CITY OF SHORELINE
WASHINGTON

2011 Adopted Budget

Cover photos by Adam Buchanan. Featured from top to bottom:

Aurora Pedestrian Bridge at 155th and Aurora
Interurban Trail
The Terrace at Richmond Beach Saltwater Park
View of Aurora at N. 152nd Street
Platform at Kayu Kayu Ac Park

The Dudley Carter totem pole is located in the City of Shoreline's City Hall lobby.

Dudley Carter learned carving techniques and legends growing up in Mission, BC, among the Haida and Kwakiutl tribes. Late in his life he was an Artist-in-Residence at Marymoor Park in Redmond where his studio remains. Additional examples of Carter's work can be seen at Marymoor Park and St. Dunstan's Church in Shoreline.

For more information please visit the City of Shoreline website at www.shorelinewa.gov.

WASHINGTON

2011 Adopted Budget

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

Robert L. Olander, City Manager

Debbie Tarry, Finance Director

Prepared by the Finance Department

For Fiscal Year January 1, 2011 – December 31, 2011

For more detail, copies of the 2011 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

Special Performance Measures Recognition

For the Fiscal Year Beginning

January 1, 2010

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 2010 fiscal year beginning January 1, 2010. 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.

2011 Adopted 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 2011 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
- City Vision, Values & Work Plan

Transmittal Letter - This section includes the City Manager's 2011 budget message to the City Council and the City's Strategic Directions 2010-2011.

Executive Summary – This section provides a high level view of the 2011 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
- City Budget Summary
- All Funds Resources/Expense Summary
- Operating Budget Forecast
- 2011 Revenue Sources
- Expenditures by Object Category
- 2011 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:

- Department/Fund Overview
- 2011 FTE Summary
- 2011 Budgeted Positions

Department Budgets

- Mission Statement
- Programs
- Historical Comparison of Total Expenditures, % of General Fund, and FTE's
- 2010 Key Accomplishments
- 2011 Key Department Objectives
- Historical Comparison of Expenditure/Revenue Categories
- Historical Program Comparison
- Historical Fund Comparison
- 2011 Budget Highlights
- Program Detail
- 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:

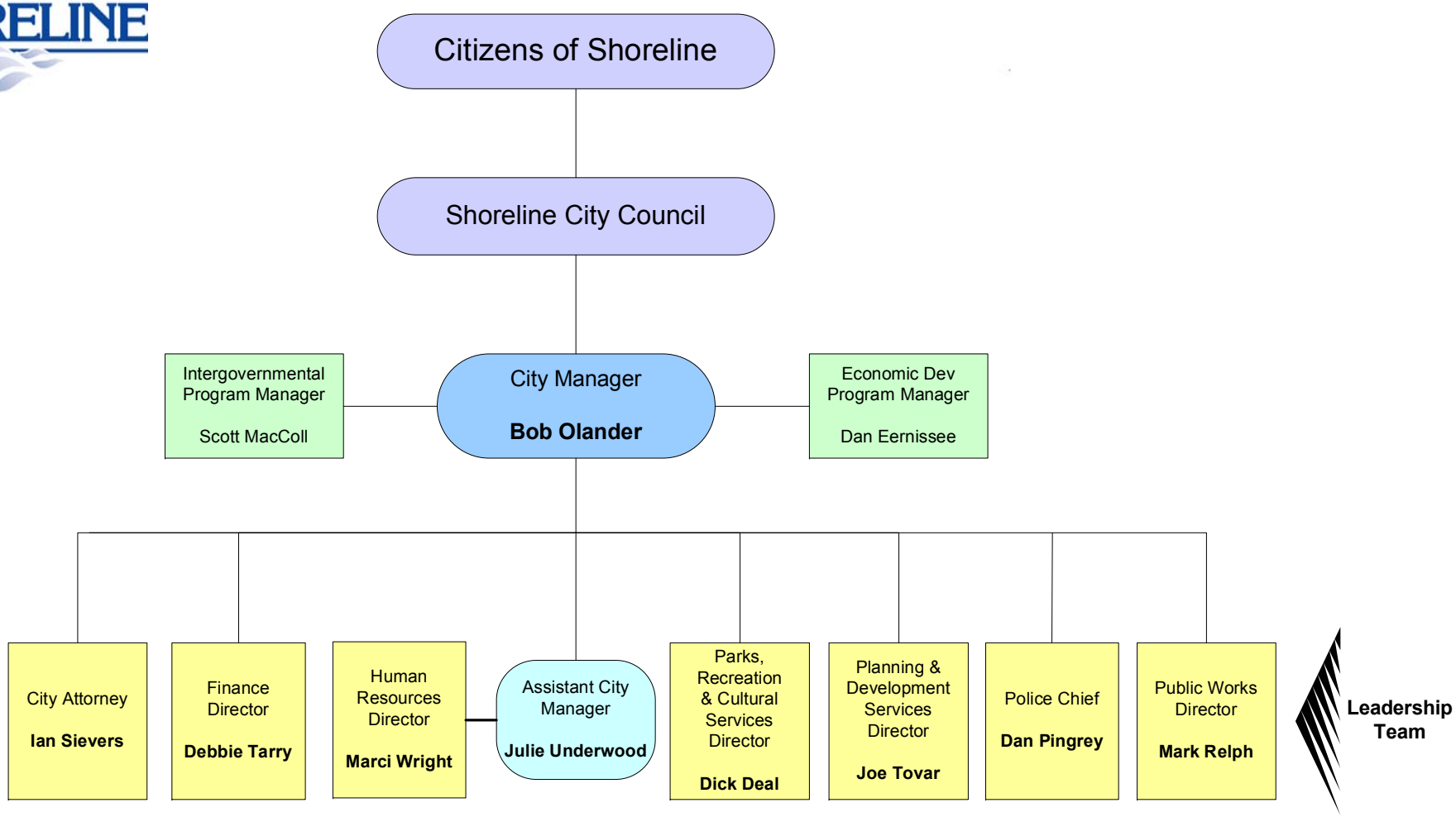
- City Fund Structure
- All Funds Historical Revenue/Expenditure Summary
- Fund Summaries
- Revenue and Expenditure Report for All Funds

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
- 2011– 2016 CIP Expenditures and Resources by Category
- 2011 Capital Program Summary
- 2011– 2016 CIP Expenditures and Resources by Fund
- Project Detail

Appendix – This section includes:

- Financial Policies
- 2011 Salary Table
- 2011 Fee Schedules
- Expenditure and Revenue Detail
- Expenditure Categories
- Glossary of Budget Terms


Citizens of Shoreline
Shoreline City Council
Intergovernmental Program Manager
Scott MacColl
City Manager
Bob Olander
Economic Dev Program Manager
Dan Eernissee
City Attorney
Ian Sievers
Finance Director
Debbie Tarry
Human Resources Director
Marci Wright
Assistant City Manager
Julie Underwood
Parks, Recreation & Cultural Services Director
Dick Deal
Planning & Development Services Director
Joe Tovar
Police Chief
Dan Pingrey
Public Works Director
Mark Relph
Leadership Team

SHORELINE COMMUNITY PROFILE

Demographics
(From 2006-2008 U.S. Census Community Survey)

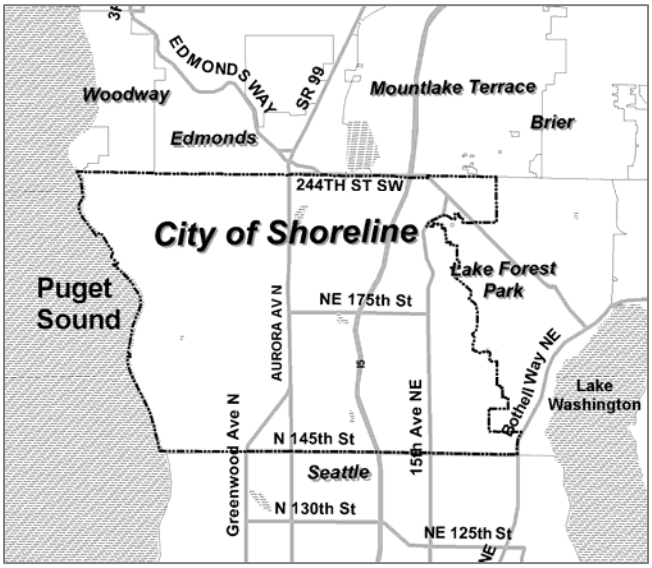
Male/Female……47.8%/52.2%
Median Age 42.8
% under 20 ……22.6
Households……22,453
Owner Occupied Housing Units….69.7%
Median Value of Unit……..$374,000
Educational Attainment:
B.A. or higher……40.7%
H.S. or Higher……91.8%
Median Household Income……..$66,726
Per Capita Income……...$34,671
Families in Poverty ……3.2%

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.

SHORELINE AT A GLANCE

Population……...54,580
Elevation (average) ……375 feet
Highest Elevation ……..536 feet
Land Area……..7500 acres (11.7 sq.mi.)
Average Temperature…… 52.8
Average Annual Precipitation……..38 in.
Miles of City Streets ……191*
**(includes 36 mi. arterials, 4 mi. state roads, 3 mi. Interstate & 148 mi. residential streets)*
Residential Dwellings ….....23,041
City Retail Sales Tax……..9.5 or 10.0% *(Food and Beverage)*
City Employees (Full-Time)……..143.8
Assessed Valuation……..$6,740,297,102



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).

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 1900's 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 1920's, 30's and 40's residential development continued. The area that became known as North City developed in the late 1920's 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-20's was home to numerous businesses and roadhouses. Innis Arden was developed by the Boeing Family, and became a prime residential community in the 1940's.

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-60's with the opening of Aurora Village and Sears.

Through the 60's, 70's and 80's 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 2000, Shoreline is home to 53,025. The State Office of Financial Management has estimated the 2010 population to be 54,580. 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 and the potential annexation areas. 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 neighborhood 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 Olmstead 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 corner 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/ride lot).

Other commercial areas include North City, Ridgecrest, 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 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.

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, Fircrest School, located on the campus, is home to approximately 200 developmentally disabled citizens and is run by the Department of Social and Health Services (DSHS). Other separate campus uses include the Washington State Department of Health laboratories and Food Lifeline (the wholesale distributor of food to the food banks).

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

Employment

Approximately 14,000 jobs existed in the City at incorporation. Of these jobs, approximately 40% were in the service sector, 29% were in the education and government sector, 27% were in the retail sector and 4% were in the manufacturing, wholesale, transportation, communications and utilities sectors.

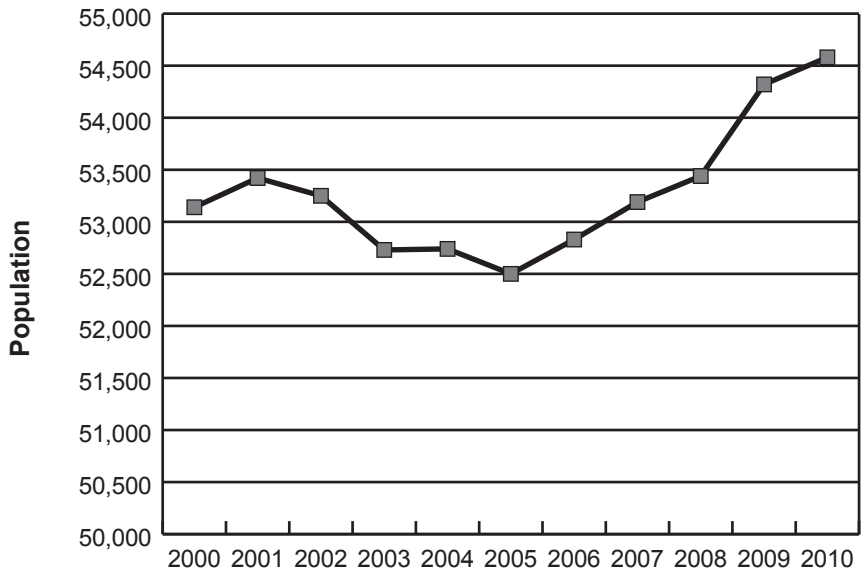
Most of these jobs are located along Aurora Avenue; however, other employment clusters include the Shoreline Community College, the Fircrest Campus and neighborhood business centers in North City, Richmond Village, 5th Avenue N.E. and N.E. 165th Street, and 15th Avenue N.E. and N.E. 145th Street.

Major employers within the community include:

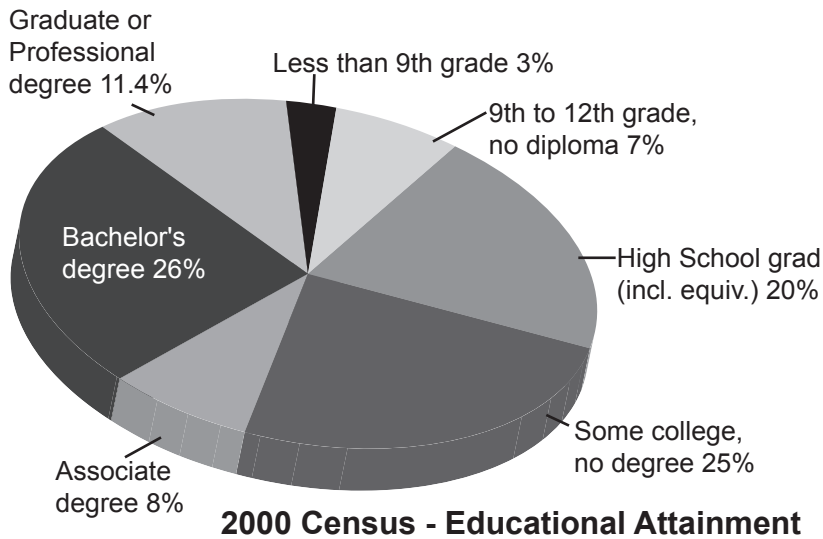
- Anderson House
- Central Market
- CRISTA Ministries
- Costco
- Fircrest Center
- Fred Meyer
- Goldies Casino
- Home Depot
- Northwest Security
- Marshalls
- Parkers Sports Bar
- City of Shoreline
- Shoreline School District
- Shoreline Community College
- State Department of Transportation

According to the 2000 census, 28,144 City residents over age 16 were employed in the region, most in the management and professional sector (40.2%) followed by sales and office occupations (26.7%), service occupations (14.5%), production and transportation occupations (10.2%), construction and maintenance occupations (8.1%) and farming and fishing occupations (0.2%).

DEMOGRAPHICS

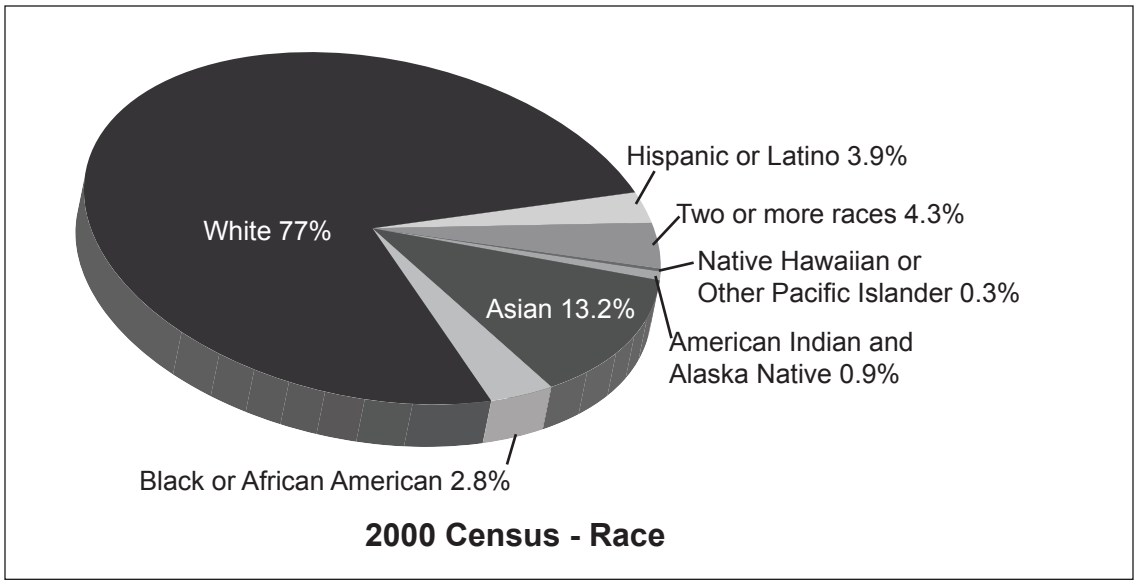


2000 Census - Age Distribution of Resi-		
Under 5 years	2,769	5.2%
5 to 9 years	3,268	6.2%
10 to 14 years	3,662	6.9%
15 to 19 years	3,485	6.6%
20 to 24 years	2,844	5.4%
25 to 34 years	6,782	12.8%
35 to 44 years	9,329	17.6%
45 to 54 years	8,641	16.3%
55 to 59 years	2,605	4.9%
60 to 64 years	1,926	3.6%
65 to 74 years	3,601	6.8%
75 to 84 years	2,888	5.4%
85 years and older	1,225	2.3%
	53,025	100%



2000 Census - Educational Attainment

2000 Census - Types of Housing Units		
Single Family - Detatched	15,262	71.6%
Single Family - Attached	508	2.4%
Duplex	394	1.8%
3 or 4 units	516	2.4%
5 to 9 units	622	2.9%
10 to 19 units	1,037	4.9%
20 or more units	2,802	13.1%
Mobile home	170	0.8%
Boat, RV, van, etc.	19	0.1%
	21,330	100.0%



2000 Census - Race

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

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

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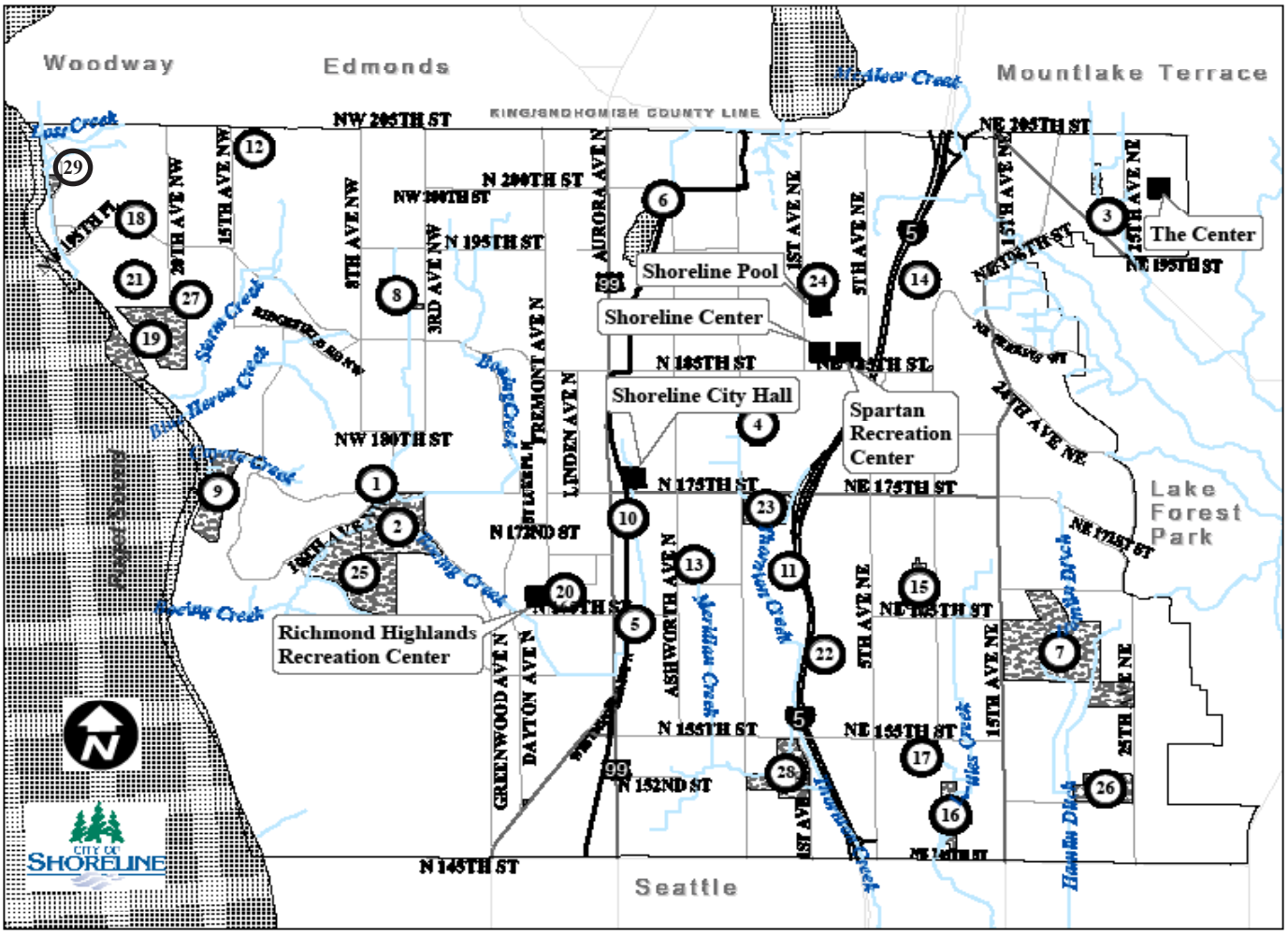
SHORELINE PARKS & PROGRAM FACILITIES



1 **Boeing Creek Open Space** - 601 NW 175th St

2 **Boeing Creek Park** - 17229 3rd Ave NW

3 **Brugger's Bog Park** - 19553 25th Ave NE

4 **Cromwell Park** - 18009 Corliss Ave N

5 **Darnell Park** - 1125 N 165th St

6 **Echo Lake Park** - 1521 N 200th St

7 **Hamlin Park** - 16006 15th Ave NE

8 **Hillwood Park** - 19001 3rd Ave NW

9 **Innis Arden Reserve** - 17601 14th Ave NW

10 **Interurban Trail** - N 145th St to N 205th St

11 **James Keough Park** - 2301 N 167th St

12 **Kruckeberg Gardens** - 20312 15th Ave W

13 **Meridian Park Open Space** - 16765 Wallingford Ave N

14 **North City Park** - 19201 10th Ave NE

15 **Northcrest Park** - 827 NE 170th St

16 **Paramount Open Space** - 946 NE 147th St

17 **Paramount School Park** - 15300 8th Ave NE

18 **Richmond Beach Community Park** - 2201 NW 197th St

19 **Richmond Beach Saltwater Park** - 2021 NW 190th S

20 **Richmond Highlands Park** - 16554 Fremont Ave N

21 **Richmond Reserve Open Space** - 19101 22nd Ave NW

22 **Ridgecrest Park** - 108 NE 161st St

23 **Ronald Bog Park** - 2301 N 175th St

24 **Shoreline Park/Pool** - 19030 1st Ave NE

25 **Shoreview Park** - 700 NW Innis Arden Way

26 **South Woods** - NE 150th St & 25th Ave NE

27 **Strandberg Reserve** - 19101 17th Ave NW

28 **Twin Ponds Park** - 15401 1st Ave NE

29 **Kayu Kayu Ac Park** - 19911 Richmond Beach Dr NW

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
Boeing Creek Open Space - 601 NW 175th Street						x								x
Boeing Creek Park - 17229 3rd Ave NW						x	x	x						x
Brugger's Bog Park - 19533 25th Avenue NE								x	x					x
Cromwell Park - 18030 Meridan Avenue N.	x	x				x		x	x	x	x	x		x
Darnell Park - 1125 N 165th Street.						x								x
Echo Lake Park - 1521 N. 200th Street							x	x		x	x			x
Hamlin Park - 16006 15th Avenue NE	x				x	x		x	x	x	x			x
Hillwood Park - 19001 3rd Avenue NW	x			x					x			x	x	
Innis Arden Reserve Open Space - 17601 14th Avenue NW						x								
Interurban Trail - Adjacent to Aurora Avenue between N. 145th & 205th Streets										x				x
Kayu Kayu Ac Park - 19911 Richmond Beach Drive NW								x	x	x	x			x
Keough Park - 2301 N 167th Street									x			x		
Kruckeberg Botanic Garden - 20312 15th Avenue NW			x							x				x
Meridian Park Open Space - 16765 Wallingford Avenue N						x							x	x
North City Park - 19201 10th Avenue NE						x								x
Northcrest Park - 827 NE 170th Street						x			x					x
Paramount Open Space - 946 NE 147th Street						x								x
Paramount School Park - 15300 8th Avenue NE	x							x	x		x	x		x
Richmond Beach Community Park - 2201 NW 197th Street									x		x		x	
Richmond Beach Saltwater Park - 2021 NW 190th Street							x	x	x	x	x			x
RBSP Seasonal Dog Off-Leash Area - 2021 NW 190th St. (Open Nov 1 - Mar. 15)							x				x			
Richmond Highlands Park - 16554 Fremont Avenue N	x							x	x		x			
Richmond Reserve Open Space - 19101 22nd Avenue NW						x								
Ridgecrest Park - 108 NE 161st Street	x			x					x					
Ronald Bog Park - 2301 N 175th Street			x			x	x	x		x				
Shoreline Park - 19030 1st Avenue NE								x	x		x	x	x	x
Shoreview Park - 700 NW Innis Arden Way	x							x	x		x	x	x	x
Shoreview Dog Off-Leash Area - 320 NW Innis Arden Way											x			
South Woods - 2210 NE 150th Street						x								x
Strandberg Preserve Open Space - 19101 17th Avenue NW						x								
Twin Ponds Park - 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 1st to December 31st. 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

BUDGET PROCEDURES AND PROCESS

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.

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 March or April 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.

BUDGET PROCEDURES AND PROCESS

In April or May, 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 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 late 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 late October. This Proposed Budget is made available to the public in the City's libraries, City Hall, and at Council meetings and workshops.

During the months of October and 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

BUDGET PROCEDURES AND PROCESS

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 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 2005, the City Council adopted master plans for transportation, surface water facilities, and parks, recreation and open spaces. These plans identify problems, prioritize needs and develop long-term solutions that are in line with community priorities and City resources. In the future, the master plans will guide the development of the six-year Capital Improvement Plan.

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.

BUDGET PROCEDURES AND PROCESS

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
2011 Budget Calendar

BUDGET PROCESS DESCRIPTION	Feb.	Mar. A	pr.	May	Jun.	July	Aug.	Sep. O	ct.	Nov.
Capital Improvement Process Begins										
Departments Submit CIP Project Updates and Requests for New Projects										
Council Planning Retreat										
Finance Reviews New CIP Project Requests and Potential CIP Funding Sources										
CIP Coordination Team Reviews CIP										
Leadership Team Budget Retreat										
Finance Develops Initial 2011 Revenue Forecast										
Finance Staff Provides Budget Training Session and Delivers Base Budget Targets										
Proposed 2011–2016 CIP Presented to Council										
Public Hearing on Proposed 2011–2016 CIP										
2011–2016 CIP Adopted by Council										
Departments Submit Current Year-End Projections, 2011 Budget Requests, and 2011 Budget Change Proposals										
Finance Updates 2011 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										
2011 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 2011 Property Tax Levy and Adopts the 2011 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.

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
- Human Services
- Safe, healthy and sustainable environment
- Economic vitality and financial stability
- Governmental excellence
- Effective citizen communication and engagement

CITY COUNCIL GOALS

CITY OF SHORELINE

2010-2011

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 165th to 205th 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

ORIGINAL

ORDINANCE NO. 585

AN ORDINANCE OF THE CITY OF SHORELINE, WASHINGTON, ADOPTING THE ANNUAL BUDGET OF THE CITY OF SHORELINE FOR THE YEAR 2011

WHEREAS, State law, Chapter 35A.33 RCW requires the City to adopt an annual budget and provides procedures for the filing of a proposed budget, deliberations, public hearings, and final fixing of the budget; and

WHEREAS, a proposed budget for fiscal year 2011 has been prepared and filed, a public hearing has been held for the purposes of fixing the final budget, and the City Council has deliberated and has made adjustments and changes deemed necessary and proper; and

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SHORELINE, WASHINGTON, DO ORDAIN AS FOLLOWS:

Section 1. 2011 Budget Adopted. The 2011 Final Budget for the City of Shoreline for the period January 1, 2011 through December 31, 2011 as set forth in the 2011 Adopted Budget, is hereby adopted.

Section 2. Summary of Revenues and Expenditures. The budget sets forth totals of estimated revenues and estimated expenditures of each separate fund, and the aggregate totals for all such funds, as summarized below:

General Fund	32,781,471
Street Fund	2,552,749
Reserve Stabilization Fund	605,000
Code Abatement Fund	100,000
State Drug Enforcement Forfeiture Fund	5,000
Federal Drug Enforcement Forfeiture Fund	5,000
Public Arts Fund	36,200
2006 Unlimited Tax General Obligation Bond Fund	1,695,050
2009 Limited Tax General Obligation Bond Fund	1,662,267
General Capital Fund	3,193,140
City Facility-Major Maintenance Fund	162,750
Roads Capital Fund	21,539,696
Surface Water Utility Fund	5,084,965
Vehicle Operations/Maintenance Fund	191,563
Equipment Replacement Fund	134,199
Unemployment Fund	15,000
Total Funds	$69,764,050

Section 3. Amendment. Shoreline Municipal Code Chapter 3.01 *Fee Schedule* is amended as follows:

a. The calendar year shall be deleted from table titles in sections 3.01.010-.050.
b. Sections 3.01.010 *Planning and development services*; 3.01.030 *Parks and cultural services*; 3.01.045 *Garbage, waste, recycling rates*; and 3.01.050

ORIGINAL

Public records are amended as set forth in Exhibit B attached hereto and incorporated herein.

Section 4. Amendment. Shoreline Municipal Code Chapter 10.05.030 *MTO Amendments* is amended as set forth in Exhibit C attached hereto.

Section 5. New Section. A new section 3.01.052 *Vehicle Impound Administrative Fee* is adopted in the Shoreline Municipal Code as set forth in Exhibit D attached hereto.

Section 6. Copies of Budget to be Filed. The City Clerk is directed to transmit a complete copy of the Final Budget as adopted to the Division of Municipal Corporations in the Office of the State Auditor and to the Association of Washington Cities as required by RCW 35A.33.075.

Section 7. Severability. Should any section, paragraph, sentence, clause or phrase of this ordinance, or its application to any person or circumstance, be declared unconstitutional or otherwise invalid for any reason, or should any portion of this ordinance be preempted by state or federal law or regulation, such decision or preemption shall not affect the validity of the remaining portions of this ordinance or its application to other persons or circumstances.

Section 8. Effective Date. A summary of this ordinance consisting of its title shall be published in the official newspaper of the City. The ordinance shall take effect and be in full force January 1, 2011.

PASSED BY THE CITY COUNCIL ON NOVEMBER 22, 2010.

Keith A. McGlashan, Mayor

ATTEST:

Scott Passey
City Clerk

APPROVED AS TO FORM:

Ian Sievers
City Attorney

Date of Publication: November 26, 2010
Effective Date: January 1, 2011

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CITY OF SHORELINE

TRANSMITTAL LETTER

TRANSMITTAL LETTER

SHORELINE CITY COUNCIL

Keith McGlashan
Mayor

Will Hall
Deputy Mayor

Chris Eggen

Doris McConnell

Chris Roberts

Terry Scott

Shari Winstead

February 18, 2011

Honorable Mayor, City Council, and Shoreline Residents:

I am pleased to present the 2011 Budget. It is balanced and addresses the Council's priorities.

State of the Economy and Financial Challenges

These are difficult times not only for residents and our business community, but also for the City of Shoreline government. 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.

Since 2001, when Initiative 747 was passed on a state-wide basis, the City's annual property tax levy increases have been limited to 1%. At the same time inflation has gone up at nearly three times as fast. Other cost increases such as gasoline, natural gas, and hot mix asphalt have increased far more than inflation, resulting in even more tension between the cost of providing basic services to the Shoreline community and the resources available to pay for those services.

The City has "tightened its belt" through budget reductions and cost efficiencies that total more than $1 million since 2005. The 2010 budget eliminated three staff positions and City employees received no cost of living adjustment (COLA) in 2010 and no COLA has been included in the 2011budget.

17500 Midvale Avenue N ♦ Shoreline, Washington 98133
Telephone: (206) 801-2700 ♦ www.shorelinewa.gov

In 2008 the City Council engaged the services of an 18 member citizen advisory committee to make recommendations on how to fund basic City services over the long-term. Three of their recommendations included:

1. Sustain the City's commitment to efficiencies.
2. Maintain services that preserve the quality of life that Shoreline residents and businesses value.
3. Place a tax levy lid lift on the ballot in 2010 (or later) to address projected operating budget gaps.

On July 26, 2010, the City Council authorized placing Shoreline Proposition 1, a maintenance and operations levy for basic services, on the November 2, 2010 ballot. Shoreline residents approved Proposition 1 and the 2011 budget includes the additional $1 million in net property taxes to fund basic City services.

Guiding Principles

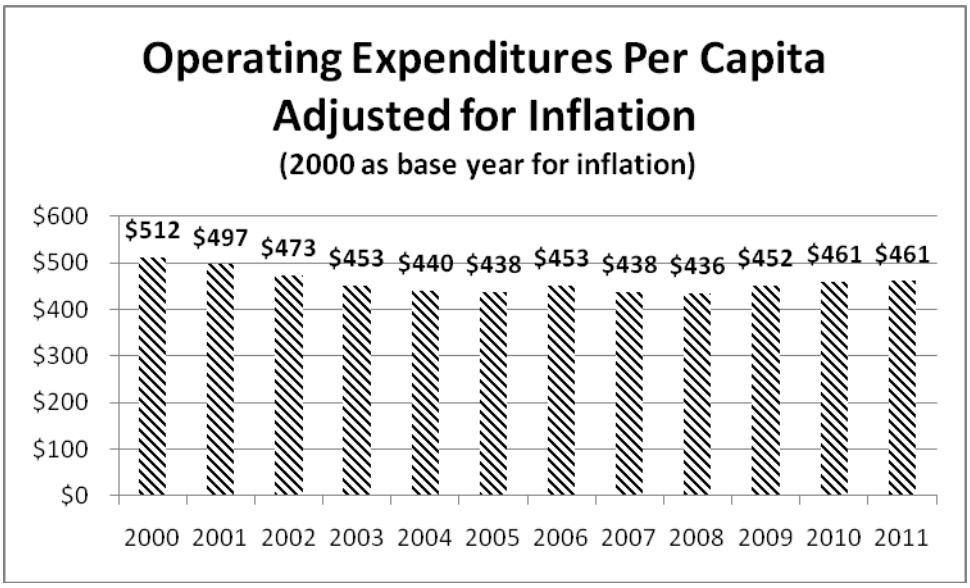
The budget is the method in which the City Council allocates the City's financial and human resources to create the community that Shoreline residents and businesses desire. Shoreline will continue to be a place where people want to live and work by allocating our resources to these strategic objectives:

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

The 2011 budget allocates $69.7 million in financial resources towards meeting these objectives.

The City of Shoreline has maintained a sound and responsible financial position since incorporation. This condition is the result of the prudent financial policies adopted by the City Council and the implementation of those policies through fiscally constrained budgets. Current and former City Councils have consistently focused on the long-term financial impact of current budget decisions and the long-term financial condition of the City. Prudent fiscal policies and a long-term focus on the City's financial health has resulted in Shoreline being one of only five cities within the State of Washington receiving Standard & Poor's (S&P) highest financial management rating of "strong" and in 2009 they raised the City's bond rating to AA+.

City Councils have been very focused on demonstrating good stewardship of taxpayer's dollars. Councils have focused on service and budget efficiencies before increasing new fees and taxes. One good way to demonstrate this point is by reviewing the annual cost per capita of the City's operating budget. The City's operating budget includes the cost of most of the services that we deliver on a daily basis such as police and public safety; community services such as neighborhoods, emergency management, and our 24 hour customer response team; recreational services and park maintenance; road and street operations including minor repairs, street lights and traffic signals, street sweeping, and traffic services; planning and code enforcement; public record management and City Council support; support services such as finance, information technology, human services, and legal services. Chart 1 shows the cost of providing these services on a per capita basis, adjusted for inflation, since 2000. In 2011 the projected cost per capita is $461, approximately $51, nearly 10%, lower than in year 2000. I believe that we have tried to ensure that our community has received excellent value for the tax dollars that they provide.



Consistent with Council direction and input, the 2011 budget places primary emphasis on maintaining current services, investing in capital projects to enhance the facility, transportation, surface water, and environmental systems throughout the City, and implementing programs to enhance the economic development, health and sustainability of our community.

Budget Highlights

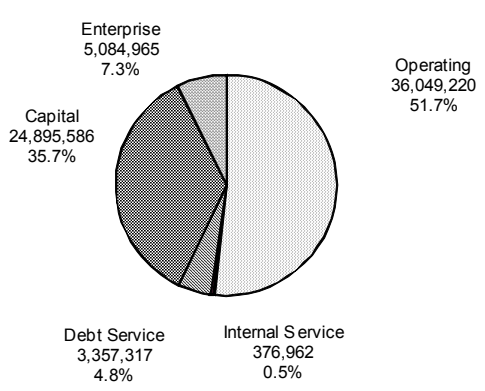
The City's 2011 budget is balanced in all funds and totals $69.7 million. The 2011 budget is $26.5 million or 27% less than the current 2010 Budget. This decline can be linked to the $26.2 million decrease in the City's capital budget from 2010 to 2011. Major projects such as City Hall, park improvements related to the 2006 Park Bond, and Aurora improvements from 165th to 185th were included in the 2010 budget and will either be completed or have a substantial amount of the expenditures occur in 2010.

Table 1 summarizes the 2011 budget and provides a comparison to the 2010 budget by fund. The 2010 budgeted expenditures represent the adopted budget and any budget amendments, such as re-appropriations, that have been adopted by the City Council through September 2010.

TABLE 1

Fund	Beginning Fund Balance	2011 Adopted Budget Revenue	2011 Adopted Budget Expenditures	Ending Fund Balance	2010 Current Budget Expenditures	10-11 % Change
Operating Funds:						
General Fund	4,429,915	$ 32,115,171	$ 781,471	$ 3,763,615	$ 31,475,722	4%
Revenue Stabilization Fund	4,925,357	605,000	605,000	4,925,357	980,000	(38%)
Property Tax Equalization Fund	0	787,000	0	787,000	0	n/a
Streets	774,530	2,422,531	2,552,749	644,312	2,569,287	(1%)
Code Abatement	152,591	80,550	100,000	133,141	100,000	0%
State Drug Enforcement Forfeiture Fund	1,941	5,000	5,000	1,941	16,500	(70%)
Federal Drug Enforcement Forfeiture Fund	808	5,050	5,000	858	25,000	(80%)
Sub-Total Operating Funds	10,285,142	36,020,302	36,049,220	10,256,224	35,166,509	3%
Internal Service Funds:						
Equipment Replacement	1,688,955	253,719	134,199	1,808,475	279,694	(52%)
Public Art Fund	219,461	1,050	36,200	184,311	108,340	(67%)
Unemployment	28,518	10,150	15,000	23,668	30,000	(50%)
Vehicle Operations & Maintenance	43,528	176,813	191,563	28,778	163,467	17%
Sub-Total Internal Service Funds	1,980,462	441,732	376,962	2,045,232	581,501	(35%)
Debt Service Funds:						
2006 General Obligation Bond	266,032	1,700,000	1,695,050	270,982	1,681,850	1%
2009 General Obligation Bond	0	1,662,267	1,662,267	0	1,530,417	9%
Sub-Total Debt Service Funds	266,032	3,362,267	3,357,317	270,982	3,212,267	5%
Enterprise Funds:						
Surface Water Utility Fund	3,110,357	3,264,770	5,084,965	1,290,162	6,039,528	(16%)
Sub-Total Enterprise Funds	3,110,357	3,264,770	5,084,965	1,290,162	6,039,528	(16%)
Capital Funds:						
General Capital	2,317,962	1,255,416	3,193,140	380,238	8,694,081	(63%)
City Facility-Major Maintenance Fund	172,613	57,497	162,750	67,360	104,000	56%
Roads Capital	5,031,203	17,931,591	21,539,696	1,423,098	42,509,984	(49%)
Sub-Total Capital Funds	7,521,778	19,244,504	24,895,586	1,870,696	51,308,065	(51%)
Total City Budget	**$ 23,163,771**	**$ 62,333,575**	**$ 69,764,050**	**$ 15,733,296**	**$ 96,307,870**	**(28%)**

CHART 2



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 2011 operating budget totals $36 million, approximately $883,000 or 2.5%, greater than the 2010 budget. The 2011 operating budget includes $1.4 million in one-time transfers to other funds. Excluding these transfers results in a 2011 operating budget of $34.6 million, which is just over $517,000, approximately 1.5%, less than the 2010 budget.

Table 1 reflects a 4%, approximately $1.3 million, increase in the General Fund budget for 2011. The 2011 General Fund budget includes two one-time transfers that total $1.4 million. The first is a transfer of $787,000 of property tax from Proposition 1 to the Property Tax Equalization Fund to be used in years 2014-2016 and the second is a transfer of $605,000 to the City's Revenue Stabilization Fund. The transfer to the Revenue Stabilization Fund represents an amount equal to one-time revenues anticipated to be received in the General Fund in 2011. The City's financial policies require that one-time revenues be used for one-time purposes, not on-going operations. It is my recommendation that we use the one-time revenue towards repayment of any Revenue Stabilization funds used in 2010. If these two transfers were not included in the 2011 Proposed General Fund Budget, then the 2011 budget would basically be the same dollar amount as the 2010 budget, which would be a zero percent increase.

The 2011 General Fund budget is balanced and includes $1 million in property tax from Shoreline Proposition 1 and uses a recommended $605,000 from the Revenue Stabilization Fund. The City's financial policies provide that funds may be used from the Revenue Stabilization Fund when authorized by the City Council to address short-term economic recessions. It cannot be used to address the long-term budget structural issues. Proposition 1 was placed on the ballot for approval to address the long-term needs of the City.

The projected 2011 General Fund ending fund balance (reserves) is $3.8 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 2010 fund balance of $4.925 million. The projected ending 2010 balance equates to approximately 26% of budgeted 2010 economic sensitive revenues. This is below the City's reserve policy that requires that this fund be maintained at 30% of the budgeted economically sensitive revenues. As the economy recovers the City's policy requires that future budgets include allocations to rebuild the fund to the required 30% level.

The 2011 Surface Water Utility budget is projected to decrease by nearly $954,563, 16%. This is a result of the change in capital activity from 2010 to 2011related to the surface water master plan and the Cromwell Park surface water enhancement project.

The City's 2011 capital budget, exclusive of those budgeted within the Surface Water Utility Fund, will decrease by $26.4 million, 51% from 2010 to 2011. The primary reason for the drop in budget is the completion of major projects such as City Hall, completion of park improvement projects funded by the 2006 bonds, and a majority of the Aurora Ave N. improvements between 165th and 185th being constructed during 2010. The capital budget reflects the projects that were adopted in the City's 2011-2016 Capital Improvement Plan.

2011 Budget Highlights include the following:

- **Personnel Costs:** The 2011 budget reflects a 2.6% increase, $368,025, in personnel associated costs. Table 2 summarizes the changes with a more detailed explanation following.

TABLE 2

		2011 Budget Changes									
	2010 Current Budget	2010 Personnel Changes	Extra-Help , OT, Standby and Callback Pay Changes	Step Increases	Increase in Retirement (PERS)	Increase in Health Premium	L&I Changes	New Positions / Reclass / Elimination	2011 Budget	2011/2010 Change	% Change
Salaries	$ 10,844,583	$ 22,602	$ (29,739)	$				$ (68,676)	$ 10,896,183	$ 51,600	0.5%
Benefits	3,213,611	15,637	2,662	15,518	160,217	121,942	23,155	(22,706)	3,530,036	316,425	9.8%
Sub-Total	**$ 14,058,194**	**$ 38,239**	**$ (19,401)**	**$ 135,255**	**$ 160,217**	**$ 121,942**	**$ 23,155**	**$ (91,382)**	**$ 14,426,219**	**$ 368,025**	**2.6%**

- The major changes in personnel costs include a combination of the following:
  - The salaries budget is increasing by $51,600 or 0.5% in 2011. The salaries budget includes both regular (benefited) and extra-help personnel (non-benefited).
    - Regular salaries: The budget for regular salaries will total nearly $10.1 million in 2011. This is an increase of $74,325, or 0.74%, when compared to the 2011 budget. Approximately 41% of regular employees are eligible for a step increase in 2011, and $119,737 of the projected increase is linked to anticipated step increases. A decrease of $22,602 is linked to changes that occurred in 2010 as vacant positions were filled and final classification were approved in the adopted 2010 budget. Additionally a net decrease of $68,676 was a result of changes in positions and reclassifications in the 2011 budget.
    - Extra-Help salaries: The extra-help salary budget is declining by $16,739, or 2.25%, and totals $724,318 for 2011. General recreation extra-help has been reduced by $7,311 to maintain funding in 2011 at the same level as is expected to be expended in 2010. Funding for intern positions within the Planning and Development Services department has been eliminated for 2011.
    - Overtime: The City's overtime budget totals $53,000 or approximately 0.5% of the total salary budget. The 2011 budget is a $5,600 decrease from 2010 based on actual projected expenditures in this area for 2010.

  - The total cost for employee benefits is projected at $3.53 million for 2011. This is a $316,425, 9.8%, increase compared to the 2010 budget. The changes are related to the following:

- Benefit costs will increase by $33,817 in 2011 as a result of changes in 2010 and projected step increases in 2011. These benefit changes primarily affect social security and Medicare tax contributions.
- The 2011 Budget for health benefit costs included an increase of $121,942, 7%. Since adoption the Association of Washington Cities announced their final rates, which are slightly lower than those used in the 2011 budget.
- The Washington State Public Employees Retirement System (PERS) employer contribution rate went from 8.31% to 5.31% effective July 1, 2009. Even though the State Legislature lowered the contribution rate for the 2009-2011 biennium, the rate is currently projected to increase on July 1, 2011 to 8.61%, with continued increases over the next few years. Employee contribution rates will also increase. The increases are required to meet the actuary projections for the retirement plans over the long-term.

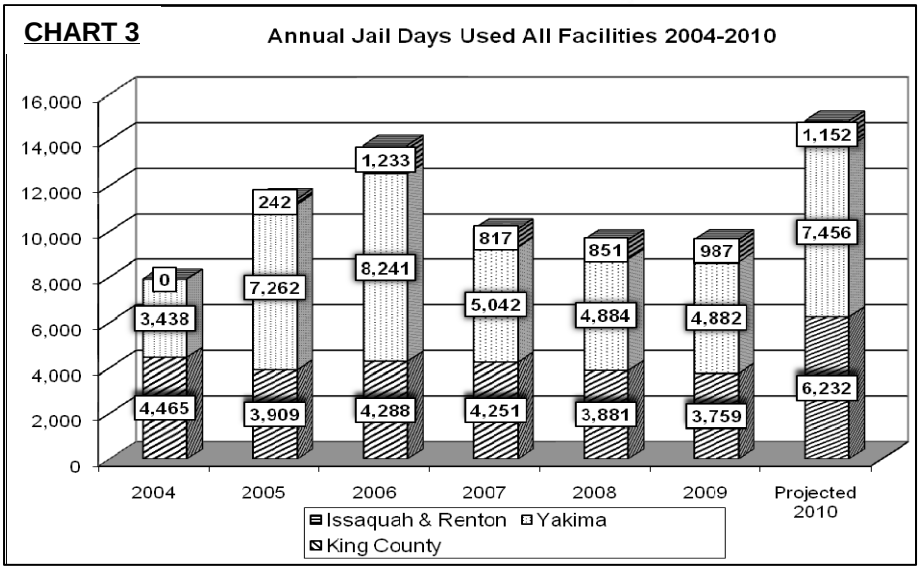
  The 2011 rate change will result in a $160,217, 30%, increase in the City's retirement contributions. Of this amount $135,079 impacts the operating budget. The total budget for 2011 is $702,000, slightly lower than the budget had been in 2009 ($806,000). The following table shows the most recent projected employer rate changes:

PERS Employer Contribution	Current Rate	Effective 7-1-11	Effective 7-1-12	Effective 7-1-13	Effective 7-1-14
State Actuary Proj. Rates	5.31%	8.61%	9.30%	11.52%	11.57%

♦ **Police Contract:** The projected 2011 contract with King County for police services is $10.07 million. The 2011 contract is projected to increase by approximately $474,000, 5%, as compared to the 2010 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 2011 costs by September 2010, and then reconcile this cost with the budget adopted by the County in March of 2011. Whichever cost is less is the amount that the City will actually pay via contract charges in 2011. 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 2011 are $1.34 million. This is a 14.7% ($169,600) increase when compared to the 2010 budget, but a $313,000 decrease compared to projected actual expenditures for 2010. In 2010 jail usage was unusually high for the first six months of the year as a result of fewer misdemeanants being released on their personal recognizance. As a result we have projected 2010 jail costs to total nearly $1.65 million. In September 2010 the City was able to contract with Snohomish County to provide jail services to the City. The rates charged by Snohomish County are substantially lower for both booking and daily maintenance fees than those charged by King County. If not for this contract projected jail costs for 2011 would have exceeded $2 million.



- **Budgeted Contingency Expenditures:** The 2011 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 General Fund fund balance. The 2011 budget also includes a contingency for the anticipated payout for accrued, but unused, vacation leave and qualifying sick leave related to the retirement of the City Manager. Additional contingency is budgeted for any relocation and recruitment costs related to the hiring of a new City Manager in 2011.
- **City Hall Debt Service Costs**: The 2011 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 budget for rent payments for City Hall and Annex ($713,103) and real estate excise tax collected in the General Capital Fund ($562,794). The City Council had authorized staff to use up to $750,000 of REET towards the City's debt service costs for City Hall. The 2011 budget does not include any anticipated lease revenue from the vacant space in the new City Hall.
- **Support for Contracted Services**: The 2011 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 2011 budget includes $40,000 to fund the long-term operational plan for the Gardens between the City and the Kruckeberg Botanical Garden Foundation.

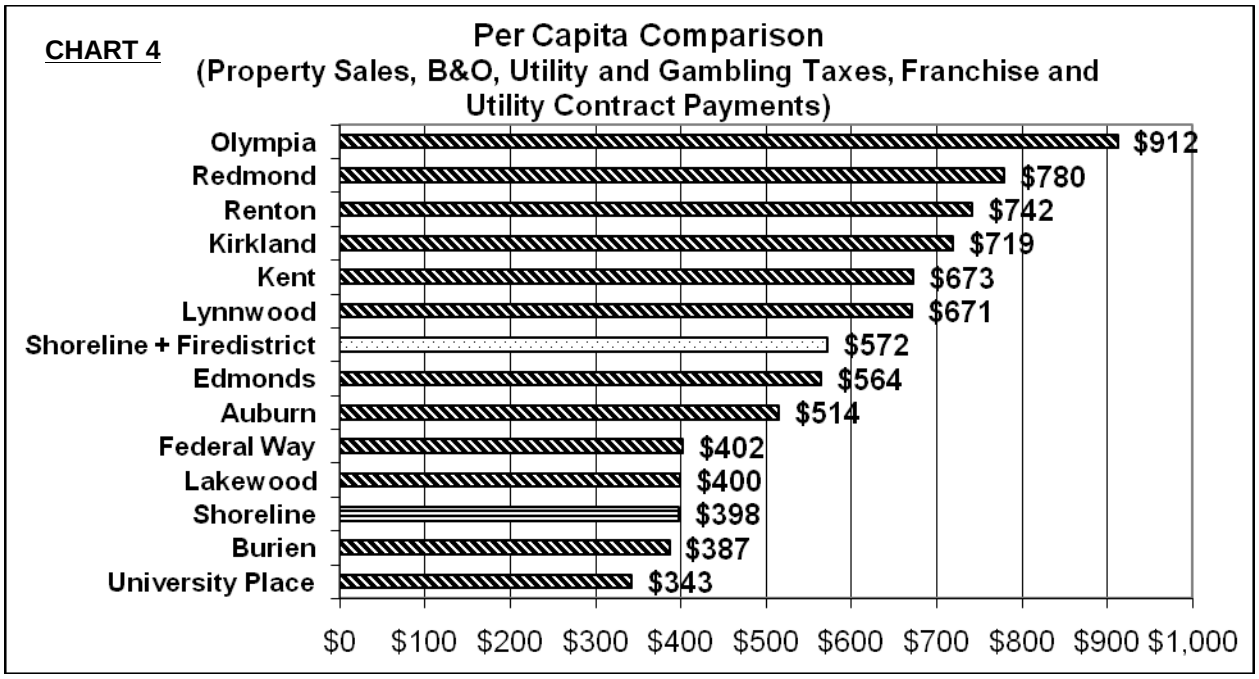
- *Shoreline-Lake Forest Park Arts Council and Shoreline Historical Museum*: The 2011 budget includes $60,000 in funding for both of these organizations to provide services to the Shoreline community and to partner with the City for special events.
- *Senior Center*: The 2011 budget includes the $18,000 in supplemental annual funding that was provided in 2009 and 2010.

- **Equipment Replacement Funding**: The 2011 budget restores the annual required allocation of contribution for future vehicle and equipment replacement. Funding had been reduced in 2009 and 2010 as part of the strategy to address reduced revenues during the recession.
- **Regular Property Tax Levy**: The 2011 regular property tax levy reflects the passage of Shoreline Proposition 1. Shoreline Proposition 1 set a property tax rate of $1.48 per $1,000 assessed value resulting in a budgeted levy of $9.4 million. Of this amount $8.4 million is programmed to fund basic services in 2011 and $787,000 will transferred to the Property Tax Equalization Fund to be used in 2014-2016. The property tax levy would be $7.6 million without Proposition 1 and the projected tax rate would be $1.20 per $1,000 assessed value.
- **Fee Changes**: The 2011 budget reflects some increases in recreation fees. The fee increases are primarily related to various facility rentals such as picnic shelters, building and field rentals and to establish a 20% differential between resident and non-resident fees. Very modest increases are recommended for swim lessons, a 25 cent increase for residents. There are no fee increases recommended for development related fees.
- **Capital Programs**: The City's 2011 capital budget reflects the first year of the City's adopted 2011-2016 capital improvement program (CIP) with some minor adjustments discussed later in this letter.

More detailed information regarding changes within the 2011 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 90% of our City assessed valuation in residential properties. We also have relatively low sales tax revenue per capita, $109 in 2009, 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 on the next page shows a comparison of tax per capita with comparable cities using 2009 data, as this is the most recent year that information is provided through the State Auditor's Office for audited financial data. Shoreline ranks 11th 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 $572, approximately 7th out of the 13 comparable cities.

Economic Outlook & Revenue Growth

Recently it was announced that the recession was over and in fact ended in 2009. Even though this is the case the economy is struggling as we continue to see downward trends in our construction and development activity and very little job growth.

In the past, the Puget Sound region has grown faster than the nation in the long run. Although there are concerns regarding the long-term location of Boeing, local economists believe that the Puget Sound area will carry on this tradition. Employment is projected to increase by 1.5% in 2011 and an average annual rate of 2% between 2012 and 2020. This would result in the region adding 368,000 jobs in the next decade, greatly exceeding the 16,500 created between 2000 and 2010.

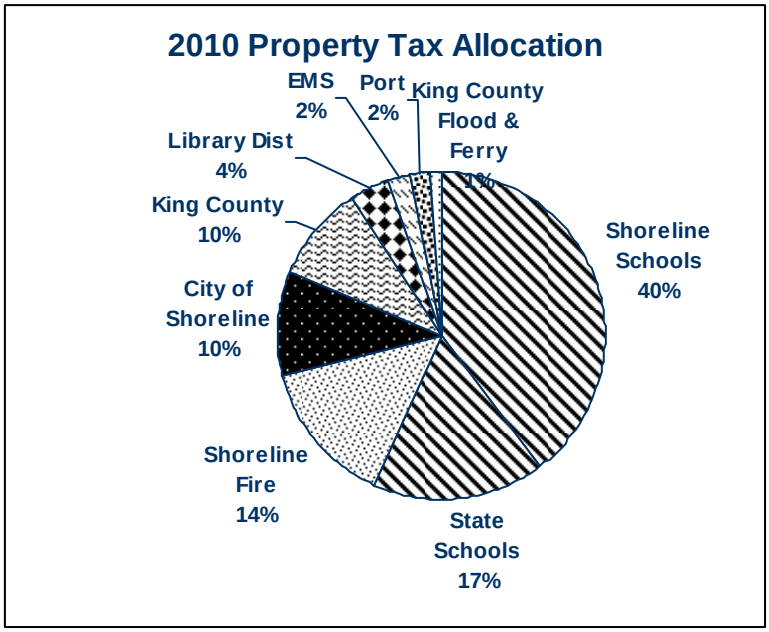
Puget Sound annual personal income growth is projected to average 5.4% from 2012 to 2020, slightly higher than the national forecast. Regionally, the forecast for the number of housing permits is projected to increase by 18% in 2011, after falling by nearly 75% between 2008 and 2010. Activity is projected to continue a sharp increase in 2012 (58.4%) and then moderate in 2013 and 2014, with long-term growth remaining fairly flat through the rest of the decade. Taxable retail sales are projected to grow at slightly more than 5 percent annually for the next several years within King County and within the Puget Sound region.

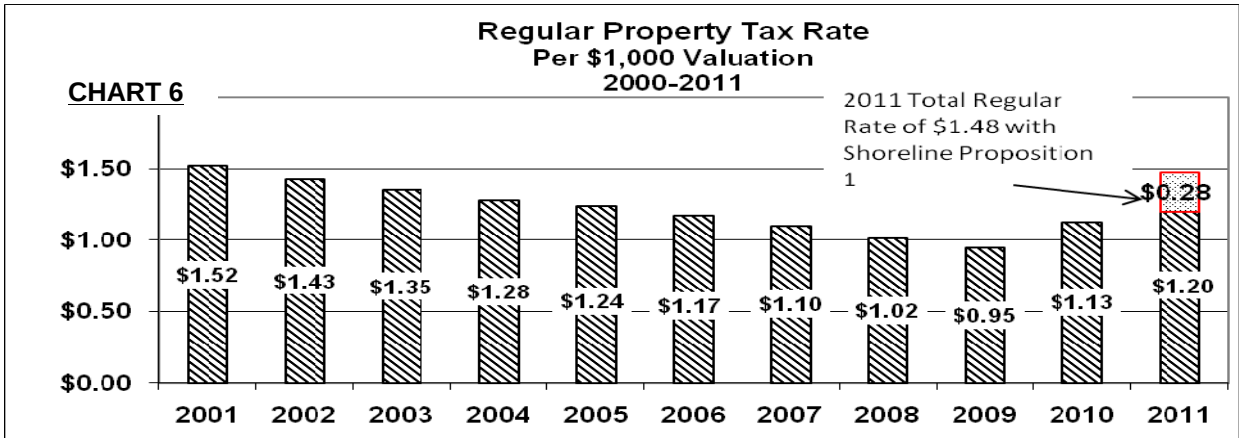
Although the long-term economic outlook for the Puget Sound region is positive, it is a much slower economy compared to the last few years and as a result we remain conservative in our revenue forecasting. Overall, the City's operating revenues (General and City Street Funds) are projected to increase by 5.6% when comparing the

2011 proposed budget to projected 2010 collections. The primary reason for the increase is linked to property taxes from Shoreline Proposition 1. Shoreline Proposition 1 will generate approximately $1.8 million in property taxes. Without property taxes from Shoreline Proposition 1 operating revenues basically are flat between 2010 and 2011.

CHART 5

Property taxes represent 31% of the City's General Fund operating revenue. The City's 2011 budgeted regular property tax levy is $9.4 million. There are a number of taxing districts that collect property taxes from Shoreline property owners. The City of Shoreline receives 10% of the total property taxes paid (Chart 5). 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.



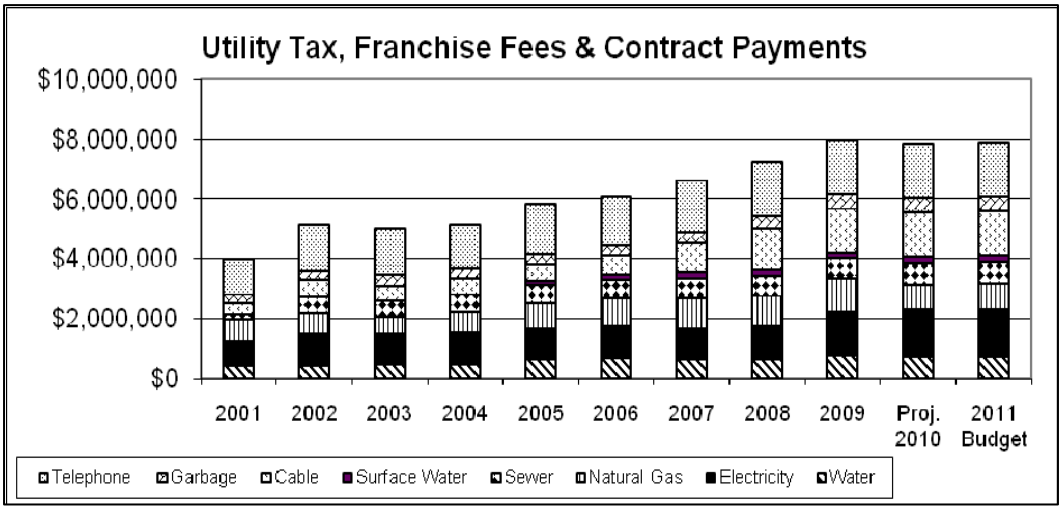


As a result of assessed valuation increases outpacing the increase in property tax levy over the last several years, the City's operating property tax rate had fallen every year since 2000 (Chart 6). This trend changed in 2010 when the City's assessed valuation fell by 15%. The King County Assessor's Office has confirmed that Shoreline's assessed value fell another t 0.67 percent for 2011 taxes. As a result the 2011 regular property tax levy rate would have increased slightly even without the passage of Shoreline Proposition 1 which asked voters to restore the City's regular property tax levy rate to $1.48 per $1,000 assessed valuation. . Statutorily, the City's maximum property tax levy rate can be $1.60 per $1,000 assessed valuation.

The average home value assumed for 2011 is $325,000. Assuming a regular property tax rate of $1.48 per $1,000 assessed valuation, the average homeowner will pay $481 in property taxes for City services in 2011. Without Shoreline Proposition 1, the same homeowner would pay $393 in property taxes for City services.

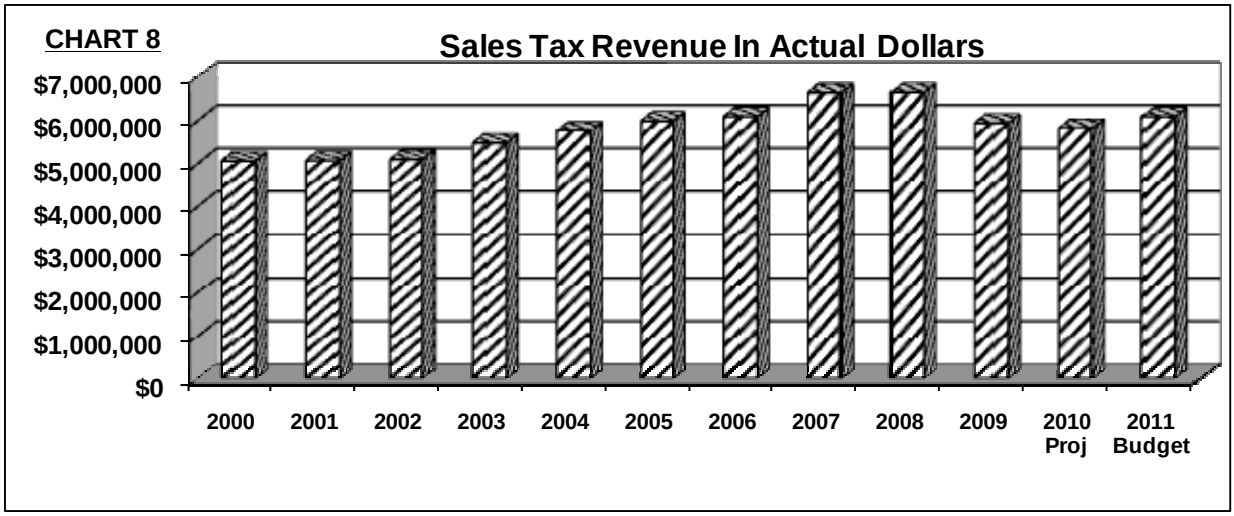
In May 2006 the Shoreline voters authorized the issuance of $18.795 million in general obligation bonds for open space acquisition and park and recreation related improvements. Property owners will be assessed a separate levy to repay the bonds. The 2011 debt service levy is projected to be $1.7 million which will result in a levy rate of $0.26 per $1,000 assessed valuation. The owner of an average valued home will pay approximately $85 in 2011 towards the repayment of the park bonds, which is the same as that paid in 2010.

CHART 7

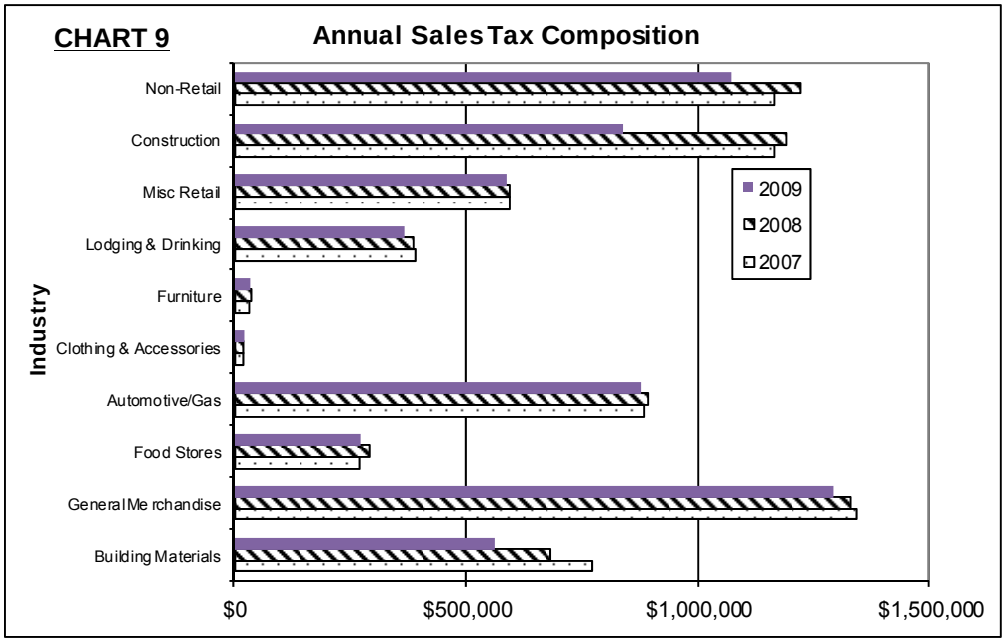


Utility taxes, franchise fees, and contract payments from utility providers combined, are the second largest source of revenue (26%) for the City's general fund operating revenues. Collections from these sources have now surpassed the annual budgeted revenue for sales taxes. These revenues are projected to increase by approximately 0.5% when compared to projected 2010 collections (Chart 7). Revenues from water and electricity utilities are projected to increase by approximately 3% based on projected rate increases by Seattle Public Utilities and Seattle City Light. Cable utility taxes and franchise fees are projected to increase by 1.3% as a result of cable rate increases and the contract payment from Ronald Wastewater (sewer) is projected to increase by 3% as per the City's contract.

General sales tax, the third largest revenue source for City operations, totals $6.1 million for 2011. Between 2001 and 2008 the City's annual sales tax growth has averaged 3.5% on an actual basis. As a result of the economic recession sales tax

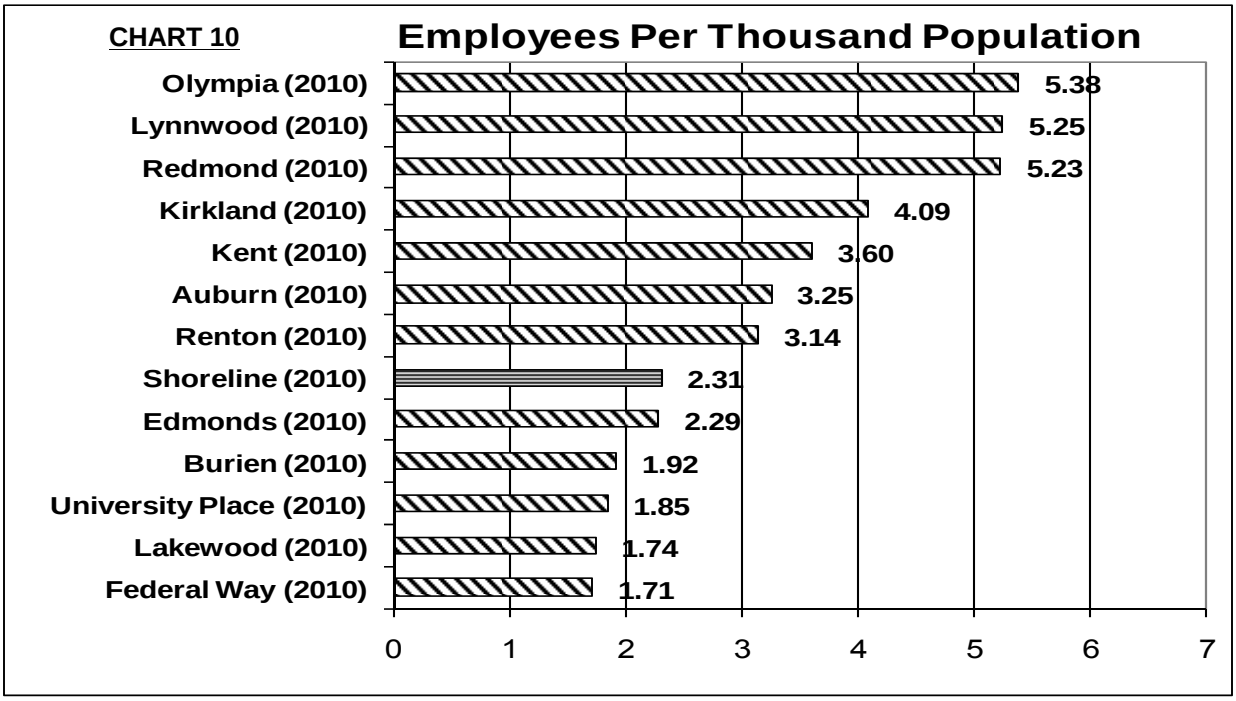


collections have fallen by slightly more than 12%, $813,000, from 2008 to 2010. Economists have forecasted that within King County taxable retail sales will increase by 5.6% in 2011. The City's projections are slightly more conservative, with a forecasted 4.5% increase in 2011 as compared to projected collections for 2010 (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 the most significant luxury item in the Shoreline sales tax base, and these sales held fairly steady even during the height of the recession. There has been some slowing in automobile sales in 2010, and as such we will continue to monitor this area.

Staffing
The 2011 budget provides funding for 136.28 regular full-time equivalent (FTE) positions, excluding City Council members.



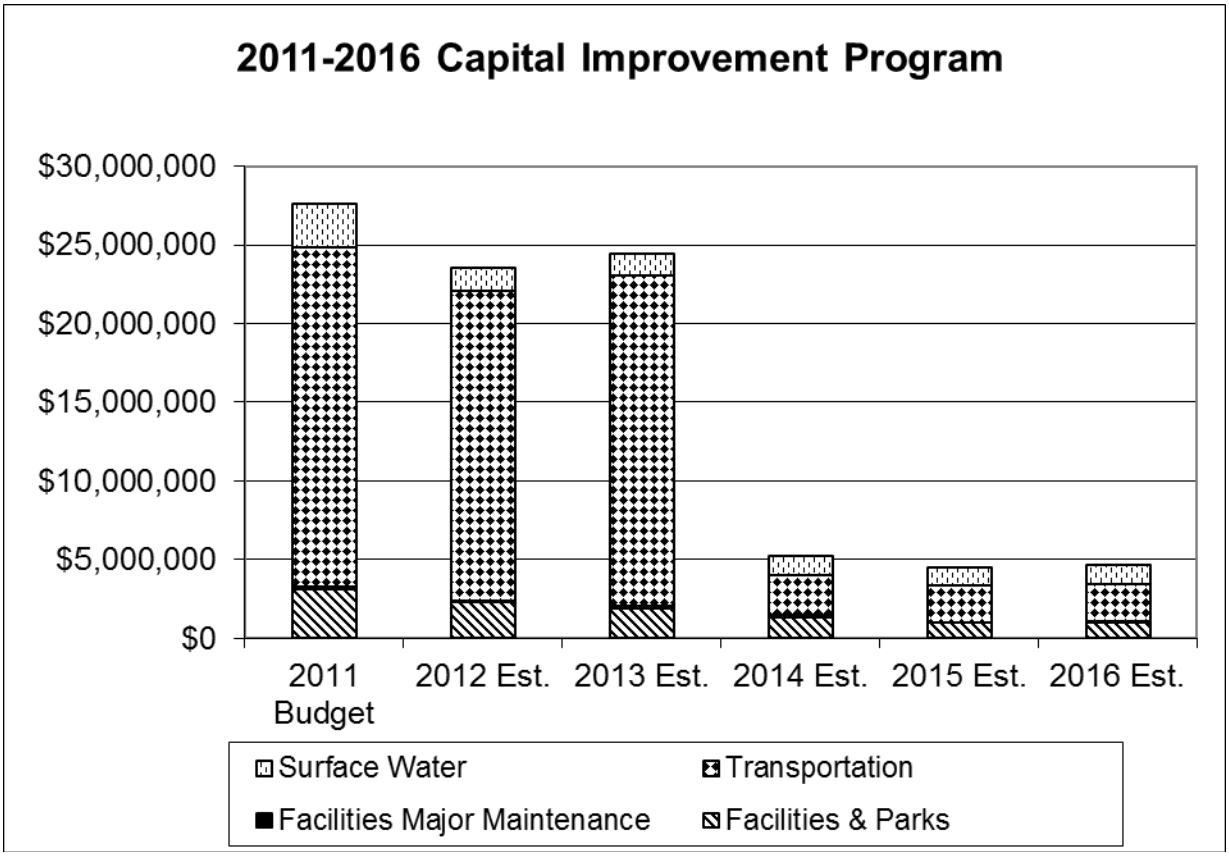
The City's 2011 ratio of employees per 1,000 population is 2.3. As chart 10 below depicts, a comparison of staffing to population shows the City of Shoreline staffing levels significantly below many comparable cities, and below the average of 3.2 for all shown cities. These ratios have been adjusted to ***exclude*** fire, police, special programs and utility personnel from comparable cities.

Capital Budget
The City Council adopted the 2011-2016 Capital Improvement Program (CIP) in July of this year. The total 2011 -2016 CIP is $90.7 million, while the 2011 capital budget, including surface water projects, totals $27.6 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 2011 through 2016. 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.

CHART 11



Following are highlights from the 2011-2016 CIP. Additional information on the CIP may be found in the Capital Improvement Program section of this budget document.

- Parks Repair & Maintenance Program. The 2011-2016 CIP includes $1.9 million for the systematic repair and replacement of major components of existing parks. These items may include benches, tables, fences, paths, and playground equipment. This funding is approximately 50% of the amount needed to fully fund all features of existing parks at their optimum life cycle replacement schedule.
- Annual preservation projects for roads, sidewalks, traffic signals and traffic small works projects are funded at an annual average of $1.5 million.
- The 2011-2016 CIP includes $323,000 for the construction of pedestrian walkways and sidewalks on priority City routes.
- The most significant transportation project in the 2011-2016 CIP is the Aurora Corridor improvements between 165th and 205th.
  - Improvements between 165th and 185th are currently under construction, with completion targeted in the summer of 2011. The total estimated cost for this section is $45.1million, with $43 million being funded through grants and other agency participation. In addition to the road and pedestrian improvements, the project will result in $4.7million of utility improvements occurring in conjunction with the City's transportation project.
  - The next section of the project, 185th to 192nd will begin construction in early 2011 with completion anticipated by late 2011.

- The 2011 budget provides for the continuation of the Neighborhood Traffic Safety Program with an average of $176,500 funded annually for capital improvements and $30,000 funded within the operating budget for increased police traffic enforcement.
- 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 6 - 7 years of the plan are included in the 2011-2016 CIP. These projects focus on the desired level of service for flood protection, water quality, stream rehabilitation and habitat enhancement.

Propositions and Initiatives on the November 2010 Ballot

Several ballot issues were included in the November 2010 ballot that would have had a significant impact on the City's budget. None of them were approved by voters. The following is a brief analysis of the potential impact of each one on the 2011 budget.

Initiatives 1100 and 1105
Initiatives 1100 and 1105, which would eliminate the State controlled liquor stores, were on the November 2, 2010 ballot, but were rejected by voters. The City currently receives liquor profits and liquor excise taxes from the State controlled liquor stores. In 2010 the City is projected to receive nearly $446,000 in liquor profits and $269,000 in liquor excise taxes. Both initiatives would have eliminated liquor profits from the State run liquor stores. Although the initiatives had varying implementation dates, the State indicated that if either of the initiativeshad passed that the State would close liquor stores on June 15, 2011. This being the case, if either of the initiatives had passed the 2011 liquor profits would have been reduced by $200,000.

I-1100 would have maintained the liquor excise taxes, while I-1105 would have eliminated the liquor excise taxes effective April 1, 2012. It is unclear what decision would have been made if both initiatives had passed. In 1993, when two rival tax-limit measures, I-601 and I-602, were on the ballot, the Attorney General issued a formal opinion observing it would be possible for the Legislature to resolve any conflict by amending either or both measures with a two-thirds vote. Failing that, the courts would be tasked with resolving the differences, possibly giving deference to the initiative that got the most votes or that had the later effective date. This being the case, the City's long-term projections assume continued receipt of liquor excise taxes, but there is a possibility that these taxes may be repealed in future years. If this were the case the City would collect sales taxes on liquor sales occurring within the City, but it is estimated these may be $20,000 to $30,000, approximately $240,000 less than the current excise taxes.

King County Proposition 1 – 0.2% sales tax
King County Proposition 1 would have resulted in a 0.2% sales tax increase. This initiative would have increased the King County sales tax rate by 0.2% for three years (2011-2013) and then dropped the increase to 0.1% for another 17 years (March 31, 2031). King County Proposition No. 1 would have generated approximately $1.16 million in additional annual sales tax for the City for years 2011 through 2013, and approximately $560,000 annually for the remaining years through March 31, 2031. The

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. The 2011 budget continues to fund strategies to obtain the City's vision. Some of the key strategies funded within the 2011 budget include:

- Establishing a Wayfinding signage program for the City.
- Continuing to work with transit providers to expand transit services and connections within Shoreline.
- Complete construction on the Aurora 165th to 192nd project.
- Implementing the adopted strategy for an environmentally sustainable community.
- Continuing to work with the community to identify long-term desired community conditions and financing to allow the City to move towards this condition.

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.

Conclusion

This budget is an effort to comprehensively address the City's service and capital investment needs for 2011. It is a budget that continues to provide current service levels, but it does not satisfy all the demands placed on the City. The 2011 budget addresses the top priorities identified by the Council and the Shoreline 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 priorities. I would also like to thank the Finance Department for its assistance in preparing this budget. 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,

Robert Olander
City Manager

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SHORELINE STRATEGIC DIRECTIONS - 2010-2011

"A community guide for continuous improvement"

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

2010-2011 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 165th to 205th 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	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	DATA TREND
SAFE AND ATTRACTIVE NEIGHBORHOODS AND BUSINESS DISTRICTS	• Residents feel safe in their neighborhoods • Residents are safe from crimes against persons and property • Residents and visitors are safe to travel on streets and walkways • Community is prepared for natural and man-made disasters • Neighborhoods are free from blight and deterioration	• Conduct community outreach meetings on emergency preparedness • Complete priority sidewalk projects • Support an "adopt-a-road, -park and -trail" programs • Complete Town Center Plan • Implement county-wide Repeat Burglar Initiative • Complete Southeast Neighborhoods Subarea Plan	• % of residents who feel safe in their neighborhood during the day[1] • Part I crimes per 1,000 population • Traffic accidents per 1,000 population • Lineal feet of pedestrian pathways* not including parks (includes Interurban Trail) • % of residents who rate their neighborhood condition as excellent/good[1] • % of residents who rate the overall quality of life as excellent/good[1] • # of emergency preparedness presentations and/or training sessions provided to community	92% 41.8 14.6 409,214 58% 83% 9	92% 34 12.4 413,214 58% 83% 34	96% 33 10.6 423,060 62% 85% 44	96% 32 10.3 431,060 62% 85% 70	↔ ↓ ↓ ↑ ↔ ↔ ↑
QUALITY SERVICES, FACILITIES, AND INFRASTRUCTURE	• Residents have safe and affordable transportation options • The street system is well maintained • Residents and businesses are safe from flooding • City services are delivered effectively and efficiently • Residents are provided with timely and responsive public services • Quality parks, open space trails and recreational activities are available to all residents • Aurora Avenue provides improved safety and mobility for vehicles and pedestrians, Bus Rapid Transit, good business access, and improved economic vitality	• Complete 2006 parks bond projects, including trail corridor improvements • Complete construction of the second mile of Aurora • Work with transit providers to expand transit in Shoreline • Update Transportation Master Plan, including citywide trail and bicycle connection plan • Update Surface Water Master Plan and Priority Basin Plan • Complete draft Urban Design, Capital Facilities and Park elements of the Comprehensive Plan	• Lineal feet of marked bike lanes • Overall pavement condition rating (0-100) • % of residents very/somewhat satisfied with overall maintenance of City streets[1] • Number of flooding claims against City • % of residents who rate the value of services received for City taxes as excellent/good[1] • Operating expenses per capita (constant $) • % of residents very/somewhat satisfied with the maintenance of City parks[1] • % of users rating recreation programs as excellent/good • % of residents who are very/somewhat satisfied with the overall quality of City services[1]	43,550 81 65% 3 50% $253 75% 95% 75%	43,550 81 65% 9 50% $244 75% 95% 75%	44,420 81 71% 5 41% $260 79% 95% 70%	50,685 70 71% 2 41% $265 79% 92% 70%	↑ ↓ ↔ ↓ ↔ ↑ ↔ ↓ ↔

- 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.*

SHORELINE STRATEGIC DIRECTIONS - 2010-11

"A community guide for continuous improvement"

STRATEGIC OBJECTIVES	DESIRED COMMUNITY CONDITION	STRATEGIES	PERFORMANCE MEASURES	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	DATA TREND
SAFE, HEALTHY AND SUSTAINABLE ENVIRONMENT	• Surface water quality meets/exceeds state and federal standards • Solid waste is diverted from landfills • Urban forest is preserved and enhanced • Higher density residential options are available within walking distance of neighborhood commercial centers • Shoreline has an active "Green Street" Program • Shoreline is a leader in energy efficiency, alternative renewable energy, and climate change initiatives	• Complete a "Green Street" demonstration project • Implement Forest Management Plan, including tree retention policies and regulations • Support the Mayor's Climate Protection Agreement (ongoing) • Implement the City adopted Environmental Sustainability Strategy • Implement a comprehensive environmental purchasing policy	• % of households within 1/4 mile of commercial amenities • % of solid waste stream recycled from curbside residential collection	63% 53%	63% 56%	63% 56%	67% 58%	↑ ↑
GOVERNMENTAL EXCELLENCE	• Shoreline leaders are effectively engaged in regional decisions affecting Shoreline • Professional and committed workforce • City is prepared for natural and man-made disasters • City provides effective and efficient government services • City provides excellent customer service	• Councilmembers actively participate in regional and national committees (such as SCA, AWC, WRIA 8[3]) • Implement "mid management" training program • Provide federally mandated emergency response training for staff • Implement priority elements of the Hazard Mitigation Plan • Conduct the bi-annual Citizen Satisfaction Survey	• # of regional and national committees with Council-staff representation • % of residents rating quality of customer service as excellent/good[1] • % of residents who believe the City is moving in the right direction[1] • % of employees who believe customer service is a high priority[1] • % of employees who would recommend working for the City to a friend[1] • % of employees rating support services as excellent/good[1]	17 55% 59% 97% 89% 89%	18 55% 59% 98% 88% 89%	23 48% 60% 98% 88% 89%	20 48% 60% 98% 89% 89%	↓ ↔ ↔ ↔ ↑ ↔
ECONOMIC VITALITY AND FINANCIAL STABILITY	• Public services and amenities (transportation, transit, water, sewer, power, etc.) are available to support economic and residential growth • Effective programs and resources are available to promote diversification, retention, and growth of existing small businesses • Thriving neighborhood commercial areas available to residents throughout the community • Aurora Square redevelops as a major regional destination shopping area • City has sufficient fiscal capacity to fund and maintain priority public services, facilities, and infrastructure	• Implement the long-range financial plan • Promote redevelopment of Aurora Square • Promote redevelopment of Aurora Park & Ride at N 192nd Street • Adopt new residential density and incentive regulations for RB zones • Implement Small Business Assistance Program • Negotiate acquisition of Seattle Public Utility water system	• Retail sales tax per capita • % of City assessed value that is commercial • Bond rating - Standard & Poor • Assessed property value per capita • General debt per capita	$115 9.09% AA- $114,261 $355	$125 9.15% AA- $123,915 $337	$124 9.20% AA- $136,473 $317	$114 8.70% AA+ $146,163 $703	↓ ↓ ↑ ↑ ↑
HUMAN SERVICES	• Safe and affordable housing is available for residents • Community provides support for responsible social development of youth • Residents have adequate levels of food, shelter, clothing, and medical care • Community provides support for the physical and social needs of senior citizens	• Implement Comprehensive Housing Strategy • Update Youth Policy Plan • Update Human Services Plan and Desired Outcomes • Implement targeted youth involvement campaign	• Amount of subsidized housing units available • # of major home repairs households served • # of minor home repairs households served • # of residents served through human service contracts (some residents are duplicated)	895 5 33 15,763	895 4 43 8,864[2]	732[4] 5 60 9,752	762 8 53 7,816	↑ ↑ ↓ ↓
EFFECTIVE CITIZEN COMMUNICATION AND ENGAGEMENT	• Residents are well informed of current community issues and events • City programs and services are aligned with community values and priorities • Active and engaged neighborhood associations • Citizens are active and involved in various community volunteer initiatives	• Develop outreach strategies to promote volunteer efforts in the City • Create an online community bulletin board in partnership with non-profits • Hold town hall meetings and community forums on key issues	• % of residents somewhat/very satisfied with the City's efforts to keep residents informed[1] • % of residents somewhat/very satisfied with City's efforts to provide opportunities for public input • # of citizen volunteer hours • % of residents getting information about City issues, services, and events from Currents[1]	69% N/A 13,500 90%	69% N/A 14,710 90%	65% 58% 10,504 86%	65% 58% 14,147 86%	↔ ↔ ↑ ↔

Please Note:

- NA 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.

[1] The citizen satisfaction survey (2006, 2008), the employee satisfaction survey (2007, 2009), and internal customer service survey (2006, 2008) are conducted every other year and the previous year's results are carried over.

[2] 2007 is a new and more accurate count of individuals served directly with Shoreline funding.

[3] SCA = Suburban Cities Association; AWC = Association of WA Cities; WRIA = Water Resources Inventory Area

[4] No longer includes Section 8 vouchers provided to individuals

CITY OF SHORELINE

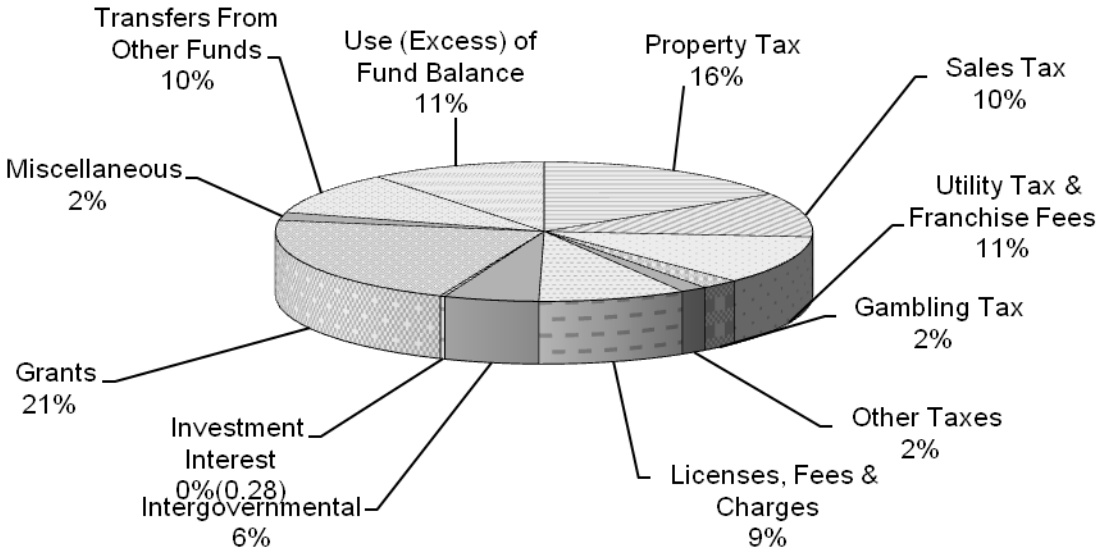
EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

The City Budget

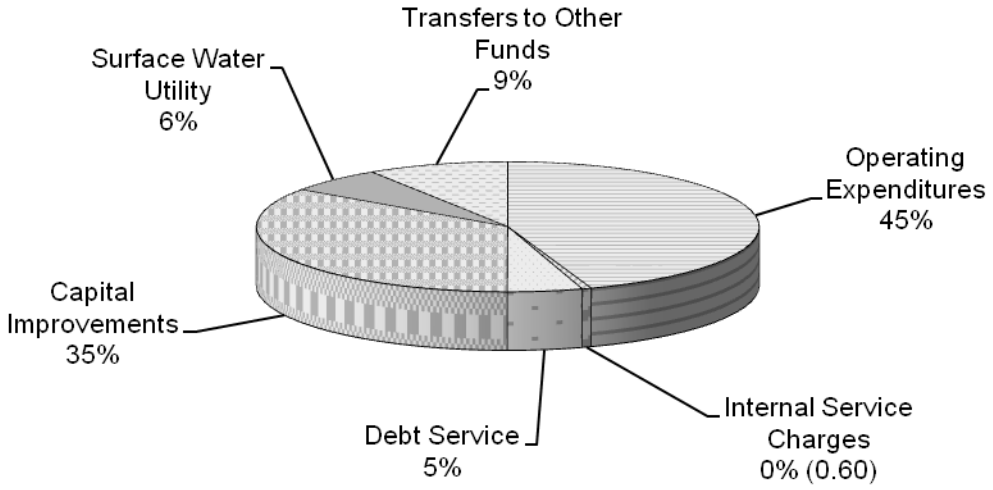
Where the money will come from …

2011 City Resources By Category
$69,764,050



How will the money be spent …

2011 City Expenditures By Category
$69,764,050



City Budget Summary

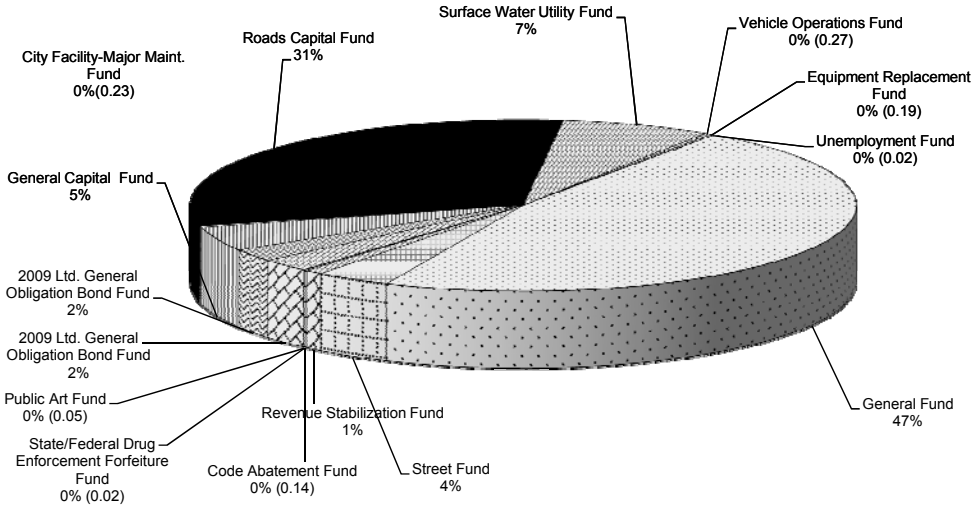
Listed below are the resources and expenditures for all City funds. City Resources shows all revenue by category. City Expenditures lists the operating uses by department and functional area. The Operating Budget represents expenses necessary to run the City government on a daily basis. Contingencies 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.

