



# 2012 PROPOSED BUDGET

CITY OF SHORELINE, WASHINGTON

Cover photo by Adam Buchanan features the beach at Richmond Beach Saltwater Park.

Richmond Beach Saltwater Park is a 40-acre park located in the west portion of the City in the Richmond Beach neighborhood. It is the only park in the City of Shoreline that provides direct public access to the saltwater shoreline.

In May 2006, Shoreline voters approved a bond issue to acquire park property and improve parks throughout the community. One element of the bond was to make improvements to Richmond Beach Saltwater Park.

For more information about this facility and others please visit [www.shorelinewa.gov](http://www.shorelinewa.gov).



WASHINGTON

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# ***2012 Proposed Budget***

**Keith McGlashan, Mayor**  
**Will Hall, Deputy Mayor**  
**Chris Eggen, Councilmember**  
**Doris McConnell, Councilmember**  
**Chris Roberts, Councilmember**  
**Terry Scott, Councilmember**  
**Shari Winstead, Councilmember**

**Julie T. Underwood, City Manager**  
**Debbie Tarry, Assistant City Manager**

*Prepared by the Administrative Services Department*  
*For Fiscal Year January 1, 2012 – December 31, 2012*

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*For more detail, copies of the 2012 Budget are available on the City's website, at City Hall, Shoreline Library, Richmond Beach Library and at both Neighborhood Police Centers.*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Shoreline  
Washington**

For the Fiscal Year Beginning

**January 1, 2011**

*Linda C. Dawson Jeffrey R. Egan*

President

Executive Director

The Government Finance Officers Association (GFOA) of the United States and Canada presented a Distinguished Budget Presentation Award to the City of Shoreline for its annual budget for the 2011 fiscal year beginning January 1, 2011. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



# 2012 Proposed Budget

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# ***INTRODUCTION***



# READER'S GUIDE TO THE BUDGET

The City of Shoreline must adopt a balanced budget each year. To be prudent a city may decide to place some of its resources each year into reserves to cover future emergencies or unanticipated opportunities. Beyond these basic guidelines, budgets for cities are quite complex. Much of this complexity is created to allow for proper accounting and tracking techniques as required by state law and governmental accounting practices. Cities draw their revenues from a wide variety of sources, divide their expenditures into separate funds and allocate their program expenditures in ways that serve the special needs of municipal services. This Reader's Guide is being provided to make the City's budget more understandable and useable for the reader.

## **Organization of this Document**

This budget document contains legally required budget information, descriptive background information and various illustrative graphs and tables that will be helpful to the readers' understanding. It is organized into seven sections to facilitate the reader's understanding of the City's 2012 budget and to help the reader to find information regarding the city and its budget. Those seven sections are: Introduction, Transmittal Letter, Executive Summary, Operating Budget, Budget by Fund, Capital Improvement Program, and Appendix.

**Introduction** – This section is designed to introduce the reader to the City of Shoreline and its budget process. It includes the following:

- ◆ Table of Contents
- ◆ Reader's Guide
- ◆ City Organization Chart
- ◆ Shoreline Community Profile
- ◆ Budget Procedures and Process
- ◆ Budget Calendar
- ◆ Budget Ordinance
- ◆ General Budget Policies

**Transmittal Letter** - This section includes the City Manager's 2012 budget message to the City Council, the City's Strategic Directions 2011-2012, and a list of 2011 accomplishments.

**Executive Summary** – This section provides a high level view of the 2012 budget, an in depth look at the City's revenue sources, projected fund balances, and information about the City's debt. It includes the following:

- ◆ City Resources and Expenditures by Category
- ◆ All Funds Resources/Expense Summary
- ◆ 2012 Budget Highlights
- ◆ City Budget Summary
- ◆ 2012 Revenue Sources
- ◆ Expenditures by Object Category
- ◆ 2012 Program Budget Summary
- ◆ Ending Fund Balances
- ◆ Change in Ending Fund Balances
- ◆ Municipal Debt Capacity, City Long Term Debt, and City Debt Policy

**Operating Budget** – This section highlights the departmental budgets. It is organized to give the reader various levels of information by including department and program overviews. It also includes performance data for each program. This data includes actual results and projected results. Some programs may also have performance targets which are long-term in nature. This section includes:

- ◆ Operating Budget Forecast
- ◆ Department/Fund Overview
- ◆ 2012 FTE Summary
- ◆ 2012 Budgeted Positions

**Department Budgets**

- ◆ Mission Statement
- ◆ Organizational Chart
- ◆ Historical Comparison of Total Expenditures and Full-time Equivalents (FTE's)
- ◆ Staffing Summary by Program and Position
- ◆ 2012 Key Department Objectives
- ◆ Historical Comparison by Program
- ◆ Historical Comparison by Fund
- ◆ Historical Comparison by Expenditure/Revenue Type
- ◆ 2012 Budget Changes
- ◆ Program Performance Results

**Budget by Fund** – This section illustrates the financial condition and provides a historical comparison of each of the City's funds. It includes:

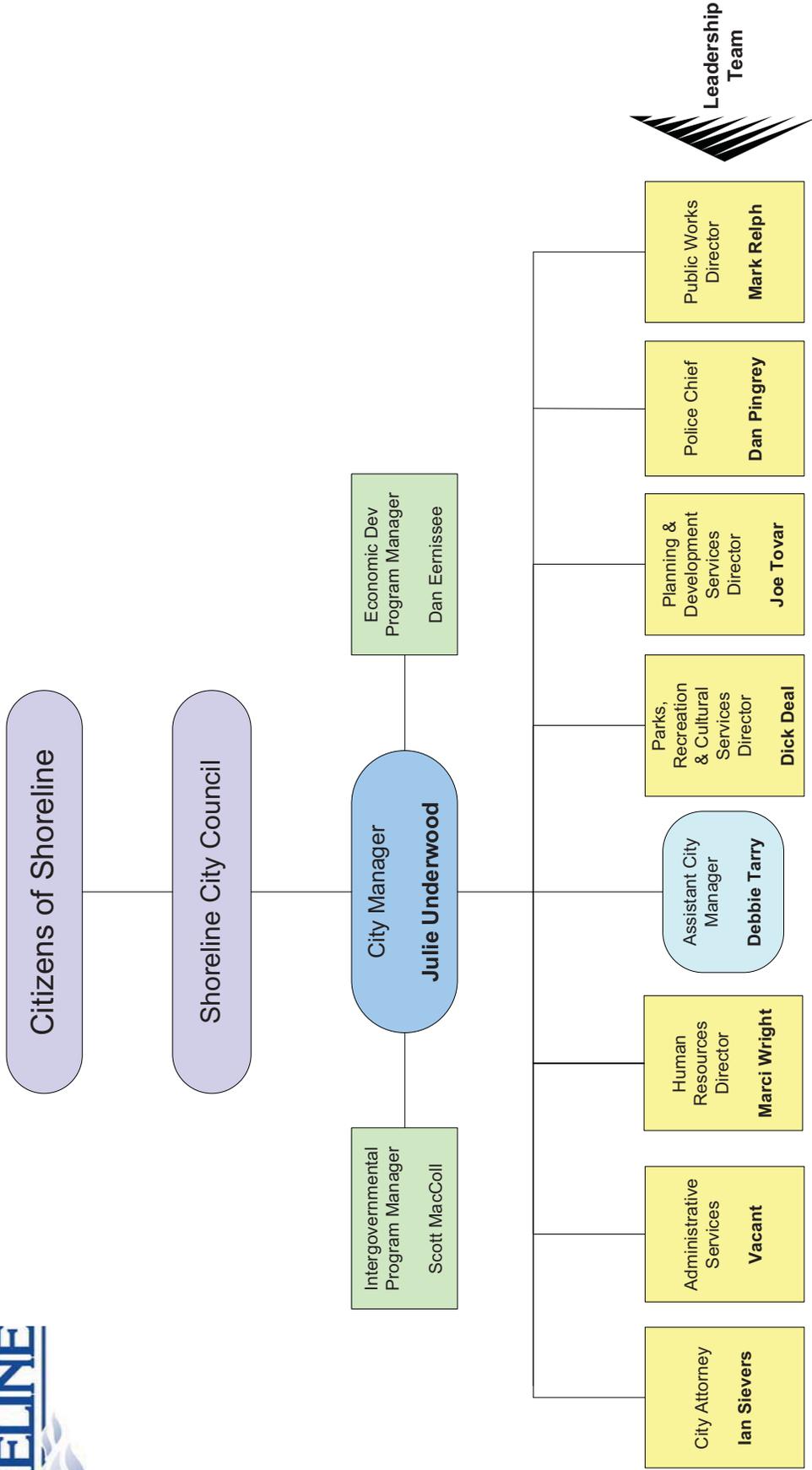
- ◆ City Fund Structure
- ◆ All Funds Historical Revenue/Expenditure Summary
- ◆ Fund Summaries
- ◆ Revenue and Expenditure Report for All Funds

**Capital Improvement Program** – This section identifies the multi-year plan for the four Capital Funds; General Capital (improvements to Parks and Facilities), City Facilities-Major Maintenance (ongoing maintenance of City's major facilities), Roads Capital (street, sidewalk, and traffic improvements), and Surface Water Utility (drainage improvements). A summary of each fund's projects is included. This section includes:

- ◆ Impact of CIP on Operating Budgets
- ◆ 2012– 2017 CIP Expenditures and Resources by Category
- ◆ 2012 Capital Program Summary
- ◆ 2012– 2017 CIP Expenditures and Resources by Fund
- ◆ Project Detail

**Appendix** – This section includes:

- ◆ Financial Policies
- ◆ Salary Tables
- ◆ Fee Schedules
- ◆ Expenditure and Revenue Detail
- ◆ Expenditure Categories
- ◆ Glossary of Budget Terms



# SHORELINE COMMUNITY PROFILE



The City of Shoreline is located in the northwestern corner of King County along the shores of Puget Sound. Shoreline is generally bounded by the City of Lake Forest Park to the east, the City of Seattle to the south, Puget Sound to the west, and Snohomish County to the north (including the Cities of Mountlake Terrace and Edmonds, and the Town of Woodway).

The City of Shoreline was incorporated on August 31, 1995, and operates as a Council/Manager form of government. The Council is comprised of seven members, elected at large by citizens of Shoreline. They are part-time officials who exercise the legislative powers of the City and determine matters of policy.

The Mayor is a council member selected by the Council to chair meetings, authenticate documents and serves as the City's ceremonial head. The Council is supported by various advisory boards and commissions. The Council appoints a full-time City Manager who serves as the professional administrator of the organization, coordinating day-to-day activities.

DEMOGRAPHICS	
Population**	53,200
Male/Female <sup>+</sup>	48.7%/51.3%
Median Age <sup>+</sup>	42.1
% under 20 <sup>+</sup>	21.6%
<b>Educational Attainment (population 25 yrs. and over):</b>	
High school degree or higher <sup>#</sup>	91.9%
Bachelor's degree or higher <sup>#</sup>	42.0%
Households <sup>+</sup>	21,561
Residential Dwellings**	22,920
Owner Occupied Housing Units <sup>+</sup>	65.3%
Median Value of Unit <sup>#</sup>	\$362,200
Median Household Income <sup>#</sup>	\$65,389
Per Capita Income <sup>#</sup>	\$32,901
Families in Poverty <sup>#</sup>	4.2%

SHORELINE AT A GLANCE	
Elevation (average)	375 feet
Highest Elevation	536 feet
Land Area	7500 acres (11.7 sq.mi.)
Ave. Temperature	52.4
Ave. Annual Precipitation	35.96 in.
Miles of City Streets*	191
City Retail Sales Tax	9.50%
City Employees (Full-time)	135.38
Assessed Valuation	\$6,355,610,819

\*Includes 36 mi. arterials, 4 mi. state roads, 3 mi. Interstate and 148 mi. residential streets

\*\* State Office of Financial Management April 2011 estimate

<sup>+</sup> 2010 U.S. Census

<sup>#</sup> U.S. Census 2005-2009 American Community Survey

## **Shoreline Yesterday**

Before the Turn of the Century: The area which is now Shoreline was once forested with deep woods, pockets of meadows, and bog areas. The area provided rich fishing, hunting, and gathering opportunities for local Native Americans, who occupied permanent settlements along Lake Washington, and temporary camps on Puget Sound. Homesteaders began arriving in the area in the 1880's, following the loggers and mill owners who had earlier set up operations along the waterways. Farmers cleared the fields and built modest homes. Richmond Beach is the site of the first village in the area. Located on the new Great Northern railroad line running along Puget Sound, this area gained its identity in 1890. By the turn of the century, numerous businesses were clustered around Market Street, now known as N.W. 195th Place.

Early 1900's until World War I: By the early 1900s an additional community had developed up the hill known as the Richmond Highlands centered at the current intersection of Aurora and 185th. The Interurban Railroad increased access to the area upon its opening from Seattle to Halls Lake in 1906. The next year the Great Northern railroad depot opened, providing additional transportation facilities to the area. Around 1910, the Seattle Golf Club and the Highlands were established, and Greenwood, or Country Club Road, as it was known then, was the only good road into Seattle. The Interurban was completed to Everett that year, causing more development along its line, particularly in the Ronald area, located roughly along 175th. The North Trunk Road, now known as Aurora or highway 99, was bricked in 1914 and became the primary automobile corridor in the area.

Between World War I and World War II: In the 1920s, 30s and 40s residential development continued. The area that became known as North City developed in the late 1920s along 15th Ave. N.E., and Lago Vista was also developed during this period with its own clubhouse. During this time, the North Trunk Road was upgraded and became known as Aurora, and was designated as Highway 99 in 1930. Aurora served as the emerging center of commerce and by the mid-'20s was home to numerous businesses and roadhouses. Innis Arden was developed by the Boeing Family, and became a prime residential community in the 1940s.

Following World War II: The area which is now Shoreline experienced tremendous growth after World War II as the suburban lifestyle grew in popularity. The Shoreline School District was established in 1944, and in response to the growth, Shoreline High School was built in 1955. Shoreline Community College was founded in 1963 and the I-5 freeway was opened the next year. Commercial development thrived along Aurora in the mid-'60s with the opening of Aurora Village and Sears.

Through the 60s, 70s and 80s the community continued to grow. Additional parks and schools were developed including Shorewood and Shorecrest High Schools, and changes were made to reflect the needs of the community. Shoreline High became the Shoreline Center, and a site that had once been considered for a high school to be called Shoreview High became Shoreview Park. Richmond Beach Park, Hamlin Park, and Ronald Bog Park were significant additions to the Parks system in the area.

In January of 1992, a citizen effort called “Vision Shoreline” organized to promote incorporation of Shoreline as a city. In September of 1994, the incorporation of Shoreline was approved by an overwhelming majority of voters. Following the election, a “Transition Team” was formed to organize the incorporation effort. This effort was successful and Shoreline officially incorporated on August 31, 1995.

## **Shoreline Today**

Over the years, Shoreline has become a community distinguished by strong neighborhoods, excellent schools and parks. According to the Census 2010, Shoreline is home to 53,007. The State Office of Financial Management has estimated the 2011 population to be 53,200. The City is now substantially developed with less than 1% of its total area (about 12 square miles) remaining vacant or available for use. Shoreline is primarily residential in character and over 70% of the households are single-family homes. Commercial development stretches along Aurora Avenue with other neighborhood centers located at intersections of primary arterials such as N. 175th Street at 15th Avenue N.E. and N. 185th Street at 8th Avenue N.W. There is limited industrial development. There is a substantial number of institutional, public or tax exempt uses, including cemeteries, schools, public services and churches. Significant lands are devoted to open space, including regional parks, the Boeing creek ravine, and the Seattle Golf Course.

## **Shorelines**

The City of Shoreline has several shorelines totaling 3.4 miles. Puget Sound, the primary shoreline, extends the length of the western edge of the City. It is the City’s only shoreline of statewide significance, as defined by the Washington State Shorelines Management Act. The City regulates these shorelines as a part of the Comprehensive Plan process. Designations are intended to reflect the character of land adjacent to the shorelines and guide and regulate development in these areas. The Washington State Department of Ecology reaffirms regulations, as determined by local governments, for shorelines of statewide significance.

In addition, the City has several lakes and ponds including Echo Lake, Ronald Bog and Twin Ponds. Finally, there are several creeks and streams that run through Shoreline. City regulations may also be set for these shorelines. The State does not have to affirm these regulations, but our regulations need to be consistent with State laws.

## **Neighborhoods**

Upon incorporation, the City supported the concept of neighborhood organizations. Fourteen neighborhoods are recognized by the City. The following is a short description of each neighborhood.

*Ballinger.* This area was annexed into the City of Shoreline in two sections A-3 in 1998 and A-2 in 1999. This area is east of I-5, south of NE 205th St (north City limit), west of 30th Ave NE (east City limit) and generally north of NE 195th Street.

*Briarcrest:* The area commonly referred to as Briarcrest (or Annexation Area B) was annexed into the City of Shoreline in February of 1997. This area is east of the Ridgecrest neighborhood and extends to the western City limits of Lake Forest Park.

*Echo Lake:* Echo Lake Park is the natural landmark of this neighborhood located on the northern edge of the City and bounded by Aurora Avenue, N.E. 185th Street and I-5.

*Highland Terrace:* This neighborhood is located just to the east of the Highlands neighborhood and Shoreline Community College. It is also bounded by the Seattle Golf Club, Westminster Way and Aurora Avenue.

*Hillwood:* The Hillwood community is located along the northern edge of the City between Aurora Avenue and the Richmond Beach neighborhood, north of N. 185th Street and N.W. Richmond Beach Road and south of N.W. 205th Street.

*Innis Arden:* This neighborhood was developed in the 1940s and the neighborhood organization has been in existence since that time. Bordered in part by Shoreview Park, it is located on the western edge of the City along Puget Sound.

*Meridian Park:* Meridian Park contains portions of the historic Ronald community dating back to the early 1900s. It is located at the core of Shoreline and is bounded by N.E. 185th Street, I-5, N. 160th Street and Aurora Avenue.

*North City:* Founded around the late 1930s and early 1940s, this neighborhood is located in the northeastern portion of Shoreline and is bounded by I-5, N.E. 195th Street on the north and the eastern edge of the City.

*Parkwood:* Parkwood is located along the southern edge of the City between Aurora Avenue and I-5. This neighborhood dates back to the early part of the century.

*Richmond Beach:* This area was settled in the late 1800s and is located in the Northwest corner of the City along Puget Sound.

*Richmond Highlands:* The Richmond Highlands neighborhood was first settled around the turn of the century. Bordered by N. 185th Street, Aurora Avenue, N. 165th Street and the Innis Arden neighborhood, the area is located in the core of Shoreline.

*The Highlands:* Designed by the Olmsted Brothers, this neighborhood dates back to 1910. It is located overlooking Puget Sound on the western edge of the City.

*Westminster Triangle:* This area is located at the southern gateway to the City along Westminster Way and Aurora Avenue.

*Ridgecrest:* Ridgecrest started developing around the end of World War II and is located in the southeastern section of the City. It is bordered by I-5, N.E. 15th Street, N.E. 175th Street and N.E. 145th Street.

## **Commercial Areas**

The Aurora Corridor is a major north-south state route (Highway 99) corridor that runs through Shoreline. Highway 99 is one of three north-south state routes in the region and is also the primary non-freeway transportation corridor in the City of Shoreline.

The Aurora Avenue corridor has been primarily a commercial strip for thirty years, containing a wide variety of retail and service uses serving local and regional markets. Office uses are scattered throughout the corridor while residential uses (e.g. apartments, condos, mobile homes and small pockets of single-family homes) are limited to the areas along or near Aurora Avenue.

A number of institutional uses, public uses and government uses are located in or near the Aurora Corridor. These uses include Shoreline City Hall, Shoreline Community College, CRISTA Schools, the fire station, Ronald Wastewater District, Shoreline Historical Museum, Washington State Department of Transportation, and METRO facilities (e.g. bus transfer center, park and ride lot).

Other commercial areas include North City, Ridgecrest, Ballinger and Richmond Beach. The North City business district is located on 15th Avenue N.E. between N. 170th and N. 185th Streets. This district serves the local community and neighboring communities. The Hillwood/Richmond Beach commercial area is located on N.W. 185th Street and extends to the east and west of 8th Avenue N.W. It serves the City's northwest neighborhoods including Hillwood, Richmond Beach, Richmond Highlands, and Innis Arden. The Ridgecrest Business District is located at 145th Avenue N.E. between 15th Avenue and Lake City Way N.E. It serves the City's southeast neighborhoods including Ridgecrest and Briarcrest. The Ballinger commercial district is located along Ballinger Way to the east of where it intersects Interstate 5.

## **Community Institutions**

Located on an 80-acre site on 15th Avenue N.E. and N.E. 155th Street, the Fircrest Campus is Shoreline's largest public institution. It is owned by several state agencies that administer the site (in part as trust lands) for the State of Washington. Presently, the Fircrest Residential Habilitation Center, located on the campus, is home to approximately 200 developmentally disabled citizens and is run by the Department of Social and Health Services (DSHS). The Washington State Department of Health Laboratories are also located on the Fircrest Campus.

The City also has a significant number of private institutions including the Northwest School for Hearing Impaired Children, Shoreline Center, CRISTA Ministries, Food Lifeline (the wholesale distributor of food to the food banks), as well as several private elementary and secondary schools, churches and other religious facilities, group homes and cemeteries.

## Employment

Approximately 17,908 jobs exist in the City. Most of these jobs are located along Aurora Avenue; however, other employment clusters include the Shoreline Community College, the Fircrest Campus and neighborhood business centers in North City, Richmond Village, 5th Avenue N.E. and N.E. 165th Street, and 15th Avenue N.E. and N.E. 145th Street.

Major employers within the community include:

- CRISTA Ministries
- Costco
- Fred Meyer
- Goldie's Casino
- Home Depot
- Northwest Security
- City of Shoreline
- Shoreline School District
- Shoreline Community College
- State Department of Transportation
- Fircrest Residential Habilitation Center

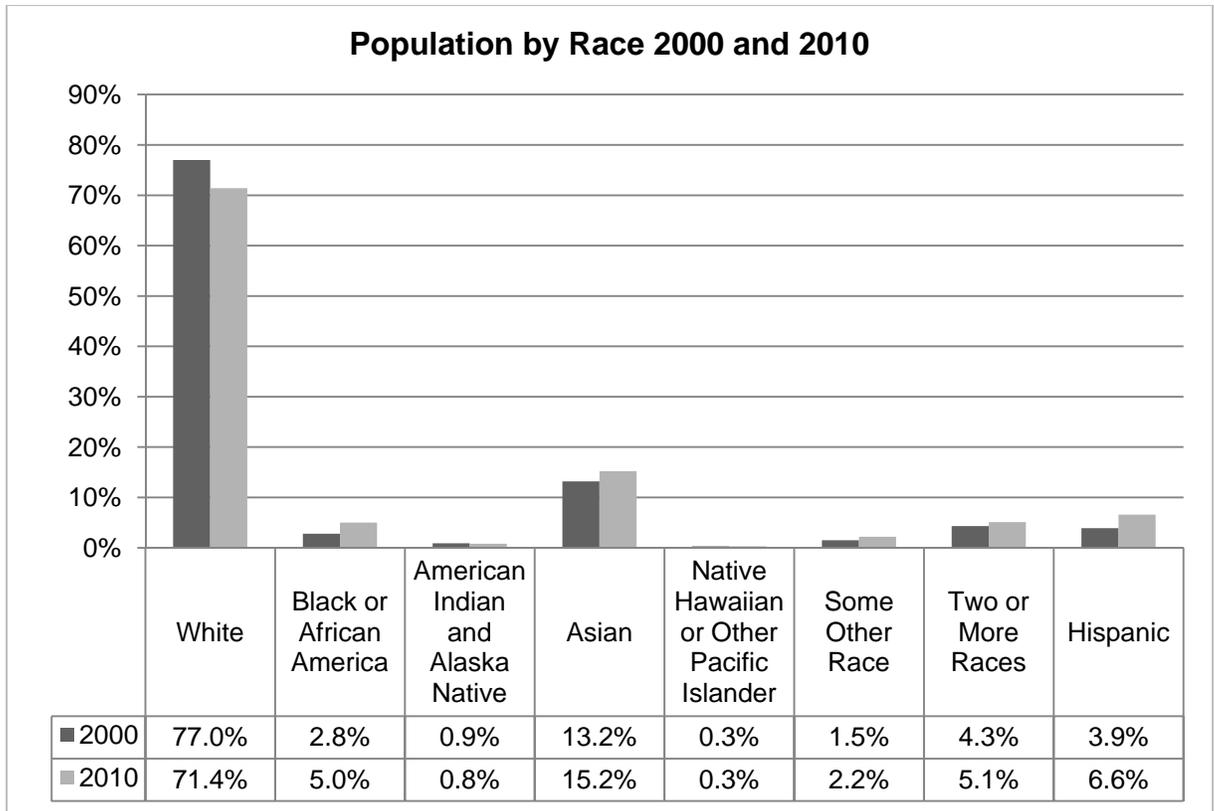
According to the U.S. Census Bureau 2005-2009 American Community Survey, 27,483 City residents over age 16 were employed in the region, most in the management and professional sector (43.9%), followed by sales and office occupations (22.9%), service occupations (17%), production and transportation occupations (8.1%), construction and maintenance occupations (7.8%), and farming, fishing and forestry occupations (.03%).

## Demographics

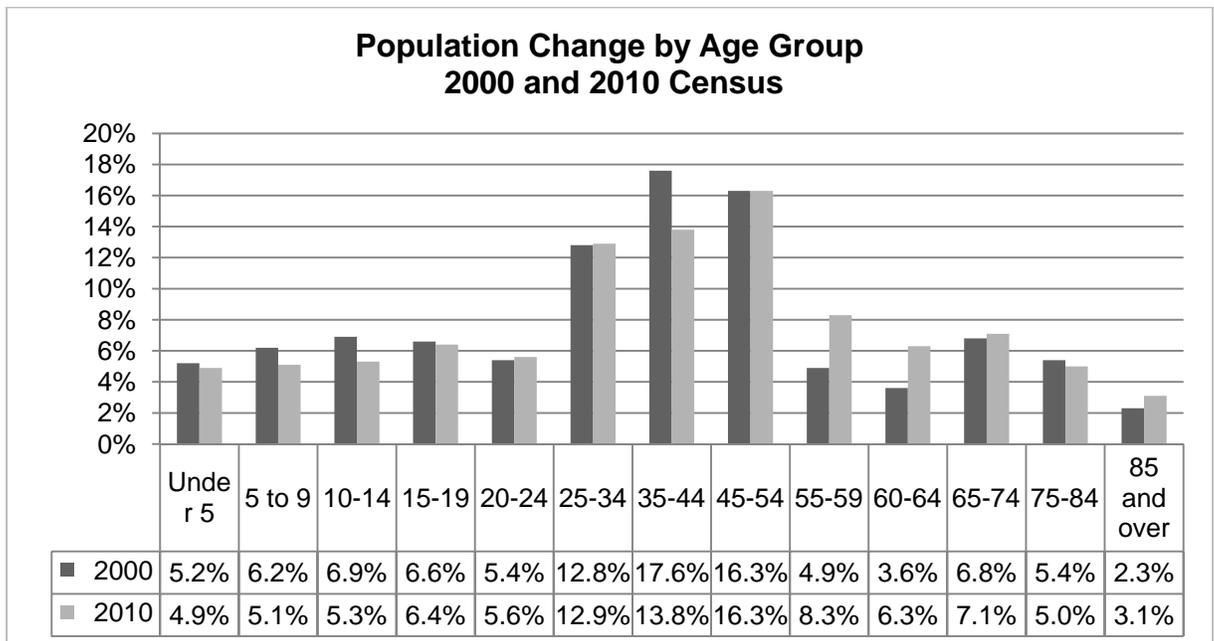
EDUCATIONAL ATTAINMENT		
<b>Population (25 yrs. and over): 37,948</b>		
Less than 9th grade	1,456	3.8%
9th-12th grade, no diploma	1,634	4.3%
High school grad. (incl. equiv.)	7,352	19.4%
Some college, no degree	8,403	22.1%
Associate's degree	3,170	8.4%
Bachelor's degree	10,587	27.9%
Grad. or professional degree	5,346	14.1%

Source: U.S. Census 2005-2009 American Community Survey

HOUSING : UNITS IN STRUCTURE		
<b>Total housing units: 21751</b>		
Single family, detached	15,553	71.5%
Single family, attached	874	4.0%
2	327	1.5%
3 or 4	475	2.2%
5 to 9	806	3.7%
10 to 19	692	3.2%
20 to 49	1,640	7.5%
50 or more	1,198	5.5%
Mobile home	144	0.7%
Boat, RV, van, etc.	42	0.2%



The median age of Shoreline residents increased from 39.3 years in 2000 to 42.1 years in 2010. The under 18 population declined by 15% and the adult age population (18 and older) increased 4.3%. Slightly over 30% of the total population was born between 1946 and 1964. As the chart below indicates, the largest drop in population is the 35-44 age range and the largest growth is the 55-64 age range.



# COMMUNITY SERVICES

## Police Services

- Shoreline Police Department (Contracted from King County Sheriff's Office)
- Shoreline Police Station
- Eastside Neighborhood Center
- Westside Neighborhood Center

## Fire Services

- Shoreline Fire District #4
- Fire District Headquarters/Station 61
- Fire Station 63
- Fire Station 64
- Fire Station 65

## Court Services

- King County District Court – Shoreline Division

## Recreation Facilities

- Richmond Highlands Recreation Center
- Shoreline Pool
- Spartan Recreation Center
- Annex Teen Center

## Library Services

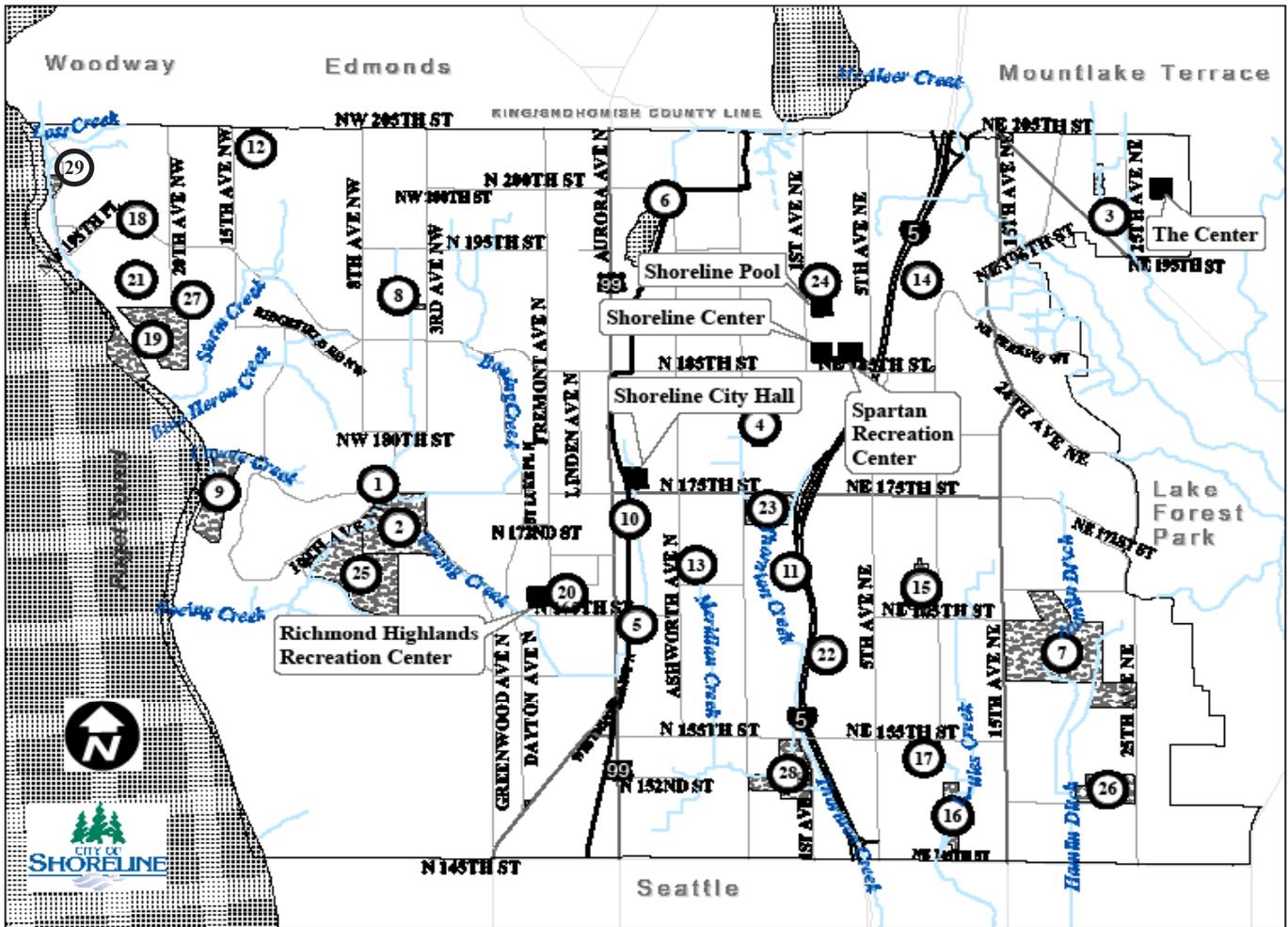
- King County Library District
- Shoreline Library
- Richmond Beach Library

## Utility Services

### Provided by

- |                       |  |
|-----------------------|--|
| • Cable:              | Comcast, Verizon                                   |
| • Electricity:        | Seattle City Light                                 |
| • Garbage/Recycling:  | CleanScapes  |
| • Natural Gas:        | Puget Sound Energy                                 |
| • Sewer:              | Ronald Wastewater District                         |
| • Water:              | Seattle Public Utilities, Shoreline Water District |
| • Telephone/Cellular: | Various  |
| • Stormwater          | City of Shoreline                                  |

# SHORELINE PARKS & PROGRAM FACILITIES



- |   |   |
|---|---|
| 1 Boeing Creek Open Space - 601 NW 175th St           | 16 Paramount Open Space - 946 NE 147th St           |
| 2 Boeing Creek Park - 17229 3rd Ave NW                | 17 Paramount School Park - 15300 8th Ave NE         |
| 3 Brugger's Bog Park - 19553 25th Ave NE              | 18 Richmond Beach Community Park - 2201 NW 197th St |
| 4 Cromwell Park - 18009 Corliss Ave N                 | 19 Richmond Beach Saltwater Park - 2021 NW 190th St |
| 5 Darnell Park - 1125 N 165th St                      | 20 Richmond Highlands Park - 16554 Fremont Ave N    |
| 6 Echo Lake Park - 1521 N 200th St                    | 21 Richmond Reserve Open Space - 19101 22nd Ave NW  |
| 7 Hamlin Park - 16006 15th Ave NE                     | 22 Ridgecrest Park - 108 NE 161st St                |
| 8 Hillwood Park - 19001 3rd Ave NW                    | 23 Ronald Bog Park - 2301 N 175th St                |
| 9 Innis Arden Reserve - 17601 14th Ave NW             | 24 Shoreline Park/Pool - 19030 1st Ave NE           |
| 10 Interurban Trail - N 145th St to N 205th St        | 25 Shoreview Park - 700 NW Innis Arden Way          |
| 11 James Keough Park - 2301 N 167th St                | 26 South Woods - NE 150th St & 25th Ave NE          |
| 12 Kruckeberg Gardens - 20312 15th Ave W              | 27 Strandberg Reserve - 19101 17th Ave NW           |
| 13 Meridian Park Open Space - 16765 Wallingford Ave N | 28 Twin Ponds Park - 15401 1st Ave NE               |
| 14 North City Park - 19201 10th Ave NE                | 29 Kayu Kayu Ac Park - 19911 Richmond Beach Dr NW   |
| 15 Northcrest Park - 827 NE 170th St                  |   |

**Please note the following:**

- Park hours are dawn until dusk.
- Opening and/or consumption of alcoholic beverages in Shoreline parks is prohibited.
- Pets must be on leashes in all Shoreline parks. Pets are not permitted on any turf fields, tennis courts, playgrounds or in any building unless specifically permitted by posting.
- Trails are open to all non-motorized users with the exception of motorized wheelchairs, unless otherwise designated and posted.

Parks and recreation facilities are available for use by the public whenever possible. Special use permits or scheduling the use of facilities is required for any community, special or private event involving more than routine use of a park or facility.

Facilities can be reserved by calling (206) 801-2600

BASEBALL/SOFTBALL	BASKETBALL	FORMAL GARDEN	HANDBALL	HORSEHOE PIT	OPEN SPACE/NATURAL AREA	OPEN WATER ACCESS	PICNIC AREAS	PLAYGROUND	PUBLIC ART	RESTROOM	SOCCER	TENNIS	TRAILS
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<b>Boeing Creek Open Space</b> - 601 NW 175th Street					X								X
<b>Boeing Creek Park</b> - 17229 3rd Ave NW					X	X	X						X
<b>Brugger's Bog Park</b> - 19533 25th Avenue NE						X	X						X
<b>Cromwell Park</b> - 18030 Meridan Avenue N.	X	X			X	X	X	X	X	X	X		X
<b>Darnell Park</b> - 1125 N 165th Street.					X								X
<b>Echo Lake Park</b> - 1521 N. 200th Street					X	X		X	X				X
<b>Hamlin Park</b> - 16006 15th Avenue NE	X			X	X	X	X	X	X				X
<b>Hillwood Park</b> - 19001 3rd Avenue NW	X		X				X				X	X	
<b>Innis Arden Reserve Open Space</b> - 17601 14th Avenue NW					X								
<b>Interurban Trail</b> - Adjacent to Aurora Avenue between N. 145th & 205th Streets								X					X
<b>Kayu Kayu Ac Park</b> - 19911 Richmond Beach Drive NW						X	X	X	X				X
<b>Keough Park</b> - 2301 N 167th Street							X				X		
<b>Kruckeberg Botanic Garden</b> - 20312 15th Avenue NW			X					X					X
<b>Meridian Park Open Space</b> - 16765 Wallingford Avenue N					X							X	X
<b>North City Park</b> - 19201 10th Avenue NE					X								X
<b>Northcrest Park</b> - 827 NE 170th Street					X		X						X
<b>Paramount Open Space</b> - 946 NE 147th Street					X								X
<b>Paramount School Park</b> - 15300 8th Avenue NE	X					X	X		X	X			X
<b>Richmond Beach Community Park</b> - 2201 NW 197th Street							X	X	X		X		
<b>Richmond Beach Saltwater Park</b> - 2021 NW 190th Street					X	X	X	X	X				X
<b>RBSP Seasonal Dog Off-Leash Area</b> - 2021 NW 190th St. (Open Nov 1 - Mar. 15)					X				X				
<b>Richmond Highlands Park</b> - 16554 Fremont Avenue N	X					X	X		X				
<b>Richmond Reserve Open Space</b> - 19101 22nd Avenue NW					X								
<b>Ridgecrest Park</b> - 108 NE 161st Street	X		X				X						
<b>Ronald Bog Park</b> - 2301 N 175th Street			X		X	X	X		X				
<b>Shoreline Park</b> - 19030 1st Avenue NE						X	X		X	X	X	X	X
<b>Shoreview Park</b> - 700 NW Innis Arden Way	X					X	X		X	X	X	X	X
<b>Shoreview Dog Off-Leash Area</b> - 320 NW Innis Arden Way									X				
<b>South Woods</b> - 2210 NE 150th Street					X								X
<b>Strandberg Preserve Open Space</b> - 19101 17th Avenue NW					X								
<b>Twin Ponds Park</b> - 15401 1st Avenue NE					X	X	X	X		X	X	X	X

# **BUDGET PROCEDURES AND PROCESS**

## **Operating Budget Procedures and Amendments Process**

The City's budget procedures are mandated by Chapter 35A.33 of the Revised Code of Washington. The budget, as adopted annually by the City Council, constitutes the legal authority for expenditures. The budget covers the fiscal year from January 1<sup>st</sup> to December 31<sup>st</sup>. The City's budget is adopted at the fund level. Expenditures during the year may not legally exceed the total appropriation within any specific fund.

Budgets are appropriated and adopted for all of the City's funds. All fund budgets, with the exception of the capital funds, are adopted on an annual basis. Calendar year budgets are adopted by the City Council for the General Fund, Special Revenue, Debt Service, Capital, and Internal Service funds. Total project budgets are approved by the City Council when the six-year Capital Improvement Plan (CIP) is adopted. However, budgets for the capital funds are appropriated annually for that year's portion of each capital project. For operating funds, all appropriations lapse at year-end. Programs or projects that need to continue into the following year can be included in the annual re-appropriation process. This process allows budget authority to be carried forward into the new fiscal year for any commitments that have been made for purchases or contracts that were not completed in the prior year.

### Budget Transfers and Amendments

The City Manager is authorized to transfer appropriations during the fiscal year, between department and programs within the same fund. However, any revisions that change the total expenditures of a fund or that affect the number of authorized employee positions, salary ranges, hours, or other conditions of employment must be approved by the City Council. The budget is typically only amended during the year to provide for new grant or other revenue sources or for program developments and new opportunities that occur outside of the timing of the typical budget process.

### Basis of Accounting

Basis of accounting refers to when revenues, expenditures, expenses, transfers and the related assets and liabilities are recognized, recorded and reported in the financial statements. The full accrual basis of accounting is used for proprietary or internal service funds. This includes the Surface Water Utility Fund, Vehicle & Operations Fund, Equipment Replacement Fund and the Unemployment Fund. Under this method, revenues are recognized when earned, and expenses are recognized when incurred.

The modified accrual basis of accounting is used by governmental, expendable trust and agency funds. This includes all other city funds. Revenues and other financial resources are recognized when they become susceptible to accrual, i.e., when the related funds become both measurable and available to finance expenditures of the current period. To be considered "available", revenue must be collected during the period or soon enough thereafter to pay current liabilities. For example, property taxes and other taxpayer assessed revenues due for the current year are considered measurable and available and therefore as revenues even though a portion of the taxes may be collected in the subsequent year. Licenses, fines, and miscellaneous revenues are recorded as revenues when they are received in cash because this is when they can be accurately measured. Investment earnings are accrued as earned. Expenditures are considered as a liability when they are incurred. Interest on long-term debt, judgments and claims, and compensated absences are considered as a liability when they are paid.

## **BUDGET PROCEDURES AND PROCESS**

### Basis of Budgeting

In some cases, the City prepares the annual budget using a different basis than is used for accounting. The budgeting basis differs by fund type. Budgets are prepared for Governmental Funds (General Fund and Street Fund) on a modified accrual basis which coincides with the period that revenues are expected to be received and expenses are expected to be incurred. This allows the budget to be directly compared to the fund operating statements in the City's annual financial report. The Surface Water Utility Fund and the Internal Service Funds are also budgeted on a modified accrual basis, which is based upon when revenues are earned, but are depicted in the operating statements using an accrual basis; therefore these funds are not directly comparable.

### **The Annual Operating Budget Process**

The budget process is a continuous cycle that includes the following phases of budget development and monitoring: City Council's Annual Planning Retreat, Leadership Team's Annual Planning Retreat, City Manager's Proposed Budget, City Council budget review and formal adoption, ongoing monitoring of expenditures and revenues, and any required budget adjustments/amendments due to additional revenues or new opportunities.

The City typically utilizes an incremental budgeting approach that assumes, for most functions of government, that the current year's budget is indicative of the base required for the following year. Any increases are incremental and based on need as defined by the organization's budget policies, emerging issues, Council goals, and available resources.

This incremental process recognizes that most mandated functions will not likely change from year to year. Therefore, the major emphasis of the budget analysis and decision-making is focused around Council priorities and requested increases in funding rather than ongoing mandated functions.

The budget development phase begins in May with the Council Planning Retreat. During the retreat, the City Council reviews the City's Long-term (six-year) Financial Plan to determine the City's financial condition. Every other year, the City surveys its citizens to gather their priorities. During the retreat, the Council establishes their priorities for the upcoming year using input from the citizen survey and various advisory boards. The City's strategic plan and the Council's annual work plan are updated to reflect the Council priorities.

In June, the Annual City Leadership Team Planning Retreat is held. During this retreat, the City's current financial condition is reviewed to determine the amount of available funding. Emerging issues are identified and prioritized based on the City's strategic plan and the Council's annual work plan.

During June, the Finance Department conducts a formal training process for the departments to explain the budget instructions, the budget preparation system, and to answer any questions prior to the departments beginning their base budget development.

In June and July, the departments develop their base budgets and prepare requests for new staff, programs, or significant increases to their current year budget that will address emerging issues and other operational needs. In their requests, the departments identify the problem that they are trying to address, the recommended solution, implementation plan, projected cost and expected outcomes. The Finance Department conducts an analysis of the departmental base budgets and the revenue outlook for the coming year to determine the availability of funds for

## **BUDGET PROCEDURES AND PROCESS**

any new initiatives. These budget requests are submitted to the Finance Department by the end of July.

In August, the Finance Department meets with each of the departments to discuss their current budget, new Council goals, year-end projections, emerging issues and priorities, and their budget requests for the next fiscal year.

In August or early September, the City Manager meets with each department to review their budget requests. In September, the City Manager develops preliminary budget recommendations and presents an update to the City Council of the status of the proposed budget.

Based on City Council policy and program input, the City Manager and Finance staff finalize the City Manager's Proposed Budget and present it to the City Council in mid October. This Proposed Budget is made available to the public in the City's libraries, City Hall, and at Council meetings and workshops.

In November, the City Council holds workshops on the proposed budget to receive input from the public and budget presentations from City departments, to discuss priorities and options, and to make final adjustments and decisions on the budget.

Also in October and November, the City Council holds two formal public hearings, one on the setting of the annual property tax levy and one on the next year's budget. Following these hearings, the City Council adopts the property tax ordinance and the annual budget.

After the budget is adopted, the City enters the budget implementation and monitoring phase. Throughout the year, expenditures are monitored by the Finance Department and department directors to ensure that funds are used as intended. Finance provides quarterly financial updates to the City Council to keep them current with the City's financial condition. Any budget amendments made during the year are adopted by a City Council ordinance.

Once the fiscal year begins, budget amendments may be required to increase adopted appropriation levels. In February, departments may request to carryover committed funds from the prior year to be used to complete operating or capital project work that is not included in the new fiscal year budget. These requests may be included in the re-appropriation budget ordinance that is presented to the City Council in March.

The Capital Improvement Plan is updated and adopted each year in June or July. The plan can contain changes to project budgets in the current year. Therefore, a budget amendment may be presented to the City Council along with the CIP to revise the project appropriations.

Throughout the year, as circumstances requires, other budget amendments may be presented to the City Council to address issues that arise outside of the normal budget process.

### **The Annual Capital Improvement Plan Process**

Each year the City Council adopts a six-year Capital Improvement Plan (CIP). The City has developed a Parks, Recreation and Open Space (PROS) Plan; a Transportation Master Plan (TMP); and a Surface Water Master Plan. These plans identify problems, prioritize needs and develop long-term solutions that are in line with community priorities and City resources. These plans are updated and formally adopted by Council every seven years. The City has also

## **BUDGET PROCEDURES AND PROCESS**

developed a Facility Maintenance Schedule for the city's major public buildings and a maintenance schedule for the repair and replacement of parks and recreation facilities. These plans and maintenance schedules guide the development of the CIP.

The annual CIP process begins in February. The status of current projects and funding sources is reviewed. Adjustments to estimated costs and project timing are made as necessary. Estimated project costs for future years are based upon current year cost plus estimated inflation. Future grant revenue estimates are based upon anticipated funding requests to granting agencies. Revenue estimates may be adjusted as more concrete information is received on specific grant awards.

In February, departments also begin to develop requests for new capital projects for inclusion in the upcoming Capital Improvement Plan. Proposed projects are developed in conjunction with the City Council priorities and input from citizens and City advisory boards.

In April, departments complete their CIP project updates and new requests and submit them to Finance for review. Once Finance completes its review, the proposed CIP is presented to the CIP Coordination Team. The CIP Coordination Team reviews and prioritizes the proposed CIP and submits a recommended CIP to the City Manager. The Team evaluates projects and selects those with the highest priority based on input from citizens, project stakeholders, advisory committees and City Council goals.

The City Manager finalizes the proposed CIP in May for submittal to the City Council in early June. The Council holds a public hearing to receive public comment on the proposed CIP and adopts the CIP in late June or early July.

An appropriation for the first year of the adopted CIP is included in the proposed budget. This first year appropriation may be modified from what was included in the adopted CIP if changes occur in the City's financial condition during the interim period or as projections are finalized.

## City of Shoreline 2012 Budget Calendar

<b>BUDGET PROCESS DESCRIPTION</b>	<b>Feb.</b>	<b>Mar.</b>	<b>Apr.</b>	<b>May</b>	<b>Jun.</b>	<b>July</b>	<b>Aug.</b>	<b>Sep.</b>	<b>Oct.</b>	<b>Nov.</b>
Carryover Process Begins										
Capital Improvement Process Begins										
Departments Submit CIP Project Updates and Requests for New Projects										
Finance Reviews New CIP Project Requests and Potential CIP Funding Sources										
CIP Coordination Team Reviews CIP										
Council Planning Retreat										
Leadership Team Budget Retreat										
Finance Develops Initial 2012 Revenue Forecast										
Finance Staff Provides Budget Training Session and Delivers Base Budget Targets										
Proposed 2012–2017 CIP Presented to Council										
Public Hearing on Proposed 2012–2017 CIP										
2012–2017 CIP Adopted by Council										
Departments Submit Current Year-End Projections, 2012 Budget Requests, and 2012 Budget Change Proposals										
Finance Updates 2012 Revenue Estimates										
Finance Reviews Department Requests for Funding and Meets with Each Department										
City Manager Meets with Department Staff to Review Their Budget Proposals										
City Manager Makes Specified Adjustments to Department Submittals/Establishes Preliminary Budget										
2012 Proposed Budget Update to City Council										
Preliminary Budget Document Prepared, Printed and Filed With City Clerk and Presented to the City Council (at Least 60 Days Prior to the Ensuing Fiscal Year)										
City Council Conducts Workshops and Public Hearings on the Preliminary Budget										
Council Holds a Public Hearing on the 2012 Property Tax Levy and Adopts the 2012 Property Tax Levy										
Preliminary Budget Modified per Council Direction										
Final Budget Adoption										

## GENERAL BUDGET POLICIES

*(Excerpted from the City's Financial Policies, which can be found in the Appendix of this document.)*

These general budget policies are the basis on which staff develops budget recommendations and establishes funding priorities within the limited revenues the City has available to provide municipal services.

- No Operating Deficit (Balanced Budget): Current revenues will be sufficient to support current expenditures. Revenue estimates will be realistic and debt financing will not be used for current operating expenses.
- Resources Greater than Budget Estimates: Resources (fund balance) greater than budget estimates in any fund shall be considered "one-time" resources and shall not be used to fund ongoing service delivery programs.
- Budget Adoption Level: Budget adoption by the City Council shall be at fund level. Any changes in appropriations at fund level require City Council approval.
- Necessary to Implement City Council Goals Identified in Annual Workplan: The City Council identifies specific goals as part of its work-plan, and departmental budgets should include adequate resources to accomplish those goals in the expected timeframes.
- Public Safety Protection: Public safety is a top priority, and as such, unmet needs in this area should have a priority over other service areas.
- Degradation of Current Service Levels: When increased service demands are experienced over a sustained period of time, resources should be provided to prevent service level degradation below an acceptable level.
- Investments that are Primarily Funded by Additional Fees or Grants: Programs and investments that are funded through a dedicated revenue source (i.e., non-tax revenue), that meet the goals of the City Council, will receive priority consideration.
- Investments that Delay Future Cost Increases: When practical, resources should be allocated for selective preventative investments that can be made to avoid even larger costs in the future.
- Investments that Forestall Adding Permanent Staff: Recognizing that personnel related expenditures represent the largest portion of the City's budget, methods to increase efficiency and effectiveness of the delivery of City services through technology improvements should receive priority funding if it can forestall the addition of permanent staff.
- Commitments that can Reasonably be Maintained over the Long-Term: Funding for new programs and services in operating funds should be limited to the extent that they can be reasonably funded over the near-to-long-term given the current revenue stream.
- Overhead and Full Cost Allocation: Department budgets should be prepared in a manner to reflect the full cost of providing services.
- Maintenance of Quality Service Programs: The City of Shoreline will offer quality service programs. If expenditure reductions are necessary as a result of changing economic status, selective service elimination is preferable to poor or marginal quality programs that are caused by across the board cuts.
- Distinguished Budget Presentation: The City will seek to comply with the suggested criteria of the Government Finance Officers Association in producing a budget document that meets the Distinguished Budget Presentation program criteria as policy document, as an operations guide, as a financial plan, and as a communication device.



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# ***TRANSMITTAL LETTER***

TRANSMITTAL  
LETTER





October 17, 2011

The Honorable City Council  
Residents and Stakeholders of the City of Shoreline

Dear Mayor and Councilmembers:

I am pleased to present the City's 2012 Proposed Budget which totals \$54.7 million. This is a 35% decrease from the 2011 budget, primarily a result of the large decrease in the City's capital expenditures. The City's proposed operating budget totals \$36.3 million and is a 1% decrease from the 2011 budget. The budget is balanced and complies with the City's adopted budget and financial policies.

In spite of the financial challenges of the Great Recession, the City has maintained a positive and stable financial condition. The City continues to maintain reserves that meet or exceed City policies. The City's rainy day reserve totals \$4.9 million which is equal to approximately 33% of the City's economically sensitive operating revenues, slightly more than the required 30%. The 2012 budget provides for a General Fund ending fund balance of \$4.5 million which slightly exceeds the minimum policy requirement to maintain a minimum balance of \$3.8 million.

As a result of the Council's strong financial policies, diligent financial management, and conservative budget planning, the City continues to maintain its AA+ bond rating and Standard & Poor's (S&P) highest financial management rating of "strong."

The fundamental purpose of the City's budget is to allocate resources that support the community's vision and priorities. In 2010 the City's citizen survey reported that 95% of residents believe that Shoreline is an excellent or good place to live and 71% say the City is heading in the right direction. In developing the proposed budget it was my intent to ensure that we continue to provide resources to maintain or even enhance the level of satisfaction the Shoreline community has expressed. The Council and community have identified seven strategic objectives that are key to creating the desired vision for the Shoreline community: (1) Safe and attractive neighborhoods and business districts, (2) Quality services, facilities, and infrastructure, (3) Safe, healthy and sustainable environment, (4) Governmental excellence, (5) Economic vitality and financial stability, (6) Human services, and (7) Effective citizen

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***Total Budget: \$54.7 million***

***Operations Budget: \$36.3 million***

***Capital Budget: \$18.4 million***

***Rainy Day Reserves: \$4.9 million***

***General Fund Balance: \$4.5 million***

***AA+ Bond Rating***

***S&P Highest Financial Management Rating of "Strong"***

***95% of residents believe that Shoreline is an excellent or good place to live***

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communication and engagement. The following table summarizes the 2012 budget allocation of financial resources into the Council's strategic objectives:

Department	Safe and Attractive Neighborhoods and Business Districts	Economic Vitality & Financial Stability	Quality Services, Facilities and Infrastructure	Human Services	Safe, Healthy and Sustainable Environment	Effective Citizen Communication and Engagement	Governmental Excellence	Non-program Specific	Total
Administrative Services	\$ -	\$1,035,151	\$ 1,170,454	\$ -	\$ -	\$ 397,172	\$ 571,606	\$ -	\$ 3,174,383
City Attorney	-	-	-	-	-	-	464,650	-	464,650
City Council	-	-	-	-	-	-	184,373	-	184,373
City Managers Office	-	241,917	-	-	-	190,742	1,040,649	-	1,473,308
Community Services	490,463	-	210,091	671,259	-	181,193	-	-	1,553,006
Criminal Justice	1,317,320	-	-	-	-	-	293,628	-	1,610,948
Human Resources	-	-	-	-	-	-	406,445	-	406,445
Parks, Recreation & Cultural Services	-	-	4,759,720	-	-	-	-	-	4,759,720
Planning & Community Development	307,649	-	645,327	-	866,604	-	706,213	-	2,525,793
Police	10,650,312	-	-	-	-	-	-	-	10,650,312
Public Works	-	-	3,721,452	-	618,055	-	185,178	345,988	4,870,673
City-Wide	-	-	-	-	-	-	118,073	1,745,327	1,863,400
Surface Water Utility	-	-	-	-	5,007,724	-	-	-	5,007,724
Capital Improvements	-	-	9,448,379	-	-	-	-	-	9,448,379
General Obligation Debt Service	-	-	-	-	-	-	-	3,354,117	3,354,117
Operating Transfers	-	-	-	-	-	-	-	3,390,210	3,390,210
<b>Total</b>	<b>\$ 12,765,744</b>	<b>\$ 1,277,068</b>	<b>\$ 19,955,423</b>	<b>\$ 671,259</b>	<b>\$ 6,492,383</b>	<b>\$ 769,107</b>	<b>\$ 3,970,815</b>	<b>\$8,835,642</b>	<b>\$54,737,441</b>

### **Council Goals and Priorities**

Annually the Council adopts goals that identify the most important things for the City to accomplish for the community over the next 18 to 24 months. My proposed 2012 budget includes an allocation of resources that help ensure that staff will be successful in accomplishing these key goals. Following is a list of the Council's 2011-2012 goals including specific items which are funded in the 2012 budget.

#### **Goal 1: Implement the adopted Community Vision by updating the Comprehensive Plan and key development regulations in partnership with residents, neighborhoods, and businesses.**

- Implement the recommendations from the Demarche Development Review
- Create a City Engineer position to coordinate the City's responsibilities related to the development review process for all new development and all the capital construction processes within Public Works
- Update of the City's Engineering Development Guide
- Complete the environmental impact statement needed to complete the Comprehensive Plan update.
- Pursue Tree City USA designation and develop programming that supports the distinction.

#### **Goal 2: Provide safe, efficient, and effective infrastructure to support our land use, transportation, and surface water plans**

- Complete the Storm Creek and Boeing Creek Basin Plans
- Implement an Asset Management System
- Develop a Stormwater Management Program that meets the requirements of the Western Washington Phase II Municipal Stormwater Permit
- Complete \$500,000 in sidewalk projects that are contained within the Transportation Master Plan adopted by the City Council in 2011

- Work with Sound Transit, neighboring cities, regional agencies and Shoreline neighborhoods to implement the Sound Transit II plan to bring light rail through Shoreline
- Update the City's Geographical Information System (GIS) topographical information with precise digital photography that allows for the review of various City infrastructure components (catch basins, traffic signs, etc.) on-line. This project is being completed in a joint effort with Seattle, King County, and several other east-side cities.

**Goal 3: Improve Economic Development opportunities in Shoreline**

- Real estate evaluation services to assist with master planning efforts of Aurora Square
- Continuation of the small business assistance program
- Support special events to showcase Shoreline's commercial districts

**Goal 4: Construct the Aurora improvements from 165th to 205th Street**

- Complete construction of Aurora from N 185th to N 192nd Streets
- Complete design and right-of-way acquisition for Aurora from N 192nd to 205th Streets
- Secure the balance of funding for the last section of Aurora

**Goal 5: Expand opportunities for effective citizen communication and community engagement**

- Complete the 2012 Citizen Satisfaction survey
- Enhance communication and partnerships with citizens, local public agencies, and businesses
- Establish a "leadership academy" to build citizen awareness of Shoreline's history, government, neighborhoods and community partners
- Expand citizen outreach through user-friendly, cost effective technological solutions

**Goal 6: Develop a "healthy city" strategy**

- Create the first City sponsored P-Patch program
- Support the Shoreline Farmers Market Association in kicking-off Shoreline's first Farmer's Market
- Host healthy city community events including: A Shoreline Eats4Health event and Shoreline Walks 4Health
- Develop a new on-line resource that gives parents and families easy access to information about classes and activities for children and youth during non-school hours

**Goal 7: Acquire Seattle Public Utilities water system in Shoreline**

- Develop and implement a robust citizen participation plan to solicit input on the issues that shape the acquisition

**Significant 2012 Budget Recommendations**

Given the City's finite resources the 2012 budget reallocates existing resources towards completion of the Council goals. The recession has reduced the City's sales tax collections by nearly 13% and development revenue by 61% since the peak in 2007-2008. Our sales tax collections are back to levels collected in 2005, while development revenues are at historical lows. This has added a layer of complexity to the financial challenges already faced by the City. The passage of Proposition No. 1 in 2010, a six-year increase in the City's property tax levy, provides resources to maintain basic services to the community, but does not provide resources to expand services or deliver new services.

As such, in examining the need to allocate additional resources to meet community priorities and Council goals, it was apparent that I would need to reallocate resources within the current budget from existing programs. In making my recommendation I reviewed our guiding principles used in the 2011 budget process along with a review of department workloads, service delivery expectations, and optional service delivery methods. I am recommending the elimination of 3.5 current full-time equivalents (FTE), an Administrative Assistant I, an Associate Planner, the Network Administrator, and a Senior Planner. The elimination of these positions results in budget savings of approximately \$339,000. Staff anticipates that the City would need to enhance the City's contract network administration services by \$45,000, as a result of eliminating the Network Administrator, bringing the net available budget to \$294,000. In addition to these positions being eliminated, the 2012 capital budget reflects a reduction of 2.5 FTE as a result of the continued decline in capital resources and resulting decrease in projected capital projects over the next few years. This is a total reduction of 6.0 current FTE positions. The City may incur additional one-time unemployment costs of \$50,000 in 2012, as a result of these employee lay-offs.

To accomplish the Council Goals and community priorities I am recommending the addition of 5.0 new FTE to the City's budget. This includes:

- *City Engineer (\$110,000 – Assumes a 4/1/12 start date)*. Prior to 2006 the City had a City Engineer separate from the Public Works Director. Given other needs in the City a decision was made to incorporate the City Engineer into the Public Works Director position. Although this was a worthy goal, given the work responsibilities of the Public Works Director, it has proven impractical. A City Engineer will assist in furthering Council goals number 1, 2, and 3. Likewise, this position would indirectly assist with Council Goal 7, in allowing the Public Works Director to focus on this goal. In general, this position will be responsible for coordinating two key processes within Public Works; 1) the development review process for all new development and; 2) all the capital construction processes within Public Works. Coordinating the two processes will require overview and guidance of the City's engineering development guide (EDG), technical review and requirements within the City's development code, plus maintaining consistency with the City's construction standards within the two processes.
- *Increase a 0.5 FTE Recreation Assistant position to 1.0 FTE (\$33,800)*. This position is needed to support Council goals number 3, 5, and 6. Overall, the enhancement of this position helps provide the resources needed to support community building efforts across the City.
- *Facility Maintenance Worker (\$46,300)*: Historically the City has had one maintenance worker to serve all of the City's facilities. This has been supplemented with extra-help dollars allowing the equivalent of a full-time worker to assist. Given the limitations of the City's extra-help policies, which limit a worker to 1,040 hours per year, this means that there has been continuous turnover in the extra-help for facilities. The City's facilities total nearly 174,000 square feet and include the Shoreline Pool, Richmond Highlands Recreation Center, Spartan Recreation Center, City Hall, Police Station, restroom facilities in various parks, and the maintenance facilities at Hamlin. Budgeted extra-help dollars will be allocated towards funding the recommended full-time position.
- *Surface Water Utility Technician (\$76,000)*: The City Council has been reviewing the proposed updated Surface Water Master Plan throughout 2011. During the Council's discussion they have indicated support for increasing the current service level to allow for development of an asset management system and to meet compliance with the

requirements of the 2013 National Pollution Elimination Discharge System (NPDES) stormwater permit. The 2012 budget includes adding one FTE to manage the maintenance of the stormwater assets including scheduling, contracting, and condition assessment.

- **Animal Control Services:** As directed by the City Council, the 2012 budget includes funding to bring Animal Control services under the umbrella of the City. Historically the City has contracted with King County for this service. The Council has expressed a desire to enhance the animal control service levels to the community and preliminary estimates indicate that animal license fees will fully cover the cost of the program. The 2012 staffing projections include 1.5 FTE to staff this program. This is a preliminary estimate, as the final analysis will be completed during the first half of 2012. Even though the budget reflects the 1.5 FTE in the staff listing, the actual budgeted dollars only reflect two months of activity in 2012.

The net result of the changes in staff positions is that the City will have reduced its staff count by 6.1 FTE since 2008, a reduction of 5%. This results in 2.34 FTE per 1,000 population for non-utility personnel, resulting in Shoreline being at the median of comparable cities, and continuing to be below the average of 3.2 FTE per 1,000.

Other significant 2012 budget recommendations include the following:

Council Goal	Department	Program/Item	Cost	
			One-Time	On-going
Goal No. 1	Planning & Community Development	Environmental Impact Statement Comprehensive Plan Update	\$ 40,000	
Goal No. 2	Public Works	Sidewalk Construction	500,000	
Goal No. 2	Administrative Services/SWM	GIS Aerial Photography	40,000	
Goal No. 2	Administrative Services	Asset Management Software (Net of \$60,000 Grant)	140,000	40,000
Goal No. 3	Economic Development	Real Estate Support Services for Aurora Square	25,000	
Goal No. 6	Parks & Recreation	P-Patch	30,000	4,000
Goal No. 6	Parks & Recreation	Community Events		13,000
Goal No. 6	Community Services	Youth Services Website		7,000
Other Priority Items:				
	Administrative Services	Electronic Council Packets	8,577	1,980
	Administrative Services	Network Administration Contract		45,000
	City Attorney	Legal Backfill for Asst. City Attorney	45,000	
	City-Wide	Transfer to Unemployment Fund	50,232	
	Community Services	Animal Control Start-Up	43,000	8,150
	Police	Increase Administrative Support from 1.8 to 2.0 Contracted FTE		14,800
	Public Works	Traffic Services Truck Replacement	16,707	
	Public Works/SWM	Dump Truck & Sander Replacement	215,000	25,600
	Public Works/SWM	Surface Water Technician Vehicle	22,000	2,500
<b>Total</b>			<b>\$ 1,175,516</b>	<b>\$ 162,030</b>

The one-time items are being funded from \$1.2 million of one-time revenues which include \$800,000 in projected year-end 2011 operating budget savings, \$115,000 of prior year savings within the City's Street Fund, \$47,000 of equipment replacement funds and \$210,000 in projected one-time 2012 sales tax revenue from the construction of the two new high schools.

### **On-Going Budget Efficiencies**

In 2010 the City's Citizen Advisory Committee on Long-Range Financial Planning recommendations stressed that the City had to continue its commitment to finding efficiencies and delivering services cost effectively. In many ways the City's previous efficiency efforts have allowed us to maintain services during times when other cities were making significant reductions.

In 2011 the City continued to find efficiencies that carry-over into the 2012 budget. In 2010 the City entered into a contract with Snohomish County for jail services. This was done primarily because the Snohomish County jail fees are significantly lower than those charged by King

County. For example the King County daily bed fee is \$132 and the Snohomish County fee is \$62.50. Through June 2011, 83% of bookings and 85% of jail days occurred at the Snohomish County Jail. The 2011 budget anticipated a total of 14,839 jail days. Current projected jail days for 2011 are only 9,410 a reduction of nearly 36%. The 2011 budget for the jail contract was based upon 2010 activity which was much higher than expected. Staff now believes that the level of activity last year was an anomaly; therefore, future projections have been modified to reflect what we now believe to be the normal range of activity. As a result of the combination of Snohomish County jail usage and lower jail day activity staff anticipates that there will be approximately \$315,000 in budgeted jail savings in 2011. By continuing the contract for jail services with Snohomish County the City's 2012 jail budget is 13% lower than the 2011 budget.

In 2011 the Police Department instituted a joint supervision program between Shoreline and the City of Kenmore. The shared supervision between Shoreline and Kenmore will continue in 2012, resulting in a 2012 credit to Shoreline of \$129,000.

In 2011 the Shoreline Fire Department partnered with the City to send fire department information to Shoreline residents through the City's Currents publication. This allowed both agencies to share the mailing and production costs. In 2012 the City hopes to expand this partnership to the Shoreline Community College.

These are just a few examples of the budget efficiencies that have been implemented in the last year. We will remain diligent in our effort to continue to implement service delivery efficiencies.

### **Going Forward**

Even though I am very proud to present to you a balanced 2012 budget that addresses your goals and community priorities, I know that we will continue to face many financial challenges in the future. The passage of Proposition No. 1 in 2010 stabilized our property tax collections over the next six years, but this only represents one third of our operating revenues. Even though voters approved increasing the City's annual property tax levy by an amount equal to inflation for years 2012 through 2016, the continued decline in assessed valuation may result in the City's property tax rate hitting the legal limit preventing the ability to increase the actual levy at the rate of inflation.

The Washington State Legislature will start a special session on November 28, 2011, as a result of a new projected \$2 billion budget gap for the next biennium. The Governor has said that it is likely that efforts to balance the State budget will have a negative impact on local governments. Depending on the actions of the State legislature we may have to make budget adjustments to reflect future budget realities.

With this in mind, I intend to move forward on the development of a ten year financial sustainability strategy in 2012. Council will need to consider what future choices look like with or without a renewal of the City's six-year property tax levy. My intention is that the 10 year plan will include strategies to provide a permanent, ongoing structural budget solution which will include trade-offs on various expenditure reduction options.

Improving economic development opportunities in Shoreline continues to be a primary goal of the City Council and one of our key opportunities to help shape the future financial sustainability of Shoreline. It is critical that we continue to invest in infrastructure improvements and continue to develop community buy-in for future development within Shoreline that moves us towards the 2029 Shoreline vision. Even though we still seem to be in the grips of the Great Recession, our economy will improve and development will return. In 2010 Shoreline was 38<sup>th</sup> of the 39 King

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**2012 Proposed Budget is a 35%  
Decrease from the 2011 Budget**

**2012 Operating Budget is a 1%  
Decrease from the 2011 Budget**

**Staff Reductions Since 2008: 5%**

**Jail Contract Savings: \$315,000**

**Police Contract Savings: \$129,000**

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County cities in new construction valuation as a percent of total assessed valuation. We must find a way to do better in the future, by making a Shoreline a place where we provide timely, predictable, and efficient development services.

**Conclusion**

This budget is an effort to comprehensively address the City's service and capital investment needs for 2012. The 2012 budget addresses the top priorities identified by the Council and the Shoreline community, but does not address all of the needs of our community. I look forward to reviewing the proposed budget with the Council and our community.

I would like to acknowledge and express appreciation to the City Leadership Team and their staff for their willingness to submit realistic budget requests and develop alternatives to meet the Council's priorities. I would also like to thank the Administrative Services Department, especially Patti Rader, Steve Oleson, and Susana Villamarin for their assistance in preparing this budget. Moreover, I am very grateful for Debbie Tarry's leadership, dedication, and ability to manage two jobs at the same time. Finally, I would like to thank the City Council for the strong and prudent financial policy direction you have provided for Shoreline over the years.

Respectfully submitted,



Julie Underwood  
City Manager



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## Vision

A community of families, safe neighborhoods, diverse cultures, active partnerships, quality businesses, natural resources, and responsive government

## Values

- Strong neighborhoods, citizen partnerships, and active volunteers
- Social, cultural and economic diversity
- Human service connections and networks
- Open, efficient, participatory government
- Community and regional leadership and collaboration
- Sustainability and stewardship of the environment and natural resources
- Quality educational, recreational, and cultural opportunities for all ages

## Strategic Objectives

- Safe and attractive neighborhoods and business districts
- Quality services, facilities, and infrastructure
- Safe, healthy and sustainable environment
- Government excellence
- Economic vitality and financial stability
- Human services
- Effective citizen communication and engagement

## 2011-2012 City Council Goals

- Goal No. 1 Implement the adopted Community Vision by updating the Comprehensive Plan and key development regulations in partnership with residents, neighborhoods and businesses
- Goal No. 2 Provide safe, efficient and effective infrastructure to support our land use, transportation and surface water plans
- Goal No. 3 Expand Economic Development opportunities in Shoreline
- Goal No. 4 Construct the Aurora Improvements from 165<sup>th</sup> to 205<sup>th</sup> Streets
- Goal No. 5 Provide enhanced opportunities for effective citizen communication and community engagement
- Goal No. 6 Develop a "healthy city" strategy
- Goal No. 7 Acquire Seattle Public Utilities water system in Shoreline

STRATEGIC OBJECTIVES	DESIRED COMMUNITY CONDITION	STRATEGIES	PERFORMANCE MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	DATA TREND
<b>SAFE AND ATTRACTIVE NEIGHBORHOODS AND BUSINESS DISTRICTS</b> 	<ul style="list-style-type: none"> <li>• Residents feel safe in their neighborhoods</li> <li>• Residents are safe from crimes against persons and property</li> <li>• Residents and visitors are safe to travel on streets and walkways</li> <li>• Community is prepared for natural and man-made disasters</li> <li>• Neighborhoods are free from blight and deterioration</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct community outreach meetings on emergency preparedness</li> <li>• Complete priority sidewalk projects</li> <li>• Support "adopt-a-road, -park and -trail" programs</li> <li>• Complete Town Center Plan</li> <li>• Implement county-wide Repeat Burglar Initiative</li> <li>• Complete Southeast Neighborhoods Subarea Plan</li> </ul>	• % of residents who feel safe in their neighborhood during the day <sup>1</sup>	92%	96%	96%	95%	↓
			• Part I crimes per 1,000 population	34	33	32	30	↑
			• Traffic accidents per 1,000 population	12.4	10.6	10.3	N/A	
			• Lineal feet of pedestrian pathways* not including parks (includes Interurban Trail)	413,214	423,060	431,060	463,956	↑
			• % of residents who rate their neighborhood condition as excellent/good <sup>1</sup>	58%	62%	62%	64%	↑
			• % of residents who rate the overall quality of life as excellent/good <sup>1</sup>	83%	85%	85%	85%	↔
			• # of emergency preparedness presentations and/or training sessions provided to community	34	44	70	48	↔
			• Lineal feet of marked bike lanes	43,550	44,420	50,685	51,989	↑
			• Overall pavement condition rating (0-100)	81	81	70	70	↔
			• % of residents very/somewhat satisfied with overall maintenance of City streets <sup>1</sup>	65%	71%	71%	68%	↓
<b>QUALITY SERVICES, FACILITIES, AND INFRASTRUCTURE</b> 	<ul style="list-style-type: none"> <li>• Residents have safe and affordable transportation options</li> <li>• The street system is well maintained</li> <li>• Residents and businesses are safe from flooding</li> <li>• City services are delivered effectively and efficiently</li> <li>• Residents are provided with timely and responsive public services</li> <li>• Quality parks, open space trails and recreational activities are available to all residents</li> <li>• Aurora Avenue provides improved safety and mobility for vehicles and pedestrians, Bus Rapid Transit, good business access, and improved economic vitality</li> </ul>	<ul style="list-style-type: none"> <li>• Complete 2006 parks bond projects, including Hamlin and Cromwell Parks Improvements</li> <li>• Complete construction of the second mile of Aurora</li> <li>• Work with transit providers to expand transit in Shoreline</li> <li>• Update Transportation Master Plan, including citywide trail and bicycle connection plan</li> <li>• Update Surface Water Master Plan and Priority Basin Plan</li> <li>• Acquire LEED Gold certification for new City Hall</li> <li>• Complete draft Urban Design, Capital Facilities and Park elements of the Comprehensive Plan</li> </ul>	• Number of flooding claims against City	9	5	2	1	↑
			• % of residents who rate the value of services received for City taxes as excellent/good <sup>1</sup>	50%	41%	41%	50%	↑
			• Operating expenses per capita (constant \$)	244	260	265	250	↑
			• % of residents very/somewhat satisfied with the maintenance of City parks <sup>1</sup>	75%	79%	79%	85%	↑
			• % of users rating recreation programs as excellent/good	95%	95%	92%	95%	↑
			• % of residents who are very/somewhat satisfied with the overall quality of City services <sup>1</sup>	75%	70%	70%	72%	↑

GREEN arrow means positive trend, RED arrow means negative trend, and BLACK arrow means no change

\* Pedestrian Pathway is defined as an all-weather surface, e.g. asphalt or concrete, a minimum of 5ft wide, separated from traveled way with some type of barrier, such as curb, ditch, or railing, or an at-grade walkway separated from traveled way by either an unpaved area, such as gravel or landscaping, or a minimum of 4ft, defined by pavement markings and signage as needed

N/A is defined as "not available"; these are generally for newly identified indicators and the data is in the process of being collected

STRATEGIC OBJECTIVES	DESIRED COMMUNITY CONDITION	STRATEGIES	PERFORMANCE MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	DATA TREND
<b>SAFE, HEALTHY AND SUSTAINABLE ENVIRONMENT</b> 	<ul style="list-style-type: none"> <li>Surface water quality meets/exceeds state and federal standards</li> <li>Solid waste is diverted from landfills</li> <li>Urban forest is preserved and enhanced</li> <li>Higher density residential options are available within walking distance of neighborhood commercial centers</li> <li>Shoreline has an active "Green Street" Program</li> <li>Shoreline is a leader in energy efficiency, alternative renewable energy, and climate change initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Complete a "Green Street" demonstration project</li> <li>Implement Forest Management Plan, including tree retention policies and regulations</li> <li>Support the Mayor's Climate Protection Agreement (ongoing)</li> <li>Implement the City adopted Environmental Sustainability Strategy</li> <li>Implement a comprehensive environmental purchasing policy</li> </ul>	• % of households within 1/4 mile of commercial amenities	63%	63%	67%	67%	↔
			• % of solid waste stream recycled from curbside residential collection	53%	56%	58%	60%	↑
<b>GOVERNMENTAL EXCELLENCE</b> 	<ul style="list-style-type: none"> <li>Shoreline leaders are effectively engaged in regional decisions affecting Shoreline</li> <li>Professional and committed workforce</li> <li>City is prepared for natural and man-made disasters</li> <li>City provides effective and efficient government services</li> <li>City provides excellent customer service</li> </ul>	<ul style="list-style-type: none"> <li>Councilmembers actively participate in regional and national committees (such as SCA, AWC, WRIA 8<sup>3</sup>)</li> <li>Implement "mid management" training program</li> <li>Provide federally mandated emergency response training for staff</li> <li>Implement priority elements of the Hazard Mitigation Plan</li> <li>Conduct the bi-annual Citizen Satisfaction Survey</li> </ul>	• # of regional and national committees with Council-staff representation	18	23	20	20	↔
			• % of residents rating quality of customer service as excellent/good <sup>1</sup>	55%	48%	48%	53%	↑
			• % of residents who believe the City is moving in the right direction <sup>1</sup>	59%	60%	60%	71%	↑
			• % of employees who believe customer service is a high priority <sup>1</sup>	98%	98%	98%	98%	↔
			• % of employees who would recommend working for the City to a friend <sup>1</sup>	88%	88%	89%	89%	↔
			• % of employees rating support services as excellent/good <sup>1</sup>	89%	89%	89%	89%	↔
<b>ECONOMIC VITALITY AND FINANCIAL STABILITY</b> 	<ul style="list-style-type: none"> <li>Public services and amenities (transportation, transit, water, sewer, power, etc.) are available to support economic and residential growth</li> <li>Effective programs and resources are available to promote diversification, retention, and growth of existing small businesses</li> <li>Thriving neighborhood commercial areas available to residents throughout the community</li> <li>Aurora Square redevelops as a major regional destination shopping area</li> <li>City has sufficient fiscal capacity to fund and maintain priority public services, facilities, and infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Implement the long-range financial plan</li> <li>Promote redevelopment of Aurora Square</li> <li>Promote redevelopment of Aurora Park &amp; Ride at N 192nd Street</li> <li>Adopt new residential density and incentive regulations for RB zones</li> <li>Implement Small Business Assistance Program</li> <li>Negotiate acquisition of Seattle Public Utility water system</li> </ul>	• Retail sales tax per capita	\$125	\$124	\$109	\$106	↓
			• % of City assessed value that is commercial	9.15%	9.20%	8.70%	10.8%	↑
			• Bond rating - Standard & Poor	AA-	AA-	AA+	AA+	↔
			• Assessed property value per capita	\$123,915	\$136,473	\$146,163	\$123,776	↓
			• General debt per capita	\$337	\$317	\$703	\$672	↑
			• Amount of subsidized housing units available	895	732 <sup>4</sup>	762	906	↑
<b>HUMAN SERVICES</b> 	<ul style="list-style-type: none"> <li>Safe and affordable housing is available for residents</li> <li>Community provides support for responsible social development of youth</li> <li>Residents have adequate levels of food, shelter, clothing, and medical care</li> <li>Community provides support for the physical and social needs of senior citizens</li> </ul>	<ul style="list-style-type: none"> <li>Implement Comprehensive Housing Strategy</li> <li>Update Youth Policy Plan</li> <li>Update Human Services Plan and Desired Outcomes</li> <li>Implement targeted youth involvement campaign</li> </ul>	• # of major home repairs households served	4	5	8	5	↓
			• # of minor home repairs households served	43	60	53	52	↓
			• # of residents served through human service contracts (some residents are duplicated)	8,864 <sup>2</sup>	9,752	7,816	7,690	↓
			• % of residents somewhat/very satisfied with the City's efforts to keep residents informed <sup>1</sup>	69%	65%	65%	69%	↑
			• % of residents somewhat/very satisfied with City's efforts to provide opportunities for public input	N/A	58%	58%	59%	↑
<b>EFFECTIVE CITIZEN COMMUNICATION AND ENGAGEMENT</b> 	<ul style="list-style-type: none"> <li>Residents are well informed of current community issues and events</li> <li>City programs and services are aligned with community values and priorities</li> <li>Active and engaged neighborhood associations</li> <li>Citizens are active and involved in various community volunteer initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Develop outreach strategies to promote volunteer efforts in the City</li> <li>Create an online community bulletin board in partnership with non-profits</li> <li>Hold town hall meetings and community forums on key issues</li> </ul>	• # of citizen volunteer hours	14,710	10,504	14,147	17,166	↑
			• % of residents getting information about City issues, services and events from Currents <sup>1</sup>	90%	86%	86%	93%	↑

**Please Note:**

N/A is defined as "not available"; these are generally for newly identified indicators and the data is in the process of being collected

Not all of the City's performance measures collected by departments and/or program areas are included here

<sup>1</sup> The citizen satisfaction survey (2008, 2010), the employee satisfaction survey (2009, 2011), and internal customer service survey (2008, 2010) are conducted every other year and the previous year's results are carried over

<sup>2</sup> 2007 is a new and more accurate count of individuals served directly with Shoreline funding

<sup>3</sup> SCA = Suburban Cities Association; AWC = Association of WA Cities; WRIA = Water Resources Inventory Area

<sup>4</sup> No longer includes Section 8 vouchers provided to individuals

## 2011 Accomplishments in Support of the City's Strategic Objectives

### Quality Services, Facilities and Infrastructure

- Partnered with ten King County cities through eCityGov.net to complete a new map based research tool for residents and property owners, [www.nwmaps.net](http://www.nwmaps.net).
- Successfully appealed Snohomish County's designation of Point Wells as an urban center to the Growth Management Hearings Board.
- Completed work on second mile of the Aurora Corridor Improvement Project from N. 165th to N 185th Streets.
- Broke ground and made significant progress in the construction of Aurora Corridor Improvement Project from N 185th to N 192nd Streets.
- Continued to work with regional transportation authorities to expand transit in Shoreline and ensure Shoreline's interests are protected.
- Adopted 2011 Parks, Recreation and Open Space Plan Update; 2011 Surface Water Master Plan Update; and 2011 Transportation Master Plan Update.
- Negotiated a purchase price for Seattle Public Utilities water system in Shoreline and continued feasibility analysis and financial plan for potential acquisition.
- Worked with Point Wells owner to analyze transportation impacts of potential Point Wells development.
- Adopted plan and regulations for Aldercrest Planned Area securing 6 to 7 acres of land to be dedicated to the City as future park space.
- Coordinated with Sound Transit's Alternatives Analysis process for the North Corridor Transit Project bringing light rail to Shoreline.
- Inspected over 250 commercial flow control and water quality facilities for compliance with maintenance standards and 95 residential facilities and completed all necessary maintenance.
- Completed a comprehensive assessment of the City's vehicles and equipment and implemented revised vehicle and equipment life expectancy standards.
- Completed the construction of the restroom modifications at the Richmond Highlands Recreational Facility.
- Completed construction and inspection on capital projects: Richmond Beach Overcrossing, Surface Water small drainage projects and Greenworks projects, trail corridor projects.
- Designed and/or began design and construction on capital projects: Pump Station 25 replacement, Kruckeberg Garden Phase 1 Improvements and trail corridors.
- Implemented a program to allow planting in the Right of Way.
- Developed a webpage identifying major utility work occurring in Shoreline and providing appropriate contact information.
- Updated the City's Vehicle Use Policy and Standard Operating Procedures.
- Completed the Curb Ramp, Gutter, and Sidewalk Replacement Program averaging 5,700 sq. ft. of sidewalk panel, 1,098 ft. of curb & ramp, and 6 ramps
- Developed and implemented a BST (Bituminous Surface Treatment) enhancement program in conjunction with the City's road overlay program

## **Governmental Excellence**

- Actively participated in regional committees to ensure Shoreline residents are adequately represented when developing regional solutions to a variety of issues.
- Received an “unqualified,” or clean, opinion on the City’s 2010 financial statements from the Washington State Auditor’s Office.
- Continued to work with King County and other municipalities to address regional and system-wide criminal justice issues, including negotiating a contract extension with the County and creating a regional jail planning and management group.
- Conducted the 2011 employee satisfaction survey and developed an action plan.
- Updated City’s Comprehensive Emergency Management Plan.
- Participated in eGov/SharePoint site that enables the City to share Human Services contract information with other local municipalities and improves efficiency for agencies submitting Human Services applications.
- Provided an interface with utilities for outreach to neighborhood associations about upcoming projects.
- Provided ethics training to entire staff and elected officials.
- Conducted a competitive selection process for health benefit package and provider.
- Convened new supervisor team and provided training on City policies.
- Transitioned from ICMA to TIAA-CREF for City retirement benefit administration.
- Implemented a jail contract with the Snohomish County Jail and began use of a first appearance video court system with the King County District Court, greatly reducing jail costs through significantly lower jail rates and streamlining court bail hearings through the use of video technology.
- Continued to provide oversight for cost effective court services provided by the King County District Court, resulting in a 2010 Court reconciliation cost that was almost \$100,000 below budget.

## **Effective Citizen Communication and Engagement**

- Revamped and reprogrammed City’s government access channel to provide a broader selection of programming.
- Developed social media policy and increased opportunities for citizen communication through use of social media.
- Hosted the thirteenth annual volunteer recognition event to recognize the accomplishments of volunteers in service to the City of Shoreline.
- Appointed first youth members to Library and PRCS Boards.
- Planned the City’s first Leadership Academy.
- Sponsored a community summit on the State of Education in Shoreline.
- Processed and responded to approximately 275 citizen letters and/or emails on behalf of the Council and City Manager’s Office.
- Recruited and trained 26 community volunteers to become registered disaster volunteer workers to assist the City during an emergency.
- Connected citizens to volunteer opportunities in City operations and the community.
- Continued to enhance City’s website to provide residents with easily accessible information.

## **Economic Vitality and Financial Stability**

- Utilized approximately \$26.1 million in grant funding to support City Council goals and City operational needs
- Adopted the Economic Strategic Plan Update for 2012-2017.
- Continued administration of the Small Business Assistance Program, which included 40 workshops with over 1,000 participants.
- Partnered with Urban Land Institute to study Bus Rapid Transit and Transit Oriented Developments in Shoreline.
- Began work on the initial master plan for Aurora Square redevelopment.
- Produced a demographic and business study for Shoreline.

## **Safe and Attractive Neighborhoods and Business Districts**

- Completed the Priority Sidewalk Program by finishing construction of the Ashworth Ave. N route from N 185th to N 192nd Streets.
- Executed a grant and began design of Briarcrest Safe Routes to School project providing sidewalks on 27th Ave NE and NE 158th Street.
- Adopted Town Center Subarea Plan and Implementing Zoning.
- Adopted new animal control regulations including leash and scoop laws.
- Awarded five neighborhood mini-grants and provided technical assistance in grant development.
- Conducted a citywide emergency exercise and participated in all federally mandated emergency preparedness training and exercises.
- Established 16 additional "Ready Neighborhoods" and delivered new emergency planning tools to small businesses in five geographical business hubs of the city to further City's "Ready Business" program.
- Provided preparedness presentations to the residents of all ten King County Housing Authority properties in Shoreline.
- Responded to an estimated 1,650 code enforcement requests/actions.
- Reduced citywide graffiti/tagging from a high of 743 incidents in 2010 to an estimated 250 incidents in 2011 through proactive enforcement.
- Investigated code violations and brought into compliance approximately 300 properties through the Proactive Code Compliance Program, which addresses junked and abandoned vehicles, accumulation of refuse, and excessive debris stored on private property.
- Removed approximately 925 abandoned vehicles from the public right-of-way.
- Began implementing wayfinding signage project with installation of signs at intersection of N 175th Street and Meridian Avenue N.
- Completed the Southeast Neighborhoods Subarea rezone implementation
- Adopted Shoreline Master Program regulating development within the Puget Sound shoreline.
- Improved emergency response times for priority calls.
- Reduced Part I Crimes in the City of Shoreline
- Completed Neighborhood Traffic Action Plans and continued implementation of projects.
- Monitored the water quality in seven streams and two lakes on a monthly basis.

## **Human Services**

- Formed and facilitated partnerships with Housing Development Consortium and local congregations to develop affordable housing.
- Provided leadership and guidance to the operation of the North Urban Human Services Alliance and the Shoreline/Northshore Community Network, which provide advocacy and support to agencies and programs serving Shoreline.
- Partnered with non-profits, King County and United Way to improve Continuity of Operations readiness in emergencies.
- Assisted low income residents' with utility bills and tax preparation through funding and partnership with Hopelink and United Way.
- Worked with King County Metro to focus on mobility concerns of transit dependent low income and disabled residents.

## **Safe, Healthy, and Sustainable Environment**

- Signed the King County-Cities Climate Collaboration pledge.
- Achieved designation as a Tree City USA city.
- Held first *Shoreline Walks 4 Health* event as part of City's Healthy City Strategy.
- Completed citywide tree canopy survey.
- Collaborated with City's provider of recycling and solid waste collection to expand community outreach to multi-family units to reduce waste, conserve energy and recycle all materials, including hazardous waste
- Implemented Climate Protection Program.
- Created a new RecycleFest event to collect only recyclable materials.
- Developed a plan to implement low-impact development for storm water within City Right-of-Way
- Designed and constructed sustainable stormwater system retrofits within the City Right-of-Way
- Served approximately 1,500 residents at annual Earth Day Every Day Event, 1,500 total residents at RecycleFest Events, and 1,300 at Christmas Tree Recycling Event
- Collected and recycled 8,500 pounds of household batteries,
- Purchased and installed BigBelly solar trash and recycling cans as a pilot program to increase recycling in selected City Parks and along the Aurora Corridor



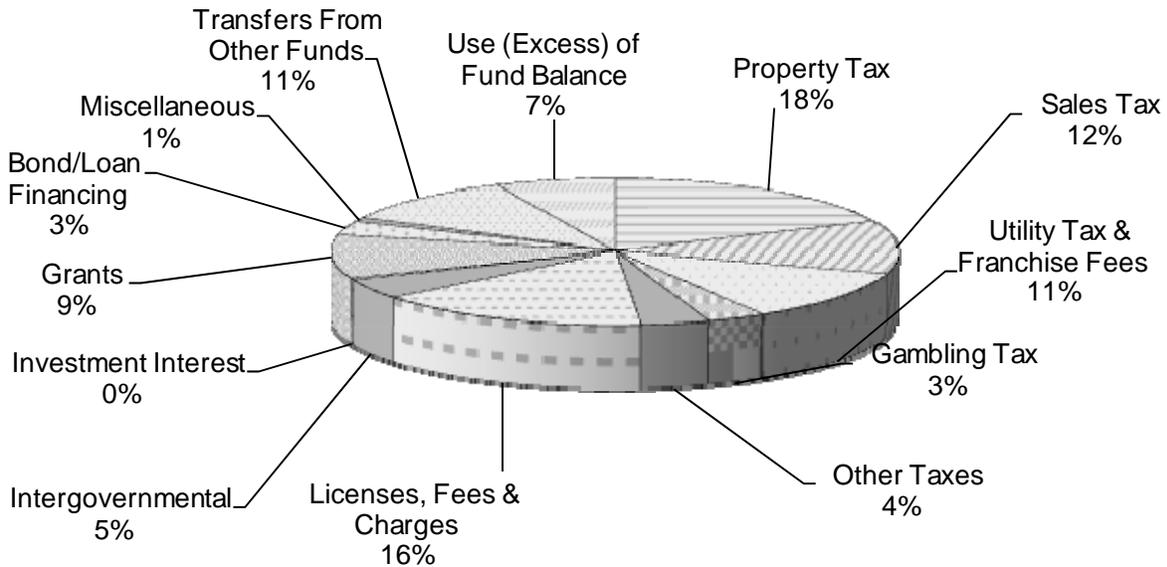
# ***EXECUTIVE SUMMARY***



# The City Budget

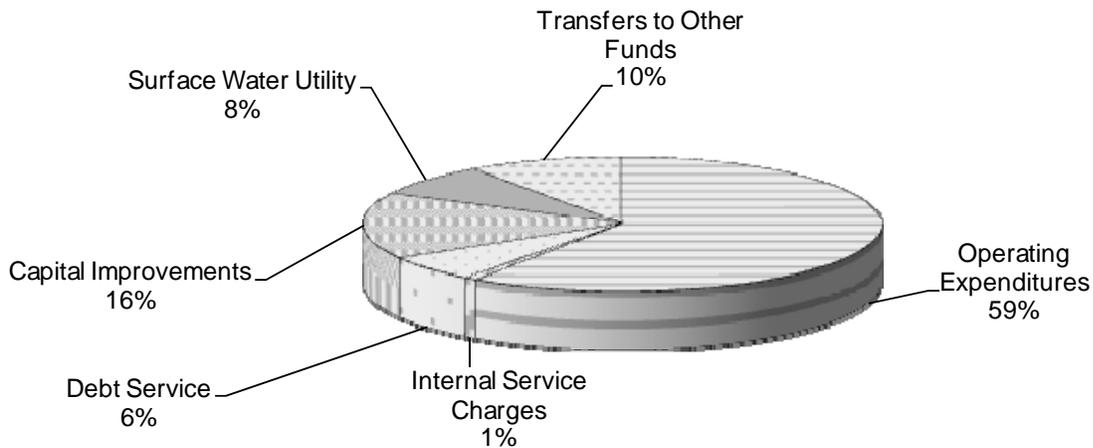
Where the money will come from ...

## 2012 City Resources By Category \$54,737,441



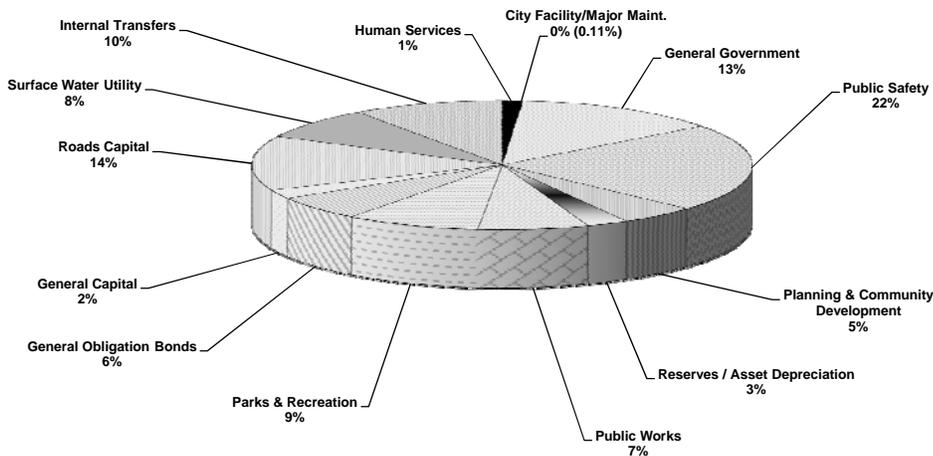
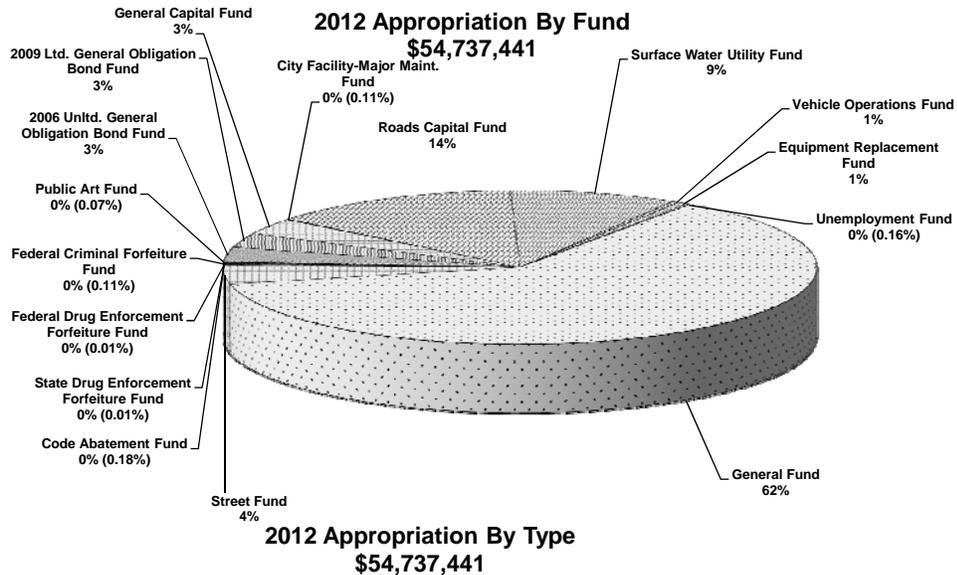
How will the money be spent ...

## 2012 City Expenditures By Category \$54,737,441



## City of Shoreline 2012 All Funds Resources/Expenditures Summary

Fund	Beginning Fund Balance	2012 Revenue	2012 Transfers-In	2012 Total Resources	2012 Expenditures	2012 Transfers-Out	Tot Exp	Ending Fund Balance	Total 2012 Appropriation
General Fund	\$ 5,811,442	\$ 31,445,253	\$ 999,089	\$ 38,255,784	\$ 30,392,806	\$ 3,390,210	\$ 33,783,016	\$ 4,472,768	\$ 33,783,016
Street Fund	716,457	1,135,180	918,218	2,769,855	1,762,447	451,710	2,214,157	555,698	2,214,157
Revenue Stabilization Fund	4,925,357	-	-	4,925,357	-	-	-	4,925,357	-
Code Abatement Fund	149,218	80,550	-	229,768	100,000	-	100,000	129,768	100,000
State Drug Enforcement Forfeiture Fund	3,202	5,000	-	8,202	5,000	-	5,000	3,202	5,000
Federal Drug Enforcement Forfeiture Fund	5,226	5,050	-	10,276	5,050	-	5,050	5,226	5,050
Federal Criminal Forfeiture Fund	254,302	-	-	254,302	22,000	160,000	182,000	72,302	182,000
Property Tax Equalization Fund	787,000	-	398,000	1,185,000	-	-	-	1,185,000	-
Public Art Fund	286,698	1,050	-	287,748	36,200	-	36,200	251,548	36,200
2006 Unltd. General Obligation Bond Fund	257,177	1,700,000	-	1,957,177	1,695,050	-	1,695,050	262,127	1,695,050
2009 Ltd. General Obligation Bond Fund	300	386,370	1,272,697	1,659,367	1,659,067	-	1,659,067	300	1,659,067
General Capital Fund	1,882,171	968,272	110,000	2,960,443	1,232,144	635,185	1,867,329	1,093,114	1,867,329
City Facility-Major Maint. Fund	124,917	825	164,032	289,774	60,000	-	60,000	229,774	60,000
Roads Capital Fund	1,694,613	4,779,820	1,623,825	8,098,258	7,470,663	50,386	7,521,049	577,209	7,521,049
Surface Water Utility Fund	2,582,816	3,613,736	-	6,196,552	4,369,262	638,465	5,007,727	1,188,825	5,007,727
Vehicle Operations Fund	47,588	182,250	-	229,838	197,250	-	197,250	32,588	197,250
Equipment Replacement Fund	1,803,155	259,291	267,363	2,329,809	315,000	-	315,000	2,014,809	315,000
Unemployment Fund	31,036	50	67,732	98,818	89,546	-	89,546	9,272	89,546
<b>Total City Funds</b>	<b>\$ 21,362,675</b>	<b>\$ 44,562,697</b>	<b>\$ 5,820,956</b>	<b>\$ 71,746,328</b>	<b>\$ 49,411,485</b>	<b>\$ 5,325,956</b>	<b>\$ 54,737,441</b>	<b>\$ 17,008,887</b>	<b>\$ 54,737,441</b>



## 2012 BUDGET HIGHLIGHTS

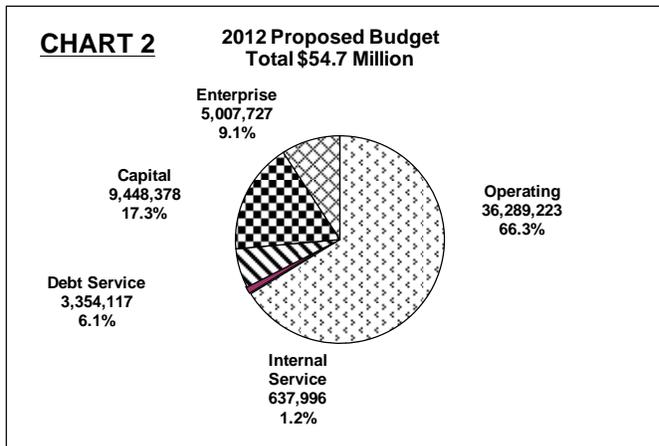
### Budget Highlights

The City's 2012 budget is balanced in all funds and totals \$54.7 million. The 2012 budget is \$30 million or 35% less than the current 2011 Budget. This decline can be linked to the \$29.6 million decrease in the City's capital budget from 2011 to 2012. Major projects such as park improvements related to the 2006 Park Bond and Aurora improvements from 165th to 185th and 185th to 192nd were included in the 2011 budget and will either be completed or have a substantial amount of the expenditures occur in 2011.

Table 1 summarizes the 2012 budget and provides a comparison to the 2011 budget by fund. The 2011 budgeted expenditures represent the adopted budget and any budget amendments, such as re-appropriations, that have been adopted by the City Council through September 2011.

**TABLE 1**

Fund	2012 Proposed Budget			2011 Current		10-11 % Change
	Beginning Fund Balance	Revenue	Expenditures	Ending Fund Balance	Budget Expenditures	
<b>Operating Funds:</b>						
General Fund	5,811,436	\$ 32,444,342	\$ 33,783,016	\$ 4,472,762	\$ 33,169,072	2%
Revenue Stabilization Fund	4,925,357	0	0	4,925,357	605,000	(10.0%)
Property Tax Equalization Fund	787,000	398,000	0	1,185,000	0	n/a
Streets	716,453	2,053,398	2,214,157	555,694	2,552,749	(1.3%)
Code Abatement	140,090	80,550	100,000	120,640	100,000	0%
State Drug Enforcement Forfeiture Fund	3,203	5,000	5,000	3,203	12,000	(5.8%)
Federal Drug Enforcement Forfeiture Fund	5,226	5,050	5,050	5,226	18,000	(7.2%)
Federal Criminal Forfeiture Fund	254,302	0	182,000	72,302	25,000	62.8%
Sub-Total Operating Funds	12,643,067	34,986,340	36,289,223	11,340,184	36,481,821	(1%)
<b>Internal Service Funds:</b>						
Equipment Replacement	1,803,155	526,654	315,000	2,014,809	134,199	13.5%
Public Art Fund	284,271	1,050	36,200	249,121	99,416	(6.4%)
Unemployment	45,886	67,782	89,546	24,122	15,000	49.7%
Vehicle Operations & Maintenance	47,589	182,250	197,250	32,589	191,563	3%
Sub-Total Internal Service Funds	2,180,901	777,736	637,996	2,320,641	440,178	4.5%
<b>Debt Service Funds:</b>						
2006 General Obligation Bond	257,177	1,700,000	1,695,050	262,127	1,695,050	0%
2009 General Obligation Bond	300	1,659,067	1,659,067	300	1,662,267	(0%)
Sub-Total Debt Service Funds	257,477	3,359,067	3,354,117	262,427	3,357,317	(0%)
<b>Enterprise Funds:</b>						
Surface Water Utility Fund	2,582,816	3,613,736	5,007,727	1,188,825	5,450,147	(8%)
Sub-Total Enterprise Funds	2,582,816	3,613,736	5,007,727	1,188,825	5,450,147	(8%)
<b>Capital Funds:</b>						
General Capital	1,882,163	1,078,272	1,867,329	1,093,106	4,295,417	(5.7%)
City Facility-Major Maintenance Fund	124,917	164,857	60,000	229,774	276,303	(7.8%)
Roads Capital	1,694,614	6,403,645	7,521,049	577,210	34,462,830	(7.8%)
Sub-Total Capital Funds	3,701,694	7,646,774	9,448,378	1,900,090	39,034,550	(7.6%)
<b>Total City Budget</b>	<b>\$ 21,365,955</b>	<b>\$ 50,383,653</b>	<b>\$ 54,737,441</b>	<b>\$ 17,012,167</b>	<b>\$ 84,764,013</b>	<b>(35%)</b>



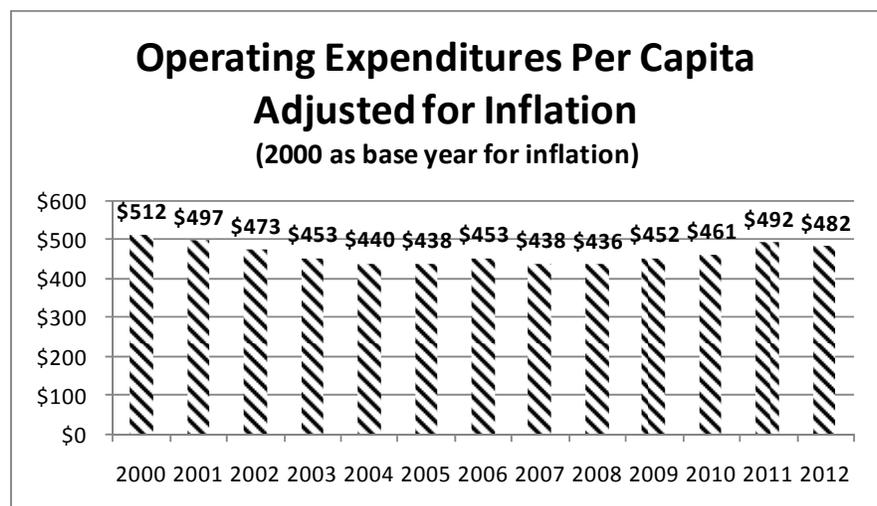
The budget can be divided into five parts: Operating, Internal Service, Debt Service, Enterprise and Capital as shown in Chart 2. The City's operating budget represents the cost of providing services to the Shoreline community on a day-to-day basis and includes such items as public safety (police, court, jail), park maintenance, recreation programming, street maintenance, street lighting, land use planning, permitting, communications, emergency management, and administration. The debt service budget is the annual repayment of the 2006 voter

approved park bonds and the 2009 councilmanic bonds issued to pay for a portion of the new City Hall. The enterprise budget consists of the operation and capital improvements of the surface water utility. The capital budget represents the cost of making improvements to the City's facilities, parks, and transportation systems. Internal service funds represent transfers between funds (Vehicle Operations, Equipment Replacement, and Unemployment) to fund maintenance and replacement of City equipment and unemployment claims.

The 2012 operating budget totals nearly \$36.3 million; approximately \$192,598 or 1%, less than the 2011 budget. The 2012 operating budget includes nearly \$1.05 million in one-time transfers to other funds. Excluding these transfers results in a 2012 operating budget of \$35.25 million, which is just over \$1.24 million, approximately 3.4%, less than the 2011 budget.

Table 1 reflects a \$613,944, 2% increase in the General Fund budget for 2012. The 2012 General Fund budget includes three one-time transfers that total \$948,232. The first is a transfer of \$398,000 of property tax from Proposition 1 to the Property Tax Equalization Fund to be used in years 2014 through 2016; the second is a transfer of \$500,000 to the Roads Capital Fund for priority sidewalk construction; and the third is \$50,232 to the Unemployment Fund for payments to the state due to anticipated staff layoffs and reductions. If these three transfers were not included in the 2012 General Fund Budget, then the 2012 budget would be approximately 1% less than the 2011 budget.

Chart 1 shows the cost of providing City services on a per capita basis, adjusted for inflation, since 2000. In 2012 the projected cost per capita is \$482, approximately \$30, nearly 6% lower than in year 2000.



The projected 2012 General Fund ending fund balance (reserves) is nearly \$4.5 million, with an additional \$805,000 budgeted as a budget and insurance contingency. This complies with the City's adopted reserve policy which basically requires that the General Fund maintain a reserve level of \$3.8 million for cash flow and budget contingency purposes. In addition to the General Fund reserves, the City's Revenue Stabilization Fund is projected to have an ending 2012 fund balance of \$4.925 million. The projected ending 2012 balance equates to approximately 33.5% of budgeted 2011 economic sensitive revenues. This is above the City's reserve policy that requires that this fund be maintained at 30% of the budgeted economically sensitive revenues.

The 2012 Surface Water Utility budget is projected to decrease by nearly \$442,420, 8%. This is a result of the change in capital activity from 2011 to 2012.

The City's 2012 capital budget, exclusive of those budgeted within the Surface Water Utility Fund, will decrease by \$29.6 million, 76% from 2011 to 2012. The primary reason for the drop in budget is the completion of park improvement projects funded by the 2006 bond and a majority of the Aurora Ave N. improvements between 165th and 185th and 185th and 192nd being constructed during 2010. The capital budget reflects the projects that were adopted in the City's 2012-2017 Capital Improvement Plan.

**2012 Budget Highlights include the following:**

- ◆ **Regular Property Tax Levy:** The 2012 regular property tax levy totals \$10.051 million which is an increase of \$241,545 or 2.46% over 2011. Shoreline Proposition 1 set a property tax rate of \$1.48 per \$1,000 assessed value for 2011. It also included an annual escalator based upon the CPI-U index (3.15%) which has been included in the 2012 levy. Of this amount \$9.6 million is programmed to fund basic services in 2012 and \$398,000 will be transferred to the Property Tax Equalization Fund to be used in 2014-2016.

Preliminary assessed valuation estimates from the King County Assessor reflect a 5% reduction in city-wide valuation. If this change in valuation holds, it is likely that the City's property tax rate will hit the statutory maximum of \$1.60 per \$1,000 assessed valuation.

- ◆ **Fee Changes:** The 2012 budget reflects proposed inflationary fee increases of 3.15% for development fees and for some license and public record fees. Surface water fees are being increased by 2.5%.
- ◆ **Personnel Costs:** The 2012 budget reflects a 1.35% increase, \$194,145, in personnel associated costs. Table 2 summarizes the changes with a more detailed explanation following.

**TABLE 2**  
**2012 Budget Changes**

	2011 Current Budget	2011 Personnel Changes	Extra-Help, OT, Standby and Callback Pay Changes	Step Increases	Market Adjust.	Increase in Retirement (PERS)	Increase in Health Premium	L&I Changes	New Positions / Reclass / Elimination	2012 Budget	2012/2011 Change	% Change
Salaries	\$ 10,895,339	\$ 8,607	\$(36,593)	\$ 53,568	\$ 200,251				\$ (212,194)	\$ 10,908,978	\$ 13,639	0.1%
Benefits	3,524,447	8,958	(5,387)	7,886	29,521	28,053	97,592	67,580	(53,697)	3,704,953	180,506	5.1%
Sub-Total	\$ 14,419,786	\$ 17,565	\$(41,980)	\$ 61,454	\$ 229,772	\$ 28,053	\$ 97,592	\$ 67,580	\$ (265,890)	\$ 14,613,931	\$ 194,146	1.3%

- ◆ The major changes in personnel costs include a combination of the following:
  - The salaries budget is increasing by \$13,639 or 0.1% in 2012. The salaries budget includes both regular (benefited) and extra-help personnel (non-benefited).
  - Regular salaries: The budget for regular salaries will total \$10.1 million in 2012. This is an increase of \$50,232, or 0.5%, when compared to the 2011 budget.

Approximately 27% of regular employees are eligible to receive a step increase in 2012, and \$53,568 of the projected increase is linked to anticipated step increases. The City has not given employees a cost of living adjustment (COLA) since 2008, as a result of negative inflation. In calculating a recommended COLA for 2011 staff compared the change in CPI-U from June 2008 to June 2011 (2.27%). The City's policy has been to give a COLA of 90% of the change in inflation, resulting in a 2012 recommended COLA adjustment of 2.04%. The budget impact is \$200,251. An increase in salary costs of \$8,607 is linked to changes that occurred in 2011 as vacant positions were filled. Additionally a net decrease of \$212,194 was a result of changes in positions in the 2012 budget.

- Extra-Help salaries: The extra-help salary budget is declining by \$19,562, or 2.67%, and totals \$712,098 for 2012. Funding of \$20,625 was removed from Public Works Facilities due to the addition of 1.0 FTE Facilities Maintenance Worker. Extra help was also reduced by \$6,117 in Environmental Services based on projected grant funding. In Web Services, \$8,878 for audio/video taping of Council meetings was moved from professional services.
- Overtime: The City's overtime budget totals \$50,204 or approximately 0.46% of the total salary budget. The 2012 budget is a \$10,000 decrease from 2011.
- The total cost for employee benefits is projected at \$3.7 million for 2012. This is a \$180,506, 5.1 %, increase compared to the 2011 budget. The changes are related to the following:
  - Benefit costs will increase by \$16,884 in 2012 as a result of changes in 2011 and projected step increases in 2012. These benefit changes primarily affect social security, medicare, and retirement contributions.
  - The 2012 budget for health benefit costs included an increase of \$97,592, 5.25%.
  - The Washington State Public Employees Retirement System (PERS) employer contribution rate went from 8.31% to 5.31% effective July 1, 2009. That rate continued until July 1, 2011 when it increased to 7.07%. It was increased again on September 1, 2011 to 7.25%. It is anticipated that the rate will continue to increase over the next few years to meet the actuary projections for the retirement plans over the long-term. Employee contribution rates will also increase.

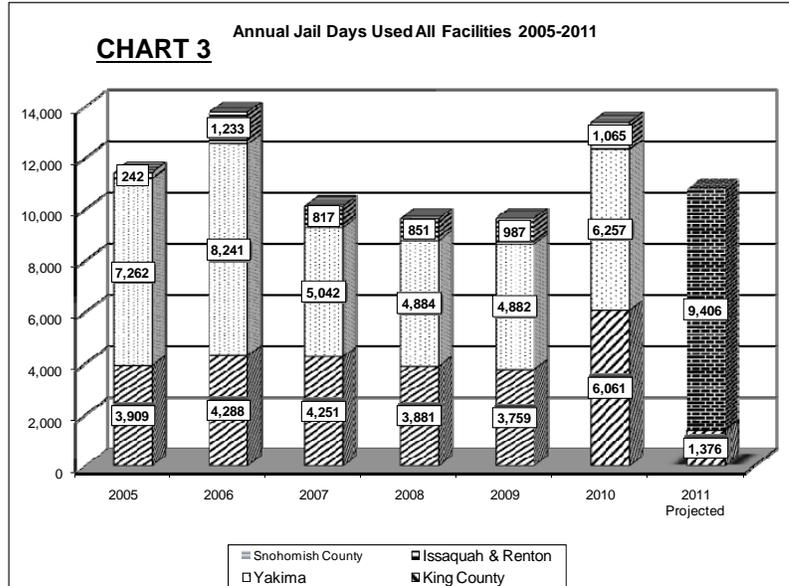
The 2012 rate change will result in a \$28,053, 3.9%, increase in the City's retirement contributions. The following table shows the most recent projected employer rate changes:

<u>PERS Employer Contribution</u>	<u>Current Rate</u>	<u>Effective 7-1-12</u>	<u>Effective 7-1-13</u>	<u>Effective 7-1-14</u>	<u>Effective 7-1-15</u>
State Actuary Proj. Rates	7.25%	8.00%	10.14%	10.14%	11.59%

- ◆ **Police Contract:** The projected 2012 contract with King County for police services is \$10.2 million. The 2012 contract is projected to increase by approximately \$343,172, 3.5%, as compared to the 2011 contract. In 2008 King County settled the union agreement with deputies that awarded 5% annual salary increases through 2012.

