay for the project to arrive at the total project cost and value of the asset.

Purpose

The Capital Facilities Plan (CFP) is a strategic financing plan matching the costs of future capital improvements and purchases to anticipated revenues. The CFP establishes priorities by estimating costs, identifying funding sources and proposing an implementation schedule for all facility or infrastructure-related capital projects and acquisitions.

The CFP is a six-year rolling plan that is revised annually to reflect varying conditions. The CFP includes 2012 capital expenditures for City Council adoption and an estimate of future capital needs for 2013 – 2017 to guide future capital decisions. The adoption of the CFP contained in this budget amends the Bellingham Comprehensive Plan and the list of projects contained herein shall be considered part of the Capital Facilities element of the Comprehensive Plan. The CFP also incorporates the Bellingham School District's Capital Facilities Plan by reference.

Only the expenditures and appropriations for 2012 are authorized by Council. The projects identified for the remaining five years may be altered due to cost or varying conditions.

Existing City Assets

Substantial investment by the public and the City over the years has resulted in a very large asset base for Bellingham's residents. The City's current physical plant consists of:

- Public buildings, including some leased space and commercial rental space.
- Drainage and stormwater control property and detention facilities.
- Park and recreation property, equipment and facilities including playgrounds, spray pools, athletic fields/courts, trails, beaches, street trees, sports stadiums, an aquatic facility, a cemetery and a golf course.
- Public library facilities and equipment.
- Police facilities and vehicles.
- Fire suppression and emergency medical service facilities, vehicles and equipment.
- Streets, sidewalks, street lights and signals.
- Water mains, customer services, a filtration plant, pump stations and storage reservoirs.
- Sanitary sewer mains, a treatment plant and pump stations.
- Vehicles and equipment.

Capital Budget

Renewal and replacements for the street, water and sewer systems are included in the capital budget due to the large cost and nature of work done, which extends the life of the systems. These programs include the resurfacing of existing streets and the replacement of aging water and sewer lines.

Capital Facilities Plan Process

The CFP is updated annually by soliciting capital funding requests from departments, which are then reviewed by City administration. In 2010, a limited term [Capital Facilities Task Force](#) examined capital spending priorities and funding mechanisms.

Policy and planning documents adopted by City Council and the priorities established in the City's Financial Management Guidelines are considered when identifying capital projects to include in the budget and CFP. A list of some of the planning processes and documents considered when developing the CFP follows. Many of the multi-year plans also include annual updates or work plans.

Planning Horizon 20 - 50 Years

[City of Bellingham Legacies](#)

[Waterfront Planning](#)

Planning Horizon 20 Years

[City of Bellingham Strategic Commitments](#)

[City of Bellingham Comprehensive Plan](#)

[Stormwater Management Plan](#)

[City Center Master Plan](#)

Comprehensive Water Plan

[Comprehensive Sewer Plan](#)

Whatcom County Coordinated Sewer/Water Service Area Plan

Planning Horizon 5 Years

[Bellingham Park, Recreation and Open Space Master Plan](#)

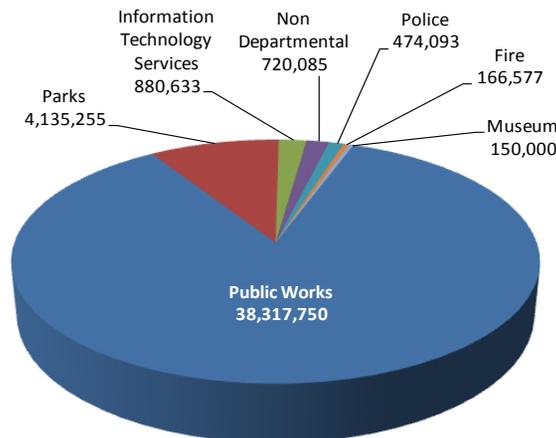
[City of Bellingham Transportation Improvement Plan](#)

[Community Development Consolidated Plan](#)

[Lake Whatcom Management Program](#)

SUMMARY BY DEPARTMENT FOR ACTIVE PROJECTS/PURCHASES

----- Estimates Subject to Revision and Council Approval -----							
Department	2012 Budget	2013	2014	2015	2016	2017	Total 2012-2017
Funded Amounts:							
Fire Department	166,577	127,982	983,651	203,143	202,475	155,562	1,839,390
Information Technology Services Department	880,633	1,483,720	1,236,001	1,942,892	521,533	335,302	6,400,081
Museum	150,000	-	-	-	-	-	150,000
Non Departmental	720,085	740,420	764,789	663,403	682,495	704,354	4,275,546
Park Department	4,135,255	10,930,506	6,070,915	6,948,479	5,249,453	1,636,005	34,970,613
Police Department	474,093	36,000	36,000	36,000	36,000	36,000	654,093
Public Works Department	38,317,750	30,233,242	49,130,199	26,781,990	33,558,827	18,155,743	196,177,751
Subtotal - Funded	44,844,393	43,551,870	58,221,555	36,575,907	40,250,783	21,022,966	244,467,474
Unfunded Amounts (for active projects):							
Park Department	-	11,950,000	-	300,000	100,000	2,000,000	14,350,000
Public Works Department	-	-	-	34,870,000	4,800,000	5,317,000	44,987,000
Subtotal - Unfunded	-	11,950,000	-	35,170,000	4,900,000	7,317,000	59,337,000
Grand Total Estimated Project Costs	44,844,393	55,501,870	58,221,555	71,745,907	45,150,783	28,339,966	303,804,474



Capital Budget

SUMMARY BY FUNDING SOURCE FOR ACTIVE PROJECTS/PURCHASES

----- Estimates Subject to Revision and Council Approval -----							
Source of Funds	2012 Budget	2013	2014	2015	2016	2017	Total 2012-2017
Funded Amounts:							
Wastewater Fund	22,066,500	17,100,000	23,100,000	3,100,000	16,100,000	3,000,000	84,466,500
Transportation Benefit District Fund	4,854,250	4,262,942	4,264,589	4,266,062	4,267,571	4,269,149	26,184,563
Street Fund	4,537,500	2,880,000	3,375,000	3,425,000	3,900,000	3,925,000	22,042,500
Storm/Surface Water Utility Fund	2,918,500	1,600,000	1,600,000	1,600,000	1,400,000	1,400,000	10,518,500
S State Street Remediation Fund	1,907,750	17,045	17,376	17,717	18,069	18,431	1,996,388
Water Fund	1,716,500	1,860,300	14,260,610	11,860,928	5,361,256	3,861,594	38,921,188
Greenways III Fund	1,426,149	8,731,696	4,337,929	4,143,684	4,299,652	905,938	23,845,048
Fleet Administration Fund	1,124,500	1,430,000	1,530,000	1,530,000	1,530,000	700,000	7,844,500
1st 1/4% Real Estate Excise Tax Fund	1,087,454	1,436,105	1,358,408	1,485,720	1,102,042	1,077,373	7,547,102
2nd 1/4% Real Estate Excise Tax Fund	986,631	1,030,315	929,381	827,683	696,453	717,981	5,188,444
Telecommunications Fund	726,633	1,483,720	1,236,001	1,942,892	521,533	335,302	6,246,081
Parks Impact Fund	644,347	1,406,752	759,435	2,061,904	764,476	567,184	6,204,098
Public Safety Dispatch Fund	438,093	-	-	-	-	-	438,093
Medic One Fund	166,577	127,982	183,651	203,143	202,475	155,562	1,039,390
PEG Fund	154,000	-	-	-	-	-	154,000
Beyond Greenways Fund	43,009	45,013	47,175	49,174	51,256	53,452	289,079
Police Federal Equitable Share Fund	36,000	36,000	36,000	36,000	36,000	36,000	216,000
General Fund	10,000	79,000	986,000	26,000	-	-	1,101,000
Olympic-Whatcom Falls Park Addl Fund	-	25,000	200,000	-	-	-	225,000
Subtotal - Funded Amounts	44,844,393	43,551,870	58,221,555	36,575,907	40,250,783	21,022,966	244,467,474
Unfunded Amounts:							
Unfunded Portion of Active Projects	-	11,950,000	-	35,170,000	4,900,000	7,317,000	59,337,000
Grand Total	44,844,393	55,501,870	58,221,555	71,745,907	45,150,783	28,339,966	303,804,474
Anticipated Bond Issues to Fund Various Projects	2012 Budget	2013	2014	2015	2016	2017	Total 2012-2017
Wastewater Fund	20,000,000	15,000,000	21,000,000	1,000,000	13,000,000	-	70,000,000
Water Fund	-	-	7,000,000	7,000,000	500,000	500,000	15,000,000
Total Anticipated Bonds	20,000,000	15,000,000	28,000,000	8,000,000	13,500,000	500,000	85,000,000

Prior Years' data comprises project expenditures through December of 2010, plus budget and reappropriations for 2011.

An asterisk (*) after the Project Name indicates that a detailed project summary is provided on subsequent pages.

"Unfunded"=No funding source has been identified for this amount.

FIRE DEPARTMENT			-----Estimates Subject to Revision and Council Approval-----					
Funding Sources and Projects/Purchases	Prior Years	2012 Budget	2013	2014	2015	2016	2017	Total Through 2017
Capital Projects/Purchases Paid from a Single Fund:								
General Fund - Equipment								
Fire Engine Replacement	--	-	-	800,000	-	-	-	800,000
Medic One Fund - Equipment								
Medic Unit	--	166,577	127,982	183,651	141,100	202,475	155,562	977,347
Pickup/Utility Unit	--	-	-	-	62,043	-	-	62,043
Capital Plan Total Estimated Expenditures	-	166,577	127,982	983,651	203,143	202,475	155,562	1,839,390
Less Unfunded Expenditures	-	-	-	-	-	-	-	-
Less Anticipated Revenue	-	-	-	-	-	-	-	-
Net Outlay Capital Projects/Purchases	-	166,577	127,982	983,651	203,143	202,475	155,562	1,839,390

POLICE DEPARTMENT			-----Estimates Subject to Revision and Council Approval-----					
Funding Sources and Projects/Purchases	Prior Years	2012 Budget	2013	2014	2015	2016	2017	Total Through 2017
Capital Projects/Purchases Paid from a Single Fund:								
Police Federal Equitable Share Fund								
Undercover Vehicles	--	36,000	36,000	36,000	36,000	36,000	36,000	216,000
Public Safety Dispatch Fund								
Replace CAD System Integrity Server including replacement of CAD Network switches for both Police and Fire Dispatch.	--	438,093	-	-	-	-	-	438,093
Capital Plan Total Estimated Expenditures	-	474,093	36,000	36,000	36,000	36,000	36,000	654,093
Less Unfunded Expenditures	-	-	-	-	-	-	-	-
Less Anticipated Revenue	-	-	-	-	-	-	-	-
Net Outlay Capital Projects/Purchases	-	474,093	36,000	36,000	36,000	36,000	36,000	654,093

Capital Budget

PARK DEPARTMENT			-----Estimates Subject to Revision and Council Approval-----					
Funding Sources and Projects/Purchases	Prior Years	2012 Budget	2013	2014	2015	2016	2017	Total Through 2017
Capital Projects/Purchases Paid from Multiple Funds:								
Squalicum Creek Park Phase 3 *								
Squalicum Park/Olympic Fund	66,565	-	-	-	-	-	-	66,565
Greenways III Fund	-	600,000	4,100,000	-	-	-	-	4,700,000
Parks Impact Fund	-	40,000	500,000	-	-	-	-	540,000
Unfunded	-	-	500,000	-	-	-	-	500,000
Cordata Neighborhood Park Development								
Parks Impact Fund	-	-	-	-	1,300,000	-	-	1,300,000
Unfunded	-	-	-	-	300,000	-	-	300,000
Unfunded - Final Buildout	-	-	-	-	-	-	2,000,000	2,000,000
Civic Field Stadium Turf Replacement								
General Fund	-	10,000	-	-	-	-	-	10,000
Unfunded	-	-	950,000	-	-	-	-	950,000
Boulevard Park Shoreline								
Greenways III Fund	250,000	-	-	-	-	-	-	250,000
Parks Impact Fund	210,000	-	-	-	-	-	-	210,000
Unfunded	-	-	500,000	-	-	-	-	500,000
Boulevard Park Cleanup - South State Street Manufactured Gas Plant *								
S State Street Remediation Fund	439,524	1,907,750	17,045	17,376	17,717	18,069	18,431	2,435,912
DOE Grants, Judgments and Settlements, Transfers-In	-	(2,553,750)	-	-	-	-	-	(2,553,750)
Beyond Greenways Fund	13,305	-	-	-	-	-	-	13,305
Greenways III Fund	3,304,353	-	-	-	-	-	-	3,304,353
DOE Grants, Judgments and Settlements	(1,109,494)	-	-	-	-	-	-	(1,109,494)
Unfunded Fund	-	-	8,000,000	-	-	-	-	8,000,000
DOE Grants, Judgments and Settlements	-	-	(7,000,000)	-	-	-	-	(7,000,000)
Samish Crest Trail								
Beyond Greenways Fund	600,850	-	-	-	-	-	-	600,850
Unfunded	-	-	-	-	-	100,000	-	100,000
Whatcom Falls Park West Entry								
Olympic-Whatcom Falls Park Addl Fund	-	-	25,000	200,000	-	-	-	225,000
Greenways III	-	-	100,000	400,000	-	-	-	500,000

PARK DEPARTMENT - Continued			-----Estimates Subject to Revision and Council Approval-----					
Funding Sources and Projects/Purchases	Prior Years	2012 Budget	2013	2014	2015	2016	2017	Total Through 2017
Capital Projects/Purchases Paid from a Multiple Funds (continued):								
Labor Distributions to General Fund								
Beyond Greenways Fund	50,717	43,009	45,013	47,175	49,174	51,256	53,452	339,796
Greenways III Fund	110,463	126,149	131,696	137,929	143,684	149,652	155,938	955,511
Parks Impact Fund	51,541	54,347	56,752	59,435	61,904	64,476	67,184	415,639
Boulevard to Waterfront Park Boardwalk								
1st 1/4% Real Estate Excise Tax Fund	159,517	-	-	-	-	-	-	159,517
Greenways III Fund	2,108,971	-	3,900,000	-	-	-	-	6,008,971
Federal Indirect Grant - WDOT	(2,133,183)	-	-	-	-	-	-	(2,133,183)
Parks Impact Fund	-	-	200,000	-	-	-	-	200,000
Unfunded	-	-	2,000,000	-	-	-	-	2,000,000
Capital Projects/Purchases Paid from a Single Fund:								
General Fund								
Fleet Add 72" Zero Turn Radius Turf Mower	--	-	14,000	-	-	-	-	14,000
Fleet Add One Ton Truck for Transporting Large Area Mower	--	-	33,000	-	-	-	-	33,000
Fleet Add Trailer for Transporting Large Area Mower	--	-	12,000	-	-	-	-	12,000
Fleet Add Turf Aerator	--	-	-	6,000	-	-	-	6,000
John Deere Unit (Model 1445) to Power a Side Arm Mower	--	-	20,000	-	-	-	-	20,000
Sewer System Lift Station Evaluation and Design	-	-	-	180,000	-	-	-	180,000
Three Quarter Ton Super duty Pickup Truck	--	-	-	-	26,000	-	-	26,000