	2008 Actual	2009 Actual	2010 Current Budget	2010 Projected	2011 Adopted Budget	$ Change From 2010 Budget	% Change from 2010 Budget
Resources:							
Beginning Fund Balance	$49,979,260	$42,392,748	$34,737,575	$34,737,575	$23,163,770	($11,573,805)	(33.32%)
Revenues:							
Property Tax	$7,244,498	$7,465,368	$9,162,945	$9,162,945	$11,119,755	$1,956,810	21.36%
Sales Tax	6,640,620	5,946,181	7,296,236	6,873,060	7,204,748	(91,488)	(1.25%)
Utility Tax & Franchise Fees	6,104,318	6,520,436	7,601,410	7,811,530	7,852,530	251,120	3.30%
Gambling Tax	1,916,451	1,786,316	1,620,200	1,614,200	1,611,625	(8,575)	(0.53%)
Other Taxes	2,546,714	2,035,155	1,107,200	990,032	1,107,200	-	0.00%
Licenses, Fees & Charges	5,774,737	5,628,342	6,561,232	5,851,815	6,206,386	(354,846)	(5.41%)
Intergovernmental	2,615,770	3,138,304	11,128,951	7,859,091	3,972,555	(7,156,396)	(64.30%)
Investment Interest	1,582,441	336,194	570,712	179,838	198,515	(372,197)	(65.22%)
Grants	7,232,482	15,628,608	30,602,207	27,473,818	14,828,647	(15,773,560)	(51.54%)
Bond/Loan Financing	1,755,245	23,832,592	-	-	-	-	N/A
Miscellaneous	920,152	1,521,721	773,656	828,945	1,291,361	517,705	66.92%
Sub-Total Revenues	44,333,428	73,839,217	76,424,749	68,645,274	55,393,322	(21,031,427)	(27.52%)
Transfers From Other Funds	5,960,679	4,703,387	5,582,075	6,943,751	6,940,253	1,358,178	24.33%
Total Revenues	$50,294,112	$78,542,604	$82,006,824	$75,589,025	$62,333,575	($19,673,249)	(23.99%)
Total Resources	$100,273,372	$120,935,352	$116,744,399	$110,326,600	$85,497,345	($31,247,054)	(26.77%)
Uses:							
Operating Expenditures:							
City Council	$182,145	$161,908	$169,887	$166,754	$173,932	$4,045	2.38%
City Manager	1,286,793	1,366,112	1,484,802	1,368,438	1,400,617	(84,185)	(5.67%)
City Clerk	402,498	424,756	396,354	362,539	394,036	(2,318)	(0.58%)
City Attorney	507,016	499,456	564,495	513,215	557,147	(7,348)	(1.30%)
Finance & Citywide	3,879,232	4,051,588	3,986,685	3,890,031	3,596,702	(389,983)	(9.78%)
Human Resources	363,373	371,149	402,933	393,599	398,772	(4,161)	(1.03%)
Police	8,993,125	9,479,571	9,740,943	9,766,334	10,159,635	418,692	4.30%
Criminal Justice	1,288,814	1,470,078	1,773,965	2,232,700	1,630,596	(143,369)	(8.08%)
Parks & Recreation	4,145,192	4,091,778	4,325,921	4,227,994	4,426,671	100,750	2.33%
Planning & Development Services	2,618,083	2,527,582	2,708,710	2,653,240	2,731,591	22,881	0.84%
Public Works	3,283,333	3,260,788	3,542,364	3,438,083	3,330,712	(211,652)	(5.97%)
Community Services	1,546,386	1,542,655	1,529,124	1,520,379	1,407,666	(121,458)	(7.94%)
Contingencies			988,034	-	923,507	(64,527)	(6.53%)
Operating Expenditures	28,495,990	29,247,421	31,614,217	30,533,306	31,131,584	(482,633)	(1.53%)
Internal Service Charges	286,946	277,471	198,701	203,848	416,284	217,583	109.50%
Debt Service	1,661,475	2,056,972	3,211,267	3,340,867	3,357,317	146,050	4.55%
Capital Improvements	14,833,478	46,541,720	50,623,980	42,439,720	24,160,337	(26,463,643)	(52.27%)
Surface Water Utility	6,642,066	3,370,806	4,618,656	4,326,852	4,353,276	(265,380)	(5.75%)
Transfers to Other Funds	5,960,669	4,703,387	6,041,050	6,318,237	6,345,252	304,202	5.04%
Total Expenditures	$57,880,624	$86,197,777	$96,307,869	$87,162,830	$69,764,050	($26,543,819)	(27.56%)
Ending Fund Balance	$42,392,748	$34,737,575	$20,436,530	$23,163,770	$15,733,295	($4,703,235)	(23.01%)
Use (Excess) of Fund Balance	7,586,512	7,655,173	14,301,045	11,573,805	7,430,475	(6,870,570)	(48.04%)

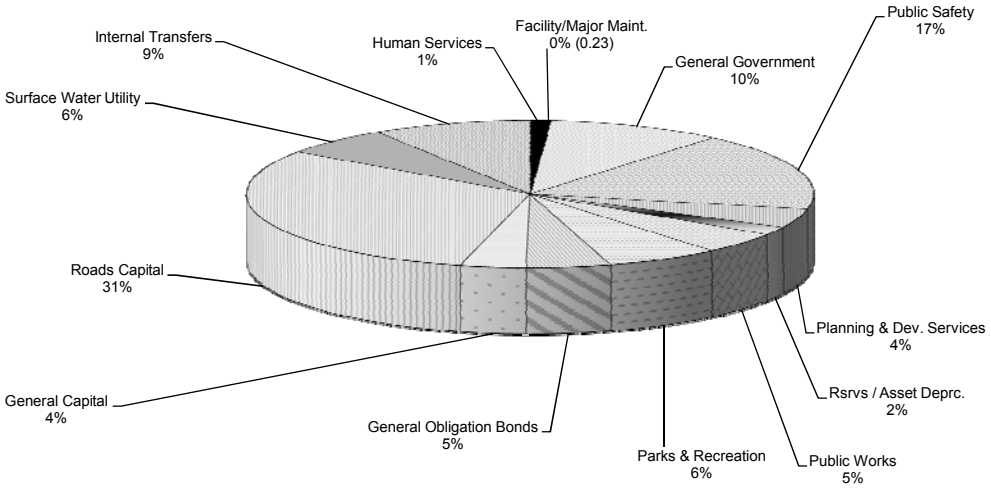
City of Shoreline
2011 All Funds Resources/Expenditures Summary

Fund	Beginning Fund Balance	2011 Revenue	2011 Transfers-In	2011 Total Resources	2011 Expenditures	2011 Transfers-Out	Ending Fund Balance	Total 2011 Appropriation
General Fund	$ 4,429,915	$ 30,545,700	$ 1,569,471	$ 36,545,086	$ 28,868,483	$ 3,912,988	$ 3,763,615	$ 32,781,471
Street Fund	774,530	1,350,195	1,072,336	3,197,061	2,080,968	471,781	644,312	2,552,749
Revenue Stabilization Fund	4,925,357	-	605,000	5,530,357	-	605,000	4,925,357	605,000
Code Abatement Fund	152,591	80,550	-	233,141	100,000	-	133,141	100,000
State Drug Enforcement Forfeiture Fund	1,941	5,000	-	6,941	5,000	-	1,941	5,000
Federal Drug Enforcement Forfeiture Fund	808	5,050	-	5,858	5,000	-	858	5,000
Property Tax Equalization Fund	-	-	787,000	787,000	-		787,000	-
Public Art Fund	219,461	1,050	-	220,511	36,200	-	184,311	36,200
2006 Unltd. General Obligation Bond Fund	266,032	1,700,000	-	1,966,032	1,695,050	-	270,982	1,695,050
2009 Ltd. General Obligation Bond Fund	-	386,370	1,275,897	1,662,267	1,662,267	-	-	1,662,267
General Capital Fund	2,317,962	1,195,416	60,000	3,573,378	2,608,878	584,262	380,238	3,193,140
City Facility-Major Maint. Fund	172,613	3,465	54,032	230,110	162,750	-	67,360	162,750
Roads Capital Fund	5,031,203	16,425,074	1,506,517	22,962,794	21,495,092	44,604	1,423,098	21,539,696
Surface Water Utility Fund	3,110,357	3,264,770	-	6,375,127	4,358,347	726,618	1,290,162	5,084,965
Vehicle Operations Fund	43,528	176,813	-	220,341	191,563	-	28,778	191,563
Equipment Replacement Fund	1,688,955	253,719	-	1,942,674	134,199	-	1,808,475	134,199
Unemployment Fund	28,518	150	10,000	38,668	15,000	-	23,668	15,000
Total City Funds	$ 23,163,771	$ 55,393,322	$ 6,940,253	$ 85,497,346	$ 63,418,797	$ 6,345,253	$ 15,733,296	$ 69,764,050

2011 Appropriation By Fund
$69,764,050



2011 Appropriation By Type
$69,764,050



OPERATING BUDGET FORECAST
SIX YEAR FORECAST

	2011 Adopted Budget	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast
Beginning Fund Balance	**$ 5,204,445**	**$ 5,212,935**	**$ 5,068,530**	**$ 4,747,250**	**$ 5,213,472**	**$ 6,204,770**
Revenues:						
Taxes:						
Property	9,419,755	10,047,538	10,297,648	10,611,835	10,937,947	11,271,928
Sales and Use	7,204,748	7,563,354	7,926,147	8,293,404	8,672,459	9,036,025
Gambling	1,611,625	1,607,550	1,603,679	1,600,001	1,596,507	1,593,188
Utility	4,111,530	4,182,744	4,260,656	4,342,485	4,430,883	4,519,071
Other	7,200	7,200	7,200	7,200	7,200	7,200
Franchise/Utility Contract Payments	3,741,000	3,850,614	3,936,802	4,027,139	4,124,009	4,221,466
Licenses and Permits	1,099,013	746,578	802,602	866,723	873,552	873,342
Intergovernmental	2,287,842	2,276,787	2,313,712	2,353,096	2,396,192	2,439,304
Charges for Services	1,964,603	1,674,610	1,735,681	1,803,507	1,833,758	1,859,025
Fines and Forfeitures	5,000	5,000	5,000	5,000	5,000	5,000
Interest Income	110,500	255,500	330,500	390,500	455,500	480,500
Miscellaneous Revenues	1,138,079	1,138,233	1,138,402	1,138,579	1,138,772	1,138,964
Total Revenue	32,700,895	33,355,708	34,358,028	35,439,469	36,471,779	37,445,012
Operating Expenditures						
Salaries & Benefits	11,878,541	12,494,798	13,106,808	13,588,844	14,146,491	14,721,889
Supplies	545,034	545,044	545,095	539,655	539,668	539,680
Services & Charges	5,185,458	5,314,178	5,413,800	5,464,169	5,576,238	5,689,172
Intergovernmental	12,078,662	12,558,707	12,974,489	13,271,499	13,715,287	14,231,368
Interfund	304,829	307,242	309,907	309,595	312,631	315,667
Other	956,919	805,000	805,000	796,950	796,950	796,950
Capital Outlay	0	8,000	16,000	15,840	15,840	15,840
Total Operating Expenditures	30,949,443	32,032,969	33,171,098	33,986,552	35,103,104	36,310,566
Revenue Over (Under) Expenditures	1,751,452	1,322,739	1,186,929	1,452,917	1,368,675	1,134,446
Other Financial Sources (Uses)						
Operating Transfers In	2,641,807	492,690	492,690	575,690	1,314,690	1,198,690
Transfers Out	4,384,769	1,959,834	2,000,899	1,562,385	1,692,067	1,736,456
Net Budget Surplus (Gap)	8,490	(144,405)	(321,280)	466,222	991,298	596,680
Ending Fund Balance	**$ 5,212,935**	**$ 5,068,530**	**$ 4,747,250**	**$ 5,213,472**	**$ 6,204,770**	**$ 6,801,450**

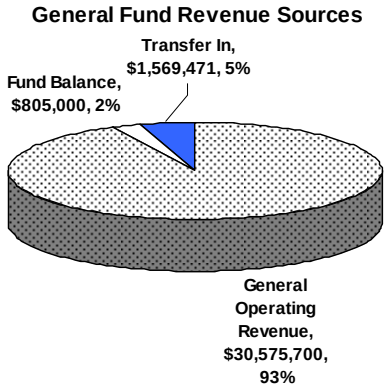
Assumptions					
Inflation	2.09%	2.26%	2.33%	2.48%	2.42%
Annual Sales & Use Tax Change	5.10%	4.95%	4.58%	4.80%	4.88%
General Fees & Licenses Increase	1.67%	1.81%	1.87%	1.99%	1.94%
Investment Interest Rate	3.00%	4.00%	4.50%	5.00%	5.00%
Building Permit Change	15.00%	15.00%	15.00%	0.70%	-0.80%
Revenue Collection	100.00%	100.00%	100.00%	100.00%	100.00%
PERS Employer Contribution Rate	8.96%	10.41%	11.55%	11.57%	11.57%
Health Benefit Escalator	7.50%	7.50%	7.50%	7.50%	7.50%
Regular Salary Escalator	3.28%	3.43%	3.50%	3.64%	3.58%
Police Contract Escalator	4.50%	3.50%	3.50%	3.50%	4.00%
Expenditure Percentage	100.00%	100.00%	99.00%	99.00%	99.00%
Contribution to Stabilization Fund	-	-	-	127,347	168,938
New Maintenance Costs for Completed Capital Projects	$ 75,165	$ -	$ 5,000	$ -	$ -

2011 City Revenue Sources

Introduction

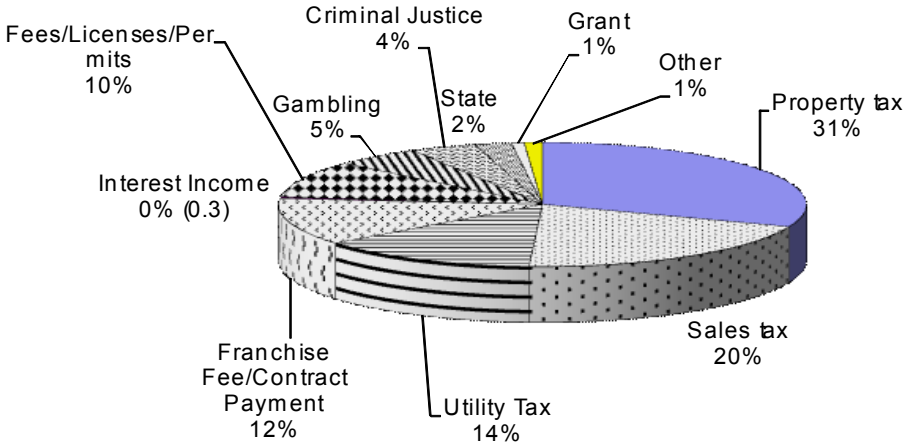
The City of Shoreline receives revenues from local property, sales, utility, and gambling taxes; a variety of population based state-shared revenues; user fees for development services and parks programs; and grants, fines, and other miscellaneous revenues. In 2010, the total budgeted revenue for all of the City's funds is $70,978,997. The total revenue of $70,978,997includes the budgeted use of beginning fund balances and transfers between funds. This is slightly higher than the total expenditures of $69,764,050. Four funds are projected to have higher budgeted revenues than expenditures. They are the Property Tax Equalization Fund, the Federal Drug Enforcement Forfeiture 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 2011, the General Fund resource base is $32,950,171. This is made up of the budgeted use of fund balance ($805,000, 2%), operating revenues ($30,575,700, 93%), and transfers-in ($1,569,471, 5%) from other funds for their share of the General Fund overhead and the recommended use of $605,000 from the City's Revenue Stabilization Fund.

General Fund Operating Revenue Breakdown



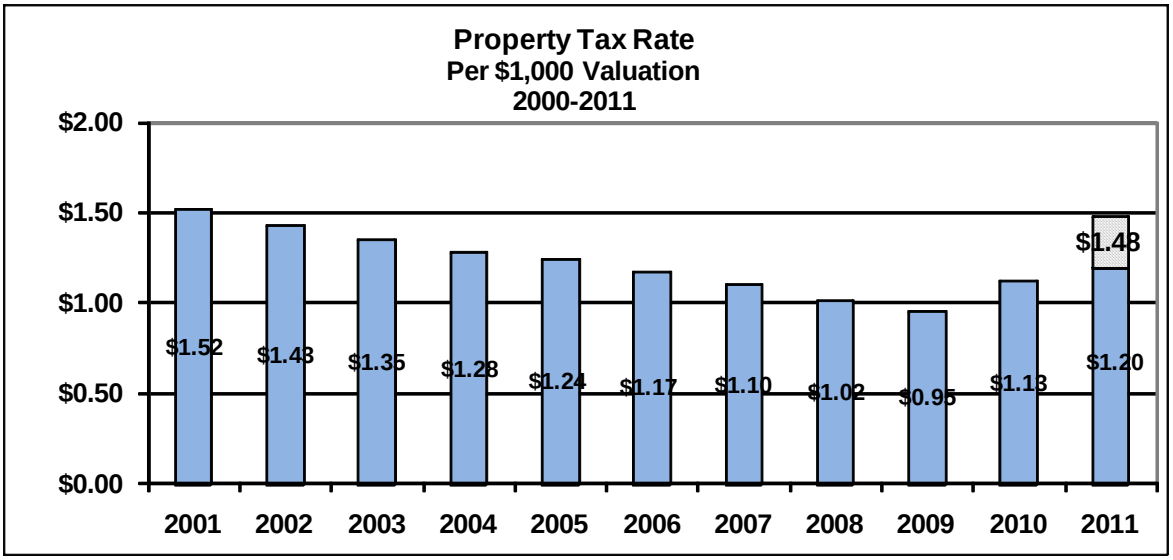
Property Tax

Property tax revenue for 2011 is budgeted at $9,419,755 and represents 30.8% of the General Fund operating revenues. The 2010 budgeted property tax was $7,462,945 and represented 26.7% of the adopted General Fund operating revenues. 2011 revenue is a $1,956,810 or 26.22% increase over 2010. This is due to the inclusion of the proceeds from a property tax levy lid lift (Shoreline Proposition 1) that was approved by the voters on November 2, 2010, resulting in an increase in property tax revenue of approximately $1.8 million. The City's long-term projections include proceeds from Shoreline Proposition 1.

The current 2010 City of Shoreline property tax levy rate is $1.13 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 $12.97 per $1,000 AV. A homeowner of an average valued residence $335,300 is currently paying a total of $4,348 per year in property taxes. The City receives 10.66% of the property tax levied, which would equate to $464. This includes both the regular and voted tax levies.

The regular tax levy rate for 2011 is $1.48 per $1,000 valuation as approved in Proposition 1. The assessed valuation including new construction for 2011 is estimated to be $6,694,959,443 which is 0.7% less than the 2010 level of $6,740,297,102. The projected excess voted levy rate for 2011 is projected to be $0.26 per $1,000 valuation.

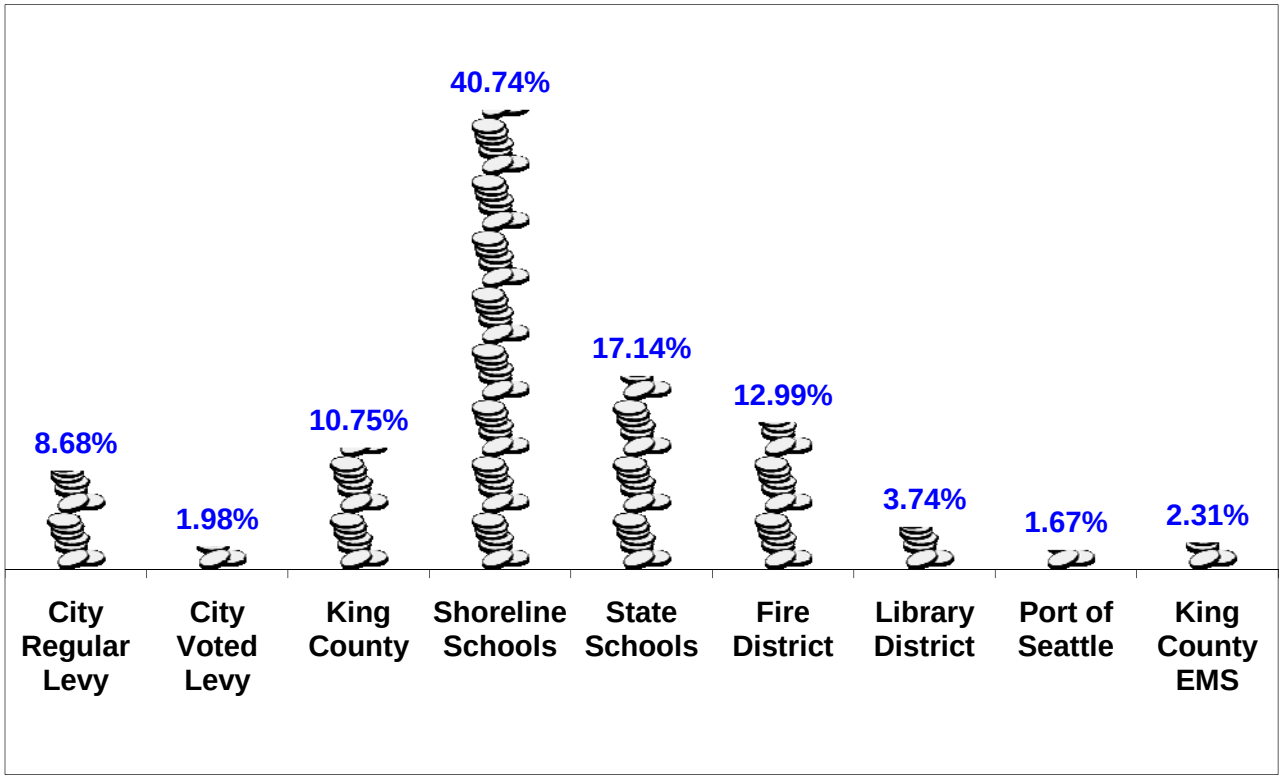
The following charts provide information regarding the City's property tax levy rate and the allocation of the total levy rate for all taxing districts within Shoreline.



What a City Property Owner Pays in 2010

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
Rate	1.13	0.26	1.39	5.28	2.22	1.68	0.49	0.22	0.30	12.97
%	8.68%	1.98%	10.75%	40.74%	17.14%	12.99%	3.74%	1.67%	2.31%	100.0%



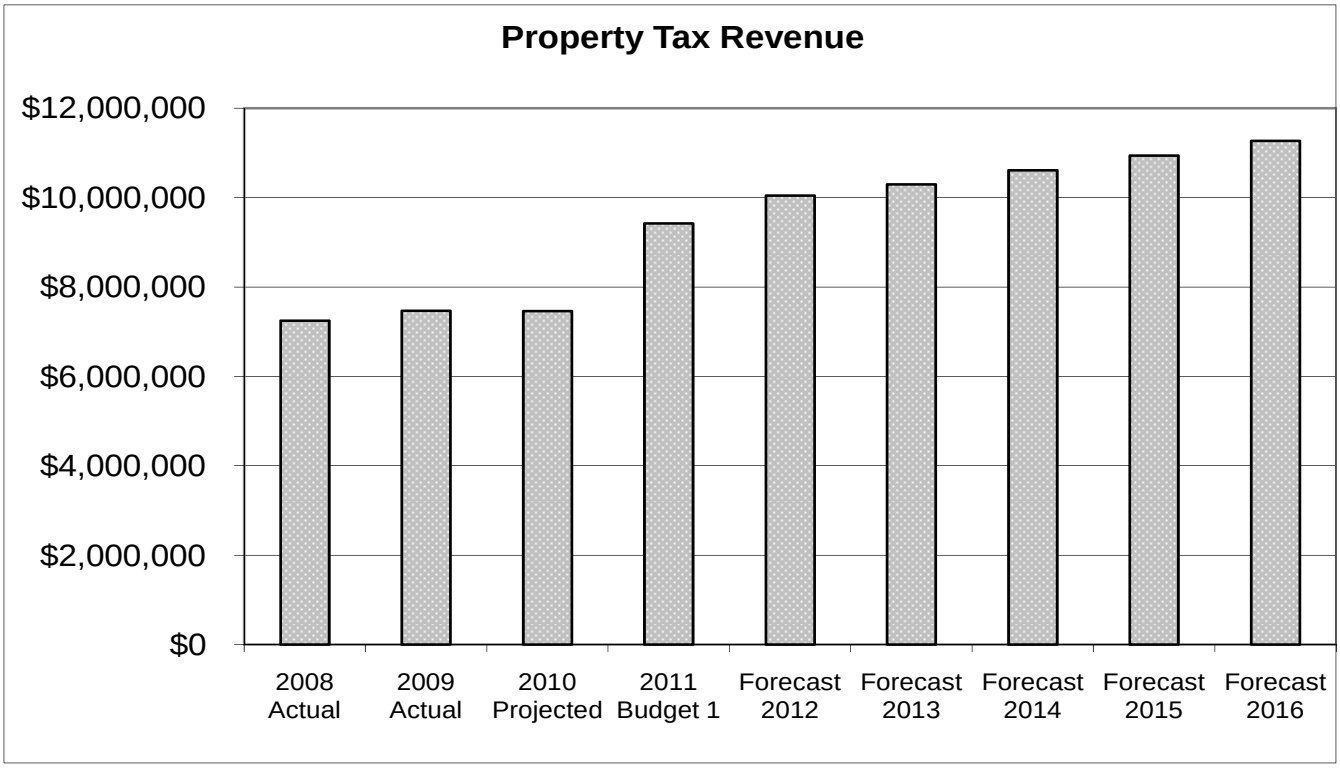
The chart below illustrates the City property tax portion payable in 2010 by an individual owning an average home valued at $335,300. Based on the 2010 property tax rate, 10.66% of the homeowner's property tax will be distributed to the City. This includes both the regular and voted City levies.

	Assessed Value	Per $1,000 (AV/$1,000)		Rate		Assessment	%
City	$ 335,300	335.30	X	$ 1.38	=	$464	10.66%
King County	$ 335,300	335.30	X	1.39	=	$467	10.75%
Shoreline School Dist.	$ 335,300	335.30	X	5.28	=	$1,772	40.74%
State Schools	$ 335,300	335.30	X	2.22	=	$745	17.14%
Fire District	$ 335,300	335.30	X	1.68	=	$565	12.99%
Library District	$ 335,300	335.30	X	0.49	=	$163	3.74%
Port of Seattle	$ 335,300	335.30	X	0.22	=	$72	1.67%
King Co. EMS	$ 335,300	335.30	X	0.30	=	$101	2.31%
TOTAL				**$ 12.97**		**$4,348**	**100.0%**

Property Tax Historical Comparisons

2008 Actual	2009 Actual	2010 Projected	2011 Budget		Forecast 2012	Forecast 2013	Forecast 2014	Forecast 2015
$7,244,498	$7,465,368	$7,462,945	$9,419,755	*	$10,047,538	$10,297,648	$10,611,835	$10,937,947
Annual Change	$220,870	($2,423)	$1,956,810		$238,083	$250,110	$314,187	$326,112
% Increase	3.0%	(0.0%)	26.2%		2.4%	2.5%	3.1%	3.1%

* Actual projected collections for 2011 per County Assessor total $9,809,455



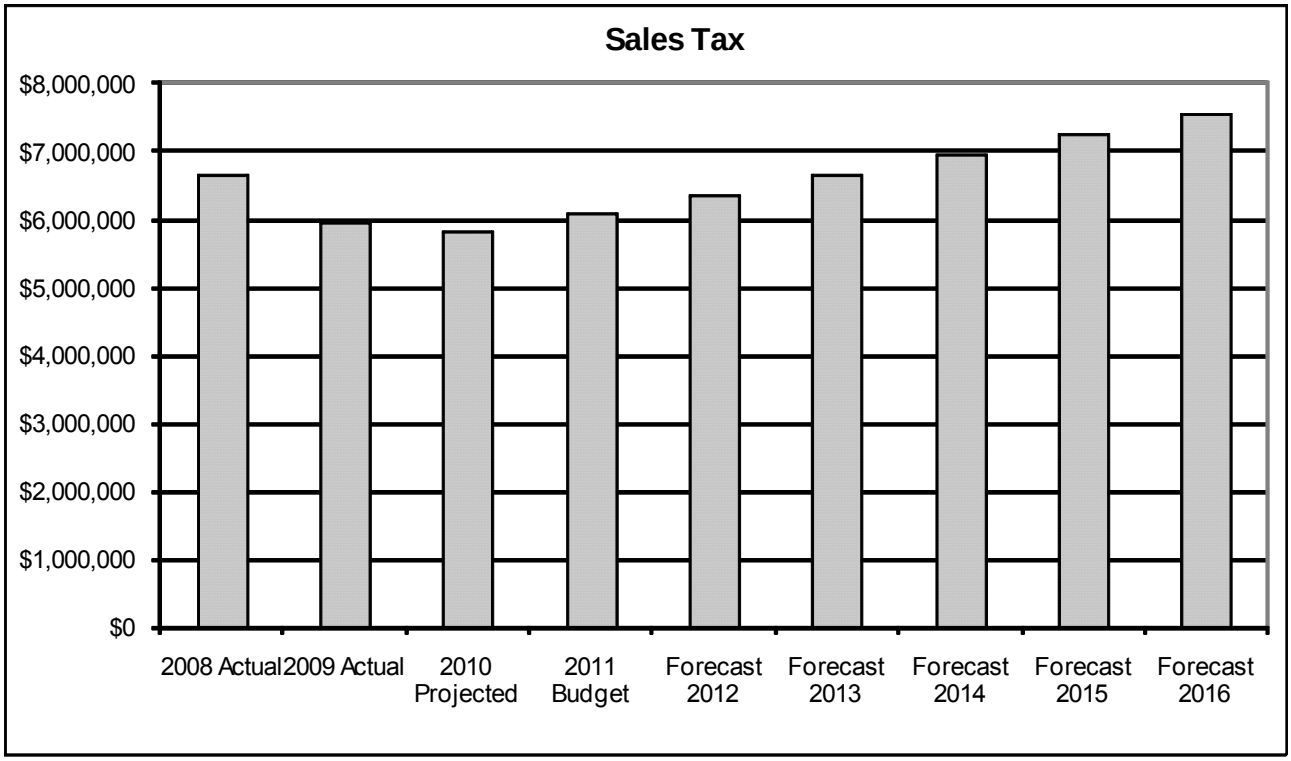
Sales Tax

Actual collections in 2009 totaled $5,946,181. This was a decrease of $694,439 or 10.46% from actual collections in 2008. Projected collections of sales tax revenue for 2010 total $5,827,175. This is another decrease of $119,006, or 2%. The 2011 sales tax revenue is expected to grow to $6,091,418 or 4.53%. Sales tax revenue in 2011 will account for nearly 20% of the total 2011 General Fund operating revenues. 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 significant luxury 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 slowing in automobile sales during 2010.

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 4.4% in 2012, 4.53% in 2013, 4.42% in 2014, 4.44% in 2015 and 4.09% in 2016.

Sales Tax Historical Comparisons

2008 Actual	2009 Actual	2010 Projected	2011 Budget	Forecast 2012	Forecast 2013	Forecast 2014	Forecast 2015	Forecast 2016
$6,640,620	$5,946,181	$5,827,175	$6,091,418	$6,359,681	$6,647,638	$6,941,765	$7,250,227	$7,546,587
Annual Change	($694,439)	($119,006)	$264,243	$268,263	$287, 957	$294, 127	$308, 463	$296, 360
% Change	(10.46%)	(2.00%)	4.53%	4.40%	4.53%	4.42%	4.44%	4.09%



Gambling Tax

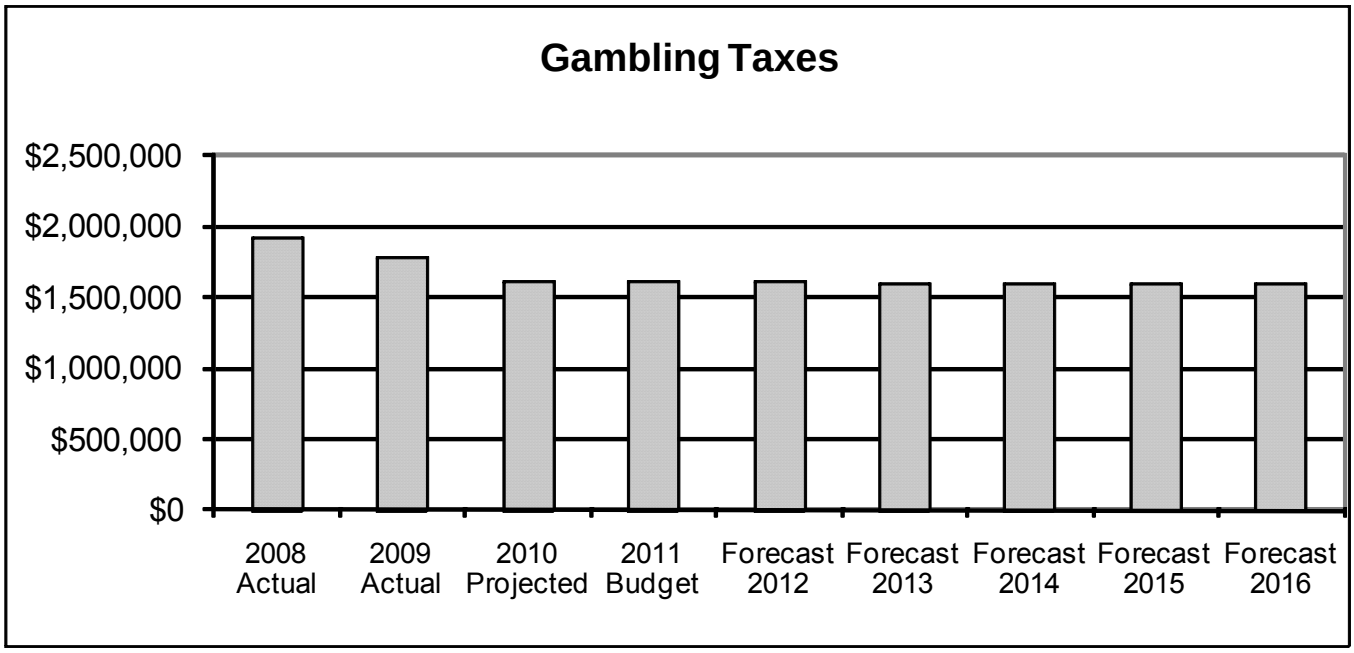
Gambling tax rate limits are set by the state and vary by game. In 1998, the State allowed the opening of "mini-casinos" and expanded the number of card rooms and the betting limits. This expansion resulted in 76% and 48% revenue increases in 1998 and 1999. For the next few years, gambling tax revenues 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.

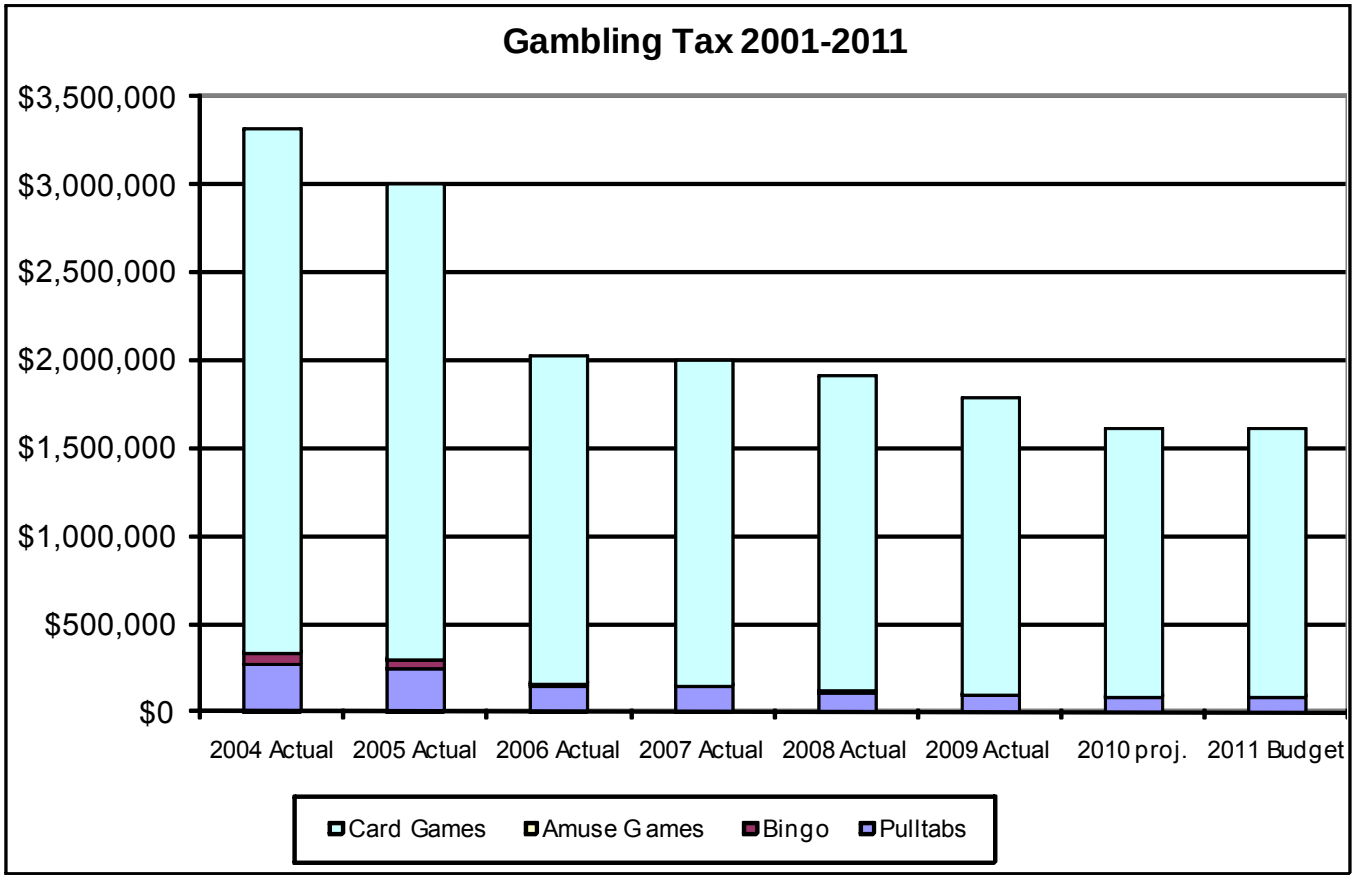
The City's gambling tax revenues come from card room and pull-tab activity. In 2005 the City lowered its tax rate on card games from 11% to 10% and in 2006 the tax rate was further lowered temporarily to 7% for a nine month period beginning in July 2006, as card room gross receipts fell by 17.6% or $2.3 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. For 2010, we are projecting a continuing decline in activity and therefore expect to collect $172,116 or 9.64% less than is 2009. For 2011, we are projecting a slight decline for a total of $1,611,625 which represents 5.2 % of the 2011 operating revenues. We are projecting a continued slight decline each year of approximately 0.25% from 2012 to 2016. This decline is a result of 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.

Gambling Tax Historical Comparisons

2008 Actual	2009 Actual	2010 Projected	2011 Budget	Forecast 2012	Forecast 2013	Forecast 2014	Forecast 2015	Forecast 2016
$1,916,451	$1,786,316	$1,614,200	$1,611,625	$1,607,550	$1,603,679	$1,600,001	$1,596,507	$1,593,188
Annual Change	($130,135)	($172,116)	($2,575)	($4,075)	($3,871)	($3,678)	($3,494)	($3,319)
% Change	(6.79%)	(9.64%)	(0.16%)	(0.25%)	(0.24%)	(0.23%)	(0.22%)	(0.21%)


Gambling Taxes
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$0
2008 Actual
2009 Actual
2010 Projected
2011 Budget
Forecast 2012
Forecast 2013
Forecast 2014
Forecast 2015
Forecast 2016


Gambling Tax 2001-2011
$3,500,000
$3,000,000
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$0
2004 Actual
2005 Actual
2006 Actual
2007 Actual
2008 Actual
2009 Actual
2010 proj.
2011 Budget
Card Games
Amuse Games
Bingo
Pulltabs

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 2011 from utility taxes are $4,111,530 or 13.4% of the total General Fund operating revenues. This is a decrease of $5,000 or 0.12% when compared to projected 2010 utility tax revenues.

In the natural gas category, 2011 revenues of $850,530 are projected to remain exactly the same as 2010 projections as there are no planned future rate increases by Puget Sound Energy (PSE).

Revenues from telephone, cellular, and pager services are expected to remain the same as 2010 at $1,800,000. Growth is projected between 1.73% and 2.04% for future years.

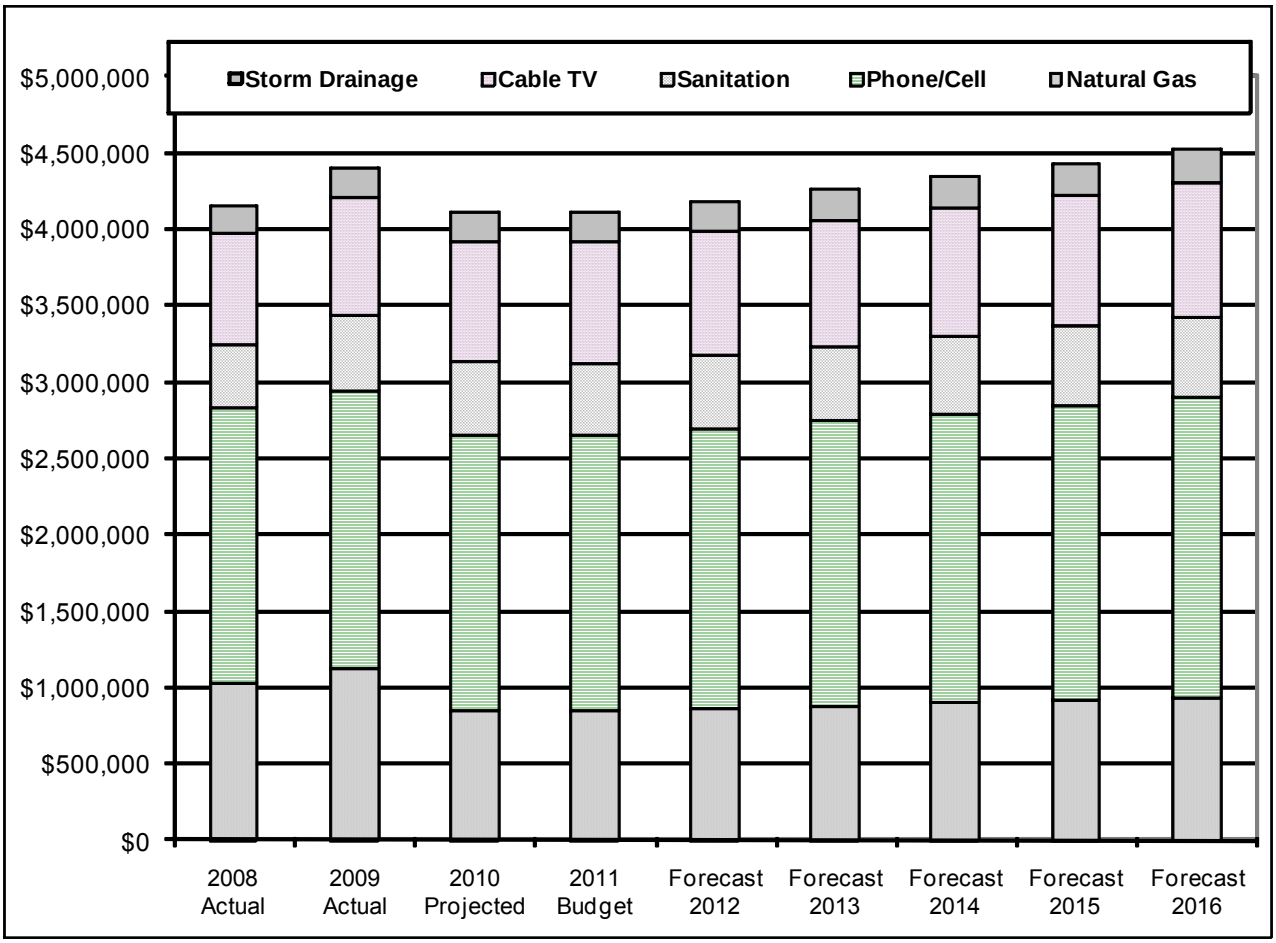
Sanitation utility tax revenues for 2011 are projected to decline slightly when compared to 2010 projections. Future growth is projected at 1.67% in 2012, 1.84% in 2013, 1.87% in 2014, 1.99% in 2015 and 1.94% in 2016.

2011 cable television utility tax revenues are expected to increase to $795,000 a small increase of only $5,000 or 0.63%. Revenues from cable television are expected to grow in the future at a rate of between 1.67% and 1.99% annually.

Revenues from the storm drainage utility tax are expected to remain at the projected 20 level of $191,000. The 2011 proposed budget does not include any increase in the storm drainage fee.

Utility Tax Historical Comparisons

Revenue	2008 Actual	2009 Actual	2010 Projected	2011 Budget	Forecast 2012	Forecast 2013	Forecast 2014	Forecast 2015	Forecast 2016
Natural Gas	$1,024,175	$1,117,875	$850,530	$850,530	$864,736	$880,358	$896,792	$914,611	$932,343
Annual Change	($29,471)	$93,700	($267,345)	$0	$14,206	$15,622	$16,433	$17,819	$17,733
% Change	(2.80%)	9.15%	(23.92%)	0.00%	1.67%	1.81%	1.87%	1.99%	1.94%
Phone/Cell	$1,800,484	$1,821,362	$1,800,000	$1,800,000	$1,830,065	$1,863,127	$1,897,905	$1,935,616	$1,973,144
Annual Change	$47,844	$20,878	($21,362)	$0	$30,065	$33,061	$34,778	$37,711	$37,528
% Change	2.73%	1.16%	(1.17%)	0.00%	1.67%	1.81%	1.87%	1.99%	1.94%
Sanitation	$416,418	$499,608	$485,000	$475,000	$482,934	$491,658	$500,836	$510,787	$520,691
Annual Change	$79,434	$83,190	($14,608)	($10,000)	$7,934	$8,724	$9,178	$9,951	$9,903
% Change	23.57%	19.98%	(2.92%)	(2.06%)	1.67%	1.81%	1.87%	1.99%	1.94%
Cable TV	$739,244	$771,629	$790,000	$795,000	$808,279	$822,881	$838,241	$854,897	$871,472
Annual Change	$336,129	$32,385	$18,371	$5,000	$13,279	$14,602	$15,360	$16,656	$16,575
% Change	83.38%	4.38%	2.38%	0.63%	1.67%	1.81%	1.87%	1.99%	1.94%
Storm Drainage	$175,147	$190,210	$191,000	$191,000	$196,730	$202,632	$208,711	$214,972	$221,421
Annual Change	$1,422	$15,063	$790	$0	$5,730	$5,902	$6,079	$6,261	$6,449
% Change	0.82%	8.60%	0.42%	0.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Total Revenue	$4,155,468	$4,400,684	$4,116,530	$4,111,530	$4,182,744	$4,260,656	$4,342,485	$4,430,883	$4,519,071
Annual Change	$435,358	$245,216	($284,154)	($5,000)	$71,214	$77,912	$81,829	$88,398	$88,188
% Change	11.70%	5.90%	(6.46%)	-0.12%	1.73%	1.86%	1.92%	2.04%	1.99%


Storm Drainage
Cable TV
Sanitation
Phone/Cell
Natural Gas
$5,000,000
$4,500,000
$4,000,000
$3,500,000
$3,000,000
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$0
2008 Actual
2009 Actual
2010 Projected
2011 Budget
Forecast 2012
Forecast 2013
Forecast 2014
Forecast 2015
Forecast 2016

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 2011 revenue from contract payments is $3,741,000, which equates to 12.2% of the total General Fund operating revenues. This is an increase of $46,000 or 1.24% from projected 2010 revenue.

Electricity contract payments from Seattle City Light (SCL) are expected to remain the same at $1.6 million. In 2012 we are projecting a 4.0% increase and for the period of 2013 through 2016 we assume modest annual growth projected between 2.26% and 2.48%.

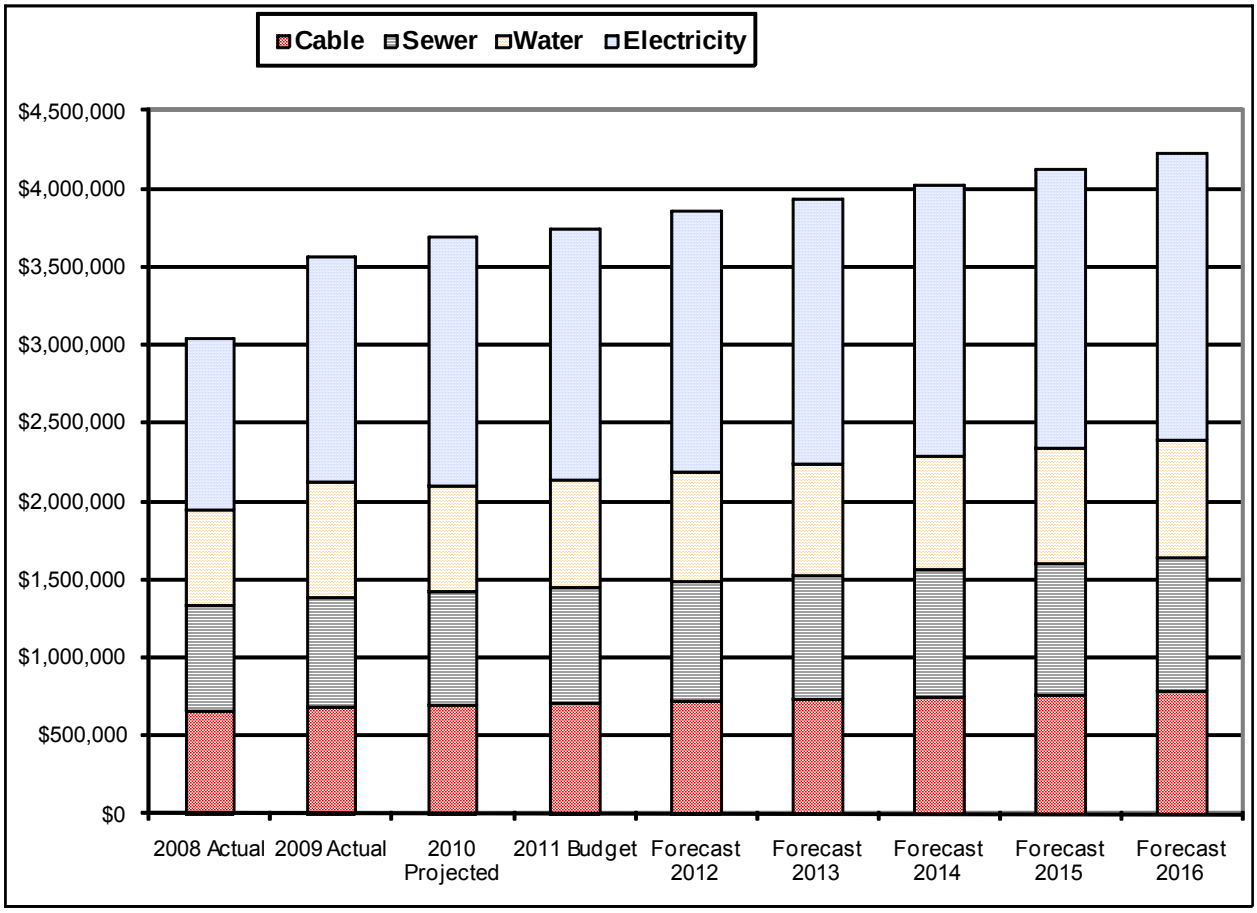
Projected sewer contract payments are $741,000 for 2011. This is based on the City's agreement with the Ronald Wastewater District. In the future the annual growth rate is projected at 3%.

Revenues from water contract payments for 2011 are expected to grow slightly by $15,000 to $690,000 due to an anticipated rate increase of 3.5% by Seattle Public Utilities. For the period of 2012 through 2016 modest annual growth is projected between 1.67% and 1.99%.

The cable television franchise fee is set at a rate equal to five-percent of gross cable service revenues. Projected revenues for 2011 total $710,000, an increase of $10,000 or only 1.43%. For the period 2012 through 2016 we are anticipating modest annual growth of between: 1.67% to 1.99%.

Public Utility Contract Payments/Franchise Fee Historical Comparisons

	2008 Actual	2009 Actual	2010 Projected	2011 Budget	Forecast 2012	Forecast 2013	Forecast 2014	Forecast 2015	Forecast 2016
Cable TV	$658,143	$684,118	$700,000	$710,000	$721,859	$734,900	$748,618	$763,493	$778,296
Annual Increase	$50,068	$25,975	$15,882	$10,000	$11,859	$13,041	$13,718	$14,875	$14,803
% Increase	8.23%	3.95%	2.32%	1.43%	1.67%	1.81%	1.87%	1.99%	1.94%
Sewer	$679,000	$699,000	$720,000	$741,000	$763,230	$786,127	$809,711	$834,002	$859,022
Annual Increase	$20,000	$20,000	$21,000	$21,000	$22,230	$22,897	$23,584	$24,291	$25,020
% Increase	3.03%	2.95%	3.00%	2.92%	3.00%	3.00%	3.00%	3.00%	3.00%
Water	$611,707	$736,634	$675,000	$690,000	$701,525	$714,198	$727,530	$741,986	$756,372
Annual Increase	$5,266	$124,927	($61,634)	$15,000	$11,525	$12,673	$13,332	$14,456	$14,386
% Increase	0.87%	20.42%	(8.37%)	2.22%	1.67%	1.81%	1.87%	1.99%	1.94%
Electricity	$1,096,773	$1,448,271	$1,600,000	$1,600,000	$1,664,000	$1,701,576	$1,741,280	$1,784,528	$1,827,777
Annual Increase	$86,391	$351,498	$151,729	$0	$64,000	$37,576	$39,703	$43,248	$43,248
% Increase	8.55%	32.05%	10.48%	0.00%	4.00%	2.26%	2.33%	2.48%	2.42%
Total $3	,045,623	$3,568,023	$3,695,000	$3,741,000	$3,850,614	$3,936,802	$4,027,139	$4,124,009	$4,221,466
Annual Change	$161,725	$522,400	$126,977	$46,000	$109,614	$86,188	$90,337	$96,870	$97,457
% Change	5.61%	17.15%	3.56%	1.24%	2.93%	2.24%	2.29%	2.41%	2.36%


Cable
Sewer
Water
Electricity
$4,500,000
$4,000,000
$3,500,000
$3,000,000
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$0
2008 Actual
2009 Actual
2010 Projected
2011 Budget
Forecast 2012
Forecast 2013
Forecast 2014
Forecast 2015
Forecast 2016

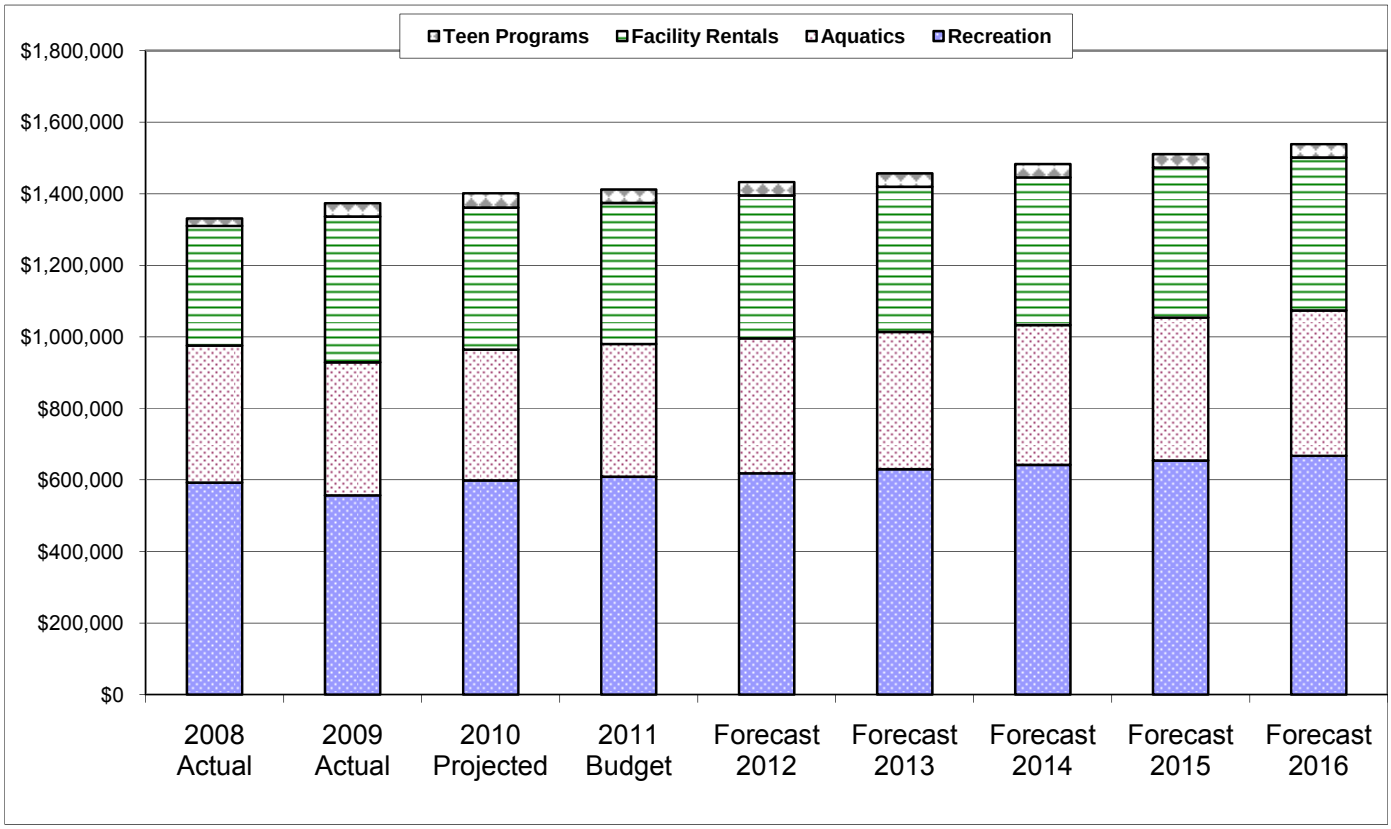
Recreation Fees

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. It is suspected that this program was impacted by the recession. Most remaining recreation activities experienced the same level of activity as 2008 with the exception of facility rentals as this program continued to see growth in field rentals. The City has made capital improvements to many of the soccer and baseball/softball fields over the past few years and as a result field usage has increased significantly and fees were also increased to reflect the improved turf fields. Rentals of these fields is reaching full capacity, therefore we are not anticipating much growth beyond normal inflation which will increase fees in future years. In 2010 we expect to collect $1,401,566 a modest 2.07% increase.

Projected 2011 revenue from parks and recreation fees is $1,411,643 or 4.6% of the total General Fund operating revenues. This is 0.72% more than the 2010 projected revenue. During 2011, revenues from the general recreation activities are projected to increase by only $10,226 or 1.71%. Aquatics revenues are expected to increase by only $4,950 or 1.35%. Revenues from facility rentals are expected to decrease slightly by $1,661 or 0.42%. Projected 2011 revenue from teen activities is down by $3,438 or 8.49%. Overall, recreation fee revenue is projected to grow by 1.45% in 2012, 1.72% for 2013, 1.77% in 2014, 1.89% in 2015, and 1.85% in 2016.

Recreation Fee Historical Comparisons

	2008 Actual	2009 Actual	2010 Projected	2011 Budget	Forecast 2012	Forecast 2013	Forecast 2014	Forecast 2015	Forecast 2016
Recreation	$592,402	$556,951	$598,274	$608,500	$618,664	$629,840	$641,597	$654,346	$667,032
Annual Increase	$56,235	($35,451)	$41,323	$10,226	$10,164	$11,176	$11,757	$12,749	$12,686
% Increase	10.49%	(5.98%)	7.42%	1.71%	1.67%	1.81%	1.87%	1.99%	1.94%
Aquatics	$383,266	$372,035	$366,050	$371,000	$377,197	$384,011	$391,179	$398,952	$406,687
Annual Increase	$30,145	($11,231)	($5,985)	$4,950	$6,197	$6,814	$7,168	$7,773	$7,735
% Increase	8.54%	(2.93%)	(1.61%)	1.35%	1.67%	1.81%	1.87%	1.99%	1.94%
Facility Rentals	$334,301	$406,806	$396,761	$395,100	$399,214	$405,725	$412,574	$420,001	$427,392
Annual Increase	$11,715	$72,505	($10,045)	($1,661)	$4,114	$6,511	$6,849	$7,427	$7,391
% Increase	3.63%	21.69%	(2.47%)	(0.42%)	1.04%	1.63%	1.69%	1.80%	1.76%
Teen	$20,651	$37,314	$40,481	$37,043	$37,102	$37,167	$37,236	$37,310	$37,384
Annual Increase	$1,016	$16,663	$3,167	($3,438)	$59	$65	$69	$74	$74
% Increase	5.17%	80.69%	8.49%	(8.49%)	0.16%	0.18%	0.19%	0.20%	0.20%
Total Recreation Fees	$1,330,620	$1,373,106	$1,401,566	$1,411,643	$1,432,177	$1,456,743	$1,482,586	$1,510,609	$1,538,495
Annual Change	$99,111	$42,486	$28,460	$10,077	$20,534	$24,566	$25,843	$28,023	$27,886
% Change	8.05%	3.19%	2.07%	0.72%	1.45%	1.72%	1.77%	1.89%	1.85%


Teen Programs
Facility Rentals
Aquatics
Recreation
$1,800,000
$1,600,000
$1,400,000
$1,200,000
$1,000,000
$800,000
$600,000
$400,000
$200,000
$0
2008 Actual
2009 Actual
2010 Projected
2011 Budget
Forecast 2012
Forecast 2013
Forecast 2014
Forecast 2015
Forecast 2016

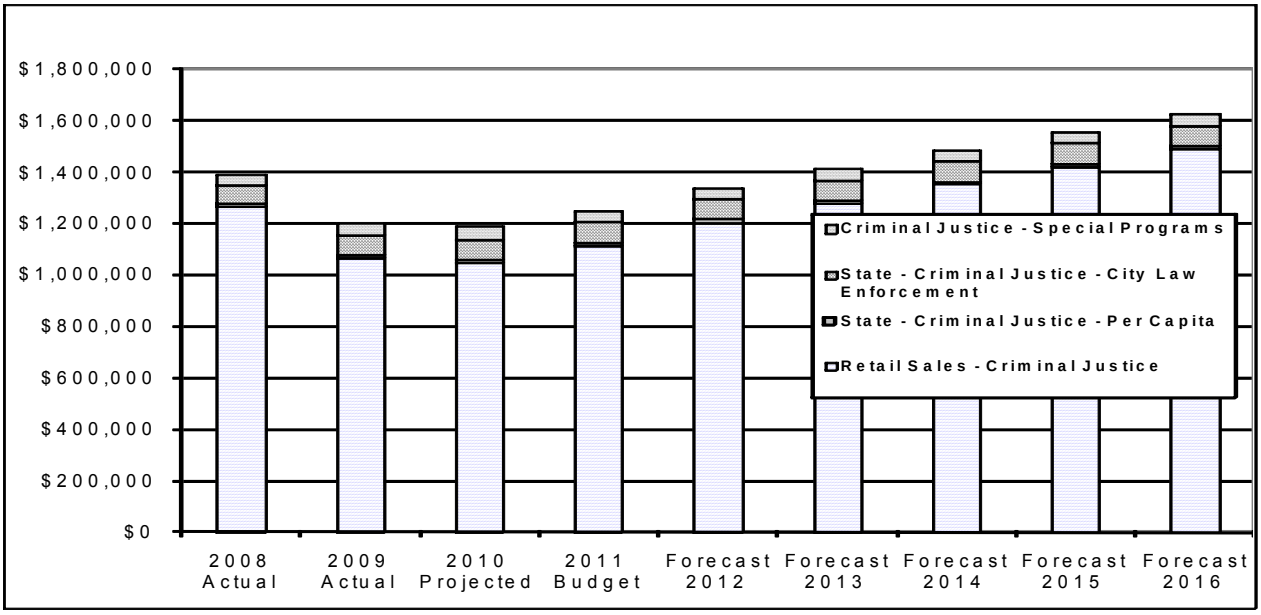
Criminal Justice Funding

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 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 projected collections in this category for 2010 are $1,045,885, down from 2009 collections by $8,871 or 0.74%. 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. The projected 2011 revenue for Criminal Justice is $1,113,330 or 3.6% of the total General Fund operating revenues. This represents a slight increase of $57,400, 4.82% over 2010 projected collections as we anticipate that we will begin to recover from the recession. As the Puget Sound area continues to recover this revenue sources is expected to grow by 7.23% in 2012, 5.53% in 2013, 5.16% in 2014, 4.77% in 2015, and 4.34% in 2016. The remainder of revenues in this category increase only slightly each year.

Criminal Justice Funding Historical Comparisons

	2008 Actual	2009 Actual	2010 Projected	2011 Budget	Forecast 2012	Forecast 2013	Forecast 2014	Forecast 2015	Forecast 2016
Retail Sales - Criminal Justice	$1,265,507	$1,067,811	$1,045,885	$1,113,330	$1,203,673	$1,278,509	$1,351,639	$1,422,231	$1,489,438
State - Criminal Justice - Per Capita	$10,972	$11,526	$13,037	$13,099	$13,102	$12,040	$11,522	$11,551	$11,579
State - Criminal Justice - City Law Enforcement	$73,707	$77,051	$79,162	$78,280	$78,280	$78,280	$78,280	$78,280	$78,280
Criminal Justice - Special Programs	$42,311	$44,003	$53,436	$44,211	$44,213	$44,450	$44,699	$44,968	$45,236
Total Criminal Justice	$1,392,497	$1,200,391	$1,191,520	$1,248,920	$1,339,268	$1,413,279	$1,486,140	$1,557,030	$1,624,534
Annual Change	($26,206)	($192,106)	($8,871)	$57,400	$90,348	$74,011	$72,861	$70,890	$67,504
% Change	(1.85%)	(13.80%)	(0.74%)	4.82%	7.23%	5.53%	5.16%	4.77%	4.34%



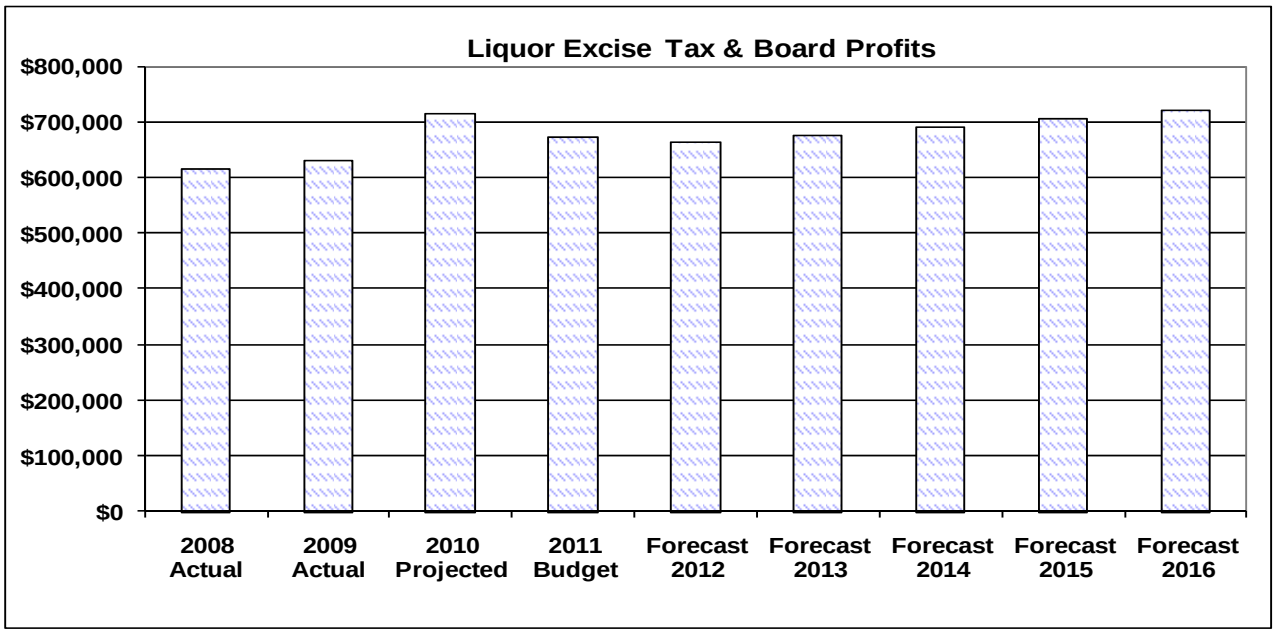
Liquor Excise Tax & Board Profits

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 $714,852, which is an increase of $85,985 or 13.67% from 2010 projected revenues. The projected revenue for 2012 is $661,654; a decrease of $10,771 or 1.6%. The projections for 2010 – 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 2.06% to 2.24% annually.

The November 2, 2010 ballot will contain two initiatives that if approved would eliminate the State controlled liquor stores. The impact of these initiatives has not been included in these revenue projections. Both initiatives would eliminate the state shared liquor board profits as a revenue source for the city. Although the initiatives have varying implementation dates, the State has indicated that if either of the initiatives is approved, state liquor stores will close on June 15, 2011 cutting the projected liquor profits by 50% or $200,000. An additional $200,000 would be lost in 2012, with the total liquor profits eliminated at that time. I-1100 maintains the liquor excise taxes, while I-1105 eliminates them effective April 1, 2012. If either initiative is approve, the City's long-term projections would need to be updated to include this revenue loss.

Liquor Tax Historical Comparisons

2008 Actual	2009 Actual	2010 Projected	2011 Budget	Forecast 2012	Forecast 2013	Forecast 2014	Forecast 2015	Forecast 2016
$615,512	$628,867	$714,852	$672,425	$661,654	$675,292	$689,617	$705,077	$720,545
Annual Change	$13,355	$85,985	($42,427)	($10,771)	$13,638	$14,325	$15,460	$15,468
% Increase	2.17%	13.67%	-5.94%	-1.60%	2.06%	2.12%	2.24%	2.19%



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 are projected to be only $589,560. This is a decrease of $203,381 or 25.65% from 2009. Projected revenues for 2011 are $1,382,456, but this 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. This accounts for most of the increase in 2011. For 2012, we anticipate some recovery in the level of development activity. When compared to the 2011 base, we are projecting an increase of $68,904 which is an 11.5% 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 August 2010:

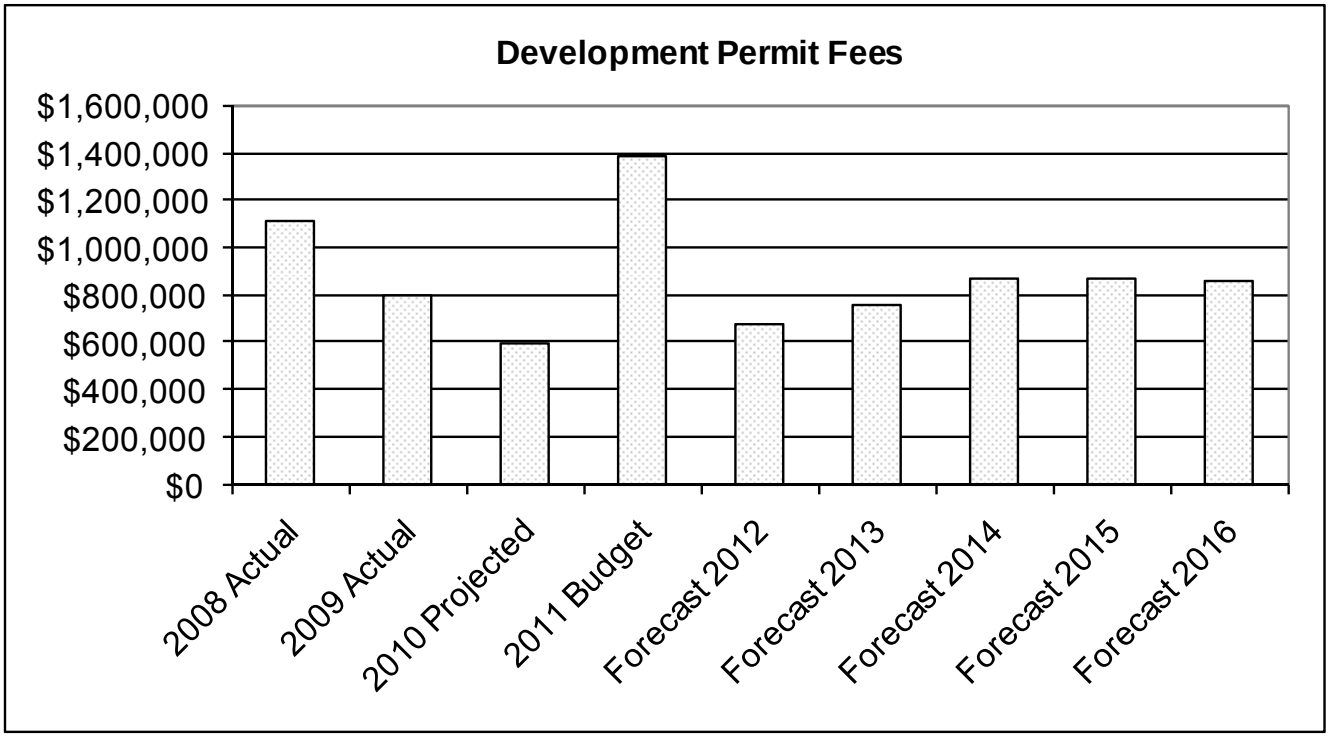
City of Shoreline
Residential and Commercial Building Permits

	Residential				Commercial				Multi-Family			
	New		Add/Remodel		New		Add/Remodel		New		Add/Remodel	
	#	Valuation	#	Valuation	#	Valuation	#	Valuation	#	Valuation	#	Valuation
2010*	**10**	2,636,833	**139**	5,249,197	**3**	5,133,894	**34**	5,513,506	**0**	**0**	**9**	2,107,500
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	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 2010 *Source: City of Shoreline*

Development Fee Historical Comparisons

2008 Actual	2009 Actual	2010 Projected	2011 Budget	Forecast 2012	Forecast 2013	Forecast 2014	Forecast 2015	Forecast 2016
$1,107,017	$792,941	$589,560	$1,382,456	$667,301	$756,879	$859,873	$865,560	$859,375
Annual Change	($314,076)	($203,381)	$792,896	($715,155)	$89,578	$102,994	$5,687	($6,185)
% Change	-28.37%	-25.65%	134.49%	-51.73%	13.42%	13.61%	0.66%	-0.71%



Grants

In 2011, the General Fund is projected to receive $241,038 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 $567,321 in grants during 2010. There are three grants valued at $130,665 that the General Fund will receive in 2010 that are related to American Recovery and Reinvestment Act. The City also received an Emergency Management Preparedness Grant (EMPG) in the amount of $145,585. Typically, the City receives an annual EMPG of approximately $20,000 - $35,000. We have also learned that may not receive a grant from the Washington State Department of Energy that we typically receive each year of approximately $40,000 that we use for recycling events and educational activities. 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.

Street Fund Revenues

In the past, the major revenue sources for the maintenance of the City's streets were motor vehicle fuel tax and county vehicle license fees. These sources alone, however, were not sufficient to fully fund the street maintenance needs and as a result, the General Fund subsidized the City's street maintenance programs. In 2002 this subsidy was $1,420,529. In November of 2002, Washington state voters approved Initiative 776 (I-776). This initiative repealed the local vehicle license fee that had been collected by King County and distributed to local cities. This resulted in a loss of nearly $485,000 or 34.6% of the Street Fund's 2003 operating revenues. In response to this loss, non-street operating expenditure reductions were made totaling $184,000 and capital expenditures were reduced by $300,000, in order to increase the General Fund subsidy for street operations. The total subsidy was $1,465,764 in 2004, $1,411,690 in 2005, $1,565,131 in 2006, $1,390,121 in 2007, $1,407,006 in 2008, and $1,667, 680 in 2009. The General Fund subsidy declined in 2010 as the Street Fund began to receive all of the fuel tax. The 2010 subsidy level and is expected to be $1,023,492 in 2010 and $1,072,336 in 2011.

Fuel Tax

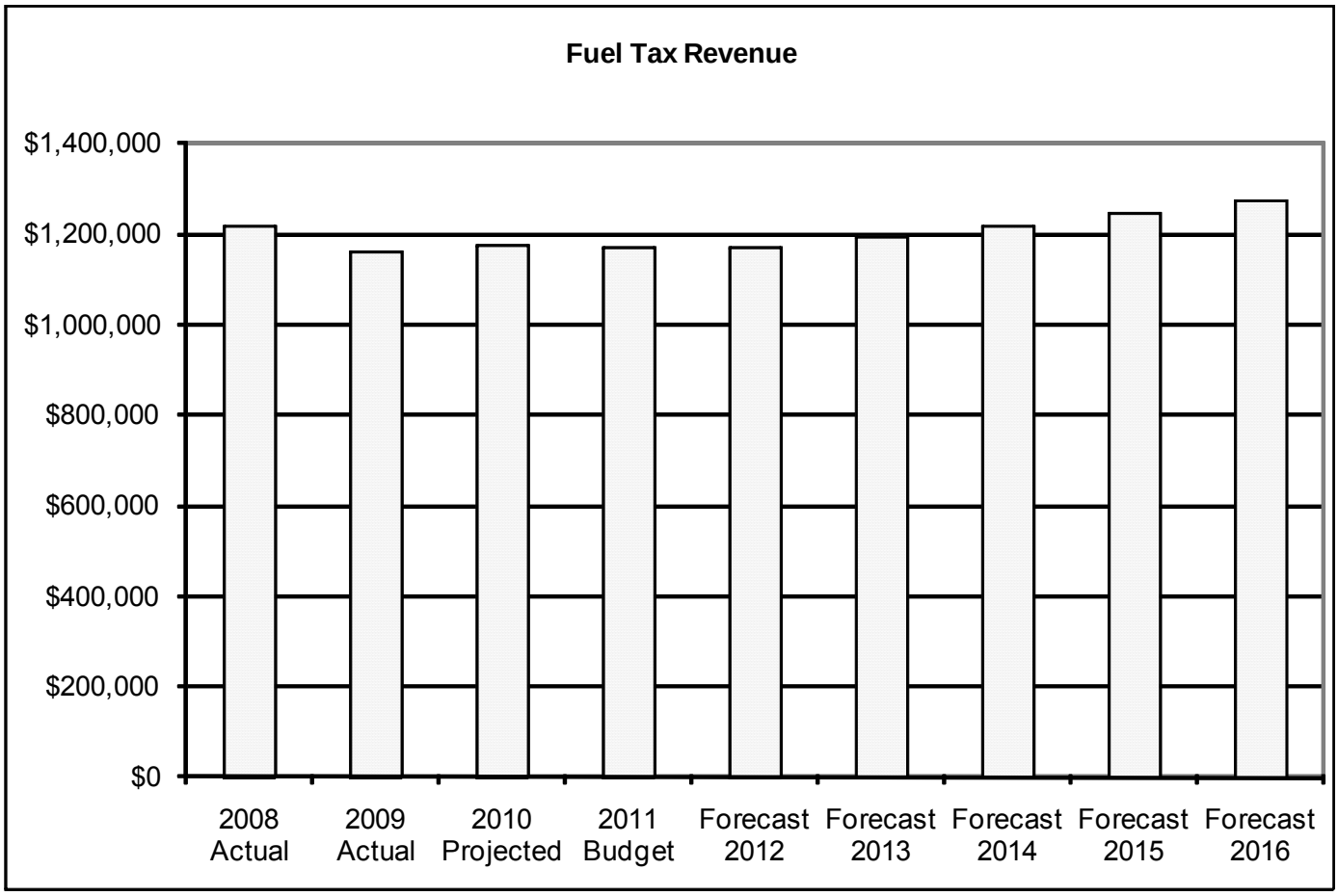
State collected gasoline and diesel fuel tax is shared with cities and towns on a per capita basis. This revenue is to be used for residential street and arterial street repairs and maintenance. The tax is a flat amount per gallon sold. Since receipts in this category are dependent on consumption, and 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.

2009 collections totaled $1,162,565 which was below 2008 collections by $55,284 or 4.54%. Revenues are projected to increase slightly during 2010 to $1,173,855, but will decline again in 2011 by $3,660 or 0.31%. Revenues have fallen off during the recession as consumption has declined. Due to the continued decline in consumption we are projecting modest annual revenue increases from 2.06% to 2.24%.

Fuel Tax Historical Comparison

2008 Actual	2009 Actual	2010 Projected	2011 Budget	Forecast 2012	Forecast 2013	Forecast 2014	Forecast 2015	Forecast 2016
$1,217,849	$1,162,565	$1,173,855	$1,170,195	$1,169,905	$1,194,018	$1,219,347	$1,246,684	$1,274,032
Annual Change	($55,284)	$11,290	($3,660)	($290)	$24,113	$25,329	$27,337	$27,348
% Change	(4.54%)	0.97%	(0.31%)	(0.02%)	2.06%	2.12%	2.24%	2.19%

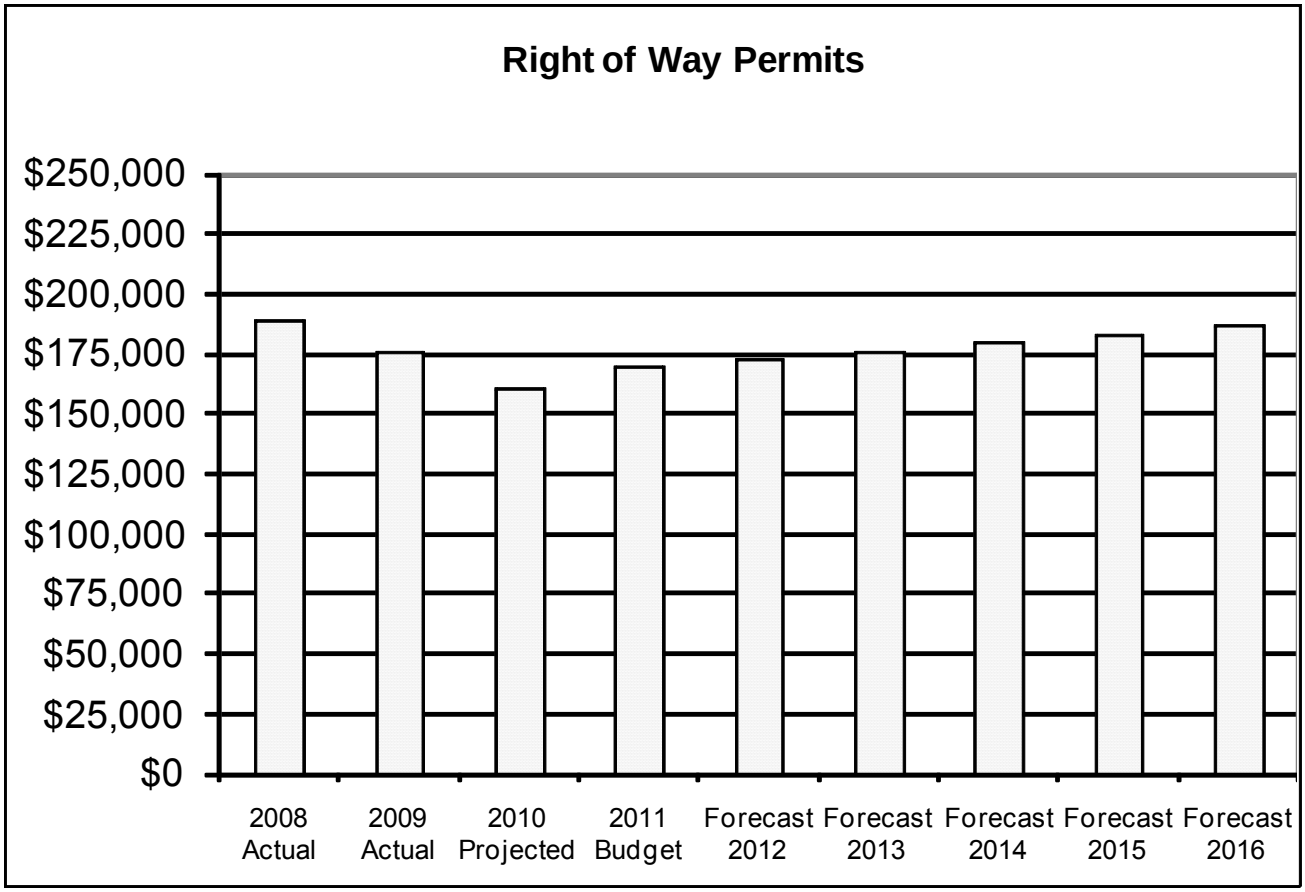


Right-of-Way Permit Fees

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. 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; and $175,306 in 2009. 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. 2010 projected revenue is expected to decrease by $15,306 from the 2009 level to $160,000 but increase again by $10,000 in 2011. Revenues are expected to rise slightly by 1.67% to 1.94% between 2012 and 2016.

Right-of-Way Permit Fee Historical Comparisons

2008 Actual	2009 Actual	2010 Projected	2011 Budget	Forecast 2012	Forecast 2013	Forecast 2014	Forecast 2015	Forecast 2016
$189,040	$175,306	$160,000	$170,000	$172,839	$175,962	$179,247	$182,808	$186,352
Annual Change	($13,734)	($15,306)	$10,000	$2,839	$3,122	$3,285	$3,562	$3,544
% Change	(7.27%)	(8.73%)	6.25%	1.67%	1.81%	1.87%	1.99%	1.94%



Surface Water Utility Revenues

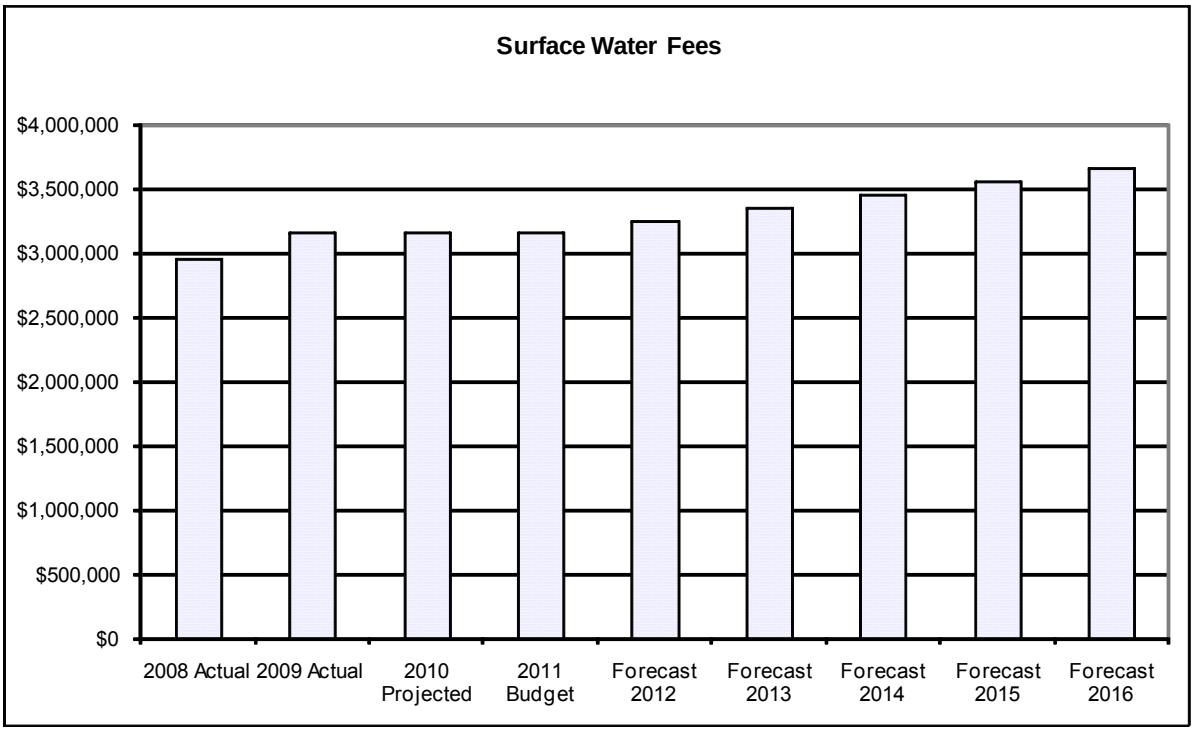
The 2011 budget accounts for the surface water utility operations in a Surface Water Utility Fund. This fund includes revenue from storm drainage utility fees and investment interest.

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. The 2009 annual rate for a single-family residence was $130. This rate remained the same for 2010 and will stay at that level for 2011. It is projected to increase by 3% annually after that. 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 2010 revenues are $3,154,770. 2011 collections are expected to remain the same since the rate will not be adjusted. During 2010, the City will complete a rate study to determine if the rate structure should be modified in the future to meet the long-term needs of the utility.

Surface Water Utility Fund Historical Comparisons

2008 Actual	2009 Actual	2010 Projected	2011 Budget	Forecast 2012	Forecast 2013	Forecast 2014	Forecast 2015	Forecast 2016
$2,955,819	$3,159,232	$3,154,770	$3,154,770	$3,249,413	$3,346,895	$3,447,302	$3,550,721	$3,657,243
Annual Change	$203,413	($4,462)	$0	$94,643	$97,482	$100,407	$103,419	$106,522
% Change	6.88%	(0.14%)	0.00%	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.