The contract with King County provides that the Sheriff's Office give an estimate of the 2012 costs by September 2011, and then reconcile this cost with the budget adopted by the County in March of 2012. Whichever cost is less is the amount that the City will actually pay via contract charges in 2012. As a result of this process, it is not unusual that the City's budget may be slightly different from the actual annual contract with King County.

- ◆ **Jail:** Projected jail costs for 2012 are \$1.15 million. This is a 12.9% (\$170,096) decrease when compared to the 2011 budget, but a \$145,000 increase when compared to projected actual expenditures of for 2011. In 2010 jail usage was unusually high as a result of fewer misdemeanants being released on their personal recognizance. The 2010 activity level was used in developing the 2011 projected usage. Given the actual activity levels year to date in 2011, we now believe that this was an anomaly and have lowered projected expenditures for 2011 and 2012. Most jail days are now occurring in the Snohomish County jail where the rates are substantially lower for both booking and daily maintenance fees than those charged by King County.

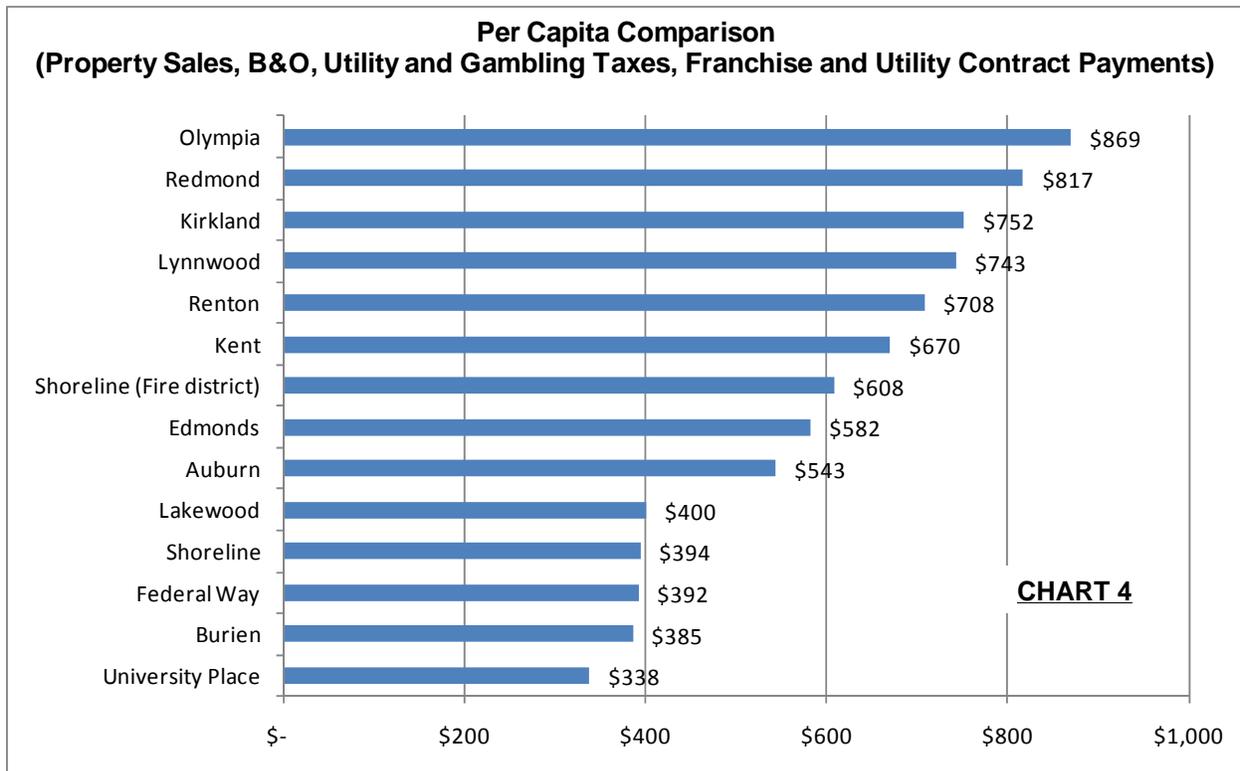


- ◆ **Budgeted Contingency Expenditures:** The 2012 operating budget includes the required budget and insurance deductible contingencies. Per the City's financial policies, these contingencies total \$805,000 and are funded by allocating a portion of the existing fund balance in the General Fund. The 2012 budget also includes a contingency of \$60,358 for unanticipated needs.
- ◆ **City Hall Debt Service Costs:** The 2012 budget includes \$1.66 million in debt service costs for City Hall, of which \$386,371 is paid directly by the Federal Government as the subsidy for the Build America Bonds (BABs). The remaining \$1.27 million in payment is from the City's General Fund, based on monies previously budgeted for rent payments for City Hall and Annex (\$476,253), real estate excise tax (REET) collected in the General Capital Fund (\$509,294), and an additional General Fund allocation of \$287,150 to offset lowered than anticipated REET funding. The City Council authorized staff to use up to \$750,000 of REET towards the City's debt service costs for City Hall. The 2012 budget does not include any anticipated lease revenue from the vacant space in the new City Hall.
- ◆ **Support for Contracted Services:** The 2012 budget includes funding for the operation of the Kruckeberg Gardens, funding for the Shoreline-Lake Forest Park Arts Council, the Shoreline Historical Museum and additional funding for the Shoreline/Lake Forest Park Senior Center.
  - ◆ *Kruckeberg Garden:* The 2012 budget includes \$40,000 to fund the long-term operational plan for the Gardens between the City and the Kruckeberg Botanical Garden Foundation.
  - ◆ *Shoreline-Lake Forest Park Arts Council and Shoreline Historical Museum:* The 2012 budget includes \$60,000 in funding for both of these organizations to provide services to the Shoreline community and to partner with the City for special events.
  - ◆ *Senior Center:* The 2012 budget includes the \$18,000 in continued funding.
- ◆ **Capital Programs:** The City's 2012 capital budget reflects the first year of the City's adopted 2012-2017 capital improvement program (CIP) with some minor adjustments.

More detailed information regarding changes within the 2012 budget can be found in the individual department sections of the budget.

## Fiscal Capacity

As a City, we are challenged by our limited fiscal capacity. We are primarily a residential community, with just under 90% of our City assessed valuation in residential properties. We also have relatively low sales tax revenue per capita, \$108 in 2010, as compared to many other jurisdictions of a similar population. This is especially true with those jurisdictions that have much larger retail centers within their communities. Chart 4 shows a comparison of tax per capita with comparable cities using 2010 data, as this is the most recent year that information is provided through the State Auditor’s Office for audited financial data. Shoreline ranks 10th out of 13 comparable cities in per capita tax revenues.



Some of these jurisdictions operate their own fire departments. If the City of Shoreline per capita tax collections included the Fire District’s property tax collections, the per capita tax collections would be \$608, approximately 7th out of the 13 comparable cities.

## Economic Outlook & Revenue Growth

Even though it has been over a year since the recession officially ended, we have seen little recovery locally. Construction and development activity has been slow to recover.

In the past, the Puget Sound region has recovered at a faster rate than the nation as a whole. Coming out of the Great Recession, it would appear that we are recovering at a rate very similar to the national rate. Jobs grew by 0.9 percent between September 2010 and April 2011 which would equal an annual growth rate of 1.5%. This rate matches the national rate for the same period. Employment is projected to increase by 2% in 2012 and an average annual rate of 1.8% between 2013 and 2020. When comparing the region with prior downturns, regional employment grew by 2.5% coming out of the recession that occurred between 1969 and 1971 and by 2.0% after the 1981 to 1983 recession.

Puget Sound annual personal income growth is projected to grow by 4.5% in 2012 and grow by an average 5.1% from 2013 to 2020, slightly higher than the national forecast of 4.9%.

Regionally, the forecast for the number of housing permits is projected to increase by 10.4% in 2012, after falling by nearly 75% between 2008 and 2010. Activity is projected to increase by 17.3% this year, but then only 3.8% in 2012. A sharp increase of 11.7% is projected in 2013, followed by growth of 15.7% in 2014, 14.7% in 2015, and 12.9% in 2016. It is then projected to slow down to growth of 7.4% in 2017 and average annual growth of only 0.1% for the period of 2018 through 2020.

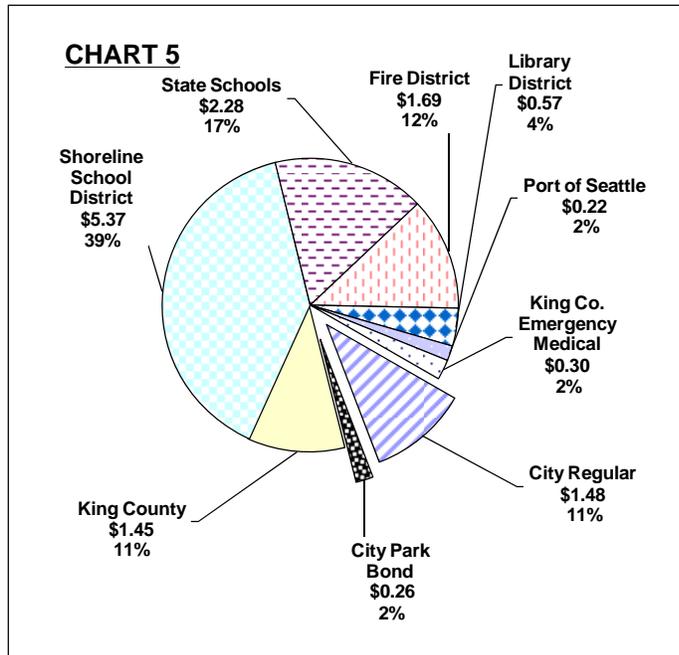
Taxable retail sales are projected to grow by 5.7% in 2012 and by an average of 5.5% annually from 2013 through 2020 within the Puget Sound region.

Although there is some growth projected in the long-term economic outlook for the Puget Sound region, it will take some time for the city's revenues to recover to the post recession level.

Overall, the City's operating revenues (General and City Street Funds) are projected to decrease by 0.38% when comparing the 2012 proposed budget to projected 2011 collections. The primary reason for the decrease is linked to the loss of one-time development revenue of nearly \$785,000 from the construction of two high schools by the Shoreline School District.

Property Taxes

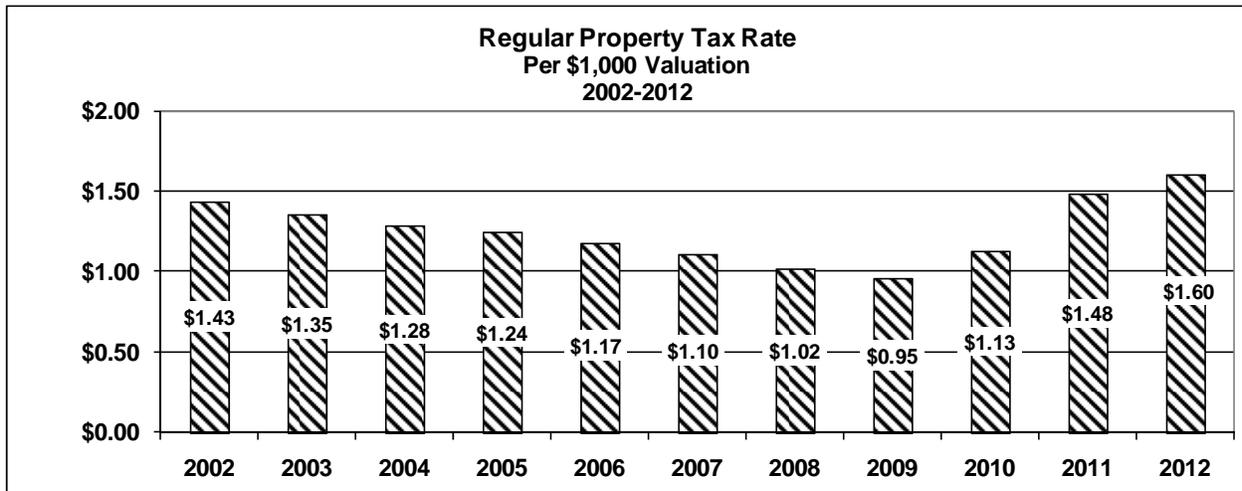
Property taxes represent nearly 30% of the City's General Fund operating revenue. The City's 2012 budgeted regular property tax levy is \$10.051 million. There are a number of taxing districts that collect property taxes from Shoreline property owners. The City of Shoreline



receives 13% of the total property taxes paid. This includes the City's regular levy used to fund City services and the 2006 voter approved Park bonds. These monies were used to acquire open space and make a variety of park and trail improvements throughout the City.

As a result of assessed valuation increases outpacing the increase in property tax levy, the City's property tax rate had fallen every year between 2002 and 2009 (Chart 6). This trend changed in 2010 when the City's assessed valuation fell by 15% and by 0.67% in 2011. The King County Assessor's Office is projecting that the assessed valuation will fall again by 5.1% for 2012. Shoreline Proposition 1 included a provision to increase the City's annual property tax levy by the change in the

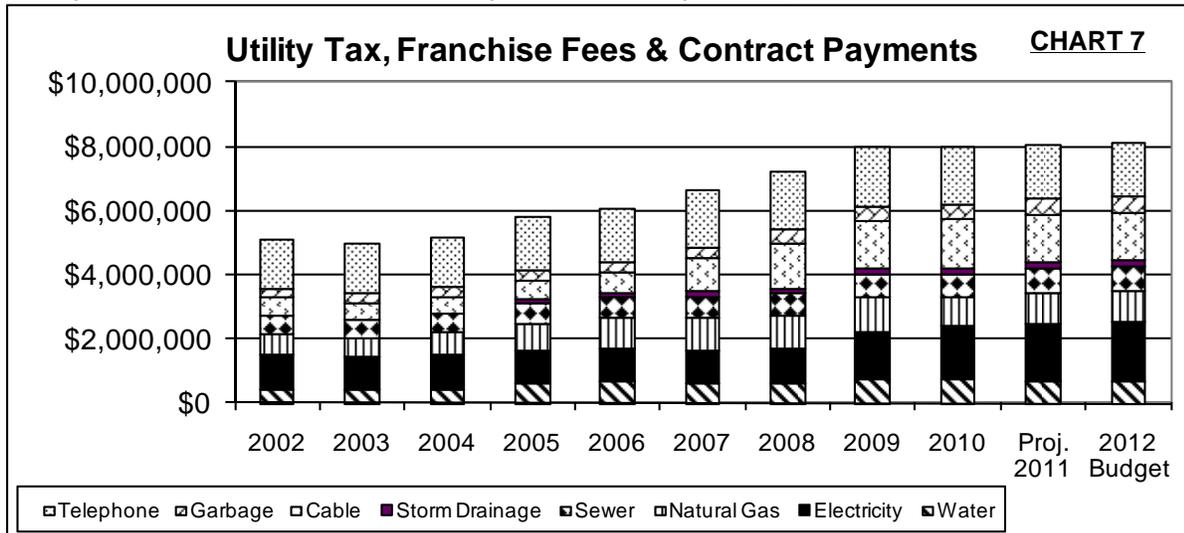
June to June Consumer Price Index for All Urban Consumers for the Seattle Area (CPI-U) for years 2012 through 2016. This index increased by 3.15% between June 2010 and June 2011. Statutorily, the City's maximum property tax levy rate can be \$1.60 per \$1,000 assessed valuation. If assessed valuation decreases by 5.1% for 2012 and the 2011 levy was increased by 3.15%, the resulting property tax levy rate would exceed \$1.60. It is likely that the actual property tax levy increase will approximate 2.1%, keeping the City's property tax levy rate at the maximum allowed by law.



The average home value assumed for 2012 is \$319,149. Assuming a regular property tax rate of \$1.60 per \$1,000 assessed valuation, the average homeowner will pay \$509 in property taxes for City services in 2012.

In May 2006 the Shoreline voters authorized the issuance of \$18.795 million in general obligation bonds for open space acquisition and park and recreation related improvements. Property owners will be assessed a separate levy to repay the bonds. The 2012 debt service levy is projected to be \$1.7 million which will result in a levy rate of \$0.27 per \$1,000 assessed valuation. The owner of an average valued home will pay approximately \$86 in 2012 towards the repayment of the park bonds, which is up slightly from the \$85 paid in 2011.

### Utility Tax, Franchise Fees & Utility Contract Payments

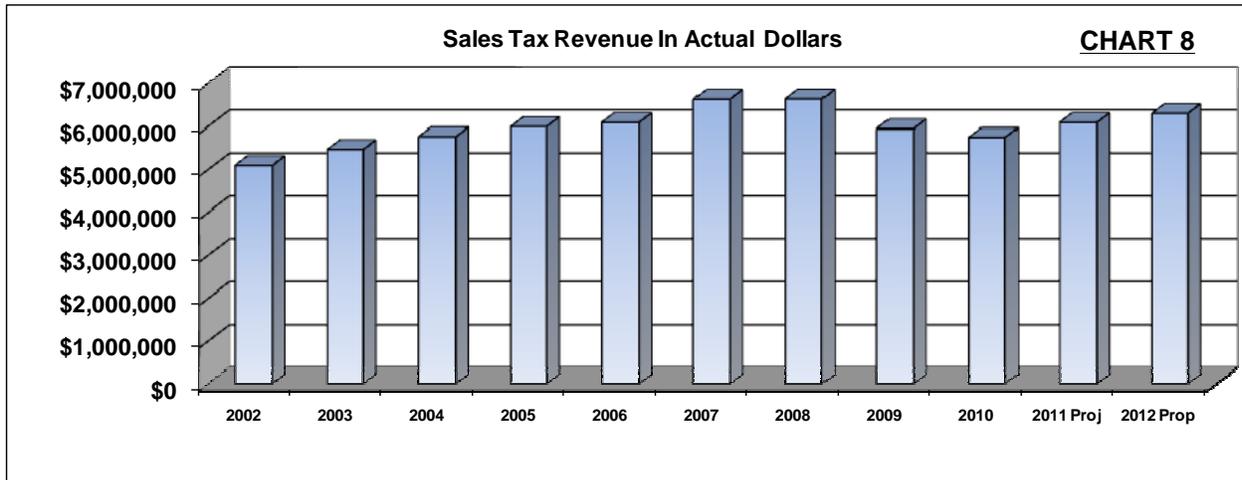


Utility taxes, franchise fees, and contract payments from utility providers combined, are the second largest source of revenue (24%) for the City's general fund operating revenues. These revenues are projected to increase by approximately 1% when compared to projected 2011 collections (Chart 7). Utility taxes and franchise fees from water, cable and telephone providers are expected to remain at current levels. Utility taxes from garbage services are projected to increase by 3% based on projected rate increases. Contract payments from Ronald Wastewater (sewer) are projected to increase by 3% as per the City's contract. Contract

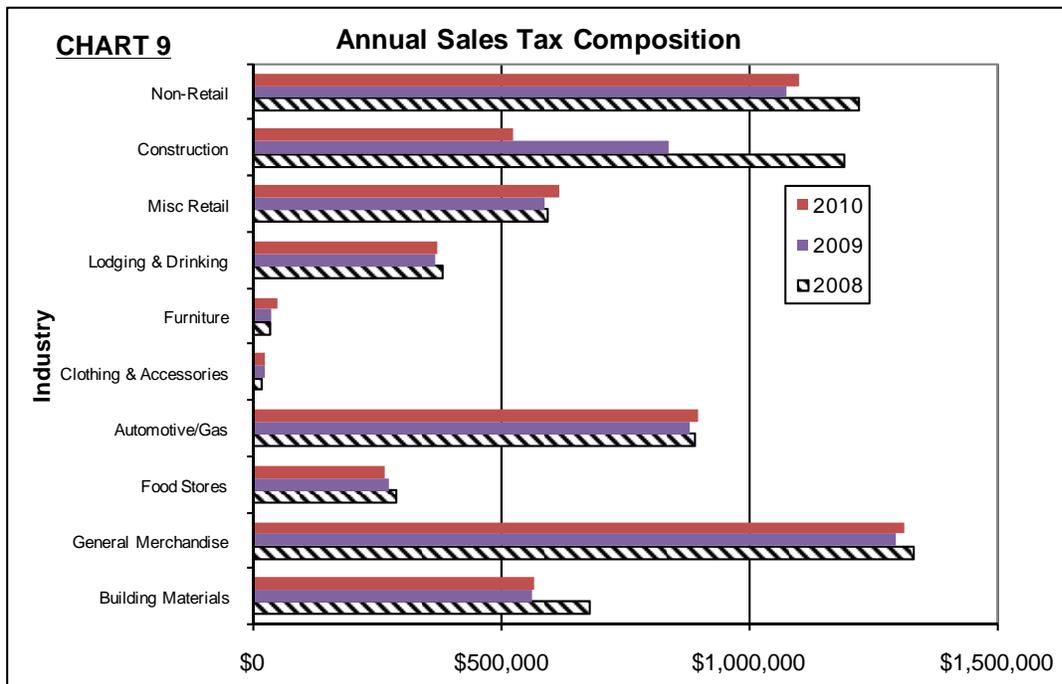
payments from Seattle City Light are expected to increase by 3.96% based on projected rate increases. Storm Drainage revenues are expected to increase by 2.5% due to a requested rate increase. Utility tax collections for natural gas are projected to decrease by 3.55% from 2011 projections. Collections were up in early 2011 due to colder than normal weather.

**Sales Tax**

General sales tax, the third largest revenue source for City operations, totals \$6.3 million for 2012. Between 2002 and 2010 the City’s annual sales tax growth has averaged 1.6% on an



actual basis. As a result of the economic recession sales tax collections have fallen by slightly more than 13.5%, \$894,867, from 2008 to 2010. Revenue collections in 2012 are projected to increase compared to 2011 by \$210,000 or 3.4%, however, this increase is due to one-time revenue from the construction of two new high schools. We are expecting taxable activity to remain at current levels (Chart 8).

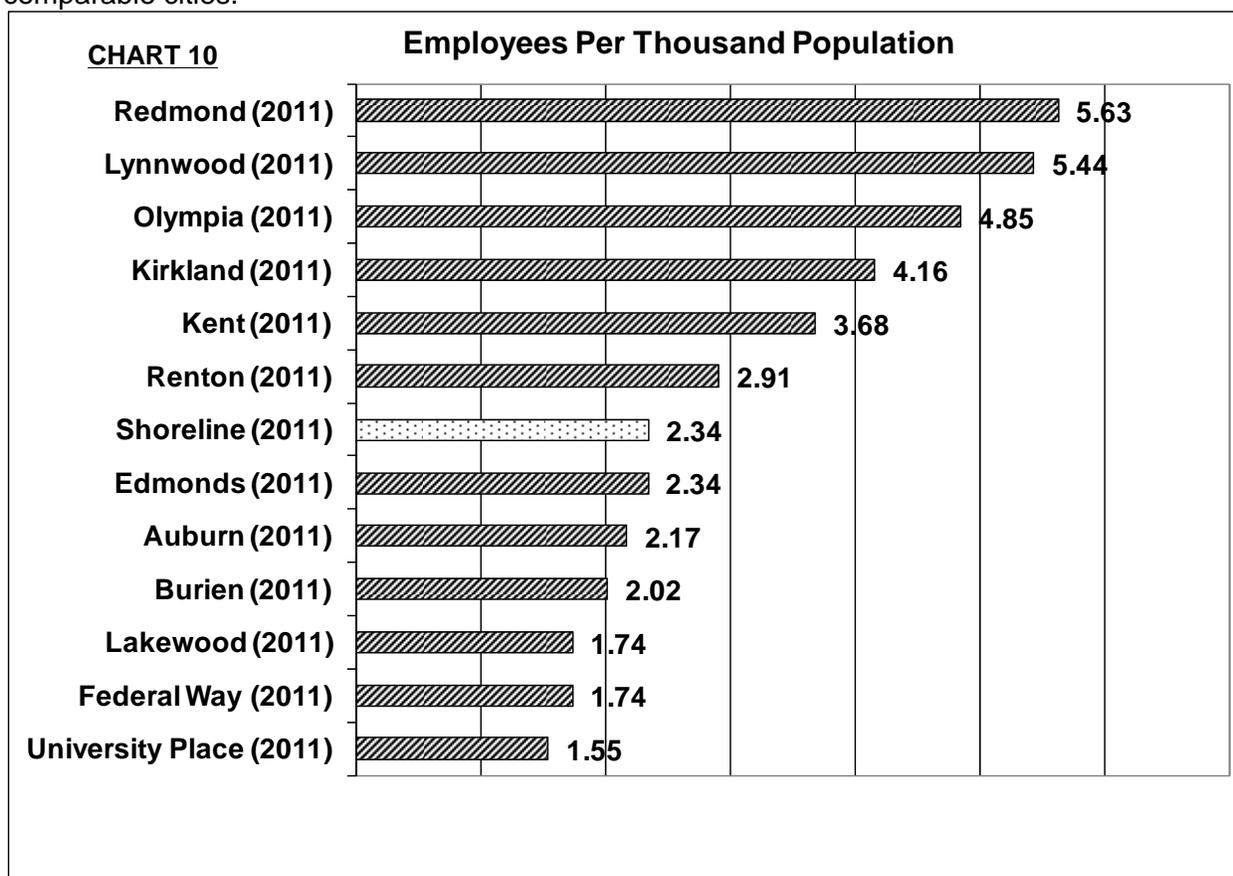


Shoreline's tax base consists largely of basic consumer goods, and therefore our sales tax collections had been fairly consistent prior to the recession. As can be seen in Chart 9, the recession has resulted in a significant reduction in construction and building material sales taxes. Automobiles are one of the most expensive items purchased in the Shoreline sales tax base. This sales category held fairly steady even during the height of the recession. There has even been some growth in automobile sales in 2011, and as such we will continue to monitor this area.

### Staffing

The 2012 budget provides funding for 135.38 regular full-time equivalent (FTE) positions, excluding City Council members.

The City's 2012 ratio of employees per 1,000 population is 2.34. As chart 10 depicts, a comparison of staffing to population shows the City of Shoreline staffing levels significantly below many comparable cities, and below the average of 3.2 for all shown cities. These ratios have been adjusted to **exclude** fire, police, special programs and utility personnel from comparable cities.

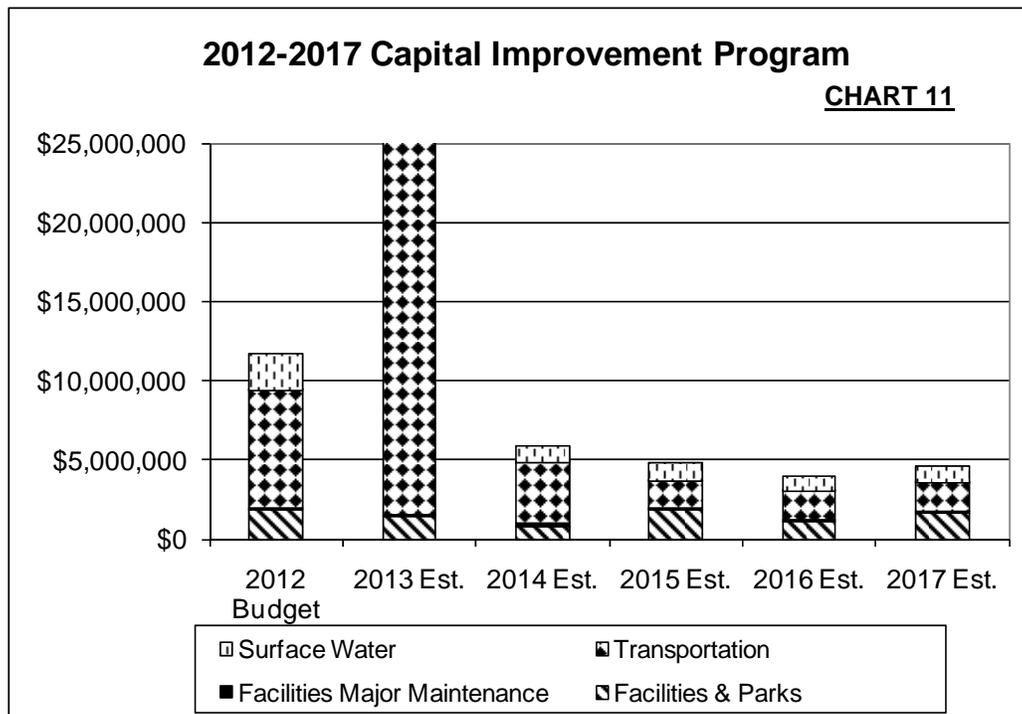


### Capital Budget

The City Council adopted the 2017-2017 Capital Improvement Program (CIP) in June of this year. The total 2012 -2017 CIP is nearly \$58 million, while the 2012 capital budget, including surface water projects, totals \$11.7 million.

The CIP covers projects over \$10,000 and includes buildings, land acquisition, park facilities, road and transportation projects, and drainage system improvements. Much of the capital improvement activity is funded through contributions from the General Fund, real estate excise tax (REET), federal grants, and Public Works Trust Fund Loans.

Chart 11 provides a breakdown of the allocation of capital dollars for 2012 through 2017. The change in capital dollars can vary significantly from year to year based on available resources to complete projects and the impact of completed capital projects on the City's operating budget.



Following are highlights from the 2012-2017 CIP. Additional information on the CIP may be found in the Capital Improvement Program section of this budget document.

- ◆ Parks Repair & Maintenance Program. The 2012-2017 CIP includes \$1.16 million for the systematic repair and replacement of major components of existing parks. These items may include benches, tables, fences, paths, and playground equipment.
- ◆ The CIP includes \$1 million for the Park at Town Center. This project is expected to be funded totally from grants
- ◆ The acquisition of the Pym property is included at a total of \$800,000. This property is adjacent to the northeastern boundary of Richmond Beach Saltwater Park. This project is expected to be funded with grants and private donations
- ◆ Trail Corridor projects funded with the 2006 parks bond proceeds will continue at a total cost of \$880,626
- ◆ Annual preservation projects for roads, sidewalks, and traffic signal projects are funded at an annual average of \$ 977,000
- ◆ Funding of \$500,000 has been added since the adoption of the CIP for the construction of pedestrian walkways and sidewalks on priority City routes
- ◆ The most significant transportation project in the 2012-2017 CIP is the Aurora Corridor improvements between 185th and 205th
  - Improvements between 185th and 192nd are currently under construction, with completion targeted in the spring of 2012. The total estimated cost for this section is \$15.455 million, with \$11.5 million being funded through grants and other agency participation. In addition to the road and pedestrian improvements, the project will result

in \$1.8 million of utility improvements occurring in conjunction with the City's transportation project

- The next section of the project, 192nd to 205<sup>th</sup> will begin construction in late 2012 with completion anticipated by summer of 2014
- ◆ The 2012-2017 CIP includes \$1.4 million to address priority traffic and pedestrian safety concerns on arterial and local streets
- ◆ In 2005 the City Council adopted the first surface water utility master plan. This plan included a recommended 20 year operating and capital improvement plan for the utility. The capital projects for the first 7 - 8 years of the plan are included in the 2012-2017 CIP. These projects focus on the desired level of service for flood protection, water quality, stream rehabilitation and habitat enhancement.

### **Initiatives on the November 2012 Ballot**

There is only one initiative on the November ballot that could have an impact on the City's future budget. I-1183 would close state liquor stores and the state would license private parties to distribute spirits and to sell spirits in retail stores. The measure establishes licensing fees for the sale and distribution of spirits based on the licensee's sales revenue. Cities would no longer receive a distribution from liquor board profits, but would instead receive a portion of the new license revenue. The Washington State Office of Financial Management estimates that over a six year period, local governments would receive additional revenue of between \$186 and \$227 million over current projections. At this time, it is unclear how much additional revenue could be expected to occur during 2012, therefore, no impact has been included in the proposed budget.

### **Shoreline Strategic Directions**

Our organization has continued to focus on performance and results. Included in the budget document is the City's strategic plan in the form of "Shoreline Strategic Directions." It is rewarding to review this plan and identify those strategies that have already been accomplished. In addition to the performance measures included in the Strategic Directions document, the department budgets include service program summaries along with key performance measures and results of those measures for the last four years.

## City Budget Summary

Listed below are the resources and expenditures for all City funds. City Resources shows all revenue by category. City Expenditures lists the operating uses by department and functional area. The Operating Budget represents expenses necessary to run the City government on a daily basis. Contingencies represent funding that set aside for potential or unforeseen expenditures that may occur. Capital Improvements are the purchase land, construction of a building, major street construction or reconstruction, or drainage system improvements. Transfers to Other Funds represent transfers of appropriations from one City fund to another City fund for services or the transfer of funds for capital purposes from the operating funds to the capital funds. Revenue and expenditures are recorded in both funds. Ending Fund Balance represents the reserves that are available to the City at the end of any given year. These reserves represent both reserves for unanticipated events and reserves designated for future capital purposes.

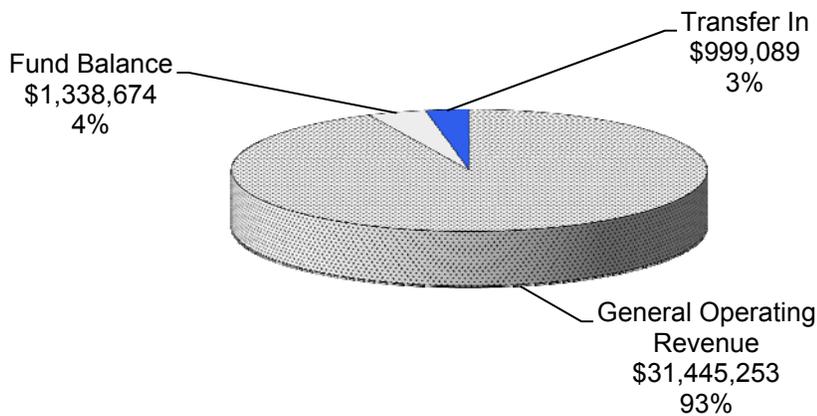
	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Proposed Budget	\$ Change From 2011 Budget	% Change from 2011 Budget
<b>Resources:</b>							
<b>Beginning Fund Balance</b>	\$42,392,747	\$34,737,572	\$26,967,450	\$26,967,450	\$21,362,669	(\$5,604,781)	(20.78%)
<b>Revenues:</b>							
Property Tax	\$7,465,368	\$7,541,918	\$9,419,755	\$9,809,455	\$10,051,000	\$631,245	6.70%
Sales Tax	5,946,181	5,745,755	6,091,418	6,091,418	6,301,418	210,000	3.45%
Utility Tax & Franchise Fees	6,520,436	6,256,547	6,252,530	6,262,000	6,268,255	15,725	0.25%
Gambling Tax	1,786,316	1,426,203	1,611,625	1,712,603	1,823,771	212,146	13.16%
Other Taxes	2,035,155	1,955,379	2,220,530	2,038,184	2,139,118	(81,412)	(3.67%)
Licenses, Fees & Charges	5,628,342	8,098,870	8,615,868	8,778,028	7,976,517	(639,351)	(7.42%)
Intergovernmental	3,138,304	6,238,141	5,391,326	5,543,809	2,456,313	(2,935,013)	(54.44%)
Investment Interest	336,194	145,660	198,515	105,762	193,700	(4,815)	(2.43%)
Grants	15,628,608	17,077,380	26,716,063	26,098,795	5,131,497	(21,584,566)	(80.79%)
Bond/Loan Financing	23,832,592	1,687,999	1,700,000	1,700,000	1,700,000	-	0.00%
Miscellaneous	1,529,870	604,590	516,079	794,425	521,108	5,029	0.97%
<b>Sub-Total Revenues</b>	<b>73,847,366</b>	<b>56,778,442</b>	<b>68,733,709</b>	<b>68,934,479</b>	<b>44,562,697</b>	<b>(24,171,012)</b>	<b>(35.17%)</b>
<b>Transfers From Other Funds</b>	<b>4,703,387</b>	<b>6,887,968</b>	<b>7,040,253</b>	<b>6,696,287</b>	<b>5,820,956</b>	<b>(1,219,297)</b>	<b>(17.32%)</b>
<b>Total Revenues</b>	<b>\$78,550,753</b>	<b>\$63,666,410</b>	<b>\$75,773,962</b>	<b>\$75,630,766</b>	<b>\$50,383,653</b>	<b>(\$25,390,309)</b>	<b>(33.51%)</b>
<b>Total Resources</b>	<b>\$120,943,500</b>	<b>\$98,403,982</b>	<b>\$102,741,412</b>	<b>\$102,598,216</b>	<b>\$71,746,322</b>	<b>(\$30,995,090)</b>	<b>(30.17%)</b>
<b>Uses:</b>							
<b>Operating Expenditures:</b>							
City Council	\$161,908	\$172,115	\$173,932	\$175,258	\$184,373	\$10,441	6.00%
City Manager	1,366,112	1,404,092	1,430,613	1,381,633	1,473,308	42,695	2.98%
City Attorney	499,456	487,679	558,951	542,659	615,970	57,019	10.20%
Administrative Services & Citywide	4,476,344	4,012,299	4,064,061	3,992,509	4,429,629	365,568	9.00%
Human Resources	371,149	378,341	398,772	391,512	406,445	7,673	1.92%
Police	9,479,571	9,779,988	10,234,507	10,076,386	10,490,312	255,805	2.50%
Criminal Justice	1,470,078	2,426,713	1,681,562	1,299,450	1,443,628	(237,934)	(14.15%)
Parks & Recreation	4,132,867	4,230,242	4,499,410	4,434,625	4,660,574	161,164	3.58%
Planning & Community Development	2,527,582	2,496,376	2,786,591	2,746,867	2,456,074	(330,517)	(11.86%)
Public Works	3,260,788	3,157,987	3,441,095	3,423,048	3,959,036	517,941	15.05%
Community Services	1,542,655	1,412,686	1,484,282	1,536,211	1,601,289	117,007	7.88%
Contingencies			874,625	10,000	880,608	5,983	0.68%
<b>Operating Expenditures</b>	<b>29,288,510</b>	<b>29,958,518</b>	<b>31,628,401</b>	<b>30,010,158</b>	<b>32,601,246</b>	<b>972,845</b>	<b>3.08%</b>
<b>Internal Service Charges</b>	<b>277,471</b>	<b>210,858</b>	<b>416,283</b>	<b>410,222</b>	<b>430,440</b>	<b>14,157</b>	<b>3.40%</b>
<b>Debt Service</b>	<b>2,056,972</b>	<b>3,339,367</b>	<b>3,356,317</b>	<b>3,356,317</b>	<b>3,353,117</b>	<b>(3,200)</b>	<b>(0.10%)</b>
<b>Capital Improvements</b>	<b>46,508,782</b>	<b>28,263,036</b>	<b>38,300,480</b>	<b>37,015,810</b>	<b>8,761,506</b>	<b>(29,538,974)</b>	<b>(77.12%)</b>
<b>Surface Water Utility</b>	<b>3,370,806</b>	<b>3,306,089</b>	<b>4,617,277</b>	<b>3,997,787</b>	<b>4,265,176</b>	<b>(352,101)</b>	<b>(7.63%)</b>
<b>Transfers to Other Funds</b>	<b>4,703,387</b>	<b>6,358,664</b>	<b>6,445,253</b>	<b>6,445,253</b>	<b>5,325,956</b>	<b>(1,119,297)</b>	<b>(17.37%)</b>
<b>Total Expenditures</b>	<b>\$86,205,928</b>	<b>\$71,436,532</b>	<b>\$84,764,012</b>	<b>\$81,235,547</b>	<b>\$54,737,441</b>	<b>(\$30,026,571)</b>	<b>(35.42%)</b>
<b>Ending Fund Balance</b>	<b>\$34,737,572</b>	<b>\$26,967,450</b>	<b>\$17,977,400</b>	<b>\$21,362,669</b>	<b>\$17,008,881</b>	<b>(\$968,519)</b>	<b>(5.39%)</b>
<b>Use (Excess) of Fund Balance</b>	<b>7,655,175</b>	<b>7,770,122</b>	<b>8,990,050</b>	<b>5,604,781</b>	<b>4,353,788</b>	<b>(4,636,262)</b>	<b>(51.57%)</b>

## 2012 City Revenue Sources

### Introduction

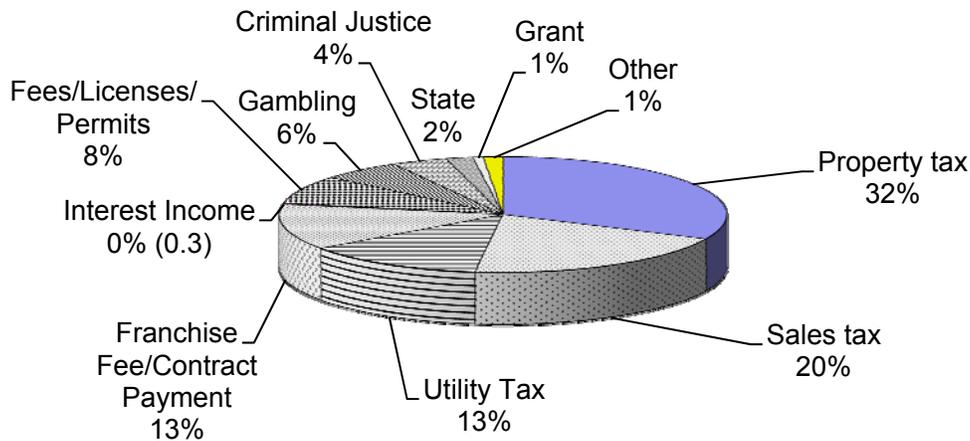
The City of Shoreline receives revenues from local property, sales, utility, and gambling taxes; a variety of population based state-shared revenues; user fees for development services and parks programs; and grants, fines, and other miscellaneous revenues. In 2012, the total budgeted revenue for all of the City's funds is \$56,056,962. The total revenue includes the budgeted use of beginning fund balances and transfers between funds. This is slightly higher than the total expenditures of \$54,737,441. Four funds are projected to have higher budgeted revenues than expenditures. They are the Property Tax Equalization Fund, City Facilities – Major Maintenance Fund, Equipment Replacement Fund and the General Obligation Debt Service Fund. The excess revenues will remain in the fund balance until they are used at a later date.

### General Fund Revenue Sources



In 2012, the General Fund resource base is \$33,783,016. This is made up of the budgeted use of fund balance (\$1,338,674, 4%), operating revenues (\$31,445,253, 93%), and transfers-in (\$999,089, 3%) from other funds for their share of the General Fund overhead.

### General Fund Operating Revenue Breakdown



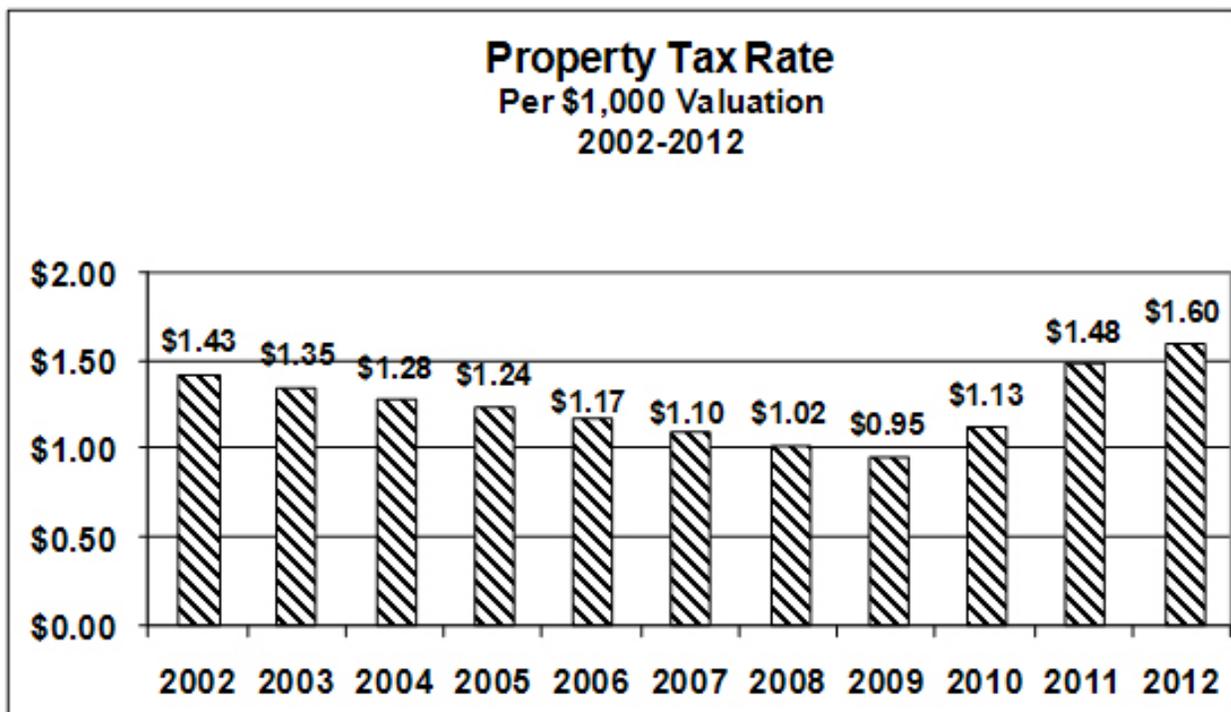
## Property Tax

Property tax revenue for 2012 is budgeted at \$10,051,000 and represents 32% of the General Fund operating revenues. The 2011 projected property tax is \$9,809,455 and represents 31.17% of the projected General Fund operating revenues. 2012 revenue is a \$241,545 or a 2.5% increase over 2011 projected revenue. Shoreline voters approved Proposition 1 in November 2010 which set a property tax rate of \$1.48 per \$1,000 assessed value for 2011. It also included an annual escalator based upon the CPI-U index which has been included in the 2012 levy. Of this amount \$9.6 million is programmed to fund basic services in 2012 and \$398,000 will transferred to the Property Tax Equalization Fund to be used in years 2014 through 2016.

The current 2011 City of Shoreline property tax levy rate is \$1.48 per \$1,000 of assessed property value (AV). This does not include levies for the school district, library district, fire district, County, Port, State or other agencies. When all the taxing jurisdictions levy rates are included the total levy rate is \$13.62 per \$1,000 AV. A homeowner of an average valued residence \$336,300 is currently paying a total of \$4,580 per year in property taxes. The City receives 13% of the property tax levied, which would equate to \$585. This includes both the regular and voted tax levies.

The regular tax levy rate for 2012 is \$1.60 per \$1,000 valuation as approved in Proposition 1. The assessed valuation including new construction for 2012 is estimated to be \$6,355,610,819 which is 5.1% less than the 2010 valuation of \$6,694,959,443. The projected excess voted levy rate for 2012 is projected to be \$0.27 per \$1,000 valuation.

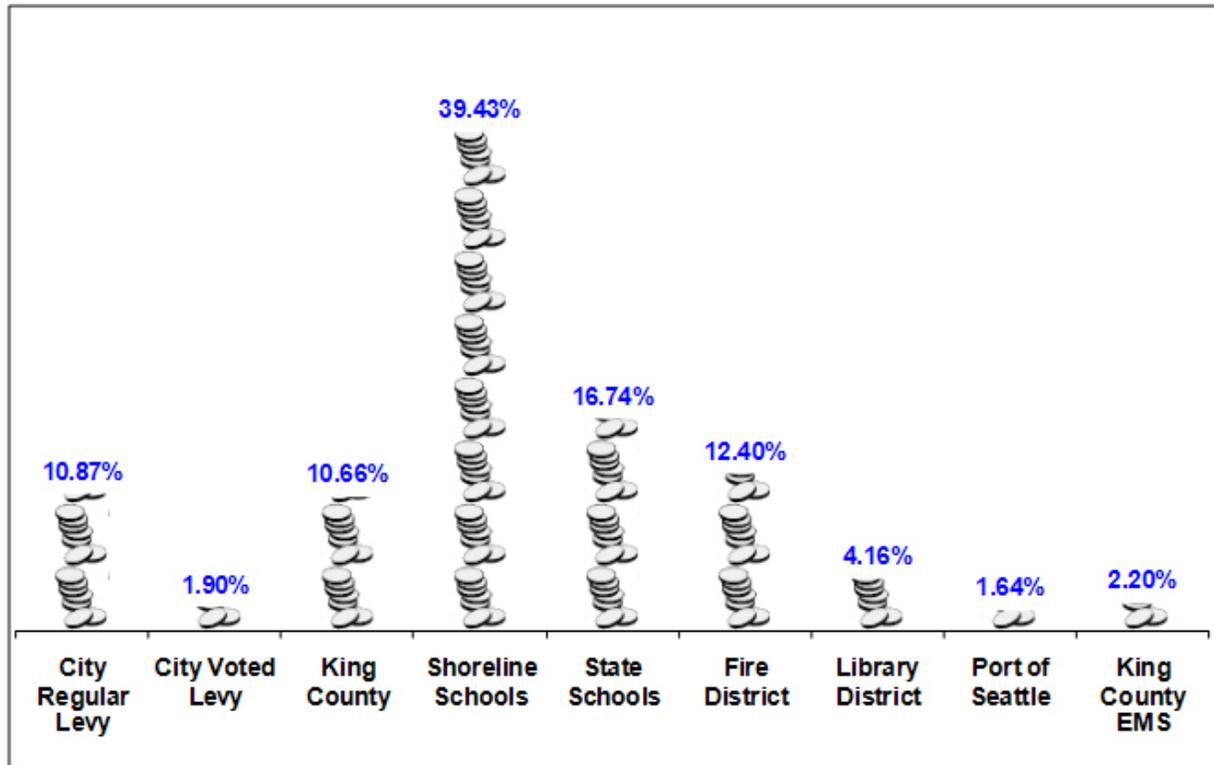
The following charts provide information regarding the City's property tax levy rate and the allocation of the total levy rate for all taxing districts within Shoreline.



## What a City Property Owner Pays in 2011

### Property Tax Rate

	City Regular Levy	City Voted Levy	King County	Shoreline Schools	State Schools	Fire District	Library District	Port of Seattle	King County EMS	Total
<b>Rate</b>	1.48	0.26	1.45	5.37	2.28	1.69	0.57	0.22	0.30	13.62
<b>%</b>	10.87%	1.90%	10.66%	39.43%	16.74%	12.40%	4.16%	1.64%	2.20%	100.0%

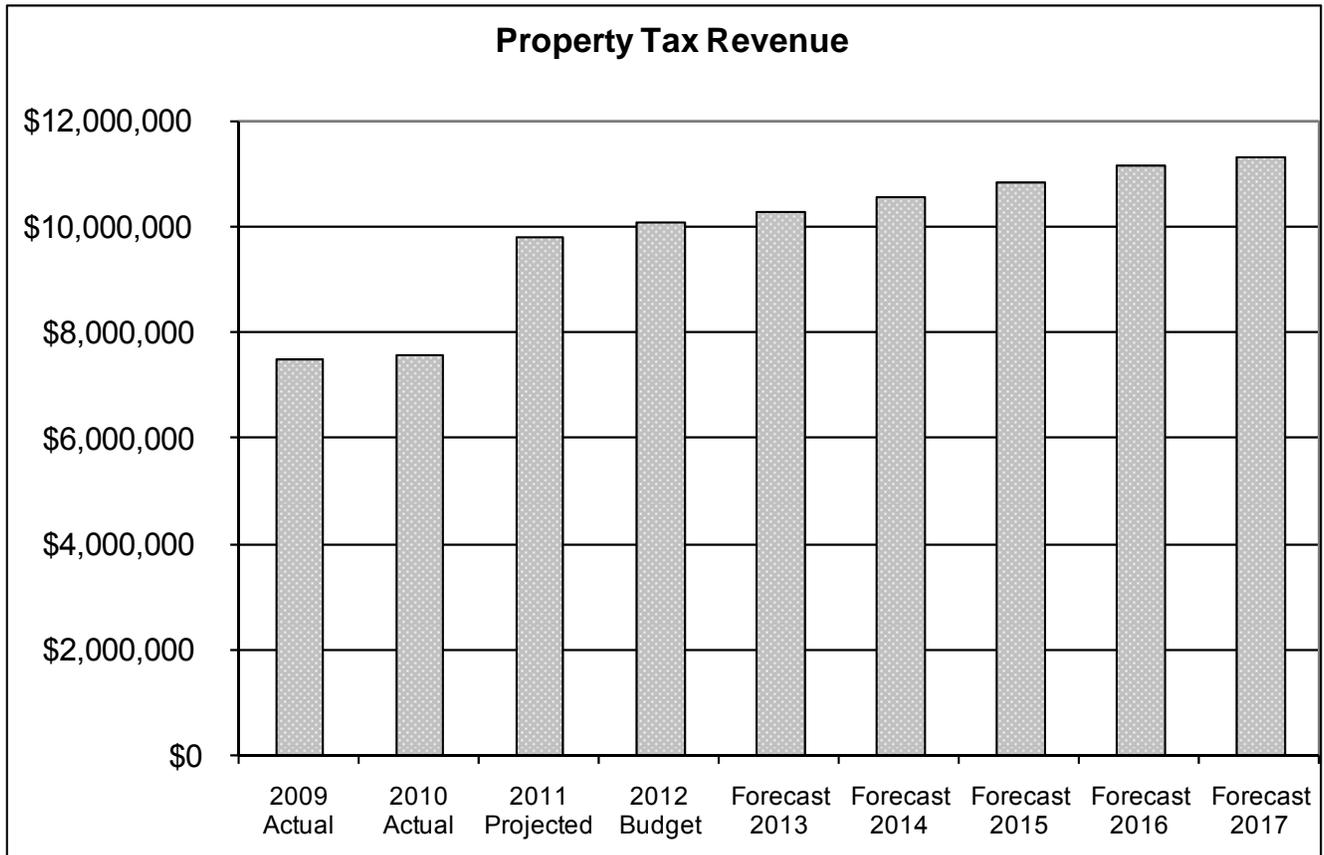


The chart below illustrates the City property tax portion payable in 2011 by an individual owning an average home valued at \$336,300. Based on the 2011 property tax rate, 13% of the homeowner's property tax will be distributed to the City. This includes both the regular and voted City levies.

	Assessed Value	Per \$1,000 (AV/\$1,000)		Rate	Assessment	%
City	\$ 336,300	336.30	X	\$ 1.74 =	\$ 585	13%
King County	\$ 336,300	336.30	X	1.45 =	\$ 488	11%
Shoreline School Dist.	\$ 336,300	336.30	X	5.37 =	\$ 1,806	39%
State Schools	\$ 336,300	336.30	X	2.28 =	\$ 767	17%
Fire District	\$ 336,300	336.30	X	1.69 =	\$ 568	12%
Library District	\$ 336,300	336.30	X	0.57 =	\$ 190	4%
Port of Seattle	\$ 336,300	336.30	X	0.22 =	\$ 75	2%
King Co. EMS	\$ 336,300	336.30	X	0.30 =	\$ 101	2%
<b>TOTAL</b>				<b>\$ 13.62</b>	<b>\$ 4,580</b>	<b>100%</b>

## Property Tax Historical Comparisons

2009 Actual	2010 Actual	2011 Projected	2012 Budget	Forecast 2013	Forecast 2014	Forecast 2015	Forecast 2016	Forecast 2017
\$7,465,368	\$7,541,918	\$9,809,455	\$10,051,000	\$10,280,322	\$10,539,417	\$10,834,393	\$11,134,640	\$11,300,320
Annual Change	\$76,550	\$2,267,537	\$241,545	\$229,322	\$259,095	\$294,976	\$300,248	\$165,680
% Increase	1.0%	30.1%	2.5%	2.3%	2.5%	2.8%	2.8%	1.5%



## Sales Tax

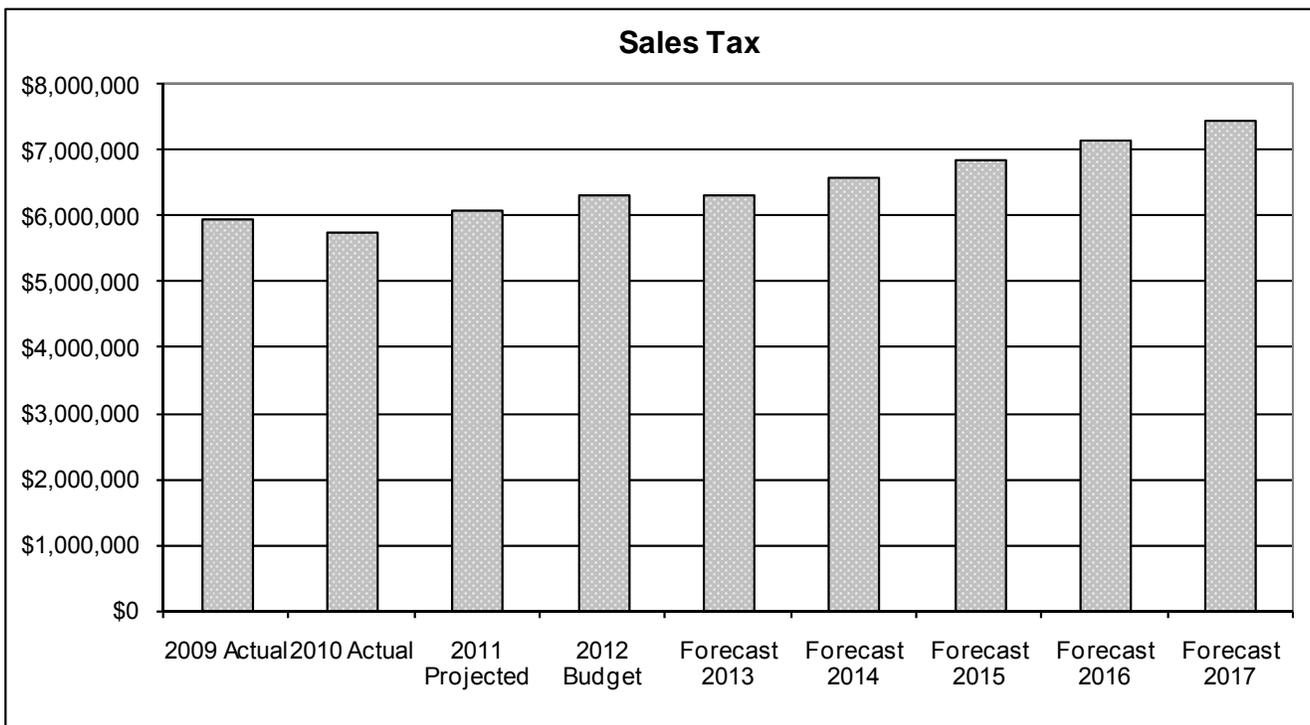
Sales tax revenue in 2012 will account for nearly 20% of the total 2011 General Fund operating revenues. The 2012 sales tax revenue is expected to grow by \$210,000 or 3.45% to \$6,301,418. This increase is projected to come from the construction of two new high schools by Shoreline Public Schools. Without those two projects, we would not anticipate any growth in sales tax collections for 2012. Projected collections for 2011 total \$6,091,418, which is an increase over 2010 of \$345,663 or 6.02%. Actual collections in 2010 totaled \$5,745,755 which was down from 2009 collections by \$200,426 or 3.37%.

Shoreline's tax base consists largely of basic consumer goods, and therefore our sales tax collections had been fairly consistent prior to the recession. The recession has resulted in a significant reduction in construction and building material sales taxes. Automobiles are the most expensive item in the Shoreline sales tax base, and these sales held fairly steady even during the height of the recession, but there has been some growth in automobile sales during 2011.

Prior to the current recession, the annual growth of sales tax revenue averaged 2.4% on a real dollar basis. For this reason, and due to the makeup of the City's tax base, we will continue to be conservative in our future projections. We are projecting a rate of growth of 0.28% in 2013, 4.06% in 2014, 4.40% in 2015, 4.37% in 2016 and 4.16% in 2017.

## Sales Tax Historical Comparisons

2009 Actual	2010 Actual	2011 Projected	2012 Budget	Forecast 2013	Forecast 2014	Forecast 2015	Forecast 2016	Forecast 2017
\$5,946,181	\$5,745,755	\$6,091,418	\$6,301,418	\$6,318,752	\$6,575,508	\$6,864,507	\$7,164,762	\$7,463,031
Annual Change	(\$200,426)	\$345,663	\$210,000	\$17,334	\$256,757	\$288,998	\$300,256	\$298,269
% Change	(3.37%)	6.02%	3.45%	0.28%	4.06%	4.40%	4.37%	4.16%



## Gambling Tax

Gambling tax rate limits are set by the state and vary by game. In 1998, the State allowed the opening of “mini-casinos” and expanded the number of card rooms and the betting limits. This expansion resulted in 76% and 48% revenue increases in 1998 and 1999. For the next few years, gambling tax revenues stabilized at around \$2.5 million. A new mini-casino was opened during the fourth quarter of 2003. This resulted in a total collection of \$2.86 million in 2003. Actual revenue for 2004 totaled \$3,321,060 an increase over the prior year of \$465,779.

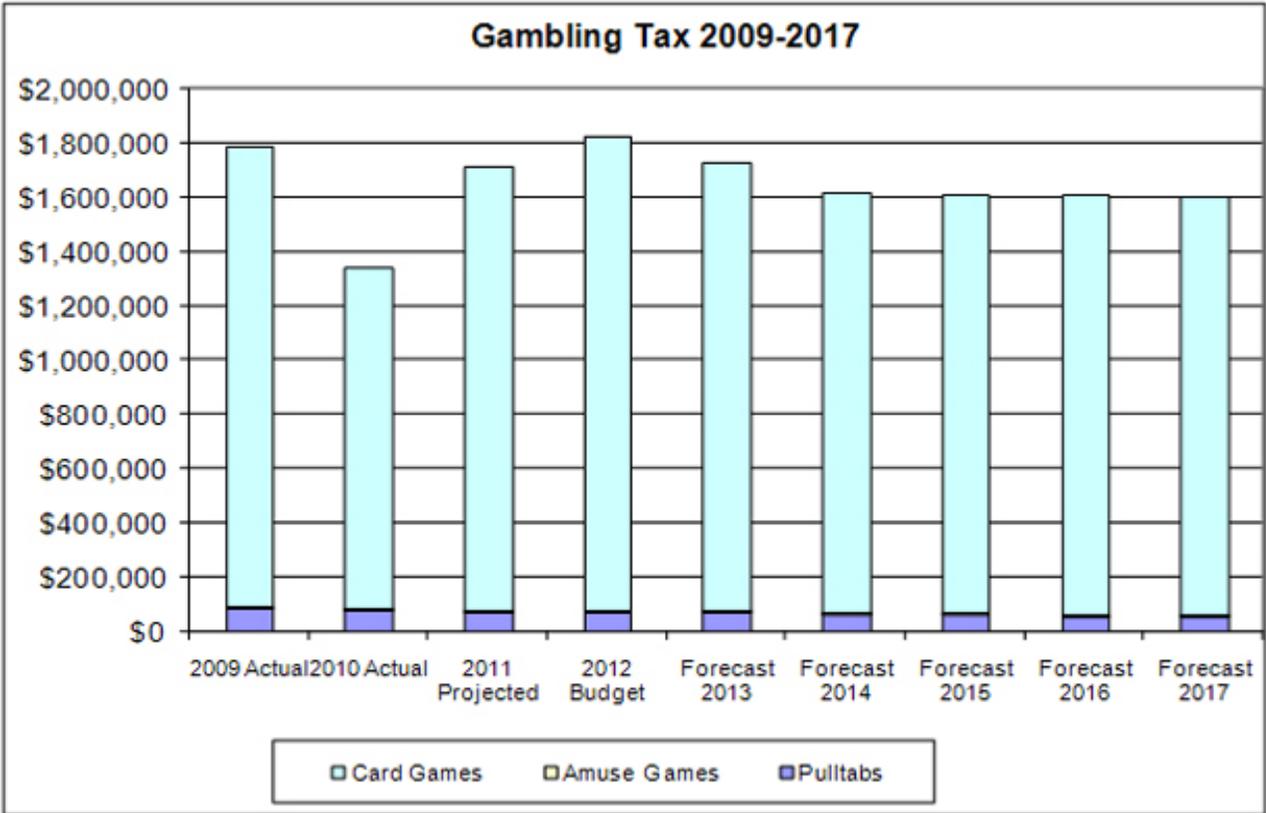
The City’s gambling tax revenues come from card room and pull-tab activity. In 2005 the City lowered its tax rate on card games from 11% to 10% and in 2006 the tax rate was further lowered temporarily to 7% for a nine month period beginning in July 2006, as card room gross receipts fell by 17.6% or \$2.3 million in gross activity. The goal of the tax reduction was to enable the casinos to operate in a profitable position as business recovered from the impacts of road construction and the state-wide smoking ban. In 2007, collections were down from 2006 by \$22,241 or 1.1%. Even though the tax rate returned to the 10% level in April, the activity level did not return to its previous level. Gambling tax payments totaled \$1,916,451 in 2008, down from 2007 by \$81,552 or 4.08%. Collections during 2009 totaled \$1,786,316 below 2008 by \$130,135. Collections were down again in 2010 for a total of \$1,339,859 mostly due to uncollected taxes that will be paid during 2011 and 2012. For 2011, we are projecting to collect \$1,712,603, an increase of \$372,744 which is mostly due to prior year tax payments. For 2012, we are projecting \$1,823,771, an increase of \$111,168 as we expect gaming activity to continue to decline. During 2012 we expect to receive over \$200,000 in prior year tax payments and in 2013 we expect to receive \$108,000 in late taxes. Projected revenues for 2014 represent the expected future level of activity without any prior year payments. We are projecting a continued slight decline each year of from 2015 to 2017 as we anticipate less pull tab activity.

The City Council has a policy to retain only an amount equal to a 7% card room tax rate in the General Fund’s on-going revenue base. An amount equal to the remaining 3% is transferred to capital funds to be used for one-time capital improvements. This policy was adopted in response to several attempts by the State Legislature to lower the allowable City tax rate. The City Council policy limits the General Fund’s reliance on this revenue source for general operations of the City.

For 2012, the amount transferred to capital will be lowered as the Transportation Planning Program has been moved from the Roads Capital Fund to the General Capital Fund. Therefore, the amount of the transfer will be lowered by the amount required to fund this program which is estimated to be \$130,787 for 2012.

## **Gambling Tax Historical Comparisons**

<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Projected</b>	<b>2012 Budget</b>	<b>Forecast 2013</b>	<b>Forecast 2014</b>	<b>Forecast 2015</b>	<b>Forecast 2016</b>	<b>Forecast 2017</b>
\$1,786,316	\$1,339,859	\$1,712,603	\$1,823,771	\$1,726,454	\$1,614,583	\$1,610,905	\$1,607,411	\$1,604,092
Annual Change	(\$446,457)	\$372,744	\$111,168	(\$97,317)	(\$111,871)	(\$3,678)	(\$3,494)	(\$3,319)
% Change	(24.99%)	27.82%	6.49%	(5.34%)	(6.48%)	(0.23%)	(0.22%)	(0.21%)



## Utility Taxes

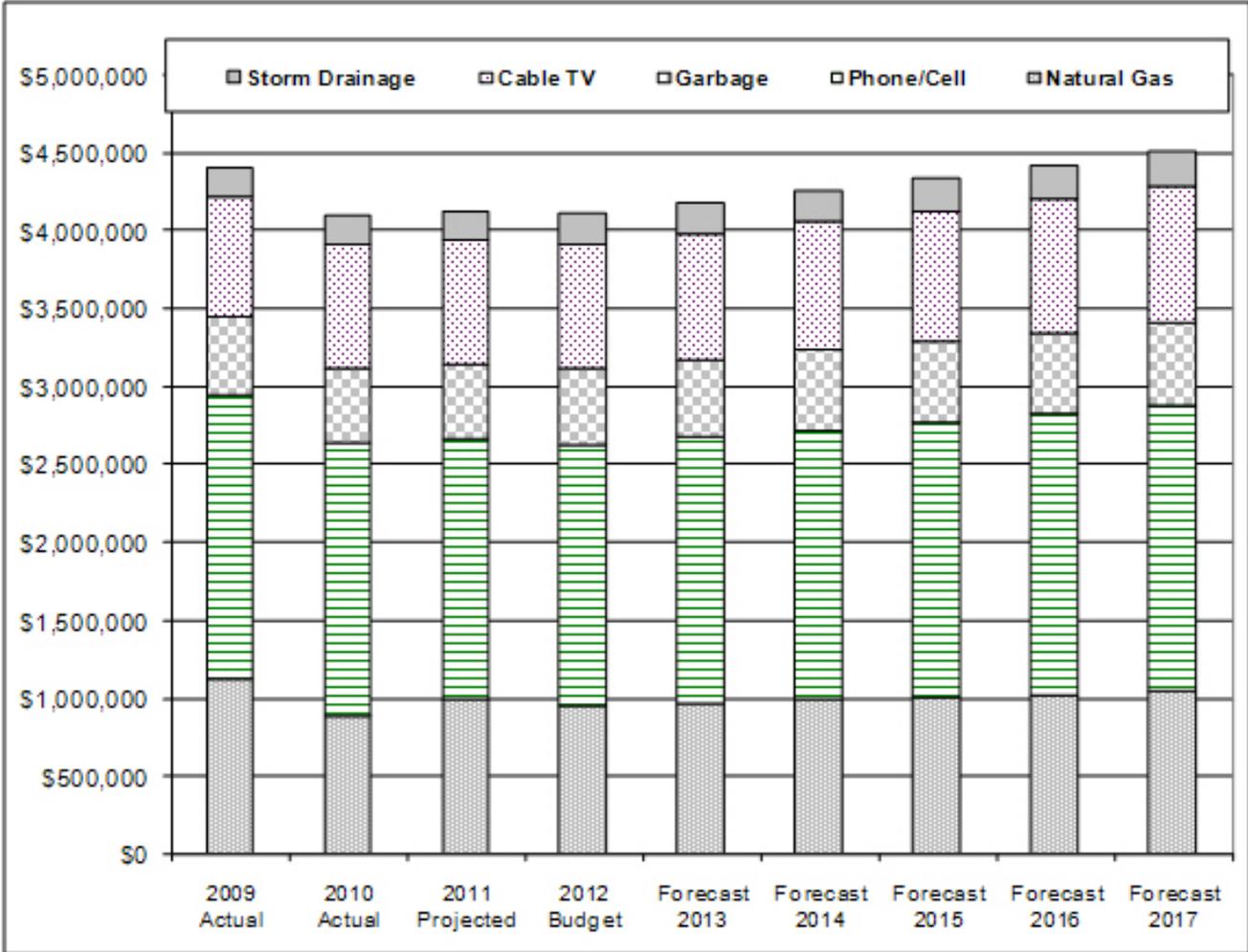
The Council enacted a 6% utility tax on natural gas, telephone, cellular telephone, pager services, and sanitation services along with a 1% utility tax on cable effective in 2000. In 2005 a 6% utility tax was applied to storm drainage and the tax rate for cable television was increased to 6% on July 1, 2007. Projected revenues in 2012 from utility taxes are \$4,105,025 or 12.2% of the total General Fund operating revenues. This is a decrease of \$15,975 or 0.39% when compared to projected 2011 utility tax revenues.

- In the natural gas category, 2012 revenues of \$950,000 are projected to be lower than 2011 projections as collections were higher than expected due to colder than normal weather in early 2011.
- Revenues from telephone or communication services are expected to remain the same as 2011 at \$1,675,000. This category has declined recently possibly due to the recession, but most likely due to competition and the change is use of technology.
- Sanitation utility tax revenues for 2012 are projected to increase slightly when compared to 2011 projections based upon current inflation rates as allowed under the contract.
- 2012 cable television utility tax revenues are expected to remain at \$795,000 the same level as 2011 projections.
- Revenues from the storm drainage utility tax are projected to increase by 2.5% if the requested surface water fee rate increase is approved by Council. This will equate to collections in 2012 of \$195,775. Future rates are estimated to increase by 3% each year.
- Future growth in revenue in this category is projected to be between 1.68% and 1.91% which is equal to 80% of the projected inflation rates.

## Utility Tax Historical Comparisons

Revenue	2009 Actual	2010 Actual	2011 Projected	2012 Budget	Forecast 2013	Forecast 2014	Forecast 2015	Forecast 2016	Forecast 2017
<b>Natural Gas</b>	\$1,117,875	\$875,822	\$985,000	\$950,000	\$965,987	\$983,181	\$1,000,934	\$1,019,241	\$1,038,722
Annual Change	\$64,229	(\$242,053)	\$109,178	(\$35,000)	\$15,987	\$17,194	\$17,754	\$18,306	\$19,481
% Change	6.10%	(21.65%)	12.47%	(3.55%)	1.68%	1.78%	1.81%	1.83%	1.91%
<b>Phone/Cell</b>	\$1,821,362	\$1,751,308	\$1,675,000	\$1,675,000	\$1,703,187	\$1,733,503	\$1,764,805	\$1,797,082	\$1,831,431
Annual Change	\$68,722	(\$70,054)	(\$76,308)	\$0	\$28,187	\$30,316	\$31,302	\$32,277	\$34,349
% Change	3.92%	(3.85%)	(4.36%)	0.00%	1.68%	1.78%	1.81%	1.83%	1.91%
<b>Garbage</b>	\$499,608	\$486,337	\$475,000	\$489,250	\$497,483	\$506,338	\$515,481	\$524,909	\$534,942
Annual Change	\$162,624	(\$13,271)	(\$11,337)	\$14,250	\$8,233	\$8,855	\$9,143	\$9,428	\$10,033
% Change	48.26%	(2.66%)	(2.33%)	3.00%	1.68%	1.78%	1.81%	1.83%	1.91%
<b>Cable TV</b>	\$771,629	\$791,884	\$795,000	\$795,000	\$808,378	\$822,767	\$837,624	\$852,944	\$869,247
Annual Change	\$368,514	\$20,255	\$3,116	\$0	\$13,378	\$14,389	\$14,857	\$15,320	\$16,303
% Change	91.42%	2.62%	0.39%	0.00%	1.68%	1.78%	1.81%	1.83%	1.91%
<b>Storm Drainage</b>	\$190,210	\$187,222	\$191,000	\$195,775	\$201,648	\$207,698	\$213,929	\$220,346	\$226,957
Annual Change	\$16,485	(\$2,988)	\$3,778	\$4,775	\$5,873	\$6,049	\$6,231	\$6,418	\$6,610
% Change	9.49%	(1.57%)	2.02%	2.50%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Total Revenue</b>	\$4,400,684	\$4,092,573	\$4,121,000	\$4,105,025	\$4,176,683	\$4,253,487	\$4,332,774	\$4,414,522	\$4,501,299
Annual Change	\$680,574	(\$308,111)	\$28,427	(\$15,975)	\$71,658	\$76,804	\$79,287	\$81,749	\$86,777
% Change	18.29%	(7.00%)	0.69%	(0.39%)	1.75%	1.84%	1.86%	1.89%	1.97%

Utility Tax Historical Comparisons continued



## Public Utility Contract Payments /Franchise Fees

The City has entered into agreements with many of the public utilities that provide services to our citizens. Agreements have been reached with Seattle City Light, Seattle Public Utilities (Water and Sewer), Shoreline Water District, and Ronald Wastewater District. With the exception of Seattle City Light, these utilities pay a contract fee to the City in an amount equal to six-percent of their revenues. Until April 1, 2008 Seattle City Light (SCL) paid six-percent of the “power” portion of the electric revenues. On April 1, 2008, SCL began to pay a 3% contract payment on the “distribution” revenues. That rate increased to 6% on January 1, 2009 which ultimately resulted in a 6% payment on total electrical revenues. For residential customers the power portion of charges for electricity is approximately 60% of the total, as the remaining 40% is linked to the cost of distribution of electricity.

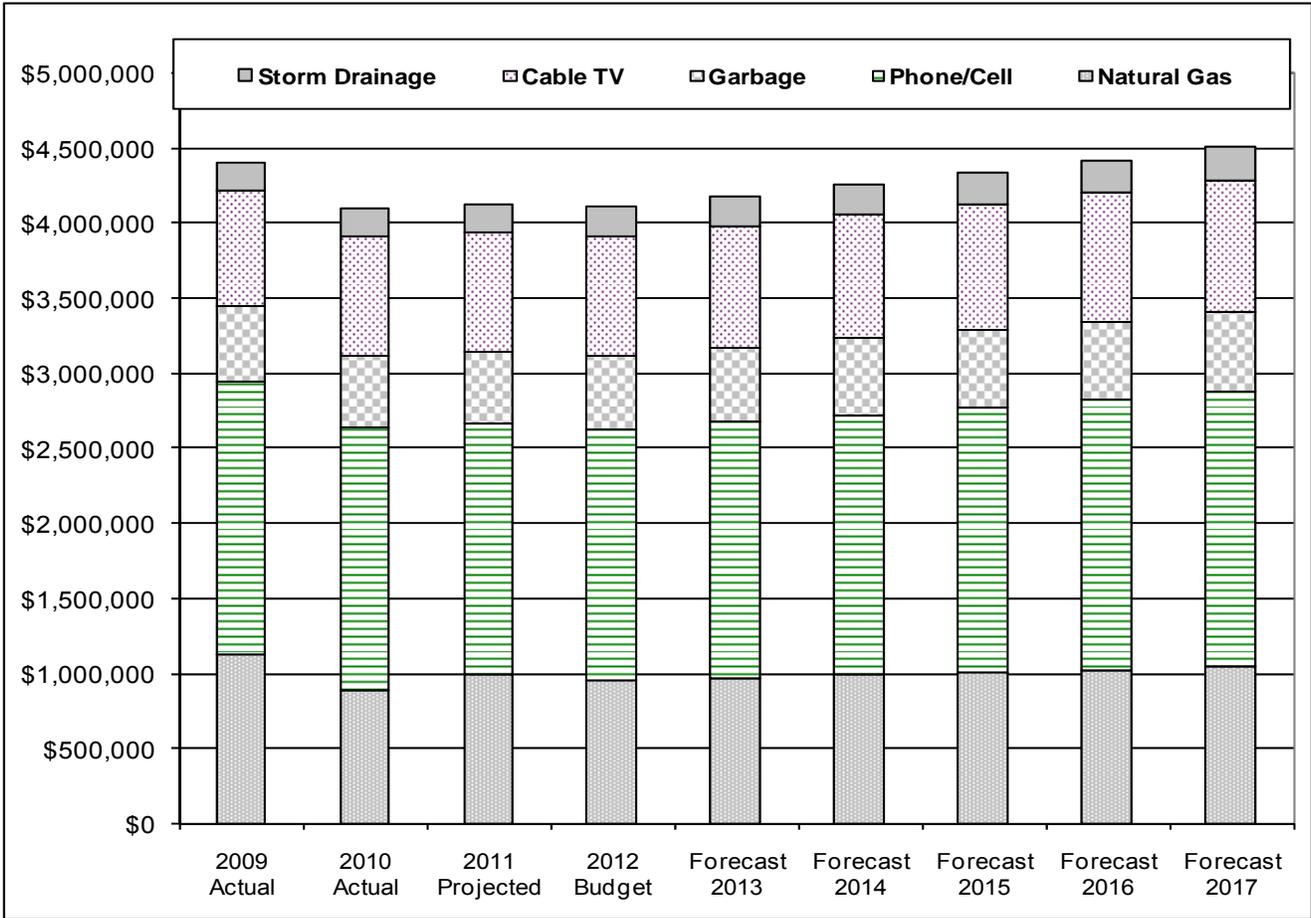
The total projected 2012 revenue from contract payments is \$4,017,934, which equates to 11.9% of the total General Fund operating revenues. This is an increase of \$92,934 or 2.37% from projected 2011 revenue.

- Electricity contract payments from Seattle City Light (SCL) are expected to grow by \$70,704 or 3.96% in 2012 due to a proposed rate increase of 4.2%. For future years we assume modest annual growth between 2.10% and 2.39%.
- Projected sewer contract payments are \$763,230 for 2012. This is based on the City’s agreement with the Ronald Wastewater District for annual increases of 3%.
- Revenues from water contract payments for 2012 are expected remain at the projected 2011 level of \$690,000. Annual future growth is projected to be between 1.68% and 1.91% which is equal to 81% of projected inflation rates
- The cable television franchise fee is set at a rate equal to five-percent of gross cable service revenues. Projected revenues for 2012 are expected to remain at current levels for an annual total of \$710,000. For the period 2013 through 2017, we are anticipating modest annual growth equal to inflation.

## Public Utility Contract Payments /Franchise Fees Historical Comparisons

	2009 Actual	2010 Actual	2011 Projected	2012 Budget	Forecast 2013	Forecast 2014	Forecast 2015	Forecast 2016	Forecast 2017
<b>Cable TV</b>	\$684,118	\$731,739	\$710,000	\$710,000	\$721,948	\$734,798	\$748,067	\$761,748	\$776,308
Annual Increase	\$50,068	\$25,975	(\$21,739)	\$0	\$11,948	\$12,850	\$13,268	\$13,682	\$14,560
% Increase	8.23%	3.95%	(2.97%)	0.00%	1.68%	1.78%	1.81%	1.83%	1.91%
<b>Sewer</b>	\$699,000	\$720,000	\$741,000	\$763,230	\$786,127	\$809,711	\$834,002	\$859,022	\$884,793
Annual Increase	\$20,000	\$20,000	\$21,000	\$22,230	\$22,897	\$23,584	\$24,291	\$25,020	\$25,771
% Increase	3.03%	2.95%	2.92%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Water</b>	\$736,634	\$712,235	\$690,000	\$690,000	\$701,611	\$714,100	\$726,994	\$740,291	\$754,440
Annual Increase	\$5,266	\$124,927	(\$22,235)	\$0	\$11,611	\$12,489	\$12,895	\$13,296	\$14,150
% Increase	0.87%	20.42%	(3.12%)	0.00%	1.68%	1.78%	1.81%	1.83%	1.91%
<b>Electricity</b>	\$1,448,271	\$1,695,242	\$1,784,000	\$1,854,704	\$1,893,718	\$1,935,852	\$1,979,547	\$2,024,803	\$2,073,180
Annual Increase	\$86,391	\$351,498	\$88,758	\$70,704	\$39,014	\$42,135	\$43,695	\$45,256	\$48,377
% Increase	8.55%	32.05%	5.24%	3.96%	2.10%	2.22%	2.26%	2.29%	2.39%
<b>Total</b>	\$3,045,623	\$3,568,023	\$3,925,000	\$4,017,934	\$4,103,404	\$4,194,461	\$4,288,611	\$4,385,864	\$4,488,721
Annual Change	\$161,725	\$522,400	\$356,977	\$92,934	\$85,470	\$91,057	\$94,150	\$97,254	\$102,857
% Change	5.61%	17.15%	10.00%	2.37%	2.13%	2.22%	2.24%	2.27%	2.35%

**Public Utility Contract Payments /Franchise Fees Historical Comparisons continued**



## Recreation Fees

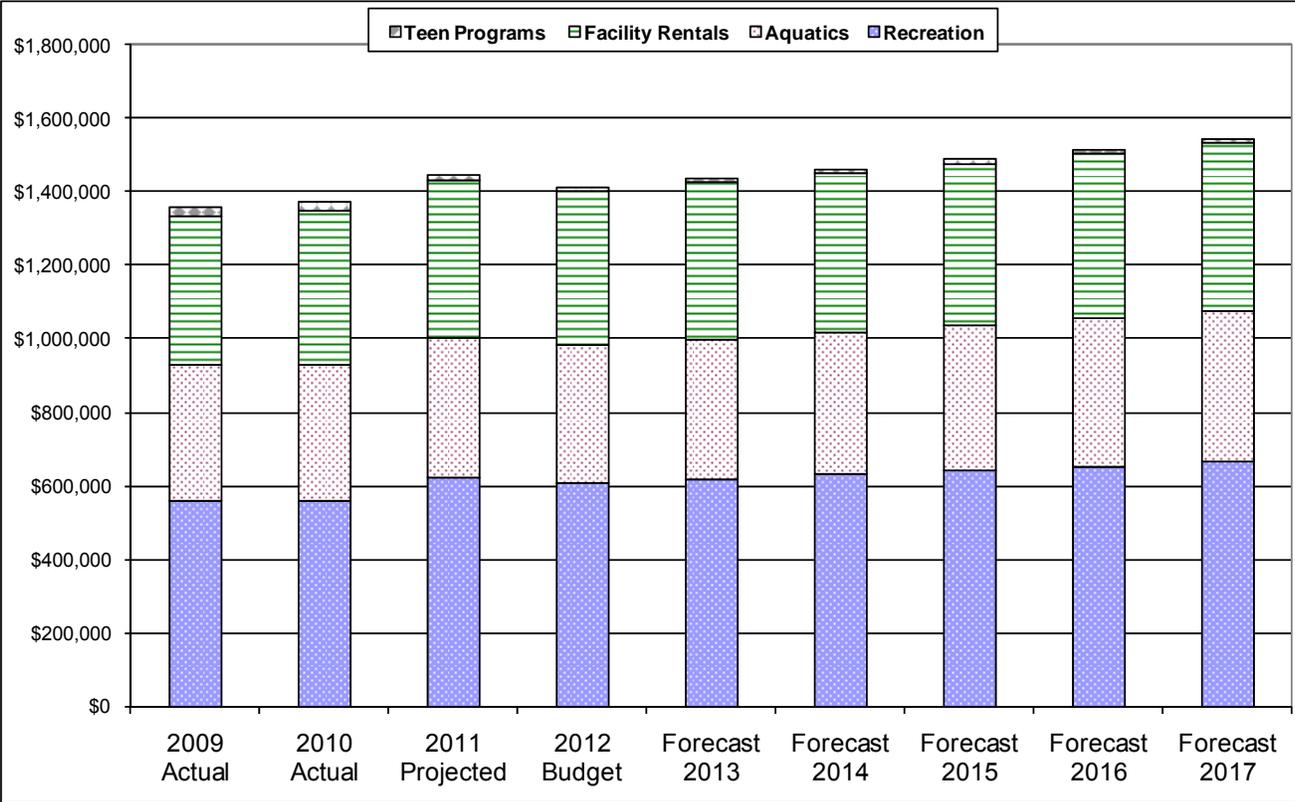
From 2004 to 2008, the City of Shoreline's recreation and aquatics programs experienced significant revenue increases due to the popularity of programs and to the extensive array of programming offered, but in 2009 revenues increased by only 3.19%. Two factors influenced recreation fees during 2009. The opening of the new YMCA facility and pool caused a slight reduction in the level of activity occurring at the Shoreline pool, specifically in the arthritis program. The level of participation in the City's summer playground program also fell below expectations as it was impacted by the recession. In 2010 collections totaled \$1,423,470 a modest 4.8% increase.

2011 revenues are projected to exceed 2010 by nearly \$24,895 due to an increased level of activity and offering an additional week of summer activities due to a later than normal start to the school year. Projected 2012 revenue from parks and recreation fees is \$1,412,735 or 4.5% of the total General Fund operating revenues. This is \$35,630 or 2.46% less than the 2011 projected revenue. Revenue projections for 2012 are conservative since pool and facility rentals are currently at full capacity and there has been some decrease in programs usage for youth sports and adult programming. During 2012, revenues from the general recreation activities are projected to decrease by \$13,420 or 2.16%. This is due to returning to the usual summer calendar. Aquatics revenues are expected to decrease by only \$7,000 or 1.83%. Revenues from facility rentals are expected to decrease by \$11,250 or 2.62%. Projected 2012 revenue from teen activities is down by \$3,960 or 25.31%. Overall, recreation fee revenue is projected to grow by 1.67% in 2013, 1.77% for 2014, 1.80% in 2015, 1.82% in 2016, and 1.90% in 2017. These increases equate to 75% of the projected rate of inflation.

## Recreation Fee Historical Comparisons

	2009 Actual	2010 Actual	2011 Projected	2012 Budget	Forecast 2013	Forecast 2014	Forecast 2015	Forecast 2016	Forecast 2017
Recreation	\$556,951	\$600,004	\$621,920	\$608,500	\$618,740	\$629,753	\$641,125	\$652,851	\$665,329
Annual Increase	\$20,784	\$43,053	\$21,916	(\$13,420)	\$10,240	\$11,013	\$11,372	\$11,726	\$12,478
% Increase	3.88%	7.73%	3.65%	(2.16%)	1.68%	1.78%	1.81%	1.83%	1.91%
Aquatics	\$372,035	\$380,502	\$381,650	\$374,650	\$380,955	\$387,735	\$394,737	\$401,956	\$409,639
Annual Increase	\$18,914	\$8,467	\$1,148	(\$7,000)	\$6,305	\$6,780	\$7,002	\$7,219	\$7,683
% Increase	5.36%	2.28%	0.30%	(1.83%)	1.68%	1.78%	1.81%	1.83%	1.91%
Facility Rentals	\$406,806	\$420,608	\$429,150	\$417,900	\$424,927	\$432,486	\$440,290	\$448,337	\$456,900
Annual Increase	\$84,220	\$13,802	\$8,542	(\$11,250)	\$7,027	\$7,559	\$7,804	\$8,047	\$8,563
% Increase	26.11%	3.39%	2.03%	(2.62%)	1.68%	1.78%	1.80%	1.83%	1.91%
Teen	\$22,425	\$22,356	\$15,645	\$11,685	\$11,745	\$11,809	\$11,875	\$11,943	\$12,016
Annual Increase	\$2,790	(\$69)	(\$6,711)	(\$3,960)	\$60	\$64	\$66	\$68	\$73
% Increase	14.21%	(0.31%)	(30.02%)	(25.31%)	0.51%	0.54%	0.56%	0.57%	0.61%
<b>Total Recreation Fees</b>	<b>\$1,358,217</b>	<b>\$1,423,470</b>	<b>\$1,448,365</b>	<b>\$1,412,735</b>	<b>\$1,436,367</b>	<b>\$1,461,783</b>	<b>\$1,488,027</b>	<b>\$1,515,087</b>	<b>\$1,543,884</b>
Annual Change	\$126,708	\$65,253	\$24,895	(\$35,630)	\$23,632	\$25,416	\$26,244	\$27,060	\$28,797
% Change	10.29%	4.80%	1.75%	(2.46%)	1.67%	1.77%	1.80%	1.82%	1.90%

### Recreation Fee Historical Comparisons continued



## Criminal Justice Funding

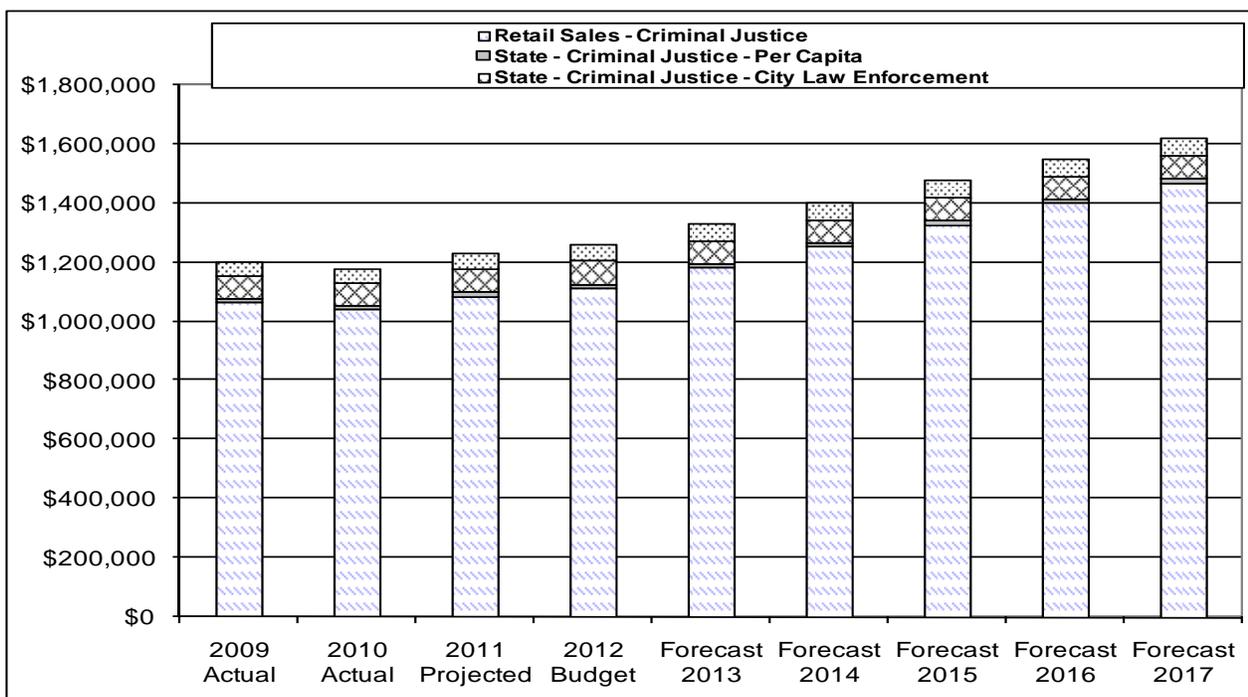
There are two sources of dedicated funding for local criminal justice programs: an optional County sales tax of 0.1% and State criminal justice funding. The State funding, prior to 2000, consisted of a combination of Motor Vehicle Excise Tax (MVET) and State General Fund dollars. Due to the repeal of the MVET by the State legislature, the MVET portion was eliminated, subsequently; the only state funding anticipated is from the State's General Fund.

The projected 2012 revenue for Criminal Justice is \$1,261,624 or 3.7% of the total General Fund operating revenues. This represents a slight increase of \$29,070, 2.36% over 2011 projected collections of \$1,232,554.

The largest revenue source in this category is the Criminal Justice Retail Sales tax, which has been greatly impacted by the current recession. This tax is collected at the county level and distributed to the cities on a per capita basis. Total collections for 2010 were \$1,040,899, down from 2009 collections by \$26,912 or 2.52%. 2009 collections were actually down from 2008 collections by \$192,106 or 13.8%. This is directly attributed to the current recession and the drop in retail sales throughout the county. As we anticipate that we will begin to recover from the recession. As the Puget Sound area continues to recover criminal justice sales tax is expected to grow by 5.5% in 2013, 5.9% in 2014, 6% in 2015, 5.4% in 2016, and 4.9% in 2017. The remainder of revenues in this category increase only slightly each year.

### Criminal Justice Funding Historical Comparisons

	2009 Actual	2010 Actual	2011 Projected	2012 Budget	Forecast 2013	Forecast 2014	Forecast 2015	Forecast 2016	Forecast 2017
Retail Sales - Criminal Justice	\$1,067,811	\$1,040,899	\$1,085,000	\$1,113,330	\$1,181,651	\$1,251,725	\$1,327,130	\$1,399,082	\$1,467,978
State - Criminal Justice - Per Capita	\$11,526	\$12,087	\$13,252	\$13,300	\$13,592	\$13,625	\$13,971	\$14,006	\$14,041
State - Criminal Justice - City Law Enforcement	\$77,051	\$79,454	\$78,280	\$78,280	\$78,280	\$78,280	\$78,280	\$78,280	\$78,280
Criminal Justice - Special Programs	\$44,003	\$45,787	\$56,022	\$56,714	\$57,234	\$57,343	\$57,513	\$57,769	\$58,041
<b>Total Criminal Justice</b>	<b>\$1,200,391</b>	<b>\$1,178,227</b>	<b>\$1,232,554</b>	<b>\$1,261,624</b>	<b>\$1,330,757</b>	<b>\$1,400,974</b>	<b>\$1,476,894</b>	<b>\$1,549,137</b>	<b>\$1,618,340</b>
Annual Change	(\$218,312)	(\$22,164)	\$54,327	\$29,070	\$69,133	\$70,217	\$75,920	\$72,243	\$69,203
% Change	(15.39%)	(1.85%)	4.61%	2.36%	5.48%	5.28%	5.42%	4.89%	4.47%



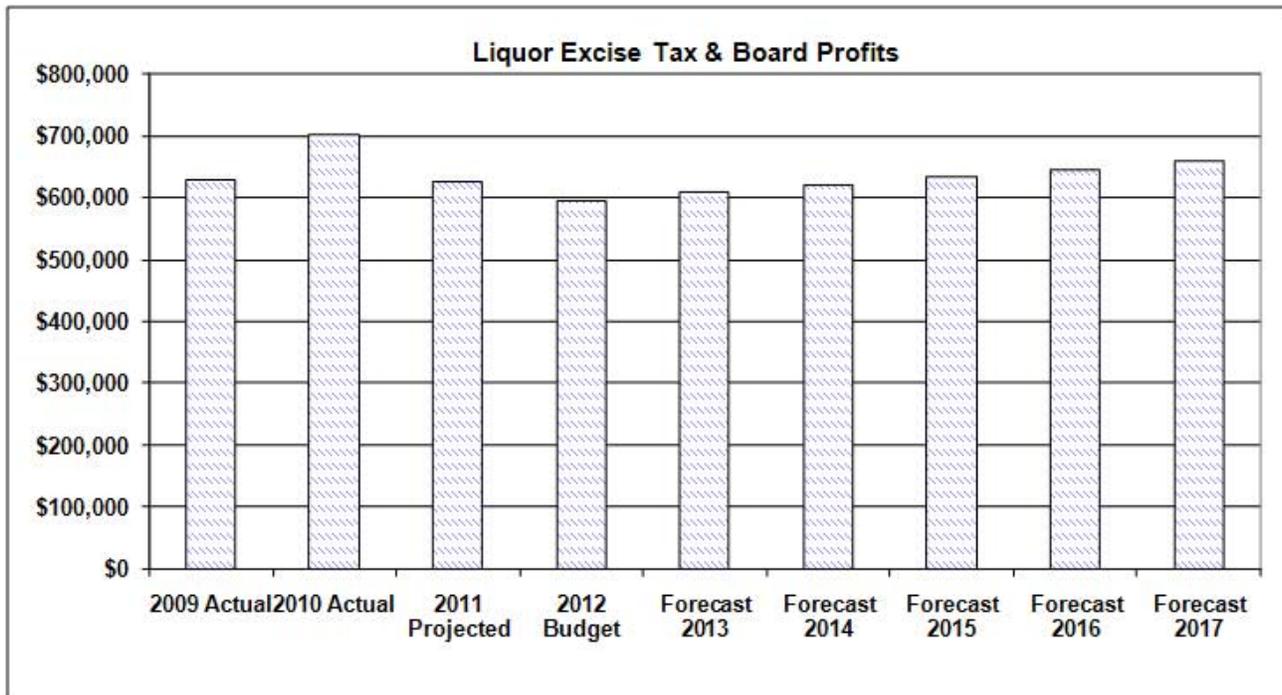
## Liquor Excise Tax & Board Profits

The City receives a portion of the liquor excise tax receipts collected by the State of Washington. The City also receives a portion of the profits of the State Liquor Board. The liquor excise tax and board profit revenues are distributed on a per capita basis. The projected 2011 revenue from these two sources is \$626,012, which is an decrease of \$77,661 or 11.04% from 2010 actual revenues. The projected revenue for 2012 is \$595,840; a decrease of \$30,172 or 4.82%. The projections for 2011 – 2012 are based upon the estimated per capita rates that have been provided by Municipal Research Services Center. The forecast for years 2013 through 2016 includes increases ranging from 2.03% to 2.19% annually.

There is an initiative on the November 8, 2011 ballot that could have an impact on this revenue source. I-1183 would close state liquor stores and the state would license private parties to distribute spirits and to sell spirits in retail stores. The measure establishes licensing fees for the sale and distribution of spirits based on the licensee’s sales revenue. Cities would no longer receive a distribution from liquor board profits, but would instead receive a portion of the new license revenue. The Washington State Office of Financial Management estimates that over a six year period, local governments would receive additional revenue of between \$186 and \$227 million over current projections. At this time, it is unclear how much additional revenue could be expected to occur during 2012, therefore, no impact has been included in the proposed budget.

### Liquor Tax Historical Comparisons

2009 Actual	2010 Actual	2011 Projected	2012 Budget	Forecast 2013	Forecast 2014	Forecast 2015	Forecast 2016	Forecast 2017
\$628,867	\$703,673	\$626,012	\$595,840	\$608,900	\$621,287	\$634,087	\$647,299	\$661,320
Annual Change	\$74,806	(\$77,661)	(\$30,172)	\$13,060	\$12,388	\$12,800	\$13,211	\$14,021
% Increase	11.90%	-11.04%	-4.82%	2.19%	2.03%	2.06%	2.08%	2.17%



## Development Fees

Fees are charged for a variety of development permits obtained through the City's Planning and Development Services Department. These include building, structure, plumbing, electrical, and mechanical permits; land use permits; permit inspection fees; plan check fees; and fees for environmental reviews. 2008 development fee revenue totaled \$1,107,017 which was down 26.7% from 2007 collections of \$1,510,190. This decline coincided with the collapse of the real estate market as prices began to fall and financing became less available. Revenue continued to decline in 2009 with total collections being only \$792,941 a decline from 2008 of 28.37%. In 2010, revenues continued to fall and totaled \$633,990, a further decline of \$158,951 or 20.05%. Projected revenues for 2011 are \$1,222,221 which includes one-time revenues from two major capital projects by the Shoreline School District to construct two new high schools. The projected revenue from these projects totals \$784,059. For 2012, we anticipate some recovery in the level of development activity. When compared to the 2011 base, we are projecting an increase of \$43,329 which is an 7.5% increase. We expect to see slightly higher increases in 2013 and 2014 and then a leveling off of activity.

Building permit revenue, and the associated plan check revenue, is a significant portion of the development permit revenue. The following is information on the number of building permits and the valuation of the improvements that have been issued for residential, commercial and multi-family for 2002 through September 2011:

City of Shoreline Residential and Commercial Building Permits															
Residential				Commercial				Multi-Family							
	New		Add/Remodel			New		Add/Remodel			New		Add/Remodel		
#	Valuation	#	Valuation	#	Valuation	#	Valuation	#	Valuation	#	Valuation	#	Valuation	#	Valuation
2011*	22	4,598,230	106	4,651,720	2	1,580,000	43	7,805,631	1	433,728	5	1,050,186			
2010	11	2,876,833	173	6,092,215	3	2,566,947	37	5,608,506	0	-	10	2,127,500			
2009	24	4,486,564	152	6,000,820	10	794,814	41	16,274,132	3	19,057,081	5	801,222			
2008	35	17,513,198	60	7,154,664	20	25,987,924	30	10,290,322	0	-	4	383,000			
2007	73	20,148,056	201	8,199,607	9	11,615,850	62	5,605,906	9	40,602,076	10	387,000			
2006	60	17,523,561	201	9,077,307	10	15,394,780	33	2,878,823	18	11,284,286	4	112,294			
2005	64	18,632,605	190	9,106,623	12	19,499,583	63	11,662,368	19	14,646,526	16	372,975			
2004	57	7,990,568	179	6,502,577	9	12,831,853	54	4,019,805	7	8,343,302	2	98,600			
2003	77	13,952,978	204	6,670,855	8	5,747,717	56	7,517,594	6	3,804,853	6	412,191			
2002	75	13,139,618	179	6,966,343	7	7,202,078	45	3,697,389	16	6,679,036	9	765,004			

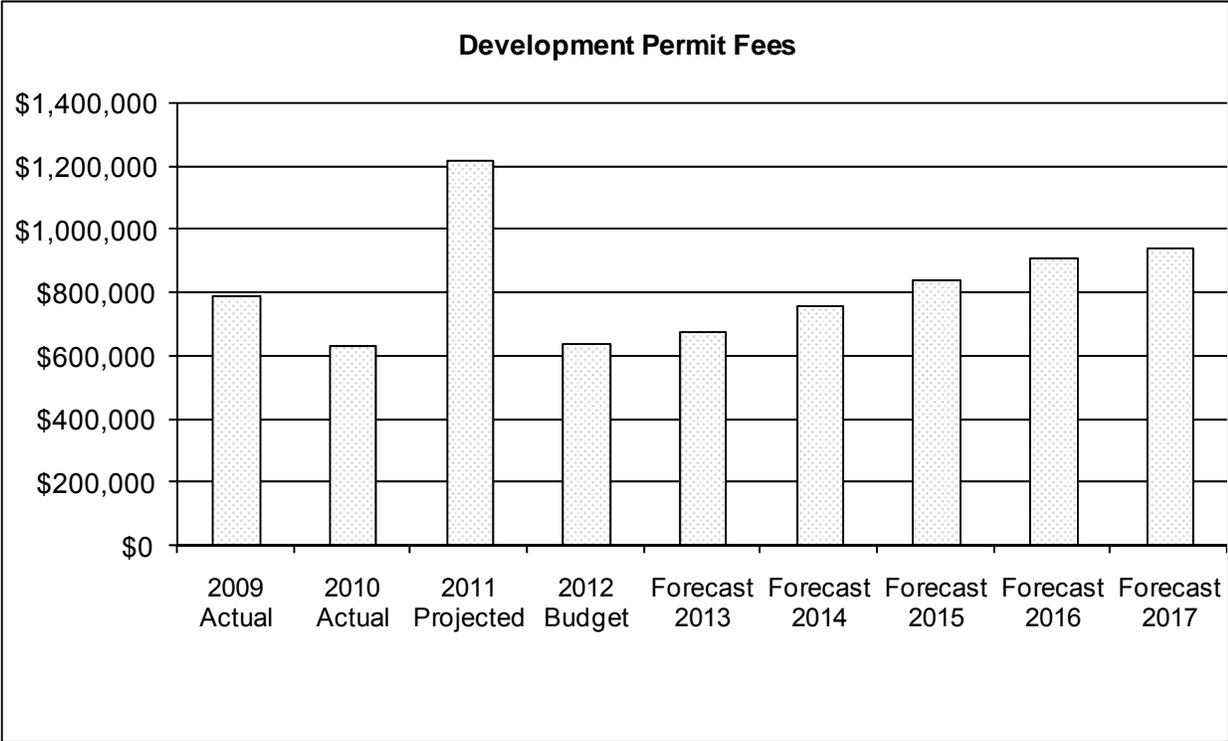
\* Through Sept 2011

Source: City of Shoreline

## Development Fee Historical Comparisons

2009 Actual	2010 Actual	2011 Projected	2012 Budget	Forecast 2013	Forecast 2014	Forecast 2015	Forecast 2016	Forecast 2017
\$792,941	\$633,990	\$1,222,221	\$641,725	\$680,904	\$760,528	\$844,203	\$915,021	\$943,976
Annual Change	(\$158,951)	\$588,231	(\$580,496)	\$39,179	\$79,624	\$83,675	\$70,818	\$28,955
% Change	-20.05%	92.78%	-47.50%	6.11%	11.69%	11.00%	8.39%	3.16%

**Development Fee Historical Comparisons continued**



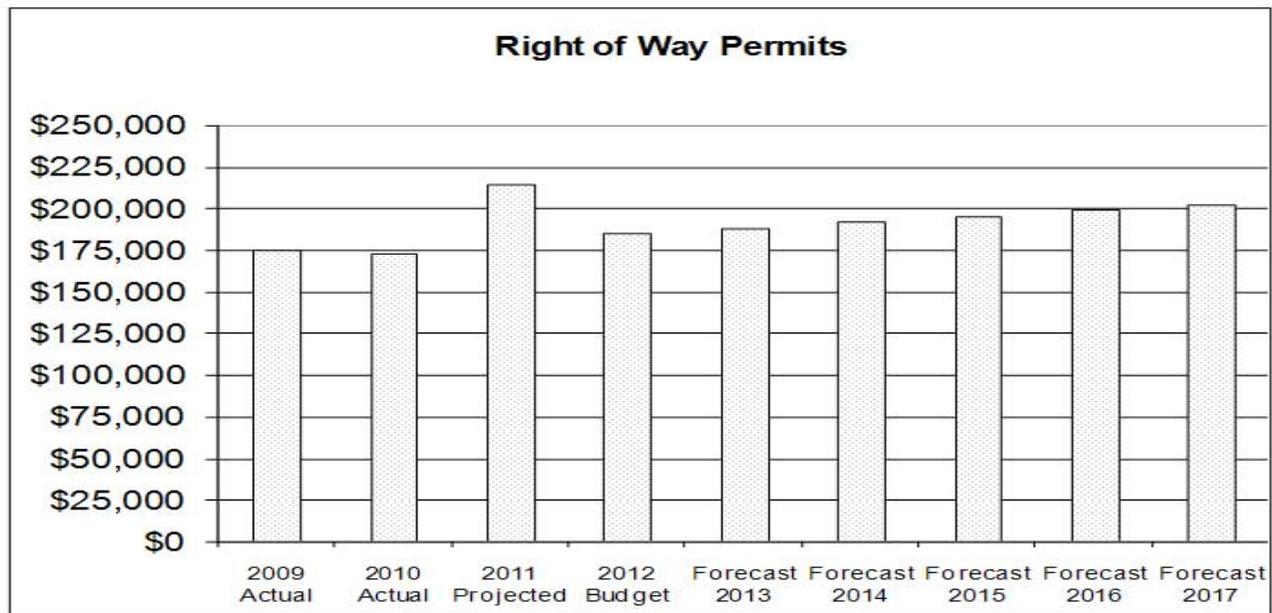
## Right-of-Way Permit Fees

Fees are charged for the use of the City's right-of-way. Prior to 2002, these revenues were reported with other development fee revenue. In 2002, all right-of-way activity was transferred to the City's Street Fund. For 2012, this program is returning to the General Fund.

Collections in 2002 totaled \$128,119; with \$114,814 in 2003; \$103,132 in 2004; \$213,514 in 2005; \$153,803 in 2006; \$153,499 in 2007; \$189,040 in 2008; \$175,306 in 2009; and \$173,386 in 2010. This revenue source has been affected by the drop in the level of construction activity occurring within the City during the recession. As history shows, collections can vary slightly from year to year based on the level of activity. 2011 projected revenue is expected to increase by \$41,614 from the 2010 level to \$215,000 based primarily on significant upgrades to utility systems through franchise agreements. Many of these are one-time investments in utility infrastructure therefore the projections for 2012 are not expected to be as high and have been lowered to \$185,400. Future revenues are expected to rise slightly by 1.68% and 1.91% which is equal to projected inflation rates

## Right-of-Way Permit Fee Historical Comparisons

2009 Actual	2010 Actual	2011 Projected	2012 Budget	Forecast 2013	Forecast 2014	Forecast 2015	Forecast 2016	Forecast 2017
\$175,306	\$173,386	\$215,000	\$185,400	\$188,520	\$191,876	\$195,340	\$198,913	\$202,715
Annual Change	(\$1,920)	\$41,614	(\$29,600)	\$3,120	\$3,356	\$3,465	\$3,573	\$3,802
% Change	(1.10%)	24.00%	(13.77%)	1.68%	1.78%	1.81%	1.83%	1.91%



## Grants

In 2012, the General Fund is projected to receive \$234,853 in grant funding from a variety of sources to support health and human services programs, traffic enforcement, and recycling programs. The City is projecting to receive \$479,442 in grants during 2011. There are three grants that they City received this year that are not typically received each year. An Energy Efficiency and Conservation Grant from the U.S. Department of Energy totaling \$50,000; a Byrne Memorial Justice Grant from the U.S. Department of Justice totaling \$52,362; and an Emergency Management Preparedness Grant (EMPG) from the U.S. Department of Homeland Security in the amount of \$129,977. Typically, the City receives an annual EMPG of approximately \$20,000 - \$35,000. In a normal year, the largest grants received in the General Fund are for the Community Development Block Grant (CDBG) which funds various human services.

## Fuel Tax

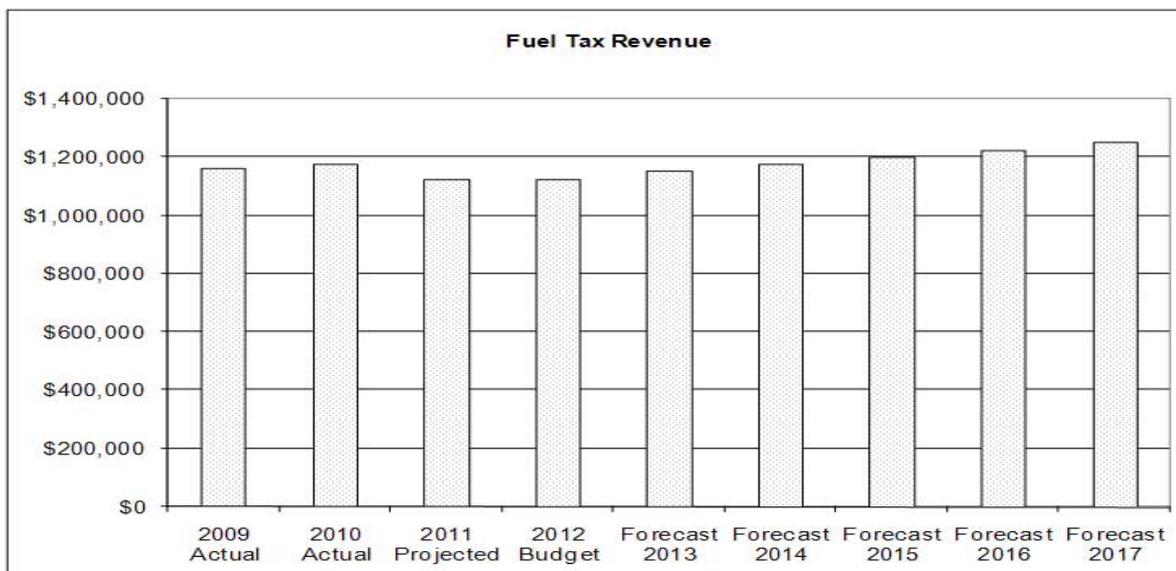
The major source of revenue for the City's Street Fund is fuel tax. State collected gasoline and diesel fuel tax is shared with cities and towns on a per capita basis. This revenue is to be used for street repairs and maintenance. The tax is a flat amount per gallon sold. Since receipts in this category are dependent on consumption, and not price, the significant increase in gas prices has decreased the amount of fuel sold.

In the past, approximately 68% of the revenue was required to be spent on street maintenance. This was deposited into the Street Fund. The remaining funds were restricted to construction, improvement and repair of arterials and city streets. This portion was deposited into the Arterial Street Fund and then transferred to the Roads Capital Fund to support the annual road surface maintenance project. The State Legislature eliminated the restrictions on the use of fuel tax revenues during the 2005 legislative session. The City continued to deposit 56% of the original distribution into the City's Street Fund for ongoing street maintenance activities. The remaining 44% was deposited directly into the Roads Capital Fund to support the annual road surface maintenance project. In July of 2009, the City Council formed a Transportation Benefit District which adopted a \$20 vehicle license fee to become effective in 2010. This fee will be used for the preservation and maintenance of City streets in the Roads Capital Fund. This fee is expected to generate an additional \$550,000; therefore beginning in 2010, the entire amount of fuel tax received will be deposited in the City Street Fund.

2010 collections totaled \$1,176,558 which was up slightly from 2009 collections by \$13,993 or 1.2%. Revenues are projected to decrease slightly during 2011 to \$1,124,809 as provided by the Washington State Department of Transportation. Collections are projected to decline again in 2012 based on projected changes in population. Due to the continued decline in consumption we are projecting modest annual revenue increases ranging from 2.03% to 2.19%.

## Fuel Tax Historical Comparison

2009 Actual	2010 Actual	2011 Projected	2012 Budget	Forecast 2013	Forecast 2014	Forecast 2015	Forecast 2016	Forecast 2017
\$1,162,565	\$1,176,558	\$1,124,809	\$1,125,180	\$1,149,842	\$1,173,235	\$1,197,406	\$1,222,354	\$1,248,832
Annual Change	\$13,993	(\$51,749)	\$371	\$24,662	\$23,393	\$24,171	\$24,948	\$26,478
% Change	1.20%	(4.40%)	0.03%	2.19%	2.03%	2.06%	2.08%	2.17%



## Surface Water Management Fee

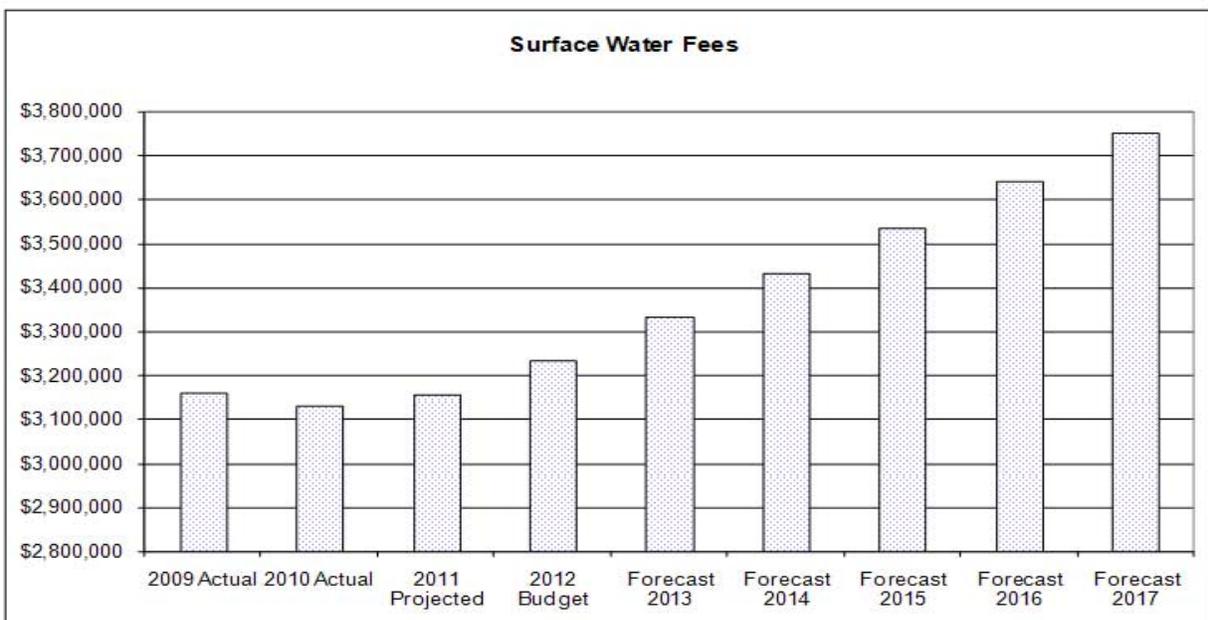
The 2012 budget accounts for the surface water utility operations in a Surface Water Utility Fund. This fund includes revenue from storm drainage utility fees and investment interest.