Capital Budget

PARK DEPARTMENT - Continued			-----Estimates Subject to Revision and Council Approval-----					
Funding Sources and Projects/Purchases	Prior Years	2012 Budget	2013	2014	2015	2016	2017	Total Through 2017
Capital Projects/Purchases Paid from a Single Fund (Continued):								
1st 1/4% Real Estate Excise Tax Fund								
Annual Boundary Surveys	-	6,000	6,000	6,000	6,000	6,000	6,000	36,000
Arroyo Park Bridge Replacement and Trail Improvements	-	-	120,000	-	-	-	-	120,000
Big Rock Garden Park Fence Replacement	-	-	-	45,000	-	-	-	45,000
Neighborhood Trail Projects	-	-	200,000	200,000	200,000	-	-	600,000
Park and Sports Field Lighting	-	-	12,000	12,000	24,000	-	-	48,000
Park Bridges Repair/Replacement	-	-	-	25,000	25,000	25,000	-	75,000
Replacement of Fairhaven Park Entry Columns	-	-	-	-	160,000	-	-	160,000
Roof Replacements	-	18,000	28,000	-	-	-	-	46,000
Sidewalk & Curb Replacement	-	25,000	25,000	25,000	25,000	25,000	25,000	150,000
Trail Surface/Drainage Repairs	-	30,000	35,000	35,000	35,000	35,000	35,000	205,000
2nd 1/4% Real Estate Excise Tax Fund								
Annual Playground Construction	-	-	150,000	150,000	150,000	-	-	450,000
Parks Facility Asphalt Patching and Resurfacing	-	25,000	50,000	25,000	25,000	25,000	25,000	175,000
Greenways III Fund								
Greenway Land Acquisition	-	700,000	500,000	3,000,000	4,000,000	3,900,000	-	12,100,000
Interurban Trail - Chuckanut	223,877	-	-	800,000	-	-	-	1,023,877
Lake Padden Park Improvements	-	-	-	-	-	250,000	750,000	1,000,000
Parks Impact Fund								
Land Acquisition - Park in Developing Area	-	300,000	-	500,000	-	500,000	300,000	1,600,000
Miscellaneous Community Parks Construction	100,000	200,000	500,000	100,000	600,000	100,000	100,000	1,700,000
Neighborhood Park Improvements	-	-	100,000	50,000	50,000	50,000	50,000	300,000
Sidewalks, Paths and Trails	-	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Capital Plan Total Estimated Expenditures	7,689,683	4,135,255	22,880,506	6,070,915	7,248,479	5,349,453	3,636,005	57,010,296
Less Unfunded Expenditures	-	-	(11,950,000)	-	(300,000)	(100,000)	(2,000,000)	(14,350,000)
Less Anticipated Revenue	(3,242,677)	(2,553,750)	(7,000,000)	-	-	-	-	(12,796,427)
Net Outlay Capital Projects/Purchases	4,447,006	1,581,505	3,930,506	6,070,915	6,948,479	5,249,453	1,636,005	29,863,869

MUSEUM			-----Estimates Subject to Revision and Council Approval-----					
Funding Sources and Projects/Purchases	Prior Years	2012 Budget	2013	2014	2015	2016	2017	Total Through 2017
Capital Projects/Purchases Paid from a Single Fund:								
2nd 1/4% Real Estate Excise Tax Fund								
Window Restoration at Old City Hall	-	150,000	-	-	-	-	-	150,000
Potential Grant	-	(100,000)	-	-	-	-	-	(100,000)
Capital Plan Total Estimated Expenditures	-	150,000	-	-	-	-	-	150,000
Less Unfunded Expenditures	-	-	-	-	-	-	-	-
Less Anticipated Revenue	-	(100,000)	-	-	-	-	-	(100,000)
Net Outlay Capital Projects/Purchases	-	50,000	-	-	-	-	-	50,000

Capital Budget

INFORMATION TECH SERVICES DEPARTMENT			-----Estimates Subject to Revision and Council Approval-----					
Funding Sources and Projects/Purchases	Prior Years	2012 Budget	2013	2014	2015	2016	2017	Total Through 2017
Capital Projects/Purchases Paid from a Single Fund:								
PEG Fund - Equipment								
BTV10 Equipment	--	94,000	-	-	-	-	-	94,000
Council Chambers Equipment	--	60,000	-	-	-	-	-	60,000
Telecommunications Fund - Equipment								
Computer Applications - High Priority	--	205,000	500,000	-	-	-	-	705,000
Interfund Transfers from Street Fund and Development Services	-	(20,000)	(500,000)	-	-	-	-	(520,000)
Computer System Replacements (Forecast Estimates)	--	-	300,000	710,000	1,300,000	200,000	220,000	2,730,000
Network Infrastructure Replacements	--	191,633	288,720	256,001	472,892	321,533	115,302	1,646,081
Interfund Transfer from Street Fund	-	(60,762)	(33,000)	(30,000)	(59,892)	(30,000)	(30,000)	(243,654)
Enterprise Document Management System	--	-	225,000	155,000	80,000	-	-	460,000
Interfund Transfer from Street Fund	-	-	(150,000)	(80,000)	(80,000)	-	-	(310,000)
E-mail System Replacement	--	230,000	-	-	-	-	-	230,000
Interfund Transfers from Various Funds	-	(87,662)	-	-	-	-	-	(87,662)
Inventory/Stored Orders (Replace eCity)	--	100,000	-	-	-	-	-	100,000
Interfund Transfer from Purchasing Fund	-	(100,000)	-	-	-	-	-	(100,000)
Telephone System Upgrade	--	-	170,000	115,000	90,000	-	-	375,000
Capital Plan Total Estimated Expenditures	-	880,633	1,483,720	1,236,001	1,942,892	521,533	335,302	6,400,081
Less Unfunded Expenditures	-	-	-	-	-	-	-	-
Less Anticipated Revenue	-	(268,424)	(683,000)	(110,000)	(139,892)	(30,000)	(30,000)	(1,261,316)
Net Outlay Capital Projects/Purchases	-	612,209	800,720	1,126,001	1,803,000	491,533	305,302	5,138,765

NON DEPARTMENTAL			-----Estimates Subject to Revision and Council Approval-----					
Funding Sources and Projects/Purchases	Prior Years	2012 Budget	2013	2014	2015	2016	2017	Total Through 2017
Capital Projects/Purchases Paid from a Single Fund:								
1st 1/4% Real Estate Excise Tax Fund								
Indirect Cost Allocation Plan	-	8,454	10,105	10,408	10,720	11,042	11,373	62,102
2nd 1/4% Real Estate Excise Tax Fund								
Indirect Cost Allocation Plan	-	8,229	8,476	8,730	8,992	9,262	9,540	53,229
Civic Field and Aquatic Center Debt Service	-	703,402	721,839	745,651	643,691	662,191	683,441	4,160,215
Capital Plan Total Estimated Expenditures	-	720,085	740,420	764,789	663,403	682,495	704,354	4,275,546
Less Unfunded Expenditures	-	-	-	-	-	-	-	-
Less Anticipated Revenue	-	-	-	-	-	-	-	-
Net Outlay Capital Projects/Purchases	-	720,085	740,420	764,789	663,403	682,495	704,354	4,275,546

Capital Budget

PUBLIC WORKS DEPT - OPERATIONS DIVISION			-----Estimates Subject to Revision and Council Approval-----					
Funding Sources and Projects/Purchases	Prior Years	2012 Budget	2013	2014	2015	2016	2017	Total Through 2017
Capital Projects/Purchases Paid from a Single Fund:								
Street Fund								
Aerial Photography	51,900	-	75,000	-	-	75,000	-	201,900
New Fleet Management System	-	-	80,000	50,000	-	-	-	130,000
New Maintenance Management System to Replace Hansen	-	-	-	150,000	100,000	50,000	-	300,000
Water Fund								
Kubota with Trailer	--	56,500	-	-	-	-	-	56,500
Security Improvements for Water System	-	-	100,000	100,000	100,000	100,000	-	400,000
Wastewater Fund								
Bio Diesel Service Truck	--	66,500	-	-	-	-	-	66,500
Security Improvements for Wastewater System	-	-	100,000	100,000	100,000	100,000	-	400,000
Storm/Surface Water Utility Fund								
Make Ready on Vactor Site Caterpillar Loader	--	42,500	-	-	-	-	-	42,500
Fleet Administration Fund								
Fleet Heavy Duty Work Equipment Replacements	--	248,000	750,000	650,000	650,000	700,000	-	2,998,000
Fleet Other Machinery and Equipment Replacements	--	-	250,000	250,000	250,000	200,000	250,000	1,200,000
Fleet Transportation Equipment Replacements	--	728,000	300,000	500,000	500,000	500,000	450,000	2,978,000
Fleet Truck Rental Motor pool	--	54,500	-	-	-	-	-	54,500
Fleet Vehicle Hoist	--	25,000	-	-	-	-	-	25,000
Make Ready on Fleet Replacements	--	69,000	130,000	130,000	130,000	130,000	-	589,000
Capital Plan Total Estimated Expenditures	51,900	1,290,000	1,785,000	1,930,000	1,830,000	1,855,000	700,000	9,441,900
Less Unfunded Expenditures	-	-	-	-	-	-	-	-
Less Anticipated Revenue	-	-	-	-	-	-	-	-
Net Outlay Capital Projects/Purchases	51,900	1,290,000	1,785,000	1,930,000	1,830,000	1,855,000	700,000	9,441,900

PUBLIC WORKS DEPT - ENGINEERING DIVISION			-----Estimates Subject to Revision and Council Approval-----					
Funding Sources and Projects/Purchases	Prior Years	2012 Budget	2013	2014	2015	2016	2017	Total Through 2017
Capital Projects/Purchases Paid from Multiple Funds:								
Padden Creek Daylighting *								
2nd 1/4% Real Estate Excise Tax Fund	98	-	-	-	-	-	-	98
Storm/Surface Water Utility Fund	1,190,566	2,126,000	200,000	200,000	200,000	-	-	3,916,566
DOE State Grant and Loan	-	(1,926,000)	-	-	-	-	-	(1,926,000)
Unfunded	-	-	-	-	-	-	-	-
James Street Bridge Replacement								
Street Fund	3,129,430	-	-	-	-	-	-	3,129,430
Federal Indirect Grant - WDOT	(2,396,038)	-	-	-	-	-	-	(2,396,038)
2nd 1/4% Real Estate Excise Tax Fund	-	100,000	-	-	-	-	-	100,000
James Street Road Multi-Modal Improvements Phase 1 *								
Street Fund	2,188,554	1,900,000	-	-	-	-	-	4,088,554
TIB State Grant and Federal Indirect Grant - WDOT	(1,200,000)	(1,900,000)	-	-	-	-	-	(3,100,000)
2nd 1/4% Real Estate Excise Tax Fund	100,000	-	100,000	-	-	-	-	200,000
West Horton Road Multimodal Corridor Improvements - Phase1								
Street Fund	961,975	-	-	-	-	-	-	961,975
Priv Dev PDC - Mitigate	(961,975)	-	-	-	-	-	-	(961,975)
Unfunded	-	-	-	-	-	4,800,000	-	4,800,000
West Bakerview Corridor Interchange Capacity, I/S Safety Improvements								
Street Fund	-	-	500,000	400,000	-	-	-	900,000
Unfunded	-	-	-	-	2,200,000	-	-	2,200,000
Bellingham Waterfront Cornwall Avenue Bridge								
Street Fund	9,116,604	-	-	-	-	-	-	9,116,604
Federal Indirect Grant - WDOT	(6,369,767)	-	-	-	-	-	-	(6,369,767)
1st 1/4% Real Estate Excise Tax Fund	-	570,000	-	-	-	-	-	570,000
Unfunded	-	-	-	-	22,930,000	-	-	22,930,000

Capital Budget

PUBLIC WORKS DEPT - ENGINEERING DIVISION - Continued			-----Estimates Subject to Revision and Council Approval-----					
Funding Sources and Projects/Purchases	Prior Years	2012 Budget	2013	2014	2015	2016	2017	Total Through 2017
Capital Projects/Purchases Paid from Multiple Funds (continued):								
Bellingham Waterfront Railroad Track Mainline Relocation								
Street Fund	663,563	-	-	-	-	-	-	663,563
Federal Indirect Grant - WDOT and Intergovernmental Service Revenue	(341,508)	-	-	-	-	-	-	(341,508)
1st 1/4% Real Estate Excise Tax Fund	464,434	-	-	-	-	-	-	464,434
Unfunded	-	-	-	-	9,740,000	-	-	9,740,000
Intergovernmental Service Revenue	-	-	-	-	(5,000,000)	-	-	(5,000,000)
Bellingham Waterfront "C" Street Phase 1/Marine Trades								
Street Fund	417,604	-	-	-	-	-	-	417,604
Water Fund	63,361	-	-	-	-	-	-	63,361
Wastewater Fund	869,199	-	-	-	-	-	-	869,199
Storm/Surface Water Utility Fund	108,495	-	-	-	-	-	-	108,495
Unfunded	-	-	-	-	-	-	2,600,000	2,600,000
Bellingham Waterfront Wharf Street Roundabout								
Street Fund	25,104	-	-	-	-	-	-	25,104
2nd 1/4% Real Estate Excise Tax Fund	357,111	-	-	-	-	-	-	357,111
Unfunded	-	-	-	-	-	-	2,717,000	2,717,000
Capital Projects/Purchases Paid from a Single Fund:								
Street Fund								
Annual Pavement Resurfacing	-	2,000,000	2,000,000	2,400,000	3,100,000	3,400,000	3,700,000	16,600,000
Annual Signal Improvement Program	-	100,000	225,000	225,000	225,000	225,000	225,000	1,225,000
Biennial Street Light Replacement	-	75,000	-	150,000	-	150,000	-	375,000
Roeder Avenue Bridge Improvement	-	462,500	-	-	-	-	-	462,500
Federal Indirect Grant - WDOT	-	(400,000)	-	-	-	-	-	(400,000)
1st 1/4% Real Estate Excise Tax Fund								
Bellingham Waterfront District Infrastructure	-	430,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,430,000

PUBLIC WORKS DEPT - ENGINEERING DIVISION - Continued			-----Estimates Subject to Revision and Council Approval-----						
Funding Sources and Projects/Purchases	Prior Years	2012 Budget	2013	2014	2015	2016	2017	Total Through 2017	
Capital Projects/Purchases Paid from a Single Fund (continued):									
Transportation Benefit District Fund									
TBD Annual NON-Motorized Projects-Transportation Benefit District	-	1,285,265	1,385,265	1,385,265	1,385,265	1,385,265	1,385,265	8,211,590	
TBD Annual Pavement Resurfacing-Transportation Benefit District	-	1,115,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	8,115,000	
TBD Non-Motorized Indian St. Bike-Ped Safety Improvements/Chestnut-Oak *	-	478,000	-	-	-	-	-	478,000	
WSDOT State Grant	-	(193,000)	-	-	-	-	-	(193,000)	
TBD Non-Motorized N.Samish Way Pedestrian Safety Imp.-Abbott/Consolidation/N.Samish Way *	-	500,000	-	-	-	-	-	500,000	
WSDOT State Grant	-	(400,000)	-	-	-	-	-	(400,000)	
WTA Payments Sunday Service and TBD Labor Distribution to General Fund	-	1,475,985	1,477,677	1,479,324	1,480,797	1,482,306	1,483,884	8,879,973	
Water Fund									
Annual Water Main Replacement Program	-	1,100,000	1,100,000	2,000,000	2,000,000	2,000,000	2,000,000	10,200,000	
Bellingham Waterfront GP Hydropower Generation *	-	200,000	400,000	2,400,000	-	-	-	3,000,000	
King Mt Reservoir (Cordata)	-	-	-	-	-	500,000	500,000	1,000,000	
Bond	-	-	-	-	-	(500,000)	(500,000)	(1,000,000)	
Water Metering City-Wide Project	-	-	-	2,500,000	2,500,000	2,500,000	1,100,000	8,600,000	
Water Treatment Plant (WTP) Pre-Treatment	1,900,000	-	-	7,000,000	7,000,000	-	-	15,900,000	
Bond	-	-	-	(7,000,000)	(7,000,000)	-	-	(14,000,000)	
Watershed Land Acquisitions	-	360,000	260,300	260,610	260,928	261,256	261,594	1,664,688	