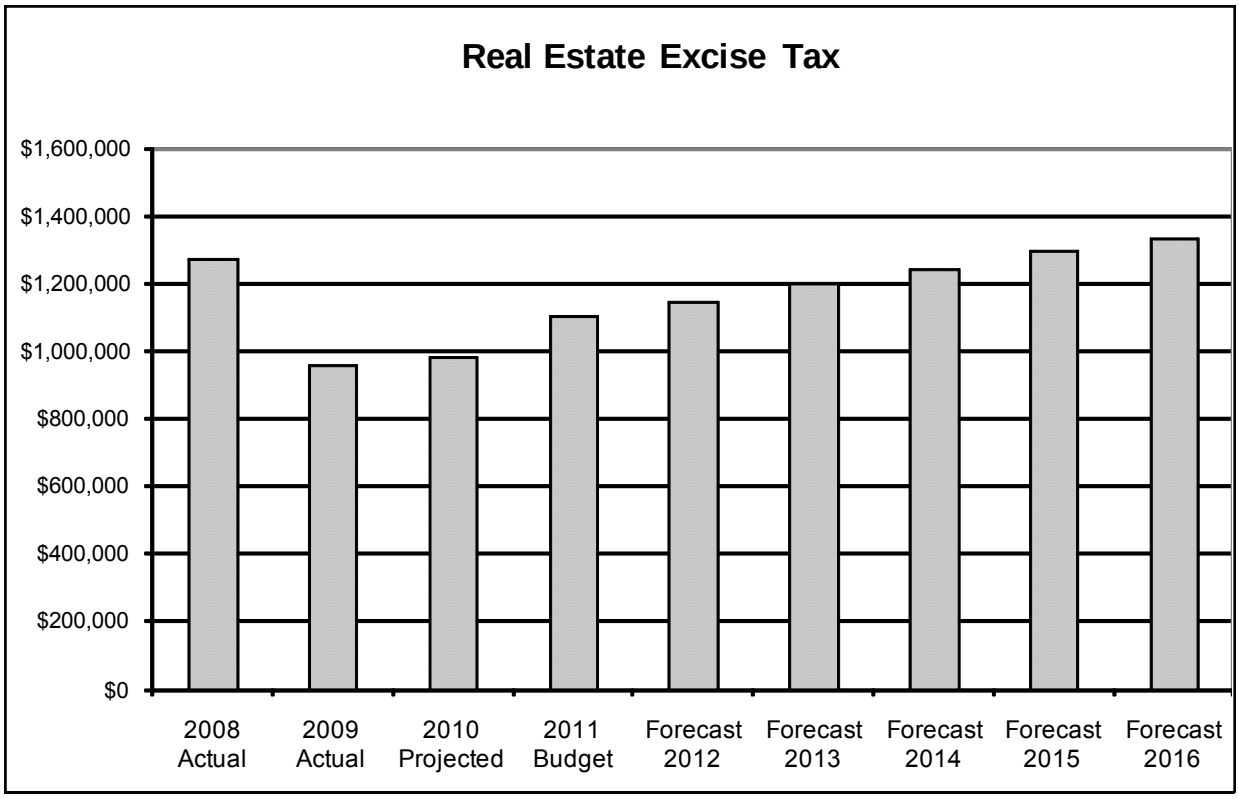
In 2001, Shoreline received $1,502,980 in real estate excise tax revenues. In 2002, the City received $1,359,470, a 9.5% decrease. In 2003, collections equaled $1,702,913 a 25% increase over the prior year. In 2004, the City received $2,016,595, an 18.4% increase over prior year. In 2005 the City received $2,675,632 a 32.68% increase over 2004. These large increases were due to unprecedented growth in the price of real estate and in the number of homes and commercial properties sold in Shoreline. However, real estate sales began to slow in 2006 and REET 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%. For 2010, we are projecting a slight increase of $24,220 or 2.53% to a total of $982,832. 2011 revenues are projected to increase by $117,168 or 11.92%% to $1,100,000 as the real estate market begins to recover. We continue to project modest increased 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 2011, we expect to use $562,794 of REET 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

2008 Actual	2009 Actual	2010 Projected	2011 Budget	Forecast 2012	Forecast 2013	Forecast 2014	Forecast 2015	Forecast 2016
$1,271,030	$958,612	$982,832	$1,100,000	$1,144,547	$1,201,201	$1,242,608	$1,292,507	$1,333,788
Annual Change	($312,418)	$24,220	$117,168	$44,547	$56,654	$41,408	$49,899	$41,281
% Change	(24.58%)	2.53%	11.92%	4.05%	4.95%	3.45%	4.02%	3.19%

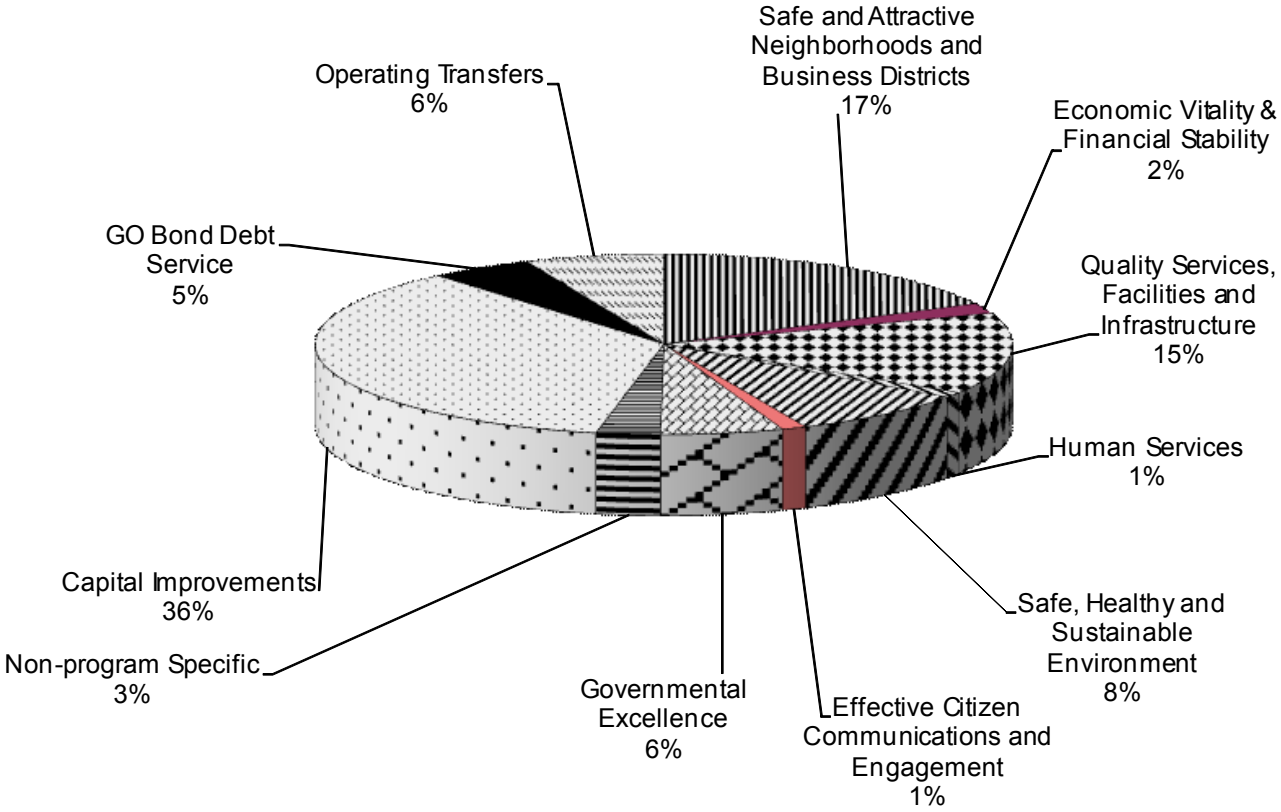
Real Estate Excise Tax (REET) Historical Comparisons continued



Capital Grants

In 2011, Shoreline is projected to receive nearly $16.3 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 – 165th to 205th 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.

2011 BUDGET DISTRIBUTED BY STRATEGIC OBJECTIVES



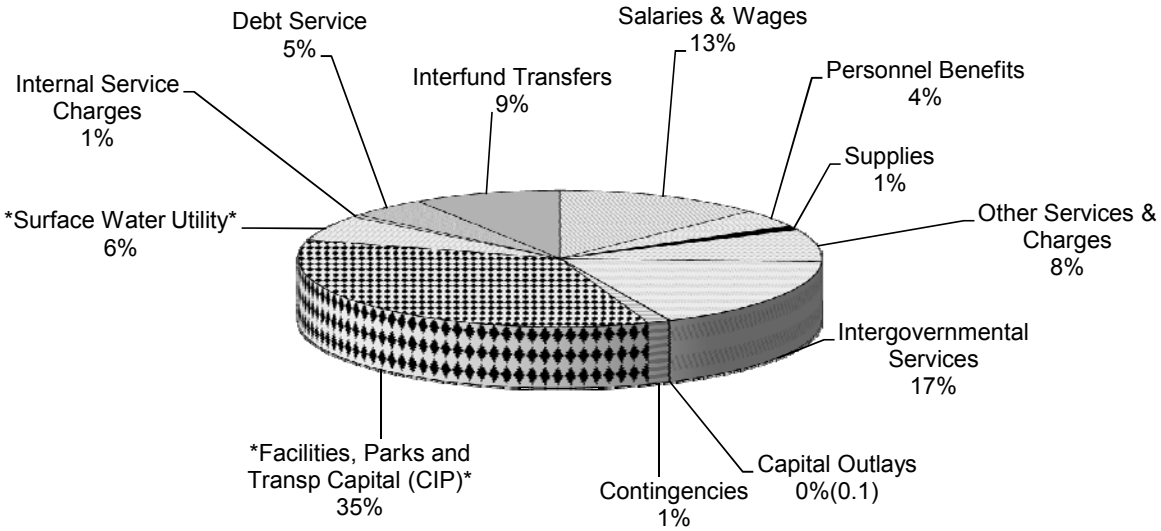
2011 Program Budget Summary

Program List	2011 Adopted Budget	
24 Hour Customer Response Team	$ 204,823	
Aquatics	850,665	
Athletic Field Maintenance & Operations	311,720	
Building and Inspections Team	554,010	
City Council	173,932	
City Manager's Office	812,752	
Code Enforcement	492,480	
Communications	158,836	
Current Planning Team	374,846	
Economic Development: Business Attraction and Retention	205,376	
Emergency Management Planning	146,649	
Employee Recruitment, Compensation Administration & Organizational Development	398,772	
Environmental Services	275,261	
Finance Administration	293,988	
Financial Planning and Accounting Services	745,540	
General Recreation Programs	957,082	
Geographical Information Systems	169,411	
Grant Research & Development	20,965	
Human Services: Support for Social Agencies	657,555	
Information Technology Operations and Security Administration	785,500	
Information Technology Strategic Plan Implementation	212,585	
Intergovernmental Participation	119,077	
Intergovernmental Relations	223,652	
Jail	1,337,096	
Legal Services	407,004	
Municipal Court	125,000	
Neighborhoods	177,147	
Park and Opens Space Maintenance Program	1,151,591	
Parks Administration	478,392	
Parks Cultural Services Program	232,937	
Permit Services Team	713,721	
Planning - Long Range Team	523,594	
Planning and Development Operations Support Team	219,761	
Police Administration	923,792	
Police Community Storefronts	334,586	
Police Investigations Crime Analysis	839,356	
Police Patrol	4,888,085	
Police Support Services	1,497,765	
Police Traffic Enforcement	819,292	
Prosecuting Attorney	150,143	
Public Defender	185,500	
Public Facility & Vehicle Maintenance & Operations	851,636	
Public Records & City Council Meeting Management	394,036	
Public Works Administration	199,067	
Purchasing Services	157,983	
Recreation Facility Rental Program	36,166	
Right-of-Way Permit and Inspection Program	169,293	
School Resource Officer Program	162,175	
Street Crime Investigations	684,584	
Street Operation	2,160,392	
Surface Water Utility	5,084,964	
Teen Recreation Programs	470,630	
Traffic Services	223,064	
Web Development	170,860	
Sub-Total Program Expenditures	$ 34,915,089	
Non-Program Expenditures		
City-Wide:		
Contingencies	923,507	
Supplies, Equipment, Animal Control & Liability Insurance	828,179	
Code Abatement	100,000	
Asset Seizure	10,000	
Public Arts	36,200	
Equipment Replacement	134,199	
Unemployment	15,000	
Highland Park Center	30,988	
Sub-Total Non-Program Expenditures		2,078,073
General Obligation Bond Debt Service		3,357,317
Revenue Stabilization Transfer to General Fund		605,000
Operating Transfers (General Fund)		3,912,988
Capital Improvement Program		24,895,583
TOTAL 2011 BUDGET		$69,764,050

Expenditure by Object Category

	2008 Actuals	2009 Actuals	2010 Current Budget	2010 Projected	2011 Adopted Budget	2010 Current Budget vs. 2011 Adopted Budget
Expenditures by Object Category						
Operations:						
Salaries & Wages	$ 8,406,081	$ 9,151,003	$ 8,947,458	$ 8,791,913	$ 8,956,524	$ 9,066
Personnel Benefits	2,682,366	2,717,006	2,668,307	2,636,994	2,922,025	253,718
Supplies	1,037,295	887,005	805,445	901,670	715,534	(89,911)
Other Services & Charges	5,675,903	5,296,283	6,192,714	5,789,479	5,397,521	(795,193)
Intergovernmental Services	10,365,001	10,969,338	11,594,321	12,004,140	12,093,662	499,341
Capital Outlays	329,344	226,786	417,938	409,110	39,199	(378,739)
Contingencies	-	-	988,034	-	957,471	(30,563)
Subtotal Operations	$ 28,495,990	$ 29,247,421	$ 31,614,217	$ 30,533,306	$ 31,081,936	$ (532,281)
Other Financing Uses:						
Facilities, Parks and Transp Capital (CIP)	$ 14,833,478	$ 46,541,720	$ 50,623,980	$ 42,439,720	$ 24,297,718	(26,326,262)
*Surface Water Utility	6,642,066	3,370,806	4,618,656	4,326,852	4,252,095	(366,561)
Internal Service Charges	286,946	277,471	198,701	203,848	416,284	217,583
Debt Service	1,661,475	2,056,972	3,211,267	3,340,867	3,356,317	145,050
Interfund Transfers	5,960,669	4,703,387	6,041,050	6,318,237	6,359,700	318,650
Subtotal Other Financing Uses	$ 29,384,634	$ 56,950,356	$ 64,693,654	$ 56,629,524	$ 38,682,114	$ (26,011,540)
Total Expenditures & Uses	$ 57,880,624	$ 86,197,777	$ 96,307,869	$ 87,162,830	$ 69,764,050	$ (26,543,819)

**These categories include salaries and benefits for City staff. In 2011, these total* $ 2,548,467



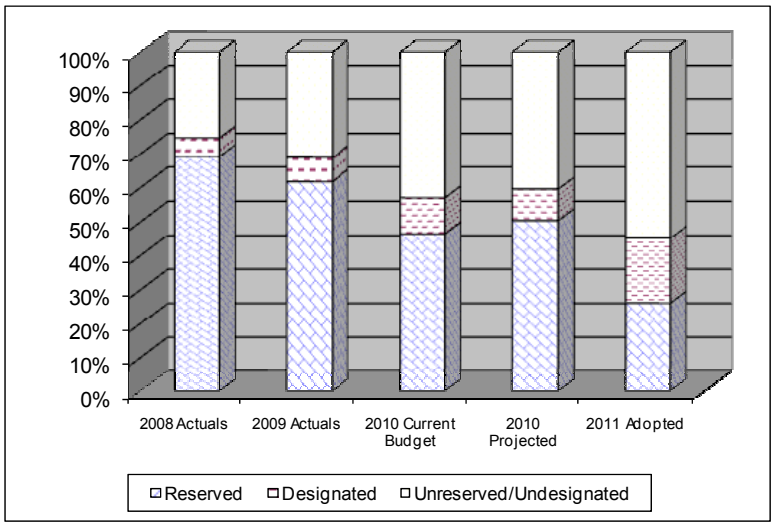
Ending Fund Balances

The following table and graphs illustrate the City's ending fund balance between 2008 and 2011. The fund balances are segregated into three major components: unreserved/undesignated, reserved, and designated.

	2008 Actuals	2009 Actuals	2010 Current Budget	2010 Projected	2011 Adopted Budget
Reserved:					
General Capital Fund	84,449,488	609,255	2,181,056	2,317,962	380,238
City Facility -Major Maintenance Fund	188,219	182,927	128,253	172,613	67,360
Roads Capital Fund	7,274,235	6,189,290	3,373,255	5,031,203	1,423,098
Street Fund	975,811	944,687	817,670	774,530	644,312
2006 General Obligation Bond Fund	236,444	247,882	266,032	266,032	270,982
2009 General Obligation Bond Fund	-	-	-	-	-
Surface Water Utility Fund	6,218,780	5,287,395	2,735,233	3,110,357	1,290,162
Subtotal Reserved	29,342,977	9, ,461,436	501,499	11,672,697	4,076,152
Designated:					
Equipment Replacement Fund	1,766,690	1,831,072	1,685,688	1,688,955	1,808,475
Vehicle Maintenance & Operations	60,905	63,517	46,695	43,528	28,778
Unemployment Fund	72,610	48,325	29,325	28,518	23,668
Code Abatement Fund	167,211	156,758	138,858	152,591	133,141
State Drug Enforcement Forfeiture Fund	52,728	14,675	14,675	1,941	1,941
Federal Drug Enforcement Forfeiture Fund	-	27,935	27,935	808	858
Property Tax Equalization Fund	-	-	-	-	787,000
Public Art Fund	198,908	326,777	219,437	219,461	184,311
Subtotal Designated	2,319,052	2,469,059	2,162,613	2,135,802	2,968,172
Unreserved/Undesignated:					
General Fund	4,605,361	4,681,724	3,627,061	4,429,915	3,763,615
Revenue Stabilization Fund	6,125,357	6,125,357	5,145,357	4,925,357	4,925,357
Subtotal Unreserved/Undesignated	10,730,718	8, ,807,081	772,418	9,355,272	8,688,972
	42,392,747	**34,737,576**	**20,436,530**	**23,163,771**	**15,733,296**

Unreserved/Undesignated Fund Balances

The unreserved/undesignated fund balance is the balance of net financial resources that are available for discretionary appropriations. The 2011 adopted budget estimates unreserved/undesignated fund balance of $8,668,972 at the end of 2011.



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 $4,076,152 at the end of 2011.

Designated Ending Fund Balances

The third component of ending fund balances, totaling $2,968,172 in 2011, 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
2011 Budget Compared to 2010 Projected

	2010 Projected Ending Fund Balance	2011 Adopted Ending Fund Balance	Change in Fund Balance	% Change
General Fund	$ 4,429,915	$ 3,763,615	$ (666,300)	(15%)
Street Fund	774,530	644,312	(130,218)	(17%)
Revenue Stabilization Fund	4,925,357	4,925,357	-	0%
Property Tax Equalization Fund	-	787,000	787,000	
Code Abatement Fund	152,591	133,141	(19,450)	(13%)
State Drug Enforcement Forfeiture Fund	1,941	1,941	-	0%
Federal Drug Enforcement Forfeiture Fund	808	858	50	6%
Public Art Fund	219,461	184,311	(35,150)	(16%)
General Obligation Bond Fund	266,032	270,982	4,950	2%
General Capital Fund	2,317,962	380,238	(1,937,724)	(84%)
City Facility -Major Maintenance Fund	172,613	67,360	(105,253)	(61%)
Roads Capital Fund	5,031,203	1,423,098	(3,608,105)	(72%)
Surface Water Utility Fund	3,110,357	1,290,162	(1,820,195)	(59%)
Vehicle Operations Fund	43,528	28,778	(14,750)	(34%)
Equipment Replacement Fund	1,688,955	1,808,475	119,520	7%
Unemployment Fund	28,518	23,668	(4,850)	(17%)
	$ 23,163,771	**$ 15,733,296**	**$ (7,430,475)**	**(32%)**

Explanation of Changes in Fund Balance Greater Than 10%

General Fund - The 2011 ending fund balance is $666,300 less than the projected 2010 ending fund balance. Available fund balance is being used for the General Fund contingency of $550,000 and the Insurance Reserve of $255,000. However, 2011 estimated revenue exceeds estimated expenditures by $138,700 netting $666,300

Street Fund - The 2011 ending fund balance is $130,238 less than the projected 2010 fund balance. Fund balance totaling $68,583 is being used to offset revenue losses in investment income and fuel tax due to the current economic conditions. An additional $10,000 is being placed into a contingency for a potential increase is dumping fees for street sweeper waste and $35,000 is being appropriated for the pavement condition rating which occurs every three years. The remaining $56,655 was required to meet 2011 expenditure needs.

Code Abatement Fund – The 2011 ending fund balance is $19,450 less than the projected 2010 fund balance. Accumulated funds from prior years are being appropriated to meet 2011 expenditure needs.

Public Art Fund – The 2011 ending balance is $35,150 less than the projected 2010 ending balance. As capital projects have been constructed, funds have been accumulating in this fund. During 2011, work will continue on several public arts projects using the accumulated balance.

General Capital Fund– The 2011 ending balance is $1,937,724 less than the projected 2010 ending balance. The remaining bond proceeds will be used to complete the open space and park improvement projects that were included in the 2006 parks bond issue.

City Facility – Major Maintenance Fund – The 2011 ending fund balance is $105,253 less than the 2010 projected ending balance as these funds that have accumulated over time will be used during 2011 for capital projects.

Roads Capital Fund – The 2011 ending fund balance is $3,608,105 less than the projected 2010 ending fund balance. Accumulated funds will be used for various transportation improvement projects.

Surface Water Utility Fund – The 2011 ending fund balance is $1,820,195 less than the projected 2010 ending fund balance. These funds will be used to complete numerous flood protection, water quality improvements and stream rehabilitation projects.

Vehicle Operations Fund – The 2011 ending fund balance is $14,750 less than the projected 2010 ending fund balance. These funds will be used as a contingency for increases in fuel and repair costs.

Unemployment Fund - The 2011 ending fund balance is $4,850 less than the projected 2010 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 $167,373,986 for 2011.

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 2011 the City Council can levy up to $78,704,392 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 $152,488,986 for 2011. The projected rate for 2011 is 25.4 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 $167,373,986 for 2011.

CITY OF SHORELINE TOTAL DEBT CAPACITY

Assessed Valuation:	$ 6,694,959,443				
	General Purpose Debt		Parks & Open Space Debt	Utility Purpose Debt	
Legal Limits	Councilmanic (Non-Voted)	Voted Debt (60% of Voters)	Voted Debt (60% of Voters)	Voted Debt (60% of Voters)	TOTAL DEBT CAPACITY
1.50%	$ 100,424,392				$ 0,424,392
2.50%		$ 167,373,986	$ 167,373,986	$ 167,373,986	$ 502,121,958
Debt Limit:	$ 100,424,392	$ 7,373,986	$ 167,373,986	$ 167,373,986	$ 602,546,350
Outstanding Debt:	$ (21,720,000)	$	$ (14,885,000)	$ -	$ (36,605,000)
Remaining Debt Capacity	$ 78,704,392	$ 167,373,986	$ 152,488,986	$ 167,373,986	$ 565,941,350

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 12/31/2009
Unlimited Tax General Obligation Bonds, 2006 - Parks and Open Space	2007 - 2021	3.55% - 4.09%	$18,795,000	$15,930,000
Limited Tax General Obligation Bonds, 2009 Series A - City Hall	2010 - 2017	3.00% - 4.00%	$3,805,000	$3,805,000
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:

	Governmental Activities		Business-Type Activities	
Year Ending December 31	Principal	Interest	Principal	Interest
2010	1,470,000	1,869,367		
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 - 2019	9,665,000	7,158,510		
2020 - 2024	5,670,000	5,198,501		
2025 - 2029	4,465,000	4,613,613		
2030 - 2034	4,615,000	3,251,788		
2035 - 2039	5,655,000	1,809,600		
Total $38,0	75,000	$30,808,096	$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. 190th St., 15th Ave. N.E., and N.E. 167th St. Improvements will be made to the watercourse from the Ronald Bog outlet to N. 167th 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 3rd and 6th Avenues N.W. from N.W. 176th 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.

Schedule of All Long Term Debt

Fund	Fund Name	Type of Debt	Issue Date	Maturity Date	Total Amount Authorized	Interest Rate	Outstanding Debt 12/31/2010	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%	$ 14,885,000	$ 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%	$ 21,720,000	$ 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%	$ 2,334,876	$ 212,261
Fund 401	Surface Water Utility Fund	3rd Avenue Drainage Improvements	6/18/2001	7/1/2021	$ 1,959,500	0.5%	$ 1,256,345	$ 114,213
		Total Public Works Trust Fund Loans			$ 6,015,000		$ 3,591,221	$ 326,474
		Total Long Term Debt			$ 46,955,000		$ 40,196,221	$ 298,921

City of Shoreline Debt Polices

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.

CITY OF SHORELINE

OPERATING BUDGET

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. Finance, Police, Planning & Development Services and Public Works are also responsible for programs in other funds.

	Operating Budget					Debt Service
Fund / Revenue	General Fund	Street Fund	Revenue Stabilization Fund	Code Abate. Fund	Asset Seizure Fund	General Obligation Bond Fund
Operating Expenditures						
City Council	$173,932					
City Manager	$1,400,617					
City Clerk	$394,036					
City Attorney	$557,147					
Finance	$4,427,593					
Human Resources	$398,772					
Police	$10,149,635				$10,000	
Criminal Justice	$1,647,596					
Parks & Recreation	$4,489,180					
Planning & Dev. Services	$2,637,967			$100,000		
Public Works	$1,165,389	$2,080,968				
Community Services	$1,426,619					
Operating Expenditures	$28,868,483	$2,080,968	$0	$100,000	$10,000	$0
Debt Service	$0	$0	$0	$0	$0	$3,357,317
Capital Expenditures	$0	$0	$0	$0	$0	$0
Capital Expenditures	$0	$0	$0	$0	$0	$0
Transfers Out	$3,912,988	$471,781	$605,000	$0	$0	$0
Total Expenditures	**$32,781,471**	**$2,552,749**	**$605,000**	**$100,000**	**$10,000**	**$3,357,317**

	Capital Budget			Enterprise Fund	Internal Service Fund				
Fund / Revenue	General Capital Fund	Facilty Major Maint. Fund	Roads Capital Fund	Surface Water Utility Fund	Public Arts Fund	Equip. Repl. Fund	Vehicle Ops. & Maint. Fund	Unemp. Fund	Total City
Operating Expenditures									
City Council									$173,932
City Manager									$1,400,617
City Clerk									$394,036
City Attorney									$557,147
Finance						$134,199		$15,000	$4,576,792
Human Resources									$398,772
Police									$10,159,635
Criminal Justice									$1,647,596
Parks & Recreation					$36,200				$4,525,380
Planning & Dev. Services									$2,737,967
Public Works							$191,563		$3,437,920
Community Services									$1,426,619
Operating Expenditures	$0	$0	$0	$0	$36,200	$134,199	$191,563	$15,000	$31,436,413
Debt Service	$0	$0	$0	$0	$0	$0	$0	$0	$3,357,317
Capital Expenditures	$2,608,878	$162,750	$21,495,092	$0	$0	$0	$0	$0	$24,266,720
Surface Water Utility	$0	$0	$0	$4,358,347	$0	$0	$0	$0	$4,358,347
Transfers Out	$584,262	$0	$44,604	$726,618	$0	$0	$0	$0	$6,345,253
Total Expenditures	**$3,193,140**	**$162,750**	**$21,539,696**	**$5,084,965**	**$36,200**	**$134,199**	**$191,563**	**$15,000**	**$69,764,050**

City of Shoreline - 2011 FTE Summary

Department	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2011 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	0.00
City Manager	8.50	9.50	9.00	9.50	9.50	9.50	10.50	9.50	9.50	9.50	8.75	(0.75)
City Clerk	4.00	4.00	4.00	4.00	3.80	3.80	3.80	3.80	3.80	4.00	4.00	0.00
Community Services	8.00	8.00	6.00	7.80	7.80	7.80	7.80	9.20	9.18	8.18	8.18	0.00
City Attorney	1.00	1.00	2.50	3.50	3.50	3.00	3.00	3.00	3.00	3.00	3.00	0.00
Finance / Information Services	16.63	17.13	17.13	17.33	16.82	17.82	18.10	18.10	18.20	18.70	18.70	0.00
Human Resources	2.50	2.50	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	1.00	2.00	2.00	2.00	1.00	1.00	1.00	0.00	0.00	0.00
Planning and Development	28.50	26.00	25.90	25.90	26.90	28.50	28.50	28.50	27.00	24.35	24.35	0.00
Services												0.00
Parks, Recreation & Cultural	21.65	22.02	24.52	23.30	23.30	25.82	26.80	27.30	27.30	27.30	27.30	0.00
Services												0.00
Public Works	27.50	30.00	33.10	35.60	36.10	37.00	37.00	38.00	39.00	39.00	39.00	0.00
Total FTE	126.28	128.15	133.15	138.93	139.72	145.24	146.50	148.40	147.98	144.03	143.28	(0.75)

Explanation of 2011 Changes in FTE

Communication Services

The Communication Specialist position was eliminated. The position became vacant and we recommended not to be filled. The Administrative Assistant position (0.50 FTE) was reclassified to Communications Assistant and increased by 0.25 FTE to a 0.75 FTE.

Finance / Information Services

One Budget Analyst position was reclassified to Budget and Financial Systems Analyst, the Senior Accountant position was reclassified to Staff Accountant and the Grant Specialist position was reclassified to Grants Coordinator.

During 2010 the following changes occurred:

City Clerk

The Records & Information Manager position (0.80 FTE) was reclassified to Records Coordinator and increased by 0.20 to a full-time (1) FTE. 0.20 FTE Administrative Assistant position I was transferred to Finance.

Finance / Information Services

0.20 FTE Administrative Assistant position I from City Clerk's office was transferred to Finance.

2011 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
	Department Total	7	7.00
City Manager	City Manager	1	1.00
City Manager	Assistant City Manager	1	1.00
City Manager	Management Analyst	2	2.00
City Manager	Executive Asst. to the City Manager	1	1.00
City Manager	Communications Assistant	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
	Department Total	9	8.75
City Clerk	City Clerk	1	1.00
City Clerk	Deputy City Clerk	1	1.00
City Clerk	Records Coordinator	1	1.00
City Clerk	Administrative Assistant II	1	1.00
	Department Total	4	4.00
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
	Department Total	9	8.18
City Attorney	City Attorney	1	1.00
City Attorney	Assistant City Attorney	1	1.00
City Attorney	Legal Assistant	1	1.00
	Department Total	3	3.00
Finance & Information Services	Finance Director	1	1.00
Finance & Information Services	Finance Manager	1	1.00
Finance & Information Services	Purchasing Officer	1	1.00
Finance & Information Services	Finance Technician	2	1.38
Finance & Information Services	AP/Payroll Technician	1	1.00
Finance & Information Services	Payroll Officer	1	1.00
Finance & Information Services	Staff Accountant	1	1.00
Finance & Information Services	Budget Analyst	1	1.00
Finance & Information Services	Budget and Financial Systems Analyst	1	1.00

2011 City of Shoreline Budgeted Positions and FTE's

Department	Job Title	Position Count	FTE Count
Finance & Information Services	Grants Coordinator	1	0.82
Finance & Information Services	Administrative Assistant III	1	1.00
Finance & Information Services	Administrative Assistant I	1	0.50
Finance & Information Services	Information Systems Manager	1	1.00
Finance & Information Services	Database Administrator	1	1.00
Finance & Information Services	GIS Specialist	1	1.00
Finance & Information Services	Network Administrator	1	1.00
Finance & Information Services	Web Developer	1	1.00
Finance & Information Services	Computer/Network Specialist	2	2.00
	Department Total	20	18.70
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
	Department Total	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	2	1.38
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 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
	Department Total	31	27.30
Planning & Development Services	Planning & Development Services Director	1	1.00
Planning & Development Services	Assistant Director, PADS	1	0.90
Planning & Development Services	Management Analyst	1	1.00
Planning & Development Services	Permit Services Manager	1	1.00
Planning & Development Services	Senior Planner	2	2.00
Planning & Development Services	Building Official	1	1.00
Planning & Development Services	Associate Planner	6	5.60
Planning & Development Services	Plans Examiner II	1	1.00

2011 City of Shoreline Budgeted Positions and FTE's

Department	Job Title	Position Count	FTE Count
Planning & Development Services	Plans Examiner III	2	2.00
Planning & Development Services	Development Review Engineer I	1	1.00
Planning & Development Services	Development Review Engineer II	1	1.00
Planning & Development Services	Combination Inspector	2	2.00
Planning & Development Services	Code Enforcement Officer	1	1.00
Planning & Development Services	Technical Assistant	2	2.00
Planning & Development Services	Administrative Assistant II	1	1.00
Planning & Development Services	Administrative Assistant III	1	0.85
	Department Total	25	24.35
Public Works	Public Works Director	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	4	4.00
Public Works	Capital Project Technician	1	1.00
Public Works	Construction Inspector Supervisor	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 II	1	1.00
Public Works	Administrative Assistant II	4	4.00
Public Works	Administrative Assistant III	1	1.00
Public Works	Engineering Technician	3	3.00
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
	Department Total	39	39.00
	Total City Personnel	150	143.28

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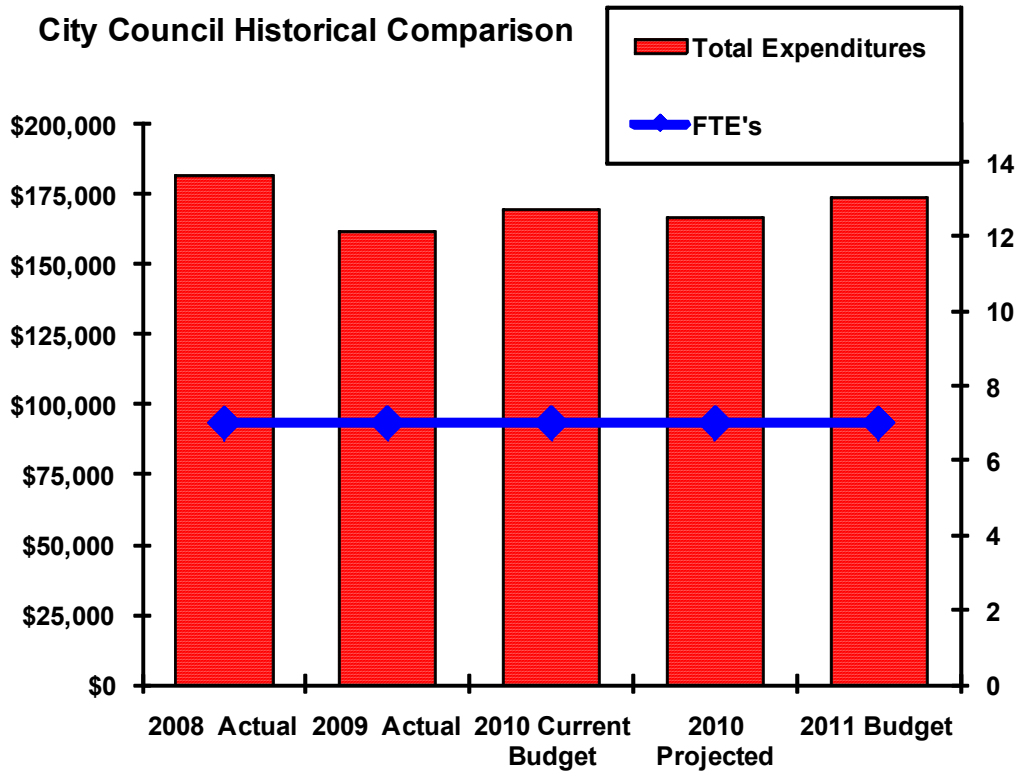
City Council

City Council
2011 Budget

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."



2011 City Council as a Share of the General Fund

City Council
2011 Budget

2010 Key Accomplishments in Support of the City's Strategic Objectives:

Safe and Attractive Neighborhoods and Business Districts

- Ranked #64 in the 100 best small cities in America by Money magazine.
- Recognized by Seattle Metropolitan magazine as one of the top 15 "must-live" neighborhoods in Seattle region.
- Adopted Southeast Neighborhood and Point Wells Subarea Plans.
- Adopted Master Plan for CRISTA Campus.

Quality Services, Facilities and Infrastructure

- Awarded Leadership Energy and Environmental Design (LEED) Gold Certification for City Hall.
- Dedicated improvements to Hamlin and Cromwell parks.
- Broke ground and made significant progress in the construction of Aurora improvements from 165th to 192nd Streets.
- Continued to work with regional transportation authorities to ensure Shoreline's interests are protected.
- Adopted Kruckeberg Botanic Garden Master Plan.
- Permanently established off-leash dog parks in Shoreview Park and Richmond Beach Saltwater Park.
- Authorized entering into a new regional animal control model operated by King County.
- Adopted Sunset Park and Boeing Creek Master Site Plans.
- Studied feasibility of acquiring Seattle Public Utilities water system in Shoreline.

Human Services

- Approved a scope of work for developing a "healthy city" strategy.
- Hosted the North King County Affordable Housing Stakeholder Forum.

Safe, Healthy, and Sustainable Environment

- Supported the annual Shoreline Solar Project Fair through sponsorship and active participation.

Economic Vitality and Financial Stability

- Approved a ballot measure to let citizens decide whether to increase property tax levy to maintain essential public safety, parks and community services.

City Council
2011 Budget

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 2009 financial statements, and no exceptions within the accountability and Federal Single Audit reports from the Washington State Auditor's Office.
- Improved efficiency by reducing the number of Planning Commission members and adult Parks, Recreation and Cultural Services Board members from nine to seven.

Effective Citizen Communication and Engagement

- Hosted the twelfth annual volunteer recognition breakfast to recognize the accomplishments of volunteers in service to the City of Shoreline.
- Revised Library Board membership to include two youth members.

2010 – 2011 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: Expand Economic Development opportunities in Shoreline

Goal No. 4: Construct the Aurora Improvements from 165th to 205th 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

City Council
2011 Budget

City Council 2008 - 2011 Budget Comparison By Program							
Program Budget	2008 Actual	2009 Actual	2010 Current Budget	2010 Projected	2011 Budget	2010 Current Budget versus 2011 Budget	Percentage Change
City Council	$182,145	$161,908	$169,887	$166,754	$173,932	$4,045	2.38%
Total Expenditures	$182,145	$161,908	$169,887	$166,754	$173,932	$4,045	2.38%
Program Revenue							
City Council	$0	$0	$0	$0	$0	$0	0.00%
General Fund Subsidy	$182,145	$161,908	$169,887	$166,754	$173,932	$4,045	2.38%
Total Resources	$182,145	$161,908	$169,887	$166,754	$173,932	$4,045	2.38%

City Council 2008 - 2011 Budget Comparison By Object Category							
Object Category	2008 Actual	2009 Actual	2010 Current Budget	2010 Projected	2011 Budget	2010 Current Budget versus 2011 Budget	Percentage Change
Salaries	$60,813	$58,211	$60,900	$60,900	$60,900	$0	0.00%
Personnel Benefits	$61,446	$55,730	$64,087	$67,785	$68,132	$4,045	6.31%
Supplies	$766	$1,134	$1,500	$1,500	$1,500	$0	0.00%
Other Services & Charges	$59,120	$46,823	$43,400	$36,569	$43,400	$0	0.00%
Intergovernmental Services	$0	$10	$0	$0	$0	$0	0.00%
Total Expenditures	$182,145	$161,908	$169,887	$166,754	$173,932	$4,045	2.38%
Revenue							
Other Revenue	$0	$0	$0	$0	$0	$0	0.00%
General Fund Subsidy	$182,145	$161,908	$169,887	$166,754	$173,932	$4,045	2.38%
Total Resources	$182,145	$161,908	$169,887	$166,754	$173,932	$4,045	2.38%
Department Statistics							
FTE's	7	7	7	7	7	0	0
% of General Fund	0.59%	0.54%	0.54%	0.55%	0.53%	(0.01%)	(2.07%)

2011 Key Department Budget Changes

Expenditures

Personnel Benefits

- Reflects increased costs of health benefits

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:

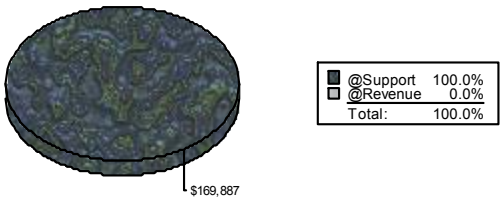
Governmental Excellence

Measurement: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Percentage of residents that are very/somewhat satisfied with the overall quality of leadership	41%	47%	47%	54%	54%
Percentage of residents who believe the City is moving in the right direction	59%	60%	60%	71%	71%

2010 Budget

Program Expenditures	169,887
Program Revenue	0
General Support	169,887

Program Revenue vs General Support



2011 Budget

Program Expenditures	173,932
Program Revenue	0
General Support	173,932

Program Revenue vs General Support

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CITY OF SHORELINE

City Manager's Office

City Manager's Office
2011 Budget

Mission Statement

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

Department Programs

City Manager's Office

6.0 FTE

Economic Development Program

1.0 FTE

Intergovernmental Relations Program

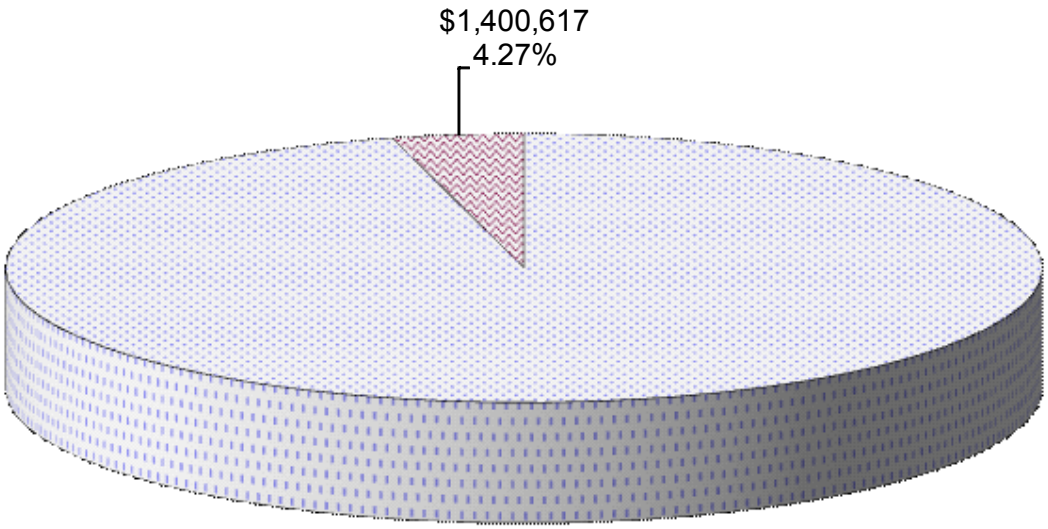
1.25 FTE

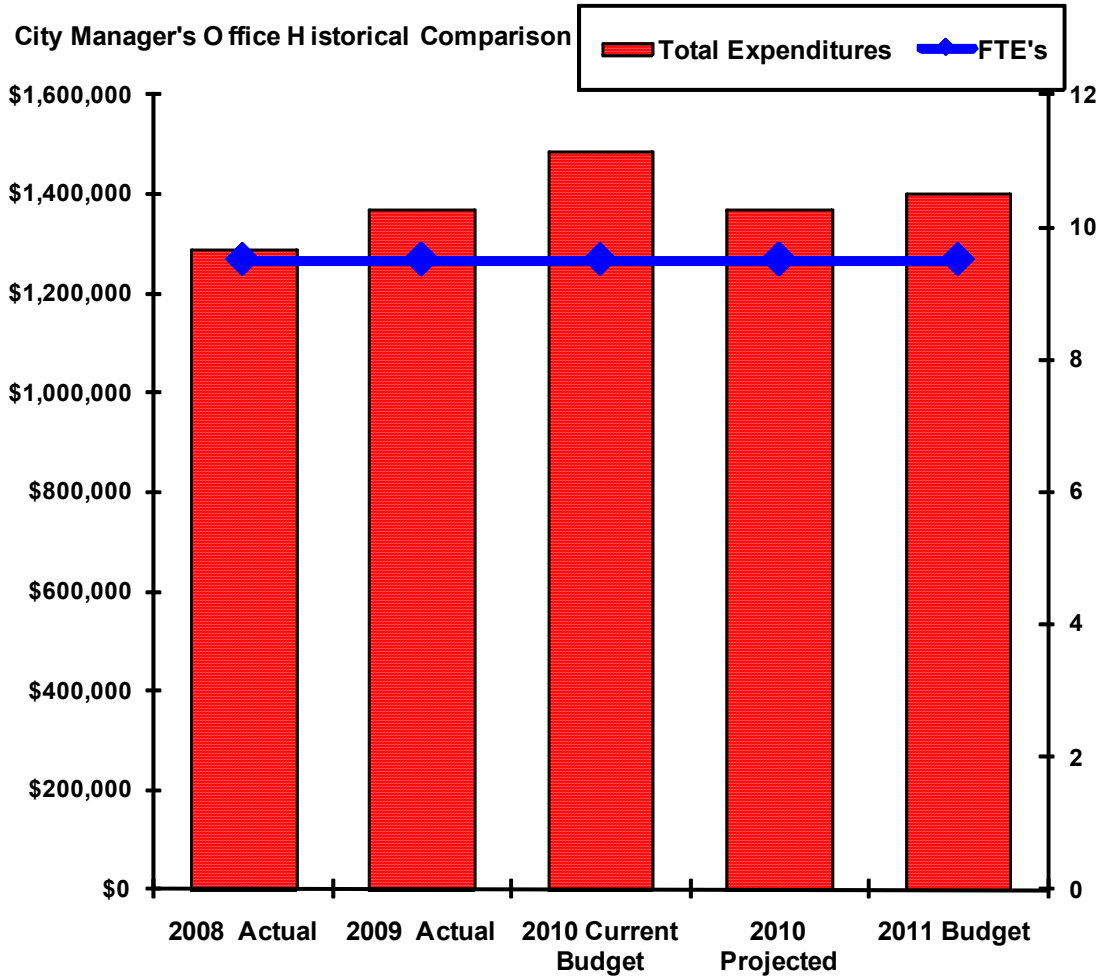
Communications Program

1.25 FTE

City Manager's Office
2011 Budget

2011 City Manager's Office as a Share of the General Fund





City Manager's Office
2011 Budget

2010 Key Department Accomplishments in Support of the City's Strategic Objectives:

Safe and Attractive Neighborhoods and Business Districts

- Ranked #64 in the top 100 best small cities in America by Money magazine.
- Recognized by Seattle Metropolitan magazine as one of the top 15 "must-live" neighborhoods in Seattle region.
- Participated in all federally mandated emergency preparedness training and exercises.

Quality Services, Facilities and Infrastructure

- Awarded Leadership Energy and Environmental Design (LEED) Gold Certification for City Hall.
- Continued work on the Aurora Avenue North Improvement projects from 165th to 192nd Street.
- Dedicated improvements at Hamlin and Cromwell Parks as part of the 2006 Park Bond's projects.

Economic Vitality and Financial Stability

- Continued administration of the Small Business Assistance Program with a focus on small business retention and growth, business education, best practices education, financing assistance, environmental cost-savings programs, and monthly business classes featuring experts in specific business practices.
- Met with nearly 40 different community groups to discuss long-range financial outlook for City.
- Continued building strong working relationships with key community organizations.
- Researched potential new business relocations, development opportunities and key site developers in the commercial/retail and residential sectors.

Governmental Excellence

- Completed planning efforts with north and east King County cities for a regional misdemeanant correctional facility, resulting in no jail being planned for Shoreline or other north and east cities.
- Worked with other municipalities and the County to address regional jail services, including negotiating a contract extension with King County and creating a regional jail planning and management group.

City Manager's Office
2011 Budget

- Conducted planning efforts with Snohomish County Jail and King County District Court for use of the Snohomish County Correctional Facility beginning in last quarter of 2010.
- Received an "unqualified" opinion from the Washington State Auditor's Office annual audit - the tenth consecutive year to receive this recognition.
- Helped lead negotiations between cities and King County for animal control services.

Effective Citizen Communication and Engagement

- Completed City's fifth bi-annual citizen satisfaction survey providing critical feedback to service delivery quality.
- Created more opportunities for citizen communication through use of social media.
- Implemented eComment feature on City website allowing residents to provide comments on Council agenda items without having to attend meetings.
- Processed and responded to approximately 350 citizen letters and/or emails on behalf of the Council and City Manager's Office.
- Produced a series of videos highlighting City services.

Safe, Healthy, and Sustainable Environment

- Implemented a comprehensive environmental purchasing policy.

2011 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.
- Work with community to complete Town Center Subarea Plan.

Quality Services, Facilities and Infrastructure

- Continue to track the "community report card".
- Complete the Aurora Avenue N. Improvement projects from 165th to 192nd Street.
- Negotiate acquisition of Seattle Public Utilities water system in Shoreline.

Safe, Healthy, and Sustainable Environment

- Continue to implement the environmental sustainability strategies.

City Manager's Office
2011 Budget

Human Services

- Develop and implement a strategy to ensure the community has access to needed human services

Economic Vitality and Financial Stability

- Encourage transit-oriented development plan for Aurora Park and Ride lot at N. 192nd Street.

Governmental Excellence

- Continue collaborating with other municipalities and the County in regional jail management and planning.
- Conduct the 2011 employee satisfaction survey and develop an action plan.

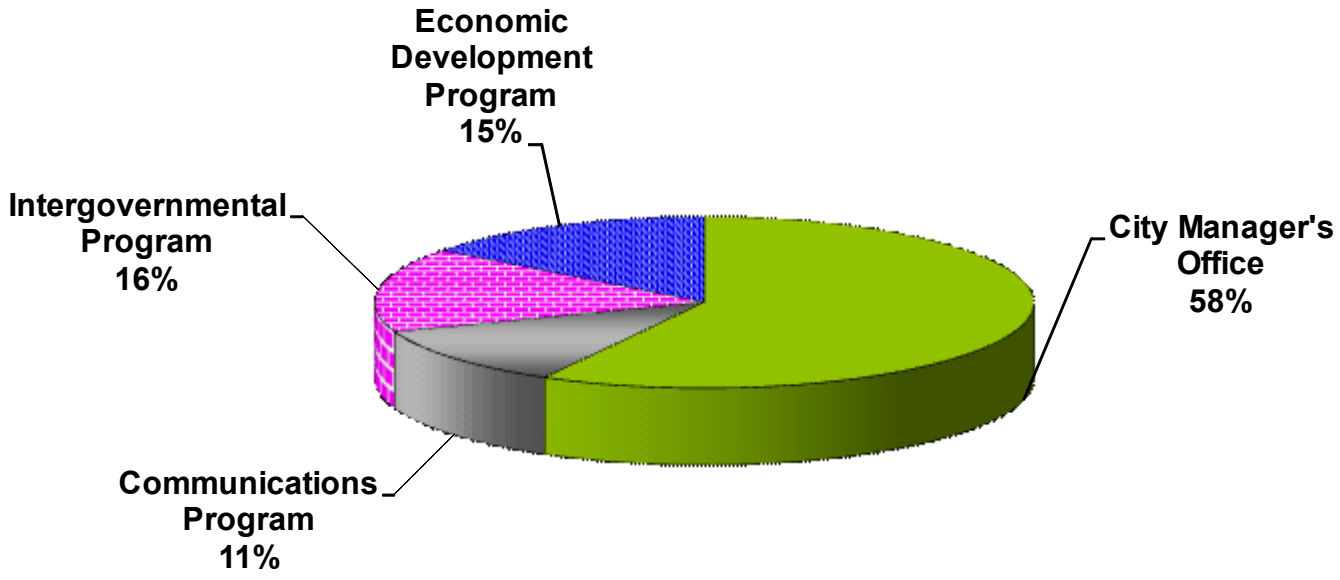
Effective Citizen Communication and Engagement

- 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
2011 Budget

City Manager's Office 2008 - 2011 Budget Comparison By Program							
Program Expenditures	**2008 Actual**	**2009 Actual**	**2010 Current Budget**	**2010 Projected**	**2011 Budget**	**2010 Current Budget versus 2011 Budget**	**Percentage Change**
City Manager's Office	$705,025	$759,957	$790,537	$792,034	$812,753	$22,216	2.81%
Communications Program	$246,415	$215,685	$249,573	$209,634	$158,838	($90,735)	(36.36%)
Intergovernmental Program	$194,781	$217,513	$214,679	$213,179	$223,650	$8,971	4.18%
Economic Development Program	$140,572	$173,247	$230,013	$153,591	$205,376	($24,637)	(10.71%)
Total Expenditures	$1,286,793	$1,366,402	$1,484,802	$1,368,438	$1,400,617	($84,185)	(5.67%)
Program Revenue							
Miscellaneous Revenue	$0	$0	$5,000	$5,000	$0	$5,000	0.00%
General Fund Subsidy	$1,286,793	$1,366,402	$1,479,802	$1,363,438	$1,400,617	($79,185)	(5.35%)
Total Resources	$1,286,793	$1,366,402	$1,484,802	$1,368,438	$1,400,617	($84,185)	(5.67%)

2011 City Manager's Program Breakdown



City Manager's Office
2011 Budget

City Manager's Office 2008 - 2011 Budget Comparison By Object Category							
Object Category	2008 Actual	2009 Actual	2010 Current Budget	2010 Projected	2011 Budget	2010 Current Budget versus 2011 Budget	Percentage Change
Salaries	$746,070	$838,074	$860,398	$799,713	$805,164	($55,234)	(6.42%)
Personnel Benefits	$219,788	$238,044	$235,467	$218,932	$242,043	$6,576	2.79%
Supplies	$11,880	$8,541	$8,025	$10,622	$11,125	$3,100	38.63%
Other Services & Charges	$309,035	$281,153	$380,912	$339,171	$342,285	($38,627)	(10.14%)
Intergovernmental Services	$20	$300	$0	$0	$0	$0	0.00%
Capital Outlays	$0	$0	$0	$0	$0	$0	0.00%
Interfund Payments for Service	$0	$290	$0	$0	$0	$0	0.00%
Total Expenditures	$1,286,793	$1,366,402	$1,484,802	$1,368,438	$1,400,617	($84,185)	(5.67%)
Revenue							
Miscellaneous Revenue	$0	$0	$5,000	$5,000	$0	$5,000	0.00%
General Fund Subsidy	$1,286,793	$1,366,402	$1,479,802	$1,363,438	$1,400,617	($79,185)	(5.35%)
Total Resources	$1,286,793	$1,366,402	$1,484,802	$1,368,438	$1,400,617	($84,185)	(5.67%)
Department Statistics							
FTE's	9.5	9.5	9.5	9.5	9.5	0	0
% of General Fund	4.15%	4.57%	4.72%	4.48%	4.27%	(0.44%)	(9.43%)

2011 Key Department Budget Changes

Expenditures

Salaries

- Includes applicable step increases, the elimination of the Communications Specialist position, the reclassification of the Communications Administrative Assistant II to Communications Assistant and the increase of the Communication Assistant by 0.25 FTE

Personnel Benefits

- Includes changes in the employer contribution for PERS, changes related to health benefit cost increases and changes related to the elimination of one position and reclassification and FTE increase of another position.

Supplies

- Added in Economic Development $3,100 for broker receptions, promotional receptions and miscellaneous supplies

Other Services and Charges

- The decrease of $38,627 in this category is the result of:
  - Removing $31,000 from Communications Professional Services for the citizen survey to be done every 2 years (completed in 2010)
  - Removing from Economic Development the Shoreline Community College and Community Capital Development contract of $25,127

City Manager's Office
2011 Budget

- Removing the one-time support for Solar Shoreline/Shoreline Chamber of Commerce $5,000 from City Manager's Office for the 2010 Green Business conference
- Increasing $5,000 in Governmental Relations one-time funding to account for a longer legislative session.
- Increasing $20,000 from Communications Professional Services for graphic projects.
- Removing $2,500 from City Manager's Office Professional Services due to the cancelation of the Granicus E-Comment service.

Revenues

Miscellaneous Revenue

- Removed $5,000 Energy Efficiency and Conservation grant to support the Solar Shoreline/Shoreline Chamber of Commerce for the 2010 Green Business conference

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

Measurement: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Percent of residents who are very/somewhat satisfied with the overall quality of services	75%	70%	70%	72%	72%
Percentage of employees who have a clear understanding of City's mission, goals, and organizational values	98%	98%	98%	98%	98%
Percentage of employees who rate the City as "one of the best" or "above average" as an organization to work for compared with other	76%	76%	80%	80%	82%
Percentage of residents that rate the value of services received for their city taxes paid as Good or Excellent.	50%	41%	41%	50%	50%
Percentage of residents who are satisfied or very satisfied with the effectiveness of the City Manager and appointed staff	50%	54%	54%	57%	57%

Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Number of regular City employees per 1,000 population	2.7	2.6	2.7	2.3	2.3
Operating expenditures per capita (actual $)	$527	$554	$573	$582	$592
Operating expenditures per capita (constant $)	$244	$243	$252	$257	$257
Operating revenue per capita (constant $)	$258	$251	$250	$254	$270
Program budget as a percent of the City's operating budget	2.5%	2.4%	2.5%	2.5%	2.5%
Support service costs as a percentage of the City's operating expenditures	15.83%	16.36%	17.60%	17.50%	17.50%
Total average process time to respond to citizen letters or emails (calendar days).	14	16	12	9	9

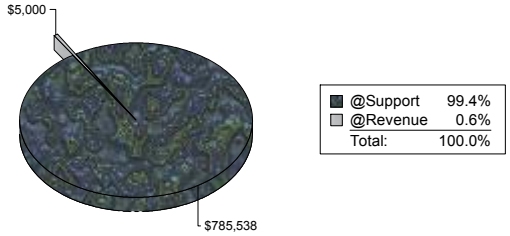
CITY MANAGER'S OFFICE

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	6	6	6	6	6

2010 Budget

Program Expenditures	**790,538**
Program Revenue	**5,000**
General Support	**785,538**

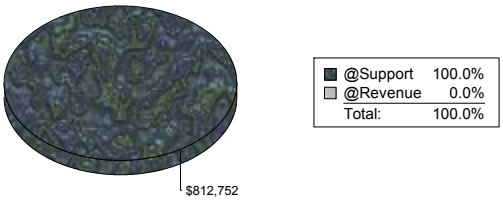
Program Revenue vs General Support



2011 Budget

Program Expenditures	**812,752**
Program Revenue	**0**
General Support	**812,752**

Program Revenue vs General Support



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

Measurement: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Percentage of internal customers rating Communications overall services as good or excellent	93%	95%	95%	95%	95%
Percentage of residents who are satisfied with the quality of the City's newsletter, "Currents"	79%	76%	76%	83%	83%
Percentage of residents who are satisfied with the quality of the City's website	53%	49%	49%	52%	52%

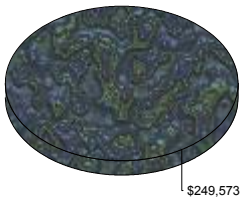
Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of website visits	N/A	N/A	69,600	74,000	74,000

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	1.47	1.25	1.25	1.25	0.75

2010 Budget

Program Expenditures	249,573
Program Revenue	0
General Support	249,573

Program Revenue vs General Support

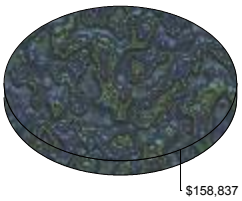


@Support	100.0%
@Revenue	0.0%
Total:	100.0%

2011 Budget

Program Expenditures	158,837
Program Revenue	0
General Support	158,837

Program Revenue vs General Support



@Support	100.0%
@Revenue	0.0%
Total:	100.0%

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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

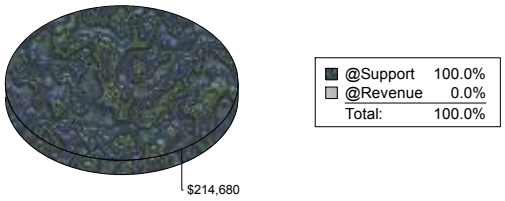
Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Intergovernmental Relations as a percentage of the City's operating budget	.66%	.70%	.67%	.67%	.69%

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	0.56	1.25	1.25	1.25	1.25

2010 Budget

Program Expenditures	214,680
Program Revenue	0
General Support	214,680

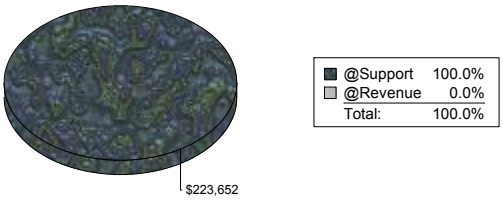
Program Revenue vs General Support



2011 Budget

Program Expenditures	223,652
Program Revenue	0
General Support	223,652

Program Revenue vs General Support



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

Measurement: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Percentage of City assessed valuation that is classified commercial	9.15%	9.20%	8.60%	10.80%	n/a
Sales Tax Per Capita	$124.74	$124.26	$109.47	$107.01	$111.61

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	1	1	1	1	1

2010 Budget

Program Expenditures	230,012
Program Revenue	0
General Support	230,012

Program Revenue vs General Support

2011 Budget

Program Expenditures	205,376
Program Revenue	0
General Support	205,376

Program Revenue vs General Support

City Clerk

City Clerk
2011 Budget

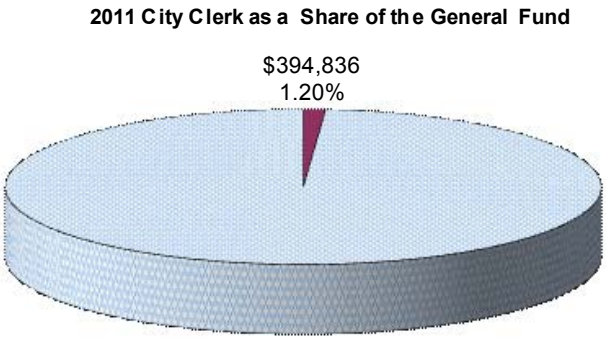
Mission Statement

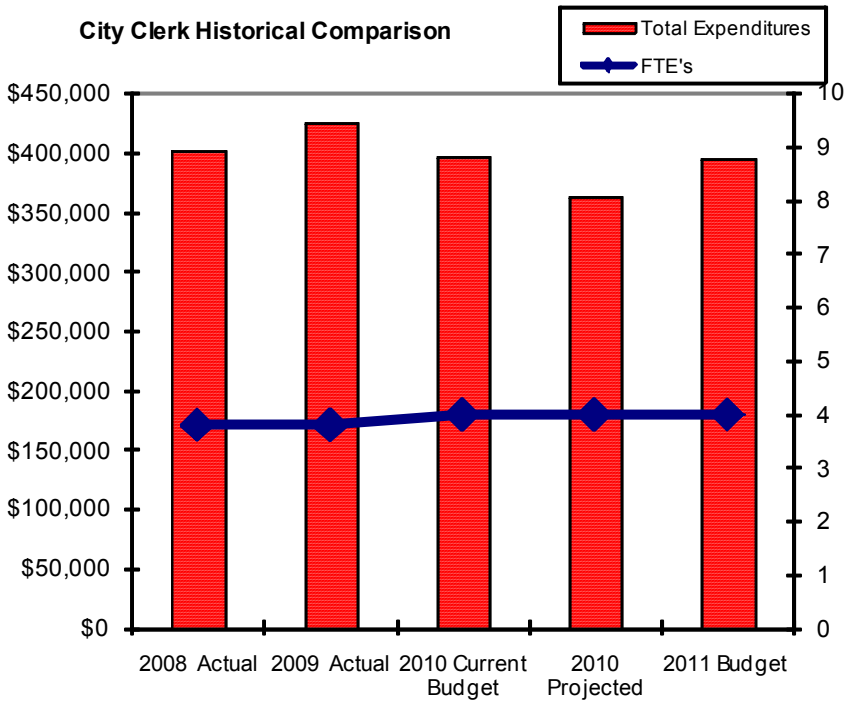
The Office of the City Clerk supports open government and the democratic process by preserving and maximizing public access to the City's official records and by facilitating the legislative process

Department Programs

Public Records and City Council Meeting Management

4.0 FTE





City Clerk
2011 Budget

2010 Key Department Accomplishments in Support of the City's Strategic Objectives:

Effective Citizen Communication and Engagement

- Managed streaming video capability for on-demand viewing of City Council meetings and other content from the City Web site.
- Enhanced e-government by maintaining major service contracts, interlocal agreements, and franchises on the City's website.
- Enhanced e-government by posting ordinances, resolutions, and a public record index on the City's website.
- Implemented business license program.
- Implemented eComment, a public comment outreach tool

Governmental Excellence

- Trained staff on records management and disclosure at time of hire.
- Worked with departments in the protection of essential and permanent records to meet state requirements and to provide back-up in case of emergency.
- Managed e-mail archiving system to achieve search capability and retention management of e-mail records.

2011 Key Department Objectives in Support of the City's Strategic Objectives:

Effective Citizen Communication and Engagement

- Maintain ordinances, resolutions, and a public record index on the City's website.
- Administer established business license program.
- Manage streaming video capability for on-demand viewing of City Council meetings and other content from the City Web site.
- Maintain major service contracts, interlocal agreements, and franchises on the City's website.

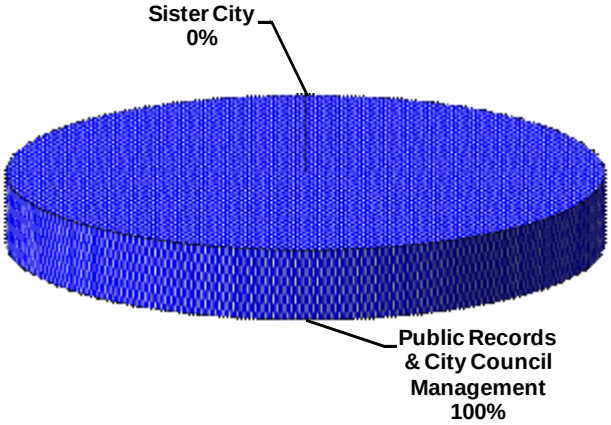
Governmental Excellence

- 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.

City Clerk
2011 Budget

City Clerk 2008 - 2011 Program Budget Comparison							
Program Expenditures	**2008 Actual**	**2009 Actual**	**2010 Current Budget**	**2010 Projected**	**2011 Budget**	**2010 Current Budget versus 2011 Budget**	**Percentage Change**
Public Records & City Council Management	$398,425	$419,274	$396,354	$362,539	$394,036	($2,318)	(0.58%)
Sister City	$4,073	$5,482	$0	$0	$0	$0	
Total Program Budget	$402,498	$424,756	$396,354	$362,539	$394,036	($2,318)	(0.58%)
Program Revenue							
Public Records & City Council Management	$17,318	$32,527	$13,450	$158,350	$112,150	$98,700	733.83%
Total Program Revenue	$17,318	$32,527	$13,450	$158,350	$112,150	$98,700	733.83%
General Fund Subsidy	$385,180	$392,229	$382,904	$204,189	$281,886	($101,018)	(26.38%)
Total Resources	$402,498	$424,756	$396,354	$362,539	$394,036	($2,318)	(0.58%)

2011 City Clerk Program Breakdown



City Clerk
2011 Budget

City Clerk 2008 - 2011 Budget Comparison By Object Category							
Object Category	2008 Actual	2009 Actual	2010 Current Budget	2010 Projected	2011 Budget	2010 Current Budget versus 2011 Budget	Percentage Change
Salaries	$228,895	$248,559	$260,190	$239,894	$254,900	($5,290)	(2.03%)
Personnel Benefits	$87,957	$93,101	$94,814	$90,335	$104,586	$9,772	10.31%
Supplies	$4,147	$4,679	$6,300	$4,531	$4,500	($1,800)	(28.57%)
Other Services & Charges	$80,609	$77,827	$34,250	$27,779	$30,050	($4,200)	(12.26%)
Intergovernmental Services	$890	$590	$800	$0	$0	($800)	(100.00%)
Total Expenditures	$402,498	$424,756	$396,354	$362,539	$394,036	($2,318)	(0.58%)
Revenue							
Licenses & Permits	$16,897	$14,502	$8,450	$157,450	$108,150	$99,700	1179.88%
Charges for Goods and Services	$421	$887	$5,000	$900	$4,000	($1,000)	(20.00%)
Miscellaneous Revenue	$0	$5	$0	$0	$0	$0	
Intergovernmental Revenues	$0	$17,133	$0	$0	$0	$0	
Total City Clerk Revenue	$17,318	$32,527	$13,450	$158,350	$112,150	$98,700	733.83%
General Fund Subsidy	$385,180	$392,229	$382,904	$204,189	$281,886	($101,018)	(26.38%)
Total Resources	$402,498	$424,756	$396,354	$362,539	$394,036	($2,318)	(0.58%)
Department Statistics							
FTE's	3.8	3.8	4	4	4	0	0
% of General Fund	1.30%	1.42%	1.26%	1.19%	1.20%	(0.06%)	(4.54%)

2011 Key Department Budget Changes

Expenditures

Salaries
- Includes applicable step increases and savings from hiring new Administrative Assistant II at a lower step

Personnel Benefits
- Includes changes in the employer contribution for PERS and changes in health benefit costs

Supplies
- Reduced by $1,800 based on historical expenditures

Other Services & Charges
- The decrease of $4,200 in this category is the result of:
  - Reducing Professional Services by $2,000 by decreasing the number of anticipated hearings by the Hearing Examiner from 4 to 2
  - Reducing Utilities Cable TV by $800 by canceling Channel 21 Government Access channel music
  - Reducing advertising by $2,500
  - Adding $300 to cover credit card fees charged for business registration payments

City Clerk
2011 Budget

Intergovernmental Services

- Removed $800 for background checks for Adult Entertainers that is no longer needed

Revenues

Licenses & Permits

- Added $100,500 in Business License fees. 2011 collections are estimated to be 67% of 2010 actual collections since it is being prorated due to May 1 start date in 2010
- Reduced $800 since the WATCH program for adult entertainment is no longer required.

Charges for Goods and Services

- Reduced by $1,000 by decreasing the number of anticipated hearings by the Hearing Examiner from 4 to 2

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

Measurement: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Percentage of City Council packets available to the public on the City website the day after receipt by City Councilmembers	95%	95%	100%	95%	100%
Percentage of external customers who rate the City Clerk's public discosure process as very good or excellent	94%	94%	100%	94%	100%
Percentage of internal customers rating the City Clerk's Office services very good or excellent	99%	100%	100%	100%	100%

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of boxes of records accessioned into the Records Center	170	196	200	250	200
Number of City Council packets and sets of minutes produced	46	45	44	44	44
Number of contracts and property records, agreements processed, recorded, and/or filed	369	556	379	535	450
Number of items uploaded to the web site or network	1,877	1,719	1,500	2,000	1,700
Number of pages of public records provided	5,999	2,272	7,900	5,000	5,000
Number of public records requests processed	135	109	170	120	130
Number of specialty business licenses issued	173	138	180	180	180

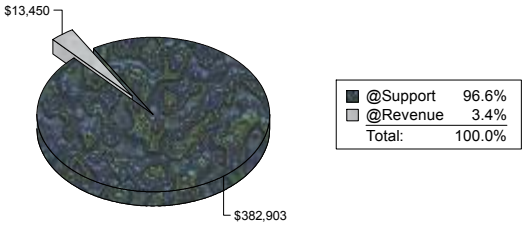
Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	3.8	3.8	3.8	4.0	4.0

PUBLIC RECORDS & CITY COUNCIL MEETING MANAGEMENT

2010 Budget

Program Expenditures	**396,353**
Program Revenue	**13,450**
General Support	**382,903**

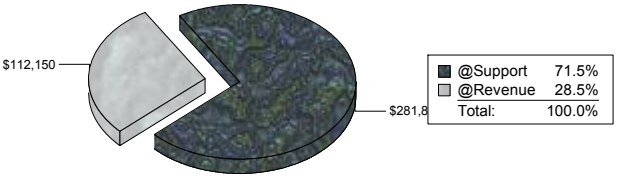
Program Revenue vs General Support



2011 Budget

Program Expenditures	**394,035**
Program Revenue	**112,150**
General Support	**281,885**

Program Revenue vs General Support



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Community Services

Community Services
2011 Budget

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.

Department Programs

Human Services

1.47 FTE

Emergency Management Planning

1.29 FTE

Neighborhoods

1.29 FTE

24 Hour Customer Response Team

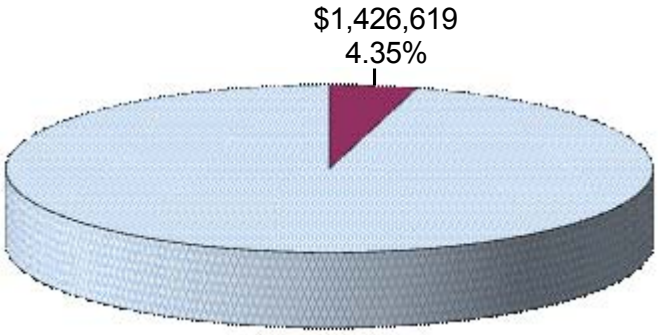
1.90 FTE

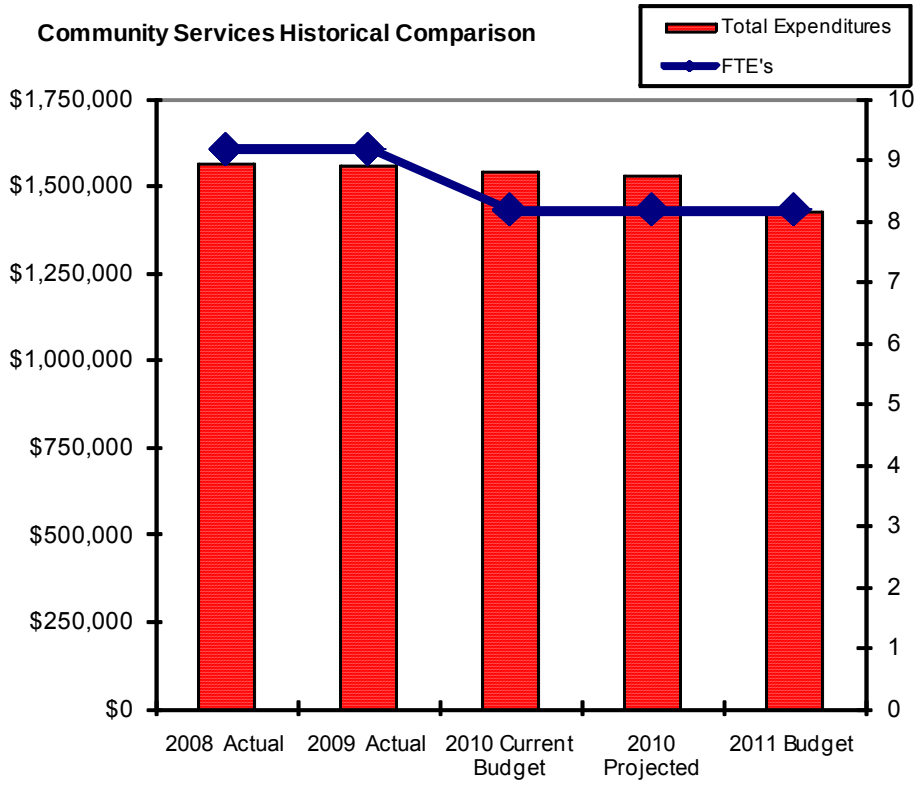
Code Enforcement Team

2.23 FTE

Community Services
2011 Budget

2011 Community Services as a Share of the General Fund





Community Services
2011 Budget

2010 Key Department Accomplishments in Support of the City's Strategic Objectives:

Effective Citizen Communication and Engagement

- Enhanced Community Services Division web pages with links to resource information, other agencies, non-profits and neighborhood associations.
- Recruited and trained 26 community volunteers to become registered disaster volunteer workers so that they can be mobilized to assist the City during a disaster for shelter management and vulnerable populations checks.
- Coordinated monthly Council of Neighborhoods meetings and neighborhood association participation and outreach to residents at City events such as Swingin' Summer's Eve, and Celebrate Shoreline.
- Provided administrative and technical assistance to neighborhood groups; i.e. newsletters, signs, community event development and grant applications. Provided support for neighborhood-wide events in seven neighborhoods.
- Offered two training workshops to develop neighborhood leadership and enhance operation of neighborhood associations as non-profits; provided registration for neighborhood leaders to attend local community development training.
- Connected citizens to volunteer opportunities in city operations and community and coordinated annual volunteer breakfast.
- Increased participation of faith-based networking initiative to improve emergency preparedness.
- Expanded Emergency Preparedness capabilities by employing two AmeriCorps Vista volunteers.
- Provided quality customer service by providing 24-hour on-call accessibility.

Governmental Excellence

- Provided leadership, support and direct access to link residents, neighborhoods, businesses and non-profits to City services. Represented the City at community events and provided education on all City programs.
- Coordinated revision of block party right-of-way permit process for National Night Out with Planning and Development Services and assisted Police with coordination and publicity for the event.
- Completed City Debris Management and the City of Shoreline Disaster Recovery Plans.
- Participated in eGov/SharePoint site that enables the city to share human services contract information with other local municipalities and improved efficiency for agencies submitting funding applications.

Community Services
2011 Budget

Safe and Attractive Neighborhoods and Business Districts

- Provided "how to" workshop on neighborhood and environmental mini-grants, in coordination with Public Works Department and awarded four neighborhood mini-grants.
- Participated in one citywide emergency exercises, e.g. Sound Shake 2010 and rapid damage assessment exercises.
- Established ten additional "Ready Neighborhoods" and launched new emergency planning tools to small businesses.
- Supported implementation of the Green Streets and sidewalk accessibility programs using Federal ARRA (Stimulus) and Community Development Block Grant funding.
- Responded to an estimated 2050 code enforcement (code, abandoned vehicles and graffiti) requests/actions.
- Neighborhood enhancement through the Proactive Code Compliance Program addressing graffiti, junk and abandoned vehicles, accumulation of refuse, junk and excessive debris stored on private property. Approximately 510 sites were investigated and brought into compliance.
- Coordinated Adopt-A-Road program with 26 participating groups including three new groups that have signed up this year. Added Adopt-a-Trail component for Interurban Trail and unimproved right-of-ways.
- Coordinated the Abandoned Vehicle Program with Police resulting in the removal of approximately 820 abandoned vehicles from the public right-of-way.

Human Services

- Completed bi-annual Human Services allocations process supporting the work of 25 separate programs
- Adopted the updated Human Services Plan and Desired Outcomes.
- Provided leadership and guidance to the operation of the North Urban Human Services Alliance and the Shoreline/Northshore Community Network – both providing advocacy and support to agencies and programs serving Shoreline.
- Partnered with Senior Services of King County to initiate long term planning to improve the livability of Shoreline as a home for an aging population.
- Partnered with non-profits, King County and United Way to improve community agencies' continuity of operations readiness.
- Assist low income residents' with utility bills and tax preparation through funding and partnership with Hopelink and United Way.
- Attracted non-profit development community to support local work group focused on increasing stock of affordable housing in Shoreline.

Community Services
2011 Budget

2011 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)
- 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.
- Support expanded 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.

Governmental Excellence

- 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.
- Enhance the capabilities of our primary Emergency Operating Center (EOC) to meet the needs of a functional EOC when activated through training and use of Emergency Management Performance Grant (EMPG) funds.
- Implement the 2009-2011 Hazard Mitigation Plan to accomplish eight key mitigation strategies.

Safe and Attractive Neighborhoods and Business Districts

- Improve neighborhood conditions through the proactive code compliance program.
- 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.
- Continue to grow the City's Ready Neighborhood and Ready Business Outreach with a focus on the neighborhoods and business areas outline in the Hazard Mitigation Plan and to vulnerable populations.

Community Services
2011 Budget

Human Services

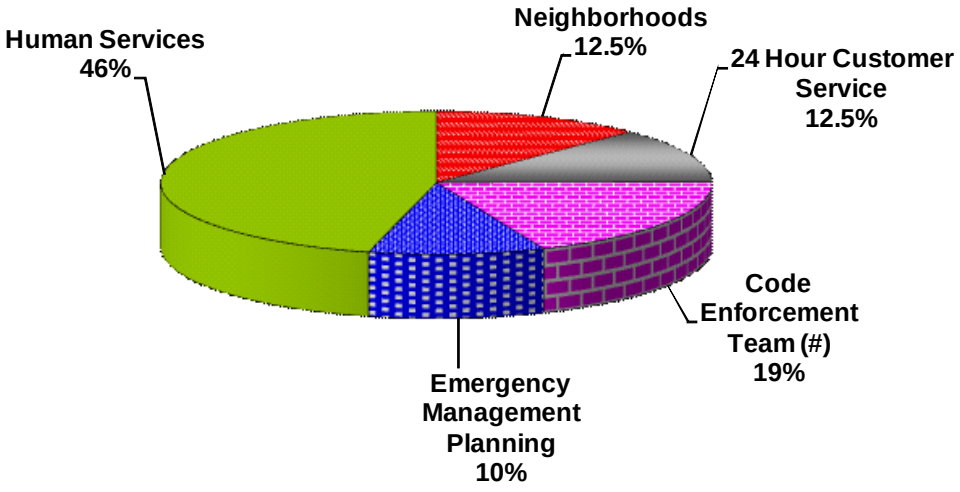
- Complete development and begin implementation of a Healthy City Strategy. (Council Goal 6)
- Develop work plan for a Youth Master Plan (Council Goal 6)
- Support services to 25 programs serving over 11,000 individuals through Human Services Funding.
- Grow the City's partnership with Shoreline Public Schools and youth serving agencies to enhance the strength of their partnership activities and expand their 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 and use of best practices in programs the City funds.
- Preserve and expand the supply of affordable priced housing.

Community Services
2011 Budget

Community Services 2008 - 2011 Budget Comparison by Program							
Program Expenditures	**2008 Actual**	**2009 Actual**	**2010 Current Budget**	**2010 Projected**	**2011 Budget**	**2010 Current Budget versus 2011 Budget**	**Percentage Change**
Neighborhoods	$161,182	$169,250	$173,493	$166,493	$177,147	$3,654	2.11%
24 Hour Customer Service	$162,838	$160,384	$139,006	$138,674	$178,107	$39,101	28.13%
Code Enforcement Team (#)	$330,609	$325,628	$282,225	$281,549	$267,161	($15,064)	(5.34%)
Emergency Management Planning	$270,902	$220,718	$290,323	$290,323	$146,649	($143,674)	(49.49%)
Human Services	$635,415	$682,981	$653,232	$652,496	$657,555	$4,323	0.66%
Total Program Budget	$1,560,946	$1,558,961	$1,538,279	$1,529,535	$1,426,619	($111,660)	(7.26%)
Program Revenue							
Emergency Management Planning	$127,421	$66,036	$145,858	$145,858	$0	($145,858)	(100.0%)
Customer Response Team	$73	$765	$0	$364	$0	$0	
Human Services	$186,501	$175,798	$177,393	$180,242	$174,594	($2,799)	(1.58%)
Total Program Revenue	$313,995	$242,599	$323,251	$326,464	$174,594	($148,657)	(45.99%)
General Fund Subsidy	$1,246,951	$1,316,362	$1,215,028	$1,203,071	$1,252,025	$36,997	3.04%
Total Resources	$1,560,946	$1,558,961	$1,538,279	$1,529,535	$1,426,619	($111,660)	(7.26%)

(#) The total program costs for Code Enforcement are $492,107 for 2011. The remaining $224,946 is in the Planning and Development Services Department.

2011 Community Services Program Breakdown



Community Services
2011 Budget

Community Services 2008 - 2011 Budget Comparison By Object Category							
Object Category	2008 Actual	2009 Actual	2010 Current Budget	2010 Projected	2011 Budget	2010 Current Budget versus 2011 Budget	Percentage Change
Salaries	$637,407	$644,970	$608,570	$608,570	$615,136	$6,566	1.08%
Personnel Benefits	$206,681	$208,454	$190,910	$190,910	$209,052	$18,142	9.50%
Supplies	$42,470	$29,910	$67,808	$65,850	$23,783	($44,025)	(64.93%)
Other Services & Charges	$644,901	$643,086	$581,745	$574,959	$554,695	($27,050)	(4.65%)
Intergovernmental Services	$14,926	$16,235	$7,000	$7,000	$5,000	($2,000)	(28.57%)
Capital Outlays	$0	$0	$73,090	$73,090	$0	($73,090)	(100.00%)
Interfund Payments for Service	$14,561	$16,306	$9,156	$9,156	$18,953	$9,797	107.00%
Total Expenditures	$1,560,946	$1,558,961	$1,538,279	$1,529,535	$1,426,619	($111,660)	(7.26%)
Revenue							
Intergovernmental Revenue	$303,922	$240,314	$323,251	$326,100	$174,594	($148,657)	(45.99%)
Miscellaneous Revenue	$10,073	$2,285	$0	$364	$0	$0	
Total Revenue	$313,995	$242,599	$323,251	$326,464	$174,594	($148,657)	(45.99%)
General Fund Subsidy	$1,246,951	$1,316,362	$1,215,028	$1,203,071	$1,252,025	$36,997	3.04%
Total Resources	$1,560,946	$1,558,961	$1,538,279	$1,529,535	$1,426,619	($111,660)	(7.26%)
Department Statistics							
FTE's	9.18	9.18	8.18	8.18	8.18	$0	0
% of General Fund	5.04%	5.22%	4.89%	5.00%	4.35%	(0.54%)	(10.95%)

2011 Key Department budget Changes

Expenditures

Salaries
- Includes applicable step increases.