The City contracts with King County to collect the utility revenues via the annual property tax assessments. In 2005, the City Council adopted a Surface Water Master Plan. This plan includes operational needs and capital projects for the next twenty years to improve drainage, surface water facilities, and stream habitat within the City. This plan included a surface water utility fee structure that would support both the operational and capital needs of the utility. During 2011, the City will completed a rate study to determine if the rate structure should be modified in the future to meet the long-term needs of the utility. This study and the master plan is currently being reviewed and is expected to be adopted by Council during 2011. The annual rate for a single-family residence was \$130 for the years 2009 through 2011. It is proposed to increase by 2.5% for 2012 and by 3% annually for the next few years. Multi-family and commercial users are charged at a rate that reflects the area of impervious surface. These rates will be increased by the same percentages as single-family residence rate.

Projected 2011 revenues are \$3,154,770. 2012 collections are expected to increase to \$3,233,639 if the rate increase is approved by Council.

## Surface Water Utility Fund Historical Comparisons

2009 Actual	2010 Actual	2011 Projected	2012 Budget	Forecast 2013	Forecast 2014	Forecast 2015	Forecast 2016	Forecast 2017
\$3,159,232	\$3,128,657	\$3,154,770	\$3,233,639	\$3,330,648	\$3,430,568	\$3,533,485	\$3,639,489	\$3,748,674
Annual Change	(\$30,575)	\$26,113	\$78,869	\$97,009	\$99,919	\$102,917	\$106,005	\$109,185
% Change	(0.97%)	0.83%	2.50%	3.00%	3.00%	3.00%	3.00%	3.00%



## Capital Improvement Fund Revenues

### Real Estate Excise Tax (REET)

All real estate property sales in the county are taxed at a rate of 1.28%. A portion of these revenues, equal to a 0.5% tax rate, is distributed to the cities by King County on a monthly basis. The use of REET funds is restricted by State law. The first 0.25% of the REET tax rate must be spent on capital projects listed in the City's Comprehensive Plan. These projects could include local capital improvements, including streets, parks, pools, municipal buildings, etc. The second 0.25% of the REET tax rate must be spent on public works projects for planning, acquisition, construction, reconstruction, repair, replacement, or improvement of streets roads, highways, sidewalks, street lighting, etc.

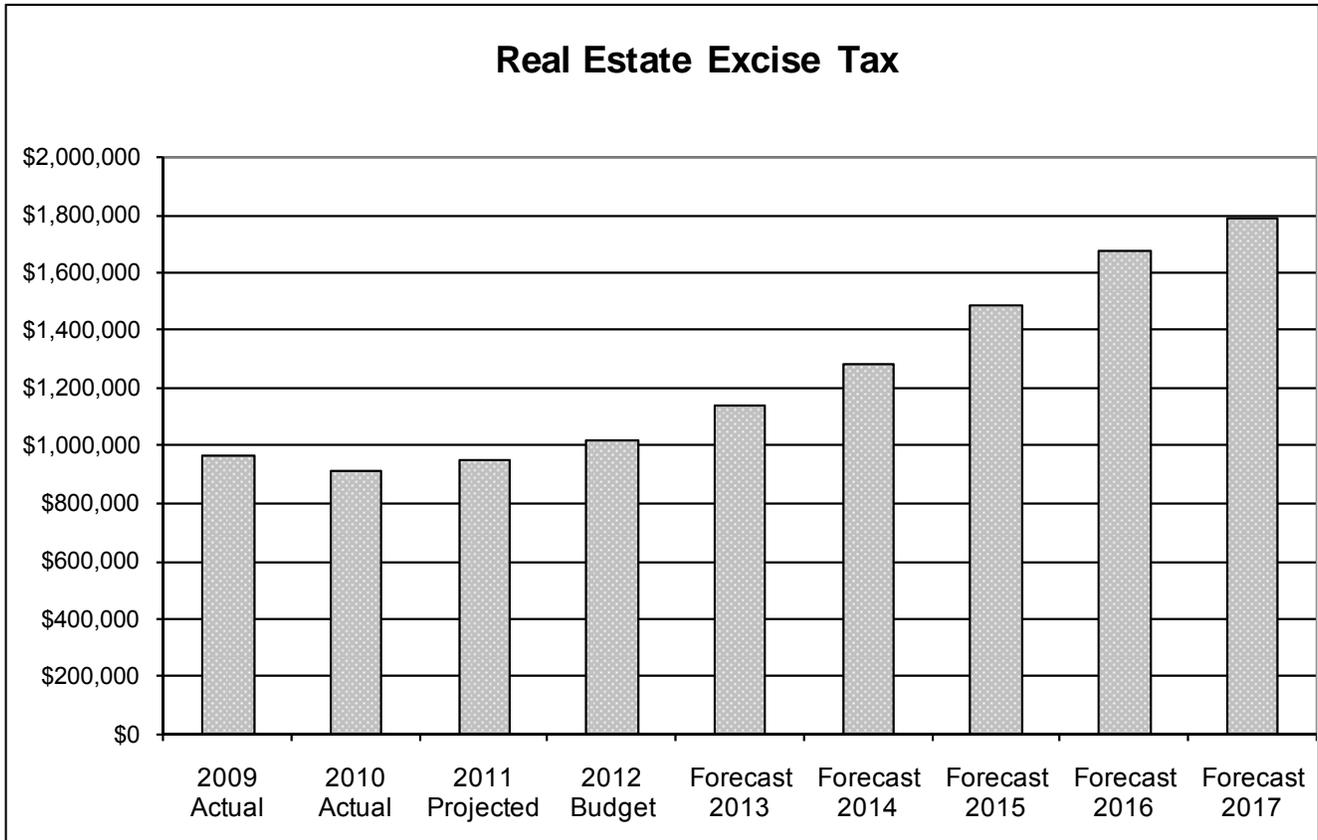
In 2001, Shoreline received \$1,502,980 in real estate excise tax revenues. By 2005 the City received \$2,675,632 due to unprecedented growth in the price of real estate and in the number of homes and commercial properties sold in Shoreline. Real estate sales began to slow in 2006 and collections totaled \$2,565,362, down from 2005 by 4.12%. The number of real estate transactions continued to decline during 2007, resulting in total collections of \$2,131,416. 2008 saw the biggest decline ever experienced by the City as collections totaled only \$1,271,030 a decline from 2007 of 40.37%. In 2009 collections continued to decline even further by another \$312,418 or 24.58%. Collections continued to fall during 2010 by another \$50,530 or 5.27%. We are projecting a slight increase in 2011 of \$37,902 or 4.17% to a total of \$945,984. 2012 revenues are projected to increase by \$72,604 or 7.67% to \$1,018,588 as the real estate market begins to recover. We continue to project further increases in future years as real estate activity continue to recover.

Starting in 2009, a portion of the first 0.25% of the tax is being used for debt service payments for City Hall. During 2012, we expect to use \$509,294 which is the total amount of revenue anticipated to be collected from the first 0.25% tax for this purpose. In future years the amount of REET required for the debt service is \$663,646.

### Real Estate Excise Tax (REET) Historical Comparisons

2009 Actual	2010 Actual	2011 Projected	2012 Budget	Forecast 2013	Forecast 2014	Forecast 2015	Forecast 2016	Forecast 2017
\$958,612	\$908,082	\$945,984	\$1,018,588	\$1,132,616	\$1,280,174	\$1,481,532	\$1,675,342	\$1,787,196
Annual Change	(\$50,530)	\$37,902	\$72,604	\$114,028	\$147,558	\$201,358	\$193,810	\$111,854
% Change	(5.27%)	4.17%	7.67%	11.19%	13.03%	15.73%	13.08%	6.68%

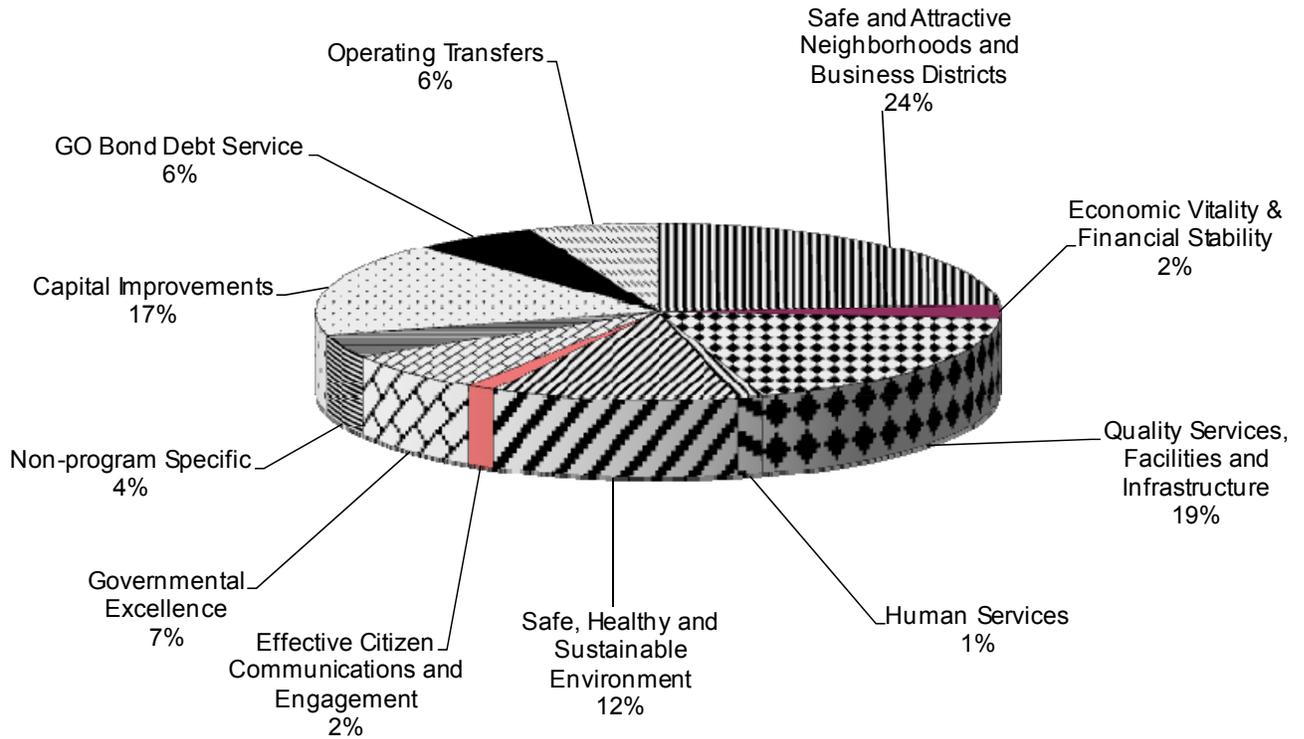
## Real Estate Excise Tax (REET) Historical Comparisons continued



## Capital Grants

In 2012, Shoreline is projected to receive nearly \$4.5 million in grant funding from federal, state and local sources to fund a variety of capital projects. The majority of these grants are related to the Aurora Avenue North Improvements – 165<sup>th</sup> to 205<sup>th</sup> project. Grants are applied for and received for specific capital improvements. The amount of capital grants received in any given year can vary greatly depending on the number of projects, their cost and the amount of grant funding available. For more details, see the Capital Improvement Plan section of this document.

# 2012 BUDGET DISTRIBUTED BY STRATEGIC OBJECTIVES



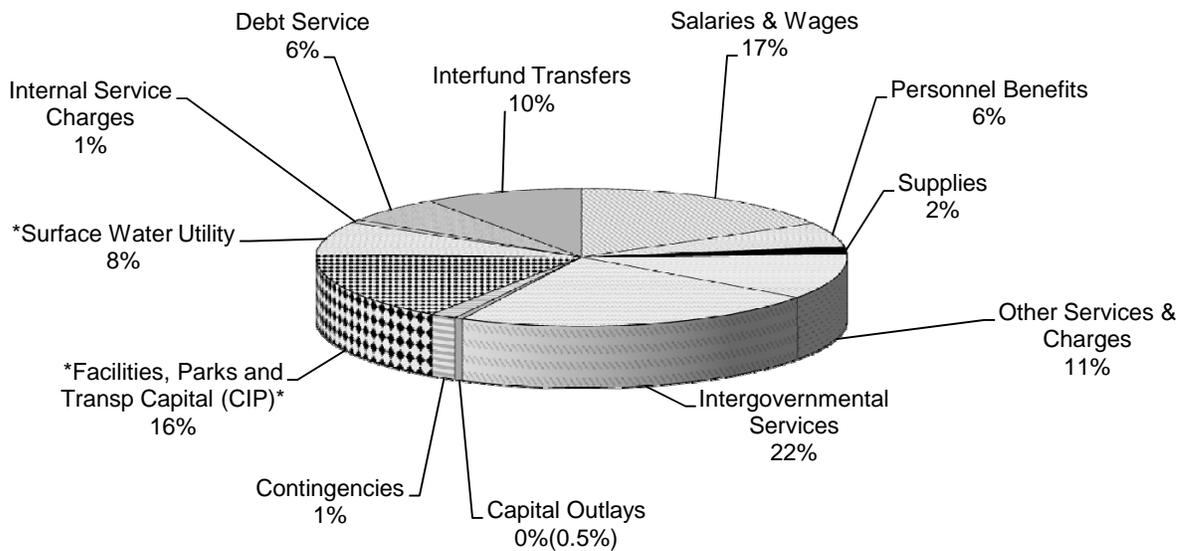
## 2012 Program Budget Summary

Program List	2012 Proposed Budget	
24 Hour Customer Response Team	\$ 210,091	
Administrative Services Director's Office	282,314	
Animal Control	155,617	
Aquatics	895,805	
Athletic Field Maintenance & Operations	332,945	
Building and Inspections Team	645,327	
City Council	184,373	
City Manager's Office	816,655	
City Planning	866,604	
Code Enforcement	391,790	
Communications	190,742	
Economic Development: Business Attraction and Retention	241,917	
Emergency Management Planning	150,705	
Engineering	344,475	
Employee Recruitment, Compensation Administration & Organizational Development	406,445	
Environmental Services	273,580	
Financial Planning and Accounting Services	679,937	
General Recreation Programs	1,035,036	
Geographical Information Systems	194,050	
Grant Research & Development	72,900	
Human Services: Support for Social Agencies	671,259	
Information Technology Operations and Security Administration	817,288	
Information Technology Strategic Plan Implementation	324,961	
Intergovernmental Participation	118,073	
Intergovernmental Relations	223,994	
Jail	1,166,000	
Legal Services	464,650	
Municipal Court	75,000	
Neighborhoods	181,193	
Park and Opens Space Maintenance Program	1,221,415	
Parks Administration	478,777	
Parks Cultural Services Program	235,011	
Permit Services Team	489,954	
Planning and Community Development Administrative Services	216,259	
Police Administration	950,309	
Police Community Storefronts	359,953	
Police Investigations Crime Analysis	905,692	
Police Patrol	5,035,948	
Police Support Services	1,250,868	
Police Traffic Enforcement	876,430	
Prosecuting Attorney	151,320	
Public Defender	218,628	
Public Facility & Vehicle Maintenance & Operations	914,527	
Public Records & City Council Meeting Management	397,172	
Public Works Administration	203,729	
Purchasing & Payable Services	246,645	
Recreation Facility Rental Program	39,134	
Right-of-Way Permit and Inspection Program	185,178	
School Resource Officer Program	176,876	
Street Crime Investigations	902,186	
Street Operation	2,214,156	
Surface Water Utility	5,007,724	
Teen Recreation Programs	485,397	
Traffic Services	258,253	
Transportation Planning Program	130,787	
Web Development	159,116	
Sub-Total Program Expenditures	\$ 36,125,170	
<b>Non-Program Expenditures</b>		
City-Wide:		
Contingencies	865,358	
Supplies, Equipment & Liability Insurance	790,423	
Code Abatement	100,000	
Asset Seizure	192,050	
Public Arts	36,200	
Equipment Replacement	315,000	
Unemployment	89,546	
Highland Park Center	30,988	
Sub-Total Non-Program Expenditures		2,419,565
<i>General Obligation Bond Debt Service</i>		3,354,117
<i>Revenue Stabilization Transfer to General Fund</i>		-
<i>Operating Transfers (General Fund)</i>		3,390,210
<i>Capital Improvement Program</i>		9,448,379
<b>TOTAL 2012 BUDGET</b>		<b>\$54,737,441</b>

# Expenditure by Object Category

	2009 Actuals	2010 Actuals	2011 Current Budget	2011 Projected	2012 Proposed Budget	2011 Current Budget vs. 2012 Proposed Budget
<b>Expenditures by Object Category</b>						
<i>Operations:</i>						
Salaries & Wages	\$ 9,092,257	\$ 8,733,542	\$ 8,972,837	\$ 8,833,537	\$ 9,189,082	\$ 216,245
Personnel Benefits	2,717,007	2,643,465	2,922,631	2,919,474	3,136,897	214,266
Supplies	887,003	852,260	755,668	864,293	996,964	241,296
Other Services & Charges	5,355,029	4,908,343	5,754,564	5,593,995	5,822,074	67,510
Intergovernmental Services	10,969,338	12,422,832	12,086,434	11,589,543	12,258,921	172,487
Capital Outlays	234,933	368,961	162,226	138,616	280,500	118,274
Contingencies	-	-	874,625	10,000	880,608	5,983
Subtotal Operations	\$ 29,255,567	\$ 29,929,403	\$ 31,528,985	\$ 29,949,458	\$ 32,565,046	\$ 1,036,061
<i>Other Financing Uses:</i>						
*Facilities, Parks and Transp Capital (CIP)*	\$ 46,541,724	\$ 28,342,015	\$ 38,399,898	\$ 37,076,510	\$ 8,797,706	(29,602,192)
*Surface Water Utility	3,370,807	3,256,225	4,617,277	3,997,787	4,265,176	(352,101)
Internal Service Charges	277,471	210,858	416,283	410,222	430,440	14,157
Debt Service	2,056,972	3,339,367	3,356,317	3,356,317	3,353,117	(3,200)
Interfund Transfers	4,703,387	6,358,664	6,445,253	6,445,253	5,325,956	(1,119,297)
Subtotal Other Financing Uses	\$ 56,950,361	\$ 41,507,129	\$ 53,235,028	\$ 51,286,089	\$ 22,172,395	\$ (31,062,633)
<b>Total Expenditures &amp; Uses</b>	<b>\$ 86,205,928</b>	<b>\$ 71,436,532</b>	<b>\$ 84,764,012</b>	<b>\$ 81,235,547</b>	<b>\$ 54,737,441</b>	<b>\$ (30,026,570)</b>

\*These categories include salaries and benefits for City staff. In 2012, these total \$ 2,287,952



## Ending Fund Balances

The following table and graphs illustrate the City's ending fund balance between 2009 and 2012. The fund balances are segregated into three major components: unreserved/undesignated, reserved, and designated.

	2009 Actuals	2010 Actuals	2011 Current Budget	2011 Projected	2012 Proposed Budget
<b>Reserved:</b>					
General Capital Fund	8,609,255	4,163,165	1,123,164	1,882,171	1,093,114
City Facility -Major Maintenance Fund	182,928	187,551	68,745	124,917	229,774
Roads Capital Fund	6,189,290	5,278,652	1,764,338	1,694,613	577,209
Street Fund	944,687	844,608	714,390	716,457	555,698
2006 General Obligation Bond Fund	247,882	252,227	257,177	257,177	262,127
2009 General Obligation Bond Fund	-	300	300	300	300
Surface Water Utility Fund	5,287,394	4,068,021	1,882,644	2,582,816	1,188,825
<b>Subtotal Reserved</b>	<b>21,461,436</b>	<b>14,794,524</b>	<b>5,810,758</b>	<b>7,258,451</b>	<b>3,907,047</b>
<b>Designated:</b>					
Equipment Replacement Fund	1,831,073	1,697,695	1,817,215	1,803,155	2,014,809
Vehicle Maintenance & Operations	63,517	51,361	36,611	47,588	32,588
Unemployment Fund	48,326	45,962	41,112	31,036	9,272
Code Abatement Fund	156,758	162,032	142,582	149,218	129,768
State Drug Enforcement Forfeiture Fund	14,675	9,496	2,496	3,202	3,202
Federal Drug Enforcement Forfeiture Fund	27,935	18,201	5,251	5,226	5,226
Federal Criminal Forfeiture Fund	-	-	-	254,302	72,302
Property Tax Equalization Fund	-	-	787,000	787,000	1,185,000
Public Art Fund	326,777	343,848	247,982	286,698	251,548
<b>Subtotal Designated</b>	<b>2,469,061</b>	<b>2,328,595</b>	<b>3,080,249</b>	<b>3,367,425</b>	<b>3,703,715</b>
<b>Unreserved/Undesignated:</b>					
General Fund	4,681,724	4,918,980	4,161,041	5,811,442	4,472,768
Revenue Stabilization Fund	6,125,357	4,925,357	4,925,357	4,925,357	4,925,357
<b>Subtotal Unreserved/Undesignated</b>	<b>10,807,081</b>	<b>9,844,337</b>	<b>9,086,398</b>	<b>10,736,799</b>	<b>9,398,125</b>
	<b>34,737,572</b>	<b>26,967,456</b>	<b>17,977,406</b>	<b>21,362,675</b>	<b>17,008,887</b>

### Unreserved/Undesignated Fund Balances

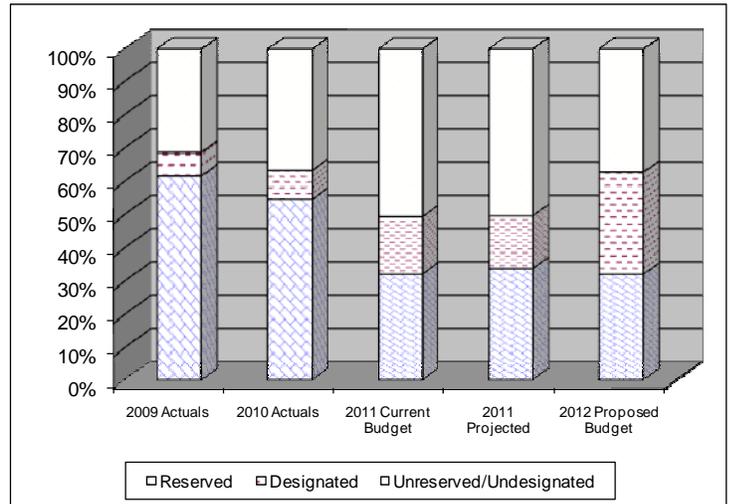
The unreserved/undesignated fund balance is the balance of net financial resources that are available for discretionary appropriations. The 2012 proposed budget estimates unreserved/undesignated fund balance of \$9,398,125 at the end of 2012.

### Reserved Ending Fund Balances

The second component of ending fund balance is those funds reserved for a specific purpose. These funds are not available for appropriation because they are legally restricted. These reserves primarily represent monies allocated for capital and specific maintenance purposes. The reserved fund balances are estimated to be \$3,907,047 at the end of 2012.

### Designated Ending Fund Balances

The third component of ending fund balances, totaling \$3,703,715 in 2012, is those moneys that have been earmarked for specific purposes (equipment replacement, unemployment, etc.). Although designated for specific purposes, there is the ability to appropriate some of these funds for other purposes since the original source of the funds was general revenues from the General Fund.



## Change in Ending Fund Balance 2012 Budget Compared to 2011 Projected

	2011 Projected Ending Fund Balance	2012 Proposed Ending Fund Balance	Change in Fund Balance	% Change
General Fund	\$ 5,811,442	\$ 4,472,768	\$ (1,338,674)	(23%)
Street Fund	716,457	555,698	(160,759)	(22%)
Revenue Stabilization Fund	4,925,357	4,925,357	-	0%
Property Tax Equalization Fund	787,000	1,185,000	398,000	
Code Abatement Fund	149,218	129,768	(19,450)	(13%)
State Drug Enforcement Forfeiture Fund	3,202	3,202	-	0%
Federal Drug Enforcement Forfeiture Fund	5,226	5,226	-	0%
Federal Criminal Forfeiture Fund	254,302	72,302	(182,000)	(72%)
Public Art Fund	286,698	251,548	(35,150)	(12%)
General Obligation Bond Fund	257,177	262,127	4,950	2%
Limited Tax General Obligation Bond Fund	300	300	-	0%
General Capital Fund	1,882,171	1,093,114	(789,057)	(42%)
City Facility -Major Maintenance Fund	124,917	229,774	104,857	84%
Roads Capital Fund	1,694,613	577,209	(1,117,404)	(66%)
Surface Water Utility Fund	2,582,816	1,188,825	(1,393,991)	(54%)
Vehicle Operations Fund	47,588	32,588	(15,000)	(32%)
Equipment Replacement Fund	1,803,155	2,014,809	211,654	12%
Unemployment Fund	31,036	9,272	(21,764)	(70%)
	<b>\$ 21,362,675</b>	<b>\$ 17,008,887</b>	<b>\$ (4,353,788)</b>	<b>(20%)</b>

### Explanation of Changes in Fund Balance Greater Than 10%

General Fund - The 2012 ending fund balance is \$1,338,674 less than the projected 2011 ending fund balance. Available fund balance is being used for the General Fund contingency of \$550,000, the Insurance Reserve of \$255,000, \$500,000 is being used to fund one-time sidewalk improvements, and \$33,674 is being used to support a portion of supplemental requests.

Street Fund - The 2012 ending fund balance is \$160,759 less than the projected 2011 fund balance. Fund balance totaling \$100,418 is being used for the replacement of a dump truck to be used in the street maintenance program. The remaining \$60,341 is being used to offset the loss of \$45,015 in motor vehicle funds and increased operating costs.

Code Abatement Fund - The 2012 ending fund balance is \$19,450 less than the projected 2011 fund balance. Accumulated funds from prior years are being appropriated to meet 2012 expenditure needs.

Federal Criminal Forfeiture Fund - The 2012 ending balance is \$182,000 less than the projected 2011 ending balance. Funds are required to be used within two years of receipt. Fund balance will be used for a site study for a new police station.

Public Art Fund - The 2012 ending balance is \$35,150 less than the projected 2011 ending balance. As capital projects have been constructed, funds have been accumulating in this fund. During 2012, work will continue on several public arts projects using the accumulated balance.

General Capital Fund– The 2012 ending balance is \$789,057 less than the projected 2011 ending balance. The remaining bond proceeds totaling \$457,332 will be used to complete the open space and park improvement projects that were included in the 2006 parks bond issue. Fund balance that has accumulated in past years will be used to support various capital projects

City Facility – Major Maintenance Fund – The 2012 ending fund balance is \$104,857 greater than the 2011 projected ending balance as funds accumulate to be used for capital projects in future years.

Roads Capital Fund – The 2012 ending fund balance is \$1,117,404 less than the projected 2011 ending fund balance. Accumulated funds will be used for the Aurora Avenue Improvements project.

Surface Water Utility Fund – The 2012 ending fund balance is \$1,393,991 less than the projected 2011 ending fund balance. Fund balance of \$1,193,409 will be used to complete numerous flood protection, water quality improvements and stream rehabilitation projects. Fund balance of \$200,582 will be used to support a variety of items including a portion of a GIS aerial survey, the purchase of the replacement of a dump truck, asset management software, and a new vehicle.

Vehicle Operations Fund – The 2012 ending fund balance is \$15,000 less than the projected 2011 ending fund balance. These funds will be used as a contingency for increases in fuel and repair costs.

Equipment Replacement Fund – The 2012 ending fund balance is \$211,654 more than the projected 2011 ending fund balance as funds accumulate to be used for equipment purchases in future years.

Unemployment Fund - The 2012 ending fund balance is \$21,764 less than the projected 2011 ending fund balance. Accumulated fund balance will be used for increased costs related to unemployment claims.

## Municipal Debt Capacity

There are four types of General Obligation Debt that the City is currently authorized to use for financing purposes. They each have statutory limitations and require approval by either the City Council or City voters.

1. General Purpose Voted Debt: As authorized by the Revised Code of Washington (RCW) 39.36.020(2), the public may vote to approve bond issues for general government in an amount not to exceed 2.5% of the value of all taxable property within the City. This requires a 60% vote of the City electorate and must have a voter turnout of at least 40% of the last State general election. The debt would be repaid from an increase to the City's existing property tax levy. An amount up to 2.5% of the City's assessed value can be levied or an estimated \$158,890,270 for 2012.
2. General Purpose Councilmanic Debt: The City Council may approve bond issues without voter approval up to 1.5% of the City's assessed valuation. Prior to the passage of new legislation in 1994, councilmanic debt was available for lease-purchase contracts only (RCW 35.43.200). This statutory authority can be used for any municipal purpose now, including using the entire 1.5% for bonds. Councilmanic debt must be approved by a majority of the City Council and must be repaid from existing operational revenue sources. In July of 2009, the City Council authorized the issuance of bonds totaling \$22,145,000 to purchase the Civic Center/City Hall. The bonds will be repaid over the next 30 years. In 2012 the City Council can levy up to \$74,054,162 or 1.5% of the City's estimated assessed value.

**The total General Purpose General Purpose Voted Debt and Councilmanic Debt cannot exceed 2.5% of the City's assessed value.**

Under RCW 39.36.030(4), the public may also vote to approve park facilities and utility bond issues, each of which is also limited to no more than 2.5% of the City's assessed valuation.

3. Parks and Open Space Debt: The City is authorized to issue debt and increase the property tax levy for acquiring or developing open space and park facilities. This requires a 60% vote of the City electorate and must have a voter turnout of at least 40% of the last State general election. Debt is repaid from the increased property tax levy. In May of 2006, Shoreline voters approved a bond levy totaling \$18,795,000 for open space acquisition and parks improvements. The bonds will be repaid over the next 15 years. An amount up to 2.5% of the City's estimated assessed value, less outstanding debt, can be levied or \$145,105,270 for 2012. The projected rate for 2012 is 27 cents per \$1,000 assessed valuation.
4. Utility Purpose Debt: The City is authorized to issue debt and increase the property tax levy for utility purposes if a utility is owned and controlled by the City. This requires a 60% vote of the City electorate and must have a voter turnout of at least 40% of the last State general election. Debt would be repaid from the increased property tax levy. An amount up to 2.5% of the City's estimated assessed value can be levied \$158,890,270 for 2012.

## CITY OF SHORELINE TOTAL DEBT CAPACITY

Assessed Valuation:           \$                   6,355,610,819

	General Purpose Debt		Parks & Open Space Debt	Utility Purpose Debt	TOTAL DEBT CAPACITY
	Councilmanic (Non-Voted)	Voted Debt (60% of Voters)	Voted Debt (60% of Voters)	Voted Debt (60% of Voters)	
Legal Limits					
	1.50%	\$ 95,334,162			\$ 95,334,162
	2.50%	\$ 158,890,270	\$ 158,890,270	\$ 158,890,270	\$ 476,670,811
Debt Limit:	\$ 95,334,162	\$ 158,890,270	\$ 158,890,270	\$ 158,890,270	\$ 572,004,974
Outstanding Debt:	\$ (21,280,000)	\$	\$ (13,785,000)	\$ -	\$ (35,065,000)
Remaining Debt Capacity	\$ 74,054,162	\$ 158,890,270	\$ 145,105,270	\$ 158,890,270	\$ 536,939,974

### LONG-TERM DEBT

General obligation bonds have been issued for general government activities only and are being repaid from a voter-approved “excess” property tax levy, real estate excise tax and lease revenue. All principal and interest payments on the general obligation debts are recorded as expenditures in the City’s debt service funds. The City issued unlimited tax general obligation bonds in 2006 to finance the acquisition of open space and for the construction of improvements to parks and recreation facilities. The City issued limited general obligation bonds of which a portion were direct pay taxable Build America Bonds in 2009 to finance the lease pre-payment of the City’s administration building.

General obligation bonds currently outstanding are as follows:

Purpose	Maturity Range	Interest Rate	Original Amount	Outstanding 12/31/2010
Unlimited Tax General Obligation Bonds, 2006 - Parks and Open Space	2007 - 2021	3.55% - 4.09%	\$18,795,000	\$14,885,000
Limited Tax General Obligation Bonds, 2009 Series A - City Hall	2010 - 2017	3.00% - 4.00%	\$3,805,000	\$3,380,000
Unlimited Tax General Obligation Bonds, 2009 Series B (Taxable Build America Bonds-Direct Pay)- City Hall	2019 - 2039	4.69% - 6.40%	\$18,340,000	\$18,340,000

The annual debt service requirements to maturity for general obligation bonds are as follows:

Year Ending December 31, 2010	Governmental Activities		Business-Type Activities	
	Principal	Interest	Principal	Interest
2011	1,540,000	1,814,817		
2012	1,600,000	1,757,617		
2013	1,665,000	1,698,117		
2014	1,730,000	1,636,167		
2015	1,795,000	1,574,892		
2016 - 2020	9,435,000	6,762,373		
2021 - 2025	4,105,000	4,942,469		
2026 - 2030	4,465,000	4,341,248		
2031 - 2035	4,615,000	2,963,350		
2036 - 2039	5,655,000	1,447,680		
Total	\$36,605,000	\$28,938,729	\$0	\$0

### Other Long Term Debt

In addition to general obligation debt, the City can utilize a number of other long-term debt instruments, including special assessment bonds and loans from the State of Washington's Public Works Trust Fund. Special assessment bonds are used to finance public improvements that benefit a specified group of property owners, and are funded from the collection of special assessment payments from property owners. Loans from the Public Works Trust Fund (PWTF) can be used for pre-construction and construction activities for the repair, replacement, rehabilitation, reconstruction, or improvement of eligible public works systems to meet current standards for existing users, and may include reasonable growth as part of the project.

#### **Public Works Trust Fund Loan Debt**

The City currently has two PWTF Loans, both of which are being used to fund improvements to the City's drainage facilities. These loans are the obligation of the Surface Water Fund and are backed by the surface water fees collected from property owners and are not considered in the City's general obligation debt and are not subject to the limitation of indebtedness calculation.

**Ronald Bog Drainage Improvements** This public works trust fund loan was approved for a total of \$4,055,500 on 6/18/2001, but the City used only \$3,852,725. The interest rate of the loan is 0.5%. This project is located in the Ronald Bog Basin whose boundaries are Stone Ave. N., N. 190<sup>th</sup> St., 15<sup>th</sup> Ave. N.E., and N.E. 167<sup>th</sup> St. Improvements will be made to the watercourse from the Ronald Bog outlet to N. 167<sup>th</sup> Street along Corliss Avenue N. and near Corliss Place. This project will reduce the potential for flooding and high maintenance requirements of the existing system by replacing the existing pipe along the west side of Corliss Avenue North. This will eliminate the reverse grade that has resulted in silt blocking the pipe and root intrusion issues with the existing system. The fish barriers that exist in the open channel section of the storm system west of Corliss Place will be replaced with fish friendly boxes. This step will significantly reduce the potential for debris dams to build up, blocking the flow and causing flooding. A Thornton Creek Basin Plan will also be initiated to develop a model of the basin and identify additional solutions to flooding and establish a floodplain elevation for Ronald Bog.

**3rd Avenue N.W. Drainage Improvements** This public works trust fund loan was approved for a total of \$1,959,500 on 6/18/2001 with an interest rate of 0.5%. This project is located between 3<sup>rd</sup> and 6<sup>th</sup> Avenues N.W. from N.W. 176<sup>th</sup> Street to Richmond Beach Road. This project constructed drainage improvements to alleviate flooding impacts to approximately 20 homes. The existing North Pond facility was expanded to mitigate for the peak flows from the new conveyance system and prevent increased erosion in downstream Boeing Creek.

Year Ending December 31, 2010	Governmental Activities		Business-Type Activities	
	Principal	Interest	Principal	Interest
2011			\$326,475	\$17,956
2012			\$326,475	\$16,324
2013			\$326,475	\$14,691
2014			\$326,475	\$13,059
2015			\$326,475	\$11,427
2016 - 2020			\$1,632,374	\$32,647
2021			\$326,475	\$1,632
Total	\$0	\$0	\$3,591,222	\$107,737

### Schedule of All Long Term Debt

Fund	Fund Name	Type of Debt	Issue Date	Maturity Date	Total Amount Authorized	Interest Rate	Outstanding Debt 12/31/2011	Avg. Annual Debt Service
Fund 201	Unltd. Tax GO Bond Fund , 2006	Parks & Open Space Bonds	12/13/2006	12/1/2021	\$ 18,795,000	3.55% - 4.09%	\$ 13,785,000	\$ 1,689,975
Fund 211	Ltd Tax GO Bond 2009	General Purpose Councilmanic Bonds - City Hall	8/10/2009	12/1/2039	\$ 22,145,000	3.0% - 6.4%	\$ 21,280,000	\$ 1,282,472
N/A		General Purpose Voter Approved Bonds	N/A					
N/A		Utility Purpose Bonds	N/A					
N/A		Special Assessment Bonds	N/A					
		Public Works Trust Fund Loans						
Fund 401	Surface Water Utility Fund	Ronald Bog Drainage Improvements	6/18/2001	7/1/2021	\$ 4,055,500	0.5%	\$ 2,122,616	\$ 212,261
Fund 401	Surface Water Utility Fund	3rd Avenue Drainage Improvements	6/18/2001	7/1/2021	\$ 1,959,500	0.5%	\$ 1,142,132	\$ 114,213
		Total Public Works Trust Fund Loans			\$ 6,015,000		\$ 3,264,748	\$ 326,474
		<b>Total Long Term Debt</b>			\$ 46,955,000		\$ 38,329,748	\$ 3,298,921

### City of Shoreline Debt Policies

The Objectives of the City's Debt Management Policy are:

- A. To limit the use of debt so that debt service payments will be a predictable and manageable part of the operating budget.
- B. To raise capital at the lowest cost, consistent with the need to borrow. This will be accomplished by:
  1. Keeping a high credit rating (while making attempts to strengthen credit rating).
  2. Maintaining a good reputation in the credit markets by adjusting the capital program for regular entry to the bond market and by managing the annual budget responsibly.

3. Institute and maintain procedures that ensure full and timely repayment of City obligations.

### **General Debt Policies**

Before issuing any debt, the City will consider the impacts of such debt on the operating budget, the effect on the City's credit rating, the debt capacity remaining under constitutional and statutory limitations, the most cost-effective term, structure, and type of debt, and the impact on taxpayers.

Disclosure statements will be used to keep taxpayers and investors informed of the City's financial position. These include printed copies of:

- A. Annual reports
- B. Operating budget and Capital Facilities Plan
- C. Official Statements

Debt issues will be sold on a competitive basis (except when conditions make a negotiated sale preferable) and awarded to the bidder who produces the lowest true interest cost.

Debt issues may be sold on a negotiated basis if the issue is unusually large or small, the project is complex, the issue is a refunding, flexibility is desired in the structure, the market is volatile, or other conditions make it in the City's best interest to conduct a negotiated sale.

Long Term Debt: Long term debt will be used to maintain and develop the municipal infrastructure when the economic life of a fixed asset exceeds five years.

Revenue bonds will generally be used for projects which are financially self-sustaining.

General Obligation bonds can be used to finance public works projects which benefit the community and where there are sufficient dedicated revenues to amortize the debt.

General Obligation pledges can be used to back self-sustaining projects financed through revenue bonds when costs can be reduced and the municipal credit rating is not put in jeopardy by this action.

The City may rely on a local improvement district program for certain local or neighborhood street and utility improvements.

The City will use interfund borrowing where such borrowing is cost effective to both the borrowing and the lending fund. Such borrowing shall implement Council directed policy in a simplified manner, such as borrowing associated with interim financing for local improvement district projects.



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# ***OPERATING BUDGET***



**OPERATING BUDGET FORECAST  
SIX YEAR FORECAST**

	2012 Proposed Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
<b>Beginning Fund Balance</b>	\$ 6,527,889	\$ 5,028,456	\$ 4,835,602	\$ 4,540,857	\$ 4,852,429	\$ 5,327,646
<b>Revenues:</b>						
Taxes:						
Property	10,051,000	10,280,322	10,539,417	10,834,393	11,134,640	11,300,320
Sales and Use	7,414,748	7,500,403	7,827,233	8,191,637	8,563,845	8,931,009
Gambling	1,899,168	1,726,454	1,614,583	1,610,905	1,607,411	1,604,092
Utility	4,105,025	4,176,683	4,253,487	4,332,774	4,414,522	4,501,299
Other	7,200	7,200	7,200	7,200	7,200	7,200
Franchise/Utility Contract Payments	4,017,934	4,103,404	4,194,461	4,288,611	4,385,864	4,488,721
Licenses and Permits	769,575	964,358	1,018,472	1,075,223	1,124,458	1,148,986
Intergovernmental	2,158,914	2,197,447	2,233,371	2,270,858	2,309,308	2,350,115
Charges for Services	1,682,535	1,699,355	1,756,511	1,816,110	1,871,387	1,911,670
Fines and Forfeitures	6,000	6,000	6,000	6,000	6,000	6,000
Interest Income	104,000	266,000	356,000	375,000	384,500	374,000
Miscellaneous Revenues	364,334	1,169,489	1,169,655	1,169,827	1,170,005	1,170,193
<b>Total Revenue</b>	32,580,433	34,097,114	34,976,390	35,978,537	36,979,141	37,793,605
<b>Operating Expenditures</b>						
Salaries & Benefits	12,325,979	13,043,932	13,581,028	13,977,714	14,540,749	15,078,449
Supplies	812,793	633,075	633,393	627,413	627,810	628,258
Services & Charges	5,596,195	5,837,976	6,001,415	6,198,794	6,334,144	6,484,098
Intergovernmental	12,169,375	12,517,961	12,932,353	13,223,066	13,662,652	14,118,831
Interfund	325,053	335,792	338,787	338,474	341,659	345,063
Other	865,358	805,000	805,000	796,950	796,950	796,950
Capital Outlay	60,500	-	-	-	-	-
<b>Total Operating Expenditures</b>	32,155,253	33,173,737	34,291,977	35,162,411	36,303,964	37,451,649
<b>Revenue Over (Under) Expenditures</b>	425,180	923,378	684,413	816,126	675,177	341,956
<b>Other Financial Sources (Uses)</b>						
Operating Transfers In	1,917,307	1,767,307	1,850,307	2,163,307	2,473,307	1,767,307
Transfers Out	3,841,920	2,883,539	2,829,465	2,667,861	2,673,266	2,680,054
<b>Net Budget Surplus (Gap)</b>	<b>(1,499,433)</b>	<b>(192,854)</b>	<b>(294,744)</b>	311,571	475,217	<b>(570,791)</b>
<b>Ending Fund Balance</b>	<b>\$ 5,028,456</b>	<b>\$ 4,835,602</b>	<b>\$ 4,540,857</b>	<b>\$ 4,852,429</b>	<b>\$ 5,327,646</b>	<b>\$ 4,756,855</b>

**Assumptions**

Inflation	2.10%	2.22%	2.26%	2.29%	2.39%
Annual Sales & Use Tax Change	4.46%	4.73%	4.88%	4.54%	4.20%
General Fees & Licenses Increase	1.68%	1.78%	1.81%	1.83%	1.91%
Investment Interest Rate	2.80%	3.60%	3.80%	3.90%	4.00%
Building Permit Change	14.90%	13.50%	12.50%	9.40%	3.50%
Revenue Collection	100.00%	100.00%	100.00%	100.00%	100.00%
PERS Employer Contribution Rate	9.07%	10.14%	10.87%	11.59%	11.59%
Health Benefit Escalator	7.50%	7.50%	7.50%	7.50%	7.50%
Regular Salary Escalator	2.49%	2.60%	2.63%	2.66%	2.75%
Police Contract Escalator	3.50%	3.50%	3.50%	3.50%	3.50%
Expenditure Percentage	100.00%	100.00%	99.00%	99.00%	99.00%
Contribution to Stabilization Fund	-	-	-	-	-
New Maintenance Costs for Completed Capital Projects	\$ 310,768	\$ 92,786	\$ 161,742	\$ 27,786	\$ 33,020

## DEPARTMENT/FUND OVERVIEW

The following charts provide an illustration of the relationship between the City's departments and funds. Most departments manage programs in the General Fund. Administrative Services, Police, Planning & Community Development and Public Works are also responsible for programs in other funds.

	City Council	City Manager	City Attorney	Administrative Services	Human Resources	Police	Criminal Justice	Parks & Recreation	Planning & Community Develop.	Public Works	Community Services	Transfers Out	Total
<b>Operating Budget</b>													
General Fund	\$184,373	\$1,473,308	\$615,970	\$4,948,237	\$406,445	\$10,458,262	\$1,459,628	\$4,723,520	\$2,363,306	\$2,144,266	\$1,615,491	\$3,390,210	\$33,783,016
Street Fund										\$1,762,447		\$451,710	\$2,214,157
Revenue Stabilization Fund													\$0
Code Abatement Fund									\$100,000				\$100,000
State Drug Forfeiture Fund						5,000							\$5,000
Federal Drug Forfeiture Fund						5,050							\$5,050
Federal Criminal Forfeiture Fund						\$22,000						\$160,000	\$182,000
<b>Total Operating Budget</b>	<b>\$184,373</b>	<b>\$1,473,308</b>	<b>\$615,970</b>	<b>\$4,948,237</b>	<b>\$406,445</b>	<b>\$10,490,312</b>	<b>\$1,459,628</b>	<b>\$4,723,520</b>	<b>\$2,463,306</b>	<b>\$3,906,713</b>	<b>\$1,615,491</b>	<b>\$4,001,920</b>	<b>\$36,289,223</b>
<b>Debt Service</b>													
2006 General Obligation Bond Fund				1,695,050									\$1,695,050
2009 General Obligation Bond Fund				\$1,659,067									\$1,659,067
<b>Total Debt Service</b>				<b>\$3,354,117</b>									<b>\$3,354,117</b>
<b>Capital Budget</b>													
General Capital Fund										1,232,144		635,185	\$1,867,329
Facility Major Maint. Fund										60,000			\$60,000
Roads Capital Fund										7,470,663		50,386	\$7,521,049
<b>Total Capital Budget</b>										<b>8,762,807</b>		<b>685,571</b>	<b>\$9,448,378</b>
<b>Enterprise Funds</b>													
Surface Water Utility Fund										\$4,369,262		638,465	\$5,007,727
<b>Total Enterprise Funds</b>										<b>\$4,369,262</b>		<b>638,465</b>	<b>\$5,007,727</b>
<b>Internal Service Funds</b>													
Public Arts Fund								36,200					\$36,200
Vehicle Maint. & Ops. Fund										\$197,250			\$197,250
Equipment Replace. Fund				\$315,000									\$315,000
Unemployment Fund				\$89,546									\$89,546
<b>Total Internal Service Budget</b>				<b>\$404,546</b>				<b>\$36,200</b>		<b>\$197,250</b>			<b>\$637,996</b>
<b>Total City Budget</b>	<b>\$184,373</b>	<b>\$1,473,308</b>	<b>\$615,970</b>	<b>\$8,706,900</b>	<b>\$406,445</b>	<b>\$10,490,312</b>	<b>\$1,459,628</b>	<b>\$4,759,720</b>	<b>\$2,463,306</b>	<b>\$17,236,032</b>	<b>\$1,615,491</b>	<b>\$5,325,956</b>	<b>\$54,737,441</b>

## **City of Shoreline - 2012 FTE Summary**

Department												2012	
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	Changes	
City Council	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	0.00
City Manager	9.50	9.00	9.50	9.50	9.50	10.50	9.50	9.50	9.50	8.75	8.75	8.75	0.00
Community Services	8.00	6.00	7.80	7.80	7.80	7.80	9.20	9.18	8.18	8.18	9.68	9.68	1.50
City Attorney	1.00	2.50	3.50	3.50	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	0.00
Administrative Services	21.13	21.13	21.33	20.62	21.62	21.90	21.90	22.00	22.70	22.70	21.20	21.20	(1.50)
Human Resources	2.50	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	0.00
Police	1.00	1.00	2.00	2.00	2.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Planning and Development Services	26.00	25.90	25.90	26.90	28.50	28.50	28.50	27.00	24.35	24.35	20.45	20.45	(3.90)
Parks, Recreation & Cultural Services	22.02	24.52	23.30	23.30	25.82	26.80	27.30	27.30	27.30	27.30	27.80	27.80	0.50
Public Works	30.00	33.10	35.60	36.10	37.00	37.00	38.00	39.00	39.00	39.00	41.50	41.50	2.50
<b>Total FTE</b>	<b>128.15</b>	<b>133.15</b>	<b>138.93</b>	<b>139.72</b>	<b>145.24</b>	<b>146.50</b>	<b>148.40</b>	<b>147.98</b>	<b>144.03</b>	<b>143.28</b>	<b>142.38</b>	<b>142.38</b>	<b>(0.90)</b>

## **Explanation of 2012 Changes in FTE**

### **Administrative Services**

The Administrative Assistant I position (0.50 FTE) and the Network Administrator position (1 FTE) were eliminated

### **Parks & Recreation**

Increased an existing 0.50 FTE Recreation Assistant II to 1.0 FTE

### **Community Services**

Two new Animal Control Officer positions (1.5 FTEs) were added with start date of November 1, 2012.

### **Planning and Community Development**

The Development Review Engineer positions (2 FTEs) were transferred to Public Works. The Assistant Director position was increased by 0.10 to a full-time position. A Senior Planner (1 FTE) and an Associate Planner position (1 FTE) were eliminated.

### **Public Works**

The Development Review Engineer positions (2 FTEs) were transferred from Planning and Community Development. A Capital Project Manager II (1 FTE) and an Administrative Assistant II (1FTE) position were eliminated. The Capital Project Technician position was reduced to 0.50 FTE. A Facility Maintenance Worker (1 FTE), a Surface Water Engineer Technician (1 FTE) and a City Engineer (1 FTE) were added. The City Engineer position has a starting date of April 1, 2012

## 2012 City of Shoreline Budgeted Positions and FTE's

Department	Job Title	Position Count	FTE Count
City Council	Mayor	1	1.00
City Council	Deputy Mayor	1	1.00
City Council	Councilmember	5	5.00
	<i>Department Total</i>	7	7.00
City Manager	City Manager	1	1.00
City Manager	Assistant City Manager	1	1.00
City Manager	CMO Management Analyst	2	2.00
City Manager	Executive Assistant to the City Manager	1	1.00
City Manager	Administrative Assistant II	1	0.75
City Manager	Administrative Assistant III	1	1.00
City Manager	Economic Development Program Manager	1	1.00
City Manager	Intergovernmental Programs Manager	1	1.00
	<i>Department Total</i>	9	8.75
Community Services	Community Services Manager	1	1.00
Community Services	Grants Coordinator	0	0.18
Community Services	Neighborhoods Coordinator	1	1.00
Community Services	Human Services Planner (Associate Planner)	1	0.50
Community Services	Administrative Assistant II	2	1.50
Community Services	Emergency Management Coordinator	1	1.00
Community Services	Customer Response Team (CRT) Supervisor	1	1.00
Community Services	CRT Representative	2	2.00
Community Services	Animal Control Officer	2	1.50
	<i>Department Total</i>	11	9.68
City Attorney	City Attorney	1	1.00
City Attorney	Assistant City Attorney	1	1.00
City Attorney	Legal Assistant	1	1.00
	<i>Department Total</i>	3	3.00
Administrative Services	Administrative Services Director	1	1.00
Administrative Services	Finance Manager	1	1.00
Administrative Services	City Clerk	1	1.00
Administrative Services	Information Systems Manager	1	1.00
Administrative Services	Deputy City Clerk	1	1.00
Administrative Services	Records Coordinator	1	1.00
Administrative Services	Administrative Assistant II	1	1.00
Administrative Services	Purchasing Officer	1	1.00
Administrative Services	Finance Technician	2	1.38
Administrative Services	AP/Payroll Technician	1	1.00
Administrative Services	Payroll Officer	1	1.00
Administrative Services	Staff Accountant	1	1.00
Administrative Services	Budget Analyst	1	1.00

## 2012 City of Shoreline Budgeted Positions and FTE's

Department	Job Title	Position Count	FTE Count
Administrative Services	Budget and Financial Systems Analyst	1	1.00
Administrative Services	Grants Coordinator	1	0.82
Administrative Services	Administrative Assistant III	1	1.00
Administrative Services	Database Administrator	1	1.00
Administrative Services	GIS Specialist	1	1.00
Administrative Services	Web Developer	1	1.00
Administrative Services	Computer/Network Specialist	2	2.00
	<i>Department Total</i>	22.00	21.20
Human Resources	Human Resource Director	1	1.00
Human Resources	Senior Human Resources Analyst	1	1.00
Human Resources	Administrative Assistant III	1	1.00
	<i>Department Total</i>	3	3.00
Parks & Recreation	Parks Director	1	1.00
Parks & Recreation	Recreation Superintendent	1	1.00
Parks & Recreation	Recreation Coordinator I	3	2.00
Parks & Recreation	Recreation Coordinator II	2	2.00
Parks & Recreation	Administrative Assistant I	1	0.50
Parks & Recreation	Administrative Assistant II	2	2.00
Parks & Recreation	Administrative Assistant III	1	1.00
Parks & Recreation	Recreation Assistant I	1	0.50
Parks & Recreation	Recreation Assistant II	1	1.88
Parks & Recreation	Recreation Assistant III	1	1.00
Parks & Recreation	Recreation and Class Program Assistant	1	1.00
Parks & Recreation	Parks Superintendent	1	1.00
Parks & Recreation	Senior Parks Maintenance Worker	1	1.00
Parks & Recreation	Parks Maintenance Worker I	2	2.00
Parks & Recreation	Parks Maintenance Worker II	3	3.00
Parks & Recreation	Parks and Recreation Project Coordinator	1	1.00
Parks & Recreation	Teen Program Assistant	3	2.70
Parks & Recreation	Senior Lifeguard	3	2.35
Parks & Recreation	Lifeguard 2	1	0.88
	<i>Department Total</i>	30	27.80
Planning & Community Development	Planning & Community Development Director	1	1.00
Planning & Community Development	Assistant Director, P&CD	1	1.00
Planning & Community Development	Management Analyst	1	1.00
Planning & Community Development	Permit Services Manager	1	1.00
Planning & Community Development	Senior Planner	1	1.00
Planning & Community Development	Building Official	1	1.00
Planning & Community Development	Associate Planner	5	4.60
Planning & Community Development	Plans Examiner II	1	1.00
Planning & Community Development	Plans Examiner III	2	2.00
Planning & Community Development	Combination Inspector	2	2.00

## 2012 City of Shoreline Budgeted Positions and FTE's

Department	Job Title	Position Count	FTE Count
Planning & Community Development	Code Enforcement Officer	1	1.00
Planning & Community Development	Technical Assistant	2	2.00
Planning & Community Development	Administrative Assistant II	1	1.00
Planning & Community Development	Administrative Assistant III	1	0.85
<i>Department Total</i>		21	20.45
Public Works	Public Works Director	1	1.00
Public Works	City Engineer	1	1.00
Public Works	Management Analyst	1	1.00
Public Works	Capital Projects Administrator	1	1.00
Public Works	Transportation Services Division Manager	1	1.00
Public Works	Capital Projects Manager II	3	3.00
Public Works	Capital Project Technician	1	0.50
Public Works	Construction Inspector Supervisor	1	1.00
Public Works	Development Review Engineer I	1	1.00
Public Works	Development Review Engineer II	1	1.00
Public Works	Senior Planner	1	1.00
Public Works	Public Works Operations Manager	1	1.00
Public Works	Public Works Maintenance Supervisor	1	1.00
Public Works	Senior Public Works Maintenance Worker	1	1.00
Public Works	Public Works Maintenance Worker II	7	7.00
Public Works	Surface Water & Env. Svcs. Manager	1	1.00
Public Works	Fleet, Facilities & Property Management Supervis	1	1.00
Public Works	Facilities Maint. Worker I	1	1.00
Public Works	Facilities Maint. Worker II	1	1.00
Public Works	Administrative Assistant II	3	3.00
Public Works	Administrative Assistant III	1	1.00
Public Works	Engineering Technician	4	4.00
Public Works	Traffic Engineer	1	1.00
Public Works	Associate Traffic Engineer	1	1.00
Public Works	Environmental Educator	1	1.00
Public Works	Environmental Program Assistant	1	1.00
Public Works	Surface Water Quality Specialist	1	1.00
Public Works	Right-of-Way Inspector	2	2.00
<i>Department Total</i>		42	41.50
<b>Total City Personnel</b>		148	142.38



# *City Council*

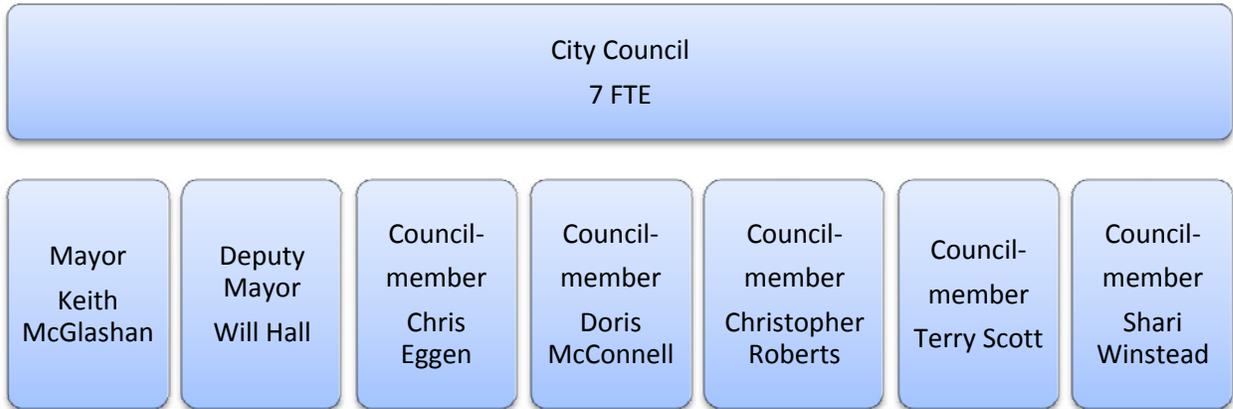




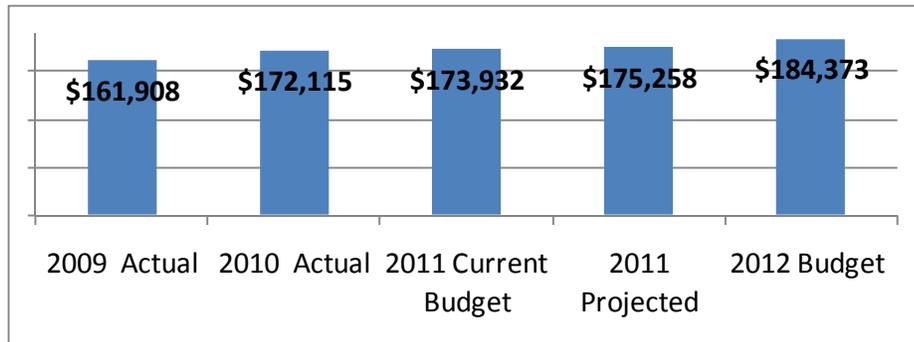
# City Council 2012 Budget

## Department Mission Statement

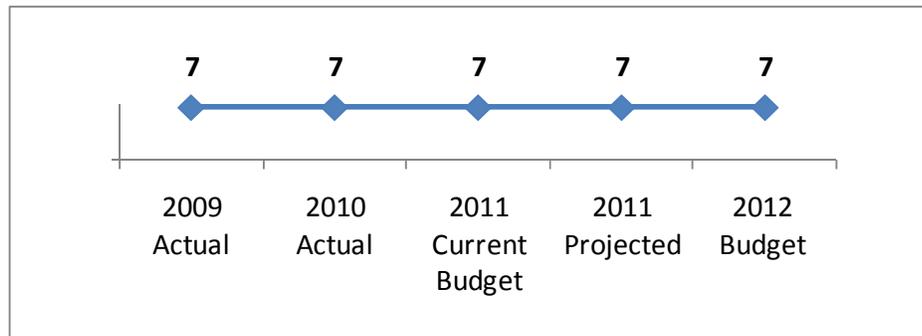
*“The City Council is a representative body, comprised of seven citizens elected by the community to provide leadership to the organization and community. The Council seeks to maintain a healthy, vibrant and attractive place to live and work by adopting policies that create and support the values and vision of our community.”*



## Expenditures Comparison 2009 – 2012



## Staffing Trend 2008 – 2011





# City Council 2012 Budget

## Staffing Summary by Program 2009 – 2012

Program	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
City Council	7.00	7.00	7.00	7.00	7.00	0.00	0.00%
<b>Total FTE</b>	7.00	7.00	7.00	7.00	7.00	0.00	0.00%

## 2012 Staffing Summary by Positions and FTEs

Position	Head Count	FTE Count
Mayor	1	1.00
Deputy Mayor	1	1.00
Councilmember	5	5.00
<i>Department Total</i>	<u>7</u>	<u>7.00</u>

## 2011 – 2012 CITY COUNCIL WORKPLAN

- Goal No. 1:** Implement the adopted Community Vision by updating the Comprehensive Plan and key development regulations in partnership with residents, neighborhoods and businesses
- Goal No. 2:** Provide safe, efficient and effective infrastructure to support our land use, transportation and surface water plans
- Goal No. 3:** Improve Economic Development opportunities in Shoreline
- Goal No. 4:** Construct the Aurora Improvements from 165th to 205th Streets
- Goal No. 5:** Expand opportunities for effective citizen communication and community engagement
- Goal No. 6:** Develop a “healthy city” strategy
- Goal No. 7:** Acquire Seattle Public Utilities water system in Shoreline



# City Council 2012 Budget

## Expenditures by Program 2009 – 2012

Program Budget	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
City Council	\$161,908	\$172,115	\$173,932	\$175,258	\$184,373	\$10,441	6.00%
<b>Total Program Budget</b>	\$161,908	\$172,115	\$173,932	\$175,258	\$184,373	\$10,441	6.00%



## Revenue by Program 2009 – 2012

Program Budget	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
City Council	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
General Fund Subsidy	\$161,908	\$172,115	\$173,932	\$175,258	\$184,373	\$10,441	6.00%
<b>Total Resources</b>	\$161,908	\$172,115	\$173,932	\$175,258	\$184,373	\$10,441	6.00%



# City Council 2012 Budget

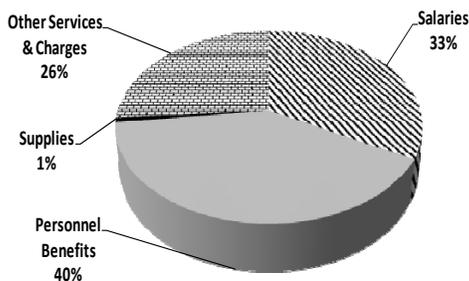
## Expenditures by Type 2009- 2012

Object Category Name	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Salaries	\$58,211	\$59,753	\$60,900	\$60,900	\$60,900	\$0	0.00%
Personnel Benefits	\$55,730	\$69,254	\$68,132	\$69,458	\$73,573	\$5,441	7.99%
Supplies	\$1,134	\$846	\$1,500	\$1,500	\$1,500	\$0	0.00%
Other Services & Charges	\$46,823	\$42,262	\$43,400	\$43,400	\$48,400	\$5,000	11.52%
Intergovernmental Services	\$10	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$161,908</b>	<b>\$172,115</b>	<b>\$173,932</b>	<b>\$175,258</b>	<b>\$184,373</b>	<b>\$10,441</b>	<b>6.00%</b>

## Revenue by Type 2009 – 2012

Revenue Source	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Other Revenue	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
General Fund Subsidy	\$161,908	\$172,115	\$173,932	\$175,258	\$184,373	\$10,441	6.00%
<b>Total Resources</b>	<b>\$161,908</b>	<b>\$172,115</b>	<b>\$173,932</b>	<b>\$175,258</b>	<b>\$184,373</b>	<b>\$10,441</b>	<b>6.00%</b>

### Expenditures



### Revenue



## Budget Changes

### Expenditures

- ✓ Moved \$5,000 for catering services for Council dinner meetings that were allocated in the City Clerk's budget to better track costs

## CITY COUNCIL

### PROGRAM PURPOSE:

The City Council is a representative body, comprised of seven citizens elected by the community to provide leadership to the organization and community. The Council seeks to maintain a healthy, vibrant and attractive place to live and work by adopting policies that create and support the values and vision of our community.

### STRATEGIC OBJECTIVES:

Governmental Excellence

Measurement: <b>EFFECTIVENESS</b>	2008	2009	2010	2011 Est.	2012 Target
Percentage of residents that are very/somewhat satisfied with the overall quality of leadership	47%	47%	54%	54%	58%
Percentage of residents who believe the City is moving in the right direction	60%	60%	71%	71%	73%



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# ***City Manager's Office***





# City Manager's Office 2012 Budget

## Department Mission Statement

*"Implement Council goals and direction, provide organizational leadership, and ensure the delivery of efficient and effective public services."*

City Manager's Office  
8.75 FTE  
Julie Underwood - City Manager (206) 801-2211

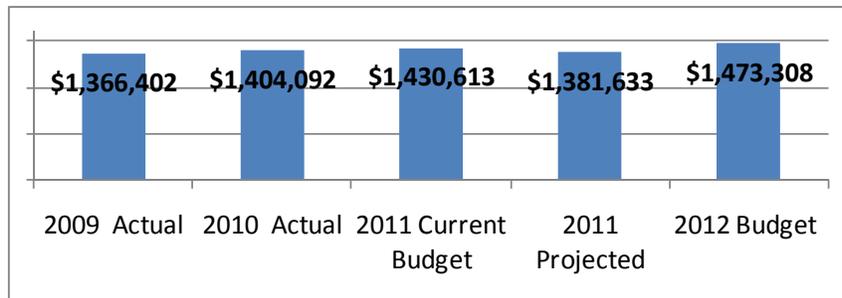
City Manager's Office  
6.00 FTE

Communications  
Program  
0.50 FTE

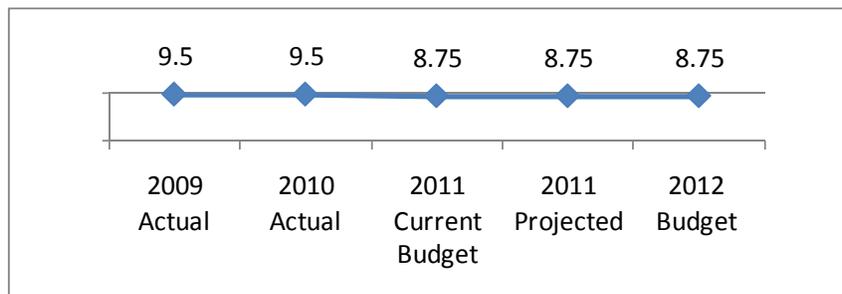
Intergovernmental  
Program  
1.25 FTE

Economic  
Development  
Program  
1.00 FTE

## Expenditures Comparison 2009 – 2012



## Staffing Trend 2009 – 2012





# City Manager's Office 2012 Budget

## Staffing Summary by Program 2009 – 2012

Program	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
City Manager's Office	6.00	6.00	6.00	6.00	6.00	0.00	0.00%
Communications Program	1.25	1.25	0.50	0.50	0.50	0.00	0.00%
Intergovernmental Program	1.25	1.25	1.25	1.25	1.25	0.00	0.00%
Economic Development Program	1.00	1.00	1.00	1.00	1.00	0.00	0.00%
<b>Total FTE</b>	9.50	9.50	8.75	8.75	8.75	0.00	0.00%

## 2012 Staffing Summary by Positions and FTEs

Position	Head Count	FTE
City Manager	1	1.00
Assistant City Manager	1	1.00
Management Analyst	2	2.00
Executive Asst. to the City Manager	1	1.00
Administrative Assistant II	1	0.75
Administrative Assistant III	1	1.00
Economic Development Program Manager	1	1.00
Intergovernmental Programs Manager	1	1.00
<i>Department Total</i>	9	8.75



## City Manager's Office 2012 Budget

### 2012 Key Department Objectives in Support of the City Council Goals

#### **Goal 3: Improve economic development opportunities in Shoreline**

- Form partnerships to create "Transit-oriented Developments" (TOD) that capitalize on public transportation infrastructure
- Update the Economic Development Strategic Plan for 2012-2017
- Promote investments in Shoreline's neighborhood centers to increase economic vitality, environmental quality, and housing choices
- Provide a business-friendly environment that attracts and retains both large and small businesses

#### **Goal 5: Expand opportunities for effective citizen communication and community engagement**

- Enhance communication and partnerships with citizens, local public agencies, and businesses
- Enhance participation opportunities for the Shoreline community in developing the City's budget and long-term financial strategies
- Support work in the community to engage with cultural and ethnic minority communities
- Establish a "leadership academy" to build citizen awareness of Shoreline's history, government, neighborhoods and community partners

#### **Goal 6: Develop a "healthy city" strategy**

- Support efforts to cultivate a farmers market in Shoreline

### 2012 Key Department Objectives in Support of the City's Strategic Objectives:

#### **Safe and Attractive Neighborhoods and Business Districts**

- Ensure staff participates in federally mandated emergency preparedness training and that the City continues to prepare for emergencies and disasters.

#### **Quality Services, Facilities and Infrastructure**

- Complete the Aurora Avenue N. Improvement projects from N 185th to N 192nd Streets.
- Continue to study feasibility of acquiring Seattle Public Utilities water system in Shoreline.
- Continue working with funding partners to secure funding for final phase of Aurora Corridor Project from N 192nd Street to N 205th Street.



# City Manager's Office 2012 Budget

## **Safe, Healthy, and Sustainable Environment**

- Continue to implement the environmental sustainability strategies.

## **Human Services**

- Develop and implement a strategy to ensure the community has access to needed human services.
- Assist local efforts to bring a farmers market to Shoreline.

## **Economic Vitality and Financial Stability**

- Encourage transit-oriented development plan for Aurora Park and Ride lot at N. 192nd Street.
- Create the Master Plan for Aurora Square, recruit partners and market to developers.
- Continue administration of Small Business Assistance Program.

## **Governmental Excellence**

- Implement the Healthy City strategy

## **Effective Citizen Communication and Engagement**

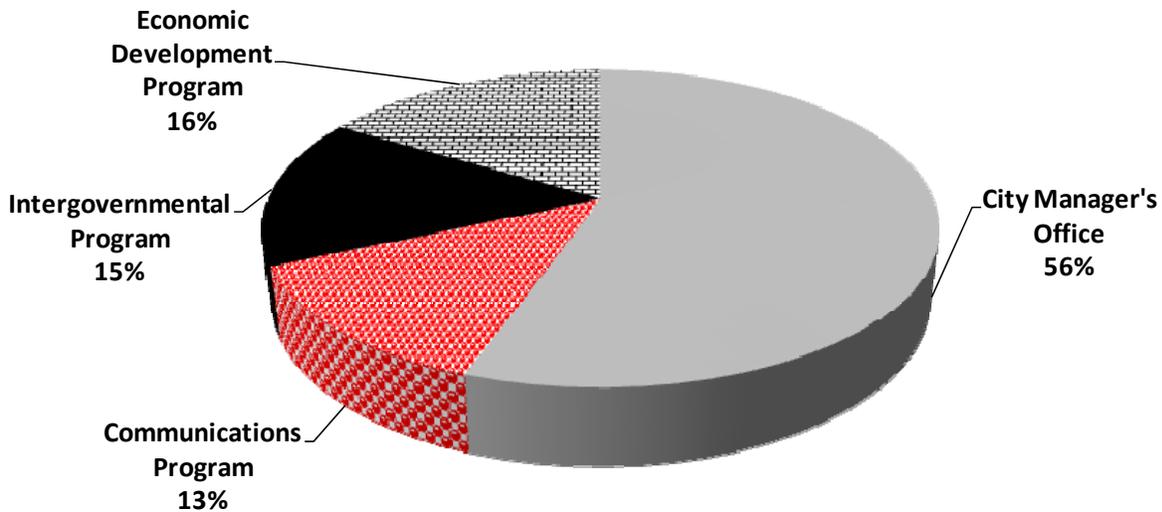
- Conduct City's bi-annual citizen satisfaction survey providing critical feedback to service delivery quality.
- Ensure citizens are informed of City business through a variety of communication methods, including the City's website and social media sites.
- Provide greater opportunity for citizen input using a variety of methods, including town hall meetings, surveys, online polling and eComments.
- Encourage community groups to use City Hall and the City Hall Plaza for meetings and other gatherings.



## City Manager's Office 2012 Budget

### Expenditures by Program 2009 – 2012

Program Budget	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
City Manager's Office	\$759,957	\$798,087	\$817,753	\$805,805	\$816,655	(\$1,098)	(0.13%)
Communications Program	\$215,685	\$222,955	\$158,838	\$134,699	\$190,742	\$31,904	20.09%
Intergovernmental Program	\$217,513	\$213,365	\$223,650	\$222,913	\$223,994	\$344	0.15%
Economic Development Program	\$173,247	\$169,685	\$230,372	\$218,216	\$241,917	\$11,545	5.01%
<b>Total Program Budget</b>	<b>\$1,366,402</b>	<b>\$1,404,092</b>	<b>\$1,430,613</b>	<b>\$1,381,633</b>	<b>\$1,473,308</b>	<b>\$42,695</b>	<b>2.98%</b>



### Revenue by Program 2009 – 2012

Program Budget	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Intergovernmental Revenues	\$0	\$0	\$5,000	\$5,000	\$0	\$5,000	0.00%
General Fund Subsidy	\$1,366,402	\$1,404,092	\$1,425,613	\$1,376,633	\$1,473,308	\$47,695	3.35%
<b>Total Resources</b>	<b>\$1,366,402</b>	<b>\$1,404,092</b>	<b>\$1,430,613</b>	<b>\$1,381,633</b>	<b>\$1,473,308</b>	<b>\$42,695</b>	<b>2.98%</b>



# City Manager's Office 2012 Budget

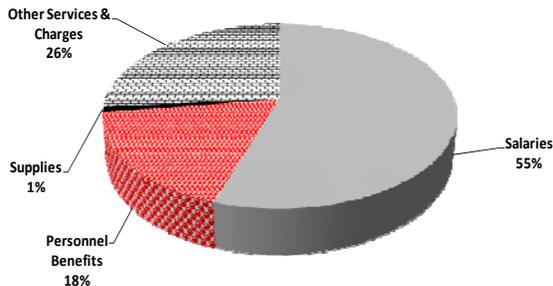
## Expenditures by Type 2009 – 2012

Object Category Name	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Salaries	\$838,074	\$810,324	\$805,164	\$786,067	\$811,275	\$6,111	0.76%
Personnel Benefits	\$238,044	\$221,574	\$242,043	\$247,866	\$260,123	\$18,080	7.47%
Supplies	\$8,541	\$8,602	\$11,125	\$12,491	\$14,725	\$3,600	32.36%
Other Services & Charges	\$281,153	\$363,572	\$372,281	\$335,199	\$387,185	\$14,904	4.00%
Intergovernmental Services	\$300	\$20	\$0	\$10	\$0	\$0	0.00%
Interfund Payments for Service	\$290	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$1,366,402</b>	<b>\$1,404,092</b>	<b>\$1,430,613</b>	<b>\$1,381,633</b>	<b>\$1,473,308</b>	<b>\$42,695</b>	<b>2.98%</b>

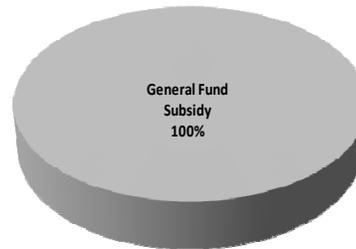
## Revenue by Type 2009 – 2012

Revenue Source	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Intergovernmental Revenues	\$0	\$0	\$5,000	\$5,000	\$0	\$5,000	0.00%
General Fund Subsidy	\$1,366,402	\$1,404,092	\$1,425,613	\$1,376,633	\$1,473,308	\$47,695	3.35%
<b>Total Resources</b>	<b>\$1,366,402</b>	<b>\$1,404,092</b>	<b>\$1,430,613</b>	<b>\$1,381,633</b>	<b>\$1,473,308</b>	<b>\$42,695</b>	<b>2.98%</b>

### Expenditures



### Revenue



## Budget Changes

### Expenditures

- ✓ Added \$25,000 in the Economic Development Program in one-time funding to fund professional services for major development projects.

## CITY MANAGER'S OFFICE

### PROGRAM PURPOSE:

The City Manager's Office is accountable to the City Council for operational and financial results and organizational leadership.

### STRATEGIC OBJECTIVES:

Governmental Excellence

<b>Measurement: EFFECTIVENESS</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Percent of residents who are very/somewhat satisfied with the overall quality of services	<b>70%</b>	<b>70%</b>	<b>72%</b>	<b>72%</b>	<b>75%</b>
Percentage of employees who have a clear understanding of City's mission, goals, and organizational values	<b>98%</b>	<b>98%</b>	<b>98%</b>	<b>98%</b>	<b>98%</b>
Percentage of employees who rate the City as "one of the best" or "above average" as an organization to work for compared with other	<b>76%</b>	<b>80%</b>	<b>80%</b>	<b>82%</b>	<b>82%</b>
Percentage of residents that rate the value of services received for their city taxes paid as Good or Excellent.	<b>41%</b>	<b>41%</b>	<b>50%</b>	<b>50%</b>	<b>52%</b>
Percentage of residents who are satisfied or very satisfied with the effectiveness of the City Manager and appointed staff	<b>54%</b>	<b>54%</b>	<b>57%</b>	<b>57%</b>	<b>60%</b>

<b>Measurement: EFFICIENCY</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Number of regular City employees per 1,000 population	<b>2.78</b>	<b>2.72</b>	<b>2.64</b>	<b>2.69</b>	<b>2.65</b>
Operating expenditures per capita (actual \$)	<b>\$554</b>	<b>\$573</b>	<b>\$582</b>	<b>\$582</b>	<b>\$638</b>
Operating expenditures per capita (constant \$)	<b>\$243</b>	<b>\$252</b>	<b>\$248</b>	<b>\$275</b>	<b>\$269</b>
Operating revenue per capita (constant \$)	<b>\$251</b>	<b>\$245</b>	<b>\$261</b>	<b>\$270</b>	<b>\$263</b>
Program budget as a percent of the City's operating budget	<b>2.4%</b>	<b>2.5%</b>	<b>2.7%</b>	<b>2.4%</b>	<b>2.4%</b>
Support service costs as a percentage of the City's operating expenditures	<b>16.36%</b>	<b>17.30%</b>	<b>16.42%</b>	<b>15.52%</b>	<b>15.92%</b>
Total average process time to respond to citizen letters or emails (calendar days).	<b>16</b>	<b>12</b>	<b>9</b>	<b>8</b>	<b>8</b>

## COMMUNICATIONS

### PROGRAM PURPOSE:

The Communications program develops and uses two-way communication resources to deliver and elicit useful information to and from our residents and other key stakeholders.

### STRATEGIC OBJECTIVES:

Effective Citizen Communication and Engagement

<b>Measurement: EFFECTIVENESS</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Percentage of internal customers rating Communications overall services as good or excellent	<b>95%</b>	<b>95%</b>	<b>95%</b>	<b>95%</b>	<b>95%</b>
Percentage of residents who are satisfied with the quality of the City's newsletter, "Currents"	<b>76%</b>	<b>76%</b>	<b>83%</b>	<b>83%</b>	<b>83%</b>
Percentage of residents who are satisfied with the quality of the City's website	<b>49%</b>	<b>49%</b>	<b>52%</b>	<b>52%</b>	<b>58%</b>

<b>Measurement: WORKLOAD</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Number of website visits	<b>N/A</b>	<b>69,600</b>	<b>74,000</b>	<b>80,000</b>	<b>88,000</b>

## INTERGOVERNMENTAL RELATIONS

### PROGRAM PURPOSE:

The Intergovernmental Relations program provides staff support for legislative objectives and intergovernmental alliances and partnerships that further the City's goals and priorities.

### STRATEGIC OBJECTIVES:

Governmental Excellence

Measurement: <b>EFFICIENCY</b>	2008	2009	2010	2011 Est.	2012 Target
Intergovernmental Relations as a percentage of the City's operating budget	.70%	.67%	.72%	.66%	.66%

# ECONOMIC DEVELOPMENT: BUSINESS ATTRACTION AND RETENTION

## PROGRAM PURPOSE:

To bring together public and private resources necessary to enhance the existing business environment in Shoreline and ensure the long-term viability of the City's economic base.

## STRATEGIC OBJECTIVES:

Economic Vitality and Financial Stability

<b>Measurement: EFFECTIVENESS</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Percentage of City assessed valuation that is classified commercial	<b>9.20%</b>	<b>8.60%</b>	<b>20.40%</b>	<b>21.26%</b>	<b>22.70%</b>
Sales Tax Per Capita	<b>\$124.26</b>	<b>\$109.47</b>	<b>\$108.40</b>	<b>\$114.50</b>	<b>\$118.45</b>



# *Community Services*





# Community Services 2012 Budget

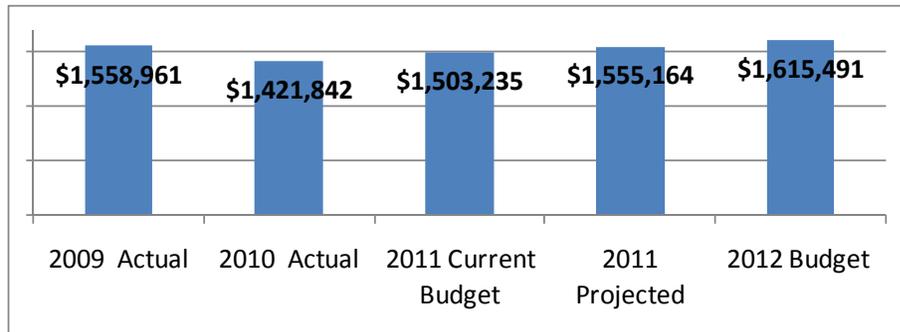
## Department Mission Statement

*The Community Services Division provides leadership, support and direct services which connect individuals, families, neighborhoods, businesses and non-profit organizations with the information and resources they need to enhance the community's quality of life.*

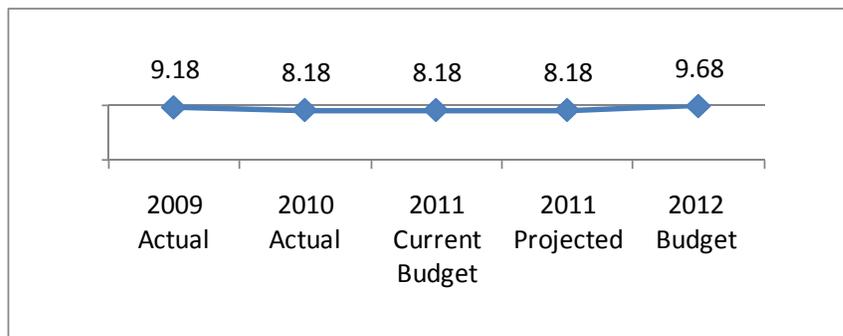
Community Services  
9.68 FTE  
Rob Beem - Community Services Manager (206) 801-2251

Human Services 1.47 FTE	Emergency Management Planning 1.29 FTE	Neighborhoods 1.29 FTE	24 Hour Customer Response Team 1.65 FTE	Code Enforcement Team 2.48 FTE	Animal Control 1.50 FTE
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## Expenditures Comparison 2009 – 2012



## Staffing Trend 2009 – 2012





# Community Services 2012 Budget

## Staffing Summary by Program 2009 – 2012

Program	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Neighborhoods	1.29	1.29	1.29	1.29	1.29	0.00	0.00%
24 Hour Customer Service	1.55	1.36	1.36	1.36	1.65	0.29	21.21%
Code Enforcement Team	3.58	2.77	2.77	2.77	2.48	(0.29)	(10.45%)
Emergency Management Planning	1.29	1.29	1.29	1.29	1.29	0.00	0.00%
Animal Control					1.50	1.50	
Human Services	1.47	1.47	1.47	1.47	1.47	0.00	0.00%
<b>Total FTE</b>	<b>9.18</b>	<b>8.18</b>	<b>8.18</b>	<b>8.18</b>	<b>9.68</b>	<b>1.50</b>	<b>18.34%</b>

## 2012 Staffing Summary by Positions and FTEs

Position	Head Count	FTE
Community Services Manager	1	1.00
Grants Specialist	0	0.18
Neighborhoods Coordinator	1	1.00
Human Services Planner (Associate Planner)	1	0.50
Administrative Assistant II	2	1.50
Emergency Management Coordinator	1	1.00
Customer Response Team (CRT) Supervisor	1	1.00
CRT Representative	2	2.00
<b>Animal Control Officer (NEW)</b>	<b>2</b>	<b>1.50</b>
<i>Department Total</i>	11	9.68

## 2012 Key Department Objectives in Support of the City Council Goals

### **Goal 5: Expand opportunities for effective citizen communication and community engagement**

- Support community, civic and volunteer organizations in their efforts to expand their capacity

### **Goal 6: Develop a “healthy city” strategy**

- Work with community stakeholders to develop a Healthy City Plan
- Develop a scope of work for creating a Youth Services Master Plan



# Community Services 2012 Budget

## 2012 Key Department Objectives in Support of the City's Strategic Objectives:

### **Effective Citizen Communication and Engagement**

- Create training and capacity-building opportunities to support community, human services, civic, volunteer and neighborhood organizations. (Council Goal 5)
- Engage community members in dialog and action to advance the City's Health City Strategy. (Council Goal 6)
- Continue implementation of a Healthy City Strategy including 2<sup>nd</sup> Annual Shoreline Walks 4 Health and Shoreline Eats for Health event. (Council Goal 6)
- Support outreach and publicity efforts of other city departments to promote citizen engagement in planning, policy development and projects by acting as an information resource and liaison to neighborhood groups.
- Expand involvement of neighborhoods in Ready Neighborhood and Small Businesses planning and preparation by training those that are most at risk.
- Enhance skills in emergency preparation and response for neighborhood leaders and registered volunteer disaster workers.
- Enhance ability for City staff and community volunteers to assist people needing human services to access appropriate basic needs (food, shelter, economic assistance) and mental health services.
- Develop and deliver 6 "E-Newsletters" to residents with an expressed interest in Neighborhoods and/or Human Services.

### **Governmental Excellence**

- Enhance the capabilities of staff who are assigned to the EOC by building detailed position tasks and responsibilities (Job Aids) for each position in the EOC.
- Serve in leadership positions guiding coalitions and funding groups that direct resources to Shoreline residents and activities in the areas of human services and emergency management.
- Develop new initiatives to assist departments with areas of concern to citizens like the Abandoned Vehicle Program, the Utility Tax Relief Program, and the Proactive Code Compliance Program.
- Provide interface with utilities for outreach to neighborhood associations about upcoming projects

### **Safe and Attractive Neighborhoods and Business Districts**

- Improve neighborhood conditions through the Proactive Code Compliance program.
- Improve driver and pedestrian safety by repairing potholes and clearing line of sight obstructions on or near City streets.
- Expand volunteer opportunities through outreach on Adopt-a-Road and Adopt-a-Trail programs.
- Improve coordination of emergency preparation and response among local agencies e.g. Shoreline Water, Ronald Waste Water, Seattle Public Utilities, Seattle City Light, Shoreline Fire to ensure effective emergency response.



## Community Services 2012 Budget

- Continue to grow the City's Ready Neighborhood and Ready Business Outreach with a focus on the neighborhoods and business areas outlined in the Hazard Mitigation Plan and to vulnerable populations.
- Provide workshop and technical assistance to encourage Neighborhood Mini-Grant project development

### Human Services

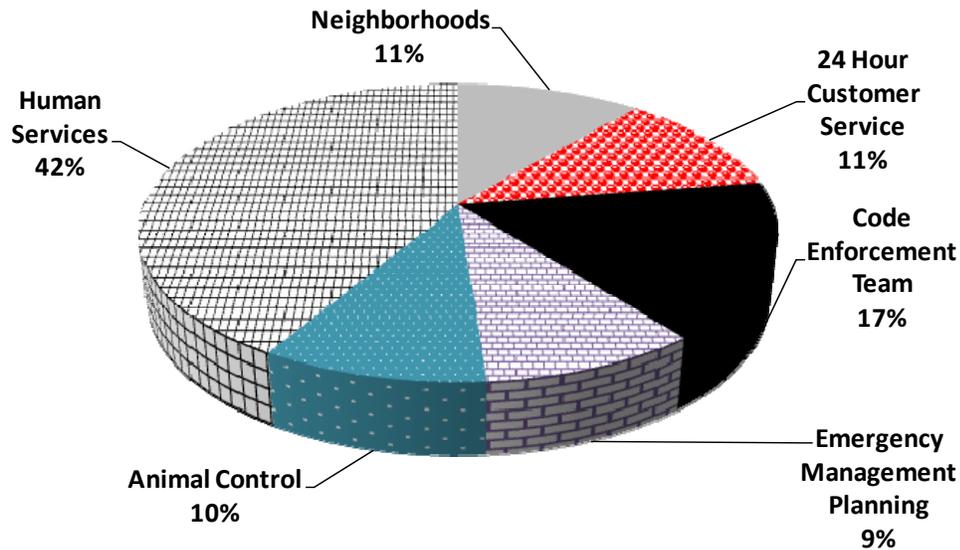
- Address Council's goal of a youth master plan by implementing an on-line tool to connect residents with programs, services and supports for families and youth.
- Support services to 25 programs serving over 11,000 individuals through Human Services funding.
- Grow the City's partnership with agencies serving youth and Shoreline Public Schools to enhance the strength of our partnership activities and expand services to school age youth.
- Leverage the City leadership positions in human services partnerships e.g. North Urban Human Services Alliance and the Northshore/Shoreline Community Network, to attract services and funding to programs serving Shoreline.
- Implement the Human Services Plan strategies relating to cultural competence of City Staff and agencies.
- Preserve and expand the supply of affordable priced housing.
- Conduct bi-annual allocation of City and Federal CDBG Human Services funding to support community agencies.



# Community Services 2012 Budget

## Expenditures by Program 2009 – 2012

Program Budget	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Neighborhoods	\$169,250	\$156,277	\$177,147	\$175,430	\$181,193	\$4,046	2.28%
24 Hour Customer Service	\$160,384	\$138,086	\$146,938	\$147,557	\$182,687	\$35,748	24.33%
Code Enforcement Team	\$325,628	\$280,356	\$298,330	\$299,586	\$274,030	(\$24,299)	(8.15%)
Emergency Management Planning	\$220,718	\$207,722	\$223,265	\$277,151	\$150,705	(\$72,560)	(32.50%)
Animal Control	\$0	\$0	\$0	\$0	\$155,617	\$155,617	
Human Services	\$682,981	\$639,401	\$657,555	\$655,440	\$671,259	\$13,704	2.08%
<b>Total Program Budget</b>	<b>\$1,558,961</b>	<b>\$1,421,842</b>	<b>\$1,503,235</b>	<b>\$1,555,164</b>	<b>\$1,615,491</b>	<b>\$112,256</b>	<b>7.47%</b>



## Revenue by Program 2009 – 2012

Program Budget	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Emergency Management Planning	\$66,036	\$69,242	\$76,616	\$129,977	\$0	(\$76,616)	(100.0%)
Customer Response Team	\$765	\$426	\$0	\$112	\$0	\$0	
Animal Control	\$0	\$0	\$0	\$0	\$25,000	\$25,000	
Human Services	\$175,798	\$180,477	\$174,594	\$173,783	\$170,162	(\$4,432)	(2.54%)
<b>Total Program Revenue</b>	<b>\$242,599</b>	<b>\$250,145</b>	<b>\$251,210</b>	<b>\$303,872</b>	<b>\$195,162</b>	<b>(\$56,048)</b>	<b>(22.31%)</b>
General Fund Subsidy	\$1,316,362	\$1,171,697	\$1,252,025	\$1,251,292	\$1,420,329	\$168,304	13.44%
<b>Total Resources</b>	<b>\$1,558,961</b>	<b>\$1,421,842</b>	<b>\$1,503,235</b>	<b>\$1,555,164</b>	<b>\$1,615,491</b>	<b>\$112,256</b>	<b>7.47%</b>



# Community Services 2012 Budget

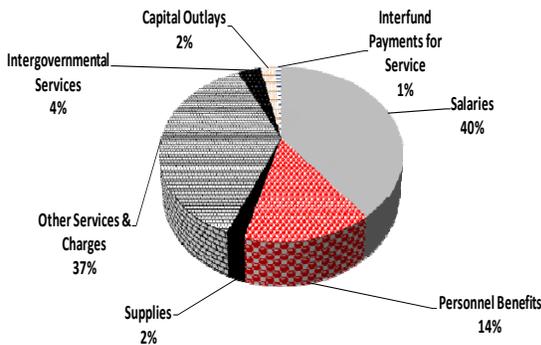
## Expenditures by Type 2009 – 2012

Object Category Name	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Salaries	\$644,970	\$606,794	\$615,136	\$615,938	\$639,951	\$24,815	4.03%
Personnel Benefits	\$208,454	\$195,567	\$209,052	\$210,383	\$232,997	\$23,945	11.45%
Supplies	\$29,910	\$51,690	\$35,525	\$41,905	\$33,283	(\$2,242)	(6.31%)
Other Services & Charges	\$643,086	\$524,516	\$578,508	\$611,924	\$597,758	\$19,250	3.33%
Intergovernmental Services	\$16,235	\$2,090	\$5,000	\$15,000	\$59,300	\$54,300	1086.00%
Capital Outlays	\$0	\$32,029	\$41,061	\$41,061	\$38,000	(\$3,061)	(7.45%)
Interfund Payments for Service	\$16,306	\$9,156	\$18,953	\$18,953	\$14,202	(\$4,751)	(25.07%)
<b>Total Expenditures</b>	<b>\$1,558,961</b>	<b>\$1,421,842</b>	<b>\$1,503,235</b>	<b>\$1,555,164</b>	<b>\$1,615,491</b>	<b>\$112,256</b>	<b>7.47%</b>

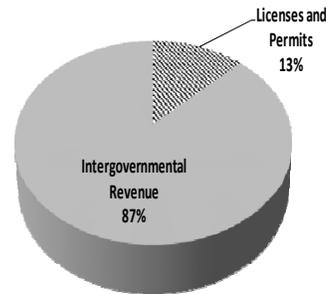
## Revenue by Type 2009 – 2012

Revenue Source	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Licenses and Permits	\$0	\$0	\$0	\$0	\$25,000	\$25,000	
Intergovernmental Revenue	\$240,314	\$249,719	\$251,210	\$303,760	\$170,162	(\$81,048)	(32.26%)
Miscellaneous Revenue	\$2,285	\$426	\$0	\$112	\$0	\$0	
<b>Total Revenue</b>	<b>\$242,599</b>	<b>\$250,145</b>	<b>\$251,210</b>	<b>\$303,872</b>	<b>\$195,162</b>	<b>(\$56,048)</b>	<b>(22.31%)</b>
General Fund Subsidy	\$1,316,362	\$1,171,697	\$1,252,025	\$1,251,292	\$1,420,329	\$168,304	13.44%
<b>Total Resources</b>	<b>\$1,558,961</b>	<b>\$1,421,842</b>	<b>\$1,503,235</b>	<b>\$1,555,164</b>	<b>\$1,615,491</b>	<b>\$112,256</b>	<b>7.47%</b>

**Expenditures**



**Revenue**





# Community Services 2012 Budget

## Budget Changes

### Expenditures

- ✓ Added \$7,000 of ongoing funding for the maintenance of the Youth Services Website.
- ✓ Added 1.5 FTE for Animal Control Officers and one-time startup costs of \$43,000 including a ½ ton truck with animal cargo boxes, computer equipment, program supplies and training.

## NEIGHBORHOODS

### PROGRAM PURPOSE:

The Council of Neighborhoods was created in 1996 by City Council Resolution No. 54 to provide a vehicle for two-way communication between the City and its residents. The Neighborhoods program provides support, advice and assistance to the Council of Neighborhoods and neighborhood associations to build healthy, vibrant neighborhoods.

The Mini-Grant program was created in 1996 by City Council Resolution No. 54 to provide funding for neighborhood groups to make improvements that enhance the Shoreline community.

### STRATEGIC OBJECTIVES:

Effective Citizen Communication and Engagement

<b>Measurement: EFFECTIVENESS</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Percentage of internal customers rating neighborhoods overall services as good or excellent	<b>95%</b>	<b>95%</b>	<b>98%</b>	<b>98%</b>	<b>98%</b>
Percentage of residents rating the condition of their neighborhoods as excellent or good	<b>62%</b>	<b>62%</b>	<b>64%</b>	<b>64%</b>	<b>64%</b>
Percentage of residents who think Shoreline is an excellent or good place to live	<b>93%</b>	<b>93%</b>	<b>95%</b>	<b>95%</b>	<b>95%</b>
Percentage of residents who think that the overall quality of life in the City is excellent or good	<b>85%</b>	<b>85%</b>	<b>85%</b>	<b>85%</b>	<b>85%</b>

<b>Measurement: WORKLOAD</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Dollar value of improvements funded through the mini-grant program	<b>\$20,353</b>	<b>\$23,383</b>	<b>\$7,022</b>	<b>\$20,000</b>	<b>\$20,000</b>
Number of Neighborhoods/Grants	<b>5</b>	<b>6</b>	<b>2</b>	<b>5</b>	<b>5</b>

## EMERGENCY MANAGEMENT PLANNING

### PROGRAM PURPOSE:

Emergency Management - provides the ability for the city to prepare for, to respond to, to mitigate for, and recover from emergencies and disasters that impact the City of Shoreline. This is done by educating staff and community members in emergency management issues so that we can minimize the loss of life and injury, protect the economy, property and the environment and restore effective management to the city as quickly as possible after an event.

### STRATEGIC OBJECTIVES:

Safe and Attractive Neighborhoods and Business Districts

Measurement: <b>EFFECTIVENESS</b>	2008	2009	2010	2011 Est.	2012 Target
Percent of Hazard Mitigation Plan completed	100%	100%	21%	77%	92%
Percent of regular staff trained in emergency planning and preparedness	70%	70%	95%	95%	95%
Percent of required staff who are trained to federal mandates in emergency management practices	100%	100%	100%	100%	100%

Measurement: <b>WORKLOAD</b>	2008	2009	2010	2011 Est.	2012 Target
Number of classes and staff trained facilitated by EMC	4 : 91	3:56	6:110	3:25	2:10
Number of Community Emergency Response volunteers trained	21	20	13	20	20
Number of presentations and training provided to the community (block watches, neighborhoods, businesses, faith groups, civic groups and staff)	42	70	75	80	40
Number of table tops, functional and full scale exercises conducted	2	1	1	1	1

Measurement: <b>INPUT</b>	2008	2009	2010	2011 Est.	2012 Target
Amount of Grant funds awarded to the City	\$123,077	\$35,441	\$145,858	\$53,361	\$53,000

## 24 HOUR CUSTOMER RESPONSE TEAM

### PROGRAM PURPOSE:

Responds to internal and external inquiries, concerns, suggestions and complaints and provide reliable resolution and follow up to guarantee customer satisfaction. Provide telephone and in-person problem resolution and follow-up.

### STRATEGIC OBJECTIVES:

Quality Services, Facilities and Infrastructure

Measurement: <b>EFFECTIVENESS</b>	2008	2009	2010	2011 Est.	2012 Target
Percentage of customer requests responded to within 24 hours	95%	93%	92%	95%	95%
Percentage of external customers giving CRT services a good or excellent rating	98%	99%	97%	98%	98%
Percentage of requests inspected within 5 working days.	93%	93%	94%	95%	95%

Measurement: <b>EFFICIENCY</b>	2008	2009	2010	2011 Est.	2012 Target
Average cost per service request	\$110	\$119	\$108	\$132	\$135
Average number of service requests per FTE	875	822	940	793	797

Measurement: <b>WORKLOAD</b>	2008	2009	2010	2011 Est.	2012 Target
Number of Adopt-A-Road Cleanups supported		25	66	55	75
Number of customer requests for service	2,064	1,980	1,552	1,508	1,500
Number of service requests for hazard/hazmat	174	123	133	100	100
Number of service requests for litter/garbage	281	228	351	340	340
Number of service requests for mitigating drainage issues	62	89	74	48	48
Number of service requests for roads repair	64	66	68	80	80

## 24 HOUR CUSTOMER RESPONSE TEAM

	2008	2009	2010	2011 Est.	2012 Target
Number of service requests for signs.	302	284	191	190	190
Number of service requests for vegetation	189	226	205	180	175

## HUMAN SERVICES: SUPPORT FOR SOCIAL AGENCIES

### PROGRAM PURPOSE:

Human Services fosters the development of an effective and accessible system of human services to meet the needs of Shoreline residents.

### STRATEGIC OBJECTIVES:

Human Services

<b>Measurement: EFFECTIVENESS</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Percentage of service goals met by human service contractors	<b>85%</b>	<b>85%</b>	<b>85%</b>	<b>85%</b>	<b>90%</b>
Total loan value of major home repairs	<b>\$139,978</b>	<b>\$124,338</b>	<b>\$58,386</b>	<b>\$100,000</b>	<b>\$95,000</b>

<b>Measurement: EFFICIENCY</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Program cost per capita	<b>\$11.89</b>	<b>\$12.79</b>	<b>\$12.06</b>	<b>\$12.36</b>	<b>\$12.62</b>
Program expenditures as a percentage of City's operating budget	<b>2.20%</b>	<b>2.23%</b>	<b>2.15%</b>	<b>1.92%</b>	<b>1.98%</b>

<b>Measurement: WORKLOAD</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Number of community partnerships and collaborations supported	<b>9</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>9</b>
Number of individuals served at the Shoreline Senior Center	<b>1,500</b>	<b>1,517</b>	<b>1,591</b>	<b>1,400</b>	<b>1,400</b>
Number of major home repair projects completed	<b>4</b>	<b>8</b>	<b>5</b>	<b>8</b>	<b>7</b>
Number of minor home repairs households served.	<b>60</b>	<b>60</b>	<b>52</b>	<b>55</b>	<b>55</b>



# ***Administrative Services***





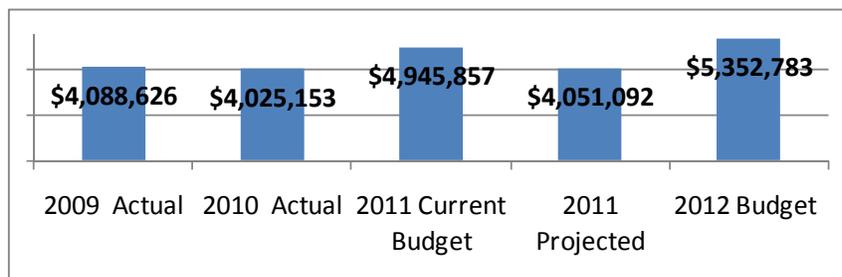
# Administrative Services 2012 Budget

## Department Mission Statement

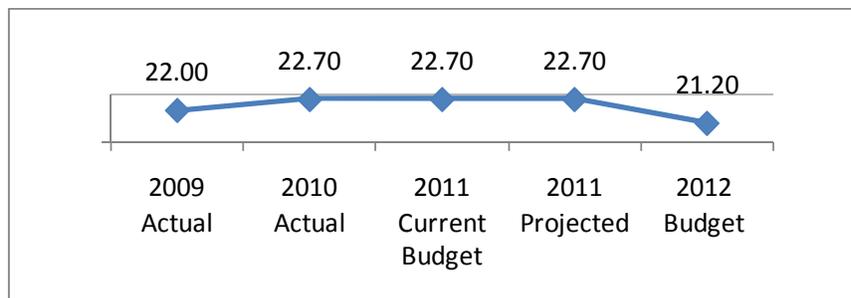
*The Administrative Services Department provides excellent and innovative financial and technological services to city departments for the purpose of enhancing the community of Shoreline and supports open government and the democratic process by preserving and maximizing public access to the City's official records and by facilitating the legislative process.*



## Expenditures Comparison 2009 – 2012



## Staffing Trend 2009 – 2012



(\*) Program merged with Finance to form Administrative Services



# Administrative Services 2012 Budget

## Staffing Summary by Program 2009 – 2012

Program	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Public Records and City Council Meeting Management	3.80	4.00	4.00	4.00	4.00	0.00	0.00%
Administration Services Director's Office	2.00	2.50	2.50	2.50	2.00	(0.50)	(20.00%)
Financial Planning & Accounting Services	6.63	6.63	6.63	6.63	5.63	(1.00)	(15.08%)
Purchasing & Payable Services	1.75	1.75	1.75	1.75	2.75	1.00	57.14%
Geographical Information Services	1.05	1.05	1.05	1.05	1.00	(0.05)	(4.76%)
Information Technology Operations & Security Administration	4.40	4.40	3.60	3.60	3.00	(0.60)	(16.67%)
Web Development			1.00	1.00	1.00	0.00	0.00%
Information Technology Strategic Plan Implementation	1.55	1.55	1.35	1.35	1.00	(0.35)	(25.93%)
Grant Research & Development	0.20	0.20	0.20	0.20	0.70	0.50	250.00%
Capital Projects	0.62	0.62	0.62	0.62	0.12	(0.50)	(80.65%)
<b>Total FTE</b>	<b>22.00</b>	<b>22.70</b>	<b>22.70</b>	<b>22.70</b>	<b>21.20</b>	<b>(1.50)</b>	<b>(6.61%)</b>

## 2012 Staffing Summary by Positions and FTEs

Position	Head Count	FTE
Administrative Services Director	1	1.00
Finance Manager	1	1.00
City Clerk	1	1.00
Information Systems Manager	1	1.00
Deputy City Clerk	1	1.00
Records Coordinator	1	1.00
Administrative Assistant II	1	1.00
Purchasing Officer	1	1.00
Finance Technician	2	1.38
(*) AP/Payroll Technician	1	1.00
Payroll Officer	1	1.00
Staff Accountant	1	1.00
Budget Analyst	1	1.00
Budget and Financial Systems Analyst	1	1.00
Grants Coordinator	1	0.82
Administrative Assistant III	1	1.00
Database Administrator	1	1.00
GIS Specialist	1	1.00
Web Developer	1	1.00
Computer/Network Specialist	2	2.00
<i>Department Total</i>	22.00	21.20

(\*) Position moved from Financial Planning & Accounting Services to Purchasing & Payable



# Administrative Services 2012 Budget

## 2012 Key Department Objectives in Support of the City Council Goals

### **Goal 5: Expand opportunities for effective citizen communication and community engagement**

- Enhance participation opportunities for the Shoreline community in developing the City's budget and long-term financial strategies

## 2012 Key Department Objectives in Support of the City's Strategic Objectives:

### **Quality Services, Facilities and Infrastructure**

- Train department users on the new screens in the 7i version of IFAS and upgrade to version 7.9 and train users on new functionality and implement Timecards online for payroll processing.
- Train department staff on updated and new information in the Purchasing & Payables Manual and on the City's portal.
- Upgrade City Geographic Information Technology to ArcGIS 10 and provide training to gain efficiencies in creating maps, editing GIS layers and analyzing GIS data.
- Update key GIS data layers of topography, edge of pavement and buildings. Reacquire high resolution aerial photography through cooperative efforts including King County, and a consortium of King County cities through eCityGov.net.
- Develop the City's Information Technology Strategic Plan for 2013-2015.
- Assist with the implementation of the City's Computerized Maintenance Management System (CMMS) to track asset inventory and work management for Public Works.

### **Governmental Excellence**

- Complete the 2011 financial statements and 2011 audit with the goal of a clean audit opinion.
- Facilitate the development of the 2013-2018 Capital Improvement Program.
- Train staff on records management and disclosure at time of hire.
- Work with departments in the protection of essential and permanent records to meet state requirements and to provide back-up in case of emergency.
- Maintain e-mail archiving system to achieve search capability for public disclosure requests and retention management of e-mail records.

### **Effective Citizen Communication and Engagement**

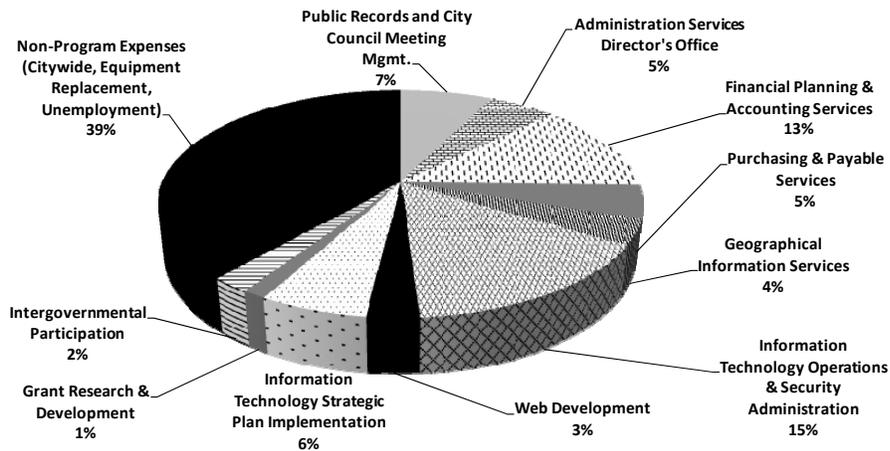
- Transition to new email archiving system and revise email retention policy to match new system.
- Acquire high-density storage system for City Hall Records Center to increase storage capacity for anticipated growth.



# Administrative Services 2012 Budget

## Expenditures by Program 2009 – 2012

Program Budget	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Public Records and City Council Meeting Mgmt.	\$419,274	\$358,319	\$394,036	\$389,717	\$397,172	\$3,136	0.80%
Sister City Program	\$5,482	\$0	\$0	\$0	\$0	\$0	
Administration Services Director's Office	\$293,786	\$318,630	\$293,988	\$256,169	\$282,314	(\$11,674)	(3.97%)
Financial Planning & Accounting Services	\$705,736	\$742,754	\$817,861	\$800,329	\$679,937	(\$137,924)	(16.86%)
Purchasing & Payable Services	\$164,046	\$157,515	\$157,984	\$154,342	\$246,645	\$88,661	56.12%
Geographical Information Services	\$215,465	\$171,395	\$171,163	\$164,084	\$194,050	\$22,887	13.37%
Information Technology Operations & Security Administration	\$1,020,277	\$885,719	\$785,694	\$783,731	\$817,288	\$31,594	4.02%
Web Development	\$0	\$858	\$170,860	\$151,193	\$159,116	(\$11,744)	(6.87%)
Information Technology Strategic Plan Implementation	\$198,300	\$277,860	\$212,585	\$211,759	\$324,961	\$112,376	52.86%
Grant Research & Development	\$19,286	\$18,201	\$20,965	\$20,695	\$72,900	\$51,935	247.72%
Intergovernmental Participation	\$119,788	\$118,938	\$119,077	\$118,831	\$118,073	(\$1,004)	(0.84%)
Non-Program Expenses (Citywide, Equipment Replacement, Unemployment)	\$917,843	\$1,024,839	\$1,801,644	\$1,000,242	\$2,060,327	\$258,683	14.36%
<b>Total Program Budget</b>	<b>\$4,079,283</b>	<b>\$4,075,028</b>	<b>\$4,945,857</b>	<b>\$4,051,092</b>	<b>\$5,352,783</b>	<b>\$406,926</b>	<b>8.23%</b>



## Revenue by Program 2009 – 2012

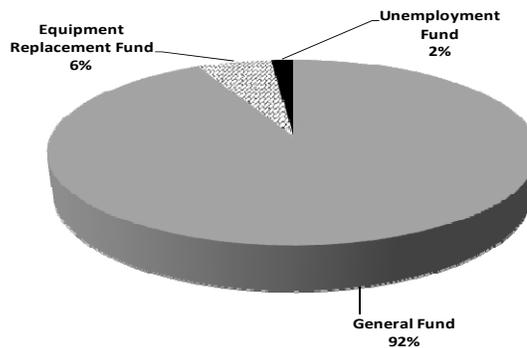
Program Budget	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Public Records and City Council Meeting Mgmt.	\$32,527	\$169,086	\$112,150	\$162,822	\$171,650	\$59,500	53.05%
Finance Administration	\$0	\$0	\$0	\$0	\$20,000	\$20,000	
Financial Planning & Accounting Services	\$1,807	\$1,927	\$1,800	\$1,800	\$1,800	\$0	0.00%
Web Development	\$0	\$0	\$0	\$0	\$1,826	\$1,826	
Non-Program Expenses (Citywide, Equipment Replacement, Unemployment)	\$296,874	\$95,106	\$258,869	\$296,046	\$264,341	\$5,472	2.11%
<b>Total Program Revenue</b>	<b>\$331,208</b>	<b>\$266,119</b>	<b>\$372,819</b>	<b>\$460,668</b>	<b>\$459,617</b>	<b>\$86,798</b>	<b>23.28%</b>
Use of Equipment Replacement Fund Balance	(\$64,383)	\$133,378	(\$119,520)	\$105,460	(\$211,654)	(\$92,134)	77.09%
Use of Unemployment Fund Balance	\$24,284	\$2,364	\$4,850	\$24,926	\$21,764	\$16,914	348.74%
General Fund Subsidy	\$3,788,174	\$3,673,167	\$4,687,708	\$3,460,038	\$5,083,056	\$395,348	8.43%
<b>Total Resources</b>	<b>\$4,079,283</b>	<b>\$4,075,028</b>	<b>\$4,945,857</b>	<b>\$4,051,092</b>	<b>\$5,352,783</b>	<b>\$406,926</b>	<b>8.23%</b>



# Administrative Services 2012 Budget

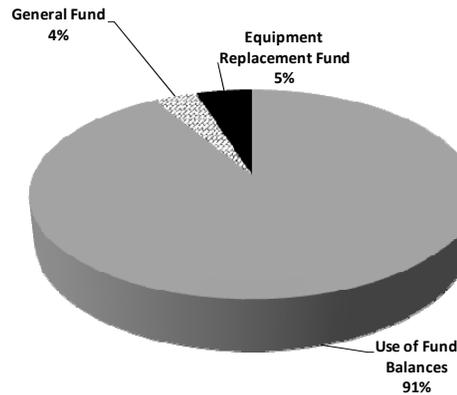
## Expenditures by Fund 2009 – 2012

Administrative Services 2009 - 2012 Budget Comparison By Fund							
Expenditures By Fund	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
General Fund	\$3,871,728	\$3,822,654	\$4,796,658	\$3,879,393	\$4,948,237	\$151,579	3.16%
Equipment Replacement Fund	\$177,766	\$239,857	\$134,199	\$146,699	\$315,000	\$180,801	134.73%
Unemployment Fund	\$29,789	\$12,517	\$15,000	\$25,000	\$89,546	\$74,546	496.97%
<b>Total Fund Expenditures</b>	<b>\$4,079,283</b>	<b>\$4,075,028</b>	<b>\$4,945,857</b>	<b>\$4,051,092</b>	<b>\$5,352,783</b>	<b>\$406,926</b>	<b>8.23%</b>



## Revenue by Fund 2009 – 2012

Revenue By Fund	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
General Fund	\$188,554	\$193,569	\$118,950	\$208,435	\$200,276	\$81,326	68.37%
Equipment Replacement Fund	\$142,149	\$72,397	\$253,719	\$252,159	\$259,291	\$5,572	2.20%
Unemployment Fund	\$505	\$153	\$150	\$74	\$50	(\$100)	(66.67%)
General Fund Subsidy	\$3,788,174	\$3,673,167	\$4,687,708	\$3,680,958	\$5,083,056	\$395,348	8.43%
Use of Equipment Replacement Fund Balance	(\$64,383)	\$133,378	(\$119,520)	(\$105,460)	(\$211,654)	(\$92,134)	77.09%
Use of Unemployment Fund Balance	\$24,284	\$2,364	\$4,850	\$14,926	\$21,764	\$16,914	348.74%
<b>Total Fund Revenue</b>	<b>\$4,079,283</b>	<b>\$4,075,028</b>	<b>\$4,945,857</b>	<b>\$4,051,092</b>	<b>\$5,352,783</b>	<b>\$482,146</b>	<b>9.75%</b>





# Administrative Services 2012 Budget

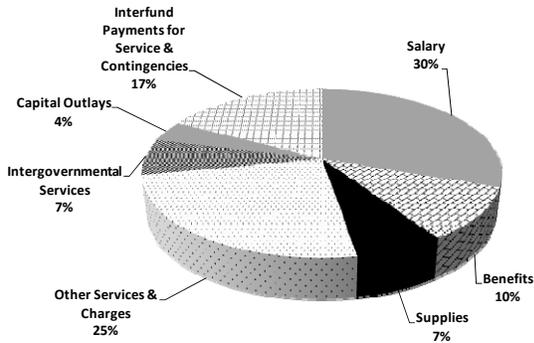
## Expenditures by Type 2009 – 2012

Object Category Name	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Salary	\$1,615,968	\$1,630,253	\$1,663,472	\$1,606,147	\$1,628,252	(\$35,220)	(2.12%)
Benefits	\$504,239	\$491,824	\$548,195	\$527,887	\$544,079	(\$4,116)	(0.75%)
Supplies	\$258,102	\$243,631	\$195,129	\$228,118	\$360,992	\$165,863	85.00%
Other Services & Charges	\$1,272,655	\$1,220,986	\$1,287,238	\$1,248,018	\$1,316,742	\$29,504	2.29%
Intergovernmental Services	\$205,394	\$289,581	\$328,828	\$347,140	\$363,564	\$34,736	10.56%
Capital Outlays	\$199,432	\$183,095	\$40,199	\$34,199	\$215,000	\$174,801	434.84%
Interfund Payments for Service, Contingencies & Depreciation	\$23,493	\$15,658	\$882,796	\$59,583	\$924,154	\$41,358	4.68%
<b>Total Expenditures</b>	<b>\$4,079,283</b>	<b>\$4,075,028</b>	<b>\$4,945,857</b>	<b>\$4,051,092</b>	<b>\$5,352,783</b>	<b>\$406,926</b>	<b>8.23%</b>

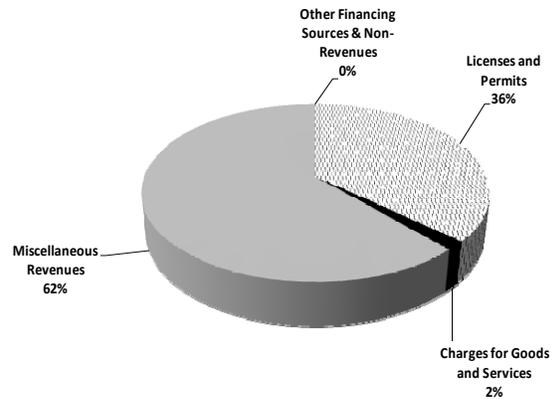
## Revenue by Type 2009 – 2012

Revenue Source	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Licenses and Permits	\$14,502	\$183,324	\$108,150	\$195,201	\$167,650	\$59,500	55.02%
Intergovernmental Revenues	\$17,133	\$0	\$0	\$0	\$0	\$0	
Charges for Goods and Services	\$2,687	\$2,243	\$5,800	\$6,570	\$7,626	\$1,826	31.48%
Miscellaneous Revenues	\$141,328	\$71,121	\$258,869	\$256,397	\$284,341	\$25,472	9.84%
Other Financing Sources & Non-Revenues	\$155,558	\$9,431	\$0	\$2,500	\$0	\$0	
<b>Total Revenue</b>	<b>\$331,208</b>	<b>\$266,119</b>	<b>\$372,819</b>	<b>\$460,668</b>	<b>\$459,617</b>	<b>\$86,798</b>	<b>23.28%</b>
Use of Equipment Replacement Fund Balance	(\$64,383)	\$133,378	(\$119,520)	(\$105,460)	(\$211,654)	(\$92,134)	77.09%
Use of Unemployment Fund Balance	\$24,284	\$2,364	\$4,850	\$14,926	\$21,764	\$16,914	348.74%
General Fund Subsidy	\$3,788,174	\$3,673,167	\$4,687,708	\$3,680,958	\$5,083,056	\$395,348	8.43%
<b>Total Resources</b>	<b>\$4,079,283</b>	<b>\$4,075,028</b>	<b>\$4,945,857</b>	<b>\$4,051,092</b>	<b>\$5,352,783</b>	<b>\$406,926</b>	<b>8.23%</b>

### Expenditures



### Revenue





# Administrative Services 2012 Budget

## Budget Changes

- ✓ Eliminated Administrative Assistant I position (0.50 FTE)
- ✓ Eliminated Network Administrator position (1 FTE) and added \$45,000 in ongoing expenditures for network administration contract
- ✓ Includes one-time expenditures of \$35,000 to update the GIS Aerial Photography
- ✓ Includes one-time expenditures of \$140,000 for the purchase of an Asset Management software
- ✓ Includes \$40,000 ongoing funding for licensing of the Asset Management software
- ✓ Includes \$27,000 increase in City's liability and property insurance costs
- ✓ Includes one-time expenditures in the Equipment Replacement Fund of \$215,000 for replacement of dump truck
- ✓ Includes one-time increase of \$50,000 for potential unemployment claims

## PUBLIC RECORDS & CITY COUNCIL MEETING MANAGEMENT

### PROGRAM PURPOSE:

The City Clerk's Office oversees the legal and efficient operation of City Council meetings and Hearing Examiner appeal hearings and manages the availability, protection and retention of City records to facilitate the democratic process for the citizens of Shoreline.