Capital Budget

PUBLIC WORKS DEPT - ENGINEERING DIVISION - Continued			-----Estimates Subject to Revision and Council Approval-----					
Funding Sources and Projects/Purchases	Prior Years	2012 Budget	2013	2014	2015	2016	2017	Total Through 2017
Capital Projects/Purchases Paid from a Single Fund (continued):								
Wastewater Fund								
Annual Sewer Main Replacement Program	-	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000
Bellingham Waterfront Wet Weather Peak Flow Facility	358,246	-	-	-	-	1,000,000	1,000,000	2,358,246
Sewer Inflow and Infiltration Projects	5,000,000	-	-	5,000,000	-	-	-	10,000,000
Bond	(5,000,000)	-	-	(5,000,000)	-	-	-	(10,000,000)
Wastewater Comp Plan Priority 1 Projects (Bonds 2011, 2014)	-	-	-	1,000,000	1,000,000	13,000,000	-	15,000,000
Bond	-	-	-	(1,000,000)	(1,000,000)	(13,000,000)	-	(15,000,000)
Wastewater Treatment Plant (WWTP) Facility Expansion *	7,908,001	20,000,000	15,000,000	15,000,000	-	-	-	57,908,001
Bond	(3,000,000)	(20,000,000)	(15,000,000)	(15,000,000)	-	-	-	(53,000,000)
Storm/Surface Water Utility Fund								
Annual Overlay Storm Improvements	-	250,000	200,000	200,000	200,000	200,000	200,000	1,250,000
Annual Storm Main Replacement Projects	-	100,000	550,000	550,000	550,000	550,000	550,000	2,850,000
City-wide Storm Retrofits	-	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
Fish Passage Improvements	1,009,453	100,000	250,000	250,000	250,000	250,000	250,000	2,359,453
Lake Whatcom Water Quality Improvements/TMDL Action Plans	-	-	100,000	100,000	100,000	100,000	100,000	500,000
Residential Water Quality Retrofits	-	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Capital Plan Total Estimated Expenditures	35,831,798	37,027,750	28,448,242	47,200,199	59,821,990	36,503,827	22,772,743	267,606,549
Less Unfunded Expenditures	-	-	-	-	(34,870,000)	(4,800,000)	(5,317,000)	(44,987,000)
Less Anticipated Revenue	(19,269,288)	(24,819,000)	(15,000,000)	(28,000,000)	(13,000,000)	(13,500,000)	(500,000)	(114,088,288)
Net Outlay Capital Projects/Purchases	16,562,510	12,208,750	13,448,242	19,200,199	11,951,990	18,203,827	16,955,743	108,531,261

CITY-WIDE CAPITAL PLAN TOTALS

Funding Sources and Projects/Purchases	Prior Years	2012 Budget	-----Estimates Subject to Revision and Council Approval-----					Total Through 2017
			2013	2014	2015	2016	2017	
Capital Plan Total Estimated Expenditures	43,573,381	44,844,393	55,501,870	58,221,555	71,745,907	45,150,783	28,339,966	347,377,855
Less Unfunded Expenditures	-	-	(11,950,000)	-	(35,170,000)	(4,900,000)	(7,317,000)	(59,337,000)
Less Anticipated Revenue/Transfers	(22,511,965)	(27,741,174)	(22,683,000)	(28,110,000)	(13,139,892)	(13,530,000)	(530,000)	(128,246,031)
Net Outlay Capital Projects/Purchases	21,061,416	17,103,219	20,868,870	30,111,555	23,436,015	26,720,783	20,492,966	159,794,824

CAPITAL PROJECTS/PURCHASES WITH NO IDENTIFIED FUNDING SOURCE

	2012	2013	2014	2015	2016	2017	Total Estimated Cost
Fire Department							
Ladder Truck	-	-	-	-	1,447,687	-	1,447,687
Library							
Library Furnishings	-	-	40,000	40,000	40,000	40,000	160,000
Paint	-	-	160,000	-	-	-	160,000
Carpet Replacement	-	-	160,000	-	-	-	160,000
Build Office Space	-	-	45,000	-	-	-	45,000
Update Library Signage	-	-	80,000	-	-	-	80,000
Replacement Central Library	-	-	55,000,000	-	-	-	55,000,000
Seismic and Historic Upgrades Fairhaven	-	-	1,300,000	-	-	-	1,300,000
Museum							
Fire Suppression and Renovations at Syre Ed Center and Old City Hall	-	-	810,000	-	-	-	810,000
Park Department							
Bloedel Donovan Shoreline Restoration	-	20,000	500,000	-	-	-	520,000
Historical Courthouse Plaza	-	-	200,000	605,000	-	-	805,000
Train Station Plaza	-	-	200,000	650,000	-	-	850,000
Wood Stock Farms Septic System Replacement	-	60,000	-	-	-	-	60,000

Capital Budget

CAPITAL PROJECTS/PURCHASES WITH NO IDENTIFIED FUNDING SOURCE

	2012	2013	2014	2015	2016	2017	Total Est Cost
Planning Department							
Urban Village Public Realm (e.g., Samish Way)	-	100,000	500,000	500,000	500,000	500,000	2,100,000
Construct Local Streets in Old Town	-	1,000,000	1,000,000	-	-	-	2,000,000
Develop Alley Connections from Library to Art and Childrens Museum	-	-	100,000	-	-	-	100,000
Develop Connection from Arts District to Maritime Heritage Park (Plaza and Alley Connection)	-	75,000	400,000	-	-	-	475,000
Public Works Department							
Lincoln Creek Multimodal Transportation Center	-	-	-	-	-	6,250,000	6,250,000
Lincoln Creek Multimodal Transportation Center (WWU Funded)	-	-	-	-	-	(6,250,000)	(6,250,000)
Bellingham Waterfront Bloedel Phases 1 to 3	-	-	-	10,000,000	-	-	10,000,000
Bellingham Waterfront Commercial Green Loop/Bloedel-Shoreline	-	-	-	2,240,000	-	-	2,240,000
Bellingham Waterfront South Cornwall Ave/Wharf St.-Park area	-	-	-	-	5,356,000	-	5,356,000
Bellingham Waterfront F Street/Roeder-Maple	-	-	-	-	-	1,820,000	1,820,000
James Street Road Phase 2 Multi-Modal Improvements	-	-	-	-	-	5,700,000	5,700,000
Northwest Ave/W.Bakerview I/S Safety Improvements/W.Bakerview-Aldrich	-	-	-	150,000	-	-	150,000
Orchard St.Multimodal Connection/Beneath I-5-Bay to Baker Trail ES441	-	-	-	-	-	8,000,000	8,000,000
Bellingham Waterfront "C" Street Phase 2/Roeder-Bancroft	-	-	-	-	-	1,300,000	1,300,000
Estimated Total Unfunded Capital Projects	-	1,255,000	60,495,000	14,185,000	5,896,000	23,610,000	105,441,000
Estimated Total Unfunded Capital Equipment	-	-	-	-	1,447,687	-	1,447,687
Estimated Total Revenue for Unfunded Projects	-	-	-	-	-	(6,250,000)	(6,250,000)
Net Grand Total Estimated Unfunded Expenditures	-	1,255,000	60,495,000	14,185,000	7,343,687	17,360,000	100,638,687

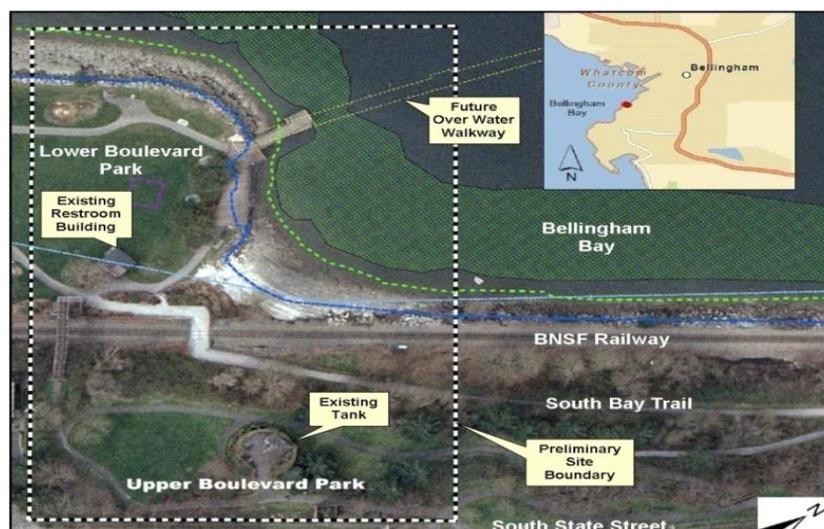
CFP Featured Projects - Summaries

SOUTH STATE STREET CLEANUP PROJECT (REPAIR/MAINTENANCE)

Project Description (PD2180-1H)

The South State Street Manufactured Gas Plant Site is located at the north end of Boulevard Park. From approximately 1890 to the late 1940's, a coal gasification plant operated on the upper portion of the site. A concrete above ground tank, a brick utility building, and remnants of concrete foundations and underground piping remain. Previous investigations at the site found elevated concentrations of hazardous materials in surface water, soil, and/or sediment and the Washington State Department of Ecology has designated the City as a "Potential Liable Party" under the Model Toxics Control Act. An Agreed Order for completing a remedial investigation and feasibility study of the site was signed between the City, Puget Sound Energy (PSE), and the Department of Ecology in 2010.

The City was awarded matching grant funding in the amount of \$425,000 from the Department of Ecology for the remedial investigation and feasibility study (RIFS). DOE notified the City in late 2011 that an additional \$6 million will be available to complete the RIFS with the balance available for any interim actions and cleanup. The City has also entered into an agreement with Puget Sound Energy to pay 75% of the costs associated with the study. Once the RIFS is complete, it is anticipated a clean-up action will be implemented at the site.



Revenues and Sources	Allocated as of 12/31/10	2011 Budget	2012 Adopted	Total
Beyond Greenways Fund	13,305	-	-	13,305
Greenways III Fund	194,859	500,000	-	694,859
DOE Grant	30,572	394,428	-	425,000
Judgments & Settlements	484,494	200,000	-	684,494
S State St Remediation Fund	-	-	854,000	854,000
Transfer from 1st Qtr REET	-	439,524	-	439,524
DOE Grant	-	-	53,750	53,750
Judgments & Settlements (was G3 Fund)	-	1,500,000	-	1,500,000
Transfer from General Fund	-	-	1,000,000	1,000,000
Subtotal	\$ 723,230	\$ 3,033,952	\$ 1,907,750	\$ 5,664,932
2013-2017 Estimated Need:				
S State St Remediation Fund				88,638
No Identified Funding Source				8,000,000
Estimated Total Revenues and Sources				\$ 13,753,570

CFP Featured Projects – Summaries (continued)

SOUTH STATE STREET CLEANUP PROJECT (REPAIR/MAINTENANCE)				
Project Description (PD2180-1H)				Continued
Expenditures and Uses	Cost as of 12/31/10	2011 Budget	2012 Adopted	Total
Labor	13,305	-	-	13,305
Contract Services	709,762	2,554,524	1,481,027	4,745,313
Other	163	85,000	426,723	511,886
Other (Reserve)	-	394,428	-	394,428
Subtotal	\$ 723,230	\$ 3,033,952	\$ 1,907,750	\$ 5,664,932
2013-2017 Estimated Need:				
Labor and Other				8,088,638
Estimated Total Expenditures and Uses				\$ 13,753,570
Estimated Impact on Operating Budget				
The estimated impact on future operating costs is unknown, and will depend on what clean-up action is undertaken. Typically, test well monitoring at the site would be a requirement for a period of years following the clean up.				

SQUALICUM CREEK PARK PHASE 3	
Project Description (PD2022-3)	
<p>Proposed Phase 3 improvements include a children's playground, picnic shelter, fenced dog off leash area, skate dot, new lighted ballfield, lighting existing field, restrooms, expanded parking, loop trail, basketball court, landscape planting and pedestrian amenities.</p>	
<p>The site plan for Squalicum Creek Park Phase 3 shows a large central field area with several ballfields and a playground. Key features include: <ul style="list-style-type: none"> Fields: New Field #2 with lighting, Field #3 rough graded to subgrade and seeded, and a Multi-Purpose Field rough graded to subgrade and seeded. Trails: Humpy Lumpy Trail with skate dots, Perimeter Walking Trail, and Coast Millennium Trail. Recreation: New playground, basketball court, and a fenced dog off-leash area. Facilities: New picnic shelter, picnic tables, restrooms (Hub, Trailhead, Phase 1), and a new pump house enclosure. Infrastructure: New parking areas, lighting for ballfields, and a stormwater management pond. </p>	
<p>Squalicum Creek Park - Phase 3 Master Plan w/ RCO Grant Improvements Prepared for: City of Bellingham Parks & Recreation Department Prepared by: Robert W. Droll Landscape Architect, PS 1/11/12</p>	

CFP Featured Projects – Summaries (continued)

SQUALICUM CREEK PARK PHASE 3				
Project Description (PD2022-3)				Continued
Revenues and Sources	Allocated as of 12/31/10	2011 Budget	2012 Adopted	Total
Squalicum Park/Olympic Fund	-	66,565	-	66,565
Greenways III Fund	-	-	600,000	600,000
Parks Impact Fund	-	-	40,000	40,000
Subtotal	\$ -	\$ 66,565	\$ 640,000	\$ 706,565
2013-2017 Estimated Need:				
Greenways III Fund				4,100,000
Parks Impact Fund				500,000
No Identified Funding Source				500,000
Estimated Total Revenues and Sources				\$ 5,806,565
Expenditures and Uses	Cost as of 12/31/10	2011 Budget	2012 Adopted	Total
Contract Services	-	66,565	640,000	706,565
Subtotal	\$ -	\$ 66,565	\$ 640,000	\$ 706,565
2013-2017 Estimated Need:				
Contract Services				5,100,000
Estimated Total Expenditures and Uses				\$ 5,806,565
Estimated Impact on Operating Budget				
Increase operating costs by approximately \$6,300 per developed acre. Additional staff time and supplies for mowing, field prep, landscape maintenance, restroom cleaning and facility repair.				

CFP Featured Projects – Summaries (continued)

JAMES STREET ROAD MULTI-MODAL IMPROVEMENTS PHASE I

Project Description (ES318, ER9)

The project includes arterial-scale improvements to this major transportation corridor that currently has a poor driving surface and no sidewalks or shoulders. Phase 1 road improvements include a continuous left-turn lane, curb, gutter, sidewalk and bike lanes as well as street lighting from Woodstock Way to E. Orchard Drive. In addition, two weight-restricted and deteriorating bridges over Squalicum Creek tributaries will be replaced by one single-span bridge structure that will be constructed to urban secondary arterials standards to match with those being planned for James Street Phase 1 Multimodal Corridor Improvements. The project includes close coordination with the future Bay to Baker Trail and will provide access and improved parking to Sunset Pond Park.



Revenues and Sources	Allocated as of 12/31/10	2011 Budget	2012 Adopted	Total
Phase I:				
Second Quarter REET Fund	-	100,000	-	100,000
Street Fund	38,118	950,436	-	988,554
Federal Indirect Grant - WDOT	-	1,200,000	650,000	1,850,000
State Grant - TIB	-	-	1,250,000	1,250,000
Phase I - Bridge:				
Second Quarter REET Fund	-	-	100,000	100,000
Street Fund	111,892	621,500	-	733,392
Federal Indirect Grant - WDOT	81,729	2,314,309	-	2,396,038
Subtotal	\$ 231,739	\$ 5,186,245	\$ 2,000,000	\$ 7,417,984
2013-2017 Estimated Need:				
Phase I:				
Second Quarter REET Fund				100,000
Estimated Total Revenues and Sources				\$ 7,517,984

CFP Featured Projects – Summaries (continued)

JAMES STREET ROAD MULTI-MODAL IMPROVEMENTS PHASE I				
Project Description (ES318, ER9)				Continued
Expenditures and Uses	Cost as of 12/31/10	2011 Budget	2012 Adopted	Total
Phase I:				
Labor/Other	1,741	-	-	1,741
Construction	-	1,487,284	1,900,000	3,387,284
Contract Services	36,377	763,152	-	799,529
Phase I - Bridge:				
Construction	-	2,929,230	100,000	3,029,230
Contract Services	179,704	6,579	-	186,283
Labor/Other	13,917	-	-	13,917
Subtotal	\$ 231,739	\$ 5,186,245	\$ 2,000,000	\$ 7,417,984
2013-2017 Estimated Need:				
Phase I:				
Construction				100,000
Estimated Total Expenditures and Uses				\$ 7,517,984
Estimated Impact on Operating Budget				
Reductions: Decrease of \$10,000-\$15,000/year in maintenance and repair costs for existing deteriorating street section and bridges. Improved flood plain management is also likely as a result of improved road design in Squalicum Creek area. Increases: Increase of approximately \$7,500/year in operating and maintenance costs for wider arterial street section and replaced bridges.				