Personnel Benefits
- Includes changes in the employer contribution for PERS and changes related to health benefit cost increases

Supplies
- Removed from Emergency Management Planning the 2010 one-time expenditures for EOC equipment, generator and other emergency equipment funded by the Emergency Management Performance Grant (EMPG)

Other Services and Charges
- Removed from Emergency Management Planning the 2010 one-time expenditures for Emergency Operations Center (EOC) electrical work, GIS projects and Vista volunteer funded by EMPG

Community Services
2011 Budget

Intergovernmental Services

- Removed from Emergency Management Planning the 2010 one-time overtime expenditures for the fire department to participate in the October 6, 2010 drill funded by EMPG

Capital Outlays

- Removed from Emergency Management Planning the 2010 one-time expenditures for the installation of a fiber optic line necessary for connectivity from City's mainframe computer to the Police and Fire District Headquarters funded by EMPG

Interfund Payments for Service

- Increased equipment replacement charges for Customer Service Response by $5,234 reinstating the annual replacement installment reduced during 2010.
- Increased vehicle operations maintenance for Customer Service Response by $4,563 based on historical maintenance

Revenues

Intergovernmental Revenue

- Removed $145,858 from Emergency Management Planning the for EMP Grant awarded in 2010
- The $2,799 Human Services decrease in this revenue category is the result of:
    - Increasing the Community Development Block Grant (CDBG) by $2,484 based on King County estimates
    - Increasing the Liquor Excise Tax by $243 based on state estimates
    - Decreasing the Liquor Profit by $929 based on state estimates
    - Removing the 2010 Community Development Block Grant Recovery Act Program (CDBGR) $3,001
    - Removing the 2010 American Recovery and Reinvestment Act (ARRA) grant $1,674
    - Increasing the Domestic Violence funding estimates by $78 based on state estimates

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 Neighborhoodsand 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

Measurement: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Percentage of internal customers rating neighborhoods overall services as good or excellent	80%	80%	80%	80%	80%
Percentage of residents rating the condition of their neighborhoods as excellent or good	58%	62%	62%	62%	62%
Percentage of residents who think Shoreline is an excellent or good place to live	91%	93%	93%	93%	93%
Percentage of residents who think that the overall quality of life in the City is excellent or good	83%	84%	84%	84%	84%

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Dollar value of improvements funded through the mini-grant program	$12,265	$20,000	$20,000	$15,000	$20,000
Number of Neighborhoods/Grants	3	5	5	4	5

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	1.47	1.29	1.29	1.29	1.29

NEIGHBORHOODS

2010 Budget

Program Expenditures	**173,494**
Program Revenue	**0**
General Support	**173,494**

Program Revenue vs General Support

2011 Budget

Program Expenditures	**177,146**
Program Revenue	**0**
General Support	**177,146**

Program Revenue vs General Support

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: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Percentage of customer requests responded to within 24 hours	97%	95%	93%	96%	95%
Percentage of external customers giving CRT services a good or excellent rating	97%	98%	99%	98%	98%
Percentage of requests inspected within 5 working days.	98%	93%	93%	99%	97%

Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Average cost per service request	$94	$110	$119	$115	$120
Average number of service requests per FTE	967	875	822	887	895

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of Adopt-A-Road Cleanups supported			25	52	75
Number of customer requests for service	2,611	2,064	1,980	1,650	1,700
Number of service requests for flooding/drainage	346	95	118	132	120
Number of service requests for hazard/hazmat	167	174	123	100	100
Number of service requests for litter/garbage	404	281	228	205	220
Number of service requests for roads repair	104	64	66	90	80

24 HOUR CUSTOMER RESPONSE TEAM

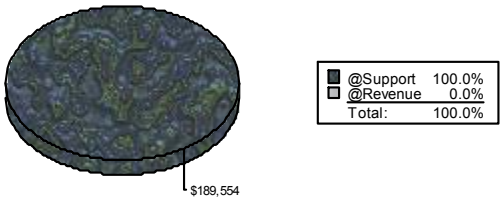
	2007	2008	2009	2010 Est.	2011 Target
Number of service requests for signs.	425	302	284	180	200
Number of service requests for vegetation	293	189	226	150	180

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	1.75	2.36	2.41	1.86	1.90

2010 Budget

Program Expenditures	189,554
Program Revenue	0
General Support	189,554

Program Revenue vs General Support



2011 Budget

Program Expenditures	204,823
Program Revenue	0
General Support	204,823

Program Revenue vs General Support

CODE ENFORCEMENT TEAM

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

Measurement: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Average number of calendar days from request initiation to compliance (Abandoned Vehicles)	6	6	6	5	6
Average number of calendar days from request initiation to voluntary compliance (Strike 1 & 2)	37	51	58	48	45
Percent of abandoned vehicles tagged within 24 hours of notification	98%	96%	93%	92%	95%
Percentage of all code enforcement actions resolved by voluntary compliance (Strike 1&2)	98%	96%	96%	95%	95%
Percentage of cases closed by induced compliance (Strike 3) annually	30%	39%	42%	41%	35%
Percentage of cases open beyond 365 days (Strike 3)	60%	73%	54%	60%	55%

Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Code Enforcement expenditures per capita (Strike 3)	$3.13	$3.25	$2.90	$2.85	$4.62
Number of Active Cases per FTE (Strike 3)	137	116	146	145	99
Number of code enforcement actions (Strike 1&2) per FTE	972	869	831	901	919
Number of Proactive CE Program actions		247	629	510	500

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of code enforcement requests for action	2,243	2,407	2,252	2,046	2,050

CODE ENFORCEMENT TEAM

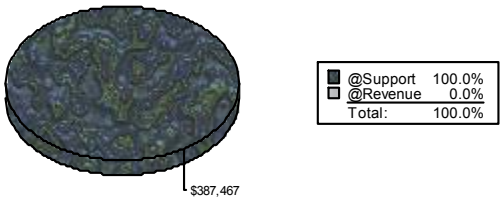
	2007	2008	2009	2010 Est.	2011 Target
Number of service requests for parking/abandoned	1,402	1,200	1,025	825	900
Number of service requests for vandalism/graffiti	386	599	564	600	600
Total number of code enforcement actions resolved (Strike 1&2)	2,081	2,236	2,234	1,800	2,000

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	4.9	4.9	4.18(2.71CRT	3.74(2.27CRT	4.5 (2.23CRT

2010 Budget

Program Expenditures	387,467
Program Revenue	0
General Support	387,467

Program Revenue vs General Support



2011 Budget

Program Expenditures	492,479
Program Revenue	0
General Support	492,479

Program Revenue vs General Support

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: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Percent of Hazard Mitigation Plan completed	96%	100%	100%	21%	40%
Percent of regular staff trained in emergency planning and preparedness	70%	70%	70%	95%	95%
Percent of required staff who are trained to federal mandates in emergency management practices	100%	100%	100%	100%	100%

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of classes and staff trained facilitated by EMC	7 : 73	4 : 91	3:56	6:110	2:20
Number of Community Emergency Response volunteers trained	23	21	20	20	20
Number of presentations and training provided to the community (block watches, neighborhoods, businesses, faith groups, civic groups and staff)	34	42	70	75	70
Number of table tops, functional and full scale excercises conducted	3	2	1	1	1

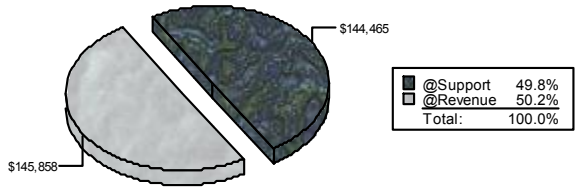
Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Amount of Grant funds awarded to the City	$26,162	$123,077	$35,441	$145,858	$41,000
Budgeted FTEs	1	1.3	1.3	1.3	1.3

EMERGENCY MANAGEMENT PLANNING

2010 Budget

Program Expenditures	**290,323**
Program Revenue	**145,858**
General Support	**144,465**

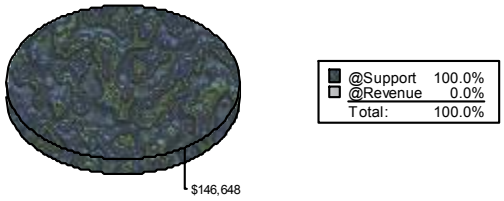
Program Revenue vs General Support



2011 Budget

Program Expenditures	**146,648**
Program Revenue	**0**
General Support	**146,648**

Program Revenue vs General Support



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

Measurement: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Percentage of client based outcome goals met by human services contractors	85%	85%	85%	85%	85%
Percentage of service goals met by human service contractors	88%	85%	85%	85%	85%

Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Program cost per capita	$12.19	$11.89	$12.79	$11.95	$12.03
Program expenditures as a percentage of City's operating budget	2.34%	2.20%	2.23%	2.06%	2.03%

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of community partnerships and collaborations supported	10	9	8	8	8
Number of individuals served at the Shoreline Senior Center	1,440	1,500	1,517	1,591	1,400
Number of major home repair projects completed	4	5	8	9	8
Number of minor home repairs households served.	43	60	60	50	55
Number of programs managed	24	24	24	24	24

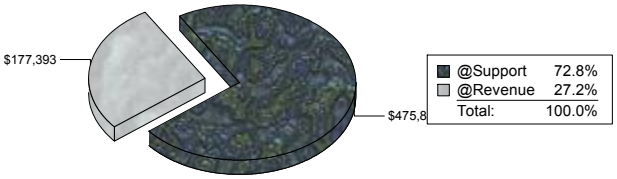
Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	1.8	1.47	1.47	1.47	1.47

HUMAN SERVICES: SUPPORT FOR SOCIAL AGENCIES

2010 Budget

Program Expenditures	**653,232**
Program Revenue	**177,393**
General Support	**475,839**

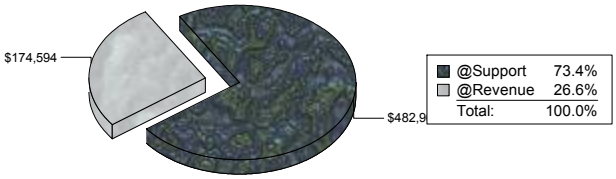
Program Revenue vs General Support



2011 Budget

Program Expenditures	**657,555**
Program Revenue	**174,594**
General Support	**482,961**

Program Revenue vs General Support



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City Attorney

City Attorney
2011 Budget

"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"

Department Program and Activities

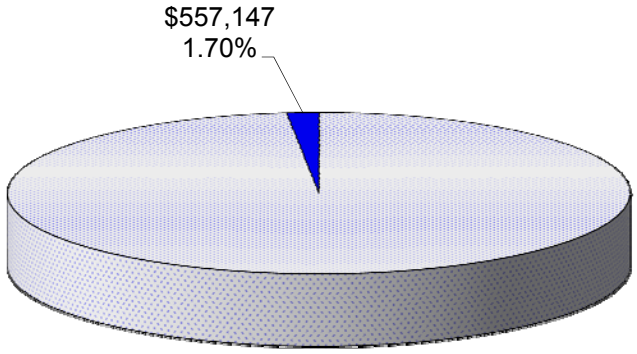
Legal Services

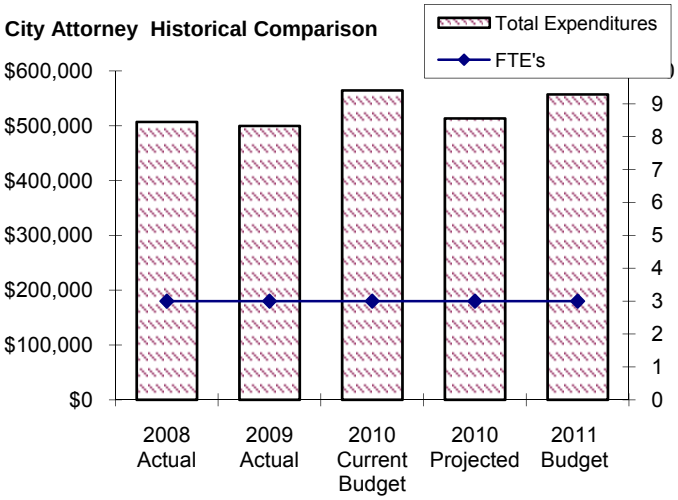
3.00 FTE

Prosecuting Attorney & Domestic Violence Victim Coordinator

0.0 FTE
(Contracted Service)

2011 City Attorney as a Share of the General Fund





City Attorney
2011 Budget

2010 Key Department Accomplishments in Support of the City's Strategic Objectives:

Governmental Excellence

- Revised email retention, public disclosure process, internal and external social media/website retention and use policy.
- Completed the Comcast franchise extension

Safe and Attractive Neighborhoods and Business Districts

- Helped draft CRISTA Master Development Plan and appeal

Quality Services, Facilities, and Infrastructure

- Complete right-of-way property certification for the Aurora project 185th - 192nd segment including acquisition condemnation ordinance and petitions.
- Revised traffic code for new violations.
- Conducted Water District negotiations regarding hydrant costs.
- Reviewed Shoreline Disaster Recovery Plan.
- Drafted Americans Disabilities Act (ADA) Policy

Economic Vitality and Financial Stability

- Developed interim regulations of Regional Business Land Use District and Midvale Avenue Pilot Area.

2011 Key Department Objectives in Support of the City's Strategic Objectives:

Construct the Aurora Improvements from 165th to 205th Streets

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

City Attorney
2011 Budget

Acquire Seattle Public Utilities water system in Shoreline

- Participated in valuation and interlocal agreement negotiations

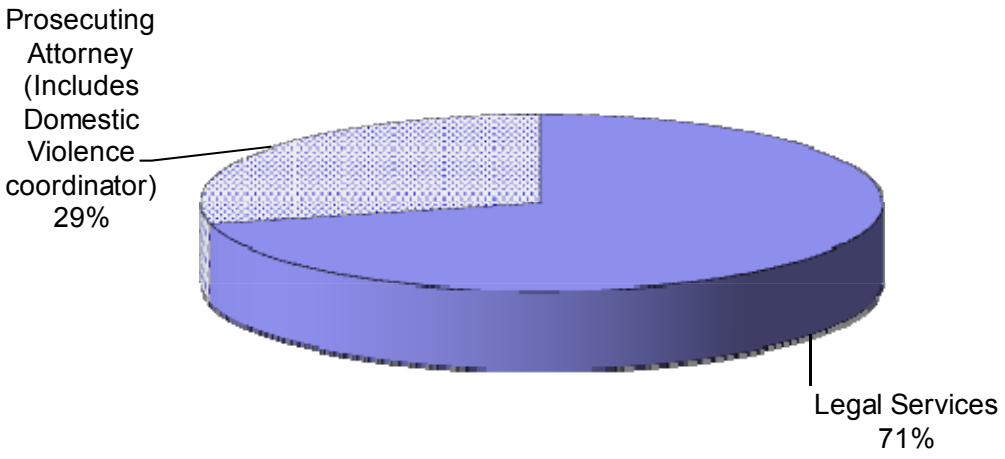
Quality Services, Facilities, and Infrastructure

- Revise undergrounding regulations
- Complete Point Wells Growth Management Hearings Board appeals of Snohomish County actions, pursue resolution with stakeholders.
- Update Animal Code
- Recover a portion of Sugar's seized assets for law enforcement activity
- Draft amendments to right-of-way permits ordinance to clarify private activity and responsibility.

City Attorney 2008 - 2011 Budget Comparison By Program

Program Budget	2008 Actual	2009 Actual	2010 Current Budget	2010 Projected	2011 Budget	2010 Current Budget versus 2011 Budget	Percentage Change
Legal Services	$354,016	$338,624	$397,353	$346,072	$407,004	$9,651	2.43%
Prosecuting Attorney	$153,000	$160,830	$167,143	$167,143	$150,143	-$17,000	(10.17%)
Total Expenditures	$507,016	$499,454	$564,496	$513,215	$557,147	-$7,349	(1.30%)
Program Revenue							
Other Revenue	$0	$27	$0	$0	$0	$0	0.00%
General Fund Subsidy	$507,016	$499,427	$564,496	$513,215	$557,147	-$7,349	(1.30%)
Total Resources	$507,016	$499,454	$564,496	$513,215	$557,147	-$7,349	(1.30%)

2011 City Attorney Program Breakdown



City Attorney
2011 Budget

City Attorney 2008 - 2011 Budget Comparison By Object							
Object Category	2008 Actual	2009 Actual	2010 Current Budget	2010 Projected	2011 Budget	2010 Current Budget versus 2011 Budget	Percentage Change
Salaries	$253,819	$245,533	$290,126	$260,100	$296,153	$6,027	2.08%
Benefits	$66,791	$63,126	$68,400	$59,825	$75,414	$7,013	10.25%
Supplies	$1,535	$1,411	$1,050	$1,050	$1,050	$0	0.00%
Other Services & Charges	$184,841	$189,384	$204,919	$192,240	$184,530	($20,389)	(9.95%)
Intergovernmental Services	$30	$0	$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%
Total Expenditures	$507,016	$499,454	$564,495	$513,215	$557,147	($7,348)	-1.30%
Revenue							
Other Revenue	$0	$27	$0	$0	$0	$0	0.00%
General Fund Subsidy	$507,016	$499,427	$564,495	$513,215	$557,147	($7,348)	-1.30%
Total Resources	$507,016	$499,454	$564,495	$513,215	$557,147	($7,348)	-1.30%
Department Statistics							
FTE's	3.00	3.00	3.00	3.00	3.00	0	0.00%
% of General Fund	1.64%	1.67%	1.79%	1.68%	1.70%	(0.09%)	(5.23%)

2011 Key Department Budget Changes

Expenditures

Salaries
- Includes applicable step increases.

Personnel Benefits
- Includes changes in the employer contribution for PERS and changes in health benefit costs.

Other Services and Charges
- The decrease of $20,389 in this category is the result of:
  - Reducing the Westlaw subscription by $3,000
  - Renegotiating the Prosecuting Attorney contract

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: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Pecentage of customers rating timeliness of legal services as good or excellent	81%	81%	81%	82%	85%
Percentage of internal customers rating legal Services overall as good or excellent	84%	85%	85%	86%	88%

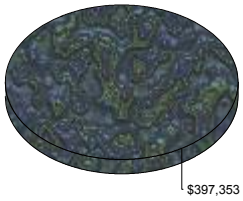
Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Program budget as a percent of the City's operating budget	1.8%	1.19%	1.18%	1.23%	1.23%

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	3	3	3	3	3

2010 Budget

Program Expenditures	397,353
Program Revenue	0
General Support	397,353

Program Revenue vs General Support

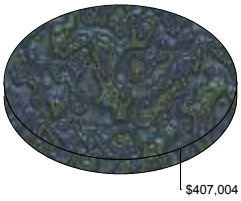


@Support	100.0%
@Revenue	0.0%
Total:	100.0%

2011 Budget

Program Expenditures	407,004
Program Revenue	0
General Support	407,004

Program Revenue vs General Support



@Support	100.0%
@Revenue	0.0%
Total:	100.0%

PROSECUTING ATTORNEY

PROGRAM PURPOSE:

The Prosecuting Attorney prosecutes violations of the Shoreline Municipal Code.

STRATEGIC OBJECTIVES:

Safe and Attractive Neighborhoods and Business Districts

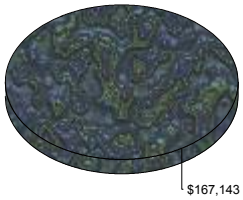
Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Total Number of Criminal Cases	1,424	1,338	1,529	1,500	1,450

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted Contracted FTEs	0	0	0	0	0

2010 Budget

Program Expenditures	167,143
Program Revenue	0
General Support	167,143

Program Revenue vs General Support

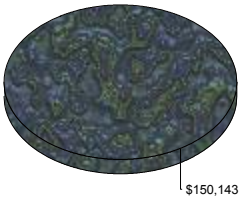


@Support	100.0%
@Revenue	0.0%
Total:	100.0%

2011 Budget

Program Expenditures	150,143
Program Revenue	0
General Support	150,143

Program Revenue vs General Support



@Support	100.0%
@Revenue	0.0%
Total:	100.0%

Finance

Finance
2011 Budget

Mission Statement

The Finance Department provides excellent and innovative financial and technological services to City Departments for the purpose of enhancing the community of Shoreline.

Department Programs

Finance Administration

2.5 FTE

Financial Planning and Accounting Services

6.625 FTE

Grant Development

0.2 FTE

Purchasing Services

1.75 FTE

Intergovernmental Participation

0.0 FTE

Web Development

1.0 FTE

IT Operations & Security Administration

3.6 FTE

IT Strategic Plan Implementation

1.35 FTE

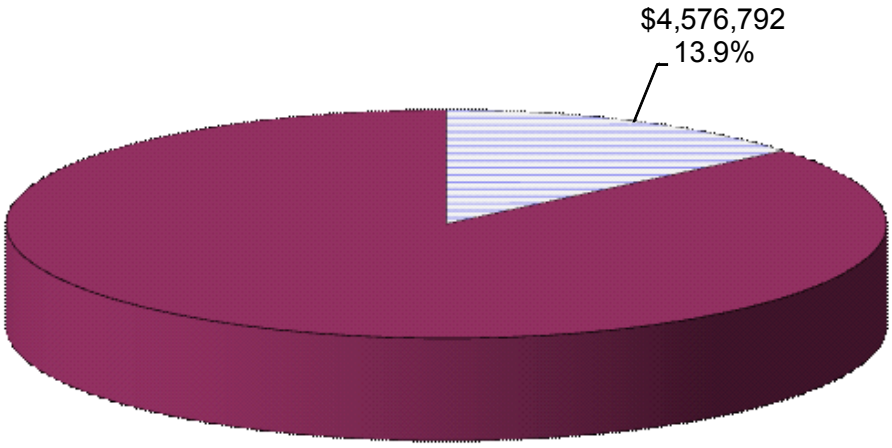
Geographical Information Services

1.05 FTE

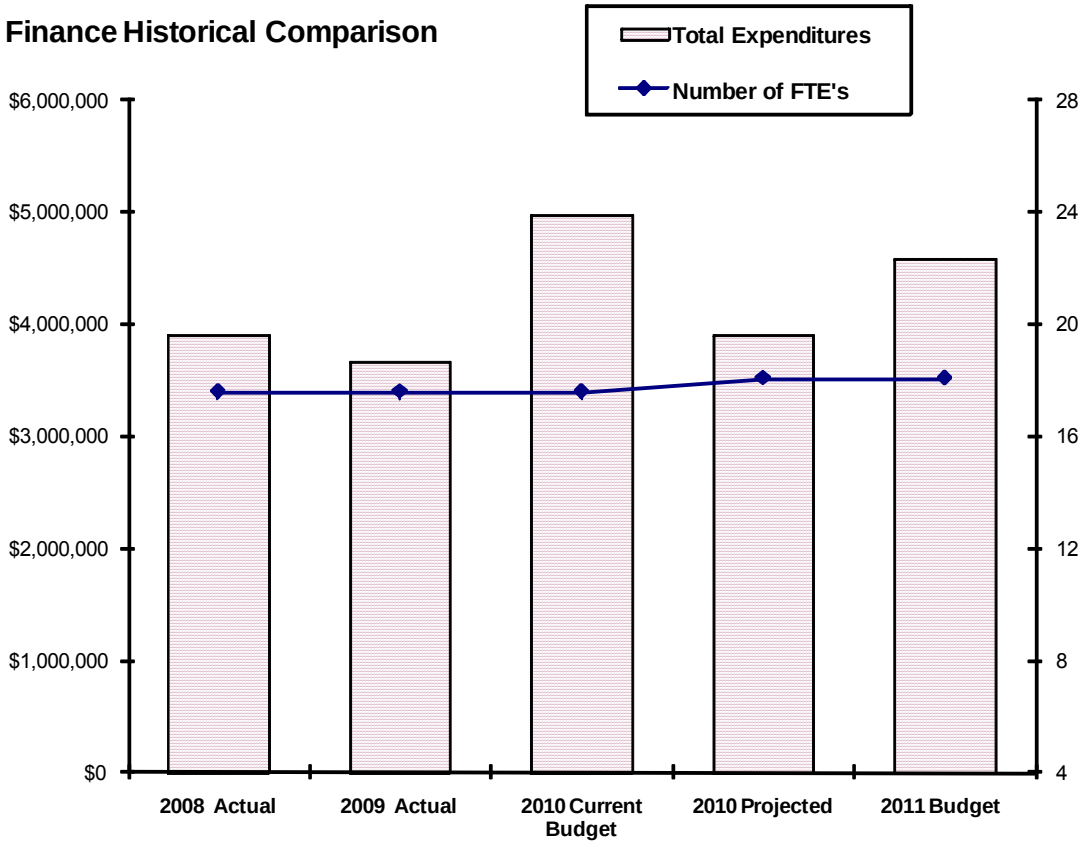
*An additional 0.62 FTE is budgeted in the Capital Funds

Finance
2011 Budget

2011 Finance as a Share of the General Fund



Finance Historical Comparison



Finance
2011 Budget

2010 Key Department Accomplishments in Support of the City's Strategic Objectives:

Quality Services, Facilities and Infrastructure

- Upgraded the City's financial software to version 7i of the Integrated Financial Accounting Software (IFAS)
- Implemented Employee Online
- Implementation of Phase I of transfer of City's P-card program from JP Morgan Chase to US Bank.
- Implemented the technology component of the new City Hall
- Designed and implemented new network technology in the new City Hall
- Enhanced reporting capabilities for the Information Services Help Desk with activation of Track-It work order system city-wide
- Installed 911 Button equipment in City Hall, Spartan Gym, and Shoreline Pool
- Installed Wi-Fi capability in the new City Hall building to support staff and customers
- Installed and trained employees city-wide on Office 2007 software suite
- Conducted the biennial internal customer service survey

Governmental Excellence

- Completed the 2009 financial statements and 2009 audit receiving a clean audit opinion
- Maintained a AA+ general obligation bond rating and "Strong" rating of financial management from Standard and Poor's
- Developed the 2011-2016 Capital Improvement Program
- Established the City's business license program
- Received the GFOA award of excellence for the City's 2010 Budget and special recognition for the City's Capital Improvement Program
- Received Certificate of Distinction from the International City Manager's Association (ICMA) for the City's efforts in performance measurement reporting

Economic Vitality and Financial Stability

- Secured grant funding in support of City Council goals and City operational needs
- Secured, tracked and reported funding received through the American Reinvestment and Recovery Act
- Coordinated with the Washington Department of Transportation to start receiving the Transportation Benefit District vehicle license fees

Effective Citizen Communication and Engagement

- Implemented a communication plan regarding the Citizen Advisory Committee on Long-Range Financial Planning recommendations which included meeting with more than 40 community groups

Finance
2011 Budget

2011 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
- Implement Timecards online for payroll processing
- Implementation of Phase 2 of transfer of City's P-card program from JP Morgan Chase to US Bank
- Develop the City's Information Technology Strategic Plan for 2012-2013
- Use virtualization technology within the City Data Center to improve performance, increase resiliency as well as save long-term operating costs
- Implement customer service enhancements related to outcomes from the 2010 internal customer service survey

Governmental Excellence

- Complete the 2010 financial statements and 2010 audit with the goal of a clean audit opinion
- Facilitate the development of the 2012-2017 Capital Improvement Program

Economic Vitality and Financial Stability

- Continue to seek grant funding in support of City Council goals and City operational needs

Effective Citizen Communication and Engagement

- Develop a performance report to the Citizens of the City's programs based on performance measurement data collected over the last three years
- Continue implementation of the communication plan on long-term financial planning

Finance
2011 Budget

Finance 2008 - 2011 Budget Comparison By Programs							
Program Budget	**2008 Actual**	**2009 Actual**	**2010 Current Budget**	**2010 Projected**	**2011 Budget**	**2010 Current Budget versus 2011 Budget**	**Percentage Change**
Finance Administration	$270,914	$293,786	$286,211	$311,969	$293,988	$7,777	2.72%
Financial Planning & Accounting Services	$699,683	$705,736	$873,806	$848,849	$745,538	($128,268)	(14.68%)
Purchasing Services	$166,588	$164,046	$164,752	$160,470	$157,984	($6,768)	(4.11%)
Geographical Information Services	$160,179	$215,465	$187,909	$175,657	$169,411	($18,498)	(9.84%)
Information Technology Operations & Security	$901,811	$1,020,277	$928,657	$915,455	$785,499	($143,158)	(15.42%)
Web Development	$0	$0	$0	$0	$170,860	$170,860	100.00%
Information Technology Strategic Plan Implementation	$324,256	$198,300	$295,181	$295,181	$212,585	($82,596)	(27.98%)
Grant Research & Development	$18,671	$19,286	$19,656	$18,766	$20,965	$1,309	6.66%
Animal Control	$0	$0	$30,000	$30,000	$69,345	$39,345	131.15%
Intergovernmental Participation	$111,725	$119,788	$121,698	118,938	$119,077	($2,621)	(2.15%)
Non-Program Expenses (Citywide, Equipment Replacement, Unemployment)	$1,251,700	$927,186	$2,057,290	$1,029,404	$1,831,540	($225,750)	(10.97%)
Total Expenditures	$3,905,527	$3,663,870	$4,965,160	$3,904,689	$4,576,792	($388,368)	(7.82%)
Revenue							
Finance Administration	$0	$0	$0	$0	$0	$0	0.00%
Financial Planning & Accounting Services	$1,803	$1,807	$1,800	$1,921	$1,800	$0	0.00%
Purchasing Services	$0	$0	$0	$0	$0	$0	0.00%
Geographical Information Services	$0	$0	$0	$0	$0	$0	0.00%
Information Technology Operations & Security Administration	$0	$0	$0	$0	$0	$0	0.00%
Information Technology Strategic Plan Implementation	$0	$0	$0	$0	$0	$0	0.00%
Grant Research	$0	$0	$0	$0	$0	$0	0.00%
Intergovernmental Participation	$0	$0	$0	$0	$0	$0	0.00%
Non-Program Expenses (Citywide, Equipment Replacement, Unemployment)	$359,164	$401,874	$150,310	$117,165	$268,869	$118,559	78.88%
Total Finance Revenue	$360,967	$403,681	$152,110	$119,086	$270,669	$118,559	77.94%
Use of Equipment Replacement Fund Balance	$133,469	($55,040)	$246,937	$134,199	$134,199	($112,738)	(45.65%)
Use of Unemployment Fund Balance	-$2,194	$24,284	$19,000	$19,807	$4,850	($14,150)	(74.47%)
General Fund Subsidy	$3,413,285	$3,290,945	$4,547,113	$3,631,597	$4,167,074	($380,039)	(8.36%)
Total Resources	$3,905,527	$3,663,870	$4,965,160	$3,904,689	$4,576,792	($388,368)	(7.82%)

Finance
2011 Budget

Finance 2008 - 2011 Operating Budget Comparison By Object							
Object Category Name	**2008 Actual**	**2009 Actual**	**2010 Current Budget**	**2010 Projected**	**2011 Budget**	**2010 Current Budget versus 2011 Budget**	**Percentage Change**
Salary	$1,273,929	$1,367,409	$1,390,538	$1,395,577	$1,408,840	$18,302	1.32%
Benefits	$395,963	$411,138	$400,711	$398,835	$443,341	$42,630	10.64%
Supplies	$436,298	$253,423	$196,945	$293,054	$190,629	($6,316)	(3.21%)
Other Services & Charges	$1,386,159	$1,194,828	$1,464,453	$1,329,440	$1,190,865	($273,588)	(18.68%)
Intergovernmental Services	$224,585	$204,804	$348,718	$301,850	$328,828	($19,890)	(5.70%)
Capital Outlays	$36,526	$65,228	$179,694	$170,275	$34,199	($145,495)	(80.97%)
Interfund Payments for Service, Contingencies & Depreciation	$152,067	$167,040	$984,101	$15,658	$980,090	($4,011)	(0.41%)
Total Expenditures	$3,905,527	$3,663,870	$4,965,160	$3,904,689	$4,576,792	($388,368)	(7.82%)
Revenue							
Licenses and Permits	$0	$0	$0	$0	$0	$0	0.00%
Intergovernmental Revenues	$4,431	$0	$0	$0	$0	$0	0.00%
Charges for Goods and Services	$1,800	$1,800	$1,800	$1,800	$1,800	$0	0.00%
Miscellaneous Revenues	$249,736	$141,323	$107,553	$74,529	$258,869	$151,316	140.69%
Other Financing Sources & Non-R	$105,000	$260,558	$42,757	$42,757	$10,000	($32,757)	(76.61%)
Total Finance Revenue	$360,967	$403,681	$152,110	$119,086	$270,669	$118,559	77.94%
Use of Equipment Replacement Fund Balance	$133,469	($55,040)	$246,937	($142,117)	$134,199	($112,738)	(45.65%)
Use of Unemployment Fund Balance	-$2,194	$24,284	$19,000	$19,807	$4,850	($14,150)	(74.47%)
General Fund Subsidy	$3,413,285	$3,290,945	$4,547,113	$3,907,913	$4,167,074	($380,039)	(8.36%)
Total Resources	$3,905,527	$3,663,870	$4,965,160	$3,904,689	$4,576,792	($388,368)	(7.82%)
Department Statistics							
% of General Fund	11.91%	11.53%	14.77%	11.77%	13.34%	(1.43%)	(9.68%)
Number of FTE's	17.58	17.58	17.58	18.07	18.07	0.49	2.79%

The Finance Department includes three city funds: General Fund, Equipment Replacement Fund, and Unemployment Fund. The fund breakdown is displayed below.

Finance 2008 - 2011 Budget Comparison By Fund							
Expenditures By Fund	**2008 Actual**	**2009 Actual**	**2010 Current Budget**	**2010 Projected**	**2011 Budget**	**2010 Current Budget versus 2011 Budget**	**Percentage Change**
General Fund	$3,693,092	$3,446,972	$4,655,466	$3,629,565	$4,427,593	($227,873)	(4.89%)
Equipment Replacement Fund	$207,601	$187,109	$279,694	$245,124	$134,199	($145,495)	(52.02%)
Unemployment Fund	$4,834	$29,789	$30,000	$30,000	$15,000	($15,000)	(50.00%)
Total Fund Expenditures	$3,905,527	$3,663,870	$4,965,160	$3,904,689	$4,576,792	($388,368)	(7.82%)
Revenue By Fund							
General Fund	$12,869	$156,027	$6,800	$5,886	$6,800	$0	0.00%
Equipment Replacement Fund	$341,070	$242,149	$134,310	$103,007	$253,719	$119,409	88.91%
Unemployment Fund	$7,028	$5,505	$11,000	$10,193	$10,150	($850)	(7.73%)
Total Fund Revenue	$360,967	$403,681	$152,110	$119,086	$270,669	$118,559	77.94%

Finance
2011 Budget

2011 Key Department Budget Changes

Salaries
- Includes applicable step increases and reclassification increases
- Transfer of 0.2 FTE Administrative Assistant I from the City Clerk

Personnel Benefits
- Includes changes in the employee contribution for PERS and health coverage.

Supplies
- Reduced operating supplies by $4,760 and software licenses by $2,050 in the Citywide Equipment and Supplies program

Other Services & Charges
- Added $2,495 in Financial Planning & Accounting Services for the annual maintenance of the overhead cost allocation software and removed $121,170 for the one-time upgrade of the City's financial system and the conversion of the database to Windows/Microsoft SQL Server
- Reduced funding by $1,000 in Purchasing Services for the E-Gov Alliance membership
- Removed $15,000 of one-time funding for professional services related to the property tax levy in Finance Administration
- Reduced consulting services for financial system support by $7,000
- Reduced financial sysem licensing by $13,000 as a result of software upgrade
- Removed a 2010 carryover totaling $53,871 from IT Strategic Plan
- Reduced GIS Professional Services by $2,500
- Reduced IT projects funding by $12,500
- Increase the Animal Control PAWS Animal Shelter funding by $15,000
- Removed one-time funding of $17,890 in GIS for aerial photography
- Reduced citywide telephone budget by $14,625 due to cost efficiency measures
- Added $2,500 for the annual maintenance of the 911 button
- Increased operating rentals and leases in the Citywide Equipment and Supplies program by $3,750 for citywide copiers
- Reduced the citywide liability insurance by $36,977 as a result of high claim years prior to 2005 no longer part of the formula to determine the City's insurance assessment.

Intergovernmental Services
- Decreased citywide budget for voter registration by $4,091 based on county cost estimate
- Reduced the budget for election costs by $5,721 after removing the cost for 2009 elections and adding the cost of the 2010 levy lid lift ballot issue
- Added $3,009 for increased surface water management fees for city property
- Decreased anticipated unemployment assessments by $15,000

Finance
2011 Budget

- Increased Animal Control services by $24,345 based on the estimate provided by King County
- Removed one-time funding of $21,000 for a fiber optic project to extend services to the Hamlin Maintenance Facility

Capital Outlay
- Removed one-time funding of $45,124 for the replacement of a street maintenance truck
- Removed a carryover of $100,000 in the Equipment Replacement Fund

Interfund Payments for Services
- Added $2,200 to GIS for an increase in the equipment replacement charge for a plotter
- Reduced the budget for vehicle maintenance and operations for citywide pool cars by $4,259

Citywide Contingencies
- Removed 2010 one-time contingencies totaling $183,035
- Included one-time development revenue of $678,857 from the construction of two new high schools
- Included $75,000 for the November 2010 levy lid lift election that will be billed in 2011
- Added $30,202 for the estimated leave payout for the City Manager upon retirement in early 2011
- Added $14,448 for estimated salary savings based on the salary survey, reclassifications and position elimination
- Includes $605,000 repayment to the Revenue Stabilization Fund

FINANCE ADMINISTRATION

PROGRAM PURPOSE:

Finance 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 Finance divisions.

STRATEGIC OBJECTIVES:

Economic Vitality and Financial Stability

Measurement: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Received a clean audit opinion the the financial statements	YES	YES	YES	YES	YES

Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Finance FTE per 1,000 population	0.34	0.34	0.34	0.33	0.33

2010 Budget

Program Expenditures	286,211
Program Revenue	0
General Support	286,211

Program Revenue vs General Support

2011 Budget

Program Expenditures	293,987
Program Revenue	0
General Support	293,987

Program Revenue vs General Support

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: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Actual revenue collections compared to projected revenues.	103.02%	99%	98.6%	FINANCE	97% - 105%
Basis points in which investment returns exceed the City's benchmark	4	28	44	60	25
Percentage of customers rating Financial Operations services as good or excellent	96.7%	94.0%	94%	97%	97%
Percentage of customers rating the Budget Division services as good or excellent	98%	94%	94%	90%	90%

Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Financial planning and accounting services as a % of the City's operating budget.	2.7%	2.7%	2.4%	2.8%	2.3%

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of accounts payable checks	3,648	3,787	3,623	3,650	3,675
Number of payroll checks processed	6,200	6,278	6,395	6,420	6,440

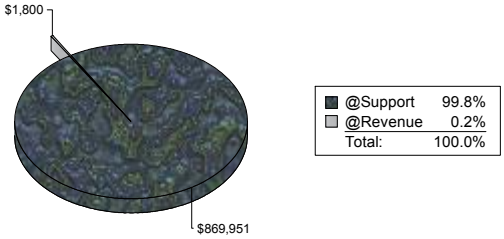
Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	8.63	8.63	8.63	8.63	8.63

FINANCIAL PLANNING AND ACCOUNTING SERVICES

2010 Budget

Program Expenditures	**871,751**
Program Revenue	**1,800**
General Support	**869,951**

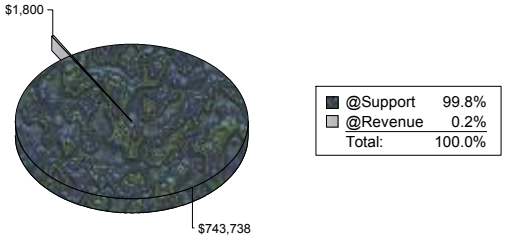
Program Revenue vs General Support



2011 Budget

Program Expenditures	**745,538**
Program Revenue	**1,800**
General Support	**743,738**

Program Revenue vs General Support



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

Measurement: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Number of protests filed per $25 million purchased	0	0	0	0	0
Percentage of awards and solicitations made without protest	100%	100%	100%	100%	100%
Percentage of customers rating the Purchasing Division services as good or excellent	88%	94%	94%	86%	86%
Percentage of internal customers rating the Purchasing Division responsiveness of services as good or excellent	88%	92%	92%	88%	88%

Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Dollar Amount of Central Purchasing Office Purchases per Central Purchasing Office FTE	$14.0M	$12.5M	$12.5M	$10.0 M	$10.0 M
Number of Purchasing transactions per FTE	209	215	215	300	300
Percentage of purchasing transactions conducted using procurement and credit cards	3.0%	3.0%	3.0%	3.0%	3.0%

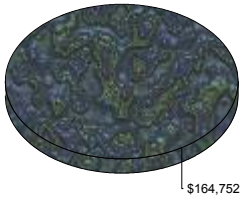
Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	1.75	1.75	1.75	1.75	1.75
Number of protests filed and sustained	0	0	0	0	0

PURCHASING SERVICES

2010 Budget

Program Expenditures	**164,752**
Program Revenue	**0**
General Support	**164,752**

Program Revenue vs General Support

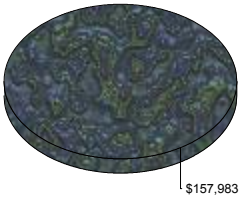


@Support	100.0%
@Revenue	0.0%
Total:	100.0%

2011 Budget

Program Expenditures	**157,983**
Program Revenue	**0**
General Support	**157,983**

Program Revenue vs General Support



@Support	100.0%
@Revenue	0.0%
Total:	100.0%

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: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Percentage of customers rating the GIS services as good or excellent	98%	100%	100%	91%	91%

Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Number of Service Requests completed per FTE	150	150	150	160	160

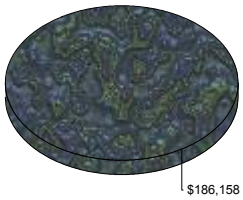
Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of Service Requests	150	150	150	160	160

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	1.05	1.05	1.05	1.05	1.05

2010 Budget

Program Expenditures	186,158
Program Revenue	0
General Support	186,158

Program Revenue vs General Support

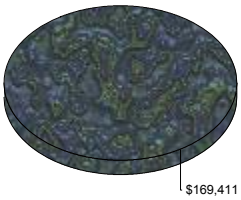


@Support	100.0%
@Revenue	0.0%
Total:	100.0%

2011 Budget

Program Expenditures	169,411
Program Revenue	0
General Support	169,411

Program Revenue vs General Support



@Support	100.0%
@Revenue	0.0%
Total:	100.0%

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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

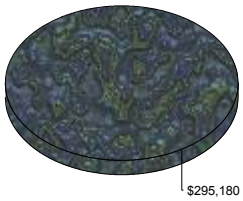
Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Information Technology Strategic Plan expenditures as a percentage of the City's operating budget	1.1%	2.0%	0.6%	0.9%	0.7%

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	2.35	1.55	1.55	1.35	1.35
Total capital expenditures for IT activities and equipment	$338,742	$409,321	$227,543	$495,181	$325,085

2010 Budget

Program Expenditures	295,180
Program Revenue	0
General Support	295,180

Program Revenue vs General Support

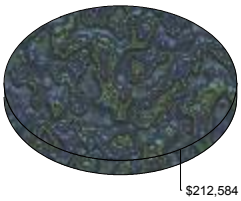


@Support	100.0%
@Revenue	0.0%
Total:	100.0%

2011 Budget

Program Expenditures	212,584
Program Revenue	0
General Support	212,584

Program Revenue vs General Support



@Support	100.0%
@Revenue	0.0%
Total:	100.0%

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: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Web Development as a % of the City's operating budget					**0.51%**

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs					**1.0**

Budget

Program Expenditures

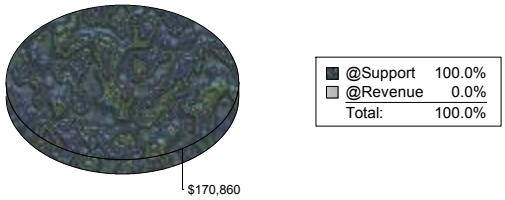
Program Revenue

General Support

2011 Budget

Program Expenditures	**170,860**
Program Revenue	**0**
General Support	**170,860**

Program Revenue vs General Support



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: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Help Desk calls resolved within 8 hours	66%	68%	68%	68%	75%
Percentage of customers rating the Information Technology Division services as good or excellent	88%	86%	86%	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	33%	34%	34%	34%	35%
Percentage of Help Desk calls resolved within 4 hours	55%	56%	56%	56%	60%
Percentage of telephone system problems resolved within 24 hours	68%	73%	73%	73%	75%

Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Central info tech operating maintenance and capital expenditures per workstation.	$6,022	$6,261	$6,227	$6,750	$5,466
Central IT operating & maintenance expenditures per workstation (excluding telephone service & Tech Plan)	$3,410	$3,484	$4,201	$3,697	$3,166
Information technology operating and maintenance expenditures as a percentage of the City's operating budget	2.3%	3.04%	3.4%	3.0%	2.4%
Number of workstations per Central IT FTE	35	35	35	35	35

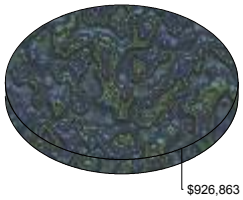
Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	4.4	4.4	4.4	3.60	3.60

INFORMATION TECHNOLOGY OPERATIONS AND SECURITY ADMINISTRATION

2010 Budget

Program Expenditures	**926,863**
Program Revenue	**0**
General Support	**926,863**

Program Revenue vs General Support

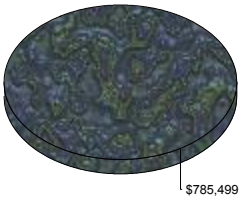


@Support	100.0%
@Revenue	0.0%
Total:	100.0%

2011 Budget

Program Expenditures	**785,499**
Program Revenue	**0**
General Support	**785,499**

Program Revenue vs General Support



@Support	100.0%
@Revenue	0.0%
Total:	100.0%

GRANT RESEARCH & DEVELOPMENT

PROGRAM PURPOSE:

The Grant Development program coordinates and supports all City Departmental grant seeking efforts designed to increase resources available for General Fund and Capital Improvement Program Budgets

STRATEGIC OBJECTIVES:

Economic Vitality and Financial Stability

Measurement: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Percentage of grant applications successfully awarded	89%	68%	82%	60%	60%
Percentage of internal customers rating Grant Assistance overall services as good or excellent	89%	84%	84%	91%	91%

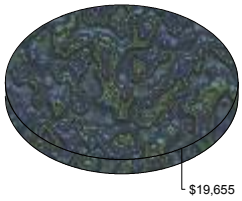
Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of Grant Applications Submitted	20	19	17	15	14

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	.20	.20	.20	.20	.20

2010 Budget

Program Expenditures	19,655
Program Revenue	0
General Support	19,655

Program Revenue vs General Support

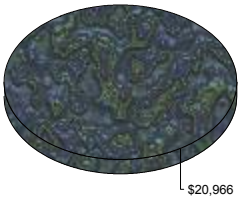


@Support	100.0%
@Revenue	0.0%
Total:	100.0%

2011 Budget

Program Expenditures	20,966
Program Revenue	0
General Support	20,966

Program Revenue vs General Support



@Support	100.0%
@Revenue	0.0%
Total:	100.0%

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:

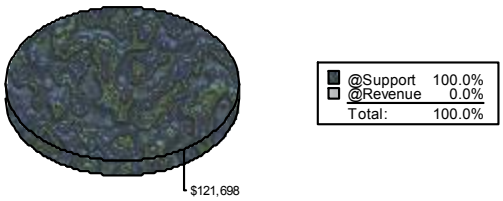
Governmental Excellence

Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Program expenditures as a percentage of the City's total operating budget	0.36%	0.35%	0.40%	0.38%	0.36%

2010 Budget

Program Expenditures	121,698
Program Revenue	0
General Support	121,698

Program Revenue vs General Support



2011 Budget

Program Expenditures	119,077
Program Revenue	0
General Support	119,077

Program Revenue vs General Support

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CITY OF SHORELINE

Human Resources

Human Resources
2011 Budget

Mission Statement

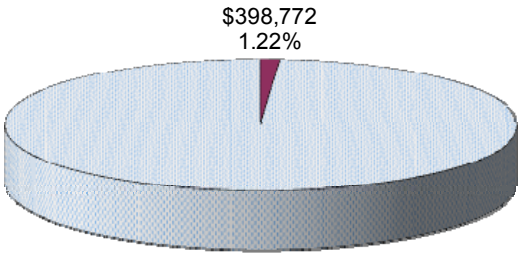
The mission of Human Resources is to foster and support our organizational values and goals to attract, retain and develop a professional and committed workforce that provides the highest quality and value in customer service

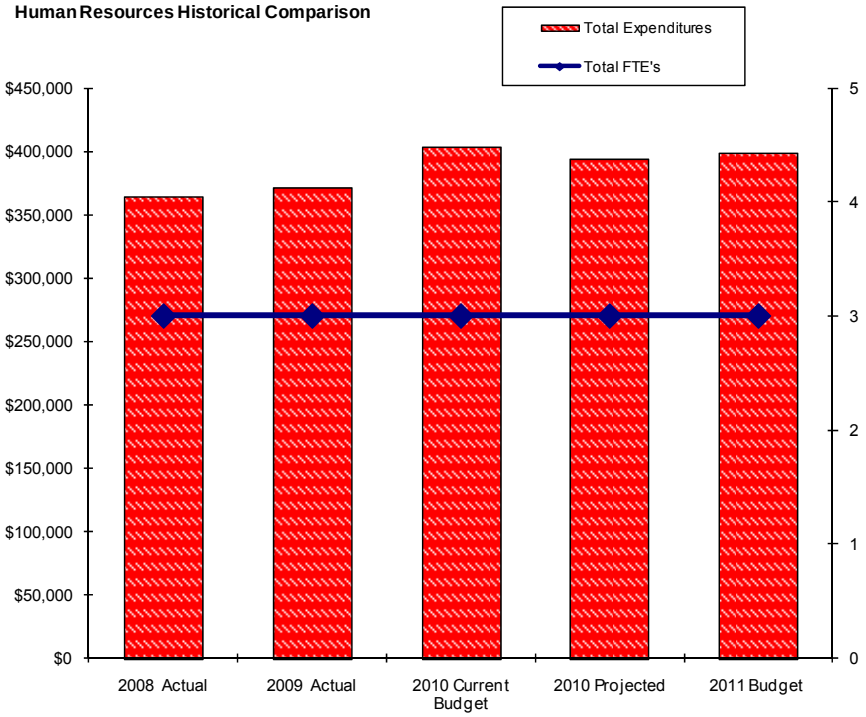
Department Programs

Employment Recruitment and Compensation Administration

3.0 FTE

2011 Human Resources as a Share of the General Fund





Human Resources
2011 Budget

2010 Key Department Accomplishments in Support of the City's Strategic Objectives:

Governmental Excellence

- Identified and implemented an online application program.
- Completed citywide driver abstract audit.
- Worked with departments to implement action plans based on the results of the 2009 employee satisfaction survey.
- Designed and implemented Family Medical Leave Act (FMLA) training for supervisors.
- Coordinated a citywide 911 button installation and training.
- Participated in the implementation and training associated with the IFAS 7i upgrade and Employee Online.
- Visited 'Best of Washington Companies' to identify successful training ideas and organizational initiatives.
- Formed and educated training team for communication model.
- Provided Dealing with Difficult Customer training for front-line and field staff.
- Implemented a new three-year training strategic plan.
- Completed drug and alcohol training for employees who are required to have a combination drivers license.
- Served on the statewide Employee Benefit Advisory Committee.
- Re-tooled hiring process for Public Works extra help staff.
- Collaborated with Finance Department and City Attorney's Office to complete competitive selection process for 401(a) and 457 benefit providers.

2011 Key Department Objectives in Support of the City's Strategic Objectives:

Governmental Excellence

- Revise and update performance evaluation system and provide training for managers and employees on new system.
- Assist departments in creating or updating extra help job descriptions.
- Participate in the ongoing planning, implementation and training associated with Timecard Online.
- Research, identify and implement a problem solving model
- Develop, implement and present new menu of in-house training for City communication model.
- Work with Finance Department and employee committee to perform an analysis of our health benefit package and provider. Conduct a competitive selection process to choose provider for 2012.

Human Resources
2011 Budget

Human Resources 2008 - 2011 Budget Comparison By Object Category							
Object Category	2008 Actual	2009 Actual	2010 Current Budget	2010 Projected	2011 Budget	2010 Current Budget versus 2011 Budget	Percentage Change
Salaries	$234,693	$253,032	$259,450	$259,492	$262,418	$2,968	1.14%
Personnel Benefits	$64,129	$67,940	$64,438	$64,441	$70,498	$6,060	9.40%
Supplies	$8,577	$8,590	$15,689	$10,650	$8,100	($7,589)	(48.37%)
Other Services & Charges	$55,964	$41,587	$63,356	$59,016	$57,756	($5,600)	(8.84%)
Intergovernmental Services	$10	$0	$0	$0	$0	$0	0.00%
Total Expenditures	$363,373	$371,149	$402,933	$393,599	$398,772	($4,161)	(1.03%)
Revenue							
Miscellaneous Revenue	$11,356	$11,366	$8,000	$8,182	$8,000	$0	0.00%
General Fund Subsidy	$352,017	$359,783	$394,933	$385,417	$390,772	($4,161)	(1.05%)
Total Resources	$363,373	$371,149	$402,933	$393,599	$398,772	($4,161)	(1.03%)
Department Statistics							
Total FTE's	3.00	3.00	3.00	3.00	3.00	0	0.00%
% of General Fund	1.17%	1.24%	1.28%	1.29%	1.22%	(0.06%)	(3.91%)

2011 Key Department Budget Changes

Expenditures

Salaries
- Includes applicable step increases.

Personnel Benefits
- Includes changes in the employer contribution for PERS and changes related to health benefit costs

Supplies
- The decrease of $7,589 in this category is the result of:
  - Removing $6,589 one-time expenditure for the purchase of the on-line job application
  - Reducing $1,000 in office supplies based on historical expenditures

Other Services & Charges
- The decrease of $5,600 in this category is the result of:
  - Drug and Alcohol Consortium annual dues increase by $800
  - Reducing $6,400 by canceling the Cascade institute Executive Program

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

Measurement: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Benefits as a percentage of Salaries & Benefits	22.9%	35.2%	31.3%	22.6%	24.5%
Percentage of customers rating Human Resources services as good or excellent	87%	90%	90%	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%	76%	80%	80%	82%
Percentage of employees who would recommend Working for the City to a friend	88%	88%	89%	89%	90%
Percentage of regular staff who terminated employment during the year	8%	6.2%	7%	5%	6%
Salary and Benefits as a Percent of the Operating Budget	31.49%	45.23%	46.18%	44.16%	44.94%

Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Average number of working days for external recruitment (PT/FT)	32	40	31	30	29
Human resource budget as a percent of the operating budget	1.4%	1.4%	1.3%	1.2%	1.2%
Ratio of human resources FTE's to total benefitted FTE's	1:48.8	1:48.8	1:48.8	1:47.9	1:47:9

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of position recruitments conducted (FT, PT, EH)	38	30	25	15	20
Number of training sessions conducted or sponsored	30	27	30	25	34

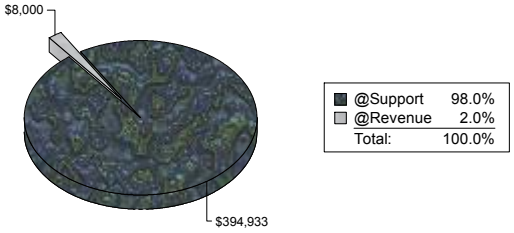
EMPLOYEE RECRUITMENT, COMPENSATION ADMINISTRATION & ORGANIZATIONAL DEVELOPMENT

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	3	3	3	3	3

2010 Budget

Program Expenditures	**402,933**
Program Revenue	**8,000**
General Support	**394,933**

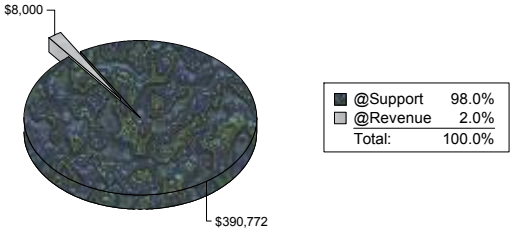
Program Revenue vs General Support



2011 Budget

Program Expenditures	**398,772**
Program Revenue	**8,000**
General Support	**390,772**

Program Revenue vs General Support



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Police

Police
2011 Budget

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."

2011 Department Programs

Administration

0.0 FTE
5.8 Contract FTE

Patrol

0.0 FTE
27.0 Contract FTE

Investigations Crimes Analysis

0.0 FTE
5.0 Contract FTE

Street Crimes Investigations

0.0 FTE
5.0 Contract FTE

Traffic Enforcement

0.0 FTE
5.0 Contract FTE

Special Support Services

0.0 FTE
(contracted service)
Indirect Equivalent to 13.31 FTE

School Resource Officer Program

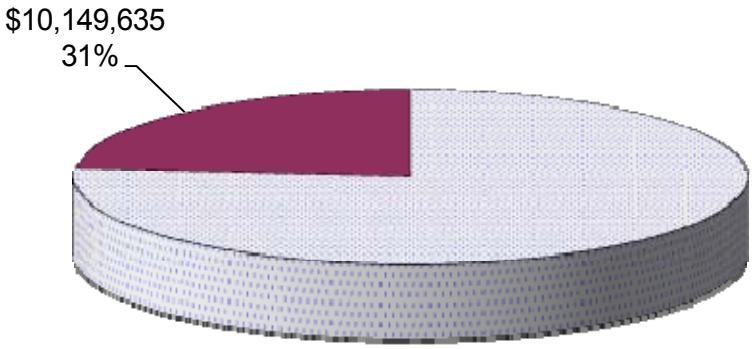
0.0 FTE
1.0 Contract FTE

Community Storefronts

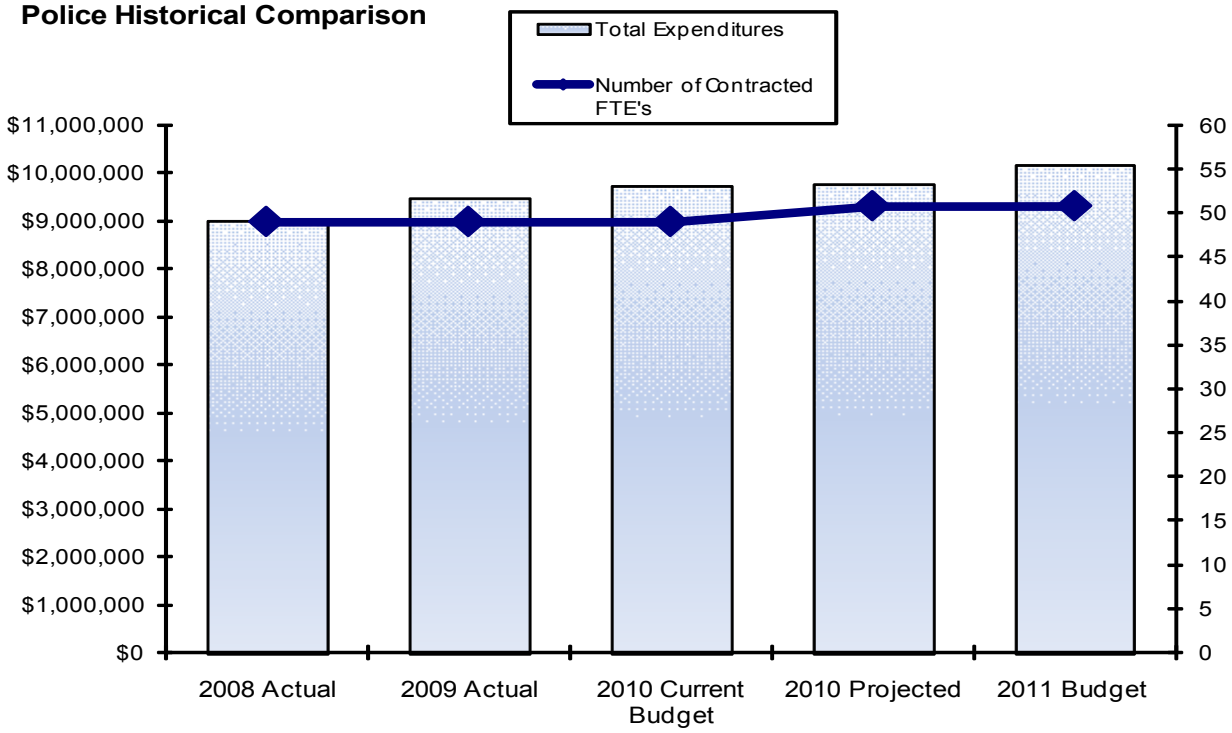
0.0 FTE
2.0 Contract FTE

Police
2011 Budget

2011 Police Services General Fund Portion as a Share of the General Fund



Police Historical Comparison



Police
2011 Budget

2010 Key Department Accomplishments in Support of the City's Strategic Objectives:

Safe and Attractive Neighborhoods and Business Districts

- Worked with the Emergency Management Coordinator to enhance response to major events. Participated in a County wide disaster exercise (Day2).
- Implemented the auto theft action plan and the traffic enforcement enhancement plan.
- Implemented the Anti-Graffiti program in partnership with the Shoreline School District, businesses and community groups.
- Increase active block watch programs.
- In cooperation with Public Works, identified high traffic accident areas and worked to reduce the number of traffic collisions.
- Continued to implement and enhance the Memory Impaired Assistance Program
- Developed joint training with the Shoreline Fire Department in the areas of crime scene management.

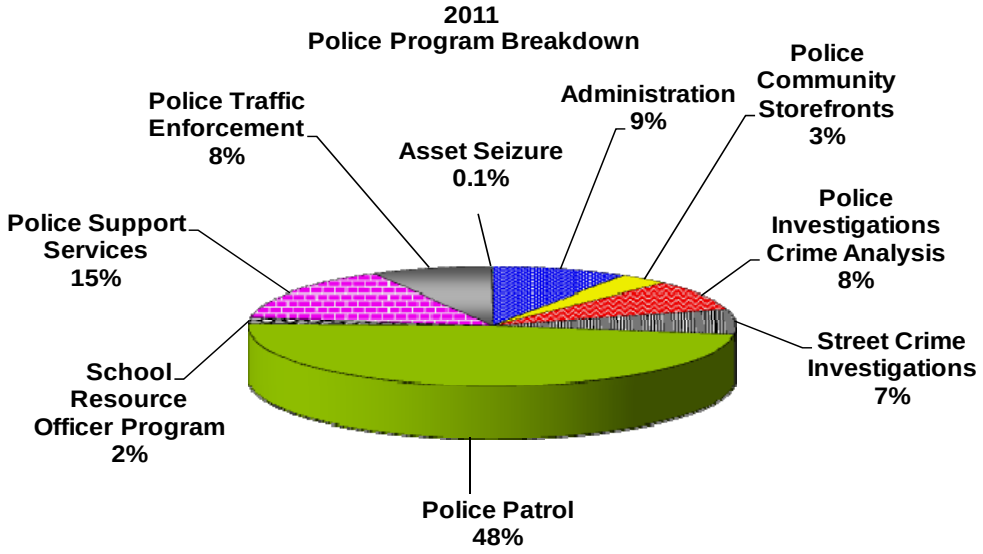
2011 Key Department Objectives in Support of the City's Strategic Objectives

Safe and Attractive Neighborhoods and Business Districts

- Continue to work with the Emergency Management Coordinator to enhance response to major events and provide Incident Command System training to City staff.
- Continue implementing the auto theft action plan, the traffic enforcement enhancement plan and the Memory Impaired Assistance Program.
- Work with the Shoreline Fire Department, the Shoreline School District and the Washington State Patrol to put together an anti-DUI program for juniors and seniors in the Shoreline School District.
- Continuing to seek out joint training opportunities with the Shoreline Fire Department in the areas of crime scene management and communication.
- Improve emergency response times to priority calls over 2009 response times
- Reduce Part I Crimes in the City of Shoreline
- Work with the Shoreline Parks Department to enhance visibility of police officers in the City's parks.

Police
2011 Budget

Police 2008 - 2011 Budget Comparison By Program							
Program Budget	2008 Actual	2009 Actual	2010 Current Budget	2010 Projected	2011 Budget	2010 Current Budget versus 2011 Budget	Percentage Change
Administration	$908,896	$824,988	$917,785	$909,404	$923,792	$6,007	0.65%
Police Community Storefronts	$291,222	$310,767	$325,419	$326,380	$334,586	$9,167	2.82%
Police Investigations Crime Analysis	$579,440	$778,293	$799,531	$811,931	$839,356	$39,825	4.98%
Street Crime Investigations	$585,003	$607,224	$650,253	$656,294	$684,584	$34,331	5.28%
Police Patrol	$4,163,280	$4,581,290	$4,654,842	$4,667,058	$4,888,085	$233,243	5.01%
School Resource Officer Program	$138,978	$148,856	$158,649	$157,561	$162,175	$3,526	2.22%
Police Support Services	$1,581,623	$1,398,093	$1,396,858	$1,397,946	$1,497,765	$100,907	7.22%
Police Traffic Enforcement	$727,102	$778,267	$803,652	$806,454	$819,292	$15,640	1.95%
Asset Seizure	$27,416	$55,093	$41,500	$40,852	$10,000	($31,500)	(75.90%)
Total Program Budget	$9,002,960	$9,482,871	$9,748,489	$9,773,880	$10,159,635	$411,146	4.22%
Program Revenue							
Administration	$0	$10,500	$1,000	$33,050	$46,000	$45,000	4500.00%
Storefronts	$501	$566	$0	$80	$0	$0	0.00%
Police Investigations Crime Analysis	$81	$0	$0	$9,600	$0	$0	0.00%
Street Crime Investigations	$0	$0	$0	$0	$0	$0	0.00%
Public Safety Patrol	$1,358,842	$1,195,950	$1,228,891	$1,177,067	$1,220,109	($8,782)	(0.71%)
School Resource Officer Program	$64,127	$54,258	$67,690	$61,705	$67,690	$0	0.00%
Police Support Services	$0	$0	$11,439	$31,677	$11,495	$56	0.49%
Police Traffic Enforcement	$38,772	$14,202	$10,000	$17,163	$10,000	$0	0.00%
Asset Seizure	$55,522	$44,975	$41,500	$991	$10,050	($31,450)	(75.78%)
Total Program Revenue	$1,517,845	$1,320,451	$1,360,520	$1,331,333	$1,365,344	$4,824	0.35%
Use of Asset Seizure Fund Balance	($28,106)	$10,118	$0	$39,861	($50)	($50)	(100.00%)
General Fund Subsidy	$7,513,221	$8,152,302	$8,387,969	$8,402,686	$8,794,341	$406,322	4.84%
Total Resources	$9,002,960	$9,482,871	$9,748,489	$9,773,880	$10,159,635	$411,146	4.22%



Police
2011 Budget

Police 2008 - 2011 Operating Budget Comparison By Object Category							
Object Category	**2008 Actual**	**2009 Actual**	**2010 Current Budget**	**2010 Projected**	**2011 Budget**	**2010 Current Budget versus 2011 Budget**	**Percentage Change**
Salary	$58,028	$13,064	$0	$0	$0	$0	0.00%
Personnel Benefits	$21,174	$3,177	$0	$180	$0	$0	0.00%
Supplies	$39,135	$71,548	$49,075	$70,844	$23,600	($25,475)	(51.91%)
Other Services & Charges	$65,342	$72,040	$63,765	$62,310	$59,216	($4,549)	(7.13%)
Intergovernmental Services	$8,809,446	$9,299,009	$9,603,103	$9,607,409	$10,071,819	$468,716	4.88%
Capital Outlays	$0	$20,733	$25,000	$25,591	$5,000	($20,000)	(80.00%)
Interfund Payments for Service	$9,835	$3,300	$7,546	$7,546	$0	($7,546)	(100.00%)
Total Expenditures	$9,002,960	$9,482,871	$9,748,489	$9,773,880	$10,159,635	$411,146	4.22%
Revenue Source							
Taxes	$1,265,507	$1,067,811	$1,100,000	$1,045,885	$1,113,330	$13,330	1.21%
Intergovernmental Revenues	$164,893	$210,135	$212,020	$242,777	$189,964	($22,056)	(10.40%)
Charges for Goods and Services	$531	$3,237	$2,000	$31,600	$47,000	$45,000	2250.00%
Fines and Forfeits	$30,810	-$8,098	$5,000	$10,000	$5,000	$0	0.00%
Miscellaneous Revenues	$56,104	$47,366	$41,500	$1,071	$10,050	($31,450)	(75.78%)
Total Revenue	$1,517,845	$1,320,451	$1,360,520	$1,331,333	$1,365,344	$4,824	0.35%
Use of Asset Seizure Fund Balance	($28,106)	$10,118	$0	$39,861	($50)	($50)	(100.0%)
General Fund Subsidy	$7,513,221	$8,152,302	$8,387,969	$8,402,686	$8,794,341	$406,372	4.84%
Total Resources	$9,002,960	$9,482,871	$9,748,489	$9,773,880	$10,159,635	$411,146	4.22%

Police 2008 - 2011 By Fund							
Expenditures By Fund	**2008 Actual**	**2009 Actual**	**2010 Current Budget**	**2010 Projected**	**2011 Budget**	**2010 Current Budget versus 2011 Budget**	**Percentage Change**
General Fund Expenditures	$8,975,544	$9,427,778	$9,706,989	$9,733,028	$10,149,635	$442,646	4.6%
Asset Seizure Fund Expenditures	$27,416	$55,093	$41,500	$40,852	$10,000	($31,500)	(75.9%)
Total Fund Expenditures	$9,002,960	$9,482,871	$9,748,489	$9,773,880	$10,159,635	$411,146	4.2%
Revenue By Fund							
General Fund Revenue	$1,462,323	$1,275,476	$1,319,020	$1,330,342	$1,355,294	$36,274	2.75%
Asset Seizure Fund Revenues	$55,522	$44,975	$41,500	$991	$10,050	($31,450)	(75.78%)
Total Fund Revenue	$1,517,845	$1,320,451	$1,360,520	$1,331,333	$1,365,344	$4,824	0.35%

Police
2011 Budget

2011 Key Department Budget Changes

Supplies

- Removed funding for the Police explorer program.
- Removed $22,175 of one time funding from Patrol for camera and video equipment purchases and supporting software.

Other Services & Charges

- Decrease of $4,559 in this category is a result of:
  - Reduced postage by $500.
  - Reduced utility costs by $717 based upon actual consumption
  - Increase training by $100
  - Removed one-time funding of $4,500 from seizure revenues for training and registration.
  - Janitorial cost increase of $1,168

Intergovernmental Services

- The King County Contract for Police Services is increasing by $468,716 or 4.9% from 2010. The increase includes projected increases for salaries and benefits along with other associated costs.

Capital Outlays

- Decrease in this category is a result of a $20,000 reduction in equipment purchased with Asset Seizure funding.

Interfund Payment

- Transferred $7,546 of costs related to the Police prisoner transport van to the jail budget.

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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

Measurement: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Complaints by citizens against Shoreline Police Officers	3	4	3	3	2
Part I Crime Rates Per 1,000 Residents	34	33	32	32	32
Percentage of citizens very satisfied or somewhat satisfied with the overall quality of local police protection	75%	76%	76%	85%	85%

Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Police Costs Per Capita	$162.02	$168.74	$176.42	$179.18	$185.96

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of Police Contacts	25,249	29,750	28,000	29,000	29,000

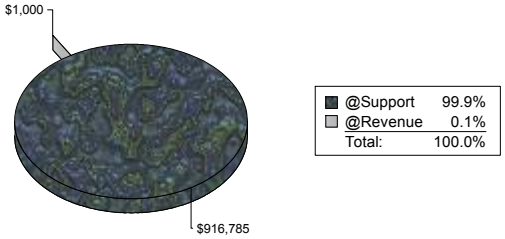
Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted Contracted FTEs	5	5	5	5.8	5.8
Budgeted FTEs	1	1	1	0	0

POLICE ADMINISTRATION

2010 Budget

Program Expenditures	**917,785**
Program Revenue	**1,000**
General Support	**916,785**

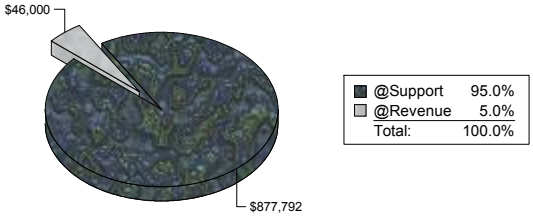
Program Revenue vs General Support



2011 Budget

Program Expenditures	**923,792**
Program Revenue	**46,000**
General Support	**877,792**

Program Revenue vs General Support



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

Measurement: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Percentage of citizens feeling safe in their neighborhood at night	71%	77%	77%	85%	85%
Percentage of citizens feeling safe in their neighborhood during the day	92%	96%	96%	95%	95%
Response Time to Priority 1 Calls (minutes)	6.83	6.80	7.53	7.34	6.75
Response Time to Priority 2 Calls (minutes)	11.49	11.4	11.49	11.80	10.75
Response time to Priority X Calls (minutes)	3.75	4.00	4.21	4.21	4.0

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of Alternative Calls Handled	651	574	558	500	500
Number of dispatched calls for service.	12,096	11,173	11,261	11,200	11,300
Number of Self-initiated Police Activities	13,153	18,577	11,245	11,000	12,000

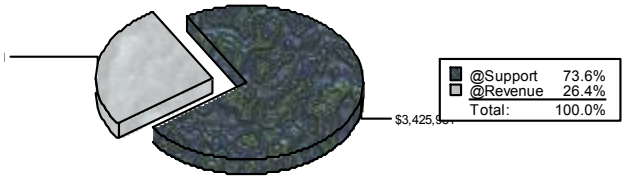
Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted Contracted FTEs	28	28	28	28	28

POLICE PATROL

2010 Budget

Program Expenditures	**4,654,842**
Program Revenue	**1,228,891**
General Support	**3,425,951**

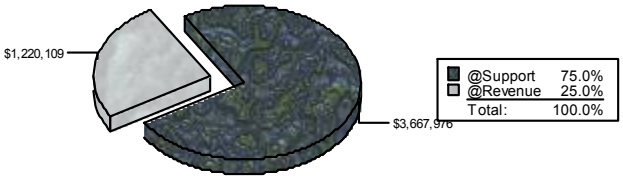
Program Revenue vs General Support



2011 Budget

Program Expenditures	**4,888,085**
Program Revenue	**1,220,109**
General Support	**3,667,976**

Program Revenue vs General Support



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

Measurement: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Number of cases closed and cleared by arrest (Part I and Part II Crimes)	1,404	1,542	1,668	1,600	1,600

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of Adult Charges & Arrest	1,753	1,818	1,635	1,600	1,600
Number of Juvenile Charges & Arrest	190	195	205	200	195
Part I crime	1,830	1,788	1,761	1,760	1,740

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted Contracted FTEs	4.0	4.0	5.0	5.0	5.0

2010 Budget

Program Expenditures	799,531
Program Revenue	0
General Support	799,531

Program Revenue vs General Support

2011 Budget

Program Expenditures	839,356
Program Revenue	0
General Support	839,356

Program Revenue vs General Support

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

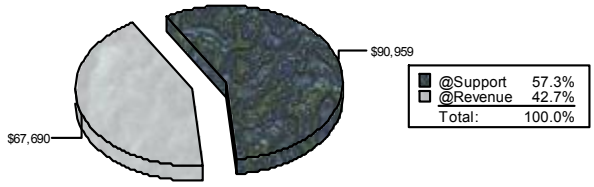
Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of Classes Taught through the SRO program	15	15	15	15	15
Number of School Resource Officer Hours	2,080	2,080	2080	2,080	2,080
Number of students taught	500	500	500	500	500

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted Contracted FTEs	1	1	1	1	1

2010 Budget

Program Expenditures	158,649
Program Revenue	67,690
General Support	90,959

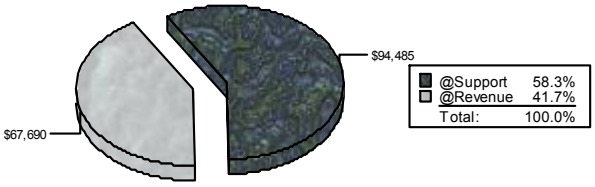
Program Revenue vs General Support



2011 Budget

Program Expenditures	162,175
Program Revenue	67,690
General Support	94,485

Program Revenue vs General Support



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

Measurement: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Percentage of citizens who are satisfied or very satisfied with the enforcement of local traffic laws.	57%	67%	67%	75%	75%

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of citizen traffic complaints referred to Police Department	58	100	60	100	75
Number of collisions with police response.	483	410	418	400	400
Number of Traffic Citations	8,968	7,983	9,228	9,158	9,000

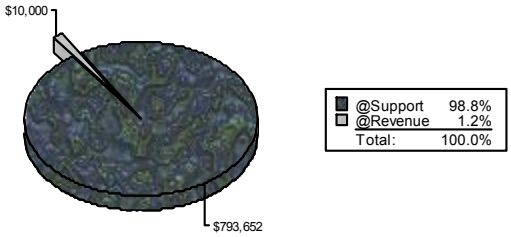
Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted Contracted FTEs	5	5	5	5	5

POLICE TRAFFIC ENFORCEMENT

2010 Budget

Program Expenditures	**803,652**
Program Revenue	**10,000**
General Support	**793,652**

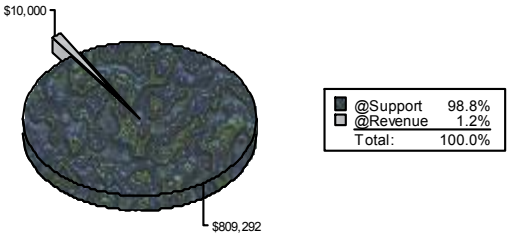
Program Revenue vs General Support



2011 Budget

Program Expenditures	**819,292**
Program Revenue	**10,000**
General Support	**809,292**

Program Revenue vs General Support



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: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Felony Charges Filed	104	119	95	92	95
Misdemeanor cases closed "Cleared by Arrest"	51	61	42	69	62
Number of Assigned Narcotic Activity Reports (neighborhood drug complaints)	30	45	67	36	45
Number of Narcotics Investigations	100	243	291	277	270
Number of Vice Arrests	48	56	36	16	35

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted Contracted FTEs	3.0	4.0	4.0	4.0	4.0

STREET CRIME INVESTIGATIONS

2010 Budget

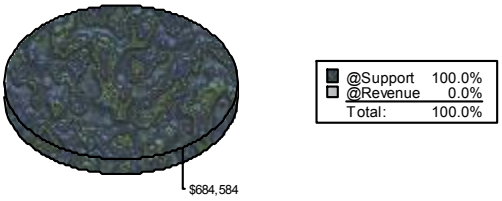
Program Expenditures	**650,253**
Program Revenue	**0**
General Support	**650,253**

Program Revenue vs General Support

2011 Budget

Program Expenditures	**684,584**
Program Revenue	**0**
General Support	**684,584**

Program Revenue vs General Support



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

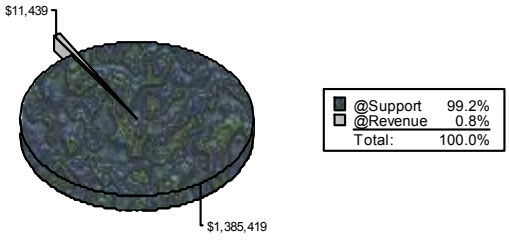
Measurement: WORKLOAD	**2007**	**2008**	**2009**	**2010 Est.**	**2011 Target**
Dispatched calls for service	**12,096**	**11,173**	**11,261**	**11,200**	**11,300**
Number of Air Support (Helicopter) Flight Hours	**12.1**	**9**	**11**	**10**	**10**
Number of Bomb Disposal Unit responses	**4**	**6**	**4**	**TBD**	**TBD**
Number of canine calls for service	**55**	**75**	**14**	**30**	**30**
Number of Hostage & Barricade Incidents	**2**	**1**	**3**	**3**	**3**
Number of major accident reconstruction incidents	**22**	**10**	**16**	**11**	**10**
Total number of canine hours of service	**85.5**	**120**	**100**	**75**	**65**

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

2010 Budget

Program Expenditures	**1,396,858**
Program Revenue	**11,439**
General Support	**1,385,419**

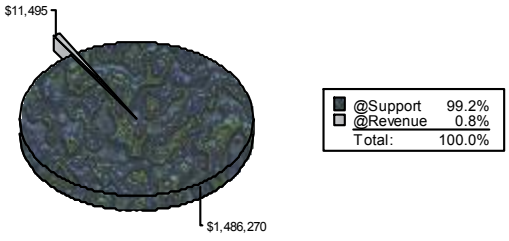
Program Revenue vs General Support



2011 Budget

Program Expenditures	**1,497,765**
Program Revenue	**11,495**
General Support	**1,486,270**

Program Revenue vs General Support



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: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Number of active block watch groups	85	77	81	81	85

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Court reminder program contacts	3,338	5,200	5,795	8,000	8,000
Number of Citizen Contacts	4,000	4,200	4,394	4,000	4,000
Number of crime prevention vacation house checks performed	250	250	618	500	450
Storefront Volunteer Hours	5,250	5,200	4,700	5,000	5,000
Victim Call Back Calls made	500	600	993	600	650

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted Contracted FTEs	2	2	2	2	2

POLICE COMMUNITY STOREFRONTS

2010 Budget

Program Expenditures	**325,419**
Program Revenue	**0**
General Support	**325,419**

Program Revenue vs General Support

2011 Budget

Program Expenditures	**334,586**
Program Revenue	**0**
General Support	**334,586**

Program Revenue vs General Support

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Criminal Justice

Criminal Justice
2011 Budget

Mission Statement

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

Department Programs

Jail Contract

0.0 FTE
(Contract Service)

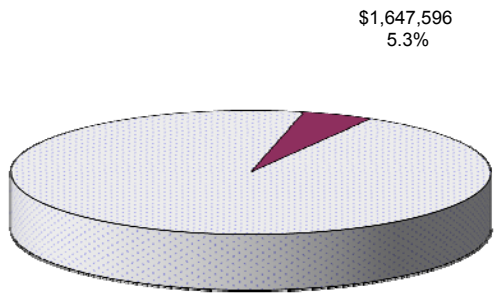
Public Defender

0.0 FTE
(Contract Service)

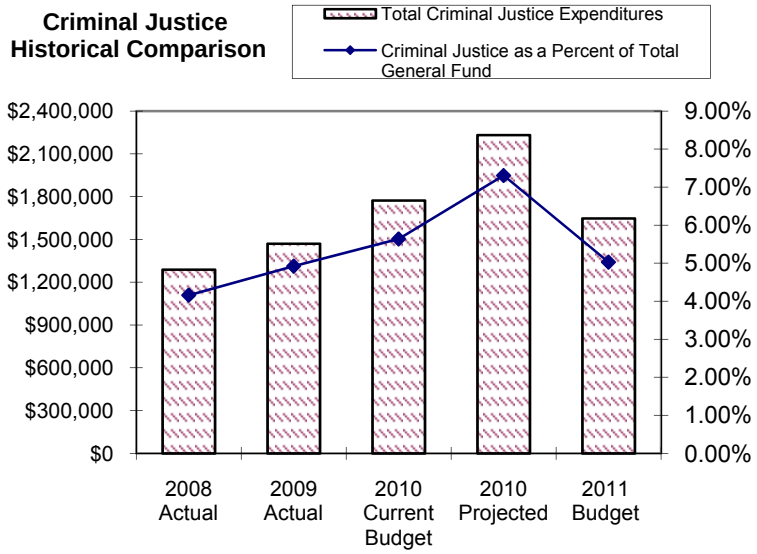
Municipal Court

0.0 FTE
(Contract Service)

2011 Criminal Justice as a Share of the General Fund



Criminal Justice Historical Comparison



Criminal Justice
2011 Budget

2010 Key Department Accomplishments in Support of the City's Strategic Objectives:

Quality Services, Facilities and Infrastructure

- Completed planning efforts with north and east King County cities for a regional misdemeanant correctional facility, resulting in no jail being planned for Shoreline or other north and east cities.
- Conducted planning efforts with the Snohomish County Jail and King County District Court for use of the Snohomish County Jail as one of the City's primary booking facilities and sentenced inmate housing facility beginning in the last quarter of 2010.
- Entered into a contract extension with the King County Correctional Facility for jail services through 2016.
- Continued to work with the Jail Administrative Group (JAG) to review regional and system-wide criminal justice issues, including a potential contract with the South Correctional Entity (SCORE) misdemeanant jail.

Economic Vitality and Financial Stability

- Continued to provide oversight for cost effective court services provided by the King County District Court, including the addition of a new judge in the Shoreline Courthouse who will primarily adjudicate non-Shoreline cases, which will drive down court facility and operational costs.
- Continued to monitor the City's jail population to provide assurance they were being housed in the Yakima County and Issaquah Municipal Jails when appropriate.

2011 Key Department Objectives in Support of the City's Strategic Objectives

Quality Services, Facilities and Infrastructure

- Implement a jail contract with the Snohomish County Jail and begin use of a first appearance video court system with the King County District Court.
- Continue exploring the potential of a jail contract with the SCORE misdemeanant jail staff.

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 jail capacity in the county.

Criminal Justice
2011 Budget

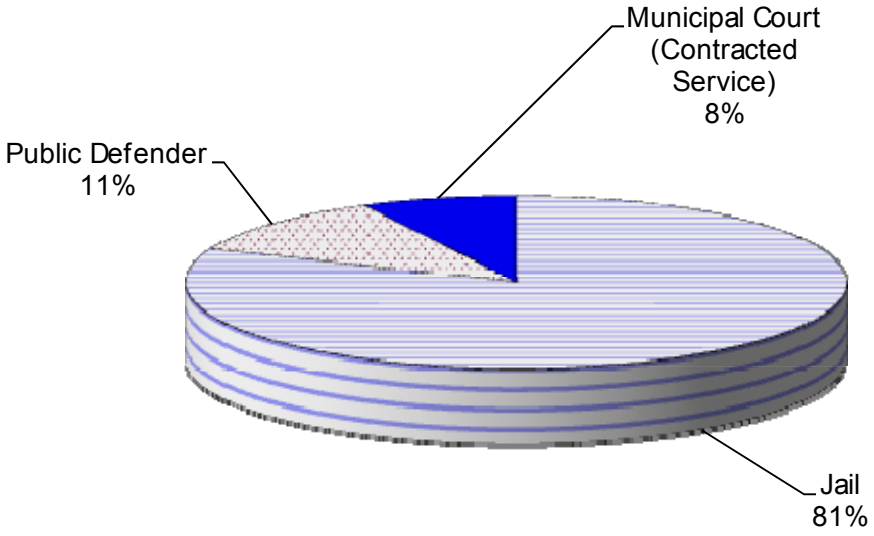
- Continue to work to decrease jail costs by tracking the Shoreline inmate population, working with the King County District Court to increase its use of alternative sentencing methods, including the King County Mental Health Court, working with Shoreline Police to reduce the number of warranted bookings into the King County Jail, and exploring jail contracting alternatives with Snohomish County and SCORE.

Criminal Justice 2008 - 2011 Budget Comparison By Program

Expenditures by Program	2008 Actual	2009 Actual	2010 Current Budget	2010 Projected	2011 Budget	2010 Current Budget versus 2011 Budget	Percentage Change
Jail	$1,028,957	$1,022,894	$1,150,500	$1,650,000	$1,337,096	$186,596	16.22%
Public Defender	$168,243	$174,795	$177,623	$177,623	$185,500	$7,877	4.43%
Jail Planning/Site Analysis*	$3,362	$144,549	$295,842	$296,107	$0	($295,842)	(100.00%)
Municipal Court (Contracted Service)	$88,252	$127,840	$150,000	$108,970	$125,000	($25,000)	(16.67%)
Total Program Expenditures	$1,288,814	$1,470,078	$1,773,965	$2,232,700	$1,647,596	($126,369)	(7.12%)
Revenue By Program							
Jail	$2,281	$1,150	$0	$1,000	$0	$0	0.00%
Public Defender	$0	$0	$0	$0	$0	$0	0.00%
Jail Planning/Site Analysis*	$0	$144,549	$293,645	$293,645	$0	($293,645)	(100.00%)
Municipal Court (Contracted Service)	$0	$0	$0	$0	$0	$0	0.00%
Total Revenue	$2,281	$145,699	$293,645	$294,645	$0	($293,645)	0.00%
General Fund Subsidy	$1,286,533	$1,324,379	$1,480,320	$1,938,055	$1,647,596	$167,276	11.30%
Total Criminal Justice Resources	$1,288,814	$1,470,078	$1,773,965	$2,232,700	$1,647,596	($126,369)	(7.12%)
Department Statistics							
Contracted Service no FTE's	NA	NA	NA	NA	NA	NA	NA

*Jail Planning and Site Analysis is one-time program expenses

2011 Criminal Justice Program Breakdown



Criminal Justice
2011 Budget

Criminal Justice 2008 - 2011 Budget Comparison By Object							
Object Category Name	2008 Actual	2009 Actual	2010 Current Budget	2010 Projected	2011 Budget	2010 Current Budget versus 2011 Budget	Percentage Change
Salary	$0	0	$0	$0	$0	$0	0.00%
Benefits	$0	0	$0	$0	$0	$0	0.00%
Supplies	$763	$0	$0	$0	$0	$0	0.00%
Other Services and Charges	$166,500	$173,907	$383,928	$384,193	$180,000	($203,928)	(53.12%)
Intergovernmental Services	$1,121,551	$1,296,171	$1,390,037	$1,848,507	$1,450,596	$60,559	4.36%
Capital $0		0	$0	$0	$0	$0	0.00%
Interfund Payments for Service	$0	$0	$0	$0	$17,000	$17,000	0.00%
Total Criminal Justice Expenditures	$1,288,814	$1,470,078	$1,773,965	$2,232,700	$1,647,596	($126,369)	(7.12%)
Revenue Source							
Intergovernmental Revenues	$0	$144,549	$293,645	$293,645	$0	($293,645)	100.0%
Charges for Goods and Services	$2,281	$1,150	$0	$1,000	$0	$0	0.0%
Total Revenue	$2,281	$145,699	$293,645	$294,645	$0	($293,645)	100.0%
General Fund Subsidy	$1,286,533	$1,324,379	$1,480,320	$1,938,055	$1,647,596	$167,276	11.30%
Total Criminal Justice Resources	$1,288,814	$1,470,078	$1,773,965	$2,232,700	$1,647,596	($126,369)	(7.12%)
Department Statistics							
Criminal Justice as a Percent of Total General Fund	4.16%	4.92%	5.64%	7.31%	5.03%	(0.6%)	(10.82%)
Contracted Service no FTE's	NA	NA	NA	NA	NA	NA	NA

2011 Key Department Budget Changes

Salaries

- All programs are contracted services, there are no FTEs.

Other Services & Charges

- Removed $210,805 in one-time planning and site analysis funding for the proposed new municipal jail complex.
- Increased Public Defender costs by $6,877 for new contracts which includes a new contract for a public defender in Snohomish County to provide legal services for video hearings.

Intergovernmental Services

- Increase Jail costs by $186,596 due to a projected increase in the amount of jail days required to house Shoreline misdemeanant prisoners. The use of the Snohomish County Jail in 2011 offsets rather dramatically the amount of the jail increase.
- Removed $85,037 in one-time funding for the planning and site analysis for the new municipal jail complex.
- Decrease District Court costs by $25,000 as a result of increased court generated revenue offsetting Shoreline court costs.

JAIL

PROGRAM PURPOSE:

The Jail program accounts for the costs of screening, booking and imprisonment of misdemeanant 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

Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Average cost per jail day used	$103.83	$106.43	$107.38	$111.03	$103.00
Percentage of days held at Yakima County Jail Facility	49%	55%	48%	60%	NA

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Total Jail Days Used	10,110	9,616	9,628	14,464	13,000

2010 Budget

Program Expenditures	1,150,500
Program Revenue	0
General Support	1,150,500

Program Revenue vs General Support

2011 Budget

Program Expenditures	1,337,096
Program Revenue	0
General Support	1,337,096

Program Revenue vs General Support

PUBLIC DEFENDER

PROGRAM PURPOSE:

The Public Defender provides legal representation for indigent criminal defendants

STRATEGIC OBJECTIVES:

Governmental Excellence

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of cases represented	900	950	925	935	900

2010 Budget

Program Expenditures	177,623
Program Revenue	0
General Support	177,623

Program Revenue vs General Support

2011 Budget

Program Expenditures	185,500
Program Revenue	0
General Support	185,500

Program Revenue vs General Support

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: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Percentage of days held at Yakima County Jail Facility	49%	55%	48%	60%	NA

2010 Budget

Program Expenditures	150,000
Program Revenue	0
General Support	150,000

Program Revenue vs General Support

2011 Budget

Program Expenditures	125,000
Program Revenue	0
General Support	125,000

Program Revenue vs General Support

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Parks, Recreation And Cultural Services

PRCS

Parks, Recreation and Cultural Services (PRCS) 2011 Budget

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"

Department Programs

Parks Administration

3.50 FTE

Athletic Field Maintenance & Operations

2.125 FTE

Parks & Open Space Maintenance

5.525 FTE

Aquatics

5.70 FTE

Recreation Facility Rental Program

.375 FTE

General Recreation Programs

4.275 FTE

Teen Recreation Programs

4.10 FTE

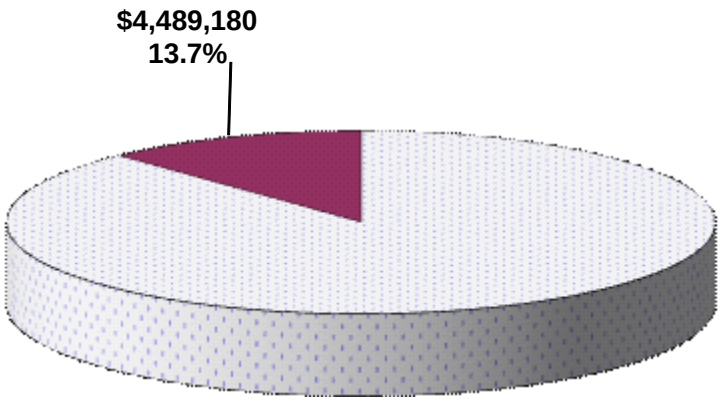
Parks Cultural Services Programs

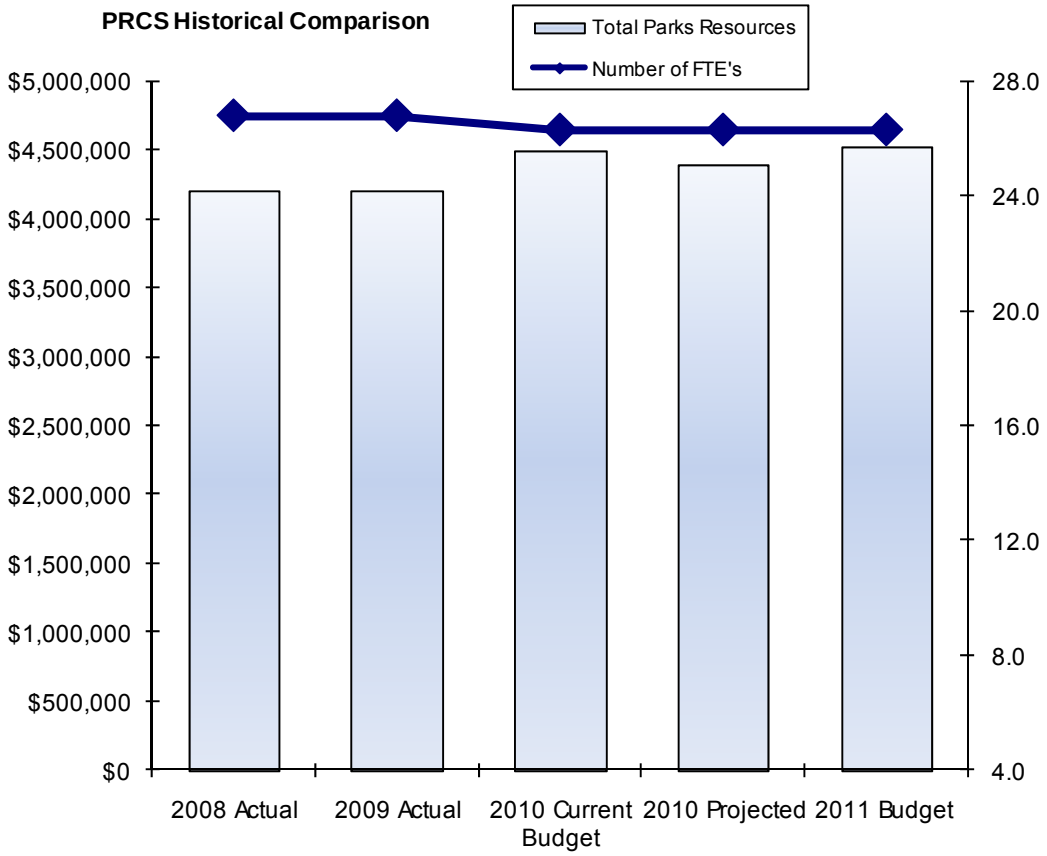
.70 FTE

*An Additional 1.0 Parks & Recreation FTE is budgeted in the Capital Funds

Parks, Recreation and Cultural Services (PRCS) 2011 Budget

2011 PRCS Department as a Share of the General Fund





Parks, Recreation and Cultural Services (PRCS) 2011 Budget

2010 Key Department Accomplishments in Support of the City's Strategic Objectives:

Quality Services, Facilities, and Infrastructure

- Completed the design and construction of Cromwell Park and Hamlin Park funded through the 2006 bond issue
- Expanded the summer 'Counselor-in-Training' program. Increased the number of sessions to four two-week sessions for summer 2010.
- Expand skateboard classes from two weeks to four weeks
- Establish a mentorship program in conjunction with our Identity Conference (Teen Program)
- Resurfaced tennis courts at Richmond Beach Community Park
- Completed the Virginia Graham-Baker Act upgrades for the Shoreline Pool.
- Started a new summer program "Wild Wacky Wednesdays" a program that is offered at various Shoreline parks to increase accessibility to teens without transportation to our centers.
- Completed a successful bid of the Parks, Landscaping & Maintenance Services contract.
- Provided pool space to programs displaced by the Fircrest Pool closure; added special population drop-ins during midmorning family/lap swims; added the Multiple Sclerosis exercise class; and increased ADA pool chairlift usage
- Summer Camp Shoreline enrollment at the Spartan Recreation Center brought over 120 youth per day to the program. Highlights included the group games and swimming components

Safe and Attractive Neighborhoods and Business Districts

- Completed the planning and implementation of Spartan Recreation Center serving as an emergency Red Cross shelter
- Completed and dedicated the Shoreview pilot off-leash area in April and Saltwater Park timed use site in November
- Completed and dedicated the pedestrian sidewalk at South Woods.
- Completed and dedicated the park bond improvements at Richmond Beach Saltwater Park
- Completed the Richmond Highlands Restroom and Hamlin Trail Corridor improvements

Parks, Recreation and Cultural Services (PRCS) 2011 Budget

Safe, Healthy, and Sustainable Environment

- Worked with Seattle Urban Nature to protect and preserve natural area and park understory
- Provided a pesticide-free park system for the City of Shoreline

Effective Citizen Communication and Engagement

- Increased local and regional volunteer projects through our youth ambassador program. Shoreline Youth Ambassadors held their First Annual Summer Teen Activities Fair.