### STRATEGIC OBJECTIVES:

Effective Citizen Communication and Engagement

<b>Measurement: EFFECTIVENESS</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Percentage of City Council packets available to the public on the City website the day after receipt by City Councilmembers	<b>95%</b>	<b>100%</b>	<b>95%</b>	<b>100%</b>	<b>100%</b>
Percentage of external customers who rate the City Clerk's public disclosure process as very good or excellent	<b>94%</b>	<b>100%</b>	<b>94%</b>	<b>100%</b>	<b>100%</b>
Percentage of internal customers rating the City Clerk's Office services very good or excellent	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

<b>Measurement: WORKLOAD</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Number of boxes of records accessioned into the Records Center	<b>196</b>	<b>200</b>	<b>393</b>	<b>150</b>	<b>125</b>
Number of City Council packets and sets of minutes produced	<b>45</b>	<b>44</b>	<b>44</b>	<b>45</b>	<b>47</b>
Number of contracts and property records, agreements processed, recorded, and/or filed	<b>556</b>	<b>379</b>	<b>416</b>	<b>450</b>	<b>420</b>
Number of items uploaded to the web site or network	<b>1,719</b>	<b>1,500</b>	<b>2,150</b>	<b>3,000</b>	<b>1,700</b>
Number of pages of public records provided	<b>2,272</b>	<b>7,900</b>	<b>5,000</b>	<b>5,000</b>	<b>4,000</b>
Number of public records requests processed	<b>109</b>	<b>170</b>	<b>132</b>	<b>170</b>	<b>150</b>
Number of specialty business licenses issued	<b>138</b>	<b>180</b>	<b>180</b>	<b>180</b>	<b>190</b>

## ADMINISTRATIVE SERVICES DIRECTOR'S OFFICE

### PROGRAM PURPOSE:

Administration Services Administration is responsible for the overall leadership and management of the department. The division focuses on process and policy development and provides general administrative support to all Administrative Services divisions.

### STRATEGIC OBJECTIVES:

Economic Vitality and Financial Stability

Measurement: <b>EFFECTIVENESS</b>	2008	2009	2010	2011 Est.	2012 Target
Received a clean audit opinion the the financial statements	YES	YES	YES	YES	YES

Measurement: <b>EFFICIENCY</b>	2008	2009	2010	2011 Est.	2012 Target
Finance FTE per 1,000 population	0.34	0.34	0.33	0.33	.33

## FINANCIAL PLANNING AND ACCOUNTING SERVICES

### PROGRAM PURPOSE:

This program provides financial analysis, financial reporting, accounting services, and financial planning to support City departments making fiscal and organizational decisions resulting in the optimization of city resources.

### STRATEGIC OBJECTIVES:

Economic Vitality and Financial Stability

Measurement: <b>EFFECTIVENESS</b>	2008	2009	2010	2011 Est.	2012 Target
Actual revenue collections compared to projected revenues.	99%	98.6%	FINANCE	97%	97% - 105%
Basis points in which investment returns exceed the City's benchmark	28	44	60	25	25
Percentage of customers rating Financial Operations services as good or excellent	94.0%	94%	97%	97%	98%
Percentage of customers rating the Budget Division services as good or excellent	94%	94%	90%	90%	95%

Measurement: <b>EFFICIENCY</b>	2008	2009	2010	2011 Est.	2012 Target
Financial planning and accounting services as a % of the City's operating budget.	2.7%	2.3%	2.5%	2.4%	2.0%

Measurement: <b>WORKLOAD</b>	2008	2009	2010	2011 Est.	2012 Target
Number of accounts payable checks	3,787	3,623	3,650	3,250	3,200
Number of payroll checks processed	6,278	6,395	6,420	6,335	6,370

## PURCHASING SERVICES

### PROGRAM PURPOSE:

Purchasing provides City departments with knowledge and resources to obtain goods and services for the best value, while complying with applicable Federal, State, and City procurement regulations

### STRATEGIC OBJECTIVES:

Governmental Excellence

<b>Measurement: EFFECTIVENESS</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Number of protests filed per \$25 million purchased	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>
Percentage of awards and solicitations made without protest	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>99%</b>	<b>100%</b>
Percentage of customers rating the Purchasing Division services as good or excellent	<b>94%</b>	<b>94%</b>	<b>86%</b>	<b>86%</b>	<b>100%</b>
Percentage of internal customers rating the Purchasing Division responsiveness of services as good or excellent	<b>92%</b>	<b>92%</b>	<b>88%</b>	<b>88%</b>	<b>100%</b>

<b>Measurement: EFFICIENCY</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Dollar Amount of Central Purchasing Office Purchases per Central Purchasing Office FTE	<b>\$12.5M</b>	<b>\$12.5M</b>	<b>\$10.0 M</b>	<b>\$11.7 M</b>	<b>\$10.0 M</b>
Number of Purchasing transactions per FTE	<b>215</b>	<b>215</b>	<b>300</b>	<b>226</b>	<b>250</b>
Percentage of purchasing transactions conducted using procurement and credit cards	<b>3.0%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>6.0%</b>	<b>8.0%</b>

<b>Measurement: INPUT</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Number of protests filed and sustained	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## GEOGRAPHICAL INFORMATION SYSTEMS

### PROGRAM PURPOSE:

Geographical Information Systems manages enterprise wide data so that it is readily available to City departments to support their decision-making and planning processes.

### STRATEGIC OBJECTIVES:

Quality Services, Facilities and Infrastructure

Measurement: <b>EFFECTIVENESS</b>	2008	2009	2010	2011 Est.	2012 Target
Percentage of customers rating the GIS services as good or excellent	100%	100%	91%	91%	91%

Measurement: <b>EFFICIENCY</b>	2008	2009	2010	2011 Est.	2012 Target
Number of Service Requests completed per FTE	150	150	160	160	165

Measurement: <b>WORKLOAD</b>	2008	2009	2010	2011 Est.	2012 Target
Number of Service Requests	150	150	160	160	165

# INFORMATION TECHNOLOGY STRATEGIC PLAN IMPLEMENTATION

**PROGRAM PURPOSE:**

Information Technology Strategic Plan Implementation provides needs assessment, justification, alternatives analysis, oversight, project management, and on-site consultation advisory services to City departments/staff to successfully deliver projects in the City's IT Strategic Plan, aimed at enhancing service levels and streamlining business processes through the utilization of technology.

**STRATEGIC OBJECTIVES:**

Governmental Excellence

<b>Measurement: EFFICIENCY</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Information Technology Strategic Plan expenditures as a percentage of the City's operating budget	<b>2.0%</b>	<b>0.6%</b>	<b>0.9%</b>	<b>0.6%</b>	<b>1.0%</b>

<b>Measurement: INPUT</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Budgeted FTEs	<b>1.55</b>	<b>1.55</b>	<b>1.35</b>	<b>1.35</b>	<b>1.40</b>
Total capital expenditures for IT activities and equipment	<b>\$409,321</b>	<b>\$227,543</b>	<b>\$333,947</b>	<b>\$312,585</b>	<b>\$424,961</b>

## INFORMATION TECHNOLOGY OPERATIONS AND SECURITY ADMINISTRATION

### PROGRAM PURPOSE:

IT Operations and Security Administration provides technology infrastructure that supports the daily operations of City departments in achieving their goals and objectives.

### STRATEGIC OBJECTIVES:

Quality Services, Facilities and Infrastructure

Measurement: <b>EFFECTIVENESS</b>	2008	2009	2010	2011 Est.	2012 Target
Help Desk calls resolved within 8 hours	68%	68%	68%	75%	75%
Percentage of customers rating the Information Technology Division services as good or excellent	86%	86%	87%	87%	87%
Percentage of help desk calls resolved and/or repaired within 24 hours	95%	95%	95%	95%	95%
Percentage of Help Desk calls resolved at time of call	34%	34%	34%	35%	35%
Percentage of Help Desk calls resolved within 4 hours	56%	56%	56%	60%	60%
Percentage of telephone system problems resolved within 24 hours	73%	73%	73%	75%	75%

Measurement: <b>EFFICIENCY</b>	2008	2009	2010	2011 Est.	2012 Target
Central info tech operating maintenance and capital expenditures per workstation.	\$6,261	\$6,227	\$5,919	\$5,402	\$6,112
Central IT operating & maintenance expenditures per workstation (excluding telephone service & Tech Plan)	\$3,484	\$4,201	\$3,612	\$3,154	\$3,374
Information technology operating and maintenance expenditures as a percentage of the City's operating budget	3.0%	3.3%	3.0%	2.3%	2.4%
Number of workstations per Central IT FTE	35	35	35	35	35

## GRANT RESEARCH & DEVELOPMENT

### PROGRAM PURPOSE:

The Grant Research and Development program coordinates and supports grant seeking efforts citywide to increase resources available for operating programs and capital projects and monitors grant activity for compliance with grant requirements including completion of required reporting.

### STRATEGIC OBJECTIVES:

Economic Vitality and Financial Stability

Measurement: <b>EFFECTIVENESS</b>	2008	2009	2010	2011 Est.	2012 Target
Percentage of grant applications successfully awarded	<b>68%</b>	<b>82%</b>	<b>60%</b>	<b>60%</b>	<b>60%</b>
Percentage of internal customers rating Grant Assistance overall services as good or excellent	<b>84%</b>	<b>84%</b>	<b>91%</b>	<b>91%</b>	<b>91%</b>

Measurement: <b>WORKLOAD</b>	2008	2009	2010	2011 Est.	2012 Target
Number of Grant Applications Submitted	<b>19</b>	<b>17</b>	<b>15</b>	<b>12</b>	<b>15</b>

## INTERGOVERNMENTAL PARTICIPATION

### PROGRAM PURPOSE:

City participation in organizations that provide a forum for city staff and/or council members to address federal, state, and regional issues and that provide financial or legislative support to the City. Includes the following organizations: Seashore Transportation Forum, Suburban Cities, Association of Washington Cities, Economic Development Council of Seattle & King County, National League of Cities, Puget Sound Regional Council, Puget Sound Clean Air Agency, and the Shoreline Chamber of Commerce.

### STRATEGIC OBJECTIVES:

Governmental Excellence

Measurement: <b>EFFICIENCY</b>	2008	2009	2010	2011 Est.	2012 Target
Program expenditures as a percentage of the City's total operating budget	0.35%	0.38%	0.40%	0.35%	0.35%

# WEB DEVELOPMENT

**PROGRAM PURPOSE:**

The web development program coordinates the technology and staff resources used to maintain various web technologies throughout the City including the City’s website, the internal portal, City on-line council meeting transmission, and technologies related to the Council chambers

**STRATEGIC OBJECTIVES:**

Quality Services, Facilities and Infrastructure

Measurement: <b>EFFICIENCY</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Web Development as a % of the City's operating budget				<b>0.50%</b>	<b>0.47%</b>



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# *City Attorney*





# City Attorney 2012 Budget

## Department Mission Statement

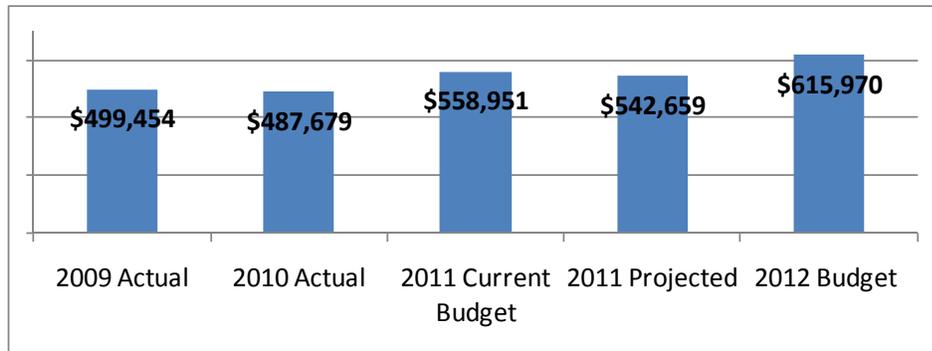
*“The City Attorney provides accurate and timely legal advice to the Council, City Manager, City departments and boards and commissions to improve effectiveness and minimize risk of City operations. The City Attorney prosecutes misdemeanor and infraction violations of the Municipal Code”*

City Attorney  
Ian Sievers - City Attorney (206) 801- 2649

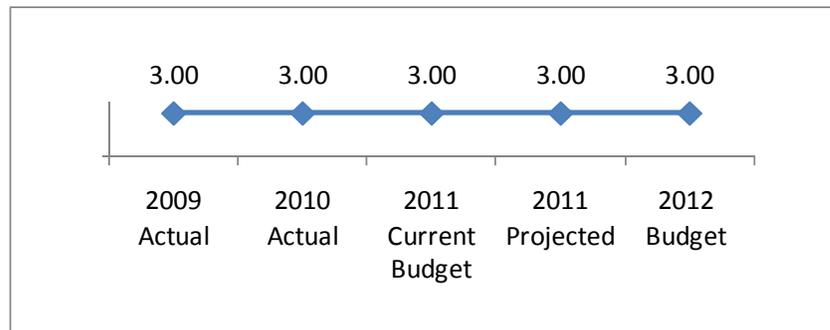
Legal Services  
3.0 FTE

Prosecuting Attorney and Domestic Violence  
Victim Coordinator  
(Contracted Service)

## Expenditures Comparison 2009 – 2012



## Staffing Trend 2009 – 2012





# City Attorney 2012 Budget

## Staffing Summary by Program 2009 – 2012

Program	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Legal Services	3.00	3.00	3.00	3.00	3.00	0.00	0.00%
<b>Total FTE</b>	3.00	3.00	3.00	3.00	3.00	0.00	0.00%

## 2012 Staffing Summary by Positions and FTEs

Position	Head Count	FTE
City Attorney	1	1.00
Assistant City Attorney	1	1.00
Legal Assitant	1	1.00
<i>Department Total</i>	3	3.00

## 2012 Key Department Objectives in Support of the City Council Goals:

### Goal 4: Construct the Aurora Improvements from 165th to 205th Streets

- Participate in early acquisition for 192nd-205th properties
- Complete Aurora property acquisition settlements and condemnation required for the Aurora Project, 165th-192nd.

## 2012 Key Department Objectives in Support of the City’s Strategic Objectives:

### Quality Services, Facilities, and Infrastructure

- Finalize service and municipal agreements for Point Wells property

### Economic Vitality and Financial Stability

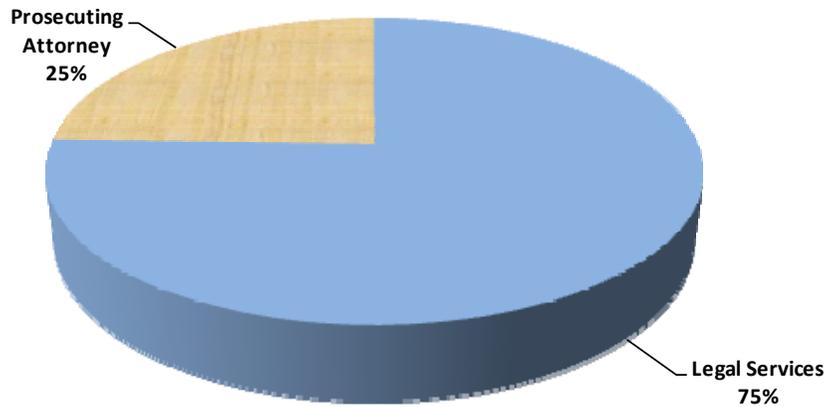
- Continue negotiations with Seattle Public Utilities to develop a utilities transfer agreement and process assumption



# City Attorney 2012 Budget

## Expenditures by Program 2009 – 2012

Program Budget	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Legal Services	\$338,624	\$326,849	\$408,808	\$392,516	\$464,650	\$55,842	13.66%
Prosecuting Attorney	\$160,830	\$160,830	\$150,143	\$150,143	\$151,320	\$1,177	0.78%
<b>Total Expenditures</b>	<b>\$499,454</b>	<b>\$487,679</b>	<b>\$558,951</b>	<b>\$542,659</b>	<b>\$615,970</b>	<b>\$57,019</b>	<b>10.20%</b>



## Revenue by Program 2009 – 2012

Program Revenue	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Legal Services	\$27	\$0	\$0	\$0	\$0	\$0	0.00%
General Fund Subsidy	\$499,427	\$487,679	\$558,951	\$542,659	\$615,970	\$57,019	10.20%
<b>Total Resources</b>	<b>\$499,454</b>	<b>\$487,679</b>	<b>\$558,951</b>	<b>\$542,659</b>	<b>\$615,970</b>	<b>\$57,019</b>	<b>10.20%</b>



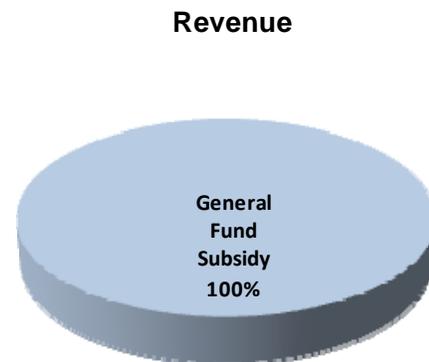
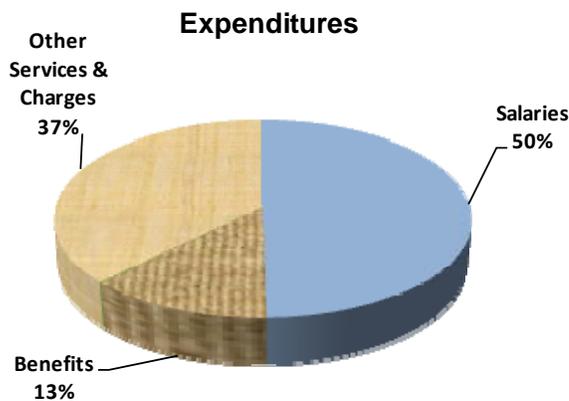
# City Attorney 2012 Budget

## Expenditures by Type 2009 – 2012

Object Category	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Salaries	\$245,533	\$251,798	\$296,153	\$280,600	\$305,609	\$9,456	3.19%
Benefits	\$63,126	\$59,228	\$75,414	\$74,716	\$78,654	\$3,239	4.29%
Supplies	\$1,411	\$932	\$1,050	\$1,050	\$1,050	\$0	0.00%
Other Services & Charges	\$189,384	\$175,691	\$186,334	\$186,293	\$230,657	\$44,323	23.79%
Intergovernmental Services	\$0	\$30	\$0	\$0	\$0	\$0	0.00%
Capital Outlays	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Interfund Payments for Service	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$499,454</b>	<b>\$487,679</b>	<b>\$558,951</b>	<b>\$542,659</b>	<b>\$615,970</b>	<b>\$57,019</b>	<b>10.20%</b>

## Revenue by Type 2009 – 2012

Revenue Source	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Other Revenue	\$27	\$0	\$0	\$0	\$0	\$0	0.00%
General Fund Subsidy	\$499,427	\$487,679	\$558,951	\$542,659	\$615,970	\$57,019	10.20%
<b>Total Resources</b>	<b>\$499,454</b>	<b>\$487,679</b>	<b>\$558,951</b>	<b>\$542,659</b>	<b>\$615,970</b>	<b>\$57,019</b>	<b>10.20%</b>



## Budget Changes

- ✓ Added \$45,000 to professional services for one-time backfill of Assistant City Attorney

## LEGAL SERVICES

### PROGRAM PURPOSE:

The City Attorney provides accurate and timely legal advice to the Council, City departments and advisory boards and commissions to improve effectiveness and minimize risk of City operations

### STRATEGIC OBJECTIVES:

Governmental Excellence

Measurement: <b>EFFECTIVENESS</b>	2008	2009	2010	2011 Est.	2012 Target
Percentage of customers rating timeliness of legal services as good or excellent	81%	81%	82%	82%	85%
Percentage of internal customers rating legal Services overall as good or excellent	85%	85%	86%	86%	86%

Measurement: <b>EFFICIENCY</b>	2008	2009	2010	2011 Est.	2012 Target
Program budget as a percent of the City's operating budget	1.19%	1.18%	1.23%	1.27%	1.37%

## PROSECUTING ATTORNEY

### PROGRAM PURPOSE:

The Prosecuting Attorney prosecutes violations of the Shoreline Municipal Code.

### STRATEGIC OBJECTIVES:

Safe and Attractive Neighborhoods and Business Districts

Measurement: <b>WORKLOAD</b>	2008	2009	2010	2011 Est.	2012 Target
Total Number of Criminal Cases	1,338	1,342	1,158	1,145	1,100



# ***Human Resources***





# Human Resources 2012 Budget

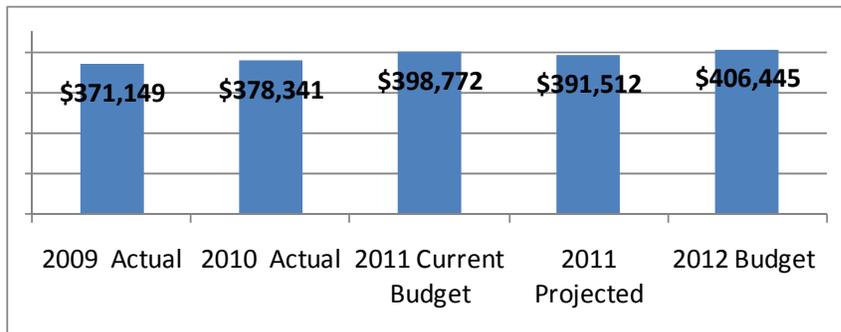
## Department Mission Statement

*The mission of Human Resources is to foster and support our organizational values and goals to attract, retain and develop a professional and committed workforce that provides the highest quality and value in customer service*

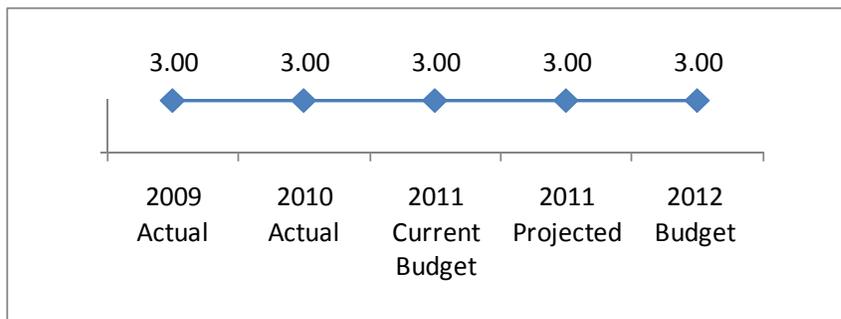
Human Resources  
3.00 FTE  
Marci Wright - Human Resources Director (206) 801-2241

Employment Recruitment and Compensation Administration  
3.00 FTE

## Expenditures Comparison 2009 – 2012



## Staffing Trend 2009 – 2012





# Human Resources 2012 Budget

## Staffing Summary by Program 2009 – 2012

Program	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Employment Recruitment and Compensation Administration	3.00	3.00	3.00	3.00	3.00	0.00	0.00%
<b>Total FTE</b>	3.00	3.00	3.00	3.00	3.00	0.00	0.00%

## 2012 Staffing Summary by Positions and FTEs

Position	Head Count	FTE
Human Resource Director	1	1.00
Senior Human Resources Analyst	1	1.00
Administrative Assistant III	1	1.00
<i>Department Total</i>	3	3.00

## 2012 Key Department Objectives in Support of the City’s Strategic Objectives:

### Governmental Excellence

- Provide training for managers and employees on new performance evaluation system.
- Participate in the ongoing planning, implementation and training associated with Timecard Online.
- In-house training for City communication model.
- Implement initiatives arising from the 2011 Employee Satisfaction Survey
- Implement development plan for the Management Team and other City staff to increase capacity within the organization



# Human Resources 2012 Budget

## Expenditures by Program 2009 – 2012

Program Budget	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Employment Recruitment and Compensation Administration	\$371,149	\$378,341	\$398,772	\$391,512	\$406,445	\$7,673	1.92%
<b>Total Program Budget</b>	\$371,149	\$378,341	\$398,772	\$391,512	\$406,445	\$7,673	1.92%



## Revenue by Program 2009 – 2012

Program Budget	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Employment Recruitment and Compensation Administration	\$11,366	\$4,556	\$8,000	\$12,455	\$8,000	\$0	0.00%
General Fund Subsidy	\$359,783	\$373,785	\$390,772	\$379,057	\$398,445	\$7,673	1.96%
<b>Total Resources</b>	\$371,149	\$378,341	\$398,772	\$391,512	\$406,445	\$7,673	1.92%



# Human Resources 2012 Budget

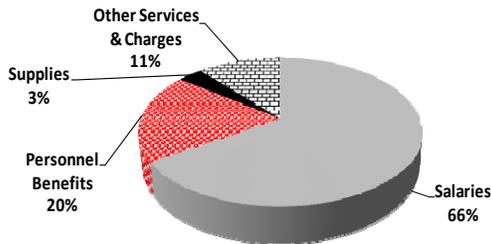
## Expenditures by Type 2009 – 2012

Object Category Name	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Salaries	\$253,032	\$262,506	\$262,418	\$262,418	\$267,778	\$5,360	2.04%
Personnel Benefits	\$67,940	\$65,592	\$70,498	\$68,904	\$78,811	\$8,313	11.79%
Supplies	\$8,590	\$15,102	\$8,100	\$10,840	\$13,580	\$5,480	67.65%
Other Services & Charges	\$41,587	\$35,141	\$57,756	\$49,350	\$46,276	(\$11,480)	(19.88%)
Intergovernmental Services	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$371,149</b>	<b>\$378,341</b>	<b>\$398,772</b>	<b>\$391,512</b>	<b>\$406,445</b>	<b>\$7,673</b>	<b>1.92%</b>

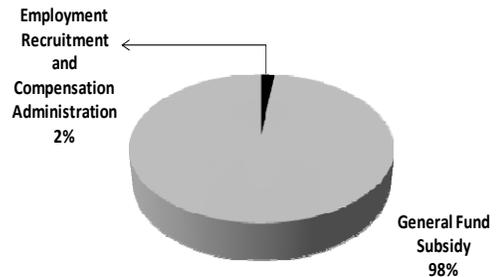
## Revenue by Type 2009 – 2012

Revenue Source	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Miscellaneous Revenue	\$11,366	\$4,556	\$8,000	\$12,455	\$8,000	\$0	0.00%
General Fund Subsidy	\$359,783	\$373,785	\$390,772	\$379,057	\$398,445	\$7,673	1.96%
<b>Total Resources</b>	<b>\$371,149</b>	<b>\$378,341</b>	<b>\$398,772</b>	<b>\$391,512</b>	<b>\$406,445</b>	<b>\$7,673</b>	<b>1.92%</b>

**Expenditures**



**Revenue**



## EMPLOYEE RECRUITMENT, COMPENSATION ADMINISTRATION & ORGANIZATIONAL DEVELOPMENT

### PROGRAM PURPOSE:

This program creates an environment which attracts, retains and develops a professional and committed workforce to support delivery of the highest quality public services to Shoreline residents.

### STRATEGIC OBJECTIVES:

Governmental Excellence

<b>Measurement: EFFECTIVENESS</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Benefits as a percentage of Salaries & Benefits	35.2%	31.3%	23.1%	24.5%	25.4%
Percentage of customers rating Human Resources services as good or excellent	90%	90%	92%	92%	94%
Percentage of employees who rate the City of Shoreline as one of the best organizations to work for compared to other organizations	76%	80%	80%	80%	80%
Percentage of employees who would recommend Working for the City to a friend	88%	89%	89%	89%	89%
Percentage of regular staff who terminated employment during the year	6.2%	7%	5%	4%	5%
Salary and Benefits as a Percent of the Operating Budget	45.23%	46.18%	47.11%	42.31%	43.06%

<b>Measurement: EFFICIENCY</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Average number of working days for external recruitment (PT/FT)	40	31	30	30	28
Human resource budget as a percent of the operating budget	1.4%	1.3%	1.3%	1.2%	1.2%
Ratio of human resources FTE's to total benefitted FTE's	1:48.8	1:48.8	1:48.1	1:47.8	1:47.8

<b>Measurement: WORKLOAD</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Number of position recruitments conducted (FT, PT, EH)	30	25	15	18	20
Number of training sessions conducted or sponsored	27	30	25	44	45



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# ***Police***





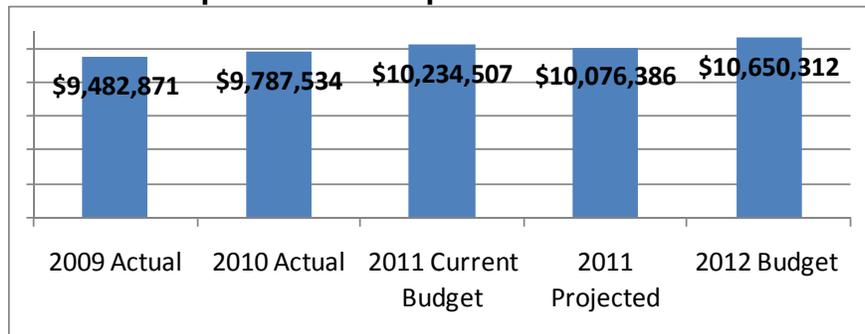
# Police 2012 Budget

## Department Mission Statement

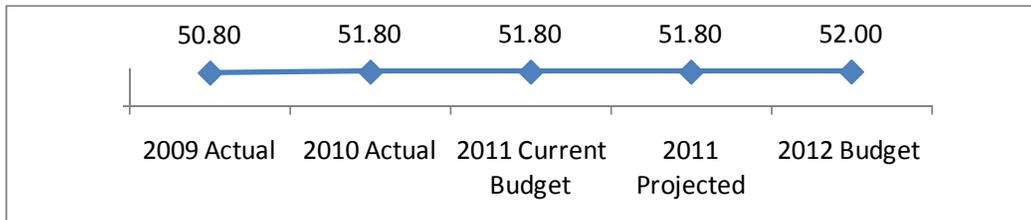
*“The mission of the Shoreline Police Department is to prevent crime and create an environment where people feel safe, while providing quality, professional law enforcement services designed to improve public safety.”*



### Expenditure Comparison 2009 - 2012



### Contracted Position Trend 2009 - 2012





# Police 2012 Budget

## Contracted Position Summary by Program 2009 – 2012

Program	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Administration	5	5.8	5.8	5.8	6	0.2	3.4%
Police Community Storefronts	2	2	2	2	2	0	0.0%
Police Investigations Crime Analysis	4	5	5	5	5	0	0.0%
Street Crime Investigations	4	4	5	5	5	0	0.0%
Police Patrol	28	28	28	28	28	0	0.0%
School Resource Officer Program	1	1	1	1	1	0	0.0%
Police Support Services	0	0	0	0	0	0	0.0%
Police Traffic Enforcement	5	5	5	5	5	0	0.0%
<b>Total Contracted FTE</b>	<b>49.0</b>	<b>50.8</b>	<b>51.8</b>	<b>51.8</b>	<b>52</b>	<b>0.2</b>	<b>0.4%</b>

## 2012 Summary by Contract Positions

Position	Head Count
Police Chief	1.0
Captain	1.0
Sergeant	7.0
Detective Sergeant	1.0
Street Crime Sergeant	1.0
Officer	29.0
School Resource Officer	1.0
Detective	4.0
Street Crime Detective	4.0
Community Services Officer	1.0
Administrative Support II	2.0
<i>Department Total</i>	52.0

## 2012 Key Department Objectives in Support of the City's Strategic Objectives

### Safe and Attractive Neighborhoods and Business Districts

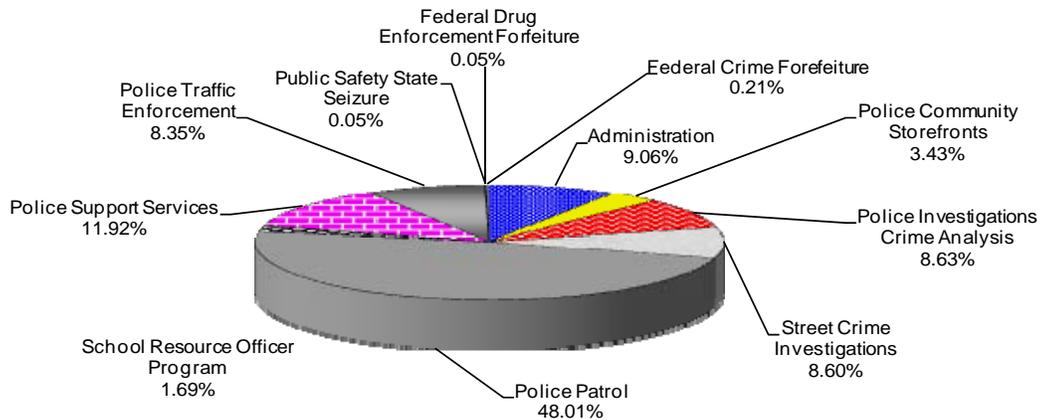
- Determine future programs for the Community Storefronts based on community needs
- Conduct business district meetings along with other City Staff members to engage our partners in keeping our neighborhoods safe
- Improve 2012 response times to priority calls over 2011 response times.
- Reduce Part I crimes in the City of Shoreline
- Seek grant opportunities to enhance park patrol by Police Officers and Animal Control
- Begin site planning for a new Shoreline Police Station



# Police 2012 Budget

## Expenditures by Program 2009 – 2012

Program Budget	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Administration	\$824,988	\$871,789	\$923,792	\$915,740	\$950,309	\$26,517	2.87%
Police Community Storefronts	\$310,767	\$327,111	\$334,586	\$348,830	\$359,953	\$25,367	7.58%
Police Investigations Crime Analysis	\$778,293	\$812,944	\$848,356	\$878,664	\$905,692	\$57,336	6.76%
Street Crime Investigations	\$607,224	\$650,290	\$684,584	\$876,559	\$902,186	\$217,602	31.79%
Police Patrol	\$4,581,290	\$4,710,420	\$4,888,085	\$4,871,842	\$5,035,948	\$147,863	3.02%
School Resource Officer Program	\$148,856	\$155,743	\$162,175	\$168,347	\$176,876	\$14,701	9.06%
Police Support Services	\$1,398,093	\$1,438,739	\$1,518,637	\$1,133,000	\$1,250,868	(\$267,769)	(17.63%)
Police Traffic Enforcement	\$778,267	\$795,587	\$819,292	\$850,654	\$876,430	\$57,138	6.97%
Public Safety State Seizure	\$51,198	\$15,105	\$12,000	\$12,000	\$5,000	(\$7,000)	(58.33%)
Federal Drug Enforcement Forfeiture	\$3,895	\$9,804	\$18,000	\$18,000	\$5,050	(\$12,950)	(71.94%)
Federal Crime Forfeiture	\$0	\$0	\$25,000	\$2,750	\$182,000	\$157,000	628.00%
<b>Total Program Budget</b>	<b>\$9,482,871</b>	<b>\$9,787,532</b>	<b>\$10,234,507</b>	<b>\$10,076,386</b>	<b>\$10,650,312</b>	<b>\$415,805</b>	<b>4.06%</b>



## Revenue by Program 2009 - 2012

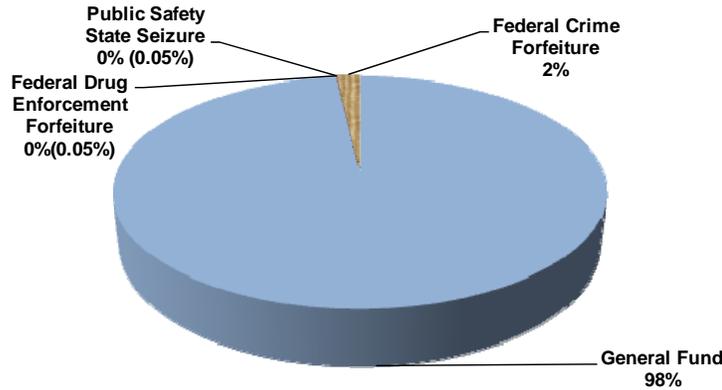
Program Revenue	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Administration	\$10,500	\$34,327	\$76,000	\$52,737	\$46,000	(\$30,000)	(39.47%)
Police Community Storefronts	\$566	\$151	\$0	\$370	\$0	\$0	0.00%
Police Investigations Crime Analysis	\$0	\$16,272	\$9,000	\$21,242	\$9,000	\$0	0.00%
Public Safety Patrol	\$1,195,950	\$1,162,907	\$1,220,109	\$1,182,532	\$1,210,910	(\$9,199)	(0.75%)
School Resource Officer Program	\$54,258	\$52,727	\$67,690	\$120,090	\$64,504	(\$3,186)	(4.71%)
Police Support Services	\$0	\$0	\$32,367	\$32,367	\$32,367	\$0	0.00%
Police Traffic Enforcement	\$14,202	\$15,398	\$10,000	\$10,800	\$10,000	\$0	0.00%
Public Safety State Seizure	\$13,145	\$9,927	\$5,000	\$5,706	\$5,000	\$0	0.00%
Federal Drug Enforcement Forfeiture	\$31,830	\$70	\$5,050	\$5,025	\$5,050	\$0	0.00%
Federal Crime Forfeiture	\$0	\$0	\$25,000	\$257,053	\$182,000	\$157,000	628.00%
<b>Total Program Revenue</b>	<b>\$1,320,451</b>	<b>\$1,291,779</b>	<b>\$1,450,216</b>	<b>\$1,687,922</b>	<b>\$1,564,831</b>	<b>\$114,615</b>	<b>7.90%</b>
Use of Asset Seizure Fund Balances	\$10,118	\$14,912	\$19,950	-\$235,034	\$0	(\$19,950)	(100%)
General Fund Subsidy	\$8,152,302	\$8,480,841	\$8,764,341	\$8,623,498	\$9,085,481	\$321,140	3.66%
<b>Total Resources</b>	<b>\$9,482,871</b>	<b>\$9,787,532</b>	<b>\$10,234,507</b>	<b>\$10,076,386</b>	<b>\$10,650,312</b>	<b>\$415,805</b>	<b>4.06%</b>



# Police 2012 Budget

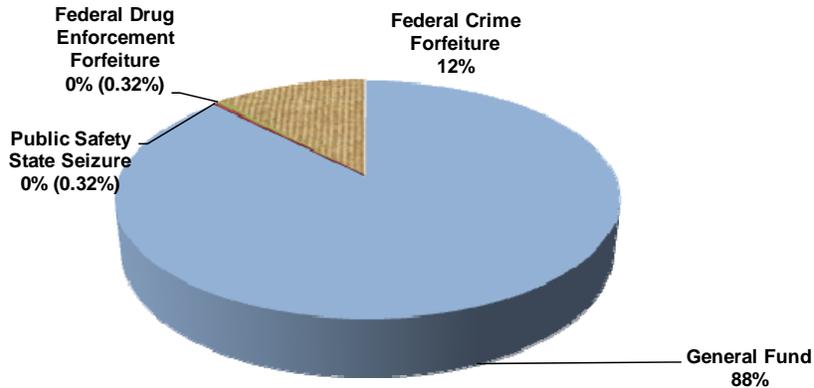
## Expenditures by Fund 2009 – 2012

Expenditures By Fund	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
General Fund	\$9,427,778	\$9,762,625	\$10,179,507	\$10,043,636	\$10,458,262	\$278,755	2.7%
Public Safety State Seizure	\$51,198	\$15,105	\$12,000	\$12,000	\$5,000	(\$7,000)	(58.3%)
Federal Drug Enforcement Forfeiture	\$3,895	\$9,804	\$18,000	\$18,000	\$5,050	(\$12,950)	(71.9%)
Federal Crime Forfeiture	\$0	\$0	\$25,000	\$2,750	\$182,000	\$157,000	628.0%
<b>Total Police Expenditures</b>	<b>\$9,482,871</b>	<b>\$9,787,534</b>	<b>\$10,234,507</b>	<b>\$10,076,386</b>	<b>\$10,650,312</b>	<b>\$415,805</b>	<b>4.1%</b>



## Revenue by Fund 2009 – 2012

Revenue By Fund	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
General Fund	\$1,275,476	\$1,281,782	\$1,415,166	\$1,420,138	\$1,372,781	(\$42,385)	(3.00%)
Public Safety State Seizure	\$13,145	\$9,927	\$5,000	\$5,706	\$5,000	\$0	0.00%
Federal Drug Enforcement Forfeiture	\$31,830	\$70	\$5,050	\$5,025	\$5,050	\$0	0.00%
Federal Crime Forfeiture	\$0	\$0	\$25,000	\$257,053	\$182,000	\$157,000	628.00%
<b>Total Program Revenue</b>	<b>\$1,320,451</b>	<b>\$1,291,779</b>	<b>\$1,450,216</b>	<b>\$1,687,922</b>	<b>\$1,564,831</b>	<b>\$114,615</b>	<b>7.90%</b>
Use of Fund Balances and General Fund Subsidy	\$8,162,420	\$8,495,753	\$8,784,291	\$8,388,464	\$9,085,481	\$301,190	3.43%
<b>Total Police Resources</b>	<b>\$9,482,871</b>	<b>\$9,787,532</b>	<b>\$10,234,507</b>	<b>\$10,076,386</b>	<b>\$10,650,312</b>	<b>\$415,805</b>	<b>4.06%</b>





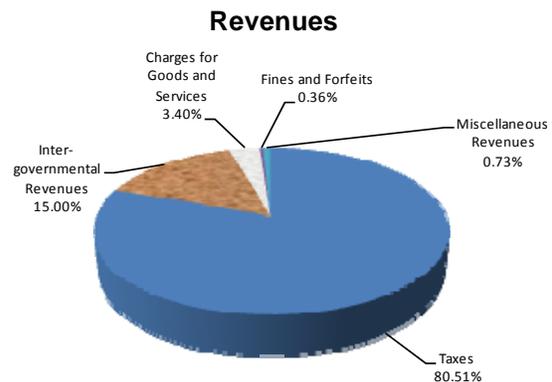
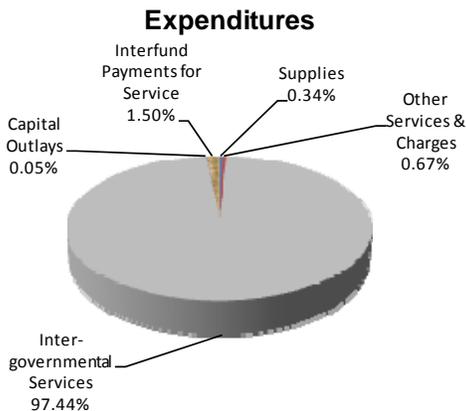
# Police 2012 Budget

## Expenditures by Type 2009 – 2012

Object Category	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Salary	\$13,064	\$0	\$7,000	\$4,247	\$0	(\$7,000)	(100.00%)
Personnel Benefits	\$3,177	\$383	\$0	\$153	\$0	\$0	0.00%
Supplies	\$71,548	\$65,392	\$26,100	\$29,915	\$36,350	\$10,250	39.27%
Other Services & Charges	\$72,040	\$50,119	\$78,716	\$82,516	\$71,527	(\$7,189)	(9.13%)
Intergovernmental Services	\$9,299,009	\$9,658,503	\$10,092,691	\$9,954,555	\$10,377,435	\$284,744	2.82%
Capital Outlays	\$20,733	\$5,591	\$30,000	\$5,000	\$5,000	(\$25,000)	(83.33%)
Interfund Payments for Service	\$3,300	\$7,546	\$0	\$0	\$160,000	\$160,000	
<b>Total Expenditures</b>	<b>\$9,482,871</b>	<b>\$9,787,534</b>	<b>\$10,234,507</b>	<b>\$10,076,386</b>	<b>\$10,650,312</b>	<b>\$415,805</b>	<b>4.06%</b>

## Revenue by Type 2009 – 2012

Revenue By Type	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Budgeted Beginning Fund Balance	\$0	\$0	\$0	\$0	\$182,000	\$182,000	#DIV/0!
Taxes	\$1,067,811	\$1,040,899	\$1,113,330	\$1,085,000	\$1,113,330	\$0	0.00%
Intergovernmental Revenues	\$210,135	\$197,761	\$219,836	\$281,948	\$207,451	(\$12,385)	(5.63%)
Charges for Goods and Services	\$3,237	\$34,142	\$77,000	\$47,000	\$47,000	(\$30,000)	(38.96%)
Fines and Forfeits	-\$8,098	\$8,789	\$5,000	\$5,800	\$5,000	\$0	0.00%
Miscellaneous Revenues	\$47,366	\$10,188	\$35,050	\$268,173	\$10,050	(\$25,000)	(71.33%)
<b>Total Revenue</b>	<b>\$1,320,451</b>	<b>\$1,291,779</b>	<b>\$1,450,216</b>	<b>\$1,687,921</b>	<b>\$1,564,831</b>	<b>\$114,615</b>	<b>7.90%</b>
Use of Asset Seizure Fund Balance	\$10,118	\$14,912	\$19,950	(\$235,034)	\$0	(\$19,950)	(100.0%)
General Fund Subsidy	\$8,152,302	\$8,480,841	\$8,764,341	\$8,623,498	\$9,085,481	\$321,140	3.66%
<b>Total Resources</b>	<b>\$9,482,871</b>	<b>\$9,787,532</b>	<b>\$10,234,507</b>	<b>\$10,076,385</b>	<b>\$10,650,312</b>	<b>\$415,805</b>	<b>4.06%</b>





## **Police 2012 Budget**

### **Budget Changes**

- ✓ Police contract cost increase of \$343,172 or 3.5% when compared to the final 2011 contract charges which were lower than originally budgeted.
- ✓ Increased contract Administrative Assistant from 0.80 to 1.0 FTE to provided coverage for the police station front desk
- ✓ Increase summer park patrol by \$20,872 as a result of grant funding
- ✓ Increased Major Accident Response Reconstruction funding by \$10,000 in response to an increased number of major events that will carry over into 2012
- ✓ Reduced police overtime funding for the Neighborhood Traffic Safety Plan by \$30,000

## POLICE ADMINISTRATION

### PROGRAM PURPOSE:

Administration establishes policy and priorities in order to deliver police services in Shoreline based upon Council direction and community input

### STRATEGIC OBJECTIVES:

Safe and Attractive Neighborhoods and Business Districts

<b>Measurement: EFFECTIVENESS</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Complaints by citizens against Shoreline Police Officers	<b>4</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>3</b>
Part I Crime Rates Per 1,000 Residents	<b>33</b>	<b>32</b>	<b>30</b>	<b>31</b>	<b>31</b>
Percentage of citizens very satisfied or somewhat satisfied with the overall quality of local police protection	<b>76%</b>	<b>76%</b>	<b>85%</b>	<b>85%</b>	<b>88%</b>

<b>Measurement: EFFICIENCY</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Police Costs Per Capita	<b>\$174.5</b>	<b>\$184.6</b>	<b>\$192.3</b>	<b>\$189.4</b>	<b>\$200.1</b>

<b>Measurement: WORKLOAD</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Number of Police Contacts	<b>29,750</b>	<b>22,506</b>	<b>22,150</b>	<b>22,890</b>	<b>25,000</b>

## POLICE PATROL

### PROGRAM PURPOSE:

Patrol responds to calls for service, enforces criminal laws and performs self-initiating activity to keep citizens safe.

### STRATEGIC OBJECTIVES:

Safe and Attractive Neighborhoods and Business Districts

<b>Measurement: EFFECTIVENESS</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Percentage of citizens feeling safe in their neighborhood at night	77%	77%	85%	85%	88%
Percentage of citizens feeling safe in their neighborhood during the day	96%	96%	95%	95%	95%
Response Time to Priority 1 Calls (minutes)	6.80	7.53	7.36	6.75	6.0
Response Time to Priority 2 Calls (minutes)	11.4	11.49	11.24	10.75	10.0
Response time to Priority X Calls (minutes)	3.31	4.21	4.20	4.0	3.9

<b>Measurement: WORKLOAD</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Number of Alternative Calls Handled	574	558	500	500	350
Number of dispatched calls for service.	11,173	11,261	10,981	11,300	10,900
Number of Self-initiated Police Activities	18,577	11,245	11,000	12,000	12,000

## POLICE INVESTIGATIONS CRIME ANALYSIS

**PROGRAM PURPOSE:**

To investigate crime and solve cases in order to keep the community safe.

**STRATEGIC OBJECTIVES:**

Safe and Attractive Neighborhoods and Business Districts

<b>Measurement: EFFECTIVENESS</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Number of cases closed and cleared by arrest (Part I and Part II Crimes)	<b>1,542</b>	<b>1,668</b>	<b>1,533</b>	<b>1,600</b>	<b>1,400</b>

<b>Measurement: WORKLOAD</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Number of Adult Charges & Arrest	<b>1,818</b>	<b>1,635</b>	<b>1,444</b>	<b>1,525</b>	<b>1,400</b>
Number of Juvenile Charges & Arrest	<b>195</b>	<b>205</b>	<b>185</b>	<b>195</b>	<b>185</b>
Part I crime	<b>1,788</b>	<b>1,761</b>	<b>1,606</b>	<b>1,650</b>	<b>1,600</b>

## POLICE TRAFFIC ENFORCEMENT

### PROGRAM PURPOSE:

The Traffic Unit provides motorist education and enforces traffic laws, with the City of Shoreline in order to keep motorists and citizens safe.

### STRATEGIC OBJECTIVES:

Safe and Attractive Neighborhoods and Business Districts

<b>Measurement: EFFECTIVENESS</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Percentage of citizens who are satisfied or very satisfied with the enforcement of local traffic laws.	<b>67%</b>	<b>67%</b>	<b>75%</b>	<b>75%</b>	<b>80%</b>

<b>Measurement: WORKLOAD</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Number of citizen traffic complaints referred to Police Department	<b>100</b>	<b>60</b>	<b>100</b>	<b>75</b>	<b>50</b>
Number of collisions with police response.	<b>410</b>	<b>418</b>	<b>377</b>	<b>400</b>	<b>380</b>
Number of Traffic Citations	<b>7,983</b>	<b>9,228</b>	<b>6,453</b>	<b>7,150</b>	<b>7,500</b>

## STREET CRIME INVESTIGATIONS

### PROGRAM PURPOSE:

The Street Crimes Unit proactively responds to crimes such as narcotics activities, code violations in the adult entertainment industry and vice activities in the City; to investigate these crimes and solve cases in order to keep the community safe and improve the quality of life for residents.

### STRATEGIC OBJECTIVES:

Safe and Attractive Neighborhoods and Business Districts

Measurement: <b>WORKLOAD</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Felony Charges Filed	119	95	92	95	90
Misdemeanor cases closed "Cleared by Arrest"	61	42	69	62	70
Number of Assigned Narcotic Activity Reports (neighborhood drug complaints)	45	67	36	45	40
Number of Narcotics Investigations	243	291	277	270	250
Number of Vice Arrests	56	36	16	35	35

## POLICE SUPPORT SERVICES (911 CENTER, MAJOR CRIME INVESTIGATION, CANINE SERVICES, ETC.)

### PROGRAM PURPOSE:

Support Services provides emergency communications and special investigation on major crimes in order to solve cases committed in Shoreline and apprehend offenders.

### STRATEGIC OBJECTIVES:

Safe and Attractive Neighborhoods and Business Districts

Measurement: <b>WORKLOAD</b>	2008	2009	2010	2011 Est.	2012 Target
Dispatched calls for service	11,173	11,261	11,200	11,300	10,900
Number of Air Support (Helicopter) Flight Hours	9	11	10	10	9
Number of canine calls for service	75	14	30	30	20
Number of Hostage & Barricade Incidents	1	3	3	3	1
Number of major accident reconstruction incidents	10	13	4	10	8
Total number of canine hours of service	120	100	75	65	50

## POLICE COMMUNITY STOREFRONTS

### PROGRAM PURPOSE:

Community Storefronts work collaboratively with local residents, businesses, and schools in order to address issues that affect the community.

### STRATEGIC OBJECTIVES:

Safe and Attractive Neighborhoods and Business Districts

Measurement: <b>EFFECTIVENESS</b>	2008	2009	2010	2011 Est.	2012 Target
Number of active block watch groups	77	81	81	85	88

Measurement: <b>WORKLOAD</b>	2008	2009	2010	2011 Est.	2012 Target
Court reminder program contacts	5,200	5,795	8,000	8,000	8,000
Number of Citizen Contacts	4,200	4,394	4,000	4,000	4,500
Number of crime prevention vacation house checks performed	250	618	500	450	425
Storefront Volunteer Hours	5,200	4,700	5,000	5,000	5,200
Victim Call Back Calls made	600	993	600	650	600

## SCHOOL RESOURCE OFFICER PROGRAM

### PROGRAM PURPOSE:

The School Resource Officer (SRO) program facilitates a safe learning environment for students and staff; SRO's provide security, mentoring, and teach a variety of classes to students and staff in the Shoreline School District and some private schools in Shoreline.

### STRATEGIC OBJECTIVES:

Safe and Attractive Neighborhoods and Business Districts

Measurement: <b>WORKLOAD</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Number of Classes Taught through the SRO program	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>20</b>
Number of School Resource Officer Hours	<b>2,080</b>	<b>2080</b>	<b>2,080</b>	<b>2,080</b>	<b>2080</b>
Number of students taught	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>600</b>



# ***Criminal Justice***





# Criminal Justice 2012 Budget

## Department Mission Statement

*“The mission of the Criminal Justice program is to provide for the fair and timely adjudication of misdemeanor cases and develop cost effective alternatives to effect the resulting judicial decisions and sentencing requirements.”*

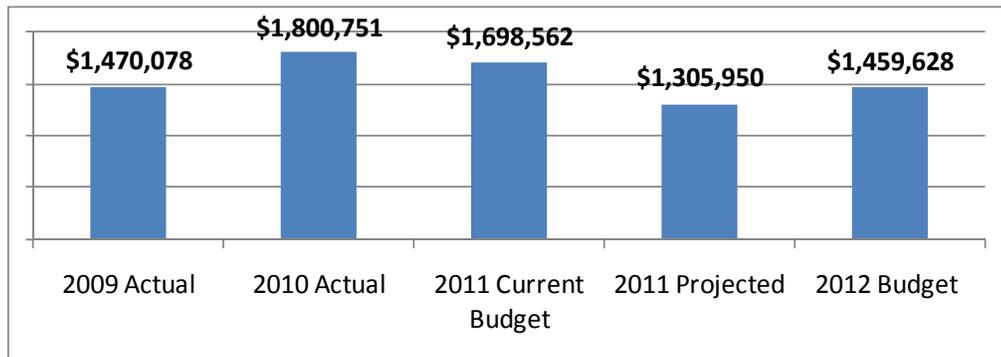
Criminal Justice  
Contracted Services  
Julie Underwood - City Manager (206) 801-2211

Jail Services  
Contracted Service

Public Defender  
Contracted Service

Municipal Court  
Contracted Service

## Expenditures Comparison 2009 – 2012





## **Criminal Justice 2012 Budget**

### **2012 Key Department Objectives in Support of the City's Strategic Objectives**

#### **Quality Services, Facilities and Infrastructure**

- Continue exploring the potential of a jail contract with the SCORE misdemeanor jail and an extended contract with the King County Correctional Facility.
- Expand the use of the King County District Court video court system to Shoreline defendants that have been booked into the Snohomish County Jail on warrants.

#### **Economic Vitality and Financial Stability**

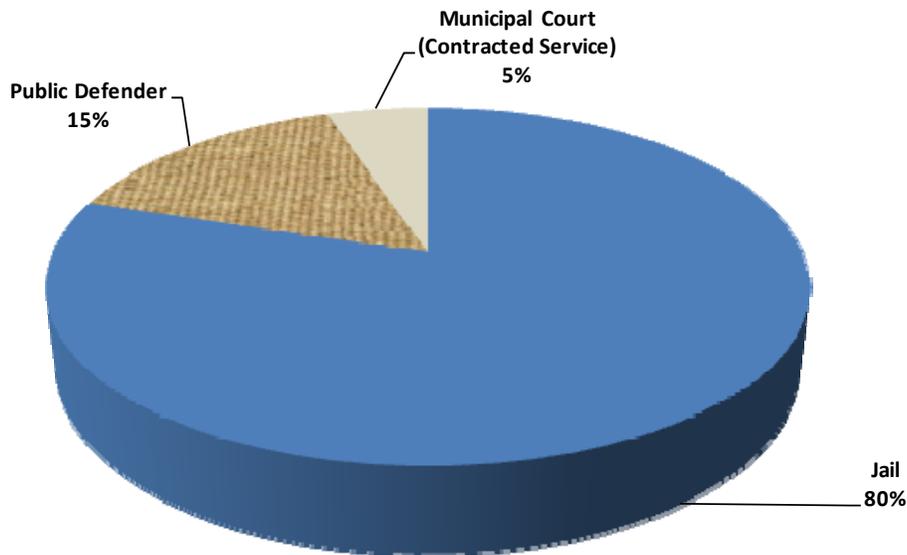
- Continue to work with King County and other King County cities to better plan and manage the regional inmate population and system-wide jail capacity in the county.
- Continue to work to decrease jail costs by tracking the Shoreline inmate population, working with the King County District Court to increase its use of alternative sentencing methods, including the King County Mental Health Court, and working with Shoreline Police to keep the number of warranted bookings into the King County Jail at a minimal amount.



# Criminal Justice 2012 Budget

## Expenditures by Program 2009 – 2012

Expenditures by Program	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Jail	\$1,022,894	\$1,498,447	\$1,388,062	\$1,063,862	\$1,166,000	(\$222,062)	(16.00%)
Public Defender	\$174,795	\$180,432	\$213,600	\$213,600	\$218,628	\$5,028	2.35%
Jail Planning/Site Analysis	\$144,549	\$12,902	\$0	\$0	\$0	\$0	0.00%
Municipal Court (Contracted Service)	\$127,840	\$108,970	\$96,900	\$28,488	\$75,000	(\$21,900)	(22.60%)
<b>Total Program Expenditures</b>	<b>\$1,470,078</b>	<b>\$1,800,751</b>	<b>\$1,698,562</b>	<b>\$1,305,950</b>	<b>\$1,459,628</b>	<b>(\$238,934)</b>	<b>(14.07%)</b>



## Revenue by Program 2009 – 2012

Revenue By Program	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Jail	\$1,150	\$1,259	\$50,966	\$52,362	\$0	(\$50,966)	(100.00%)
Jail Planning/Site Analysis	\$144,549	\$12,902	\$0	\$0	\$0	\$0	0.00%
Municipal Court (Contracted Service)	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Revenue</b>	<b>\$145,699</b>	<b>\$14,161</b>	<b>\$50,966</b>	<b>\$52,362</b>	<b>\$0</b>	<b>(\$50,966)</b>	<b>0.00%</b>
General Fund Subsidy	\$1,324,379	\$1,786,590	\$1,647,596	\$1,253,588	\$1,459,628	(\$187,968)	(11.41%)
<b>Total Resources</b>	<b>\$1,470,078</b>	<b>\$1,800,751</b>	<b>\$1,698,562</b>	<b>\$1,305,950</b>	<b>\$1,459,628</b>	<b>(\$238,934)</b>	<b>(14.07%)</b>



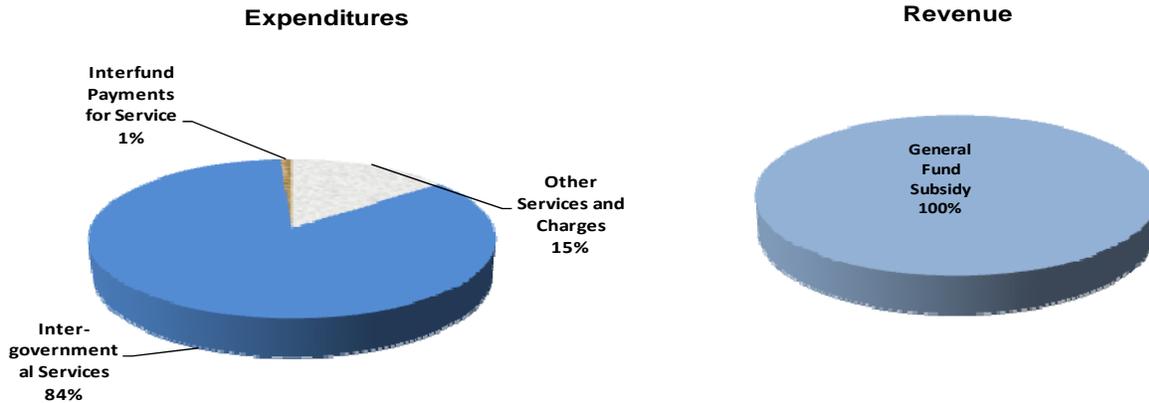
# Criminal Justice 2012 Budget

## Expenditures by Type 2009 – 2012

Object Category Name	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Supplies	\$0	\$410	\$0	\$0	\$0	\$0	0.00%
Other Services and Charges	\$173,907	\$174,498	\$208,100	\$208,100	\$212,628	\$4,528	2.18%
Intergovernmental Services	\$1,296,171	\$1,625,843	\$1,422,496	\$1,038,988	\$1,231,000	(\$191,496)	(13.46%)
Capital	\$0	\$0	\$50,966	\$52,362	\$0	(\$50,966)	0.00%
Interfund Payments for Service	\$0	\$0	\$17,000	\$6,500	\$16,000	(\$1,000)	0.00%
<b>Total Criminal Justice Expenditures</b>	<b>\$1,470,078</b>	<b>\$1,800,751</b>	<b>\$1,698,562</b>	<b>\$1,305,950</b>	<b>\$1,459,628</b>	<b>(\$238,934)</b>	<b>(14.07%)</b>

## Revenue by Type 2009 – 2012

Revenue Source	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Intergovernmental Revenues	\$144,549	\$12,902	\$50,966	\$52,362	\$0	(\$50,966)	100.0%
Charges for Goods and Services	\$1,150	\$1,259	\$0	\$0	\$0	\$0	0.0%
<b>Total Revenue</b>	<b>\$145,699</b>	<b>\$14,161</b>	<b>\$50,966</b>	<b>\$52,362</b>	<b>\$0</b>	<b>(\$50,966)</b>	<b>100.0%</b>
General Fund Subsidy	\$1,324,379	\$1,786,590	\$1,647,596	\$1,253,588	\$1,459,628	(\$187,968)	(11.41%)
<b>Total Criminal Justice Resources</b>	<b>\$1,470,078</b>	<b>\$1,800,751</b>	<b>\$1,698,562</b>	<b>\$1,305,950</b>	<b>\$1,459,628</b>	<b>(\$238,934)</b>	<b>(14.07%)</b>



## Budget Changes

- ✓ By continuing the contract for jail services with Snohomish County the City's 2012 jail budget is 13% lower than the 2011 budget.

# JAIL

**PROGRAM PURPOSE:**

The Jail program accounts for the costs of screening, booking and imprisonment of misdemeanor offenders. This service is provided through interlocal agreements with the King County and Yakima County jails.

**STRATEGIC OBJECTIVES:**

Safe and Attractive Neighborhoods and Business Districts

<b>Measurement: EFFICIENCY</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Average cost per jail day used	<b>\$85.40</b>	<b>\$89.63</b>	<b>\$96.50</b>	<b>\$68.03</b>	<b>\$72.34</b>
Percentage of days held at Snohomish County Jail. (Before 2011 the jail facility was Yakima County)	<b>55%</b>	<b>48%</b>	<b>60%</b>	<b>89%</b>	<b>90%</b>

<b>Measurement: WORKLOAD</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Total Jail Days Used	<b>9,616</b>	<b>9,628</b>	<b>13,383</b>	<b>10,917</b>	<b>11,100</b>

## PUBLIC DEFENDER

### PROGRAM PURPOSE:

The Public Defender provides legal representation for indigent criminal defendants

### STRATEGIC OBJECTIVES:

Governmental Excellence

**Measurement: WORKLOAD**

	2008	2009	2010	2011 Est.	2012 Target
Number of cases represented	950	925	935	900	875

## MUNICIPAL COURT

### PROGRAM PURPOSE:

The City contracts with King County to provide municipal court services for the City of Shoreline

### STRATEGIC OBJECTIVES:

Safe and Attractive Neighborhoods and Business Districts

Measurement: <b>EFFICIENCY</b>	2008	2009	2010	2011 Est.	2012 Target
Percentage of days held at Snohomish County Jail. (Before 2011 the jail facility was Yakima County)	50%	51%	46%	89%	90%



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# ***Parks, Recreation And Cultural Services***

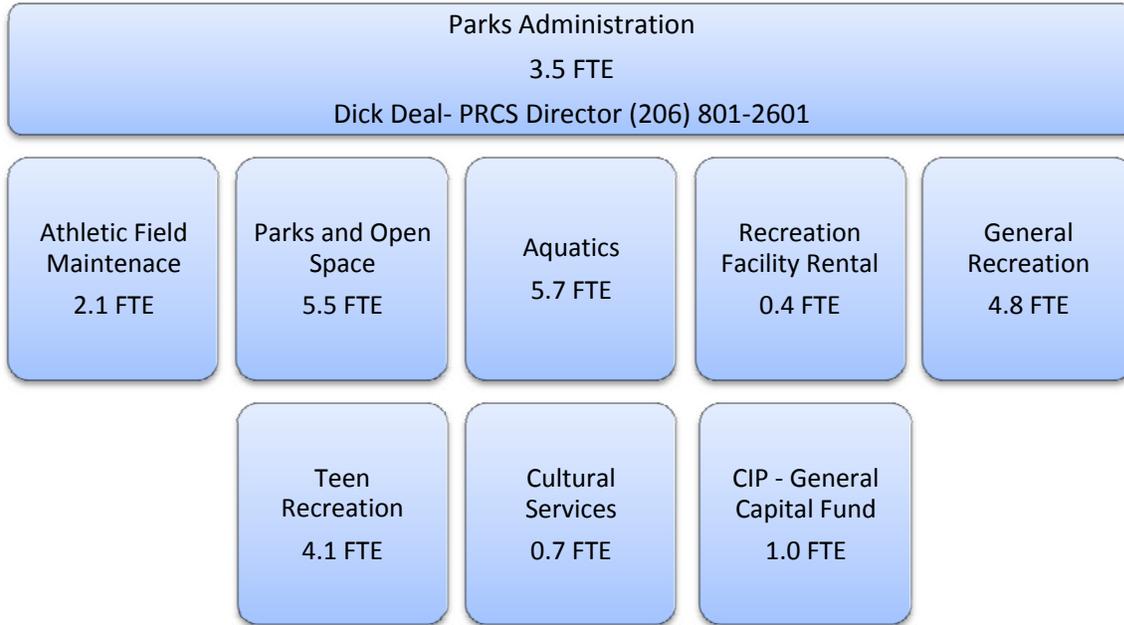




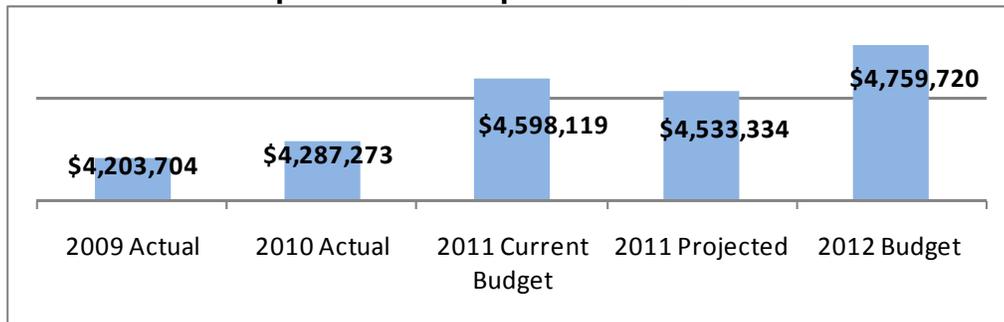
# Parks, Recreation and Cultural Services 2012 Budget

## Department Mission Statement

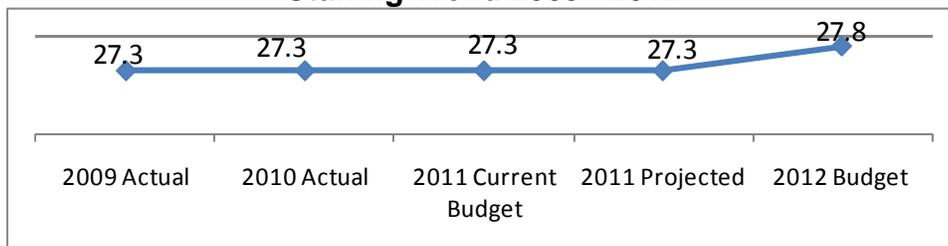
*“Provide life-enhancing experiences and promote a healthy community, and to bring our culture to life and transfer it to the next generation”*



## Expenditure Comparison 2009 -2012



## Staffing Trend 2009 - 2012





# Parks, Recreation and Cultural Services 2012 Budget

## Staffing Summary by Program 2009 – 2012

Program	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Administration	3.50	3.50	3.50	3.50	3.50	0.00	0.00%
Athletic Field Maintenance	2.10	2.10	2.10	2.10	2.10	0.00	0.00%
Parks & Open Space	5.50	5.50	5.50	5.50	5.50	0.00	0.00%
Aquatics	5.70	5.70	5.70	5.70	5.70	0.00	0.00%
Recreation Facility Rental	0.40	0.40	0.40	0.40	0.40	0.00	0.00%
General Recreation	4.30	4.30	4.30	4.30	4.80	0.50	11.63%
Teen Recreation	4.10	4.10	4.10	4.10	4.10	0.00	0.00%
Cultural Services	0.70	0.70	0.70	0.70	0.70	0.00	0.00%
Capital Projects	1.00	1.00	1.00	1.00	1.00	0.00	0.00%
<b>Total FTE</b>	<b>27.30</b>	<b>27.30</b>	<b>27.30</b>	<b>27.30</b>	<b>27.80</b>	<b>0.50</b>	<b>1.83%</b>

## 2012 Summary by Positions and FTEs

Position	Head Count	FTE
Parks Director	1	1.00
Recreation Superintendent	1	1.00
Recreation Coordinator I	3	2.00
Recreation Coordinator II	2	2.00
Administrative Assistant I	1	0.50
Administrative Assistant II	2	2.00
Administrative Assistant III	1	1.00
Recreation Assistant I	1	0.50
Recreation Assistant II (NEW 0.50 FTE)	1	1.88
Recreation Assistant III	1	1.00
Recreation and Class Program Assistant	1	1.00
Parks Superintendent	1	1.00
Senior Parks Maintenance Worker	1	1.00
Parks Maintenance Worker I	2	2.00
Parks Maintenance Worker II	3	3.00
Parks Project Coordinator	1	1.00
Teen Program Assistant	3	2.70
Senior Lifeguard	3	2.35
Lifeguard II	1	0.88
<i>Department Total</i>	30	27.80



## **Parks, Recreation and Cultural Services 2012 Budget**

### **2012 Key Department Objectives in Support of the City Council Goals**

**Goal 1: Implement the adopted Community Vision by updating the Comprehensive Plan and key development regulations in partnership with residents, neighborhoods and businesses**

- Develop policies and regulations that promote increasing the City's tree canopy and designation as a Tree City USA

### **2012 Key Department Objectives in Support of the City's Strategic Objectives**

#### **Quality Services, Facilities, and Infrastructure**

- Create parking area, signage, and pedestrian improvements at Kruckeberg Garden including American Disability Act (ADA) access
- Create and install regional trail system signage

#### **Safe and Attractive Neighborhoods and Business Districts**

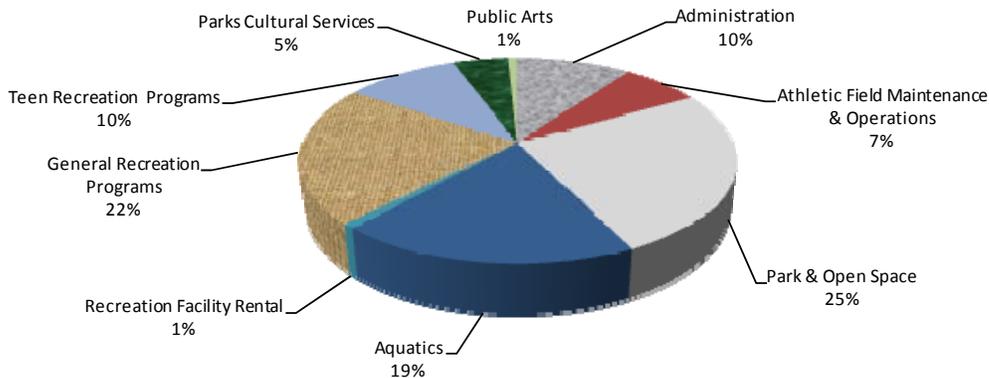
- Work with the Shoreline School District and Friends of Sunset Park to make improvements to the former Sunset School property



# Parks, Recreation and Cultural Services 2012 Budget

## Expenditure by Program 2009 – 2012

Expenditures By Program	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Administration	\$416,015	\$470,343	\$478,391	\$467,826	\$478,777	\$386	0.08%
Athletic Field Maintenance & Operations	\$298,070	\$288,196	\$312,379	\$312,126	\$332,945	\$20,566	6.58%
Park & Open Space	\$1,130,242	\$1,040,913	\$1,155,331	\$1,143,269	\$1,221,415	\$66,084	5.72%
Aquatics	\$813,851	\$809,110	\$850,665	\$856,634	\$895,805	\$45,140	5.31%
Recreation Facility Rental	\$32,872	\$34,835	\$36,166	\$36,791	\$39,134	\$2,968	8.21%
General Recreation Programs	\$817,135	\$897,953	\$957,082	\$961,006	\$1,035,036	\$77,954	8.14%
Teen Recreation Programs	\$418,728	\$444,203	\$475,754	\$463,597	\$485,397	\$9,643	2.03%
Parks Cultural Services	\$235,700	\$222,739	\$232,935	\$231,386	\$235,011	\$2,076	0.89%
Public Arts	\$41,091	\$78,981	\$99,416	\$60,700	\$36,200	(\$63,216)	(63.59%)
<b>Total Expenditure</b>	<b>\$4,203,704</b>	<b>\$4,287,273</b>	<b>\$4,598,119</b>	<b>\$4,533,334</b>	<b>\$4,759,720</b>	<b>\$161,601</b>	<b>3.51%</b>



## Revenue by Program 2009 – 2012

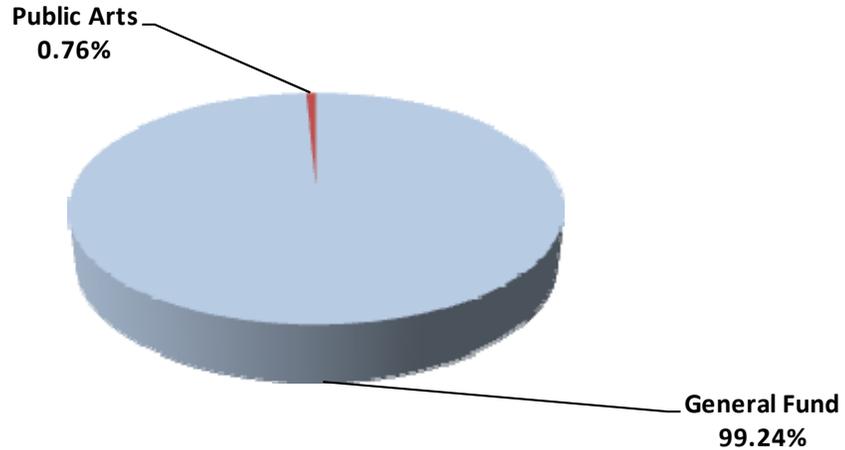
Revenues By Program	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Administration	\$182	(\$38,338)	(\$45,000)	(\$44,000)	(\$45,000)	\$0	0.00%
Athletic Field Maintenance & Operations	\$306,129	\$325,511	\$303,685	\$329,528	\$320,699	\$17,013	5.60%
Park & Open Space	\$5,806	\$56,977	\$41,709	\$43,438	\$41,718	\$10	0.02%
Aquatics	\$372,035	\$380,502	\$371,000	\$381,650	\$374,650	\$3,650	0.98%
Recreation Facility Rental	\$101,702	\$105,152	\$98,775	\$107,288	\$104,475	\$5,700	5.77%
General Recreation Programs	\$556,951	\$600,004	\$608,500	\$621,920	\$608,500	\$0	0.00%
Teen Recreation Programs	\$38,706	\$59,796	\$37,043	\$37,120	\$28,416	(\$8,627)	(23.29%)
Parks Cultural Services	\$20,765	\$24,485	\$20,100	\$20,100	\$23,100	\$3,000	14.93%
Public Arts	\$168,960	\$96,052	\$3,550	\$3,550	\$1,050	(\$2,500)	(70.42%)
<b>Total Operations Revenue</b>	<b>\$1,571,235</b>	<b>\$1,610,141</b>	<b>\$1,439,362</b>	<b>\$1,500,593</b>	<b>\$1,457,608</b>	<b>\$18,246</b>	<b>1.27%</b>
General Fund Subsidy	\$2,760,338	\$2,694,203	\$3,062,891	\$2,975,591	\$3,266,962	\$204,071	6.66%
Use of Public Arts Fund Balance	(\$127,869)	(\$17,071)	\$95,866	\$57,150	\$35,150	(\$60,716)	0.00%
<b>Total Resources</b>	<b>\$4,203,704</b>	<b>\$4,287,273</b>	<b>\$4,598,119</b>	<b>\$4,533,334</b>	<b>\$4,759,720</b>	<b>\$161,601</b>	<b>3.51%</b>



# Parks, Recreation and Cultural Services 2012 Budget

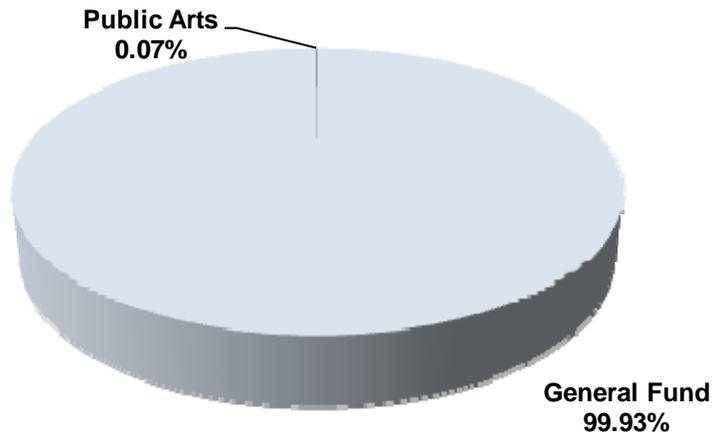
## Expenditures by Fund 2009 - 2012

Expenditures By Fund	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
General Fund	\$4,162,613	\$4,208,292	\$4,498,703	\$4,472,634	\$4,723,520	\$224,817	5.00%
Public Arts	\$41,091	\$78,981	\$99,416	\$60,700	\$36,200	(\$63,216)	(63.59%)
<b>Total Parks Budget</b>	<b>\$4,203,704</b>	<b>\$4,287,273</b>	<b>\$4,598,119</b>	<b>\$4,533,334</b>	<b>\$4,759,720</b>	<b>\$161,601</b>	<b>3.51%</b>



## Revenue by Fund 2009 – 2012

Revenues By Fund	2009 Actual	2010 Actual	Current Budget	2011 Projected	2012 Budget	Budget versus 2012	Percentage Change
General Fund	\$1,402,275	\$1,514,089	\$1,435,812	\$1,497,043	\$1,456,558	\$20,746	1.44%
Public Arts	\$168,960	\$96,052	\$3,550	\$3,550	\$1,050	(\$2,500)	(70.42%)
General Fund Subsidy	\$2,760,338	\$2,694,203	\$3,062,891	\$2,975,591	\$3,266,962	\$204,071	6.66%
Use of Public Arts Fund Balance	(\$127,869)	(\$17,071)	\$95,866	\$57,150	\$35,150	(\$60,716)	0.00%
<b>Total Parks Revenue</b>	<b>\$4,203,704</b>	<b>\$4,287,273</b>	<b>\$4,598,119</b>	<b>\$4,533,334</b>	<b>\$4,759,720</b>	<b>\$161,601</b>	<b>3.51%</b>





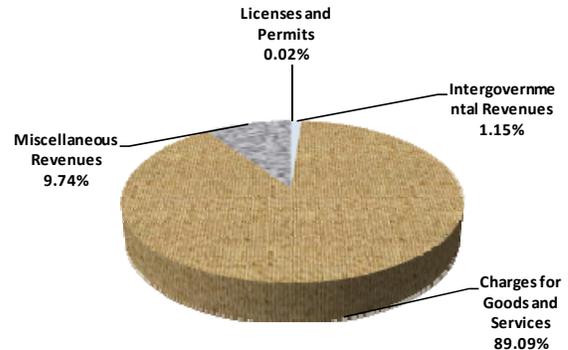
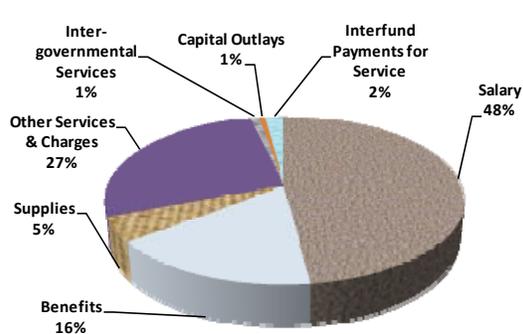
# Parks, Recreation and Cultural Services 2012 Budget

## Expenditures by Type 2009 – 2012

Object Category Name	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Salary	\$2,010,630	\$2,117,734	\$2,195,886	\$2,192,514	\$2,283,812	\$87,926	4.00%
Benefits	\$614,978	\$637,390	\$710,994	\$737,585	\$783,066	\$72,072	10.14%
Supplies	\$160,004	\$182,556	\$191,326	\$186,967	\$231,481	\$40,155	20.99%
Other Services & Charges	\$1,296,499	\$1,185,049	\$1,303,582	\$1,234,355	\$1,286,593	(\$16,989)	(1.30%)
Intergovernmental Services	\$35,990	\$58,298	\$47,622	\$42,210	\$45,622	(\$2,000)	(4.20%)
Capital Outlays	\$14,768	\$49,215	\$50,000	\$40,994	\$30,000	(\$20,000)	(40.00%)
Interfund Payments for Service	\$70,835	\$57,031	\$98,709	\$98,709	\$99,146	\$437	0.44%
<b>Total Parks Expenditures</b>	<b>\$4,203,704</b>	<b>\$4,287,273</b>	<b>\$4,598,119</b>	<b>\$4,533,334</b>	<b>\$4,759,720</b>	<b>\$161,601</b>	<b>3.51%</b>

## Revenue by Type 2009 – 2012

Revenue Source	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Licenses and Permits	\$2,182	\$925	\$300	\$300	\$300	\$0	0.00%
Intergovernmental Revenues	\$31,322	\$35,097	\$28,858	\$27,675	\$16,731	(\$12,127)	(42.02%)
Charges for Goods and Services	\$1,238,400	\$1,298,915	\$1,277,785	\$1,311,765	\$1,298,635	\$20,850	1.63%
Fines	\$415	\$140	\$0	\$2,100	\$0	\$0	0.00%
Miscellaneous Revenues	\$131,330	\$160,992	\$132,419	\$158,753	\$141,942	\$9,523	7.19%
Other Financing Sources	\$167,586	\$114,072	\$0	\$0	\$0	\$0	0.00%
<b>Total Parks Revenue</b>	<b>\$1,571,235</b>	<b>\$1,610,141</b>	<b>\$1,439,362</b>	<b>\$1,500,593</b>	<b>\$1,457,608</b>	<b>\$18,246</b>	<b>1.27%</b>
<b>General Fund Subsidy</b>	<b>\$2,760,338</b>	<b>\$2,694,203</b>	<b>\$3,062,891</b>	<b>\$2,975,591</b>	<b>\$3,266,962</b>	<b>\$204,071</b>	<b>6.66%</b>
<b>Use of Public Arts Fund Balance</b>	<b>(\$127,869)</b>	<b>(\$17,071)</b>	<b>\$95,866</b>	<b>\$57,150</b>	<b>\$35,150</b>	<b>(\$60,716)</b>	<b>(63.33%)</b>
<b>Total Parks Resources</b>	<b>\$4,203,704</b>	<b>\$4,287,273</b>	<b>\$4,598,119</b>	<b>\$4,533,334</b>	<b>\$4,759,720</b>	<b>\$161,601</b>	<b>3.51%</b>





## **Parks, Recreation and Cultural Services 2012 Budget**

### **Budget Changes**

- ✓ One-time funding of \$30,000 to establish a P-Patch program and ongoing funding of \$4,000 for irrigation and maintenance to support Council Goal No. 6
- ✓ Increase an existing 0.50 FTE Recreation Assistant II to 1.0 FTE (\$33,800) and provide \$20,000 additional funding for the increased offering of community events including Healthy Cities events

## PARKS ADMINISTRATION

### PROGRAM PURPOSE:

Administer a full service Parks, Recreation and Cultural Services Department and provide long term planning and capital project oversight of park projects to support community use and meet public recreation needs of the community and provides support to the Shoreline Library Board.

### STRATEGIC OBJECTIVES:

Quality Services, Facilities and Infrastructure

<b>Measurement: EFFECTIVENESS</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Park acreage per thousand population	<b>7.16</b>	<b>7.13</b>	<b>7.01</b>	<b>6.98</b>	<b>7.16</b>
Percentage of citizens satisfied with Parks, Recreation and Cultural Services	<b>82%</b>	<b>82%</b>	<b>82%</b>	<b>85%</b>	<b>85%</b>

<b>Measurement: EFFICIENCY</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Parks Administration as a percent of the total Parks budget	<b>10.21%</b>	<b>9.90%</b>	<b>10.95%</b>	<b>10.32%</b>	<b>10.06%</b>
Parks and Recreation FTE per 1.000 population	<b>.50</b>	<b>.50</b>	<b>.48</b>	<b>.48</b>	<b>.49</b>
Recreation and athletic programming cost recovery percentage	<b>66.0%</b>	<b>68.1%</b>	<b>69.5%</b>	<b>66.4%</b>	<b>61.1%</b>

<b>Measurement: INPUT</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Number of volunteer hours	<b>3,800</b>	<b>3,500</b>	<b>3358</b>	<b>3402</b>	<b>3500</b>

## ATHLETIC FIELD MAINTENANCE & OPERATIONS

### PROGRAM PURPOSE:

Provide stewardship for the City's athletic fields and to create safe recreational opportunities for the well-being and enjoyment of the public.

### STRATEGIC OBJECTIVES:

Quality Services, Facilities and Infrastructure

Measurement: <b>EFFICIENCY</b>	2008	2009	2010	2011 Est.	2012 Target
Program Revenue as a percent of program expense	<b>98.41%</b>	<b>102.70%</b>	<b>112.9%</b>	<b>105.5%</b>	<b>96.3%</b>

Measurement: <b>WORKLOAD</b>	2008	2009	2010	2011 Est.	2012 Target
Number of baseball fields	<b>15</b>	<b>15</b>	<b>14</b>	<b>14</b>	<b>14</b>
Number of baseball/soccer game field preps provided	<b>1,270</b>	<b>1,290</b>	<b>1,290</b>	<b>1,310</b>	<b>1,310</b>
Number of baseball/soccer practice field preps provided	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>
Number of hours of adult field rentals	<b>5,213</b>	<b>5,658</b>	<b>5,677</b>	<b>5,600</b>	<b>5,600</b>
Number of hours of youth field rentals	<b>11,842</b>	<b>11,779</b>	<b>10,935</b>	<b>11,000</b>	<b>11,000</b>
Number of soccer fields	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

## PARKS AND OPEN SPACE MAINTENANCE PROGRAM

### PROGRAM PURPOSE:

Provide stewardship for the City's parks and open space system, including the preservation of important natural areas, the enhancement of quality parks, and to create safe recreational and educational opportunities for the well-being and enjoyment of the public.

### STRATEGIC OBJECTIVES:

Quality Services, Facilities and Infrastructure

Measurement: <b>EFFICIENCY</b>	2008	2009	2010	2011 Est.	2012 Target
Average Annual cost per acre of park property maintained	<b>\$3,144</b>	<b>\$3,392</b>	<b>\$3,123</b>	<b>\$3,530</b>	<b>\$3,676</b>

Measurement: <b>WORKLOAD</b>	2008	2009	2010	2011 Est.	2012 Target
Number of acres of park and open space maintained	<b>381</b>	<b>381</b>	<b>381</b>	<b>381</b>	<b>381</b>

Measurement: <b>INPUT</b>	2008	2009	2010	2011 Est.	2012 Target
Total Cost of Contracted Maintenance Services	<b>\$322,608</b>	<b>\$312,102</b>	<b>\$192,503</b>	<b>\$254,314</b>	<b>\$257,314</b>

## AQUATICS

### PROGRAM PURPOSE:

Provide safe, healthy, accessible and affordable programs and services for the Shoreline community. Provide diverse, life-long activities that meet evolving community needs in the areas of water safety, swimming skills, athletics, health, fitness, psychological well-being, certifications and recreational aquatics.

### STRATEGIC OBJECTIVES:

Quality Services, Facilities and Infrastructure

<b>Measurement: EFFICIENCY</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Drop-in participants per hour of drop-in opportunity.	<b>17.34</b>	<b>15.4</b>	<b>16.1</b>	<b>15.87</b>	<b>16.06</b>
Program Revenue as a percentage of program costs (added utilities in 2005).	<b>49.9%</b>	<b>45.7%</b>	<b>47.1%</b>	<b>44.6%</b>	<b>41.8%</b>
Revenue per hour of Shoreline Pool operation	<b>\$74.1</b>	<b>\$75.8</b>	<b>\$73.9</b>	<b>\$76.1</b>	<b>\$74.7</b>

<b>Measurement: WORKLOAD</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Number of course participants	<b>5,034</b>	<b>4,738</b>	<b>4,900</b>	<b>4959</b>	<b>4975</b>
Number of drop-in participants	<b>44,916</b>	<b>39,121</b>	<b>41,702</b>	<b>41,000</b>	<b>41,500</b>
Number of hours of course instruction	<b>5,020</b>	<b>4,386</b>	<b>4,481</b>	<b>4,500</b>	<b>4,500</b>
Number of hours of drop-in opportunities (Lap & Rec Swim, Aerobic)	<b>2,589</b>	<b>2,530</b>	<b>2,584</b>	<b>2,584</b>	<b>2,584</b>
Number of pool rental hours.	<b>3,987</b>	<b>4,176</b>	<b>4,133</b>	<b>4,133</b>	<b>4,133</b>
Resident Course Participants	<b>84%</b>	<b>82%</b>	<b>78%</b>	<b>81.5%</b>	<b>83%</b>
Total Number of hours of pool operation	<b>5,018</b>	<b>5,018</b>	<b>5,018</b>	<b>5,018</b>	<b>5,018</b>

## RECREATION FACILITY RENTAL PROGRAM

### PROGRAM PURPOSE:

Provide opportunities for Shoreline residents to use recreational facilities and picnic shelters for special events.

### STRATEGIC OBJECTIVES:

Quality Services, Facilities and Infrastructure

<b>Measurement: WORKLOAD</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Hours of Baseball/Softball Field Rentals	<b>10,450</b>	<b>9,000</b>	<b>10,000</b>	<b>9,000</b>	<b>9,000</b>
Hours of Football Field Rentals	<b>1,100</b>	<b>700</b>	<b>800</b>	<b>850</b>	<b>800</b>
Hours of Picnic Shelter Rentals	<b>1,500</b>	<b>1,600</b>	<b>1,700</b>	<b>1,900</b>	<b>2,000</b>
Hours of Rentals of Richmond Highlands Recreation Center	<b>300</b>	<b>275</b>	<b>300</b>	<b>300</b>	<b>300</b>
Hours of Rentals of Spartan Recreation Center	<b>3,200</b>	<b>3,300</b>	<b>3,300</b>	<b>3,000</b>	<b>3,000</b>
Hours of Soccer Field Rentals	<b>7,500</b>	<b>8,000</b>	<b>8,400</b>	<b>8,500</b>	<b>8,500</b>
<b>Total Hours of facility rentals</b>	<b>28,050</b>	<b>22,975</b>	<b>25,000</b>	<b>23,550</b>	<b>25,000</b>

## GENERAL RECREATION PROGRAMS

### PROGRAM PURPOSE:

Develop and implement comprehensive recreation programs, services, and events targeting all ages and abilities, and a variety of special interests throughout the year to meet the needs of the community.

### STRATEGIC OBJECTIVES:

Quality Services, Facilities and Infrastructure

<b>Measurement: EFFECTIVENESS</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Percentage of class sessions, ie pre-ballet has 10 sessions = 10 classes, that were held that were offered	<b>75%</b>	<b>80%</b>	<b>80%</b>	<b>80%</b>	<b>80%</b>
Percentage of customers rating the quality of the programs as good or excellent	<b>95%</b>	<b>95%</b>	<b>95%</b>	<b>95%</b>	<b>95%</b>
Percentage of residents who participated in recreational programming offered by the City	<b>70%</b>	<b>73%</b>	<b>75%</b>	<b>75%</b>	<b>75%</b>

<b>Measurement: EFFICIENCY</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Percent of general recreation program budget supported by fees.	<b>65.7%</b>	<b>68.2%</b>	<b>66.8%</b>	<b>64.7%</b>	<b>58.8%</b>

<b>Measurement: WORKLOAD</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Number of adult participants	<b>19,500</b>	<b>35,000</b>	<b>30,000</b>	<b>35,000</b>	<b>35,000</b>
Number of adult recreational classes held	<b>180</b>	<b>185</b>	<b>180</b>	<b>180</b>	<b>185</b>
Number of preschool participants	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,500</b>	<b>9,000</b>
Number of preschool recreational classes held	<b>125</b>	<b>125</b>	<b>100</b>	<b>125</b>	<b>125</b>
Number of youth participants	<b>6,000</b>	<b>6,500</b>	<b>6,500</b>	<b>7,000</b>	<b>7,000</b>
Number of youth recreational classes held	<b>300</b>	<b>350</b>	<b>350</b>	<b>350</b>	<b>350</b>

## PARKS CULTURAL SERVICES PROGRAMS

### PROGRAM PURPOSE:

The Parks Cultural Services Program provides a variety of community services and events: Celebrate Shoreline, Summer Lunchtime Music Series, Swingin' Summer Eve, Hamlin Haunt, Fall Library programs, and financial contributions to the Arts Council and Shoreline Museum.

### STRATEGIC OBJECTIVES:

Quality Services, Facilities and Infrastructure

<b>Measurement: EFFICIENCY</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Shoreline Historical Museum contribution per capita	<b>\$1.20</b>	<b>\$1.23</b>	<b>\$1.10</b>	<b>\$1.09</b>	<b>\$1.12</b>
Shoreline/Lake Forest Park Arts Council contribution per capita	<b>\$1.20</b>	<b>\$1.23</b>	<b>\$1.10</b>	<b>\$1.09</b>	<b>\$1.12</b>

<b>Measurement: WORKLOAD</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Fall library program participants	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>100</b>
Hamlin Haunt attendance (2009 haunt did not take place due to Park construction)	<b>1,000</b>	<b>NA</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
Number of Events Held During Celebrate Shoreline: Teen Event, Parade, Festival and Sand Castle Contest, Car Show, Rotary Run	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
Number of fall library programs	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
Number of Sponsors of Celebrate Shoreline Events	<b>20</b>	<b>20</b>	<b>22</b>	<b>23</b>	<b>20</b>
Number of summer lunchtime events	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
Summer lunchtime event attendance	<b>2,400</b>	<b>2,400</b>	<b>2,450</b>	<b>2,500</b>	<b>2,400</b>
Swingin' Summer Eve attendance	<b>1,000</b>	<b>1,000</b>	<b>1,200</b>	<b>1,200</b>	<b>1,000</b>

<b>Measurement: INPUT</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Amount of sponsorship dollars for Celebrate Shoreline	<b>\$8,000</b>	<b>\$16,585</b>	<b>\$20,065</b>	<b>\$15,000</b>	<b>\$15,000</b>

## PARKS CULTURAL SERVICES PROGRAMS

	2008	2009	2010	2011 Est.	2012 Target
Total Cost for Swingin' Summer Eve Events	<b>\$400</b>	<b>\$400</b>	<b>\$800</b>	<b>\$800</b>	<b>\$800</b>
Total Cost of Fall Library Program	<b>\$1,200</b>	<b>\$1,200</b>	<b>\$1,200</b>	<b>\$1,200</b>	<b>\$1,200</b>
Total Cost of Hamlin Haunt	<b>\$800</b>	<b>Park Closed</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>
Total Cost of Summer Lunchtime Events	<b>\$3,100</b>	<b>\$3,100</b>	<b>\$3,900</b>	<b>\$4,000</b>	<b>\$4,000</b>

## TEEN RECREATION PROGRAMS

### PROGRAM PURPOSE:

The Teen Recreation program helps youth in the community, ages 12-19 years old, make successful life choices by being positive role models and offering diverse, challenging, safe and innovative programs. As a means of gauging progress toward this goal, the program uses 9 of the 40 Search Institute's Development Assets for success as guiding factors. The assets chosen focus on the following: giving teens useful roles, valuing their opinions, giving clear expectations, doing their homework, volunteerism, increasing their sense of personal responsibility, non-violent conflict resolution, adding more caring adults in their lives and helping them feel more in control over their life.

### STRATEGIC OBJECTIVES:

Quality Services, Facilities and Infrastructure

<b>Measurement: EFFECTIVENESS</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Percentage of surveyed participants that always or sometimes feel that the Teen Program provides all 9 of the development assets surveyed	<b>75%</b>	<b>75%</b>	<b>80%</b>	<b>85%</b>	<b>85%</b>

<b>Measurement: EFFICIENCY</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Net cost per hour of teen recreation programs (net of revenue)	<b>\$138</b>	<b>\$133</b>	<b>\$134</b>	<b>\$149</b>	<b>\$160</b>
Net Cost per Visit (net of revenues)	<b>\$15.80</b>	<b>\$15.2</b>	<b>\$17.4</b>	<b>\$16.1</b>	<b>\$16.6</b>

<b>Measurement: WORKLOAD</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Number of teen recreation program hours	<b>2,850</b>	<b>2,850</b>	<b>2,850</b>	<b>2,850</b>	<b>2,850</b>
Number of visits in the Teen Late Night Programs	<b>13,649</b>	<b>11,676</b>	<b>10,260</b>	<b>12,000</b>	<b>12,500</b>
Number of visits to all Teen Programs excluding Late Night	<b>10,970</b>	<b>10,046</b>	<b>12,488</b>	<b>14,000</b>	<b>14,500</b>
Total number of all visits.	<b>24,964</b>	<b>22,061</b>	<b>23,136</b>	<b>26,340</b>	<b>27,400</b>



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# Planning and Community Development 2012 Budget

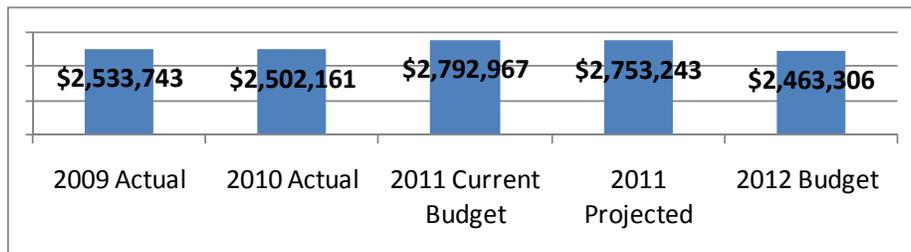
## Department Mission Statement

*“Our mission is to ensure that the natural and built environments are healthy, safe, and reflect the community’s vision by providing exceptional customer service, listening to our customers and citizens, and proactively solving problems.”*

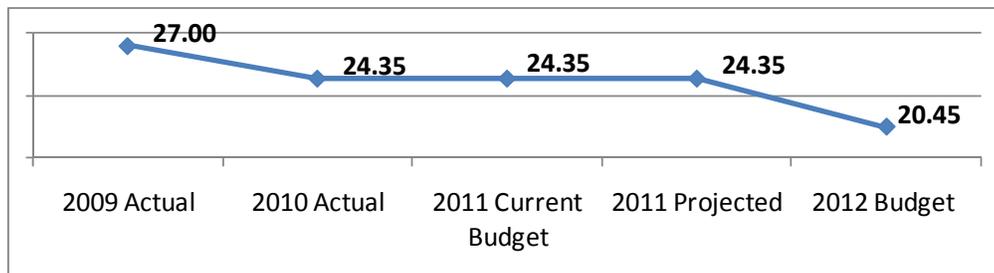
Planning and Community Development  
Joe Tovar - Planning and Community Development Director (206) 801-2501

Permit Services 4.98 FTE	Code Enforcement 1.35 FTE	City Planning 6.91 FTE	Building and Engineering 5.35 FTE	P&CD Administrative Services 1.86 FTE
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## Expenditure Comparison 2009 -2012



## Staffing Trend 2009 – 2012





# Planning and Community Development 2012 Budget

## Position Summary by Program 2009 – 2012

Programs	2009 Actual	2010 Actual	2011		2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
			Current Budget	2011 Projected			
Permit Services	8.85	7.07	7.15	7.15	4.98	(2.17)	(30.3%)
Code Enforcement	1.47	1.47	2.27	2.27	1.35	(0.92)	(40.5%)
City Planning	8.38	8.02	8.32	8.32	6.91	(1.41)	(16.9%)
Building & Engineering	5.95	5.40	4.68	4.68	5.35	0.67	14.3%
P&CD Administrative Services	2.37	2.15	1.93	1.93	1.86	(0.07)	(3.6%)
Capital Projects	0.00	0.25	0.00	0.00	0.00	0.00	
<b>Total FTE</b>	<b>27.00</b>	<b>24.35</b>	<b>24.35</b>	<b>24.35</b>	<b>20.45</b>	<b>(3.90)</b>	<b>(16.0%)</b>

## 2012 Summary by Positions and FTEs

Position	Head Count	FTE
Planning & Community Development Director	1	1.00
Assistant Director, P&CD	1	1.00
Management Analyst	1	1.00
Permit Services Manager	1	1.00
Senior Planner	1	1.00
Building Official	1	1.00
Associate Planner	5	4.60
Plans Examiner II	1	1.00
Plans Examiner III	2	2.00
Combination Inspector	2	2.00
Code Enforcement Officer	1	1.00
Technical Assistant	2	2.00
Administrative Assistant II	1	1.00
Administrative Assistant III	1	0.85
<i>Department Total</i>	21	20.45



# Planning and Community Development 2012 Budget

## 2012 Key Department Objectives in Support of the City Council Goals

### **Goal 1: Implement the adopted Community Vision by updating the Comprehensive Plan and key development regulations in partnership with residents, neighborhoods and businesses**

- Adopt amendments to the City's development regulations to make the permit process more timely, clear and predictable, e.g., administrative design review, planned actions, subarea plans, and other appropriate planning tools.
- Develop policies and regulations that promote increasing the City's tree canopy and designation as a Tree City USA
- Amend the citywide Comprehensive Plan to make it consistent with the adopted 2029 Vision and Framework Goals while also reducing its length and complexity

## 2012 Key Department Objectives in Support of the City's Strategic Objectives

### **Safe and Attractive Neighborhoods and Business Districts**

- Initiate code amendments and city policies to enhance economic vitality, environmental sustainability, housing opportunities and community life in the City's neighborhood commercial centers

### **Quality Services, Facilities, and Infrastructure**

- Provide online access for retrieving permit information

### **Safe, Healthy, and Sustainable Environment**

- Amend the Shoreline Municipal Code Title 9 Public Disturbances to provide the City with better standards to address noise complaints

### **Governmental Excellence**

- Develop a proposal to adopt Green Building Codes

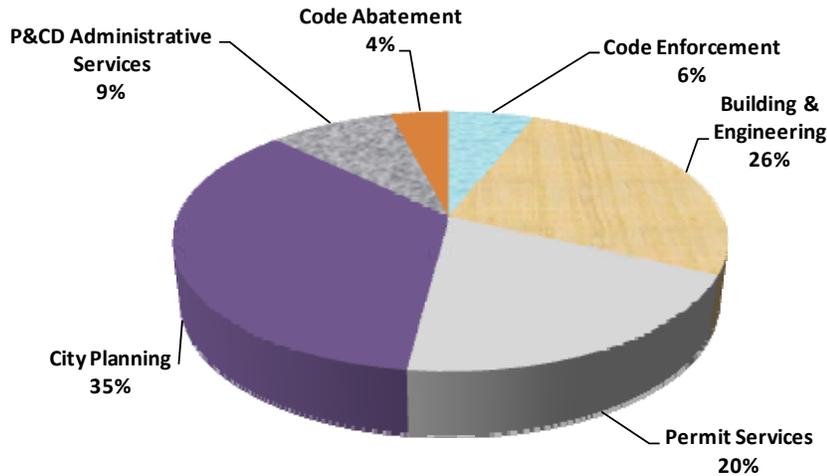


# Planning and Community Development 2012 Budget

## Expenditure by Program 2009 – 2012

Program Budget	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Code Enforcement	\$155,226	\$153,180	\$252,035	\$249,070	\$145,162	(\$106,873)	(42.40%)
Building & Engineering	\$567,654	\$574,292	\$554,011	\$531,036	\$645,327	\$91,316	16.48%
Permit Services	\$704,738	\$677,944	\$713,721	\$710,930	\$489,954	(\$223,767)	(31.35%)
City Planning	\$854,116	\$848,676	\$953,439	\$944,901	\$866,604	(\$86,835)	(9.11%)
P&CD Administrative Services	\$238,849	\$236,152	\$219,761	\$217,306	\$216,259	(\$3,502)	(1.59%)
Code Abatement	\$13,160	\$11,917	\$100,000	\$100,000	\$100,000	\$0	0.00%
<b>Total Program Budget</b>	<b>\$2,533,743</b>	<b>\$2,502,161</b>	<b>\$2,792,967</b>	<b>\$2,753,243</b>	<b>\$2,463,306</b>	<b>(\$329,661)</b>	<b>(11.80%)</b>

\*The Code Enforcement Program is also supported by 60% of the Customer Response Team.



## Revenue by Program 2009 – 2012

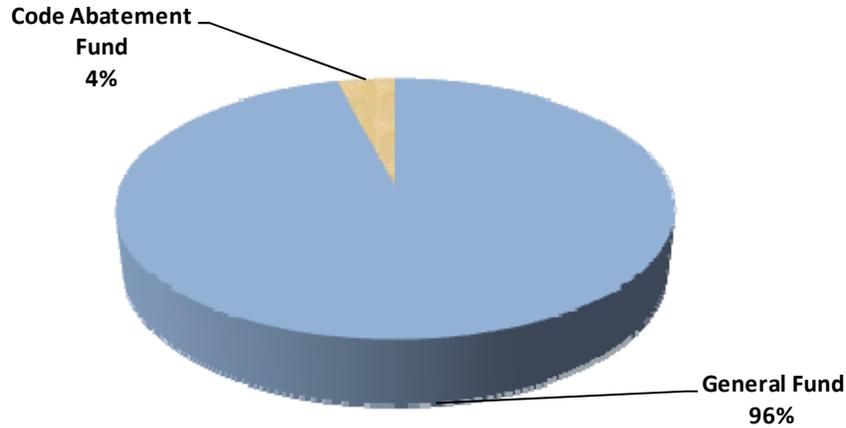
Program Revenue	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Building & Engineering	\$403,569	\$318,942	\$767,368	\$674,980	\$329,775	(\$437,593)	(57.03%)
Permit Services	\$269,047	\$212,628	\$511,578	\$450,276	\$219,850	(\$291,728)	(57.03%)
City Planning	\$128,386	\$103,265	\$163,510	\$157,500	\$97,100	(\$66,410)	(40.62%)
Code Abatement	\$2,709	\$17,191	\$80,550	\$87,186	\$80,550	\$0	0.00%
<b>Total Program Revenue</b>	<b>\$803,711</b>	<b>\$652,026</b>	<b>\$1,523,006</b>	<b>\$1,369,942</b>	<b>\$727,275</b>	<b>(\$795,731)</b>	<b>(52.25%)</b>
General Fund Subsidy	\$1,719,581	\$1,855,409	\$1,250,511	\$1,370,487	\$1,716,581	\$466,070	37.27%
Use of Code Abatement Fund Balance	\$10,451	(\$5,274)	\$19,450	\$12,814	\$19,450	\$0	0.00%
<b>Total Resources</b>	<b>\$2,533,743</b>	<b>\$2,502,161</b>	<b>\$2,792,967</b>	<b>\$2,753,243</b>	<b>\$2,463,306</b>	<b>(\$329,661)</b>	<b>(11.80%)</b>



# Planning and Community Development 2012 Budget

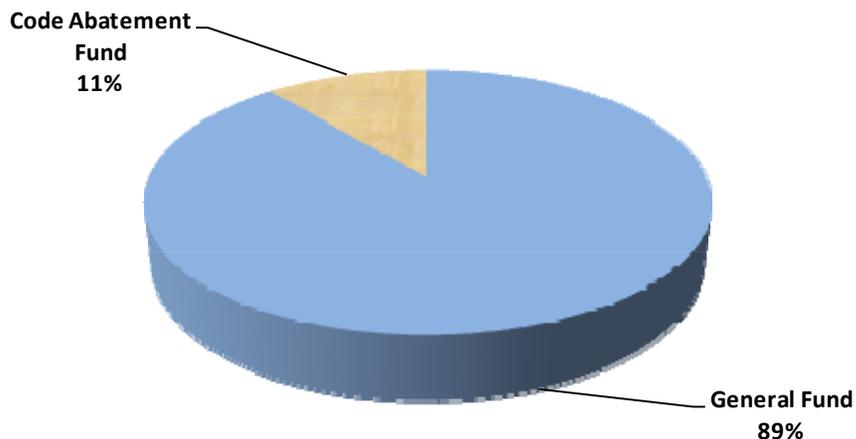
## Expenditures by Fund 2009 – 2012

Expenditures By Fund	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
General Fund	\$2,520,583	\$2,490,244	\$2,692,967	\$2,653,243	\$2,363,306	(\$329,661)	(12.24%)
Code Abatement Fund	\$13,160	\$11,917	\$100,000	\$100,000	\$100,000	\$0	0.00%
<b>Total Fund Expenditures</b>	<b>\$2,533,743</b>	<b>\$2,502,161</b>	<b>\$2,792,967</b>	<b>\$2,753,243</b>	<b>\$2,463,306</b>	<b>(\$329,661)</b>	<b>(11.80%)</b>



## Revenue by Fund 2009 – 2012

Revenue By Fund	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
General Fund	\$801,003	\$634,835	\$1,442,456	\$1,282,756	\$646,725	(\$795,731)	(55.17%)
Code Abatement Fund	\$2,708	\$17,191	\$80,550	\$87,186	\$80,550	\$0	0.00%
<b>Total Fund Revenues</b>	<b>\$803,711</b>	<b>\$652,026</b>	<b>\$1,523,006</b>	<b>\$1,369,942</b>	<b>\$727,275</b>	<b>(\$795,731)</b>	<b>(52.25%)</b>
General Fund Subsidy	\$1,719,581	\$1,855,409	\$1,250,511	\$1,370,487	\$1,716,581	\$466,070	37.27%
Use of Code Abatement Fund Balance	\$10,451	(\$5,274)	\$19,450	\$12,814	\$19,450	\$0	0.00%
<b>Total Fund Resources</b>	<b>\$2,533,743</b>	<b>\$2,502,161</b>	<b>\$2,792,967</b>	<b>\$2,753,243</b>	<b>\$2,463,306</b>	<b>(\$329,661)</b>	<b>(11.80%)</b>





# Planning and Community Development 2012 Budget

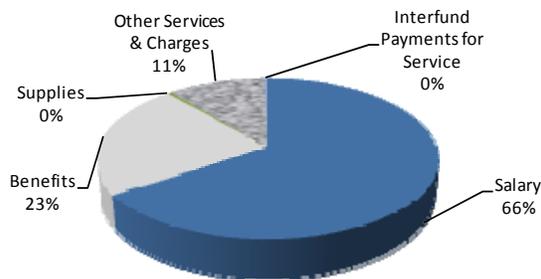
## Expenditures by Type 2009 – 2012

Object Category Name	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Salary	\$1,807,949	\$1,824,854	\$1,873,216	\$1,875,236	\$1,621,279	(\$251,937)	(13.45%)
Benefits	\$581,533	\$552,703	\$621,636	\$613,513	\$556,256	(\$65,380)	(10.52%)
Supplies	\$9,503	\$11,161	\$13,361	\$10,787	\$9,761	(\$3,600)	(26.94%)
Other Services & Charges	\$128,577	\$106,999	\$278,378	\$247,311	\$268,778	(\$9,600)	(3.45%)
Intergovernmental Services	\$20	\$650	\$0	\$20	\$0	\$0	0.00%
Capital Outlays	\$0	\$10	\$0	\$0	\$0	\$0	0.00%
Interfund Payments for Service	\$6,161	\$5,784	\$6,376	\$6,376	\$7,232	\$856	13.43%
<b>Total PADS Expenditures</b>	<b>\$2,533,743</b>	<b>\$2,502,161</b>	<b>\$2,792,967</b>	<b>\$2,753,243</b>	<b>\$2,463,306</b>	<b>(\$329,661)</b>	<b>(11.80%)</b>

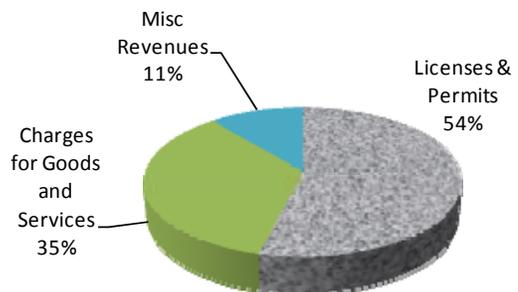
## Revenue by Type 2009 – 2012

Revenue	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Licenses & Permits	\$535,202	\$397,337	\$820,438	\$703,235	\$391,225	(\$429,213)	(52.32%)
Intergovernmental Revenue	\$8,062	\$0	\$55,000	\$55,000	\$0	(\$55,000)	100.00%
Charges for Goods and Services	\$254,954	\$237,498	\$567,018	\$524,521	\$255,500	(\$311,518)	(54.94%)
Fines	\$1,500	\$4,352	\$0	\$1,125	\$0	\$0	0.00%
Miscellaneous Revenues	\$3,993	\$12,839	\$80,550	\$86,061	\$80,550	\$0	0.00%
<b>Total PADS Revenue</b>	<b>\$803,711</b>	<b>\$652,026</b>	<b>\$1,523,006</b>	<b>\$1,369,942</b>	<b>\$727,275</b>	<b>(\$795,731)</b>	<b>(52.25%)</b>
General Fund Subsidy	\$1,719,581	\$1,855,409	\$1,250,511	\$1,370,487	\$1,716,581	\$466,070	37.27%
Use of Code Abatement Fund Balance	\$10,451	(\$5,274)	\$19,450	\$12,814	\$19,450	\$0	0.00%
<b>Total PADS Resources</b>	<b>\$2,533,743</b>	<b>\$2,502,161</b>	<b>\$2,792,967</b>	<b>\$2,753,243</b>	<b>\$2,463,306</b>	<b>(\$329,661)</b>	<b>(11.80%)</b>

**Expenditures**



**Revenue**





# Planning and Community Development 2012 Budget

## Budget Changes

- ✓ Added \$40,000 in one-time funding for an Environmental Impact Statement for the update for the City's Comprehensive Plan
- ✓ Eliminated 1.0 FTE Associate Planner and 1.0 FTE Senior Planner position
- ✓ 2.0 FTE Development Review Engineers were moved from Planning to Public Works

## CITY PLANNING

### PROGRAM PURPOSE:

City Planning assists the community with the implementation of the adopted Vision through the creation and maintenance of city-wide plans, subarea plans, policies, regulations and programs. This team also processes a variety of land use and development permits, undertakes special studies, coordinates cross-departmental teams, provides planning services to other city departments, and supports community outreach and citizen engagement.