CFP Featured Projects – Summaries (continued)

TRANSPORTATION BENEFIT DISTRICT NON-MOTORIZED PROJECTS - INDIAN STREET				
Project Description (ES448)				
<p>The project will enhance pedestrian and bicycle safety by constructing curb extensions and ADA accessible curb ramps at Maple, Myrtle and Ivy intersections, improved street lighting at intersections, removal of on-street parking adjacent to intersections and resurfacing the roadway. In addition, a public awareness campaign will inform students and residents about the project, heighten awareness about safety and safe bicycling and driving behaviors. Finally, Bellingham and WWU police will expand enforcement efforts regarding speed limits, and work with WWU, WTA and surrounding Neighborhood Associations to provide education on bicycle and pedestrian safety, and on yielding to pedestrians and bicyclists who have the right of way.</p>				
				
Revenues and Sources	Allocated as of 12/31/10	2011 Budget	2012 Adopted	Total
State Grant - WSDOT	-	-	193,000	193,000
Transportation Benefit District Fund	-	-	285,000	285,000
Estimated Total Revenues and Sources	\$ -	\$ -	\$ 478,000	\$ 478,000
Expenditures and Uses	Cost as of 12/31/10	2011 Budget	2012 Adopted	Total
Construction	-	-	478,000	478,000
Estimated Total Expenditures and Uses	\$ -	\$ -	\$ 478,000	\$ 478,000
Estimated Impact on Operating Budget				
The project will reduce the overall operating budget by providing renewed asphalt surface on deteriorating roadway.				

CFP Featured Projects – Summaries (continued)

TRANSPORTATION BENEFIT DISTRICT NON-MOTORIZED PROJECTS - NORTH SAMISH WAY				
Project Description (ES449)				
<p>The project will enhance pedestrian and bicycle safety by constructing pedestrian-actuated flashing crosswalks with center median/pedestrian refuges set back from two intersections along Samish Way: Abbott and Consolidation. The improvement will allow for improved pedestrian safety and awareness but still allow for left-turn pockets at both intersections. The project also includes an educational campaign that targets residents and businesses about pedestrian and bicycle safety at crosswalks as well as enforcement by police for speed and crosswalk compliance.</p>				
				
Revenues and Sources	Allocated as of 12/31/10	2011 Budget	2012 Adopted	Total
State Grant - WSDOT	-	-	400,000	400,000
Transportation Benefit District Fund	-	-	100,000	100,000
Estimated Total Revenues and Sources	\$ -	\$ -	\$ 500,000	\$ 500,000
Expenditures and Uses	Cost as of 12/31/10	2011 Budget	2012 Adopted	Total
Construction	-	-	500,000	500,000
Estimated Total Expenditures and Uses	\$ -	\$ -	\$ 500,000	\$ 500,000
Estimated Impact on Operating Budget				
<p>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 approximately \$1,000 year each.</p>				

CFP Featured Projects – Summaries (continued)

WASTEWATER TREATMENT PLANT FACILITY CONSTRUCTION/EXPANSION				
Project Description (EU 145)				
<p>The proposed project upgrades the Post Point Wastewater Treatment Plant by expanding the core secondary process, increasing the plant's Biological Oxygen Demand (BOD) treatment capacity. This project includes construction of: a chemical facility to enhance solids removal during primary treatment; modifications to existing primary effluent and Return Activated Sludge (RAS) pump stations and flow splitting structures; a new anaerobic selector basin; additional activated sludge basins and associated mechanical facilities; a fourth secondary clarifier; a new blower building to provide oxygen to the biological process; retrofits to the existing activated sludge basins for conversion to air; and modifications and improvements to existing electrical and control systems. Construction efforts will require: extensive modifications to existing facilities and yard piping while in operation; integration of new structures within the existing site boundaries; and detailed sequencing to address operational needs, neighborhood impacts, and sensitive environmental areas surrounding the site. The project is being performed using the alternate General Contractor/Construction Manager (GCCM) delivery method to gain contractor input in the final design and reduce risk of cost escalation during construction. Construction is anticipated to begin in April 2012, and is scheduled for completion in 2014.</p>				
				
Revenues and Sources	Allocated as of 12/31/10	2011 Budget	2012 Adopted	Total
Revenue Bond (2011 issue)	-	3,000,000	20,000,000	23,000,000
Street Fund	-	-	-	-
Wastewater Fund	1,232,682	3,675,319	-	4,908,001
Subtotal	\$ 1,232,682	\$ 6,675,319	\$ 20,000,000	\$ 27,908,001
2013-2017 Estimated Need:				
Remainder of Estimated 2011 Wastewater Revenue Bond				30,000,000
Estimated Total Revenues and Sources				\$ 57,908,001

CFP Featured Projects – Summaries (continued)

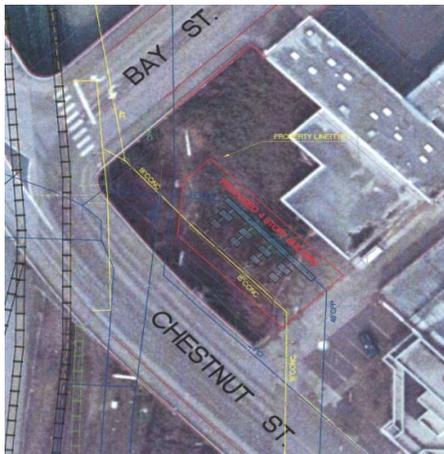
WASTEWATER TREATMENT PLANT FACILITY CONSTRUCTION/EXPANSION				
Project Description (EU 145)				Continued
Expenditures and Uses	Cost as of 12/31/10	2011 Budget	2012 Adopted	Total
Labor/Other	95,207	-	-	95,207
Purchases/Materials	366	-	-	366
Contract Services	1,137,109	6,675,319	20,000,000	27,812,428
Subtotal	\$ 1,232,682	\$ 6,675,319	\$ 20,000,000	\$ 27,908,001
2013-2017 Estimated Need:				
WWTP Facility Construction and Related Projects				30,000,000
Estimated Total Expenditures and Uses				\$ 57,908,001
Estimated Impact on Operating Budget				
The City is reviewing operational impacts of plant expansion through rate analysis and revenue forecasting.				

PADDEN CREEK DAYLIGHTING
Project Description (EV4)
<p>Padden Creek is a perennial stream in the southerly portion of Bellingham. In the 1890's, a portion of the creek was enclosed in a 2,200-foot-long tunnel. The tunnel cross section is 4 feet by 6 feet and is egg shaped. The tunnel contributes to the degradation of Padden Creek's water quality by eliminating natural riparian buffers, the stream's interconnection to interflow and groundwater, and the stream's natural morphology and biological integrity as well as acting as a barrier to fish passage.</p> <p>WSDOT is currently undertaking design of the of the future creek crossing at SR11 (Old Fairhaven Parkway) with a bridge scheduled for construction in 2013. It is also anticipated that permanent closure of 20th Street will occur to aid in the channel placement.</p> <p>The project will daylight the creek into a natural channel and will leave the tunnel intact to protect the new channel from high erosive flows and allow the project to alleviate flooding upstream during extreme flow conditions.</p>

CFP Featured Projects – Summaries (continued)

PADDEN CREEK DAYLIGHTING				
Project Description (EV4)				Continued
Revenues and Sources	Allocated as of 12/31/10	2011 Budget	2012 Adopted	Total
Stormwater Fund	493,182	697,482	200,000	1,390,664
DOE State Grant	-	-	500,000	500,000
DOE Revolving Loan	-	-	1,426,000	1,426,000
Subtotal	\$ 493,182	\$ 697,482	\$ 2,126,000	\$ 3,316,664
2013-2017 Estimated Need:				
Stormwater Fund				600,000
Estimated Total Revenues and Sources				\$ 3,916,664
Expenditures and Uses	Cost as of 12/31/10	2011 Budget	2012 Adopted	Total
Labor/Other	32,492	-	-	32,492
Materials/Utilities	140	-	-	140
Purchases	370,202	-	-	370,202
Construction	-	200,000	2,126,000	2,326,000
Contract Services	90,348	497,482	-	587,830
Subtotal	\$ 493,182	\$ 697,482	\$ 2,126,000	\$ 3,316,664
2013-2017 Estimated Need:				
Construction				600,000
Estimated Total Expenditures and Uses				\$ 3,916,664
Estimated Impact on Operating Budget				
Maintenance costs should decrease during flood periods.				

CFP Featured Projects – Summaries (continued)

BELLINGHAM WATERFRONT - GP HYDROPOWER GENERATION				
Project Description (WF1013)				
<p>The project includes an evaluation of the potential to install a conduit hydropower generating facility on the existing industrial water line that used to serve the Georgia Pacific plant with raw water. The existing line will also be used to assist in the managing levels of turbidity in the water intake tunnel to the Bellingham's Water Treatment Plant. This promotes the City's ability to treat the water sufficiently to meet applicable regulatory standards for drinking water while minimizing discharges from Lake Whatcom that may result in environmental issues such as erosion of Whatcom Creek.</p>				
 <p>Conceptual Building at Bay & Chestnut – Overview</p>				
Revenues and Sources	Allocated as of 12/31/10	2011 Budget	2012 Adopted	Total
Water Fund	17,380	19,080	200,000	236,460
Subtotal	\$ 17,380	\$ 19,080	\$ 200,000	\$ 236,460
2013-2017 Estimated Need:				
Water Fund				2,800,000
Estimated Total Revenues and Sources				\$ 3,036,460
Expenditures and Uses	Cost as of 12/31/10	2011 Budget	2012 Adopted	Total
Labor/Other	6,722	-	-	6,722
Contract Services	10,658	19,080	-	29,738
Construction	-	-	200,000	200,000
Subtotal	\$ 17,380	\$ 19,080	\$ 200,000	\$ 236,460
2013-2017 Estimated Need:				
Construction				2,800,000
Estimated Total Expenditures and Uses				\$ 3,036,460
Estimated Impact on Operating Budget				
<p>The intent of the project is to turn an existing resource into energy for the ultimate benefit of the City. Ongoing maintenance and operating costs will be determined and evaluated as part of the design.</p>				

Parks and Recreation Department Ongoing Capital Programs

Several annual programs set aside money for ongoing additions and replacements to components of the City's Park infrastructure. The money set aside as part of the Capital Facilities Plan is not always designated for specific projects at the time the annual budget is prepared, so these annual programs provide a placeholder for funds.

The [Parks, Recreation and Open Space](#) element of the City's Comprehensive Plan, available on-line, provides more complete information about capital planning and level of service goals established. The Parks Department also maintains a web page with more information about [capital projects and land acquisitions](#).

Annual Labor Distributions to General Fund

The General Fund is reimbursed for staff labor spent working on capital projects including land acquisitions as well as park and trail development.

Annual Land Acquisitions

Funds are reserved and budgeted to expand the park system. Parcels for land acquisition are not specified in the budget because they are not yet identified or negotiations are ongoing.

Annual Neighborhood Park Construction and Improvement

The goal of this program is to provide a center for recreational activities for each neighborhood.

Annual Community Park Construction

This program provides larger parks to meet the needs of several neighborhoods with more specialized activities or to preserve unique environmental features.

Annual Neighborhood Trail Construction

The purpose of this program is to develop neighborhood trail connections to the regional multiuse trail system.

Annual Playground Construction

The purpose of this program is to install new playground equipment in parks each year to keep the safety standards of the equipment in the park system up to date.

Annual Sidewalks, Paths and Trails

This program provides for expanding the multi-modal trail system throughout the City.

Public Works Department Ongoing Capital Programs

Several annual programs set aside money for ongoing updates and replacements to components of the City's infrastructure. The money set aside as part of the Capital Facilities Plan is not always designated for specific projects at the time the annual budget is prepared, so these annual programs provide a placeholder for funds.

The Public Works Department maintains a web page with more information about [active projects](#), including annual plans.

Annual Pavement Resurfacing, Annual Overlay Storm, Annual Sidewalk Replacement

Public Works employees visually inspect streets and sidewalks to identify and record deficiencies and maintenance needs. Along with rating the condition of the surface, the age of underground utilities also is documented in each area. Staff tries to identify and group projects located in the same area whenever possible to reduce construction or repair costs. Funds are also set aside for needed retrofits to the storm system resulting from resurfacing projects.

Annual Sewer Main Replacement Program

The Public Works Department currently maintains over 311 miles of sewer mains that vary in size, age, and condition. A replacement list is compiled using a rating system that ranks each main for replacement need based on main age, type of main, repair history, video inspection, and whether it requires monthly jetting or root cleaning by city crews.

Annual Signal Improvement Program

The Annual Signal Improvement Program addresses the ongoing needs to upgrade signal equipment that has met or exceeded its expected useful life, including replacing electronic equipment, signal poles, conduit and wiring systems and vehicle detection systems

Annual Storm Main Replacement Program

The Public Works Department currently maintains over 315 miles of storm mains that vary in size, age, and condition. All attempts are made during this evaluation process to evaluate cost benefits of replacing mains prior to asphalt overlay, and to coordinate replacement of other adjacent public works utilities located within the same right-of-way.

Annual Water Main Replacement Program

Public Works currently maintains over 380 miles of water mains that vary in size, age, and condition. A project list is compiled using points that are assigned to each main based on main age, type of main, repair history, customer water quality complaints, location in relation to similar projects, and whether or not the water main is in an area known to require additional flushing during the annual hydrant flushing program.

Public Works Department Ongoing Capital Programs (continued)

Bridge Program

The City conducts a state-required biennial bridge inspection program to identify bridges' sufficiency based on Federal (USDOT) guidelines. The next scheduled inspection will be in 2011.

Citywide Storm Retrofits and Residential Water Quality Retrofits

These ongoing budget amounts for these projects are part of the [Stormwater Program](#).

Fish Passage Improvements

Funds are set aside for fish passage improvement projects or components of larger projects. Projects yet to be determined.

Lake Whatcom Water Quality Improvements – TMDL Action Plan

Ongoing budget amounts for projects are to complete items in the [Lake Whatcom Management Action Plan](#).

Watershed Land Acquisitions

Funds are budgeted annually for the [Lake Whatcom Watershed Property Acquisition program](#).

LONG-TERM DEBT SUMMARY

The City issues bonds to finance large capital projects such as buildings and utility infrastructure. These financial obligations are paid over time, typically ten or twenty-years. Our most recent Moody's bond rating is Aa2 for revenue bonds, judged to be of high quality. The City is committed to maintaining our credit rating by making all debt service payments on time and maintaining adequate reserves.

Bonds

1. Limited Tax General Obligation Bonds (LTGO)

City Council approved bonds that will benefit the City as a whole. Principal and interest is paid from existing general revenues subject to the levy limitation and the total tax limit. These are sometimes referred to as "Councilmanic" or non-voted bonds.

2. Unlimited Tax General Obligation Bonds (UTGO)

A ballot measure is presented to voters authorizing the issuance of debt for a project that will benefit the City as a whole. The voters authorize an increase in taxes to repay the bond principal and interest. The bond issue is subject to the total tax limitation, as discussed in the sections on Property Tax and Limitations.

3. Revenue Bonds

City Council approved bonds paid from revenues (not taxes) of a specific enterprise fund. Customers of these funds (water, parking, etc.) pay a fee for services that cover operating and debt related costs.

4. Local Improvement District Bonds (LID)

Special assessments levied on properties that specifically benefit from the improvement being financed. LIDs finance street, sewer, water, and other capital projects. They are formed via two distinct methods: Resolution of Intention or Petition. The Resolution of Intention is initiated by the City and generally limited to response to a health hazard and therefore rarely used. The Petition method is initiated by area property owners. Both require the approval of a majority (the City prefers 70% approval) of the impacted property owners. Security for a LID bond issue is the real estate within the assessment boundaries. The City does not pledge its "full faith and credit" but is obligated to enforce the assessments. Consequently, interest rates on these bonds are also higher.

Legal Debt Capacity Limits

The amount of long-term debt that the City can incur is limited by state statute. Washington's statutory limitation on non-voted general obligation debt for cities is one and one-half percent of the assessed value of all taxable property within the City at the time of issuance. Voter approval is required to exceed this limit. An election to authorize debt must have voter turnout of at least 40 percent of the last state general election, and of those voting, 60 percent must vote in favor of issuance.