2011 Key Department Objectives in Support of the City's Strategic Objectives

Quality Services, Facilities, and Infrastructure

- Finish the update to the Parks, Recreation and Open Space Plan.
- Replace the play equipment at Richmond Beach Saltwater Park and Shoreline Park
- Replace the backstop at Shoreview Park

Safe and Attractive Neighborhoods and Business Districts

- Develop Public Art Master Plan in the Parks Recreation and Open Space Plan
- Complete installation of pedestrian level artwork on the west side of Aurora Avenue.

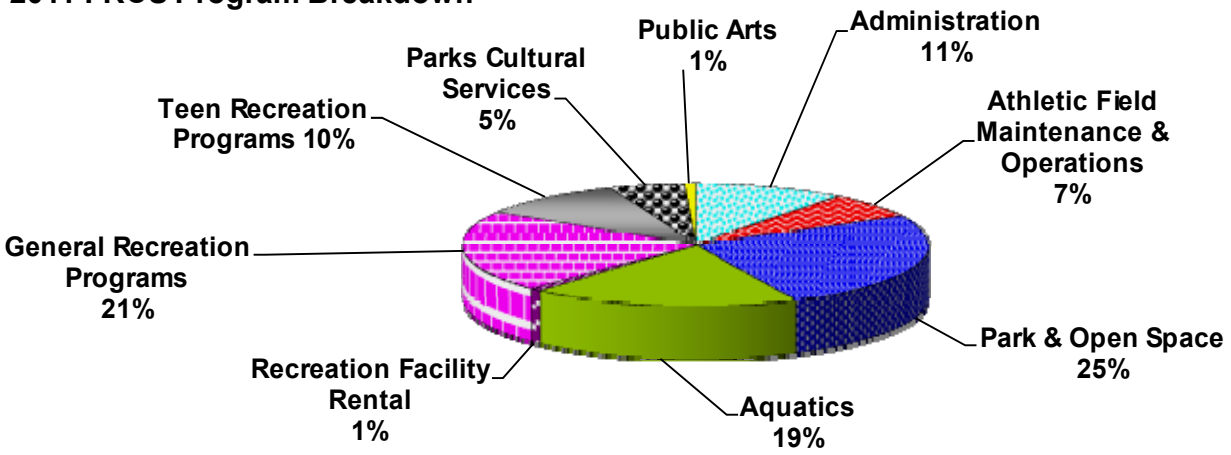
Human Services

- Incorporate Youth Program Quality Assurance evaluation tool into more program offerings progressively throughout the year with end goal of having 50% with formal work plans by years' end.

Parks, Recreation and Cultural Services (PRCS) 2011 Budget

Parks, Recreational & Cultural Services 2008 - 2011 Comparison By Program							
Expenditures By Program	**2008 Actual**	**2009 Actual**	**2010 Current Budget**	**2010 Projected**	**2011 Budget**	**2010 Current Budget versus 2011 Budget**	**Percentage Change**
Administration	$429,888	$416,015	$464,171	$481,053	$478,391	$14,220	3.06%
Athletic Field Maintenance & Operations	$272,486	$298,070	$293,240	$286,743	$311,719	$18,479	6.30%
Park & Open Space	$1,045,108	$1,130,242	$1,096,827	$1,053,052	$1,151,591	$54,764	4.99%
Aquatics	$767,255	$813,851	$833,633	$822,167	$850,665	$17,032	2.04%
Recreation Facility Rental	$29,352	$32,872	$33,402	$33,637	$36,166	$2,764	8.27%
General Recreation Programs	$909,220	$817,135	$914,588	$919,198	$957,082	$42,494	4.65%
Teen Recreation Programs	$443,404	$418,728	$517,713	$466,778	$470,631	($47,082)	(9.09%)
Parks Cultural Services	$232,252	$235,700	$229,382	$222,400	$232,935	$3,553	1.55%
Public Arts	$81,287	$41,091	$108,340	$108,340	$36,200	($72,140)	(66.59%)
Total Expenditure	$4,210,252	$4,203,704	$4,491,296	$4,393,368	$4,525,380	$34,084	0.76%
Revenue By Program							
Administration	$893	$182	($45,000)	($44,800)	($45,000)	$0	0.00%
Athletic Field Maintenance & Operations	$268,142	$306,129	$282,685	$308,449	$303,610	$20,926	7.40%
Park & Open Space	$98,689	$5,806	$66,355	$61,643	$41,784	($24,572)	(37.03%)
Aquatics	$383,260	$372,035	$361,700	$366,050	$371,000	$9,300	2.57%
Recreation Facility Rental	$83,575	$101,702	$90,325	$99,190	$98,775	$8,450	9.36%
General Recreation Programs	$597,402	$556,951	$660,900	$598,274	$608,500	($52,400)	(7.93%)
Teen Recreation Programs	$49,051	$38,706	$58,965	$62,979	$37,043	($21,922)	(37.18%)
Parks Cultural Services	$19,232	$20,765	$16,000	$21,829	$20,100	$4,100	25.63%
Public Arts	$37,382	$168,960	$1,000	$1,024	$1,050	$50	5.00%
Total Operations Revenue	$1,537,626	$1,571,235	$1,492,930	$1,474,638	$1,436,862	($56,068)	(3.76%)
General Fund Subsidy	$2,628,721	$2,760,338	$2,891,026	$2,811,414	$3,053,368	$162,342	5.62%
Use of Public Arts Fund Balance	$43,905	($127,869)	$107,340	$107,316	$35,150	($72,190)	(67.25%)
Total Resources	$4,210,252	$4,203,704	$4,491,296	$4,393,368	$4,525,380	$34,084	0.76%

2011 PRCS Program Breakdown



Parks, Recreation and Cultural Services (PRCS) 2011 Budget

Object Category Name	2008 Actual	2009 Actual	2010 Current Budget	2010 Projected	2011 Budget	2010 Current Budget versus 2011 Budget	Percentage Change
Reclassified expenses	$0	$0	$0	$0	$0	$0.00	0.00%
Salary	$1,960,618	$2,010,630	$2,167,079	$2,147,378	$2,191,197	$24,118	1.11%
Benefits	$598,208	$614,978	$643,267	$642,008	$710,994	$67,727	10.53%
Supplies	$213,106	$160,004	$191,502	$182,395	$187,167	($4,335)	(2.26%)
Other Services & Charges	$1,272,188	$1,296,499	$1,279,707	$1,256,986	$1,259,691	($20,016)	(1.56%)
Intergovernmental Services	$51,101	$35,990	$49,366	$49,567	$47,622	($1,744)	(3.53%)
Capital Outlays	$49,971	$14,768	$103,340	$58,000	$30,000	($73,340)	(70.97%)
Interfund Payments for Service	$65,060	$70,835	$57,034	$57,034	$98,709	$41,675	73.07%
Total Parks Expenditures	$4,210,252	$4,203,704	$4,491,295	$4,393,368	$4,525,380	$34,085	0.76%
Revenue							
Licenses and Permits	$200	$2,182	$600	$1,250	$300	($300)	(50.00%)
Intergovernmental Revenues	$60,734	$31,322	$26,780	$33,179	$26,358	($422)	(1.58%)
Charges for Goods and Services	$1,278,036	$1,238,400	$1,296,785	$1,266,920	$1,277,785	($19,000)	(1.47%)
Fines	$963	$415	$0	$150	$0	$0	0.00%
Miscellaneous Revenues	$166,474	$131,330	$135,616	$139,990	$132,419	($3,197)	(2.36%)
Other Financing Sources	$31,219	$167,586	$33,149	$33,149	$0	($33,149)	(100.00%)
Total Parks Revenue	**$1,537,626**	**$1,571,235**	**$1,492,930**	**$1,474,638**	**$1,436,862**	**($56,068)**	**(3.76%)**
General Fund Subsidy	$2,628,721	$2,760,338	$2,891,025	$2,811,414	$3,053,368	$162,343	5.62%
Use of Public Arts Fund Balance	$43,905	($127,869)	$107,340	$107,316	$35,150	($72,190)	(67.25%)
Total Parks Resources	**$4,210,252**	**$4,203,704**	**$4,491,295**	**$4,393,368**	**$4,525,380**	**$34,085**	**0.76%**
Department Statistics							
% of General Fund	13.32%	13.93%	13.92%	14.02%	13.69%	(0.23%)	(1.66%)
Number of FTE's	26.8	26.8	26.3	26.3	26.3	0.0	0.00%

Parks, Recreational & Cultural Services 2008 - 2011 by Fund

Expenditures By Program	2008 Actual	2009 Actual	2010 Current Budget	2010 Projected	2011 Budget	2010 Current Budget versus 2011 Budget	Percentage Change
General Fund	$4,128,965	$4,162,613	$4,382,955	$4,285,028	$4,489,180	$106,225	2.42%
Public Arts Projects	$81,287	$41,091	$108,340	$108,340	$36,200	($72,140)	(66.59%)
Total Parks Budget	$4,210,252	$4,203,704	$4,491,295	$4,393,368	$4,525,380	$34,085	0.76%

Parks, Recreation and Cultural Services (PRCS) 2011 Budget

2011 Key Department Budget Changes

Expenditures

Salaries

- Includes applicable step increases. There are no changes in staffing levels.
- Decreased extra help salary costs by $7,311 as a result of developing more efficient and effective staffing plans.

Personnel Benefits

- Includes changes in the employer contribution for PERS and health coverage.

Supplies

- Parks Operations small tools and equipment reduced by $2,400 to reflect more accurate needs.
- Parks Operations operating supplies reduced by $3,000 to align with historical usage.
- Removed one time grant funding of $6,335 for Teen program supplies.
- Increased operating supplies by $3,000 for the Pool due to increases in pool chemical costs.

Other Services & Charges

- Decrease of $30,000 for payment to the YMCA, per the City's agreement 2010 was the last year of City sponsored funding.
- Funding for Kruckeberg Garden increased by $8,346 to assist the Garden's operational needs.
- Increased Parks Operations water by $45,000 to cover the increasing irrigation needs of the City's park system.
- Reduced sewer costs by $15,486 due to corrections in sewer billings as a result of a City conducted audit.
- Increase of $21,500 to cover required credit card fees generated by credit card payments for Parks programming and classes. This fee was previously charged directly through the City's banking fee system.
- Removed one time funding of $38,895 for repairs related to vandalism to City Parks.
- Increase janitorial costs for park restrooms, Spartan Recreation Center and Teen Centers by $11,459.

Intergovernmental Services

- Decreased intergovernmental professional services by $1,200 for costs related to the closure of City streets for celebrate Shoreline.

Capital Outlays

- Reduced public arts capital funding by $73,340 due to the timing of capital project construction.

Parks, Recreation and Cultural Services (PRCS) 2011 Budget

Interfund Payments for Services

- Increased vehicle operating and maintenance fees by $4,272 to reflect actual costs.
- Increased equipment replacement charges as the replacement schedule returns to a 100% collection rate.

Revenues

Charges for Goods & Services

- Increased pool lesson revenue by $5,000 due to an increase in demand for swim lessons.
- Increased pool activity fee revenue by $4,000 to anticipated increase in demand.
- Increased athletic field rental revenue by $20,000 due to the continued popularity of the City's turf fields. Increased picnic shelter revenue by $5,000, Spartan Gym rental by $5,500, and REC Center rentals by $1,500.
- Added $1,800 for City Hall rental revenue.
- As a result of declining interest in certain General Recreation programs the following revenue reductions were included in the 2011 budget: youth Skyhawk sports camps ($22,000); Youth-sports skills ($34,000); adult sports leagues ($10,000), dog obedience classes ($3,000), and adult drop-ins ($10,600).
- Conversely, due to increased popularity two General Recreation programs are budgeted to have revenue increases: youth-summer playground $11,500 and Special Recreation $16,000.
- Increased citywide Celebrate Shoreline revenue by $2,000.

Other Financing Sources

- Removed one-time insurance recovery funding of $33,149 used to help pay for vandalism repairs at City parks.

Miscellaneous Revenue

- One time grant funding of $20,000 was removed from the Teen program.
- Added $3,000 for donations for private memorials.
- Cell tower rental revenue increased $1,153 due to an automatic annual 3% increase.
- Increased booth rental for fall crafts fair by $2,100.
- Removed $1,500 in one time grant funding that will not be available in 2011.

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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 recreaiton needs of the community and provides support to the Shoreline Library Board.

STRATEGIC OBJECTIVES:

Quality Services, Facilities and Infrastructure

Measurement: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Park acreage per thousand population	7.22	7.16	7.13	7.01	6.98
Percentage of citizens satisfied with Parks, Recreation and Cultural Services	81%	82%	82%	82%	85%

Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Parks Administration as a percent of the total Parks budget	10.30%	10.21%	9.90%	10.95%	10.57%
Parks and Recreation FTE per 1.000 population	.50	.50	.50	.48	.48
Recreation and athletic programming cost recovery percentage	65.9%	66.0%	67.3%	64.7%	67.4%

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	4	4	4	3.5	3.5
Number of volunteer hours	3,370	3,800	3,500	3,500	3,500

PARKS ADMINISTRATION

2010 Budget

Program Expenditures	**464,170**
Program Revenue	**-45,000**
General Support	**509,170**

Program Revenue vs General Support

2011 Budget

Program Expenditures	**478,392**
Program Revenue	**-45,000**
General Support	**523,392**

Program Revenue vs General Support

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: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Program Revenue as a percent of program expense	64%	98.40%	102.70%	92.96%	102.67%

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of baseball fields	15	15	15	14	14
Number of baseball/soccer game field preps provided	1,312	1,270	1,290	1,290	1,310
Number of baseball/soccer practice field preps provided	1,340	1,300	1,300	1,300	1,300
Number of hours of adult field rentals	5,571	4,600	4,000	4,000	4,000
Number of hours of youth field rentals	13,755	15,000	14,000	14,000	14,000
Number of soccer fields	10	10	10	10	10

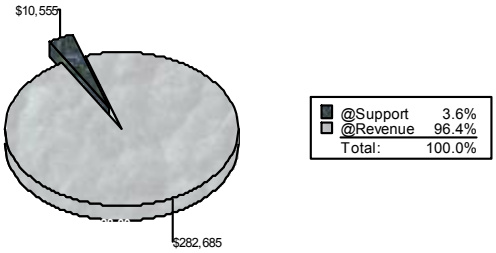
Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	2.07	2.12	2.12	2.12	2.12

ATHLETIC FIELD MAINTENANCE & OPERATIONS

2010 Budget

Program Expenditures	**293,240**
Program Revenue	**282,685**
General Support	**10,555**

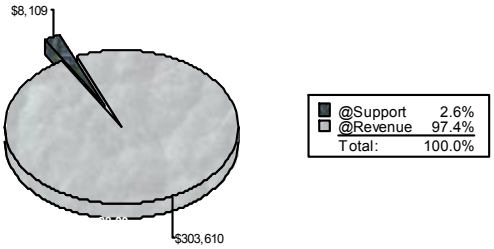
Program Revenue vs General Support



2011 Budget

Program Expenditures	**311,719**
Program Revenue	**303,610**
General Support	**8,109**

Program Revenue vs General Support



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: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Average Annual cost per acre of park property maintained	$3,105	$3,144	$3,392	$3,243	$3,433

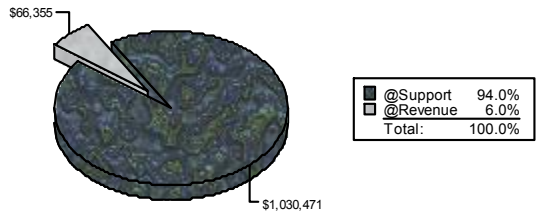
Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of acres of park and open space maintained	381	381	381	381	381

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	5.5	5.5	5.5	5.5	5.5
Total Cost of Contracted Maintenance Services	$367,000	$322,608	$339,951	$303,608	$253,121

2010 Budget

Program Expenditures	1,096,827
Program Revenue	66,355
General Support	1,030,471

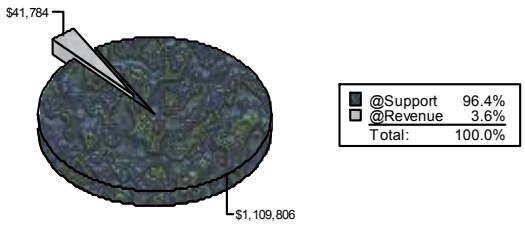
Program Revenue vs General Support



2011 Budget

Program Expenditures	1,151,590
Program Revenue	41,784
General Support	1,109,806

Program Revenue vs General Support



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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

Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Drop-in participants per hour of drop-in opportunity.	16.82	17.34	17.45	17.45	17.45
Program Revenue as a percentage of program costs (added utilities in 2005).	48.8%	49.95%	45.7%	44.5%	43.6%
Revenue per hour of Shoreline Pool operation	$72.02	$76.38	$74.14	$72.95	$73.93

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of course participants	4,793	5,034	4,738	4,900	5,000
Number of drop-in participants	43,544	44,916	44,000	45,000	45,500
Number of hours of course instruction	5,161	5,020	5,000	5,020	5,020
Number of hours of drop-in opportunities (Lap & Rec Swim, Aerobic)	2,589	2,589	2,530	2,584	2584
Number of pool rental hours.	3,892	3,987	3,900	4,000	4,000
Resident Course Participants	83.2%	84%	75.5%	84%	85%
Total Number of hours of pool operation	5,018	5,018	5,018	5,018	5018

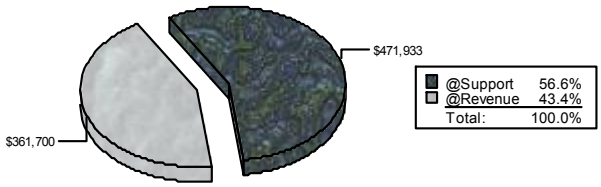
AQUATICS

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	5.625	5.70	5.70	5.7	5.7

2010 Budget

Program Expenditures	833,633
Program Revenue	361,700
General Support	471,933

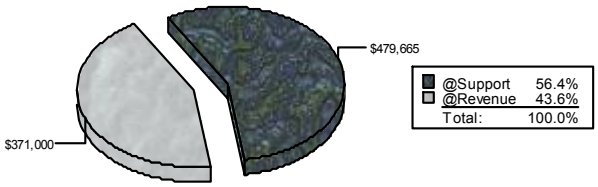
Program Revenue vs General Support



2011 Budget

Program Expenditures	850,665
Program Revenue	371,000
General Support	479,665

Program Revenue vs General Support



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

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Hours of Baseball/Softball Field Rentals	10,323	10,450	9,000	10,000	9,000
Hours of Football Field Rentals	1,042	1,100	700	800	850
Hours of Picnic Shelter Rentals	1,685	1,500	1,600	1,700	1,900
Hours of Rentals of Richmond Highlands Recreation Center	394	300	275	300	300
Hours of Rentals of Spartan Recreation Center	2,751	3,200	3,300	3,300	3,000
Hours of Soccer Field Rentals	8,104	7,500	8,000	8,400	8,500
Total Hours of facility rentals	24,299	28,050	22,975	25,000	23,550

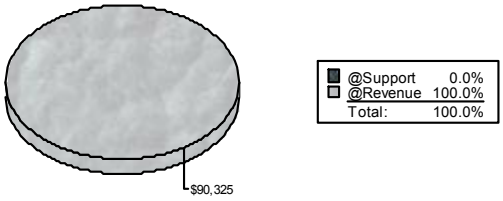
Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	0.37	0.37	0.37	0.37	0.37

RECREATION FACILITY RENTAL PROGRAM

2010 Budget

Program Expenditures	**33,402**
Program Revenue	**90,325**
General Support	**0**

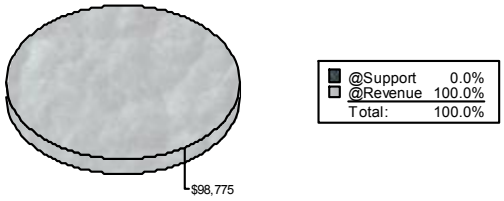
Program Revenue vs General Support



2011 Budget

Program Expenditures	**36,166**
Program Revenue	**98,775**
General Support	**0**

Program Revenue vs General Support



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

Measurement: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Percentage of class sessions, ie pre-ballet has 10 sessions = 10 classes, that were held that were offered	80%	75%	80%	80%	80%
Percentage of customers rating the quality of the programs as good or excellent	95%	95%	95%	95%	95%
Percentage of residents who participated in recreational programming offered by the City	82%	70%	73%	75%	75%

Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Percent of general recreation program budget supported by fees.	65.4%	65.7	73.1%	72.26%	63.58%

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of adult participants	34,767	19,500	35,000	30,000	35,000
Number of adult recreational classes held	190	180	185	180	180
Number of preschool participants	8,334	8,000	8,000	8,000	8,500
Number of preschool recreational classes held	139	125	125	100	125
Number of youth participants	5,725	6,000	6,500	6,500	7,000
Number of youth recreational classes held	352	300	350	350	350

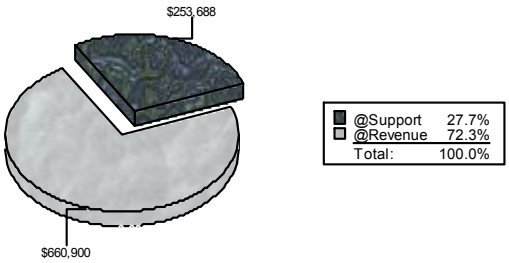
GENERAL RECREATION PROGRAMS

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	3.9	4.275	4.275	4.275	4.275

2010 Budget

Program Expenditures	914,588
Program Revenue	660,900
General Support	253,688

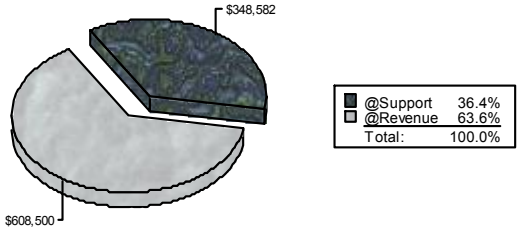
Program Revenue vs General Support



2011 Budget

Program Expenditures	957,082
Program Revenue	608,500
General Support	348,582

Program Revenue vs General Support



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

Measurement: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Percentage of surveyed participants that always or sometimes feel that the Teen Program provides all 9 of the development assets surveyed	73%	75%	75%	80%	85%

Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Net cost per hour of teen recreation programs (net of revenue)	$117	$138	$133	$141	$152
Net Cost per Visit (net of revenues)	$10.68	$11.99	$11.34	$11.88	$12.75

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of teen recreation program hours	2,827	2,850	2,850	2,850	2,850
Number of visits in the Teen Late Night Programs	9,270	9,400	9,000	9,150	9,150
Number of visits to all Teen Programs excluding Late Night	21,954	23,500	24,000	24,250	24,250
Total number of all visits.	31,224	32,900	33,500	34,000	34,000

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	4.05	4.10	4.10	4.10	4.10

TEEN RECREATION PROGRAMS

2010 Budget

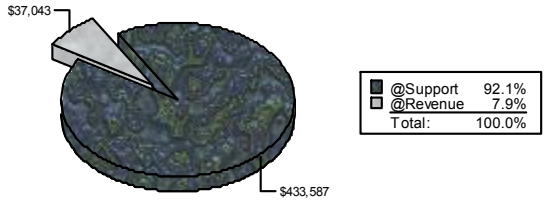
Program Expenditures	**517,712**
Program Revenue	**58,965**
General Support	**458,747**

Program Revenue vs General Support

2011 Budget

Program Expenditures	**470,630**
Program Revenue	**37,043**
General Support	**433,587**

Program Revenue vs General Support



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

Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Shoreline Historical Museum contribution per capita	$1.18	$1.20	$1.23	$1.10	$1.09
Shoreline/Lake Forest Park Arts Council contribution per capita	$1.18	$1.20	$1.23	$1.10	$1.09

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Fall library program participants	150	150	150	150	150
Hamlin Haunt attendance (2009 haunt will take place due to Park construction)	1,000	1,000	NA	1,000	1,000
Number of Events Held During Celebrate Shoreline: Teen Event, Parade, Festival and Sand Castle Contest, Car Show, Rotary Run	6	6	6	6	6
Number of fall library programs	4	4	4	4	4
Number of Sponsors of Celebrate Shoreline Events	24	20	20	22	23
Number of summer lunchtime events	6	6	6	6	6
Summer lunchtime event attendance	2,400	2,400	2,400	2,450	2,500
Swingin' Summer Eve attendance	800	1,000	1,000	1,200	1,200

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Amount of sponsorship dollars for Celebrate Shoreline	$9,900	$8,000	$12,000	$14,200	$14,000

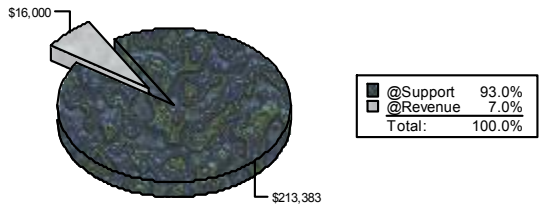
PARKS CULTURAL SERVICES PROGRAMS

	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	**0.75**	**0.70**	**0.70**	**0.70**	**0.70**
Total Cost for Swingin' Summer Eve Events	**$400**	**$400**	**$400**	**$800**	**$800**
Total Cost of Fall Library Program	**$1,200**	**$1,200**	**$1,200**	**$1,200**	**$1,200**
Total Cost of Hamlin Haunt	**$800**	**$800**	**Park Closed**	**$2,000**	**$2,000**
Total Cost of Summer Lunchtime Events	**$3,100**	**$3,100**	**$3,100**	**$3,900**	**$4,000**

2010 Budget

Program Expenditures	**229,383**
Program Revenue	**16,000**
General Support	**213,383**

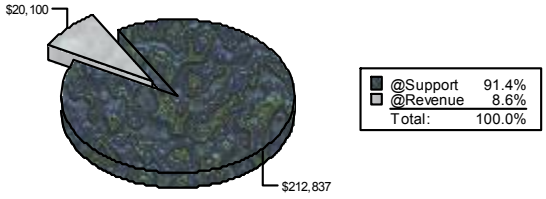
Program Revenue vs General Support



2011 Budget

Program Expenditures	**232,937**
Program Revenue	**20,100**
General Support	**212,837**

Program Revenue vs General Support



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CITY OF SHORELINE

PLANNING & DEVELOPMENT SERVICES

Planning & Development Services

Planning and Development Services
2011 Budget

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."

Department Programs

Code Enforcement Team

2.27 FTE

Operations Support Team

1.927 FTE

Long Range Planning Team

4.773 FTE

Current Planning Team

3.55 FTE

Permit Services Team

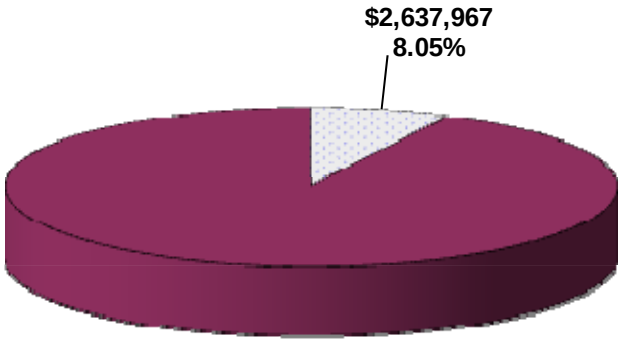
7.15 FTE

Building & Inspections Team

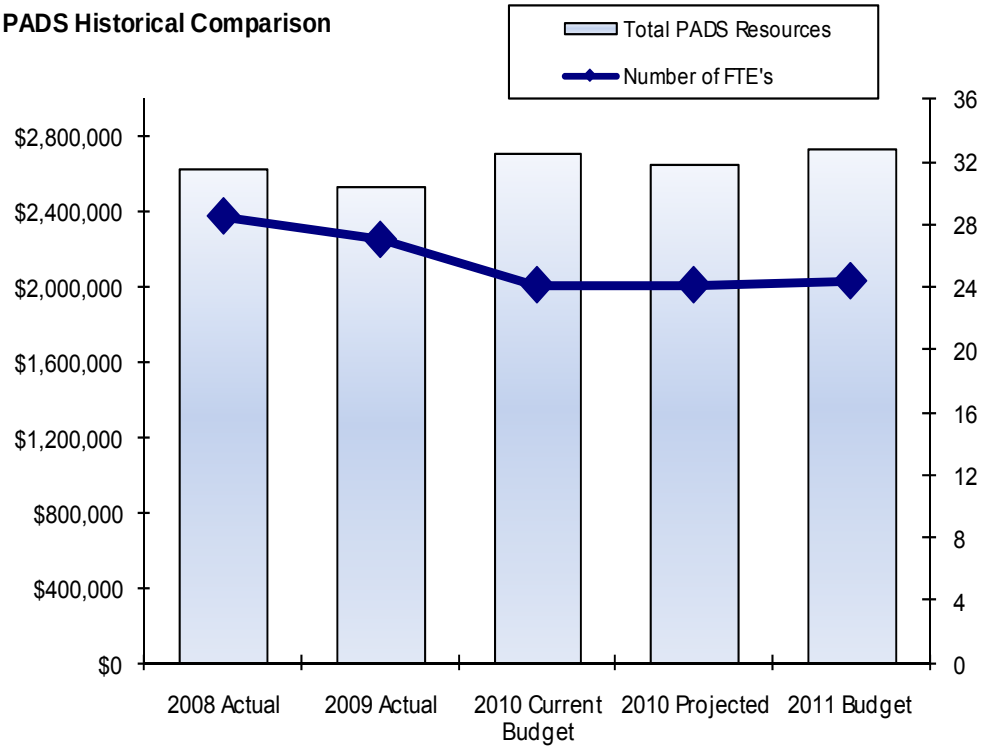
4.68 FTE

Planning and Development Services
2011 Budget

2011 PADS General Fund Portion as a Share of the General Fund



PADS Historical Comparison



Planning and Development Services
2011 Budget

2010 Key Department Accomplishments in Support of the City's Strategic Objectives:

Safe and Attractive Neighborhoods and Business Districts

- Completed the Town Center Subarea Plan and implementing regulations
- Completed the Southeast Neighborhoods Subarea Plan and implementing zoning regulations
- Completed the design review process and standards for Town Center
- Implemented the Way Finding Signage Program
- Revised clearing, grading, and tree regulations in the Development Code
- Completed the significant abatement of two properties
- Completed the Point Wells Subarea Plan

Quality Services, Facilities and Infrastructure

- Cross trained numerous staff members to staff the front counter in response to staffing reductions
- Trained additional staff to provide assistance to the Code Enforcement Program
- Worked with Snohomish County and Point Wells developers to ensure that infrastructure improvements are identified and funded to mitigate future development impacts from Point Wells
- Increased availability and volume of electronic permit records for internal and external requests
- Developed the qualified professional application process and approved 82 professionals
- Eliminated the need for a permit to conduct volunteer restoration projects in critical areas on city property
- Developed and administered the business licensing review/application
- Continued training for better customer service
- Convened in-house staff to coordinate the City's response to Sound Transit North Corridor Light Rail process
- Provided building team resources to update the City's facilities inventory

Safe, Healthy and Sustainable Environment

- Updated City codes to reflect the City's Vision and Framework Goals
- Implemented the Environmental Sustainability Strategy by green-lining codes, developing indicator systems, and green purchasing policies and staffing the in-house Green Team

Planning and Development Services
2011 Budget

- Assisted Public Health Lab and CRISTA to complete master development plan permits
- Completed and implemented the new Engineering Development Guide
- Adopted the 2009 model construction code updates and associated Washington State amendments and participated in the International Code Council 2010 hearings
- Trained staff with "green building" , low impact development best management practices, and form-based code sustainability principles

2011 Key Department Objectives in Support of the City's Goals and Strategic Objectives:

Safe and Attractive Neighborhoods and Business Districts

- Complete the draft Housing, Capital Facilities and Parks elements of the Comprehensive Plan
- Implement the design review process in commercial areas outside of the Town Center
- Develop and implement outreach to inform community of milestones in the Comprehensive Plan update process
- Work with non-profit organizations to create additional housing in Shoreline
- Abate two properties using the Code Abatement Fund
- Work with Parks and Public Works to create final project design for the "Park at Town Center"

Quality Services, Facilities, and Infrastructure

- Provide permit information on the web for customers
- Coordinate with NW Maps to update and improve public access to mapping data and tools
- Complete the update of SEPA (State Environmental Policy Act) regulations to eliminate duplicity and increase efficiency
- Assist the Shoreline School District with two large high school construction projects and the proposed 150 unit dormitory for Shoreline Community College
- Foster improvements in infrastructure accessibility

Safe, Healthy, and Sustainable Environment

- Assist Shoreline Community College to complete master development plan permit

Planning and Development Services
2011 Budget

- Assist the Public Works Department in its development of the Transportation Master Plan
- Assist the Parks Department in its update of the Parks Master Plan
- Complete the Shoreline Master Program update
- Pursue adoption of the International Green Construction Code (IGCC) or equivalent as the development construction standard
- Encourage large project proponents to use electronic plan check service
- Implement tree removal permits
- Complete citywide tree canopy survey (received $10,000 grant from Washington State Department of Natural Resources)
- Adopt code requirements for electric vehicle infrastructure

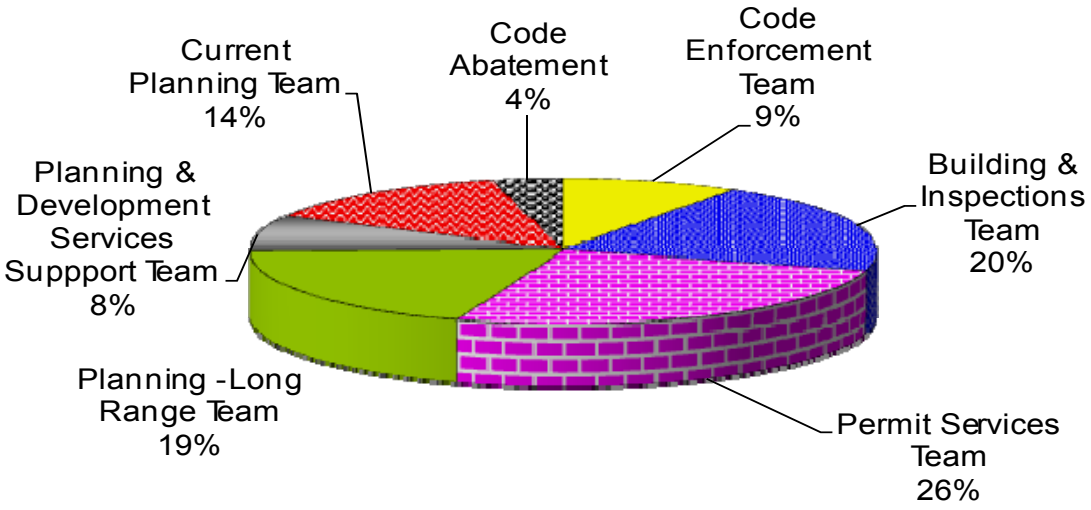
Economic Vitality and Financial Stability

- Identify land use scenarios for redevelopment on the Fircrest Campus
- Work with the Economic Development Manager to market Shoreline's streamlined permit process for Town Center

Planning and Development Services
2011 Budget

Planning & Development Services 2008 - 2011 Budget Comparison By Program							
Program Budget	**2008 Actual**	**2009 Actual**	**2010 Current Budget**	**2010 Projected**	**2011 Budget**	**2010 Current Budget versus 2011 Budget**	**Percentage Change**
Code Enforcement Team*	$172,792	$155,226	$155,790	$154,626	$252,035	$96,245	61.78%
Building & Inspections Team	$621,689	$567,654	$617,373	$587,276	$554,011	($63,362)	(10.26%)
Permit Services Team	$734,337	$704,738	$677,680	$677,786	$713,721	$36,041	5.32%
Planning - Long Range Team	$437,461	$444,505	$467,889	$450,383	$523,594	$55,705	11.91%
Planning & Development Services Support Team	$244,991	$238,849	$239,652	$238,179	$219,761	($19,891)	(8.30%)
Current Planning Team	$417,089	$409,611	$456,109	$450,773	$374,845	($81,264)	(17.82%)
Code Abatement	$499	$13,160	$100,000	$100,000	$100,000	$0	0.00%
Total Program Budget	$2,628,858	$2,533,743	$2,714,493	$2,659,023	$2,737,967	$23,474	0.86%
*The Code Enforcement Program is also supported by 60% of the Customer Response Team.							
Program Revenue							
Building & Inspections Team	$559,177	$403,569	$389,400	$310,536	$767,368	$377,968	97.06%
Permit Services Team	$373,607	$269,047	$259,600	$207,024	$511,578	$251,978	97.06%
Planning - Long Range Team	$88,252	$32,807	$46,800	$19,850	$26,102	($20,698)	(44.23%)
Current Planning Team	$138,927	$95,579	$168,200	$102,150	$82,408	($85,792)	(51.01%)
Code Abatement	$4,628	$2,708	$82,100	$95,833	$80,550	($1,550)	(1.89%)
Total Program Revenue	$1,164,591	$803,710	$946,100	$735,393	$1,468,006	$521,906	55.16%
General Fund Subsidy	$1,468,396	$1,719,581	$1,750,493	$1,919,463	$1,250,511	($499,982)	(28.56%)
Use of Code Abatement Fund Balance	($4,129)	$10,452	$17,900	$4,167	$19,450	$1,550	8.66%
Total Resources	$2,628,858	$2,533,743	$2,714,493	$2,659,023	$2,737,967	$23,474	0.86%

2011 PADS Program Breakdown



Planning and Development Services
2011 Budget

Planning & Development Services 2008 - 2011 Budget Comparison By Object Category							
Object Category Name	2008 Actual	2009 Actual	2010 Current Budget	2010 Projected	2011 Budget	2010 Current Budget versus 2011 Budget	Percentage Change
Salary	$1,804,659	$1,807,949	$1,838,023	$1,812,030	$1,873,216	$35,193	1.91%
Benefits	$590,743	$581,533	$560,806	$556,340	$621,636	$60,830	10.85%
Supplies	$12,808	$9,503	$8,961	$11,625	$13,361	$4,400	49.10%
Other Services & Charges	$209,673	$128,577	$300,920	$273,245	$223,378	($77,542)	(25.77%)
Intergovernmental Services	$200	$20	$0	$0	$0	$0	0.00%
Capital Outlays	$0	$0	$0	$0	$0	$0	0.00%
Interfund Payments for Service	$10,775	$6,161	$5,783	$5,783	$6,376	$593	10.25%
Total PADS Expenditures	$2,628,858	$2,533,743	$2,714,493	$2,659,023	$2,737,967	$23,474	0.86%
Revenue							
Licenses & Permits	$657,896	$535,203	$528,000	$372,896	$820,438	$292,438	55.39%
Intergovernmental Revenue	$51,898	$8,062	$55,000	$45,000	$0	($55,000)	100.00%
Charges for Goods and Services	$450,158	$254,954	$281,000	$221,664	$567,018	$286,018	101.79%
Fines	$0	$1,500	$0	$2,800	$0	$0	0.00%
Miscellaneous Revenues	$4,639	$3,992	$82,100	$93,033	$80,550	($1,550)	(1.89%)
Non revenues	$0	$0	$0	$0	$0	$0	0.00%
Total PADS Revenue	$1,164,591	$803,711	$946,100	$735,393	$1,468,006	$521,906	55.16%
General Fund Subsidy	$1,468,396	$1,719,581	$1,750,493	$1,919,463	$1,250,511	($499,982)	(28.56%)
Use of Code Abatement Fund Balance	($4,129)	$10,452	$17,900	$4,167	$19,450	$1,550	8.66%
Total PADS Resources	$2,628,858	$2,533,744	$2,714,493	$2,659,023	$2,737,967	$23,474	0.86%
Department Statistics							
% of General Fund	8.48%	8.44%	8.31%	8.37%	8.05%	(0.26%)	(3.12%)
Number of FTE's	28.50	27.00	24.10	24.10	24.35	0.25	1.0%

Planning & Development Services 2008 - 2011 Budget Comparison By Fund							
Expenditures By Fund	2008 Actual	2009 Actual	2010 Current Budget	2010 Projected	2011 Budget	2010 Current Budget versus 2011 Budget	Percentage Change
General Fund	$2,628,359	$2,520,583	$2,614,493	$2,559,023	$2,637,967	$23,474	0.90%
Code Abatement Fund	$499	$13,160	$100,000	$100,000	$100,000	$0	0.00%
Total Fund Expenditures	$2,628,858	$2,533,743	$2,714,493	$2,659,023	$2,737,967	$23,474	0.86%
Revenue By Fund							
General Fund	$1,159,963	$801,002	$864,000	$639,560	$1,387,456	$523,456	60.59%
Code Abatement Fund	$4,628	$2,708	$82,100	$95,833	$80,550	($1,550)	(1.89%)
Total Fund Revenues	$1,164,591	$803,710	$946,100	$735,393	$1,468,006	$521,906	55.16%
General Fund Subsidy	$1,468,396	$1,719,581	$1,750,493	$1,919,463	$1,250,511	($499,982)	(28.56%)
Use of Code Abatement Fund Balance	($4,129)	$10,452	$17,900	$4,167	$19,450	$1,550	8.66%
Total Fund Resources	$2,628,858	$2,533,743	$2,714,493	$2,659,023	$2,737,967	$23,474	0.86%

Planning and Development Services
2011 Budget

2011 Key Department Budget Changes

Expenditures

Salaries
- Includes applicable step increases and the shift of a 0.25 FTE back from the Roads Capital Fund. In 2010 the 0.25 FTE performed work on the Transportation Master Plan.

Personnel Benefits
- Includes changes in the employee contribution for PERS and health coverage.
- Includes the 0.25 FTE return from capital work.

Supplies
- Includes new funding of $300 to support the City's green team initiative
- Additional funding of $3,600 to pay for new code books which will be updated and revised in 2011.

Other Services and Charges
- Increased filing and recording fees by $1,000 to pay for increased fee charged by King County.
- Removed one-time funding of $29,072 from professional services that were used for the urban tree canopy study and the Shoreline Master Plan and Town Center guidelines.
- Removed one-time grant funding of $45,000 from professional services that was used for the performance indicator display interface for sustainability measures.

Revenues

License and Permits
- Permit revenue related to the new Shorewood and Shorecrest High Schools is estimated at $411,425 for 2011.

Intergovernmental Revenue
- Removed one time grant funding of $45,000 from the Energy Effeciency Conservation Grant.
- Removed one time grant funding of $10,000 from a Cooperative Forestry Assistance Grant that was used to create an urban tree canopy baseline study.

Charges for Goods and Services
- Plan check and inspection fees are estimated at $372,634 for the new Shorewood and Shorecrest High Schools.
- Reduced environmental review fees by $8,000 to reflect the anticipated continuation of the slow down of development in City.

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CODE ENFORCEMENT TEAM

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

Measurement: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Average number of calendar days from request initiation to compliance (Abandoned Vehicles)	6	6	6	5	6
Average number of calendar days from request initiation to voluntary compliance (Strike 1 & 2)	37	51	58	48	45
Percent of abandoned vehicles tagged within 24 hours of notification	98%	96%	93%	92%	95%
Percentage of all code enforcement actions resolved by voluntary compliance (Strike 1&2)	98%	96%	96%	95%	95%
Percentage of cases closed by induced compliance (Strike 3) annually	30%	39%	42%	41%	35%
Percentage of cases open beyond 365 days (Strike 3)	60%	73%	54%	60%	55%

Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Code Enforcement expenditures per capita (Strike 3)	$3.13	$3.25	$2.90	$2.85	$4.62
Number of Active Cases per FTE (Strike 3)	137	116	146	145	99
Number of code enforcement actions (Strike 1&2) per FTE	972	869	831	901	919
Number of Proactive CE Program actions		247	629	510	500

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of code enforcement requests for action	2,243	2,407	2,252	2,046	2,050

CODE ENFORCEMENT TEAM

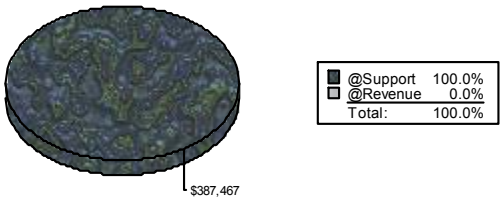
	2007	2008	2009	2010 Est.	2011 Target
Number of service requests for parking/abandoned	1,402	1,200	1,025	825	900
Number of service requests for vandalism/graffiti	386	599	564	600	600
Total number of code enforcement actions resolved (Strike 1&2)	2,081	2,236	2,234	1,800	2,000

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	4.9	4.9	4.18(2.71CRT	3.74(2.27CRT	4.5 (2.23CRT

2010 Budget

Program Expenditures	387,467
Program Revenue	0
General Support	387,467

Program Revenue vs General Support



2011 Budget

Program Expenditures	492,479
Program Revenue	0
General Support	492,479

Program Revenue vs General Support

BUILDING AND INSPECTIONS TEAM

PROGRAM PURPOSE:

The Building & Inspections Team perform reviews and make decisions on more complex building 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: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Percent of customers who rated services as good or excellent.	89%	80%	100%	95%	95%
Percent of customers who said they were treated courteously by employees.	94%	97%	96%	95%	100%
Percent of customers who were satisfied with the clarity of inspection correction forms.	89%	86%	100%	94%	94%
Percent of customers who were satisfied with the timeliness of building inspections.	100%	94%	100%	94%	94%
Percent of customers who were satisfied with the updates they received regarding their project's status.	81%	88%	100%	90%	95%
Percent of customers who were satisfied with the usefulness of the pre-application process.	86%	93%	95%	90%	94%
Percentage of building permits issued on or before the target dates identified in SMC 20.30.040 (data includes days waiting for	91.5%	95%	93%	95%	95

Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Average number of Inspections Completed Per Inspector per day	10	10	8	7	8

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of Addition/Remodel Commercial Permits submitted	71	46	55	45	50
Number of Demolition Permits submitted	58	40	17	15	20
Number of Electrical Permits Processed Through City	108	67	50	40	40

BUILDING AND INSPECTIONS TEAM

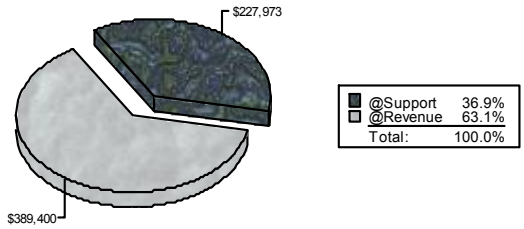
	2007	2008	2009	2010 Est.	2011 Target
Number of Fire Systems Permits submitted	**144**	**99**	**84**	**65**	**75**
Number of inspections completed annually	**5,151**	**4,888**	**4,189**	**3300**	**4250**
Number of Mechanical Permits submitted	**301**	**258**	**322**	**215**	**215**
Number of Miscellaneous Structures - Complex Permits submitted (retaining walls/rockeries, wireless facilities)	**22**	**7**	**17**	**12**	**12**
Number of New Construction Commercial Permits Submitted	**18**	**23**	**9**	**7**	**12**
Number of Plumbing Permits submitted	**175**	**111**	**124**	**150**	**150**

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	**6.05**	**5.95**	**5.95**	**5.40**	**4.68**

2010 Budget

Program Expenditures	**617,373**
Program Revenue	**389,400**
General Support	**227,973**

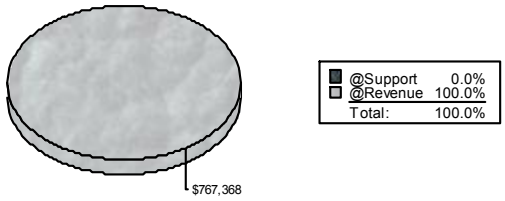
Program Revenue vs General Support



2011 Budget

Program Expenditures	**554,010**
Program Revenue	**767,368**
General Support	**0**

Program Revenue vs General Support



PERMIT SERVICES TEAM

PROGRAM PURPOSE:

The Permit Services Team provides accurate information and referral services; intake and issuance of all building and land use related permits; including expedited review for less complex projects.

STRATEGIC OBJECTIVES:

Governmental Excellence

Measurement: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Percent of customers who rated services as good or excellent	89%	80%	100%	95%	95%
Percent of customers who said they were treated courteously by employees	94%	97%	96%	95%	100%
Percent of customers who were satisfied with the updates they received regarding their project's status	81%	88%	100%	90%	95%
Percent of customers who were satisfied with the usefulness of the pre-application process	86%	93%	95%	90%	95%
Percentage of permits issued on or before the target dates identified in SMC 20.30.040 (data includes days waiting for information)	85.7%	83%	93%	95%	95%

Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Average number of permit applications submitted per Technical Assistant	620	570	714	625	650
Average number of permits issued per Technical Assistant	620	504	670	520	600

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of Accessory Dwelling Units (ADU) or Adult Family Home Applications submitted	5	6	12	3	4
Number of Addition/Remodel Single-family Residential Permits submitted	221	175	155	140	155
Number of Home Occupation, B&B, or Boarding House Permits submitted	2	4	5	4	4
Number of New Construction Single-family Residential Permits submitted	65	49	20	18	26

PERMIT SERVICES TEAM

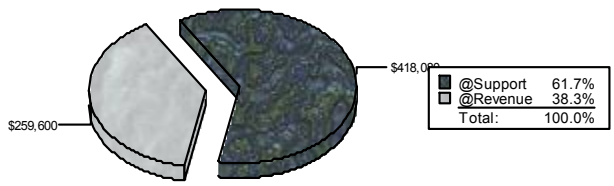
	2007	2008	2009	2010 Est.	2011 Target
Number of Sign and Miscellaneous Structure Permits submitted	**49**	**33**	**45**	**38**	**40**
Number of walk-in customers served	**12,000**	**8,844**	**6,700**	**5000**	**5000**
Number Right-of-Way Permits submitted	**508**	**537**	**420**	**350**	**400**
Total Number of Applications submitted	**1,859**	**1,530**	**1,427**	**1250**	**1300**

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	**9.15**	**8.90**	**8.84**	**7.97**	**7.15**

2010 Budget

Program Expenditures	**677,680**
Program Revenue	**259,600**
General Support	**418,080**

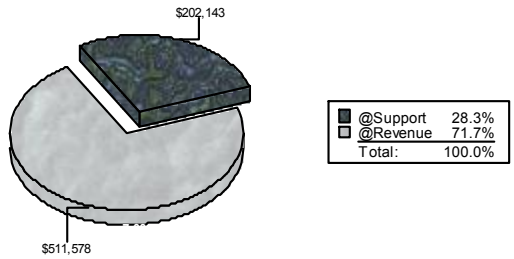
Program Revenue vs General Support



2011 Budget

Program Expenditures	**713,721**
Program Revenue	**511,578**
General Support	**202,143**

Program Revenue vs General Support



PLANNING - LONG RANGE TEAM

PROGRAM PURPOSE:

The Planning - Long Range Team provide opportunities for public input and develop staff reports and recommendations for all quasi-judicial and legislative permits and proposals

STRATEGIC OBJECTIVES:

Safe, Healthy and Sustainable Environment

Measurement: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Percent of customers who rated services as good or excellent.	89%	80%	100%	95%	95%
Percent of customers who said they were treated courteously by employees.	94%	97%	96%	95%	100%
Percent of customers who were satisfied with the updates they received regarding their project's status.	81%	88%	100%	90%	95%
Percent of customers who were satisfied with the usefulness of the pre-application process.	86%	93%	95%	90%	94%
Percentage of permits issued on or before target dates identified in SMC 20.30.060 (data includes days waiting for Information)	75%	88%	N/A	80%	80%

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of Development Code amendments processed annually	20	65	15	25	15
Number of parcels rezoned				1	3
Number of Planning Commission meetings staffed	22	24	26	24	24
Number of public disclosure requests processed	72	72	66	60	45
Number of Rezones submitted	4	3	2	1	2
Number of staff hours processing Comprehensive Plan amendments	N/A	N/A	850	550	640

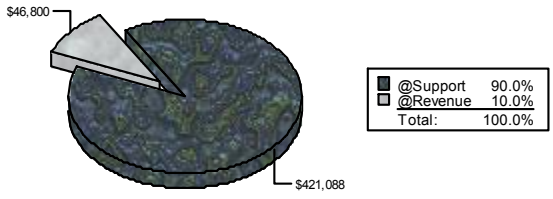
PLANNING - LONG RANGE TEAM

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	3.35	3.70	3.93	3.89	4.77

2010 Budget

Program Expenditures	467,888
Program Revenue	46,800
General Support	421,088

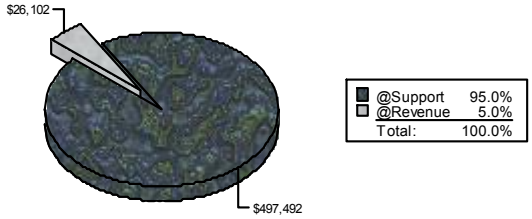
Program Revenue vs General Support



2011 Budget

Program Expenditures	523,594
Program Revenue	26,102
General Support	497,492

Program Revenue vs General Support



PLANNING AND DEVELOPMENT OPERATIONS SUPPORT TEAM

PROGRAM PURPOSE:

The Planning & Development Support Team provides support to enhance the Planning & Development Services Department's operations and systems through administrative and technical support; technology enhancements; managing fiscal and human resources, and implementation of a performance measurement system.

STRATEGIC OBJECTIVES:

Governmental Excellence

Measurement: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Percent of customers who rated services as good or excellent.	89%	80%	100%	95%	95%
Percent of customers who said they were treated courteously by employees.	94%	97%	96%	95%	100%

Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Operations Support Team budget as a percent of the Planning and Development Services budget.	9.8%	9.8%	8.7%	9.0%	8.2%

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of archival requests retrieved annually	321	238	204	144	130

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	2.60	2.60	2.37	2.25	1.93

PLANNING AND DEVELOPMENT OPERATIONS SUPPORT TEAM

2010 Budget

Program Expenditures	**239,650**
Program Revenue	**0**
General Support	**239,650**

Program Revenue vs General Support

2011 Budget

Program Expenditures	**219,761**
Program Revenue	**0**
General Support	**219,761**

Program Revenue vs General Support

CURRENT PLANNING TEAM

PROGRAM PURPOSE:

The Current Planning Team performs reviews and make decisions on administrative land use actions.

STRATEGIC OBJECTIVES:

Quality Services, Facilities and Infrastructure

Measurement: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Percent of customers who rated services as good or excellent.	89%	80%	100%	95%	100%
Percent of customers who said they were treated courteously by employees.	94%	97%	96%	95%	100%
Percent of customers who were satisfied with the updates they received regarding their project's status.	81%	87%	100%	90%	95%
Percent of customers who were satisfied with the usefulness of the pre-application process.	86%	93%	95%	90%	94%
Percentage of permits issued on or before target dates identified in SMC 20.30.040 and .050 (data includes days waiting for information)	66.9%	62%	72%	80%	90%

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of Building Permits that require SEPA submitted (new commercial exceeding 4,000 square feet)	1	6	0	2	3
Number of Clearing & Grading Permits submitted	14	16	8	8	8
Number of Development Code interpretations submitted	14	12	14	10	10
Number of Final Short Plats submitted	20	12	1	4	7
Number of Lot Line Adjustments submitted	10	6	3	3	3
Number of Preliminary Short Plats submitted	21	11	5	5	7
Number of SEPA Threshold Determinations	17	9	8	8	12
Number of Site Development/Construction Permits submitted	15	12	14	8	8

CURRENT PLANNING TEAM

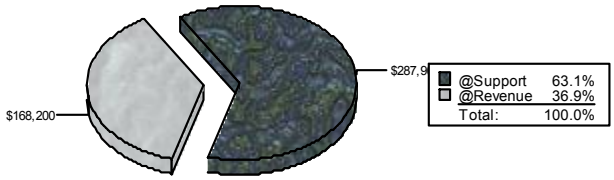
	2007	2008	2009	2010 Est.	2011 Target
Number of Temporary Use Permits submitted	3	3	3	2	2

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	4.7	4.7	4.44	4.38	3.55

2010 Budget

Program Expenditures	456,109
Program Revenue	168,200
General Support	287,909

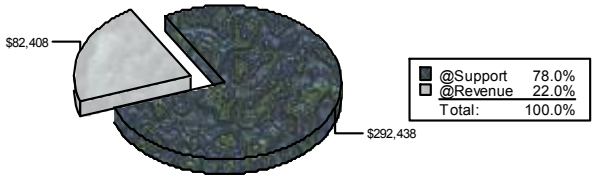
Program Revenue vs General Support



2011 Budget

Program Expenditures	374,846
Program Revenue	82,408
General Support	292,438

Program Revenue vs General Support



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CITY OF SHORELINE

Public Works

Public Works
2011 Budget

Mission Statement

"Public Works: What are we doing to make a difference? *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.* ***Public Works Employees strive to be known for getting it done …and done well."***

Department Programs

Administration

1.15 FTE

Public Facilities and Vehicle Maintenance & Operations

2.35 FTE

Environmental Services

1.35 FTE

Street Operations

7.91 FTE

Right of Way Permit & Inspection Program

1.85 FTE

Surface Water Utility

10.86 FTE

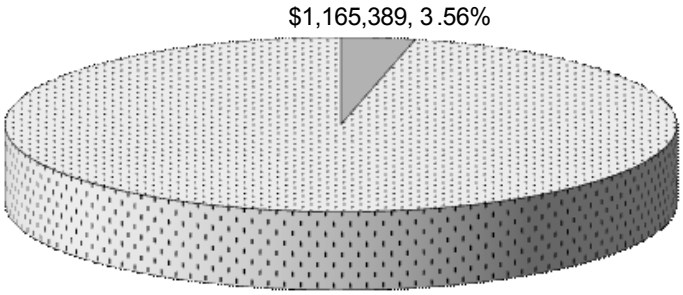
Traffic Services

1.5 FTE

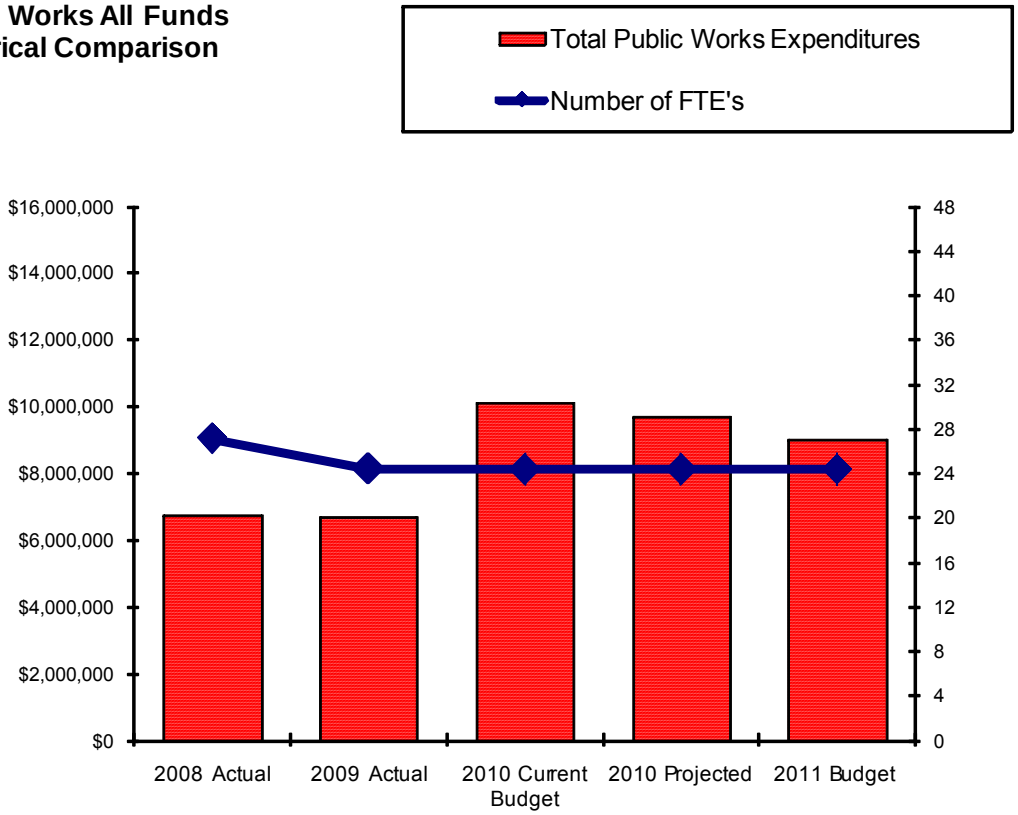
*An Additional 12.15 Public Works' FTEs are budgeted in the General and Roads Capital Funds

Public Works
2011 Budget

2011 General Fund Portion of Public Works as a Share of the General Fund



Public Works All Funds Historical Comparison



Public Works
2011 Budget

2010 Key Department Accomplishments in Support of the City's Strategic Objectives:

Safe and Attractive Neighborhood's and Business Districts

- Implemented the West Nile Virus Response Plan and public information campaign in conjunction with Seattle/King County Public Health and the Washington Department of Health
- Performed weekly monitoring of swimming beaches at Echo Lake and Hidden Lake for bacteria from May 1 through September 30.
- Upgraded two intersections through the Traffic Signal Rehabilitation Program
- Reconfigured N 175th St between Fremont Ave N and Aurora Ave N from 4 vehicle lanes to 2 vehicle lanes, bike lanes, and center turn lane
- Installed additional traffic calming devices on N 152nd St through the Neighborhood Traffic Safety Program
- Installed missing sidewalk segment on NE 165th St between 8th Ave NE and 10th Ave NE
- Completed the 2009 annual traffic report
- Completed the Neighborhood Traffic Action Plans for Richmond Beach, Innis Arden and Richmond Highlands neighborhoods

Quality Services, Facilities, and Infrastructure

- Completed the Master Plans for Sunset School and Boeing Creek Open Space, Kruckeberg Gardens and the Interurban Park
- Completed construction of capital projects including Cromwell Park, Hamlin Park, Ronald Bog Floodplain projects, Green Streets Demonstration Project, and a new trail at NE 195th from Meridian to 1st Ave NE.
- Closed out 43 Verizon permits for its underground and aerial fiber optic cabling and inspected approximately 68,785 feet of Verizon pipe and wire.
- Inspected over 12,385 feet of new gas main for Puget Sound Energy permits; 113,400 square feet of new asphalt overlay done under Puget Sound Energy permits; 3280 feet of sewer pipe relocated by Ronald Wastewater District; and 4,450 feet of new water main for the Shoreline Water District.
- Completed the pool drain project at the Shoreline Pool to comply with the Virginia Graeme Baker(VGB) Pool and Spa Safety Act.
- Initiated a preventative vehicle and equipment maintenance agreement with the City of Mountlake Terrace.
- Updated the City's Vehicle Use Policy, Green Policy and Handicap Accessibility Policy.
- Completed improvements at the Hamlin Park Maintenance Facility
- Completed the 2010 Overlay Program

Public Works
2011 Budget

- Completed the 2009/2010 CDBG Curb, Ramp, Gutter and Sidewalk Program replacing 7,281 sq. feet of sidewalk panel and 523 feet of curb and gutter
- Completed the 2010 Sidewalk Panel, Curb, Ramp, and Gutter Replacement Program replacing 2,700 sq. feet of sidewalk panel, 100 feet of curb and 30 ramps

Safe, Healthy and Sustainable Environment

- Completed the Thornton Creek Basin Plan
- Revised the stormwater code, manual, and supporting documentation to include low impact development techniques and other changes to comply with the Western Washington Phase II Municipal Stormwater permit as part of the National Pollution Discharge Elimination System (NPDES) program.
- Assisted in the design and development of a Green Street demonstration project.
- Assisted with obtaining and implementing Federal Energy Stimulus Grants, as well as King County, King Conservation District, and Seattle City Light grants for the City Hall/Civic Center projects
- Served approximately 1500 residents at the annual Earth Day Event; 1,712 customers at Recycling Events, and chipped 1,962 trees at the Christmas Tree Recycling Event
- Actively participated in the Thornton Creek Watershed Oversight Committee, Lake Ballinger Watershed Meeting, WRIA 8, Regional Road Maintenance, Local Hazardous Waste Management Program, and Puget Sound Storm water Outreach for Regional Municipalities
- Developed the Climate Protection Program to collect and analyze data for baseline carbon footprint of Shoreline
- Collaborated with regional municipalities on climate protection education.

Public Works
2011 Budget

2011 Key Department Objectives in Support of the City's Strategic Objectives:

Safe and Attractive Neighborhoods and Business Districts

- Slope mow arterials and collector streets citywide (77 miles) doubling the service level and maintain 60 lane miles of ROW
- Continue developing a route based annual ditching maintenance program schedule city wide
- Develop a BST (Bituminous Surface Treatment) enhancement to Overlay program.
- Implement our West Nile Virus Response Plan and public information campaign in conjunction with Seattle/King County Public Health and the Washington Department of Health.
- Revise corner radius at Richmond Beach Rd and 15th Ave NW
- Install new traffic calming devices through the NTSP and NTAP programs
- Complete Neighborhood Traffic Action Plans and continue implementation of NTAP projects
- Support walkway design and construction for the Sidewalk Program
- Update Traffic Services Website, including Traffic Count Summary, Traffic Flow Map, and traffic program updates
- Manage the Street Light program, evaluating requests, issuing work orders, and developing policies and procedures
- Conduct quarterly traffic safety coordination meetings with Police Department

Quality Services, Facilities, and Infrastructure

- Assist the Aurora Project on Stormwater related issues during the design of the final phases of project
- Construct small works drainage projects to upgrade the existing storm system
- Complete the construction of the restroom modifications at the Richmond Highlands Recreational Facility
- Complete paving the parking lot at the Shoreline Police Station
- Complete next phase of video log filming by WSDOT
- Construct Aurora from 165th to 185th to Substantial Completion
- Complete the design and right-of-way acquisition for Aurora between 185th and 192nd
- Begin construction of Aurora between 185th and 192nd
- Completion of construction and inspection on capital projects such as Richmond Beach Overcrossing, Trail Corridors, Kruckeberg Gardens, Pump Station 25, and Meridian Drainage
- Design and begin construction on capital projects such as Saltwater Park Bridge Improvements, King County Trail Levy

Public Works
2011 Budget

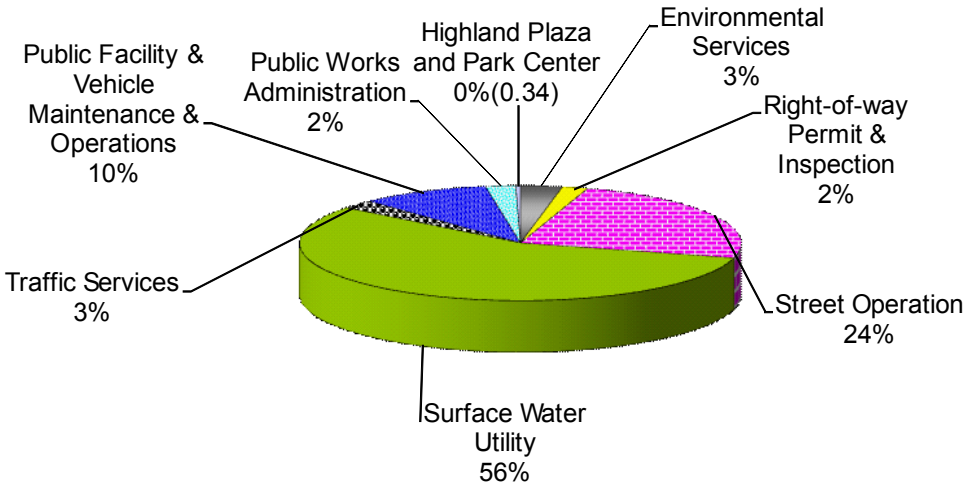
- Complete the Priority Sidewalk program by finishing construction of the Ashworth route from 185th to 192nd

Safe, Healthy and Sustainable Environment

- Develop a plan to implement low-impact development for storm water within City Right-of-Way
- Continue to implement a Green Building Program for residents and businesses
- Collaborate with CleanScapes to expand community outreach to reduce waste, conserve energy and recycle all materials, including hazardous waste
- Increasing the number of residents to approximately 2,000 that will be served by the annual Earth Day Every Day Event, 1,500 total residents at Recycling Events, and 1,500 at Christmas Tree Recycling Event
- Actively participate in regional meetings: WRIA 8, Regional Road Maintenance, King County Flood Control Zone District, Local Hazardous Waste Management Program, King County Solid Waste Comprehensive Plan update and planning forums, North County Stormwater Group, and Stormwater Outreach Regional Municipalities of Puget Sound

Public Works
2011 Budget

Public Works Breakdown by Program



Public Works Services 2008 - 2011 Budget Comparison By Program							
Program Budget	**2008 Actual**	**2009 Actual**	**2010 Current Budget**	**2010 Projected**	**2011 Budget**	**2010 Current Budget versus 2011 Budget**	**Percentage Change**
Environmental Services	$243,255	$272,667	$316,497	$311,837	$275,261	($41,236)	(13.03%)
Right-of-way Permit & Inspection	$107,935	$96,417	$163,688	$159,390	$169,293	$5,605	3.42%
Street Operation	$2,207,300	$2,228,508	$2,166,367	$2,144,715	$2,160,392	($5,975)	(0.28%)
Surface Water Utility	$2,748,273	$2,741,557	$6,039,528	$5,752,751	$5,084,965	($954,563)	(15.81%)
Traffic Services	$233,028	$218,556	$239,232	$239,232	$223,064	($16,168)	(6.76%)
Public Facility & Vehicle Maintenance & Operations	$858,401	$917,265	$936,060	$840,518	$851,636	($84,424)	(9.02%)
Public Works Administration	$283,721	$199,328	$224,498	$223,798	$199,067	($25,431)	(11.33%)
Highland Plaza & Park Center	$48,438	$22,249	$22,944	$20,516	$30,988	$8,044	35.06%
Total Program Budget	$6,730,351	$6,696,547	$10,108,814	$9,692,757	$8,994,666	($1,114,148)	(11.02%)
Program Revenue							
Environmental Services	$251,111	$289,132	$289,763	$289,763	$248,382	($41,381)	(14.28%)
Right-of-way Permit & Inspection	$189,040	$175,596	$170,000	$160,000	$170,000	$0	0.00%
Street Operation	$730,078	$669,077	$1,248,778	$1,189,688	$1,180,195	($68,583)	(5.49%)
Surface Water Utility	$3,812,276	$3,278,995	$3,487,366	$3,575,713	$3,264,770	($222,596)	(6.38%)
Public Facility & Vehicle Maintenance & Operations	$116,208	$175,530	$146,645	$143,478	$176,813	$30,168	20.57%
Highland Plaza & Park Center	$129,800	$142,596	$74,565	$72,725	$73,082	($1,483)	(1.99%)
Total Program Revenue	$5,228,513	$4,730,926	$5,417,117	$5,431,367	$5,113,242	($303,875)	(5.61%)
General Fund Subsidy	$2,333,527	$2,474,544	$1,995,696	$1,894,206	$1,916,261	($79,435)	(3.98%)
Use of Streets Fund Balance	$222,139	$31,128	$127,017	$170,157	$150,238	$23,221	18.28%
Use of Surface Water Utility Fund Balance	($1,064,003)	($537,438)	$2,552,162	$2,177,038	$1,800,175	($751,987)	(29.46%)
Use of Vehicle Oper. & Maint. Fund Balance	$10,175	($2,613)	$16,822	$19,989	$14,750	($2,072)	0.00%
Total Resources	$6,730,351	$6,696,547	$10,108,814	$9,692,757	$8,994,666	($1,114,148)	(11.02%)

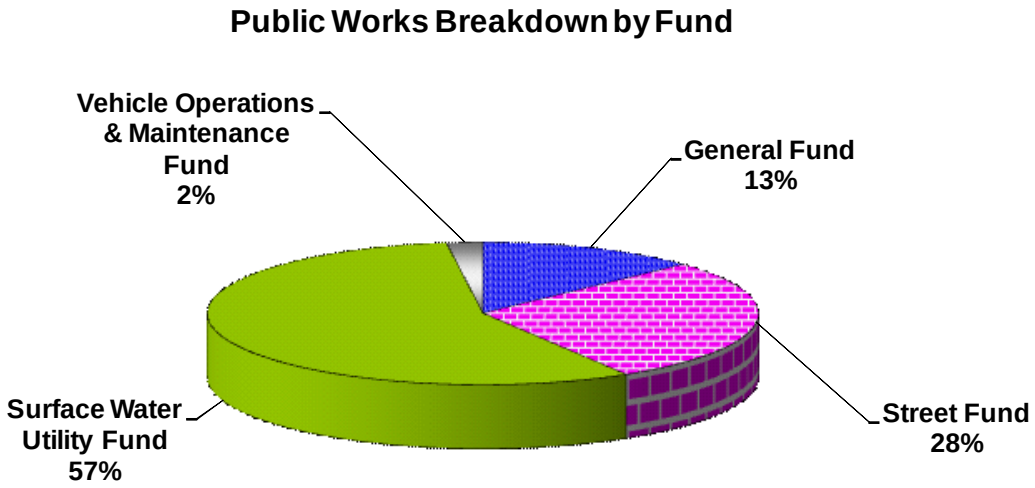
Public Works
2011 Budget

Public Works 2008 - 2011 Operating Budget Comparison By Object Category							
Object Category Name	2008 Actual	2009 Actual	2010 Current Budget	2010 Projected	2011 Budget	2010 Current Budget versus 2011 Budget	Percentage Change
Salaries	$1,717,265	$1,822,228	$1,977,487	$1,970,768	$2,024,301	$46,814	2.37%
Personnel Benefits	$537,491	$572,468	$574,938	$565,949	$640,486	$65,548	11.40%
Supplies	$341,975	$418,952	$341,245	$327,250	$327,821	($13,424)	(3.93%)
Other Services & Charges	$2,174,641	$1,631,894	$3,448,266	$3,411,234	$2,804,879	($643,387)	(18.66%)
Intergovernmental Services	$275,643	$311,602	$379,456	$392,517	$393,605	$14,149	3.73%
Capital Outlay	$34,848	$0	$1,093,564	$751,154	$998,872	($94,692)	(8.66%)
Debt Service	$326,475	$326,475	$326,475	$326,475	$326,475	$0	0.00%
Debt Service Interest	$22,037	$20,405	$19,589	$19,588	$17,956	($1,633)	(8.34%)
Interfund Payments for Service	$1,299,976	$1,592,523	$1,947,794	$1,927,822	$1,460,271	($487,523)	(25.03%)
Total Public Works Expenditures	$6,730,351	$6,696,547	$10,108,814	$9,692,757	$8,994,666	($1,114,148)	(11.02%)
Revenue Source							
Licenses and Permits	$189,040	$175,596	$170,000	$160,000	$170,000	$0	0.00%
Intergovernmental Revenues	$1,321,889	$836,337	$1,638,046	$1,671,573	$1,316,949	($321,097)	(19.60%)
Charges for Goods and Services	$2,956,176	$3,159,585	$3,154,297	$3,154,770	$3,154,770	$473	0.01%
Fines & Forfeits	$73	$20	$0	$34	$0	$0	0.00%
Miscellaneous Revenues	$761,335	$559,388	$454,774	$444,990	$471,523	$16,749	3.68%
Total Revenue	$5,228,513	$4,730,926	$5,417,117	$5,431,367	$5,113,242	($303,875)	(5.61%)
General Fund Subsidy	$2,333,527	$2,474,544	$1,995,696	$1,894,206	$1,916,261	($79,435)	(3.98%)
Use of Streets Fund Balance	$222,139	$31,128	$127,017	$170,157	$150,238	$23,221	18.28%
Use of Surface Water Utility Fund Balance	($1,064,003)	($537,438)	$2,552,162	$2,177,038	$1,800,175	($751,987)	(29.46%)
Use of Vehicle Oper. & Maint. Fund Balance	$10,175	($2,613)	$16,822	$19,989	$14,750	($2,072)	0.00%
Total Resources	$6,730,351	$6,696,547	$10,108,814	$9,692,757	$8,994,666	($1,114,148)	(11.02%)
Department Statistics							
General Fund Portion of Public Works as a % of Total General Fund	**4.22%**	**4.15%**	**4.25%**	**4.04%**	**3.56%**	**(0.69%)**	**(16.28%)**
Number of FTE's	**27.15**	**27.17**	**26.87**	**26.87**	**26.97**	**0.10**	**0.37%**

The Public Works Department includes funding in: the General Fund, Street Fund, Surface Water Utility Fund, and Vehicle Operations & Maintenance Fund. The Fund breakdown is displayed below.

Public Works Expenditures by Fund	2008 Actual	2009 Actual	2010 Current Budget	2010 Projected	2011 Budget	2010 Current Budget versus 2011 Budget	Percentage Change
General Fund	$1,307,432	$1,238,592	$1,336,532	$1,233,202	$1,165,389	($171,143)	(12.81%)
Street Fund	$2,548,263	$2,543,481	$2,569,287	$2,543,337	$2,552,749	($16,538)	(0.64%)
Surface Water Utility Fund	$2,748,273	$2,741,557	$6,039,528	$5,752,751	$5,084,965	($954,563)	(15.81%)
Vehicle Operations & Maintenance Fund	$126,383	$172,917	$163,467	$163,467	$191,563	$28,096	17.19%
Total Public Works Expenditures	$6,730,351	$6,696,547	$10,108,814	$9,692,757	$8,994,666	($1,114,148)	(11.02%)

Public Works
2011 Budget



2011 Key Department Budget Changes

Expenditures

Salaries
- Includes applicable step increases

Personnel Benefits
- Includes changes in the employer contribution for PERS and health care benefits

Supplies
- The decrease of $13,424 in this category is a result of:
  - Removing $25,063 in 2010 Coordinated Prevention Grant (CPG) funding for Environmental Services
  - Removing $3,687 from Facilities based on historical expenditures
  - Increasing $26,636 in Street Operations supplies based on actual needs
  - Removing $1,350 from Traffic Services. Uniforms and most of the safety equipment was purchased in 2010
  - Transferring $4,307 from supplies to the Other Services category for repairs and maintenance
  - The Surface Water Utility activity in this category is decreasing by $5,553

Other Services
- The decrease of $643,387 in this category is a result of:

Public Works
2011 Budget

- Removing $27,000 for one-time funding for a feasibility study of the acquisition of Seattle Public Utilities - Water
- Removing $7,489 in CPG funding for Environmental Services
- Removing $7,412 in 2010 WWR (King County Waste Reduction and Recycling grant) in Environmental Services
- Decreasing Facilities overall by $117,591 as follows:
  - Utility – Electricity ($53,600)
  - Utility – Water ($31,400)
  - Utility – Gas ($ 2,880)
  - Repairs & Maintenance ($ 3,000)
  - Postage ($ 262)
  - Registration ($ 100)
  - Professional Services ($31,000) Facility Systems Management and Furniture relocation
  - Utility – Sewer $ 1,860
  - Janitorial Services $ 2,791

- Increasing Repairs and Maintenance for Highland Park Center by $8,044
- Increasing Street Operations by $29,701 as follows:
  - Professional Services $35,000 pavement condition rate study to be performed every 3 years
  - Utility – Electricity Street Lights ($10,581)
  - Utility Electricity Traffic Signals $ 1,282
  - Repairs & Maintenance $ 4,000
- Removing $15,700 from Traffic Services for inventory infrastructure work which occurs every other year
- Increasing Vehicle Operation/Maintenance by $17,403 based on vehicle maintenance account reconciliation
- The Surface Water Utility activity in this category is decreasing by $523,683

Intergovernmental Services

- Decreased $5,500 in Facilities based on actual expenditures
- The Surface Water Utility activity in this category is increasing by $19,649

Capital Outlays

- Decreased $140,154 in Street Operations one-time 2010 expenditures to purchase a 1 Ton Truck with snow plow, sander and de-icing tanks.
- The Surface Water Utility activity in this category is increasing by $45,462

Debt Service Interest

- The amount is based upon repayment schedule for the Public Works Trust Fund Loan (PWTFL)

Interfund Payments for Service

- The decrease of $487,523 in this category is a result of:

Public Works
2011 Budget

- Increasing the equipment replacement by $39,119 bringing the replacement schedule payments to 100%
- Decreasing the vehicle operations and maintenance by $8,335 based on actual historical expenditures
- Increasing Street Fund contingency by $33,412 to cover Aurora 165th to 185th maintenance to possibly start in July 2011.
- Increasing Vehicle Maintenance Contingency by $15,000 to be used in case of emergency repairs
- Increasing the General Fund overhead allocation to Right-of Way, Street Operations and Traffic Services by $21,284
- The Surface Water Utility activity in this category is decreasing by $588,002. In 2010 $1,000,000 was transferred to Roads Capital for Surface Water improvements included in the Aurora project

Revenues

Intergovernmental Revenues

- Decreased $41,381 in Environmental Services grants
- Decreased $59,067 in Street Fund based on the projected collections of the fuel tax
- Removed 2010 grants from Surface Water Utility Fund totaling $220,649

Charges for goods and Services

- The Surface Water Utility storm drainage fees are increasing by $473

Other Financing Sources

- The Surface Water Utility activity in this category is decreasing by $516,714 after removing 2010 funds

Miscellaneous Revenues

- Decreased $1,483 in Highland Park Center lease based on actual contractual expenditures
- Decreased projected investment interest in Street Fund by $9,516
- Increased Vehicle Operations and Maintenance interfund charges by $34,418 based on the actual maintenance and repairs needed for vehicles and equipment
- Reduced Vehicle Operations and Maintenance investment interest by $3,250
- The Surface Water Utility activity in this category is decreasing by $2,420

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

Measurement: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Percentage of invoices processed on time	100%	100%	100%	100%	100%

Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Public Works Administration as a percent of the total Public Works Budget	6.2%	5.0%	3.0%	2.3%	2.2%

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of grant reimbursements processed	17	17	52	88	83
Number of vendor invoices processed	2,250	2,465	2,983	2,500	2,700
Total number of contracts processed	181	192	162	180	180
Total number of easements processed	11	15	58	28	34
Total number of interlocals processed	5	9	7	7	7

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	2.15	2.15	1.15	1.15	1.15

PUBLIC WORKS ADMINISTRATION

2010 Budget

Program Expenditures	**224,498**
Program Revenue	**0**
General Support	**224,498**

Program Revenue vs General Support

2011 Budget

Program Expenditures	**199,068**
Program Revenue	**0**
General Support	**199,068**

Program Revenue vs General Support

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

Measurement: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Percentage of internal customers rating Facilities overall services as good or excellent	96%	96%	96%	94%	94%
Percentage of internal customers rating Fleet Maintenance overall services as good or excellent	85%	78%	78%	84%	84%

Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Cost per square foot to maintain	$2.86	$4.42	$3.54	$6.04	$5.45
Fleet maintenance cost per mile - vehicles and light trucks	$0.27	$0.43	$1.02	$1.03	$1.04
Fleet maintenance cost per mile -heavy-duty trucks and equipment	$0.87	$2.27	$3.91	$3.96	$4.01
Number of square feet maintained (facilities) per FTE	69,205	60,989	57,666	65,416	65,416
Percentage of work orders that are fully completed on time	100%	100%	100%	100%	100%
Total contracted custodial expenditures per square foot for administrative/office facilities	$2.52	$1.06	$0.76	$0.92	$0.92
Total in-house custodial expenditures per square foot for administrative/office facilities	$0.07	$0.04	$0.14	$0.53	$0.53

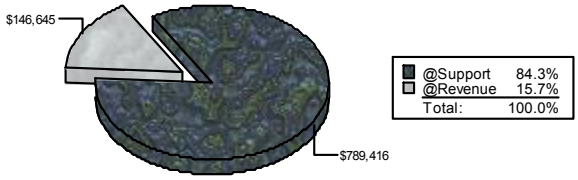
Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	2.45	2.45	2.45	2.45	2.35

PUBLIC FACILITY & VEHICLE MAINTENANCE & OPERATIONS

2010 Budget

Program Expenditures	**936,061**
Program Revenue	**146,645**
General Support	**789,416**

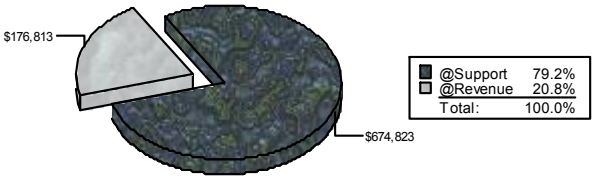
Program Revenue vs General Support



2011 Budget

Program Expenditures	**851,636**
Program Revenue	**176,813**
General Support	**674,823**

Program Revenue vs General Support



ENVIRONMENTAL SERVICES

PROGRAM PURPOSE:

Provide waste reduction and recycling education programs to the community. Coordinate recycling events, provide resource materials (compost bins, etc.), and manage the City's single solid waste service contract.