### STRATEGIC OBJECTIVES:

Safe, Healthy and Sustainable Environment

Measurement: <b>EFFECTIVENESS</b>	2008	2009	2010	2011 Est.	2012 Target
Percent of customers who rated services as good or excellent.	80%	100%	95%	95%	95%
Percent of customers who said they were treated courteously by employees.	97%	96%	95%	100%	100%
Percent of customers who were satisfied with the updates they received regarding their project's status.	88%	100%	90%	95%	95%
Percent of customers who were satisfied with the usefulness of the pre-application process.	93%	95%	85%	94%	95%
Percentage of permits issued on or before target dates identified in SMC (data includes days waiting for Information)	88%	N/A	80%	80%	85%

Measurement: <b>WORKLOAD</b>	2008	2009	2010	2011 Est.	2012 Target
Number of Clearing and Grading Permits	16	8	11	8	8
Number of Development Code interpretations and administrative orders submitted	36	51	36	26	26
Number of Home Occupation, B&B, or Boarding House Permits Submitted	4	5	11	18	18
Number of Planning Commission meetings staffed	24	26	26	26	26
Number of Preliminary Short Plats submitted	11	5	3	6	4
Number of SEPA Threshold Determinations	9	8	11	8	8

## CITY PLANNING

	2008	2009	2010	2011 Est.	2012 Target
Number of Sign Permits submitted	33	45	59	35	40
Number of staff hours processing Comprehensive Plan amendments	N/A	850	180	550	5,000
Number of staff hours working on code reform					2,000

## BUILDING AND ENGINEERING

### PROGRAM PURPOSE:

Building & Engineering performs reviews and make decisions on building and site permits; to provide comprehensive inspections and approval of conditions for all permitted work; and to provide enforcement and education of the adopted codes and ordinances

### STRATEGIC OBJECTIVES:

Quality Services, Facilities and Infrastructure

Measurement: <b>EFFECTIVENESS</b>	2008	2009	2010	2011 Est.	2012 Target
Percent of customers who rated services as good or excellent.	80%	100%	86%	95%	95%
Percent of customers who said they were treated courteously by employees.	97%	96%	95%	100%	100%
Percent of customers who were satisfied with the clarity of inspection correction forms.	86%	100%	94%	94%	94%
Percent of customers who were satisfied with the timeliness of building inspections.	94%	100%	95%	94%	94%
Percent of customers who were satisfied with the updates they received regarding their project's status.	88%	100%	90%	95%	95%
Percent of customers who were satisfied with the usefulness of the pre-application process.	93%	95%	85%	94%	95%
Percentage of building permits issued on or before the target dates identified in SMC 20.30.040 (data includes days waiting for	95%	93%	97%	95%	95%

Measurement: <b>EFFICIENCY</b>	2008	2009	2010	2011 Est.	2012 Target
Average number of Inspections Completed Per Inspector per day	10	8	7	7	7

Measurement: <b>WORKLOAD</b>	2008	2009	2010	2011 Est.	2012 Target
Number of Addition/Remodel Commercial Permits submitted	46	55	50	42	50
Number of Addition/Remodel Single Family Residential Permits Submitted	175	155	189	165	165
Number of Demolition Permits submitted	40	17	17	25	20

## BUILDING AND ENGINEERING

	2008	2009	2010	2011 Est.	2012 Target
Number of Electrical Permits Processed Through City	67	50	39	40	40
Number of Fire Systems Permits submitted	99	84	66	70	70
Number of inspections completed annually	4,888	4,189	3,433	3,500	4,000
Number of Mechanical Permits submitted	258	322	301	320	340
Number of Miscellaneous Structures (retaining walls/rockeries, wireless facilities)	7	17	14	8	12
Number of New Construction Commercial Permits Submitted	23	9	3	6	8
Number of New Construction Single-family Residential Permits submitted	49	20	17	20	20
Number of Plumbing Permits submitted	111	124	148	125	150
Number of Site Development/Construction Permits submitted	12	14	15	12	12

## PERMIT SERVICES

### PROGRAM PURPOSE:

Permit Services provides accurate information and referral services; intake and issuance of all building and land use related permits.

### STRATEGIC OBJECTIVES:

Governmental Excellence

<b>Measurement: EFFECTIVENESS</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Percent of customers who rated services as good or excellent	<b>80%</b>	<b>100%</b>	<b>86%</b>	<b>95%</b>	<b>95%</b>
Percent of customers who said they were treated courteously by employees	<b>97%</b>	<b>96%</b>	<b>93%</b>	<b>100%</b>	<b>100%</b>
Percent of customers who were satisfied with the updates they received regarding their project's status	<b>88%</b>	<b>100%</b>	<b>90%</b>	<b>95%</b>	<b>95%</b>
Percent of customers who were satisfied with the usefulness of the pre-application process	<b>93%</b>	<b>95%</b>	<b>85%</b>	<b>95%</b>	<b>95%</b>
Percentage of permits issued on or before the target dates identified in SMC 20.30.040 (data includes days waiting for information)	<b>83%</b>	<b>93%</b>	<b>95%</b>	<b>95%</b>	<b>95%</b>

<b>Measurement: EFFICIENCY</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Average number of days to approve addition/remodel permits		<b>25</b>	<b>21</b>	<b>23</b>	<b>21</b>
Average number of days to approve mechanical permits		<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>
Average number of days to approve miscellaneous structure permits		<b>24</b>	<b>10</b>	<b>13</b>	<b>10</b>
Average number of days to approve new construction permits		<b>31</b>	<b>29</b>	<b>21</b>	<b>21</b>
Average number of permit applications submitted per Technical Assistant	<b>570</b>	<b>714</b>	<b>681</b>	<b>650</b>	<b>650</b>
Average number of permits issued per Technical Assistant	<b>504</b>	<b>670</b>	<b>650</b>	<b>600</b>	<b>620</b>

## PERMIT SERVICES

<b>Measurement: WORKLOAD</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Number of walk-in customers served	8,844	6,700	5,000	5,000	5,000
Number Right-of-Way Permits submitted	537	420	379	400	400
Total Number of Applications submitted	1,530	1,427	1,361	1,300	1,300

## CODE ENFORCEMENT

### PROGRAM PURPOSE:

The Code Enforcement Team enforces the City's codes and regulations to implement community values and to sustain a safe and attractive City.

### STRATEGIC OBJECTIVES:

Safe and Attractive Neighborhoods and Business Districts

<b>Measurement: EFFECTIVENESS</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Average number of calendar days from request initiation to compliance (Abandoned Vehicles)	<b>6</b>	<b>6</b>	<b>5</b>	<b>6</b>	<b>6</b>
Average number of calendar days from request initiation to voluntary compliance (Strike 1 & 2)	<b>51</b>	<b>58</b>	<b>45</b>	<b>45</b>	<b>45</b>
Percent of abandoned vehicles tagged within 24 hours of notification	<b>96%</b>	<b>93%</b>	<b>94%</b>	<b>95%</b>	<b>95%</b>
Percentage of all code enforcement actions resolved by voluntary compliance (Strike 1&2)	<b>96%</b>	<b>96%</b>	<b>96%</b>	<b>95%</b>	<b>95%</b>
Percentage of cases closed by induced compliance (Strike 3) annually	<b>39%</b>	<b>42%</b>	<b>48%</b>	<b>48%</b>	<b>45%</b>
Percentage of cases open beyond 365 days (Strike 3)	<b>73%</b>	<b>54%</b>	<b>76%</b>	<b>75%</b>	<b>70%</b>

<b>Measurement: EFFICIENCY</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Code Enforcement expenditures per capita (Strike 3)	<b>\$3.25</b>	<b>\$2.90</b>	<b>\$2.85</b>	<b>\$4.61</b>	<b>\$2.68</b>
Number of Active Cases per FTE (Strike 3)	<b>116</b>	<b>146</b>	<b>140</b>	<b>140</b>	<b>99</b>
Number of code enforcement actions (Strike 1&2) per FTE	<b>869</b>	<b>831</b>	<b>924</b>	<b>808</b>	<b>837</b>
Number of Proactive CE Program actions	<b>247</b>	<b>345</b>	<b>294</b>	<b>300</b>	<b>300</b>

<b>Measurement: WORKLOAD</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Number of code enforcement requests for action	<b>2,407</b>	<b>2,252</b>	<b>2,334</b>	<b>1,842</b>	<b>1,840</b>

## CODE ENFORCEMENT

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Number of service requests for parking/abandoned	<b>1,200</b>	<b>1,025</b>	<b>887</b>	<b>925</b>	<b>900</b>
Number of service requests for vandalism/graffiti	<b>599</b>	<b>564</b>	<b>743</b>	<b>250</b>	<b>250</b>
Total number of code enforcement actions resolved (Strike 1&2)	<b>2,236</b>	<b>2,234</b>	<b>2,262</b>	<b>1,700</b>	<b>1,700</b>

## P&CD - ADMINISTRATIVE SERVICES

### PROGRAM PURPOSE:

P&CD Administrative Services provides Planning Commission and general administrative support; performs maintenance on the web page, portal and permit tracking system; manages fiscal resources; oversees records and archiving services and provides performance measures data.

### STRATEGIC OBJECTIVES:

Governmental Excellence

Measurement: <b>EFFECTIVENESS</b>	2008	2009	2010	2011 Est.	2012 Target
Percent of customers who rated services as good or excellent.	80%	100%	86%	95%	95%
Percent of customers who said they were treated courteously by employees.	97%	96%	95%	100%	100%

Measurement: <b>EFFICIENCY</b>	2008	2009	2010	2011 Est.	2012 Target
Administrative Services budget as a percent of the Planning and Community Development budget.	9.8%	9.4%	9.4%	7.9%	8.8%

Measurement: <b>WORKLOAD</b>	2008	2009	2010	2011 Est.	2012 Target
Number of archival requests retrieved annually	238	204	165	150	140
Number of public disclosure requests processed	72	66	64	75	60



# ***Public Works***





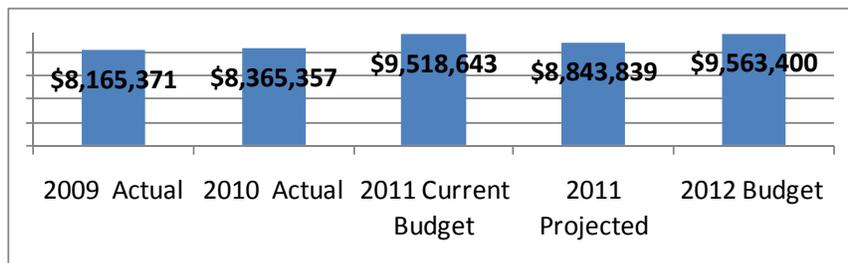
# Public Works 2012 Budget

## Department Mission Statement

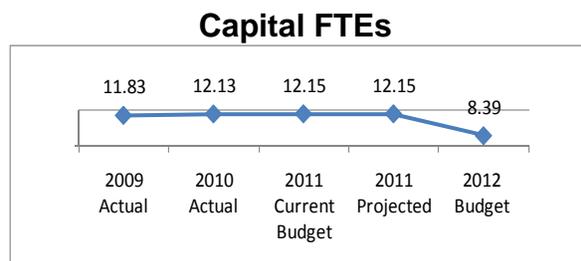
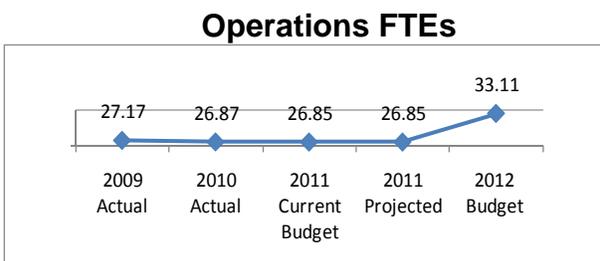
*Public Works employees are guided by the principles of integrity, respect and partnerships combined with innovation, hard work and customer responsiveness. We, as a team are dedicated to maintaining and improving our City's infrastructure through positive and proactive leadership, education, planning and the delivery of quality projects on time, on target and on budget while being strong stewards of the environment, public safety, and fiscal resources.*



## Expenditures Comparison 2009 – 2012



## Staffing Trend 2009 – 2012





# Public Works 2012 Budget

## Staffing Summary by Program 2009 – 2012

Program	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Environmental Services	1.35	1.35	1.35	1.35	1.35	0.00	0.00%
Right-of-Way Permit & Inspection	1.90	1.85	1.85	1.85	1.90	0.05	2.70%
Street Operation	9.25	7.86	7.91	7.91	7.76	(0.15)	(1.90%)
Surface Water Utility	9.57	10.71	10.74	10.74	12.00	1.26	11.73%
Traffic Services	1.50	1.50	1.50	1.50	1.50	0.00	0.00%
Public Facility & Vehicle Maintenance & Operations	2.45	2.45	2.35	2.35	3.35	1.00	42.55%
Public Works Administration	1.15	1.15	1.15	1.15	1.15	0.00	0.00%
Engineering					3.00	3.00	
Transportation Planning Program					1.10	1.10	
Capital Projects	11.83	12.13	12.15	12.15	8.39	(3.76)	(30.95%)
<b>Total FTE</b>	<b>39.00</b>	<b>39.00</b>	<b>39.00</b>	<b>39.00</b>	<b>41.50</b>	<b>2.50</b>	<b>6.41%</b>

## 2012 Staffing Summary by Positions and FTEs

Position	Head Count	FTE
Public Works Director	1	1.00
<b>City Engineer (NEW)</b>	<b>1</b>	<b>1.00</b>
Management Analyst	1	1.00
Capital Projects Administrator	1	1.00
Transportation Services Division Manager	1	1.00
Capital Projects Manager II	3	3.00
Capital Project Technician	1	0.50
Construction Inspector Supervisor	1	1.00
Development Review Engineer I	1	1.00
Development Review Engineer II	1	1.00
Senior Planner	1	1.00
Public Works Operations Manager	1	1.00
Public Works Maintenance Supervisor	1	1.00
Senior Public Works Maintenance Worker	1	1.00
Public Works Maintenance Worker II	7	7.00
Surface Water & Env. Svcs. Manager	1	1.00
Fleet, Facilities & Property Management Supervisor	1	1.00
<b>Facilities Maint. Worker I (NEW)</b>	<b>1</b>	<b>1.00</b>
Facilities Maint. Worker II	1	1.00
Administrative Assistant II	3	3.00
Administrative Assistant III	1	1.00
<b>Engineering Technician (1 FTE - NEW)</b>	<b>4</b>	<b>4.00</b>
Traffic Engineer	1	1.00
Associate Traffic Engineer	1	1.00
Environmental Educator	1	1.00
Environmental Program Assistant	1	1.00
Surface Water Quality Specialist	1	1.00
Right-of-Way Inspector	2	2.00
<i>Department Total</i>	<u>42</u>	<u>41.50</u>



# Public Works 2012 Budget

## 2012 Key Department Objectives in Support of the City Council Goals

### **Goal 2: Provide safe, efficient and effective infrastructure to support our land use, transportation and surface water plans**

- Update the Transportation Master Plan, including citywide trail, bicycle, and transit elements
- Update the Surface Water Master Plan and priority basin plans
- Work with Sound Transit, neighboring cities, regional agencies and Shoreline neighborhoods to implement the Sound Transit II plan to bring light rail through Shoreline

### **Goal 4: Construct the Aurora Improvements from 165<sup>th</sup> to 205<sup>th</sup> Streets**

- Complete construction of Aurora from N 165th to N 192nd Streets
- Complete design and right-of-way acquisition for Aurora from N 192nd to 205th Streets
- Secure the balance of funding for the last section of Aurora

### **Goal 7: Acquire Seattle Public Utilities water system in Shoreline**

- Develop feasibility analysis and financial plan
- Negotiate acquisition
- Develop and implement a robust citizen participation plan to solicit input on the issues that shape the acquisition
- Develop transition and implementation plan and schedule

## 2012 Key Department Objectives in Support of the City's Strategic Objectives:

### **Safe and Attractive Neighborhoods and Business Districts**

- Install new traffic calming devices through the Traffic Safety Improvement Program and Neighborhood Traffic Action Plan program (NTSAP), support curb ramp designs for curb ramp program, and support walkway design projects
- Complete service requests for traffic safety services including installation/replacement of signs, reflectors, pavement markings, street lights.
- Provide ongoing support and analysis for the Aurora Project, Point Wells, and other major school projects
- Update school walking route maps



# Public Works 2012 Budget

## **Quality Services, Facilities, and Infrastructure**

- Work with transit providers to expand transit in Shoreline
- Implement the policies and recommendations in the Transportation Master Plan
- Implement a new asset management software system to record and evaluate Municipal Separate Storm Sewer Systems (MS4) conditions, automate maintenance schedules, and improve work management
- Update stormwater assets in GIS
- Complete the 2012 projects included in the 2012 – 2017 CIP

## **Safe, Healthy and Sustainable Environment**

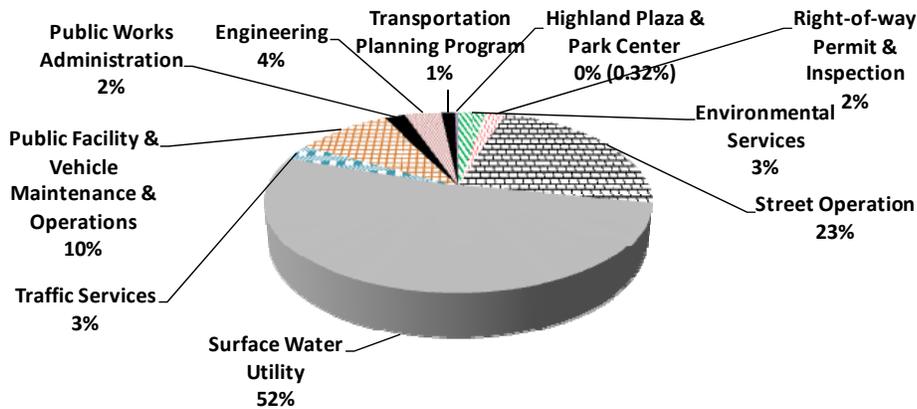
- Continue implementation of National Pollution Discharge Elimination System (NPDES) Permit requirements
- Develop a plan to implement low-impact development for storm water within City Right-of-Way
- Construct and build sustainable stormwater system retrofits within the City Right-of-Way
- Improve water quality outreach programs including car washing activities, storm drain markings, and adopt-a-storm drain programs
- Develop and implement Adopt-A-Drain Program for residents to take responsibility in cleaning storm drains during storm season
- Collaborate with CleanScapes to expand community outreach to reduce waste, conserve energy and recycle all materials, including hazardous waste
- Implement Climate Protection Program: collect and analyze data for community baseline carbon footprint; begin development of educational outreach program
- Advertise, expand and monitor the Car Wash Kit Program



# Public Works 2012 Budget

## Expenditures by Program 2009 – 2012

Program Budget	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Environmental Services	\$272,667	\$218,377	\$323,769	\$308,023	\$273,580	(\$50,189)	(15.50%)
Right-of-way Permit & Inspection	\$96,417	\$139,688	\$169,293	\$188,551	\$185,178	\$15,885	9.38%
Street Operation	\$2,228,508	\$2,130,301	\$2,160,392	\$2,131,342	\$2,214,157	\$53,765	2.49%
Surface Water Utility	\$4,210,381	\$4,679,734	\$5,450,147	\$4,830,657	\$5,007,727	(\$442,420)	(8.12%)
Traffic Services	\$218,556	\$218,583	\$223,064	\$223,065	\$258,253	\$35,189	15.78%
Public Facility & Vehicle Maintenance & Operations	\$917,265	\$761,192	\$851,636	\$831,408	\$914,526	\$62,890	7.38%
Public Works Administration	\$199,328	\$205,434	\$309,354	\$308,405	\$203,729	(\$105,625)	(34.14%)
Engineering	\$0	\$0	\$0	\$0	\$344,475	\$344,475	
Transportation Planning Program	\$0	\$0	\$0	\$0	\$130,787	\$130,787	
Highland Plaza & Park Center	\$22,249	\$12,048	\$30,988	\$22,388	\$30,988	\$0	0.00%
<b>Total Program Budget</b>	<b>\$8,165,371</b>	<b>\$8,365,357</b>	<b>\$9,518,643</b>	<b>\$8,843,839</b>	<b>\$9,563,400</b>	<b>\$44,757</b>	<b>0.47%</b>



## Revenue by Program 2009 – 2012

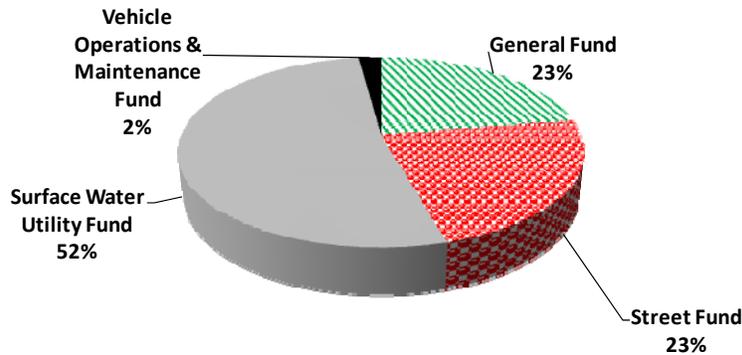
Program Budget	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Environmental Services	\$289,132	\$266,526	\$296,890	\$295,940	\$245,095	(\$51,795)	(17.45%)
Right-of-way Permit & Inspection	\$175,596	\$173,386	\$170,000	\$215,000	\$185,400	\$15,400	9.06%
Street Operation	\$669,077	\$1,191,616	\$1,180,195	\$1,127,471	\$1,135,180	(\$45,015)	(3.81%)
Surface Water Utility	\$3,278,995	\$3,460,361	\$3,264,770	\$3,345,452	\$3,613,736	\$348,966	10.69%
Public Facility & Vehicle Maintenance & Operations	\$175,530	\$142,477	\$176,813	\$177,793	\$182,250	\$5,437	3.08%
Highland Plaza & Park Center	\$142,596	\$68,418	\$73,082	\$73,082	\$73,588	\$506	0.69%
<b>Total Program Revenue</b>	<b>\$4,730,926</b>	<b>\$5,302,784</b>	<b>\$5,161,750</b>	<b>\$5,234,738</b>	<b>\$5,435,249</b>	<b>\$273,499</b>	<b>5.30%</b>
General Fund Subsidy	\$1,885,097	\$1,305,469	\$954,212	\$919,636	\$1,640,183	\$685,971	71.89%
Use of Streets Fund Balance	\$620,575	\$525,575	\$1,202,554	\$1,200,487	\$1,078,977	(\$123,577)	(10.28%)
Use of Surface Water Utility Fund Balance	\$931,386	\$1,219,373	\$2,185,377	\$1,485,205	\$1,393,991	(\$791,386)	(36.21%)
Use of Vehicle Oper. & Maint. Fund Balance	(\$2,613)	\$12,156	\$14,750	\$3,773	\$15,000	\$250	0.00%
<b>Total Resources</b>	<b>\$8,165,371</b>	<b>\$8,365,357</b>	<b>\$9,518,643</b>	<b>\$8,843,839</b>	<b>\$9,563,400</b>	<b>\$44,757</b>	<b>0.47%</b>



# Public Works 2012 Budget

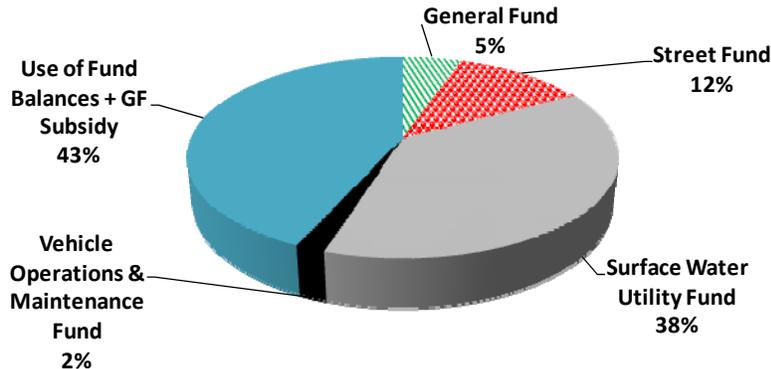
## Expenditures by Fund 2009 – 2012

Public Works Expenditures by Fund	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
General Fund	\$1,238,592	\$1,042,418	\$1,324,184	\$1,288,658	\$2,144,266	\$820,082	61.93%
Street Fund	\$2,543,481	\$2,488,572	\$2,552,749	\$2,542,958	\$2,214,157	(\$338,592)	(13.26%)
Surface Water Utility Fund	\$4,210,381	\$4,679,734	\$5,450,147	\$4,830,657	\$5,007,727	(\$442,420)	(8.12%)
Vehicle Operations & Maintenance Fund	\$172,917	\$154,633	\$191,563	\$181,566	\$197,250	\$5,687	2.97%
<b>Total Public Works Expenditures</b>	<b>\$8,165,371</b>	<b>\$8,365,357</b>	<b>\$9,518,643</b>	<b>\$8,843,839</b>	<b>\$9,563,400</b>	<b>\$44,757</b>	<b>0.47%</b>



## Revenue by Fund 2009 – 2012

Public Works Revenues by Fund	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
General Fund	\$431,728	\$334,944	\$369,972	\$369,022	\$504,083	\$134,111	36.25%
Street Fund	\$844,673	\$1,365,002	\$1,350,195	\$1,342,471	\$1,135,180	(\$215,015)	(15.92%)
Surface Water Utility Fund	\$3,278,995	\$3,460,361	\$3,264,770	\$3,345,452	\$3,613,736	\$348,966	10.69%
Vehicle Operations & Maintenance Fund	\$175,530	\$142,477	\$176,813	\$177,793	\$182,250	\$5,437	3.08%
Use of Fund Balances + GF Subsidy	\$3,434,445	\$3,062,573	\$4,356,893	\$3,609,101	\$4,128,151	(\$228,742)	(5.25%)
<b>Total Public Works Revenue</b>	<b>\$8,165,371</b>	<b>\$8,365,357</b>	<b>\$9,518,643</b>	<b>\$8,843,839</b>	<b>\$9,563,400</b>	<b>\$44,757</b>	<b>0.47%</b>





# Public Works 2012 Budget

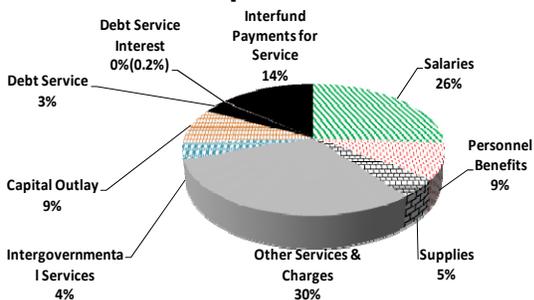
## Expenditures by Type 2009 – 2012

Object Category Name	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Salaries	\$1,822,228	\$1,983,191	\$2,030,418	\$1,966,706	\$2,492,460	\$462,042	22.76%
Personnel Benefits	\$572,468	\$595,750	\$640,824	\$627,719	\$840,860	\$200,036	31.22%
Supplies	\$418,952	\$372,058	\$352,054	\$429,952	\$437,734	\$85,680	24.34%
Other Services & Charges	\$1,631,894	\$1,668,025	\$3,298,168	\$2,851,174	\$2,912,330	(\$385,838)	(11.70%)
Intergovernmental Services	\$311,602	\$316,413	\$393,605	\$387,485	\$377,865	(\$15,740)	(4.00%)
Capital Outlay	\$1,468,824	\$1,133,528	\$998,872	\$813,368	\$818,532	(\$180,340)	(18.05%)
Debt Service	\$326,475	\$326,475	\$326,475	\$326,475	\$326,475	\$0	0.00%
Debt Service Interest	\$20,405	\$18,772	\$17,956	\$17,956	\$17,956	\$0	0.00%
Interfund Payments for Service	\$1,592,523	\$1,951,145	\$1,460,271	\$1,423,004	\$1,339,188	(\$121,083)	(8.29%)
<b>Total Public Works Expenditures</b>	<b>\$8,165,371</b>	<b>\$8,365,357</b>	<b>\$9,518,643</b>	<b>\$8,843,839</b>	<b>\$9,563,400</b>	<b>\$44,757</b>	<b>0.47%</b>

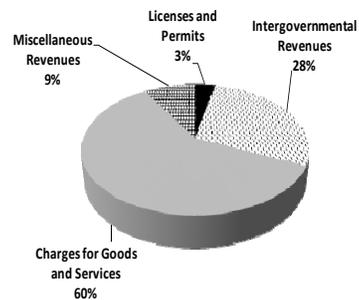
## Revenue by Type 2009 – 2012

Revenue Source	2009 Actual	2010 Actual	2011 Current Budget	2011 Projected	2012 Budget	2011 Current Budget versus 2012 Budget	Percentage Change
Licenses and Permits	\$175,596	\$173,386	\$170,000	\$215,000	\$185,400	\$15,400	9.06%
Intergovernmental Revenues	\$819,724	\$1,528,002	\$1,365,457	\$1,421,753	\$1,539,051	\$173,594	12.71%
Charges for Goods and Services	\$3,159,585	\$3,131,292	\$3,154,770	\$3,154,820	\$3,233,639	\$78,869	2.50%
Fines & Forfeits	\$20	\$46	\$0	\$20	\$0	\$0	0.00%
Miscellaneous Revenues	\$576,001	\$470,058	\$471,523	\$443,145	\$477,159	\$5,636	1.20%
<b>Total Revenue</b>	<b>\$4,730,926</b>	<b>\$5,302,784</b>	<b>\$5,161,750</b>	<b>\$5,234,738</b>	<b>\$5,435,249</b>	<b>\$273,499</b>	<b>5.30%</b>
General Fund Subsidy	\$1,885,097	\$1,305,469	\$954,212	\$919,636	\$1,640,183	\$685,971	71.89%
Use of Streets Fund Balance	\$620,575	\$525,575	\$1,202,554	\$1,200,487	\$1,078,977	(\$123,577)	(10.28%)
Use of Surface Water Utility Fund Balance	\$931,386	\$1,219,373	\$2,185,377	\$1,485,205	\$1,393,991	(\$791,386)	(36.21%)
Use of Vehicle Oper. & Maint. Fund Balance	(\$2,613)	\$12,156	\$14,750	\$3,773	\$15,000	\$250	0.00%
<b>Total Resources</b>	<b>\$8,165,371</b>	<b>\$8,365,357</b>	<b>\$9,518,643</b>	<b>\$8,843,839</b>	<b>\$9,563,400</b>	<b>\$44,757</b>	<b>0.47%</b>

### Expenditures



### Revenue





# Public Works 2012 Budget

## Budget Changes

- ✓ \$500,000 in one-time funding for the Priority Sidewalks capital program is included
- ✓ The Transportation Planning Program was moved from the Roads Capital Fund to the General Fund. This was reviewed during the 2011 CIP process.
- ✓ A new Engineering Program was created. The allocation of the two Development Review Engineers was moved from Planning and Community Development to this new program.
- ✓ A new City Engineer position is being proposed to start April 1, 2012 (\$110,000)
- ✓ Traffic Services includes one-time expenditures of \$22,500 to purchase a truck
- ✓ Street Operations includes one-time expenditures of \$100,418 and ongoing expenditures of \$15,360 to cover 60% of the replacement and upgrade of a dump truck and the appropriate annual maintenance
- ✓ Surface Water Utility includes one-time expenditures of \$66,945 and ongoing expenditures of \$10,240 to cover 40% of the replacement and upgrade of a dump truck and the appropriate annual maintenance
- ✓ Surface Water Utility includes one-time expenditures of \$22,000 to purchase a truck
- ✓ An additional Surface Water Engineer Technician position is proposed
- ✓ A new Facilities Maintenance Worker I position is included under the Public Facility & vehicle Maintenance and Operations program. This position is funded partially by the available extra help funds. The new net cost is \$46,300.
- ✓ Surface Water Utility includes a one-time grant from the DOE for \$60,000 to fund the surface water portion of the Asset Management software purchase

## PUBLIC WORKS ADMINISTRATION

### PROGRAM PURPOSE:

Public Works Administration provides the department with overall management, leadership, grants and contract administration, process and policy development.

### STRATEGIC OBJECTIVES:

Quality Services, Facilities and Infrastructure

<b>Measurement: EFFECTIVENESS</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Percentage of invoices processed on time	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

<b>Measurement: EFFICIENCY</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Public Works Administration as a percent of the total Public Works Budget	<b>5.0%</b>	<b>3.0%</b>	<b>2.8%</b>	<b>3.3%</b>	<b>2.1%</b>

<b>Measurement: WORKLOAD</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Number of grant reimbursements processed	<b>17</b>	<b>52</b>	<b>28</b>	<b>22</b>	<b>17</b>
Number of vendor invoices processed	<b>2,465</b>	<b>2,983</b>	<b>3,394</b>	<b>2,947</b>	<b>3,108</b>
Total number of contracts processed	<b>192</b>	<b>162</b>	<b>215</b>	<b>190</b>	<b>189</b>
Total number of easements processed	<b>15</b>	<b>58</b>	<b>11</b>	<b>11</b>	<b>11</b>
Total number of interlocals processed	<b>9</b>	<b>7</b>	<b>12</b>	<b>9</b>	<b>9</b>

## PUBLIC FACILITY & VEHICLE MAINTENANCE & OPERATIONS

### PROGRAM PURPOSE:

The Facilities Program manages and maintains the City's owned and leased buildings and vehicles keeping them in good working order to provide services to citizens and to promote good stewardship of City of Shoreline's assets

### STRATEGIC OBJECTIVES:

Quality Services, Facilities and Infrastructure

<b>Measurement: EFFECTIVENESS</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Percentage of internal customers rating Facilities overall services as good or excellent	<b>96%</b>	<b>96%</b>	<b>94%</b>	<b>94%</b>	<b>94%</b>
Percentage of internal customers rating Fleet Maintenance overall services as good or excellent	<b>78%</b>	<b>78%</b>	<b>83%</b>	<b>83%</b>	<b>83%</b>

<b>Measurement: EFFICIENCY</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Cost per square foot to maintain	<b>\$3.87</b>	<b>\$4.73</b>	<b>\$3.40</b>	<b>\$3.79</b>	<b>\$3.80</b>
Fleet maintenance cost per mile - vehicles and light trucks	<b>\$0.40</b>	<b>\$0.48</b>	<b>\$0.51</b>	<b>\$0.52</b>	<b>\$0.53</b>
Fleet maintenance cost per mile -heavy-duty trucks and equipment	<b>\$2.27</b>	<b>\$3.91</b>	<b>\$2.68</b>	<b>\$2.73</b>	<b>\$2.79</b>
Number of square feet maintained (facilities) per FTE	<b>60,989</b>	<b>57,666</b>	<b>86,963</b>	<b>86,963</b>	<b>86,963</b>

## ENVIRONMENTAL SERVICES

### PROGRAM PURPOSE:

Provide events, workshops, mini-grants and educational materials that assist residents, schools, businesses and government increase actions that protect our environment for current and future generations. Manage the solid waste contract and provide customer service support for other utilities in the City.

### STRATEGIC OBJECTIVES:

Safe, Healthy and Sustainable Environment

Measurement: <b>EFFECTIVENESS</b>	2008	2009	2010	2011 Est.	2012 Target
Percentage of households participating in City recycling events	<b>24%</b>	<b>25%</b>	<b>23%</b>	<b>20%</b>	<b>20%</b>

Measurement: <b>EFFICIENCY</b>	2008	2009	2010	2011 Est.	2012 Target
Percentage of solid waste stream recycled from curbside residential collection	<b>56%</b>	<b>56%</b>	<b>60%</b>	<b>60%</b>	<b>60%</b>

Measurement: <b>WORKLOAD</b>	2008	2009	2010	2011 Est.	2012 Target
Pounds of household batteries recycled	<b>6,004</b>	<b>6,481</b>	<b>8,514</b>	<b>8,500</b>	<b>8,500</b>

Measurement: <b>INPUT</b>	2008	2009	2010	2011 Est.	2012 Target
Number of households participating in annual recycling opportunities	<b>5,151</b>	<b>5,425</b>	<b>4,884</b>	<b>4,160</b>	<b>4,200</b>

## RIGHT-OF-WAY PERMIT AND INSPECTION PROGRAM

### PROGRAM PURPOSE:

Review planned work and inspect construction/work taking place in the public right-of-way, manage City franchises in the right-of-way, and provide plan review services on planning and development project applications submitted to the City's Planning and Development Services Department.

### STRATEGIC OBJECTIVES:

Governmental Excellence

Measurement: <b>EFFICIENCY</b>	2008	2009	2010	2011 Est.	2012 Target
Number of ROW inspections completed per FTE	1,031	1,145	690	560	560

Measurement: <b>WORKLOAD</b>	2008	2009	2010	2011 Est.	2012 Target
Number of inspections performed	1,778	1,260	965	1,000	1,000
Number of right-of-way permits issued	537	469	365	380	380

## TRAFFIC SERVICES

### PROGRAM PURPOSE:

Responsible for plan review, design and approval of all traffic control devices including streetlights, crosswalks, signals, signs, striping, etc; maintenance of traffic-related records including accident reports and signage/crosswalk inventories; preparation and documentation of city traffic standards; traffic counts and investigations and community education.

Provide traffic counts and investigations, community education, and management of the City's Neighborhood Traffic Safety Program (NTSP). Design traffic calming solutions that enhance the quality of life for Shoreline residents. Provide funding for special emphasis police traffic enforcement.

### STRATEGIC OBJECTIVES:

Quality Services, Facilities and Infrastructure

Measurement: <b>EFFECTIVENESS</b>	2008	2009	2010	2011 Est.	2012 Target
Percentage of citizens surveyed who are very satisfied or somewhat satisfied with the flow of traffic and congestion.	<b>52%</b>	<b>52%</b>	<b>46%</b>	<b>46%</b>	<b>52%</b>

Measurement: <b>WORKLOAD</b>	2008	2009	2010	2011 Est.	2012 Target
Number of active residential areas involved in the NTSP Program	<b>56</b>	<b>48</b>	<b>29</b>	<b>25</b>	<b>25</b>
Number of residential area traffic projects completed per year	<b>17</b>	<b>10</b>	<b>10</b>	<b>7</b>	<b>7</b>
Number of service requests received	<b>56</b>	<b>50</b>	<b>30</b>	<b>50</b>	<b>50</b>
Number of targeted law enforcement hours in a NTSP residential area.	<b>734</b>	<b>216</b>	<b>333</b>	<b>150</b>	<b>0</b>
Number of traffic counts completed each year	<b>240</b>	<b>278</b>	<b>370</b>	<b>350</b>	<b>350</b>
Number of work orders issued	<b>3,033</b>	<b>695</b>	<b>140</b>	<b>250</b>	<b>250</b>

## STREET OPERATION

### PROGRAM PURPOSE:

Vegetation & Tree Maintenance in Right-of-Way: Maintains public rights-of-way by tree trimming, controlling vegetation, grading and other methods.

Street Maintenance & Operations: Manages the city's road overlay, curb ramp, and sidewalk programs. Provides maintenance and upkeep of city streets and roads. This service includes pothole patching, crack sealing, street sweeping, and snow and ice removal. Provides general maintenance support for the City including signing, striping, fence/barricade repair, parking lot maintenance, and other odd jobs.

Street Lighting: Provides funding for street lights on arterial streets and traffic signalization. Maintains inventory data on all streetlights, through a GPS network mapping system.

### STRATEGIC OBJECTIVES:

Quality Services, Facilities and Infrastructure

Measurement: <b>EFFECTIVENESS</b>	2008	2009	2010	2011 Est.	2012 Target
Average pavement rating for arterials/collectors.	76	65	65	65	65
Average pavement rating for residential streets.	80.8	71	71	71	71
Percentage of citizens surveyed that are satisfied with the adequacy of city street lighting on arterial streets	52%	52%	52%	53%	53%
Weighted average pavement rating for all City streets.	81.3	70	70	70	70

Measurement: <b>EFFICIENCY</b>	2008	2009	2010	2011 Est.	2012 Target
Annual operating and maintenance costs per City traffic signal	\$4,342	\$4,463	\$3,858	\$4,090	\$4,190
Annual street operation expenditures per paved lane mile in the City	\$4,719	\$4,717	\$4,897	\$4,826	\$4,924
Cost per lane mile for asphalt overlay	\$132,901	\$191,558	\$212,171	\$162,500	\$243,055
Cost per lane mile for BST (Bituminous Surface Treatment)				\$28,289	\$28,962
Cost per lane mile of street sweeping	\$37.74	\$63.82	\$44.90	\$45.75	\$46.68

# STREET OPERATION

<b>Measurement: WORKLOAD</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Number of lane miles resurfaced with asphalt overlay	<b>5.0</b>	<b>4.4</b>	<b>2.38</b>	<b>1.60</b>	<b>1.44</b>
Number of lane miles resurfaced with BST (Bituminous Surface Treatment)				<b>18</b>	<b>8</b>
Number of lane miles swept	<b>2,391</b>	<b>2,203</b>	<b>2,180</b>	<b>2,180</b>	<b>2,180</b>
Number of potholes repaired	<b>64</b>	<b>148</b>	<b>77</b>	<b>96</b>	<b>107</b>
Number of traffic signs maintained	<b>182</b>	<b>465</b>	<b>567</b>	<b>425</b>	<b>500</b>

## SURFACE WATER UTILITY

### PROGRAM PURPOSE:

The Surface Water Management Program manages, operates and maintains the City's surface water infrastructure and natural channels to promote flood protection, comply with regulatory requirements, and to protect and enhance water quality and habitat through the practice and promotion of sound environmental stewardship.

### STRATEGIC OBJECTIVES:

Safe, Healthy and Sustainable Environment

Measurement: <b>EFFECTIVENESS</b>	2008	2009	2010	2011 Est.	2012 Target
Percentage of catch basins routinely cleaned annually	20%	33%	21%	25%	25%
Percentage of citizens who are very satisfied or satisfied with the adequacy of storm drainage services in their neighborhood	59%	59%	63%	63%	63%
Percentage of citizens who are very satisfied or satisfied with the overall quality of the City's stormwater system	60%	60%	69%	69%	69%
Percentage of drainage channels cleaned	25%	0%	10%	10%	10%
Percentage of privately owned stormwater facilities passing maintenance	86%	95%	93%	90%	90%

Measurement: <b>EFFICIENCY</b>	2008	2009	2010	2011 Est.	2012 Target
Cost per catch basin - routine cleaning	\$15.50	\$22.50	\$22.50	\$22.50	\$22.50

Measurement: <b>WORKLOAD</b>	2008	2009	2010	2011 Est.	2012 Target
Approximate linear feet of stormwater pipes to maintain	640,000	640,000	640,000	640,000	640,000
Approximate total linear feet of ditches to maintain	150,000	150,000	150,000	150,000	150,000
Number of City owned Storm Water Facilities to inspect and maintain	31	32	33	34	34
Number of City owned water quality facilities to inspect and maintain	5	5	21	37	37
Number of dams to inspect and maintain	5	5	5	5	5

## SURFACE WATER UTILITY

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Est.</b>	<b>2012 Target</b>
Number of drainage or flooding service requests	<b>95</b>	<b>118</b>	<b>157</b>	<b>100</b>	<b>100</b>
Number of privately owned stormwater facilities to inspect	<b>255</b>	<b>263</b>	<b>263</b>	<b>263</b>	<b>263</b>
Number of pump stations to inspect and maintain	<b>5</b>	<b>7</b>	<b>7</b>	<b>8</b>	<b>8</b>
Number of water quality services requests	<b>10</b>	<b>8</b>	<b>10</b>	<b>5</b>	<b>5</b>

# TRANSPORTATION PLANNING PROGRAM

## PROGRAM PURPOSE:

This program focuses on representing Shoreline's interest in the regional transportation arena which includes transit. Equally important is that Transportation Planning facilitates coordination between Capital Improvement Projects (CIP), development review, the engineering standards, and between land use and transportation as well as pursuing grants and other funding sources for transportation projects and system improvements. Additionally, this program supports all transportation planning and implementation of the City's Transportation Master Plan.

## STRATEGIC OBJECTIVES:

Quality Services, Facilities and Infrastructure

Measurement: <b>EFFECTIVENESS</b>	2008	2009	2010	2011 Est.	2012 Target
Completion of the Transportation Master Plan					<b>100%</b>
Development and Adoption of a Transportation Concurrency Program					<b>100%</b>
Development and Adoption of a Transportation Impact Fee					<b>100%</b>

Measurement: <b>WORKLOAD</b>	2008	2009	2010	2011 Est.	2012 Target
Council presentations made					<b>6</b>
Regional Transportation Coordination meetings attended					<b>100</b>



# ***BUDGET BY FUND***



# City Fund Structure

## Fund Structure

The City has established a variety of funds that are used to collect revenues and hold funds in reserve for specified purposes. The City has five categories of funds; operating, capital, enterprise, internal service and agency. Operating funds collect a variety of revenues to support the City's various functions. Capital funds receive designated revenues and transfers-in from other funds to be used for specific capital projects. Enterprise funds are used to report activity related to the collection of an external fee for service. Internal service funds account for the goods and services provided internally on a cost-reimbursement basis. The City provides fiscal agency services to the Northshore/Shoreline Community Network. These transactions are reflected in an agency fund. In 2012, the City's funds breakdown is as follows:

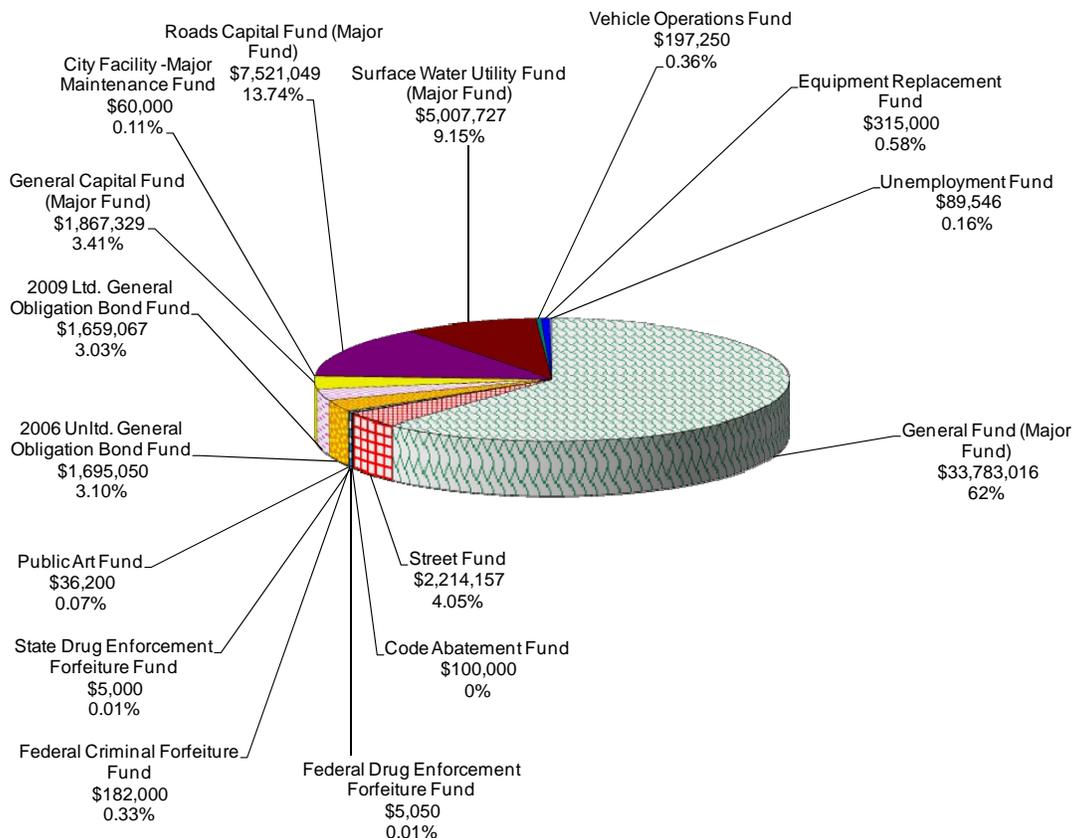
	Fund	Percent of City's total budget
<b>MAJOR FUND</b>	General Fund	61.72%
<b>MAJOR FUND</b>	Roads Capital Fund	13.74%
<b>MAJOR FUND</b>	Surface Water Utility Fund	9.15%
	Street Fund	4.05%
<b>MAJOR FUND</b>	General Capital Fund	3.41%
	2006 General Obligation Bond Fund	3.10%
	2009 General Obligation Bond Fund	3.03%
	Equipment Replacement Fund	0.58%
	Vehicle Operations & Maintenance Fund	0.36%
	Federal Criminal Forfeiture Fund	0.33%
	Code Abatement Fund	0.18%
	Unemployment Fund	0.16%
	City Facility – Major Maintenance Fund	0.11%
	Public Arts Fund	0.07%
	Federal Drug Enforcement Forfeiture Fund and State Drug Enforcement Forfeiture Fund	0.01% each
	Revenue Stabilization Fund and Property tax Equalization Fund	0.00%

Fund Name	Description
<b>Operating Funds</b>	
<b>Fund 001 General Fund</b>	The General Fund is used to pay the expenses and liabilities of the City associated with general service functions that are not budgeted in special revenue funds. The primary sources of revenue are local taxes. Property tax and sales tax combined provide approximately 48% of the General Fund operating revenues.
<b>Special Revenue Funds</b>	
	Funds that include dedicated revenues for a specific purpose (e.g. roads, enforcement of drug laws, etc.), that require an additional level of accountability and are collected in a separate account.
<b>Funds 101 Street Fund</b>	The Street Fund is used to support street and right of way maintenance and streetlighting. Fuel tax and a subsidy from the General Fund are the two sources of on-going support.
<b>Fund 107 Code Abatement Fund</b>	The purpose of this fund is to provide resources for city code abatement efforts (public nuisances, dangerous buildings, etc.). The costs associated with the abatement will be charged to the owner of the property either as a lien on the property or on the tax bill. Recovered monies would replenish the fund for future abatement efforts.
<b>Fund 108 State Drug Enforcement Forfeiture Fund</b>	The purpose of this fund is to account for monies received by the City from the State of Washington through King County representing the City's share of assets seized and forfeited during the joint investigations of illegal drug activity with state agencies.

<b>Fund Name</b>	<b>Description</b>
<b>Fund 109 Public Arts Fund</b>	The purpose of this fund is to account for the 1% for Arts program. An amount equal to 1% of capital construction contracts will be transferred from each capital fund. Funding will be utilized for public art projects.
<b>Fund 112 Federal Drug Enforcement Forfeiture Fund</b>	The purpose of this fund is to account for monies received by the City representing the City's share of assets seized and forfeited during the joint investigations of illegal drug activity with federal agencies.
<b>Fund 115 Property Tax Equalization Fund</b>	The purpose of the Property Tax Equalization Fund is to accumulate and disburse proceeds from the City's maintenance and operations levy over the six year levy period. The City will collect revenues in excess of those needed to sustain current operating services in years 2011-2012, but will collect less than needed in 2013-2016.
<b>Fund 116 Federal Criminal Forfeiture Fund</b>	The purpose of this fund is to account for seizure funds received by the City due to staff participation in a federal task force being led by the United States Treasury.
<b>Fund 190 Revenue Stabilization Fund</b>	The Revenue Stabilization Fund will accumulate a reserve equal to thirty percent (30%) of annual economically sensitive revenues within the City's operating budget to cover revenue shortfalls resulting from unexpected economic changes or recessionary periods.
<b>Debt Service Fund</b>	
	A fund established to account for the accumulation of resources for; and the payment of, general long-term debt principal and interest.
<b>Fund 201 2006 General Obligation Bond Fund</b>	This fund is used to record the property tax revenues and debt service payments related to the 2006 General Obligation bonds issued to fund open space acquisitions and park improvements.
<b>Fund 211 2009 Limited Tax General Obligation Bond Fund</b>	This fund is used to record the principal and debt service payments related to the 2009 Limited Tax General Obligation bonds issued to fund the acquisition of the new City Hall.
<b>Capital Funds</b>	
	Funds that are specifically designated for major capital improvements.
<b>Fund 301 General Capital Fund</b>	The General Capital Fund receives funds that are designated specifically for capital purposes. The primary source of dedicated revenue is Real Estate Excise Tax (REET) and General Fund transfers. These funds are used for facility, recreation, parks and open space projects.
<b>Fund 312 City Facility- Major Maintenance Fund</b>	This fund was established in 2005. This capital fund will account for the long-term maintenance of City Facilities.
<b>Fund 330 Roads Capital Fund</b>	The Roads Capital Fund receives funds that are designated specifically for capital purposes. The primary source of dedicated revenue is Real Estate Excise Tax (REET) and federal, state, and local grant sources. These funds are used for street and transportation related projects.
<b>Enterprise Fund</b>	
	A proprietary fund type is used to report an activity for which a fee is charged to external users for goods or services. Usually an activity accounted for in an enterprise fund indicates that the fees charged should cover both operational and capital activities of the activity.

<b>Fund 401 Surface Water Utility Fund</b>	This fund includes all operations and capital improvements related to surface water management and drainage. The City charges property owners an annual surface water fee that is used to fund these activities.
<b>Internal Service Funds</b>	
	A type of proprietary fund which accounts for the goods and services which are provided to other units of the City and payment by the benefiting unit is intended to fund the costs of providing the services.
<b>Fund 501 Vehicle Operations and Maintenance Fund</b>	The Vehicle Operations and Maintenance Fund accounts for the costs of operating and maintaining city vehicles and auxiliary equipment. An annual charge is made to department budgets using City vehicles and other equipment to support this purpose.
<b>Fund 503 Equipment Replacement Fund</b>	The Equipment Replacement Fund is used to account for the future replacement of all City assets, including purchased vehicles, computer equipment, furniture, buildings, other equipment, etc. An annual allocation is charged to departments for the replacement of vehicles and other equipment.
<b>Fund 505 Unemployment Fund</b>	An annual allocation is made to this fund in lieu of making contributions to the state unemployment insurance.
<b>Agency Fund</b>	
	Used to account for assets held by a government as an agent for individuals, private organizations, other government agencies and/or other funds.
<b>Fund 651 Northshore / Shoreline Community Network</b>	The city provides fiscal agency services through an interlocal agreement to the Northshore/Shoreline Community Network. The network's Executive Board retains complete control over the day-to-day administrative activities. This fund is custodial in nature and does not involve the measurement of results of operations. Therefore, the City does not appropriate a budget for this fund.

## 2012 Budget by Fund



## All Funds Historical Revenue/Expenditure Summary

	2009 Actuals	2010 Actuals	2011 Current Budget	2011 Projected	2012 Proposed Budget	2011 Current Budget vs. 2012 Proposed Budget
<b>RESOURCES</b>						
<b>Beginning Fund Balance</b>	\$ 42,392,747	\$ 34,737,572	\$ 26,967,450	\$ 26,967,450	\$ 21,362,669	\$ (5,604,781)
<b>Revenues &amp; Transfers-In</b>						
General Fund (Major Fund)	\$ 29,657,210	\$ 30,490,475	\$ 32,411,133	\$ 32,584,992	\$ 32,444,342	33,209
Street Fund	2,512,354	2,388,494	2,422,531	2,414,807	2,053,398	(369,133)
Revenue Stabilization Fund	-	-	605,000	605,000	-	(605,000)
Property Tax Equalization Fund	-	-	787,000	787,000	398,000	(389,000)
Code Abatement Fund	2,708	17,191	80,550	87,186	80,550	-
State Drug Enforcement Forfeiture Fund	13,145	9,927	5,000	5,706	5,000	-
Federal Drug Enforcement Forfeiture Fund	31,830	70	5,050	5,025	5,050	-
Federal Criminal Forfeiture Fund	-	-	25,000	257,052	-	(25,000)
Public Art Fund	168,960	96,052	3,550	3,550	1,050	(2,500)
2006 General Obligation Bond Fund	1,687,592	1,687,999	1,700,000	1,700,000	1,700,000	-
2009 General Obligation Bond Fund	381,122	1,658,817	1,662,267	1,662,267	1,659,067	(3,200)
General Capital Fund (Major Fund)	25,097,105	1,519,973	1,255,416	752,992	1,078,272	(177,144)
City Facility -Major Maintenance Fund	5,423	44,595	157,497	157,497	164,857	7,360
Roads Capital Fund (Major Fund)	14,996,303	22,033,347	30,948,516	30,822,214	6,403,645	(24,544,871)
Surface Water Utility Fund (Major Fund)	3,278,995	3,460,361	3,264,770	3,345,452	3,613,736	348,966
Vehicle Operations Fund	175,530	142,477	176,813	177,793	182,250	5,437
Equipment Replacement Fund	242,149	106,479	253,719	252,159	526,654	272,935
Unemployment Fund	5,505	10,153	10,150	10,074	67,782	57,632
<b>Total Revenues &amp; Transfers-In</b>	<b>\$ 78,255,931</b>	<b>\$ 63,666,410</b>	<b>\$ 75,773,962</b>	<b>\$ 75,630,766</b>	<b>\$ 50,383,653</b>	<b>\$ (25,390,309)</b>
<b>Total Resources</b>	<b>\$ 120,648,678</b>	<b>\$ 98,403,982</b>	<b>\$ 102,741,412</b>	<b>\$ 102,598,216</b>	<b>\$ 71,746,322</b>	<b>\$ (30,995,090)</b>
<b>USES</b>						
<b>Expenditures &amp; Transfers Out</b>						
General Fund (Major Fund)	\$ 29,875,669	\$ 30,253,219	\$ 33,169,072	\$ 31,692,530	\$ 33,783,016	\$ 613,944
Street Fund	2,543,481	2,488,572	2,552,749	2,542,958	2,214,157	(338,592)
Revenue Stabilization Fund	-	1,200,000	605,000	605,000	-	(605,000)
Property Tax Equalization Fund	-	-	-	-	-	-
Code Abatement Fund	13,160	11,917	100,000	100,000	100,000	-
State Drug Enforcement Forfeiture Fund	51,198	15,105	12,000	12,000	5,000	(7,000)
Federal Drug Enforcement Forfeiture Fund	3,895	9,804	18,000	18,000	5,050	(12,950)
Federal Criminal Forfeiture Fund	-	-	25,000	2,750	182,000	157,000
Public Art Fund	41,091	78,981	99,416	60,700	36,200	(63,216)
2006 Unltd. General Obligation Bond Fund	1,676,154	1,683,654	1,695,050	1,695,050	1,695,050	-
2009 Ltd. General Obligation Bond Fund	381,122	1,658,517	1,662,267	1,662,267	1,659,067	(3,200)
General Capital Fund	30,937,341	5,966,068	4,295,416	3,033,986	1,867,329	(2,428,087)
City Facility -Major Maintenance Fund	10,714	39,972	276,303	220,131	60,000	(216,303)
Roads Capital Fund (Major Fund)	16,081,250	22,943,982	34,462,830	34,406,253	7,521,049	(26,941,781)
Surface Water Utility Fund	4,210,381	4,679,734	5,450,147	4,830,657	5,007,727	(442,420)
Vehicle Operations Fund	172,917	154,633	191,563	181,566	197,250	5,687
Equipment Replacement Fund	177,766	239,857	134,199	146,699	315,000	180,801
Unemployment Fund	29,789	12,517	15,000	25,000	89,546	74,546
<b>Total Expenditures &amp; Transfers Out</b>	<b>\$ 86,205,928</b>	<b>\$ 71,436,532</b>	<b>\$ 84,764,012</b>	<b>\$ 81,235,547</b>	<b>\$ 54,737,441</b>	<b>\$ (30,026,571)</b>
<b>Ending Fund Balance</b>	<b>\$ 34,442,750</b>	<b>\$ 26,967,450</b>	<b>\$ 17,977,400</b>	<b>\$ 21,362,669</b>	<b>\$ 17,008,881</b>	<b>\$ (968,519)</b>
<b>Total Uses</b>	<b>\$ 120,648,678</b>	<b>\$ 98,403,982</b>	<b>\$ 102,741,412</b>	<b>\$ 102,598,216</b>	<b>\$ 71,746,322</b>	<b>\$ (30,995,090)</b>

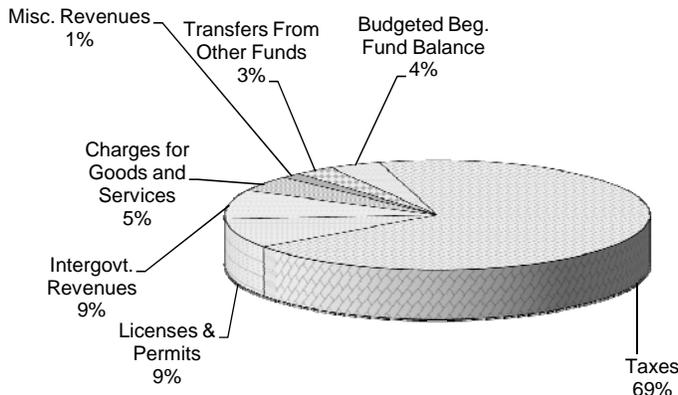
## General Fund (001) Summary

The General Fund is used to pay the expenses and liabilities of the City associated with general service functions that are not budgeted in special revenue funds. The primary sources of revenue are general purpose State and local taxes. Property tax and sales tax combined equal approximately 48% of the General Fund operating revenues for 2012.

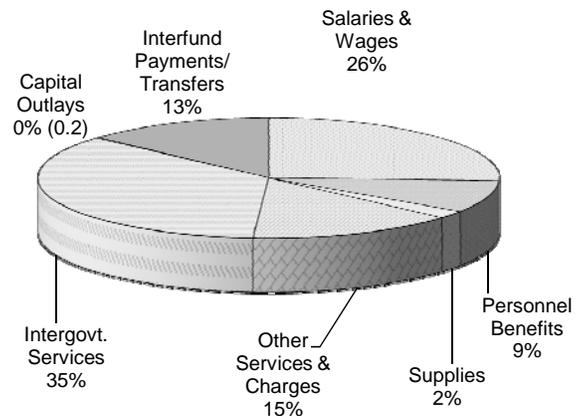
**Department:** Various  
**Program:** Various

	2008 Actuals	2009 Actuals	2010 Actuals	2011 Current Budget	2011 Projected	2011 Current Budget vs. 2012		Percent Change
						Proposed Budget	Proposed Budget	
<b>Beginning Fund Balance</b>	\$ 5,318,605	\$ 4,605,361	\$ 4,681,724	\$ 4,918,980	\$ 4,918,980	\$ 5,811,442	\$ 892,462	18%
<b>Funding Sources</b>								
Budgeted Beg. Fund Balance	\$ -	\$ -	\$ -	\$ 926,639	\$ -	\$ 1,338,674	\$ 412,035	44%
Taxes	21,232,721	20,675,090	19,764,022	22,354,858	22,864,876	23,477,141	1,122,283	5%
Licenses & Permits	2,624,172	2,672,263	2,745,766	3,070,013	3,039,861	2,932,805	(137,208)	(4%)
Intergovt. Revenues	2,397,735	2,801,691	2,935,764	2,982,609	3,234,999	2,896,438	(86,171)	(3%)
Charges for Goods and Service:	1,736,674	1,503,675	1,578,606	1,927,603	1,890,906	1,608,761	(318,842)	(17%)
Fines and Forfeits	52,841	49,160	634,891	5,000	15,594	5,000	-	0%
Misc. Revenues	985,709	768,292	573,330	501,579	478,942	525,108	23,529	5%
Prior Year Adjustment	(210)	11,254	109,537	-	-	-	-	
<b>Total Revenue</b>	\$ 29,029,642	\$ 28,481,425	\$ 28,341,916	\$ 31,768,301	\$ 31,525,178	\$ 32,783,927	\$ 1,015,626	3%
Proceeds from Street Vacation		\$ 294,822						
Transfers From Other Funds	1,257,236	1,175,785	2,148,559	1,569,471	1,059,814	999,089	(570,382)	(36%)
<b>Total Funding Sources</b>	\$ 30,286,878	\$ 29,952,032	\$ 30,490,475	\$ 33,337,772	\$ 32,584,992	\$ 33,783,016	\$ 445,244	1%
<b>Use of Funds</b>								
Salaries & Wages	\$ 7,713,200	\$ 8,341,353	\$ 8,000,180	\$ 8,222,069	\$ 8,102,074	\$ 8,687,952	\$ 465,883	6%
Personnel Benefits	2,449,292	2,463,470	2,413,207	2,671,545	2,673,289	2,950,998	279,453	10%
Supplies	760,542	627,264	577,682	480,268	528,748	694,405	214,137	45%
Other Services & Charges	4,922,183	4,607,650	4,230,920	4,868,135	4,710,434	4,924,628	56,493	1%
Intergovt. Services	10,218,742	10,806,239	12,245,289	11,883,637	11,375,943	11,989,375	105,738	1%
Capital Outlays	121,344	98,173	46,835	98,027	99,417	60,500	(37,527)	(38%)
Debt Service-Int/Related Cost	-	-	-	-	-	-	-	
Interfund Payments/Transfers	4,814,819	2,931,520	2,739,106	4,945,391	4,202,625	4,475,158	(470,233)	(10%)
<b>Total Expenditures</b>	\$ 31,000,122	\$ 29,875,669	\$ 30,253,219	\$ 33,169,072	\$ 31,692,530	\$ 33,783,016	\$ 613,944	2%
<b>Ending Fund Balance</b>	\$ 4,605,361	\$ 4,681,724	\$ 4,918,980	\$ 4,161,041	\$ 5,811,442	\$ 4,472,768	\$ 311,727	7%
<b>Total FTE's</b>	114.31	110.78	108.26	107.51	107.51	111.61	4.10	4%

**2012 Funding Sources**



**2012 Use of Funds**



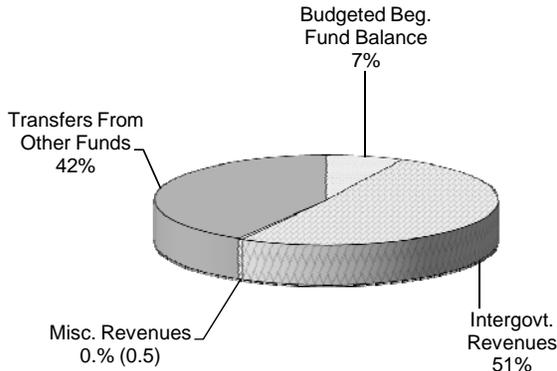
## Street Fund (101) Summary

The Street Fund provides support for street and right of way maintenance and streetlighting. Fuel tax is the major source of revenue. Funds are transferred from the General Fund to subsidize the Street Operations and Traffic Services programs.

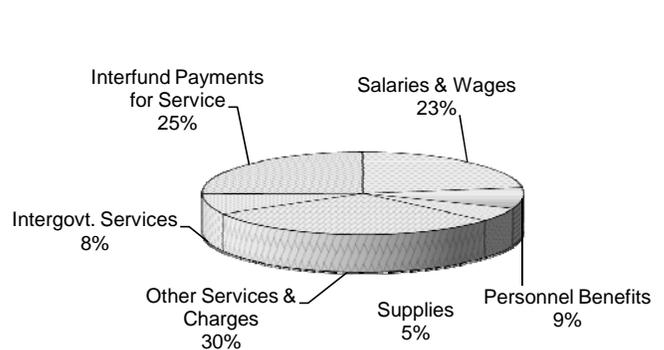
**Department:** Public Works  
**Programs:** Right of Way Permit & Inspection  
 Street Operations  
 Traffic Services

	2008 Actuals	2009 Actuals	2010 Actuals	2011 Current Budget	2011 Projected	2011 Current Budget vs. 2012		Percent Change
						Proposed Budget	Proposed Budget	
<b>Beginning Fund Balance</b>	\$ 1,199,962	\$ 975,811	\$ 944,687	\$ 844,608	\$ 844,608	\$ 716,457	\$ (128,151)	(15%)
<b>Funding Sources</b>								
Budgeted Beg. Fund Balance	\$ -	\$ -	\$ -	\$ 150,238		\$ 160,759	\$ 10,521	7%
Licenses & Permits	189,040	175,596	173,386	170,000	215,000	-	(170,000)	(100%)
Intergovt. Revenues	679,803	661,333	1,176,558	1,170,195	1,124,809	1,125,180	(45,015)	(4%)
Charges for Goods and Services	-	-	-	-	-	-	-	
Fines and Forfeits	73	20	46	-	20	-	-	0%
Misc. Revenues	50,202	7,724	15,012	10,000	2,642	10,000	-	0%
Prior Year Adjustment	(2,013)	-	-	-	-	-	-	
<b>Total Revenue</b>	\$ 917,105	\$ 844,673	\$ 1,365,002	\$ 1,500,433	\$ 1,342,471	\$ 1,295,939	\$ (204,494)	(14%)
Transfers From Other Funds	1,407,006	1,667,680	1,023,492	1,072,336	1,072,336	918,218	(154,118)	(14%)
<b>Total Funding Sources</b>	\$ 2,324,111	\$ 2,512,354	\$ 2,388,494	\$ 2,572,769	\$ 2,414,807	\$ 2,214,157	\$ (358,612)	(14%)
<b>Use of Funds</b>								
Salaries & Wages	\$ 692,881	\$ 750,904	\$ 733,362	\$ 743,768	\$ 727,216	\$ 501,130	\$ (242,638)	(33%)
Personnel Benefits	233,074	253,537	230,258	251,086	246,185	185,899	(65,187)	(26%)
Supplies	92,744	121,775	129,541	102,400	133,276	118,388	15,988	16%
Other Services & Charges	698,062	621,796	575,955	663,866	672,261	671,567	7,701	1%
Intergovt. Services	141,425	114,377	160,506	187,797	188,600	180,000	(7,797)	(4%)
Capital Outlays	-	-	139,031	-	-	-	-	
Interfund Payments for Service	690,077	681,092	519,919	603,832	575,420	557,173	(46,659)	(8%)
<b>Total Expenditures</b>	\$ 2,548,263	\$ 2,543,481	\$ 2,488,572	\$ 2,552,749	\$ 2,542,958	\$ 2,214,157	\$ (338,592)	(13%)
<b>Ending Fund Balance</b>	\$ 975,811	\$ 944,687	\$ 844,608	\$ 714,390	\$ 716,457	\$ 555,698	\$ (158,692)	(22%)
<b>Total FTE's</b>	12.05	11.85	11.21	11.26	11.26	7.76	(3.50)	(31%)

**2012 Funding Sources**



**2012 Use of Funds**



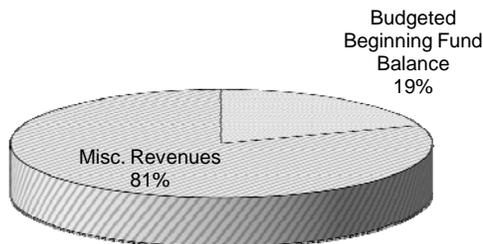
## Code Abatement Fund (107) Summary

The Code Abatement Fund provides funding for City code abatement efforts (public nuisances, dangerous buildings, etc.). The costs associated with the abatement will be charged to the owner of the property either as a lien on the property or on the tax bill. Recovered monies would replenish the fund for future abatement efforts. This fund was established in 2002 by a transfer from the General Fund.

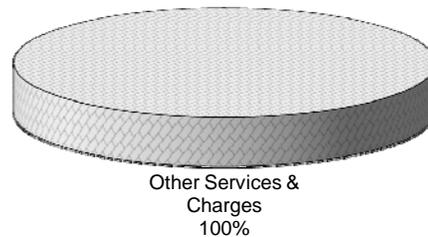
Department: Planning & Development Services  
Program: Code Abatement Operations

	2008 Actuals	2009 Actuals	2010 Actuals	2011 Current Budget	2011 Projected	2012 Proposed Budget	2011 Current Budget vs. 2012 Proposed Budget	Percent Change
<b>Beginning Fund Balance</b>	\$ 163,082	\$ 167,211	\$ 156,758	\$ 162,032	\$ 162,032	\$ 149,218	\$ (12,814)	(8%)
<b>Funding Sources</b>								
Budgeted Beginning Fund Balar	\$ -	\$ -	\$ -	\$ 19,450	\$ -	\$ 19,450	\$ -	0%
Fines and Forfeits	-	1,500	4,352	-	1,125	-	-	
Misc. Revenues	4,628	1,208	12,839	80,550	86,061	80,550	-	0%
Prior Year Adjustments	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>\$ 4,628</b>	<b>\$ 2,708</b>	<b>\$ 17,191</b>	<b>\$ 100,000</b>	<b>\$ 87,186</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>0%</b>
Other Financing/Transfers In	-	-	-	-	-	-	-	0%
<b>Total Funding Sources</b>	<b>\$ 4,628</b>	<b>\$ 2,708</b>	<b>\$ 17,191</b>	<b>\$ 100,000</b>	<b>\$ 87,186</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>0%</b>
<b>Use of Funds</b>								
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Other Services & Charges	499	13,160	11,917	100,000	100,000	100,000	-	0%
<b>Total Expenditures</b>	<b>\$ 499</b>	<b>\$ 13,160</b>	<b>\$ 11,917</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Fund Balance</b>	<b>\$ 167,211</b>	<b>\$ 156,758</b>	<b>\$ 162,032</b>	<b>\$ 142,582</b>	<b>\$ 149,218</b>	<b>\$ 129,768</b>	<b>\$ (12,814)</b>	<b>(9%)</b>
<b>Total FTE's</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	

**2012 Funding Sources**



**2012 Use of Funds**



## Public Arts Fund (109) Summary

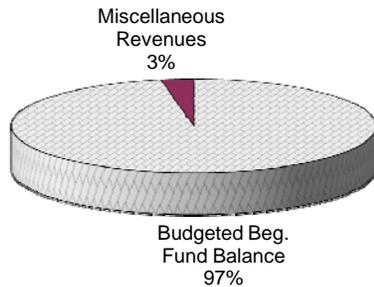
The Public Arts Fund accounts for the 1% for Arts Program. An amount equal to 1% of annual capital construction is transferred from each capital fund into this fund. Funding will be utilized to support public art projects.

Department: Parks, Recreation, and Cultural Services  
Program: Public Arts Administration

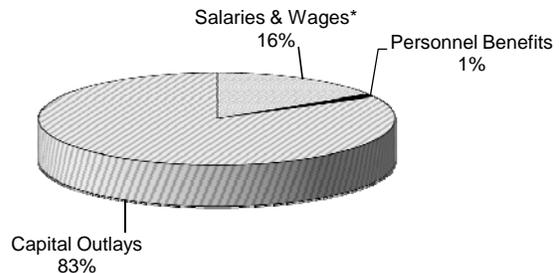
	2008 Actuals	2009 Actuals	2010 Actuals	2011 Current Budget	2011 Projected	2012 Proposed Budget	2011 Current Budget vs. 2012 Proposed Budget	
							Percent Change	
<b>Beginning Fund Balance</b>	\$ 242,813	\$ 198,908	\$ 326,777	\$ 343,848	\$ 343,848	\$ 286,698	\$ (57,150)	(17%)
<b>Funding Sources</b>								
Budgeted Beg. Fund Balance	\$ -	\$ -	\$ -	\$ 95,866	\$ -	\$ 35,150	\$ (60,716)	(63%)
Intergovt. Revenues				\$ 2,500	\$ 2,500	\$ -		
Miscellaneous Revenues	6,163	1,374	869	1,050	1,050	1,050	-	0%
Transfers From Other Funds	31,219	167,586	95,183	-	-	-	-	
Prior Year Adjustments	-	-	-	-	-	-	-	
<b>Total Funding Sources</b>	<b>\$ 37,382</b>	<b>\$ 168,960</b>	<b>\$ 96,052</b>	<b>\$ 99,416</b>	<b>\$ 3,550</b>	<b>\$ 36,200</b>	<b>\$ (60,716)</b>	<b>(61%)</b>
<b>Use of Funds</b>								
Salaries & Wages*	\$ 12,486	\$ 5,956	\$ 5,520	\$ 7,025	\$ 5,800	\$ 5,800	\$ (1,225)	(17%)
Personnel Benefits	1,023	492	461	400	400	400	-	0%
Supplies	-	73	-	2,500	4,500	-	(2,500)	(100%)
Other Services & Charges	67,778	34,570	33,000	39,491	15,000	-	(39,491)	(100%)
Capital Outlays	-	-	40,000	50,000	35,000	30,000	(20,000)	(40%)
Interfund Payments for Service	-	-	-	-	-	-	-	
<b>Total Expenditures</b>	<b>\$ 81,287</b>	<b>\$ 41,091</b>	<b>\$ 78,981</b>	<b>\$ 99,416</b>	<b>\$ 60,700</b>	<b>\$ 36,200</b>	<b>\$ (63,216)</b>	<b>(64%)</b>
<b>Ending Fund Balance</b>	<b>\$ 198,908</b>	<b>\$ 326,777</b>	<b>\$ 343,848</b>	<b>\$ 247,982</b>	<b>\$ 286,698</b>	<b>\$ 251,548</b>	<b>\$ 3,566</b>	<b>1%</b>
<b>Total FTE's</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

\* Salaries and wages expenditures represent Payments for Extra Help staff

### 2012 Funding Sources



### 2012 Use of Funds



## State Drug Enforcement Forfeiture Fund (108) Summary

The purpose of the State Drug Enforcement Forfeiture Fund is to account for State seizure funds received by the City. The use of these funds is restricted to purchases that will enhance the ability of the City's police to investigate drug related crimes and incidents.

Department: Police  
Program: State Seizures

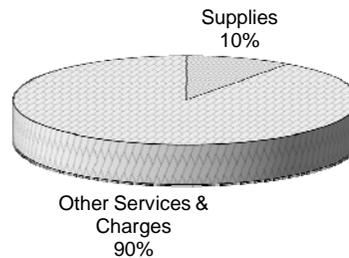
	2008 Actuals	2009 Actuals	2010 Actuals	2011 Current Budget	2011 Projected	2012 Proposed Budget	2011 Current Budget vs. 2012 Proposed Budget	Percent Change
<b>Beginning Fund Balance</b>	\$ 24,622	\$ 52,728	\$ 14,675	\$ 9,496	\$ 9,496	\$ 3,202	\$ (6,294)	(66%)
<b>Funding Sources</b>								
Budgeted Beg. Fund Balance	\$ -	\$ -	\$ -	\$ 7,000	\$ -	\$ -	\$ -	
Fines & Forfeits	-	-	-	-	-	-	-	
Misc. Revenues	55,522	13,145	9,927	5,000	5,706	5,000	-	0%
Prior Year Adjustment	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>\$ 55,522</b>	<b>\$ 13,145</b>	<b>\$ 9,927</b>	<b>\$ 12,000</b>	<b>\$ 5,706</b>	<b>\$ 5,000</b>	<b>\$ -</b>	<b>0%</b>
Transfers From Other Funds	-	-	-	-	-	-	-	
<b>Total Funding Sources</b>	<b>\$ 55,522</b>	<b>\$ 13,145</b>	<b>\$ 9,927</b>	<b>\$ 12,000</b>	<b>\$ 5,706</b>	<b>\$ 5,000</b>	<b>\$ -</b>	<b>0%</b>
<b>Use of Funds</b>								
Salaries & Wages*	\$ -	\$ -	\$ -	\$ 7,000	\$ 4,247	\$ -	\$ (7,000)	(100%)
Supplies	16,017	18,474	6,813	500	703	500	-	0%
Other Services & Charges	11,399	13,791	4,447	4,500	7,050	4,500	-	0%
Intergovernmental Services	-	18,933	3,845	-	-	-	-	0%
Capital Outlays	-	-	-	-	-	-	-	0%
<b>Total Expenditures</b>	<b>\$ 27,416</b>	<b>\$ 51,198</b>	<b>\$ 15,105</b>	<b>\$ 12,000</b>	<b>\$ 12,000</b>	<b>\$ 5,000</b>	<b>\$ (7,000)</b>	<b>(58%)</b>
<b>Ending Fund Balance</b>	<b>\$ 52,728</b>	<b>\$ 14,675</b>	<b>\$ 9,496</b>	<b>\$ 2,496</b>	<b>\$ 3,202</b>	<b>\$ 3,202</b>	<b>\$ 706</b>	<b>28%</b>
<b>Total FTE's</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	

\* Salaries and wages expenditures represent Payments for Overtime

### 2012 Funding Sources



### 2012 Use of Funds



## Federal Drug Enforcement Forfeiture Fund (112) Summary

The purpose of the Federal Drug enforcement Forfeiture Fund is to account for Federal seizure funds received by the City. The use of these funds is restricted to purchases that will enhance the ability of the City's police to investigate drug related crimes and incidents.

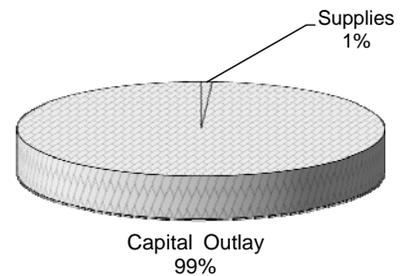
Department: Police  
 Program: Federal Seizures

	2008 Actuals	2009 Actuals	2010 Actuals	2011 Current Budget	2011 Projected	2012 Proposed Budget	2011 Current Budget vs. 2012 Proposed Budget	Percent Change
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 27,935	\$ 18,201	\$ 18,201	\$ 5,226	\$ (12,975)	
<b>Funding Sources</b>								
Budgeted Beg. Fund Balance	\$ -	\$ -	\$ -	\$ 13,000	\$ -	\$ -	\$ (13,000)	(100%)
Misc. Revenues	-	31,830	70	5,050	5,025	5,050	-	0%
<b>Total Revenue</b>	<b>\$ -</b>	<b>\$ 31,830</b>	<b>\$ 70</b>	<b>\$ 18,050</b>	<b>\$ 5,025</b>	<b>\$ 5,050</b>	<b>\$ (13,000)</b>	<b>(72%)</b>
Transfers From Other Funds	-	-	-	-	-	-	-	
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ 31,830</b>	<b>\$ 70</b>	<b>\$ 18,050</b>	<b>\$ 5,025</b>	<b>\$ 5,050</b>	<b>\$ (13,000)</b>	<b>(72%)</b>
<b>Use of Funds</b>								
Supplies	\$ -	\$ 707	\$ 9,204	\$ 2,500	\$ 2,500	\$ 50	\$ (2,450)	0%
Other Services & Charges	-	632	600	10,500	10,500	-	(10,500)	0%
Capital Outlays	-	2,556	-	5,000	5,000	5,000	-	0%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 3,895</b>	<b>\$ 9,804</b>	<b>\$ 18,000</b>	<b>\$ 18,000</b>	<b>\$ 5,050</b>	<b>\$ (12,950)</b>	<b>(72%)</b>
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ 27,935</b>	<b>\$ 18,201</b>	<b>\$ 5,251</b>	<b>\$ 5,226</b>	<b>\$ 5,226</b>	<b>\$ (25)</b>	
<b>Total FTE's</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**2012 Funding Sources**



**2012 Use of Funds**



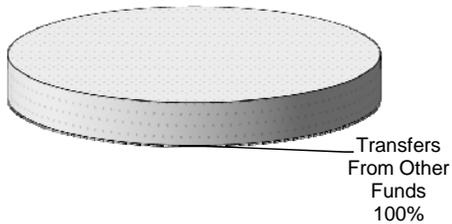
## Property Tax Equalization Fund (115) Summary

The purpose of the Property Tax Equalization Fund is to accumulate and disburse proceeds from the City's maintenance and operations levy over the six year levy period. The City will collect revenues in excess of those needed to sustain current operating services in years 2011-2012 but will collect less than needed in 2013-2016

Department: Finance  
Program: Reserves

	2008 Actuals	2009 Actuals	2010 Actuals	2011 Current Budget	2011 Projected	2012 Proposed Budget	2011 Current Budget vs. 2012 Proposed Budget	Percent Change
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 787,000	\$ 787,000	
<b>Funding Sources</b>								
Budgeted Beg. Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Total Revenue</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Transfers From Other Funds	-	-	-	787,000	787,000	398,000	(389,000)	(49%)
<b>Total Funding Sources</b>	\$ -	\$ -	\$ -	\$ 787,000	\$ 787,000	\$ 398,000	\$ (389,000)	(49%)
<b>Use of Funds</b>								
Other Services & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Interfund Payments for Service	-	-	-	-	-	-	-	
<b>Total Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
 <b>Ending Fund Balance</b>	 \$ -	 \$ -	 \$ -	 \$ 787,000	 \$ 787,000	 \$ 1,185,000	 \$ 398,000	
 <b>Total FTE's</b>	 0.00	 0.00	 0.00	 0.00	 0.00	 0.00	 0.00	 0.00

### 2012 Funding Sources



### 2012 Use of Funds

No expenditures will be proposed until 2013 .

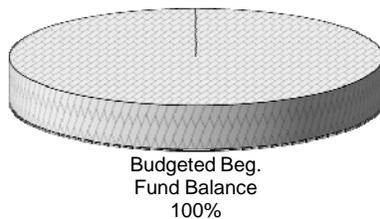
## Federal Criminal Forfeiture Fund (116) Summary

The purpose of the Federal Criminal Forfeiture Fund is to account for seizure funds received by the City due to staff participation in a federal task force being led by the United States Treasury. The use of these funds is restricted to purchases that will enhance the ability of the City's police to investigate criminal related crimes and incidents.

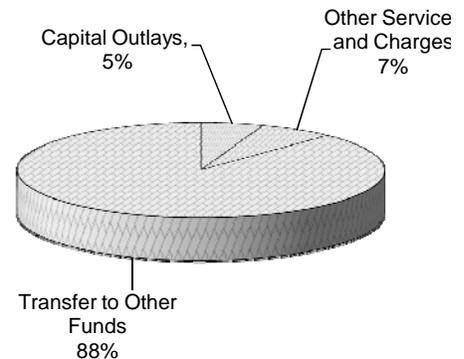
Department: Police  
Program: Federal Seizures

	2008 Actuals	2009 Actuals	2010 Actuals	2011 Current Budget	2011 Projected	2012 Proposed Budget	2011 Current Budget vs. 2012 Proposed Budget	Percent Change
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 254,302	\$ 254,302	
<b>Funding Sources</b>								
Budgeted Beg. Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 182,000	\$ 182,000	0%
Misc. Revenues				25,000	257,052	-	(25,000)	(100%)
<b>Total Revenue</b>	\$ -	\$ -	\$ -	\$ 25,000	\$ 257,052	\$ 182,000	\$ 157,000	628%
Transfers From Other Funds				-	-	-	-	
<b>Total Funding Sources</b>	\$ -	\$ -	\$ -	\$ 25,000	\$ 257,052	\$ 182,000	\$ 157,000	628%
<b>Use of Funds</b>								
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000	0%
Other Services & Charges				-	2,750	12,000	12,000	0%
Capital Outlays				25,000	-	-	(25,000)	0%
Interfund Payments for Service				-	-	160,000	160,000	0%
<b>Total Expenditures</b>	\$ -	\$ -	\$ -	\$ 25,000	\$ 2,750	\$ 182,000	\$ 157,000	628%
<b>Ending Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ 254,302	\$ 72,302	\$ 72,302	
<b>Total FTE's</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**2012 Funding Sources**



**2012 Use of Funds**



## Revenue Stabilization Fund (190) Summary

The Revenue Stabilization Fund was created in late 2007 as an outcome of the revised reserve policy adopted by the City Council earlier in 2007. The Revenue Stabilization Fund will accumulate a reserve equal to thirty percent (30%) of annual economically sensitive revenues within the City's operating budget to cover revenue shortfalls resulting from unexpected economic changes or recessionary periods. The minimum reserve level to meet this requirement for 2012 is approximately \$4.4 million. Investment interest from these funds will be allocated to the General Fund.

Department: Finance  
Program: Reserves

	2008 Actuals	2009 Actuals	2010 Actuals	2011 Current Budget	2011 Projected	2012 Proposed Budget	2011 Current Budget vs. 2012 Proposed Budget	Percent Change
<b>Beginning Fund Balance</b>	\$ 6,125,357	\$ 6,125,357	\$ 6,125,357	\$ 4,925,357	\$ 4,925,357	\$ 4,925,357	\$ -	0%
<b>Funding Sources</b>								
Budgeted Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Miscellaneous Revenues								0%
<b>Total Revenue</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Transfers From Other Funds	-	-	-	605,000	605,000	-	(605,000)	0%
<b>Total Funding Sources</b>	\$ -	\$ -	\$ -	\$ 605,000	\$ 605,000	\$ -	\$ (605,000)	(100%)
<b>Use of Funds</b>								
Transfers to Other Funds	\$ -	\$ -	\$ 1,200,000	\$ 605,000	\$ 605,000	\$ -	\$ (605,000)	(100%)
<b>Total Expenditures</b>	\$ -	\$ -	\$ 1,200,000	\$ 605,000	\$ 605,000	\$ -	\$ (605,000)	(100%)
<b>Ending Fund Balance</b>	\$ 6,125,357	\$ 6,125,357	\$ 4,925,357	\$ 4,925,357	\$ 4,925,357	\$ 4,925,357	\$ -	
<b>Total FTE's</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

### 2012 Revenue Sources

No expenditures will be proposed until 2013 .

### 2012 Use of Funds

No expenditures will be proposed until 2013 .

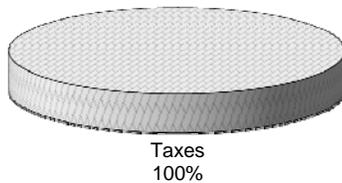
## General Obligation Bond Fund (201)

This fund is used to record the property tax revenues and debt service payments related to the 2006 General Obligation bonds issued to fund open space acquisitions and park improvements.

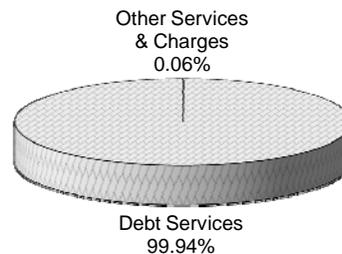
Department: Debt Services Department  
Program: Unlimited Tax GO Bond

	2008 Actuals	2009 Actuals	2010 Actuals	2011 Current Budget	2011 Projected	2012 Proposed Budget	2011 Current Budget vs. 2012 Proposed Budget	Percent Change
<b>Beginning Fund Balance</b>	\$ 142,978	\$ 236,444	\$ 247,882	\$ 252,227	\$ 252,227	\$ 257,177	\$ 4,950	2%
<b>Funding Sources</b>								
Taxes	\$ 1,755,245	\$ 1,687,592	\$ 1,687,999	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000	\$ -	0%
Miscellaneous Revenues	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$ 1,755,245</b>	<b>\$ 1,687,592</b>	<b>\$ 1,687,999</b>	<b>\$ 1,700,000</b>	<b>\$ 1,700,000</b>	<b>\$ 1,700,000</b>	<b>\$ -</b>	<b>0%</b>
Transfers From Other Funds	-	-	-	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 1,755,245</b>	<b>\$ 1,687,592</b>	<b>\$ 1,687,999</b>	<b>\$ 1,700,000</b>	<b>\$ 1,700,000</b>	<b>\$ 1,700,000</b>	<b>\$ -</b>	<b>0%</b>
<b>Use of Funds</b>								
Other Services & Charges	\$ 304	\$ 304	\$ 2,804	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0%
Debt Services	1,661,475	1,675,850	1,680,850	1,694,050	1,694,050	1,694,050	-	0%
<b>Total Expenditures</b>	<b>\$ 1,661,779</b>	<b>\$ 1,676,154</b>	<b>\$ 1,683,654</b>	<b>\$ 1,695,050</b>	<b>\$ 1,695,050</b>	<b>\$ 1,695,050</b>	<b>\$ -</b>	<b>0%</b>
<b>Ending Fund Balance</b>	<b>\$ 236,444</b>	<b>\$ 247,882</b>	<b>\$ 252,227</b>	<b>\$ 257,177</b>	<b>\$ 257,177</b>	<b>\$ 262,127</b>	<b>\$ 4,950</b>	<b>2%</b>
<b>Total FTE's</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**2012 Funding Sources**



**2012 Use of Funds**



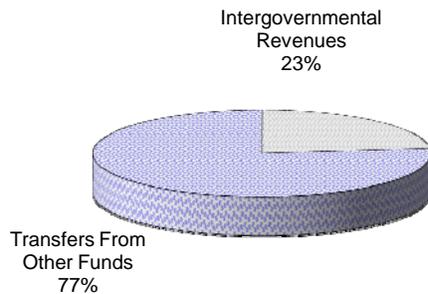
## Limited Tax General Obligation Bond Fund (211)

This fund is used to record the principal and debt service payments related to the 2009 Limited Tax General Obligation bonds issued to fund the acquisition of the new City Hall.

Department: Debt Services Department  
Program: Limited Tax GO Bond

	2008 Actuals	2009 Actuals	2010 Actuals	2011 Current Budget	2011 Projected	2012 Proposed Budget	2011 Current Budget vs. 2012 Proposed Budget	Percent Change
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ 300	\$ 300	\$ 300	\$ -	
<b>Funding Sources</b>								
Budgeted Beginning Fund Balar	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Intergovernmental Revenues	-	119,131	386,371	386,370	386,370	386,370	-	0%
<b>Total Revenue</b>	\$ -	\$ 119,131	\$ 386,371	\$ 386,370	\$ 386,370	\$ 386,370	\$ -	0%
Transfers From Other Funds	-	261,991	1,272,446	1,275,897	1,275,897	1,272,697	(3,200)	(0%)
<b>Total Funding Sources</b>	\$ -	\$ 381,122	\$ 1,658,817	\$ 1,662,267	\$ 1,662,267	\$ 1,659,067	\$ (3,200)	(0%)
<b>Use of Funds</b>								
Other Services & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Debt Services	-	381,122	1,658,517	1,662,267	1,662,267	1,659,067	(3,200)	(0%)
<b>Total Expenditures</b>	\$ -	\$ 381,122	\$ 1,658,517	\$ 1,662,267	\$ 1,662,267	\$ 1,659,067	\$ (3,200)	(0%)
<b>Ending Fund Balance</b>	\$ -	\$ -	\$ 300	\$ 300	\$ 300	\$ 300	\$ -	
<b>Total FTE's</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

### 2012 Funding Sources



### 2012 Use of Funds



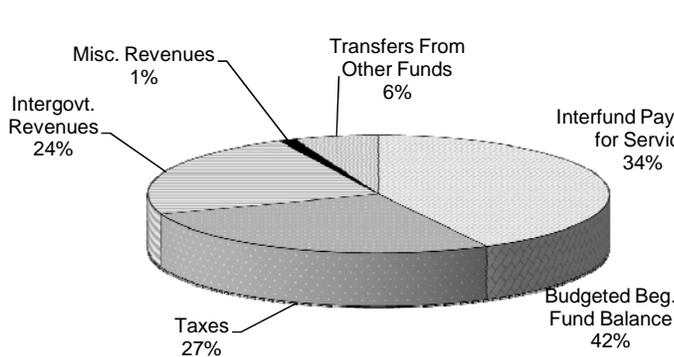
## General Capital Fund (301) Summary

The General Capital Fund receives resources that are designated specifically for capital purposes. The primary on-going dedicated resource is real estate excise tax (REET). Other revenue sources include General Fund support and dedicated project grants. Projects in the General Capital Fund are divided into three major categories: facilities projects, parks projects and open space projects. For a complete discussion of this fund refer to the Capital Improvement Program section of this document.

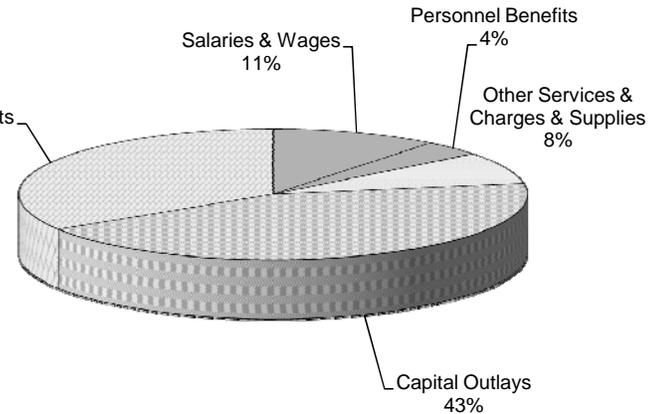
Department: Public Works  
 Programs: General Capital Engineering  
 General Capital Projects

	2008 Actuals	2009 Actuals	2010 Actuals	2011 Current Budget	2011 Projected	2012 Proposed Budget	2011 Current Budget vs. 2012 Proposed Budget	Percent Change
<b>Beginning Fund Balance</b>	\$ 17,236,076	\$ 14,449,488	\$ 8,609,255	\$ 4,163,165	\$ 4,163,165	\$ 1,882,171	\$ (2,280,994)	(55%)
<b>Funding Sources</b>								
Budgeted Beg. Fund Balance	\$ -	\$ -	\$ -	\$ 3,037,433	\$ -	\$ 789,057	\$ (2,248,376)	(74%)
Taxes	535,515	479,306	454,192	550,000	472,992	509,294	(40,706)	(7%)
Intergovt. Revenues	1,078,984	1,457,161	808,822	625,416	75,000	437,000	(188,416)	(30%)
Misc. Revenues	479,414	121,739	51,959	20,000	20,000	21,978	1,978	10%
Prior Year Adjustments	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	\$ 2,093,913	\$ 2,058,206	\$ 1,314,973	\$ 4,232,849	\$ 567,992	\$ 1,757,329	\$ (2,475,520)	(58%)
Other Financing	-	22,370,899	-	-	-	-	-	-
Transfers From Other Funds	2,446,649	668,000	205,000	60,000	185,000	110,000	50,000	83%
<b>Total Funding Sources</b>	\$ 4,540,562	\$ 25,097,105	\$ 1,519,973	\$ 4,292,849	\$ 752,992	\$ 1,867,329	\$ (2,425,520)	(57%)
<b>Use of Funds</b>								
Salaries & Wages	\$ 218,730	\$ 429,409	\$ 298,315	\$ 267,522	\$ 228,696	\$ 198,909	\$ (68,613)	(26%)
Personnel Benefits	68,825	121,685	89,025	93,758	80,547	70,543	(23,215)	(25%)
Supplies	21,341	460,094	31,427	1,500	1,500	720	(780)	(52%)
Other Services & Charges	1,153,745	886,684	634,545	374,627	475,347	147,299	(227,328)	(61%)
Intergovt. Services	540	4,990	1,892	-	-	-	-	-
Capital Outlays	5,792,450	28,519,010	4,417,503	2,872,162	1,651,850	814,673	(2,057,489)	(72%)
Debt Services	-	193,222	-	-	-	-	-	-
Interfund Payments for Service	71,519	322,247	493,361	685,848	596,046	635,185	(50,663)	(7%)
<b>Total Expenditures</b>	\$ 7,327,150	\$ 30,937,341	\$ 5,966,068	\$ 4,295,417	\$ 3,033,986	\$ 1,867,329	\$ (2,428,088)	(57%)
<b>Ending Fund Balance</b>	\$ 14,449,488	\$ 8,609,255	\$ 4,163,165	\$ 1,123,164	\$ 1,882,171	\$ 1,093,114	\$ (30,050)	(3%)
<b>Total FTE's</b>	2.50	4.94	3.47	3.47	3.54	2.52	-0.95	(27%)

**2012 Funding Sources**



**2012 Use of Funds**



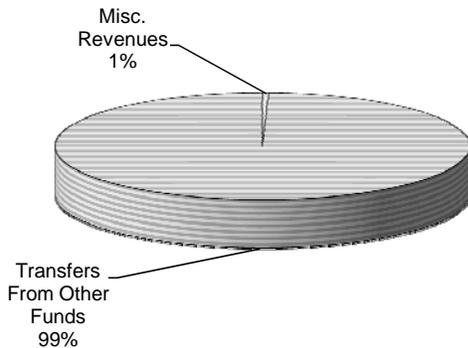
## City Facility -Major Maintenance Fund (312) Summary

This fund was established in 2005. Projects in this capital fund will include major repairs and replacement of City facilities such as the police station, recreation centers and pool. The allocation of resources in this fund will be done through the City's capital improvement program.

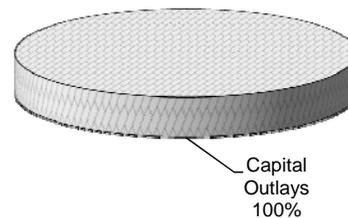
Department: Public Works  
Program: Major Maintenance Projects

	2008 Actuals	2009 Actuals	2010 Actuals	2011 Current Budget	2011 Projected	2012 Proposed Budget	2011 Current Budget vs. 2012 Proposed Budget	Percent Change
<b>Beginning Fund Balance</b>	\$ 200,971	\$ 188,219	\$ 182,928	\$ 187,551	\$ 187,551	\$ 124,917	\$ (62,634)	(33%)
<b>Funding Sources</b>								
Budgeted Beg. Fund Balance	\$ -	\$ -	\$ -	\$ 118,806	\$ -	\$ -	\$ (118,806)	(100%)
Misc. Revenues	5,795	1,391	563	3,465	3,465	825	(2,640)	(76%)
Prior Year Adjustments	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>\$ 5,795</b>	<b>\$ 1,391</b>	<b>\$ 563</b>	<b>\$ 122,271</b>	<b>\$ 3,465</b>	<b>\$ 825</b>	<b>\$ (121,446)</b>	<b>(99%)</b>
Transfers From Other Funds	30,000	4,032	44,032	154,032	154,032	164,032	10,000	6%
<b>Total Funding Sources</b>	<b>\$ 35,795</b>	<b>\$ 5,423</b>	<b>\$ 44,595</b>	<b>\$ 276,303</b>	<b>\$ 157,497</b>	<b>\$ 164,857</b>	<b>\$ (111,446)</b>	<b>(40%)</b>
<b>Use of Funds</b>								
Supplies	\$ -	\$ 904	\$ -	\$ -	\$ -	\$ -	\$ 904	
Other Services & Charges	48,547	9,810	16,447	13,553	-	-	(13,553)	(100%)
Capital Outlays	-	-	23,380	262,750	220,131	60,000	(202,750)	(77%)
Interfund Payments for Service	-	-	145	-	-	-	-	
<b>Total Expenditures</b>	<b>\$ 48,547</b>	<b>\$ 10,714</b>	<b>\$ 39,972</b>	<b>\$ 276,303</b>	<b>\$ 220,131</b>	<b>\$ 60,000</b>	<b>\$ (215,399)</b>	<b>(78%)</b>
<b>Ending Fund Balance</b>	<b>\$ 188,219</b>	<b>\$ 182,928</b>	<b>\$ 187,551</b>	<b>\$ 68,745</b>	<b>\$ 124,917</b>	<b>\$ 229,774</b>	<b>\$ 161,029</b>	<b>234%</b>
<b>Total FTE's</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	

**2012 Funding Sources**



**2012 Use of Funds**



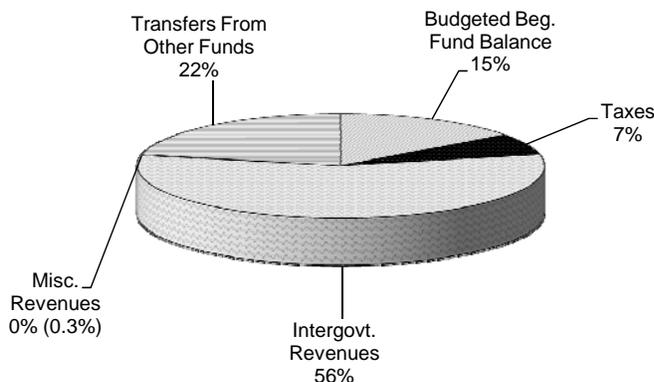
## Roads Capital Fund (330) Summary

The Roads Capital Fund receives resources that are designated specifically for capital purposes. The primary on-going dedicated resource is real estate excise tax (REET). Other dedicated sources include fuel tax which is collected in the Arterial Street Fund and transferred to this fund and various project grants. Projects in the Roads Capital Fund are divided into three major categories: pedestrian/non-motorized projects, system preservation projects, and safety/operational projects. For a complete discussion of this fund refer to the Capital Improvement Program section of this document.

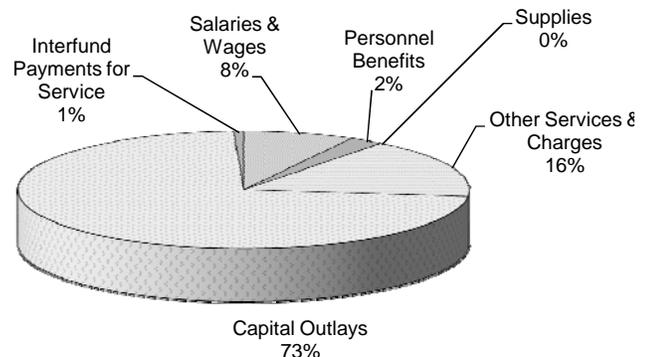
Department: Public Works  
 Programs: Roads Capital Engineering  
 Roads Capital Projects

	2008 Actuals	2009 Actuals	2010 Actuals	2011 Current Budget	2011 Projected	2012 Proposed Budget	2011 Current Budget vs. 2012 Proposed Budget	Percent Change
<b>Beginning Fund Balance*</b>	\$ 7,818,977	\$ 7,274,235	\$ 6,189,290	\$ 5,278,652	\$ 5,278,652	\$ 1,694,613	\$ (3,584,039)	(68%)
<b>Funding Sources</b>								
Budgeted Beg. Fund Balance	\$ -	\$ -	\$ -	\$ 3,514,315	\$ -	\$ 1,117,404	\$ (2,396,911)	(68%)
Taxes	735,515	479,306	454,192	550,000	472,992	509,294	(40,706)	(7%)
Licenses & Permits	-	437	298	-	70	-	-	0%
Intergovt. Revenues	5,134,698	13,631,760	19,407,247	28,075,299	27,997,418	4,247,122	(23,828,177)	(85%)
Charges for Goods and Service:	164,968	186,210	89,204	414,200	364,200	-	(414,200)	(100%)
Misc. Revenues	229,183	45,277	25,422	402,500	440,326	23,404	(379,096)	(94%)
Prior Year Adjustments	29,473	-	-	-	-	-	-	
<b>Total Revenue</b>	\$ 6,293,837	\$ 14,342,990	\$ 19,976,363	\$ 32,956,314	\$ 29,275,006	\$ 5,897,224	\$ (27,059,090)	(82%)
Transfers From Other Funds	683,569	653,313	2,056,984	1,506,517	1,547,208	1,623,825	117,308	8%
<b>Total Funding Sources</b>	\$ 6,977,406	\$ 14,996,303	\$ 22,033,347	\$ 34,462,831	\$ 30,822,214	\$ 7,521,049	\$ (26,941,782)	(78%)
<b>Use of Funds</b>								
Salaries & Wages	\$ 719,715	\$ 797,579	\$ 955,397	\$ 818,054	\$ 818,620	\$ 598,753	\$ (219,301)	(27%)
Personnel Benefits	208,566	227,055	251,457	243,901	239,675	185,991	(57,910)	(24%)
Supplies	44,180	74,018	23,873	3,300	20,619	750	(2,550)	(77%)
Other Services & Charges	3,695,286	3,069,556	4,810,801	12,678,252	14,035,671	1,229,449	(11,448,803)	(90%)
Intergovt. Services	111,738	28,274	47,536	60,000	9,122	-	(60,000)	(100%)
Capital Outlays	2,668,528	11,678,343	16,661,436	20,611,103	19,231,240	5,454,419	(15,156,684)	(74%)
Debt Service	-	-	-	-	2,792	-	-	
Interfund Payments for Service	74,135	206,425	193,482	48,220	48,514	51,687	3,467	7%
<b>Total Expenditures</b>	\$ 7,522,148	\$ 16,081,250	\$ 22,943,982	\$ 34,462,830	\$ 34,406,253	\$ 7,521,049	\$ (26,941,781)	(78%)
<b>Ending Fund Balance</b>	\$ 7,274,235	\$ 6,189,290	\$ 5,278,652	\$ 1,764,338	\$ 1,694,613	\$ 577,209	\$ (1,187,129)	(67%)
<b>Total FTE's</b>	<b>9.60</b>	<b>10.28</b>	<b>10.53</b>	<b>10.11</b>	<b>10.11</b>	<b>6.87</b>	<b>-3.24</b>	<b>(32%)</b>

**2012 Funding Sources**



**2012 Use of Funds**



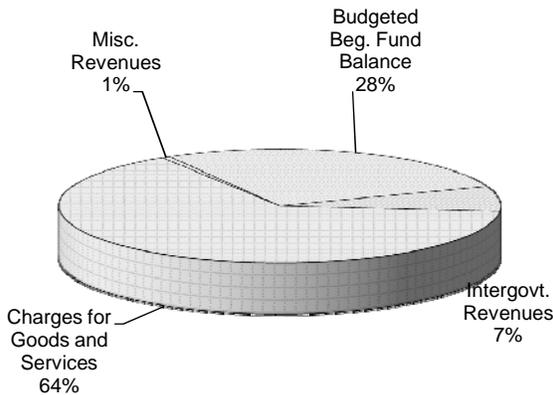
## Surface Water Utility Fund (401) Summary

This fund is used to account for all operations and capital improvements related to surface water management and drainage. The City charges property owners an annual surface water fee that is used to fund these activities.

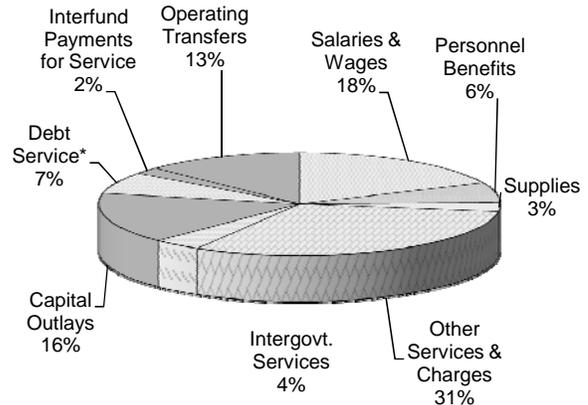
Department: Public Works  
 Programs: Surface Water Management  
 Various Surface Water Capital Projects

	2008 Actuals	2009 Actuals	2010 Actuals	2011 Current Budget	2011 Projected	2012 Proposed Budget	2011 Current Budget vs. 2012 Proposed Budget	Percent Change
<b>Beginning Fund Balance</b>	<b>9,645,635</b>	<b>\$ 6,218,780</b>	<b>\$ 5,287,394</b>	<b>\$ 4,068,021</b>	<b>\$ 4,068,021</b>	<b>\$ 2,582,816</b>	<b>\$ (1,485,205)</b>	<b>(37%)</b>
<b>Funding Sources</b>								
Budgeted Beg. Fund Balance	\$ -	\$ -	\$ -	\$ 2,185,357	\$ -	\$ 1,393,991	\$ (791,366)	(36%)
Intergovt. Revenues	114,528	49,223	296,001	80,000	182,682	350,404	270,404	338%
Charges for Goods and Services	2,956,023	3,159,232	3,128,657	3,154,770	3,154,770	3,233,639	78,869	2%
Misc. Revenues	299,222	70,540	35,703	30,000	8,000	29,693	(307)	(1%)
Capital Contributions	442,504	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>\$ 3,812,277</b>	<b>\$ 3,278,995</b>	<b>\$ 3,460,361</b>	<b>\$ 5,450,127</b>	<b>\$ 3,345,452</b>	<b>\$ 5,007,727</b>	<b>\$ (442,400)</b>	<b>(8%)</b>
Transfers From Other Funds	-	-	-	-	-	-	-	
<b>Total Funding Sources</b>	<b>\$ 3,812,277</b>	<b>\$ 3,278,995</b>	<b>\$ 3,460,361</b>	<b>\$ 5,450,127</b>	<b>\$ 3,345,452</b>	<b>\$ 5,007,727</b>	<b>\$ (442,400)</b>	<b>(8%)</b>
<b>Use of Funds</b>								
Salaries & Wages	\$ 559,510	\$ 639,764	\$ 808,135	\$ 829,901	\$ 811,436	\$ 916,434	\$ 86,533	10%
Personnel Benefits	198,190	192,194	245,339	263,757	258,310	311,122	47,365	18%
Supplies	76,164	80,693	100,120	77,102	84,732	143,492	66,390	86%
Other Services & Charges	865,974	447,057	608,319	1,899,406	1,489,645	1,557,800	(341,606)	(18%)
Intergovt. Services	133,400	195,395	154,568	203,808	195,865	195,865	(7,943)	(4%)
Capital Outlays	4,460,316	1,468,824	994,497	998,872	813,368	796,032	(202,840)	(20%)
Debt Service*	348,512	346,880	345,247	344,431	344,431	344,431	-	0%
Interfund Payments for Service	35,174	38,923	28,441	106,252	106,252	104,086	(2,166)	(2%)
Operating Transfers	561,891	800,651	1,395,068	726,618	726,618	638,465	(88,153)	(12%)
<b>Total Expenditures</b>	<b>\$ 7,239,131</b>	<b>\$ 4,210,381</b>	<b>\$ 4,679,734</b>	<b>\$ 5,450,147</b>	<b>\$ 4,830,657</b>	<b>\$ 5,007,727</b>	<b>\$ (442,420)</b>	<b>(8%)</b>
<b>Ending Fund Balance</b>	<b>\$ 6,218,780</b>	<b>\$ 5,287,394</b>	<b>\$ 4,068,021</b>	<b>\$ 1,882,644</b>	<b>\$ 2,582,816</b>	<b>\$ 1,188,825</b>	<b>\$ (693,819)</b>	<b>(37%)</b>
<b>Total FTE's</b>	<b>10.02</b>	<b>10.13</b>	<b>10.71</b>	<b>10.86</b>	<b>10.86</b>	<b>11.12</b>	<b>0.26</b>	<b>2%</b>

**2012 Funding Sources**



**2012 Use of Funds**



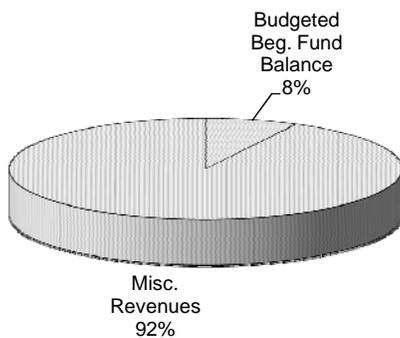
## Vehicle Operations Fund (501) Summary

The Vehicle Operations and Maintenance Fund is used to account for the costs of operating and maintaining City vehicles and auxiliary equipment. Departments are assessed an annual charge for the estimated cost of the repair and maintenance of their vehicles along with projected fuel costs.