Long-Term Debt

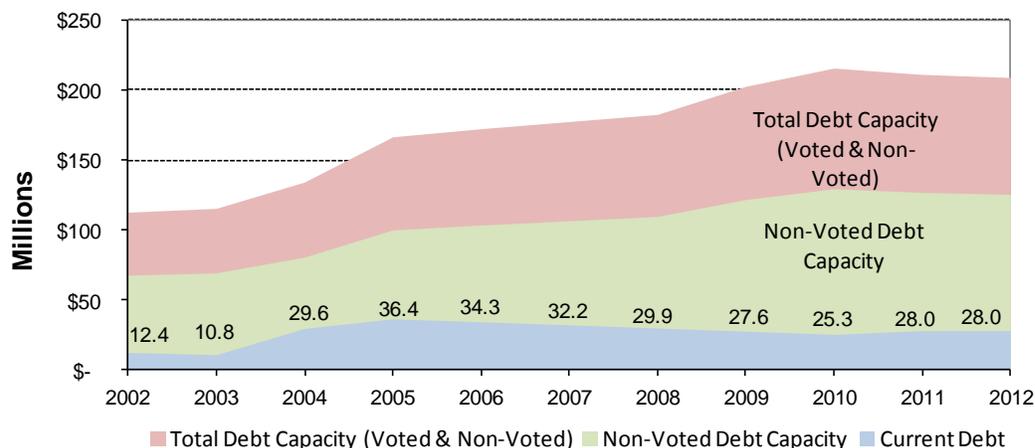
The combination of voted and non-voted general obligation debt for city purposes, including leases and contracts, may not exceed two and one-half percent of the assessed value of all taxable property within the City.

The 2011 estimated assessed value of the property tax base in the City for the regular 2012 levy is \$8,327,291,360. This provides a non-voted general obligation debt capacity of \$124,909,370. The City has used \$28,038,920 of this capacity, leaving \$96,870,450 available. The City's total voted and non-voted general obligation debt capacity is \$208,182,284. Of this capacity, the City has utilized \$28,038,920. The remaining total voted and non-voted general obligation debt capacity is \$180,143,364.

Estimated Legal Debt Capacity Calculation as of 12/31/12

Assessed Value (2012 Tax Year)		\$8,327,291,360
Limited Tax General Obligation Debt Capacity (Nonvoted) @ 1 1/2% of Assessed Value		124,909,370
Less: Outstanding Limited Tax General Obligation Bonds	27,910,000	
Other Debt Obligations	128,920	
Total Nonvoted Debt Outstanding	<u>28,038,920</u>	
Total Remaining Limited Tax General Obligation Debt Capacity (Nonvoted)		<u>\$96,870,450</u>
Total General Obligation Debt Capacity @ 2 1/2% of Assessed Value		208,182,284
Total Nonvoted Debt Outstanding	28,038,920	
Total Voted Debt Outstanding	<u>0</u>	
Total Debt Outstanding		<u>28,038,920</u>
Total Remaining General Obligation Debt Capacity (Voted and Nonvoted)		<u>\$180,143,364</u>

Current General Obligation (GO) Debt and Estimated GO Debt Capacity



General Obligation Debt

Outstanding General Obligation Bonds & Other Debt

Name of Issue	Issue Date	Maturity Date	Interest Rates	Original Amount	Redemptions as of 12/31/12	Unmatured Debt as of 12/31/12
Non-voted (LTGO) Bonds						
1996 Roeder LTGO Refunding	06/01/96	12/01/12	4.20%-5.65%	4,195,000	4,195,000	-
2002 Parking LTGO	08/08/02	10/01/12	3.74%-3.74%	1,045,000	1,045,000	-
2004 Sportsplex LTGO	08/05/04	12/01/28	2.00%-4.625%	4,315,000	975,000	3,340,000
2004 PFD/Civic/Refunding LTGO	11/09/04	12/01/26	2.25%-5.00%	16,375,000	4,860,000	11,515,000
2005 Solid Waste LTGO	12/08/05	12/01/25	4.15%-5.40%	8,695,000	2,120,000	6,575,000
2011 Qual Energy Conserv LTGO	04/27/11	12/01/26	2.00%	6,480,000	-	6,480,000
Total General Obligation Bonds				41,105,000	13,195,000	27,910,000
Notes Payable, Public Works Trust and CERB Loans						
Drake Property Note Payable	12/31/92	12/31/22	7.00%	225,000	96,080	128,920
Street Resurfacing PWT Loan	07/01/02	07/01/22	0.50%	2,975,000	1,395,650	1,579,350
Total Other General Obligation Debt				3,200,000	1,491,730	1,708,270
Total Long Term General Debt				\$ 44,305,000	\$ 14,686,730	\$ 29,618,270

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
2013	1,355,000	1,355,930	167,166	16,629	2,894,725
2014	1,455,000	1,300,235	167,834	15,172	2,938,241
2015	1,440,000	1,241,643	168,549	13,666	2,863,858
2016	1,555,000	1,170,612	169,316	12,110	2,907,038
2017	1,675,000	1,093,344	170,139	10,497	2,948,980
Future	20,430,000	6,302,496	865,266	26,060	27,623,822
	\$ 27,910,000	\$ 12,464,260	\$ 1,708,270	\$ 94,134	\$ 42,176,664

Long-Term Debt

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 12/31/12	Est. Unmatured Debt as of 12/31/12
LID 1106 Bakerview Road	12/30/96	12/30/18	4.10%-6.00%	4,357,957	4,237,957	120,000
Total LID Assessment Bonds				\$ 4,357,957	\$ 4,237,957	\$ 120,000

Estimated Debt Service Requirements on LID Assessment Debt

Year	LID Bond Principal	LID Bond Interest	Total LID Debt
2013	-	7,200	7,200
2014	-	7,200	7,200
2015	-	7,200	7,200
2016	120,000	7,200	127,200
	\$ 120,000	\$ 28,800	\$ 148,800

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 12/31/2012	Unmatured Debt as of 12/31/2012
Revenue Bonds						
2004 Water / Sewer	05/01/04	08/01/24	3.00%-5.00%	10,690,000	6,650,000	4,040,000
2006 Water / Sewer	06/15/06	08/01/16	4.00%-4.50%	11,330,000	4,125,000	7,205,000
2008 Water / Sewer	08/21/08	08/01/18	3.00%-4.25%	6,040,000	2,515,000	3,525,000
2011 Water / Sewer	09/27/11	08/01/41	2.00%-5.00%	42,655,000	610,000	42,045,000
Total Revenue Bonds				70,715,000	13,900,000	56,815,000
Public Works Trust Loans and Notes						
Watermain Rplmnt PWT Loan	07/01/02	07/01/22	0.50%	1,938,000	915,167	1,022,833
Middle Fork Diversion PWT Loan	12/01/06	07/04/26	0.50%	680,000	178,947	501,053
Total Other Obligations Debt				2,618,000	1,094,114	1,523,886
Total Long Term General Debt				\$ 73,333,000	\$ 14,994,114	\$ 58,338,886

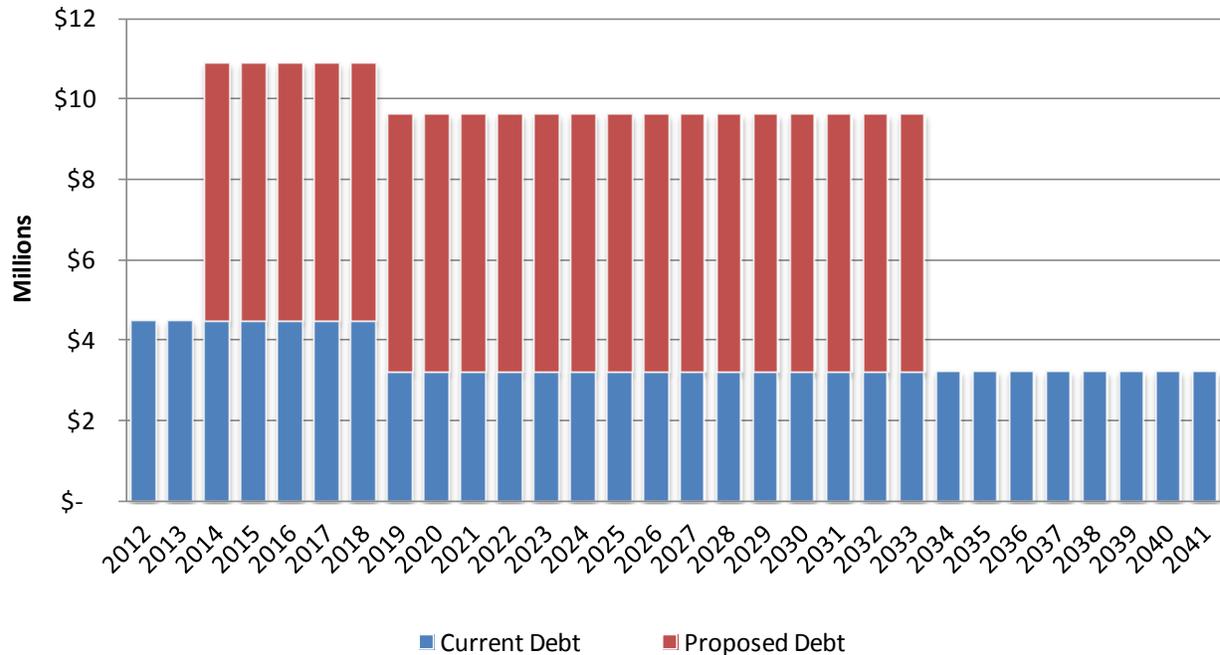
Annual Estimated Debt Service Requirements on Revenue Debt to Maturity

Year	Bond Principal	Bond Interest	Other Debt Principal	Other Debt Interest	Total Debt
2013	1,905,000	2,593,525	138,073	7,619	\$ 4,644,217
2014	1,970,000	2,526,675	138,073	6,929	\$ 4,641,677
2015	2,040,000	2,455,306	138,073	6,239	\$ 4,639,618
2016	2,120,000	2,379,156	138,073	5,548	\$ 4,642,777
2017	2,200,000	2,298,006	138,073	4,858	\$ 4,640,937
Future	46,580,000	32,162,595	833,522	15,724	\$ 79,591,841
	\$ 56,815,000	\$ 44,415,263	\$ 1,523,886	\$ 46,917	\$ 102,801,066

Long-Term Debt

Annual Cost of Principal and Interest Payments for Revenue Bonds

Includes both current and proposed debt in the Capital Facilities Plan



The proposed Capital Facilities Plan projects to be funded by bonds are:

2014

\$28,000,000 Water Bond

- Water Treatment Plant Pre-Treatment
- King Mountain Reservoir

\$53,000,000 Sewer Bond

- Wastewater Treatment Plant Expansion
- Roeder Avenue Bridge – Sewer Siphon Improvements

GENERAL SALARY INFORMATION FOR 2012

Salary ranges for each position are summarized in the following Budgeted Positions List by department. The complete [salary plans](#) may be viewed on line.

The City of Bellingham has nine different salary plans covering employee groups, or bargaining units, which make up the City's workforce. If a settlement has not been reached prior to adoption of the budget, the most recent salary ranges are shown in the Budgeted Positions List and are marked by an asterisk.

Employees may be eligible for additional compensation over and above what is shown in the Budgeted Positions List. Any additional compensation is according to City policy or the terms of the labor agreement for the bargaining unit to which they belong. Such items may include, but are not limited to: overtime, premium pay, longevity, shift differential, sick leave incentive, medical opt out, and other incentive pay.

Positions are classified by the Human Resources Department by means of job descriptions. All position descriptions are reviewed by the department head and/or the Mayor. For positions subject to the authority of the Civil Service Commission, approval by the commission also is required for classifications and position class allocation.

City Council member compensation was established November 3, 1997 by ordinance 1089, which authorizes an annual 3% increase. Effective January 1, 2011, each Council member received \$1,784 per month. Monthly salary for Council members for 2012 is set at \$1,838 per month.

Employees on the E-Team are not represented by a union and, with a few exceptions, are exempt from Civil Service. These employees include elected officials, department heads, certain professionals, and administrative staff.

The Council may, at its discretion and in compliance with procedures for making [budget amendments](#), adjust the salary plans for all or some of the employees:

- to address equity concerns resulting from changes in the practices of employers in the recruitment market for the positions, or
- to address equity concerns coming out of any collective bargaining processes for other employee groups which were not completed prior to budget adoption.

BUDGETED POSITIONS LIST

Budgeted Positions – [Fire Department](#)

DEPARTMENT/DIVISION	ACTUAL 2010	ADOPTED 2011	ADOPTED 2012	Employee Group	Monthly Salary Range
FIRE DEPARTMENT					
Accounting Technician	0.4	0.4	0.4	B	\$3,288-\$3,999*
Ambulance Billing and Reimbursement Spec 2	3.0	3.0	3.0	B	\$2,922-\$3,558*
Office Assistant 2	0.8	1.0	1.0	B	\$2,749-\$3,354*
Office Assistant 2 <i>Secretary 3</i>	0.0	1.0	1.0	B	\$2,749-\$3,354*
Permit Technician	1.0	0.0	0.0	B	--
Captains	0.0	0.0	1.0	B	\$3,700-\$4,503*
Fire Inspectors	26.9	26.0	26.0	C	\$6,314-\$7,110*
Firefighters, FF/Paramedics, FF/Inspectors	3.0	3.0	3.0	C	\$6,314-\$7,110*
Assistant Fire Chief	99.4	104.0	104.0	C	\$4,686-\$5,945*
Fire Chief	2.0	2.0	1.0	E	\$9,405
Battalion Chiefs	1.0	1.0	1.0	E	\$10,431
Division Chief	4.0	4.0	4.0	F	\$7,537-\$7,821*
Fire Marshal	2.0	2.0	2.0	F	\$7,537-\$7,821*
Medical Services Officer	1.0	1.0	1.0	F	\$7,537-\$7,821*
Fire/EMS Dispatcher, Dispatcher in Trng	11.5	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	1.0	1.0	1.0	S	\$4,709-\$5,623
Support and Services Supervisor	1.0	1.0	1.0	S	\$3,944-\$4,709
TOTAL FIRE DEPARTMENT	160.0	164.4	164.4		
STAFFING SUMMARY BY BARGAINING UNIT:					
Non-Uniformed Employee Group	5.2	5.4	6.4	B	AFSCME 114
Fire Uniformed Employee Group	129.3	133.0	133.0	C	IAFF 106
Non-Represented Employee Group	3.0	3.0	2.0	E	Non-Union
Fire Staff Officers Group	8.0	8.0	8.0	F	IAFF 106S
EMS Dispatch Group	12.5	13.0	13.0	M	AFSCME 114F
Supervisor/Professional Employee Group	2.0	2.0	2.0	S	Teamster 231

* See "General Salary Information"

Budgeted Positions (continued) – [Police Department](#)

DEPARTMENT/DIVISION	ACTUAL 2010	ADOPTED 2011	ADOPTED 2012	Employee Group	Monthly Salary Range
POLICE DEPARTMENT					
Police Operations and Administration:					
Accounting Technician	1.0	1.0	1.0	B	\$3,288-\$3,999*
Parking Enforcement Officer	4.0	4.0	4.0	B	\$3,288-\$3,999*
Police Support Services Specialist	1.8	2.0	2.0	B	\$3,098-\$3,774*
Tech Support/Applications Specialist	0.0	1.0	1.0	B	\$4,683-\$5,707*
<i>Tech Support & Training Specialist</i>	1.0	0.0	0.0	B	--
Warrant Officer	1.0	1.0	1.0	B	\$4,165-\$5,069*
Crime Scene Investigators	5.9	6.0	6.0	D	\$6,008-\$6,374*
Detectives	9.0	9.0	9.0	D	\$6,008-\$6,374*
Evidence and I.D. Supervisor	1.0	1.0	1.0	D	\$6,693-\$7,101*
Patrol Officers	64.3	65.0	66.0	D	\$4,670-\$6,368*
Sergeants	14.2	14.0	14.0	D	\$6,693-\$7,101*
Traffic Officers	6.0	6.0	6.0	D	\$6,008-\$6,374*
Deputy Chief of Police	1.8	1.8	2.8	E	\$9,405
<i>Lieutenants</i>	1.0	1.0	0.0	E	--
Lieutenants	4.1	4.0	4.0	E	\$8,700*
Police Chief	1.0	1.0	1.0	E	\$10,431
Program Specialist	2.0	2.0	2.0	S	\$4,184-\$4,996
Subtotal Regular Employees	119.1	119.8	120.8		
Temporary Labor	0.1	0.4	0.4	T	
Total:	119.2	120.2	121.2		
Police Records:					
Police Support Services Specialist	11.9	12.5	12.5	B	\$3,098-\$3,774*
Program Manager 1	1.0	1.0	1.0	S	\$5,623-\$6,715
Support and Services Supervisor	2.0	2.0	2.0	S	\$3,944-\$4,709
Total:	14.9	15.5	15.5		
Police Dispatch:					
Accounting Technician	1.0	1.0	1.0	B	\$3,288-\$3,999*
Tech Support & Applications Specialist	1.0	1.0	1.0	B	\$4,683-\$5,707*
Deputy Chief of Police	0.2	0.2	0.2	E	\$9,405
Lieutenants	1.0	1.0	1.0	E	\$8,700*
WHAT-COMM Dispatcher-In-Training, Call Receiver, Dispatcher	25.7	26.0	26.0	P	\$3,430-\$4,384
Total:	28.9	29.2	29.2		
TOTAL POLICE DEPARTMENT	163.0	164.9	165.9		
STAFFING SUMMARY BY BARGAINING UNIT:					
Non-Uniformed Employee Group	22.7	23.5	23.5	B	AFSCME 114
Uniformed Employee Group	100.4	101.0	102.0	D	Police Guild
Non-Represented Employee Group	9.1	9.0	9.0	E	Non-Union
Public Safety Dispatch Group	25.7	26.0	26.0	P	W-C Disp Guild
Supervisor/Professional Employee Group	5.0	5.0	5.0	S	Teamster 231
Temporary Labor Employee Group	0.1	0.4	0.4	T	Non-Union