STRATEGIC OBJECTIVES:

Safe, Healthy and Sustainable Environment

Measurement: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Percentage of households participating in City recycling events	26%	24%	25%	24%	24%

Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Percentage of solid waste stream recycled from curbside residential collection	56%	56%	56%	58%	60%

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Pounds of household batteries recycled	5,177	6,004	6,481	7,000	7,500

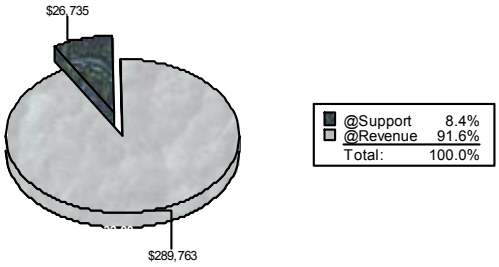
Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	.35	1.35	1.35	1.35	1.35
Number of households participating in annual recycling opportunities	5,587	5,151	5,425	5,090	5,300

ENVIRONMENTAL SERVICES

2010 Budget

Program Expenditures	**316,498**
Program Revenue	**289,763**
General Support	**26,735**

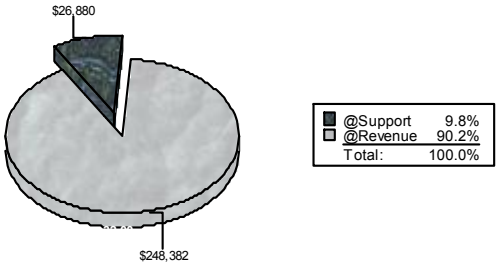
Program Revenue vs General Support



2011 Budget

Program Expenditures	**275,262**
Program Revenue	**248,382**
General Support	**26,880**

Program Revenue vs General Support



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: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Number of ROW inspections completed per FTE	981	1,031	1,145	655	757

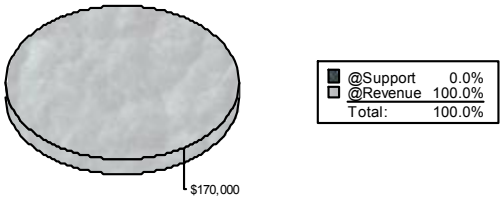
Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of inspections performed	1,962	1,778	1,260	850	1,400
Number of right-of-way permits issued	508	537	469	470	450

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	1.3	1.3	1.1	1.3	1.85

2010 Budget

Program Expenditures	163,689
Program Revenue	170,000
General Support	0

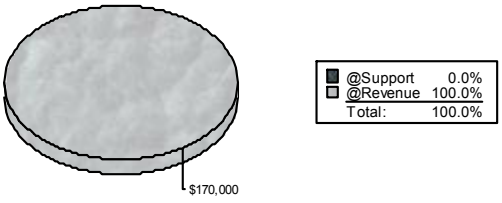
Program Revenue vs General Support



2011 Budget

Program Expenditures	169,293
Program Revenue	170,000
General Support	0

Program Revenue vs General Support



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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: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Average pavement rating for arterials/collectors.	73	76	65	65	65
Average pavement rating for residential streets.	80.8	80.8	71	71	71
Percentage of citizens surveyed that are satisfied with the adequacy of city street lighting on arterial streets	53%	52%	52%	52%	52%
Weighted average pavement rating for all City streets.	81.3	81.3	70	70	70

Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Annual operating and maintenance costs per City traffic signal	$3,263	$4,342	$4,463	$4,463	$4,463
Annual street operation expenditures per paved lane mile in the City	$3,850	$4,719	$4,717	$4,918	$4,775
Cost per lane mile for asphalt overlay	$94,002	$132,901	$191,558	$271,008	$160,000
Cost per lane mile for BST (Bituminous Surface Treatment)					$56,400
Cost per lane mile of street sweeping	$33.36	$37.74	$38.08	$38.54	$38.54

STREET OPERATION

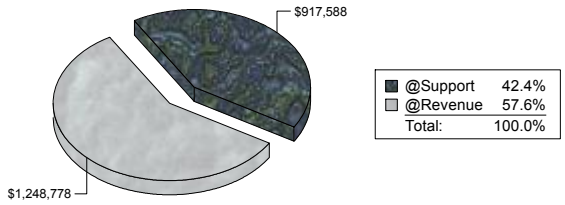
Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
In-house hours spent sanding & plowing roads	255	1,056	181	200	200
Number of lane miles resurfaced with asphalt overlay	6.7	5.0	4.4	2.38	2.5
Number of lane miles resurfaced with BST (Bituminous Surface Treatment)					8 -10
Number of lane miles swept	2,892	2,961	4,417	3,750	3,750
Number of potholes repaired	43	64	148	120	135
Number of traffic signs maintained	529	182	465	450	508

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	9.25	9.25	9.25	7.86	7.91

2010 Budget

Program Expenditures	2,166,366
Program Revenue	1,248,778
General Support	917,588

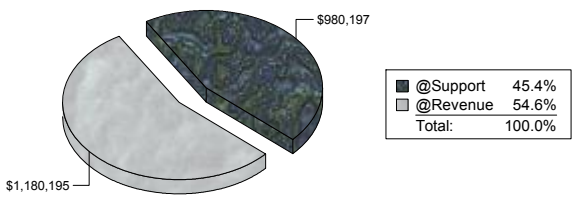
Program Revenue vs General Support



2011 Budget

Program Expenditures	2,160,392
Program Revenue	1,180,195
General Support	980,197

Program Revenue vs General Support



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: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Percentage of citizens surveyed who are very satisfied or somewhat satisfied with the flow of traffic and congestion.	38%	52%	52%	52%	52%

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 Target
Number of active residential areas involved in the NTSP Program	52	56	48	49	45
Number of residential area traffic projects completed per year	26	17	10	10	10
Number of service requests received	87	56	50	50	50
Number of targeted law enforcement hours in a NTSP residential area.	756	734	216	350	350
Number of traffic counts completed each year	348	240	278	350	350
Number of work orders issued	1,284	3,033	695	350	350

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	2.26	1.50	1.50	1.50	1.50

TRAFFIC SERVICES

2010 Budget

Program Expenditures	**239,232**
Program Revenue	**0**
General Support	**239,232**

Program Revenue vs General Support

2011 Budget

Program Expenditures	**223,065**
Program Revenue	**0**
General Support	**223,065**

Program Revenue vs General Support

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: EFFECTIVENESS	2007	2008	2009	2010 Est.	2011 Target
Percentage of catch basins routinely cleaned annually	37%	20%	33%	33%	33%
Percentage of citizens who are very satisfied or satisfied with the adequacy of storm drainage services in their neighborhood	55%	59%	59%	65%	65%
Percentage of citizens who are very satisfied or satisfied with the overall quality of the City's stormwater system	62%	60%	60%	65%	65%
Percentage of drainage channels cleaned	.010%	25%	0%	10%	10%

Measurement: EFFICIENCY	2007	2008	2009	2010 Est.	2011 Target
Cost per catch basin - routine cleaning	$17.50	$15.50	$22.50	$22.50	$22.50

Measurement: WORKLOAD	2007	2008	2009	2010 Est.	2011 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 Facilites to inspect and maintain	31	31	31	31	31
Number of dams to inspect and maintain	5	5	5	5	5
Number of drainage or flooding service requests	414	95	118	100	100
Number of privately owned stormwater facilities to inspect	255	255	263	263	263

SURFACE WATER UTILITY

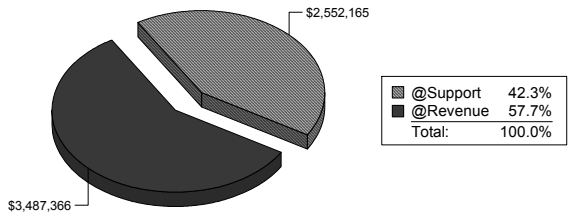
	2007	2008	2009	2010 Est.	2011 Target
Number of pump stations to inspect and maintain	5	5	7	7	7

Measurement: INPUT	2007	2008	2009	2010 Est.	2011 Target
Budgeted FTEs	10.15	10.02	10.13	10.71	10.86

2010 Budget

Program Expenditures	6,039,531
Program Revenue	3,487,366
Use of Fund Balance	2,552,165

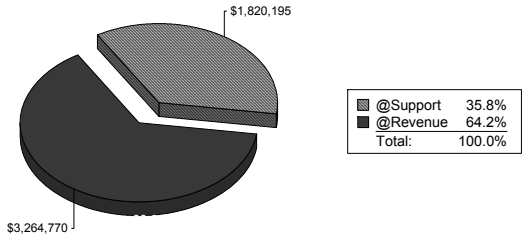
Program Revenue vs Use of Fund Balance



2011 Budget

Program Expenditures	5,084,965
Program Revenue	3,264,770
Use of Fund Balance	1,820,195

Program Revenue vs Use of Fund Balance



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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 2011, the City's funds breakdown is as follows:

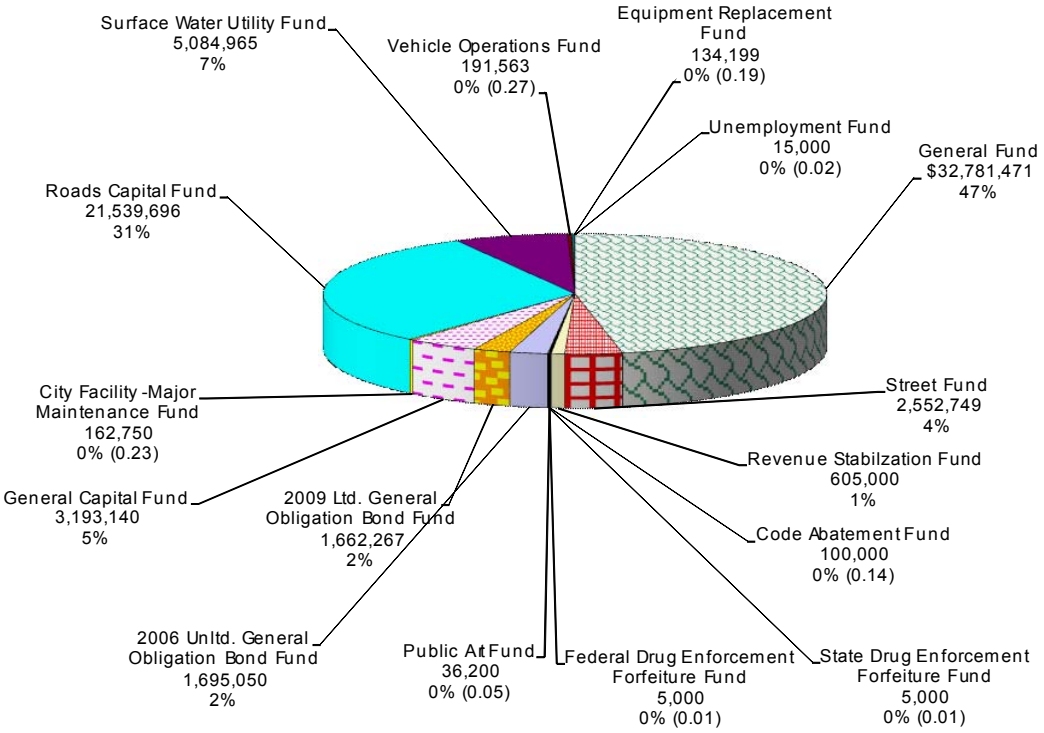
	Fund	Percent of City's total budget
MAJOR FUND	General Fund	47.08%
MAJOR FUND	Roads Capital Fund	30.82%
	Surface Water Utility Fund	7.25%
	General Capital Fund	4.57%
Street	Fund	3.68%
	2006 General Obligation Bond Fund	2.43%
	2009 General Obligation Bond Fund	2.38%
	Revenue Stabilization Fund	0.87%
	Vehicle Operations & Maintenance Fund	0.27%
	City Facility – Major Maintenance Fund	0.23%
	Equipment Replacement Fund	0.19%
	Code Abatement Fund	0.14%
	Public Arts Fund	0.05%
Unem	ployment Fund	0.02%
	Federal Drug Enforcement Forfeiture Fund and State Drug Enforcement Forfeiture Fund	0.01% each

Fund Name	Description
	Operating Funds
Fund 001 General Fund	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 nearly 50% of the General Fund operating revenues.
	Special Revenue Funds
	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.
Funds 101 Street Fund	The Street Fund is used to support roads and transportation programs. Fuel tax and a subsidy from the General Fund are the two sources of on-going support.
Fund 104 General Reserve Fund	The General Reserve Fund was used to provide for temporary financing of unforeseen needs of an emergency nature, adverse changes in the economic environment, and to facilitate the orderly adjustment to changes resulting from termination of revenue sources through actions of other governmental bodies. This fund was closed at the end of 2007. The remaining balance was transferred to the Revenue Stabilization Fund.
Fund 107 Code Abatement Fund	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.

Fund 108 **State Drug Enforcement Forfeiture Fund**	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.
Fund 109 **Public Arts Fund**	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.
Fund 112 **Federal Drug Enforcement Forfeiture Fund**	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.
Fund 115 **Property Tax Equalization Fund**	The purpose of the Property Tax Equalization Fund is to accumulate and disburse proceeds from Proposition 1, 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 2011-2013, but will collect less than needed in 2014-2016.
Fund 190 **Revenue Stabilization Fund**	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.
	Debt Service Fund
	A fund established to account for the accumulation of resources for; and the payment of, general long-term debt principal and interest.
Fund 201 **2006 General Obligation Bond Fund**	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**.**
Fund 211 **2009 Limited Tax General Obligation Bond Fund**	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.
	Capital Funds
	Funds that are specifically designated for major capital improvements.
Fund 301 **General Capital Fund**	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.
Fund 312 City Facility-Major Maintenance Fund	This fund was established in 2005. This capital fund will account for the long-term maintenance of City Facilities.
Fund 330 **Roads Capital Fund**	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.
	Enterprise Fund
	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.

Fund 401 Surface Water Utility Fund	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.
	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 the services.
Fund 501 Vehicle Operations and Maintenance Fund	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 equpment to support this purpose.
Fund 503 Equipment Replacement Fund	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.
Fund 505 Unemployment Fund	An annual allocation is made to this Fund in lieu of making contributions to the State unemployment insurance.
	Agency Fund
	Used to account for assets held by a government as an agent for individuals, private organizations, other government agencies and/or other funds.
Fund 651 Northshore / Shoreline Community Network	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.

2011 Budget by Fund



All Funds Historical Revenue/Expenditure Summary

	2007 Actuals	2008 Actuals	2009 Actuals	2010 Current Budget	2010 Projected	2011 Adopted Budget	2010 Current Budget vs. 2011 Adopted Budget
RESOURCES							
Beginning Fund Balance	**$ 57,613,795**	**$ 49,979,260**	**$ 42,392,747**	**$ 34,737,576**	**$ 34,737,576**	**$ 23,163,771**	**$ (11,573,805)**
Revenues & Transfers-In							
General Fund **(Major Fund)**	$ 29,637,925	$ 30,286,878	$ 29,952,032	$ 30,421,059	$ 30,308,772	$ 32,115,171	1,694,112
Street Fund	2,365,917	2,324,111	2,512,354	2,442,270	2,373,180	2,422,531	(19,739)
General Reserve Fund	138,122	-	-	-	-	-	-
Revenue Stabilzation Fund	6,125,357	-	-	-	-	605,000	605,000
Property Tax Equalization Fund	-	-	-	-	-	787,000	787,000
Code Abatement Fund	13,571	4,628	2,707	82,100	95,833	80,550	(1,550)
State Drug Enforcement Forfeiture Fund	19,947	55,522	13,145	16,500	913	5,000	(11,500)
Federal Drug Enforcement Forfeiture Fund	-	-	31,830	25,000	78	5,050	(19,950)
Public Art Fund	37,744	37,382	168,960	1,000	1,024	1,050	50
2006 General Obligation Bond Fund	1,768,906	1,755,245	1,687,592	1,700,000	1,700,000	1,700,000	-
2009 General Obligation Bond Fund	-	-	381,122	1,530,417	1,660,017	1,662,267	131,850
General Capital Fund	5,603,793	4,540,562	25,097,105	2,265,882	1,512,923	1,255,416	(1,010,466)
City Facility -Major Maintenance Fund	59,712	35,795	5,423	49,326	44,686	57,497	8,171
Roads Capital Fund **(Major Fund)**	8,367,100	6,977,406	14,996,303	39,693,949	34,059,208	17,931,591	(21,762,358)
Surface Water Utility Fund	3,639,662	3,812,277	3,278,995	3,487,366	3,575,713	3,264,770	(222,596)
Vehicle Operations Fund	147,980	116,208	175,530	146,645	143,478	176,813	30,168
Equipment Replacement Fund	372,065	341,070	234,002	134,310	103,007	253,719	119,409
Unemployment Fund	13,453	7,028	5,504	11,000	10,193	10,150	(850)
Total Revenues & Transfers-In	$ 58,311,254	$ 50,294,112	$ 78,542,604	$ 82,006,824	$ 75,589,025	$ 62,333,575	$ (19,673,249)
Total Resources	**$ 115,925,049**	**$ 100,273,372**	**$ 120,935,351**	**$ 116,744,400**	**$ 110,326,601**	**$ 85,497,346**	**$ (31,247,054)**
USES							
Expenditures & Transfers Out							
General Fund **(Major Fund)**	$ 32,961,486	$ 31,000,122	$ 29,875,669	$ 31,475,722	$ 30,560,581	$ 32,781,471	$ 1,305,749
Street Fund	2,246,923	2,548,263	2,543,480	2,569,287	2,543,337	2,552,749	(16,538)
General Reserve Fund	2,412,984	-	-	-	-	-	-
Revenue Stabilzation Fund	-	-	-	980,000	1,200,000	605,000	(375,000)
Code Abatement Fund	1,688	499	13,160	100,000	100,000	100,000	-
State Drug Enforcement Forfeiture Fund	13,567	27,416	51,198	16,500	13,647	5,000	(11,500)
Federal Drug Enforcement Forfeiture Fund	-	-	3,895	25,000	27,205	5,000	(20,000)
Public Art Fund	35,184	81,287	41,091	108,340	108,340	36,200	(72,140)
2006 Unltd. General Obligation Bond Fund	1,635,928	1,661,779	1,676,154	1,681,850	1,681,850	1,695,050	13,200
2009 Ltd. General Obligation Bond Fund	-	-	381,122	1,530,417	1,660,017	1,662,267	131,850
General Capital Fund	12,184,531	7,327,150	30,937,338	8,694,080	7,804,216	3,193,140	(5,500,940)
City Facility -Major Maintenance Fund	47,812	48,547	10,715	104,000	55,000	162,750	58,750
Roads Capital Fund **(Major Fund)**	11,245,004	7,522,148	16,081,248	42,509,984	35,217,295	21,539,696	(20,970,288)
Surface Water Utility Fund	2,887,542	7,239,131	4,210,380	6,039,528	5,752,751	5,084,965	(954,563)
Vehicle Operations Fund	130,487	126,383	172,919	163,467	163,467	191,563	28,096
Equipment Replacement Fund	136,943	293,065	169,619	279,694	245,124	134,199	(145,495)
Unemployment Fund	5,708	4,834	29,789	30,000	30,000	15,000	(15,000)
Total Expenditures & Transfers Out	$ 65,945,787	$ 57,880,624	$ 86,197,777	$ 96,307,869	$ 87,162,830	$ 69,764,050	$ (26,543,819)
Ending Fund Balance	**$ 49,979,262**	**$ 42,392,744**	**$ 34,737,574**	**$ 20,436,531**	**$ 23,163,772**	**$ 15,733,296**	**$ (4,703,235)**
Total Uses	**$ 115,925,049**	**$ 100,273,369**	**$ 120,935,351**	**$ 116,744,400**	**$ 110,326,602**	**$ 85,497,346**	**$ (31,247,054)**

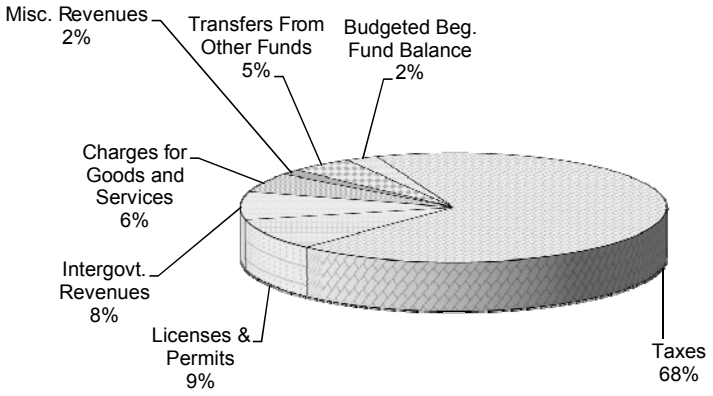
General Fund (001) Summary

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 44% of the General Fund operating revenues.

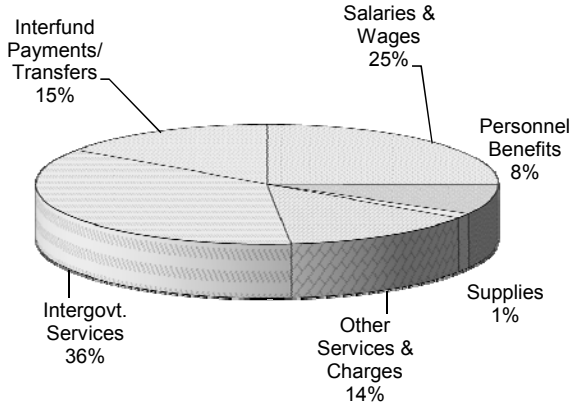
Department: Various
Program: Various

	2007 Actuals	2008 Actuals	2009 Actuals	2010 Current Budget	2010 Projected	2011 Adopted Budget	2010 Current Budget vs. 2011 Adopted Budget	Percent Change
Beginning Fund Balance	**$ 8,642,165**	**$ 5,318,605**	**$ 4,605,361**	**$ 4,681,724**	**$ 4,681,724**	**$ 4,429,915**	**$ (251,809)**	**(5%)**
Funding Sources								
Budgeted Beg. Fund Balance	$ -	$ -	$ -	$ 1,054,663	$ -	$ 805,000	$ (249,663)	(24%)
Taxes	20,766,954	21,232,721	20,675,090	20,463,111	20,073,935	22,354,858	1,891,747	9%
Licenses & Permits	2,836,316	2,624,172	2,672,263	2,602,430	2,626,656	3,070,013	467,583	18%
Intergovt. Revenues	2,308,689	2,397,735	2,801,691	3,216,401	3,354,390	2,716,647	(499,754)	(16%)
Charges for Goods and Services	1,770,090	1,736,674	1,503,675	1,586,585	1,525,534	1,897,603	311,018	20%
Fines and Forfeits	128,986	52,841	49,160	5,000	28,607	5,000	-	0%
Misc. Revenues	803,533	985,709	768,292	586,309	516,777	501,579	(84,730)	(14%)
Prior Year Adjustment	(23,090)	(210)	11,254	-	-	-	-	
Total Revenue	$ 28,591,478	$ 29,029,642	$ 28,481,425	$ 29,514,499	$ 28,125,899	$ 31,350,700	$ 1,836,201	6%
Proceeds from Street Vacation			$ 294,822					
Transfers From Other Funds	1,046,447	1,257,236	1,175,785	1,961,223	2,182,873	1,569,471	(391,752)	(20%)
Total Funding Sources	$ 29,637,925	$ 30,286,878	$ 29,952,032	$ 31,475,722	$ 30,308,772	$ 32,920,171	$ 1,444,449	5%
Use of Funds								
Salaries & Wages	$ 7,268,329	$ 7,713,200	$ 8,341,353	$ 8,186,524	$ 8,025,560	$ 8,212,756	$ 26,232	0%
Personnel Benefits	2,165,616	2,449,292	2,463,470	2,435,200	2,403,421	2,670,939	235,739	10%
Supplies	545,073	760,542	627,264	550,924	639,819	442,634	(108,290)	(20%)
Other Services & Charges	5,269,068	4,922,183	4,607,650	5,343,895	4,949,320	4,521,592	(822,303)	(15%)
Intergovt. Services	9,682,720	10,218,742	10,806,239	11,371,524	11,782,498	11,890,865	519,341	5%
Capital Outlays	103,249	121,344	98,173	73,090	103,832	-	(73,090)	(100%)
Interfund Payments/Transfers	7,927,431	4,814,819	2,931,520	3,514,565	2,656,131	5,042,685	1,528,120	43%
Total Expenditures	$ 32,961,486	$ 31,000,122	$ 29,875,669	$ 31,475,722	$ 30,560,581	$ 32,781,471	$ 1,305,749	4%
Ending Fund Balance	**$ 5,318,605**	**$ 4,605,361**	**$ 4,681,724**	**$ 3,627,061**	**$ 4,429,915**	**$ 3,763,615**	**$ 136,554**	**4%**
Total FTE's	**112.43**	**114.31**	**110.78**	**108.26**	**108.26**	**108.26**	**-**	**0%**

2011 Funding Sources



2011 Use of Funds



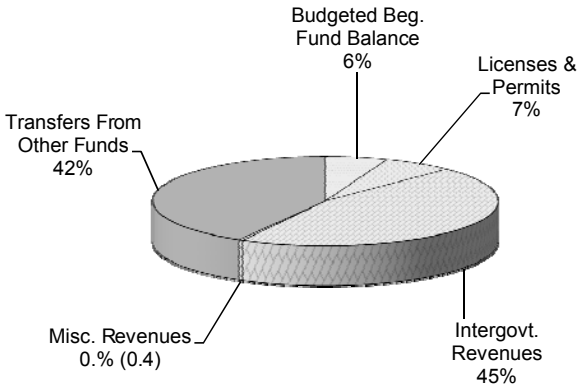
Street Fund (101) Summary

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

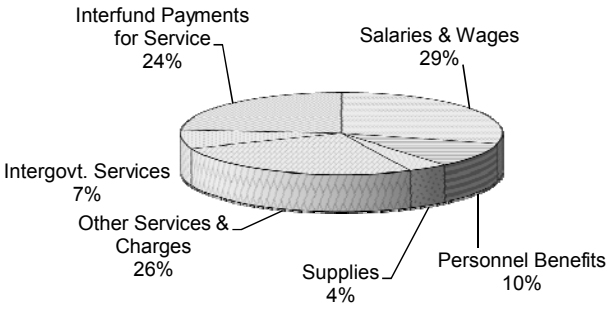
Department: Public Works
Programs: Right of Way Permit & Inspection
Street Operations
Traffic Services

	2007 Actuals	2008 Actuals	2009 Actuals	2010 Current Budget	2010 Projected	2011 Adopted Budget	2010 Current Budget vs. 2011 Adopted Budget	Percent Change
Beginnning Fund Balance	**$ 1,080,968**	**$ 1,199,962**	**$ 975,811**	**$ 944,687**	**$ 944,687**	**$ 774,530**	**$ (170,157)**	**(18%)**
Funding Sources								
Budgeted Beg. Fund Balance	$ -	$ -	$ -	$ 127,017		$ 150,238	$ 23,221	
Licenses & Permits	153,499	189,040	175,596	170,000	160,000	170,000	-	0%
Intergovt. Revenues	752,050	679,803	661,333	1,229,262	1,173,855	1,170,195	(59,067)	(5%)
Charges for Goods and Services	4,956	-	-	-	-	-	-	
Fines and Forfeits	1,808	73	20	-	34	-	-	0%
Misc. Revenues	63,341	50,202	7,725	19,516	15,799	10,000	(9,516)	(49%)
Prior Year Adjustment	142	(2,013)	-	-	-	-	-	
Total Revenue	$ 975,796	$ 917,105	$ 844,674	$ 1,545,795	$ 1,349,688	$ 1,500,433	$ (45,362)	(3%)
Transfers From Other Funds	1,390,121	1,407,006	1,667,680	1,023,492	1,023,492	1,072,336	48,844	5%
Total Funding Sources	$ 2,365,917	$ 2,324,111	$ 2,512,354	$ 2,569,287	$ 2,373,180	$ 2,572,769	$ 3,482	0%
Use of Funds								
Salaries & Wages	$ 661,103	$ 692,881	$ 809,650	$ 760,933	$ 766,353	$ 743,768	$ (17,165)	(2%)
Personnel Benefits	210,225	233,074	253,536	233,107	233,573	251,086	17,979	8%
Supplies	137,010	92,744	121,776	77,214	77,214	102,400	25,186	33%
Other Services & Charges	333,413	698,062	563,049	650,159	643,322	663,866	13,707	2%
Intergovt. Services	129,885	141,425	114,377	187,797	187,797	187,797	-	0%
Capital Outlays	133,200	-	-	140,154	140,154	-	(140,154)	
Interfund Payments for Service	642,087	690,077	681,092	519,923	494,924	603,832	83,909	16%
Total Expenditures	$ 2,246,923	$ 2,548,263	$ 2,543,480	$ 2,569,287	$ 2,543,337	$ 2,552,749	$ (16,538)	(1%)
Ending Fund Balance	**$ 1,199,962**	**$ 975,811**	**$ 944,687**	**$ 817,670**	**$ 774,530**	**$ 644,312**	**$ (173,358)**	**(21%)**
Total FTE's	**12.05**	**12.05**	**11.85**	**11.21**	**11.21**	**11.26**	**0.05**	**0%**

2011 Funding Sources



2011 Use of Funds



General Reserve Fund (104) Summary

The purpose is to maintain reserves to provide temporary financing of unforeseen needs of an emergency nature, adverse changes in the economic environment, and to facilitate the orderly adjustment to changes resulting from termination of revenue sources through actions of other governmental bodies. The fund was created in 1997 with a transfer from the General Fund.

In 2007, Council revised the City reserves and eliminated the need for this fund. This fund was formally closed in late 2007 and its remaining fund balance was transferred to the new Revenue Stabilization Fund.

Department: Finance
Program: Reserves

	2007 Actuals	2008 Actuals	2009 Actuals	2010 Current Budget	2010 Projected	2011 Adopted Budget	2010 Current Budget vs. 2011 Adopted Budget	Percent Change
Beginning Fund Balance	**$ 2,274,862**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	
Funding Sources								
Total Revenue	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Miscellaneous Revenues	137,077	-	-	-	-	-	-	
Transfers From Other Funds	1,045	-	-	-	-	-	-	
Total Funding Sources	$ 138,122	$ -	$ -	$ -	$ -	$ -	$ -	
Use of Funds								
Interfund Payments for Service	$ 2,412,984	$ -	$ -	$ -	$ -	$ -	$ -	
Total Expenditures	$ 2,412,984	$ -	$ -	$ -	$ -	$ -	$ -	
Ending Fund Balance	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	
Total FTE's	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	

2011 Funding Sources

No Revenues are being proposed for appropriation at this time. This fund was closed in late 2007. This fund is being displayed for historical purposes only.

2011 Use of Funds

No Revenues are being proposed for appropriation at this time. This fund wasclosed in late 2007. This fund is being displayed for historical purposes only.

Code Abatement Fund (107) Summary

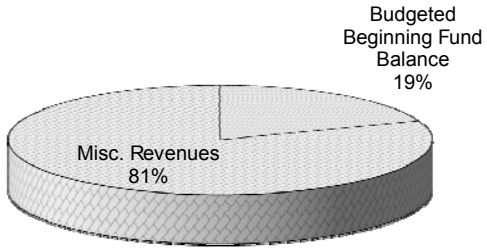
The Code Abatement Fund provides funding for City code abatement efforts (public nuisances, dangerous buildings, etc.). The costs associated with the abatement will be charged to the owner of the property either as a lien on the property or on the tax bill. Recovered monies would replenish the fund for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

Department: Planning & Development Services
Program: Code Abatement Operations

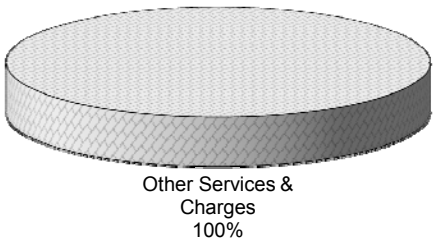
	2007 Actuals	2008 Actuals	2009 Actuals	2010 Current Budget	2010 Projected	2011 Adopted Budget	2010 Current Budget vs. 2011 Adopted Budget	Percent Change
Beginning Fund Balance	**$ 151,199**	**$ 163,082**	**$ 167,211**	**$ 156,758**	**$ 156,758**	**$ 152,591**	**$ (4,167)**	**(3%)**
Funding Sources								
Budgeted Beginning Fund Balar	$ -	$ -	$ -	$ 17,900	$ -	$ 19,450	$ 1,550	9%
Fines and Forfeits	6,038	$ -	$ 1,500	$ -	$ 2,800	$ -	$ -	
Misc. Revenues	8,881	$ 4,628	$ 1,207	$ 82,100	$ 93,033	$ 80,550	$ (1,550)	(2%)
Prior Year Adjustments	(1,348)	$ -	$ -	$ -	$ -	$ -	-	
Total Revenue	$ 13,571	$ 4,628	$ 2,707	$ 100,000	$ 95,833	$ 100,000	$ -	0%
Other Financing/Transfers In	-	-	-	-	-	-	-	0%
Total Funding Sources	$ 13,571	$ 4,628	$ 2,707	$ 100,000	$ 95,833	$ 100,000	$ -	0%
Use of Funds								
Supplies								
Other Services & Charges	1,688	499	13,160	100,000	100,000	100,000	$ -	0%
Total Expenditures	$ 1,688	$ 499	$ 13,160	$ 100,000	$ 100,000	$ 100,000	$ -	$ -
Ending Fund Balance	**$ 163,082**	**$ 167,211**	**$ 156,758**	**$ 138,858**	**$ 152,591**	**$ 133,141**	**$ (5,717)**	(4%)
Total FTE's	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	

x

2011 Funding Sources



2011 Use of Funds



Public Arts Fund (109) Summary

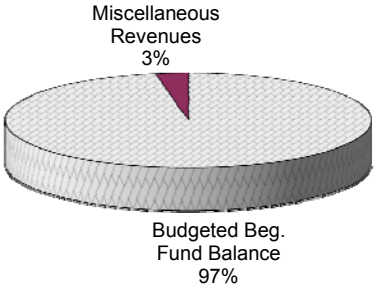
The Public Arts Fund accounts for the 1% for Arts Program. An amount equal to 1% of annual capital construction is transferred from each capital fund into this fund. Funding will be utilized to support public art projects.

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

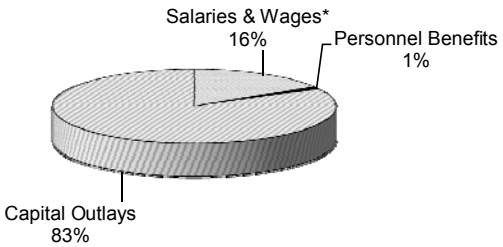
	2007 Actuals	2008 Actuals	2009 Actuals	2010 Current Budget	2010 Projected	2011 Adopted Budget	2010 Current Budget vs. 2011 Adopted Budget	Percent Change
Beginning Fund Balance	**$ 240,253**	**$ 242,813**	**$ 198,908**	**$ 326,777**	**$ 326,777**	**$ 219,461**	**$ (107,316)**	**(33%)**
Funding Sources								
Budgeted Beg. Fund Balance	$ -	$ -	$ -	$ 107,340		$ 35,150	$ (72,190)	(67%)
Miscellaneous Revenues	13,446	6,163	1,374	1,000	1,024	1,050	50	5%
Transfers From Other Funds	28,758	31,219	167,586	-	-	-	-	
Prior Year Adjustments	(4,460)	-	-	-	-	-	-	
Total Funding Sources	$ 37,744	$ 37,382	$ 168,960	$ 108,340	$ 1,024	$ 36,200	$ (72,140)	(67%)
Use of Funds								
Salaries & Wages*	$ 8,269	$ 12,486	$ 5,956	$ 4,600	$ 7,885	$ 5,800	$ 1,200	26%
Personnel Benefits	670	1,023	492	400	455	400	-	0%
Supplies	681	-	73	-	-	-	-	
Other Services & Charges	975	67,778	34,570	-	42,000	-	-	
Capital Outlays	24,589	-	-	103,340	58,000	30,000	(73,340)	(71%)
Interfund Payments for Service	-	-	-	-	-	-	-	
Total Expenditures	$ 35,184	$ 81,287	$ 41,091	$ 108,340	$ 108,340	$ 36,200	$ (72,140)	(67%)
Ending Fund Balance	**$ 242,813**	**$ 198,908**	**$ 326,777**	**$ 219,437**	**$ 219,461**	**$ 184,311**	**$ (35,126)**	**(16%)**
Total FTE's	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	

* Salaries and wages expenditures represent Payments for Extra Help staff

2011 Funding Sources



2011 Use of Funds



State Drug Enforcement Forfeiture Fund (108) Summary

The purpose of the State Drug Enforcement Forfeiture Fund is to account for Satate 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.

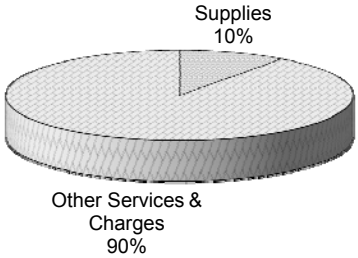
Department: Police
Program: State Seizures

	2007 Actuals	2008 Actuals	2009 Actuals	2010 Current Budget	2010 Projected	2011 Adopted Budget	2010 Current Budget vs. 2011 Adopted Budget	Percent Change
Beginning Fund Balance	**$ 18,243**	**$ 24,622**	**$ 52,728**	**$ 14,675**	**$ 14,675**	**$ 1,941**	**$ (12,734)**	**(87%)**
Funding Sources								
Budgeted Beg. Fund Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Fines & Forfeits	326	-	-	-	-	-	-	
Misc. Revenues	19,753	55,522	13,145	16,500	913	5,000	(11,500)	(70%)
Prior Year Adjustment	(132)	-	-	-	-	-	-	
Total Revenue	$ 19,947	$ 55,522	$ 13,145	$ 16,500	$ 913	$ 5,000	$ (11,500)	(70%)
Transfers From Other Funds							-	
Total Funding Sources	$ 19,947	$ 55,522	$ 13,145	$ 16,500	$ 913	$ 5,000	$ (11,500)	(70%)
Use of Funds								
Salaries & Wages*	$ -	$ -	$ -	$ -	$ -	$ -	-	
Supplies	1,741	16,017	18,474	3,000	6,361	500	(2,500)	(83%)
Other Services & Charges	6,695	11,399	13,791	8,500	3,441	4,500	(4,000)	(47%)
Intergovernmental Services	5,131	-	18,933	5,000	3,845	-	(5,000)	0%
Capital Outlays	-	-	-	-	-	-	-	0%
Total Expenditures	$ 13,567	$ 27,416	$ 51,198	$ 16,500	$ 13,647	$ 5,000	$ (11,500)	(70%)
Ending Fund Balance	**$ 24,622**	**$ 52,728**	**$ 14,675**	**$ 14,675**	**$ 1,941**	**$ 1,941**	**$ (12,734)**	**(87%)**
Total FTE's	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	

* Salaries and wages expenditures represent Payments for Overtime

2011 Funding Sources

2011 Use of Funds



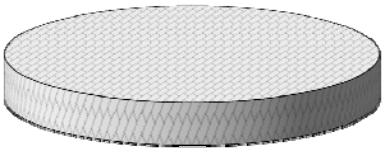
Federal Drug Enforcement Forfeiture Fund (112) Summary

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

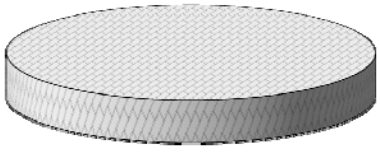
	2007 Actuals	2008 Actuals	2009 Actuals	2010 Current Budget	2010 Projected	2011 Adopted Budget	2010 Current Budget vs. 2011 Adopted Budget	Percent Change
Beginning Fund Balance	**$ -**	**$ -**	**$ -**	**$ 27,935**	**$ 27,935**	**$ 808**	**$ (27,127)**	
Funding Sources								
Budgeted Beg. Fund Balance	$ -	$ -	$ -	$ -	$ -	$ -	-	
Misc. Revenues	-	-	31,830	25,000	78	5,050	(19,950)	(80%)
Total Revenue	$ -	$ -	$ 31,830	$ 25,000	$ 78	$ 5,050	$ (19,950)	(80%)
Transfers From Other Funds	-	-	-	-	-	-	-	
Total Funding Sources	$ -	$ -	$ 31,830	$ 25,000	$ 78	$ 5,050	$ (19,950)	(80%)
Use of Funds								
Supplies	$ -	$ -	$ 707	$ -	$ 6,605	$ -	-	
Other Services & Charges	-	-	632	-	600	-	-	
Capital Outlays	-	-	2,556	25,000	20,000	5,000	(20,000)	0%
Total Expenditures	$ -	$ -	$ 3,895	$ 25,000	$ 27,205	$ 5,000	$ (20,000)	(80%)
Ending Fund Balance	**$ -**	**$ -**	**$ 27,935**	**$ 27,935**	**$ 808**	**$ 858**	**$ (27,077)**	
Total FTE's	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	

2011 Funding Sources



Misc. Revenues
100%

2011 Use of Funds



Capital Outlays
100%

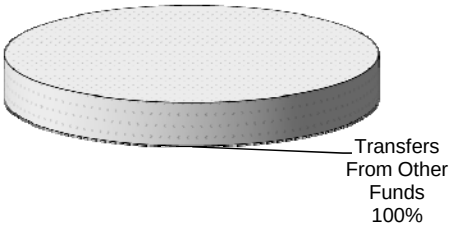
Property Tax Equalization Fund (115) Summary

The purpose of the Property Tax Equalization Fund is to accumulate and disburse proceeds from Proposition 1, 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 2011-2013, but will collect less than needed in 2014-2016.

Department: Finance
Program: Reserves

	2007 Actuals	2008 Actuals	2009 Actuals	2010 Current Budget	2010 Projected	2011 Adopted Budget	2010 Current Budget vs. 2011 Adopted Budget	Percent Change
Beginning Fund Balance	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	
Funding Sources								
Budgeted Beg. Fund Balance	$ -	$ -	$ -	$ -	$ -	$ -	-	
Total Revenue	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Transfers From Other Funds	-	-	-	-	-	787,000	787,000	
Total Funding Sources	$ -	$ -	$ -	$ -	$ -	$ 787,000	$ 787,000	
Use of Funds								
Other Services & Charges	$ -	$ -	$ -	$ -	$ -	$ -	-	
Interfund Payments for Service	-	-	-	-	-	-	-	
Total Expenditures	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Ending Fund Balance	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 787,000**	**$ 787,000**	
Total FTE's	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	

2011 Funding Sources



2011 Use of Funds

No expenditures will be proposed until 2014 .

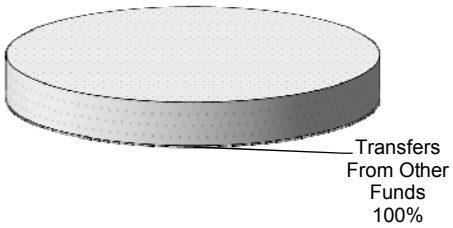
Revenue Stabilization Fund (190) Summary

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 2011 is approximately $5.7 million Investment interest from these funds will be allocated to the General Fund.

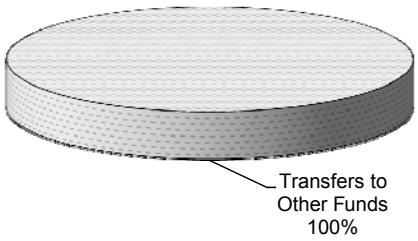
Department: Finance
Program: Reserves

	2007 Actuals	2008 Actuals	2009 Actuals	2010 Current Budget	2010 Projected	2011 Adopted Budget	2010 Current Budget vs. 2011 Adopted Budget	Percent Change
Beginning Fund Balance	**$ -**	**$ 6,125,357**	**$ 6,125,357**	**$ 6,125,357**	**$ 6,125,357**	**$ 4,925,357**	**$(1,200,000)**	**(20%)**
Funding Sources								
Budgeted Beginning Fund Balar	$ -	$ -	$ -	$ 980,000	$ -	$ -	$ (980,000)	**(100%)**
Miscellaneous Revenues	120						-	
Total Revenue	$ 120	$ -	$ -	$ 980,000	$ -	$ -	$ -	
Transfers From Other Funds	6,125,237	-	-	-	-	605,000	605,000	
Total Funding Sources	$ 6,125,357	$ -	$ -	$ 980,000	$ -	$ 605,000	$ 605,000	62%
Use of Funds								
Transfers to Other Funds	$ -	$ -	$ -	$ 980,000	$ 1,200,000	$ 605,000	$ (375,000)	(38%)
Total Expenditures	$ -	$ -	$ -	$ 980,000	$ 1,200,000	$ 605,000	$ (375,000)	(38%)
Ending Fund Balance	**$ 6,125,357**	**$ 6,125,357**	**$ 6,125,357**	**$ 5,145,357**	**$ 4,925,357**	**$ 4,925,357**	**$ (220,000)**	
Total FTE's	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	

2011 Funding Sources



2011 Use of Funds



General Obligation Bond Fund (201)

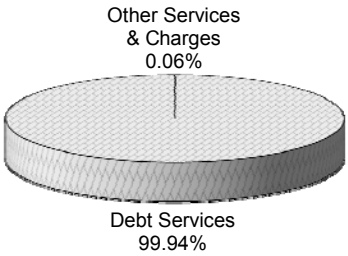
This fund is used to record the property tax revenues and debt service payments related to the 2006 General Obligation bonds issued to fund open space acquisitions and park improvements.

Department: Debt Services Department
Program: Unlimited Tax GO Bond

	2007 Actuals	2008 Actuals	2009 Actuals	2010 Current Budget	2010 Projected	2011 Adopted Budget	2010 Current Budget vs. 2011 Adopted Budget	Percent Change
Beginning Fund Balance	**$ 10,000**	**$ 142,978**	**$ 236,444**	**$ 247,882**	**$ 247,882**	**$ 266,032**	**$ 18,150**	**7%**
Funding Sources								
Taxes	$ 1,768,906	$ 1,755,245	$ 1,687,592	$ 1,700,000	$ 1,700,000	$ 1,700,000	$ -	0%
Miscellaneous Revenues	-	-	-	-	-	-	-	
Total Revenue	$ 1,768,906	$ 1,755,245	$ 1,687,592	$ 1,700,000	$ 1,700,000	$ 1,700,000	$ -	0%
Transfers From Other Funds		-	-	-	-	-	$ -	
Total Funding Sources	$ 1,768,906	$ 1,755,245	$ 1,687,592	$ 1,700,000	$ 1,700,000	$ 1,700,000	$ -	0%
Use of Funds								
Other Services & Charges	$ -	$ 304	$ 304	$ 1,000	$ 1,000	$ 1,000	$ -	0%
Debt Services	1,635,928	1,661,475	1,675,850	1,680,850	1,680,850	1,694,050	$ 13,200	1%
Total Expenditures	$ 1,635,928	$ 1,661,779	$ 1,676,154	$ 1,681,850	$ 1,681,850	$ 1,695,050	$ 13,200	1%
Ending Fund Balance	**$ 142,978**	**$ 236,444**	**$ 247,882**	**$ 266,032**	**$ 266,032**	**$ 270,982**	**$ 4,950**	**2%**
Total FTE's	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	

2011 Funding Sources

2011 Use of Funds



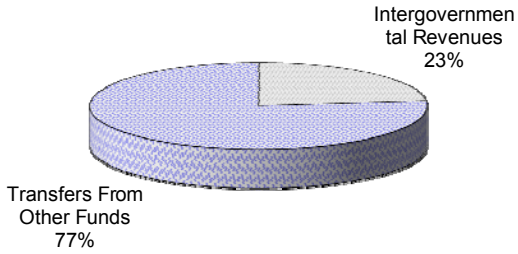
Limited Tax General Obligation Bond Fund (211)

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.

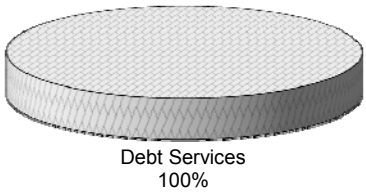
Department: Debt Services Department
Program: Limited Tax GO Bond

	2007 Actuals	2008 Actuals	2009 Actuals	2010 Current Budget	2010 Projected	2011 Adopted Budget	2010 Current Budget vs. 2011 Adopted Budget	Percent Change
Beginning Fund Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Funding Sources								
Budgeted Beginning Fund Balar	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Intergovernmental Revenues	-	-	119,131	386,370	386,370	386,370	-	0%
Total Revenue	$ -	$ -	$ 119,131	$ 386,370	$ 386,370	$ 386,370	$ -	0%
Transfers From Other Funds	-	-	261,991	1,144,047	1,273,647	1,275,897	$ 131,850	12%
Total Funding Sources	$ -	$ -	$ 381,122	$ 1,530,417	$ 1,660,017	$ 1,662,267	$ 131,850	
Use of Funds								
Other Services & Charges	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Debt Services	-	-	381,122	1,530,417	1,660,017	1,662,267	131,850	9%
Total Expenditures	$ -	$ -	$ 381,122	$ 1,530,417	$ 1,660,017	$ 1,662,267	$ 131,850	
Ending Fund Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Total FTE's	0.00	0.00	0.00	0.00	0.00	0.00	0.00	

2011 Funding Sources



2011 Use of Funds



General Capital Fund (301) Summary

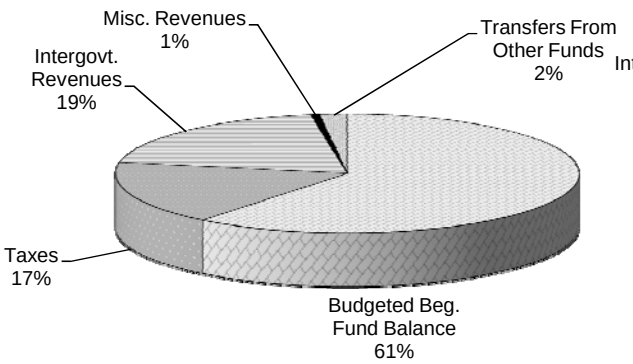
The General Capital Fund receives resources that are designated specifically for capital purposes. The primary on-going dedicated resource is real estate excise tax (REET). Other revenue sources include General Fund support and dedicated project grants. Projects in the General Capital Fund are divided 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

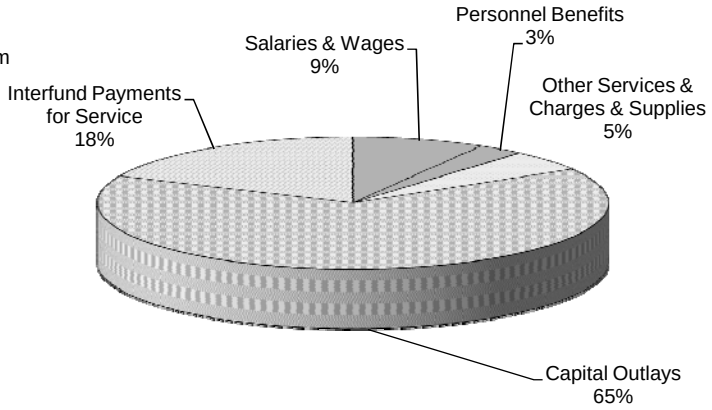
Programs: General Capital Engineering
General Capital Projects

	2007 Actuals	2008 Actuals	2009 Actuals	2010 Current Budget	2010 Projected	2011 Adopted Budget	2010 Current Budget vs. 2011 Adopted Budget	Percent Change
Beginning Fund Balance	**$ 23,816,814**	**$ 17,236,076**	**$ 14,449,488**	**$ 8,609,255**	**$ 8,609,255**	**$ 2,317,962**	**$ (6,291,293)**	**(73%)**
Funding Sources								
Budgeted Beg. Fund Balance	$ -	$ -	$ -	$ 6,428,199	$ -	$ 1,937,724	$ (4,490,475)	(70%)
Taxes	1,020,708	535,515	479,306	550,000	491,416	550,000	-	0%
Intergovt. Revenues	1,695,706	1,078,984	1,457,161	1,297,345	749,900	625,416	(671,929)	(52%)
Misc. Revenues	984,665	479,414	121,739	168,537	66,607	20,000	(148,537)	(88%)
Prior Year Adjustments	2,651	-	-	-	-	-	-	
Total Revenue	$ 3,703,730	$ 2,093,913	$ 2,058,206	$ 8,444,081	$ 1,307,923	$ 3,133,140	$ (5,310,941)	(63%)
Other Financing	-	-	22,370,899	-	-	-	-	
Transfers From Other Funds	1,900,063	2,446,649	668,000	250,000	205,000	60,000	(190,000)	(76%)
Total Funding Sources	$ 5,603,793	$ 4,540,562	$ 25,097,105	$ 8,694,081	$ 1,512,923	$ 3,193,140	$ (5,500,941)	(63%)
Use of Funds								
Salaries & Wages	$ 111,019	$ 218,730	$ 444,571	$ 264,308	$ 413,007	$ 267,522	$ 3,214	1%
Personnel Benefits	35,546	68,825	121,685	80,248	69,588	93,758	13,510	17%
Supplies	18,291	21,341	460,094	7,278	22,349	1,500	(5,778)	(79%)
Other Services & Charges	1,353,150	1,153,745	886,683	1,636,079	1,674,966	162,715	(1,473,364)	(90%)
Intergovt. Services	12,953	540	4,990	-	-	-	-	
Capital Outlays	10,604,040	5,792,450	28,503,846	6,017,644	4,935,783	2,081,797	(3,935,847)	(65%)
Debt Services	-	-	193,222	-	-	-	-	
Interfund Payments for Service	49,532	71,519	322,247	688,524	688,523	585,848	(102,676)	(15%)
Total Expenditures	$ 12,184,531	$ 7,327,150	$ 30,937,338	$ 8,694,081	$ 7,804,216	$ 3,193,140	$ (5,500,941)	(63%)
Ending Fund Balance	**$ 17,236,076**	**$ 14,449,488**	**$ 8,609,255**	**$ 2,181,056**	**$ 2,317,962**	**$ 380,238**	**$ (1,800,818)**	**(83%)**
Total FTE's	**2.23**	**2.50**	**4.94**	**3.47**	**3.47**	**3.54**	**0.07**	**2%**

2011 Funding Sources



2011 Use of Funds



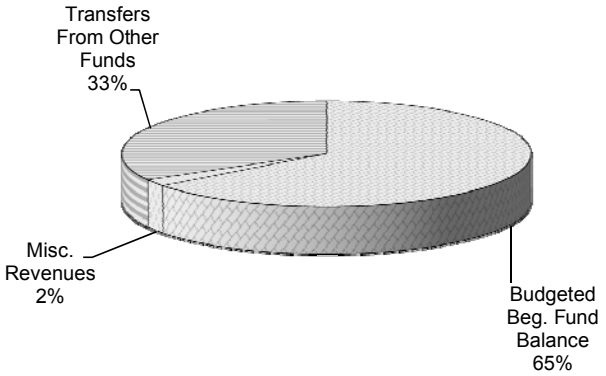
City Facility -Major Maintenance Fund (312) Summary

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.

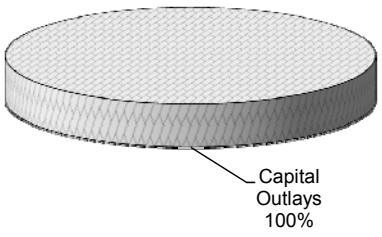
Department: Public Works
Program: Major Maintenance Projects

	2007 Actuals	2008 Actuals	2009 Actuals	2010 Current Budget	2010 Projected	2011 Adopted Budget	2010 Current Budget vs. 2011 Adopted Budget	Percent Change
Beginning Fund Balance	**$ 189,073**	**$ 200,971**	**$ 188,219**	**$ 182,927**	**$ 182,927**	**$ 172,613**	**$ (10,314)**	**(6%)**
Funding Sources								
Budgeted Beg. Fund Balance	$ -	$ -	$ -	$ 58,706	$ -	$ 105,253	$ 46,547	79%
Misc. Revenues	10,922	5,795	1,391	5,294	654	3,465	(1,829)	(35%)
Prior Year Adjustments	(1,210)	-	-	-	-	-	-	
Total Revenue	$ 9,712	$ 5,795	$ 1,391	$ 64,000	$ 654	$ 108,718	$ 44,718	70%
Transfers From Other Funds	50,000	30,000	4,032	44,032	44,032	54,032	10,000	23%
Total Funding Sources	$ 59,712	$ 35,795	$ 5,423	$ 108,032	$ 44,686	$ 162,750	$ 54,718	51%
Use of Funds								
Supplies	$ -	$ -	$ 904	$ -	$ -	$ -	-	
Other Services & Charges	-	48,547	9,811	-	-	-	-	
Capital Outlays	47,812	-	-	104,000	54,855	162,750	58,750	56%
Interfund Payments for Service	-	-	-	-	145	-	-	
Total Expenditures	$ 47,812	$ 48,547	$ 10,715	$ 104,000	$ 55,000	$ 162,750	$ 58,750	56%
Ending Fund Balance	**$ 200,971**	**$ 188,219**	**$ 182,927**	**$ 128,253**	**$ 172,613**	**$ 67,360**	**$ (60,893)**	**(47%)**
Total FTE's	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	

2011 Funding Sources



2011 Use of Funds



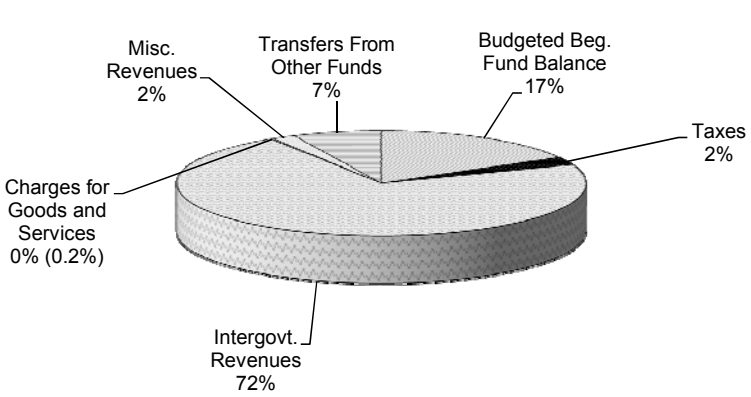
Roads Capital Fund (330) Summary

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.

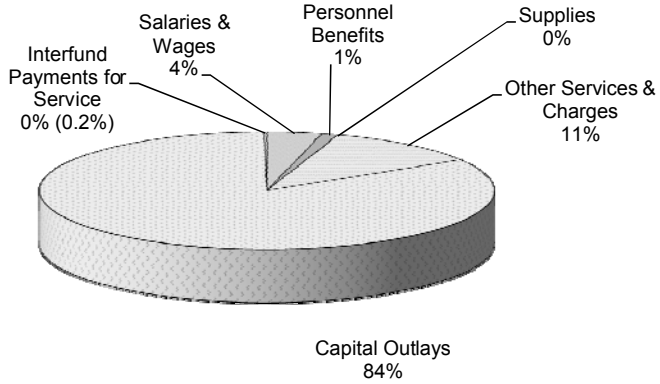
Department: Public Works
Programs: Roads Capital Engineering
Roads Capital Projects

	2007 Actuals	2008 Actuals	2009 Actuals	2010 Current Budget	2010 Projected	2011 Adopted Budget	2010 Current Budget vs. 2011 Adopted Budget	Percent Change
Beginning Fund Balance*	**$ 10,696,882**	**$ 7,818,977**	**$ 7,274,235**	**$ 6,189,290**	**$ 6,189,290**	**$ 5,031,203**	**$ (1,158,087)**	**(19%)**
Funding Sources								
Budgeted Beg. Fund Balance	$ -	$ -	$ -	$ 2,954,952	$ -	$ 3,608,383	$ 653,431	22%
Taxes	1,110,708	735,515	479,306	550,000	491,416	550,000	-	0%
Licenses & Permits	385	-	437	-	-	-	-	0%
Intergovt. Revenues	6,194,252	5,134,698	13,631,760	36,801,131	30,878,811	15,422,574	(21,378,557)	(58%)
Charges for Goods and Services	154,263	164,968	186,210	1,067,800	448,414	50,000	(1,017,800)	(95%)
Misc. Revenues	282,286	229,183	45,277	125,345	33,818	402,500	277,155	221%
Prior Year Adjustments	790	29,473	-	-	-	-	-	
Total Revenue	$ 7,742,684	$ 6,293,837	$ 14,342,990	$ 41,499,228	$ 31,852,459	$ 20,033,457	$ (21,465,771)	(52%)
Transfers From Other Funds	624,416	683,569	653,313	1,149,673	2,206,749	1,506,517	356,844	31%
Total Funding Sources	$ 8,367,100	$ 6,977,406	$ 14,996,303	$ 42,648,901	$ 34,059,208	$ 21,539,974	$ (21,108,927)	(49%)
Use of Funds								
Salaries & Wages	$ 799,341	$ 719,715	$ 839,961	$ 862,115	$ 862,115	$ 837,098	$ (25,017)	(3%)
Personnel Benefits	215,750	208,566	227,055	236,298	236,298	250,231	13,933	6%
Supplies	40,876	44,180	74,018	3,530	3,530	3,300	(230)	(7%)
Other Services & Charges	1,827,649	3,695,286	3,069,556	9,319,944	9,349,148	2,403,453	(6,916,491)	(74%)
Intergovt. Services	189,290	111,738	28,274	-	-	-	-	
Capital Outlays	8,087,690	2,668,528	11,635,959	31,984,196	24,709,596	17,997,394	(13,986,802)	(44%)
Interfund Payments for Service	84,408	74,135	206,425	103,901	56,608	48,220	(55,681)	(54%)
Total Expenditures	$ 11,245,004	$ 7,522,148	$ 16,081,248	$ 42,509,984	$ 35,217,295	$ 21,539,696	$ (20,970,288)	(49%)
Ending Fund Balance	**$ 7,818,977**	**$ 7,274,235**	**$ 6,189,290**	**$ 3,373,255**	**$ 5,031,203**	**$ 1,423,098**	**$ (1,950,157)**	**(58%)**
Total FTE's	**9.61**	**9.60**	**10.28**	**10.53**	**10.53**	**10.11**	**-0.42**	**(4%)**

2011 Funding Sources



2011 Use of Funds



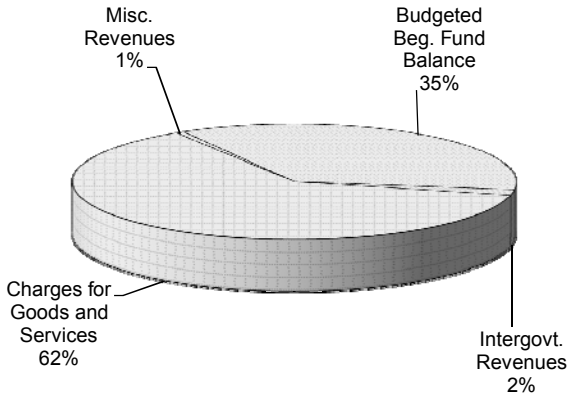
Surface Water Utility Fund (401) Summary

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.

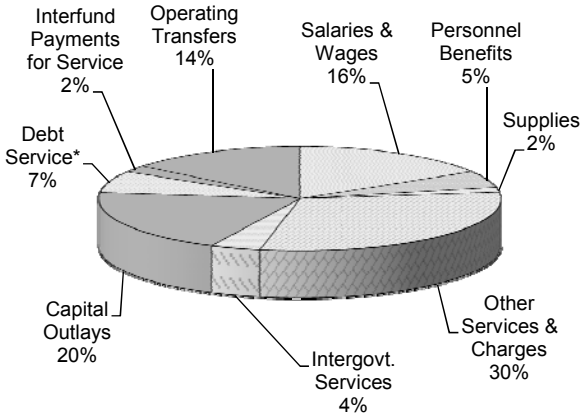
Department: Public Works
Programs: Surface Water Management
Various Surface Water Capital Projects

	2007 Actuals	2008 Actuals	2009 Actuals	2010 Current Budget	2010 Projected	2011 Adopted Budget	2010 Current Budget vs. 2011 Adopted Budget	Percent Change
Beginning Fund Balance	**8,893,514**	**$ 9,645,635**	**$ 6,218,780**	**$ 5,287,395**	**$ 5,287,395**	**$ 3,110,357**	**$ (2,177,038)**	**(41%)**
Funding Sources								
Budgeted Beg. Fund Balance	$ -	$ -	$ -	$ 2,552,162		$ 1,800,175	$ (751,987)	(29%)
Intergovt. Revenues	-	114,528	65,836	300,649	389,583	80,000	(220,649)	(73%)
Charges for Goods and Services	2,895,615	2,956,023	3,159,232	3,154,297	3,154,770	3,154,770	473	0%
Misc. Revenues	626,171	299,222	53,927	32,420	31,360	30,000	(2,420)	(7%)
Capital Contributions	117,876	442,504	-	-	-	-	-	
Total Revenue	$ 3,639,662	$ 3,812,277	$ 3,278,995	$ 6,039,528	$ 3,575,713	$ 5,064,945	$ (974,583)	(16%)
Transfers From Other Funds	-	-	-	-	-	-	-	
Total Funding Sources	$ 3,639,662	$ 3,812,277	$ 3,278,995	$ 6,039,528	$ 3,575,713	$ 5,064,945	$ (974,583)	(16%)
Use of Funds								
Salaries & Wages	$ 508,115	$ 559,510	$ 639,764	$ 766,103	$ 754,624	$ 829,901	$ 63,798	8%
Personnel Benefits	150,344	198,190	192,193	228,358	218,091	263,757	35,399	16%
Supplies	78,178	76,164	80,693	82,655	77,701	77,102	(5,553)	(7%)
Other Services & Charges	363,259	865,974	447,057	2,057,907	2,116,663	1,534,224	(523,683)	(25%)
Intergovt. Services	185,230	133,400	195,395	184,159	202,710	203,808	19,649	11%
Capital Outlays	770,864	4,460,316	1,468,824	953,410	611,000	998,872	45,462	5%
Debt Service*	350,114	348,512	346,880	346,064	346,063	344,431	(1,633)	(0%)
Interfund Payments for Service	39,601	35,174	38,923	25,830	30,831	106,252	80,422	311%
Operating Transfers	441,837	561,891	800,651	1,395,042	1,395,068	726,618	(668,424)	(48%)
Total Expenditures	$ 2,887,542	$ 7,239,131	$ 4,210,380	$ 6,039,528	$ 5,752,751	$ 5,084,965	$ (954,563)	(16%)
Ending Fund Balance	**$ 9,645,635**	**$ 6,218,780**	**$ 5,287,395**	**$ 2,735,233**	**$ 3,110,357**	**$ 1,290,162**	**$ (1,445,071)**	**(53%)**
Total FTE's	**10.15**	**10.02**	**10.13**	**10.71**	**10.71**	**10.86**	**0.15**	**1%**

2011 Funding Sources



2011 Use of Funds



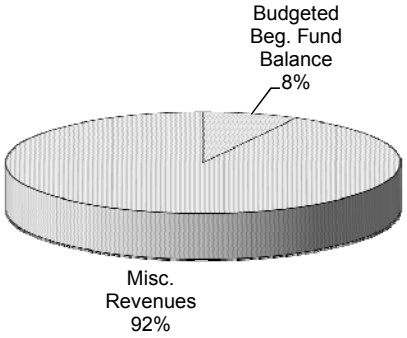
Vehicle Operations Fund (501) Summary

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 maintenence of their vehicles along with projected fuel costs.

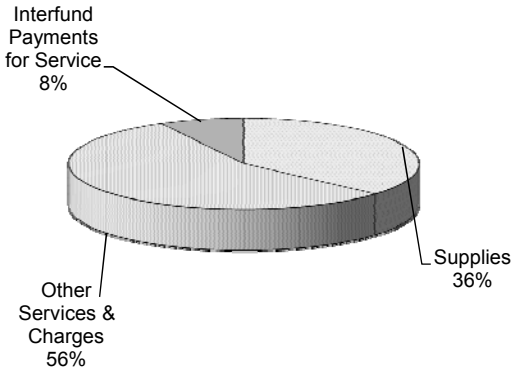
Department: Public Works
Program: Vehicle Operations & Maintenance

	2007 Actuals	2008 Actuals	2009 Actuals	2010 Current Budget	2010 Projected	2011 Adopted Budget	2010 Current Budget vs. 2011 Adopted Budget	Percent Change
Beginning Fund Balance	**$ 53,586**	**$ 71,080**	**$ 60,905**	**$ 63,517**	**$ 63,517**	**$ 43,528**	**$ (19,989)**	**(31%)**
Funding Sources								
Budgeted Beg. Fund Balance	$ -	$ -	$ -	$ 21,322	$ -	$ 15,000	(6,322)	(30%)
Intergovernmental Revenues	-	-	29,999	-	-	-	-	
Misc. Revenues	$ 142,875	$ 116,208	$ 145,531	$ 146,645	$ 143,478	$ 176,813	$ 30,168	21%
Prior Year Adjustments	(46)	-	-	-	-	-	$ -	
Total Revenue	$ 142,829	$ 116,208	$ 175,530	$ 167,967	$ 143,478	$ 191,813	$ 23,846	14%
Transfers From Other Funds	5,151	-	-	-	-	-	$ -	
Total Funding Sources	$ 147,980	$ 116,208	$ 175,530	$ 167,967	$ 143,478	$ 191,813	$ 23,846	14%
Use of Funds								
Supplies	$ 69,840	$ 82,927	$ 77,693	$ 74,307	$ 71,671	$ 70,000	$ (4,307)	(6%)
Other Services & Charges	60,647	43,456	95,226	89,160	91,796	106,563	$ 17,403	20%
Capital Layouts	-	-	-	-	-	-	$ -	
Interfund Payments for Service	-	-	-	-	-	15,000	$ 15,000	
Total Expenditures	$ 130,487	$ 126,383	$ 172,919	$ 163,467	$ 163,467	$ 191,563	$ 28,096	17%
Ending Fund Balance	**$ 71,080**	**$ 60,905**	**$ 63,517**	**$ 46,695**	**$ 43,528**	**$ 28,778**	**$ (17,917)**	**(38%)**
Total FTE's	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	

2011 Funding Sources



2011 Use of Funds



Equipment Replacement Fund (503) Summary

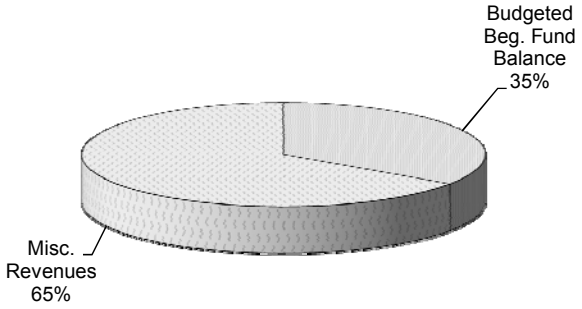
The Equipment Replacement Fund is used to account for the future replacement of City property. This includes replacement of vehicles, computers, servers and other related equipment. An annual transfer is made from the General Fund to support the replacement of all computer related equipment. Based upon the vehicle replacement schedule, departments are assessed an annual charge to cover the anticipated replacement cost for their vehicles.

Department: Finance

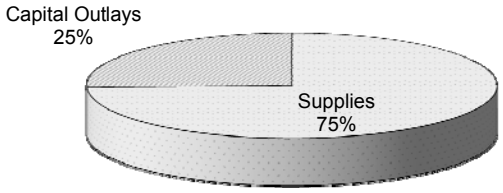
Programs: Operational Equipment Replacement
Technical

	2007 Actuals	2008 Actuals	2009 Actuals	2010 Current Budget	2010 Projected	2011 Adopted Budget	2010 Current Budget vs. 2011 Adopted Budget	Percent Change
Beginning Fund Balance	**$ 1,483,563**	**$ 1,718,685**	**$ 1,766,690**	**$ 1,831,072**	**$ 1,831,072**	**$ 1,688,955**	**$ (142,117)**	**(8%)**
Funding Sources								
Budgeted Beg. Fund Balance	$ -	$ -	$ -	$ 246,937	$ -	$ 134,199	$ (112,738)	(46%)
Miscellaneous Revenues	271,467	241,070	134,002	101,553	70,250	253,719	152,166	150%
Prior Year Adjustments	598	-	-	-	-	-	-	
Total Revenue	$ 272,065	$ 241,070	$ 134,002	$ 348,490	$ 70,250	$ 387,918	$ 39,428	11%
Transfers From Other Funds	100,000	100,000	100,000	32,757	32,757	-	(32,757)	(100%)
Total Funding Sources	$ 372,065	$ 341,070	$ 234,002	$ 381,247	$ 103,007	$ 387,918	$ 6,671	2%
Use of Funds								
Supplies	$ 45,676	$ 85,065	$ 41,091	$ 100,000	$ 100,000	$ 100,000	$ -	0%
Other Services & Charges	4,309	-	2,471	-	-	-	-	0%
Capital Outlays	86,951	208,000	126,057	179,694	145,124	34,199	(145,495)	(81%)
Intergovernmental Services	7	-	-	-	-	-	-	
Total Expenditures	$ 136,943	$ 293,065	$ 169,619	$ 279,694	$ 245,124	$ 134,199	$ (145,495)	(52%)
Ending Fund Balance	**$ 1,718,685**	**$ 1,766,690**	**$ 1,831,072**	**$ 1,685,688**	**$ 1,688,955**	**$ 1,808,475**	**$ 122,787**	**7%**
Total FTE's	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	

2011 Funding Sources



2011 Use of Funds



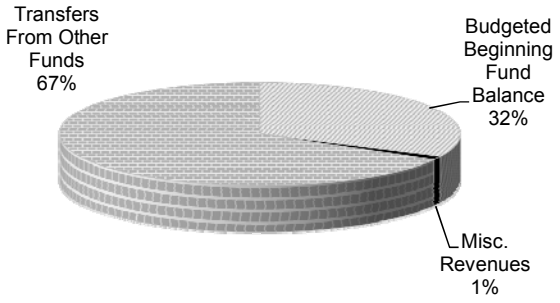
Unemployment Fund (505) Summary

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.

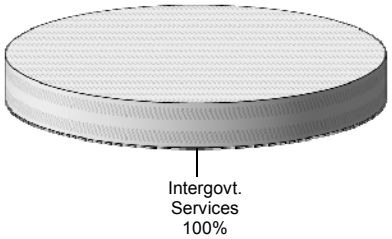
Department: Finance
Program: Unemployment Administration

	2007 Actuals	2008 Actuals	2009 Actuals	2010 Current Budget	2010 Projected	2011 Adopted Budget	2010 Current Budget vs. 2011 Adopted Budget	Percent Change
Beginning Fund Balance	**$ 62,673**	**$ 70,417**	**$ 72,610**	**$ 48,325**	**$ 48,325**	**$ 28,518**	**$ (19,807)**	**(41%)**
Funding Sources								
Budgeted Beginning Fund Balar	$ -	$ -	$ -	$ 19,000	$ -	$ 4,850	$ (14,150)	(74%)
Miscellaneous Revenues	3,886	2,028	504	1,000	193	150	(850)	(85%)
Transfers From Other Funds	10,000	5,000	5,000	10,000	10,000	10,000	-	0%
Prior Year Adjustments	(433)	-	-	-	-	-	-	
Total Funding Sources	$ 13,453	$ 7,028	$ 5,504	$ 30,000	$ 10,193	$ 15,000	$ (15,000)	(50%)
Use of Funds								
Intergovt. Services	$ 5,708	$ 4,834	$ 29,789	$ 30,000	$ 30,000	$ 15,000	$ (15,000)	(50%)
Total Expenditures	$ 5,708	$ 4,834	$ 29,789	$ 30,000	$ 30,000	$ 15,000	$ (15,000)	(50%)
Ending Fund Balance	**$ 70,417**	**$ 72,610**	**$ 48,325**	**$ 29,325**	**$ 28,518**	**$ 23,668**	**$ (19,807)**	**(68%)**
Total FTE's	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	

2011 Funding Sources



2011 Use of Funds



CITY OF SHORELINE

CAPITAL IMPROVEMENT PROGRAM

CAPITAL IMPROVEMENT PROGRAM

Changes between Adopted 2011-2016 CIP and Adopted 2011 Budget

Since adoption of the 2011-2016 CIP adjustments have been made to projected revenues from Real Estate Excise Tax (REET) and investment interest in the General and Roads Capital funds. Both revenue sources have continued to track behind projections as a result of the economic recession. The following summarizes the changes that have been made since adoption of the CIP as reflected in the adopted 2011 budget.

General Capital Fund – Changes in 2011 Budget

The 2011 Adopted Budget reflects a reduction in the 2011 revenue projections of $153,938. The General Fund overhead cost allocation increased by $11,468. In order to balance the capital budget for 2011, the Park Repair & Replacement project was reduced from the original 2011 projection of $350,000 to $184,591, a $165,409 reduction.

Roads Capital Fund – Changes in 2011 Budget

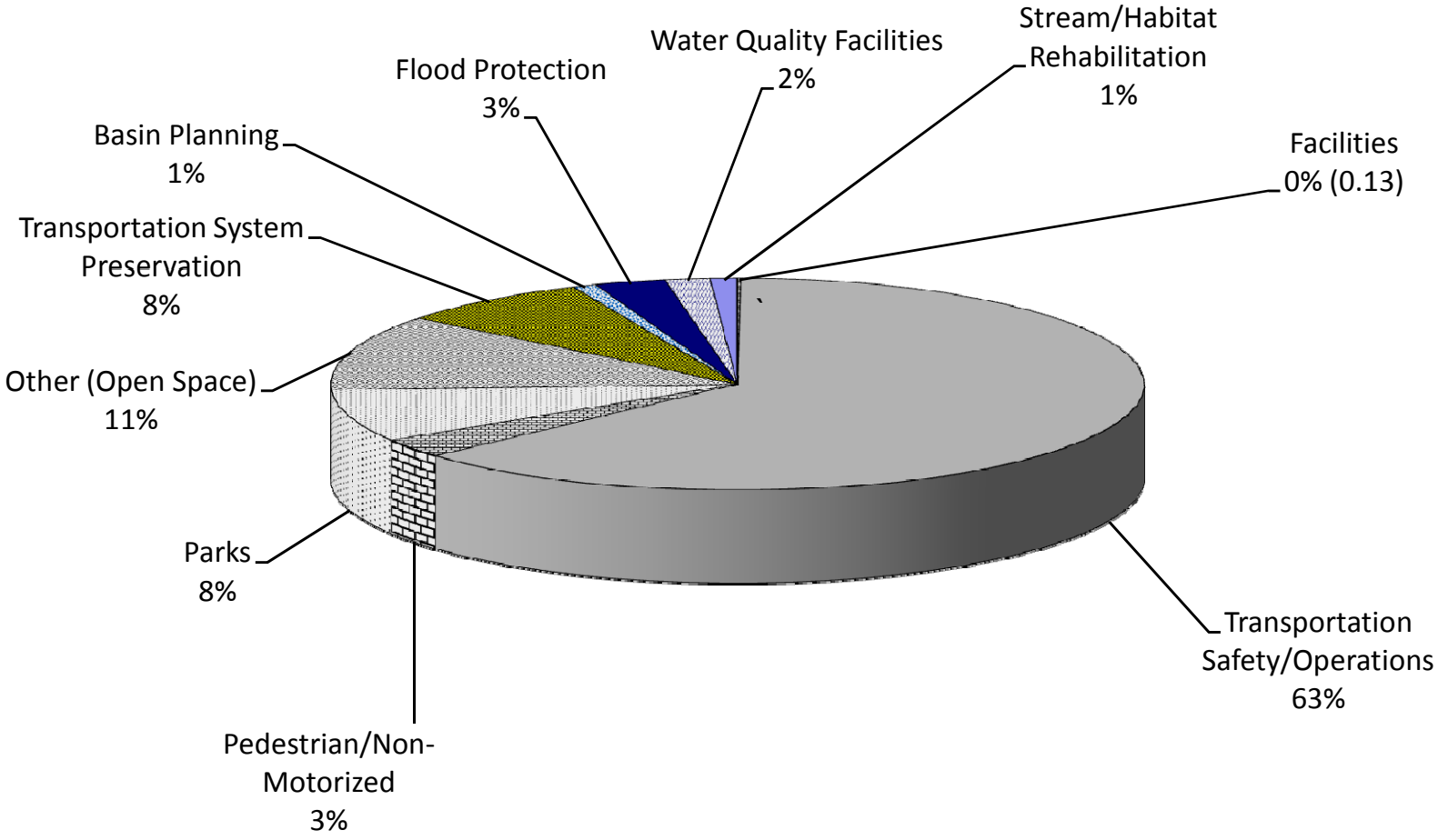
The 2011 Adopted Budget reflects a reduction in the 2011 revenue projections of $260,798. The reductions are a result of revenue being less than expected from REET, investment interest, Transportation Benefit District Fees, and gambling taxes. In order to balance the 2011 budget reductions were made to the following projects:

- The Roads Capital Fund Overhead cost allocation charge is $11,076 less than projected
- The Traffic Small Works project has been decreased by $10,000
- The Annual Roads Surface Maintenance programs has been decreased by $225,000
- The Traffic Signal Rehabilitation program has been decreased by $10,000
- The Neighborhood Traffic Safety Program has been decreased by $5,000

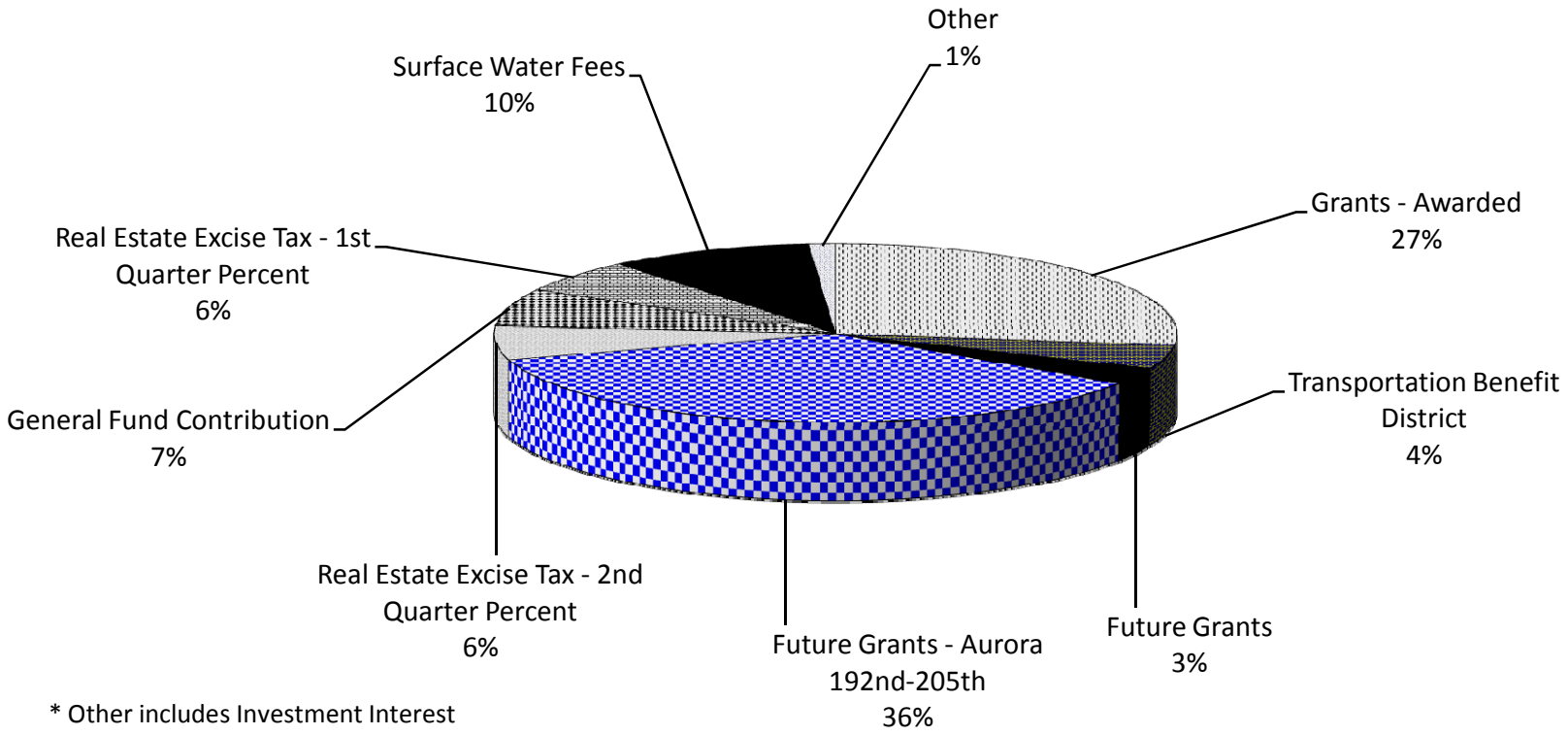
Surface Water Utility Fund – Changes in 2011 Budget

- Employee benefits has been reduced by $2,143

2011-2016
Capital Projects by Category
$90.74 Million



2011-2016
Capital Resources by Category
$90.74 Million



* Other includes Investment Interest Income, SW Contribution to Roads and In-Lieu of Sidewalk Fees

City of Shoreline 2011 - 2016 Capital Improvement Plan
PROGRAM SUMMARY

EXPENDITURES Fund *Project*	Proposed 2011	Proposed 2012	Proposed 2013	Proposed 2014	Proposed 2015	Proposed 2016	Total 2011-2016
General Capital							
Parks Projects							
Boeing Creek Park Improvements	$200,000	$0	$0	$0	$0	$0	$200,000
Boeing Creek Trailhead	$0	$50,000	$0	$0	$0	$0	$50,000
Interurban Park	$0	$0	$750,000	$270,000	$0	$0	$1,020,000
KC Trail Levy Projects	$110,416	$113,728	$117,140	$0	$0	$0	$341,284
Kruckeberg Garden	$355,158	$0	$0	$0	$0	$0	$355,158
Off Leash Dog Areas	$7,000	$21,966	$0	$0	$0	$0	$28,966
Parks, Recreation and Open Space Plan Update	$5,000	$0	$0	$0	$0	$0	$5,000
Parks Repair and Replacement	$350,000	$350,000	$350,000	$350,000	$350,000	$350,000	$2,100,000
Pym Acquisition	$0	$800,000	$0	$0	$0	$0	$800,000
Richmond Beach Saltwater Park Improvements	$15,000	$15,000	$15,000	$0	$0	$0	$45,000
Saltwater Park Pedestrian Bridge Major Repair	$177,000	$0	$0	$0	$0	$0	$177,000
Sunset School Park	$267,900	$229,000	$0	$0	$0	$0	$496,900
Trail Corridors	$1,194,812	$0	$0	$0	$0	$0	$1,194,812
Non-Project Specific							
General Capital Engineering	$92,000	$90,000	$50,000	$50,000	$0	$0	$282,000
General Fund Cost Allocation Charge	$10,000	$0	$0	$0	$0	$0	$10,000
City Hall Debt Service Payment	$682,794	$679,595	$681,096	$682,144	$682,745	$682,946	$4,091,320
General Capital Fund Total	**$3,467,080**	**$2,349,289**	**$1,963,236**	**$1,352,144**	**$1,032,745**	**$1,032,946**	**$11,197,440**
City Facilities - Major Maintenance							
Facilities Projects							
Police Station Long-Term Maintenance	$63,000	$17,000	$0	$0	$20,000	$0	$100,000
City Hall Parking Garage Long-Term Maintenance	$0	$0	$0	$0	$0	$20,160	$20,160
Parks Projects							
Pool Long-Term Maintenance	$25,750	$23,000	$96,000	$140,000	$0	$60,000	$344,750
Richmond Highlands Community Center Long-Term Mainte	$74,000	$0	$0	$0	$25,000	$0	$99,000
City Facilities - Major Maintenance Fund Total	**$162,750**	**$40,000**	**$96,000**	**$140,000**	**$45,000**	**$80,160**	**$563,910**

City of Shoreline 2011 - 2016 Capital Improvement Plan
PROGRAM SUMMARY

EXPENDITURES Fund *Project*	Proposed 2011	Proposed 2012	Proposed 2013	Proposed 2014	Proposed 2015	Proposed 2016	Total 2011-2016
Roads Capital Fund							
Pedestrian / Non-Motorized Projects							
Annual Sidewalk Improvements	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$300,000
Curb Ramp, Gutter & Sidewalk Program	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$900,000
Sidewalks - Priority Routes	$23,000	$0	$0	$0	$0	$0	$23,000
Traffic Small Works	$200,000	$200,000	$250,000	$250,000	$250,000	$250,000	$1,400,000
Transportation Master Plan Update	$10,000	$0	$0	$0	$0	$0	$10,000
System Preservation Projects							
Annual Road Surface Maintenance Program	$900,000	$1,000,000	$1,000,000	$1,100,000	$1,080,000	$1,080,000	$6,160,000
Richmond Beach Overcrossing 167AOX	$277,000	$0	$0	$0	$0	$0	$277,000
Traffic Signal Rehabilitation	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$600,000
Safety / Operations Projects							
145th Dual Left Turn at Aurora	$0	$150,000	$150,000	$200,000	$0	$0	$500,000
Aurora Avenue North 165th - 185th	$6,864,528	$0	$0	$0	$0	$0	$6,864,528
Aurora Avenue North 185th - 192nd	$5,332,552	$0	$0	$0	$0	$0	$5,332,552
Aurora Avenue North 192nd - 205th	$7,369,012	$17,530,360	$18,622,734	$0	$0	$0	$43,522,106
Neighborhood Traffic Safety Program	$150,000	$150,000	$175,000	$192,000	$192,000	$200,000	$1,059,000
Non-Project Specific							
General Fund Cost Allocation Overhead Charge	$55,680	$55,680	$55,680	$55,680	$55,680	$55,680	$334,080
Roads Capital Engineering	$200,000	$200,000	$262,000	$268,000	$274,000	$280,000	$1,484,000
Transportation Planning Program	$119,000	$121,535	$185,376	$189,208	$190,000	$195,000	$1,000,119
Roads Capital Fund Total	**$21,800,772**	**$19,707,575**	**$21,000,790**	**$2,554,888**	**$2,341,680**	**$2,360,680**	**$69,766,385**

City of Shoreline 2011 - 2016 Capital Improvement Plan
PROGRAM SUMMARY

EXPENDITURES Fund *Project*	Proposed 2011	Proposed 2012	Proposed 2013	Proposed 2014	Proposed 2015	Proposed 2016	Total 2011-2016
Surface Water Capital							
Basin Planning Projects							
Ballinger Creek Drainage Study (Lyons Creek Basin)	$0	$0	$150,000	$0	$0	$0	$150,000
Boeing Creek and Storm Creek Basin Plans	$350,000	$0	$0	$0	$0	$0	$350,000
MacAleer Creek Basin Plan	$0	$200,000	$0	$0	$0	$0	$200,000
Puget Sound Drainages Basin Plan	$0	$0	$150,000	$0	$0	$0	$150,000
Flood Protection Projects							
Culvert Replacement Near 14849 - 12th Ave. NE	$41,400	$170,600	$0	$0	$0	$0	$212,000
Meridian Park Wetland Enhance / Drainage Improvement	$270,000	$0	$0	$0	$0	$0	$270,000
Pump Station No. 25	$516,000	$0	$0	$0	$0	$0	$516,000
Surface Water Small Projects	$360,000	$200,000	$200,000	$150,000	$275,000	$375,000	$1,560,000
Water Quality Facilities							
Surface Water Management Green Works Projects	$250,000	$250,000	$225,000	$200,000	$350,000	$350,000	$1,625,000
Stream Rehabilitation/Habitat Enhancement							
Boeing Creek Reach 1 and 8 - Bank Stabilization	$0	$0	$0	$389,000	$0	$0	$389,000
Green (Shore) Streets Initiative	$4,000	$0	$0	$0	$0	$0	$4,000
Stream Rehab / Habitat Enhancement Program	$80,000	$90,000	$90,000	$95,000	$100,000	$120,000	$575,000
Non-Project Specific							
General Fund Cost Allocation Overhead Charge	$157,169	$157,169	$157,169	$157,169	$157,169	$157,169	$943,014
SWM CIP Project Formulation & Engineering	$230,000	$240,000	$240,000	$240,000	$240,000	$250,000	$1,440,000
SWM Infrastructure Inventory and Assessment	$175,000	$175,000	$175,000	$0	$0	$0	$525,000
SWM Contribution to Transportation Project	$300,000	$0	$0	$0	$0	$0	$300,000
Surface Water Capital Fund Total	**$2,733,569**	**$1,482,769**	**$1,387,169**	**$1,231,169**	**$1,122,169**	**$1,252,169**	**$9,209,014**
TOTAL EXPENDITURES	**$28,164,171**	**$23,579,633**	**$24,447,195**	**$5,278,201**	**$4,541,594**	**$4,725,955**	**$90,736,749**

City of Shoreline 2011 - 2016 Capital Improvement Plan
PROGRAM SUMMARY

EXPENDITURES Fund *Project*	Proposed 2011	Proposed 2012	Proposed 2013	Proposed 2014	Proposed 2015	Proposed 2016	Total 2011-2016
RESOURCES							
General Fund Contribution	$896,549	$909,508	$922,742	$926,233	$930,061	$934,112	$5,519,205
Surface Water Contribution to Roads	$300,000	$0	$0	$0	$0	$0	$300,000
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	$670,000	$806,000	$850,000	$868,683	$889,167	$910,853	$4,994,703
Real Estate Excise Tax - 2nd Quarter Percent	$670,000	$806,000	$850,000	$868,683	$889,167	$910,853	$4,994,703
Surface Water Fees	$1,278,234	$1,240,630	$1,288,493	$1,315,946	$1,435,220	$1,444,149	$8,002,671
Investment Interest Income	$217,850	$113,222	$42,200	$29,522	$18,586	$15,148	$436,526
King County Flood Zone District Opportunity Fund	*$80,000*	*$80,000*	*$80,000*	*$80,000*	*$80,000*	*$80,000*	$480,000
Grants - Awarded	$13,690,854	$5,132,956	$1,589,795	$0	$0	$0	$20,413,605
Future Grants	*$770,000*	*$1,205,000*	*$900,000*	*$610,000*	*$0*	*$140,000*	$3,625,000
Future Grants - Aurora 192nd-205th	*$1,731,720*	*$10,799,689*	*$17,032,939*	*$0*	*$0*	*$0*	$29,564,348
King County Voter Approved Trail Funding	$110,416	$113,728	$117,140	$0	$0	$0	$341,284
In-Lieu of Sidewalk Fees	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$300,000
Use of Accumulated Fund Balance	$7,098,548	$1,722,900	$123,887	($70,865)	($350,606)	($359,160)	$8,164,704
TOTAL RESOURCES	**$28,164,171**	**$23,579,633**	**$24,447,195**	**$5,278,201**	**$4,541,594**	**$4,725,955**	**$90,736,749**

ORIGINAL

ORDINANCE NO. 578

AN ORDINANCE OF THE CITY OF SHORELINE, WASHINGTON, ADOPTING THE 2011-2016 SIX-YEAR CAPITAL IMPROVEMENT PLAN

WHEREAS, the City Council adopted Ordinance No. 552 on July 13, 2009 which adopted the 2010- 2015 Capital Improvement Plan; and

WHEREAS, the City Council held a public hearing on the proposed 2011-2016 Capital Improvement Plan on June 21, 2010; and

WHEREAS, the State Growth Management Act (RCW 36.70A) requires the adoption of the Capital Improvement Plan;

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SHORELINE, WASHINGTON, DO ORDAIN AS FOLLOWS:

Section 1. Adopting the 2011-2016 Capital Improvement Plan. The City hereby adopts the six-year Capital Improvement Plan for the years 2011-2016 filed with the City Clerk under Clerk's Receiving No. 5934.