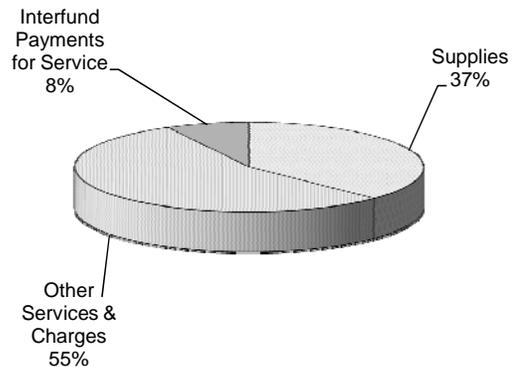
Department: Public Works  
Program: Vehicle Operations & Maintenance

	2008 Actuals	2009 Actuals	2010 Actuals	2011 Current Budget	2011 Projected	2012 Proposed Budget	2011 Current Budget vs. 2012 Proposed Budget	Percent Change
<b>Beginning Fund Balance</b>	\$ 71,080	\$ 60,905	\$ 63,517	\$ 51,361	\$ 51,361	\$ 47,588	\$ (3,773)	(7%)
<b>Funding Sources</b>								
Budgeted Beg. Fund Balance	\$ -	\$ -	\$ -	\$ 14,990	\$ -	\$ 15,000	\$ 10	0%
Intergovernmental Revenues	-	29,999	-	-	-	-	-	
Misc. Revenues	\$ 116,208	\$ 145,531	\$ 142,477	\$ 176,813	\$ 177,793	\$ 182,250	5,437	3%
Prior Year Adjustments	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>\$ 116,208</b>	<b>\$ 175,530</b>	<b>\$ 142,477</b>	<b>\$ 191,803</b>	<b>\$ 177,793</b>	<b>\$ 197,250</b>	<b>\$ 5,447</b>	<b>3%</b>
Transfers From Other Funds	-	-	-	-	-	-	-	
<b>Total Funding Sources</b>	<b>\$ 116,208</b>	<b>\$ 175,530</b>	<b>\$ 142,477</b>	<b>\$ 191,803</b>	<b>\$ 177,793</b>	<b>\$ 197,250</b>	<b>\$ 5,447</b>	<b>3%</b>
<b>Use of Funds</b>								
Supplies	\$ 82,927	\$ 77,692	\$ 72,933	\$ 70,000	\$ 86,566	\$ 73,621	\$ 3,621	5%
Other Services & Charges	43,456	95,225	81,700	106,563	90,000	108,379	1,816	2%
Capital Layouts	-	-	-	-	-	-	-	
Interfund Payments for Service	-	-	-	15,000	5,000	15,250	250	2%
<b>Total Expenditures</b>	<b>\$ 126,383</b>	<b>\$ 172,917</b>	<b>\$ 154,633</b>	<b>\$ 191,563</b>	<b>\$ 181,566</b>	<b>\$ 197,250</b>	<b>\$ 5,687</b>	<b>3%</b>
<b>Ending Fund Balance</b>	<b>\$ 60,905</b>	<b>\$ 63,517</b>	<b>\$ 51,361</b>	<b>\$ 36,611</b>	<b>\$ 47,588</b>	<b>\$ 32,588</b>	<b>\$ (4,023)</b>	<b>(11%)</b>
<b>Total FTE's</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	

**2012 Funding Sources**



**2012 Use of Funds**



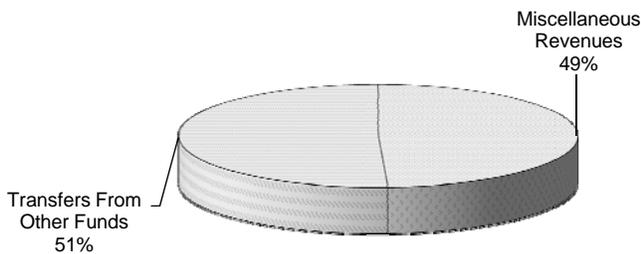
## Equipment Replacement Fund (503) Summary

The Equipment Replacement Fund is used to account for the future replacement of City property. This includes replacement of vehicles, computers, servers and other related equipment. An annual transfer is made from the General Fund to support the replacement of all computer related equipment. Based upon the vehicle replacement schedule, departments are assessed an annual charge to cover the anticipated replacement cost for their vehicles.

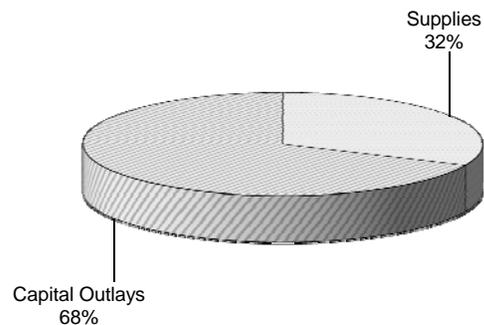
Department: Finance  
 Programs: Operational Equipment Replacement  
 Technical

	2008 Actuals	2009 Actuals	2010 Actuals	2011 Current Budget	2011 Projected	2012 Proposed Budget	2011 Current Budget vs. 2012 Proposed Budget	Percent Change
<b>Beginning Fund Balance</b>	\$ 1,718,685	\$ 1,766,690	\$ 1,831,073	\$ 1,697,695	\$ 1,697,695	\$ 1,803,155	\$ 105,460	6%
<b>Funding Sources</b>								
Budgeted Beg. Fund Balance	\$ -	\$ -	\$ -	\$ 134,199	\$ -	\$ -	\$ (134,199)	(100%)
Miscellaneous Revenues	241,070	142,149	62,966	253,719	249,659	259,291	5,572	2%
Prior Year Adjustments	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>\$ 241,070</b>	<b>\$ 142,149</b>	<b>\$ 62,966</b>	<b>\$ 387,918</b>	<b>\$ 249,659</b>	<b>\$ 259,291</b>	<b>\$ (128,627)</b>	<b>(33%)</b>
Transfers From Other Funds	100,000	100,000	43,513	-	2,500	267,363	267,363	
<b>Total Funding Sources</b>	<b>\$ 341,070</b>	<b>\$ 242,149</b>	<b>\$ 106,479</b>	<b>\$ 387,918</b>	<b>\$ 252,159</b>	<b>\$ 526,654</b>	<b>\$ 138,736</b>	<b>36%</b>
<b>Use of Funds</b>								
Supplies	\$ 85,065	\$ 41,091	\$ 56,087	\$ 100,000	\$ 112,500	\$ 100,000	\$ -	0%
Other Services & Charges	-	2,471	-	-	-	-	-	0%
Capital Outlays	208,000	134,204	183,095	34,199	34,199	215,000	180,801	529%
Intergovernmental Services	-	-	675	-	-	-	-	
<b>Total Expenditures</b>	<b>\$ 293,065</b>	<b>\$ 177,766</b>	<b>\$ 239,857</b>	<b>\$ 134,199</b>	<b>\$ 146,699</b>	<b>\$ 315,000</b>	<b>\$ 180,801</b>	<b>135%</b>
<b>Ending Fund Balance</b>	<b>\$ 1,766,690</b>	<b>\$ 1,831,073</b>	<b>\$ 1,697,695</b>	<b>\$ 1,817,215</b>	<b>\$ 1,803,155</b>	<b>\$ 2,014,809</b>	<b>\$ 197,594</b>	<b>11%</b>
<b>Total FTE's</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	

**2012 Funding Sources**



**2012 Use of Funds**



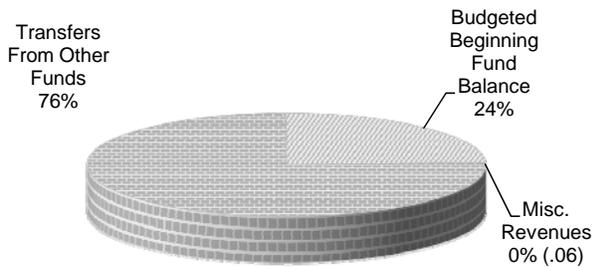
## Unemployment Fund (505) Summary

An annual allocation is made to the Unemployment Fund in lieu of making contributions to state unemployment insurance. These funds are used to pay unemployment benefits for qualified City employees that leave City employment.

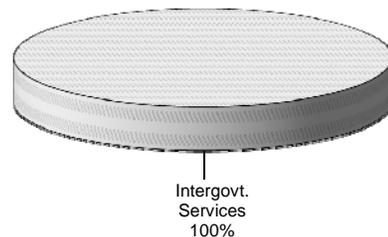
Department: Finance  
Program: Unemployment Administration

	2008 Actuals	2009 Actuals	2010 Actuals	2011 Current Budget	2011 Projected	2012 Proposed Budget	2011 Current Budget vs. 2012 Proposed Budget	Percent Change
<b>Beginning Fund Balance</b>	\$ 70,417	\$ 72,610	\$ 48,326	\$ 45,962	\$ 45,962	\$ 31,036	\$ (14,926)	(32%)
<b>Funding Sources</b>								
Budgeted Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 4,850	\$ -	\$ 21,764	\$ 16,914	349%
Miscellaneous Revenues	2,028	505	153	150	74	50	(100)	(67%)
Transfers From Other Funds	5,000	5,000	10,000	10,000	10,000	67,732	57,732	577%
Prior Year Adjustments	-	-	-	-	-	-	-	
<b>Total Funding Sources</b>	<b>\$ 7,028</b>	<b>\$ 5,505</b>	<b>\$ 10,153</b>	<b>\$ 15,000</b>	<b>\$ 10,074</b>	<b>\$ 89,546</b>	<b>\$ 74,546</b>	<b>497%</b>
<b>Use of Funds</b>								
Intergovt. Services	\$ 4,834	\$ 29,789	\$ 12,517	\$ 15,000	\$ 25,000	\$ 89,546	\$ 74,546	497%
<b>Total Expenditures</b>	<b>\$ 4,834</b>	<b>\$ 29,789</b>	<b>\$ 12,517</b>	<b>\$ 15,000</b>	<b>\$ 25,000</b>	<b>\$ 89,546</b>	<b>\$ 74,546</b>	<b>497%</b>
<b>Ending Fund Balance</b>	<b>\$ 72,610</b>	<b>\$ 48,326</b>	<b>\$ 45,962</b>	<b>\$ 41,112</b>	<b>\$ 31,036</b>	<b>\$ 9,272</b>	<b>\$ (14,926)</b>	<b>(36%)</b>
<b>Total FTE's</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	

**2012 Funding Sources**



**2012 Use of Funds**





# ***CAPITAL IMPROVEMENT PROGRAM***

**CAPITAL  
IMPROVEMENT  
PROGRAM**



## **Changes between Adopted 2012-2017 CIP and Proposed 2012 Budget**

Since adoption of the 2012-2017 CIP adjustments have been made. The following summarizes the changes that have been made since adoption of the CIP as reflected in the proposed 2012 budget.

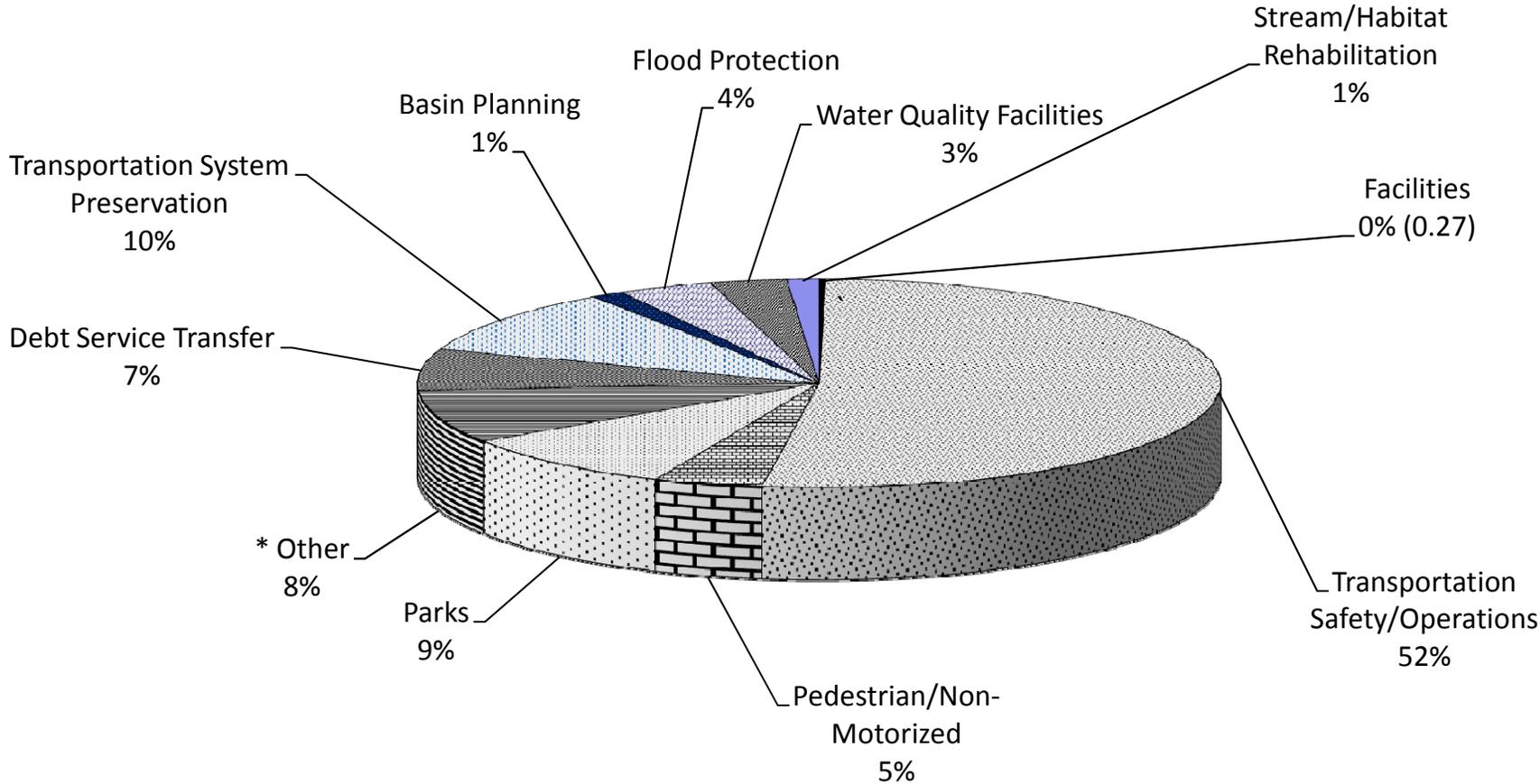
### **General Capital Fund – Changes in 2012 Budget**

The 2012 Proposed Budget reflects an increase in the General Fund overhead cost allocation of \$15,891 and the inclusion of a transfer out of \$100,000 to the Facilities Major Repair Fund for the City Hall parking lot long term maintenance which was omitted in the CIP.

### **Roads Capital Fund – Changes in 2012 Budget**

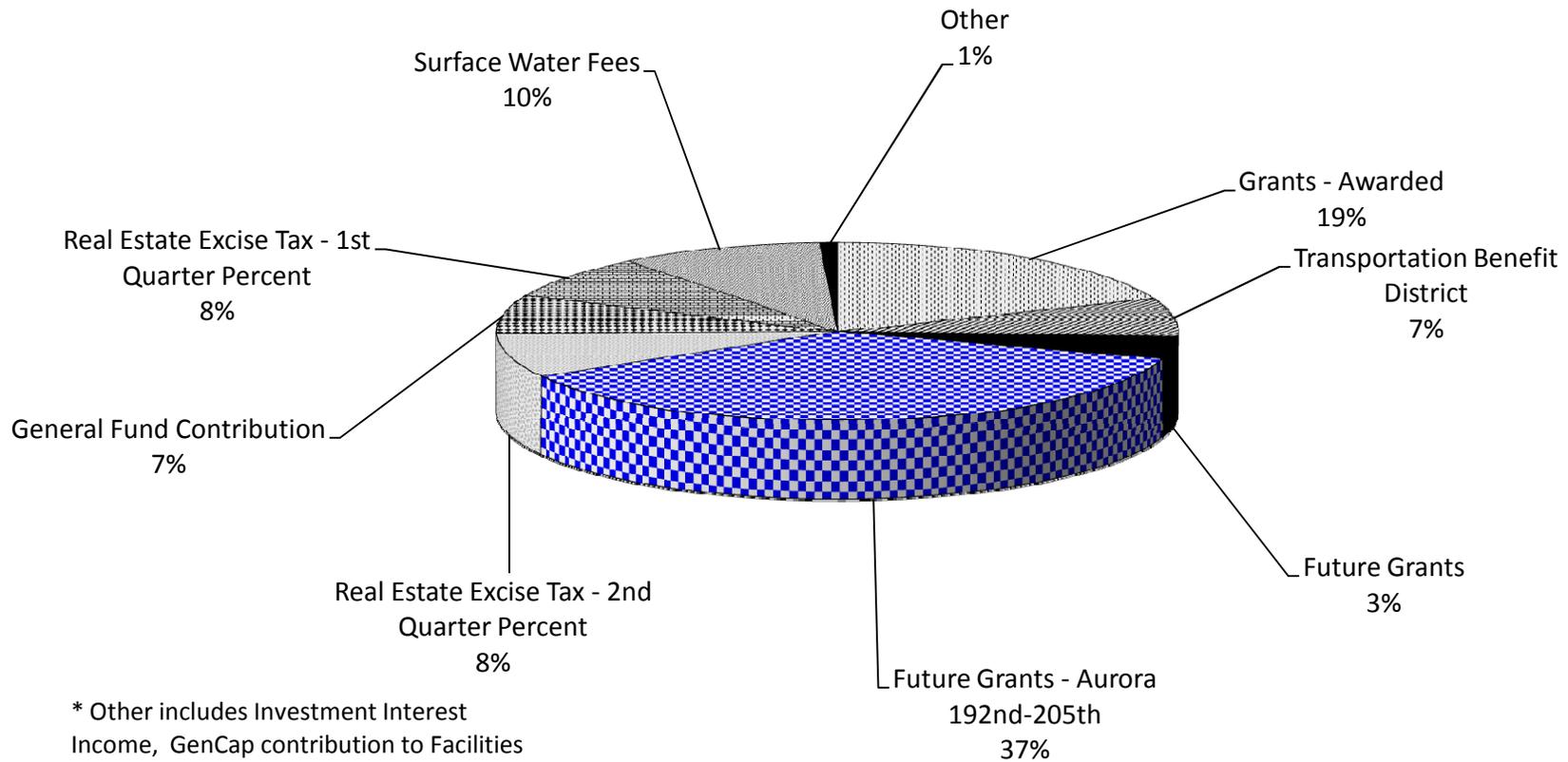
The 2012 Proposed Budget reflects a reduction in the General Fund overhead allocation of \$5,297 and the inclusion of \$500,000 in General Fund money for Sidewalk-Priority Routes.

# 2012-2017 Capital Projects by Category \$57.78 Million



\* Other includes Non-Project Specific work and the General Fund Overhead Charge

# 2012-2017 Capital Resources by Category \$57.78 Million



City of Shoreline 2012 - 2017 Capital Improvement Plan  
PROGRAM SUMMARY

EXPENDITURES	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	Total
Fund	2012	2013	2014	2015	2016	2017	2012-2017
Project							
<b>General Capital</b>							
<i>Parks Projects</i>							
Boeing Creek Open Space / Sunset Elementary School Pr	\$195,000	\$0	\$0	\$0	\$0	\$0	\$195,000
Ballinger Neighborhood Parks Master Planning	\$0	\$0	\$0	\$200,000	\$0	\$0	\$200,000
Echo Lake Park Improvements	\$110,000	\$187,000	\$0	\$0	\$0	\$0	\$297,000
Off Leash Dog Areas	\$7,332	\$0	\$0	\$0	\$0	\$0	\$7,332
Park at Town Center	\$0	\$0	\$0	\$750,000	\$250,000	\$0	\$1,000,000
Parks Repair and Replacement	\$190,000	\$190,000	\$190,000	\$190,000	\$200,000	\$200,000	\$1,160,000
Police Station Garage and Storage	\$60,000	\$0	\$0	\$0	\$0	\$0	\$60,000
Pym Acquisition	\$0	\$0	\$0	\$0	\$0	\$800,000	\$800,000
Regional Trail Signage	\$113,000	\$37,000	\$0	\$0	\$0	\$0	\$150,000
Richmond Beach Saltwater Park Improvements	\$19,000	\$19,000	\$0	\$0	\$0	\$0	\$38,000
Trail Corridors	\$450,000	\$430,626	\$0	\$0	\$0	\$0	\$880,626
<i>Non-Project Specific</i>							
General Capital Engineering	\$87,812	\$0	\$0	\$0	\$0	\$0	\$87,812
General Fund Cost Allocation Charge	\$10,000	\$0	\$0	\$0	\$0	\$0	\$10,000
City Hall Debt Service Payment	\$509,294	\$566,308	\$640,087	\$664,346	\$664,546	\$663,946	\$3,708,527
<b>General Capital Fund Total</b>	<b>\$1,751,438</b>	<b>\$1,429,934</b>	<b>\$830,087</b>	<b>\$1,804,346</b>	<b>\$1,114,546</b>	<b>\$1,663,946</b>	<b>\$8,594,297</b>
<b>City Facilities - Major Maintenance</b>							
<i>Facilities Projects</i>							
Police Station Long-Term Maintenance	\$17,000	\$0	\$0	\$20,000	\$0	\$0	\$37,000
City Hall Parking Garage Long-Term Maintenance	\$0	\$0	\$0	\$100,000	\$20,160	\$0	\$120,160
<i>Parks Projects</i>							
Pool Long-Term Maintenance	\$23,000	\$96,000	\$140,000	\$0	\$60,000	\$20,000	\$339,000
Richmond Highlands Community Center Long-Term Mainte	\$0	\$0	\$0	\$25,000	\$0	\$50,000	\$75,000
Spartan Recreation Center HVAC	\$20,000	\$0	\$0	\$0	\$0	\$0	\$20,000
<b>City Facilities - Major Maintenance Fund Total</b>	<b>\$60,000</b>	<b>\$96,000</b>	<b>\$140,000</b>	<b>\$145,000</b>	<b>\$80,160</b>	<b>\$70,000</b>	<b>\$591,160</b>

City of Shoreline 2012 - 2017 Capital Improvement Plan  
PROGRAM SUMMARY

EXPENDITURES <u>Fund</u>	Proposed 2012	Proposed 2013	Proposed 2014	Proposed 2015	Proposed 2016	Proposed 2017	Total 2012-2017
<i>Project</i>							
<b><u>Roads Capital Fund</u></b>							
<i><b>Pedestrian / Non-Motorized Projects</b></i>							
Curb Ramp, Gutter & Sidewalk Program	\$50,000	\$140,000	\$113,500	\$150,000	\$150,000	\$150,000	\$753,500
Traffic Safety Improvements	\$208,500	\$251,500	\$187,500	\$187,500	\$285,000	\$285,000	\$1,405,000
Briarcrest Safe Routes to School	\$375,000	\$0	\$0	\$0	\$0	\$0	\$375,000
<i><b>System Preservation Projects</b></i>							
Annual Road Surface Maintenance Program	\$700,000	\$700,000	\$800,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,200,000
Traffic Signal Rehabilitation Program	\$120,258	\$120,631	\$121,084	\$100,000	\$100,000	\$100,000	\$661,973
<i><b>Safety / Operations Projects</b></i>							
Aurora Avenue North 185th - 192nd	\$344,479	\$0	\$0	\$0	\$0	\$0	\$344,479
Aurora Avenue North 192nd - 205th	\$5,042,910	\$22,293,689	\$2,361,484	\$0	\$0	\$0	\$29,698,083
<i><b>Non-Project Specific</b></i>							
General Fund Cost Allocation Overhead Charge	\$55,683	\$55,683	\$55,683	\$55,683	\$55,683	\$55,683	\$334,098
Roads Capital Engineering	\$124,516	\$209,742	\$249,120	\$266,959	\$291,014	\$300,639	\$1,441,990
Transportation Master Plan Update	\$5,000	\$0	\$0	\$0	\$0	\$0	\$5,000
<b>Roads Capital Fund Total</b>	<b>\$7,026,346</b>	<b>\$23,771,245</b>	<b>\$3,888,371</b>	<b>\$1,760,142</b>	<b>\$1,881,697</b>	<b>\$1,891,322</b>	<b>\$40,219,123</b>

City of Shoreline 2012 - 2017 Capital Improvement Plan  
PROGRAM SUMMARY

EXPENDITURES Fund	Proposed 2012	Proposed 2013	Proposed 2014	Proposed 2015	Proposed 2016	Proposed 2017	Total 2012-2017
<i>Project</i>							
<b>Surface Water Capital</b>							
<i>Basin Planning Projects</i>							
Ballinger Creek Drainage Study (Lyons Creek Basin)	\$0	\$0	\$150,000	\$0	\$0	\$0	\$150,000
Boeing Creek and Storm Creek Basin Plans	\$250,000	\$0	\$0	\$0	\$0	\$0	\$250,000
McAleeer Creek Basin Plan	\$0	\$200,000	\$0	\$0	\$0	\$0	\$200,000
Puget Sound Drainages Basin Plan	\$0	\$0	\$0	\$150,000	\$0	\$0	\$150,000
<i>Flood Protection Projects</i>							
Culvert Replacement Near 14849 12th Ave NE	\$170,600	\$0	\$0	\$0	\$0	\$0	\$170,600
Meridian Park Wetland Drainage Improvement	\$250,390	\$0	\$0	\$0	\$0	\$0	\$250,390
Pump Station No. 25	\$394,625	\$0	\$0	\$0	\$0	\$0	\$394,625
Surface Water Small Projects	\$200,000	\$200,000	\$225,000	\$225,000	\$275,000	\$279,000	\$1,404,000
<i>Water Quality Facilities</i>							
North Fork Thornton Creek LID Stormwater Retrofit	\$197,000	\$593,000	\$0	\$0	\$0	\$0	\$790,000
Surface Water Management Green Works Projects	\$200,000	\$200,000	\$175,000	\$115,000	\$125,000	\$185,000	\$1,000,000
<i>Stream Rehabilitation/Habitat Enhancement</i>							
Boeing Creek Reach 1 and 8 - Bank Stabilization	\$0	\$0	\$0	\$100,000	\$0	\$0	\$100,000
Stream and Habitat Restoration Program	\$100,000	\$100,000	\$100,000	\$100,000	\$120,000	\$120,000	\$640,000
<i>Non-Project Specific</i>							
General Fund Cost Allocation Overhead Charge	\$154,487	\$154,487	\$154,487	\$154,487	\$154,487	\$154,487	\$926,922
SWM CIP Project Formulation & Engineering	\$174,186	\$238,113	\$258,302	\$309,724	\$306,778	\$311,233	\$1,598,336
SWM Infrastructure Inventory and Assessment	\$175,000	\$175,000	\$0	\$0	\$0	\$0	\$350,000
<b>Surface Water Capital Fund Total</b>	<b>\$2,266,288</b>	<b>\$1,860,600</b>	<b>\$1,062,789</b>	<b>\$1,154,211</b>	<b>\$981,265</b>	<b>\$1,049,720</b>	<b>\$8,374,873</b>
<b>TOTAL EXPENDITURES</b>	<b>\$11,104,072</b>	<b>\$27,157,779</b>	<b>\$5,921,247</b>	<b>\$4,863,699</b>	<b>\$4,057,668</b>	<b>\$4,674,988</b>	<b>\$57,779,453</b>

City of Shoreline 2012 - 2017 Capital Improvement Plan  
PROGRAM SUMMARY

EXPENDITURES	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	Total
Fund	2012	2013	2014	2015	2016	2017	2012-2017
Project							
<b>RESOURCES</b>							
General Fund Contribution	\$642,857	\$613,693	\$671,375	\$573,693	\$569,038	\$564,985	\$3,635,641
General Capital Fund Contribution to Facilities	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000
Treasury Seizure Fund Contribution to General Capital Fun	\$60,000	\$0	\$0	\$0	\$0	\$0	\$60,000
Transportation Benefit District	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$3,600,000
Real Estate Excise Tax - 1st Quarter Percent	\$509,294	\$566,308	\$640,087	\$740,766	\$837,671	\$893,598	\$4,187,724
Real Estate Excise Tax - 2nd Quarter Percent	\$509,294	\$566,308	\$640,087	\$740,766	\$837,671	\$893,598	\$4,187,724
Surface Water Fees	\$752,782	\$774,830	\$813,771	\$870,762	\$898,756	\$966,516	\$5,077,418
Investment Interest Income	\$75,900	\$69,994	\$39,646	\$29,282	\$21,510	\$22,911	\$259,242
King County Flood Zone District Opportunity Fund	\$95,404	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$495,404
Grants - Awarded	\$3,329,700	\$5,890,614	\$0	\$0	\$0	\$0	\$9,220,314
<u>Future Grants</u>	<u>\$35,000</u>	<u>\$35,000</u>	<u>\$35,000</u>	<u>\$935,000</u>	<u>\$285,000</u>	<u>\$835,000</u>	\$2,160,000
<u>Future Grants - Aurora 192nd-205th</u>	<u>\$1,077,422</u>	<u>\$16,254,570</u>	<u>\$1,958,984</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	\$19,290,976
King County Voter Approved Trail Funding	\$223,000	\$43,284	\$0	\$0	\$0	\$0	\$266,284
Use of Accumulated Fund Balance	\$3,093,419	\$1,663,178	\$442,297	\$293,430	(\$71,978)	(\$181,621)	\$5,238,726
<b>TOTAL RESOURCES</b>	<b>\$11,104,072</b>	<b>\$27,157,779</b>	<b>\$5,921,247</b>	<b>\$4,863,699</b>	<b>\$4,057,668</b>	<b>\$4,674,988</b>	<b>\$57,779,453</b>

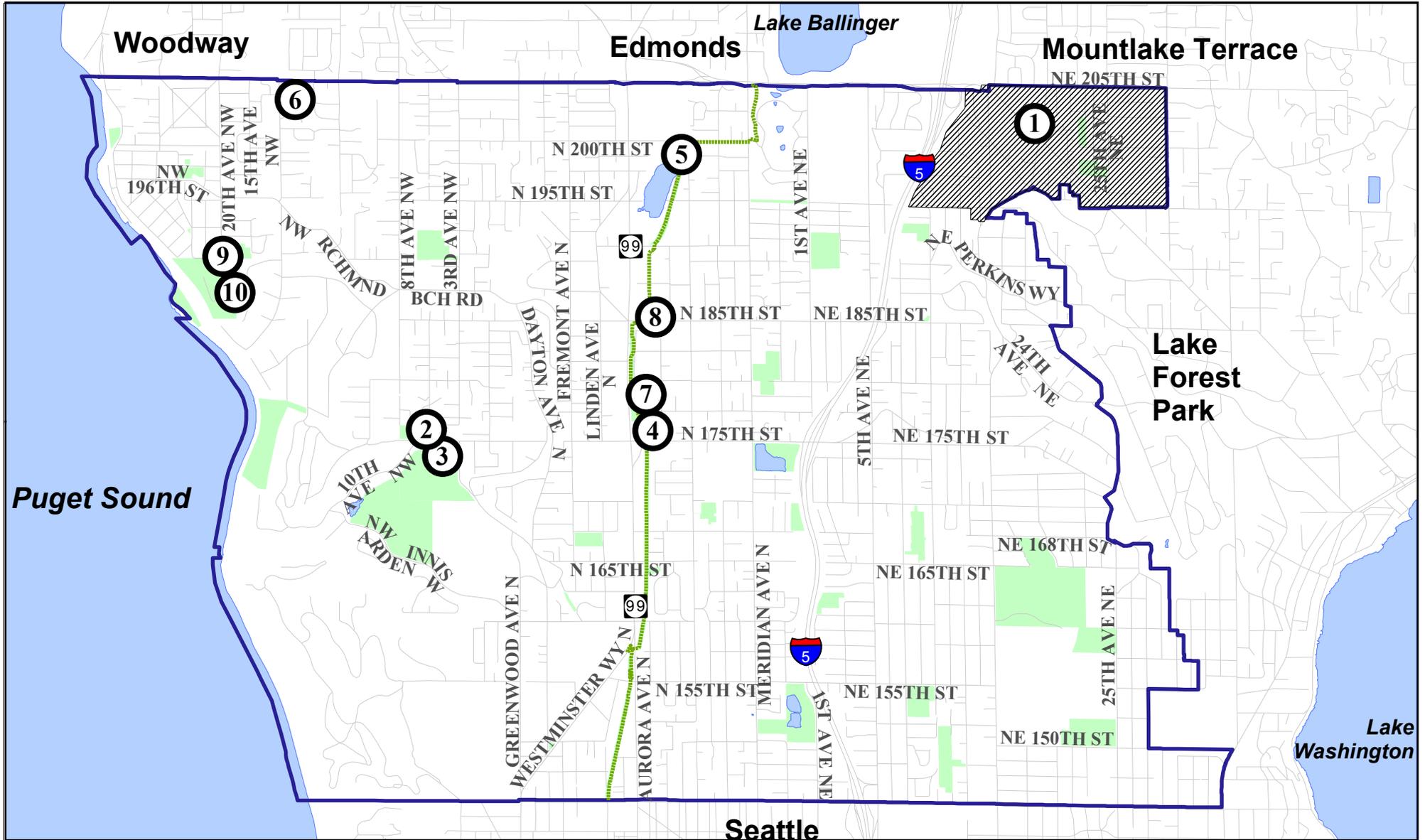


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# ***GENERAL CAPITAL***





**City of Shoreline**  
 2011-2017 General  
 Capital Improvement Plan



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Project Location



Ballinger  
 Neighborhood



Interurban Trail



Park

- 1: Ballinger Neighborhood Parks Master Planning
- 2: Boeing Creek Open Space/Sunset Elementary School Project
- 3: Boeing Creek Park Improvements
- 4: Civic Center/City Hall
- 5: Echo Lake Park Improvements
- 6: Kruckeberg Gardens
- 7: Park at Town Center
- 8: Police Station Garage and Storage; Police Station Site Analysis
- 9: Pym Acquisition
- 10: Richmond Beach Saltwater Park Imp.

**CITYWIDE IMPROVEMENTS**

- Maintenance Facility Feasibility Study
- Off Leash Dog Areas
- Parks Repair and Replacement
- Parks, Recreations and Open Space Plan Update
- Regional Trail Signage
- Trail Corridors

**City of Shoreline 2012 - 2017 Capital Improvement Plan  
Program Summary  
General Capital Fund**

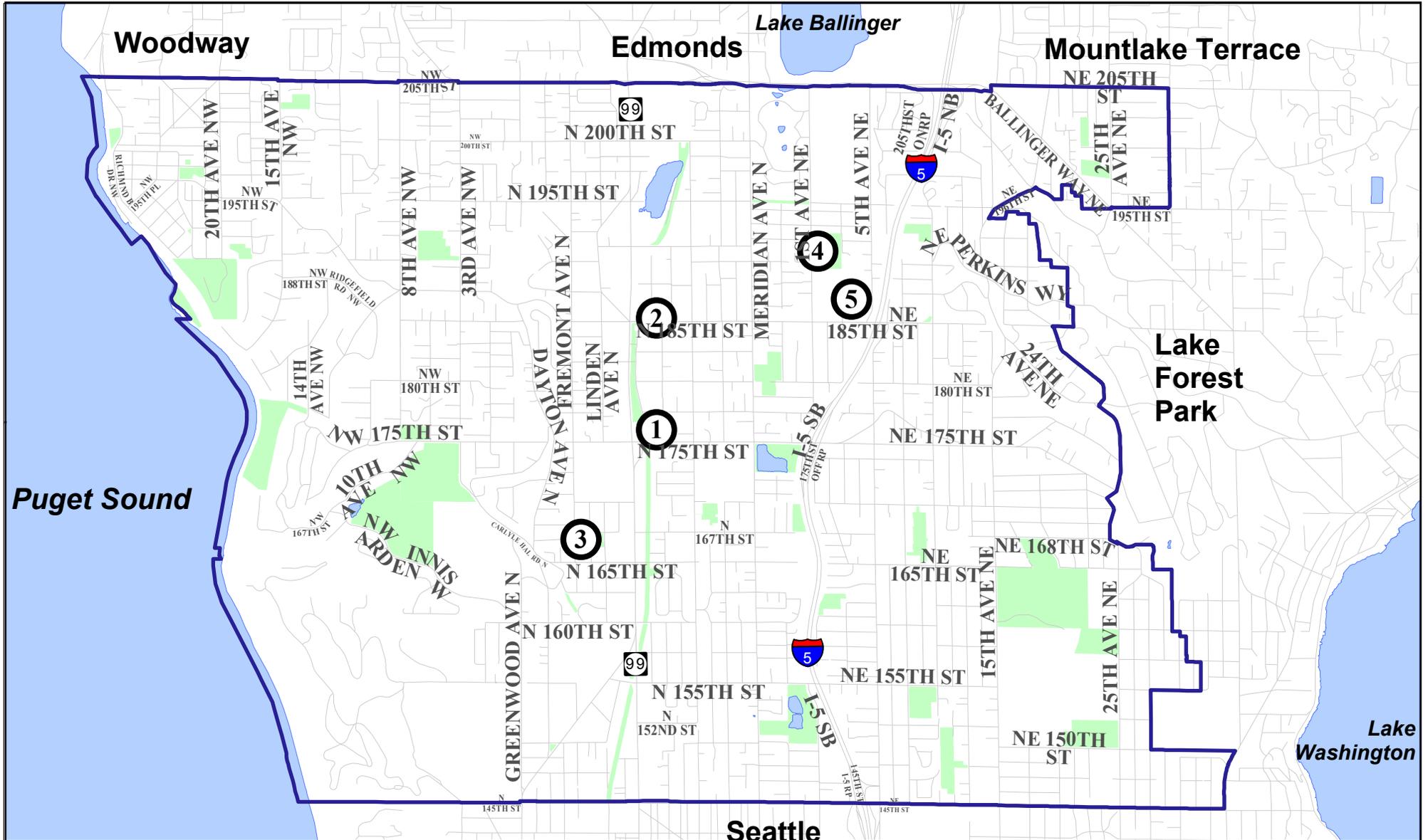
Project	Prior Years' Expenditures	2011 Budget	2011 Projected	2012 Estimate	2013 Estimate	2014 Estimate	2015 Estimate	2016 Estimate	2017 Estimate	Total 2012-2017	Total Project Cost
<b>Expenditures</b>											
<b>Parks Projects</b>											
Boeing Creek Open Space / Sunset Elementary School Project			\$10,000	\$195,000						\$195,000	\$205,000
<u>Ballinger Neighborhood Parks Master Planning</u>							<u>\$200,000</u>			<u>\$200,000</u>	<u>\$200,000</u>
Echo Lake Park Improvements		\$110,416	\$50,000	\$110,000	\$187,000					\$297,000	\$347,000
Off Leash Dog Areas	\$135,668	\$7,000	\$7,000	\$7,332						\$7,332	\$150,000
<u>Park at Town Center</u>	\$30,559	\$70,296	\$100,200				<u>\$750,000</u>	<u>\$250,000</u>		<u>\$1,000,000</u>	<u>\$1,130,759</u>
Parks Repair and Replacement	\$1,039,531	\$184,591	\$275,000	\$190,000	\$190,000	\$190,000	\$190,000	\$200,000	\$200,000	\$1,160,000	\$2,474,531
<u>Police Station Garage and Storage</u>				<u>\$60,000</u>						<u>\$60,000</u>	<u>\$60,000</u>
<u>Pym Acquisition</u>									<u>\$800,000</u>	<u>\$800,000</u>	<u>\$800,000</u>
Regional Trail Signage			\$25,000	\$113,000	\$37,000					\$150,000	\$175,000
Richmond Beach Saltwater Park Improvements	\$2,861,113	\$15,000	\$20,000	\$19,000	\$19,000					\$38,000	\$2,919,113
Trail Corridors	\$1,560,365	\$1,330,626	\$450,000	\$450,000	\$430,626					\$880,626	\$2,890,991
<b>Non-Project Specific</b>											
General Capital Engineering	\$309,802	\$92,000	\$92,000	\$87,812						\$87,812	\$489,614
General Fund Cost Allocation Charge	\$65,827	\$21,468	\$21,468	\$10,000						\$10,000	\$97,295
City Hall Debt Service Payment	\$716,183	\$562,794	\$472,992	\$509,294	\$566,308	\$640,087	\$664,346	\$664,546	\$663,946	\$3,708,527	\$4,897,702
<b>Projects to be completed in Current Year (2011)</b>											
Boeing Creek Park Improvements	\$822,718	\$100,000	\$35,000								\$857,718
Civic Center/City Hall	\$38,638,709	\$865,551	\$865,551								\$39,504,260
Kruckeberg Botanic Garden	\$1,230,729	\$355,158	\$355,438								\$1,586,167
Maintenance Facility Feasibility Study			\$25,000								\$25,000
Parks, Recreation and Open Space Plan Update	\$6,952	\$33,048	\$30,000								\$36,952
<u>Police Station Site Analysis</u>			<u>\$100,000</u>								<u>\$100,000</u>
Richmond Highland Community Center - Transfer to Facilities Major Repair		\$100,000	\$100,000								\$100,000
<b>Total Expenditures by Year</b>	<b>\$47,418,156</b>	<b>\$4,292,848</b>	<b>\$3,034,649</b>	<b>\$1,751,438</b>	<b>\$1,429,934</b>	<b>\$830,087</b>	<b>\$1,804,346</b>	<b>\$1,114,546</b>	<b>\$1,663,946</b>	<b>\$8,594,297</b>	<b>\$59,047,102</b>
<b>Revenues</b>											
General Fund Contribution - Parks Facilities		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000	\$350,000
General Fund Contribution - One-Time			\$25,000								\$25,000
Real Estate Excise Tax (1st Quarter)		\$550,000	\$472,992	\$509,294	\$566,308	\$640,087	\$740,766	\$837,671	\$893,598	\$4,187,724	\$4,660,716
Interest Income		\$20,000	\$20,000	\$21,978	\$19,676	\$3,437	\$1,412	\$507	\$4,149	\$51,157	\$71,157
Soccer Field Rental Contribution		\$10,000	\$10,000		\$33,612	\$106,341	\$130,000	\$130,000	\$130,000	\$529,953	\$539,953
King County Voter Approved Trail Funding		\$110,416	\$75,000	\$223,000	\$43,284					\$266,284	\$341,284
<u>Private Donations (*)</u>									<u>\$400,000</u>	<u>\$400,000</u>	<u>\$400,000</u>
<u>Conservation Futures Tax Grants (*)</u>									<u>\$400,000</u>	<u>\$400,000</u>	<u>\$400,000</u>
Recreation and Conservation Office Grants		\$250,000									
<u>Recreation and Conservation Office Grants (*)</u>		<u>\$135,000</u>					<u>\$375,000</u>	<u>\$125,000</u>		<u>\$500,000</u>	<u>\$500,000</u>
<u>Future Grants (*)</u>							<u>\$525,000</u>	<u>\$125,000</u>		<u>\$650,000</u>	<u>\$650,000</u>
<u>Treasury Seizure Fund (*)</u>			<u>\$100,000</u>	<u>\$60,000</u>						<u>\$60,000</u>	<u>\$160,000</u>
<b>Total Revenues by Year</b>		<b>\$ 1,125,416</b>	<b>\$ 752,992</b>	<b>\$ 864,272</b>	<b>\$ 712,880</b>	<b>\$ 799,865</b>	<b>\$ 1,822,178</b>	<b>\$ 1,268,178</b>	<b>\$ 1,877,747</b>	<b>\$ 7,345,118</b>	<b>\$ 8,098,110</b>
<b>Beginning Fund Balance</b>		<b>\$4,255,686</b>	<b>\$4,163,165</b>	<b>\$1,831,508</b>	<b>\$894,342</b>	<b>\$127,288</b>	<b>\$47,065</b>	<b>\$14,897</b>	<b>\$118,529</b>	<b>\$1,831,508</b>	
<b>Total Revenues</b>		<b>\$1,125,416</b>	<b>\$752,992</b>	<b>\$864,272</b>	<b>\$712,880</b>	<b>\$799,865</b>	<b>\$1,822,178</b>	<b>\$1,268,178</b>	<b>\$1,877,747</b>	<b>\$7,345,118</b>	
<b>Amount restricted for future turf replacement</b>		<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$300,000</b>	
<b>Total Expenditures</b>		<b>\$4,292,848</b>	<b>\$3,034,649</b>	<b>\$1,751,438</b>	<b>\$1,429,934</b>	<b>\$830,087</b>	<b>\$1,804,346</b>	<b>\$1,114,546</b>	<b>\$1,663,946</b>	<b>\$8,594,297</b>	
<b>Ending Fund Balance</b>		<b>\$1,038,254</b>	<b>\$1,831,508</b>	<b>\$894,342</b>	<b>\$127,288</b>	<b>\$47,065</b>	<b>\$14,897</b>	<b>\$118,529</b>	<b>\$282,329</b>	<b>\$282,329</b>	
<b>Impact on Operating Budget</b>				<b>40,400</b>	<b>75,100</b>	<b>97,636</b>	<b>98,677</b>	<b>112,719</b>	<b>133,264</b>		

(\*)Future anticipated revenue sources dependant on award and funding availability



# ***FACILITIES***





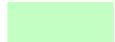
**City of Shoreline**  
 2011-2017 Facilities  
 Capital Improvement Plan



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Project Location



Park

- 1: City Hall Parking Garage  
Long Term Maintenance
- 2: Police Station  
Long-Term Maintenance

- 3: Richmond Highlands Community Center  
Long-Term Maintenance
- 4: Shoreline Pool  
Long-Term Maintenance
- 5: Spartan Recreation Center  
HVAC Project

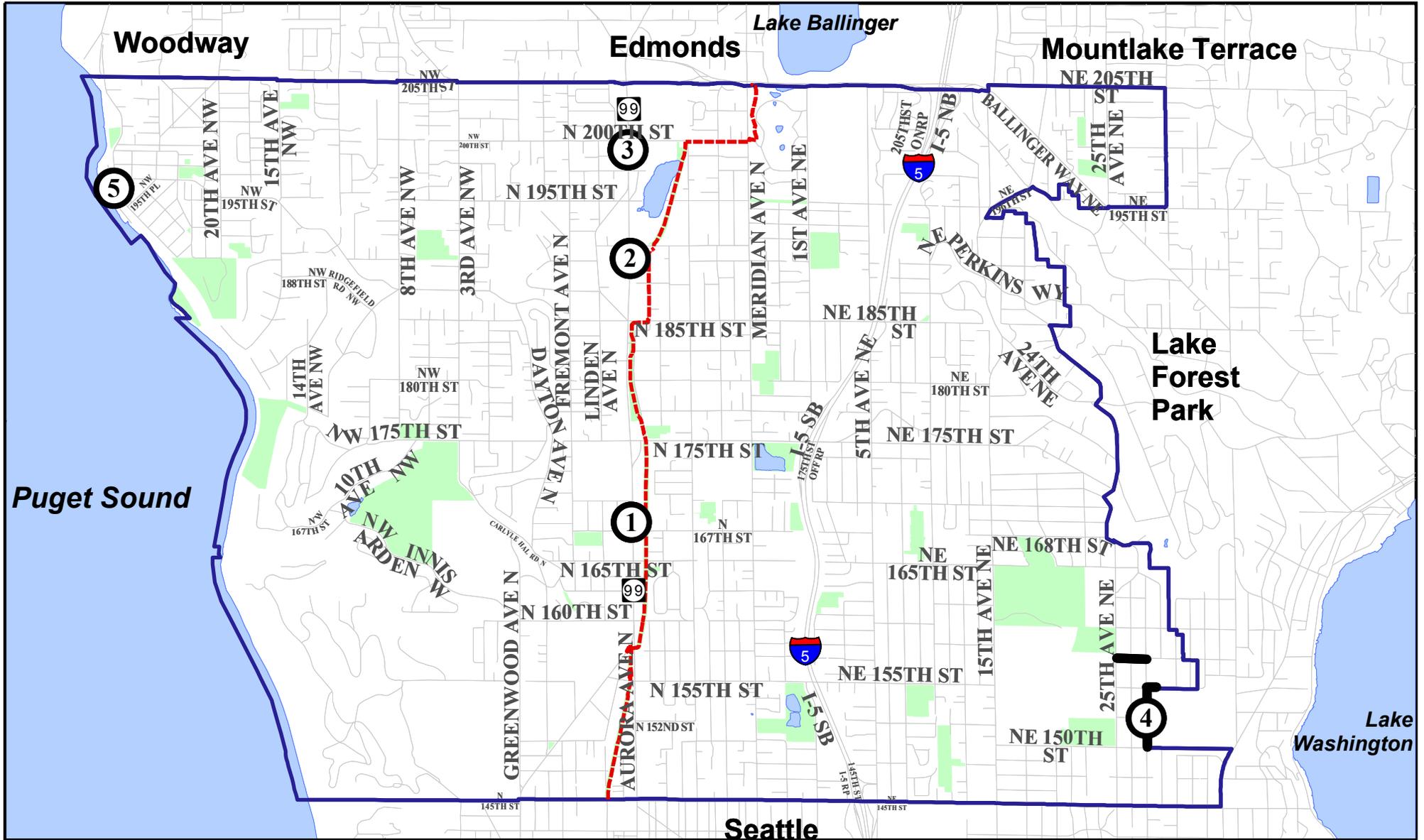
**City of Shoreline 2012 - 2017 Capital Improvement Plan  
Program Summary  
City Facility-Major Maintenance Fund**

Project	Prior Years' Expenditures	2011 Budget	2011 Projected	2012 Estimate	2013 Estimate	2014 Estimate	2015 Estimate	2016 Estimate	2017 Estimate	Total 2012-2017	Total Project Cost
<b>Expenditures</b>											
<b>General Facilities</b>											
Police Station Long-Term Maintenance	\$116,858	\$63,000	\$63,000	\$17,000			\$20,000			\$37,000	\$216,858
City Hall Parking Garage Long-Term Maintenance							\$100,000	\$20,160		\$120,160	\$120,160
<b>Parks Facilities</b>											
Pool Long-Term Maintenance	\$113,130	\$25,750	\$25,750	\$23,000	\$96,000	\$140,000		\$60,000	\$20,000	\$339,000	\$477,880
Richmond Highlands Community Center Long-Term Maintenance	\$52,798	\$187,553	\$187,553				\$25,000		\$50,000	\$75,000	\$315,351
Spartan Recreation Center HVAC				\$20,000						\$20,000	\$20,000
<b>Total Expenditures by Year</b>	<b>\$282,786</b>	<b>\$276,303</b>	<b>\$276,303</b>	<b>\$60,000</b>	<b>\$96,000</b>	<b>\$140,000</b>	<b>\$145,000</b>	<b>\$80,160</b>	<b>\$70,000</b>	<b>\$591,160</b>	<b>\$1,150,249</b>
<b>Revenues</b>											
Operating Transfer - General Fund		\$54,032	\$54,032	\$64,032	\$74,032	\$74,032	\$74,032	\$74,032	\$74,032	\$434,192	\$488,224
Operating Transfer - General Capital Fund		\$100,000	\$100,000	\$100,000						\$100,000	\$200,000
Interest Income		\$3,465	\$3,465	\$825	\$3,819	\$4,197	\$2,810	\$868	\$709	\$13,229	\$16,694
<b>Total Revenues by Year</b>		<b>\$ 157,497</b>	<b>\$ 157,497</b>	<b>\$ 164,857</b>	<b>\$ 77,851</b>	<b>\$ 78,229</b>	<b>\$ 76,842</b>	<b>\$ 74,900</b>	<b>\$ 74,741</b>	<b>\$ 547,421</b>	<b>\$ 704,918</b>
<b>Beginning Fund Balance</b>		<b>\$172,613</b>	<b>\$187,550</b>	<b>\$68,744</b>	<b>\$173,601</b>	<b>\$155,452</b>	<b>\$93,681</b>	<b>\$25,524</b>	<b>\$20,264</b>	<b>\$68,744</b>	
<b>Total Revenues</b>		<b>\$157,497</b>	<b>\$157,497</b>	<b>\$164,857</b>	<b>\$77,851</b>	<b>\$78,229</b>	<b>\$76,842</b>	<b>\$74,900</b>	<b>\$74,741</b>	<b>\$547,421</b>	
<b>Total Expenditures</b>		<b>\$276,303</b>	<b>\$276,303</b>	<b>\$60,000</b>	<b>\$96,000</b>	<b>\$140,000</b>	<b>\$145,000</b>	<b>\$80,160</b>	<b>\$70,000</b>	<b>\$591,160</b>	
<b>Ending Fund Balance</b>		<b>\$53,807</b>	<b>\$68,744</b>	<b>\$173,601</b>	<b>\$155,452</b>	<b>\$93,681</b>	<b>\$25,524</b>	<b>\$20,264</b>	<b>\$25,005</b>	<b>\$25,005</b>	
<b>Impact on Operating Budget</b>											

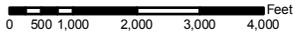


# ***ROADS CAPITAL***





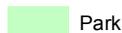
**City of Shoreline**  
2011-2017 Roads  
Capital Improvement Plan



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Project Location



Park



Street Improvement



Interurban Trail

- 1: Aurora Ave N 165th to 185th
- 2: Aurora Ave N 185th to 192nd
- 3: Aurora Ave N 192nd to 205th
- 4: Briarcrest Safe Routes to School
- 5: Richmond Beach Overcrossing 167A0X

**CITYWIDE IMPROVEMENTS**

- Annual Road Surface Maintenance Program
- Curb Ramp, Gutter & Sidewalk Program
- Neighborhood Traffic Safety Program
- Sidewalks-Priority Routes
- Transportation Master Plan Update
- Transportation Planning Program
- Traffic Safety Improvements
- Traffic Signal Rehabilitation

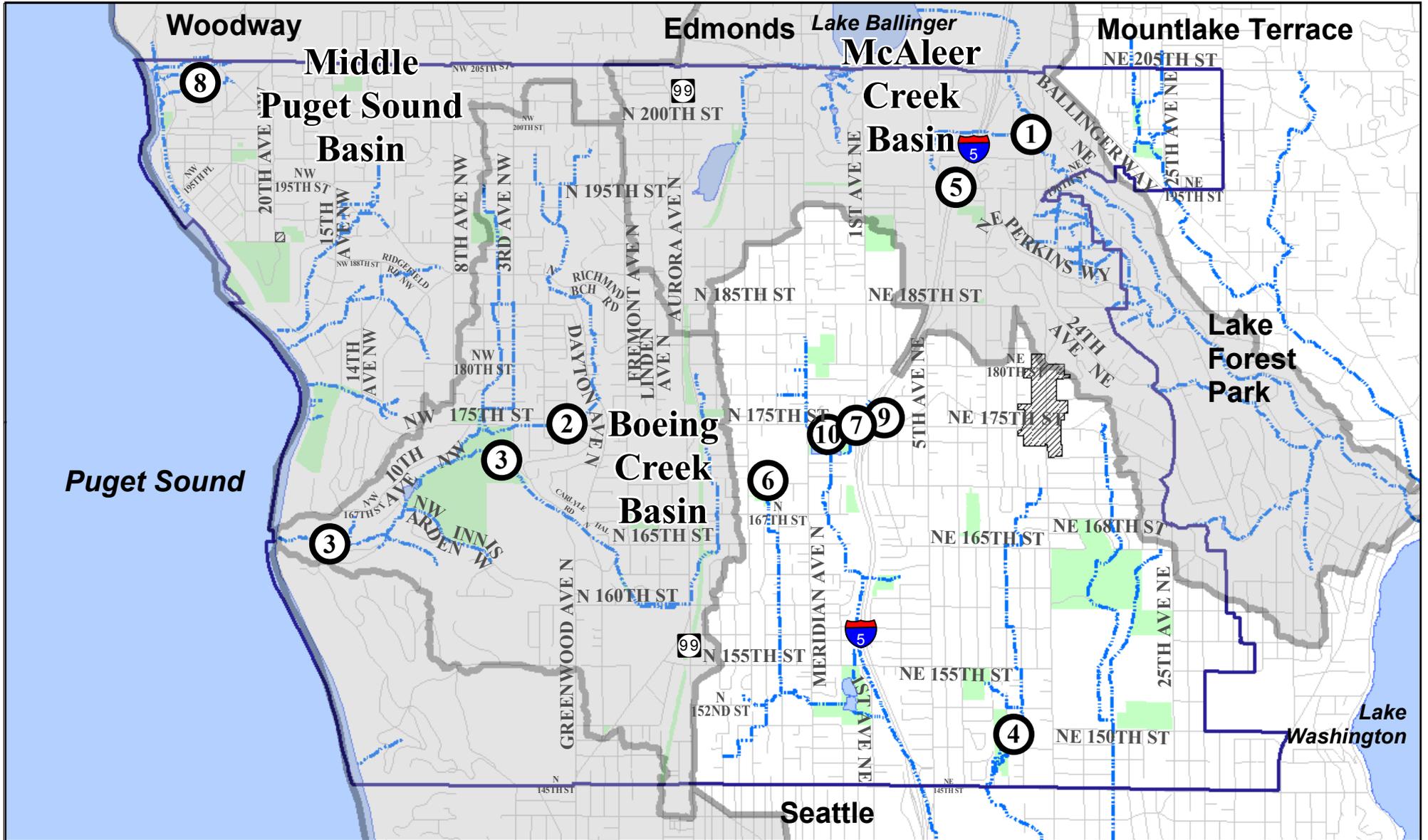
**City of Shoreline 2012 - 2017 Capital Improvement Plan  
Program Summary  
Roads Capital Fund**

Project	Prior Years' Expenditures	2011 Budget	2011 Projected	2012 Estimate	2013 Estimate	2014 Estimate	2015 Estimate	2016 Estimate	2017 Estimate	2012-2017 Total	Total Project
<b>Expenditures</b>											
<b>REPAIR AND REPLACEMENT</b>											
<b>Pedestrian / Non-Motorized Projects</b>											
Curb Ramp, Gutter & Sidewalk Program	\$1,630,848	\$267,233	\$267,233	\$50,000	\$140,000	\$113,500	\$150,000	\$150,000	\$150,000	\$753,500	\$2,651,581
Traffic Safety Improvements	\$795,395	\$189,999	\$200,000	\$208,500	\$251,500	\$187,500	\$187,500	\$285,000	\$285,000	\$1,405,000	\$2,400,395
<b>System Preservation Projects</b>											
Annual Road Surface Maintenance Program	\$8,335,087	\$970,033	\$970,033	\$700,000	\$700,000	\$800,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,200,000	\$14,505,120
Traffic Signal Rehabilitation Program	\$586,382	\$149,999	\$160,000	\$120,258	\$120,631	\$121,084	\$100,000	\$100,000	\$100,000	\$661,973	\$1,408,355
<b>CAPACITY CONSTRUCTION</b>											
<b>Pedestrian / Non-Motorized Projects</b>											
Briarcrest Safe Routes to School			\$50,000	\$375,000						\$375,000	\$425,000
<b>Safety / Operations Projects</b>											
Aurora Avenue North 185th - 192nd	\$4,187,947	\$11,365,641	\$10,923,016	\$344,479						\$344,479	\$15,455,442
Aurora Avenue North 192nd - 205th	\$601,280	\$8,232,587	\$6,839,923	\$5,042,910	\$22,293,689	\$2,361,484				\$29,698,083	\$37,139,286
<b>NON-PROJECT SPECIFIC</b>											
General Fund Cost Allocation Overhead Charge	\$176,484	\$44,604	\$44,604	\$55,683	\$55,683	\$55,683	\$55,683	\$55,683	\$55,683	\$334,098	\$555,186
Roads Capital Engineering	\$1,042,940	\$200,000	\$200,000	\$124,516	\$209,742	\$249,120	\$266,959	\$291,014	\$300,639	\$1,441,990	\$2,684,930
Transportation Master Plan Update	\$192,845	\$159,364	\$159,364	\$5,000						\$5,000	\$357,209
<b>Projects to be completed in Current Year (2011)</b>											
Aurora Avenue North 165th - 185th	\$34,730,982	\$10,418,858	\$12,592,501								\$47,323,483
Neighborhood Traffic Safety Program (NTSP)	\$1,328,724	\$161,656	\$161,656								\$1,490,380
Richmond Beach Overcrossing 167AOX	\$3,029,835	\$1,035,397	\$1,198,423								\$4,228,258
Sidewalks - Priority Routes	\$2,074,817	\$524,780	\$524,780								\$2,599,597
Transportation Planning Program	\$212,913	\$119,000	\$119,000								\$331,913
<b>Total Expenditures by Year</b>	<b>\$58,926,479</b>	<b>\$33,839,151</b>	<b>\$34,410,533</b>	<b>\$7,026,346</b>	<b>\$23,771,245</b>	<b>\$3,888,371</b>	<b>\$1,760,142</b>	<b>\$1,881,697</b>	<b>\$1,891,322</b>	<b>\$40,219,123</b>	<b>\$133,556,135</b>
<b>Revenues</b>											
Real Estate Excise Tax (2nd Quarter)	\$6,849,843	\$550,000	\$472,992	\$509,294	\$566,308	\$640,087	\$740,766	\$837,671	\$893,598	\$4,187,724	\$11,510,559
Transportation Benefit District		\$595,000	\$595,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$3,600,000	\$4,195,000
General Fund Support	\$2,011,710	\$611,517	\$652,208	\$528,825	\$456,049	\$441,002	\$319,661	\$315,006	\$310,953	\$2,371,496	\$5,035,414
Investment Interest	\$2,231,598	\$17,500	\$17,500	\$23,404	\$18,317	\$12,075	\$7,380	\$6,414	\$3,537	\$71,127	\$2,320,225
Awarded Grants	\$3,063,709	\$1,414,998	\$1,788,482	\$358,000						\$358,000	\$5,210,191
<u>Anticipated Future Grants</u>				<u>\$35,000</u>	<u>\$35,000</u>	<u>\$35,000</u>	<u>\$35,000</u>	<u>\$35,000</u>	<u>\$35,000</u>	<u>\$210,000</u>	<u>\$210,000</u>
Aurora Avenue North 165th - 185th Awarded Grants/Reimb.	\$33,264,696	\$9,074,953	\$11,365,892								\$44,630,588
Aurora Avenue North 185th - 192nd Awarded Grants/Reimb.	\$1,669,003	\$8,892,953	\$9,518,676								\$11,187,679
Aurora Avenue North 192nd - 205th Awarded Grants/Reimb.	\$348,006	\$6,299,372	\$5,371,437	\$2,776,700	\$5,455,614					\$8,232,314	\$13,951,757
Aurora Avenue North 165th - 185th Surface Water Funds	\$1,000,000										\$1,000,000
Aurora Avenue North 185th - 192nd Surface Water Funds		\$300,000	\$300,000								\$300,000
Aurora Avenue North 192nd - 205th Future Grants		<u>\$1,731,720</u>	<u>\$1,000,000</u>	<u>\$1,077,422</u>	<u>\$16,254,570</u>	<u>\$1,958,984</u>				<u>\$19,290,976</u>	<u>\$20,290,976</u>
<b>Total Revenues by Year</b>	<b>\$14,426,603</b>	<b>\$29,488,013</b>	<b>\$31,082,187</b>	<b>\$5,908,645</b>	<b>\$23,385,858</b>	<b>\$3,687,148</b>	<b>\$1,702,807</b>	<b>\$1,794,091</b>	<b>\$1,843,088</b>	<b>\$38,321,637</b>	<b>\$120,112,132</b>
<b>Beginning Fund Balance</b>		<b>\$8,639,586</b>	<b>\$5,278,652</b>	<b>\$1,950,306</b>	<b>\$832,605</b>	<b>\$447,218</b>	<b>\$245,995</b>	<b>\$188,660</b>	<b>\$101,054</b>	<b>\$1,950,306</b>	
<b>Total Revenues</b>		<b>\$29,488,013</b>	<b>\$31,082,187</b>	<b>\$5,908,645</b>	<b>\$23,385,858</b>	<b>\$3,687,148</b>	<b>\$1,702,807</b>	<b>\$1,794,091</b>	<b>\$1,843,088</b>	<b>\$38,321,637</b>	
<b>Total Expenditures</b>		<b>\$33,839,151</b>	<b>\$34,410,533</b>	<b>\$7,026,346</b>	<b>\$23,771,245</b>	<b>\$3,888,371</b>	<b>\$1,760,142</b>	<b>\$1,881,697</b>	<b>\$1,891,322</b>	<b>\$40,219,123</b>	
<b>Ending Fund Balance</b>		<b>\$4,288,448</b>	<b>\$1,950,306</b>	<b>\$832,605</b>	<b>\$447,218</b>	<b>\$245,995</b>	<b>\$188,660</b>	<b>\$101,054</b>	<b>\$52,820</b>	<b>\$52,820</b>	
<b>Impact on Operating Budget</b>				<b>\$93,448</b>	<b>\$354,826</b>	<b>\$422,570</b>	<b>\$582,175</b>	<b>\$595,809</b>	<b>\$622,235</b>		



***SURFACE  
WATER  
UTILITY***





**City of Shoreline**  
 2011-2017 Surface Water  
 Capital Improvement Plan



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-  Project Location
-  Basin Plan
-  Stream
-  Park

- 1: Ballinger Creek Drainage Study
- 2: Boeing Creek Basin Plan
- 3: Boeing Creek Reach 1 & 8-Bank Stabilization
- 4: Culvert Replacement near 14849 12th Ave NE
- 5: McAleer Creek Basin Plan
- 6: Meridian Park Wetland Enhancement and Drainage Plan
- 7: North Fork Thornton Creek LID Stormwater Retrofit
- 8: Puget Sound Basin Drainage Plan
- 9: Pump Station 25
- 10: Ronald Bog Flood Plain Project

**CITYWIDE IMPROVEMENTS**

- Green (Shore) Street Initiative
- Stream and Habitat Restoration Program
- Surface Water CIP Project Formulation and Engineering
- Surface Water Management Greenworks Projects
- SWM Master Plan Update and Rate Study
- Surface Water Small Projects

**City of Shoreline 2012 - 2017 Capital Improvement Plan  
Program Summary  
Surface Water Utility Fund**

Creek Basin	Project	Prior Years' Expenditures	2011 Budget	2011 Projected	2012 Estimate	2013 Estimate	2014 Estimate	2015 Estimate	2016 Estimate	2017 Estimate	Total 2012-2017	Total Project Cost
	<b>Proposed Utility Rate Increase</b>		0.0%	0.0%	2.5%	3.0%	3.0%	3.0%	3.0%	3.0%		
	<b>SWM Rate - Residential-Single Family Home Annual Fee</b>		\$130	\$130	\$133	\$137	\$141	\$146	\$150	\$154		
	<i>Expenditures</i>											
	<b><u>REPAIR AND REPLACEMENT</u></b>											
	<b>Basin Planning</b>											
Lyons	Ballinger Creek Drainage Study (Lyons Creek Basin)						\$150,000				\$150,000	\$150,000
Boeing	Boeing Creek and Storm Creek Basin Plans		\$350,000	\$130,000	\$250,000						\$250,000	\$380,000
MacAlear	McAlear Creek Basin Plan					\$200,000					\$200,000	\$200,000
	Puget Sound Drainages Basin Plan							\$150,000			\$150,000	\$150,000
	<b>Flood Protection</b>											
Thornton	Culvert Replacement Near 14849 12th Ave NE		\$41,460	\$41,400	\$170,600						\$170,600	\$212,000
	Meridian Park Wetland Drainage Improvement		\$270,045	\$92,610	\$250,390						\$250,390	\$343,000
Thornton	Pump Station No. 25	\$601	\$516,108	\$141,375	\$394,625						\$394,625	\$536,601
Multiple	Surface Water Small Projects	\$1,629,391	\$360,000	\$566,626	\$200,000	\$200,000	\$225,000	\$225,000	\$275,000	\$279,000	\$1,404,000	\$3,600,017
	<b>Stream and Habitat Restoration</b>											
Boeing	Boeing Creek Reach 1 and 8 - Bank Stabilization							\$100,000			\$100,000	\$100,000
Multiple	Stream and Habitat Restoration Program	\$153,025	\$80,000	\$80,000	\$100,000	\$100,000	\$100,000	\$100,000	\$120,000	\$120,000	\$640,000	\$873,025
	<b><u>CAPACITY CONSTRUCTION</u></b>											
	<b>Water Quality / Drainage Improvements</b>											
Thornton	North Fork Thornton Creek LID Stormwater Retrofit			\$50,000	\$197,000	\$593,000					\$790,000	\$840,000
Multiple	Surface Water Management Green Works Projects	\$31,059	\$285,308	\$285,308	\$200,000	\$200,000	\$175,000	\$115,000	\$125,000	\$185,000	\$1,000,000	\$1,316,367
	<b><u>NON-PROJECT SPECIFIC</u></b>											
	General Fund Cost Allocation Overhead Charge	\$657,632	\$154,487	\$154,487	\$154,487	\$154,487	\$154,487	\$154,487	\$154,487	\$154,487	\$926,922	\$1,739,041
	SWM CIP Project Formulation & Engineering	\$1,293,337	\$230,319	\$240,000	\$174,186	\$238,113	\$258,302	\$309,724	\$306,778	\$311,233	\$1,598,336	\$3,131,673
	SWM Infrastructure Inventory and Assessment		\$175,000	\$175,000	\$175,000	\$175,000					\$350,000	\$525,000
	SWM Contribution to Transportation Project	\$1,015,000	\$300,000	\$300,000								\$1,315,000
	<b>Projects to be completed in Current Year (2011)</b>											
Thornton	Green (Shore) Streets Initiative	\$418,591	\$5,281	\$5,054								\$423,645
Thornton	Ronald Bog Flood Plain Project	\$476,454	\$130,260	\$130,260								\$606,714
	SWM Master Plan Update and Rate Study	\$56,306	\$193,694	\$193,694								\$250,000
	<b>Total Expenditures by Year</b>	<b>\$5,731,396</b>	<b>\$3,091,962</b>	<b>\$2,585,814</b>	<b>\$2,266,288</b>	<b>\$1,860,600</b>	<b>\$1,062,789</b>	<b>\$1,154,211</b>	<b>\$981,265</b>	<b>\$1,049,720</b>	<b>\$8,374,873</b>	<b>\$16,692,083</b>
	<b><i>Revenues</i></b>											
	Interest Income		\$30,000	\$30,000	\$29,693	\$28,182	\$19,937	\$17,680	\$13,721	\$14,517	\$123,729	\$153,729
	Department of Ecology Stormwater Retrofit Grant				\$195,000	\$435,000					\$630,000	\$630,000
	King County Flood Zone District Opportunity Fund		\$80,000	\$165,610	\$95,404	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$495,404	\$661,014
	<b>Total Revenues by Year</b>		<b>\$110,000</b>	<b>\$195,610</b>	<b>\$320,097</b>	<b>\$543,182</b>	<b>\$99,937</b>	<b>\$97,680</b>	<b>\$93,721</b>	<b>\$94,517</b>	<b>\$1,249,133</b>	<b>\$1,444,743</b>
	<b>Beginning Fund Balance</b>		\$4,910,532	\$4,068,021	\$2,474,402	\$1,280,993	\$738,405	\$589,324	\$403,555	\$414,766	\$2,474,402	
	<b>Total Capital Revenues</b>		\$110,000	\$195,610	\$320,097	\$543,182	\$99,937	\$97,680	\$93,721	\$94,517	\$1,249,133	
	<b>Total Operating Revenues</b>		\$3,154,770	\$3,154,770	\$3,233,639	\$3,330,648	\$3,430,568	\$3,533,485	\$3,639,489	\$3,748,674	\$20,916,504	
	<b>Total Capital Expenditures</b>		\$3,091,962	\$2,585,814	\$2,266,288	\$1,860,600	\$1,062,789	\$1,154,211	\$981,265	\$1,049,720	\$8,374,873	
	<b>Total Operating Expenditures</b>		\$2,013,754	\$2,013,754	\$2,136,426	\$2,211,387	\$2,272,366	\$2,318,292	\$2,396,302	\$2,437,727	\$13,772,500	
	<b>Debt Service</b>		\$344,431	\$344,431	\$344,431	\$344,431	\$344,431	\$344,431	\$344,431	\$344,431	\$2,066,586	
	<b>Ending Fund Balance</b>		\$2,725,155	\$2,474,402	\$1,280,993	\$738,405	\$589,324	\$403,555	\$414,766	\$426,079	\$426,079	
	<b>Minimum Working Capital</b>		\$353,728	\$353,728	\$372,129	\$383,373	\$392,520	\$399,408	\$411,110	\$417,324		
	<b>Variance above Minimum Working Capital</b>		\$2,371,427	\$2,120,674	\$908,865	\$355,033	\$196,805	\$4,146	\$3,656	\$8,755		
	<b>(*) Impact on Operating Budget</b>				\$89,097	\$121,964	\$138,678	\$136,227	\$163,052	\$150,304		

(\*) Includes Impact on Operating Budget from the Aurora Corridor Improvement project



# ***APPENDIX***



# Financial Policies

## I. [Financial Planning Policies](#)

## II. [General Budget Policies](#)

- A. No Operating Deficit
- B. Resources Greater than Estimates
- C. Budget Adoption Level
- D. Necessary to Implement City Council Goals Identified in Annual Workplan
- E. Public Safety Protection
- F. Degradation of Current Service Levels
- G. Investments that are Primarily funded by Additional Fees or Grants
- H. Investments that delay Future Cost Increases
- I. Investments that Forestall Adding Permanent Staff
- J. Commitments that can Reasonably be Maintained over the Long Term
- K. Overhead and Full Cost Allocation
- L. Maintenance of Quality Service Programs
- M. Distinguished Budget Presentation

## III. [Formulation and Approval of Budgets](#)

## IV. [Budget Adjustment and Amendment Process](#)

- A. Adjustment
- B. Amendment

## V. [Reserve and Contingency Fund Policies](#)

- A. General Policy
- B. Revenue Stabilization Fund
- C. General Fund Operating Reserves
- D. Equipment and Vehicle Replacement Reserves
- E. City Street Fund Reserve
- F. Surface Water Utility Fund Reserve

## VI. [Capital Improvement Program Plan Policies](#)

- A. Relationship of Long-Range Plans to the CIP
- B. Capital Improvement Plan Coordination Team
- C. Establishing CIP Priorities
- D. Types of Projects Included in the CIP
- E. Scoping and Costing Based on Predesign Study
- F. Required Project Features and Financial Responsibility
- G. Predictability of Project Timing, Cost and Scope
- H. CIP Maintenance and Operating Costs
- I. Local Improvement Districts (LID)
- J. Preserve Existing Capital Infrastructure Before Building New Facilities
- K. New Facilities Should be of High Quality, Low Maintenance, Least Cost
- L. Public Input at All Phases of Projects
- M. Basis for Project Appropriations
- N. Balanced CIP Plan
- O. Use of Debt in the CIP
- P. Finance Director's Authority to Borrow
- Q. CIP Plan Update and Amendment
- R. Formalization of Monetary Agreements
- S. Applicable Project Charges

## VII. [Debt Policy](#)

## I. FINANCIAL PLANNING POLICY

The City shall develop and maintain a 6-year financial forecast that estimates resource and expenditure behavior for the five years beyond the current budget period. This forecast will provide the City's decision makers with an indication of the long-term fiscal impact of current policy and budget decisions. This planning tool must recognize the effects of economic cycles on the demand for services and the City's resources. To this end, the forecast should differentiate between revenue associated with one-time economic activities and revenues derived as a result of base economic growth. City financial planning should ensure the delivery of needed services (many of which become more critical during economic downturns) by assuring adequate reliance on ongoing resources in order to support continued City services during economic downturns.

## II. GENERAL BUDGET POLICIES

These general budget policies are the basis on which staff develops budget recommendations and establishes funding priorities within the limited revenues the City has available to provide municipal services.

- A. No Operating Deficit: Current revenues will be sufficient to support current expenditures. Revenue estimates will be realistic and debt financing will not be used for current operating expenses.
- B. Resources Greater than Budget Estimates: Resources (fund balance) greater than budget estimates in any fund shall be considered "one-time" resources and shall not be used to fund ongoing service delivery programs.
- C. Budget Adoption Level: Budget adoption by the City Council shall be at fund level. Any changes in appropriations at fund level require City Council approval.
- D. Necessary to Implement City Council Goals Identified in Annual Workplan: The City Council identifies specific goals as part of its work-plan, and departmental budgets should include adequate resources to accomplish those goals in the expected timeframes.
- E. Public Safety Protection: Public safety is a top priority, and as such, unmet needs in this area should have a priority over other service areas.
- F. Degradation of Current Service Levels: When increased service demands are experienced over a sustained period of time, resources should be provided to prevent service level degradation below an acceptable level.
- G. Investments that are Primarily Funded by Additional Fees or Grants: Programs and investments that are funded through a dedicated revenue source (i.e., non-tax revenue), that meet the goals of the City Council, will receive priority consideration.
- H. Investments that Delay Future Cost Increases: When practical, resources should be allocated for selective preventative investments that can be made to avoid even larger costs in the future.
- I. Investments that Forestall Adding Permanent Staff: Recognizing that personnel related expenditures represent the largest portion of the City's budget, methods to increase efficiency and effectiveness of the delivery of City services through technology improvements should receive priority funding if it can forestall the addition of permanent staff.
- J. Commitments that can Reasonably be Maintained over the Long-Term: Funding for new programs and services in operating funds should be limited to the extent that they can be reasonably funded over the near-to-long-term given the current revenue stream.
- K. Overhead and Full Cost Allocation: Department budgets should be prepared in a manner to reflect the full cost of providing services.
- L. Maintenance of Quality Service Programs: The City of Shoreline will offer quality service programs. If expenditure reductions are necessary as a result of changing economic status, selective service elimination is preferable to poor or marginal quality programs that are caused by across the board cuts.

- M. Distinguished Budget Presentation: The City will seek to comply with the suggested criteria of the Government Finance Officers Association in producing a budget document that meets the Distinguished Budget Presentation program criteria as policy document, as an operations guide, as a financial plan, and as a communication device.

### III. FORMULATION AND APPROVAL OF BUDGETS

In accordance with RCW 35A.33, departments shall be requested by the Finance Director to prepare detailed estimates of revenues and expenditures for the next fiscal year by no later than the second Monday of September. Responses will be due by no later than the fourth Monday in September, and by no later than the first business day in October, the Finance Director will present to the City Manager a proposed preliminary budget setting forth the complete financial program, showing expenditures requested by each department and sources of revenue by which each program is proposed to be financed.

Although the schedule outlined above meets the requirements of the Revised Code of Washington, the Shoreline budget process usually follows an accelerated time schedule. The Finance Director typically requests departments to prepare their detailed estimates of revenues and expenditures for the next fiscal year in July, with those responses due in August.

By no later than the first Monday in October, the City Manager will provide the City Council with current information on estimates of revenues from all sources as adopted in the budget for the current year. The City complies with this requirement by providing the City Council with a quarterly report and a comprehensive overview of the City's current financial position at a summer Budget Retreat.

The administration will analyze program priorities and needs and recommend funding levels for each program in a proposed operating budget and six-year capital improvement program, which will be submitted to the Council by no later than 60 days prior to the end of the fiscal year. The City Manager typically presents the proposed budget to the City Council in late October.

As part of the budget document, a budget message will be prepared that contains the following:

- An explanation of the budget document.
- An outline of the recommended financial policies and programs of the City for the ensuing fiscal year.
- A statement of the relation of the recommended appropriation to such policies and programs.
- A statement of the reason for salient changes from the previous year in appropriation and revenue items.
- An explanation of any recommended major changes in financial policy.

The operating budget proposal for the general fund will include a financial plan that shows projected revenues and expenditures for at least the next five fiscal years. The financial plan will provide an explanation of the assumptions used in projecting future year expenditure and revenue levels, such as growth in tax revenues, inflation, cost of services, and other factors that may impact the financial condition of the City.

The operating budget will be classified and segregated according to a standard classification of accounts as prescribed by the State Auditor.

The Council will hold public hearings as required and approve operating and capital budgets prior to the end of the fiscal year in accordance with State law.

#### IV. BUDGET ADJUSTMENT & AMENDMENT PROCESSES

Under the provisions of State law and the City's operating procedures, the operating budget may be adjusted or amended in two different ways. Adjustment of the budget involves a reallocation of existing appropriations and does not change the budget "bottom line."

Amendment of the budget involves an addition to or reduction of existing appropriations.

##### A. Adjustment

The City departmental expenditures and program goals are monitored throughout the year. Certain departments may develop the need for additional expenditure authority to cover unanticipated costs that cannot be absorbed within the budget, while other departments may unexpectedly not require their full budget authorizations. The Finance Department reviews and analyzes all department and/or fund budgets to determine what adjustments are necessary and whether the adjustments can be made within existing appropriation limits and within the City Council and Departmental goals as provided in the budget. Necessary adjustments are then reviewed with the affected department and/or fund managers. When an adjustment is needed, the Finance staff will look first to savings within the department and then consider budget transfers between departments. The Finance Director, in conjunction with the Department Directors and the City Manager, reviews and decides if any specific budget reductions are needed. No City Council action is needed as State law allows budget adjustments to be done administratively and approved by the City Manager. As a matter of practice, staff will include any adjustments made between departments with the quarterly financial information provided to the City Council.

##### B. Amendment

Amending the City's budget occurs whenever the requested changes from departments and/or funds will cause the existing appropriation level for the fund to change. This situation generally occurs when the City Council authorizes additional appropriation. This is done by an ordinance that amends the original budget and states the sources of funding for the incremental appropriations.

#### V. RESERVE AND CONTINGENCY FUND POLICIES

Adequate fund balance and reserve levels are a necessary component of the City's overall financial management strategy and a key factor in external agencies' measurement of the City's financial strength.

Maintenance of fund balance for each accounting fund assures adequate resources for cash flow and to mitigate short-term effects of revenue shortages. Reserve funds are necessary to enable the City to deal with unforeseen emergencies or changes in condition.

##### A. General Policy

The City shall maintain reserves required by law, ordinance and/or bond covenants.

All expenditures drawn from reserve accounts shall require prior Council approval unless previously authorized by the City Council for expenditure within the City's annual budget.

If reserves and/or fund balances fall below required levels as set by this policy, the City shall include within its annual budget a plan to restore reserves and/or fund balance to the required levels.

All reserves will be presented in the City's annual budget.

B. Revenue Stabilization Fund  
The City will establish a Revenue Stabilization Fund and shall accumulate a reserve equal to thirty percent (30%) of annual economically sensitive revenues within the City's operating budget to cover revenue shortfalls resulting from unexpected economic changes or recessionary periods.

C. General Fund Operating Reserves  
The City shall maintain a General Fund Operating Reserve to provide for adequate cash flow, budget contingencies, and insurance reserves. The General Fund Operating Reserves will be determined as follows:

1. Cash Flow Reserve: The City shall maintain a cash flow reserve within the General Fund in an amount equal to \$3,000,000. This is approximately equal to 1.5 months of operating expenditures. The City will review annually the required cash flow reserve level that is necessary to meet the City's cash flow needs. If it is determined that \$3,000,000 is not adequate, the Finance Director shall propose an amendment to these policies.
2. Budget Contingency: The City shall maintain a budget contingency reserve within the General Fund equal to 2% of budgeted operating revenues.
3. Insurance Deductible Reserve: The City shall maintain an insurance reserve within the General Fund to be used for potential substantial events that cause damage to the City's fixed assets and/or infrastructure.

D. Equipment and Vehicle Replacement Reserves  
The City will maintain fully funded reserves for the replacement of vehicles, computer equipment, and equipment identified on the City's fixed asset listing. Contributions will be made through assessments to the using funds and maintained on a per asset basis.

E. City Street Fund Reserve  
The City shall maintain an operating reserve within the City's Street Fund an amount equal to 20% of annually budgeted operating revenues.

F. Surface Water Utility Fund Reserve  
The City shall maintain an operating reserve within the Surface Water Utility Fund an amount equal to no less than 20% of budgeted operating revenues.

## VI. CAPITAL IMPROVEMENT PROGRAM PLAN POLICIES

A number of important policy considerations are the basis for the Capital Improvement Program (CIP) Plan. These policies provide guidelines for all financial aspects of the CIP, and ultimately affect the project selection process.

A. Relationship of Long-Range Plans to the CIP  
The CIP will be updated annually as part of the City's budget process. The City Council may amend the CIP Plan at any time as required.

Virtually all of the projects included in the CIP are based upon formal long-range plans that have been adopted by the City Council. This ensures that the City's Capital Improvement Program, which is the embodiment of the recommendations of these individual planning studies, is responsive to the officially stated direction of the City Council as contained in the Comprehensive Plan, Council work goals, and supporting documents. Examples of these supporting documents: Pavement Management System Plan and the Parks and Open Space and Recreation Services Plan. There are exceptions, but they are relatively small when compared to the other major areas of expenditure noted above.

B. CIP Coordination Team

A CIP Coordination Team is a cross-departmental team which participates in the review and recommendation of the CIP program to the City Manager. The Team will review proposed capital projects in regards to accurate costing (design, capital, and operating), congruence with City objectives, and prioritize projects by a set of deterministic criteria. The Finance Director, or his/her designee, will serve as the lead for the team.

C. Establishing CIP Priorities

The City uses the following basic CIP project prioritization and selection process:

1. Each CIP program area establishes criteria to be used in the prioritization of specific projects submitted for funding. These specific criteria are developed by staff in conjunction with City Council priorities and input from citizens, associated City boards and commissions. The criteria is identified in the City's budget document. The City has divided its CIP projects into the following program areas: General Facilities & Parks Capital Projects, Roads Capital Projects, and Surface Water Capital Projects.
2. Designated personnel within City departments recommend project expenditure plans to the Finance Department. The project expenditure plans include all capital costs and any applicable maintenance and operation expenditures along with a recommended funding source.
3. The CIP Coordination Team evaluates the various CIP projects and selects those with the highest priority based on input from citizens, project stakeholders, appropriate advisory committees, and City Council goals.
4. A Preliminary CIP Plan is developed by the Finance Department and is recommended to the City Council by the City Manager.
5. The City Council reviews the Operating and Preliminary CIP Plan, holds a public hearing(s) on the plan, makes their desired alterations, and then officially adopts the CIP and establishes related appropriations as a part of the City's budget.
6. Within the available funding, the highest priority projects are then selected and funded in the CIP.

D. Types of Projects Included in the CIP Plan

The CIP Plan will display, to the maximum extent possible, all major capital projects in which the City is involved. It is difficult to define precisely what characteristics a project should have before it is included in the CIP Plan for the public's and City Council's review and approval. While the following criteria may be used as a general guide to distinguish among projects which should be included or excluded from the CIP Plan, there are always exceptions which require management's judgment. Therefore, the City Manager has the administrative authority to determine which projects should be included in the CIP Plan and which projects are more appropriately contained in the City's operating budget.

For purposes of the CIP Plan, a CIP project is generally defined to be any project that possesses all of the following characteristics:

1. Exceeds an estimated cost of \$10,000;
2. Involves totally new physical construction, reconstruction designed to gradually and systematically replace an existing system on a piecemeal basis, replacement of a major component of an existing facility, or acquisition of land or structures; and
3. Involves City funding in whole or in part, or involves no City funds but is the City's responsibility for implementing, such as a 100% grant-funded project or 100% Local Improvement District funded project.

4. Involves the skills and construction needs beyond those needed for a general repair and maintenance project.

These should be considered general guidelines. Any project in excess of \$25,000 meeting the criteria of (2), (3) and (4) above, or various miscellaneous improvements of a like nature whose cumulative total exceeds \$25,000 (i.e., street overlays) should be considered as part of the CIP process.

Program area managers are responsible for the cost estimates of their proposed programs, including future maintenance and operations costs related to the implementation of completed projects.

E. Scoping and Costing Based on Predesign Study

For some projects it is difficult to develop accurate project scopes, cost estimates, and schedules on which no preliminary engineering or community contact work has been done. To address this problem, some projects are initially proposed and funded only for preliminary engineering and planning work. This funding will not provide any monies to develop final plans, specifications, and estimates to purchase rights-of-way or to construct the projects. Future project costs are refined through the predesign study process.

- F. Required Project Features and Financial Responsibility: If a proposed project will cause a direct impact on other publicly-owned facilities, an equitable shared and funded cost plan must be coordinated between the affected program areas.

- G. Predictability of Project Timing, Cost and Scope: The predictability of timing and costs of projects is important to specific private developments, such as the provision of street improvements or the extension of major sewer lines or water supply, without which development could not occur. These projects generally involve significant financial contributions from such private development through developer extension agreements, LIDs, and other means. Once a project has been approved by the City Council in the CIP, project scheduling is a priority to maintain.

The City Council authorizes the City Manager to administratively approve the acceleration of project schedules so long as they can be accomplished within budgeted and any allowable contingency expenditures, with the understanding that all controversial issues will be brought before the City Council. All project additions or deletions must be approved by the City Council.

- H. CIP Maintenance and Operating Costs: CIP projects, as approved by the City Council, shall have a funding plan for maintenance and operating costs identified in the project description. These costs will be included in the City's long-term financial planning.

I. Local Improvement Districts (LID)

Examples of when future LIDs may be formed are as follows: 1) where old agreements exist, committing property owners to LID participation on future projects; 2) when a group of property owners wish to accelerate development of a certain improvement; 3) when a group of property owners desire a higher standard of improvement than the City's project contemplates; or 4) when a group of property owners request City assistance in LID formation to fund internal neighborhood transportation facilities improvements, which may or may not have City funding involved. If City funding is proposed by the project sponsors (property owners), they shall so request of the City Council (through the City Clerk) in writing before any LID promotion activity begins. The City Manager shall analyze such request and report his conclusions and recommendation to Council for their consideration. The Council shall by motion affirm or deny the recommendation. The

Council's affirmative motion to financially participate shall expire in 180 days, unless the project sponsors have submitted a sufficient LID petition by that time.

In the event that the request is for street resurfacing in advance of the City's normal street resurfacing cycle, the City's contribution, if any, will be determined based on a recommendation from the Public Work's Department and a financial analysis of the impact of completing the project prior to the City's original timeline.

On capital projects whose financing depends in part on an LID, interim financing will be issued to support the LID's portion of the project budget at the same time or in close proximity to the issuance of the construction contract. The amount of the interim financing shall be the current estimate of the final assessment roll as determined by the administering department.

In the event that the project is 100% LID funded, interim financing shall be issued either in phases (i.e., design phase and construction phase) or up front in the amount of the entire estimated final assessment roll, whichever means is estimated to provide the lowest overall cost to the project as determined by the Finance Department.

The City will recapture direct administrative costs incurred by the City for the LID project by including these in the preliminary and final assessment roles.

- J. Preserve Existing Capital Infrastructure Before Building New Facilities: It is the City's policy to ensure that adequate resources are allocated to preserve the City's existing infrastructure before targeting resources toward building new facilities that also have maintenance obligations. This policy addresses the need to protect the City's historical investment in capital facilities and to avoid embarking on a facility enhancement program which, together with the existing facilities, the City cannot afford to adequately maintain.
- K. New Facilities Should Be of High Quality, Low Maintenance, Least Cost: The intent of this policy is to guide the development and execution of the CIP Plan through an emphasis on lowest life-cycle cost. Projects should only be built if the necessary funding to operate them is provided. Also, priority is given to new facilities that have minimal ongoing maintenance costs so as to limit the impact upon both the CIP and the operating budget.
- L. Public Input at All Phases of Projects: The City makes a serious commitment to public involvement. The City's long-range plans are developed through an extensive citizen involvement program.
- M. Basis for Project Appropriations: During the City Council's CIP Plan review, the City Council will appropriate the full estimated project cost for all projects in the CIP Plan. Subsequent adjustments to appropriation levels for amendments to the CIP Plan may be made by the City Council at any time.
- N. Balanced CIP Plan: The CIP Plan is a balanced six-year plan. This means that for the entire six-year period, revenues will be equal to project expenditures in the plan. It is anticipated that the plan will have more expenditures than revenues in single years of the plan, but this imbalance will be corrected through the use of interim financing, if actually needed. Over the life of the six-year plan, however, all planned interim debt will be repaid and all plan expenditures, including interest costs on interim debt will be provided for with identified revenues. Any project funding plan, in which debt is not retired within the current six-year plan, must have specific City Council approval.
- O. Use of Debt in the CIP: The CIP is viewed as a long-term program that will continually address capital requirements far into the future. As such, the use of long-term debt

should be minimized, allowing the City to put money into actual projects that benefit Shoreline residents and businesses rather than into interest payments to financial institutions. There may be exceptions to this policy for extraordinary circumstances, where voted or non-voted long-term debt must be issued to achieve major City goals that otherwise could not be achieved, or would have to wait an unacceptably long time. Issuance of long-term debt must receive City Council authorization.

Staff monitors CIP cash flow regularly and utilizes fund balances to minimize the amount of borrowing required. Funds borrowed for cash flow purposes are limited to short-term obligations. Projected financing costs are included within a project in the administrative program area.

- P. Finance Director's Authority to Borrow: The Finance Director is authorized to initiate interim and long-term borrowing measures, as they become necessary, as identified in the CIP Plan and approved by the City Council.
- Q. CIP Plan Update and Amendment: The CIP Plan will be updated at least annually. The City Council may amend the CIP Plan at any time if a decision must be made and action must be taken before the next CIP review period. All project additions or deletions must be approved by the City Council.
- R. Formalization of Monetary Agreements: All agreements between the City and outside jurisdictions, where resources are exchanged shall be in writing specifying the financial terms of the agreement, the length of the agreement, and the timing of any required payments (i.e., Joint CIP projects where the City is the lead agency, grant funded projects, etc.). Formalization of these agreements will protect the City's interests. Program areas shall make every effort to promptly request any reimbursements that are due the City. Where revenues from outside jurisdictions are ongoing, these requests shall be made at least quarterly, unless alternative arrangements are approved by the City Manager or City Council.
- S. Applicable Project Charges: CIP projects should reflect all costs that can be clearly shown to be necessary and applicable. Staff charges to CIP projects will be limited to time spent actually working on those projects and shall include an overhead factor to cover the applicable portion of that person's operating cost.

## VII. DEBT POLICY

The Objectives of the City's Debt Management Policy are:

- A. To limit the use of debt so that debt service payments will be a predictable and manageable part of the operating budget.
- B. To raise capital at the lowest cost, consistent with the need to borrow. This will be accomplished by:
  - 1. Keeping a high credit rating (while making attempts to strengthen credit rating).
  - 2. Maintaining a good reputation in the credit markets by adjusting the capital program for regular entry to the bond market and by managing the annual budget responsibly.
  - 3. Institute and maintain procedures that ensure full and timely repayment of City obligations.

### General Debt Policies

Before issuing any debt, the City will consider the impacts of such debt on the operating budget, the effect on the City's credit rating, the debt capacity remaining under constitutional and statutory limitations, the most cost-effective term, structure, and type of debt, and the impact on taxpayers.

Disclosure statements will be used to keep taxpayers and investors informed of the City's financial position. These include printed copies of:

- A. Annual reports
- B. Operating budget and Capital Facilities Plan
- C. Official Statements

Debt issues will be sold on a competitive basis (except when conditions make a negotiated sale preferable) and awarded to the bidder who produces the lowest true interest cost.

Debt issues may be sold on a negotiated basis if the issue is unusually large or small, the project is complex, the issue is a refunding, flexibility is desired in the structure, the market is volatile, or other conditions make it in the City's best interest to conduct a negotiated sale.

Long Term Debt: Long term debt will be used to maintain and develop the municipal infrastructure when the economic life of a fixed asset exceeds five years.

Revenue bonds will generally be used for projects which are financially self-sustaining.

General Obligation bonds can be used to finance public works projects which benefit the community and where there are sufficient dedicated revenues to amortize the debt.

General Obligation pledges can be used to back self-sustaining projects financed through revenue bonds when costs can be reduced and the municipal credit rating is not put in jeopardy by this action.

The City may rely on a local improvement district program for certain local or neighborhood street improvements.

The City will use interfund borrowing where such borrowing is cost effective to both the borrowing and the lending fund. Such borrowing shall implement Council directed policy in a simplified manner, such as borrowing associated with interim financing for local improvement district projects.

City of Shoreline  
 Range Placement Table  
 2.5% Between Ranges; 4% Between Steps

Salary Table 01 - EXEMPT

Mkt Adj 1.00%  
 Effective Jan 1, 2012

Range	Title	Salary	Min					Max Step 6
			Step 1	Step 2	Step 3	Step 4	Step 5	
1		Annual	19,085	19,848	20,642	21,468	22,326	23,220
2		Annual	19,588	20,372	21,187	22,034	22,916	23,832
3		Annual	20,036	20,838	21,671	22,538	23,439	24,377
4		Annual	20,540	21,361	22,216	23,105	24,029	24,990
5		Annual	21,072	21,914	22,791	23,703	24,651	25,637
6		Annual	21,603	22,467	23,366	24,301	25,273	26,284
7		Annual	22,163	23,049	23,971	24,930	25,927	26,965
8		Annual	22,723	23,632	24,577	25,560	26,582	27,646
9		Annual	23,254	24,184	25,152	26,158	27,204	28,292
10		Annual	23,870	24,825	25,818	26,850	27,924	29,041
11		Annual	24,430	25,407	26,423	27,480	28,579	29,722
12		Annual	25,045	26,047	27,089	28,172	29,299	30,471
13		Annual	25,689	26,716	27,785	28,896	30,052	31,254
14		Annual	26,332	27,386	28,481	29,620	30,805	32,037
15		Annual	26,976	28,055	29,177	30,344	31,558	32,821
16		Annual	27,676	28,783	29,934	31,131	32,377	33,672
17		Annual	28,375	29,510	30,691	31,918	33,195	34,523
18		Annual	29,047	30,209	31,417	32,674	33,981	35,340
19		Annual	29,774	30,965	32,204	33,492	34,832	36,225
20		Annual	30,530	31,751	33,021	34,342	35,716	37,144
21		Annual	31,286	32,537	33,838	35,192	36,600	38,064
22		Annual	32,097	33,381	34,716	36,105	37,549	39,051
23		Annual	32,881	34,196	35,564	36,986	38,466	40,004
24		Annual	33,720	35,069	36,472	37,931	39,448	41,026
25		Annual	34,532	35,913	37,349	38,843	40,397	42,013
26		Annual	35,399	36,815	38,288	39,819	41,412	43,068
27		Annual	36,295	37,746	39,256	40,826	42,460	44,158
28		Annual	37,218	38,707	40,255	41,865	43,540	45,281
29		Annual	38,142	39,667	41,254	42,904	44,620	46,405
30		Annual	39,093	40,657	42,283	43,974	45,733	47,563
31		Annual	40,072	41,675	43,342	45,076	46,879	48,754

City of Shoreline  
 Range Placement Table  
 2.5% Between Ranges; 4% Between Steps

Salary Table 01 - EXEMPT

Mkt Adj 1.00%  
 Effective Jan 1, 2012

Range	Title	Salary	Min Step 1	Step 2	Step 3	Step 4	Step 5	Max Step 6
32		Annual	41,080	42,723	44,432	46,209	48,058	49,980
33		Annual	42,115	43,800	45,552	47,374	49,269	51,240
34		Annual	43,151	44,877	46,672	48,539	50,480	52,499
35		Annual	44,214	45,982	47,822	49,735	51,724	53,793
36		Annual	45,361	47,176	49,063	51,025	53,066	55,189
37		Annual	46,453	48,311	50,243	52,253	54,343	56,517
38		Annual	47,600	49,504	51,484	53,543	55,685	57,913
39		Annual	48,803	50,755	52,786	54,897	57,093	59,377
40		Annual	50,034	52,036	54,117	56,282	58,533	60,875
41		Annual	51,294	53,345	55,479	57,698	60,006	62,407
42		Annual	52,581	54,684	56,872	59,146	61,512	63,973
43	Assistant Planner	Annual	53,896	56,052	58,294	60,626	63,051	65,573
44		Annual	55,239	57,449	59,747	62,137	64,622	67,207
45	Executive Assistant to the City Manager	Annual	56,611	58,875	61,230	63,679	66,226	68,875
46	Budget Analyst Management Analyst Staff Accountant Recreation Coordinator I	Annual	58,010	60,330	62,743	65,253	67,863	70,578
47	Associate Planner	Annual	59,521	61,902	64,378	66,953	69,631	72,416
48	Purchasing Officer	Annual	60,976	63,415	65,952	68,590	71,333	74,187
49	Neighborhoods Coordinator Emergency Management Coordinator Parks & Rec Project Coordinator	Annual	62,515	65,016	67,616	70,321	73,134	76,059
50	Grants Coordinator Senior Accountant Recreation Coordinator II CMO Management Analyst Senior Human Resources Analyst Budget/Financial Systems Analyst	Annual	64,054	66,616	69,281	72,052	74,934	77,932
51	Web Developer Senior Planner	Annual	65,649	68,275	71,006	73,847	76,800	79,872
52	Customer Response Team Supervisor Fleet, Facilities & Prop Mgt Supv Development Review Engineer I Construction Inspection Supervisor	Annual	67,328	70,021	72,822	75,735	78,765	81,915
53	Network Administrator	Annual	69,007	71,768	74,638	77,624	80,729	83,958
54	PW Maintenance Supervisor	Annual	70,714	73,543	76,485	79,544	82,726	86,035

**City of Shoreline**  
**Range Placement Table**  
**2.5% Between Ranges; 4% Between Steps**

**Salary Table 01 - EXEMPT**

Mkt Adj 1.00%  
 Effective Jan 1, 2012

Range	Title	Salary	Min					Max
			Step 1	Step 2	Step 3	Step 4	Step 5	
55	Capital Projects Manager I GIS Specialist City Clerk	Annual	72,477	75,376	78,391	81,527	84,788	88,180
56	Associate Traffic Engineer	Annual	74,324	77,297	80,389	83,605	86,949	90,427
57	Database Administrator	Annual	76,171	79,218	82,387	85,682	89,109	92,674
58		Annual	78,074	81,197	84,445	87,823	91,335	94,989
59	Recreation Superintendent Economic Development Program Mgr Finance Manager Capital Projects Manager II Community Services Manager Intergovernmental Prog Manager Development Review Engineer II Permit Services Manager Parks Superintendent	Annual	80,033	83,234	86,563	90,026	93,627	97,372
60		Annual	82,020	85,300	88,712	92,261	95,951	99,789
61	Building Official	Annual	84,090	87,454	90,952	94,590	98,374	102,309
62	Assistant City Attorney Assistant Director PADS	Annual	86,189	89,637	93,222	96,951	100,829	104,862
63	Traffic Engineer SW & Environmental Svcs Manager	Annual	88,316	91,849	95,522	99,343	103,317	107,450
64		Annual	90,555	94,177	97,944	101,862	105,936	110,174
65	Capital Project Administrator Transportation Svcs Division Mgr Engineering Supervisor	Annual	92,793	96,505	100,365	104,380	108,555	112,897
66	Information Systems Manager	Annual	95,116	98,921	102,877	106,992	111,272	115,723
67		Annual	97,522	101,423	105,480	109,700	114,088	118,651
68		Annual	99,929	103,926	108,083	112,407	116,903	121,579
69	Public Works Operations Manager	Annual	102,448	106,545	110,807	115,240	119,849	124,643
70	Human Resources Director	Annual	104,994	109,194	113,562	118,104	122,828	127,741
71	City Engineer	Annual	107,625	111,930	116,407	121,063	125,905	130,942
72		Annual	110,339	114,752	119,343	124,116	129,081	134,244
73		Annual	113,081	117,605	122,309	127,201	132,289	137,581
74	Assistant City Manager Administrative Services Director Parks, Rec & Cultural Svcs Director Planning & Dev Services Director Public Works Director City Attorney	Annual	115,908	120,544	125,366	130,380	135,596	141,019
75		Annual	118,818	123,571	128,513	133,654	139,000	144,560

City of Shoreline  
 Range Placement Table  
 2.5% Between Ranges; 4% Between Steps

Salary Table 02 - NON-EXEMPT

Mkt Adj. 1.00%  
 Effective Jan 1, 2012

Range	Title	Hourly Rate	Min Step 1	Step 2	Step 3	Step 4	Step 5	Max Step 6
1		Hourly	9.18	9.54	9.92	10.32	10.73	11.16
2		Hourly	9.42	9.79	10.19	10.59	11.02	11.46
3		Hourly	9.63	10.02	10.42	10.84	11.27	11.72
4		Hourly	9.87	10.27	10.68	11.11	11.55	12.01
5		Hourly	10.13	10.54	10.96	11.40	11.85	12.33
6		Hourly	10.39	10.80	11.23	11.68	12.15	12.64
7		Hourly	10.66	11.08	11.52	11.99	12.47	12.96
8		Hourly	10.92	11.36	11.82	12.29	12.78	13.29
9		Hourly	11.18	11.63	12.09	12.58	13.08	13.60
10		Hourly	11.48	11.93	12.41	12.91	13.43	13.96
11		Hourly	11.74	12.21	12.70	13.21	13.74	14.29
12		Hourly	12.04	12.52	13.02	13.54	14.09	14.65
13		Hourly	12.35	12.84	13.36	13.89	14.45	15.03
14		Hourly	12.66	13.17	13.69	14.24	14.81	15.40
15	Lifeguard/Instructor II	Hourly	12.97	13.49	14.03	14.59	15.17	15.78
16		Hourly	13.31	13.84	14.39	14.97	15.57	16.19
17		Hourly	13.64	14.19	14.76	15.35	15.96	16.60
18		Hourly	13.96	14.52	15.10	15.71	16.34	16.99
19		Hourly	14.31	14.89	15.48	16.10	16.75	17.42
20		Hourly	14.68	15.26	15.88	16.51	17.17	17.86
21		Hourly	15.04	15.64	16.27	16.92	17.60	18.30
22		Hourly	15.43	16.05	16.69	17.36	18.05	18.77
23		Hourly	15.81	16.44	17.10	17.78	18.49	19.23
24	Senior Lifeguard	Hourly	16.21	16.86	17.53	18.24	18.97	19.72
25		Hourly	16.60	17.27	17.96	18.67	19.42	20.20
26		Hourly	17.02	17.70	18.41	19.14	19.91	20.71
27		Hourly	17.45	18.15	18.87	19.63	20.41	21.23
28		Hourly	17.89	18.61	19.35	20.13	20.93	21.77
29		Hourly	18.34	19.07	19.83	20.63	21.45	22.31
30		Hourly	18.79	19.55	20.33	21.14	21.99	22.87
31	Teen Program Assistant Administrative Assistant I Recreation Assistant I	Hourly	19.27	20.04	20.84	21.67	22.54	23.44

City of Shoreline  
Range Placement Table  
2.5% Between Ranges; 4% Between Steps

Salary Table 02 - NON-EXEMPT

Mkt Adj. 1.00%  
Effective Jan 1, 2012

Range	Title	Hourly Rate	Min Step 1	Step 2	Step 3	Step 4	Step 5	Max Step 6
32	Public Works Maintenance Worker I Parks Maintenance Worker I	Hourly	19.75	20.54	21.36	22.22	23.10	24.03
33		Hourly	20.25	21.06	21.90	22.78	23.69	24.63
34		Hourly	20.75	21.58	22.44	23.34	24.27	25.24
35	Finance Technician Administrative Assistant II Recreation Assistant II Facilities Maintenance Worker I	Hourly	21.26	22.11	22.99	23.91	24.87	25.86
36		Hourly	21.81	22.68	23.59	24.53	25.51	26.53
37	Parks Maintenance Worker II Public Works Maintenance Worker II Accounts Payable/Payroll Technician Capital Projects Technician Legal Assistant Communication Assistant Animal Control Officer	Hourly	22.33	23.23	24.16	25.12	26.13	27.17
38	Technical Assistant	Hourly	22.88	23.80	24.75	25.74	26.77	27.84
39	Environmental Programs Assistant Facilities Maintenance Worker II Payroll Officer Administrative Assistant III Recreation and Class Prog Assistant Records Coordinator Recreation Assistant III	Hourly	23.46	24.40	25.38	26.39	27.45	28.55
40	Engineering Technician	Hourly	24.06	25.02	26.02	27.06	28.14	29.27
41	Surface Water Quality Specialist	Hourly	24.66	25.65	26.67	27.74	28.85	30.00
42	Deputy City Clerk Sr. Public Works Maintenance Worker Senior Parks Maintenance Worker	Hourly	25.28	26.29	27.34	28.44	29.57	30.76
43	Environmental Educator Right-of-Way Inspector CRT Representative	Hourly	25.91	26.95	28.03	29.15	30.31	31.53
44	Plans Examiner I Senior Engineer Technician	Hourly	26.56	27.62	28.72	29.87	31.07	32.31
45								
46	Recreation Coordinator I Code Enforcement Officer Computer Network Specialist	Hourly	27.89	29.00	30.17	31.37	32.63	33.93
47	Associate Planner	Hourly	28.62	29.76	30.95	32.19	33.48	34.82
48	Plans Examiner II Combination Inspector	Hourly	29.32	30.49	31.71	32.98	34.29	35.67
49		Hourly	30.06	31.26	32.51	33.81	35.16	36.57
50		Hourly	30.80	32.03	33.31	34.64	36.03	37.47

City of Shoreline  
 Range Placement Table  
 2.5% Between Ranges; 4% Between Steps

Salary Table 02 - NON-EXEMPT

Mkt Adj. 1.00%  
 Effective Jan 1, 2012

Range	Title	Hourly Rate	Min Step 1	Step 2	Step 3	Step 4	Step 5	Max Step 6
51	Plans Examiner III	Hourly	31.56	32.82	34.14	35.50	36.92	38.40
52		Hourly	32.37	33.66	35.01	36.41	37.87	39.38
53		Hourly	33.18	34.50	35.88	37.32	38.81	40.36
54		Hourly	34.00	35.36	36.77	38.24	39.77	41.36
55		Hourly	34.84	36.24	37.69	39.20	40.76	42.39
56		Hourly	35.73	37.16	38.65	40.19	41.80	43.47
57		Hourly	36.62	38.09	39.61	41.19	42.84	44.55
58		Hourly	37.54	39.04	40.60	42.22	43.91	45.67
59		Hourly	38.48	40.02	41.62	43.28	45.01	46.81
60		Hourly	39.43	41.01	42.65	44.36	46.13	47.98
61		Hourly	40.43	42.05	43.73	45.48	47.30	49.19
62		Hourly	41.44	43.09	44.82	46.61	48.48	50.41
63		Hourly	42.46	44.16	45.92	47.76	49.67	51.66
64		Hourly	43.54	45.28	47.09	48.97	50.93	52.97
65		Hourly	44.61	46.40	48.25	50.18	52.19	54.28
66		Hourly	45.73	47.56	49.46	51.44	53.50	55.64
67		Hourly	46.89	48.76	50.71	52.74	54.85	57.04
68		Hourly	48.04	49.96	51.96	54.04	56.20	58.45
69		Hourly	49.25	51.22	53.27	55.40	57.62	59.92
70		Hourly	50.48	52.50	54.60	56.78	59.05	61.41
71		Hourly	51.74	53.81	55.96	58.20	60.53	62.95
72		Hourly	53.05	55.17	57.38	59.67	62.06	64.54
73		Hourly	54.37	56.54	58.80	61.15	63.60	66.14
74		Hourly	55.72	57.95	60.27	62.68	65.19	67.80
75		Hourly	57.12	59.41	61.79	64.26	66.83	69.50

**City of Shoreline Planning and Community Development  
Fee Schedule (Page 1 of 6)**

Type of Permit Application	2011 Fee Schedule	2012 Proposed Fee Schedule
	Fee Based on \$145 Per Hour	Fee Based on \$149.50 Per Hour
<b>Building</b>		
<b>BUILDING PERMIT</b>		
Valuation (The Total Valuation is the "Building permit valuations" as delineated in section R108.3 of the International Residential Code and section 108.3 of the International Building Code.		
\$1.00-\$500	NA	NA
\$501.00-\$2,000	NA	NA
\$0 - <del>\$2,000</del> -\$7,000	1 hour minimum (\$145 per hour)	1 hour minimum (\$149.50 per hour)
<del>\$2,001</del> \$7,001 - \$25,000	\$69.25 for the first \$2,000, + \$14.00 for each additional \$1,000.00 or fraction thereof, to and including \$25,000.00 (1 hour minimum).	\$69.25 for the first \$2,000.00 + \$14.00 for each additional \$1,000.00, or fraction thereof, to and including \$25,000.00 (1 hour minimum)
\$25,001 - \$50,000	\$391.25 for the first \$25,000.00 + \$10.10 for each additional \$1,000.00, or fraction thereof, to and including \$50,000.00.	\$391.25 for the first \$25,000.00 + \$10.10 for each additional \$1,000.00, or fraction thereof, to and including \$50,000.00.
\$50,001 - \$100,000	\$643.75 for the first \$50,000.00 + \$7.00 for each additional \$1,000.00, or fraction thereof, to and including \$100,000.00.	\$643.75 for the first \$50,000.00 + \$7.00 for each additional \$1,000.00, or fraction thereof, to and including \$100,000.00.
\$100,001 - \$500,000	\$993.75 for the first \$100,000.00 + \$5.60 for each additional \$1,000.00, or fraction thereof, to and including \$500,000.00.	\$993.75 for the first \$100,000.00 + \$5.60 for each additional \$1,000.00, or fraction thereof, to and including \$500,000.00.
\$500,001 - \$1,000,000	\$3,233.75 for the first \$500,000.00 + \$4.75 for each additional \$1,000.00, or fraction thereof, to and including \$1,000,000.00.	\$3,233.75 for the first \$500,000.00 + \$4.75 for each additional \$1,000.00, or fraction thereof, to and including \$1,000,000.00.
\$1,000,001 +	\$5,608.75 for the first \$1,000,000 + \$3.15 for each additional \$1,000.00, or fraction thereof.	\$5,608.75 for the first \$1,000,000.00 + \$3.15 for each additional \$1,000.00, or fraction thereof.
Building/Structure Plan Review	65% of the building permit fee	65% of the building permit fee
Civil Plan Review, Commercial (if applicable)	Hourly rate, 5 Hour Minimum \$725	Hourly rate, 5 Hour Minimum \$747.50
Civil Plan Review, Residential (if applicable)	Hourly rate, 3 Hour Minimum \$435	Hourly rate, 3 Hour Minimum \$448.50
<b>ELECTRICAL</b>		
Electrical Permit	Permit fee described in WAC 296-46B-905, plus a 20% administrative fee	Permit fee described in WAC 296-46B-905, plus a 20% administrative fee