* See "General Salary Information"

Personnel

Budgeted Positions (continued) – [Judicial Services Department](#)

DEPARTMENT/DIVISION	ACTUAL 2010	ADOPTED 2011	ADOPTED 2012	Employee Group	Monthly Salary Range
JUDICIAL SERVICES DEPARTMENT					
Municipal Court:					
Accounting Technician	2.0	2.0	2.0	B	\$3,288-\$3,999*
Court Process Specialist	5.7	7.0	7.0	B	\$3,098-\$3,774*
Court Commissioner	1.0	1.0	1.0	E	\$7,823
Judicial & Supp Services Director	1.0	1.0	1.0	E	\$8,847
Program Technician	0.2	1.0	1.0	E	\$3,844-\$4,673
Municipal Court Judge	1.0	1.0	1.0	O	\$10,431
Division Supervisor	1.0	1.0	1.0	S	\$4,709-\$5,623
Program Manager 1	<u>0.1</u>	<u>0.0</u>	<u>0.0</u>	S	--
Total:	12.0	14.0	14.0		
Support Services: (Reassigned to Finance Department in 2011)					
Micrographics/Imaging Tech - GF	1.0	0.0	0.0	B	--
Office Assistant 1	0.5	0.0	0.0	B	--
Office Assistant 2	1.0	0.0	0.0	B	--
Records Management Coordinator	1.0	0.0	0.0	B	--
Program Technician	0.8	0.0	0.0	E	--
Program Manager 1	<u>0.9</u>	<u>0.0</u>	<u>0.0</u>	S	--
Total:	5.2	0.0	0.0		
Temporary Labor	0.2	0.0	0.0	T	
TOTAL JUDICIAL SERVICES	17.4	14.0	14.0		
STAFFING SUMMARY BY BARGAINING UNIT:					
<i>Municipal Court Judge</i>	<i>1.0</i>	<i>1.0</i>	<i>1.0</i>	<i>O</i>	<i>Elected</i>
<i>Non-Uniformed Employee Group</i>	<i>11.2</i>	<i>9.0</i>	<i>9.0</i>	<i>B</i>	<i>AFSCME 114</i>
<i>Non-Represented Employee Group</i>	<i>3.0</i>	<i>3.0</i>	<i>3.0</i>	<i>E</i>	<i>Non-Union</i>
<i>Supervisor/Professional Employee Group</i>	<i>2.0</i>	<i>1.0</i>	<i>1.0</i>	<i>S</i>	<i>Teamster 231</i>
<i>Temporary Labor Employee Group</i>	<i>0.2</i>	<i>0.0</i>	<i>0.0</i>	<i>T</i>	<i>Non-Union</i>

* See "General Salary Information"

Budgeted Positions (continued) – [Parks and Recreation Department](#)

DEPARTMENT/DIVISION	ACTUAL 2010	ADOPTED 2011	ADOPTED 2012	Employee Group	Monthly Salary Range
PARKS AND RECREATION					
Administration:					
Accounting Assistant 2	0.3	1.0	1.0	B	\$2,922-\$3,558*
Office Assistant 2	2.0	2.0	2.0	B	\$2,749-\$3,354*
Parks & Recreation Director	1.0	1.0	1.0	E	\$9,053
Support and Services Supervisor	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$3,944-\$4,709
Subtotal Regular Employees	4.3	5.0	5.0		
Temporary Labor	<u>0.2</u>	<u>0.2</u>	<u>0.2</u>	T	
Total:	4.5	5.2	5.2		
Design and Development:					
Park Project Specialist	1.0	1.0	1.0	B	\$3,700-\$4,503*
Department Manager 1	1.0	1.0	1.0	E	\$6,128-\$7,449
Landscape Architect	1.0	1.0	1.0	S	\$4,996-\$5,966
Program Coordinator	1.0	1.0	1.0	S	\$4,709-\$5,623
Project Engineer	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$5,966-\$7,479
Total:	5.0	5.0	5.0		
Recreation Services:					
Accounting Technician	0.6	0.0	0.0	B	--
Aquatic Center Main Cashier - PT	1.5	1.5	1.5	B	\$2,044-\$2,494*
Aquatic Leader - PT	1.0	0.8	0.8	B	\$2,044-\$2,494*
Aquatics Facility Technician	1.0	1.0	1.0	B	\$3,288-\$3,999*
Ed Programs/Activities Coordinator	4.8	4.0	4.0	B	\$3,488-\$4,249*
Park Specialist	1.0	1.0	1.0	B	\$3,920-\$4,777*
Park Technician - Grounds	1.0	1.0	0.0	B	--
Park Worker	0.0	0.0	2.0	B	\$2,922-\$3,558*
<i>Parks Maintenance Aide 3</i>	<i>1.5</i>	<i>1.5</i>	<i>0.0</i>	<i>B</i>	<i>--</i>
Parks Maintenance Aide 3	0.0	1.5	1.5	B	\$2,305-\$2,804*
Recreation Instructor	2.8	2.0	2.0	B	\$2,305-\$2,804*
Recreation Instructor - PT	1.0	1.3	1.3	B	\$2,305-\$2,804*
Department Manager 1	1.0	1.0	1.0	E	\$6,128-\$7,449
Program Manager 1	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	S	\$5,623-\$6,715
Subtotal Regular Employees	19.2	18.6	18.1		
Temporary Labor	<u>14.5</u>	<u>14.8</u>	<u>15.0</u>	T	
Total:	33.7	33.4	33.1		

Personnel

Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2010	ADOPTED 2011	ADOPTED 2012	Employee Group	Monthly Salary Range
PARKS AND RECREATION - continued					
Park Operations:					
Park Volunteer Coordinator	1.0	1.0	1.0	B	\$3,488-\$4,249*
Office Assistant 1 - PT	0.8	0.4	0.5	B	\$2,445-\$2,981*
Office Assistant 3	1.0	1.0	1.0	B	\$2,922-\$3,558*
Park Arborist	1.0	1.0	1.0	B	\$3,920-\$4,777*
Park Specialist	6.0	6.0	6.0	B	\$3,920-\$4,777*
Park Technician	12.6	12.0	12.0	B	\$3,288-\$4,249*
Park Worker	1.0	1.0	1.0	B	\$2,922-\$3,558*
Parks Maintenance Aide 2	1.2	1.2	1.2	B	\$2,044-\$2,494*
Parks Maintenance Aide 3	4.3	4.9	4.5	B	\$2,305-\$2,804*
Department Manager 1	1.0	0.9	0.9	E	\$6,128-\$7,449
Division Supervisor	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	S	\$4,709-\$5,623
Subtotal Regular Employees	31.9	31.4	31.1		
Temporary Labor	<u>2.8</u>	<u>6.2</u>	<u>6.2</u>	T	
Total:	34.7	37.6	37.3		
Cemetery:					
Office Assistant 1 - PT	0.0	0.3	0.2	B	\$2,445-\$2,981*
Park Technician	1.0	1.0	1.0	B	\$3,288-\$4,249*
Park Worker	1.0	1.0	1.0	B	\$2,922-\$3,558*
Parks Maintenance Aide 3	1.5	1.5	1.5	B	\$2,305-\$2,804*
Department Manager 1	0.0	0.1	0.1	E	\$6,128-\$7,449
Program Coordinator	<u>0.9</u>	<u>0.9</u>	<u>0.8</u>	S	\$4,709-\$5,623
Total:	4.4	4.8	4.6		
Golf Course:					
Office Assistant 1 - PT	0.0	0.0	0.3	B	\$2,445-\$2,981*
Department Manager 1 (less than .1 FTE)	0.0	0.0	0.0	E	--
Program Coordinator	<u>0.1</u>	<u>0.1</u>	<u>0.2</u>	S	\$4,709-\$5,623
Total:	0.1	0.1	0.5		
Note: maintenance service is contracted.					
TOTAL PARKS AND RECREATION	82.4	86.1	85.7		
STAFFING SUMMARY BY BARGAINING UNIT:					
Non-Uniformed Employee Group	51.9	51.9	51.3	B	AFSCME 114
Non-Represented Employee Group	4.0	4.0	4.0	E	Non-Union
Supervisor/Professional Employee Group	9.0	9.0	9.0	S	Teamster 231
Temporary Labor Employee Group	17.5	21.2	21.4	T	NU/AFSCME

* See "General Salary Information"

Budgeted Positions (continued) – [Library](#)

DEPARTMENT/DIVISION	ACTUAL 2010	ADOPTED 2011	ADOPTED 2012	Employee Group	Monthly Salary Range
LIBRARY					
Cataloging Technician - GF	1.0	0.0	0.0	B	--
Cataloging Technician - GF PT	1.4	2.3	2.3	B	\$3,098-\$3,774*
Library Assistant 1, 2 - GF	3.0	3.0	3.0	B	\$3,098-\$3,774*
Library Clerk 1 - PT	1.0	1.0	1.0	B	\$2,445-\$2,981*
Library Clerk 2	3.0	3.0	3.0	B	\$2,749-\$3,354*
Library Clerk 2 - PT	1.5	1.5	1.5	B	\$2,749-\$3,354*
Library Clerk 3	1.0	0.0	0.0	B	--
Library Clerk 3 - PT	1.0	1.0	1.0	B	\$2,749-\$3,354*
Library Coordinator	0.1	1.0	1.0	B	\$2,922-\$3,558*
Library Specialist 2	3.0	3.0	3.0	B	\$3,098-\$3,774*
Library Specialist 3	1.0	1.0	1.0	B	\$3,700-\$4,503*
Security Info Attendant - PT	1.1	1.0	1.5	B	\$2,445-\$2,981*
Administrative Assistant	1.0	1.0	1.0	E	\$3,421-\$4,159
Department Manager 1	1.0	1.0	1.0	E	\$6,128-\$7,449
Library Director	1.0	1.0	1.0	E	\$8,847
Librarian 1 - PT	1.0	1.0	1.0	L	\$4,220-\$5,710
Librarian 2	3.0	3.0	2.7	L	\$4,423-\$5,983
Librarian 3	<u>2.0</u>	<u>3.0</u>	<u>3.0</u>	L	\$4,926-\$6,664
Subtotal Regular Employees	27.1	27.8	28.0		
Temporary Labor	11.0	13.4	13.4	T	
TOTAL LIBRARY	38.1	41.2	41.4		
STAFFING SUMMARY BY BARGAINING UNIT:					
Non-Uniformed Employee Group	18.1	17.8	18.3	B	AFSCME 114
Non-Represented Employee Group	3.0	3.0	3.0	E	Non-Union
Professional Librarians Employee Group	6.0	7.0	6.7	L	AFSCME 114L
Temporary Labor Employee Group	11.0	13.4	13.4	T	NU/AFSCME

* See "General Salary Information"

Personnel

Budgeted Positions (continued) – [Museum](#)

DEPARTMENT/DIVISION	ACTUAL 2010	ADOPTED 2011	ADOPTED 2012	Employee Group	Monthly Salary Range
MUSEUM					
Accounting Technician	1.0	1.0	1.0	B	\$3,288-\$3,999*
Assist. Ed/Public Programs Coordinator	2.0	2.0	2.0	B	\$3,488-\$4,249*
Custodial Maint. Worker 1 - PT	0.5	0.5	0.5	B	\$2,445-\$2,981*
Custodial Maint. Worker 2	1.0	1.0	1.0	B	\$2,749-\$3,354*
Exhibits Assistant	1.0	1.0	1.0	B	\$2,749-\$3,354*
Museum Technician	1.0	1.0	1.0	B	\$3,288-\$3,999*
Office Assistant 3	0.6	0.5	0.3	B	\$2,922-\$3,558*
Security Information Attendants - PT LT	0.0	0.3	0.0	B	--
Security Information Attendants - PT	2.3	2.2	2.2	B	\$2,445-\$2,981*
Museum Director	1.0	1.0	1.0	E	\$9,542
Exhibits Designer	1.0	1.0	1.0	S	\$4,184-\$4,996
Museum Curator	2.0	2.0	2.0	S	\$4,709-\$5,623
Museum Facilities Manager	1.0	1.0	1.0	S	\$4,439-\$5,300
Support and Services Supervisor	<u>0.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$3,944-\$4,709
Subtotal Regular Employees	14.4	15.5	15.0		
Temporary Labor	1.4	2.4	2.4	T	
TOTAL MUSEUM	15.8	17.9	17.4		
STAFFING SUMMARY BY BARGAINING UNIT:					
<i>Non-Uniformed Employee Group</i>	9.4	9.5	9.0	B	AFSCME 114
<i>Non-Represented Employee Group</i>	1.0	1.0	1.0	E	Non-Union
<i>Supervisor/Professional Employee Group</i>	4.0	5.0	5.0	S	Teamster 231
<i>Temporary Labor Employee Group</i>	1.4	2.4	2.4	T	Non-Union

* See "General Salary Information"

Budgeted Positions (continued) – [Planning and Community Development Department](#)

DEPARTMENT/DIVISION	ACTUAL 2010	ADOPTED 2011	ADOPTED 2012	Employee Group	Monthly Salary Range
PLANNING AND COMMUNITY DEVELOPMENT					
Planning:					
Office Assistant 2	1.0	1.0	1.0	B	\$2,749-\$3,354*
Secretary 3	1.0	1.0	1.0	B	\$2,922-\$3,558*
Planning & Comm. Dev. Director	1.0	0.5	1.0	E	\$9,815
Program Specialist	0.4	0.5	0.8	E	\$4,075-\$4,954
GIS Analyst	0.0	1.0	1.0	S	\$4,709-\$6,199
<i>GIS Specialist</i>	0.8	0.0	0.0	S	--
GIS Analyst, Senior	1.0	1.0	1.0	S	\$5,300-\$6,645
Planner 1, 2	8.0	8.0	8.0	S	\$3,944-\$5,904
Planner, Senior	2.4	2.5	2.0	S	\$5,623-\$7,051
Program Manager 1	1.0	1.0	0.0	S	--
Total:	16.6	16.5	15.8		
Community Development:					
Accounting Technician	1.2	1.0	1.0	B	\$3,288-\$3,999*
Administrative Secretary	1.0	1.0	1.0	B	\$3,288-\$3,999*
Housing Rehab. Specialist	1.0	1.0	1.0	B	\$3,920-\$4,777*
Development Specialist 2	2.0	2.0	2.0	S	\$4,709-\$5,623
Program Coordinator	1.0	1.0	0.0	S	--
Program Manager 1	1.9	2.0	2.0	S	\$5,623-\$6,715
Program Specialist	1.0	1.0	1.0	S	\$4,184-\$4,996
Total:	9.1	9.0	8.0		
Development Services:					
Electrical Inspector 1, 2, 3	1.0	2.0	2.0	B	\$4,414-\$6,053*
Electrical Inspector 3	0.0	0.0	0.0#	B	--
<i>Building Inspector 1, 2</i>	1.0	1.0	0.0	B	--
Office Assistant 2	2.0	1.0	1.0	B	\$2,749-\$3,354*
Permit Program Systems Administrator	1.0	1.0	0.5	B	\$3,920-\$4,777*
Permit Technician	3.8	4.0	3.0	B	\$3,700-\$4,503*
Plans Examiner	2.0	2.0	2.0	B	\$4,969-\$6,053*
Senior Building Inspector	1.0	1.0	1.0	B	\$4,969-\$6,053*
Department Manager 2	0.5	1.0	1.0	E	\$6,496-\$7,896
Building Official	1.0	1.0	1.0	S	\$6,329-\$7,557
Division Supervisor	1.0	1.0	1.0	S	\$4,709-\$5,623
Subtotal Regular Employees	14.3	15.0	12.5		
Temporary Labor	0.2	0.2	0.1	T	
Total:	14.5	15.2	12.6		
TOTAL PLANNING DEPARTMENT	40.2	40.7	36.4		
STAFFING SUMMARY BY BARGAINING UNIT:					
<i>Non-Uniformed Employee Group</i>	17.0	17.0	14.5	B	AFSCME 114
<i>Non-Represented Employee Group</i>	1.9	2.0	2.8	E	Non-Union
<i>Supervisor/Professional Employee Group</i>	21.1	21.5	19.0	S	Teamster 231
<i>Temporary Labor Employee Group</i>	0.2	0.2	0.1	T	Non-Union