Section 2. Effective Date and Publication. This ordinance shall take effect five days after passage and publication of a summary consisting of its title.

PASSED BY THE CITY COUNCIL ON JUNE 28, 2010

Mayor Keith McGlashan

ATTEST:

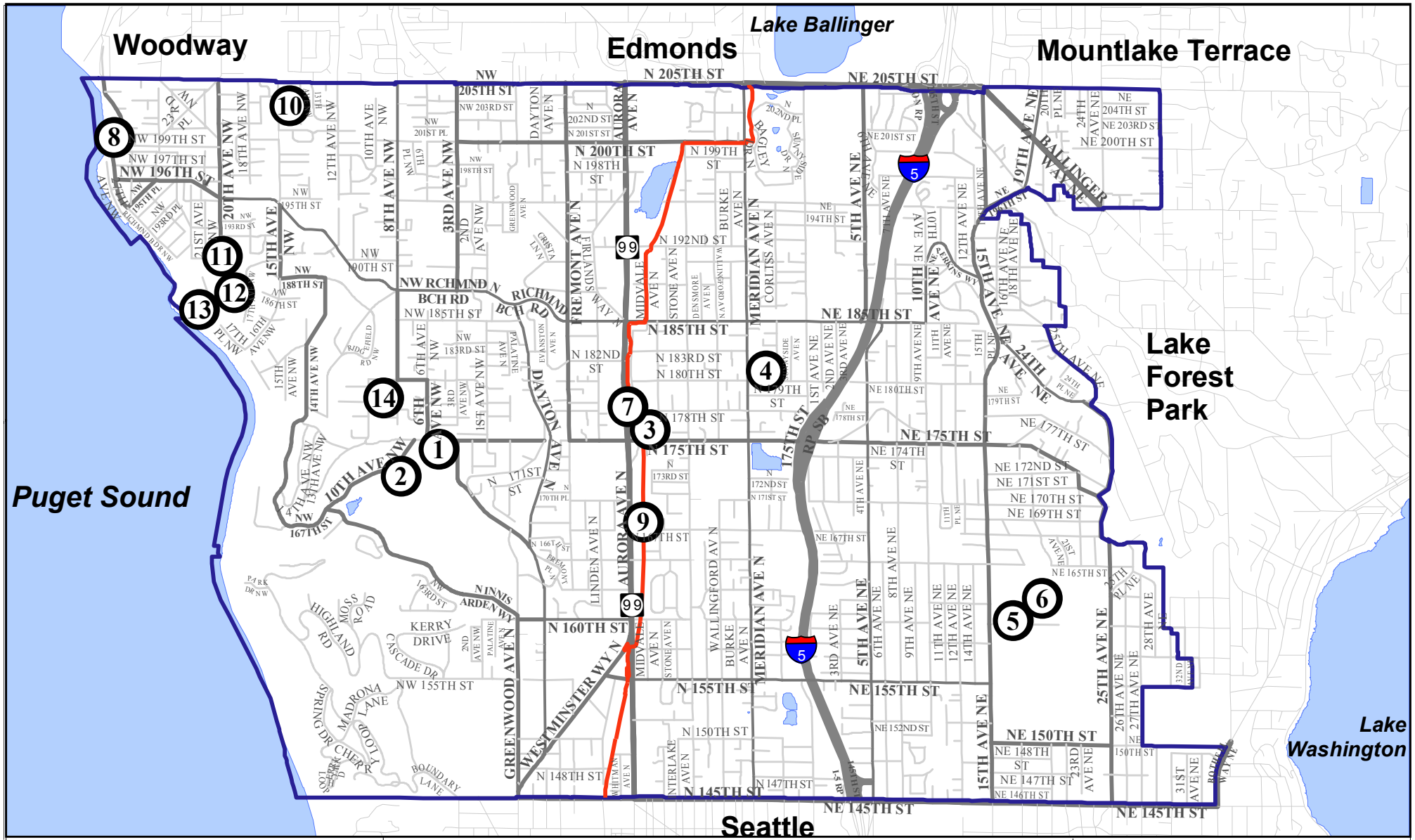
Scott Passey, CMC
City Clerk

APPROVED AS TO FORM:

Ian Sievers
City Attorney

Date of Publication: July 1, 2010
Effective Date: July 6, 2010

GENERAL CAPITAL



City of Shoreline
2011-2016 General Capital Improvement Plan

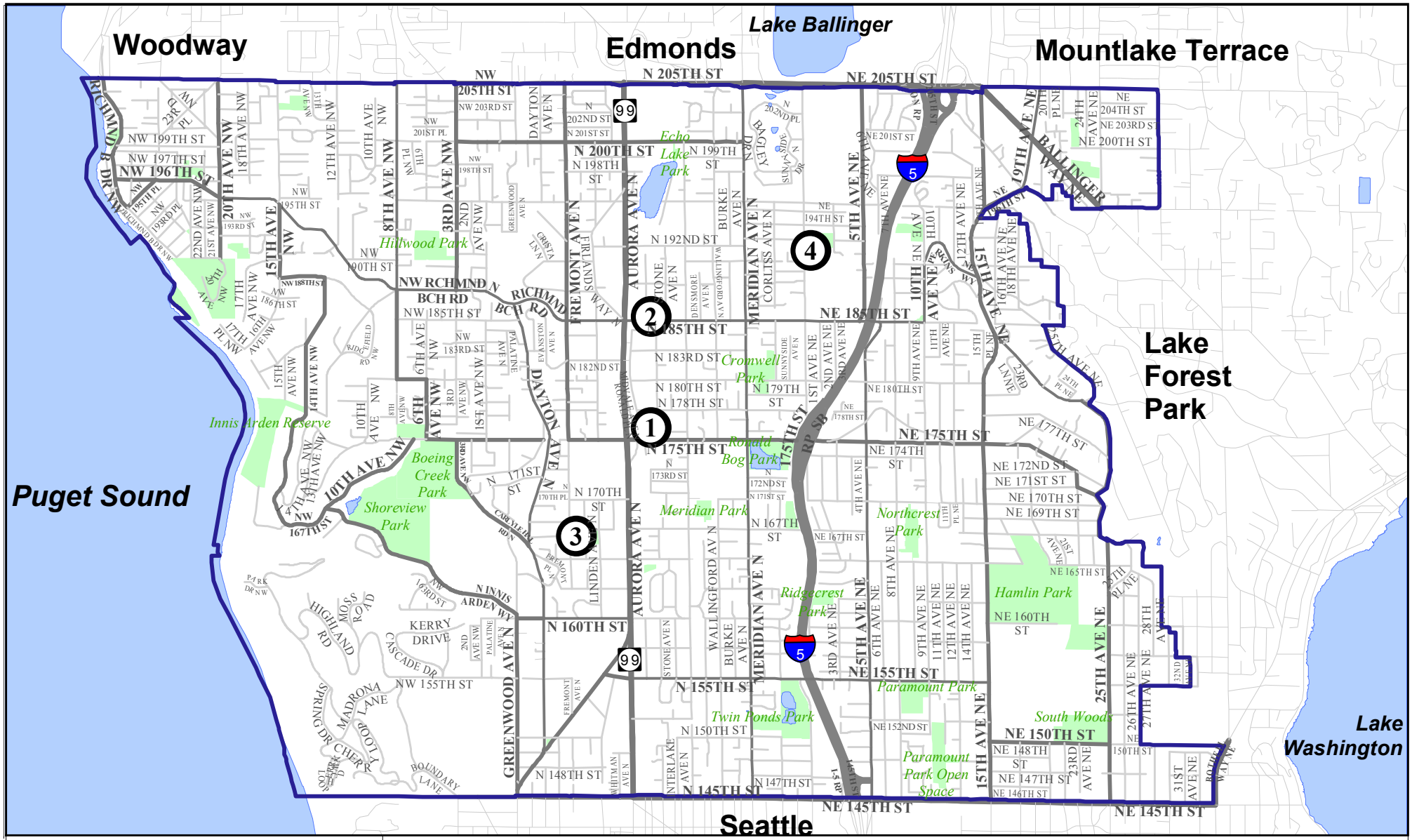
CITYWIDE IMPROVEMENTS

- Baseball/Softball Field Improvements
- Off Leash Dog Park
- Parks Repair and Replacement
- Parks, Recreations and Open Space Plan Update
- Trail Corridors

City of Shoreline 2011 - 2016 Capital Improvement Plan
Program Summary
General Capital Fund

Project	Prior Years' Expenditures	2010 Budget	2010 Projected	2011 Estimate	2012 Estimate	2013 Estimate	2014 Estimate	2015 Estimate	2016 Estimate	Total 2011-2016	Total Project Cost
Expenditures											
Parks Projects											
Boeing Creek Park Improvements	$755,182	$192,967	$85,600	$200,000						**$200,000**	**$1,040,782**
Boeing Creek Trailhead					$50,000					**$50,000**	**$50,000**
Interurban Park		$100,855	$100,855			$750,000	$270,000			**$1,020,000**	**$1,120,855**
KC Trail Levy Projects		$107,200	$212,919	$110,416	$113,728	$117,140				**$341,284**	**$554,203**
Kruckeberg Garden	$1,062,508	$492,831	$138,000	$355,158						**$355,158**	**$1,555,666**
Off Leash Dog Areas	$112,534	$51,000	$8,500	$7,000	$21,966					**$28,966**	**$150,000**
Parks, Recreation and Open Space Plan Update		$20,000	$35,000	$5,000						**$5,000**	**$40,000**
Parks Repair and Replacement	$756,853	$257,000	$477,658	$350,000	$350,000	$350,000	$350,000	$350,000	$350,000	**$2,100,000**	**$3,334,511**
Pym Acquisition					$800,000					**$800,000**	**$800,000**
Richmond Beach Saltwater Park Improvements	$2,819,403	$15,000	$55,000	$15,000	$15,000	$15,000				**$45,000**	**$2,919,403**
Saltwater Park Pedestrian Bridge Major Repair	$5,584	$186,000	$25,000	$177,000						**$177,000**	**$207,584**
Sunset School Park		$15,000	$56,500	$267,900	$229,000					**$496,900**	**$553,400**
Trail Corridors	$938,990	$830,280	$757,189	$1,194,812						**$1,194,812**	**$2,890,991**
Non-Project Specific											
General Capital Engineering	$221,986	$90,000	$90,000	$92,000	$90,000	$50,000	$50,000			**$282,000**	**$593,986**
General Fund Cost Allocation Charge	$41,291	$24,536	$24,536	$10,000						**$10,000**	**$75,827**
City Hall Debt Service Payment	$261,991	$663,646	$663,646	$682,794	$679,595	$681,096	$682,144	$682,745	$682,946	**$4,091,320**	**$5,016,957**
Projects to be completed in Current Year (2010)											
Baseball/Softball Field Improvements	$75,960		$174,040								**$250,000**
Civic Center/City Hall	$35,659,988	$2,954,000	$3,844,272								**$39,504,260**
Cromwell Park Improvements	$602,239	$60,000	$507,761								**$1,110,000**
Hamlin Maintenance Facility Improvements			$50,000								**$50,000**
Hamlin Park Improvements	$1,170,638	$228,200	$384,305								**$1,554,943**
Kayu-Kayu Ac Park Improvements	$636,566	$49,263	$113,434								**$750,000**
Total Expenditures by Year	**$45,121,713**	**$6,337,778**	**$7,804,215**	**$3,467,080**	**$2,349,289**	**$1,963,236**	**$1,352,144**	**$1,032,745**	**$1,032,946**	**$11,197,440**	**$64,123,368**
Revenues											
General Fund Contribution - Parks Facilities		$50,000	$75,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	**$300,000**	**$375,000**
Real Estate Excise Tax (1st Quarter)		$550,000	$550,000	$670,000	$806,000	$850,000	$868,683	$889,167	$910,853	**$4,994,703**	**$5,544,703**
Interest Income		$153,537	$63,222	$53,938	$23,166	$9,800	$5,574	$1,679	$1,084	**$95,241**	**$158,463**
Lease Savings and Revenue		$45,000									
Soccer Field Rental Contribution		$130,000	$130,000	$130,000	$130,000	$130,000	$130,000	$130,000	$130,000	**$780,000**	**$910,000**
King County Voter Approved Trail Funding		$107,200	$107,200	$110,416	$113,728	$117,140				**$341,284**	**$448,484**
Private Donations		$15,000	$15,000		*$400,000*					***$400,000***	**$415,000**
Conservation Futures Tax Grants					*$400,000*					***$400,000***	***$400,000***
Recreation and Conservation Office Grants		$29,967	$22,824								**$22,824**
Recreation and Conservation Office Grants				*$385,000*	*$115,000*	*$375,000*	*$125,000*			***$1,000,000***	***$1,000,000***
Federal Highway Administration						*$375,000*	*$125,000*			***$500,000***	***$500,000***
4Culture Grant							*$20,000*			***$20,000***	***$20,000***
Energy Efficiency and Conservation Block Grant - Recovery			$386,732								**$386,732**
King Conservation District Grant			$19,446								**$19,446**
King County Green Building Grant			$10,000								**$10,000**
King County Youth Sports Facility Grant			$50,000								**$50,000**
King County Waterworks Grant		$60,000	$60,000								**$60,000**
Seattle City Light Grant			$62,200								**$62,200**
Shoreline School District			$29,942								**$29,942**
Total Revenues by Year		**$ 1,140,704**	**$ 1,581,566**	**$ 1,399,354**	**$ 2,037,894**	**$ 1,906,940**	**$ 1,324,257**	**$ 1,070,846**	**$ 1,091,937**	**$ 8,831,228**	**$ 10,412,794**
Beginning Fund Balance		**$5,390,895**	**$8,969,538**	**$2,696,889**	**$579,162**	**$217,767**	**$111,471**	**$33,584**	**$21,685**	**$2,696,889**	
Total Revenues		**$1,140,704**	**$1,581,566**	**$1,399,354**	**$2,037,894**	**$1,906,940**	**$1,324,257**	**$1,070,846**	**$1,091,937**	**$8,831,228**	
Amount restricted for future turf replacement		**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$300,000**	
Total Expenditures		**$6,337,778**	**$7,804,215**	**$3,467,080**	**$2,349,289**	**$1,963,236**	**$1,352,144**	**$1,032,745**	**$1,032,946**	**$11,197,440**	
Ending Fund Balance		**$143,821**	**$2,696,889**	**$579,162**	**$217,767**	**$111,471**	**$33,584**	**$21,685**	**$30,677**	**$30,677**	
Impact on Operating Budget				**228,813**	**244,903**	**261,581**	**313,632**	**322,467**	**332,704**		

FACILITIES



City of Shoreline
2011-2016 Facilities
Capital Improvement Plan

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

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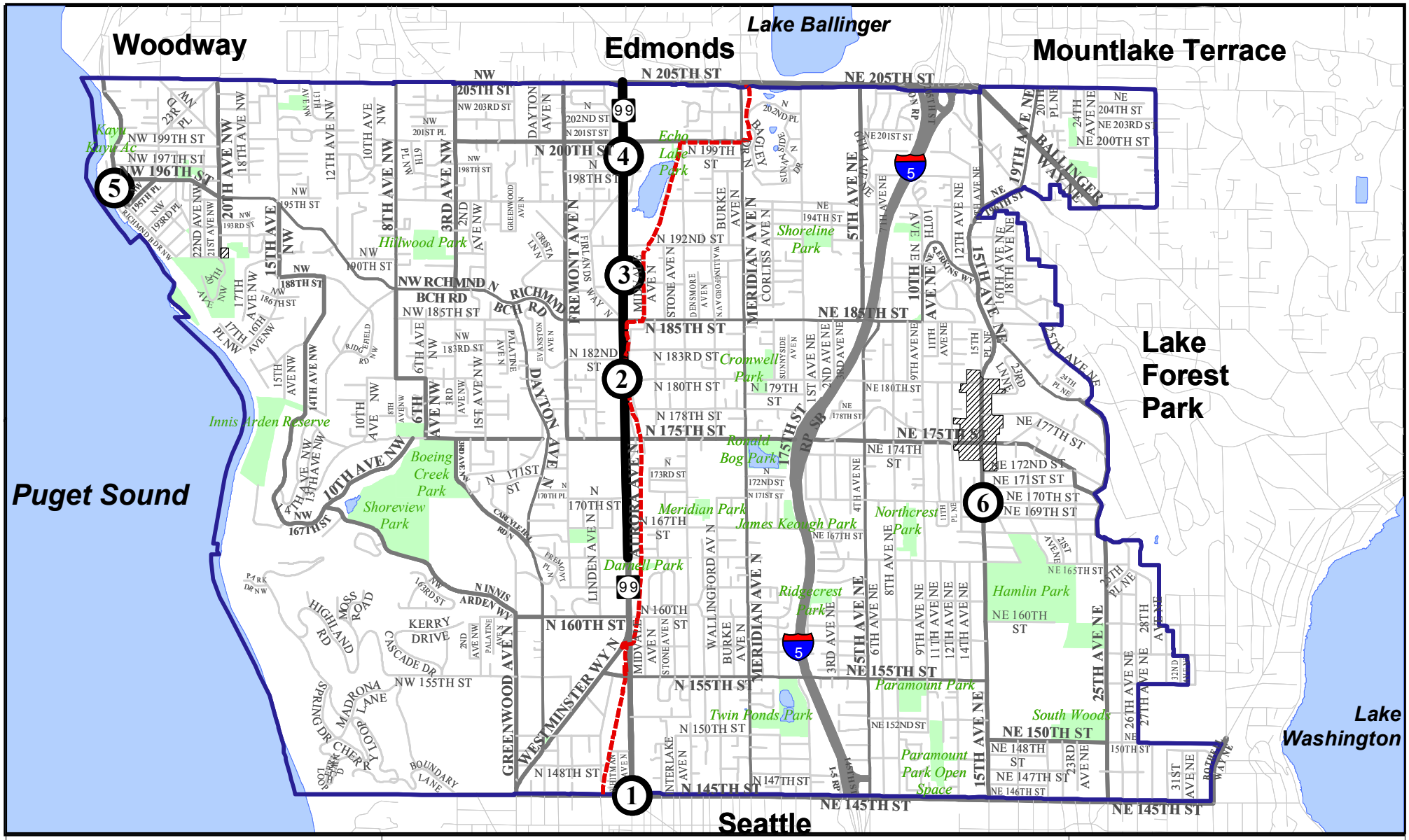
City of Shoreline 2011 - 2016 Capital Improvement Plan
Program Summary
City Facility-Major Maintenance Fund

Project	Prior Years' Expenditures	2010 Budget	2010 Projected	2011 Estimate	2012 Estimate	2013 Estimate	2014 Estimate	2015 Estimate	2016 Estimate	Total 2011-2016	Total Project Cost
Expenditures											
General Facilities											
Police Station Long-Term Maintenance	$116,858			$63,000	$17,000			$20,000		$100,000	$216,858
City Hall Parking Garage Long-Term Maintenance									$20,160	$20,160	$20,160
Parks Facilities											
Pool Long-Term Maintenance	$89,605	$30,000	$25,000	$25,750	$23,000	$96,000	$140,000		$60,000	$344,750	$459,355
Richmond Highlands Community Center Long-Term Maintenance	$36,351	$74,000	$30,000	$74,000				$25,000		$99,000	$165,351
Total Expenditures by Year	**$242,814**	**$104,000**	**$55,000**	**$162,750**	**$40,000**	**$96,000**	**$140,000**	**$45,000**	**$80,160**	**$563,910**	**$861,724**
Revenues											
Operating Transfer - General Fund		$44,032	$44,032	$54,032	$64,032	$74,032	$74,032	$74,032	$74,032	$414,192	$458,224
Interest Income		$5,294	$1,280	$3,465	$2,719	$4,263	$3,852	$746	$2,235	$17,280	$18,560
Total Revenues by Year	**$ -**	**$ 49,326**	**$ 45,312**	**$ 57,497**	**$ 66,751**	**$ 78,295**	**$ 77,884**	**$ 74,778**	**$ 76,267**	**$ 431,472**	**$ 476,784**
Beginning Fund Balance		**$176,471**	**$182,928**	**$173,240**	**$67,987**	**$94,738**	**$77,033**	**$14,917**	**$44,695**	**$173,240**	
Total Revenues		**$49,326**	**$45,312**	**$57,497**	**$66,751**	**$78,295**	**$77,884**	**$74,778**	**$76,267**	**$431,472**	
Total Expenditures		**$104,000**	**$55,000**	**$162,750**	**$40,000**	**$96,000**	**$140,000**	**$45,000**	**$80,160**	**$563,910**	
Ending Fund Balance		**$121,797**	**$173,240**	**$67,987**	**$94,738**	**$77,033**	**$14,917**	**$44,695**	**$40,802**	**$40,802**	
Impact on Operating Budget											

ROADS CAPITAL



City of Shoreline
2011-2016 Roads
Capital Improvement Plan

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- Project Location
- Park
- North City Business District
- Street Improvement Study or Improvement
- Interurban Trail

1: 145th Dual Left Turn & Aurora
2: Aurora Ave N 165th to 185th
3: Aurora Ave N 185th to 192nd
4: Aurora Ave N 192nd to 205th
5: Richmond Beach Overcrossing 167AOX
6: Traffic Signal at NE 170th St/15th Ave NE

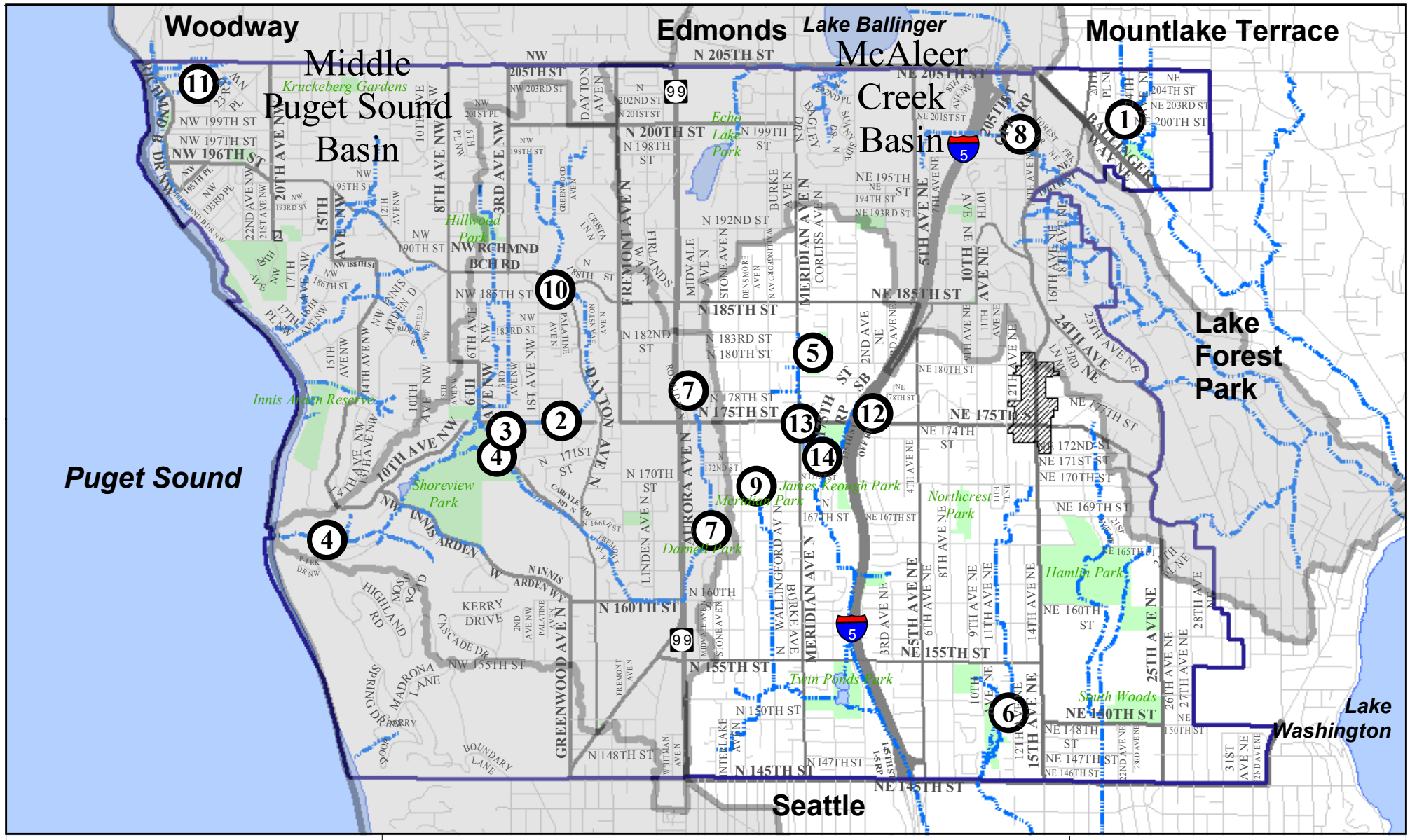
CITYWIDE IMPROVEMENTS

- Annual Road Surface Maintenance Program
- Annual Sidewalk Improvements
- Curb Ramp, Gutter & Sidewalk Program
- Neighborhood Traffic Safety Program
- Sidewalks-Priority Routes
- Transportation Master Plan Update
- Transportation Planning Program
- Traffic Signal Rehabilitation
- Traffic Small Works

City of Shoreline 2011 - 2016 Capital Improvement Plan
Program Summary
Roads Capital Fund

Project	Prior Years' Expenditures	2010 Budget	2010 Projected	2011 Estimate	2012 Estimate	2013 Estimate	2014 Estimate	2015 Estimate	2016 Estimate	2011-2016 Total	Total Project
Expenditures											
Pedestrian / Non-Motorized Projects											
Annual Sidewalk Improvements				$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$300,000	$300,000
Curb Ramp, Gutter & Sidewalk Program	$1,497,690	$138,000	$206,118	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$900,000	$2,603,808
Sidewalks - Priority Routes	$2,026,708	$506,000	$549,889	$23,000						$23,000	$2,599,597
Traffic Small Works	$669,244	$200,000	$241,314	$200,000	$200,000	$250,000	$250,000	$250,000	$250,000	$1,400,000	$2,310,558
Transportation Master Plan Update	$96,208	$88,000	$146,000	$10,000						$10,000	$252,208
System Preservation Projects											
Annual Road Surface Maintenance Program	$7,830,120	$800,000	$800,000	$900,000	$1,000,000	$1,000,000	$1,100,000	$1,080,000	$1,080,000	$6,160,000	$14,790,120
Richmond Beach Overcrossing 167AOX	$788,849	$3,847,000	$2,999,382	$277,000						$277,000	$4,065,231
Traffic Signal Rehabilitation	$508,122	$100,000	$151,511	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$600,000	$1,259,633
Safety / Operations Projects											
145th Dual Left Turn at Aurora					$150,000	$150,000	$200,000			$500,000	$500,000
Neighborhood Traffic Safety Program	$1,200,965	$150,000	$150,000	$150,000	$150,000	$175,000	$192,000	$192,000	$200,000	$1,059,000	$2,409,965
Non-Project Specific											
General Fund Cost Allocation Overhead Charge	$176,484	$55,680	$55,680	$55,680	$55,680	$55,680	$55,680	$55,680	$55,680	$334,080	$566,244
Roads Capital Engineering	$886,367	$200,000	$200,000	$200,000	$200,000	$262,000	$268,000	$274,000	$280,000	$1,484,000	$2,570,367
Transportation Planning Program	$118,444	$107,000	$117,000	$119,000	$121,535	$185,376	$189,208	$190,000	$195,000	$1,000,119	$1,235,563
Project to be completed in Current Year (2010)											
Traffic Signal at 170th/15th Ave NE	$154,736	$505,000	$425,000								$579,736
Subtotal Expenditures by Year	**$15,953,937**	**$6,696,680**	**$6,041,894**	**$2,234,680**	**$2,177,215**	**$2,378,056**	**$2,554,888**	**$2,341,680**	**$2,360,680**	**$14,047,199**	**$36,043,030**
Revenues											
Real Estate Excise Tax (2nd Quarter)	$6,849,843	$550,000	$550,000	$670,000	$806,000	$850,000	$868,683	$889,167	$910,853	$4,994,703	$12,394,546
Transportation Benefit District			$550,000	$600,000	$600,000	$600,000	$600,000	$600,000	$600,000	$3,600,000	$4,150,000
General Fund Support	$2,011,710	$149,673	$656,749	$662,517	$665,476	$668,710	$672,201	$676,029	$680,080	$4,025,013	$6,693,472
Investment Interest	$2,231,598	$125,345	$43,577	$102,298	$60,260	$9,149	$7,656	$6,839	$856	$187,059	$2,462,234
In-Lieu of Sidewalk Fees	$222,367	$331,590	$411,576	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$300,000	$933,943
Awarded Grants	$1,546,768	$4,093,383	$3,438,848	$257,625						$257,625	$5,243,241
Anticipated Future Grants				*$385,000*	*$290,000*	*$150,000*	*$340,000*		*$140,000*	*$1,305,000*	*$1,305,000*
Subtotal Revenues by Year	**$12,862,286**	**$5,249,991**	**$5,650,750**	**$2,727,440**	**$2,471,736**	**$2,327,859**	**$2,538,540**	**$2,222,035**	**$2,381,789**	**$14,669,400**	**$33,182,436**
Aurora Avenue North 165th - 185th	$18,737,481	$19,393,316	$19,547,963	$6,864,528						$6,864,528	$45,149,972
Aurora Avenue North 185th - 192nd	$1,868,321	$7,782,150	$8,352,715	$5,332,552						$5,332,552	$15,553,588
Aurora Avenue North 192nd - 205th	$190,004	$1,274,536	$1,274,722	$7,369,012	$17,530,360	$18,622,734				$43,522,106	$44,986,832
Total Aurora Avenue North 165th - 205th Expenditures	**$20,795,806**	$28,450,002	$29,175,400	$19,566,092	$17,530,360	$18,622,734				$55,719,186	$105,690,392
TOTAL ROADS CAPITAL EXPENDITURES	**$33,658,092**	**$35,146,682**	**$35,217,294**	**$21,800,772**	**$19,707,575**	**$21,000,790**	**$2,554,888**	**$2,341,680**	**$2,360,680**	**$69,766,385**	**$141,733,422**
Aurora Avenue North 165th - 185th Awarded Grants	$18,313,219	$18,191,793	$18,466,741	$5,272,933						$5,272,933	$42,052,893
Aurora Avenue North 185th - 192nd Awarded Grants	$322,833	$7,239,366	$7,999,975	$2,523,004						$2,523,004	$10,845,812
Aurora Avenue North 192nd - 205th Awarded Grants			$1,010,085	$5,637,292	$5,132,956	$1,589,795				$12,360,043	$13,370,128
Aurora Avenue North 165th - 185th Surface Water Funds		$897,974	$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				*$1,731,720*	*$10,799,689*	*$17,032,939*				*$29,564,348*	*$29,564,348*
Total Aurora Avenue North 165th - 205th Revenue	$18,636,052	$26,329,133	$28,476,801	$15,464,949	$15,932,645	$18,622,734				$50,020,328	$97,133,181
TOTAL ROADS CAPITAL REVENUES	**$31,498,338**	**$31,579,124**	**$34,127,551**	**$18,192,389**	**$18,404,381**	**$20,950,593**	**$2,538,540**	**$2,222,035**	**$2,381,789**	**$64,689,728**	**$130,315,617**
Beginning Fund Balance		**$6,311,051**	**$6,204,638**	**$5,114,895**	**$1,506,512**	**$203,318**	**$153,122**	**$136,774**	**$17,129**	**$5,114,895**	
Total Revenues		**$31,579,124**	**$34,127,551**	**$18,192,389**	**$18,404,381**	**$20,950,593**	**$2,538,540**	**$2,222,035**	**$2,381,789**	**$64,689,728**	
Total Expenditures		**$35,146,682**	**$35,217,294**	**$21,800,772**	**$19,707,575**	**$21,000,790**	**$2,554,888**	**$2,341,680**	**$2,360,680**	**$69,766,385**	
Ending Fund Balance		**$2,743,493**	**$5,114,895**	**$1,506,512**	**$203,318**	**$153,122**	**$136,774**	**$17,129**	**$38,238**	**$38,238**	
Impact on Operating Budget				**$62,716**	**$132,983**	**$135,749**	**$187,402**	**$191,829**	**$196,515**		

SURFACE WATER UTILITY



City of Shoreline
2011-2016 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 Park Stormwater
4: Boeing Creek Reach 1 & 8-Bank Stabilization
5: Cromwell Park Surface Water Enhancement
6: Culvert Replacement near 14849 12th Ave NE
7: East Boeing Creek Drainage Improvements
8: MacAleer Creek Basin Plan
9: Meridian Park Wetland Enhancement and Drainage Plan
10: Pan Terra Pond & Pump
11: Puget Sound Basin Drainage Plan
12: Pump Station 25
13: Ronald Bog Flood Plain Project

CITYWIDE IMPROVEMENTS
Green (Shore) Street Initiative
Stream Rehab / Habitat Enhancement Program
Surface Water CIP Project Formulation and Engineering
Surface Water Management Greenworks Projects
Surface Water Rate Study and Implementation Plan
Surface Water Small Projects

City of Shoreline 2011 - 2016 Capital Improvement Plan
Program Summary
Surface Water Utility Fund

Creek Basin	Project	Prior Years' Expenditures	2010 Budget	2010 Projected	2011 Estimate	2012 Estimate	2013 Estimate	2014 Estimate	2015 Estimate	2016 Estimate	Total 2011-2016	Total Project Cost
	Proposed Utility Rate Increase		**0.0%**	**0.0%**	**0.0%**	**3.0%**	**3.0%**	**3.0%**	**3.0%**	**3.0%**		
	SWM Rate - Residential-Single Family Home Annual Fee		**$130**	**$130**	**$130**	**$134**	**$138**	**$142**	**$149**	**$157**		
	Expenditures											
	Basin Planning											
Lyons	Ballinger Creek Drainage Study (Lyons Creek Basin)						$150,000				$150,000	$150,000
Boeing Boein	g Creek and Storm Creek Basin Plans		$30,000	$30,000	$350,000						$350,000	$380,000
MacAleer	MacAleer Creek Basin Plan					$200,000					$200,000	$200,000
	Puget Sound Drainages Basin Plan						$150,000				$150,000	$150,000
	Flood Protection											
Thornton	Culvert Replacement Near 14849 - 12th Ave. NE				$41,400	$170,600					$212,000	$212,000
	Meridian Park Wetland Enhance / Drainage Improvement			$15,000	$270,000						$270,000	$285,000
Thornton	Pump Station No. 25	$601	$228,000	$20,000	$516,000						$516,000	$536,601
Multiple	Surface Water Small Projects	$1,544,017	$150,000	$292,000	$360,000	$200,000	$200,000	$150,000	$275,000	$375,000	$1,560,000	$3,396,017
	Water Quality Facilities											
Multiple	Surface Water Management Green Works Projects		$150,000	$150,000	$250,000	$250,000	$225,000	$200,000	$350,000	$350,000	$1,625,000	$1,775,000
	Stream Rehabilitation / Habitat Enhancement											
Boeing Boein	g Creek Reach 1 and 8 - Bank Stabilization							$389,000			$389,000	$389,000
Thornton	Green (Shore) Streets Initiative	$105,394		$279,251	$4,000						$4,000	$388,645
Multiple	Stream Rehab / Habitat Enhancement Program	$88,713	$66,000	$66,000	$80,000	$90,000	$90,000	$95,000	$100,000	$120,000	$575,000	$729,713
	Non-Project Specific											
	General Fund Cost Allocation Overhead Charge	$500,463	$157,169	$157,169	$157,169	$157,169	$157,169	$157,169	$157,169	$157,169	$943,014	$1,600,646
	SWM CIP Project Formulation & Engineering	$1,142,545	$230,000	$230,000	$230,000	$240,000	$240,000	$240,000	$240,000	$250,000	$1,440,000	$2,812,545
	SWM Infrastructure Inventory and Assessment				$175,000	$175,000	$175,000				$525,000	$525,000
	SWM Contribution to Transportation Project	$15,000	$897,974	$1,000,000	$300,000						$300,000	$1,315,000
	Projects to be completed in Current Year (2010)											
Boeing Boein	g Creek Park Stormwater Project	$683,304	$1,607	$1,607								$684,911
	Cromwell Park Surface Water Enhancement	$347,100	$470,000	$577,000								$924,100
	East Boeing Creek Drainage Improvements	$1,093,213		$4,000								$1,097,213
	Pan Terra Pond & Pump Project	$1,850,231		$35,000								$1,885,231
Thornton	Ronald Bog South	$2,116,605		$8,337								$2,124,942
Thornton	Ronald Bog Flood Plain Project	$56,714	$315,000	$550,000								$606,714
	SWM Master Plan Update and Rate Study		$250,000	$250,000								$250,000
	Total Expenditures by Year	**$9,543,900**	**$2,945,750**	**$3,665,364**	**$2,733,569**	**$1,482,769**	**$1,387,169**	**$1,231,169**	**$1,122,169**	**$1,252,169**	**$9,209,014**	**$22,418,278**
	Revenues											
	Interest Income		$32,420	$39,920	$58,150	$27,075	$18,988	$12,441	$9,322	$10,972	$136,947	$176,867
	Community Development Block Grant			$149,581								$149,581
	King County Flood Zone District Opportunity Fund		$80,000	$234,890	*$80,000*	*$80,000*	*$80,000*	*$80,000*	*$80,000*	*$80,000*	*$480,000*	$714,890
	Total Revenues by Year		**$112,420**	**$424,391**	**$138,150**	**$107,075**	**$98,988**	**$92,441**	**$89,322**	**$90,972**	**$616,947**	**$1,041,338**
	Beginning Fund Balance		**$3,717,528**	**$5,287,395**	**$3,060,504**	**$1,395,623**	**$912,863**	**$565,478**	**$394,999**	**$449,675**	**$3,060,504**	
	Total Capital Revenues		**$112,420**	**$424,391**	**$138,150**	**$107,075**	**$98,988**	**$92,441**	**$89,322**	**$90,972**	**$616,947**	
	Total Operating Revenues		**$3,154,297**	**$3,154,770**	**$3,154,770**	**$3,249,413**	**$3,346,895**	**$3,447,302**	**$3,550,721**	**$3,657,243**	**$20,406,345**	
	Total Capital Expenditures		**$2,945,750**	**$3,665,364**	**$2,733,569**	**$1,482,769**	**$1,387,169**	**$1,231,169**	**$1,122,169**	**$1,252,169**	**$9,209,014**	
	Total Operating Expenditures		**$1,760,650**	**$1,792,992**	**$1,876,536**	**$2,008,783**	**$2,058,403**	**$2,131,357**	**$2,115,502**	**$2,213,094**	**$12,403,674**	
	Debt Service		**$347,696**	**$347,696**	**$347,696**	**$347,696**	**$347,696**	**$347,696**	**$347,696**	**$347,696**	**$2,086,176**	
	Ending Fund Balance		**$1,930,149**	**$3,060,504**	**$1,395,623**	**$912,863**	**$565,478**	**$394,999**	**$449,675**	**$384,931**	**$384,932**	
	Minimum Working Capital		**$316,252**	**$321,103**	**$333,635**	**$353,472**	**$360,915**	**$371,858**	**$369,480**	**$384,118**		
	Variance above Minimum Working Capital		**$1,613,897**	**$2,739,401**	**$1,061,988**	**$559,391**	**$204,563**	**$23,141**	**$80,195**	**$812**		
	Impact on Operating Budget				**$82,711**	**$95,539**	**$136,031**	**$120,148**	**$94,856**	**$104,722**		

CITY OF SHORELINE

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. Adjus tment
- 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
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- P. Finance Director's Authority to Borrow
- Q. CIP Plan Update and Amendment
- R. Formalization of Monetary Agreements
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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 than $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 Faciltiies & 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
Investment Policy
(April 28, 2003)

1.0 Policy:
It is the policy of the City of Shoreline to invest public funds in a manner, which will provide the highest investment return with the maximum security while meeting it's daily cash flow demands. All investments shall conform to all Washington statutes governing the investment of public funds.

2.0 Scope:
It is intended that these policies apply to investment activities of all reserves and inactive cash under the direct authority of the City of Shoreline.

2.1 Pooled Investments:
Investments for the City will be made on a pooled basis and include the financial assets of all funds of the City. These funds, presented in the City's Annual Financial Report, include:

2.1.1 The General Fund (001)

2.1.2 Special Revenue Funds (100 series of fund numbers), to account for the proceeds of specific revenue sources (other than expendable trusts, or for major capital projects) that are legally restricted to expenditure for specified purposes.

2.1.3 Capital Project Funds (300 series of fund numbers) to account for financial resources to be used for the acquisition or construction of major capital facilities and infrastructure (other than those financed by proprietary funds and trust funds) that include the construction project funds.

2.1.4 Internal Service Funds (500 series of fund numbers), to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost reimbursement basis, represented by the Equipment Replacement, Equipment Rental, and Unemployment reserve Funds.

2.1.5 Any new fund created by the Council unless specifically exempted by the Council.

3.0 Prudence:
Investments shall be made with judgement and care – under circumstances then prevailing – which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

3.1 The standard of prudence to be used by investment officials should be the "prudent person," standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures, the investment policy, and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

4.0 Objective:
The primary objectives in priority order of the City's investment activity shall be safety, liquidity, and return on investment.

4.1 Safety: Safety of principal is the foremost objective of the City of Shoreline. Investments of the City shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To obtain this objective, diversification is required so that potential losses on an individual security do not exceed the income generated from the remainder of the portfolio.

4.2 Liquidity: The City's investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements, which may be reasonably anticipated.

4.3 Return on Investment: The City's investment portfolio shall be designed with the objective of obtaining a market rate of return throughout budgetary and economic cycles, taking into account the City's investment risk constraints, the City's investment objectives, and the cash flow characteristics of the portfolio.

5.0 Delegation of Authority:
By the adoption of this policy, the management of inactive cash and the investment of funds identified in paragraph 2.1 are the responsibility of the City Manager or his/her designee as identified within the City of Shoreline Municipal Code. Management responsibility for the investment program is hereby delegated to the Finance Director or his/her designee, who shall establish written procedures for the operation of the investment program consistent with this investment policy.

In the execution of this delegated authority, the Finance Director or his/her designee may establish accounts with qualified financial institutions and broker/dealers for the purpose of effecting investment transactions in accordance with this policy. The criteria used to select qualified financial institutions and broker/dealers are identified in paragraph 7.0 of this policy.

5.1 Investment Procedures: The procedures should include reference to safekeeping, master repurchase agreements, wire transfer agreements, custody agreements and banking services contracts. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may

engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Finance Director or his/her designee.

6.0 Ethics and Conflicts of Interest:
Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution of the investment program or which could impair their ability to make impartial investment decisions. Employees and investment officials shall disclose to the Finance Director or his/her designee any material financial interest in financial institutions that conduct business within this jurisdiction and they shall further disclose any personal financial/investment positions that could be related to the performance of the City's portfolio. Employees and officers shall subordinate their personal investment transactions to those of the City of Shoreline, particularly with regard to the timing of purchases and sales.

7.0 Authorized Financial Dealers and Institutions:
The Finance Director or his/her designee will maintain a list of financial institutions authorized to provide investment services. In addition, a list will also be maintained of approved Security Brokers/Dealers selected by credit worthiness and who are authorized to conduct business in the State of Washington. No public deposit may be made except in a qualified depository in the State of Washington as provided in Chapter 39.58 RCW. All brokers/dealers and financial institutions who desire to do business with the City must supply the Finance Director with annual audited financial statements, proof of National Association of Securities Dealers certification, and certification of having read the City's investment policy. The Finance Director will periodically conduct an annual review of the financial condition of all financial institutions and broker /dealers with whom the City invests ensuring that a current audited financial statement and other supplementary information required by the City is current.

8.0 Authorized and Suitable Investments:
The City of Shoreline is empowered to invest in any of the securities as defined by RCW 35A.40.050 "Fiscal - Investment of Funds." In general, these include:

8.1 Investment deposits, including certificates of deposit, with qualified depositories defined in Chapter 39.58, RCW.

8.2 Certificate notes or bonds of the United States, or other obligations of the United States, or its agencies, or any corporation owned by the government of the United States, such as the Government National Mortgage Association.

8.3 Obligations of government sponsored corporations, which are eligible as collateral for advances to member banks, as determined by the Board of Governors of the Federal Reserve System. These include, but are not limited to, Federal Home Loans, Bank notes and bonds, Federal Farm Credit Bank consolidation notes and bonds, Federal National Mortgage Association Notes, and guaranteed certificates of participation.

8.4 Bankers acceptances purchased on the secondary market.

8.5 Repurchase agreements for securities listed in 2, 3 and 4 above, provided that the transaction is structured so that the City of Shoreline obtains control over the underlying securities, and a master repurchase agreement has been signed with the bank or dealer.

8.6 Washington State Local Government Investment Pool.

9.0 Investment Strategy:

9.1 Pooled Investments. A buy and hold strategy will generally be followed; that is, investments once made will usually be held until maturity. A buy and hold strategy will result in unrealized gains or losses as market interest rates fall or rise from the coupon date of the investment. Unrealized gains or losses, however, will diminish as the maturity dates of the investments are approached or as market interest rates move closer to the coupon rate of the investment. A buy and hold strategy requires that the portfolio be kept sufficiently liquid to preclude the undesired sale of investments prior to maturity. Occasionally, the Finance Director or his/her designee may find it advantageous to sell an investment prior to maturity, but this should only be on an exception basis and only when it is clearly favorable to do so.

9.2 Investments held separately. Investments held separately for bond proceeds will follow the trust indenture for each issue.

10.0 Collateralization:

Investments in time certificates of deposit shall be fully insured up to $100,000 by the Federal Deposit Insurance Corporation (FDIC) or the Federal Savings & Loan Insurance Corporation (FSLIC), as appropriate. Additionally the Public Deposit Protection Commission (PDPC) provides security by protecting public deposits, which exceed the amount insured by the FDIC. The PDPC also minimizes participating depositaries liability for defaulting institutions

In order to provide a level of security for all funds, collateralization will be required on certificates of deposit and repurchase agreements pursuant to RCW 39.58.050 and 39.59.020. Repurchase Agreements shall be collateralized at 102% of par value plus accrued interest. Only Securities authorized to be purchased by the City will be accepted as collateral and said instruments will always be held by an independent third party with which the City has a current custodial agreement. The independent third party shall provide a clearly marked evidence of ownership (safekeeping receipt) for the City's records.

The right to make substitutions of an equal or greater amount of such collateral at any time is granted.

11.0 Safekeeping and Custody:

All security transactions, including collateral for repurchase agreements entered into by the City of Shoreline, shall be conducted on a delivery versus payment basis. Securities

purchased by the City will be delivered against payment and held in a custodial safekeeping account. A third party custodian designated by the Finance Director or his/her designee will hold securities and safekeeping receipts will evidence all transactions.

12.0 Diversification:
In order to reduce overall portfolio risk while attaining a benchmark average rate of return, the City will diversify its investments by security type, issuing institution, and terms of maturity. The diversification concept in a cash management fund thus will include prohibition against over concentration in a specific maturity sector as well as restricting the reliance on specific risk instruments and issuers. With the exception of U.S. Treasury Securities and the WA State Local Government Investment Pool no more than fifty percent (50%) of the City's total investment portfolio will be invested in a single security type, with a single financial institution or scheduled for maturity in a single date sector.

13.0 Maximum Maturities:
To the extent possible, the City will attempt to match its investments with anticipated cash flow requirements. Unless matched with a specific cash flow, the City will not directly invest operating funds in securities maturing in more than two years from the date of purchase. However, the City may collateralize repurchase agreements using longer dated investments.

Reserve or construction in progress funds may be invested in securities maturing up to five years after the purchase date if such investments are made to coincide as nearly as practical with the expected use of the funds

14.0 Internal Controls:
The development of internal controls is the responsibility of the City's management. Authority to establish and maintain internal controls is by this policy assigned to the Finance Director or his/her designee. Either an independent auditor or an independent committee, as determined appropriate by the Finance Director or his/her designee shall conduct periodic reviews of said internal controls in order to assure compliance with investment policy, procedure and State statute. Periodic reviews may result in recommendations to revise or change procedures in order to improve effectiveness and/or efficiency.

15.0 Performance Standards:
The City of Shoreline investment portfolio will be designed to obtain a market average rate of return in budgetary and economic cycles, taking into account the City's investment risk constraints, investment objectives and cash flow needs.

15.1 Market Yield. The City's investment strategy is passive and yield objectives are just as important as internal controls. Given this strategy, the basis used to determine whether the market yields are being achieved shall be to identify a comparable benchmark to our portfolio investment duration. This benchmark shall be periodically reviewed for effectiveness and applicability. The present benchmark has been identified as the annual average of the Washington State

Local Government Investment Pool (LGIP). Average rate data will be derived from the Office of the State Treasurer, custodian and administrator of the LGIP.

16.0 Reporting:
Periodic investment reports to policymakers and elected officials provide necessary written communication regarding investment performance, risk analysis and adherence to policy provisions. Given this theory, investment reports shall be incorporated within routinely scheduled quarterly financial reports submitted to management and Council that provide a clear picture of the status of the current investment portfolio. The investment report should include, at a minimum: (a) a listing of individual securities held at the end of the reporting period by authorized investment category, (b) life and final maturity date of all investments listed, (c) earnings rate, (d) par value, and (e) percentage of the portfolio represented by each investment category.

17.0 Adoption of Policy:
The City of Shoreline investment policy shall be adopted by resolution of the City Council. The policy is subject to continuous review and evaluation primarily by the Finance Director and his/her designee in order to assure a degree of accountability and professionalism that is worthy of the public trust. All recommended modifications must be approved and adopted by resolution of the City Council.

GLOSSARY

Agencies. Federal Agency Securities, the price at which the securities are offered.

Bankers Acceptance (BA). A draft or bill or exchange accepted by a bank or trust company. The accepting institution guarantees payment of the bill as well as the issuer bid.

Bid. The price offered by a buyer of securities. (When you are selling securities, you ask for a bid.) See Offer.

Broker. A broker brings buyers and sellers together for a commission.

Certificate of Deposit (CD). A time deposit with a specific maturity evidenced by a certificate. Large denominations CD's are typically negotiable.

Collateral. Securities, evidence of deposit or other property which a borrower pledges to secure repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.

Commission. The price offered for securities broker. A broker brings buyers and sellers together for a commission paid by the initiator of the transaction or by both sides. He does

not have a position in the money market. Brokers are active in markets, in which banks buy and sell money and enter dealer markets.

Coupon. An annual rate of interest that a bond issuer promises to pay the bondholder on the balance of the face value.

Dealer. A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his own account.

Debenture. A bond secured only by the general credit of the issuer.

Delivery versus Payment. There are two methods of delivery of securities: delivery versus payment and delivery versus receipt (also called free). Delivery versus payment is delivery of securities with an exchange of money for the securities. Delivery versus receipt is delivery of securities with an exchange of a signed receipt for the securities.

Discount. The difference between the cost price of a security and its value at maturity when quoted at lower than face value. A security selling below original offering price shortly after sale also is considered to be a discount.

Discount Securities. Non-interest bearing money market instruments that are issued at a discount and redeemed at maturity for full face value, e.g., U.S. Treasury Bills.

Diversification. Dividing investment funds among a variety of securities offering independent returns.

Duration. The measurement of sensitivity of a security's market value or price. It s the average time until receipt of the weighted present value of the cash flows, expressed in years.

Factor. The decimal number representing the proportion of the outstanding principal balance of a security to it's original certificate amount currently remaining.

Federal Credit Agencies. Agencies of the Federal government set up to supply credit to various classes of institutions and individuals, e.g., S&L's, small business firms, students, farmers, farm cooperatives and exporters.

Federal Deposit Insurance Corporation (FDIC). A federal agency that insures bank deposits, currently up to $100,000 per deposit.

Federal Funds Rate. The rate of interest at which Federal funds are traded. This rate is currently pegged by the Federal Reserve through open market operations.

Federal Home Loan Banks (FHLB). The institutions that regulate and lend to savings and loan associations. The Federal Home Loan Banks play a role analogous to that played by the Federal Reserve Banks vis-a-vis member commercial banks.

Federal National Mortgage Association (FNMA). FNMA, like GNMA was chartered under the Federal National Mortgage Association Act in 1938. FNMA is a federal corporation working under the auspices of the Department of Housing & Urban Development, HUD. It is the largest single provider of residential mortgage funds in the States. Fannie Mae, as the corporation is called, is a private stockholder-owned corporation. The corporation's purchases include a variety of adjustable mortgages and second loans in addition to fixed-rate mortgages. FNMA's securities are also highly liquid and are widely accepted. FNMA assumes and guarantees that all security holders will receive timely payment of principal and interest.

Federal Open Market Committee (FOMC). Consists of seven members of the Federal Reserve Board and five of the twelve Federal Reserve Bank Presidents. The president of the New York Federal Reserve Bank is a permanent member while the other presidents serve on a rotating basis. The Committee periodically meets to set Federal Reserve guidelines regarding purchases and sales of Government Securities in the open market as a means of influencing the volume of bank credit and money.

Federal Reserve System. The central bank of the United States created by Congress and consisting of a seven member Board of Governors in Washington, D.C., 12 regional banks and about 5,700 commercial banks that are members of the system.

Float. The amount of money represented by checks outstanding and in the process of collection.

Freddie Mac. The Federal Home Loan Mortgage Corporation (FHLMC) was created in July 1970 to promote development of a nation-wide secondary market in conventional residential mortgages. The FHLMC buys residential mortgages and then resells them via the sale of mortgage related instruments. The FHLMC may purchase mortgages only from financial institutions that have their deposits or accounts insured by agencies of the federal government.

Full Faith and Credit. A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds).

Government National Mortgage Association (GNMA OR GINNIE MAE). The 1968 partition of the Federal National Mortgage Association spawned the Government National Mortgage Association. Ginnie Mae is a wholly government-owned corporation within the Department of Housing and Urban Development. Ginnie Mae's mission is to make real estate investment more attractive to institutional investors which it has done by designing and issuing, partly in conjunction with private financial institutions, mortgage-backed securities for which an active secondary market has developed. These securities are referred to as pass-through securities because payment of interest and principal on mortgages is passed on to the certificate holders after deduction of fees for servicing and guarantee. These securities carry Ginnie Mae's guarantee of timely payment of both principal and interest and are backed by the full faith and credit of the U.S. Government.

Internal Control. A plan of organization for purchasing, accounting, and other financial activities which, among other things, provides that:

- The duties of employees are subdivided so that no single employee handles a financial action from beginning to end.
- Proper authorization from specific responsible officials are obtained before key steps in the processing of a transaction are completed; and
- Records and procedures are arranged appropriately to facilitate effective control.

Investment. Securities and real estate purchased and held for the production of income in the form of interest, dividends, rentals or base payments.

Investment Instrument. The specific type of security, which a government purchases, and holds.

Liquidity. A liquid asset is one that can be converted easily and rapidly into cash without a substantial loss of value. In the money market, a security is said to be liquid if the spread between bid and asked price is narrow and reasonable size can be done at those quotes.

Local Government Investment Pool (LGIP). The aggregate of all funds from political subdivisions that are placed in the custody of the State Treasurer for investment and reinvestment.

Market Value. The price at which a security is trading and could presumably be purchased or sold.

Master Repurchase Agreement. A written contract covering all future transactions between the parties to repurchase-reverse repurchase agreements that establishes each party's rights in the transactions. A master agreement will often specify, among other things, the right of the buyer-lender to liquidate the underlying securities in the event of default by the seller-borrower.

Maturity. The date upon which the principal or stated value of an investment becomes due and payable.

Money Market. The market in which short-term debt instruments (bills, commercial paper, bankers' acceptances, etc.) are issued and traded.

Offer. The price asked by a seller of securities. (When you are buying securities, you ask for an offer.) See Bid.

Open Market Operations. Purchases and sales of government and certain other securities in the open market by the New York Federal Reserve Bank as directed by the FOMC in order to influence the volume of money and credit in the economy. Purchases inject reserves into the bank system and stimulate growth of money and credit; sales have the opposite effect. Open market operations are the Federal Reserve's most important and most flexible monetary policy tool.

Performance Measures. Specific quantitative measures of work performed within an activity or program (e.g., total interest earned). Also, a specific quantitative measure of results obtained through a program or activity (e.g., comparison of portfolio yield to six-month Treasury bill).

Premium. The amount by which a security is selling above par.

Portfolio. A collection of securities held by an investor.

Primary Dealer. A group of government securities dealers that submit daily reports of market activity and positions and monthly financial statements to the Federal Reserve Bank of New York and are subject to its informal insight. Primary dealers include Securities and Exchange Commission (SEC) registered securities broker-dealers, banks, and a few unregulated firms.

Prudent Person Rule. An investment standard. Washington law requires that a fiduciary or trustee may invest money only in a list of eligible investments pursuant to the text of RCW 39.59.020; 35.39.030; 43.84.080; and 43.250.040. In some other states the trustee may invest in a security if it is one which would be bought by a prudent person of discretion and intelligence who is seeking a reasonable income and preservation of capital.

Qualified Public Depositories. A financial institution which does not claim exemption from the payment of any sales or compensating use or ad valorem taxes under the laws of this state, which has segregated for the benefit of the commission eligible collateral having a value of not less than its maximum liability and which has been approved by the Public Deposit Protection Commission to hold public deposits.

Rate of Return. The yield obtainable on a security based on its purchase price or its current market price. This may be the amortized yield to maturity on a bond or the current income return.

Repurchase Agreement (RP or REPO). A holder of securities sells these securities to an investor with an agreement to repurchase them at a fixed price on a fixed date. The security "buyer" in effect lends the "seller" money for the period of the agreement, and the terms of the agreement are structured to compensate him for this. Dealers use RP extensively to finance their positions. Exception: when the Fed is said to be doing RP, it is lending money, that is, increasing bank reserves.

Safekeeping. A service to customers rendered by banks for a fee whereby securities and valuables of all types and descriptions are held in the bank's vaults for protection.

Secondary Market. A market made for the purchase and sale of outstanding issues following the initial distribution.

Securities. Evidence of Deposit or other property, which a borrower pledges to secure repayment of a loan. Also refers to securities pledged by a bank to security deposits of public monies.

Securities & Exchange Commission. Agency created by Congress to protect investors in securities transactions by administering securities legislation.

Structured Notes. Notes issued by Government Sponsored Enterprises (Federal Home Loan Bank, Federal National Mortgage Association, Student Loan Marketing Association, etc) and Corporations which have imbedded options (e.g., call features, step-up coupons, floating rate coupons, derivative based returns) into their debt structure. Their market performance is impacted by the fluctuation of interest rates, the volatility of the imbedded options and shifts in the shape of the yield curve.

Tax Anticipation Notes. Notes issued in anticipation of taxes which are retired usually from taxes collected.

Treasury Bills. A non-interest bearing discount security issued by the U. S. Treasury to finance the national debt. Most bills are issued to mature in three months, six months or one year.

Treasury Bond. Long-term U. S. treasury securities having initial maturities of more than ten years.

Treasury Notes. Intermediate term coupon bearing U. S. Treasury securities having initial maturities of from one to ten years.

Uniform Net Capital Rule. Securities and Exchange Commission requirement that member firms as well as nonmember broker-dealers in securities maintain a maximum ratio of indebtedness to liquid capital of 15 to 1; also called 'net capital rule' and 'net capital ratio'. Indebtedness covers all money owed to a firm, including margin loans and commitments to purchase securities, one-reason new public issues are spread among members of underwriting syndicates. Liquid capital includes cash and assets easily converted into cash.

Weighted Average Life. The weighted average number of years from the security's issuance until each principal dollar is returned to the investor.

Yield. The rate of annual income return on an investment, expressed as a percentage.

- INCOME YIELD is obtained by dividing the current dollar income by the current market price for the security.
- NET YIELD or YIELD TO MATURITY is the current income yield minus any premium above par or plus any discount from par in purchase price, with the adjustment spread over the period from the date of purchase to the date of maturity of the bond.

Guidelines for Cash Handling Procedures

The following is a guide to assist departments in the development of cash handling procedures to ensure proper internal controls and adequate safeguards for cash handling. Departments are responsible to comply with cash handling policies and procedures, and also for developing departmental operating procedures.

Components of cash handling are receipting, protecting cash and preparing deposits. Cash is defined as coin, currency, checks, money orders and credit/debit card transactions.

Receipting

- For all transactions where funds are transferred face to face, an official cash receipt must be issued to the customer by the person receiving the funds.
    - The cash receipt must include the amount transmitted, for what purpose and the medium used (i.e., cash, check, etc.)
- Endorse checks immediately
- Place checks and cash in safekeeping
- A NSF Fee sign must be posted in plain sight.
  Example: "A fee will be collected on all returned checks."

Protecting Cash

- Cash receipts must be in a secure place at all times. This secure place should be out of sight from the general public and secured in a method to protect the integrity of the custodial responsibilities of the cashier.
- Outside of operating hours all cash must be in a locked secure place until deposited
- Cash receipts and deposits must not be left sitting in a conspicuous spot when you leave your desk
- To protect those responsible for maintaining cash receipts, receipts should be balanced if there is a shift change that involves a change in staffing.
- Balance cash to register/receipts daily

Deposit of Funds

- Departments are not authorized to use collected funds for any purpose whatsoever other than for deposit
- All collected funds must be deposited daily
- Overage/shortage must be deposited

City of Shoreline
Range Placement Table Mkt Adj 0.00%
2.5% Between Ranges; 4% Between Steps **Salary Table 01 - EXEMPT** Effective Jan 1, 2011

Range	Title	Salary	Min Step 1	Step 2	Step 3	Step 4	Step 5	Max Step 6
1		Annual	18,896	19,652	20,438	21,255	22,105	22,990
2		Annual	19,395	20,170	20,977	21,816	22,689	23,596
3		Annual	19,838	20,631	21,457	22,315	23,207	24,136
4		Annual	20,337	21,150	21,996	22,876	23,791	24,742
5		Annual	20,863	21,697	22,565	23,468	24,407	25,383
6		Annual	21,389	22,245	23,135	24,060	25,023	26,023
7		Annual	21,943	22,821	23,734	24,683	25,671	26,698
8		Annual	22,498	23,398	24,333	25,307	26,319	27,372
9		Annual	23,024	23,945	24,903	25,899	26,935	28,012
10		Annual	23,634	24,579	25,562	26,585	27,648	28,754
11		Annual	24,188	25,155	26,161	27,208	28,296	29,428
12		Annual	24,797	25,789	26,821	27,894	29,009	30,170
13		Annual	25,435	26,452	27,510	28,610	29,755	30,945
14		Annual	26,072	27,115	28,199	29,327	30,500	31,720
15		Annual	26,709	27,777	28,888	30,044	31,246	32,496
16		Annual	27,402	28,498	29,638	30,823	32,056	33,338
17		Annual	28,094	29,218	30,387	31,602	32,866	34,181
18		Annual	28,759	29,910	31,106	32,350	33,644	34,990
19		Annual	29,480	30,659	31,885	33,161	34,487	35,866
20		Annual	30,228	31,437	32,694	34,002	35,362	36,777
21		Annual	30,976	32,215	33,503	34,844	36,237	37,687
22		Annual	31,779	33,050	34,372	35,747	37,177	38,664
23		Annual	32,555	33,857	35,212	36,620	38,085	39,608
24		Annual	33,386	34,722	36,111	37,555	39,057	40,619
25		Annual	34,190	35,557	36,980	38,459	39,997	41,597
26		Annual	35,049	36,451	37,909	39,425	41,002	42,642
27		Annual	35,935	37,373	38,868	40,422	42,039	43,721
28		Annual	36,850	38,324	39,856	41,451	43,109	44,833
29		Annual	37,764	39,274	40,845	42,479	44,178	45,946
30		Annual	38,706	40,254	41,864	43,539	45,280	47,092
31		Annual	39,676	41,263	42,913	44,630	46,415	48,271
32		Annual	40,673	42,300	43,992	45,752	47,582	49,485

City of Shoreline
Range Placement Table Mkt Adj 0.00%
2.5% Between Ranges; 4% Between Steps **Salary Table 01 - EXEMPT** Effective Jan 1, 2011

Range	Title	Salary	Min Step 1	Step 2	Step 3	Step 4	Step 5	Max Step 6
33		Annual	41,698	43,366	45,101	46,905	48,781	50,732
34		Annual	42,723	44,432	46,210	48,058	49,980	51,979
35		Annual	43,776	45,527	47,348	49,242	51,212	53,260
36		Annual	44,912	46,709	48,577	50,520	52,541	54,642
37		Annual	45,993	47,832	49,746	51,736	53,805	55,957
38		Annual	47,129	49,014	50,974	53,013	55,134	57,339
39		Annual	48,320	50,253	52,263	54,353	56,528	58,789
40		Annual	49,539	51,521	53,581	55,725	57,954	60,272
41		Annual	50,786	52,817	54,930	57,127	59,412	61,789
42		Annual	52,060	54,143	56,309	58,561	60,903	63,339
43	Assistant Planner	Annual	53,363	55,497	57,717	60,026	62,427	64,924
44		Annual	54,692	56,880	59,155	61,522	63,982	66,542
45	Executive Assistant to the City Manager	Annual	56,050	58,292	60,624	63,049	65,571	68,194
46	Budget Analyst Management Analyst Staff Accountant Recreation Coordinator I	Annual	57,435	59,733	62,122	64,607	67,191	69,879
47	Associate Planner	Annual	58,932	61,289	63,740	66,290	68,942	71,699
48	Purchasing Officer	Annual	60,372	62,787	65,299	67,911	70,627	73,452
49	Neighborhoods Coordinator Emergency Management Coordinator Parks & Rec Project Coordinator	Annual	61,896	64,372	66,947	69,625	72,410	75,306
50	Grants Coordinator Senior Accountant Recreation Coordinator II CMO Management Analyst Senior Human Resources Analyst Budget/Financial Systems Analyst	Annual	63,420	65,957	68,595	71,339	74,192	77,160
51	Web Developer Senior Planner	Annual	64,999	67,599	70,303	73,115	76,040	79,082
52	CRT Supervisor Fleet, Facilities & Prop Mgt Supv Development Review Engineer I Construction Inspection Supervisor	Annual	66,662	69,328	72,101	74,985	77,985	81,104
53	Network Administrator	Annual	68,324	71,057	73,899	76,855	79,929	83,127
54	PW Maintenance Supervisor	Annual	70,014	72,815	75,727	78,756	81,907	85,183
55	Capital Projects Manager I GIS Specialist City Clerk	Annual	71,760	74,630	77,615	80,720	83,949	87,307

City of Shoreline
Range Placement Table Mkt Adj 0.00%
2.5% Between Ranges; 4% Between Steps **Salary Table 01 - EXEMPT** Effective Jan 1, 2011

Range	Title	Salary	Min Step 1	Step 2	Step 3	Step 4	Step 5	Max Step 6
56	Associate Traffic Engineer	Annual	73,588	76,532	79,593	82,777	86,088	89,531
57	Database Administrator	Annual	75,417	78,434	81,571	84,834	88,227	91,756
58		Annual	77,301	80,393	83,609	86,953	90,431	94,048
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	79,240	82,410	85,706	89,135	92,700	96,408
60		Annual	81,208	84,456	87,834	91,347	95,001	98,801
61	Building Official	Annual	83,258	86,588	90,052	93,654	97,400	101,296
62	Assistant City Attorney Assistant Director PADS	Annual	85,336	88,749	92,299	95,991	99,831	103,824
63	Traffic Engineer SW & Environmental Svcs Manager	Annual	87,441	90,939	94,577	98,360	102,294	106,386
64		Annual	89,658	93,244	96,974	100,853	104,887	109,083
65	Capital Project Administrator Transportation Svcs Division Mgr	Annual	91,875	95,550	99,371	103,346	107,480	111,779
66	Information Systems Manager	Annual	94,174	97,941	101,859	105,933	110,170	114,577
67		Annual	96,557	100,419	104,436	108,613	112,958	117,476
68		Annual	98,940	102,897	107,013	111,294	115,745	120,375
69	Public Works Operations Manager	Annual	101,433	105,491	109,710	114,099	118,663	123,409
70	Human Resources Director	Annual	103,955	108,113	112,437	116,935	121,612	126,477
71		Annual	106,559	110,821	115,254	119,864	124,659	129,645
72		Annual	109,246	113,616	118,161	122,887	127,803	132,915
73		Annual	111,962	116,440	121,098	125,942	130,979	136,219
74	Assistant City Manager Finance Director Parks, Rec & Cultural Svcs Director Planning & Dev Services Director Public Works Director City Attorney	Annual	114,760	119,350	124,124	129,089	134,253	139,623
75		Annual	117,642	122,348	127,242	132,331	137,625	143,129

City of Shoreline
Range Placement Table
2.5% Between Ranges; 4% Between Steps **Salary Table 02 - NON-EXEMPT**

Mkt Adj. 0.00%
Effective Jan 1, 2011

Range	Title	Hourly Rate	Min Step 1	Step 2	Step 3	Step 4	Step 5	Max Step 6
1		Hourly	9.08	9.45	9.83	10.22	10.63	11.05
2		Hourly	9.32	9.70	10.09	10.49	10.91	11.34
3		Hourly	9.54	9.92	10.32	10.73	11.16	11.60
4		Hourly	9.78	10.17	10.57	11.00	11.44	11.90
5		Hourly	10.03	10.43	10.85	11.28	11.73	12.20
6		Hourly	10.28	10.69	11.12	11.57	12.03	12.51
7		Hourly	10.55	10.97	11.41	11.87	12.34	12.84
8		Hourly	10.82	11.25	11.70	12.17	12.65	13.16
9		Hourly	11.07	11.51	11.97	12.45	12.95	13.47
10		Hourly	11.36	11.82	12.29	12.78	13.29	13.82
11		Hourly	11.63	12.09	12.58	13.08	13.60	14.15
12		Hourly	11.92	12.40	12.89	13.41	13.95	14.50
13		Hourly	12.23	12.72	13.23	13.75	14.31	14.88
14		Hourly	12.53	13.04	13.56	14.10	14.66	15.25
15	Lifeguard/Instructor II	Hourly	12.84	13.35	13.89	14.44	15.02	15.62
16		Hourly	13.17	13.70	14.25	14.82	15.41	16.03
17		Hourly	13.51	14.05	14.61	15.19	15.80	16.43
18		Hourly	13.83	14.38	14.95	15.55	16.18	16.82
19		Hourly	14.17	14.74	15.33	15.94	16.58	17.24
20		Hourly	14.53	15.11	15.72	16.35	17.00	17.68
21		Hourly	14.89	15.49	16.11	16.75	17.42	18.12
22		Hourly	15.28	15.89	16.53	17.19	17.87	18.59
23		Hourly	15.65	16.28	16.93	17.61	18.31	19.04
24	Senior Lifeguard	Hourly	16.05	16.69	17.36	18.06	18.78	19.53
25		Hourly	16.44	17.09	17.78	18.49	19.23	20.00
26		Hourly	16.85	17.52	18.23	18.95	19.71	20.50
27		Hourly	17.28	17.97	18.69	19.43	20.21	21.02
28		Hourly	17.72	18.42	19.16	19.93	20.73	21.55
29		Hourly	18.16	18.88	19.64	20.42	21.24	22.09
30		Hourly	18.61	19.35	20.13	20.93	21.77	22.64

City of Shoreline
Range Placement Table
2.5% Between Ranges; 4% Between Steps **Salary Table 02 - NON-EXEMPT**

Mkt Adj. 0.00%
Effective Jan 1, 2011

Range	Title	Hourly Rate	Min Step 1	Step 2	Step 3	Step 4	Step 5	Max Step 6
31	Teen Program Assistant Administrative Assistant I Recreation Assistant I	Hourly	19.07	19.84	20.63	21.46	22.31	23.21
32	Public Works Maintenance Worker I Parks Maintenance Worker I	Hourly	19.55	20.34	21.15	22.00	22.88	23.79
33		Hourly	20.05	20.85	21.68	22.55	23.45	24.39
34		Hourly	20.54	21.36	22.22	23.10	24.03	24.99
35	Finance Technician Administrative Assistant II Recreation Assistant II	Hourly	21.05	21.89	22.76	23.67	24.62	25.61
36		Hourly	21.59	22.46	23.35	24.29	25.26	26.27
37	Parks Maintenance Worker II Public Works Maintenance Worker II Accounts Payable/Payroll Technician Capital Projects Technician Legal Assistant Communication Assistant	Hourly	22.11	23.00	23.92	24.87	25.87	26.90
38	Technical Assistant	Hourly	22.66	23.56	24.51	25.49	26.51	27.57
39	Environmental Programs Assistant Facilities Maintenance Worker II Payroll Officer Administrative Assistant III Recreation and Class Prog Assistant Records Coordinator Recreation Assistant III	Hourly	23.23	24.16	25.13	26.13	27.18	28.26
40	Engineering Technician	Hourly	23.82	24.77	25.76	26.79	27.86	28.98
41	Surface Water Quality Specialist	Hourly	24.42	25.39	26.41	27.47	28.56	29.71
42	Deputy City Clerk Sr. Public Works Maintenance Worker Senior Parks Maintenance Worker	Hourly	25.03	26.03	27.07	28.15	29.28	30.45
43	Environmental Educator Right-of-Way Inspector CRT Representative	Hourly	25.66	26.68	27.75	28.86	30.01	31.21
44	Plans Examiner I	Hourly	26.29	27.35	28.44	29.58	30.76	31.99
45								
46	Recreation Coordinator I Code Enforcement Officer Computer Network Specialist	Hourly	27.61	28.72	29.87	31.06	32.30	33.60
47	Associate Planner	Hourly	28.33	29.47	30.64	31.87	33.15	34.47
48	Plans Examiner II Combination Inspector	Hourly	29.03	30.19	31.39	32.65	33.96	35.31
49		Hourly	29.76	30.95	32.19	33.47	34.81	36.20
50		Hourly	30.49	31.71	32.98	34.30	35.67	37.10

City of Shoreline
Range Placement Table
2.5% Between Ranges; 4% Between Steps **Salary Table 02 - NON-EXEMPT**

Mkt Adj. 0.00%
Effective Jan 1, 2011

Range	Title	Hourly Rate	Min Step 1	Step 2	Step 3	Step 4	Step 5	Max Step 6
51		Hourly	31.25	32.50	33.80	35.15	36.56	38.02
52	Plans Examiner III	Hourly	32.05	33.33	34.66	36.05	37.49	38.99
53		Hourly	32.85	34.16	35.53	36.95	38.43	39.96
54		Hourly	33.66	35.01	36.41	37.86	39.38	40.95
55		Hourly	34.50	35.88	37.32	38.81	40.36	41.97
56		Hourly	35.38	36.79	38.27	39.80	41.39	43.04
57		Hourly	36.26	37.71	39.22	40.79	42.42	44.11
58		Hourly	37.16	38.65	40.20	41.80	43.48	45.22
59		Hourly	38.10	39.62	41.21	42.85	44.57	46.35
60		Hourly	39.04	40.60	42.23	43.92	45.67	47.50
61		Hourly	40.03	41.63	43.29	45.03	46.83	48.70
62		Hourly	41.03	42.67	44.37	46.15	48.00	49.92
63		Hourly	42.04	43.72	45.47	47.29	49.18	51.15
64		Hourly	43.10	44.83	46.62	48.49	50.43	52.44
65		Hourly	44.17	45.94	47.77	49.69	51.67	53.74
66		Hourly	45.28	47.09	48.97	50.93	52.97	55.09
67		Hourly	46.42	48.28	50.21	52.22	54.31	56.48
68		Hourly	47.57	49.47	51.45	53.51	55.65	57.87
69		Hourly	48.77	50.72	52.75	54.86	57.05	59.33
70		Hourly	49.98	51.98	54.06	56.22	58.47	60.81
71		Hourly	51.23	53.28	55.41	57.63	59.93	62.33
72		Hourly	52.52	54.62	56.81	59.08	61.44	63.90
73		Hourly	53.83	55.98	58.22	60.55	62.97	65.49
74		Hourly	55.17	57.38	59.68	62.06	64.54	67.13
75		Hourly	56.56	58.82	61.17	63.62	66.17	68.81

City of Shoreline Planning and Development Services
Fee Schedule (Page 1 of 6)

Type of Permit Application	2011 Fee Schedule Fee Based on $145 Per Hour
Building	
BUILDING PERMIT	
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
$501.00-$2,000	NA
$0 - $2,000	1 hour minimum ($145 per hour)
$2,001 - $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).
$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.
$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.
$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.
$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.
$1,000.001 +	$5,608.75 for the first $1,000,000 + $3.15 for each additional $1,000.00, or fraction thereof.
Building/Structure Plan Review	65% of the building permit fee
Civil Plan Review, Commercial (if applicable)	Hourly rate, 5 Hour Minimum $725
Civil Plan Review, Residential (if applicable)	Hourly rate, 3 Hour Minimum $435
ELECTRICAL	
Electrical Permit	Permit fee described in WAC 296-46B-905, plus a 20% administrative fee

City of Shoreline Planning and Development Services
Fee Schedule (Page 2 of 6)

Type of Permit Application	2011 Fee Schedule Fee Based on $145 Per Hour
FIRE	
Automatic Fire Alarm System:	
Existing System	
New or relocated devices up to 5	Hourly rate, 1-hour minimum $145
New or relocated devices 6 up to 12	Hourly rate, 3-hour minimum $435
Each additional new or relocated device over 12	$6 per device
New System	Hourly rate, 4-hour minimum $580
Each additional new or relocated device over 30	$6 per device
Fire Extinguishing Systems:	
Commercial Cooking Hoods	
1 to 12 flow points	Hourly rate, 3-hour minimum $435
More than 12	Hourly rate, 4-hour minimum $580
Other Fixed System Locations	Hourly rate, 4-hour minimum $580
Fire Pumps:	
Commercial Systems	Hourly rate, 4-hour minimum $580
Commercial Flammable/Combustible Liquids:	
Aboveground Tank Installations	
First tank	Hourly rate, 2-hour minimum $290
Additional	Hourly rate, 1-hour minimum $145
Underground Tank Installations	
First tank	Hourly rate, 2-hour minimum $290
Additional	Hourly rate, 1-hour minimum $145
Underground Tank Piping (with new tank)	Hourly rate, 2-hour minimum $290
Underground Tank Piping Only (vapor recovery)	Hourly rate, 3-hour minimum $435
Underground Tank Removal	
First tank	Hourly rate, 2-hour minimum $290
Additional tank	
Additional Tank	Hourly rate, 0.5 Hours $72.50 per additional tank
Compressed Gas Systems (exception: medical gas systems require a plumbing permit):	
Excess of quantities in IFC Table 105.6.9	Hourly rate, 2-hour minimum $290
High-Piled Storage:	
Class I – IV Commodities:	
501 – 2,500 square feet	Hourly rate, 2-hour minimum $290
2,501 – 12,000 square feet	Hourly rate, 3-hour minimum $435
Over 12,000 square feet	Hourly rate, 4-hour minimum $580
High Hazard Commodities:	
501 – 2,500 square feet	Hourly rate, 3-hour minimum $435
Over 2,501 square feet	Hourly rate, 5-hour minimum $725

City of Shoreline Planning and Development Services
Fee Schedule (Page 3 of 6)

Type of Permit Application	2011 Fee Schedule Fee Based on $145 Per Hour
Underground Fire Mains and Hydrants	Hourly rate, 3-hour minimum ($435)
Industrial Ovens:	
Class A or B Furnaces	Hourly rate, 2-hour minimum $290
Class C or D Furnaces	Hourly rate, 4-hour minimum $580
LPG (Propane) Tanks:	
Commercial, less than 500-Gallon Capacity	Hourly rate, 2-hour minimum $290
Commercial, 500-Gallon+ Capacity	Hourly rate, 3-hour minimum $435
Commercial, Temporary	Hourly rate, 1-hour minimum $145
Residential 0 – 500-Gallon Capacity	Hourly rate, 1-hour minimum $145
Spray Booth	Hourly rate, 4-hour minimum $580
Sprinkler Systems (each riser):	
New Systems	Hourly rate, 5-hour minimum $725, plus $3.00 per head
Existing Systems	
1 – 10 heads	Hourly rate, 3-hour minimum $435
11 – 20 heads	Hourly rate, 4-hour minimum $580
More than 20 heads	Hourly rate, 5-hour minimum $725, plus $3.00 per head
Residential (R-3) 13-D System	
1 – 30 heads	Hourly rate, 3-hour minimum $435
More than 30 heads	Hourly rate, 3-hour minimum $435, plus $3.00 per head
Voluntary 13-D Systems in residencies when not otherwise required	Hourly rate, 1-hour minimum $145
Standpipe Systems	Hourly rate, 4-hour minimum $580
Temporary Tents and Canopies	Hourly rate, 1-hour minimum $145
MECHANICAL	
Residential Mechanical System	Hourly rate, 1-hour minimum ($145) (including 4 pieces of equipment), $11.00 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
All Other Mechanical (Residential and Commercial)	Hourly rate, 1-hour minimum $145

City of Shoreline Planning and Development Services
Fee Schedule (Page 4 of 6)

Type of Permit Application	2011 Fee Schedule Fee Based on $145 Per Hour
PLUMBING	
Plumbing System	Hourly rate, 1-hour minimum ($145) (including 4 fixtures), $11.00 per fixture over 4
Gas Piping System standalone permit	Hourly rate, 1-hour minimum ($145) (including 4 outlets), $11.00 per outlet over 4
Gas Piping as part of a plumbing or mechanical permit	$11 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
Backflow Prevention Device as part of a plumbing systems permit	$11.00 per device (when included in outlet count)
Environmental Review	
Environmental Checklist (SEPA):	
Single-Family	Hourly rate, 10-hour minimum $1,450
Multifamily/Commercial	Hourly rate, 15-hour minimum $2,175
Environmental Impact Statement Review	Hourly rate, 35-hour minimum $5,075
LAND USE	
Accessory Dwelling Unit	Hourly rate, 1-hour minimum $145
Adult Family Home	Hourly rate, 2-1/2-hour minimum $362.50
Comprehensive Plan Amendment – Site Specific	Hourly rate, 60-hour minimum ($8,700), plus public hearing ($2,225)
Conditional Use Permit (CUP)	Hourly rate, 30-hour minimum $4,350
Critical Areas Reasonable Use Permit (CARUP)	Hourly rate, 60-hour minimum ($8,700), plus public hearing ($2,225)
Critical Areas Special Use Permit (CASUP)	Hourly rate, 60 hour minimum ($8,700), plus public hearing ($2,225)
Historic Landmark Review	Hourly rate, 1-hour minimum $145
Home Occupation, Bed and Breakfast, Boarding House	Hourly rate, 1-hour minimum $145
Interpretation of Development Code	Hourly rate, 1-hour minimum $145
Master Plan	Hourly rate, 60-hour minimum ($8,700), plus public hearing ($2,225)
Planned Action Determination	Hourly rate, 1-hour minimum $145
Rezone	Hourly rate, 60-hour minimum ($8,700), plus public hearing ($2,225)
SCTF Special Use Permit (SUP)	Hourly rate, 60-hour minimum ($8,700), plus public hearing ($2,225)
Sign Permit	Hourly rate, 2-hour minimum $290
Special Use Permit	Hourly rate, 60-hour minimum ($8,700), plus public hearing ($2,225)
Street Vacation	Hourly rate, 60-hour minimum ($8,700), plus public hearing if required ($2,225)
Temporary Use Permit (TUP)	Hourly rate, 2-hour minimum $290
Variance - Engineering Standards	Hourly rate, 3-hour minimum $435
Variances - Zoning	Hourly rate, 30-hour minimum $4,350

City of Shoreline Planning and Development Services
Fee Schedule (Page 5 of 6)

Type of Permit Application	2011 Fee Schedule Fee Based on $145 Per Hour
MISCELLANEOUS FEES	
Critical area field signs	$6 per sign
Permit Fee for Work Commenced Without a Permit	Twice the Applicable Permit Fee
Expedited Review – Building or Site Development Permits	Twice the applicable plan review fee(s)
All Other Fees Per Hour	Hourly rate, 1-hour minimum $145
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
Extension of the Conditional Certificate for the Multiple Family Tax Exemption Application Fee	$145
RIGHT-OF-WAY	
Right-of-Way Use	Hourly rate, 1-hour minimum $145
Right-of-Way Site	Hourly rate, 2-hour minimum $290
SHORELINE SUBSTANTIAL DEVELOPMENT	
Shoreline Conditional Permit Use	Hourly rate, 30-hour minimum $4,350
Shoreline Exemption	Hourly rate, 2-hour minimum $290
Shoreline Variance	Hourly rate, 30-hour minimum ($4,350), plus public hearing if required ($2,225)
Substantial Development Permit (based on valuation):	
up to $10,000	Hourly rate, 15-hour minimum $2,175
$10,000 to $500,000	Hourly rate, 34-hour minimum $4,930
over $500,000	Hourly rate, 60-hour minimum $8,700
SITE DEVELOPMENT	
Grading	Hourly rate, 3-hour minimum $435
Clearing	Hourly rate, 3-hour minimum $435
Landscaping	Hourly rate, 3-hour minimum $435
Parking Lot	Hourly rate, 3-hour minimum $435
Subdivision Construction	Hourly rate, 12-hour minimum $1,740

City of Shoreline Planning and Development Services
Fee Schedule (Page 6 of 6)

Type of Permit Application	2011 Fee Schedule Fee Based on $145 Per Hour
SUBDIVISIONS	
Binding Site Plan	Hourly rate, 6-hour minimum $870
Lot Line Adjustment	Hourly rate, 3-hour minimum $435
Preliminary Short Subdivision	Hourly rate, 30-hour minimum ($4,350) for two-lot short subdivision plus 3-hour minimum ($435) for each additional lot
Final Short Subdivision	Hourly rate, 8-hour minimum $1,160
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)
Final Subdivision	Hourly rate, 30-hour minimum $4,350
Changes to Preliminary Short or Formal Subdivision	Hourly rate, 12-hour minimum $1,740
SUPPLEMENTAL FEES	
	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.
	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.
FEE REFUNDS	
The city manager or designee may authorize the refunding of: 1. One hundred percent of any fee erroneously paid or collected. 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. 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. 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.	

2011 Park Fee Schedule Part 1 of 4		
Fee	**2011 Resident Rate**	**2011 Non-Resident Rate**
City Hall Rental - Third Floor Conference Room	$35 Per Hour	$35 Per Hour
City Hall Rental - Council Chambers	$100 Per Hour	$100 Per Hour
AV Set-up Fee	$15	$15
Damage Deposit	$100	$100
Picnic Shelters – (same for all groups)		
Half Day	$50.00	$60.00
Full Day	$75.00	$90.00
Athletic Fields		
Lights (determined by dusk schedule)	$17.00	$17.00
Senior/Youth League Game and/or Practice	$4.00	$6.00
Youth Tournament	$9.00	$12.00
Adult Practice	$16.00	$20.00
Adult League	$30.00	$36.00
Adult Tournament*	$36.00	$43.00
*Additional field prep fee may be added		
Synthetic Fields		
Resident Youth - Per Hour	$17.00	
Non-Resident Youth - Per Hour		$25.00
Resident Adult - Per Hour	$61.00	
Non-Resident Adult - Per Hour		$75.00
Discount Field Rate Resident - Per Hour	$17.00	
Discount Field Rate Non- Resident - Per Hour		$25.00
Indoor Rental Fees:		
Richmond Highlands (same for all groups)		
Maximum Attendance 214		
Entire Building (including building monitor)	$58.00	$70.00
Gym Only	$46.00	$55.00
Café/Game Room	$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.	
Spartan Recreation Center		
Spartan Recreation Center Fees for Youth Organizations/Groups		
Multi-Purpose Room 1 or 2	$11.00	$15.00
Multi-Purpose Room 1 or 2 w/Kitchen	$19.00	$24.00
Gymnastics Room	$11.00	$15.00
Dance Room	$11.00	$15.00
Gym-One Court	$19.00	$24.00
Entire Gym	$34.00	$44.00
Entire Facility	$90.00	$115.00
Spartan Recreation Center Fees for All Other Organizations/Groups		
Multi-Purpose Room 1 or 2	$23.00	$28.00
Multi-Purpose Room 1 or 2 w/Kitchen	$33.00	$40.00
Gymnastics Room	$23.00	$28.00
Dance Room	$23.00	$28.00
Gym-One Court	$33.00	$40.00
Entire Gym	$63.00	$75.00
Entire Facility	$120.00	$140.00

2011 Park Fee Schedule Part 2 of 4		
Fee	**2011 Resident Rate**	**2011 Non-Resident Rate**
*Rentals outside the normal operating hours of the Spartan Gym may require an additional supervision fee. (See Below)		
Other Indoor Rental Fees:		
Damage Deposit: (refundable)	$200.00	$200.00
Supervision Fee (if applicable)	$18.50	$18.50
Daily Rates	$800.00	$800.00
Spartan Gym Tarp Installation	$100.00	$100.00
Concession / Admission / Sales During Indoor Facility Use:	Not to exceed $100/day	Not to exceed $100/day
	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.	
	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.	
	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.	
	Any individual or organization that is required to pay concession / admission fee must complete the appropriate permit application.	
	Concession/Admission/Sales Fees may be modified at the discretion of the Director of Shoreline Parks and Recreation.	
Drop-In Fees:		
Showers Only (Spartan Gym)	$1.00	$1.00
Youth Drop-In	$1.00	$1.00
Youth Drop-In Ten Punch Card	$9.00	$9.00
Youth Drop-In Three Month Pass	$23.00	$23.00
Adult Drop-In	$2.00	$3.00
Adult Drop-In Ten Punch Card	$19.00	$29.00
Adult Drop-In Three Month Pass	$53.00	$63.00

2011 Park Fee Schedule Part 3 of 4		
Drop in Fees	**2011 Resident Rate**	**2011 Non-Resident Rate**
Adult	$3.50	$4.50
Child/Senior/Disabled	$2.50	$3.00
Family	$8.75	$11.50
Adult - Real Deal	$1.50	$2.50
Child/Senior/Disabled - Real Deal	$1.00	$1.50
Adult - 10 punch	$29.00	$36.00
Child/Senior/Disabled - 10 Punch	$20.00	$24.00
Family - 10 Punch	$71.00	$100.00
1 Month		
Adult - 1 mo	$47.50	$61.50
Child/Senior/Disabled - 1 mo	$30.00	$36.00
Family -1 mo	$117.00	$140.00
3 Month		
Adult -3 month	$134.00	$165.00
Child/Senior/Disabled - 3 mo	$89.00	$113.00
Family -3 mo	$267.00	$320.00
6 Month		
Adult -6 month	$216.00	$265.00
Child/Senior/Disabled - 6 mo	$154.00	$184.00
Family -6 mo	$431.00	$517.00
1 Year Pass		
Adult	$377.00	$477.00
Child/Senior/Disabled	$269.00	$322.00
Family	$754.00	$904.00

2011 Park Fee Schedule Part 4 of 4		
Lesson Program	**2011 Resident Rate**	**2011 Non-Resident Rate**
Parent & Tot	$5.25	$6.00
Preschool (1-5)	$5.25	$6.00
Youth (1&2)	$5.25	$6.00
Youth (3-7)	$5.25	$6.00
Adult	$5.25	$6.00
Water Fitness - Adults	$4.50	$5.50
Water Fitness - Adults10x	$37.00	$45.00
Water Fitness Senior	$3.25	$4.00
Water Fitness Seniors10x	$26.00	$32.00
Arthritis - Adults	$3.50	$4.00
Arthritis - Adults 10x	$35.00	$40.00
Arthritis-Seniors	$3.50	$4.00
Arthritis - Seniors 10x	$35.00	$40.00
Other Programs		
Swim Day Camp	$115.00	$125.00
Gators Swim /Dive 7 Wks	$140.00	$160.00
Rentals		
School Dist: Per 60 Kids/per Hour (non-agreement)	$50.00	$50.00
Rentals On-Going (non-swim team)	$70.00	$70.00
Swim Team Per/ Lane/Hr	$10.00	$10.00
Public Rentals per Hour		
1-60	$115.00	$130.00
61-150	$150.00	$175.00

2011 Surface Water Management Rate Table (Page 1 of 1)

Rate Category	Percent Impervious Surface	2011 Annual Service Charge	Per Unit	6% Utility Tax	Fee + Utility Tax
Residential: Single-family home		$130	Parcel	$7.81	$138.01
Very Light	Less than or equal to 10%	$130	Parcel	$7.81	$138.01
Light	More than 10%, less than or equal to 20%	$302	Acre	$18.14	$320.54
Moderate	More than 20%, less than or equal to 45%	$625	Acre	$37.49	$662.24
Moderately Heavy	More than 45%, less than or equal to 65%	$1,212	Acre	$72.70	$1,284.40
Heavy	More than 65%, less than or equal to 85%	$1,535	Acre	$92.11	$1,627.21
Very Heavy	More than 85%, less than or equal to 100%	$2,011	Acre	$120.65	$2,131.40
Minimum Rate		$130		$7.81	$138.01

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	Per Unit	6% Utility Tax	Fee + Utility Tax
Residential: Single-Family Home	50%	$65	Parcel	$3.91	$69.01
Very Light	50%	$65	Parcel	$3.91	$69.01
Light	50%	$151	Acre	$9.07	$160.27

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.