**City of Shoreline Planning and Community Development  
Fee Schedule (Page 2 of 6)**

Type of Permit Application	2011 Fee Schedule	2012 Proposed Fee Schedule
	Fee Based on \$145 Per Hour	Fee Based on \$149.50 Per Hour
<b>FIRE</b>		
<b>Automatic Fire Alarm System:</b>		
Existing System		
New or relocated devices up to 5	Hourly rate, 1-hour minimum \$145	Hourly rate, 1-hour minimum \$149.50
New or relocated devices 6 up to 12	Hourly rate, 3-hour minimum \$435	Hourly rate, 3-hour minimum \$448.50
Each additional new or relocated device over 12	\$6 per device	\$6.25 per device
New System	Hourly rate, 4-hour minimum \$580	Hourly rate, 4-hour minimum \$598
Each additional new or relocated device over 30	\$6 per device	\$6.25 per device
<b>Fire Extinguishing Systems:</b>		
<b>Commercial Cooking Hoods</b>		
1 to 12 flow points	Hourly rate, 3-hour minimum \$435	Hourly rate, 3-hour minimum \$448.50
More than 12	Hourly rate, 4-hour minimum \$580	Hourly rate, 4-hour minimum \$598
Other Fixed System Locations	Hourly rate, 4-hour minimum \$580	Hourly rate, 4-hour minimum \$598
<b>Fire Pumps:</b>		
<b>Commercial Systems</b>	Hourly rate, 4-hour minimum \$580	Hourly rate, 4-hour minimum \$598
<b>Commercial Flammable/Combustible Liquids:</b>		
<b>Aboveground Tank Installations</b>		
First tank	Hourly rate, 2-hour minimum \$290	Hourly rate, 2-hour minimum \$299
Additional	Hourly rate, 1-hour minimum \$145	Hourly rate, 1-hour minimum \$149.50
<b>Underground Tank Installations</b>		
First tank	Hourly rate, 2-hour minimum \$290	Hourly rate, 2-hour minimum \$299
Additional	Hourly rate, 1-hour minimum \$145	Hourly rate, 1-hour minimum \$149.50
Underground Tank Piping (with new tank)	Hourly rate, 2-hour minimum \$290	Hourly rate, 2-hour minimum \$299
Underground Tank Piping Only (vapor)	Hourly rate, 3-hour minimum \$435	Hourly rate, 3-hour minimum \$448.50
<b>Underground Tank Removal</b>		
First tank	Hourly rate, 2-hour minimum \$290	Hourly rate, 2-hour minimum \$299
Additional tank		
Additional Tank	Hourly rate, 0.5 Hours \$72.50 per additional tank	Hourly rate, 0.5 Hours \$74.75 per additional tank
<b>Compressed Gas Systems (exception: medical gas systems require a</b>		
Excess of quantities in IFC Table 105.6.9	Hourly rate, 2-hour minimum \$290	Hourly rate, 2-hour minimum \$299
<b>High-Piled Storage:</b>		
<b>Class I – IV Commodities:</b>		
501 – 2,500 square feet	Hourly rate, 2-hour minimum \$290	Hourly rate, 2-hour minimum \$299
2,501 – 12,000 square feet	Hourly rate, 3-hour minimum \$435	Hourly rate, 3-hour minimum \$448.50
Over 12,000 square feet	Hourly rate, 4-hour minimum \$580	Hourly rate, 4-hour minimum \$598
<b>High Hazard Commodities:</b>		
501 – 2,500 square feet	Hourly rate, 3-hour minimum \$435	Hourly rate, 3-hour minimum \$448.50
Over 2,501 square feet	Hourly rate, 5-hour minimum \$725	Hourly rate, 5-hour minimum \$747.50

**City of Shoreline Planning and Community Development  
Fee Schedule (Page 3 of 6)**

Type of Permit Application	2011 Fee Schedule	2012 Proposed Fee Schedule
	Fee Based on \$145 Per Hour	Fee Based on \$149.50 Per Hour
<b>Underground Fire Mains and Hydrants</b>	Hourly rate, 3-hour minimum (\$435)	Hourly rate, 3-hour minimum (\$448.50)
<b>Industrial Ovens:</b>		
Class A or B Furnaces	Hourly rate, 2-hour minimum \$290	Hourly rate, 2-hour minimum \$299
Class C or D Furnaces	Hourly rate, 4-hour minimum \$580	Hourly rate, 4-hour minimum \$598
<b>LPG (Propane) Tanks:</b>		
Commercial, less than 500-Gallon Capacity	Hourly rate, 2-hour minimum \$290	Hourly rate, 2-hour minimum \$299
Commercial, 500-Gallon+ Capacity	Hourly rate, 3-hour minimum \$435	Hourly rate, 3-hour minimum \$448.50
Commercial, Temporary	Hourly rate, 1-hour minimum \$145	Hourly rate, 1-hour minimum \$149.50
Residential 0 – 500-Gallon Capacity	Hourly rate, 1-hour minimum \$145	Hourly rate, 1-hour minimum \$149.50
Spray Booth	Hourly rate, 4-hour minimum \$580	Hourly rate, 4-hour minimum \$598
<b>Sprinkler Systems (each riser):</b>		
New Systems	Hourly rate, 5-hour minimum \$725, plus \$3.00 per head	Hourly rate, 5-hour minimum \$747.50, plus \$3.00 per head
Existing Systems		
1 – 10 heads	Hourly rate, 3-hour minimum \$435	Hourly rate, 3-hour minimum \$448.50
11 – 20 heads	Hourly rate, 4-hour minimum \$580	Hourly rate, 4-hour minimum \$598
More than 20 heads	Hourly rate, 5-hour minimum \$725, plus \$3.00 per head	Hourly rate, 5-hour minimum \$747.50, plus \$3.00 per head
Residential (R-3) 13-D System		
1 – 30 heads	Hourly rate, 3-hour minimum \$435	Hourly rate, 3-hour minimum \$448.50
More than 30 heads	Hourly rate, 3-hour minimum \$435, plus \$3.00 per head	Hourly rate, 3-hour minimum \$448.50, plus \$3.00 per head
<b>Voluntary 13-D Systems in residencies when not otherwise required</b>	Hourly rate, 1-hour minimum \$145	Hourly rate, 1-hour minimum \$149.50
<b>Standpipe Systems</b>	Hourly rate, 4-hour minimum \$580	Hourly rate, 4-hour minimum \$598
<b>Temporary Tents and Canopies</b>	Hourly rate, 1-hour minimum \$145	Hourly rate, 1-hour minimum \$149.50
<b>MECHANICAL</b>		
Residential Mechanical System	Hourly rate, 1-hour minimum (\$145) (including 4 pieces of equipment), \$11.00 per piece of equipment over 4	Hourly rate, 1-hour minimum (\$149.50) (including 4 pieces of equipment), \$11.25 per piece of equipment over 4
Commercial Mechanical System	Hourly rate, 3-hour minimum (\$435) (including 4 pieces of equipment), \$11.00 per piece of equipment over 4	Hourly rate, 3-hour minimum (\$448.50) (including 4 pieces of equipment), \$11.25 per piece of equipment over 4
All Other Mechanical (Residential and Commercial)	Hourly rate, 1-hour minimum \$145	Hourly rate, 1-hour minimum \$149.50

**City of Shoreline Planning and Community Development  
Fee Schedule (Page 4 of 6)**

Type of Permit Application	2011 Fee Schedule	2012 Proposed Fee Schedule
	Fee Based on \$145 Per Hour	Fee Based on \$149.50 Per Hour
<b>PLUMBING</b>		
Plumbing System	Hourly rate, 1-hour minimum (\$145) (including 4 fixtures), \$11.00 per fixture over 4	Hourly rate, 1-hour minimum (\$149.50) (including 4 fixtures), \$11.25 per fixture over 4
Gas Piping System standalone permit	Hourly rate, 1-hour minimum (\$145) (including 4 outlets), \$11.00 per outlet over 4	Hourly rate, 1-hour minimum (\$149.50) (including 4 outlets), \$11.25 per outlet over 4
Gas Piping as part of a plumbing or mechanical permit	\$11 per outlet (when included in outlet count)	\$11.25 per outlet (when included in outlet count)
Backflow Prevention Device - standalone permit	Hourly rate, 1-hour minimum \$145) (including 4 devices), \$11.00 per device over 4	Hourly rate, 1-hour minimum \$149.50) (including 4 devices), \$11.25 per device over 4
Backflow Prevention Device as part of a plumbing systems permit	\$11.00 per device (when included in outlet count)	\$11.25 per device (when included in outlet count)
<b>Environmental Review</b>		
Environmental Checklist (SEPA):		
Single-Family	Hourly rate, 10-hour minimum \$1,450	Hourly rate, 10-hour minimum \$1,495
Multifamily/Commercial	Hourly rate, 15-hour minimum \$2,175	Hourly rate, 15-hour minimum \$2,242.50
Environmental Impact Statement Review	Hourly rate, 35-hour minimum \$5,075	Hourly rate, 35-hour minimum \$5,232.50
<b>LAND USE</b>		
Accessory Dwelling Unit	Hourly rate, 1-hour minimum \$145	Hourly rate, 1-hour minimum \$149.50
<u>Administrative Design Review</u>		<u>Hourly rate, 3-hour minimum \$448.50</u>
Adult Family Home	Hourly rate, 2-1/2-hour minimum \$362.50	Hourly rate, 2-1/2-hour minimum \$373.75
Comprehensive Plan Amendment – Site Specific	Hourly rate, 60-hour minimum (\$8,700), plus public hearing (\$2,225)	Hourly rate, 60-hour minimum (\$8,970), plus public hearing (\$2,295)
Conditional Use Permit (CUP)	Hourly rate, 30-hour minimum \$4,350	Hourly rate, 30-hour minimum \$4,485
Critical Areas Reasonable Use Permit (CARUP)	Hourly rate, 60-hour minimum (\$8,700), plus public hearing (\$2,225)	Hourly rate, 60-hour minimum (\$8,970), plus public hearing (\$2,295)
Critical Areas Special Use Permit (CASUP)	Hourly rate, 60 hour minimum (\$8,700), plus public hearing (\$2,225)	Hourly rate, 60 hour minimum (\$8,970), plus public hearing (\$2,295)
Historic Landmark Review	Hourly rate, 1-hour minimum \$145	Hourly rate, 1-hour minimum \$149.50
Home Occupation, Bed and Breakfast, Boarding House	Hourly rate, 1-hour minimum \$145	Hourly rate, 1-hour minimum \$149.50
Interpretation of Development Code	Hourly rate, 1-hour minimum \$145	Hourly rate, 1-hour minimum \$149.50
Master Plan	Hourly rate, 60-hour minimum (\$8,700), plus public hearing (\$2,225)	Hourly rate, 60-hour minimum (\$8,970), plus public hearing (\$2,295)
Planned Action Determination	Hourly rate, 1-hour minimum \$145	Hourly rate, 1-hour minimum \$149.50
Rezone	Hourly rate, 60-hour minimum (\$8,700), plus public hearing (\$2,225)	Hourly rate, 60-hour minimum (\$8,970), plus public hearing (\$2,295)
SCTF Special Use Permit (SUP)	Hourly rate, 60-hour minimum (\$8,700), plus public hearing (\$2,225)	Hourly rate, 60-hour minimum (\$8,970), plus public hearing (\$2,295)
Sign Permit	Hourly rate, 2-hour minimum \$290	Hourly rate, 2-hour minimum \$299
Special Use Permit	Hourly rate, 60-hour minimum (\$8,700), plus public hearing (\$2,225)	Hourly rate, 60-hour minimum (\$8,970), plus public hearing (\$2,295)
Street Vacation	Hourly rate, 60-hour minimum (\$8,700), plus public hearing if required (\$2,225)	Hourly rate, 60-hour minimum (\$8,970), plus public hearing if required (\$2,295)
Temporary Use Permit (TUP)	Hourly rate, 2-hour minimum \$290	Hourly rate, 2-hour minimum \$299
Variance - Engineering Standards	Hourly rate, 3-hour minimum \$435	Hourly rate, 3-hour minimum \$448.50
Variances - Zoning	Hourly rate, 30-hour minimum \$4,350	Hourly rate, 30-hour minimum \$4,485

**City of Shoreline Planning and Community Development  
Fee Schedule (Page 5 of 6)**

Type of Permit Application	2011 Fee Schedule	2012 Proposed Fee Schedule
	Fee Based on \$145 Per Hour	Fee Based on \$149.50 Per Hour
<b>MISCELLANEOUS FEES</b>		
Critical area field signs	\$6 per sign	\$6.25 per sign
Permit Fee for Work Commenced Without a Permit	Twice the Applicable Permit Fee	Twice the Applicable Permit Fee
Expedited Review – Building or Site Development Permits	Twice the applicable plan review fee(s)	Twice the applicable plan review fee(s)
All Other Fees Per Hour	Hourly rate, 1-hour minimum \$145	Hourly rate, 1-hour minimum \$149.50
Multiple Family Tax Exemption Application Fee	Hourly rate, 3-hour minimum for processing land use permits plus current King County Assessors fee for administering the Multiple Family Tax Exemption program	Hourly rate, 3-hour minimum for processing land use permits plus current King County Assessors fee for administering the Multiple Family Tax Exemption program
Extension of the Conditional Certificate for the Multiple Family Tax Exemption Application Fee	\$145	\$149.50
<b>RIGHT-OF-WAY</b>		
Right-of-Way Use	Hourly rate, 1-hour minimum \$145	Hourly rate, 1-hour minimum \$149.50
Right-of-Way Site	Hourly rate, 2-hour minimum \$290	Hourly rate, 2-hour minimum \$299
<b>SHORELINE SUBSTANTIAL DEVELOPMENT</b>		
Shoreline Conditional Permit Use	Hourly rate, 30-hour minimum \$4,350	Hourly rate, 30-hour minimum \$4,485
Shoreline Exemption	Hourly rate, 2-hour minimum \$290	Hourly rate, 2-hour minimum \$299
Shoreline Variance	Hourly rate, 30-hour minimum (\$4,350), plus public hearing if required (\$2,225)	Hourly rate, 30-hour minimum (\$4,485), plus public hearing if required (\$2,295)
Substantial Development Permit (based on valuation):		
up to \$10,000	Hourly rate, 15-hour minimum \$2,175	Hourly rate, 15-hour minimum \$2,242.50
\$10,000 to \$500,000	Hourly rate, 34-hour minimum \$4,930	Hourly rate, 34-hour minimum \$5,083
over \$500,000	Hourly rate, 60-hour minimum \$8,700	Hourly rate, 60-hour minimum \$8,970
<b>SITE DEVELOPMENT</b>		
Grading	Hourly rate, 3-hour minimum \$435	Hourly rate, 3-hour minimum \$448.50
Clearing	Hourly rate, 3-hour minimum \$435	Hourly rate, 3-hour minimum \$448.50
Landscaping	Hourly rate, 3-hour minimum \$435	Hourly rate, 3-hour minimum \$448.50
Parking Lot	Hourly rate, 3-hour minimum \$435	Hourly rate, 3-hour minimum \$448.50
Subdivision Construction	Hourly rate, 12-hour minimum \$1,740	Hourly rate, 12-hour minimum \$1,794

**City of Shoreline Planning and Community Development  
Fee Schedule (Page 6 of 6)**

Type of Permit Application	2011 Fee Schedule	2012 Proposed Fee Schedule
	Fee Based on \$145 Per Hour	Fee Based on \$149.50 Per Hour
<b>SUBDIVISIONS</b>		
Binding Site Plan	Hourly rate, 6-hour minimum \$870	Hourly rate, 6-hour minimum \$897
Lot Line Adjustment	Hourly rate, 3-hour minimum \$435	Hourly rate, 3-hour minimum \$448.50
Preliminary Short Subdivision	Hourly rate, 30-hour minimum (\$4,350) for two-lot short subdivision plus 3-hour minimum (\$435) for each additional lot	Hourly rate, 30-hour minimum (\$4,485) for two-lot short subdivision plus 3-hour minimum (\$448.50) for each additional lot
Final Short Subdivision	Hourly rate, 8-hour minimum \$1,160	Hourly rate, 8-hour minimum \$1,196
Preliminary Subdivision	Hourly rate, 39-hour minimum (\$5,655) for five-lot subdivision plus 3-hour minimum (\$435) for each additional lot, plus public hearing (\$2,225)	Hourly rate, 39-hour minimum (\$5,830.50) for five-lot subdivision plus 3-hour minimum (\$448.50) for each additional lot, plus public hearing (\$2,295)
Final Subdivision	Hourly rate, 30-hour minimum \$4,350	Hourly rate, 30-hour minimum \$4,485
Changes to Preliminary Short or Formal Subdivision	Hourly rate, 12-hour minimum \$1,740	Hourly rate, 12-hour minimum \$1,794
<b>SUPPLEMENTAL FEES</b>		
	Additional review of fees may be assessed if plan revisions are incomplete, corrections not completed, the original scope of the project has changed, or scale and complexity results in review hours exceeding the minimums identified in this schedule. Fees will be assessed at \$145.00 per hour, minimum of one hour.	Additional review of fees may be assessed if plan revisions are incomplete, corrections not completed, the original scope of the project has changed, or scale and complexity results in review hours exceeding the minimums identified in this schedule. Fees will be assessed at \$149.50 per hour, minimum of one hour.
	Reinspection fees may be assessed if work is incomplete, corrections not completed or the allotted time is depleted. Fees will be assessed at \$145 per hour, minimum one hour.	Reinspection fees may be assessed if work is incomplete, corrections not completed or the allotted time is depleted. Fees will be assessed at \$149.50 per hour, minimum one hour.
<b>FEE REFUNDS</b>		
<p>The city manager or designee may authorize the refunding of:</p> <ol style="list-style-type: none"> <li>1. One hundred percent of any fee erroneously paid or collected.</li> <li>2. Up to 80 percent of the permit fee paid when no work has been done under a permit issued in accordance with this code.</li> <li>3. Up to 80 percent of the plan review fee paid when an application for a permit for which a plan review fee has been paid is withdrawn or canceled before any plan reviewing is done.</li> <li>4. The city manager or designee shall not authorize refunding of any fee paid except on written application filed by the original permittee not later than 180 days after the date of fee payment.</li> </ol>		

## 2012 Proposed Park Fee Schedule Part 1 of 4

Fee	2011 Resident Rate	2011 Non-Resident Rate	2012 Proposed Resident Rate	2012 Proposed Non-Resident Rate
City Hall Rental - Third Floor Conference Room	\$35 Per Hour	\$35 Per Hour	\$35 Per Hour	\$35 Per Hour
City Hall Rental - Council Chambers	\$100 Per Hour	\$100 Per Hour	\$100 Per Hour	\$100 Per Hour
AV Set-up Fee	\$15	\$15	\$15	\$15
Damage Deposit	\$100	\$100	\$100	\$100
<b>Picnic Shelters – (same for all groups)</b>				
Half Day	\$50.00	\$60.00	\$50.00	\$60.00
Full Day	\$75.00	\$90.00	\$75.00	\$90.00
<b>Athletic Fields</b>				
Lights (determined by dusk schedule)	\$17.00	\$17.00	\$17.00	\$17.00
<i>Non-Profit</i> Youth League Game and/or Practice	\$4.00	\$6.00	\$4.00	\$6.00
<i>Non-Profit</i> Youth Tournament	\$9.00	\$12.00	\$9.00	\$12.00
Adult Practice and <i>For-Profit Youth Practice</i>	\$16.00	\$20.00	\$16.00	\$20.00
Adult League and <i>For-Profit Youth League Games</i>	\$30.00	\$36.00	\$30.00	\$36.00
Adult Tournament and <i>For-Profit Youth Tournament*</i>	\$36.00	\$43.00	\$36.00	\$43.00
*Additional field prep fee may be added			<b>\$45.00</b>	<b>\$54.00</b>
<b>Synthetic Fields</b>				
<i>Non-Profit Youth League - Per Hour</i>	<b>\$4.00</b>	<b>\$6.00</b>	\$4.00	\$6.00
<i>Non-Profit Youth Tournament</i>	<b>\$9.00</b>	<b>\$12.00</b>	\$9.00	\$12.00
<i>Adult League and For-Profit Youth League Games</i>				
Resident Youth - Per Hour	\$17.00		\$17.00	
Non-Resident Youth - Per Hour		\$25.00		\$25.00
Adult and <i>For-Profit Youth League</i> - Per Hour	\$61.00	\$75.00	\$61.00	<b>\$75.00</b>
Non-Resident Adult - Per Hour		\$75.00		\$75.00
Discount Field Rate Resident - Per Hour**	\$17.00	\$25.00	\$17.00	\$25.00
Discount Field Rate Non-Resident - Per Hour		\$25.00		\$25.00
<i>established and posted by the PRSC Director</i>				
<b>Indoor Rental Fees:</b>				
<b>Richmond Highlands (same for all groups)</b>				
Maximum Attendance 214				
Entire Building (including building monitor)	\$58.00	\$70.00	\$58.00	\$70.00
Gym Only	\$46.00	\$55.00	\$46.00	\$55.00
Café/Game Room	\$46.00	\$55.00	\$46.00	\$55.00
As a health and wellness benefit for regular City employees, daily drop-in fees for regular City employees shall be waived.				
<b>Spartan Recreation Center</b>				
<b>Spartan Recreation Center Fees for Non-Profit Youth Organizations/Groups</b>				
Multi-Purpose Room 1 or 2	\$11.00	\$15.00	\$11.00	\$15.00
Multi-Purpose Room 1 or 2 w/Kitchen	\$19.00	\$24.00	\$19.00	\$24.00
Gymnastics Room	\$11.00	\$15.00	\$11.00	\$15.00
Dance Room	\$11.00	\$15.00	\$11.00	\$15.00
Gym-One Court	\$19.00	\$24.00	\$19.00	\$24.00
Entire Gym	\$34.00	\$44.00	\$34.00	\$44.00
Entire Facility	\$90.00	\$115.00	\$90.00	\$115.00

## 2012 Proposed Park Fee Schedule Part 2 of 4

Fee	2011 Resident Rate	2011 Non-Resident Rate	2012 Proposed Resident Rate	2012 Proposed Non-Resident Rate
<b>Spartan Recreation Center Fees for All Other Organizations/Groups</b>				
Multi-Purpose Room 1 or 2	\$23.00	\$28.00	\$23.00	\$28.00
Multi-Purpose Room 1 or 2 w/Kitchen	\$33.00	\$40.00	\$33.00	\$40.00
Gymnastics Room	\$23.00	\$28.00	\$23.00	\$28.00
Dance Room	\$23.00	\$28.00	\$23.00	\$28.00
Gym-One Court	\$33.00	\$40.00	\$33.00	\$40.00
Entire Gym	\$63.00	\$75.00	\$63.00	\$75.00
Entire Facility	\$120.00	\$140.00	\$120.00	\$140.00
*Rentals outside the normal operating hours of the Spartan Gym may require an additional supervision fee. (See Below)				
<b>Other Indoor Rental Fees:</b>				
Damage Deposit: (refundable)	\$200.00	\$200.00	\$200.00	\$200.00
Supervision Fee (if applicable)	\$18.5/hour	\$18.5/hour	\$18.5/hour	\$18.5/hour
Daily Rates	\$800.00	\$800.00	\$800.00	\$800.00
Spartan Gym Tarp Installation	\$100.00	\$100.00	\$100.00	\$100.00
<b>Concession / Admission / Sales During Indoor Facility Use:</b>	Not to exceed-\$100/day	Not to exceed-\$100/day	Not to exceed-\$100/day	Not to exceed-\$100/day
<b>Concessionaire Permit:</b>				
<i>One-time concessions or small events (under 300 people)</i>		<b>\$33.00</b>		<b>\$33.00</b>
<i>One-time Major Event (over 300 people)</i>		<b>\$77.00</b>		<b>\$77.00</b>
<i>Seasonal (anything more than five days)</i>		<b>\$150.00</b>		<b>\$150.00</b>
<i>Instructor Permit</i>		<b>\$33.00</b>		<b>\$33.00</b>
<del>-20% of the gross revenue collected will be remitted to the City of Shoreline if concession sales are charged on-site by the individuals or organizations renting a City-owned facility.-</del>				
<del>-20% of the gross revenue collected will be remitted to the City of Shoreline if spectator admissions are charged on-site by the individuals or organizations renting a City-owned facility.-</del>				
<del>-20% of the gross amount will be remitted to the City of Shoreline if an individual or organization rents a City facility for a clinic, camp, or a class where the participants are charged a fee.-</del>				
<del>-Any individual or organization that is required to pay concession / admission fee must complete the appropriate permit application.-</del>				
<del>-Concession/Admission/Sales Fees may be modified at the discretion of the Director of Shoreline Parks and Recreation.-</del>				
<b>Drop-In Fees:</b>				
Showers Only (Spartan Gym)	\$1.00	\$1.00	\$1.00	\$1.00
Youth Drop-In	\$1.00	\$1.00	\$1.00	\$1.00
Youth Drop-In Ten Punch Card	\$9.00	\$9.00	\$9.00	\$9.00
Youth Drop-In Three Month Pass	\$23.00	\$23.00	\$23.00	\$23.00
Adult Drop-In	\$2.00	\$3.00	\$2.00	\$3.00
Adult Drop-In Ten Punch Card	\$19.00	\$29.00	\$19.00	\$29.00
Adult Drop-In Three Month Pass	\$53.00	\$63.00	\$53.00	\$63.00

### 2012 Proposed Park Fee Schedule Part 3 of 4

Drop in Fees	2011 Resident Rate	2011 Non-Resident Rate	2012 Proposed Resident Rate	2012 Proposed Non-Resident Rate
Adult	\$3.50	\$4.50	\$3.50	\$4.50
Child/Senior/Disabled	\$2.50	\$3.00	\$2.50	\$3.00
Family	\$8.75	\$11.50	\$8.75	\$11.50
Adult - Real Deal	\$1.50	\$2.50	\$1.50	\$2.50
Child/Senior/Disabled - Real Deal	\$1.00	\$1.50	\$1.00	\$1.50
Adult - 10 punch	\$29.00	\$36.00	\$29.00	\$36.00
Child/Senior/Disabled - 10 Punch	\$20.00	\$24.00	\$20.00	\$24.00
Family - 10 Punch	\$71.00	\$100.00	\$71.00	\$100.00
<b>1 Month</b>				
Adult - 1 mo	\$47.50	\$61.50	\$47.50	\$61.50
Child/Senior/Disabled - 1 mo	\$30.00	\$36.00	\$30.00	\$36.00
Family -1 mo	\$117.00	\$140.00	\$117.00	\$140.00
<b>3 Month</b>				
Adult -3 month	\$134.00	\$165.00	\$134.00	\$165.00
Child/Senior/Disabled - 3 mo	\$89.00	\$113.00	\$89.00	\$113.00
Family -3 mo	\$267.00	\$320.00	\$267.00	\$320.00
<b>6 Month</b>				
Adult -6 month	\$216.00	\$265.00	\$216.00	\$265.00
Child/Senior/Disabled - 6 mo	\$154.00	\$184.00	\$154.00	\$184.00
Family -6 mo	\$431.00	\$517.00	\$431.00	\$517.00
<b>1 Year Pass</b>				
Adult	\$377.00	\$477.00	\$377.00	\$477.00
Child/Senior/Disabled	\$269.00	\$322.00	\$269.00	\$322.00
Family	\$754.00	\$904.00	\$754.00	\$904.00

## 2012 Proposed Park Fee Schedule Part 4 of 4

Lesson Program	2011 Resident Rate	2011 Non-Resident Rate	2012 Proposed Resident Rate	2012 Proposed Non-Resident Rate
Parent & Tot	\$5.25	\$6.00	\$5.25	\$6.00
Preschool (1-5)	\$5.25	\$6.00	\$5.25	\$6.00
Youth (1&2)	\$5.25	\$6.00	\$5.25	\$6.00
Youth (3-7)	\$5.25	\$6.00	\$5.25	\$6.00
Adult	\$5.25	\$6.00	\$5.25	\$6.00
Water Fitness - Adults	\$4.50	\$5.50	\$4.50	\$5.50
Water Fitness - Adults10x	\$37.00	\$45.00	\$37.00	\$45.00
Water Fitness Senior	\$3.25	\$4.00	\$3.25	\$4.00
Water Fitness Seniors10x	\$26.00	\$32.00	\$26.00	\$32.00
Arthritis - Adults	\$3.50	\$4.00	\$3.50	\$4.00
Arthritis - Adults 10x	\$35.00	\$40.00	\$35.00	\$40.00
Arthritis-Seniors	\$3.50	\$4.00	\$3.50	\$4.00
Arthritis - Seniors 10x	\$35.00	\$40.00	\$35.00	\$40.00
<b>Other Programs</b>				
Swim Day Camp	\$115.00	\$125.00	\$115.00	\$125.00
Gators Swim /Dive 7 Wks	\$140.00	\$160.00	\$140.00	\$160.00
<b>Rentals</b>				
School Dist: Per 60 Kids/per Hour (non-agreement)	\$50.00	\$50.00	\$50.00	\$50.00
Rentals On-Going (non-swim team)	\$70.00	\$70.00	\$70.00	\$70.00
Swim Team Per/ Lane/Hr	\$10.00	\$10.00	\$10.00	\$10.00
<b>Public Rentals per Hour</b>				
1-60	\$115.00	\$130.00	\$115.00	\$130.00
61-150	\$150.00	\$175.00	\$150.00	\$175.00

## 2012 Surface Water Management Rate Table ( Page 1 of 1)

Rate Category	Percent Impervious Surface	2011 Annual Service Charge	2012 Annual Service Charge	Per Unit	6% Utility Tax	Fee + Utility Tax
Residential: Single-family home		\$130.20	\$133.46	Parcel	\$8.01	\$141.46
Very Light	Less than or equal to 10%	\$130.20	\$133.46	Parcel	\$8.01	\$141.46
Light	More than 10%, less than or equal to 20%	\$302.40	\$309.96	Acre	\$18.60	\$328.56
Moderate	More than 20%, less than or equal to 45%	\$624.75	\$640.37	Acre	\$38.42	\$678.79
Moderately Heavy	More than 45%, less than or equal to 65%	\$1,211.70	\$1,241.99	Acre	\$74.52	\$1,316.51
Heavy	More than 65%, less than or equal to 85%	\$1,535.10	\$1,573.48	Acre	\$94.41	\$1,667.89
Very Heavy	More than 85%, less than or equal to 100%	\$2,010.75	\$2,061.02	Acre	\$123.66	\$2,184.68
Minimum Rate		\$130.20	\$133.46		\$8.01	\$141.46

**There are two types of service charges:** The flat rate and the sliding rate.

\* The flat rate service charge of \$130 a year applies to single family homes and parcels with less than 10% impervious surface.

\* The sliding rate service charge applies to all other properties in the service area. The sliding rate is calculated by measuring the amount of impervious surface on each parcel and multiplying the appropriate rate by total acreage

**Several special rate categories will automatically be assigned to those who qualify.**

\* An exemption for any home owned and occupied by a low income senior citizen determined by the assessor to qualify under RCW 84.36.381.

\* A discount for any parcel served by a City approved retention/detention (R/D) facility maintained by the owner.

\* A discount for any parcel, or part parcel officially designated as open space.

**Categories with Retention/Detention Facilities** The following categories are eligible for reduced rates if they have an approved retention/detention facility.

Rate Category	Discount	2011 Annual Service Charge	2012 Annual Service Charge	Per Unit	6% Utility Tax	Fee + Utility Tax
Residential: Single-Family Home	50%	\$65.10	\$66.73	Parcel	\$4.00	\$70.73
Very Light	50%	\$65.10	\$66.73	Parcel	\$4.00	\$70.73
Light	50%	\$151.20	\$154.98	Acre	\$9.30	\$164.28

**Alternative Mobile Home Park Charge**

\* Mobile Home Park Assessment can be the lower of the appropriate rate category or the number of mobile home spaces multiplied by the single-family residential rate.

**Rate Adjustments:** Any person receiving a bill may file a request for a rate adjustment within two years of the billing date. (Filing a request will not extend the payment period).

Property owners should file a request for a change in the rate assessed if:

\* The property acreage is incorrect;

\* The measured impervious surface is incorrect;

\* The property is charged a sliding fee when the fee should be flat;

\* The person or property qualifies for an exemption or discount; or

\* The property is wholly or in part outside the service area.

2012 License Required and Public Records Fee Schedule			
License Required Fee	2011 Fee Schedule	Proposed 2012 Fee	Basis
<b>Business License Fees</b>			
Annual business license fee	\$40.00	\$41.25	Annual
The annual business license fee may be prorated as necessary to conform to SMC 5.05.060			
Penalty for late renewal (SMC 5.05.080)	\$20.00	\$20.75	
<b>Model Traffic Ordinance Fees</b>			
Redeem vehicles impounded under RCW 46.20.342, RCW 46.61.502 and RCW 46.61.504	\$100.00	\$103.25	Per vehicle
<b>General Licenses</b>			
Regulated massage business	\$181.75	\$187.50	Per Year
Massage manager	\$39.50	\$40.75	Per Year
Public dance	\$124.75	\$128.75	Per Dance
Pawnbroker	\$581.25	\$599.50	Per Year
Secondhand	\$55.75	\$57.50	Per Year
Master solicitor	\$114.00	\$117.50	Per Year
Solicitor	\$28.50	\$29.50	Per Year
Duplicate License	\$5.50	\$5.50	
Late fees for general licenses:	A late penalty shall be charged on all applications for renewal of a general license received later than 10 working days after the expiration date of such license. The amount of such penalty is fixed as follows:		
	A. For a license requiring a fee of less than \$50.00, two percent of the required fee		
	B. For a license requiring a fee of more than \$50.00, ten percent of the required fee.		
<b>Cabaret Licenses</b>			
Adult cabaret operator's license	\$581.25	\$599.50	Per Year
Adult cabaret manager's license	\$124.75	\$128.75	Per Year
Adult cabaret entertainer's license	\$124.75	\$128.75	Per Year
Duplicate License	\$5.50	\$5.75	
Late fees for cabaret licenses:	There shall be assessed and collected by the clerk an additional charge, computed as a percentage of the adult cabaret license fee, on applications not made on or before said date as follows:		
Days Past Due			
7 - 30	10%	10%	
31 - 60	25%	25%	
61 and over	100%	100%	
<b>Panoram Licenses</b>			
Panoram premise license	\$238.75	\$246.25	Per Year
Panoram device license	\$68.00	\$70.25	Per Year Per Device
Panoram operator license	\$580.75 per year/plus additional \$10.50 fee for background checks for any additional operators		
Duplicate License	\$5.50	\$5.75	
Renewals for panoram licenses:	On renewals for panoram licenses filed after December 31st, the clerk shall assess and collect an additional charge as follows:		
	A. If application is more than six but less than 31 days late, the additional charge is 10 percent of the renewal fee		
	B. If application is more than 31 but less than 61 days late, the additional charge is 25 percent of the renewal fee.		
<b>Public Records</b>			
Black and white photocopies up to 11 by 17 inches - if more than five pages	\$0.15	\$0.15	Per Page
Black and white photocopies larger than 11 by 17 inches	\$3.00	\$3.00	Per Page
Color photocopies up to 11 by 17 inches - if more than one page	\$0.65	\$0.65	Per Page
10 or less scanned copies up to 11 by 17 inches - if more than three pages	\$0.20	\$0.20	Per Page
More than 10 scanned copies up to 11 by 17 inches	\$0.10	\$0.10	Per Page
Data transfer to any medium - if more than \$0.75; document requests for files over 15 megabytes require purchase of a CD or DVD.	\$0.10 per file, plus \$1.00 per CD or \$2.00 per DVD		
Video Tapes	\$13.00	\$13.50	Per Tape
Audio Tapes	\$2.00	\$2.00	Per Tape
Photographic prints and slides	Cost charged by vendor, depending on size and process		
GIS maps smaller than 11 by 17 inches	\$0.50	\$0.50	Per Page
GIS maps larger than 11 by 17 inches	\$1.50	\$1.55	Per Square Foot
Mylar Sheets	\$5.75	\$6.00	Per Sheet
Clerk Certification	\$1.00	\$1.00	Per Document
City of Shoreline Budget Book	\$27.00	\$28.00	Per Book
City of Shoreline Budget Book CD Version	\$2.00	\$2.00	Per CD
Custom GIS Mapping and Data Requests	\$80.75	\$83.25	Per Hour (1 Hour Minimum)
<b>Financial Fees</b>			
Insufficient funds or a closed account shall be assessed a collection fee	\$27.00	\$28.00	
<b>Hearing Examiner Fees</b>	\$442.50	\$456.50	

**2012 -2013 Waste Rate Schedule from Cleanscapes**

		Pounds Per Unit	Disposal Fee	Collection Fee	2012 Total Fee	Jan-Feb 2012 King County Disposal Fee One-Time Charge	2011 Total Fee	
	<b>Service Level</b>							
<b>Monthly</b>	One 10-gallon Garbage Micro-Can	15.00	\$ 0.82	\$ 3.17	\$ 3.99	\$ 0.22	\$ 3.75	
	One 32-gallon Garbage Cart	32.00	\$ 1.74	\$ 3.80	\$ 5.54	\$ 0.45	\$ 5.16	
<b>Weekly Residential Curbside Service</b>	One 10-gallon Garbage Micro-Can	10.00	\$ 2.36	\$ 4.25	\$ 6.61	\$ 0.61	\$ 6.13	
	One 20-gallon Garbage Cart	20.00	\$ 4.72	\$ 6.87	\$ 11.58	\$ 1.21	\$ 10.69	
	1 32-gallon Garbage Cart	21.71	\$ 5.12	\$ 11.39	\$ 16.51	\$ 1.32	\$ 15.38	
	1 45-gallon Garbage Cart	30.53	\$ 7.20	\$ 16.73	\$ 23.93	\$ 1.85	\$ 22.32	
	1 64-gallon Garbage Cart	43.41	\$ 10.24	\$ 17.86	\$ 28.10	\$ 2.63	\$ 26.05	
	1 96-gallon Garbage Cart	65.12	\$ 15.37	\$ 22.69	\$ 38.06	\$ 3.95	\$ 35.15	
	Additional 32 Gallon Cart (weekly svc)	21.71	\$ 5.12	\$ 6.47	\$ 11.59	\$ 1.32	\$ 10.67	
	Additional 64 Gallon Cart (weekly svc)	43.41	\$ 10.24	\$ 9.50	\$ 19.75	\$ 2.63	\$ 18.04	
	Additional 96 Gallon Cart (weekly svc)	65.12	\$ 15.37	\$ 11.39	\$ 26.76	\$ 3.95	\$ 24.31	
	Extras (32 gallon equivalent)				\$ 3.92		\$ 3.75	
	<b>Miscellaneous Fees:</b>							
		EoW Yard Debris/FW service (includes 32 gallon cart)				\$ 8.18		\$ 7.84
		EoW Yard Debris/FW service (includes 64 gallon cart)				\$ 9.02		\$ 8.64
		EoW Yard Debris/FW service (includes 96 gallon cart)				\$ 9.86		\$ 9.46
		Extra Yardwaste (per 32 gallon)				\$ 2.24		\$ 2.15
		Return Trip				\$ 7.83		\$ 7.51
		Carry-out Charge, per 25 ft, per month				\$ 3.36		\$ 3.22
		Drive-in Charge, per month				\$ 4.48		\$ 4.29
		Overweight/Oversize container (per p/u)				\$ 3.36		\$ 3.22
		Redelivery of containers				\$ 11.19		\$ 10.73
	Cart Cleaning (per cart per event)				\$ 8.39		\$ 8.04	
	Sunken Can Surcharge per month				\$ 8.39		\$ 8.04	
<b>On-Call Bulky Waste Collection</b>	White Goods, except refrigerators & freezers		\$ 20.00	\$ 72.72	\$ 92.72		\$ 89.72	
	Refrigerators, Freezers		\$ 40.00	\$ 72.72	\$ 112.72		\$ 109.72	
	Sofas, Chairs		\$ 35.00	\$ 72.72	\$ 107.72		\$ 104.72	
	Mattresses		\$ 35.00	\$ 72.72	\$ 107.72		\$ 104.72	
<b>Weekly Commercial &amp; Multifamily Can and Cart</b>	1 10-gallon Garbage Micro-Can	10.00	\$ 2.41	\$ 5.75	\$ 8.16		NA	
	1 20-gallon Garbage Cart	20.00	\$ 4.82	\$ 9.52	\$ 14.34		NA	
	1 32-gallon Garbage Cart	21.39	\$ 5.05	\$ 15.14	\$ 20.19	\$ 1.30	\$ 18.91	
	1 45-gallon Garbage Cart	30.07	\$ 7.10	\$ 21.33	\$ 28.43	\$ 1.82	\$ 26.63	
	1 64-gallon Garbage Cart	42.77	\$ 10.09	\$ 23.69	\$ 33.78	\$ 2.59	\$ 31.51	
	1 96-gallon Garbage Cart	64.16	\$ 15.14	\$ 30.60	\$ 45.74	\$ 3.89	\$ 42.53	
	Additional 32 Gallon Cart (weekly svc)	21.39	\$ 5.05	\$ 15.14	\$ 20.19	\$ 1.30	\$ 18.91	
	Additional 64 Gallon Cart (weekly svc)	42.77	\$ 10.09	\$ 23.69	\$ 33.78	\$ 2.59	\$ 31.51	
	Additional 96 Gallon Cart (weekly svc)	64.16	\$ 15.14	\$ 30.60	\$ 45.74	\$ 3.89	\$ 42.53	
	Extras (32 gallon equivalent)				\$ 3.92		\$ 3.75	
	<b>Miscellaneous Fees:</b>							
		Weekly Yard Debris/FW (incl 32 gallon cart)				\$ 20.70		\$ 19.84
		Weekly Yard Debris/FW (incl 64 gallon cart)				\$ 22.80		\$ 21.85
		Weekly Yard Debris/FW (incl 96 gallon cart)				\$ 24.95		\$ 23.92
		Return Trip (same day, before 2:00)				\$ 7.83		\$ 7.51
		Carry-out Charge, per 25 ft, per month				\$ 3.36		\$ 3.22
		Drive-in Charge, per month				\$ 4.48		\$ 4.29
		Overweight/Oversize container (per p/u)				\$ 3.36		\$ 3.22
		Redelivery of containers				\$ 11.19		\$ 10.73
		Cart Cleaning (per cart per event)				\$ 8.39		\$ 8.04
<b>Commercial Detachable Container (loose)</b>	1 Cubic Yard, 1 pickup/week	135.00	\$ 31.86	\$ 61.66	\$ 93.52	\$ 8.18	\$ 86.88	
	1 Cubic Yard, 2 pickups/week	135.00	\$ 63.72	\$ 123.32	\$ 187.04	\$ 16.37	\$ 173.76	
	1 Cubic Yard, 3 pickups/week	135.00	\$ 95.57	\$ 184.98	\$ 280.55	\$ 24.55	\$ 260.64	
	1 Cubic Yard, 4 pickups/week	135.00	\$ 127.43	\$ 246.64	\$ 374.07	\$ 32.73	\$ 347.51	
	1 Cubic Yard, 5 pickups/week	135.00	\$ 159.29	\$ 308.30	\$ 467.59	\$ 40.92	\$ 434.39	
	1.5 Cubic Yard, 1 pickup/week	202.50	\$ 47.79	\$ 89.21	\$ 137.00	\$ 12.28	\$ 127.18	
	1.5 Cubic Yard, 2 pickups/week	202.50	\$ 95.57	\$ 178.43	\$ 274.00	\$ 24.55	\$ 254.35	
	1.5 Cubic Yard, 3 pickups/week	202.50	\$ 143.36	\$ 267.64	\$ 411.00	\$ 36.83	\$ 381.53	
	1.5 Cubic Yard, 4 pickups/week	202.50	\$ 191.15	\$ 356.85	\$ 548.00	\$ 49.10	\$ 508.71	
	1.5 Cubic Yard, 5 pickups/week	202.50	\$ 238.93	\$ 446.07	\$ 685.00	\$ 61.38	\$ 635.88	
	2 Cubic Yard, 1 pickups/week	270.00	\$ 63.72	\$ 116.33	\$ 180.05	\$ 16.37	\$ 167.06	
	2 Cubic Yard, 2 pickups/week	270.00	\$ 127.43	\$ 232.66	\$ 360.09	\$ 32.73	\$ 334.11	
	2 Cubic Yard, 3 pickups/week	270.00	\$ 191.15	\$ 348.99	\$ 540.14	\$ 49.10	\$ 501.17	
	2 Cubic Yard, 4 pickups/week	270.00	\$ 254.86	\$ 465.32	\$ 720.18	\$ 65.47	\$ 688.22	
	2 Cubic Yard, 5 pickups/week	270.00	\$ 318.58	\$ 581.65	\$ 900.23	\$ 81.84	\$ 835.28	
	3 Cubic Yard, 1 pickup/week	405.00	\$ 95.57	\$ 165.32	\$ 260.89	\$ 24.55	\$ 241.79	
	3 Cubic Yard, 2 pickups/week	405.00	\$ 191.15	\$ 330.64	\$ 521.79	\$ 49.10	\$ 483.57	
	3 Cubic Yard, 3 pickups/week	405.00	\$ 286.72	\$ 495.96	\$ 782.68	\$ 73.65	\$ 725.36	
	3 Cubic Yard, 4 pickups/week	405.00	\$ 382.30	\$ 661.28	\$ 1,043.58	\$ 98.20	\$ 967.15	
	3 Cubic Yard, 5 pickups/week	405.00	\$ 477.87	\$ 826.60	\$ 1,304.47	\$ 122.76	\$ 1,208.94	
4 Cubic Yard, 1 pickup/week	540.00	\$ 127.43	\$ 202.95	\$ 330.38	\$ 32.73	\$ 305.63		
4 Cubic Yard, 2 pickups/week	540.00	\$ 254.86	\$ 405.90	\$ 660.76	\$ 65.47	\$ 611.26		
4 Cubic Yard, 3 pickups/week	540.00	\$ 382.30	\$ 608.85	\$ 991.15	\$ 98.20	\$ 916.89		
4 Cubic Yard, 4 pickups/week	540.00	\$ 509.73	\$ 811.80	\$ 1,321.53	\$ 130.94	\$ 1,222.52		

2012 -2013 Waste Rate Schedule from Cleanscapes								
	Service Level	Pounds Per Unit	Disposal Fee	Collection Fee	2012 Total Fee	Jan-Feb 2012 King County Disposal Fee One-Time Charge	2011 Total Fee	
	4 Cubic Yard, 5 pickups/week	540.00	\$ 637.16	\$ 1,014.75	\$ 1,651.91	\$ 163.67	\$ 1,528.15	
	6 Cubic Yard, 1 pickup/week	810.00	\$ 191.15	\$ 278.21	\$ 469.36	\$ 49.10	\$ 433.31	
	6 Cubic Yard, 2 pickups/week	810.00	\$ 382.30	\$ 556.42	\$ 938.72	\$ 98.20	\$ 866.63	
	6 Cubic Yard, 3 pickups/week	810.00	\$ 573.44	\$ 834.64	\$ 1,408.08	\$ 147.31	\$ 1,299.94	
	6 Cubic Yard, 4 pickups/week	810.00	\$ 764.59	\$ 1,112.85	\$ 1,877.44	\$ 196.41	\$ 1,733.25	
	6 Cubic Yard, 5 pickups/week	810.00	\$ 955.74	\$ 1,391.06	\$ 2,346.80	\$ 245.51	\$ 2,166.56	
	8 Cubic Yard, 1 pickup/week	1,080.00	\$ 254.86	\$ 336.00	\$ 590.86	\$ 65.47	\$ 544.24	
	8 Cubic Yard, 2 pickups/week	1,080.00	\$ 509.73	\$ 671.99	\$ 1,181.72	\$ 130.94	\$ 1,088.49	
	8 Cubic Yard, 3 pickups/week	1,080.00	\$ 764.59	\$ 1,007.99	\$ 1,772.58	\$ 196.41	\$ 1,632.73	
	8 Cubic Yard, 4 pickups/week	1,080.00	\$ 1,019.46	\$ 1,343.99	\$ 2,363.44	\$ 261.88	\$ 2,176.97	
	8 Cubic Yard, 5 pickups/week	1,080.00	\$ 1,274.32	\$ 1,679.98	\$ 2,954.30	\$ 327.35	\$ 2,721.21	
	Extra loose cubic yard, per pickup				\$ 13.43		\$ 12.87	
Weekly Commercial Detachable Container (compacted)	1 Cubic Yard Container	405.00	\$ 95.57	\$ 123.32	\$ 218.89	\$ 24.55	\$ 201.52	
	1.5 Cubic Yard Container	607.50	\$ 143.36	\$ 156.12	\$ 299.48	\$ 36.83	\$ 274.62	
	2 Cubic Yard Container	810.00	\$ 191.15	\$ 186.13	\$ 377.28	\$ 49.10	\$ 345.03	
	3 Cubic Yard Container	1,215.00	\$ 286.72	\$ 247.98	\$ 534.70	\$ 73.65	\$ 487.63	
	4 Cubic Yard Container	1,620.00	\$ 382.30	\$ 284.13	\$ 666.43	\$ 98.20	\$ 605.58	
	6 Cubic Yard Container	2,430.00	\$ 573.44	\$ 361.68	\$ 935.12	\$ 147.31	\$ 846.52	
	<b>Detachable Container Miscellaneous Fees (per occurrence):</b>							
		Return Trip				\$ 11.19		\$ 10.73
		Roll-out Container over 15 feet (per p/u)				\$ 2.24		\$ 2.15
		Unlock Container (per p/u)				\$ 1.68		\$ 1.61
	Gate Opening (per p/u)				\$ 1.68		\$ 1.61	
Unscheduled Garbage Collection Services	1 45 gallon cart		\$ 1.64	\$ 62.40	\$ 64.04		\$ 61.25	
	1 64 gallon cart		\$ 2.33	\$ 62.92	\$ 65.24		\$ 62.35	
	1 96 gallon cart		\$ 3.50	\$ 64.42	\$ 67.92		\$ 64.81	
	1 cubic yard container		\$ 7.35	\$ 71.15	\$ 78.51		\$ 74.62	
	1.5 cubic yard container		\$ 11.04	\$ 77.13	\$ 88.17		\$ 83.56	
	2 cubic yard container		\$ 14.72	\$ 83.00	\$ 97.72		\$ 92.40	
	3 cubic yard container		\$ 22.08	\$ 93.63	\$ 115.71		\$ 109.00	
	4 cubic yard container		\$ 29.43	\$ 101.78	\$ 131.21		\$ 123.23	
	6 cubic yard container		\$ 44.15	\$ 118.11	\$ 162.26		\$ 151.71	
8 cubic yard container		\$ 58.86	\$ 130.64	\$ 189.50		\$ 176.54		
Commercial Unscheduled Recycling Collection Services	1 32 gallon cart			\$ 61.06	\$ 61.06		\$ 58.53	
	1 45 gallon cart			\$ 62.40	\$ 62.40		\$ 59.82	
	1 64 gallon cart			\$ 62.92	\$ 62.92		\$ 60.32	
	1 96 gallon cart			\$ 64.42	\$ 64.42		\$ 61.76	
	1 cubic yard container			\$ 71.15	\$ 71.15		\$ 68.21	
	1.5 cubic yard container			\$ 77.13	\$ 77.13		\$ 73.94	
	2 cubic yard container			\$ 83.00	\$ 83.00		\$ 79.57	
	3 cubic yard container			\$ 93.63	\$ 93.63		\$ 89.76	
	4 cubic yard container			\$ 101.78	\$ 101.78		\$ 97.58	
6 cubic yard container			\$ 118.11	\$ 118.11		\$ 113.23		
8 cubic yard container			\$ 130.64	\$ 130.64		\$ 125.24		
	Service Level	Pounds Per Unit	Disposal Fee	Collection Fee	Total Fee		2011 Total Fee	
Temporary Collection Hauling	4 Yard detachable container	540.00	\$ 29.43	\$ 100.69	\$ 130.12		\$ 122.18	
	6 Yard detachable container	810.00	\$ 44.15	\$ 100.69	\$ 144.84		\$ 135.01	
	8 Yard detachable container	1,080.00	\$ 58.86	\$ 100.69	\$ 159.55		\$ 147.83	
	Non-compacted 10 cubic yard Drop-box				\$ 145.44		\$ 139.43	
	Non-compacted 20 cubic yard Drop-box				\$ 167.82		\$ 160.88	
	Non-compacted 30 cubic yard Drop-box				\$ 190.19		\$ 182.34	
	Non-compacted 40 cubic yard Drop-box				\$ 201.38		\$ 193.06	
	Service Level		Delivery Fee	Daily Rental	Monthly Rental		2011 Fee	
Temporary Collection Container Rental and Delivery	4 Yard detachable container		\$ 78.32	\$ 4.48	\$ 53.70		\$ 51.48	
	6 Yard detachable container		\$ 78.32	\$ 4.48	\$ 53.70		\$ 51.48	
	8 Yard detachable container		\$ 78.32	\$ 4.48	\$ 53.70		\$ 51.48	
	Non-compacted 10 cubic yard Drop-box		\$ 100.69	\$ 6.71	\$ 80.55		\$ 77.22	
	Non-compacted 20 cubic yard Drop-box		\$ 100.69	\$ 6.71	\$ 80.55		\$ 77.22	
	Non-compacted 30 cubic yard Drop-box		\$ 100.69	\$ 6.71	\$ 80.55		\$ 77.22	
	Non-compacted 40 cubic yard Drop-box		\$ 100.69	\$ 6.71	\$ 80.55		\$ 77.22	
	<b>Miscellaneous Fees:</b>					<b>Per Event</b>		
	Return Trip				\$ 27.97		\$ 26.81	
	Stand-by Time (per minute)				\$ 1.40		\$ 1.34	
	Drop-box turn around charge				\$ 11.19		\$ 10.73	
	Service Level (based on pick ups)	Rent	Monthly Rent	Delivery Charge	Haul Charge		2011 Fee	

2012 -2013 Waste Rate Schedule from Cleanscapes							
	Service Level	Pounds Per Unit	Disposal Fee	Collection Fee	2012 Total Fee	Jan-Feb 2012 King County Disposal Fee One-Time Charge	2011 Total Fee
<b>Commercial &amp; Multifamily</b>	Non-compacted 15 cubic yard Drop-box	\$ 5.59	\$ 67.13	\$ 100.69	\$ 157.36		\$ 150.86
	Non-compacted 20 cubic yard Drop-box	\$ 5.59	\$ 78.32	\$ 100.69	\$ 172.52		\$ 165.39
<b>Drop-box Collection</b>	Non-compacted 25 cubic yard Drop-box	\$ 5.59	\$ 89.50	\$ 100.69	\$ 187.68		\$ 179.92
	Non-compacted 30 cubic yard Drop-box	\$ 5.59	\$ 100.69	\$ 100.69	\$ 202.84		\$ 194.46
	Non-compacted 40 cubic yard Drop-box	\$ 5.59	\$ 111.88	\$ 100.69	\$ 233.16		\$ 223.52
	Compacted 15 cubic yard Drop-box	\$ -	\$ -	\$ 111.88	\$ 179.73		\$ 172.31
	Compacted 20 cubic yard Drop-box	\$ -	\$ -	\$ 111.88	\$ 194.89		\$ 186.84
	Compacted 25 cubic yard Drop-box	\$ -	\$ -	\$ 111.88	\$ 210.05		\$ 201.37
	Compacted 30 cubic yard Drop-box	\$ -	\$ -	\$ 111.88	\$ 225.21		\$ 215.91
	Compacted 40 cubic yard Drop-box	\$ -	\$ -	\$ 111.88	\$ 255.53		\$ 244.97
<b>On-Street Cans</b>		<b>Pounds Per Unit</b>	<b>Disposal Fee</b>	<b>Collection Fee</b>	<b>Total Fee</b>		<b>2011 Total Fee</b>
	Can collection 30-50 gallons, per p/u	30.00	\$ 1.64	\$ 2.08	\$ 3.72		\$ 3.42
<b>City Facilities</b>	City facilities, flat rate, per month		\$ 250.32	\$ 473.81	\$ 724.13		\$ 672.40
<b>Sweeping Solids</b>	Disposal/Recycling flat rate, per month				\$ 895.03		\$ 858.05
<b>Hourly Rates</b>	<b>Service</b>						
	Rear/Side-load packer + driver				\$ 123.07		\$ 117.98
	Front-load packer + driver				\$ 123.07		\$ 117.98
	Drop-box Truck + driver				\$ 100.69		\$ 96.53
	Additional Labor (per person)				\$ 44.75		\$ 42.90
<b>Commercial Flourescent Tube Recycling</b>		<b>Rate/tube</b>					<b>2011 Fee</b>
	Collection, first tube	\$ 22.38					21.45
	Collection, additional tubes	\$ 2.24					2.15

**Comparative Budget Worksheet By Object**

Object	2011 Adopted Budget	2011 Current Budget	2011 YTD Actuals	2011 Current Year Est.	2012 Dept Request	2012 Service Package	2012 Proposed Budget	2012 Base Budget	2012 Final Budget	Change in Budget	Pct Chg
<b>Department 11 City Manager</b>											
<i>Revenue Accounts</i>											
3391811 - Energy Efficiency & Consv Grnt	0	5,000	4,246	5,000	0	0	0	0	0	-5,000.00	-100.00
<b>Total Revenue Accounts:</b>	<b>0</b>	<b>5,000</b>	<b>4,246</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-5,000.00</b>	<b>-100.00</b>
<b>Department 16 Administrative Services</b>											
<i>Revenue Accounts</i>											
3210000 - Master License	100,500	100,500	149,751	150,000	160,000	0	160,000	150,000	160,000	59,500.00	59.20
3216000 - Buss Lic-Professional/Occuptnl	7,600	7,600	3,440	7,600	7,600	0	7,600	7,600	7,600	0.00	0.00
3216003 - Buss Lic-WATCH Program	0	0	10	10	0	0	0	0	0	0.00	0.00
3218000 - Buss Lic - Penalties	50	50	443	442	50	0	50	50	50	0.00	0.00
3223000 - Animal Licenses	0	0	25,990	37,149	0	0	0	0	0	0.00	0.00
3311672 - DOJ-Byrne Memorial Grant Prog	0	-20,872	0	0	0	0	0	0	0	20,872.00	-100.00
3331673 - Byrne Memorial Grant-Seattle	0	20,872	0	0	0	0	0	0	0	-20,872.00	-100.00
3414300 - Financial/Accounting Services	1,800	1,800	900	1,800	1,800	0	1,800	1,800	1,800	0.00	0.00
3415200 - Franchise Reimbursements-cable	3,000	3,000	0	3,000	3,000	0	3,000	3,000	3,000	0.00	0.00
3457001 - Video and Audio Taping Service	0	0	128	0	1,826	0	1,826	0	1,826	1,826.00	0.00
3458900 - Hearing Examiner Appeal Fee	1,000	1,000	1,770	1,770	1,000	0	1,000	1,000	1,000	0.00	0.00
3698100 - Misc-Cash Over/Short	0	0	0	0	0	0	0	0	0	0.00	0.00
3699000 - Miscellaneous Revenue	5,000	5,000	11,664	6,664	25,000	0	25,000	5,000	25,000	20,000.00	400.00
<b>Total Revenue Accounts:</b>	<b>118,950</b>	<b>118,950</b>	<b>194,096</b>	<b>208,435</b>	<b>200,276</b>	<b>0</b>	<b>200,276</b>	<b>168,450</b>	<b>200,276</b>	<b>81,326.00</b>	<b>68.36</b>
<b>Department 17 City Wide</b>											
<i>Revenue Accounts</i>											
3080000 - Budgeted Begining Fund Balance	805,000	926,639	0	0	805,000	533,674	1,338,674	805,000	1,338,674	412,035.00	44.46
3111000 - Property Tax	9,419,755	9,419,755	5,181,888	9,809,455	10,051,000	0	10,051,000	9,419,755	10,051,000	631,245.00	6.70
3131000 - Local Sales & Use Taxes	6,091,418	6,091,418	4,031,174	6,091,418	6,301,418	0	6,301,418	6,091,418	6,301,418	210,000.00	3.44
3164300 - Private Utility, Tax-Gas	850,530	850,530	717,556	985,000	950,000	0	950,000	850,530	950,000	99,470.00	11.69
3164500 - Private Utility, Tax-Garbage	475,000	475,000	241,111	475,000	489,250	0	489,250	475,000	489,250	14,250.00	3.00
3164600 - Private Utility, Tax-Cable	795,000	795,000	530,323	795,000	795,000	0	795,000	795,000	795,000	0.00	0.00
3164701 - Priv Util Tax-Tele,Cell,Pager	1,800,000	1,800,000	1,074,849	1,675,000	1,675,000	0	1,675,000	1,800,000	1,675,000	-125,000.00	-6.94
3167800 - Utility Tax-Storm Drainage	191,000	191,000	103,213	191,000	195,775	0	195,775	191,000	195,775	4,775.00	2.50
3172000 - Leasehold Excise Tax	7,200	7,200	4,461	7,200	7,200	0	7,200	7,200	7,200	0.00	0.00
3175100 - Punch Boards/Pull Tabs	81,500	81,500	56,659	81,500	81,500	0	81,500	81,500	81,500	0.00	0.00
3175300 - Amusement Games	125	125	211	125	125	0	125	125	125	0.00	0.00
3175400 - Card Games	1,530,000	1,530,000	976,951	1,630,978	1,742,146	0	1,742,146	1,530,000	1,742,146	212,146.00	13.86
3198010 - Penalties & Int, Gambling Tax	0	0	38,347	38,200	75,397	0	75,397	0	75,397	75,397.00	0.00
3210000 - Master License	0	0	0	0	0	0	0	0	0	0.00	0.00
3219001 - Business Registration	0	0	0	0	0	0	0	0	0	0.00	0.00
3219101 - Franchise Fee - Cable	710,000	710,000	373,167	710,000	710,000	0	710,000	710,000	710,000	0.00	0.00

**Comparative Budget Worksheet By Object**

Object	2011 Adopted Budget	2011 Current Budget	2011 YTD Actuals	2011 Current Year Est.	2012 Dept Request	2012 Service Package	2012 Proposed Budget	2012 Base Budget	2012 Final Budget	Change in Budget	Pct Chg
3219103 - Franchise Fee - Water	690,000	690,000	308,305	690,000	690,000	0	690,000	690,000	690,000	0.00	0.00
3219104 - Franchise Fee - Sewage	741,000	741,000	554,250	741,000	763,230	0	763,230	741,000	763,230	22,230.00	3.00
3223000 - Animal Licenses	125	125	0	125	0	0	0	125	0	-125.00	-100.00
3339701 - FEMA INDIRECT WA ST MIL DEI	0	0	100	0	0	0	0	0	0	0.00	0.00
3360694 - Liquor Excise Tax	266,372	266,372	192,313	257,656	261,201	0	261,201	266,372	261,201	-5,171.23	-1.94
3360695 - Liquor Board Profits	392,605	392,605	277,313	355,836	322,722	0	322,722	392,605	322,722	-69,883.00	-17.79
3377100 - City of Seattle-Cty Light Cont	1,600,000	1,600,000	1,246,144	1,784,000	1,854,704	0	1,854,704	1,600,000	1,854,704	254,704.00	15.91
3417500 - Sales of Nontaxable Merchandis	0	0	833	1,000	0	0	0	0	0	0.00	0.00
3575100 - Superior Court Restitution	0	0	3,267	2,873	0	0	0	0	0	0.00	0.00
3599003 - Fine/Penalties-Gambling Tax	0	0	4,821	4,821	0	0	0	0	0	0.00	0.00
3611100 - Investment Interest	80,000	80,000	17,540	22,738	74,000	0	74,000	80,000	74,000	-6,000.00	-7.50
3611110 - LGIP Investment Interest	0	0	10,827	15,858	16,000	0	16,000	0	16,000	16,000.00	0.00
3613100 - Realized Investment Gain\Loss	0	0	-2,248	0	0	0	0	0	0	0.00	0.00
3614000 - Interest-Cont,Note,Loan,A/R	20,000	20,000	2,875	3,272	3,500	0	3,500	20,000	3,500	-16,500.00	-82.50
3614001 - SWM Interest_Delin Utlty Tax	0	0	581	0	0	0	0	0	0	0.00	0.00
3625020 - Lease Rev Highland Park Center	0	0	0	0	0	0	0	0	0	0.00	0.00
3625021 - CAM Highland Park Center	0	0	130	0	0	0	0	0	0	0.00	0.00
3625022 - Lease Revenue Admin Fee	0	0	0	0	0	0	0	0	0	0.00	0.00
3628002 - Vend Machine Proceeds-Non Tax	0	0	75	0	0	0	0	0	0	0.00	0.00
3694002 - Judgements/Settlements	0	0	595	594	0	0	0	0	0	0.00	0.00
3698100 - Misc-Cash Over/Short	0	0	0	0	0	0	0	0	0	0.00	0.00
3699000 - Miscellaneous Revenue	2,500	2,500	4,476	4,290	2,500	0	2,500	2,500	2,500	0.00	0.00
3699001 - Misc Rev-Recovery of NSF Fees	0	0	156	156	0	0	0	0	0	0.00	0.00
3970000 - Operating Transfers In	1,569,471	1,569,471	482,236	1,059,814	999,089	0	999,089	1,569,471	999,089	-570,382.00	-36.34
<b>Total Revenue Accounts:</b>	<b>28,118,601</b>	<b>28,240,240</b>	<b>16,434,499</b>	<b>27,433,909</b>	<b>28,865,757</b>	<b>533,674</b>	<b>29,399,431</b>	<b>28,118,601</b>	<b>29,399,431</b>	<b>1,159,190.77</b>	<b>4.10</b>
<b>Department 18 Human Resources</b>											
<i>Revenue Accounts</i>											
3699000 - Miscellaneous Revenue	8,000	8,000	11,502	11,502	8,000	0	8,000	8,000	8,000	0.00	0.00
3699002 - Misc. Rev. Flex-Plan Forfeits	0	0	953	953	0	0	0	0	0	0.00	0.00
<b>Total Revenue Accounts:</b>	<b>8,000</b>	<b>8,000</b>	<b>12,455</b>	<b>12,455</b>	<b>8,000</b>	<b>0</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>0.00</b>	<b>0.00</b>
<b>Department 20 Police</b>											
<i>Revenue Accounts</i>											
3137100 - Local Criminal Justice Funding	1,113,330	1,113,330	808,861	1,085,000	1,113,330	0	1,113,330	1,113,330	1,113,330	0.00	0.00
3311601 - Dept of Justice_DEA_TDS Task F	0	0	21,385	11,609	0	0	0	0	0	0.00	0.00
3311671 - Dept of Justice, Direct-COPS	0	0	0	0	0	0	0	0	0	0.00	0.00
3311672 - DOJ-Byrne Memorial Grant Prog	0	20,872	0	0	0	0	0	0	0	-20,872.00	-100.00
3312110 - US Treas. Secret Service Reimb	0	9,000	18,386	16,350	9,000	0	9,000	9,000	9,000	0.00	0.00
3331673 - Byrne Memorial Grant-Seattle	20,096	20,096	1,269	40,968	20,872	0	20,872	20,096	20,872	776.00	3.86

**Comparative Budget Worksheet By Object**

Object	2011 Adopted Budget	2011 Current Budget	2011 YTD Actuals	2011 Current Year Est.	2012 Dept Request	2012 Service Package	2012 Proposed Budget	2012 Base Budget	2012 Final Budget	Change in Budget	Pct Chg
3340351 - Traffic Safety Commission	6,900	6,900	8,629	0	0	0	0	6,900	0	-6,900.00	-100.00
3340691 - WA Assoc Sheriffs/Police Chief	2,500	2,500	0	0	0	0	0	2,500	0	-2,500.00	-100.00
3360621 - MVET - Violent Crime	13,099	13,099	8,926	13,252	13,300	0	13,300	13,099	13,300	201.00	1.53
3360625 - MVET - CJ Contracted Service	78,280	78,280	58,265	78,280	78,280	0	78,280	78,280	78,280	0.00	0.00
3360626 - Criminal Justice-Special Prgms	11,495	11,495	8,762	23,072	23,252	0	23,252	11,495	23,252	11,757.00	102.27
3360651 - DUI/Other Criminal Just Assist	10,000	10,000	8,701	10,000	10,000	0	10,000	10,000	10,000	0.00	0.00
3371000 - Interlocal Funding - General	0	0	27,215	40,823	0	0	0	0	0	0.00	0.00
3379000 - Interlocal Government-Other	47,594	47,594	0	47,594	52,747	0	52,747	47,594	52,747	5,153.00	10.82
3415000 - Sales/Services-Taxable	1,000	1,000	0	1,000	1,000	0	1,000	1,000	1,000	0.00	0.00
3429000 - Kenmore - Jail Van Svc. Charge	1,000	1,000	683	1,000	1,000	0	1,000	1,000	1,000	0.00	0.00
3429001 - DUI Car Impound Admin Fee	75,000	75,000	38,650	45,000	45,000	0	45,000	45,000	45,000	-30,000.00	-40.00
3531000 - Traffic Infraction Refund	0	0	724	800	0	0	0	0	0	0.00	0.00
3599001 - Fines/Penalties-Code Violation	5,000	5,000	3,775	5,000	5,000	0	5,000	5,000	5,000	0.00	0.00
3628003 - Merchandise Sales	0	0	129	120	0	0	0	0	0	0.00	0.00
3670100 - Donate From Priv Sourc-General	0	0	200	250	0	0	0	0	0	0.00	0.00
3698100 - Misc-Cash Over/Short	0	0	20	20	0	0	0	0	0	0.00	0.00
<b>Total Revenue Accounts:</b>	<u>1,385,294</u>	<u>1,415,166</u>	<u>1,014,580</u>	<u>1,420,138</u>	<u>1,372,781</u>	<u>0</u>	<u>1,372,781</u>	<u>1,364,294</u>	<u>1,372,781</u>	<u>-42,385.00</u>	<u>-3.00</u>
<b>Department 21 Criminal Justice</b>											
<i>Revenue Accounts</i>											
3392168 - Byrne Memorial Grant Recovery	0	50,966	0	52,362	0	0	0	0	0	-50,966.00	-100.00
<b>Total Revenue Accounts:</b>	<u>0</u>	<u>50,966</u>	<u>0</u>	<u>52,362</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-50,966.00</u>	<u>-100.00</u>
<b>Department 24 Parks, Recreation, Cultural S</b>											
<i>Revenue Accounts</i>											
3219000 - Concession Permits	300	300	388	300	300	0	300	300	300	0.00	0.00
3360626 - Criminal Justice-Special Prgms	16,358	16,358	12,470	16,475	16,731	0	16,731	16,358	16,731	373.00	2.28
3371500 - KC - Community Organizing Prg	0	0	0	0	0	0	0	0	0	0.00	0.00
3379001 - LFP Teen Participation	10,000	10,000	0	0	0	0	0	0	0	-10,000.00	-100.00
3387401 - LFP Residential Discount	0	0	11,814	8,700	0	0	0	0	0	0.00	0.00
3414300 - Financial/Accounting Services	0	0	2,362	1,720	0	0	0	0	0	0.00	0.00
3473000 - Teen Trips	3,540	3,540	9,183	8,500	3,540	0	3,540	3,540	3,540	0.00	0.00
3473001 - Teen Classes	7,145	7,145	3,103	7,145	8,145	0	8,145	7,145	8,145	1,000.00	14.00
3473101 - Activity Fees-Lessons	190,000	190,000	185,560	193,000	193,000	0	193,000	190,000	193,000	3,000.00	1.57
3473102 - Activity Fees-Fitness Classes	22,000	22,000	19,205	22,000	22,850	0	22,850	22,000	22,850	850.00	3.86
3473103 - Activity Fees-Arthritis Progm	8,000	8,000	6,463	7,700	7,800	0	7,800	8,000	7,800	-200.00	-2.50
3473104 - Activ Fee-Admisns/Drop In Txbl	118,000	118,000	88,884	111,500	115,000	0	115,000	118,000	115,000	-3,000.00	-2.54
3473105 - Activity Fee-One Time Rnt Txbl	57,000	57,000	47,537	63,150	57,000	0	57,000	57,000	57,000	0.00	0.00
3473107 - Activity Fee-Locker Fees	2,200	2,200	1,346	2,200	2,200	0	2,200	2,200	2,200	0.00	0.00
3473111 - Activity Fee-Water Sfty Course	7,600	7,600	8,455	9,500	7,600	0	7,600	7,600	7,600	0.00	0.00

**Comparative Budget Worksheet By Object**

<b>Object</b>	<b>2011 Adopted Budget</b>	<b>2011 Current Budget</b>	<b>2011 YTD Actuals</b>	<b>2011 Current Year Est.</b>	<b>2012 Dept Request</b>	<b>2012 Service Package</b>	<b>2012 Proposed Budget</b>	<b>2012 Base Budget</b>	<b>2012 Final Budget</b>	<b>Change in Budget</b>	<b>Pct Chg</b>
3473200 - Athletic Field Rental - All	0	0	292,840	340,000	340,000	0	340,000	325,000	340,000	340,000.00	0.00
3473201 - Athletic Field Rental-Youth	110,000	110,000	0	0	0	0	0	0	0	-110,000.00	-100.00
3473202 - Athletic Field Rental-Adult	215,000	215,000	0	0	0	0	0	0	0	-215,000.00	-100.00
3473204 - Rec Center Rental	0	0	0	0	0	0	0	0	0	0.00	0.00
3473205 - Pic Nic Shelter Rental	0	0	0	0	0	0	0	0	0	0.00	0.00
3473206 - Spartan Gym Rental	0	0	0	0	0	0	0	0	0	0.00	0.00
3473211 - City Hall Meeting Room Rentals	1,800	1,800	0	0	0	0	0	0	0	-1,800.00	-100.00
3476220 - Preschool-Sports Skills	27,000	27,000	21,512	22,000	23,000	0	23,000	27,000	23,000	-4,000.00	-14.81
3476221 - Preschool-Arts	8,000	8,000	23,951	18,500	11,000	0	11,000	8,000	11,000	3,000.00	37.50
3476222 - Preschool-Indoor Playground	10,000	10,000	9,249	10,000	12,000	0	12,000	10,000	12,000	2,000.00	20.00
3476329 - Youth-Summer Playground	190,000	190,000	221,971	205,000	192,000	0	192,000	190,000	192,000	2,000.00	1.05
3476331 - Youth-Arts	35,000	35,000	38,952	35,000	35,000	0	35,000	35,000	35,000	0.00	0.00
3476336 - Youth-Special Interest	31,000	31,000	18,530	31,000	33,000	0	33,000	31,000	33,000	2,000.00	6.45
3476337 - Youth-Skyhawk Program	10,000	10,000	11,863	10,000	10,000	0	10,000	10,000	10,000	0.00	0.00
3476339 - Youth-Sports Skills	24,500	24,500	25,630	24,500	24,500	0	24,500	24,500	24,500	0.00	0.00
3476340 - Youth-Health & Fitness	10,000	10,000	7,416	10,000	10,000	0	10,000	10,000	10,000	0.00	0.00
3476440 - Adult-Drop In Sports	0	0	0	0	0	0	0	0	0	0.00	0.00
3476441 - Adult-Arts	20,000	20,000	11,457	18,000	20,000	0	20,000	20,000	20,000	0.00	0.00
3476442 - Adult-Sports Leagues	30,000	30,000	21,038	27,000	27,000	0	27,000	30,000	27,000	-3,000.00	-10.00
3476444 - Adult-Special Interest	5,000	5,000	1,979	2,850	4,000	0	4,000	5,000	4,000	-1,000.00	-20.00
3476446 - Adult-Health/Fitness	75,000	75,000	44,774	62,500	68,000	0	68,000	75,000	68,000	-7,000.00	-9.33
3476447 - Adult-Dog Obedience	9,000	9,000	4,042	7,000	8,000	0	8,000	9,000	8,000	-1,000.00	-11.11
3476555 - Special Rec-Trips	16,000	16,000	11,913	16,000	16,000	0	16,000	16,000	16,000	0.00	0.00
3476558 - Special Rec-Classes	65,000	65,000	64,935	75,000	75,000	0	75,000	65,000	75,000	10,000.00	15.38
3476559 - Special Recreation Day Camp	0	0	0	0	0	0	0	0	0	0.00	0.00
3476665 - City Wide-Celebrate Shoreline	15,000	15,000	14,146	15,000	18,000	0	18,000	15,000	18,000	3,000.00	20.00
3476999 - Shoreline Scholarship Clearing	-45,000	-45,000	-40,167	-44,000	-45,000	0	-45,000	-45,000	-45,000	0.00	0.00
3575100 - Superior Court Restitution	0	0	2,052	2,100	0	0	0	0	0	0.00	0.00
3611110 - LGIP Investment Interest	500	500	0	500	500	0	500	500	500	0.00	0.00
3624001 - Rec Center Rental	14,500	14,500	9,270	16,000	16,000	0	16,000	14,500	16,000	1,500.00	10.34
3624002 - Pic Nic Shelter Rental	15,000	15,000	19,911	15,000	17,000	0	17,000	15,000	17,000	2,000.00	13.33
3624003 - Spartan Gym Rental	38,500	38,500	47,278	56,000	42,500	0	42,500	38,500	42,500	4,000.00	10.38
3624004 - Booth Rental	4,000	4,000	0	4,000	4,000	0	4,000	4,000	4,000	0.00	0.00
3624005 - City Hall Meeting Room Rentals	0	0	1,246	1,850	2,100	0	2,100	1,800	2,100	2,100.00	0.00
3626000 - Rental Income-Caretaker House	5,078	5,078	3,792	5,078	5,028	0	5,028	5,078	5,028	-50.00	-0.98
3626002 - Rent-Kruckeberg Garden	0	0	-9,698	0	0	0	0	0	0	0.00	0.00
3628002 - Vend Machine Proceeds-Non Tax	2,000	2,000	1,106	1,700	2,000	0	2,000	2,000	2,000	0.00	0.00
3628003 - Merchandise Sales	7,200	7,200	6,130	7,200	7,200	0	7,200	7,200	7,200	0.00	0.00
3629001 - Use of Property - Cell Tower	40,491	40,491	31,352	38,500	40,464	0	40,464	40,491	40,464	-27.00	-0.06

**Comparative Budget Worksheet By Object**

Object	2011 Adopted Budget	2011 Current Budget	2011 YTD Actuals	2011 Current Year Est.	2012 Dept Request	2012 Service Package	2012 Proposed Budget	2012 Base Budget	2012 Final Budget	Change in Budget	Pct Chg
3670100 - Donate From Priv Sourc-General	0	0	7,387	7,600	0	0	0	0	0	0.00	0.00
3671100 - Grants/Pldges frm Priv Sources	0	0	0	0	0	0	0	0	0	0.00	0.00
3672200 - Donate From Priv Src-Memorial	3,000	3,000	4,500	3,000	3,000	0	3,000	3,000	3,000	0.00	0.00
3691100 - Misc Revenue-Recycle Proceeds	0	0	150	175	0	0	0	0	0	0.00	0.00
3698100 - Misc-Cash Over/Short	0	0	-35	0	0	0	0	0	0	0.00	0.00
3699000 - Miscellaneous Revenue	1,100	1,100	0	1,100	1,100	0	1,100	1,100	1,100	0.00	0.00
<b>Total Revenue Accounts:</b>	<u>1,435,812</u>	<u>1,435,812</u>	<u>1,327,242</u>	<u>1,497,043</u>	<u>1,456,558</u>	<u>0</u>	<u>1,456,558</u>	<u>1,425,812</u>	<u>1,456,558</u>	<u>20,746.00</u>	<u>1.44</u>

**Department 25 Planning & Community Devt**

*Revenue Accounts*

3221011 - Permits-Building & Structures	601,160	601,160	226,987	503,007	225,000	0	225,000	225,000	225,000	-376,160.00	-62.57
3221012 - Permits, Bldg/Struct- Plumbing	1,800	1,800	725	1,800	1,925	0	1,925	1,800	1,925	125.00	6.94
3221013 - Permits,Bldg/Struct-Electrical	27,633	27,633	13,007	22,797	10,700	0	10,700	10,700	10,700	-16,933.00	-61.27
3221131 - Mechanical Fees/Permits	68,633	68,633	59,734	63,797	60,000	0	60,000	60,000	60,000	-8,633.00	-12.57
3221241 - Land Use Fees/Permits	95,510	95,510	52,005	89,500	83,600	0	83,600	83,600	83,600	-11,910.00	-12.46
3221501 - Fire System Fees/Permits	20,702	20,702	7,899	16,834	7,500	0	7,500	7,500	7,500	-13,202.00	-63.77
3290000 - Interfund Licenses and Permits	5,000	5,000	7,467	5,500	2,500	0	2,500	5,000	2,500	-2,500.00	-50.00
3331060 - Cooperative Forestry Assistanc	0	10,000	10,000	10,000	0	0	0	0	0	-10,000.00	-100.00
3391811 - Energy Efficiency & Conserv Grnt	0	45,000	16,522	45,000	0	0	0	0	0	-45,000.00	-100.00
3417100 - Sales of Taxable Merchandise	0	0	0	0	0	0	0	0	0	0.00	0.00
3417500 - Sales of Nontaxable Merchandis	0	0	402	245	0	0	0	0	0	0.00	0.00
3424011 - Inspection Service-Plumbing	135,163	135,163	36,626	110,986	44,500	0	44,500	44,500	44,500	-90,663.00	-67.07
3458311 - Plan Check Fees	418,855	418,855	363,917	400,000	197,500	0	197,500	197,500	197,500	-221,355.00	-52.84
3458900 - Hearing Examiner Appeal Fee	5,000	5,000	0	5,000	5,000	0	5,000	5,000	5,000	0.00	0.00
3458902 - MF Tax Exemption Extension	0	0	290	290	0	0	0	0	0	0.00	0.00
3458991 - Environmental Review(SEPA/EIS)	8,000	8,000	7,395	8,000	8,500	0	8,500	8,000	8,500	500.00	6.25
3698100 - Misc-Cash Over/Short	0	0	4	0	0	0	0	0	0	0.00	0.00
<b>Total Revenue Accounts:</b>	<u>1,387,456</u>	<u>1,442,456</u>	<u>802,980</u>	<u>1,282,756</u>	<u>646,725</u>	<u>0</u>	<u>646,725</u>	<u>648,600</u>	<u>646,725</u>	<u>-795,731.00</u>	<u>-55.16</u>

**Department 27 Public Works**

*Revenue Accounts*

3224001 - Right of Way Fees/Permits	0	0	0	0	185,400	0	185,400	0	185,400	185,400.00	0.00
3340311 - DOE -CPG Grant	0	23,388	23,388	23,388	0	0	0	0	0	-23,388.00	-100.00
3372101 - KC Recyl-Cty Opt Pgm (COP/WRR)	38,710	66,127	0	66,127	38,710	0	38,710	38,710	38,710	-27,417.00	-41.46
3372102 - KC Lcl Haz Wst Mgmt Pgm(LHWM)	28,044	25,747	0	24,747	24,757	0	24,757	25,747	24,757	-990.09	-3.84
3417500 - Sales of Nontaxable Merchandis	0	0	50	50	0	0	0	0	0	0.00	0.00
3625020 - Lease Rev Highland Park Center	73,082	73,082	45,502	73,082	73,588	0	73,588	73,082	73,588	506.00	0.69
3625021 - CAM Highland Park Center	0	0	5,555	0	0	0	0	0	0	0.00	0.00
3625022 - Lease Revenue Admin Fee	0	0	1,522	0	0	0	0	0	0	0.00	0.00
3671900 - Contrib. from Solid Waste Prov	181,628	181,628	159,037	181,628	181,628	0	181,628	181,628	181,628	0.00	0.00

**Comparative Budget Worksheet By Object**

Object	2011 Adopted Budget	2011 Current Budget	2011 YTD Actuals	2011 Current Year Est.	2012 Dept Request	2012 Service Package	2012 Proposed Budget	2012 Base Budget	2012 Final Budget	Change in Budget	Pct Chg
<b>Total Revenue Accounts:</b>	321,464	369,972	235,054	369,022	504,083	0	504,083	319,167	504,083	134,110.91	36.24
<b>Department 33 Community Services</b>											
<i>Revenue Accounts</i>											
3223000 - Animal Licenses	0	0	0	0	25,000	0	25,000	0	25,000	25,000.00	0.00
3319701 - EMPG-Emer Mgmt Perform Grant	0	76,616	76,561	129,977	0	0	0	0	0	-76,616.00	-100.00
3331000 - CDBG Grant Allocation	107,394	107,394	53,108	107,394	108,257	0	108,257	107,394	108,257	863.00	0.80
3332000 - CDBG Grant Administration	37,394	37,394	27,794	37,394	33,257	0	33,257	37,394	33,257	-4,137.00	-11.06
3360626 - Criminal Justice-Special Prgrms	16,358	16,358	12,470	16,475	16,731	0	16,731	16,358	16,731	373.00	2.28
3360694 - Liquor Excise Tax	5,436	5,436	3,925	5,258	5,331	0	5,331	5,436	5,331	-105.00	-1.93
3360695 - Liquor Board Profits	8,012	8,012	5,659	7,262	6,586	0	6,586	8,012	6,586	-1,426.00	-17.79
3392142 - CDBG-R Grant Administration	0	0	0	0	0	0	0	0	0	0.00	0.00
3980000 - Insurance Premiums/Recovery	0	0	112	112	0	0	0	0	0	0.00	0.00
<b>Total Revenue Accounts:</b>	174,594	251,210	179,629	303,872	195,162	0	195,162	174,594	195,162	-56,048.00	-22.31
<b>Total General Fund:</b>	32,950,171	33,337,772	20,204,781	32,584,992	33,249,342	533,674	33,783,016	32,227,518	33,783,016	445,243.68	1.33
<b>Department 27 Public Works</b>											
<i>Revenue Accounts</i>											
3080000 - Budgeted Begining Fund Balance	150,238	150,238	0	0	0	160,759	160,759	150,238	160,759	10,521.00	7.00
3224001 - Right of Way Fees/Permits	170,000	170,000	177,362	215,000	0	0	0	185,400	0	-170,000.00	-100.00
3290000 - Interfund Licenses and Permits	0	0	2,320	0	0	0	0	0	0	0.00	0.00
3360087 - MV Fuel Tax	1,170,195	1,170,195	826,041	1,124,809	1,125,180	0	1,125,180	1,170,195	1,125,180	-45,015.00	-3.84
3458991 - Environmental Review(SEPA/EIS)	0	0	-2,175	0	0	0	0	0	0	0.00	0.00
3575100 - Superior Court Restitution	0	0	30	20	0	0	0	0	0	0.00	0.00
3611100 - Investment Interest	10,000	10,000	590	1,500	10,000	0	10,000	10,000	10,000	0.00	0.00
3611110 - LGIP Investment Interest	0	0	754	0	0	0	0	0	0	0.00	0.00
3613100 - Realized Investment Gain\Loss	0	0	252	0	0	0	0	0	0	0.00	0.00
3691100 - Misc Revenue-Recycle Proceeds	0	0	379	379	0	0	0	0	0	0.00	0.00
3970000 - Operating Transfers In	1,072,336	1,072,336	536,168	1,072,336	918,218	0	918,218	1,072,336	918,218	-154,118.00	-14.37
3980000 - Insurance Premiums/Recovery	0	0	763	763	0	0	0	0	0	0.00	0.00
<b>Total Revenue Accounts:</b>	2,572,769	2,572,769	1,542,484	2,414,807	2,053,398	160,759	2,214,157	2,588,169	2,214,157	-358,612.00	-13.93
<b>Total Street Fund:</b>	2,572,769	2,572,769	1,542,484	2,414,807	2,053,398	160,759	2,214,157	2,588,169	2,214,157	-358,612.00	-13.93
<b>Department 25 Planning &amp; Community Dev</b>											
<i>Revenue Accounts</i>											
3221011 - Permits-Building & Structures	0	0	0	0	0	0	0	0	0	0.00	0.00
3458311 - Plan Check Fees	0	0	0	0	0	0	0	0	0	0.00	0.00
<b>Total Revenue Accounts:</b>	0	0	0	0	0	0	0	0	0	0.00	0.00
<b>Total Development Services Fund:</b>	0	0	0	0	0	0	0	0	0	0.00	0.00
<b>Department 25 Planning &amp; Community Dev</b>											

**Comparative Budget Worksheet By Object**

Object	2011 Adopted Budget	2011 Current Budget	2011 YTD Actuals	2011 Current Year Est.	2012 Dept Request	2012 Service Package	2012 Proposed Budget	2012 Base Budget	2012 Final Budget	Change in Budget	Pct Chg
<i>Revenue Accounts</i>											
3080000 - Budgeted Begining Fund Balance	19,450	19,450	0	0	19,450	0	19,450	19,450	19,450	0.00	0.00
3599001 - Fines/Penalties-Code Violation	0	0	1,125	1,125	0	0	0	0	0	0.00	0.00
3611100 - Investment Interest	100	100	0	100	100	0	100	100	100	0.00	0.00
3611110 - LGIP Investment Interest	450	450	219	450	450	0	450	450	450	0.00	0.00
3614000 - Interest-Cont,Note,Loan,A/R	0	0	35	34	0	0	0	0	0	0.00	0.00
3694001 - Judgement/Settle-Abatemnt Coll	80,000	80,000	19,213	85,477	80,000	0	80,000	80,000	80,000	0.00	0.00
<b>Total Revenue Accounts:</b>	<u>100,000</u>	<u>100,000</u>	<u>20,592</u>	<u>87,186</u>	<u>100,000</u>	<u>0</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>0.00</u>	<u>0.00</u>
<b>Total Code Abatement Fund:</b>	<u>100,000</u>	<u>100,000</u>	<u>20,592</u>	<u>87,186</u>	<u>100,000</u>	<u>0</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>0.00</u>	<u>0.00</u>
<b>Department 20 Police</b>											
<i>Revenue Accounts</i>											
3080000 - Budgeted Begining Fund Balance	0	7,000	0	0	0	0	0	0	0	-7,000.00	-100.00
3611100 - Investment Interest	0	0	0	0	0	0	0	0	0	0.00	0.00
3611110 - LGIP Investment Interest	0	0	6	6	0	0	0	0	0	0.00	0.00
3693000 - State Asset Seizure Funds	5,000	5,000	5,606	5,700	5,000	0	5,000	5,000	5,000	0.00	0.00
<b>Total Revenue Accounts:</b>	<u>5,000</u>	<u>12,000</u>	<u>5,612</u>	<u>5,706</u>	<u>5,000</u>	<u>0</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>-7,000.00</u>	<u>-58.33</u>
<b>Total State Drug Enforcement Forfeit:</b>	<u>5,000</u>	<u>12,000</u>	<u>5,612</u>	<u>5,706</u>	<u>5,000</u>	<u>0</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>-7,000.00</u>	<u>-58.33</u>
<b>Department 24 Parks, Recreation, Cultural S</b>											
<i>Revenue Accounts</i>											
3080000 - Budgeted Begining Fund Balance	35,150	95,866	0	0	35,150	0	35,150	35,150	35,150	-60,716.00	-63.33
3373104 - KC-4Culture Culture Dev. Auth.	0	2,500	2,500	2,500	0	0	0	0	0	-2,500.00	-100.00
3611100 - Investment Interest	1,050	1,050	0	1,050	1,050	0	1,050	1,050	1,050	0.00	0.00
3611110 - LGIP Investment Interest	0	0	455	0	0	0	0	0	0	0.00	0.00
<b>Total Revenue Accounts:</b>	<u>36,200</u>	<u>99,416</u>	<u>2,955</u>	<u>3,550</u>	<u>36,200</u>	<u>0</u>	<u>36,200</u>	<u>36,200</u>	<u>36,200</u>	<u>-63,216.00</u>	<u>-63.58</u>
<b>Total Public Arts Fund:</b>	<u>36,200</u>	<u>99,416</u>	<u>2,955</u>	<u>3,550</u>	<u>36,200</u>	<u>0</u>	<u>36,200</u>	<u>36,200</u>	<u>36,200</u>	<u>-63,216.00</u>	<u>-63.58</u>
<b>Department 20 Police</b>											
<i>Revenue Accounts</i>											
3080000 - Budgeted Begining Fund Balance	0	13,000	0	0	0	0	0	0	0	-13,000.00	-100.00
3611110 - LGIP Investment Interest	50	50	15	25	50	0	50	50	50	0.00	0.00
3693300 - Federal Asset Seizure Funds	5,000	5,000	496	5,000	5,000	0	5,000	5,000	5,000	0.00	0.00
<b>Total Revenue Accounts:</b>	<u>5,050</u>	<u>18,050</u>	<u>511</u>	<u>5,025</u>	<u>5,050</u>	<u>0</u>	<u>5,050</u>	<u>5,050</u>	<u>5,050</u>	<u>-13,000.00</u>	<u>-72.02</u>
<b>Total Federal Drug Enforcement Forfe:</b>	<u>5,050</u>	<u>18,050</u>	<u>511</u>	<u>5,025</u>	<u>5,050</u>	<u>0</u>	<u>5,050</u>	<u>5,050</u>	<u>5,050</u>	<u>-13,000.00</u>	<u>-72.02</u>
<b>Department 99 Not Applicable</b>											
<i>Revenue Accounts</i>											
3449000 - TBD Vehicle Fees	600,000	600,000	531,789	600,000	600,000	0	600,000	600,000	600,000	0.00	0.00
3611110 - LGIP Investment Interest	60	60	108	60	60	0	60	60	60	0.00	0.00

**Comparative Budget Worksheet By Object**

Object	2011 Adopted Budget	2011 Current Budget	2011 YTD Actuals	2011 Current Year Est.	2012 Dept Request	2012 Service Package	2012 Proposed Budget	2012 Base Budget	2012 Final Budget	Change in Budget	Pct Chg
<b>Total Revenue Accounts:</b>	600,060	600,060	531,897	600,060	600,060	0	600,060	600,060	600,060	0.00	0.00
<b>Total Transportation Benefit Distric:</b>	600,060	600,060	531,897	600,060	600,060	0	600,060	600,060	600,060	0.00	0.00
<b>Department 99</b> Not Applicable											
<i>Revenue Accounts</i>											
3611110 - LGIP Investment Interest	0	0	205	0	0	0	0	0	0	0.00	0.00
3970000 - Operating Transfers In	787,000	787,000	393,500	787,000	398,000	0	398,000	787,000	398,000	-389,000.00	-49.42
<b>Total Revenue Accounts:</b>	787,000	787,000	393,705	787,000	398,000	0	398,000	787,000	398,000	-389,000.00	-49.42
<b>Total Property Tax Equalization Fund:</b>	787,000	787,000	393,705	787,000	398,000	0	398,000	787,000	398,000	-389,000.00	-49.42
<b>Department 20</b> Police											
<i>Revenue Accounts</i>											
3080000 - Budgeted Begining Fund Balance	0	0	0	0	182,000	0	182,000	0	182,000	182,000.00	0.00
3693400 - Federal Treasury Seizure Funds	0	25,000	257,053	257,052	0	0	0	60,000	0	-25,000.00	-100.00
<b>Total Revenue Accounts:</b>	0	25,000	257,053	257,052	182,000	0	182,000	60,000	182,000	157,000.00	628.00
<b>Total Federal Criminal Forfeitures:</b>	0	25,000	257,053	257,052	182,000	0	182,000	60,000	182,000	157,000.00	628.00
<b>Department 99</b> Not Applicable											
<i>Revenue Accounts</i>											
3080000 - Budgeted Begining Fund Balance	0	0	0	0	0	0	0	0	0	0.00	0.00
3611100 - Investment Interest	0	0	0	0	0	0	0	0	0	0.00	0.00
3613100 - Realized Investment Gain\Loss	0	0	0	0	0	0	0	0	0	0.00	0.00
3661001 - Interfund Interest	0	0	5,049	0	0	0	0	0	0	0.00	0.00
3970000 - Operating Transfers In	605,000	605,000	213,051	605,000	210,000	-210,000	0	0	0	-605,000.00	-100.00
<b>Total Revenue Accounts:</b>	605,000	605,000	218,100	605,000	210,000	-210,000	0	0	0	-605,000.00	-100.00
<b>Total Revenue Stabilization Fund:</b>	605,000	605,000	218,100	605,000	210,000	-210,000	0	0	0	-605,000.00	-100.00
<b>Department 32</b> Debt ServicesDepartment											
<i>Revenue Accounts</i>											
3111001 - GO Bond 06 Tax Current	1,700,000	1,700,000	890,601	1,700,000	1,700,000	0	1,700,000	1,700,000	1,700,000	0.00	0.00
<b>Total Revenue Accounts:</b>	1,700,000	1,700,000	890,601	1,700,000	1,700,000	0	1,700,000	1,700,000	1,700,000	0.00	0.00
<b>Total Unltd Tax GO Bond Fund, 2006:</b>	1,700,000	1,700,000	890,601	1,700,000	1,700,000	0	1,700,000	1,700,000	1,700,000	0.00	0.00
<b>Department 32</b> Debt ServicesDepartment											
<i>Revenue Accounts</i>											
3322120 - Build America Bond Subsidy Pmt	386,370	386,370	193,185	386,370	386,370	0	386,370	386,370	386,370	0.00	0.00
3619000 - Other Interest Earnings	0	0	343	0	0	0	0	0	0	0.00	0.00
3970000 - Operating Transfers In	1,275,897	1,275,897	525,613	1,275,897	1,272,697	0	1,272,697	1,275,897	1,272,697	-3,200.00	-0.25
<b>Total Revenue Accounts:</b>	1,662,267	1,662,267	719,141	1,662,267	1,659,067	0	1,659,067	1,662,267	1,659,067	-3,200.00	-0.19
<b>Total Limited Tax GO Bond 2009:</b>	1,662,267	1,662,267	719,141	1,662,267	1,659,067	0	1,659,067	1,662,267	1,659,067	-3,200.00	-0.19

**Comparative Budget Worksheet By Object**

Object	2011 Adopted Budget	2011 Current Budget	2011 YTD Actuals	2011 Current Year Est.	2012 Dept Request	2012 Service Package	2012 Proposed Budget	2012 Base Budget	2012 Final Budget	Change in Budget	Pct Chg
<b>Department 28</b>	General Government CIP										
<i>Revenue Accounts</i>											
3080000 - Budgeted Begining Fund Balance	1,937,724	3,037,433	0	0	789,057	0	789,057	723,166	789,057	-2,248,376.00	-74.02
3173400 - REET-1st Quarter	550,000	550,000	298,237	472,992	509,294	0	509,294	509,294	509,294	-40,706.00	-7.40
3198020 - REET Penalties & Interest	0	0	-16	0	0	0	0	0	0	0.00	0.00
3340231 - State Grants-Dept Natrl Resour	385,000	385,000	0	0	0	0	0	0	0	-385,000.00	-100.00
3371000 - Interlocal Funding - General	130,000	130,000	0	0	214,000	0	214,000	214,000	214,000	84,000.00	64.61
3371021 - SCL Energy Conservation Grant	0	0	2,200	0	0	0	0	0	0	0.00	0.00
3378200 - K.C.- Conservation Levy Fundng	0	0	0	0	0	0	0	0	0	0.00	0.00
3378300 - K.C. Trails Levy Funding	110,416	110,416	57,353	75,000	223,000	0	223,000	223,000	223,000	112,584.00	101.96
3378500 - King County Water Works Grant	0	0	0	0	0	0	0	0	0	0.00	0.00
3611100 - Investment Interest	20,000	20,000	0	20,000	21,978	0	21,978	21,978	21,978	1,978.00	9.89
3611110 - LGIP Investment Interest	0	0	5,711	0	0	0	0	0	0	0.00	0.00
3671910 - Cable - Education/Govt. Grant	0	0	12,798	0	0	0	0	0	0	0.00	0.00
3672200 - Donate From Priv Src-Memorial	0	0	3,000	0	0	0	0	0	0	0.00	0.00
3970000 - Operating Transfers In	60,000	60,000	25,000	185,000	110,000	0	110,000	110,000	110,000	50,000.00	83.33
<b>Total Revenue Accounts:</b>	<u>3,193,140</u>	<u>4,292,849</u>	<u>404,283</u>	<u>752,992</u>	<u>1,867,329</u>	<u>0</u>	<u>1,867,329</u>	<u>1,801,438</u>	<u>1,867,329</u>	<u>-2,425,520.00</u>	<u>-56.50</u>
<b>Total General Capital Fund:</b>	<u>3,193,140</u>	<u>4,292,849</u>	<u>404,283</u>	<u>752,992</u>	<u>1,867,329</u>	<u>0</u>	<u>1,867,329</u>	<u>1,801,438</u>	<u>1,867,329</u>	<u>-2,425,520.00</u>	<u>-56.50</u>
<b>Department 31</b>	Facility Major Maintenance I										
<i>Revenue Accounts</i>											
3080000 - Budgeted Begining Fund Balance	105,253	118,806	0	0	0	0	0	0	0	-118,806.00	-100.00
3611100 - Investment Interest	3,465	3,465	0	3,465	825	0	825	825	825	-2,640.00	-76.19
3611110 - LGIP Investment Interest	0	0	274	0	0	0	0	0	0	0.00	0.00
3970000 - Operating Transfers In	54,032	154,032	37,500	154,032	164,032	0	164,032	164,032	164,032	10,000.00	6.49
<b>Total Revenue Accounts:</b>	<u>162,750</u>	<u>276,303</u>	<u>37,774</u>	<u>157,497</u>	<u>164,857</u>	<u>0</u>	<u>164,857</u>	<u>164,857</u>	<u>164,857</u>	<u>-111,446.00</u>	<u>-40.33</u>
<b>Total City Facility-Major Maint Fund:</b>	<u>162,750</u>	<u>276,303</u>	<u>37,774</u>	<u>157,497</u>	<u>164,857</u>	<u>0</u>	<u>164,857</u>	<u>164,857</u>	<u>164,857</u>	<u>-111,446.00</u>	<u>-40.33</u>
<b>Department 29</b>	Roads Capital Improvements										
<i>Revenue Accounts</i>											
3080000 - Budgeted Begining Fund Balance	3,608,383	3,514,315	0	0	1,117,404	0	1,117,404	1,117,701	1,117,404	-2,396,911.00	-68.20
3173500 - REET-2nd Quarter	550,000	550,000	298,237	472,992	509,294	0	509,294	509,294	509,294	-40,706.00	-7.40
3198020 - REET Penalties & Interest	0	0	-16	0	0	0	0	0	0	0.00	0.00
3224500 - Residentl Parking Zone Permit	0	0	70	70	0	0	0	0	0	0.00	0.00
3310000 - Federal Direct - Unassigned	1,731,720	1,731,720	0	1,000,000	1,077,422	0	1,077,422	1,077,422	1,077,422	-654,298.00	-37.78
3330100 - Federal Indirect-General	419,290	4,105,235	0	6,656,439	712,123	0	712,123	712,123	712,123	-3,393,112.00	-82.65
3331000 - CDBG Grant Allocation	0	117,233	89,554	117,233	35,000	0	35,000	35,000	35,000	-82,233.00	-70.14
3332022 - SAFETEA-LU Grant	1,876,983	2,399,739	1,223,344	2,339,738	0	0	0	0	0	-2,399,739.00	-100.00
3332024 - Highway Safety Impv. Program	1,000,000	1,000,000	0	127,100	0	0	0	0	0	-1,000,000.00	-100.00

**Comparative Budget Worksheet By Object**

Object	2011 Adopted Budget	2011 Current Budget	2011 YTD Actuals	2011 Current Year Est.	2012 Dept Request	2012 Service Package	2012 Proposed Budget	2012 Base Budget	2012 Final Budget	Change in Budget	Pct Chg
3332025 - Trans, Comm,& Sys.Preservation	444,600	444,600	444,600	444,600	0	0	0	0	0	-444,600.00	-100.00
3332026 - Cong.Mitigation & Air Quality	5,468,188	4,075,524	0	3,701,512	1,826,677	0	1,826,677	1,826,677	1,826,677	-2,248,847.00	-55.17
3332027 - Safe Routes To Schools	0	50,000	0	50,000	335,000	0	335,000	335,000	335,000	285,000.00	570.00
3332058 - Surface Transp Program - Urban	0	953,777	2,848,900	0	0	0	0	0	0	-953,777.00	-100.00
3340314 - DOE LID Stormwater Grant	0	0	229,843	0	0	0	0	0	0	0.00	0.00
3340361 - WA St. Regional Mobility Grant	973,465	993,227	1,226,008	993,227	0	0	0	0	0	-993,227.00	-100.00
3340366 - WSDOT-Nickel Gas Tax	0	0	0	0	0	0	0	0	0	0.00	0.00
3340367 - WSDOT Grant-T. Signal 170/15NE	0	0	0	0	0	0	0	0	0	0.00	0.00
3340368 - WSDOT-TPA Gas Tax	0	1,796,143	1,796,142	1,796,142	0	0	0	0	0	-1,796,143.00	-100.00
3340382 - Trans. Imp. Brd. Aurora	1,468,747	5,761,032	4,876,208	6,011,031	173,648	0	173,648	173,648	173,648	-5,587,384.00	-96.98
3340422 - Urban Vitality Grant (PWB)	500,000	500,000	502,518	497,110	0	0	0	0	0	-500,000.00	-100.00
3371000 - Interlocal Funding - General	1,143,798	3,105,106	0	3,463,317	64,252	0	64,252	64,252	64,252	-3,040,854.00	-97.93
3371010 - Interlocal Funding - SCL	0	0	2,089,030	0	0	0	0	0	0	0.00	0.00
3371020 - Interlocal Funding - SPU	0	0	420,134	0	0	0	0	0	0	0.00	0.00
3378000 - King County - METRO	395,783	1,041,963	434,625	799,969	0	0	0	0	0	-1,041,963.00	-100.00
3379000 - Interlocal Government-Other	0	0	0	0	23,000	0	23,000	23,000	23,000	23,000.00	0.00
3392142 - CDBG-R Grant Administration	0	0	0	0	0	0	0	0	0	0.00	0.00
3449000 - TBD Vehicle Fees	0	0	0	0	0	0	0	0	0	0.00	0.00
3458110 - In-Lieu Payment	50,000	414,200	0	364,200	0	0	0	0	0	-414,200.00	-100.00
3611100 - Investment Interest	17,500	17,500	0	17,500	23,404	0	23,404	23,404	23,404	5,904.00	33.73
3611110 - LGIP Investment Interest	0	0	6,869	0	0	0	0	0	0	0.00	0.00
3670100 - Donate From Priv Sourc-General	385,000	385,000	0	422,826	0	0	0	0	0	-385,000.00	-100.00
3970000 - Operating Transfers In	1,506,517	1,506,517	748,997	1,547,208	1,123,825	500,000	1,623,825	1,128,825	1,623,825	117,308.00	7.78
<b>Total Revenue Accounts:</b>	<b>21,539,974</b>	<b>34,462,831</b>	<b>17,235,063</b>	<b>30,822,214</b>	<b>7,021,049</b>	<b>500,000</b>	<b>7,521,049</b>	<b>7,026,346</b>	<b>7,521,049</b>	<b>-26,941,782.00</b>	<b>-78.17</b>
<b>Total Roads Capital Fund:</b>	<b>21,539,974</b>	<b>34,462,831</b>	<b>17,235,063</b>	<b>30,822,214</b>	<b>7,021,049</b>	<b>500,000</b>	<b>7,521,049</b>	<b>7,026,346</b>	<b>7,521,049</b>	<b>-26,941,782.00</b>	<b>-78.17</b>
<b>Department 27 Public Works</b>											
<i>Revenue Accounts</i>											
3340313 - Dept. of Ecology - NPDES Impl.	0	0	55,209	17,072	0	0	0	0	0	0.00	0.00
3340314 - DOE LID Stormwater Grant	0	0	0	0	0	60,000	60,000	0	60,000	60,000.00	0.00
<b>Total Revenue Accounts:</b>	<b>0</b>	<b>0</b>	<b>55,209</b>	<b>17,072</b>	<b>0</b>	<b>60,000</b>	<b>60,000</b>	<b>0</b>	<b>60,000</b>	<b>60,000.00</b>	<b>0.00</b>
<b>Department 30 Surface Water CIP</b>											
<i>Revenue Accounts</i>											
3080000 - Budgeted Begining Fund Balance	1,800,175	2,185,357	0	0	1,193,409	200,582	1,393,991	1,193,409	1,393,991	-791,366.16	-36.21
3340314 - DOE LID Stormwater Grant	0	0	0	0	195,000	0	195,000	0	195,000	195,000.00	0.00
3372104 - KC Fld Zn Dst Opportunity Fd	80,000	80,000	1,463	165,610	95,404	0	95,404	95,404	95,404	15,404.00	19.25
3438300 - Storm Drainage Fees/Charges	3,154,770	3,154,770	1,643,222	3,154,770	3,233,639	0	3,233,639	3,233,639	3,233,639	78,869.00	2.49
3611100 - Investment Interest	30,000	30,000	0	8,000	29,693	0	29,693	29,693	29,693	-307.00	-1.02
3611110 - LGIP Investment Interest	0	0	6,030	0	0	0	0	0	0	0.00	0.00

**Comparative Budget Worksheet By Object**

Object	2011 Adopted Budget	2011 Current Budget	2011 YTD Actuals	2011 Current Year Est.	2012 Dept Request	2012 Service Package	2012 Proposed Budget	2012 Base Budget	2012 Final Budget	Change in Budget	Pct Chg
3614100 - SWM Interest_Delin Utlty Fee	0	0	9,690	0	0	0	0	0	0	0.00	0.00
<b>Total Revenue Accounts:</b>	<u>5,064,945</u>	<u>5,450,127</u>	<u>1,660,405</u>	<u>3,328,380</u>	<u>4,747,145</u>	<u>200,582</u>	<u>4,947,727</u>	<u>4,552,145</u>	<u>4,947,727</u>	<u>-502,400.16</u>	<u>-9.21</u>
<b>Total SWM Utility Fund:</b>	<u>5,064,945</u>	<u>5,450,127</u>	<u>1,715,614</u>	<u>3,345,452</u>	<u>4,747,145</u>	<u>260,582</u>	<u>5,007,727</u>	<u>4,552,145</u>	<u>5,007,727</u>	<u>-442,400.16</u>	<u>-8.11</u>
<b>Department 27 Public Works</b>											
<i>Revenue Accounts</i>											
3080000 - Budgeted Begining Fund Balance	15,000	15,000	0	0	15,000	0	15,000	15,000	15,000	0.00	0.00
3611100 - Investment Interest	0	0	0	0	0	0	0	0	0	0.00	0.00
3611110 - LGIP Investment Interest	250	250	127	250	250	0	250	250	250	0.00	0.00
3630000 - Insurance Premiums/Recovery	0	0	0	0	0	0	0	0	0	0.00	0.00
3651000 - Interfund Equip/Vehicle Rents	176,563	176,563	173,564	176,563	182,000	0	182,000	154,560	182,000	5,437.00	3.07
3980000 - Insurance Premiums/Recovery	0	0	980	980	0	0	0	0	0	0.00	0.00
<b>Total Revenue Accounts:</b>	<u>191,813</u>	<u>191,813</u>	<u>174,671</u>	<u>177,793</u>	<u>197,250</u>	<u>0</u>	<u>197,250</u>	<u>169,810</u>	<u>197,250</u>	<u>5,437.00</u>	<u>2.83</u>
<b>Total Vehicle Operations/Maintenance:</b>	<u>191,813</u>	<u>191,813</u>	<u>174,671</u>	<u>177,793</u>	<u>197,250</u>	<u>0</u>	<u>197,250</u>	<u>169,810</u>	<u>197,250</u>	<u>5,437.00</u>	<u>2.83</u>
<b>Department 16 Administrative Services</b>											
<i>Revenue Accounts</i>											
3080000 - Budgeted Begining Fund Balance	134,199	134,199	0	0	0	0	0	134,199	0	-134,199.00	-100.00
3611100 - Investment Interest	12,750	12,750	5,443	10,214	11,000	0	11,000	12,750	11,000	-1,750.00	-13.72
3611110 - LGIP Investment Interest	2,250	2,250	440	726	850	0	850	2,250	850	-1,400.00	-62.22
3613100 - Realized Investment Gain\Loss	0	0	218	0	0	0	0	0	0	0.00	0.00
3651000 - Interfund Equip/Vehicle Rents	0	0	0	0	0	0	0	0	0	0.00	0.00
3652000 - Interfund Equip Rent-Long Term	238,719	238,719	227,719	238,719	247,441	0	247,441	238,719	247,441	8,722.00	3.65
3951001 - Proceed_Sale Cap Aset_Gov Fund	0	0	2,055	2,500	0	0	0	0	0	0.00	0.00
3970000 - Operating Transfers In	0	0	0	0	100,000	167,363	267,363	0	267,363	267,363.00	0.00
<b>Total Revenue Accounts:</b>	<u>387,918</u>	<u>387,918</u>	<u>235,875</u>	<u>252,159</u>	<u>359,291</u>	<u>167,363</u>	<u>526,654</u>	<u>387,918</u>	<u>526,654</u>	<u>138,736.00</u>	<u>35.76</u>
<b>Total Equipment Replace/Deprec Fund:</b>	<u>387,918</u>	<u>387,918</u>	<u>235,875</u>	<u>252,159</u>	<u>359,291</u>	<u>167,363</u>	<u>526,654</u>	<u>387,918</u>	<u>526,654</u>	<u>138,736.00</u>	<u>35.76</u>
<b>Department 16 Administrative Services</b>											
<i>Revenue Accounts</i>											
3080000 - Budgeted Begining Fund Balance	4,850	4,850	0	0	21,764	0	21,764	4,850	21,764	16,914.00	348.74
3611110 - LGIP Investment Interest	150	150	59	74	50	0	50	150	50	-100.00	-66.66
3970000 - Operating Transfers In	10,000	10,000	10,000	10,000	17,500	50,232	67,732	10,000	67,732	57,732.00	577.32
<b>Total Revenue Accounts:</b>	<u>15,000</u>	<u>15,000</u>	<u>10,059</u>	<u>10,074</u>	<u>39,314</u>	<u>50,232</u>	<u>89,546</u>	<u>15,000</u>	<u>89,546</u>	<u>74,546.00</u>	<u>496.97</u>
<b>Total Unemployment Fund:</b>	<u>15,000</u>	<u>15,000</u>	<u>10,059</u>	<u>10,074</u>	<u>39,314</u>	<u>50,232</u>	<u>89,546</u>	<u>15,000</u>	<u>89,546</u>	<u>74,546.00</u>	<u>496.97</u>
<b>Report Total</b>	<u>71,579,057</u>	<u>86,596,175</u>	<u>44,600,771</u>	<u>76,230,826</u>	<u>54,594,352</u>	<u>1,462,610</u>	<u>56,056,962</u>	<u>53,888,778</u>	<u>56,056,962</u>	<u>-30,539,213.48</u>	<u>496.97</u>