Position to remain vacant until 12/31/12

* See "General Salary Information"

Personnel

Budgeted Positions (continued) – [Hearing Examiner Department](#)

DEPARTMENT/DIVISION	ACTUAL 2010	ADOPTED 2011	ADOPTED 2012	Employee Group	Monthly Salary Range
HEARING EXAMINER					
Administrative Assistant	0.5	0.5	0.5	E	\$3,421-\$4,159
Hearing Examiner	1.0	1.0	1.0	E	\$9,506
TOTAL HEARING EXAMINER DEPT.	1.5	1.5	1.5		
<i>STAFFING SUMMARY BY BARGAINING UNIT:</i>					
<i>Non-Represented Employee Group</i>	<i>1.5</i>	<i>1.5</i>	<i>1.5</i>	<i>E</i>	<i>Non-Union</i>

* See "General Salary Information"

Budgeted Positions (continued) – [Human Resources Department](#)

DEPARTMENT/DIVISION	ACTUAL 2010	ADOPTED 2011	ADOPTED 2012	Employee Group	Monthly Salary Range
HUMAN RESOURCES DEPARTMENT					
Human Resources:					
Administrative Assistant	0.0	0.5	0.5	E	\$3,421-\$4,159
Financial Technician	2.0	2.0	2.0	E	\$3,044-\$3,700
Human Resources Analyst	3.0	3.0	3.0	E	\$4,579-\$5,565
Human Resources Analyst, Senior	0.8	1.8	1.0	E	\$5,145-\$6,254
<i>Program Manager 1</i>	<i>1.0</i>	<i>0.0</i>	<i>0.0</i>	<i>E</i>	<i>--</i>
Human Resources Director	1.0	1.0	1.0	E	\$8,847
Human Resources Generalist	2.0	1.0	1.0	E	\$4,075-\$4,954
<i>Human Resources Assistant</i>	<i>1.0</i>	<i>0.0</i>	<i>0.0</i>	<i>E</i>	<i>--</i>
Office Technician	0.0	0.0	0.5	E	\$2,872-\$3,491
Payroll Lead	1.0	1.0	1.0	E	\$3,421-\$4,159
Program Manager 1	0.0	0.0	1.0	E	\$5,454-\$6,630
Program Manager 2	0.0	1.0	1.0	E	\$5,781-\$7,028
<i>Program Manager 1</i>	<i>1.0</i>	<i>0.0</i>	<i>0.0</i>	<i>E</i>	<i>--</i>
Program Specialist	0.0	1.0	1.0	E	\$4,075-\$4,954
<i>Program Technician</i>	<i>1.0</i>	<i>0.0</i>	<i>0.0</i>	<i>E</i>	<i>--</i>
Subtotal Regular Employees	13.8	12.3	13.0		
Temporary Labor	0.0	0.2	0.2	T	
TOTAL HUMAN RESOURCES DEPT.	13.8	12.5	13.2		
<i>STAFFING SUMMARY BY BARGAINING UNIT:</i>					
<i>Non-Represented Employee Group</i>	<i>13.8</i>	<i>12.3</i>	<i>13.0</i>	<i>E</i>	<i>Non-Union</i>
<i>Temporary Labor Employee Group</i>	<i>0.0</i>	<i>0.2</i>	<i>0.2</i>	<i>T</i>	<i>Non-Union</i>

* See "General Salary Information"

Budgeted Positions (continued) – Finance Department

DEPARTMENT/DIVISION	ACTUAL 2010	ADOPTED 2011	ADOPTED 2012	Employee Group	Monthly Salary Range
FINANCE DEPARTMENT					
Accounting Assistant 2	4.0	4.0	4.0	B	\$2,922-\$3,558*
Accounting Technician	3.0	3.0	3.0	B	\$3,288-\$3,999*
City Tax Representative	1.0	1.0	1.0	B	\$3,288-\$3,999*
Micrographics/Imaging Tech - GF	0.0	1.0	1.0	B	\$2,785-\$3,391*
Office Assistant 2	0.0	1.0	1.0	B	\$2,749-\$3,354*
Records Management Coordinator	0.0	1.0	1.0	B	\$3,700-\$4,503*
Administrative Assistant	1.0	1.0	1.0	E	\$3,421-\$4,159
Finance Director	1.0	1.0	1.0	E	\$10,431
Program Manager 2	3.0	3.0	3.0	E	\$5,781-\$7,379
Program Specialist	1.0	1.0	1.0	E	\$4,075-\$4,954
Program Technician - PT	0.7	0.7	0.7	E	\$3,844-\$4,673
Accountant 1, 2	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	S	\$4,439-\$5,904
Subtotal Regular Employees	17.7	20.7	20.7		
Temporary Labor	0.3	0.0	0.0	T	
TOTAL FINANCE DEPARTMENT	18.0	20.7	20.7		
STAFFING SUMMARY BY BARGAINING UNIT:					
<i>Non-Uniformed Employee Group</i>	8.0	11.0	11.0	B	AFSCME 114
<i>Non-Represented Employee Group</i>	6.7	6.7	6.7	E	Non-Union
<i>Supervisor/Professional Employee Group</i>	3.0	3.0	3.0	S	Teamster 231
<i>Temporary Labor Employee Group</i>	0.3	0.0	0.0	T	Non-Union

* See "General Salary Information"

Personnel

Budgeted Positions (continued) – [Information Technology Services Department](#)

DEPARTMENT/DIVISION	ACTUAL 2010	ADOPTED 2011	ADOPTED 2012	Employee Group	Monthly Salary Range
INFORMATION TECHNOLOGY SERVICES DEPARTMENT					
Accounting Technician	0.0	0.6	0.6	B	\$3,288-\$3,999*
<i>Accounting Technician - PT</i>	<i>0.6</i>	<i>0.0</i>	<i>0.0</i>	<i>B</i>	<i>--</i>
Network Technician 2	1.0	1.0	1.0	B	\$3,488-\$4,249*
Office Assistant 2	1.0	1.0	1.0	B	\$2,749-\$3,354*
Tech. Support & Applications Spec.	0.0	0.0	1.0	B	\$4,683-\$5,707*
<i>Tech. Support & Training Spec.</i>	<i>1.0</i>	<i>1.0</i>	<i>0.0</i>	<i>B</i>	<i>--</i>
Tech. Support & Training Spec.	5.0	5.0	5.0	B	\$4,414-\$5,373*
Information Tech. Serv. Director	1.0	1.0	1.0	E	\$9,815
Network Administrator	1.0	1.0	1.0	S	\$5,966-\$7,479
Program Coordinator	1.0	1.0	1.0	S	\$4,709-\$5,623
Program Manager 1	1.0	1.0	1.0	S	\$5,623-\$7,404
Systems Analyst 2	<u>6.4</u>	<u>6.0</u>	<u>6.0</u>	S	\$5,623-\$7,404
Subtotal Regular Employees	19.0	18.6	18.6		
Temporary Labor	0.6	0.6	0.6	T	
TOTAL INFO TECH SERVICES DEPT.	19.6	19.2	19.2		
STAFFING SUMMARY BY BARGAINING UNIT:					
<i>Non-Uniformed Employee Group</i>	<i>8.6</i>	<i>8.6</i>	<i>8.6</i>	<i>B</i>	<i>AFSCME 114</i>
<i>Non-Represented Employee Group</i>	<i>1.0</i>	<i>1.0</i>	<i>1.0</i>	<i>E</i>	<i>Non-Union</i>
<i>Supervisor/Professional Employee Group</i>	<i>9.4</i>	<i>9.0</i>	<i>9.0</i>	<i>S</i>	<i>Teamster 231</i>
<i>Temporary Labor Employee Group</i>	<i>0.6</i>	<i>0.6</i>	<i>0.6</i>	<i>T</i>	<i>Non-Union</i>

* See "General Salary Information"

Budgeted Positions (continued) – [Legal Department](#)

DEPARTMENT/DIVISION	ACTUAL 2010	ADOPTED 2011	ADOPTED 2012	Employee Group	Monthly Salary Range
LEGAL DEPARTMENT					
Assistant City Attorney	0.8	2.0	2.0	E	\$5,145-\$6,254
Assistant City Attorney, Senior	4.7	4.6	5.8	E	\$6,496-\$8,291
Assistant City Attorney	1.0	1.0	0.0	E	--
City Attorney	1.0	1.0	1.0	E	\$10,431
Legal Administrative Assistant	1.0	1.0	1.0	E	\$3,844-\$4,673
Legal Assistant	0.0	0.0	2.0	E	\$3,227-\$4,118
Office Technician	1.9	2.0	0.0	E	--
Program Specialist	1.0	1.0	1.0	E	\$4,075-\$4,954
Subtotal Regular Employees	11.4	12.6	12.8		
Temporary Labor	0.2	0.0	0.0	T	
TOTAL LEGAL	11.6	12.6	12.8		
STAFFING SUMMARY BY BARGAINING UNIT:					
Non-Represented Employee Group	11.4	12.6	12.8	E	Non-Union
Temporary Labor Employee Group	0.2	0.0	0.0	T	Non-Union

* See "General Salary Information"

Budgeted Positions (continued) – [Executive Department](#)

DEPARTMENT/DIVISION	ACTUAL 2010	ADOPTED 2011	ADOPTED 2012	Employee Group	Monthly Salary Range
EXECUTIVE DEPARTMENT					
Administrative Assistant	0.5	0.5	0.5	E	\$3,421-\$4,159
Chief Administrative Officer	1.0	1.0	1.0	E	\$10,431
Executive Assistant	1.0	1.0	1.0	E	\$3,844-\$4,673
Program Manager 1	1.0	1.0	1.0	E	\$5,454-\$6,630
Program Manager 2	1.0	1.0	1.0	E	\$5,781-\$7,028
Mayor	1.0	1.0	1.0	O	\$10,744
Program Manager 1	0.0	0.0	1.0	S	\$5,623-\$6,715
TOTAL EXECUTIVE	5.5	5.5	6.5		
STAFFING SUMMARY BY BARGAINING UNIT:					
Elected	1.0	1.0	1.0	O	Elected
Non-Represented Employee Group	4.5	4.5	4.5	E	Non-Union
Supervisor/Professional Employee Group	0.0	0.0	1.0	S	Teamster 231

* See "General Salary Information"

Personnel

Budgeted Positions (continued) – [Legislative Department](#)

DEPARTMENT/DIVISION	ACTUAL 2010	ADOPTED 2011	ADOPTED 2012	Employee Group	Monthly Salary Range
LEGISLATIVE					
Council Members	7.0	7.0	7.0	O	\$1,838
Executive Assistant	1.0	1.0	1.0	E	\$3,844-\$4,673
Program Specialist	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	E	\$4,075-\$4,954
Subtotal Regular Employees	9.0	9.0	9.0		
Temporary Labor	0.3	0.0	0.0	T	
TOTAL LEGISLATIVE	9.3	9.0	9.0		
<i>STAFFING SUMMARY BY BARGAINING UNIT:</i>					
<i>Council Members</i>	<i>7.0</i>	<i>7.0</i>	<i>7.0</i>	<i>O</i>	<i>Elected</i>
<i>Non-Represented Employee Group</i>	<i>2.0</i>	<i>2.0</i>	<i>2.0</i>	<i>E</i>	<i>Non-Union</i>
<i>Temporary Labor Employee Group</i>	<i>0.3</i>	<i>0.0</i>	<i>0.0</i>	<i>T</i>	<i>Non-Union</i>

* See "General Salary Information"

Budgeted Positions (continued) – [Public Development Authority](#)

DEPARTMENT/DIVISION	ACTUAL 2010	ADOPTED 2011	ADOPTED 2012	Employee Group	Monthly Salary Range
PUBLIC DEVELOPMENT AUTHORITY					
Administrative Assistant	0.7	0.8	0.8	E	\$3,421-\$4,159
TOTAL PUBLIC DEVELOPMENT AUTH.	0.7	0.8	0.8		
<i>STAFFING SUMMARY BY BARGAINING UNIT:</i>					
<i>Non-Represented Employee Group</i>	<i>0.7</i>	<i>0.8</i>	<i>0.8</i>	<i>E</i>	<i>Non-Union</i>

* See "General Salary Information"

Budgeted Positions (continued) – [Public Works Department](#)

DEPARTMENT/DIVISION	ACTUAL 2010	ADOPTED 2011	ADOPTED 2012	Employee Group	Monthly Salary Range
PUBLIC WORKS					
P.W. Administration:					
Administrative Secretary	1.0	1.0	1.0	B	\$3,288-\$3,999*
Office Assistant 2	1.0	1.0	1.0	B	\$2,749-\$3,354*
Director of Public Works	1.0	1.0	1.0	E	\$10,431
Program Specialist	1.0	1.0	1.0	E	\$4,075-\$4,954
Program Coordinator	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$4,709-\$5,623
Total:	5.0	5.0	5.0		
Maintenance Administration:					
Administrative Secretary	1.0	1.0	1.0	B	\$3,288-\$3,999*
Office Assistant 2	1.0	1.0	1.0	B	\$2,749-\$3,354*
Safety Specialist	1.0	1.0	1.0	B	\$4,414-\$5,373*
Assistant Director	<u>0.0</u>	<u>0.5</u>	<u>0.5</u>	E	\$7,299-\$9,315
Subtotal Regular Employees	3.0	3.5	3.5		
Temporary Labor	<u>0.0</u>	<u>0.2</u>	<u>0.2</u>	T	
Total:	3.0	3.7	3.7		
Environmental Resources:					
Program Coordinator - LT	0.0	0.0	1.0	S	\$4,709-\$5,623
Program Manager 2	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	E	\$5,781-\$7,028
Subtotal Regular Employees	1.0	1.0	2.0		
Temporary Labor	<u>1.0</u>	<u>1.9</u>	<u>1.9</u>	T	
Total:	2.0	2.9	3.9		
Treatment Plants:					
Incinerator Operator 1	3.0	3.0	3.0	B	\$4,414-\$5,373*
Lab Technician	4.0	4.0	4.0	B	\$3,920-\$4,777*
Maintenance Specialist	3.0	3.0	3.0	B	\$4,969-\$6,053*
Maintenance Technician	6.6	7.0	7.0	B	\$4,414-\$5,373*
Maintenance Worker 3	0.7	1.0	2.0	B	\$3,488-\$4,249*
Plant Operator Operator in Training	0.0	2.0	2.0	B	\$4,414-\$5,373*
Plant Operator 1 & 2	7.0	7.0	7.0	B	\$4,683-\$6,053*
Maint Instrumentation/SCADA Technician	1.0	1.0	1.0	B	\$4,683-\$5,707*
Utility Worker 1 & 2, Skilled Worker 1	2.0	2.0	2.0	B	\$3,098-\$4,249*
Department Manager 2	1.0	1.0	1.0	E	\$6,496-\$7,896
Program Manager 1	4.0	4.0	4.0	S	\$5,623-\$6,715
Water Quality Specialist	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	S	\$4,996-\$6,264
Subtotal Regular Employees	34.3	37.0	38.0		
Temporary Labor	<u>3.2</u>	<u>4.4</u>	<u>4.4</u>	T	
Total:	37.5	41.4	42.4		