## Comparative Budget Worksheet By Object

Object	2011 Adopted Budget	2011 Current Budget	2011 YTD Actuals	2011 Current Year Est.	2012 Dept Request	2012 Service Package	2012 Proposed Budget	2012 Base Budget	2012 Final Budget	Change in Budget	Pct Chg
<b>Department 10 City Council</b>											
<i>Expense Accounts</i>											
5110000 - Salaries	60,900	60,900	48,213	60,900	60,900	0	60,900	60,900	60,900	0.00	0.00
5212000 - Social Security Replace Program	3,776	3,776	2,989	3,776	3,776	0	3,776	3,776	3,776	0.00	0.00
5215000 - Insurance Premium Allowance	62,328	62,328	49,144	62,328	66,444	0	66,444	66,444	66,444	4,116.00	6.60
5220000 - Medicare	883	883	1,411	1,932	1,983	0	1,983	1,983	1,983	1,099.95	124.56
5230000 - Labor & Industries	1,145	1,145	1,029	1,422	1,370	0	1,370	1,370	1,370	224.88	19.64
5310000 - Office Supplies	1,500	1,500	745	1,500	1,500	0	1,500	1,500	1,500	0.00	0.00
5320000 - Operating Supplies	0	0	5	0	0	0	0	0	0	0.00	0.00
5330000 - Program Supplies	0	0	120	0	0	0	0	0	0	0.00	0.00
5410000 - Professional Services	7,500	7,500	6,500	7,500	7,500	0	7,500	7,500	7,500	0.00	0.00
5425000 - Postage/Courier	100	100	8	100	100	0	100	100	100	0.00	0.00
5430000 - Travel(Lodge,meals,miles)	28,900	28,900	14,905	28,900	28,900	0	28,900	28,900	28,900	0.00	0.00
5430001 - Council Dinner Meetings	0	0	0	0	5,000	0	5,000	0	5,000	5,000.00	0.00
5431000 - Mileage Reimb. Local Travel	300	300	299	500	500	0	500	300	500	200.00	66.66
5493000 - Printing & Binding	200	200	0	0	0	0	0	200	0	-200.00	-100.00
5494000 - Registration/Training/Admissn	6,400	6,400	4,645	6,400	6,400	0	6,400	6,400	6,400	0.00	0.00
<b>Total Expense Accounts:</b>	<b>173,932</b>	<b>173,932</b>	<b>130,013</b>	<b>175,258</b>	<b>184,373</b>	<b>0</b>	<b>184,373</b>	<b>179,373</b>	<b>184,373</b>	<b>10,440.83</b>	<b>6.00</b>
<b>Department 11 City Manager</b>											
<i>Expense Accounts</i>											
5110000 - Salaries	805,164	805,164	585,075	786,067	811,275	0	811,275	811,275	811,275	6,111.27	0.75
5111000 - Salaries-Extra Help	0	0	57	0	0	0	0	0	0	0.00	0.00
5112000 - Overtime	0	0	1,161	0	0	0	0	0	0	0.00	0.00
5212000 - Social Security Replace Program	49,622	49,622	35,898	48,736	50,298	0	50,298	50,298	50,298	676.49	1.36
5213000 - Soc Sec Replace Pgm-Xtra Help	0	0	4	0	0	0	0	0	0	0.00	0.00
5214000 - PERS	55,325	55,325	50,742	63,098	57,357	0	57,357	57,357	57,357	2,031.89	3.67
5214001 - CM Retirement Plan	0	0	4,826	6,202	7,653	0	7,653	7,653	7,653	7,653.00	0.00
5215000 - Insurance Premium Allowance	122,226	122,226	91,955	113,669	128,997	0	128,997	128,997	128,997	6,771.36	5.54
5220000 - Medicare	11,605	11,605	8,675	12,106	11,763	0	11,763	11,763	11,763	158.20	1.36
5221000 - Medicare - Extra Help	0	0	1	0	0	0	0	0	0	0.00	0.00
5230000 - Labor & Industries	3,265	3,265	2,694	4,055	4,055	0	4,055	4,055	4,055	789.86	24.19
5231000 - Labor & Industries-Extra Help	0	0	5	0	0	0	0	0	0	0.00	0.00
5310000 - Office Supplies	5,825	5,825	4,294	5,825	5,825	0	5,825	5,825	5,825	0.00	0.00
5320000 - Operating Supplies	0	0	359	0	0	0	0	0	0	0.00	0.00
5330000 - Program Supplies	2,800	2,800	3,674	3,100	4,700	0	4,700	2,800	4,700	1,900.00	67.85
5350000 - Small Tools/Minor Equipment	1,250	1,250	222	750	1,250	0	1,250	1,250	1,250	0.00	0.00
5360000 - Software/Upgrades/Licenses	1,250	1,250	465	2,816	2,950	0	2,950	1,250	2,950	1,700.00	136.00
5410000 - Professional Services	208,500	238,496	126,576	209,700	231,000	25,000	256,000	203,500	256,000	17,504.00	7.33
5425000 - Postage/Courier	38,050	38,050	34,894	37,950	38,050	0	38,050	38,050	38,050	0.00	0.00
5430000 - Travel(Lodge,meals,miles)	28,220	28,220	18,401	24,248	27,220	0	27,220	28,220	27,220	-1,000.00	-3.54
5431000 - Mileage Reimb. Local Travel	3,400	3,400	3,546	5,400	4,400	0	4,400	3,400	4,400	1,000.00	29.41
5440000 - Advertising	10,000	10,000	605	3,010	6,300	0	6,300	10,000	6,300	-3,700.00	-37.00

## Comparative Budget Worksheet By Object

Object	2011 Adopted Budget	2011 Current Budget	2011 YTD Actuals	2011 Current Year Est.	2012 Dept Request	2012 Service Package	2012 Proposed Budget	2012 Base Budget	2012 Final Budget	Change in Budget	Pct Chg
5450000 - Operating Rentals & Lease	500	500	3,365	1,417	500	0	500	500	500	0.00	0.00
5491000 - Dues, Subscriptions	11,180	11,180	11,018	11,049	11,580	0	11,580	11,180	11,580	400.00	3.57
5493000 - Printing & Binding	28,500	28,500	18,967	28,500	28,500	0	28,500	28,500	28,500	0.00	0.00
5494000 - Registration/Training/Admissn	13,935	13,935	6,720	13,925	14,635	0	14,635	13,935	14,635	700.00	5.02
5510000 - Intergovt Professional Service	0	0	20	10	0	0	0	0	0	0.00	0.00
<b>Total Expense Accounts:</b>	<b>1,400,617</b>	<b>1,430,613</b>	<b>1,014,219</b>	<b>1,381,633</b>	<b>1,448,308</b>	<b>25,000</b>	<b>1,473,308</b>	<b>1,419,808</b>	<b>1,473,308</b>	<b>42,696.07</b>	<b>2.98</b>
<b>Department 15 City Attorney</b>											
<i>Expense Accounts</i>											
5110000 - Salaries	296,053	296,053	215,309	280,500	305,509	0	305,509	305,509	305,509	9,456.09	3.19
5112000 - Overtime	100	100	0	100	100	0	100	100	100	0.00	0.00
5212000 - Social Security Replace Progrm	18,355	18,355	13,224	17,500	18,942	0	18,942	18,942	18,942	586.28	3.19
5214000 - PERS	20,471	20,471	12,783	20,470	21,600	0	21,600	21,600	21,600	1,128.84	5.51
5215000 - Insurance Premium Allowance	31,176	31,176	23,989	31,176	32,292	0	32,292	32,292	32,292	1,116.00	3.57
5220000 - Medicare	4,293	4,293	3,242	4,180	4,430	0	4,430	4,430	4,430	137.12	3.19
5230000 - Labor & Industries	1,119	1,119	873	1,390	1,390	0	1,390	1,390	1,390	270.81	24.20
5310000 - Office Supplies	1,050	1,050	1,093	1,050	1,050	0	1,050	1,050	1,050	0.00	0.00
5410000 - Professional Services	173,203	173,203	116,366	173,203	174,380	45,000	219,380	173,203	219,380	46,177.00	26.66
5425000 - Postage/Courier	450	450	255	450	450	0	450	450	450	0.00	0.00
5430000 - Travel(Lodge,meals,miles)	1,600	1,600	682	1,600	1,600	0	1,600	1,600	1,600	0.00	0.00
5431000 - Mileage Reimb. Local Travel	200	200	96	200	200	0	200	200	200	0.00	0.00
5491000 - Dues, Subscriptions	5,827	5,827	4,015	5,827	6,127	0	6,127	5,827	6,127	300.00	5.14
5492000 - Filing,Recording,Witness Fees	1,050	1,050	84	800	900	0	900	1,050	900	-150.00	-14.28
5493000 - Printing & Binding	0	0	13	13	0	0	0	0	0	0.00	0.00
5494000 - Registration/Training/Admissn	2,200	2,200	1,003	2,200	2,000	0	2,000	2,200	2,000	-200.00	-9.09
5496000 - Judgements/Settlements	0	1,804	1,804	2,000	0	0	0	0	0	-1,804.00	-100.00
<b>Total Expense Accounts:</b>	<b>557,147</b>	<b>558,951</b>	<b>394,831</b>	<b>542,659</b>	<b>570,970</b>	<b>45,000</b>	<b>615,970</b>	<b>569,843</b>	<b>615,970</b>	<b>57,018.14</b>	<b>10.20</b>
<b>Department 16 Administrative Services</b>											
<i>Expense Accounts</i>											
5110000 - Salaries	1,650,512	1,650,512	1,178,128	1,597,092	1,717,512	-111,139	1,606,374	1,717,512	1,606,374	-44,137.13	-2.67
5111000 - Salaries-Extra Help	0	0	3,736	5,408	8,878	0	8,878	0	8,878	8,878.00	0.00
5112000 - Overtime	3,000	3,000	869	2,136	3,000	0	3,000	3,000	3,000	0.00	0.00
5115000 - Vacation Buy-Out	10,228	9,960	1,964	1,511	10,000	0	10,000	10,228	10,000	39.97	0.40
5212000 - Social Security Replace Progrm	102,333	102,436	71,730	98,825	106,485	-6,891	99,595	106,485	99,595	-2,840.62	-2.77
5213000 - Soc Sec Replace Pgm-Xtra Help	0	0	232	335	550	0	550	0	550	550.00	0.00
5214000 - PERS	114,067	114,207	69,563	98,542	121,428	-7,858	113,571	121,428	113,571	-636.48	-0.55
5214002 - PERS - Extra Help	0	0	0	0	0	0	0	0	0	0.00	0.00
5215000 - Insurance Premium Allowance	301,076	301,076	227,216	298,546	322,293	-25,176	297,117	322,293	297,117	-3,958.46	-1.31
5220000 - Medicare	22,213	22,238	17,273	21,646	24,904	-1,612	23,292	24,904	23,292	1,056.26	4.74
5221000 - Medicare - Extra Help	0	0	54	78	128	0	128	0	128	128.00	0.00
5230000 - Labor & Industries	8,238	8,238	6,549	9,875	10,462	-695	9,766	10,462	9,766	1,529.28	18.56
5231000 - Labor & Industries-Extra Help	0	0	26	40	60	0	60	0	60	60.00	0.00
5310000 - Office Supplies	14,104	14,104	3,585	8,177	10,890	0	10,890	13,824	10,890	-3,214.00	-22.78

## Comparative Budget Worksheet By Object

Object	2011 Adopted Budget	2011 Current Budget	2011 YTD Actuals	2011 Current Year Est.	2012 Dept Request	2012 Service Package	2012 Proposed Budget	2012 Base Budget	2012 Final Budget	Change in Budget	Pct Chg
5320000 - Operating Supplies	45,200	45,200	27,752	49,628	45,200	0	45,200	45,200	45,200	0.00	0.00
5330000 - Program Supplies	0	0	0	0	0	0	0	0	0	0.00	0.00
5350000 - Small Tools/Minor Equipment	9,550	9,550	2,117	8,393	8,550	8,577	17,127	9,550	17,127	7,577.00	79.34
5360000 - Software/Upgrades/Licenses	26,275	26,275	62,942	49,420	7,775	180,000	187,775	26,275	187,775	161,500.00	614.65
5410000 - Professional Services	225,070	297,393	119,376	245,273	184,205	80,000	264,205	225,070	264,205	-33,188.00	-11.15
5410002 - Credit Card Fees	300	300	1,365	1,500	1,500	0	1,500	300	1,500	1,200.00	400.00
5420000 - Telephone	143,875	137,875	110,869	137,799	145,825	1,980	147,805	137,875	147,805	9,930.00	7.20
5425000 - Postage/Courier	16,370	16,370	14,393	16,093	16,245	0	16,245	16,370	16,245	-125.00	-0.76
5430000 - Travel(Lodge,meals,miles)	14,484	14,484	3,471	10,844	13,999	0	13,999	14,484	13,999	-485.00	-3.34
5430001 - Council Dinner Meetings	6,000	6,000	3,907	4,000	0	0	0	6,000	0	-6,000.00	-100.00
5431000 - Mileage Reimb. Local Travel	150	150	439	575	450	0	450	150	450	300.00	200.00
5440000 - Advertising	3,750	3,750	2,482	3,250	3,750	0	3,750	3,750	3,750	0.00	0.00
5441000 - Advertising-Franchise	3,000	3,000	0	3,000	3,000	0	3,000	3,000	3,000	0.00	0.00
5450000 - Operating Rentals & Lease	23,850	23,850	17,761	24,313	23,850	0	23,850	23,850	23,850	0.00	0.00
5460000 - Insurance	409,985	409,985	416,326	416,326	438,966	0	438,966	409,985	438,966	28,981.00	7.06
5475000 - UTILITY-GARBAGE/SOLID WAS	8,855	8,855	5,938	8,924	9,203	0	9,203	9,203	9,203	348.00	3.92
5476000 - Utilities-Cable TV	0	0	0	0	0	0	0	0	0	0.00	0.00
5480000 - Repairs & Maintenance	210,803	210,803	190,661	233,411	233,196	0	233,196	210,803	233,196	22,393.00	10.62
5491000 - Dues, Subscriptions	127,911	127,911	123,679	123,676	128,863	0	128,863	127,911	128,863	952.00	0.74
5492000 - Filing,Recording,Witness Fees	1,000	1,000	1,000	1,000	1,000	0	1,000	1,000	1,000	0.00	0.00
5493000 - Printing & Binding	4,700	4,700	951	2,652	4,400	0	4,400	4,700	4,400	-300.00	-6.38
5494000 - Registration/Training/Admissn	20,812	20,812	2,612	14,843	21,310	5,000	26,310	20,812	26,310	5,498.00	26.41
5499000 - Miscellaneous Expenses	0	0	539	539	0	0	0	0	0	0.00	0.00
5510000 - Intergovt Professional Service	313,828	313,828	277,648	322,140	274,018	0	274,018	313,828	274,018	-39,810.00	-12.68
5630000 - Other Improvements	0	6,000	7,150	0	0	0	0	0	0	-6,000.00	-100.00
5640000 - Machinery & Equipment	0	0	0	0	0	0	0	0	0	0.00	0.00
5910000 - Interfund Chg-Equip Replacemnt	55,433	55,433	55,433	55,433	55,115	2,414	57,529	57,149	57,529	2,096.00	3.78
5950000 - Interfund Vehicle Operat/Maint	1,150	1,150	4,150	4,150	493	774	1,267	2,432	1,267	117.00	10.17
5992000 - Contingency	118,507	118,507	0	0	0	60,358	60,358	0	60,358	-58,149.00	-49.06
5994000 - Operational Contingency	550,000	452,706	0	0	550,000	0	550,000	550,000	550,000	97,294.00	21.49
5995000 - Other Reserves	255,000	255,000	0	0	255,000	0	255,000	255,000	255,000	0.00	0.00
<b>Total Expense Accounts:</b>	<b>4,821,629</b>	<b>4,796,658</b>	<b>3,033,886</b>	<b>3,879,393</b>	<b>4,762,503</b>	<b>185,732</b>	<b>4,948,237</b>	<b>4,804,833</b>	<b>4,948,237</b>	<b>151,583.82</b>	<b>3.16</b>
<b>Department 17 City Wide</b>											
<i>TRANSFER OUT ACCOUNTS</i>											
5970000 - Operating Transfers Out	3,912,988	3,912,988	1,521,978	4,002,790	3,049,978	340,232	3,390,210	3,912,988	3,390,210	-522,778.00	-13.36
<b>Total TRANSFER OUT ACCOUNTS:</b>	<b>3,912,988</b>	<b>3,912,988</b>	<b>1,521,978</b>	<b>4,002,790</b>	<b>3,049,978</b>	<b>340,232</b>	<b>3,390,210</b>	<b>3,912,988</b>	<b>3,390,210</b>	<b>-522,778.00</b>	<b>-13.36</b>
<b>Department 18 Human Resources</b>											
<i>Expense Accounts</i>											
5110000 - Salaries	262,418	262,418	196,813	262,418	267,778	0	267,778	267,778	267,778	5,360.59	2.04
5212000 - Social Security Replace Progrm	16,270	16,270	11,898	16,270	16,602	0	16,602	16,602	16,602	332.36	2.04
5214000 - PERS	18,128	18,128	11,663	16,263	18,932	0	18,932	18,932	18,932	804.03	4.43
5215000 - Insurance Premium Allowance	31,176	31,176	28,630	31,176	38,004	0	38,004	38,004	38,004	6,828.00	21.90

### Comparative Budget Worksheet By Object

Object	2011 Adopted Budget	2011 Current Budget	2011 YTD Actuals	2011 Current Year Est.	2012 Dept Request	2012 Service Package	2012 Proposed Budget	2012 Base Budget	2012 Final Budget	Change in Budget	Pct Chg
5220000 - Medicare	3,805	3,805	2,859	3,805	3,883	0	3,883	3,883	3,883	77.73	2.04
5230000 - Labor & Industries	1,119	1,119	914	1,390	1,390	0	1,390	1,390	1,390	270.81	24.20
5310000 - Office Supplies	1,150	1,150	918	1,115	1,150	0	1,150	1,150	1,150	0.00	0.00
5320000 - Operating Supplies	0	0	35	35	0	0	0	0	0	0.00	0.00
5330000 - Program Supplies	6,450	6,450	3,261	6,450	6,450	0	6,450	6,450	6,450	0.00	0.00
5360000 - Software/Upgrades/Licenses	500	500	2,738	3,240	5,980	0	5,980	500	5,980	5,480.00	1,096.00
5410000 - Professional Services	38,375	38,375	19,638	35,635	32,895	0	32,895	38,375	32,895	-5,480.00	-14.28
5425000 - Postage/Courier	150	150	42	150	150	0	150	150	150	0.00	0.00
5430000 - Travel(Lodge,meals,miles)	3,960	3,960	3,854	3,960	3,960	0	3,960	3,960	3,960	0.00	0.00
5440000 - Advertising	11,331	11,331	2,385	5,665	5,331	0	5,331	11,331	5,331	-6,000.00	-52.95
5491000 - Dues, Subscriptions	2,340	2,340	1,736	2,340	2,340	0	2,340	2,340	2,340	0.00	0.00
5493000 - Printing & Binding	0	0	0	0	0	0	0	0	0	0.00	0.00
5494000 - Registration/Training/Admissn	1,600	1,600	250	1,600	1,600	0	1,600	1,600	1,600	0.00	0.00
<b>Total Expense Accounts:</b>	<b>398,772</b>	<b>398,772</b>	<b>287,634</b>	<b>391,512</b>	<b>406,445</b>	<b>0</b>	<b>406,445</b>	<b>412,445</b>	<b>406,445</b>	<b>7,673.52</b>	<b>1.92</b>

**Department 20 Police**

*Expense Accounts*

5230000 - Labor & Industries	0	0	153	153	0	0	0	0	0	0.00	0.00
5310000 - Office Supplies	5,000	5,000	1,432	2,025	2,050	0	2,050	5,000	2,050	-2,950.00	-59.00
5320000 - Operating Supplies	13,100	13,100	14,936	16,150	20,950	0	20,950	18,100	20,950	7,850.00	59.92
5330000 - Program Supplies	0	0	1,018	1,154	200	0	200	0	200	200.00	0.00
5340000 - Supplies Packaged for Resale	1,000	1,000	0	1,000	1,000	0	1,000	1,000	1,000	0.00	0.00
5350000 - Small Tools/Minor Equipment	4,000	4,000	9,010	3,100	1,600	0	1,600	4,000	1,600	-2,400.00	-60.00
5360000 - Software/Upgrades/Licenses	0	0	3,284	3,283	0	0	0	0	0	0.00	0.00
5410000 - Professional Services	0	0	1,100	1,200	0	0	0	0	0	0.00	0.00
5410001 - Janitorial Service	14,915	14,915	11,187	14,915	14,915	0	14,915	14,915	14,915	0.00	0.00
5425000 - Postage/Courier	1,000	1,000	659	760	760	0	760	1,000	760	-240.00	-24.00
5430000 - Travel(Lodge,meals,miles)	6,160	10,160	4,357	5,870	5,750	0	5,750	10,160	5,750	-4,410.00	-43.40
5471000 - Utility-Electricity	10,550	10,550	7,406	10,550	11,000	0	11,000	10,550	11,000	450.00	4.26
5472000 - Utility-Water	2,250	2,250	951	1,350	1,450	0	1,450	2,250	1,450	-800.00	-35.55
5473000 - Utility-Gas	8,035	8,035	4,088	8,035	8,437	0	8,437	8,035	8,437	402.00	5.00
5474000 - UTILITY-SEWER	2,125	2,125	850	1,085	1,425	0	1,425	2,125	1,425	-700.00	-32.94
5480000 - Repairs & Maintenance	4,500	4,500	2,003	3,725	2,800	0	2,800	4,500	2,800	-1,700.00	-37.77
5491000 - Dues, Subscriptions	465	465	439	750	590	0	590	465	590	125.00	26.88
5493000 - Printing & Binding	600	600	1,432	1,635	300	0	300	600	300	-300.00	-50.00
5494000 - Registration/Training/Admissn	4,116	9,116	7,812	12,341	7,600	0	7,600	9,116	7,600	-1,516.00	-16.63
5499000 - Miscellaneous Expenses	0	0	1	0	0	0	0	0	0	0.00	0.00
5510000 - Intergovt Professional Service	10,071,819	10,092,691	5,783,433	9,954,555	10,377,435	0	10,377,435	10,071,819	10,377,435	284,744.00	2.82
5910000 - Interfund Chg-Equip Replacemnt	0	0	0	0	0	0	0	0	0	0.00	0.00
5950000 - Interfund Vehicle Operat/Maint	0	0	0	0	0	0	0	0	0	0.00	0.00
<b>Total Expense Accounts:</b>	<b>10,149,635</b>	<b>10,179,507</b>	<b>5,855,551</b>	<b>10,043,636</b>	<b>10,458,262</b>	<b>0</b>	<b>10,458,262</b>	<b>10,163,635</b>	<b>10,458,262</b>	<b>278,755.00</b>	<b>2.73</b>

**Department 21 Criminal Justice**

*Expense Accounts*

## Comparative Budget Worksheet By Object

Object	2011 Adopted Budget	2011 Current Budget	2011 YTD Actuals	2011 Current Year Est.	2012 Dept Request	2012 Service Package	2012 Proposed Budget	2012 Base Budget	2012 Final Budget	Change in Budget	Pct Chg
5410000 - Professional Services	180,000	208,100	106,884	208,100	212,628	0	212,628	180,000	212,628	4,528.00	2.17
5510000 - Intergovt Professional Service	1,450,596	1,422,496	507,990	1,038,988	1,231,000	0	1,231,000	1,450,596	1,231,000	-191,496.00	-13.46
5640000 - Machinery & Equipment	0	50,966	0	52,362	0	0	0	0	0	-50,966.00	-100.00
5910000 - Interfund Chg-Equip Replacemnt	11,000	11,000	0	3,500	11,000	0	11,000	11,000	11,000	0.00	0.00
5950000 - Interfund Vehicle Operat/Maint	6,000	6,000	0	3,000	5,000	0	5,000	5,000	5,000	-1,000.00	-16.66
<b>Total Expense Accounts:</b>	<b>1,647,596</b>	<b>1,698,562</b>	<b>614,874</b>	<b>1,305,950</b>	<b>1,459,628</b>	<b>0</b>	<b>1,459,628</b>	<b>1,646,596</b>	<b>1,459,628</b>	<b>-238,934.00</b>	<b>-14.06</b>
<b>Department</b> 24	Parks, Recreation, Cultural S										
<i>Expense Accounts</i>											
5110000 - Salaries	1,554,654	1,558,118	1,151,599	1,551,749	1,606,101	25,854	1,631,954	1,606,101	1,631,954	73,835.96	4.73
5111000 - Salaries-Extra Help	623,643	623,643	473,888	624,734	630,438	3,520	633,958	630,438	633,958	10,315.00	1.65
5112000 - Overtime	6,900	6,900	5,005	10,000	11,900	0	11,900	11,900	11,900	5,000.00	72.46
5112100 - Overtime-Extra Help	200	200	86	30	200	0	200	200	200	0.00	0.00
5114000 - Callback Pay	0	0	81	201	0	0	0	0	0	0.00	0.00
5212000 - Social Security Replace Progrm	96,389	96,389	69,457	96,389	99,577	1,603	101,181	99,577	101,181	4,792.60	4.97
5213000 - Soc Sec Replace Pgm-Xtra Help	37,765	37,765	29,338	39,975	39,088	218	39,306	38,766	39,306	1,541.00	4.08
5214000 - PERS	107,551	107,551	66,686	96,432	113,551	1,828	115,379	113,551	115,379	7,827.37	7.27
5214002 - PERS - Extra Help	11,460	11,460	3,548	7,855	13,102	0	13,102	11,561	13,102	1,642.00	14.32
5215000 - Insurance Premium Allowance	360,776	360,776	273,264	360,776	377,899	-4,185	373,714	377,899	373,714	12,940.12	3.58
5220000 - Medicare	22,543	22,543	16,842	22,543	23,288	375	23,663	23,288	23,663	1,120.84	4.97
5221000 - Medicare - Extra Help	9,915	9,915	6,860	10,440	9,143	51	9,194	10,161	9,194	-721.00	-7.27
5230000 - Labor & Industries	28,529	28,529	26,797	39,360	39,360	1,120	40,479	39,360	40,479	11,949.48	41.88
5231000 - Labor & Industries-Extra Help	35,666	35,666	44,543	63,415	66,357	291	66,648	66,410	66,648	30,982.00	86.86
5310000 - Office Supplies	4,050	4,050	2,703	5,265	6,250	0	6,250	6,250	6,250	2,200.00	54.32
5320000 - Operating Supplies	84,600	84,600	58,864	84,375	88,400	5,000	93,400	88,400	93,400	8,800.00	10.40
5330000 - Program Supplies	79,017	80,676	57,129	77,607	81,931	0	81,931	81,931	81,931	1,255.00	1.55
5340000 - Supplies Packaged for Resale	4,500	4,500	4,180	4,020	4,500	0	4,500	4,500	4,500	0.00	0.00
5350000 - Small Tools/Minor Equipment	15,000	15,000	4,799	11,200	15,400	0	15,400	15,000	15,400	400.00	2.66
5360000 - Software/Upgrades/Licenses	0	0	0	0	0	30,000	30,000	0	30,000	30,000.00	0.00
5410000 - Professional Services	349,715	349,715	246,368	340,060	352,965	2,000	354,965	349,715	354,965	5,250.00	1.50
5410001 - Janitorial Service	132,467	132,467	96,735	132,467	130,368	0	130,368	135,667	130,368	-2,099.00	-1.58
5410002 - Credit Card Fees	21,500	21,500	22,812	22,500	23,000	0	23,000	23,000	23,000	1,500.00	6.97
5420000 - Telephone	0	0	115	110	0	0	0	0	0	0.00	0.00
5425000 - Postage/Courier	20,400	20,400	11,581	20,300	20,900	0	20,900	20,400	20,900	500.00	2.45
5430000 - Travel(Lodge,meals,miles)	8,598	8,598	2,309	6,080	8,935	500	9,435	8,598	9,435	837.00	9.73
5431000 - Mileage Reimb. Local Travel	600	600	250	400	600	0	600	600	600	0.00	0.00
5440000 - Advertising	6,000	6,000	3,294	4,600	6,700	0	6,700	6,000	6,700	700.00	11.66
5450000 - Operating Rentals & Lease	30,920	30,920	16,941	27,270	27,330	1,000	28,330	30,920	28,330	-2,590.00	-8.37
5471000 - Utility-Electricity	97,702	97,702	80,051	109,688	114,500	0	114,500	114,500	114,500	16,798.00	17.19
5472000 - Utility-Water	189,613	189,613	129,872	169,613	185,013	1,500	186,513	189,613	186,513	-3,100.00	-1.63
5473000 - Utility-Gas	110,295	110,295	80,737	110,110	124,045	0	124,045	115,045	124,045	13,750.00	12.46
5474000 - UTILITY-SEWER	44,000	48,400	36,085	46,959	45,000	0	45,000	46,000	45,000	-3,400.00	-7.02
5475000 - UTILITY-GARBAGE/SOLID WAS	1,858	1,858	245	1,200	1,858	0	1,858	1,858	1,858	0.00	0.00

## Comparative Budget Worksheet By Object

Object	2011 Adopted Budget	2011 Current Budget	2011 YTD Actuals	2011 Current Year Est.	2012 Dept Request	2012 Service Package	2012 Proposed Budget	2012 Base Budget	2012 Final Budget	Change in Budget	Pct Chg
5480000 - Repairs & Maintenance	15,500	15,500	2,086	12,000	15,500	2,500	18,000	15,500	18,000	2,500.00	16.12
5491000 - Dues, Subscriptions	6,810	6,810	7,559	8,840	6,910	0	6,910	6,810	6,910	100.00	1.46
5493000 - Printing & Binding	36,350	36,350	15,871	30,225	30,000	0	30,000	36,350	30,000	-6,350.00	-17.46
5494000 - Registration/Training/Admissn	9,449	9,449	4,394	6,420	11,049	420	11,469	9,449	11,469	2,020.00	21.37
5495000 - City Grants to Other Agencies	172,914	172,914	97,970	165,000	165,000	0	165,000	165,000	165,000	-7,914.00	-4.57
5499000 - Miscellaneous Expenses	5,000	5,000	4,579	5,513	9,000	0	9,000	9,000	9,000	4,000.00	80.00
5510000 - Intergovt Professional Service	47,622	47,622	16,684	42,210	45,622	0	45,622	42,622	45,622	-2,000.00	-4.19
5640000 - Machinery & Equipment	0	0	5,994	5,994	0	0	0	0	0	0.00	0.00
5910000 - Interfund Chg-Equip Replacemnt	51,739	51,739	51,739	51,739	53,285	0	53,285	53,285	53,285	1,546.00	2.98
5950000 - Interfund Vehicle Operat/Maint	46,970	46,970	46,970	46,970	43,661	2,200	45,861	43,661	45,861	-1,109.00	-2.36
<b>Total Expense Accounts:</b>	<b>4,489,180</b>	<b>4,498,703</b>	<b>3,276,910</b>	<b>4,472,634</b>	<b>4,647,726</b>	<b>75,795</b>	<b>4,723,520</b>	<b>4,648,886</b>	<b>4,723,520</b>	<b>224,819.37</b>	<b>5.00</b>
<b>Department 25</b>	Planning & Community Dev										
<i>Expense Accounts</i>											
5110000 - Salaries	1,872,416	1,872,416	1,395,389	1,872,416	1,938,914	-318,435	1,620,479	1,938,914	1,620,479	-251,936.15	-13.45
5111000 - Salaries-Extra Help	800	800	2,820	2,820	800	0	800	800	800	0.00	0.00
5212000 - Social Security Replace Progrm	116,091	116,091	84,215	116,091	120,211	-19,743	100,468	120,211	100,468	-15,620.39	-13.45
5213000 - Soc Sec Replace Pgm-Xtra Help	149	149	197	197	149	0	149	149	149	0.00	0.00
5214000 - PERS	129,456	129,456	82,352	116,098	137,081	-22,513	114,568	137,081	114,568	-14,887.26	-11.49
5215000 - Insurance Premium Allowance	333,512	333,512	258,131	333,512	351,413	-48,719	302,692	351,413	302,692	-30,818.41	-9.24
5220000 - Medicare	27,149	27,149	20,335	27,149	28,114	-4,617	23,497	28,114	23,497	-3,653.23	-13.45
5221000 - Medicare - Extra Help	35	35	46	46	35	0	35	35	35	0.00	0.00
5230000 - Labor & Industries	15,202	15,202	13,110	20,163	20,210	-5,406	14,805	20,210	14,805	-397.99	-2.61
5231000 - Labor & Industries-Extra Help	42	42	257	257	42	0	42	42	42	0.00	0.00
5310000 - Office Supplies	6,012	6,012	2,243	5,509	6,012	0	6,012	6,012	6,012	0.00	0.00
5320000 - Operating Supplies	5,267	5,267	2,211	3,837	1,667	0	1,667	1,667	1,667	-3,600.00	-68.35
5350000 - Small Tools/Minor Equipment	757	757	578	691	757	0	757	757	757	0.00	0.00
5360000 - Software/Upgrades/Licenses	1,325	1,325	146	750	1,325	0	1,325	1,325	1,325	0.00	0.00
5410000 - Professional Services	65,668	120,668	40,801	97,772	59,668	40,000	99,668	59,668	99,668	-21,000.00	-17.40
5410002 - Credit Card Fees	0	0	6,956	0	12,000	0	12,000	12,000	12,000	12,000.00	0.00
5425000 - Postage/Courier	8,296	8,296	2,675	5,200	8,296	0	8,296	8,296	8,296	0.00	0.00
5430000 - Travel(Lodge,meals,miles)	11,211	11,211	2,496	11,211	11,211	0	11,211	11,211	11,211	0.00	0.00
5431000 - Mileage Reimb. Local Travel	400	400	160	450	400	0	400	400	400	0.00	0.00
5440000 - Advertising	10,510	10,510	2,486	7,442	10,510	0	10,510	10,510	10,510	0.00	0.00
5450000 - Operating Rentals & Lease	530	530	223	223	530	0	530	530	530	0.00	0.00
5491000 - Dues, Subscriptions	5,799	5,799	5,217	5,638	5,799	0	5,799	5,799	5,799	0.00	0.00
5492000 - Filing,Recording,Witness Fees	1,600	1,600	500	800	1,000	0	1,000	1,600	1,000	-600.00	-37.50
5493000 - Printing & Binding	2,030	2,030	415	1,241	2,030	0	2,030	2,030	2,030	0.00	0.00
5494000 - Registration/Training/Admissn	17,334	17,334	7,170	17,334	17,334	0	17,334	17,334	17,334	0.00	0.00
5499000 - Miscellaneous Expenses	0	0	-817	0	0	0	0	0	0	0.00	0.00
5510000 - Intergovt Professional Service	0	0	20	20	0	0	0	0	0	0.00	0.00
5910000 - Interfund Chg-Equip Replacemnt	5,375	5,375	5,375	5,375	4,349	0	4,349	4,349	4,349	-1,026.00	-19.08
5950000 - Interfund Vehicle Operat/Maint	1,001	1,001	1,001	1,001	2,883	0	2,883	2,883	2,883	1,882.00	188.01

### Comparative Budget Worksheet By Object

Object	2011 Adopted Budget	2011 Current Budget	2011 YTD Actuals	2011 Current Year Est.	2012 Dept Request	2012 Service Package	2012 Proposed Budget	2012 Base Budget	2012 Final Budget	Change in Budget	Pct Chg
<b>Total Expense Accounts:</b>	2,637,967	2,692,967	1,936,708	2,653,243	2,742,740	-379,433	2,363,306	2,743,340	2,363,306	-329,657.43	-12.24
<b>Department 27 Public Works</b>											
<i>Expense Accounts</i>											
5110000 - Salaries	408,440	408,440	301,120	394,464	744,103	305,731	1,049,834	744,103	1,049,834	641,394.51	157.03
5111000 - Salaries-Extra Help	24,192	30,309	17,003	21,090	14,035	-4,973	9,062	24,192	9,062	-21,247.00	-70.10
5112000 - Overtime	18,000	18,000	10,593	12,400	16,000	0	16,000	18,000	16,000	-2,000.00	-11.11
5112100 - Overtime-Extra Help	0	0	255	100	0	0	0	0	0	0.00	0.00
5115000 - Vacation Buy-Out	0	0	0	0	0	0	0	0	0	0.00	0.00
5212000 - Social Security Replace Progrm	25,323	25,323	19,177	24,457	46,134	18,955	65,089	46,134	65,089	39,766.46	157.03
5213000 - Soc Sec Replace Pgm-Xtra Help	1,500	1,838	1,070	1,308	871	-308	563	1,500	563	-1,275.00	-69.36
5214000 - PERS	26,651	26,651	18,450	24,439	52,609	21,615	74,223	52,609	74,223	47,571.97	178.49
5214002 - PERS - Extra Help	1,095	1,095	1,008	1,115	0	0	0	1,095	0	-1,095.00	-100.00
5215000 - Insurance Premium Allowance	60,146	60,146	47,205	60,146	112,417	56,808	169,225	112,417	169,225	109,079.06	181.35
5220000 - Medicare	5,922	5,922	4,682	5,720	10,789	4,433	15,222	10,789	15,222	9,300.22	157.04
5221000 - Medicare - Extra Help	351	351	250	306	204	-75	129	351	129	-222.00	-63.24
5230000 - Labor & Industries	3,536	3,536	3,385	4,645	12,503	7,067	19,570	12,503	19,570	16,033.50	453.43
5231000 - Labor & Industries-Extra Help	1,119	1,119	1,274	1,088	255	-437	-182	1,119	-182	-1,301.00	-116.26
5310000 - Office Supplies	1,725	1,725	1,330	2,000	2,793	0	2,793	1,725	2,793	1,068.00	61.91
5320000 - Operating Supplies	37,980	37,980	32,933	34,931	42,048	0	42,048	37,980	42,048	4,068.00	10.71
5321000 - Fuel Consumed	0	0	0	0	0	0	0	0	0	0.00	0.00
5330000 - Program Supplies	25,014	49,247	15,371	26,188	33,951	0	33,951	25,014	33,951	-15,296.00	-31.05
5350000 - Small Tools/Minor Equipment	4,200	4,200	48,810	51,223	8,700	0	8,700	4,200	8,700	4,500.00	107.14
5360000 - Software/Upgrades/Licenses	9,400	9,400	11,034	11,036	14,741	0	14,741	9,400	14,741	5,341.00	56.81
5410000 - Professional Services	103,943	220,050	37,303	221,307	154,360	1,030	155,390	103,646	155,390	-64,660.42	-29.38
5410001 - Janitorial Service	46,391	46,391	34,793	46,391	46,391	0	46,391	46,391	46,391	0.00	0.00
5420000 - Telephone	0	0	0	0	1,400	0	1,400	0	1,400	1,400.00	0.00
5425000 - Postage/Courier	14,809	12,909	11,856	12,909	11,042	0	11,042	8,559	11,042	-1,867.00	-14.46
5430000 - Travel(Lodge,meals,miles)	2,800	2,700	930	1,923	4,970	0	4,970	3,200	4,970	2,270.00	84.07
5431000 - Mileage Reimb. Local Travel	277	277	19	277	527	0	527	527	527	250.00	90.25
5440000 - Advertising	0	0	58	58	0	0	0	0	0	0.00	0.00
5450000 - Operating Rentals & Lease	32,135	32,135	19,710	32,135	42,777	0	42,777	39,527	42,777	10,642.00	33.11
5471000 - Utility-Electricity	60,000	60,000	45,504	71,076	74,061	0	74,061	74,061	74,061	14,061.00	23.43
5472000 - Utility-Water	11,416	11,416	7,503	6,416	6,416	0	6,416	11,416	6,416	-5,000.00	-43.79
5473000 - Utility-Gas	472	472	0	472	472	0	472	472	472	0.00	0.00
5474000 - UTILITY-SEWER	4,860	4,860	2,997	4,860	4,860	0	4,860	4,860	4,860	0.00	0.00
5480000 - Repairs & Maintenance	175,185	175,185	61,297	165,185	179,135	0	179,135	175,185	179,135	3,950.00	2.25
5491000 - Dues, Subscriptions	4,611	4,611	3,470	3,650	6,431	0	6,431	4,611	6,431	1,820.00	39.47
5493000 - Printing & Binding	18,512	32,512	7,961	11,012	10,844	0	10,844	18,512	10,844	-21,668.00	-66.64
5494000 - Registration/Training/Admissn	2,815	2,815	2,946	3,259	7,868	0	7,868	3,528	7,868	5,053.00	179.50
5495000 - City Grants to Other Agencies	15,000	15,000	5,394	11,338	15,000	0	15,000	15,000	15,000	0.00	0.00
5499000 - Miscellaneous Expenses	7,000	7,000	0	7,000	7,000	0	7,000	7,000	7,000	0.00	0.00
5510000 - Intergovt Professional Service	2,000	2,000	3,020	3,020	2,000	0	2,000	2,000	2,000	0.00	0.00

## Comparative Budget Worksheet By Object

Object	2011 Adopted Budget	2011 Current Budget	2011 YTD Actuals	2011 Current Year Est.	2012 Dept Request	2012 Service Package	2012 Proposed Budget	2012 Base Budget	2012 Final Budget	Change in Budget	Pct Chg
5640000 - Machinery & Equipment	0	0	0	0	0	22,500	22,500	0	22,500	22,500.00	0.00
5901000 - Interfund Prof Svc-Bld Permits	1,000	1,000	0	2,145	1,000	0	1,000	1,000	1,000	0.00	0.00
5910000 - Interfund Chg-Equip Replacemnt	6,416	6,416	6,416	6,416	11,307	0	11,307	8,174	11,307	4,891.00	76.23
5950000 - Interfund Vehicle Operat/Maint	1,153	1,153	1,153	1,153	7,907	4,000	11,907	3,607	11,907	10,754.00	932.69
<b>Total Expense Accounts:</b>	<u>1,165,389</u>	<u>1,324,184</u>	<u>787,280</u>	<u>1,288,658</u>	<u>1,707,921</u>	<u>436,346</u>	<u>2,144,266</u>	<u>1,634,407</u>	<u>2,144,266</u>	<u>820,082.30</u>	<u>61.93</u>
<b>Department</b> 33 Community Services											
<i>Expense Accounts</i>											
5110000 - Salaries	583,563	583,563	439,469	584,365	596,614	11,764	608,378	596,614	608,378	24,815.51	4.25
5112000 - Overtime	3,000	3,000	1,663	3,000	3,000	0	3,000	3,000	3,000	0.00	0.00
5113000 - Standby Pay	21,573	21,573	13,165	21,573	21,573	0	21,573	21,573	21,573	0.00	0.00
5114000 - Callback Pay	7,000	7,000	4,110	7,000	7,000	0	7,000	7,000	7,000	0.00	0.00
5115000 - Vacation Buy-Out	0	0	257	0	0	0	0	0	0	0.00	0.00
5212000 - Social Security Replace Progrm	36,181	36,181	26,946	36,231	36,990	729	37,719	36,990	37,719	1,538.58	4.25
5214000 - PERS	35,135	35,135	23,588	31,511	36,748	832	37,580	36,748	37,580	2,445.37	6.95
5215000 - Insurance Premium Allowance	117,815	117,815	93,226	117,841	127,595	4,410	132,005	127,595	132,005	14,190.96	12.04
5220000 - Medicare	8,461	8,461	6,461	8,490	8,651	171	8,822	8,651	8,822	359.83	4.25
5230000 - Labor & Industries	6,722	6,722	11,184	9,118	9,118	561	9,679	9,118	9,679	2,957.80	44.00
5232000 - Labor & Industries-Standby Pay	4,738	4,738	0	7,192	7,192	0	7,192	4,738	7,192	2,454.00	51.79
5310000 - Office Supplies	2,058	2,058	1,383	2,058	2,058	0	2,058	2,058	2,058	0.00	0.00
5320000 - Operating Supplies	2,500	2,500	5,635	2,500	2,500	0	2,500	2,500	2,500	0.00	0.00
5330000 - Program Supplies	16,225	16,225	9,048	19,125	20,725	0	20,725	16,225	20,725	4,500.00	27.73
5350000 - Small Tools/Minor Equipment	3,000	14,742	690	18,222	8,000	0	8,000	3,000	8,000	-6,742.00	-45.73
5410000 - Professional Services	16,260	40,073	34,135	75,954	47,960	7,000	54,960	16,260	54,960	14,887.00	37.14
5420000 - Telephone	2,656	2,656	2,163	2,656	2,656	0	2,656	2,656	2,656	0.00	0.00
5425000 - Postage/Courier	4,850	4,850	4,944	5,150	5,500	0	5,500	4,850	5,500	650.00	13.40
5430000 - Travel(Lodge,meals,miles)	4,200	4,200	3,668	4,500	5,550	0	5,550	4,200	5,550	1,350.00	32.14
5431000 - Mileage Reimb. Local Travel	1,800	1,800	2,101	2,050	2,100	0	2,100	1,800	2,100	300.00	16.66
5440000 - Advertising	600	600	0	400	550	0	550	600	550	-50.00	-8.33
5450000 - Operating Rentals & Lease	1,250	1,250	148	650	950	0	950	1,250	950	-300.00	-24.00
5460000 - Insurance	3,960	3,960	3,756	3,756	3,960	0	3,960	3,960	3,960	0.00	0.00
5480000 - Repairs & Maintenance	2,050	2,050	0	2,050	2,050	0	2,050	2,050	2,050	0.00	0.00
5491000 - Dues, Subscriptions	2,050	2,050	1,325	2,050	2,195	0	2,195	2,050	2,195	145.00	7.07
5493000 - Printing & Binding	6,550	6,550	2,524	6,050	6,300	0	6,300	6,550	6,300	-250.00	-3.81
5494000 - Registration/Training/Admissn	5,840	5,840	1,955	4,840	6,890	0	6,890	5,840	6,890	1,050.00	17.97
5495000 - City Grants to Other Agencies	502,629	502,629	261,342	501,818	504,097	0	504,097	502,629	504,097	1,468.00	0.29
5510000 - Intergovt Professional Service	5,000	5,000	7,832	15,000	59,300	0	59,300	5,000	59,300	54,300.00	1,086.00
5630000 - Other Improvements	0	41,061	26,473	41,061	0	0	0	0	0	-41,061.00	-100.00
5640000 - Machinery & Equipment	0	0	0	0	38,000	0	38,000	0	38,000	38,000.00	0.00
5901000 - Interfund Prof Svc-Bld Permits	0	0	145	0	0	0	0	0	0	0.00	0.00
5910000 - Interfund Chg-Equip Replacemnt	7,853	7,853	7,853	7,853	6,145	0	6,145	6,145	6,145	-1,708.00	-21.74
5950000 - Interfund Vehicle Operat/Maint	11,100	11,100	11,100	11,100	8,057	0	8,057	7,457	8,057	-3,043.00	-27.41
<b>Total Expense Accounts:</b>	<u>1,426,619</u>	<u>1,503,235</u>	<u>1,008,289</u>	<u>1,555,164</u>	<u>1,590,024</u>	<u>25,467</u>	<u>1,615,491</u>	<u>1,449,107</u>	<u>1,615,491</u>	<u>112,258.05</u>	<u>7.46</u>

## Comparative Budget Worksheet By Object

Object	2011 Adopted Budget	2011 Current Budget	2011 YTD Actuals	2011 Current Year Est.	2012 Dept Request	2012 Service Package	2012 Proposed Budget	2012 Base Budget	2012 Final Budget	Change in Budget	Pct Chg
<b>Total General Fund:</b>	32,781,471	33,169,072	19,862,173	31,692,530	33,028,878	754,139	33,783,016	33,585,261	33,783,016	613,957.67	1.85
<b>Department 27 Public Works</b>											
<i>TRANSFER OUT ACCOUNTS</i>											
5970000 - Operating Transfers Out	471,781	471,781	235,891	471,781	351,292	100,418	451,710	471,781	451,710	-20,071.00	-4.25
<b>Total TRANSFER OUT ACCOUNTS:</b>	471,781	471,781	235,891	471,781	351,292	100,418	451,710	471,781	451,710	-20,071.00	-4.25
<i>Expense Accounts</i>											
5110000 - Salaries	707,913	707,913	546,513	704,406	493,123	-5,163	487,960	493,123	487,960	-219,952.32	-31.07
5111000 - Salaries-Extra Help	15,467	15,467	1,820	5,000	0	0	0	15,467	0	-15,467.00	-100.00
5112000 - Overtime	13,864	13,864	4,704	13,264	10,364	0	10,364	13,864	10,364	-3,500.00	-25.24
5112100 - Overtime-Extra Help	300	300	0	0	300	0	300	300	300	0.00	0.00
5113000 - Standby Pay	500	500	505	900	500	0	500	500	500	0.00	0.00
5114000 - Callback Pay	5,724	5,724	257	3,000	2,006	0	2,006	5,724	2,006	-3,718.00	-64.95
5115000 - Vacation Buy-Out	0	0	646	646	0	0	0	0	0	0.00	0.00
5212000 - Social Security Replace Progrm	43,890	43,890	34,065	43,606	30,574	-320	30,254	30,574	30,254	-13,637.05	-31.07
5213000 - Soc Sec Replace Pgm-Xtra Help	959	959	113	310	0	0	0	959	0	-959.00	-100.00
5214000 - PERS	48,408	48,408	32,259	42,650	34,864	-365	34,499	34,864	34,499	-13,909.30	-28.73
5215000 - Insurance Premium Allowance	131,803	131,803	100,284	128,178	100,849	0	100,849	100,849	100,849	-30,954.83	-23.48
5220000 - Medicare	10,265	10,265	8,408	10,199	7,150	-75	7,075	7,150	7,075	-3,189.52	-31.07
5221000 - Medicare - Extra Help	225	225	26	73	0	0	0	225	0	-225.00	-100.00
5230000 - Labor & Industries	14,855	14,855	13,748	21,115	13,222	0	13,222	13,222	13,222	-1,633.36	-11.00
5231000 - Labor & Industries-Extra Help	681	681	10	54	0	0	0	681	0	-681.00	-100.00
5310000 - Office Supplies	968	968	1,074	1,188	100	0	100	968	100	-868.00	-89.66
5320000 - Operating Supplies	89,932	89,932	80,805	118,869	112,570	3,718	116,288	89,932	116,288	26,356.00	29.30
5330000 - Program Supplies	0	0	239	250	0	0	0	0	0	0.00	0.00
5350000 - Small Tools/Minor Equipment	6,500	6,500	4,969	9,400	2,000	0	2,000	6,500	2,000	-4,500.00	-69.23
5360000 - Software/Upgrades/Licenses	5,000	5,000	2,498	3,569	0	0	0	5,000	0	-5,000.00	-100.00
5410000 - Professional Services	71,081	71,081	14,759	72,638	500	0	500	53,131	500	-70,581.00	-99.29
5420000 - Telephone	300	300	989	1,400	0	0	0	1,400	0	-300.00	-100.00
5425000 - Postage/Courier	200	200	157	297	0	0	0	200	0	-200.00	-100.00
5430000 - Travel(Lodge,meals,miles)	2,640	2,640	1,500	3,050	680	0	680	2,640	680	-1,960.00	-74.24
5431000 - Mileage Reimb. Local Travel	50	50	0	50	50	0	50	50	50	0.00	0.00
5450000 - Operating Rentals & Lease	20,250	20,250	10,959	20,250	17,000	0	17,000	20,250	17,000	-3,250.00	-16.04
5471000 - Utility-Electricity	0	0	0	0	3,264	0	3,264	3,264	3,264	3,264.00	0.00
5471001 - Utility-Electricity,Street Lts	328,848	328,848	260,016	346,000	360,532	0	360,532	360,532	360,532	31,684.00	9.63
5471002 - Utility-Electricity,Traffic Sg	32,482	32,482	26,765	37,500	39,075	0	39,075	39,075	39,075	6,593.00	20.29
5472000 - Utility-Water	13,000	13,000	16,280	15,000	27,957	0	27,957	27,957	27,957	14,957.00	115.05
5475000 - UTILITY-GARBAGE/SOLID WAS	15,000	15,000	9,222	15,000	15,630	0	15,630	15,000	15,630	630.00	4.20
5480000 - Repairs & Maintenance	173,071	173,071	99,604	153,950	204,425	0	204,425	226,866	204,425	31,354.00	18.11
5491000 - Dues, Subscriptions	1,350	1,350	984	1,420	500	0	500	1,350	500	-850.00	-62.96
5493000 - Printing & Binding	100	100	162	212	0	0	0	100	0	-100.00	-100.00
5494000 - Registration/Training/Admissn	5,494	5,494	1,455	5,494	1,954	0	1,954	5,494	1,954	-3,540.00	-64.43
5510000 - Intergovt Professional Service	187,797	187,797	178,297	188,600	180,000	0	180,000	187,797	180,000	-7,797.00	-4.15

### Comparative Budget Worksheet By Object

Object	2011 Adopted Budget	2011 Current Budget	2011 YTD Actuals	2011 Current Year Est.	2012 Dept Request	2012 Service Package	2012 Proposed Budget	2012 Base Budget	2012 Final Budget	Change in Budget	Pct Chg
5640000 - Machinery & Equipment	0	0	0	0	0	0	0	0	0	0.00	0.00
5910000 - Interfund Chg-Equip Replacemnt	52,223	52,223	52,223	52,223	51,501	0	51,501	57,491	51,501	-722.00	-1.38
5950000 - Interfund Vehicle Operat/Maint	46,416	46,416	46,416	46,416	38,602	15,360	53,962	46,215	53,962	7,546.00	16.25
5992000 - Contingency	33,412	33,412	0	5,000	0	0	0	33,412	0	-33,412.00	-100.00
<b>Total Expense Accounts:</b>	<u>2,080,968</u>	<u>2,080,968</u>	<u>1,552,731</u>	<u>2,071,177</u>	<u>1,749,292</u>	<u>13,155</u>	<u>1,762,447</u>	<u>1,902,126</u>	<u>1,762,447</u>	<u>-318,522.38</u>	<u>-15.30</u>
<b>Total Street Fund:</b>	<u>2,552,749</u>	<u>2,552,749</u>	<u>1,788,622</u>	<u>2,542,958</u>	<u>2,100,584</u>	<u>113,573</u>	<u>2,214,157</u>	<u>2,373,907</u>	<u>2,214,157</u>	<u>-338,593.38</u>	<u>-13.26</u>
<b>Department 25</b>	Planning & Community Dev										
<i>Expense Accounts</i>											
5410000 - Professional Services	100,000	100,000	0	96,382	100,000	0	100,000	100,000	100,000	0.00	0.00
5480000 - Repairs & Maintenance	0	0	1,374	1,168	0	0	0	0	0	0.00	0.00
5496000 - Judgements/Settlements	0	0	2,450	2,450	0	0	0	0	0	0.00	0.00
<b>Total Expense Accounts:</b>	<u>100,000</u>	<u>100,000</u>	<u>3,824</u>	<u>100,000</u>	<u>100,000</u>	<u>0</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>0.00</u>	<u>0.00</u>
<b>Total Code Abatement Fund:</b>	<u>100,000</u>	<u>100,000</u>	<u>3,824</u>	<u>100,000</u>	<u>100,000</u>	<u>0</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>0.00</u>	<u>0.00</u>
<b>Department 20</b>	Police										
<i>Expense Accounts</i>											
5112000 - Overtime	0	7,000	663	4,247	0	0	0	0	0	-7,000.00	-100.00
5320000 - Operating Supplies	0	0	203	203	0	0	0	0	0	0.00	0.00
5350000 - Small Tools/Minor Equipment	500	500	0	500	500	0	500	500	500	0.00	0.00
5420000 - Telephone	0	0	407	550	0	0	0	0	0	0.00	0.00
5430000 - Travel(Lodge,meals,miles)	1,500	1,500	0	1,500	1,500	0	1,500	1,500	1,500	0.00	0.00
5491000 - Dues, Subscriptions	0	0	1,314	2,000	0	0	0	0	0	0.00	0.00
5494000 - Registration/Training/Admissn	3,000	3,000	0	3,000	3,000	0	3,000	3,000	3,000	0.00	0.00
5510000 - Intergovt Professional Service	0	0	0	0	0	0	0	0	0	0.00	0.00
<b>Total Expense Accounts:</b>	<u>5,000</u>	<u>12,000</u>	<u>2,587</u>	<u>12,000</u>	<u>5,000</u>	<u>0</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>-7,000.00</u>	<u>-58.33</u>
<b>Total State Drug Enforcement Forfeit:</b>	<u>5,000</u>	<u>12,000</u>	<u>2,587</u>	<u>12,000</u>	<u>5,000</u>	<u>0</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>-7,000.00</u>	<u>-58.33</u>
<b>Department 24</b>	Parks, Recreation, Cultural S										
<i>Expense Accounts</i>											
5111000 - Salaries-Extra Help	5,800	7,025	5,400	5,800	5,800	0	5,800	5,800	5,800	-1,225.00	-17.43
5213000 - Soc Sec Replace Pgm-Xtra Help	285	285	335	285	285	0	285	285	285	0.00	0.00
5221000 - Medicare - Extra Help	67	67	78	67	67	0	67	67	67	0.00	0.00
5231000 - Labor & Industries-Extra Help	48	48	45	48	48	0	48	48	48	0.00	0.00
5350000 - Small Tools/Minor Equipment	0	2,500	4,000	4,500	0	0	0	0	0	-2,500.00	-100.00
5410000 - Professional Services	0	39,491	2,000	15,000	0	0	0	0	0	-39,491.00	-100.00
5630000 - Other Improvements	30,000	50,000	13,314	15,000	30,000	0	30,000	30,000	30,000	-20,000.00	-40.00
5650000 - Construction of Fixed Assets	0	0	17,274	20,000	0	0	0	0	0	0.00	0.00
<b>Total Expense Accounts:</b>	<u>36,200</u>	<u>99,416</u>	<u>42,446</u>	<u>60,700</u>	<u>36,200</u>	<u>0</u>	<u>36,200</u>	<u>36,200</u>	<u>36,200</u>	<u>-63,216.00</u>	<u>-63.58</u>
<b>Total Public Arts Fund:</b>	<u>36,200</u>	<u>99,416</u>	<u>42,446</u>	<u>60,700</u>	<u>36,200</u>	<u>0</u>	<u>36,200</u>	<u>36,200</u>	<u>36,200</u>	<u>-63,216.00</u>	<u>-63.58</u>
<b>Department 20</b>	Police										
<i>Expense Accounts</i>											
5350000 - Small Tools/Minor Equipment	0	2,500	0	2,000	50	0	50	0	50	-2,450.00	-98.00

**Comparative Budget Worksheet By Object**

Object	2011 Adopted Budget	2011 Current Budget	2011 YTD Actuals	2011 Current Year Est.	2012 Dept Request	2012 Service Package	2012 Proposed Budget	2012 Base Budget	2012 Final Budget	Change in Budget	Pct Chg
5360000 - Software/Upgrades/Licenses	0	0	500	500	0	0	0	0	0	0.00	0.00
5430000 - Travel(Lodge,meals,miles)	0	5,000	7,176	6,000	0	0	0	0	0	-5,000.00	-100.00
5494000 - Registration/Training/Admissn	0	5,500	2,310	4,500	0	0	0	0	0	-5,500.00	-100.00
5640000 - Machinery & Equipment	5,000	5,000	0	5,000	5,000	0	5,000	5,000	5,000	0.00	0.00
<b>Total Expense Accounts:</b>	<u>5,000</u>	<u>18,000</u>	<u>9,986</u>	<u>18,000</u>	<u>5,050</u>	<u>0</u>	<u>5,050</u>	<u>5,000</u>	<u>5,050</u>	<u>-12,950.00</u>	<u>-71.94</u>
<b>Total Federal Drug Enforcement Forfe:</b>	<u>5,000</u>	<u>18,000</u>	<u>9,986</u>	<u>18,000</u>	<u>5,050</u>	<u>0</u>	<u>5,050</u>	<u>5,000</u>	<u>5,050</u>	<u>-12,950.00</u>	<u>-71.94</u>
<b>Department 99</b> Not Applicable											
<i>TRANSFER OUT ACCOUNTS</i>											
5970000 - Operating Transfers Out	595,000	595,000	524,889	595,000	595,060	0	595,060	595,000	595,060	60.00	0.01
<b>Total TRANSFER OUT ACCOUNTS:</b>	<u>595,000</u>	<u>595,000</u>	<u>524,889</u>	<u>595,000</u>	<u>595,060</u>	<u>0</u>	<u>595,060</u>	<u>595,000</u>	<u>595,060</u>	<u>60.00</u>	<u>0.01</u>
<i>Expense Accounts</i>											
5460000 - Insurance	5,000	5,000	5,000	5,000	5,000	0	5,000	5,000	5,000	0.00	0.00
<b>Total Expense Accounts:</b>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>0</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>0.00</u>	<u>0.00</u>
<b>Total Transportation Benefit Distric:</b>	<u>600,000</u>	<u>600,000</u>	<u>529,889</u>	<u>600,000</u>	<u>600,060</u>	<u>0</u>	<u>600,060</u>	<u>600,000</u>	<u>600,060</u>	<u>60.00</u>	<u>0.01</u>
<b>Department 20</b> Police											
<i>TRANSFER OUT ACCOUNTS</i>											
5970000 - Operating Transfers Out	0	0	0	0	160,000	0	160,000	60,000	160,000	160,000.00	0.00
<b>Total TRANSFER OUT ACCOUNTS:</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>160,000</u>	<u>0</u>	<u>160,000</u>	<u>60,000</u>	<u>160,000</u>	<u>160,000.00</u>	<u>0.00</u>
<i>Expense Accounts</i>											
5350000 - Small Tools/Minor Equipment	0	0	0	0	10,000	0	10,000	0	10,000	10,000.00	0.00
5420000 - Telephone	0	0	0	250	2,000	0	2,000	0	2,000	2,000.00	0.00
5430000 - Travel(Lodge,meals,miles)	0	0	72	0	0	0	0	0	0	0.00	0.00
5494000 - Registration/Training/Admissn	0	0	175	2,500	10,000	0	10,000	0	10,000	10,000.00	0.00
5630000 - Other Improvements	0	25,000	0	0	0	0	0	0	0	-25,000.00	-100.00
<b>Total Expense Accounts:</b>	<u>0</u>	<u>25,000</u>	<u>247</u>	<u>2,750</u>	<u>22,000</u>	<u>0</u>	<u>22,000</u>	<u>0</u>	<u>22,000</u>	<u>-3,000.00</u>	<u>-12.00</u>
<b>Total Federal Criminal Forfeitures:</b>	<u>0</u>	<u>25,000</u>	<u>247</u>	<u>2,750</u>	<u>182,000</u>	<u>0</u>	<u>182,000</u>	<u>60,000</u>	<u>182,000</u>	<u>157,000.00</u>	<u>628.00</u>
<b>Department 99</b> Not Applicable											
<i>TRANSFER OUT ACCOUNTS</i>											
5970000 - Operating Transfers Out	605,000	605,000	0	605,000	0	0	0	0	0	-605,000.00	-100.00
<b>Total TRANSFER OUT ACCOUNTS:</b>	<u>605,000</u>	<u>605,000</u>	<u>0</u>	<u>605,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-605,000.00</u>	<u>-100.00</u>
<b>Total Revenue Stabilization Fund:</b>	<u>605,000</u>	<u>605,000</u>	<u>0</u>	<u>605,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-605,000.00</u>	<u>-100.00</u>
<b>Department 32</b> Debt ServicesDepartment											
<i>Expense Accounts</i>											
5410000 - Professional Services	1,000	1,000	302	1,000	1,000	0	1,000	1,000	1,000	0.00	0.00
5700000 - Debt Service-Principal	1,100,000	1,100,000	0	1,100,000	1,100,000	0	1,100,000	1,100,000	1,100,000	0.00	0.00
5800000 - Debt Service-Interest	594,050	594,050	0	594,050	594,050	0	594,050	594,050	594,050	0.00	0.00
5830000 - Debt Svc GO Bond Int Long Term	0	0	297,025	0	0	0	0	0	0	0.00	0.00
<b>Total Expense Accounts:</b>	<u>1,695,050</u>	<u>1,695,050</u>	<u>297,327</u>	<u>1,695,050</u>	<u>1,695,050</u>	<u>0</u>	<u>1,695,050</u>	<u>1,695,050</u>	<u>1,695,050</u>	<u>0.00</u>	<u>0.00</u>
<b>Total Unltd Tax GO Bond Fund, 2006:</b>	<u>1,695,050</u>	<u>1,695,050</u>	<u>297,327</u>	<u>1,695,050</u>	<u>1,695,050</u>	<u>0</u>	<u>1,695,050</u>	<u>1,695,050</u>	<u>1,695,050</u>	<u>0.00</u>	<u>0.00</u>

## Comparative Budget Worksheet By Object

Object	2011 Adopted Budget	2011 Current Budget	2011 YTD Actuals	2011 Current Year Est.	2012 Dept Request	2012 Service Package	2012 Proposed Budget	2012 Base Budget	2012 Final Budget	Change in Budget	Pct Chg
<b>Department</b> 32 Debt ServicesDepartment											
<i>Expense Accounts</i>											
5410000 - Professional Services	0	0	350	0	0	0	0	0	0	0.00	0.00
5425000 - Postage/Courier	0	0	8	0	0	0	0	0	0	0.00	0.00
5711000 - Ltd GO Bonds Debt Svc Principa	440,000	440,000	0	440,000	450,000	0	450,000	440,000	450,000	10,000.00	2.27
5830000 - Debt Svc GO Bond Int Long Term	0	0	610,384	0	1,207,567	0	1,207,567	0	1,207,567	1,207,567.00	0.00
5831000 - Ltd GO Bonds Debt Svc Interest	1,220,767	1,220,767	0	1,220,767	0	0	0	1,220,767	0	-1,220,767.00	-100.00
5851000 - Ltd GO Bonds Debt Registration	1,500	1,500	604	1,500	1,500	0	1,500	1,500	1,500	0.00	0.00
<b>Total Expense Accounts:</b>	<u>1,662,267</u>	<u>1,662,267</u>	<u>611,346</u>	<u>1,662,267</u>	<u>1,659,067</u>	<u>0</u>	<u>1,659,067</u>	<u>1,662,267</u>	<u>1,659,067</u>	<u>-3,200.00</u>	<u>-0.19</u>
<b>Total Limited Tax GO Bond 2009:</b>	<u>1,662,267</u>	<u>1,662,267</u>	<u>611,346</u>	<u>1,662,267</u>	<u>1,659,067</u>	<u>0</u>	<u>1,659,067</u>	<u>1,662,267</u>	<u>1,659,067</u>	<u>-3,200.00</u>	<u>-0.19</u>
<b>Department</b> 28 General Government CIP											
<i>TRANSFER OUT ACCOUNTS</i>											
5970000 - Operating Transfers Out	584,262	684,262	298,221	594,460	635,185	0	635,185	519,294	635,185	-49,077.00	-7.17
<b>Total TRANSFER OUT ACCOUNTS:</b>	<u>584,262</u>	<u>684,262</u>	<u>298,221</u>	<u>594,460</u>	<u>635,185</u>	<u>0</u>	<u>635,185</u>	<u>519,294</u>	<u>635,185</u>	<u>-49,077.00</u>	<u>-7.17</u>
<i>Expense Accounts</i>											
5110000 - Salaries	267,522	267,522	165,543	228,696	198,909	0	198,909	198,909	198,909	-68,610.46	-25.64
5111000 - Salaries-Extra Help	0	0	13,160	0	0	0	0	0	0	0.00	0.00
5112000 - Overtime	0	0	394	0	0	0	0	0	0	0.00	0.00
5112100 - Overtime-Extra Help	0	0	216	0	0	0	0	0	0	0.00	0.00
5212000 - Social Security Replace Progm	16,586	16,586	9,969	14,179	12,332	0	12,332	12,332	12,332	-4,253.84	-25.64
5213000 - Soc Sec Replace Pgm-Xtra Help	0	0	829	0	0	0	0	0	0	0.00	0.00
5214000 - PERS	18,496	18,496	9,831	14,182	14,063	0	14,063	14,063	14,063	-4,432.92	-23.96
5215000 - Insurance Premium Allowance	51,774	51,774	33,750	45,221	38,390	0	38,390	38,390	38,390	-13,383.48	-25.84
5220000 - Medicare	3,880	3,880	2,391	3,317	2,884	0	2,884	2,884	2,884	-994.84	-25.64
5221000 - Medicare - Extra Help	0	0	194	0	0	0	0	0	0	0.00	0.00
5230000 - Labor & Industries	3,022	3,022	2,280	3,648	2,874	0	2,874	2,874	2,874	-148.61	-4.91
5231000 - Labor & Industries-Extra Help	0	0	185	0	0	0	0	0	0	0.00	0.00
5310000 - Office Supplies	800	800	0	800	200	0	200	200	200	-600.00	-75.00
5320000 - Operating Supplies	0	0	1,139	0	0	0	0	0	0	0.00	0.00
5350000 - Small Tools/Minor Equipment	400	400	4,186	400	220	0	220	220	220	-180.00	-45.00
5360000 - Software/Upgrades/Licenses	300	300	0	300	300	0	300	300	300	0.00	0.00
5410000 - Professional Services	162,013	371,357	224,326	472,077	146,029	0	146,029	146,108	146,029	-225,327.78	-60.67
5425000 - Postage/Courier	0	0	87	0	0	0	0	0	0	0.00	0.00
5430000 - Travel(Lodge,meals,miles)	500	500	0	500	500	0	500	500	500	0.00	0.00
5440000 - Advertising	0	0	119	0	0	0	0	0	0	0.00	0.00
5450000 - Operating Rentals & Lease	0	0	593	0	0	0	0	0	0	0.00	0.00
5480000 - Repairs & Maintenance	0	0	78,544	0	0	0	0	0	0	0.00	0.00
5491000 - Dues, Subscriptions	270	270	0	270	270	0	270	270	270	0.00	0.00
5493000 - Printing & Binding	0	0	380	0	0	0	0	0	0	0.00	0.00
5494000 - Registration/Training/Admissn	2,500	2,500	0	2,500	500	0	500	500	500	-2,000.00	-80.00
5510000 - Intergovt Professional Service	0	0	5,330	0	0	0	0	0	0	0.00	0.00
5620000 - Buildings & Structures	0	0	0	0	0	0	0	0	0	0.00	0.00

### Comparative Budget Worksheet By Object

Object	2011 Adopted Budget	2011 Current Budget	2011 YTD Actuals	2011 Current Year Est.	2012 Dept Request	2012 Service Package	2012 Proposed Budget	2012 Base Budget	2012 Final Budget	Change in Budget	Pct Chg
5630000 - Other Improvements	2,081,797	2,799,675	43,566	1,651,850	814,673	0	814,673	817,285	814,673	-1,985,001.64	-70.90
5640000 - Machinery & Equipment	0	58,000	0	0	0	0	0	0	0	-58,000.00	-100.00
5650000 - Construction of Fixed Assets	0	14,487	29,692	0	0	0	0	0	0	-14,487.00	-100.00
5840000 - Debt Issue Costs	0	0	0	0	0	0	0	0	0	0.00	0.00
5901000 - Interfund Prof Svc-Bld Permits	0	0	2,766	0	0	0	0	0	0	0.00	0.00
5910000 - Interfund Chg-Equip Replacmnt	1,463	1,463	1,463	1,463	0	0	0	0	0	-1,463.00	-100.00
5950000 - Interfund Vehicle Operat/Maint	123	123	123	123	0	0	0	123	0	-123.00	-100.00
<b>Total Expense Accounts:</b>	<u>2,611,446</u>	<u>3,611,155</u>	<u>631,056</u>	<u>2,439,526</u>	<u>1,232,144</u>	<u>0</u>	<u>1,232,144</u>	<u>1,234,958</u>	<u>1,232,144</u>	<u>-2,379,006.57</u>	<u>-65.87</u>
<b>Total General Capital Fund:</b>	<u>3,195,708</u>	<u>4,295,417</u>	<u>929,277</u>	<u>3,033,986</u>	<u>1,867,329</u>	<u>0</u>	<u>1,867,329</u>	<u>1,754,252</u>	<u>1,867,329</u>	<u>-2,428,083.57</u>	<u>-56.52</u>

**Department 31 Facility Major Maintenance I**

*Expense Accounts*

5110000 - Salaries	0	0	707	0	0	0	0	0	0	0.00	0.00
5111000 - Salaries-Extra Help	0	0	15	0	0	0	0	0	0	0.00	0.00
5212000 - Social Security Replace Progrm	0	0	44	0	0	0	0	0	0	0.00	0.00
5213000 - Soc Sec Replace Pgm-Xtra Help	0	0	1	0	0	0	0	0	0	0.00	0.00
5214000 - PERS	0	0	38	0	0	0	0	0	0	0.00	0.00
5214002 - PERS - Extra Help	0	0	1	0	0	0	0	0	0	0.00	0.00
5215000 - Insurance Premium Allowance	0	0	82	0	0	0	0	0	0	0.00	0.00
5220000 - Medicare	0	0	11	0	0	0	0	0	0	0.00	0.00
5221000 - Medicare - Extra Help	0	0	0	0	0	0	0	0	0	0.00	0.00
5230000 - Labor & Industries	0	0	3	0	0	0	0	0	0	0.00	0.00
5231000 - Labor & Industries-Extra Help	0	0	1	0	0	0	0	0	0	0.00	0.00
5350000 - Small Tools/Minor Equipment	0	0	4,609	0	0	0	0	0	0	0.00	0.00
5410000 - Professional Services	0	13,553	4,438	0	0	0	0	0	0	-13,553.00	-100.00
5440000 - Advertising	0	0	125	0	0	0	0	0	0	0.00	0.00
5480000 - Repairs & Maintenance	0	0	13,657	0	0	0	0	0	0	0.00	0.00
5630000 - Other Improvements	162,750	262,750	1,692	220,131	60,000	0	60,000	60,000	60,000	-202,750.00	-77.16
5650000 - Construction of Fixed Assets	0	0	105,100	0	0	0	0	0	0	0.00	0.00
5901000 - Interfund Prof Svc-Bld Permits	0	0	2,145	0	0	0	0	0	0	0.00	0.00
<b>Total Expense Accounts:</b>	<u>162,750</u>	<u>276,303</u>	<u>132,669</u>	<u>220,131</u>	<u>60,000</u>	<u>0</u>	<u>60,000</u>	<u>60,000</u>	<u>60,000</u>	<u>-216,303.00</u>	<u>-78.28</u>
<b>Total City Facility-Major Maint Fund:</b>	<u>162,750</u>	<u>276,303</u>	<u>132,669</u>	<u>220,131</u>	<u>60,000</u>	<u>0</u>	<u>60,000</u>	<u>60,000</u>	<u>60,000</u>	<u>-216,303.00</u>	<u>-78.28</u>

**Department 29 Roads Capital Improvements**

*TRANSFER OUT ACCOUNTS*

5970000 - Operating Transfers Out	44,604	44,604	22,302	44,604	50,386	0	50,386	55,683	50,386	5,782.00	12.96
<b>Total TRANSFER OUT ACCOUNTS:</b>	<u>44,604</u>	<u>44,604</u>	<u>22,302</u>	<u>44,604</u>	<u>50,386</u>	<u>0</u>	<u>50,386</u>	<u>55,683</u>	<u>50,386</u>	<u>5,782.00</u>	<u>12.96</u>

*Expense Accounts*

5110000 - Salaries	837,098	818,054	661,637	818,055	598,753	0	598,753	598,753	598,753	-219,301.18	-26.80
5111000 - Salaries-Extra Help	0	0	620	475	0	0	0	0	0	0.00	0.00
5112000 - Overtime	0	0	1,598	0	0	0	0	0	0	0.00	0.00
5112100 - Overtime-Extra Help	0	0	90	90	0	0	0	0	0	0.00	0.00
5115000 - Vacation Buy-Out	0	0	713	0	0	0	0	0	0	0.00	0.00

## Comparative Budget Worksheet By Object

Object	2011 Adopted Budget	2011 Current Budget	2011 YTD Actuals	2011 Current Year Est.	2012 Dept Request	2012 Service Package	2012 Proposed Budget	2012 Base Budget	2012 Final Budget	Change in Budget	Pct Chg
5212000 - Social Security Replace Progrm	51,901	50,720	40,204	50,719	37,123	0	37,123	37,123	37,123	-13,596.65	-26.80
5213000 - Soc Sec Replace Pgm-Xtra Help	0	0	45	34	0	0	0	0	0	0.00	0.00
5214000 - PERS	57,825	56,510	39,327	50,698	42,331	0	42,331	42,331	42,331	-14,180.53	-25.09
5214002 - PERS - Extra Help	0	0	6	5	0	0	0	0	0	0.00	0.00
5215000 - Insurance Premium Allowance	123,017	119,711	101,307	119,711	92,185	0	92,185	92,185	92,185	-27,527.22	-22.99
5220000 - Medicare	12,138	11,862	9,757	11,862	8,681	0	8,681	8,681	8,681	-3,179.76	-26.80
5221000 - Medicare - Extra Help	0	0	11	7	0	0	0	0	0	0.00	0.00
5230000 - Labor & Industries	5,350	5,098	4,869	6,631	5,671	0	5,671	5,671	5,671	571.43	11.20
5231000 - Labor & Industries-Extra Help	0	0	10	8	0	0	0	0	0	0.00	0.00
5310000 - Office Supplies	1,100	1,100	2,008	2,536	250	0	250	500	250	-850.00	-77.27
5320000 - Operating Supplies	0	0	35,509	2,114	0	0	0	0	0	0.00	0.00
5350000 - Small Tools/Minor Equipment	1,000	1,000	13,769	14,769	250	0	250	500	250	-750.00	-75.00
5360000 - Software/Upgrades/Licenses	1,200	1,200	0	1,200	250	0	250	1,000	250	-950.00	-79.16
5410000 - Professional Services	2,396,153	12,670,952	3,611,294	14,011,316	1,226,358	0	1,226,358	1,165,693	1,226,358	-11,444,594.24	-90.32
5425000 - Postage/Courier	0	0	1,230	215	0	0	0	0	0	0.00	0.00
5430000 - Travel(Lodge,meals,miles)	1,500	1,500	1,427	1,872	500	0	500	1,500	500	-1,000.00	-66.66
5431000 - Mileage Reimb. Local Travel	400	400	46	411	156	0	156	200	156	-244.00	-61.00
5440000 - Advertising	0	0	2,142	944	0	0	0	0	0	0.00	0.00
5450000 - Operating Rentals & Lease	0	0	172	0	0	0	0	0	0	0.00	0.00
5472000 - Utility-Water	0	0	36,642	14,374	0	0	0	0	0	0.00	0.00
5480000 - Repairs & Maintenance	0	0	1,525	0	0	0	0	0	0	0.00	0.00
5491000 - Dues, Subscriptions	800	800	1,466	1,325	800	0	800	800	800	0.00	0.00
5493000 - Printing & Binding	100	100	1,145	396	0	0	0	0	0	-100.00	-100.00
5494000 - Registration/Training/Admissn	4,500	4,500	1,282	4,818	1,635	0	1,635	807	1,635	-2,865.00	-63.66
5510000 - Intergovt Professional Service	0	60,000	11,636	9,122	0	0	0	0	0	-60,000.00	-100.00
5610000 - Land	6,628,567	6,185,942	236,483	6,628,567	3,510,823	0	3,510,823	3,510,823	3,510,823	-2,675,119.00	-43.24
5630000 - Other Improvements	10,321,681	13,358,015	13,795,312	11,476,926	563,399	500,000	1,063,399	630,467	1,063,399	-12,294,615.91	-92.03
5640000 - Machinery & Equipment	0	0	3,691	0	0	0	0	0	0	0.00	0.00
5650000 - Construction of Fixed Assets	1,047,146	1,067,146	772,783	1,125,747	880,197	0	880,197	883,368	880,197	-186,948.86	-17.51
5820001 - Interest on Interfund Debt	0	0	5,049	2,792	0	0	0	0	0	0.00	0.00
5901000 - Interfund Prof Svc-Bld Permits	0	0	295	294	0	0	0	0	0	0.00	0.00
5910000 - Interfund Chg-Equip Replacemnt	2,306	2,306	2,306	2,306	922	0	922	2,322	922	-1,384.00	-60.01
5950000 - Interfund Vehicle Operat/Maint	1,310	1,310	1,310	1,310	379	0	379	828	379	-931.00	-71.06
<b>Total Expense Accounts:</b>	<b>21,495,092</b>	<b>34,418,226</b>	<b>19,398,716</b>	<b>34,361,649</b>	<b>6,970,663</b>	<b>500,000</b>	<b>7,470,663</b>	<b>6,983,552</b>	<b>7,470,663</b>	<b>-26,947,565.92</b>	<b>-78.29</b>
<b>Total Roads Capital Fund:</b>	<b>21,539,696</b>	<b>34,462,830</b>	<b>19,421,018</b>	<b>34,406,253</b>	<b>7,021,049</b>	<b>500,000</b>	<b>7,521,049</b>	<b>7,039,235</b>	<b>7,521,049</b>	<b>-26,941,783.92</b>	<b>-78.17</b>
<b>Department 27 Public Works</b>											
<i>TRANSFER OUT ACCOUNTS</i>											
5970000 - Operating Transfers Out	272,131	272,131	68,033	272,131	366,235	66,945	433,180	272,131	433,180	161,049.00	59.18
<b>Total TRANSFER OUT ACCOUNTS:</b>	<b>272,131</b>	<b>272,131</b>	<b>68,033</b>	<b>272,131</b>	<b>366,235</b>	<b>66,945</b>	<b>433,180</b>	<b>272,131</b>	<b>433,180</b>	<b>161,049.00</b>	<b>59.18</b>
<i>Expense Accounts</i>											
5110000 - Salaries	551,708	551,708	405,485	538,666	565,137	47,123	612,260	565,137	612,260	60,551.68	10.97
5111000 - Salaries-Extra Help	54,416	54,416	42,608	54,416	53,600	0	53,600	54,416	53,600	-816.00	-1.49

**Comparative Budget Worksheet By Object**

<b>Object</b>	<b>2011 Adopted Budget</b>	<b>2011 Current Budget</b>	<b>2011 YTD Actuals</b>	<b>2011 Current Year Est.</b>	<b>2012 Dept Request</b>	<b>2012 Service Package</b>	<b>2012 Proposed Budget</b>	<b>2012 Base Budget</b>	<b>2012 Final Budget</b>	<b>Change in Budget</b>	<b>Pct Chg</b>
5112000 - Overtime	7,740	7,740	2,622	5,240	5,240	0	5,240	7,740	5,240	-2,500.00	-32.29
5112100 - Overtime-Extra Help	100	100	406	100	100	0	100	100	100	0.00	0.00
5113000 - Standby Pay	4,018	4,018	337	2,100	2,100	0	2,100	4,018	2,100	-1,918.00	-47.73
5114000 - Callback Pay	3,435	3,435	171	2,000	2,000	0	2,000	3,435	2,000	-1,435.00	-41.77
5115000 - Vacation Buy-Out	0	0	430	430	0	0	0	0	0	0.00	0.00
5212000 - Social Security Replace Progrm	34,206	34,206	25,244	33,353	35,038	2,922	37,960	35,038	37,960	3,754.21	10.97
5213000 - Soc Sec Replace Pgm-Xtra Help	3,374	3,374	2,667	3,374	3,323	0	3,323	3,374	3,323	-51.00	-1.51
5214000 - PERS	36,767	36,767	24,010	31,713	39,955	3,332	43,287	39,955	43,287	6,519.68	17.73
5214002 - PERS - Extra Help	2,069	2,069	1,505	2,069	2,121	0	2,121	2,069	2,121	52.00	2.51
5215000 - Insurance Premium Allowance	95,999	95,999	69,689	93,597	99,546	17,640	117,186	99,546	117,186	21,187.36	22.07
5220000 - Medicare	8,000	8,000	6,261	7,801	8,194	683	8,878	8,194	8,878	877.99	10.97
5221000 - Medicare - Extra Help	790	790	624	790	777	0	777	790	777	-13.00	-1.64
5230000 - Labor & Industries	10,513	10,513	9,271	14,476	14,504	0	14,504	14,504	14,504	3,992.01	37.97
5231000 - Labor & Industries-Extra Help	2,873	2,873	3,329	2,873	3,473	0	3,473	2,873	3,473	600.00	20.88
5310000 - Office Supplies	600	600	339	700	900	0	900	600	900	300.00	50.00
5320000 - Operating Supplies	62,544	62,544	49,338	67,900	62,544	6,122	68,666	62,544	68,666	6,122.00	9.78
5330000 - Program Supplies	5,235	5,235	4,802	5,235	5,235	0	5,235	5,235	5,235	0.00	0.00
5350000 - Small Tools/Minor Equipment	4,600	4,600	6,141	4,600	4,600	0	4,600	4,600	4,600	0.00	0.00
5360000 - Software/Upgrades/Licenses	0	0	2,139	2,174	0	63,000	63,000	0	63,000	63,000.00	0.00
5410000 - Professional Services	38,000	38,000	20,251	38,000	38,000	5,000	43,000	38,000	43,000	5,000.00	13.15
5420000 - Telephone	1,300	1,300	841	1,300	1,300	0	1,300	1,300	1,300	0.00	0.00
5425000 - Postage/Courier	9,901	9,901	128	1,504	9,901	0	9,901	9,901	9,901	0.00	0.00
5430000 - Travel(Lodge,meals,miles)	1,834	1,834	752	1,834	1,834	200	2,034	1,834	2,034	200.00	10.90
5431000 - Mileage Reimb. Local Travel	150	150	0	150	150	0	150	150	150	0.00	0.00
5440000 - Advertising	0	0	136	136	0	0	0	0	0	0.00	0.00
5450000 - Operating Rentals & Lease	3,758	3,758	1,070	3,758	3,758	0	3,758	3,758	3,758	0.00	0.00
5471000 - Utility-Electricity	1,500	1,500	1,080	1,500	1,600	0	1,600	1,500	1,600	100.00	6.66
5475000 - UTILITY-GARBAGE/SOLID WAS	15,364	15,364	7,699	15,364	16,009	0	16,009	15,364	16,009	645.00	4.19
5480000 - Repairs & Maintenance	434,742	439,388	65,073	413,858	431,290	0	431,290	456,820	431,290	-8,098.00	-1.84
5491000 - Dues, Subscriptions	730	730	705	694	730	150	880	730	880	150.00	20.54
5493000 - Printing & Binding	9,428	9,428	242	1,742	9,428	0	9,428	9,428	9,428	0.00	0.00
5494000 - Registration/Training/Admissn	6,294	6,294	1,234	6,294	6,294	600	6,894	6,294	6,894	600.00	9.53
5495000 - City Grants to Other Agencies	20,000	20,000	0	20,000	20,000	0	20,000	20,000	20,000	0.00	0.00
5510000 - Intergovt Professional Service	203,808	203,808	70,275	195,865	195,865	0	195,865	203,808	195,865	-7,943.00	-3.89
5630000 - Other Improvements	0	0	0	0	0	0	0	0	0	0.00	0.00
5640000 - Machinery & Equipment	0	0	2,460	2,394	0	22,000	22,000	0	22,000	22,000.00	0.00
5700000 - Debt Service-Principal	326,475	326,475	326,475	326,475	326,475	0	326,475	326,475	326,475	0.00	0.00
5800000 - Debt Service-Interest	17,956	17,956	17,956	17,956	17,956	0	17,956	17,956	17,956	0.00	0.00
5910000 - Interfund Chg-Equip Replacemnt	41,908	41,908	41,908	41,908	49,251	0	49,251	51,156	49,251	7,343.00	17.52
5950000 - Interfund Vehicle Operat/Maint	59,273	59,273	59,273	59,273	39,059	12,740	51,799	41,267	51,799	-7,474.00	-12.60
<b>Total Expense Accounts:</b>	<b>2,081,408</b>	<b>2,086,054</b>	<b>1,274,976</b>	<b>2,023,612</b>	<b>2,077,287</b>	<b>181,512</b>	<b>2,258,800</b>	<b>2,119,909</b>	<b>2,258,800</b>	<b>172,746.93</b>	<b>8.28</b>

Department 30 Surface Water CIP

## Comparative Budget Worksheet By Object

Object	2011 Adopted Budget	2011 Current Budget	2011 YTD Actuals	2011 Current Year Est.	2012 Dept Request	2012 Service Package	2012 Proposed Budget	2012 Base Budget	2012 Final Budget	Change in Budget	Pct Chg
<i>TRANSFER OUT ACCOUNTS</i>											
5970000 - Operating Transfers Out	454,487	454,487	300,752	454,487	205,285	0	205,285	154,487	205,285	-249,202.00	-54.83
<b>Total TRANSFER OUT ACCOUNTS:</b>	<u>454,487</u>	<u>454,487</u>	<u>300,752</u>	<u>454,487</u>	<u>205,285</u>	<u>0</u>	<u>205,285</u>	<u>154,487</u>	<u>205,285</u>	<u>-249,202.00</u>	<u>-54.83</u>
<i>Expense Accounts</i>											
5110000 - Salaries	208,484	208,484	130,996	208,484	241,134	0	241,134	241,134	241,134	32,650.49	15.66
5112000 - Overtime	0	0	522	0	0	0	0	0	0	0.00	0.00
5115000 - Vacation Buy-Out	0	0	171	0	0	0	0	0	0	0.00	0.00
5212000 - Social Security Replace Progm	12,927	12,927	8,013	12,927	14,950	0	14,950	14,950	14,950	2,024.45	15.66
5214000 - PERS	14,401	14,401	7,751	12,920	17,049	0	17,049	17,049	17,049	2,646.84	18.37
5215000 - Insurance Premium Allowance	37,079	37,079	23,836	37,079	40,822	0	40,822	40,822	40,822	3,741.12	10.08
5220000 - Medicare	3,023	3,023	1,961	3,023	3,497	0	3,497	3,497	3,497	472.94	15.64
5230000 - Labor & Industries	1,736	1,736	1,566	2,315	3,295	0	3,295	3,295	3,295	1,557.50	89.71
5310000 - Office Supplies	1,523	1,523	92	1,523	250	0	250	500	250	-1,273.00	-83.58
5320000 - Operating Supplies	0	0	1,823	0	0	0	0	0	0	0.00	0.00
5350000 - Small Tools/Minor Equipment	600	600	0	600	341	0	341	500	341	-259.00	-43.16
5360000 - Software/Upgrades/Licenses	2,000	2,000	0	2,000	500	0	500	1,841	500	-1,500.00	-75.00
5410000 - Professional Services	984,623	1,345,159	208,961	976,911	1,006,256	0	1,006,256	1,008,364	1,006,256	-338,903.00	-25.19
5425000 - Postage/Courier	0	0	250	0	0	0	0	0	0	0.00	0.00
5430000 - Travel(Lodge,meals,miles)	300	300	0	300	300	0	300	300	300	0.00	0.00
5431000 - Mileage Reimb. Local Travel	600	600	0	600	500	0	500	500	500	-100.00	-16.66
5440000 - Advertising	0	0	938	0	0	0	0	0	0	0.00	0.00
5450000 - Operating Rentals & Lease	0	0	350	0	0	0	0	0	0	0.00	0.00
5480000 - Repairs & Maintenance	0	0	0	0	0	0	0	0	0	0.00	0.00
5491000 - Dues, Subscriptions	700	700	387	700	500	0	500	700	500	-200.00	-28.57
5494000 - Registration/Training/Admissn	5,000	5,000	833	5,000	4,000	0	4,000	4,000	4,000	-1,000.00	-20.00
5610000 - Land	3,585	3,585	0	3,585	0	0	0	0	0	-3,585.00	-100.00
5630000 - Other Improvements	269,122	269,122	1,863	269,223	238,000	0	238,000	238,000	238,000	-31,122.00	-11.56
5650000 - Construction of Fixed Assets	726,165	726,165	389,092	538,166	536,032	0	536,032	536,498	536,032	-190,133.00	-26.18
5901000 - Interfund Prof Svc-Bld Permits	0	0	4,221	0	0	0	0	0	0	0.00	0.00
5910000 - Interfund Chg-Equip Replacemnt	3,003	3,003	3,003	3,003	2,151	0	2,151	3,165	2,151	-852.00	-28.37
5950000 - Interfund Vehicle Operat/Maint	2,068	2,068	2,068	2,068	885	0	885	1,210	885	-1,183.00	-57.20
<b>Total Expense Accounts:</b>	<u>2,276,939</u>	<u>2,637,475</u>	<u>788,697</u>	<u>2,080,427</u>	<u>2,110,462</u>	<u>0</u>	<u>2,110,462</u>	<u>2,116,325</u>	<u>2,110,462</u>	<u>-527,016.66</u>	<u>-19.98</u>
<b>Total SWM Utility Fund:</b>	<u>5,084,965</u>	<u>5,450,147</u>	<u>2,432,458</u>	<u>4,830,657</u>	<u>4,759,269</u>	<u>248,457</u>	<u>5,007,727</u>	<u>4,662,852</u>	<u>5,007,727</u>	<u>-442,422.73</u>	<u>-8.11</u>

**Department 27 Public Works**

*Expense Accounts*

5310000 - Office Supplies	0	0	55	55	0	0	0	0	0	0.00	0.00
5320000 - Operating Supplies	0	0	5,911	8,511	0	0	0	0	0	0.00	0.00
5321000 - Fuel Consumed	70,000	70,000	55,515	78,000	73,621	0	73,621	72,121	73,621	3,621.00	5.17
5410000 - Professional Services	0	0	155	0	0	0	0	0	0	0.00	0.00
5480000 - Repairs & Maintenance	106,563	106,563	63,652	90,000	108,379	0	108,379	82,438	108,379	1,816.00	1.70
5640000 - Machinery & Equipment	0	0	251	0	0	0	0	0	0	0.00	0.00
5992000 - Contingency	15,000	15,000	0	5,000	15,250	0	15,250	15,000	15,250	250.00	1.66

## Comparative Budget Worksheet By Object

Object	2011 Adopted Budget	2011 Current Budget	2011 YTD Actuals	2011 Current Year Est.	2012 Dept Request	2012 Service Package	2012 Proposed Budget	2012 Base Budget	2012 Final Budget	Change in Budget	Pct Chg
<b>Total Expense Accounts:</b>	191,563	191,563	125,539	181,566	197,250	0	197,250	169,559	197,250	5,687.00	2.96
<b>Total Vehicle Operations/Maintenance:</b>	191,563	191,563	125,539	181,566	197,250	0	197,250	169,559	197,250	5,687.00	2.96
<b>Department 16</b> Administrative Services											
<i>Expense Accounts</i>											
5350000 - Small Tools/Minor Equipment	100,000	100,000	34,926	112,500	100,000	0	100,000	100,000	100,000	0.00	0.00
5640000 - Machinery & Equipment	34,199	34,199	86,282	34,199	0	215,000	215,000	34,199	215,000	180,801.00	528.67
<b>Total Expense Accounts:</b>	134,199	134,199	121,208	146,699	100,000	215,000	315,000	134,199	315,000	180,801.00	134.72
<b>Total Equipment Replace/Deprec Fund:</b>	134,199	134,199	121,208	146,699	100,000	215,000	315,000	134,199	315,000	180,801.00	134.72
<b>Department 16</b> Administrative Services											
<i>Expense Accounts</i>											
5510000 - Intergovt Professional Service	15,000	15,000	12,986	25,000	39,314	50,232	89,546	15,000	89,546	74,546.00	496.97
<b>Total Expense Accounts:</b>	15,000	15,000	12,986	25,000	39,314	50,232	89,546	15,000	89,546	74,546.00	496.97
<b>Total Unemployment Fund:</b>	15,000	15,000	12,986	25,000	39,314	50,232	89,546	15,000	89,546	74,546.00	496.97
<b>Report Total</b>	70,366,618	85,364,013	46,323,602	81,835,547	53,456,100	1,881,401	55,337,501	53,957,782	55,337,501	-30,026,500.93	496.97

## 2012 Expenditure Categories

Object	Description	Detail Required
<b><u>Salaries and Benefits</u></b>		
	Amounts paid for personal services rendered by employees in accordance with the rates, hours, terms and conditions authorized by law or stated in employment contracts. Personal services do not include fees and out of pocket expenses for professional or consultant services. Amounts charged to these accounts represent expenditures generated through the City's payroll process. Amounts paid to temporary help through another source than payroll does not get charged to these accounts.	
5110	<b>Salaries</b> Employee time will be allocated within the department on a percentage basis and then paid based on that allocation throughout the year unless there is a major shift in employee responsibilities or job duties during the year.	Will be posted from Position Budgeting
5111	<b>Salaries - Extra Help</b> Hourly staff and temporary help that are not designated positions. All agency staff should be budgeted under Professional Services.	Yes
5112	<b>Overtime</b> Overtime pay for employees who are eligible.	No
5112100	<b>Overtime - Extra Help</b>	
5113	<b>Standby Pay</b> Standby pay for employees who are eligible.	No
5114	<b>Call Back Pay</b>	No
5115	<b>Vacation Buy-Out</b>	No
5212	<b>Social Security Replacement Program</b>	Will be posted from Position Budgeting
5213	<b>Soc. Sec. Replac. Prog. - Extra Help</b>	
5214	<b>PERS</b>	Will be posted from Position Budgeting
5214001	<b>CM Retirement Plan</b>	Will be posted from Position Budgeting
5214002	<b>PERS - Extra Help</b>	
5215	<b>Insurance Premium Allowance</b>	Will be posted from Position Budgeting
5220	<b>Medicare</b>	Will be posted from Position Budgeting
5221	<b>Medicare - Extra Help</b>	
5230	<b>Labor &amp; Industries</b>	Will be posted from Position Budgeting
5231	<b>Labor &amp; Industries - Extra Help</b>	
5232	<b>Labor &amp; Industries - Standby Pay</b>	
5240	<b>Unemployment Compensation</b>	Will be posted from Position Budgeting
<b><u>Supplies</u></b>		
5310	<b>Office Supplies</b> Paper, forms, maps, publications, writing materials, Office Supplies-Boise Cascade, Corp Express (except furniture), Paper Zone	No
5320	<b>Operating Supplies</b> Chemicals, cleaning & sanitation supplies, clothing, construction materials & supplies, drugs, electrical supplies, medicines, oil, paints, and plumbing supplies	No
5321	<b>Fuel Consumed</b>	No
5330	<b>Program Supplies</b> Art supplies, sports equipment, clipboards, first aid supplies, name tags, other program related supplies, fees for admission tickets used in programs, food used as a component of a program. Room Rental - see 5450 Food & Meals - see 5430	No

## 2012 Expenditure Categories

Object	Description	Detail Required
5340	<b>Supplies Packaged for Resale</b> T-Shirts, food, towels, swimming goggles, other items purchased for resale/revenue Pool Resale Supplies	No
5350	<b>Small tools and Minor Equipment</b> Tools and equipment that are not capitalized (less than \$5,000)	No
5360	<b>Software/Licenses/Upgrades</b> Software & Software Licenses	Yes
<b><u>Other Services &amp; Charges</u></b>		
5410	<b>Professional Services</b> Accounting/Auditing, Engineering/architectural, computer programming, management consulting, special legal services, temporary help employed through an agency	Yes
5410001	<b>Janitorial Service</b>	Yes
5410002	<b>Credit Card Fees - Parks</b>	No
5420	<b>Telephone</b> Local, long-distance, and wireless	No
5425	<b>Postage/Courier</b> Postage, Fedex, UPS, Bucky's, West Courier	No
5430	<b>Travel (Lodging, Meals, Miles)</b> Per diem, lodging, meals, mileage	Yes
5430001	<b>Council Dinner Meeting Meals</b>	
5431	<b>Mileage Reimbursement Local Travel</b> Local mileage	Yes
5440	<b>Advertising</b>	No
5441	<b>Advertising - Franchise</b>	
5450	<b>Operating Rentals &amp; Leases</b> Room rentals, lease of copy or postage machines, rental of equipment Meeting Facilities Shoreline School District (Shoreline Center Room Rentals) <i>Related food costs greater than \$50 should be coded 5330 for non-events, 5430 for employee related events</i>	Yes
5460	<b>Insurance</b>	No
5470	<b>Utility services - DO NOT USE! Replaced by 5471-5475</b>	
5471	<b>Electricity</b>	No
5471001	<b>Utility - Electricity, Streetlights</b>	No
5471002	<b>Utility - Electricity, Traffic Signal</b>	No
5472	<b>Water</b>	No
5473	<b>Natural Gas</b>	No
5474	<b>Sewer</b>	No
5475	<b>Garbage/Solid Waste</b>	No
5476	<b>Cable TV</b>	No
5480	<b>Repairs &amp; Maintenance</b> Buildings, improvements, structures, equipment (vehicles, tires, etc.) Maintenance Contracts All supplies purchased directly by City goes under Operating Supplies except software/licenses	No
5491	<b>Dues, Subscriptions, Memberships</b>	Yes
5492	<b>Filing, Recording &amp; Witness Fees</b> Jury or witness fees	No
5493	<b>Printing &amp; Binding</b> Copying costs, printing services, etc. Kinko's Printing Companies (brochures, newsletters, publications)	No
5494	<b>Registration/Training</b> Registration for conferences and training expenses	Yes
5495	<b>City Grants to other Agencies</b> Grants that the City provides to outside agencies.	Yes
5496	<b>Judgements/Settlements</b>	No
5499	<b>Miscellaneous Expenses</b>	No

## 2012 Expenditure Categories

Object	Description	Detail Required
<b><u>Intergovernmental/Interfund Services</u></b>		
5510	<b>Intergovernmental Professional Services</b> Contracts or interlocal agreements between government agencies. Expenditures made to other governmental entities for services rendered. Limited to those functions normally provided by governments and not by private businesses (police, detention, election services, animal control, etc.)	Yes
5550	<b>Interfund Transfers</b> Transfers between funds	No
<b><u>Capital Outlay (Amounts should be in excess of \$5,000)</u></b>		
5610	<b>Land</b> Land acquisition costs, rights-of-way, LIDs	Yes
5620	<b>Buildings &amp; Structures</b> Acquisition, construction, and improvements to office or administrative buildings, shops and warehouses, park buildings	Yes
5630	<b>Other Improvements</b> Athletic fields, bridges, water and sewer systems, lighting, parking, roadways, sidewalks, storm drains, streets	Yes
5640	<b>Machinery &amp; Equipment</b> Communications equipment, transportation equipment, office furniture & equipment, computers, heavy duty work equipment	Yes
5650	<b>Construction of Fixed Assets</b> For capital improvement projects on City owned property	Yes
<b><u>Debt Service Principal</u></b>		
5700	<b>Debt Service Principal</b>	Yes
5800	<b>Debt Service Interest &amp; Related Costs</b>	Yes
<b><u>Interfund Payment for Services, Transfers, and Reserves</u></b>		
Expenditures made to other funds or other departments of the same fund for services rendered		
5901	<b>Interfund Professional Services (Building Permits)</b>	Yes
5910	<b>Interfund Charge - Equipment Replacement</b>	No
5950	<b>Interfund Vehicle Operations and Maintenance</b>	No

## ***Glossary of Budget Terms and Acronyms***

**ACCOUNT.** A chronological record of public funds showing receipts, disbursements, and the balance.

**ACCOUNTING SYSTEM.** The total set of records and procedures used to record, classify, and report information on the financial status and operations of an entity.

**ACCRUAL BASIS ACCOUNTING.** A method of accounting for revenues and expenses when earned or incurred instead of when cash is received or spent.

**ACTUALS.** Monies which have already been used or received as opposed to budgeted monies which are estimates of possible funds to be spent or received.

**ADOPTED BUDGET.** The budget for the operations of regular City services and for capital expenditures for the fiscal year as proposed by the City Manager and adjusted and adopted by the City Council. The adopted budget can only be adjusted (amended) during the fiscal year by an ordinance of the City Council.

**AGENCY FUND.** A fund used to account for assets held by a government as an agent for individuals, private organizations, other governments and/or other funds.

**APPROPRIATION.** A legal authorization granted by the City Council to make expenditures and to incur obligations for a specific purpose or program. Usually granted for a one-year period.

**APPROPRIATION ORDINANCE.** The official enactment by the City Council giving the legal authority for City officials to obligate and expend resources.

**ARRA.** American Recovery Reinvestment Act.

**ASSESSED VALUATION.** The estimated value placed upon real and personal property by the County Assessor as the basis for levying property taxes.

**B.A.R.S.** The State of Washington prescribed Budgeting, Accounting, and Reporting System manual for which compliance is required for all governmental entities in the State of Washington.

**BALANCED BUDGET.** A budget in which planned expenditures do not exceed projected funds available.

**BASE BUDGET.** The ongoing cost to maintain the current level of service.

**BASIS OF ACCOUNTING.** A fund's basis of accounting determines when a transaction is recognized in the fund's operating statement. Annual appropriated budgets for all funds are prepared and adopted on a cash basis. Under a cash basis, transactions are recognized only when cash is increased or decreased. Governmental fund financial statements are prepared on the modified accrual basis of accounting. Revenues are recognized when measurable and available to finance current expenditures and expenditures are recognized when goods and services are received and liabilities are due and payable at year-end. Under the accrual basis of accounting, the revenues are recognized in the accounting period in which they are earned and become measurable and expenses are recognized in the period incurred.

**BEGINNING FUND BALANCE.** The resources that are unspent from the previous year and are available in the subsequent fiscal year for expenditure. Since these resources are typically available due to under-expenditures in the previous year or unexpected revenues, it is prudent to not utilize these resources for ongoing operational expenditures.

**BENEFITS.** City provided employee benefits such as social security replacement, retirement, worker's compensation, life insurance, medical insurance and dental insurance.

**BUDGET.** A plan of financial operation embodying an estimate of expenditures for a given period and the proposed means of financing them (revenue estimates). The term is also sometimes used to denote the officially approved expenditure ceilings under which the City and its departments operate.

**BUDGET CALENDAR.** The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

**BUDGET HEARING.** A public hearing conducted by City Council to consider and adopt the annual budget.

**CAPITAL BUDGET.** Major capital improvements which are beyond the routine operation of the city are budgeted under separate capital project funds. These projects often require more than one year to complete. In total, these projects are referred to as the Capital Budget and are not included in the annual operating budget.

**CAPITAL IMPROVEMENT CONSTRUCTION.** Projects such as roads, drainage, buildings, sidewalks and other works to create and repair the City's physical infrastructure; funds in this category may also be used for the design, project management and other associated administrative costs.

**CAPITAL IMPROVEMENT PROGRAM.** A six-year plan for capital expenditures that identifies the expected beginning and ending date of each project, the amount to be expended in each year on each project and the method of financing project expenditures.

**CAPITAL OUTLAYS.** Annual operating expenditures for the acquisition of, or addition to, fixed assets. These expenditures must cost more than \$5,000, including construction projects, land acquisition, major renovations or repairs to existing grounds or facilities, and equipment purchases.

**CAPITAL PROJECTS.** Projects which purchase or construct capital assets. Typically a capital project encompasses a purchase of land and/or the construction of a new building or facility. It may also include major maintenance or renovation of a current asset.

**CASH BASIS ACCOUNTING.** The method of accounting where revenues are recorded when received and expenditures are recorded when paid.

**CASH RESERVES.** The cash balance that is not appropriated for expenditures or that is segregated by policy for a specific future use.

**CHARGES FOR GOODS AND SERVICES.** A basic classification for services other than personnel services which are needed by the City. This budget item includes professional services, communication, travel, advertising, rentals and leases, insurance, public utility services, repairs and maintenance, and miscellaneous.

**CLEAN WATER ACT (CWA).** In 1972, Congress amended the Federal Water Pollution Control Act (referred to as the Clean Water Act) to prohibit the discharge of any pollutant to waters of the United States from a point source unless the discharge is authorized by a National Pollutant Discharge Elimination System (NPDES) permit. In 1999 the US Environmental Protection Agency promulgated rules (NPDES Phase II) that sets storm water management requirements for municipalities under 100,000 population, including the City of Shoreline.

**CONSUMER PRICE INDEX (CPI).** A statistical measure of price levels provided by the U.S. Department of Labor signifying the cost of living and economic inflation.

**CONTINGENCY.** A budgetary reserve set aside for emergencies or unforeseen expenditures.

**COUNCILMANIC BONDS.** Bonds issued with the approval of the City Council, as opposed to bonds which must be approved by public vote. Councilmanic bonds must not exceed 1.5 percent of the assessed valuation.

**CRITICAL SUCCESS FACTORS.** Areas where the City has to excel, if it is to accomplish the community's vision.

**DEBT SERVICE.** The annual payment of principal and interest on the City's indebtedness.

**DEFICIT.** The excess of the liabilities of a fund over its assets. The excess of expenditures over revenues during an accounting period; or, in the case of proprietary funds, the excess of expense over

income during an accounting period.

**DEPRECIATION. (1.)** Expiration in the service of life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence. **(2.)** That portion of the cost of a capital asset which is charged as an expense during a particular period.

**ENCUMBERANCE.** The commitment of appropriated funds to purchase an item or service.

**ENDANGERED SPECIES ACT (ESA).** Refers to the listing of the Puget Sound chinook salmon as a threatened species by the National Marine Fisheries Service. Potentially affects all sensitive areas, and stormwater regulations for both quality and quantity.

**ENDING FUND BALANCE.** The cash balance remaining at the end of the fiscal year available for appropriation in future years.

**ENTERPRISE FUNDS.** Enterprise or proprietary funds are used to account for a government's business-type activities. An enterprise fund may be established to account for operations financed and operated in a manner similar to private business enterprises (e.g., water, gas, and electric utilities; airports; parking garages; or transit systems). In this case, the governing body intends that costs (i.e., expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

**EXPENDITURES.** Where accounts are kept on the accrual or modified accrual basis of accounting, the costs of goods received or services rendered whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes are made.

**FEES.** A charge for a service the City does not provide for free to all citizens. For example, we have fees for recreation classes or land use development applications.

**FISCAL YEAR.** Any yearly accounting period, without regard to its relationship to a calendar year. The fiscal year for the City of Shoreline begins on January 1 and ends on December 31.

**FTE.** An acronym for Full-Time Equivalents, which are regular, full-time employee positions; when expressed as a decimal number, this means that only part of a full-time employee position is dedicated to this service or program within the budget.

**FUNDS.** Funds are comprised of special accounts within the City budget that are used to segregate revenues and expenditures for specific types of programs and services and to comply with State law and generally accepted accounting principles (GAAP).

**FUND BALANCE.** The excess of an entity's assets over its liabilities in a particular fund. A negative fund balance is sometimes called a deficit.

**GENERAL FUND.** This fund is used to pay the expenses and liabilities of the City's general services and programs for citizens that are not separately accounted for in special revenue funds.

**GENERAL FUND SUBSIDY.** This reflects the amount of General Fund discretionary taxes required to fund a department's budget. The formula for this figure is total departmental expenditures minus dedicated resources (grants, fees, etc.) equals General Fund subsidy.

**GENERAL OBLIGATION BONDS.** Bonds for which the full faith and credit of the issuing government are pledged for payment.

**GOVERNMENTAL FUNDS.** Governmental funds are used to account for most of a government's tax-supported activities. Under current GAAP, there are five types of governmental fund types: general, special revenue, debt service, capital projects, and permanent funds. Governmental funds are used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities. The measurement focus in these fund types is on the determination of financial position and changes in financial position (sources, uses, and balances of financial resources), rather than on net income determination. The statement of revenues, expenditures, and changes in fund balance is the primary governmental fund type operating statement. It may be supported or supplemented by more

detailed schedules of revenues, expenditures, transfers, and other changes in fund balance.

**GRANTS.** Funds provided to or by the City for special purposes or programs, usually requiring a competitive application process.

**INFRASTRUCTURE.** The underlying foundation, especially the basic installations and facilities, on which the continuance and growth of a jurisdiction depends, i.e., streets, roads, sewer, and water systems.

**INTERFUND TRANSFERS.** Contributions from one City fund to another in support of activities of the receiving fund. Loans are not included.

**INTERGOVERNMENTAL REVENUE.** Grants, entitlements, shared revenues and payment for goods and services by one government to another.

**INTERGOVERNMENTAL SERVICES.** Services purchased from other government agencies, normally including types of services that only government agencies provide.

**INTERNAL SERVICE FUNDS.** A type of proprietary fund which accounts for the goods and services which are provided to other units of the City and payment by the benefiting unit is intended to fund the costs of providing such services.

**LEED:** Leadership in Energy and Environmental Design.

**LEVEL OF SERVICE.** Used generally to define the existing services, programs, and facilities provided by the government for its citizens. Level of service in any given activity may be increased, decreased, or remain the same, depending on the needs, alternatives, and available resources.

**LEVY.** To impose a tax, special assessment or service charge for the support of government activities. The term most commonly refers to the real and personal property tax levy.

**LEVY RATE.** The rate at which taxes, special assessments or service charges are imposed. For example, the real and personal property tax levy is the rate at which property is taxed per \$1,000 of assessed valuation. The rate is determined by calculating the ratio of the maximum amount of property tax revenue allowable under state law and the total assessed valuation within the taxing district.

**LIABILITY.** Debt or other legal obligation arising out of transactions in the past which must be liquidated, renewed or refunded at some future date.

**MODIFIED ACCRUAL ACCOUNTING.** A basis of accounting in which expenditures are accrued but revenues are accounted for on a cash basis. This accounting technique is a combination of cash and accrual accounting since expenditures are immediately incurred as a liability while revenues are not recorded until they are actually received or are "measurable" and "available for expenditure". Since this type of accounting basis is a conservative financial approach, it is recommended as the standard for most governmental funds.

**NON-DEPARTMENTAL EXPENDITURES.** Expenditures that are not directly related to the operations of a single City department.

**OBJECT OF EXPENDITURE.** Expenditure classifications based upon the types or categories of goods and services purchased. Typical objects of expenditure include salary, benefits, supplies, other services and charges, intergovernmental services, inter-fund payment for services, capital outlay and debt service.

**OPERATING BUDGET.** The annual appropriation to maintain the provision of City services to the public.

**OPERATING FUNDS.** These funds account for the day-to-day operations of providing City services. They do not include capital improvements. They include the General Fund and Special Revenue Funds.

**OPERATING TRANSFER IN.** Transfer from other funds which are not related to rendering of service.

**OPERATIONAL CONTINGENCY.** Funds set-aside in the General Fund budget to provide for unknown operational adjustments or service demands that may arise during the year. These funds are used only

as a last resort and with Council approval. Savings within departmental budgets throughout the year will be the first source for funding unforeseen expenditures.

**OVERHEAD/INDIRECT COSTS.** Overhead or indirect costs represent the level of assistance that the support service departments (Finance, Human Resources, City Manager, etc.) provide to the direct service departments (Police, Parks, Public Works, etc.) so they can provide services to the public.

**PERFORMANCE MEASURES.** A performance measure is an indicator of the attainment of an objective. It is a specific quantitative measure of work performed or services provided within an activity or program, or it may be a quantitative measure of results obtained through a program or activity.

**PERS.** Acronym for Public Employees Retirement System provided for all City employees, other than law enforcement and fire fighter personnel, by the State of Washington.

**PROGRAM.** A broad function or area of responsibility of government services. It is a basic organizational unit of government that is composed of a group of specific activities and operations directed at attaining a common purpose or goal.

**PROGRAM PURPOSE.** A broad declaration of purpose explaining why the program exists and what we hope to achieve with the resources invested.

**PROPOSED BUDGET.** The City Manager's recommended budget submitted to the City Council and public in October of each year.

**PROPRIETARY FUNDS.** Recipients of goods or services pay directly to these funds. Revenues are recorded at the time services are provided, and all expenses incurred in earning the revenues are recorded in the same period. As a result, there is a direct cause and effect relationship between revenue and expenses in these funds.

**PROPOSED BUDGET.** This is the budget, as proposed by the City Manager, for the operations of regular City services and for capital expenditures.

**REAPPROPRIATION.** A legal authorization granted by the City Council to re-appropriate expenditures to the current budget year for a specific purpose or program that was budgeted but unexpended at the end of the prior year.

**REET.** The Real Estate Excise Tax, a tax levied on real estate sales and used solely for capital purposes.

**RESERVES.** The funds set aside by the City as a savings account for future emergencies. The City's reserves include the General Reserve Fund, the Insurance Reserve budgeted in Citywide Services, and a General Fund Undesignated Ending Fund Balance.

**RESOURCES.** Total dollars available for appropriations including estimated revenues, fund transfers and beginning fund balances.

**REVENUES.** Income received by the City to support programs or services to the community. It includes such items as taxes, fees, user charges, fines, forfeits, interest income and miscellaneous revenue.

**SAFETEA-LU.** Safe, Accountable, Flexible and Efficient Transportation Equity Act - a Legacy for Users transportation grant.

**SALARIES AND WAGES.** 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 seasonal help.

**SPECIAL ASSESSMENT.** A compulsory levy made against certain properties from earnings of enterprise funds. An addition to a pledge or revenues, such bonds sometimes contain a mortgage on the enterprise funds property.

**SPECIAL REVENUE FUNDS.** Funds that are dedicated for a specific purpose (e.g., roads, surface water, etc.), require an additional level of accountability and are collected in a separate account, not part of the General Fund.

**STRATEGIC GOALS.** Each critical success factor has a targeted number of strategic goals. These goals are customer-oriented and are connected to the budget, the capital improvement program (CIP), and the comprehensive plan. They are measurable, realistic, and focused.

**STRATEGIC PLAN.** A plan outlining the goals and strategies the City will focus on over the next six years. It is prioritized around the critical success factors of our community and is intended to be a living document, which will be evaluated regularly.

**SUBSIDIES.** Financial assistance provided by one agency to another agency for a defined purpose (e.g., King County swimming pool subsidies, General Fund subsidy of the Street Fund transportation programs).

**TAXES.** Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include special assessments, fees, or charges for services.

**TAX LEVY.** Charge levied by a government to finance services performed for the common benefit.

**TAX RATE.** The amount of tax stated in terms of units per \$1,000 of assessed value of taxable property. The tax rate is the result of dividing the tax levied by the assessed value of the taxing district.

**TRANSFERS IN/OUT.** Resources that are transferred from one fund to another to pay for a specific purpose. For example, resources are transferred from the Surface Water Fund to the Surface Water Capital Fund to pay for surface water related capital improvement projects, since all capital projects are expensed out of the capital improvement funds.

**TRANSPORTATION BENEFIT DISTRICT.** State legislation allows local governments to establish a Transportation Benefit District ("TBD") and accompanying funding sources to provide for the preservation, maintenance and construction of local transportation infrastructure/

**UNRESERVED/UNDESIGNATED FUND BALANCE.** That portion of available fund balance that has not been designated or restricted for a specific purpose and is available for general appropriation.