Personnel

Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2010	ADOPTED 2011	ADOPTED 2012	Employee Group	Monthly Salary Range
PUBLIC WORKS (continued)					
Utilities:					
Utility Locator	1.0	1.0	1.0	B	\$3,488-\$4,249*
Utility Worker 1, 2	3.2	4.0	4.0	B	\$3,098-\$3,999*
Utility Worker 1, 2 - LT	0.0	0.0	2.0	B	\$3,098-\$3,999*
Utility Worker 1, 2; Skilled Worker 1, 2	7.9	9.0	9.0	B	\$3,098-\$4,503*
Water Distribution Specialist 2, 3, 4, 5	15.3	16.0	15.3	B	\$3,288-\$5,069*
PW Division Supervisor 2	3.0	3.0	3.0	S	\$4,996-\$5,966
Program Specialist	1.0	1.0	1.0	S	\$4,184-\$4,996
Utility Operations Engineer	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$5,300-\$6,329
Subtotal Regular Employees	32.4	35.0	36.3		
Temporary Labor	<u>1.6</u>	<u>2.9</u>	<u>2.9</u>	T	
Total:	34.0	37.9	39.2		
Maintenance:					
Associate Engineering Technician - LT	1.0	0.5	0.0	B	--
Ed Programs/Activities Coordinator	0.7	0.0	1.0	B	\$3,488-\$4,249*
Ed Programs/Activities Coordinator - PT	0.0	0.5	0.0	B	--
Ed Programs/Activities Coordinator - LT	0.0	0.5	0.0	B	--
Engineering Technician	1.0	1.0	1.0	B	\$3,700-\$4,503*
Engineering Technician - LT	0.0	0.0	1.0	B	\$3,700-\$4,503*
Neighborhood Code Compliance Officer	1.0	1.0	1.0	B	\$3,920-\$4,777*
Senior Surface Water Technician	1.0	1.0	1.0	B	\$3,920-\$4,777*
Source Control Technician	0.0	0.0	1.0	B	\$3,488-\$4,249*
Utility Worker 1, 2; Skilled Worker 1, 2	18.9	19.0	19.0	B	\$3,098-\$4,503*
Department Manager 2	1.0	1.0	1.0	E	\$6,496-\$7,896
PW Division Supervisor 2	2.0	2.0	2.0	S	\$4,996-\$5,966
Program Manager 2	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$5,966-\$7,123
Subtotal Regular Employees	27.6	27.5	29.0		
Temporary Labor - LT	0.5	0.3	0.0	T	
Temporary Labor	<u>2.1</u>	<u>6.2</u>	<u>6.5</u>	T	
Total:	30.2	34.0	35.5		
Purchasing & Materials Management:					
Buyer	2.0	2.0	2.0	B	\$3,700-\$4,503*
Lead Buyer	1.0	1.0	1.0	B	\$4,969-\$6,053*
Warehouse Worker	2.0	2.5	3.0	B	\$3,488-\$4,249*
Department Manager 1	1.0	1.0	1.0	E	\$6,128-\$7,449
Division Supervisor	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$4,709-\$5,623
Subtotal Regular Employees	7.0	7.5	8.0		
Temporary Labor	<u>0.3</u>	<u>0.4</u>	<u>0.4</u>	T	
Total:	7.3	7.9	8.4		

Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2010	ADOPTED 2011	ADOPTED 2012	Employee Group	Monthly Salary Range
PUBLIC WORKS (continued)					
Financial Management:					
Accounting Assistant 2	1.0	1.0	1.0	B	\$2,922-\$3,558*
Accounting Technician	3.0	3.0	3.0	B	\$3,288-\$3,999*
Program Coordinator	1.0	1.0	1.0	S	\$4,709-\$5,623
Program Manager 1	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$5,623-\$6,715
Subtotal Regular Employees	6.0	6.0	6.0		
Temporary Labor	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	T	
Total:	6.0	6.0	6.0		
Supervision & Technology:					
Conduit Locator - LT	0.0	0.0	1.0	B	\$2,922-\$3,558*
GIS Technician, Senior	3.0	3.0	3.0	B	\$4,414-\$5,373*
Office Assistant 2	1.0	1.0	1.0	B	\$2,749-\$3,354*
Operations Data Assistant	1.0	1.0	1.0	B	\$2,749-\$3,354*
Senior Surveyor	1.0	1.0	1.0	B	\$3,920-\$4,777*
Service Representative 1, 2	3.0	3.0	3.0	B	\$3,098-\$4,249*
GIS Analyst	2.0	2.0	2.0	S	\$4,709-\$6,199
GIS Analyst, Senior	1.0	1.0	1.0	S	\$5,300-\$6,645
Program Coordinator	0.5	1.0	1.0	S	\$4,709-\$5,623
Program Manager 1	0.0	0.0	1.0	S	\$5,623-\$6,715
<i>Division Supervisor</i>	<i>1.0</i>	<i>1.0</i>	<i>0.0</i>	S	--
Program Manager 2	1.0	1.0	1.0	S	\$5,966-\$7,123
Systems Analyst 1	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$4,709-\$6,199
Subtotal Regular Employees	15.5	16.0	17.0		
Temporary Labor	<u>0.7</u>	<u>1.2</u>	<u>0.5</u>	T	
Total:	16.2	17.2	17.5		
Fleet Administration:					
Fleet Maint. Mechanic 3, 4	5.0	5.0	5.0	B	\$3,920-\$5,069*
Fleet Maint. Mechanic 5	2.0	2.0	2.0	B	\$4,414-\$5,373*
Service Writer - LT	0.0	0.0	1.0	B	\$3,700-\$4,503*
PW Division Supervisor 2	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$4,996-\$5,966
Subtotal Regular Employees	8.0	8.0	9.0		
Temporary Labor	<u>0.0</u>	<u>0.3</u>	<u>0.5</u>	T	
Total:	8.0	8.3	9.5		
Facilities:					
Custodial Maint. Worker 1	9.8	10.0	10.0	B	\$2,445-\$2,981*
Custodial Maint. Worker 1 - GF	1.0	1.0	1.0	B	\$2,622-\$3,195*
Custodial Maint. Worker 1 - PT	0.4	0.5	1.0	B	\$2,445-\$2,981*
Custodial Maint. Worker 2	1.0	1.0	1.0	B	\$2,749-\$3,354*
Maintenance Worker 3	3.0	3.0	4.0	B	\$3,488-\$4,249*
Division Supervisor	0.0	1.0	1.0	S	\$4,709-\$5,623
<i>Custodial Maint. Worker Lead</i>	<i>1.0</i>	<i>0.0</i>	<i>0.0</i>	B	--
Program Manager 1	1.0	1.0	1.0	S	\$5,623-\$6,715
Program Specialist	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$4,184-\$4,996
Total:	18.2	18.5	20.0		
Temporary Labor	<u>0.0</u>	<u>1.0</u>	<u>1.0</u>	T	
Total:	18.2	19.5	21.0		

Personnel

Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2010	ADOPTED 2011	ADOPTED 2012	Employee Group	Monthly Salary Range
PUBLIC WORKS (continued)					
Engineering:					
Engineering Assistant	1.0	1.0	1.0	B	\$4,414-\$5,373*
Engineering Technician	2.0	2.0	2.0	B	\$3,700-\$4,503*
Project Records Coordinator	1.0	1.0	1.0	B	\$3,488-\$4,249*
Senior Construction Inspector	3.0	3.0	3.0	B	\$4,165-\$5,069*
Senior Permits Reviewer	2.1	2.0	2.0	B	\$4,165-\$5,069*
Assistant Director	1.0	1.0	1.0	E	\$7,299-\$9,315
Department Manager 2	2.0	2.0	2.0	E	\$6,496-\$7,896
Planner 2	1.0	1.0	1.0	S	\$4,709-\$5,904
Program Coordinator	1.0	1.0	1.0	S	\$4,709-\$5,623
Division Supervisor	1.0	1.0	1.0	S	\$4,709-\$5,623
Program Specialist	1.0	1.0	1.0	S	\$4,184-\$4,996
Project Engineer	4.0	4.0	4.0	S	\$5,966-\$7,479
Project Engineer - LT	0.0	0.0	1.0	S	\$5,966-\$7,479
Utility Engineer	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$5,300-\$6,329
Subtotal Regular Employees	21.1	21.0	22.0		
Temporary Labor	<u>0.5</u>	<u>1.0</u>	<u>1.0</u>	T	
Total:	21.6	22.0	23.0		
Transportation:					
Accounting Assistant 3	1.0	1.0	1.0	B	\$3,098-\$3,774*
Associate Engineering Technician	1.0	1.0	1.0	B	\$3,288-\$3,999*
Electronics Tech, Electronics Spec	5.6	5.0	5.0	B	\$3,920-\$5,707*
Parking Controls Technician 1	1.0	1.0	1.0	B	\$2,749-\$3,354*
Parking Controls Technician 1 - GF	1.0	1.0	1.0	B	\$2,922-\$3,558*
Parking Controls Technician 2 - GF	1.0	1.0	1.0	B	\$3,132-\$3,815*
Secretary 3	1.0	1.0	1.0	B	\$2,922-\$3,558*
Signal Systems Specialist	1.0	1.0	1.0	B	\$4,683-\$5,707*
Skilled Worker 2	2.0	2.0	2.0	B	\$3,700-\$4,503*
Utility 2, Skilled Worker 1	3.0	3.0	3.0	B	\$3,288-\$4,249*
Department Manager 2	1.0	1.0	1.0	E	\$6,496-\$7,896
Program Manager 1	1.0	1.0	1.0	S	\$5,623-\$6,715
Program Manager 2	0.0	0.0	1.0	S	\$5,966-\$7,123
<i>Division Supervisor</i>	<i>1.0</i>	<i>1.0</i>	<i>0.0</i>	S	--
Traffic Operations Engineer	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$5,300-\$6,329
Subtotal Regular Employees	21.6	21.0	21.0		
Temporary Labor	<u>2.0</u>	<u>2.4</u>	<u>2.4</u>	T	
Total:	23.6	23.4	23.4		
Property Acquisition & Facilities Mgmt:					
Property Acquisition Specialist	1.0	1.0	1.0	B	\$4,414-\$5,373*
Program Manager 1	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	S	\$5,623-\$6,715
Total:	2.0	2.0	2.0		

Budgeted Positions (continued)

DEPARTMENT/DIVISION	ACTUAL 2010	ADOPTED 2011	ADOPTED 2012	Employee Group	Monthly Salary Range
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PUBLIC WORKS (continued)					
TOTAL PUBLIC WORKS	214.6	231.2	240.5		
<i>STAFFING SUMMARY BY BARGAINING UNIT:</i>					
<i>Non-Uniformed Employee Group</i>	<i>152.2</i>	<i>156.5</i>	<i>164.3</i>	<i>B</i>	<i>AFSCME 114</i>
<i>Non-Represented Employee Group</i>	<i>10.0</i>	<i>10.5</i>	<i>10.5</i>	<i>E</i>	<i>Non-Union</i>
<i>Supervisor/Professional Employee Group</i>	<i>40.5</i>	<i>42.0</i>	<i>44.0</i>	<i>S</i>	<i>Teamster 231</i>
<i>Temporary Labor Employee Group</i>	<i>11.9</i>	<i>22.2</i>	<i>21.7</i>	<i>T</i>	<i>Non-Union</i>

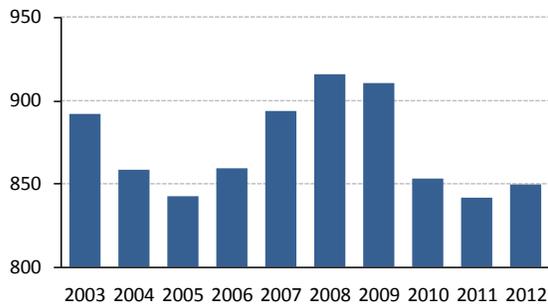
** See "General Salary Information"*

	ACTUAL 2010	ADOPTED 2011	ADOPTED 2012
GRAND TOTAL - CITY-WIDE	811.5	842.2	849.4

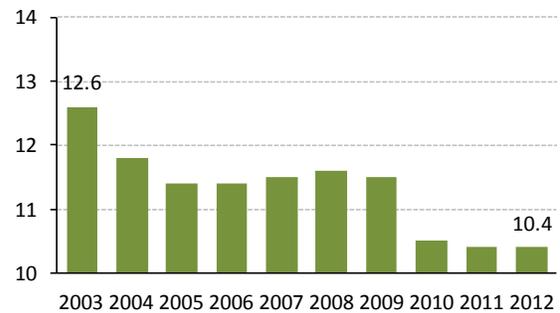
**10 YEAR HISTORY OF BUDGETED POSITIONS IN FULL TIME EQUIVALENTS
FROM ADOPTED BUDGETS**

Employee Group	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Elected Mayor (and Finance Director through 2007)	2.0	2.0	2.0	2.0	2.0	1.0	1.0	1.0	1.0	1.0
Elected City Council	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
Elected Municipal Judge	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Non-Represented Employee Grp	78.6	77.4	77.1	79.9	83.9	90.8	87.0	80.1	77.0	78.6
Supervisors and Professionals	100.6	101.7	104.9	103.4	108.6	107.8	106.0	100.0	97.5	98.0
Professional Librarians	8.3	8.0	8.0	8.0	8.0	8.0	8.0	6.3	7.0	6.7
Emergency Med Svcs Dispatch	11.0	11.0	12.0	12.0	12.0	13.0	13.0	13.0	13.0	13.0
Fire Supervisors	8.0	7.3	7.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Firefighters	129.7	129.3	122.5	126.0	132.0	135.0	133.0	129.0	133.0	133.0
Police	98.0	95.4	95.1	100.0	102.0	102.0	106.0	99.7	101.0	102.0
WHAT COMM Dispatch	23.0	23.0	23.0	23.0	26.0	26.0	26.0	26.0	26.0	26.0
Non-Uniformed	355.7	334.4	323.5	327.3	336.5	352.1	351.6	319.8	310.1	314.9
TOTAL REGULAR	822.9	797.5	783.1	797.6	827.0	851.7	847.6	790.9	781.6	789.2
Temporary Labor	69.1	60.9	59.2	62.2	66.6	64.6	62.6	62.0	60.6	60.2
TOTAL PAID WORKFORCE	892.0	858.4	842.3	859.8	893.6	916.3	910.2	852.9	842.2	849.4

TOTAL BUDGETED POSITIONS



FTE's per 1,000 City Population



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

Significant Changes to Budgeted Positions by Year

In some years, an increase in an employee unit is not an increase in City employees, but a transfer from another group.

- 2012** The city continues to realign and reorganize staff as directed by Council policy or if opportunities present themselves. New positions in the 2012 budget are for specific goals such as: Staff at Post Point to operate the incinerators as part of a biochemical oxygen demand (BODY) strategy. In total, the net change in City employees is 7.2 FTEs.
- 2011** The overall number of city employees continues to contract in order to reduce expenditures citywide. The net reduction in budgeted FTEs from 2010 to 2011 is 10.7. The reduction was achieved through layoffs, attrition, and reduction in hours of some employees. These reductions are necessary to offset the increase in salaries and benefits that continue to outpace revenues. Positions in Fire, Police, and Public Works were added on a case-by-case basis with grant funding, limited terms, or other offsetting revenue.
- 2010** In 2009, there were four rounds of budget reductions to reduce expenditures citywide. These reductions were done in response to declining revenues brought on by the recession. Positions have been eliminated from every city department in order to meet budget reduction targets. These reductions consisted of eliminating 38.7 vacant and 21 filled FTEs. In addition, small normal fluctuations in hours, temporary labor, or changes in limited term positions status added the equivalent of 1.2 FTEs to the citywide total. All told, citywide there was a net decrease of 58.5 FTEs from the 2009 Adopted Budget.
- 2009** 4.0 new police positions are proposed as part of a new Neighborhood Anti-Crime Team that will be a proactive problem-solving unit assigned to the patrol division. The team will be project-oriented and will focus on issues/concerns in the 24 neighborhoods and districts of Bellingham. The Public Development Authority will be staffed with 1.7 positions. The PDA will be the City's real estate development arm for parcels and properties throughout Bellingham, inclusive of parts of the waterfront district. The total number of new positions in 2009 is 5.7 FTEs. New positions are being offset by reductions in vacant positions and a decrease in temporary labor for a net decrease of 5.8 FTEs.

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