2011 License Required and Public Records Fee Schedule		
License Required Fee	**2011 Fee**	**Basis**
Business License Fees		
Annual business license fee	$40.00	Annual
	license fee may be prorated as necessary to conform to	
Penalty for late renewal (SMC 5.05.080)	$20.00	
General Licenses		
Regulated massage business	$181.75	Per Year
Massage manager	$39.50	Per Year
Public dance	$124.75	Per Dance
Pawnbroker	$581.25	Per Year
Secondhand	$55.75	Per Year
Master solicitor	$114.00	Per Year
Solicitor	$28.50	Per Year
Duplicate License	$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 ofmore than $50.00, ten percent of the required fee.	
Cabaret Licenses		
Adult cabaret operator's license	$581.25	Per Year
Adult cabaret manager's license	$124.75	Per Year
Adult cabaret entertainer's license	$124.75	Per Year
Duplicate License	$5.50	
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%	
31 - 60	25%	
61 and over	100%	
Panoram Licenses		
Panoram premise license	$238.75	Per Year
Panoram device license	$68.00	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	
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.	
Public Records		
Black and white photocopies up to 11 by 17 inches - if more than five pages	$0.15	Per Page
Black and white photocopies larger than 11 by 17 inches	$3.00	Per Page
Color photocopies up to 11 by 17 inches - if more than one page	$0.65	Per Page
10 or less scanned copies up to 11 by 17 inches - if more than three pages	$0.20	Per Page
More than 10 scanned copies up to 11 by 17 inches	$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	Per Tape
Audio Tapes	$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	Per Page
GIS maps larger than 11 by 17 inches	$1.50	Per Square Foot
Mylar Sheets	$5.75	Per Sheet
Clerk Certification	$1.00	Per Document
City of Shoreline Budget Book	$27.00	Per Book
City of Shoreline Budget Book CD Version	$2.00	Per CD
Custom GIS Mapping and Data Requests	$80.75	Per Hour (1 Hour Minimum)
Financial Fees		
Insufficient funds or a closed account shall be assessed a collection fee	$27.00	
Hearing Examiner Fees	$442.50	

Waste Rate Schedule from Cleanscapes

	Service Level	Pounds Per Unit	Disposal Fee	Collection Fee	Total Service Fee
Monthly	One 10-gallon Garbage Cart	15.00	$ 0.71	$ 3.04	$ 3.75
	One 32-gallon Garbage Cart	32.00	$ 1.52	$ 3.64	$ 5.16
Weekly Residential Curbside Service	One 10-gallon Micro-Can	10.00	$ 2.06	$ 4.08	$ 6.13
	One 20-gallon Garbage Cart	20.00	$ 4.11	$ 6.58	$ 10.69
	1 32-gallon Garbage Cart	21.71	$ 4.46	$ 10.92	$ 15.38
	1 45-gallon Garbage Cart	30.53	$ 6.28	$ 16.04	$ 22.32
	1 64-gallon Garbage Cart	43.41	$ 8.93	$ 17.12	$ 26.05
	1 96-gallon Garbage Cart	65.12	$ 13.39	$ 21.76	$ 35.15
	Additional 32 Gallon Cart (weekly svc)	21.71	$ 4.46	$ 6.20	$ 10.67
	Additional 64 Gallon Cart (weekly svc)	43.41	$ 8.93	$ 9.11	$ 18.04
	Additional 96 Gallon Cart (weekly svc)	65.12	$ 13.39	$ 10.92	$ 24.31
	Extras (32 gallon equivalent)				$ 3.75
	Miscellaneous Fees:				
	EoW Yard Debris/FW service (includes 32 gallon cart)				$ 7.84
	EoW Yard Debris/FW service (includes 64 gallon cart)				$ 8.64
	EoW Yard Debris/FW service (includes 96 gallon cart)				$ 9.46
	Extra Yardwaste (per 32 gallon)				$ 2.15
	Return Trip				$ 7.51
	Carry-out Charge, per 25 ft, per month				$ 3.22
	Drive-in Charge, per month				$ 4.29
	Overweight/Oversize container (per p/u)				$ 3.22
	Redelivery of containers				$ 10.73
	Cart Cleaning (per cart per event)				$ 8.04
	Sunken Can Surcharge per month				$ 8.04
On-Call Bulky Waste Collection	White Goods, except refrigerators & freezers		$ 20.00	$ 69.72	$ 89.72
	Refrigerators, Freezers		$ 40.00	$ 69.72	$ 109.72
	Sofas, Chairs		$ 35.00	$ 69.72	$ 104.72
	Mattresses		$ 35.00	$ 69.72	$ 104.72
Weekly Commercial & Multifamily Can and Cart	1 32-gallon Garbage Cart	21.39	$ 4.40	$ 14.52	$ 18.91
	1 45-gallon Garbage Cart	30.07	$ 6.19	$ 20.45	$ 26.63
	1 64-gallon Garbage Cart	42.77	$ 8.80	$ 22.71	$ 31.51
	1 96-gallon Garbage Cart	64.16	$ 13.20	$ 29.34	$ 42.53
	Additional 32 Gallon Cart (weekly svc)	21.39	$ 4.40	$ 14.52	$ 18.91
	Additional 64 Gallon Cart (weekly svc)	42.77	$ 8.80	$ 22.71	$ 31.51
	Additional 96 Gallon Cart (weekly svc)	64.16	$ 13.20	$ 29.34	$ 42.53
	Extras (32 gallon equivalent)				$ 3.75
	Miscellaneous Fees:				
	Weekly Yard Debris/FW (incl 32 gallon cart)				$ 19.84
	Weekly Yard Debris/FW (incl 64 gallon cart)				$ 21.85
	Weekly Yard Debris/FW (incl 96 gallon cart)				$ 23.92
	Return Trip (same day, before 2:00)				$ 7.51
	Carry-out Charge, per 25 ft, per month				$ 3.22
	Drive-in Charge, per month				$ 4.29
	Overweight/Oversize container (per p/u)				$ 3.22
	Redelivery of containers				$ 10.73
	Cart Cleaning (per cart per event)				$ 8.04
Commercial Detachable Container (loose)	1 Cubic Yard, 1 pickup/week	135.00	$ 27.77	$ 59.11	$ 86.88
	1 Cubic Yard, 2 pickups/week	135.00	$ 55.53	$ 118.22	$ 173.76
	1 Cubic Yard, 3 pickups/week	135.00	$ 83.30	$ 177.34	$ 260.64
	1 Cubic Yard, 4 pickups/week	135.00	$ 111.06	$ 236.45	$ 347.51
	1 Cubic Yard, 5 pickups/week	135.00	$ 138.83	$ 295.56	$ 434.39
	1.5 Cubic Yard, 1 pickup/week	202.50	$ 41.65	$ 85.53	$ 127.18
	1.5 Cubic Yard, 2 pickups/week	202.50	$ 83.30	$ 171.05	$ 254.35
	1.5 Cubic Yard, 3 pickups/week	202.50	$ 124.95	$ 256.58	$ 381.53
	1.5 Cubic Yard, 4 pickups/week	202.50	$ 166.60	$ 342.11	$ 508.71
	1.5 Cubic Yard, 5 pickups/week	202.50	$ 208.25	$ 427.64	$ 635.88
	2 Cubic Yard, 1 pickups/week	270.00	$ 55.53	$ 111.52	$ 167.06
	2 Cubic Yard, 2 pickups/week	270.00	$ 111.06	$ 223.05	$ 334.11
	2 Cubic Yard, 3 pickups/week	270.00	$ 166.60	$ 334.57	$ 501.17
	2 Cubic Yard, 4 pickups/week	270.00	$ 222.13	$ 446.09	$ 668.22

Waste Rate Schedule from Cleanscapes

	Service Level	Pounds Per Unit	Disposal Fee	Collection Fee	Total Service Fee
	2 Cubic Yard, 5 pickups/week	270.00	$ 277.66	$ 557.62	$ 835.28
	3 Cubic Yard, 1 pickup/week	405.00	$ 83.30	$ 158.49	$ 241.79
	3 Cubic Yard, 2 pickups/week	405.00	$ 166.60	$ 316.98	$ 483.57
	3 Cubic Yard, 3 pickups/week	405.00	$ 249.90	$ 475.47	$ 725.36
	3 Cubic Yard, 4 pickups/week	405.00	$ 333.19	$ 633.96	$ 967.15
	3 Cubic Yard, 5 pickups/week	405.00	$ 416.49	$ 792.45	$ 1,208.94
	4 Cubic Yard, 1 pickup/week	540.00	$ 111.06	$ 194.56	$ 305.63
	4 Cubic Yard, 2 pickups/week	540.00	$ 222.13	$ 389.13	$ 611.26
	4 Cubic Yard, 3 pickups/week	540.00	$ 333.19	$ 583.69	$ 916.89
	4 Cubic Yard, 4 pickups/week	540.00	$ 444.26	$ 778.26	$ 1,222.52
	4 Cubic Yard, 5 pickups/week	540.00	$ 555.32	$ 972.82	$ 1,528.15
	6 Cubic Yard, 1 pickup/week	810.00	$ 166.60	$ 266.72	$ 433.31
	6 Cubic Yard, 2 pickups/week	810.00	$ 333.19	$ 533.43	$ 866.63
	6 Cubic Yard, 3 pickups/week	810.00	$ 499.79	$ 800.15	$ 1,299.94
	6 Cubic Yard, 4 pickups/week	810.00	$ 666.39	$ 1,066.86	$ 1,733.25
	6 Cubic Yard, 5 pickups/week	810.00	$ 832.98	$ 1,333.58	$ 2,166.56
	8 Cubic Yard, 1 pickup/week	1,080.00	$ 222.13	$ 322.11	$ 544.24
	8 Cubic Yard, 2 pickups/week	1,080.00	$ 444.26	$ 644.23	$ 1,088.49
	8 Cubic Yard, 3 pickups/week	1,080.00	$ 666.39	$ 966.34	$ 1,632.73
	8 Cubic Yard, 4 pickups/week	1,080.00	$ 888.52	$ 1,288.45	$ 2,176.97
	8 Cubic Yard, 5 pickups/week	1,080.00	$ 1,110.65	$ 1,610.57	$ 2,721.21
	Extra loose cubic yard, per pickup				$ 12.87
Weekly Commercial Detachable Container (compacted)	1 Cubic Yard Container	405.00	$ 83.30	$ 118.22	$ 201.52
	1.5 Cubic Yard Container	607.50	$ 124.95	$ 149.67	$ 274.62
	2 Cubic Yard Container	810.00	$ 166.60	$ 178.44	$ 345.03
	3 Cubic Yard Container	1,215.00	$ 249.90	$ 237.73	$ 487.63
	4 Cubic Yard Container	1,620.00	$ 333.19	$ 272.39	$ 605.58
	6 Cubic Yard Container	2,430.00	$ 499.79	$ 346.73	$ 846.52
	Detachable Container Miscellaneous Fees (per occurance):				
	Return Trip				$ 10.73
	Roll-out Container over 15 feet (per p/u)				$ 2.15
	Unlock Container (per p/u)				$ 1.61
	Gate Opening (per p/u)				$ 1.61
Unscheduled Garbage Collection Services	1 45 gallon cart		$ 1.43	$ 59.82	$ 61.25
	1 64 gallon cart		$ 2.03	$ 60.32	$ 62.35
	1 96 gallon cart		$ 3.05	$ 61.76	$ 64.81
	1 cubic yard container		$ 6.41	$ 68.21	$ 74.62
	1.5 cubic yard container		$ 9.62	$ 73.94	$ 83.56
	2 cubic yard container		$ 12.83	$ 79.57	$ 92.40
	3 cubic yard container		$ 19.24	$ 89.76	$ 109.00
	4 cubic yard container		$ 25.65	$ 97.58	$ 123.23
	6 cubic yard container		$ 38.48	$ 113.23	$ 151.71
	8 cubic yard container		$ 51.30	$ 125.24	$ 176.54
Commercial Unscheduled Recycling Collection Services	1 32 gallon cart			$ 58.53	$ 58.53
	1 45 gallon cart			$ 59.82	$ 59.82
	1 64 gallon cart			$ 60.32	$ 60.32
	1 96 gallon cart			$ 61.76	$ 61.76
	1 cubic yard container			$ 68.21	$ 68.21
	1.5 cubic yard container			$ 73.94	$ 73.94
	2 cubic yard container			$ 79.57	$ 79.57
	3 cubic yard container			$ 89.76	$ 89.76
	4 cubic yard container			$ 97.58	$ 97.58
	6 cubic yard container			$ 113.23	$ 113.23
	8 cubic yard container			$ 125.24	$ 125.24
Temporary Collection Hauling	4 Yard detachable container	540.00	$ 25.65	$ 96.53	$ 122.18
	6 Yard detachable container	810.00	$ 38.48	$ 96.53	$ 135.01
	8 Yard detachable container	1,080.00	$ 51.30	$ 96.53	$ 147.83
	Non-compacted 10 cubic yard Drop-box				$ 139.43
	Non-compacted 20 cubic yard Drop-box				$ 160.88

Waste Rate Schedule from Cleanscapes

	Service Level	Pounds Per Unit	Disposal Fee	Collection Fee	Total Service Fee
Temporary Collection Container Rental and Delivery	Non-compacted 30 cubic yard Drop-box				$ 182.34
	Non-compacted 40 cubic yard Drop-box				$ 193.06
	Service Level		**Delivery Fee**	**Daily Rental**	**Monthly Rental**
	4 Yard detachable container		$ 75.08	$ 4.29	$ 51.48
	6 Yard detachable container		$ 75.08	$ 4.29	$ 51.48
	8 Yard detachable container		$ 75.08	$ 4.29	$ 51.48
	Non-compacted 10 cubic yard Drop-box		$ 96.53	$ 6.44	$ 77.22
	Non-compacted 20 cubic yard Drop-box		$ 96.53	$ 6.44	$ 77.22
	Non-compacted 30 cubic yard Drop-box		$ 96.53	$ 6.44	$ 77.22
	Non-compacted 40 cubic yard Drop-box		$ 96.53	$ 6.44	$ 77.22
	Miscellaneous Fees:				**Per Event**
	Return Trip				$ 26.81
	Stand-by Time (per minute)				$ 1.34
	Drop-box turn around charge				$ 10.73
	Service Level (based on pick ups)	**Rent**	**Monthly Rent**	**Delivery Charge**	**Haul Charge**
Commercial & Multifamily Drop-box Collection	Non-compacted 15 cubic yard Drop-box	$ 5.36	$ 64.35	$ 96.53	$ 150.86
	Non-compacted 20 cubic yard Drop-box	$ 5.36	$ 75.08	$ 96.53	$ 165.39
	Non-compacted 25 cubic yard Drop-box	$ 5.36	$ 85.81	$ 96.53	$ 179.92
	Non-compacted 30 cubic yard Drop-box	$ 5.36	$ 96.53	$ 96.53	$ 194.46
	Non-compacted 40 cubic yard Drop-box	$ 5.36	$ 107.26	$ 96.53	$ 223.52
	Compacted 15 cubic yard Drop-box	$ -	$ -	$ 107.26	$ 172.31
	Compacted 20 cubic yard Drop-box	$ -	$ -	$ 107.26	$ 186.84
	Compacted 25 cubic yard Drop-box	$ -	$ -	$ 107.26	$ 201.37
	Compacted 30 cubic yard Drop-box	$ -	$ -	$ 107.26	$ 215.91
	Compacted 40 cubic yard Drop-box	$ -	$ -	$ 107.26	$ 244.97
		Pounds Per Unit	**Disposal Fee**	**Collection Fee**	**Total Service Fee**
On-Street Cans	Can collection 30-50 gallons, per p/u	30.00	$ 1.43	$ 2.00	$ 3.42
City Facilities	City facilities, flat rate, per month		$ 218.17	$ 454.23	$ 672.40
Sweeping Solids	Disposal/Recycling flat rate, per month				$ 858.05
Hourly Rates	**Service**				
	Rear/Side-load packer + driver				$ 117.98
	Front-load packer + driver				$ 117.98
	Drop-box Truck + driver				$ 96.53
	Additional Labor (per person)				$ 42.90
Commercial Flourescent Tube Recycling		**Rate/tube**			
	Collection, first tube	$ 21.45			
	Collection, additional tubes	$ 2.15			

Comparative Budget Worksheet By Object

Object	2010 Adopted Budget	2010 Current Budget	2010 YTD Actuals	2010 Current Year Est.	2011 Dept Request	2011 Service Package	2011 Proposed Budget	2011 Base Budget	2011 Final Budget	Change in Budget	Pct Chg
Department 11 City Manager											
Revenue Accounts											
3391811 - Energy Efficiency & Consv Grnt	0	5,000	0	5,000	0	0	0	0	0	-5,000.00	-100.00
Total Revenue Accounts:	0	5,000	0	5,000	0	0	0	0	0	-5,000.00	-100.00
Department 12 City Clerk											
Revenue Accounts											
3210000 - Master License	0	0	160,097	150,000	100,500	0	100,500	0	100,500	100,500.00	0.00
3216000 - Buss Lic-Professional/Occuptnl	7,600	7,600	8,536	7,400	7,600	0	7,600	7,600	7,600	0.00	0.00
3216001 - Buss Lic-Adult Entertainers	0	0	0	0	0	0	0	0	0	0.00	0.00
3216003 - Buss Lic-WATCH Program	800	800	10	0	0	0	0	800	0	-800.00	-100.00
3218000 - Buss Lic - Penalties	50	50	0	50	50	0	50	50	50	0.00	0.00
3415200 - Franchise Reimbursements-cable	3,000	3,000	0	0	3,000	0	3,000	3,000	3,000	0.00	0.00
3458900 - Hearing Examiner Appeal Fee	2,000	2,000	443	900	1,000	0	1,000	2,000	1,000	-1,000.00	-50.00
Total Revenue Accounts:	13,450	13,450	169,086	158,350	112,150	0	112,150	13,450	112,150	98,700.00	733.82
Department 15 City Attorney											
Revenue Accounts											
3080000 - Budgeted Begining Fund Balance	0	0	0	0	0	0	0	0	0	0.00	0.00
Total Revenue Accounts:	0	0	0	0	0	0	0	0	0	0.00	0.00
Department 16 Finance											
Revenue Accounts											
3340185 - WA St. Disaster Assistance	0	0	0	0	0	0	0	0	0	0.00	0.00
3414300 - Financial/Accounting Services	1,800	1,800	1,800	1,800	1,800	0	1,800	1,800	1,800	0.00	0.00
3698100 - Misc-Cash Over/Short	0	0	6	0	0	0	0	0	0	0.00	0.00
3699000 - Miscellaneous Revenue	5,000	5,000	4,086	4,086	5,000	0	5,000	5,000	5,000	0.00	0.00
Total Revenue Accounts:	6,800	6,800	5,892	5,886	6,800	0	6,800	6,800	6,800	0.00	0.00
Department 17 City Wide											
Revenue Accounts											
3080000 - Budgeted Begining Fund Balance	941,144	1,184,263	0	0	805,000	0	805,000	805,000	805,000	-379,263.00	-32.02
3111000 - Property Tax	7,462,945	7,462,945	7,541,624	7,462,945	9,419,755	0	9,419,755	7,462,945	9,419,755	1,956,810.00	26.22
3131000 - Local Sales & Use Taxes	6,196,236	6,196,236	5,291,044	5,827,175	6,091,418	0	6,091,418	6,196,236	6,091,418	-104,818.00	-1.69
3164300 - Private Utility, Tax-Gas	850,530	850,530	743,712	850,530	850,530	0	850,530	850,530	850,530	0.00	0.00
3164500 - Private Utility, Tax-Garbage	475,000	475,000	368,246	485,000	475,000	0	475,000	475,000	475,000	0.00	0.00
3164600 - Private Utility, Tax-Cable	760,000	760,000	725,430	790,000	795,000	0	795,000	760,000	795,000	35,000.00	4.60
3164701 - Priv Util Tax-Tele,Cell,Pager	1,800,000	1,800,000	1,584,858	1,800,000	1,800,000	0	1,800,000	1,800,000	1,800,000	0.00	0.00
3167800 - Utility Tax-Storm Drainage	191,000	191,000	187,204	191,000	191,000	0	191,000	191,000	191,000	0.00	0.00
3172000 - Leasehold Excise Tax	7,200	7,200	6,096	7,200	7,200	0	7,200	7,200	7,200	0.00	0.00
3175100 - Punch Boards/Pull Tabs	90,000	90,000	79,085	84,000	81,500	0	81,500	90,000	81,500	-8,500.00	-9.44
3175300 - Amusement Games	200	200	205	200	125	0	125	200	125	-75.00	-37.50
3175400 - Card Games	1,530,000	1,530,000	1,250,321	1,530,000	1,530,000	0	1,530,000	1,530,000	1,530,000	0.00	0.00
3210000 - Master License	0	0	0	0	0	0	0	0	0	0.00	0.00
3219001 - Business Registration	40,000	40,000	0	0	0	0	0	40,000	0	-40,000.00	-100.00
3219101 - Franchise Fee - Cable	673,000	673,000	540,642	700,000	710,000	0	710,000	673,000	710,000	37,000.00	5.49
3219103 - Franchise Fee - Water	635,000	635,000	579,956	675,000	690,000	0	690,000	635,000	690,000	55,000.00	8.66

Comparative Budget Worksheet By Object

Object	2010 Adopted Budget	2010 Current Budget	2010 YTD Actuals	2010 Current Year Est.	2011 Dept Request	2011 Service Package	2011 Proposed Budget	2011 Base Budget	2011 Final Budget	Change in Budget	Pct Chg
3219104 - Franchise Fee - Sewage	716,880	716,880	720,000	720,000	741,000	0	741,000	716,880	741,000	24,120.00	3.36
3223000 - Animal Licenses	500	500	48	60	125	0	125	500	125	-375.00	-75.00
3339701 - FEMA INDIRECT WA ST MIL DE	0	0	0	0	0	0	0	0	0	0.00	0.00
3360694 - Liquor Excise Tax	254,457	254,457	263,780	263,506	266,372	0	266,372	254,457	266,372	11,915.23	4.68
3360695 - Liquor Board Profits	438,113	438,113	425,820	437,048	392,605	0	392,605	438,113	392,605	-45,508.00	-10.38
3377100 - City of Seattle-Cty Light Cont	1,500,000	1,500,000	1,474,796	1,600,000	1,600,000	0	1,600,000	1,500,000	1,600,000	100,000.00	6.66
3417500 - Sales of Nontaxable Merchandis	0	0	1,914	1,650	0	0	0	0	0	0.00	0.00
3599003 - Fine/Penalties-Gambling Tax	0	0	63,496	18,457	0	0	0	0	0	0.00	0.00
3611100 - Investment Interest	160,000	160,000	45,936	42,880	80,000	0	80,000	160,000	80,000	-80,000.00	-50.00
3611110 - LGIP Investment Interest	0	0	23,591	26,772	0	0	0	0	0	0.00	0.00
3613100 - Realized Investment Gain\Loss	0	0	-6,505	0	0	0	0	0	0	0.00	0.00
3613200 - Unrealized Investment Gain\Los	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	8,253	8,231	20,000	0	20,000	20,000	20,000	0.00	0.00
3614001 - SWM Interest_Delin Utlty Tax	0	0	474	473	0	0	0	0	0	0.00	0.00
3628002 - Vend Machine Proceeds-Non Tax	0	0	108	63	0	0	0	0	0	0.00	0.00
3691100 - Misc Revenue-Recycle Proceeds	0	0	395	394	0	0	0	0	0	0.00	0.00
3694002 - Judgements/Settlements	0	0	1,852	1,798	0	0	0	0	0	0.00	0.00
3698100 - Misc-Cash Over/Short	0	0	3,000	0	0	0	0	0	0	0.00	0.00
3699000 - Miscellaneous Revenue	2,500	2,500	28,566	30,000	2,500	0	2,500	2,500	2,500	0.00	0.00
3699001 - Misc Rev-Recovery of NSF Fees	0	0	216	135	0	0	0	0	0	0.00	0.00
3951001 - Proceeds_Sale of Capital Asset	0	0	1,650	1,650	0	0	0	0	0	0.00	0.00
3970000 - Operating Transfers In	1,928,074	2,148,074	2,298,074	2,148,074	1,569,471	0	1,569,471	1,928,074	1,569,471	-578,603.00	-26.93
Total Revenue Accounts:	26,672,779	27,135,898	24,256,135	25,704,241	28,118,601	0	28,118,601	26,536,635	28,118,601	982,703.23	3.62
Department 18 Human Resources											
Revenue Accounts											
3699000 - Miscellaneous Revenue	8,000	8,000	4,374	8,000	8,000	0	8,000	8,000	8,000	0.00	0.00
3699002 - Misc. Rev. Flex-Plan Forfeits	0	0	182	182	0	0	0	0	0	0.00	0.00
Total Revenue Accounts:	8,000	8,000	4,556	8,182	8,000	0	8,000	8,000	8,000	0.00	0.00
Department 20 Police											
Revenue Accounts											
3137100 - Local Criminal Justice Funding	1,100,000	1,100,000	1,040,899	1,045,885	1,113,330	0	1,113,330	1,100,000	1,113,330	13,330.00	1.21
3311601 - Dept of Justice_DEA_TDS Task F	0	0	12,031	5,800	0	0	0	0	0	0.00	0.00
3312110 - US Treas. Secret Service Reimb	0	0	5,201	5,800	0	0	0	0	0	0.00	0.00
3331673 - Byrne Memorial Grant-Seattle	20,096	20,096	20,096	25,314	20,096	0	20,096	20,096	20,096	0.00	0.00
3332061 - Natl Hwy Traf Safety- Grant	0	0	2,164	2,163	0	0	0	0	0	0.00	0.00
3340351 - Traffic Safety Commission	6,900	6,900	0	6,900	6,900	0	6,900	6,900	6,900	0.00	0.00
3340691 - WA Assoc Sheriffs/Police Chief	2,500	2,500	0	2,500	2,500	0	2,500	2,500	2,500	0.00	0.00
3360621 - MVET - Violent Crime	13,036	13,036	12,087	13,037	13,099	0	13,099	13,036	13,099	63.00	0.48
3360625 - MVET - CJ Contracted Service	78,280	78,280	79,454	79,162	78,280	0	78,280	78,280	78,280	0.00	0.00
3360626 - Criminal Justice-Special Prgms	11,439	11,439	11,905	20,474	11,495	0	11,495	11,439	11,495	56.00	0.48
3360651 - DUI/Other Criminal Just Assist	10,000	10,000	10,070	10,000	10,000	0	10,000	10,000	10,000	0.00	0.00
3371000 - Interlocal Funding - General	0	0	40,822	47,594	0	0	0	0	0	0.00	0.00
3379000 - Interlocal Government-Other	47,594	47,594	1,056	434	47,594	0	47,594	47,594	47,594	0.00	0.00
3392168 - Byrne Memorial Grant Recovery	0	22,175	23,600	23,599	0	0	0	0	0	-22,175.00	-100.00

Comparative Budget Worksheet By Object

Object	2010 Adopted Budget	2010 Current Budget	2010 YTD Actuals	2010 Current Year Est.	2011 Dept Request	2011 Service Package	2011 Proposed Budget	2011 Base Budget	2011 Final Budget	Change in Budget	Pct Chg
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	186	550	1,000	0	1,000	1,000	1,000	0.00	0.00
3429001 - DUI Car Impound Admin Fee	0	0	32,700	30,050	30,000	15,000	45,000	0	45,000	45,000.00	0.00
3531000 - Traffic Infraction Refund	0	0	3,164	5,000	0	0	0	0	0	0.00	0.00
3599001 - Fines/Penalties-Code Violation	5,000	5,000	5,425	5,000	5,000	0	5,000	5,000	5,000	0.00	0.00
3628003 - Merchandise Sales	0	0	151	80	0	0	0	0	0	0.00	0.00
3699000 - Miscellaneous Revenue	0	0	40	0	0	0	0	0	0	0.00	0.00
Total Revenue Accounts:	1,296,845	1,319,020	1,301,051	1,330,342	1,340,294	15,000	1,355,294	1,296,845	1,355,294	36,274.00	2.75
Department 21 Criminal Justice											
Revenue Accounts											
3371000 - Interlocal Funding - General	0	241,254	0	241,254	0	0	0	0	0	-241,254.00	-100.00
3392168 - Byrne Memorial Grant Recovery	0	52,391	0	52,391	0	0	0	0	0	-52,391.00	-100.00
3423600 - Monitoring Prisoners	0	0	1,259	1,000	0	0	0	0	0	0.00	0.00
Total Revenue Accounts:	0	293,645	1,259	294,645	0	0	0	0	0	-293,645.00	-100.00
Department 24 Parks, Recreation, Cultural S											
Revenue Accounts											
3219000 - Concession Permits	600	600	925	1,250	300	0	300	300	300	-300.00	-50.00
3339395 - PIP HHS Prev&Trmt Sub Abuse	0	0	499	498	0	0	0	0	0	0.00	0.00
3360626 - Criminal Justice-Special Prgms	16,280	16,280	16,941	16,481	16,358	0	16,358	16,280	16,358	78.00	0.47
3371500 - KC - Community Organizing Prg	500	500	0	500	0	0	0	500	0	-500.00	-100.00
3379001 - LFP Teen Participation	10,000	10,000	10,000	10,000	10,000	0	10,000	10,000	10,000	0.00	0.00
3387401 - LFP Residential Discount	0	0	7,657	5,700	0	0	0	0	0	0.00	0.00
3387402 - LFP Scholarship Program	0	0	0	0	0	0	0	0	0	0.00	0.00
3414300 - Financial/Accounting Services	0	0	1,531	0	0	0	0	0	0	0.00	0.00
3415100 - Sales/Svc Non-Taxable	0	0	0	20	0	0	0	0	0	0.00	0.00
3417500 - Sales of Nontaxable Merchandis	0	0	13	0	0	0	0	0	0	0.00	0.00
3429002 - Kruckeberg Van Usage Charge	0	0	181	200	0	0	0	0	0	0.00	0.00
3473000 - Teen Trips	3,540	3,540	11,173	11,500	3,540	0	3,540	3,540	3,540	0.00	0.00
3473001 - Teen Classes	7,145	7,145	1,183	2,500	7,145	0	7,145	7,145	7,145	0.00	0.00
3473101 - Activity Fees-Lessons	185,000	185,000	183,755	185,000	190,000	0	190,000	185,000	190,000	5,000.00	2.70
3473102 - Activity Fees-Fitness Classes	22,000	22,000	22,609	22,000	22,000	0	22,000	22,000	22,000	0.00	0.00
3473103 - Activity Fees-Arthritis Progrm	8,000	8,000	8,457	8,000	8,000	0	8,000	8,000	8,000	0.00	0.00
3473104 - Activ Fee-Admisns/Drop In Txbl	118,000	118,000	118,676	116,500	118,000	0	118,000	118,000	118,000	0.00	0.00
3473105 - Activity Fee-One Time Rnt Txbl	53,000	53,000	63,234	53,000	57,000	0	57,000	53,000	57,000	4,000.00	7.54
3473107 - Activity Fee-Locker Fees	2,200	2,200	1,805	2,200	2,200	0	2,200	2,200	2,200	0.00	0.00
3473111 - Activity Fee-Water Sfty Course	7,300	7,300	12,130	12,000	7,600	0	7,600	7,300	7,600	300.00	4.10
3473200 - Athletic Field Rental - All	0	0	341,242	325,000	0	0	0	0	0	0.00	0.00
3473201 - Athletic Field Rental-Youth	105,000	105,000	10	10	110,000	0	110,000	105,000	110,000	5,000.00	4.76
3473202 - Athletic Field Rental-Adult	200,000	200,000	0	0	215,000	0	215,000	200,000	215,000	15,000.00	7.50
3473204 - Rec Center Rental	13,000	0	0	0	0	0	0	13,000	0	0.00	0.00
3473205 - Pic Nic Shelter Rental	10,000	0	0	0	0	0	0	10,000	0	0.00	0.00
3473206 - Spartan Gym Rental	33,000	0	0	0	0	0	0	33,000	0	0.00	0.00
3473211 - City Hall Meeting Room Rentals	0	0	2,007	1,627	1,800	0	1,800	0	1,800	1,800.00	0.00
3476220 - Preschool-Sports Skills	27,000	27,000	22,216	27,000	27,000	0	27,000	27,000	27,000	0.00	0.00

Comparative Budget Worksheet By Object

Object	2010 Adopted Budget	2010 Current Budget	2010 YTD Actuals	2010 Current Year Est.	2011 Dept Request	2011 Service Package	2011 Proposed Budget	2011 Base Budget	2011 Final Budget	Change in Budget	Pct Chg
3476221 - Preschool-Arts	8,000	8,000	9,061	8,000	8,000	0	8,000	8,000	8,000	0.00	0.00
3476222 - Preschool-Indoor Playground	10,000	10,000	11,866	9,000	10,000	0	10,000	10,000	10,000	0.00	0.00
3476329 - Youth-Summer Playground	178,500	178,500	179,770	180,599	190,000	0	190,000	178,500	190,000	11,500.00	6.44
3476331 - Youth-Arts	35,000	35,000	33,153	34,000	35,000	0	35,000	35,000	35,000	0.00	0.00
3476336 - Youth-Special Interest	31,000	31,000	38,650	31,000	31,000	0	31,000	31,000	31,000	0.00	0.00
3476337 - Youth-Skyhawk Program	32,000	32,000	9,739	10,000	10,000	0	10,000	32,000	10,000	-22,000.00	-68.75
3476339 - Youth-Sports Skills	58,500	58,500	19,931	24,500	24,500	0	24,500	58,500	24,500	-34,000.00	-58.11
3476340 - Youth-Health & Fitness	10,000	10,000	10,266	10,000	10,000	0	10,000	10,000	10,000	0.00	0.00
3476440 - Adult-Drop In Sports	10,600	10,600	0	0	0	0	0	10,600	0	-10,600.00	-100.00
3476441 - Adult-Arts	20,000	20,000	20,108	20,000	20,000	0	20,000	20,000	20,000	0.00	0.00
3476442 - Adult-Sports Leagues	40,000	40,000	26,180	30,000	30,000	0	30,000	40,000	30,000	-10,000.00	-25.00
3476444 - Adult-Special Interest	5,000	5,000	3,423	4,000	5,000	0	5,000	5,000	5,000	0.00	0.00
3476446 - Adult-Health/Fitness	75,000	75,000	65,958	75,000	75,000	0	75,000	75,000	75,000	0.00	0.00
3476447 - Adult-Dog Obedience	12,000	12,000	7,870	8,000	9,000	0	9,000	12,000	9,000	-3,000.00	-25.00
3476555 - Special Rec-Trips	15,000	15,000	16,392	15,000	16,000	0	16,000	15,000	16,000	1,000.00	6.66
3476558 - Special Rec-Classes	50,000	50,000	72,165	65,000	65,000	0	65,000	50,000	65,000	15,000.00	30.00
3476559 - Special Recreation Day Camp	0	0	0	0	0	0	0	0	0	0.00	0.00
3476665 - City Wide-Celebrate Shoreline	13,000	13,000	20,065	21,264	15,000	0	15,000	13,000	15,000	2,000.00	15.38
3476999 - Shoreline Scholarship Clearing	-45,000	-45,000	-38,519	-45,000	-45,000	0	-45,000	-45,000	-45,000	0.00	0.00
3575100 - Superior Court Restitution	0	0	140	150	0	0	0	0	0	0.00	0.00
3611110 - LGIP Investment Interest	500	500	58	87	500	0	500	500	500	0.00	0.00
3624001 - Rec Center Rental	0	13,000	16,474	10,500	14,500	0	14,500	0	14,500	1,500.00	11.53
3624002 - Pic Nic Shelter Rental	0	10,000	16,377	16,524	15,000	0	15,000	0	15,000	5,000.00	50.00
3624003 - Spartan Gym Rental	0	33,000	42,472	42,150	38,500	0	38,500	0	38,500	5,500.00	16.66
3624004 - Booth Rental	0	0	4,290	65	4,000	0	4,000	0	4,000	4,000.00	0.00
3626000 - Rental Income-Caretaker House	5,078	5,078	5,036	5,078	5,078	0	5,078	5,078	5,078	0.00	0.00
3626002 - Rent-Kruckeberg Garden	0	0	0	-7,581	0	0	0	0	0	0.00	0.00
3628002 - Vend Machine Proceeds-Non Tax	2,000	2,000	1,650	1,500	2,000	0	2,000	2,000	2,000	0.00	0.00
3628003 - Merchandise Sales	7,200	7,200	7,772	7,200	7,200	0	7,200	7,200	7,200	0.00	0.00
3629001 - Use of Property - Cell Tower	39,338	39,338	38,385	39,338	40,491	0	40,491	39,338	40,491	1,153.00	2.93
3670100 - Donate From Priv Sourc-General	0	20,000	20,880	20,000	0	0	0	0	0	-20,000.00	-100.00
3671100 - Grants/Pldges frm Priv Sources	1,500	1,500	0	1,500	0	0	0	1,500	0	-1,500.00	-100.00
3672200 - Donate From Priv Src-Memorial	0	0	1,500	1,500	3,000	0	3,000	0	3,000	3,000.00	0.00
3698100 - Misc-Cash Over/Short	0	0	-8	-230	0	0	0	0	0	0.00	0.00
3699000 - Miscellaneous Revenue	3,000	3,000	25	535	1,100	0	1,100	3,000	1,100	-1,900.00	-63.33
3952000 - Comp. Loss of Assets-Ins. Recr	0	33,149	18,889	33,149	0	0	0	0	0	-33,149.00	-100.00
3980000 - Insurance Premiums/Recovery	0	0	739	800	0	0	0	0	0	0.00	0.00
Total Revenue Accounts:	1,438,781	1,491,930	1,507,001	1,473,614	1,435,812	0	1,435,812	1,438,481	1,435,812	-56,118.00	-3.76
Department 25 Planning & Development Sv											
Revenue Accounts											
3221011 - Permits-Building & Structures	330,000	330,000	212,411	230,000	601,160	0	601,160	330,000	601,160	271,160.00	82.16
3221012 - Permits, Bldg/Struct- Plumbing	1,200	1,200	1,015	1,800	1,800	0	1,800	1,200	1,800	600.00	50.00
3221013 - Permits,Bldg/Struct-Electrical	7,200	7,200	13,360	11,000	27,633	0	27,633	7,200	27,633	20,433.00	283.79
3221131 - Mechanical Fees/Permits	44,000	44,000	60,597	48,000	68,633	0	68,633	44,000	68,633	24,633.00	55.98

Comparative Budget Worksheet By Object

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3221241 - Land Use Fees/Permits	139,000	139,000	89,780	63,000	95,510	0	95,510	139,000	95,510	-43,490.00	-31.28
3221501 - Fire System Fees/Permits	6,600	6,600	7,046	6,596	20,702	0	20,702	6,600	20,702	14,102.00	213.66
3290000 - Interfund Licenses and Permits	0	0	12,467	12,500	5,000	0	5,000	0	5,000	5,000.00	0.00
3331060 - Cooperative Forestry Assistanc	0	10,000	0	0	0	0	0	0	0	-10,000.00	-100.00
3391811 - Energy Efficiency & Consv Grnt	0	45,000	0	45,000	0	0	0	0	0	-45,000.00	-100.00
3415100 - Sales/Svc Non-Taxable	0	0	0	3	0	0	0	0	0	0.00	0.00
3417500 - Sales of Nontaxable Merchandis	0	0	845	661	0	0	0	0	0	0.00	0.00
3424011 - Inspection Service-Plumbing	50,000	50,000	44,001	47,000	135,163	0	135,163	50,000	135,163	85,163.00	170.32
3458311 - Plan Check Fees	210,000	210,000	179,388	160,000	418,855	0	418,855	210,000	418,855	208,855.00	99.45
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
3458991 - Environmental Review(SEPA/EIS)	16,000	16,000	12,633	9,000	8,000	0	8,000	16,000	8,000	-8,000.00	-50.00
3698100 - Misc-Cash Over/Short	0	0	0	0	0	0	0	0	0	0.00	0.00
Total Revenue Accounts:	809,000	864,000	633,543	639,560	1,387,456	0	1,387,456	809,000	1,387,456	523,456.00	60.58
Department 27 Public Works											
Revenue Accounts											
3340311 - DOE -CPG Grant	70,058	39,369	15,980	39,369	0	0	0	70,058	0	-39,369.00	-100.00
3360087 - MV Fuel Tax	0	0	0	0	0	0	0	0	0	0.00	0.00
3372100 - KC Waste Recycling Grant Pgm	0	0	11,293	0	0	0	0	0	0	0.00	0.00
3372101 - KC Recyl-Cty Opt Pgm (COP/WRR)	40,596	40,596	0	40,596	38,710	0	38,710	40,596	38,710	-1,886.00	-4.64
3372102 - KC Lcl Haz Wst Mgmt Pgm(LHWM	27,170	28,170	28,170	28,170	28,044	0	28,044	27,170	28,044	-126.79	-0.45
3417500 - Sales of Nontaxable Merchandis	0	0	2,835	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
3625020 - Lease Rev Highland Park Center	74,565	74,565	60,478	60,479	73,082	0	73,082	74,565	73,082	-1,483.00	-1.98
3625021 - CAM Highland Park Center	0	0	5,869	9,986	0	0	0	0	0	0.00	0.00
3625022 - Lease Revenue Admin Fee	0	0	2,072	2,260	0	0	0	0	0	0.00	0.00
3671900 - Contrib. from Solid Waste Prov	181,628	181,628	208,447	181,628	181,628	0	181,628	181,628	181,628	0.00	0.00
3970000 - Operating Transfers In	0	0	0	0	0	0	0	0	0	0.00	0.00
Total Revenue Accounts:	394,017	364,328	335,144	362,488	321,464	0	321,464	394,017	321,464	-42,864.79	-11.76
Department 33 Community Services											
Revenue Accounts											
3319701 - EMPG-Emer Mgmt Perform Grant	0	145,858	30,781	145,858	0	0	0	0	0	-145,858.00	-100.00
3331000 - CDBG Grant Allocation	106,152	106,152	107,394	107,394	107,394	0	107,394	106,152	107,394	1,242.00	1.17
3332000 - CDBG Grant Administration	36,152	36,152	37,394	37,394	37,394	0	37,394	36,152	37,394	1,242.00	3.43
3360626 - Criminal Justice-Special Prgms	16,280	16,280	16,941	16,481	16,358	0	16,358	16,280	16,358	78.00	0.47
3360694 - Liquor Excise Tax	5,193	5,193	5,383	5,378	5,436	0	5,436	5,193	5,436	243.00	4.67
3360695 - Liquor Board Profits	8,941	8,941	8,690	8,920	8,012	0	8,012	8,941	8,012	-929.00	-10.39
3371000 - Interlocal Funding - General	0	0	0	0	0	0	0	0	0	0.00	0.00
3392142 - CDBG-R Grant Administration	1,674	4,675	4,675	4,675	0	0	0	1,674	0	-4,675.00	-100.00
3392168 - Byrne Memorial Grant Recovery	0	0	0	0	0	0	0	0	0	0.00	0.00
3630000 - Insurance Premiums/Recovery	0	0	137	137	0	0	0	0	0	0.00	0.00
3980000 - Insurance Premiums/Recovery	0	0	289	227	0	0	0	0	0	0.00	0.00
Total Revenue Accounts:	174,392	323,251	211,684	326,464	174,594	0	174,594	174,392	174,594	-148,657.00	-45.98
Total General Fund:	30,814,064	31,825,322	28,425,351	30,308,772	32,905,171	15,000	32,920,171	30,677,620	32,920,171	1,094,848.44	3.44
Department 27 Public Works											

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Object	2010 Adopted Budget	2010 Current Budget	2010 YTD Actuals	2010 Current Year Est.	2011 Dept Request	2011 Service Package	2011 Proposed Budget	2011 Base Budget	2011 Final Budget	Change in Budget	Pct Chg
Revenue Accounts											
3080000 - Budgeted Begining Fund Balance	42,389	127,017	0	0	150,238	0	150,238	42,389	150,238	23,221.00	18.28
3224001 - Right of Way Fees/Permits	170,000	170,000	174,836	160,000	170,000	0	170,000	170,000	170,000	0.00	0.00
3360087 - MV Fuel Tax	1,229,262	1,229,262	1,176,558	1,173,855	1,170,195	0	1,170,195	1,229,262	1,170,195	-59,067.00	-4.80
3575100 - Superior Court Restitution	0	0	46	34	0	0	0	0	0	0.00	0.00
3611100 - Investment Interest	19,516	19,516	6,464	6,240	10,000	0	10,000	19,516	10,000	-9,516.00	-48.75
3611110 - LGIP Investment Interest	0	0	1,997	2,258	0	0	0	0	0	0.00	0.00
3613100 - Realized Investment Gain\Loss	0	0	-829	0	0	0	0	0	0	0.00	0.00
3613200 - Unrealized Investment Gain\Los	0	0	-252	0	0	0	0	0	0	0.00	0.00
3691100 - Misc Revenue-Recycle Proceeds	0	0	109	108	0	0	0	0	0	0.00	0.00
3970000 - Operating Transfers In	1,023,492	1,023,492	1,023,492	1,023,492	1,072,336	0	1,072,336	1,023,492	1,072,336	48,844.00	4.77
3980000 - Insurance Premiums/Recovery	0	0	7,193	7,193	0	0	0	0	0	0.00	0.00
Total Revenue Accounts:	2,484,659	2,569,287	2,389,614	2,373,180	2,572,769	0	2,572,769	2,484,659	2,572,769	3,482.00	0.13
Total Street Fund:	2,484,659	2,569,287	2,389,614	2,373,180	2,572,769	0	2,572,769	2,484,659	2,572,769	3,482.00	0.13
Department 99 Not Applicable											
Revenue Accounts											
3611100 - Investment Interest	0	0	0	0	0	0	0	0	0	0.00	0.00
Total Revenue Accounts:	0	0	0	0	0	0	0	0	0	0.00	0.00
Total General Reserve Fund:	0	0	0	0	0	0	0	0	0	0.00	0.00
Department 25 Planning & Development Sv											
Revenue Accounts											
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
Total Revenue Accounts:	0	0	0	0	0	0	0	0	0	0.00	0.00
Total Development Services Fund:	0	0	0	0	0	0	0	0	0	0.00	0.00
Department 25 Planning & Development Sv											
Revenue Accounts											
3080000 - Budgeted Begining Fund Balance	17,900	17,900	0	0	19,450	0	19,450	17,900	19,450	1,550.00	8.65
3599001 - Fines/Penalties-Code Violation	0	0	4,352	2,800	0	0	0	0	0	0.00	0.00
3611100 - Investment Interest	100	100	91	91	100	0	100	100	100	0.00	0.00
3611110 - LGIP Investment Interest	2,000	2,000	410	442	450	0	450	2,000	450	-1,550.00	-77.50
3613100 - Realized Investment Gain\Loss	0	0	-79	0	0	0	0	0	0	0.00	0.00
3694001 - Judgement/Settle-Abatemnt Coll	80,000	80,000	12,386	92,500	80,000	0	80,000	80,000	80,000	0.00	0.00
Total Revenue Accounts:	100,000	100,000	17,160	95,833	100,000	0	100,000	100,000	100,000	0.00	0.00
Total Code Abatement Fund:	100,000	100,000	17,160	95,833	100,000	0	100,000	100,000	100,000	0.00	0.00
Department 20 Police											
Revenue Accounts											
3611100 - Investment Interest	500	500	0	0	0	0	0	500	0	-500.00	-100.00
3611110 - LGIP Investment Interest	0	0	18	29	0	0	0	0	0	0.00	0.00
3693000 - State Asset Seizure Funds	16,000	16,000	9,909	884	5,000	0	5,000	16,000	5,000	-11,000.00	-68.75
3693300 - Federal Asset Seizure Funds	0	0	0	0	0	0	0	0	0	0.00	0.00
Total Revenue Accounts:	16,500	16,500	9,927	913	5,000	0	5,000	16,500	5,000	-11,500.00	-69.69

Comparative Budget Worksheet By Object

Object	2010 Adopted Budget	2010 Current Budget	2010 YTD Actuals	2010 Current Year Est.	2011 Dept Request	2011 Service Package	2011 Proposed Budget	2011 Base Budget	2011 Final Budget	Change in Budget	Pct Chg
Total State Drug Enforcement Forfeit:	16,500	16,500	9,927	913	5,000	0	5,000	16,500	5,000	-11,500.00	-69.69
Department 24 Parks, Recreation, Cultural S											
Revenue Accounts											
3080000 - Budgeted Begining Fund Balance	34,000	142,340	0	0	35,150	0	35,150	34,000	35,150	-107,190.00	-75.30
3373104 - KC-4Culture Culture Dev. Auth.	0	2,500	0	0	0	0	0	0	0	-2,500.00	-100.00
3611100 - Investment Interest	1,000	1,000	162	162	1,050	0	1,050	1,000	1,050	50.00	5.00
3611110 - LGIP Investment Interest	0	0	796	862	0	0	0	0	0	0.00	0.00
3613100 - Realized Investment Gain\Loss	0	0	-141	0	0	0	0	0	0	0.00	0.00
Total Revenue Accounts:	35,000	145,840	817	1,024	36,200	0	36,200	35,000	36,200	-109,640.00	-75.17
Total Public Arts Fund:	35,000	145,840	817	1,024	36,200	0	36,200	35,000	36,200	-109,640.00	-75.17
Department 20 Police											
Revenue Accounts											
3611110 - LGIP Investment Interest	0	0	66	78	50	0	50	0	50	50.00	0.00
3693300 - Federal Asset Seizure Funds	25,000	25,000	0	0	5,000	0	5,000	25,000	5,000	-20,000.00	-80.00
Total Revenue Accounts:	25,000	25,000	66	78	5,050	0	5,050	25,000	5,050	-19,950.00	-79.80
Total Federal Drug Enforcement Forfe:	25,000	25,000	66	78	5,050	0	5,050	25,000	5,050	-19,950.00	-79.80
Department 99 Not Applicable											
Revenue Accounts											
3449000 - TBD Vehicle Fees	0	550,000	534,229	550,000	600,000	0	600,000	550,000	600,000	50,000.00	9.09
3611110 - LGIP Investment Interest	0	0	75	50	60	0	60	0	60	60.00	0.00
Total Revenue Accounts:	0	550,000	534,304	550,050	600,060	0	600,060	550,000	600,060	50,060.00	9.10
Total Transportation Benefit Distric:	0	550,000	534,304	550,050	600,060	0	600,060	550,000	600,060	50,060.00	9.10
Department 99 Not Applicable											
Revenue Accounts											
3970000 - Operating Transfers In	0	0	0	0	787,000	0	787,000	0	787,000	787,000.00	0.00
Total Revenue Accounts:	0	0	0	0	787,000	0	787,000	0	787,000	787,000.00	0.00
Total Property Tax Equalization Fund:	0	0	0	0	787,000	0	787,000	0	787,000	787,000.00	0.00
Department 99 Not Applicable											
Revenue Accounts											
3080000 - Budgeted Begining Fund Balance	980,000	1,200,000	0	0	0	0	0	980,000	0	-1,200,000.00	-100.00
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
3970000 - Operating Transfers In	0	0	0	0	605,000	0	605,000	0	605,000	605,000.00	0.00
Total Revenue Accounts:	980,000	1,200,000	0	0	605,000	0	605,000	980,000	605,000	-595,000.00	-49.58
Total Revenue Stabilization Fund:	980,000	1,200,000	0	0	605,000	0	605,000	980,000	605,000	-595,000.00	-49.58
Department 32 Debt ServicesDepartment											
Revenue Accounts											
3111001 - GO Bond 06 Tax Current	1,700,000	1,700,000	1,687,762	1,700,000	1,700,000	0	1,700,000	1,700,000	1,700,000	0.00	0.00
Total Revenue Accounts:	1,700,000	1,700,000	1,687,762	1,700,000	1,700,000	0	1,700,000	1,700,000	1,700,000	0.00	0.00
Total Unltd Tax GO Bond Fund, 2006:	1,700,000	1,700,000	1,687,762	1,700,000	1,700,000	0	1,700,000	1,700,000	1,700,000	0.00	0.00
Department 32 Debt ServicesDepartment											

Comparative Budget Worksheet By Object

Object	2010 Adopted Budget	2010 Current Budget	2010 YTD Actuals	2010 Current Year Est.	2011 Dept Request	2011 Service Package	2011 Proposed Budget	2011 Base Budget	2011 Final Budget	Change in Budget	Pct Chg
Revenue Accounts											
3322120 - Build America Bond Subsidy Pmt	0	386,370	386,371	386,370	386,370	0	386,370	0	386,370	0.00	0.00
3970000 - Operating Transfers In	1,273,646	1,273,647	1,024,912	1,273,647	1,275,897	0	1,275,897	1,273,646	1,275,897	2,250.00	0.17
Total Revenue Accounts:	1,273,646	1,660,017	1,411,283	1,660,017	1,662,267	0	1,662,267	1,273,646	1,662,267	2,250.00	0.13
Total Limited Tax GO Bond 2009:	1,273,646	1,660,017	1,411,283	1,660,017	1,662,267	0	1,662,267	1,273,646	1,662,267	2,250.00	0.13
Department 28 General Government CIP											
Revenue Accounts											
3080000 - Budgeted Begining Fund Balance	4,562,165	6,428,199	0	0	1,937,724	0	1,937,724	4,562,165	1,937,724	-4,490,475.00	-69.85
3173400 - REET-1st Quarter	550,000	550,000	454,192	491,416	550,000	0	550,000	550,000	550,000	0.00	0.00
3173500 - REET-2nd Quarter	0	0	0	0	0	0	0	0	0	0.00	0.00
3340231 - State Grants-Dept Natrl Resour	29,967	52,791	24,381	24,380	385,000	0	385,000	29,967	385,000	332,209.00	629.29
3371000 - Interlocal Funding - General	64,263	158,376	29,942	29,942	130,000	0	130,000	64,263	130,000	-28,376.00	-17.91
3371021 - SCL Energy Conservation Grant	0	800	60,000	62,200	0	0	0	0	0	-800.00	-100.00
3372103 - KC Green Buildings Grant	0	5,000	10,000	10,000	0	0	0	0	0	-5,000.00	-100.00
3373104 - KC-4Culture Culture Dev. Auth.	0	0	0	0	0	0	0	0	0	0.00	0.00
3373105 - KC Grant-Youth Sports Facility	0	50,000	50,000	50,000	0	0	0	0	0	-50,000.00	-100.00
3378200 - K.C.- Conservation Levy Fundng	457,000	457,000	0	0	0	0	0	457,000	0	-457,000.00	-100.00
3378300 - K.C. Trails Levy Funding	107,200	107,200	104,630	107,200	110,416	0	110,416	107,200	110,416	3,216.00	3.00
3378400 - King County Conservation Dist.	0	19,446	19,446	19,446	0	0	0	0	0	-19,446.00	-100.00
3378500 - King County Water Works Grant	60,000	60,000	0	60,000	0	0	0	60,000	0	-60,000.00	-100.00
3391811 - Energy Efficiency & Consv Grnt	0	386,732	0	386,732	0	0	0	0	0	-386,732.00	-100.00
3611100 - Investment Interest	153,537	153,537	8,463	8,463	20,000	0	20,000	153,537	20,000	-133,537.00	-86.97
3611110 - LGIP Investment Interest	0	0	13,762	17,144	0	0	0	0	0	0.00	0.00
3613100 - Realized Investment Gain\Loss	0	0	-7,370	0	0	0	0	0	0	0.00	0.00
3670100 - Donate From Priv Sourc-General	0	15,000	10,000	15,000	0	0	0	0	0	-15,000.00	-100.00
3671910 - Cable - Education/Govt. Grant	0	0	19,640	26,000	0	0	0	0	0	0.00	0.00
3691100 - Misc Revenue-Recycle Proceeds	0	0	88	0	0	0	0	0	0	0.00	0.00
3911001 - Gen Obligation Bond Proceeds	0	0	0	0	0	0	0	0	0	0.00	0.00
3970000 - Operating Transfers In	225,000	250,000	50,000	205,000	60,000	0	60,000	225,000	60,000	-190,000.00	-76.00
Total Revenue Accounts:	6,209,132	8,694,081	847,174	1,512,923	3,193,140	0	3,193,140	6,209,132	3,193,140	-5,500,941.00	-63.27
Total General Capital Fund:	6,209,132	8,694,081	847,174	1,512,923	3,193,140	0	3,193,140	6,209,132	3,193,140	-5,500,941.00	-63.27
Department 31 Facility Major Maintenance											
Revenue Accounts											
3080000 - Budgeted Begining Fund Balance	58,706	58,706	0	0	105,253	0	105,253	58,706	105,253	46,547.00	79.28
3611100 - Investment Interest	5,294	5,294	138	138	3,465	0	3,465	5,294	3,465	-1,829.00	-34.54
3611110 - LGIP Investment Interest	0	0	504	516	0	0	0	0	0	0.00	0.00
3613100 - Realized Investment Gain\Loss	0	0	-120	0	0	0	0	0	0	0.00	0.00
3970000 - Operating Transfers In	44,032	44,032	69,032	44,032	54,032	0	54,032	44,032	54,032	10,000.00	22.71
Total Revenue Accounts:	108,032	108,032	69,554	44,686	162,750	0	162,750	108,032	162,750	54,718.00	50.64
Total City Facility-Major Maint Fund:	108,032	108,032	69,554	44,686	162,750	0	162,750	108,032	162,750	54,718.00	50.64
Department 29 Roads Capital Improvements											
Revenue Accounts											
3080000 - Budgeted Begining Fund Balance	3,203,766	2,954,952	0	0	3,608,383	0	3,608,383	3,203,766	3,608,383	653,431.00	22.11

Comparative Budget Worksheet By Object

Object	2010 Adopted Budget	2010 Current Budget	2010 YTD Actuals	2010 Current Year Est.	2011 Dept Request	2011 Service Package	2011 Proposed Budget	2011 Base Budget	2011 Final Budget	Change in Budget	Pct Chg
3173400 - REET-1st Quarter	0	0	0	0	0	0	0	0	0	0.00	0.00
3173500 - REET-2nd Quarter	550,000	550,000	454,192	491,416	550,000	0	550,000	550,000	550,000	0.00	0.00
3224500 - Residentl Parking Zone Permit	0	0	298	0	0	0	0	0	0	0.00	0.00
3310000 - Federal Direct - Unassigned	475,000	475,000	0	475,000	1,731,720	0	1,731,720	475,000	1,731,720	1,256,720.00	264.57
3330100 - Federal Indirect-General	11,993,716	12,279,168	0	8,353,625	419,290	0	419,290	8,466,517	419,290	-11,859,878.00	-96.58
3331000 - CDBG Grant Allocation	138,000	103,000	47,497	121,975	0	0	0	121,975	0	-103,000.00	-100.00
3332022 - SAFETEA-LU Grant	0	0	0	462,755	1,876,983	0	1,876,983	0	1,876,983	1,876,983.00	0.00
3332024 - Highway Safety Impv. Program	0	0	0	0	1,000,000	0	1,000,000	0	1,000,000	1,000,000.00	0.00
3332025 - Trans, Comm,& Sys.Preservation	0	0	0	0	444,600	0	444,600	0	444,600	444,600.00	0.00
3332026 - Cong.Mitigation & Air Quality	0	0	0	60,001	5,468,188	0	5,468,188	0	5,468,188	5,468,188.00	0.00
3332058 - Surface Transp Program - Urban	0	882,978	2,807,650	0	0	0	0	0	0	-882,978.00	-100.00
3340361 - WA St. Regional Mobility Grant	3,500,000	3,500,000	2,312,983	2,339,518	973,465	0	973,465	3,500,000	973,465	-2,526,535.00	-72.18
3340366 - WSDOT-Nickel Gas Tax	7,000,000	0	0	0	0	0	0	7,000,000	0	0.00	0.00
3340367 - WSDOT Grant-T. Signal 170/15NE	312,362	327,730	256,171	332,730	0	0	0	312,362	0	-327,730.00	-100.00
3340368 - WSDOT-TPA Gas Tax	0	7,000,000	4,345,148	7,000,000	0	0	0	0	0	-7,000,000.00	-100.00
3340382 - Trans. Imp. Brd. Aurora	0	4,423,403	1,834,372	6,282,241	1,468,747	0	1,468,747	3,527,199	1,468,747	-2,954,656.00	-66.79
3340422 - Urban Vitality Grant (PWB)	0	0	502,890	500,000	500,000	0	500,000	0	500,000	500,000.00	0.00
3360087 - MV Fuel Tax	0	0	0	0	0	0	0	0	0	0.00	0.00
3360088 - MV Fuel Tax-Arterial Streets	0	0	0	0	0	0	0	0	0	0.00	0.00
3360094 - Transportation Benefit Dist.	550,000	0	0	0	0	0	0	0	0	0.00	0.00
3371000 - Interlocal Funding - General	5,150,000	5,150,000	0	0	1,143,798	0	1,143,798	5,150,000	1,143,798	-4,006,202.00	-77.79
3371010 - Interlocal Funding - SCL	0	1,147,480	2,303,474	2,326,536	0	0	0	0	0	-1,147,480.00	-100.00
3371020 - Interlocal Funding - SPU	0	675,000	873,223	2,326,537	0	0	0	0	0	-675,000.00	-100.00
3378000 - King County - METRO	769,254	769,254	132,021	213,750	395,783	0	395,783	769,254	395,783	-373,471.00	-48.54
3392140 - CDBG-R Grant Allocation	0	0	84,143	0	0	0	0	0	0	0.00	0.00
3392142 - CDBG-R Grant Administration	0	68,118	0	84,143	0	0	0	16,025	0	-68,118.00	-100.00
3449000 - TBD Vehicle Fees	0	550,000	0	0	0	0	0	550,000	0	-550,000.00	-100.00
3458110 - In-Lieu Payment	517,800	517,800	36,838	448,414	50,000	0	50,000	517,800	50,000	-467,800.00	-90.34
3611100 - Investment Interest	125,345	125,345	7,306	7,306	17,500	0	17,500	125,345	17,500	-107,845.00	-86.03
3611110 - LGIP Investment Interest	0	0	11,706	14,275	0	0	0	0	0	0.00	0.00
3613100 - Realized Investment Gain\Loss	0	0	-6,362	0	0	0	0	0	0	0.00	0.00
3670100 - Donate From Priv Sourc-General	0	0	0	0	385,000	0	385,000	0	385,000	385,000.00	0.00
3970000 - Operating Transfers In	1,047,647	1,149,673	1,627,110	2,206,749	1,506,517	0	1,506,517	1,047,647	1,506,517	356,844.00	31.03
3980000 - Insurance Premiums/Recovery	0	0	12,237	12,237	0	0	0	0	0	0.00	0.00
Total Revenue Accounts:	35,332,890	42,648,901	17,642,897	34,059,208	21,539,974	0	21,539,974	35,332,890	21,539,974	-21,108,927.00	-49.49
Total Roads Capital Fund:	35,332,890	42,648,901	17,642,897	34,059,208	21,539,974	0	21,539,974	35,332,890	21,539,974	-21,108,927.00	-49.49
Department 27 Public Works											
Revenue Accounts											
3340313 - Dept. of Ecology - NPDES Impl.	0	0	32,925	5,112	0	0	0	0	0	0.00	0.00
3360087 - MV Fuel Tax	0	0	0	0	0	0	0	0	0	0.00	0.00
3980000 - Insurance Premiums/Recovery	0	0	3,192	3,192	0	0	0	0	0	0.00	0.00
Total Revenue Accounts:	0	0	36,117	8,304	0	0	0	0	0	0.00	0.00
Department 30 Surface Water CIP											
Revenue Accounts											

Comparative Budget Worksheet By Object

Object	2010 Adopted Budget	2010 Current Budget	2010 YTD Actuals	2010 Current Year Est.	2011 Dept Request	2011 Service Package	2011 Proposed Budget	2011 Base Budget	2011 Final Budget	Change in Budget	Pct Chg
3080000 - Budgeted Begining Fund Balance	1,626,772	2,552,162	0	0	1,800,175	0	1,800,175	1,626,772	1,800,175	-751,986.84	-29.46
3331000 - CDBG Grant Allocation	0	184,581	184,581	149,581	0	0	0	0	0	-184,581.00	-100.00
3371000 - Interlocal Funding - General	0	0	0	0	0	0	0	0	0	0.00	0.00
3372104 - KC Fld Zn Dst Opportunity Fd	80,000	80,000	60,330	234,890	80,000	0	80,000	80,000	80,000	0.00	0.00
3391811 - Energy Efficiency & Consv Grnt	0	36,068	0	0	0	0	0	0	0	-36,068.00	-100.00
3438300 - Storm Drainage Fees/Charges	3,154,297	3,154,297	3,051,358	3,154,770	3,154,770	0	3,154,770	3,154,297	3,154,770	473.00	0.01
3611100 - Investment Interest	32,420	32,420	4,536	4,536	30,000	0	30,000	32,420	30,000	-2,420.00	-7.46
3611110 - LGIP Investment Interest	0	0	13,908	15,737	0	0	0	0	0	0.00	0.00
3613100 - Realized Investment Gain\Loss	0	0	-3,950	0	0	0	0	0	0	0.00	0.00
3614100 - SWM Interest_Delin Utlty Fee	0	0	7,894	7,895	0	0	0	0	0	0.00	0.00
3720000 - Insurance Recover_Proprietary	0	0	9,095	0	0	0	0	0	0	0.00	0.00
Total Revenue Accounts:	4,893,489	6,039,528	3,327,752	3,567,409	5,064,945	0	5,064,945	4,893,489	5,064,945	-974,582.84	-16.13
Total SWM Utility Fund:	4,893,489	6,039,528	3,363,869	3,575,713	5,064,945	0	5,064,945	4,893,489	5,064,945	-974,582.84	-16.13
Department 27 Public Works											
Revenue Accounts											
3080000 - Budgeted Begining Fund Balance	21,322	21,322	0	0	15,000	0	15,000	15,000	15,000	-6,322.00	-29.65
3611100 - Investment Interest	3,500	3,500	0	0	0	0	0	0	0	-3,500.00	-100.00
3611110 - LGIP Investment Interest	0	0	314	333	250	0	250	0	250	250.00	0.00
3630000 - Insurance Premiums/Recovery	1,000	1,000	0	1,000	0	0	0	0	0	-1,000.00	-100.00
3651000 - Interfund Equip/Vehicle Rents	142,145	142,145	142,145	142,145	176,563	0	176,563	176,563	176,563	34,418.00	24.21
3951001 - Proceeds_Sale of Capital Asset	0	0	1,325	0	0	0	0	0	0	0.00	0.00
Total Revenue Accounts:	167,967	167,967	143,784	143,478	191,813	0	191,813	191,563	191,813	23,846.00	14.19
Total Vehicle Operations/Maintenance:	167,967	167,967	143,784	143,478	191,813	0	191,813	191,563	191,813	23,846.00	14.19
Department 16 Finance											
Revenue Accounts											
3080000 - Budgeted Begining Fund Balance	67,243	246,937	0	0	134,199	0	134,199	34,199	134,199	-112,738.00	-45.65
3611100 - Investment Interest	20,000	20,000	13,865	12,671	12,750	0	12,750	15,000	12,750	-7,250.00	-36.25
3611110 - LGIP Investment Interest	26,000	26,000	1,808	2,026	2,250	0	2,250	15,000	2,250	-23,750.00	-91.34
3613100 - Realized Investment Gain\Loss	0	0	2,076	0	0	0	0	0	0	0.00	0.00
3613200 - Unrealized Investment Gain\Los	0	0	-10,509	0	0	0	0	0	0	0.00	0.00
3652000 - Interfund Equip Rent-Long Term	55,553	55,553	55,553	55,553	238,719	0	238,719	238,719	238,719	183,166.00	329.71
3951001 - Proceeds_Sale of Capital Asset	0	0	9,431	0	0	0	0	0	0	0.00	0.00
3970000 - Operating Transfers In	32,757	32,757	32,757	32,757	0	0	0	32,757	0	-32,757.00	-100.00
Total Revenue Accounts:	201,553	381,247	104,981	103,007	387,918	0	387,918	335,675	387,918	6,671.00	1.74
Total Equipment Replace/Deprec Fund:	201,553	381,247	104,981	103,007	387,918	0	387,918	335,675	387,918	6,671.00	1.74
Department 16 Finance											
Revenue Accounts											
3080000 - Budgeted Begining Fund Balance	19,000	19,000	0	0	4,850	0	4,850	19,000	4,850	-14,150.00	-74.47
3611100 - Investment Interest	0	0	45	45	0	0	0	0	0	0.00	0.00
3611110 - LGIP Investment Interest	1,000	1,000	138	148	150	0	150	1,000	150	-850.00	-85.00
3613100 - Realized Investment Gain\Loss	0	0	-39	0	0	0	0	0	0	0.00	0.00
3970000 - Operating Transfers In	10,000	10,000	10,000	10,000	10,000	0	10,000	10,000	10,000	0.00	0.00
Total Revenue Accounts:	30,000	30,000	10,144	10,193	15,000	0	15,000	30,000	15,000	-15,000.00	-50.00

Comparative Budget Worksheet By Object

Object	2010 Adopted Budget	2010 Current Budget	2010 YTD Actuals	2010 Current Year Est.	2011 Dept Request	2011 Service Package	2011 Proposed Budget	2011 Base Budget	2011 Final Budget	Change in Budget	Pct Chg
Total Unemployment Fund:	30,000	30,000	10,144	10,193	15,000	0	15,000	30,000	15,000	-15,000.00	-50.00
Report Total	84,371,932	97,861,722	56,658,687	76,139,075	71,534,057	15,000	71,549,057	84,943,206	71,549,057	-26,312,665.40	-50.00

Comparative Budget Worksheet By Object

Object	2010 Adopted Budget	2010 Current Budget	2010 YTD Actuals	2010 Current Year Est.	2011 Dept Request	2011 Service Package	2011 Proposed Budget	2011 Base Budget	2011 Final Budget	Change in Budget	Pct Chg
Department 10 City Council											
Expense Accounts											
5110000 - Salaries	60,900	60,900	59,753	60,900	60,900	0	60,900	60,900	60,900	0.00	0.00
5212000 - Social Security Replace Progrm	3,776	3,776	3,776	3,776	3,776	0	3,776	3,776	3,776	0.00	0.00
5214000 - PERS	1,004	1,004	0	0	0	0	0	0	0	-1,003.59	-99.95
5215000 - Insurance Premium Allowance	57,540	57,540	62,629	62,242	62,328	0	62,328	61,152	62,328	4,788.00	8.32
5220000 - Medicare	883	883	1,791	883	883	0	883	883	883	0.00	0.00
5230000 - Labor & Industries	884	884	1,058	884	1,145	0	1,145	1,145	1,145	260.90	29.51
5310000 - Office Supplies	1,500	1,500	846	1,500	1,500	0	1,500	1,500	1,500	0.00	0.00
5410000 - Professional Services	7,500	7,500	9,742	9,720	7,500	0	7,500	7,500	7,500	0.00	0.00
5425000 - Postage/Courier	100	100	18	100	100	0	100	100	100	0.00	0.00
5430000 - Travel(Lodge,meals,miles)	28,900	28,900	26,153	23,600	28,900	0	28,900	28,900	28,900	0.00	0.00
5431000 - Mileage Reimb. Local Travel	300	300	269	300	300	0	300	300	300	0.00	0.00
5450000 - Operating Rentals & Lease	0	0	0	0	0	0	0	0	0	0.00	0.00
5491000 - Dues, Subscriptions	0	0	35	35	0	0	0	0	0	0.00	0.00
5493000 - Printing & Binding	200	200	185	200	200	0	200	200	200	0.00	0.00
5494000 - Registration/Training/Admissn	6,400	6,400	3,994	2,614	6,400	0	6,400	6,400	6,400	0.00	0.00
Total Expense Accounts:	169,887	169,887	170,249	166,754	173,932	0	173,932	172,756	173,932	4,045.31	2.38
Department 11 City Manager											
Expense Accounts											
5110000 - Salaries	860,398	860,398	794,933	799,713	868,475	-63,310	805,164	868,475	805,164	-55,233.75	-6.41
5212000 - Social Security Replace Progrm	53,047	53,047	48,990	49,525	53,548	-3,925	49,622	53,548	49,622	-3,424.48	-6.45
5214000 - PERS	45,395	45,395	42,444	41,747	59,704	-4,379	55,325	59,704	55,325	9,930.38	21.87
5215000 - Insurance Premium Allowance	118,245	121,777	113,568	113,503	132,618	-10,392	122,226	130,415	122,226	448.88	0.36
5220000 - Medicare	12,406	12,406	11,815	11,540	12,524	-918	11,605	12,524	11,605	-800.88	-6.45
5230000 - Labor & Industries	2,842	2,842	2,765	2,617	3,544	-280	3,265	3,544	3,265	423.59	14.90
5310000 - Office Supplies	6,025	6,025	3,596	5,750	5,825	0	5,825	6,025	5,825	-200.00	-3.31
5320000 - Operating Supplies	0	0	726	43	0	0	0	0	0	0.00	0.00
5330000 - Program Supplies	1,000	1,000	1,584	2,117	2,800	0	2,800	1,000	2,800	1,800.00	180.00
5350000 - Small Tools/Minor Equipment	500	500	215	900	1,250	0	1,250	500	1,250	750.00	150.00
5360000 - Software/Upgrades/Licenses	500	500	1,171	1,812	1,250	0	1,250	500	1,250	750.00	150.00
5410000 - Professional Services	223,500	249,337	235,562	211,904	191,000	17,500	208,500	223,500	208,500	-40,837.00	-16.37
5425000 - Postage/Courier	38,050	38,050	41,428	37,968	38,050	0	38,050	38,050	38,050	0.00	0.00
5430000 - Travel(Lodge,meals,miles)	28,220	28,220	16,264	23,165	28,220	0	28,220	28,220	28,220	0.00	0.00
5431000 - Mileage Reimb. Local Travel	3,900	3,900	2,361	3,400	3,400	0	3,400	3,900	3,400	-500.00	-12.82
5440000 - Advertising	9,185	9,185	4,965	10,712	10,000	0	10,000	9,185	10,000	815.00	8.87
5450000 - Operating Rentals & Lease	500	500	743	743	500	0	500	500	500	0.00	0.00
5491000 - Dues, Subscriptions	10,930	10,930	10,507	10,865	11,180	0	11,180	10,930	11,180	250.00	2.28
5493000 - Printing & Binding	27,750	27,750	26,808	28,339	28,500	0	28,500	27,750	28,500	750.00	2.70
5494000 - Registration/Training/Admissn	13,040	13,040	2,809	12,075	13,935	0	13,935	13,040	13,935	895.00	6.86
5510000 - Intergovt Professional Service	0	0	20	0	0	0	0	0	0	0.00	0.00
Total Expense Accounts:	1,455,433	1,484,802	1,363,274	1,368,438	1,466,323	-65,704	1,400,617	1,491,310	1,400,617	-84,183.26	-5.66
Department 12 City Clerk											
Expense Accounts											

Comparative Budget Worksheet By Object

Object	2010 Adopted Budget	2010 Current Budget	2010 YTD Actuals	2010 Current Year Est.	2011 Dept Request	2011 Service Package	2011 Proposed Budget	2011 Base Budget	2011 Final Budget	Change in Budget	Pct Chg
5110000 - Salaries	259,690	259,690	235,359	239,394	254,400	0	254,400	254,400	254,400	-5,290.07	-2.03
5111000 - Salaries-Extra Help	0	0	283	0	0	0	0	0	0	0.00	0.00
5112000 - Overtime	500	500	0	500	500	0	500	500	500	0.00	0.00
5212000 - Social Security Replace Progrm	16,101	16,101	14,082	14,420	15,773	0	15,773	15,773	15,773	-327.99	-2.03
5214000 - PERS	13,790	13,790	12,706	12,712	17,583	0	17,583	17,583	17,583	3,793.35	27.50
5215000 - Insurance Premium Allowance	59,961	59,961	58,856	58,627	66,048	0	66,048	64,752	66,048	6,086.69	10.15
5220000 - Medicare	3,766	3,766	3,294	3,373	3,689	0	3,689	3,689	3,689	-76.70	-2.03
5230000 - Labor & Industries	1,196	1,196	1,209	1,203	1,493	0	1,493	1,493	1,493	296.20	24.76
5310000 - Office Supplies	4,000	4,000	2,349	3,000	3,000	0	3,000	4,000	3,000	-1,000.00	-25.00
5320000 - Operating Supplies	0	0	31	31	0	0	0	0	0	0.00	0.00
5350000 - Small Tools/Minor Equipment	2,300	2,300	215	1,500	1,500	0	1,500	2,300	1,500	-800.00	-34.78
5360000 - Software/Upgrades/Licenses	0	0	0	0	0	0	0	0	0	0.00	0.00
5410000 - Professional Services	14,350	14,350	8,821	12,350	12,350	0	12,350	14,350	12,350	-2,000.00	-13.93
5410002 - Credit Card Fees	0	0	346	250	300	0	300	0	300	300.00	0.00
5425000 - Postage/Courier	1,000	1,000	887	1,000	1,000	0	1,000	1,000	1,000	0.00	0.00
5430000 - Travel(Lodge,meals,miles)	1,330	1,330	604	900	1,330	0	1,330	1,330	1,330	0.00	0.00
5430001 - Council Dinner Meetings	6,000	6,000	4,404	6,000	6,000	0	6,000	6,000	6,000	0.00	0.00
5431000 - Mileage Reimb. Local Travel	150	150	39	150	150	0	150	150	150	0.00	0.00
5440000 - Advertising	5,000	5,000	2,316	2,500	2,500	0	2,500	5,000	2,500	-2,500.00	-50.00
5441000 - Advertising-Franchise	3,000	3,000	0	0	3,000	0	3,000	3,000	3,000	0.00	0.00
5450000 - Operating Rentals & Lease	0	0	0	0	0	0	0	0	0	0.00	0.00
5476000 - Utilities-Cable TV	0	0	664	799	800	-800	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	680	680	535	680	680	0	680	680	680	0.00	0.00
5492000 - Filing,Recording,Witness Fees	1,000	1,000	2,000	1,000	1,000	0	1,000	1,000	1,000	0.00	0.00
5493000 - Printing & Binding	300	300	131	300	300	0	300	300	300	0.00	0.00
5494000 - Registration/Training/Admissn	1,440	1,440	1,880	1,850	1,440	0	1,440	1,440	1,440	0.00	0.00
5510000 - Intergovt Professional Service	800	800	20	0	0	0	0	0	0	-800.00	-100.00
Total Expense Accounts:	396,354	396,354	351,031	362,539	394,836	-800	394,036	398,740	394,036	-2,318.52	-0.58
Department 15 City Attorney											
Expense Accounts											
5110000 - Salaries	290,026	290,026	246,487	260,000	296,053	0	296,053	296,053	296,053	6,026.89	2.07
5112000 - Overtime	100	100	0	100	100	0	100	100	100	0.00	0.00
5212000 - Social Security Replace Progrm	17,982	17,982	15,439	16,000	18,355	0	18,355	18,355	18,355	373.67	2.07
5214000 - PERS	15,400	15,400	13,309	14,000	20,471	0	20,471	20,471	20,471	5,070.27	32.92
5215000 - Insurance Premium Allowance	29,916	29,916	25,222	25,500	31,176	0	31,176	30,852	31,176	1,260.00	4.21
5220000 - Medicare	4,205	4,205	3,776	3,600	4,293	0	4,293	4,293	4,293	87.39	2.07
5230000 - Labor & Industries	897	897	794	725	1,119	0	1,119	1,119	1,119	222.13	24.76
5310000 - Office Supplies	1,050	1,050	685	1,050	1,050	0	1,050	1,050	1,050	0.00	0.00
5320000 - Operating Supplies	0	0	50	0	0	0	0	0	0	0.00	0.00
5410000 - Professional Services	193,203	193,203	163,126	179,143	190,203	-17,000	173,203	193,203	173,203	-20,000.00	-10.35
5425000 - Postage/Courier	300	300	407	300	450	0	450	300	450	150.00	50.00
5430000 - Travel(Lodge,meals,miles)	1,600	1,600	1,710	1,600	1,600	0	1,600	1,600	1,600	0.00	0.00
5431000 - Mileage Reimb. Local Travel	200	200	359	350	200	0	200	200	200	0.00	0.00

Comparative Budget Worksheet By Object

Object	2010 Adopted Budget	2010 Current Budget	2010 YTD Actuals	2010 Current Year Est.	2011 Dept Request	2011 Service Package	2011 Proposed Budget	2011 Base Budget	2011 Final Budget	Change in Budget	Pct Chg
5491000 - Dues, Subscriptions	6,366	6,366	7,566	7,597	8,827	-3,000	5,827	6,366	5,827	-539.00	-8.46
5492000 - Filing,Recording,Witness Fees	1,050	1,050	856	1,050	1,050	0	1,050	1,050	1,050	0.00	0.00
5494000 - Registration/Training/Admissn	2,200	2,200	1,539	2,200	2,200	0	2,200	2,200	2,200	0.00	0.00
5510000 - Intergovt Professional Service	0	0	30	0	0	0	0	0	0	0.00	0.00
Total Expense Accounts:	564,495	564,495	481,355	513,215	577,147	-20,000	557,147	577,212	557,147	-7,348.65	-1.30
Department 16 Finance											
Expense Accounts											
5110000 - Salaries	1,383,209	1,383,209	1,357,642	1,384,404	1,404,066	-7,953	1,396,112	1,404,066	1,396,112	12,904.71	0.93
5111000 - Salaries-Extra Help	0	0	192	0	0	0	0	0	0	0.00	0.00
5112000 - Overtime	2,500	2,500	819	777	2,500	0	2,500	2,500	2,500	0.00	0.00
5115000 - Vacation Buy-Out	10,228	4,829	4,829	10,396	10,228	0	10,228	10,228	10,228	5,399.62	111.81
5212000 - Social Security Replace Progrm	85,760	86,059	84,262	85,883	87,053	-493	86,560	87,053	86,560	500.71	0.58
5213000 - Soc Sec Replace Pgm-Xtra Help	0	0	12	0	0	0	0	0	0	0.00	0.00
5214000 - PERS	73,447	73,850	72,775	72,971	97,045	-560	96,484	97,045	96,484	22,635.22	30.65
5215000 - Insurance Premium Allowance	215,328	215,328	214,671	214,448	235,316	-288	235,028	233,047	235,028	19,699.39	9.14
5220000 - Medicare	20,056	20,127	20,361	20,118	20,360	-1,836	18,524	20,360	18,524	-1,603.50	-7.96
5221000 - Medicare - Extra Help	0	0	3	0	0	0	0	0	0	0.00	0.00
5230000 - Labor & Industries	5,347	5,347	5,537	5,415	6,745	0	6,745	6,745	6,745	1,398.26	26.15
5231000 - Labor & Industries-Extra Help	0	0	1	0	0	0	0	0	0	0.00	0.00
5310000 - Office Supplies	9,954	9,954	6,285	10,343	11,104	0	11,104	9,954	11,104	1,150.00	11.55
5320000 - Operating Supplies	49,491	49,491	32,592	45,166	45,200	0	45,200	49,491	45,200	-4,291.00	-8.67
5350000 - Small Tools/Minor Equipment	8,050	8,050	26,801	28,806	8,050	0	8,050	8,050	8,050	0.00	0.00
5360000 - Software/Upgrades/Licenses	29,450	29,450	118,519	108,739	26,275	0	26,275	29,450	26,275	-3,175.00	-10.78
5410000 - Professional Services	221,070	383,526	219,238	320,901	234,720	-22,000	212,720	221,070	212,720	-170,806.00	-44.53
5410002 - Credit Card Fees	0	0	0	0	0	0	0	0	0	0.00	0.00
5420000 - Telephone	179,300	159,300	140,100	151,000	143,875	0	143,875	159,300	143,875	-15,425.00	-9.68
5425000 - Postage/Courier	14,920	14,920	13,965	13,709	15,370	0	15,370	14,920	15,370	450.00	3.01
5430000 - Travel(Lodge,meals,miles)	13,824	13,824	2,936	9,276	13,154	0	13,154	13,824	13,154	-670.00	-4.84
5431000 - Mileage Reimb. Local Travel	0	0	216	185	0	0	0	0	0	0.00	0.00
5440000 - Advertising	1,250	1,250	3,291	1,500	1,250	0	1,250	1,250	1,250	0.00	0.00
5450000 - Operating Rentals & Lease	14,300	14,300	18,864	24,385	23,850	0	23,850	14,300	23,850	9,550.00	66.78
5460000 - Insurance	446,962	446,962	440,123	440,123	409,985	0	409,985	446,962	409,985	-36,977.00	-8.27
5475000 - UTILITY-GARBAGE/SOLID WAS	8,855	8,855	8,758	8,822	8,855	0	8,855	8,855	8,855	0.00	0.00
5480000 - Repairs & Maintenance	216,673	261,548	200,465	206,972	223,803	-13,000	210,803	219,173	210,803	-50,745.00	-19.40
5491000 - Dues, Subscriptions	134,563	134,563	133,046	134,088	127,231	0	127,231	134,563	127,231	-7,332.00	-5.44
5493000 - Printing & Binding	4,435	4,435	2,113	3,380	4,400	0	4,400	4,435	4,400	-35.00	-0.78
5494000 - Registration/Training/Admissn	20,970	20,970	11,585	13,852	19,372	0	19,372	20,970	19,372	-1,598.00	-7.62
5499000 - Miscellaneous Expenses	0	0	1,247	1,247	0	0	0	0	0	0.00	0.00
5510000 - Intergovt Professional Service	282,718	318,718	276,412	271,850	313,828	0	313,828	282,718	313,828	-4,890.00	-1.53
5640000 - Machinery & Equipment	0	0	0	25,151	0	0	0	0	0	0.00	0.00
5910000 - Interfund Chg-Equip Replacemnt	10,249	10,249	10,249	10,249	55,433	0	55,433	55,433	55,433	45,184.00	440.86
5950000 - Interfund Vehicle Operat/Maint	5,409	5,409	5,409	5,409	1,150	0	1,150	1,150	1,150	-4,259.00	-78.73
5992000 - Contingency	572,738	163,443	0	0	104,059	14,448	118,507	0	118,507	-44,936.07	-27.49
5994000 - Operational Contingency	550,000	550,000	0	0	550,000	0	550,000	550,000	550,000	0.00	0.00

Comparative Budget Worksheet By Object

Object	2010 Adopted Budget	2010 Current Budget	2010 YTD Actuals	2010 Current Year Est.	2011 Dept Request	2011 Service Package	2011 Proposed Budget	2011 Base Budget	2011 Final Budget	Change in Budget	Pct Chg
5995000 - Other Reserves	255,000	255,000	0	0	255,000	0	255,000	255,000	255,000	0.00	0.00
Total Expense Accounts:	4,846,056	4,655,466	3,433,318	3,629,565	4,459,277	-31,682	4,427,593	4,361,912	4,427,593	-227,870.66	-4.89
Department 17 City Wide											
TRANSFER OUT ACCOUNTS											
5970000 - Operating Transfers Out	2,094,954	2,553,955	2,118,530	2,553,955	3,912,988	0	3,912,988	1,091,457	3,912,988	1,359,033.00	53.21
Total TRANSFER OUT ACCOUNTS:	2,094,954	2,553,955	2,118,530	2,553,955	3,912,988	0	3,912,988	1,091,457	3,912,988	1,359,033.00	53.21
Department 18 Human Resources											
Expense Accounts											
5110000 - Salaries	259,450	259,450	254,917	259,450	262,418	0	262,418	262,418	262,418	2,968.00	1.14
5111000 - Salaries-Extra Help	0	0	42	42	0	0	0	0	0	0.00	0.00
5115000 - Vacation Buy-Out	0	2,557	2,557	0	0	0	0	0	0	-2,557.21	-100.00
5212000 - Social Security Replace Progrm	16,086	16,244	15,894	16,086	16,270	0	16,270	16,270	16,270	25.46	0.15
5213000 - Soc Sec Replace Pgm-Xtra Help	0	0	3	2	0	0	0	0	0	0.00	0.00
5214000 - PERS	13,777	13,989	13,774	13,777	18,128	0	18,128	18,128	18,128	4,138.62	29.58
5215000 - Insurance Premium Allowance	29,916	29,916	30,451	29,916	31,176	0	31,176	30,852	31,176	1,260.00	4.21
5220000 - Medicare	3,762	3,799	3,849	3,762	3,805	0	3,805	3,805	3,805	5.96	0.15
5221000 - Medicare - Extra Help	0	0	1	0	0	0	0	0	0	0.00	0.00
5230000 - Labor & Industries	897	897	972	897	1,119	0	1,119	1,119	1,119	222.15	24.76
5231000 - Labor & Industries-Extra Help	0	0	1	1	0	0	0	0	0	0.00	0.00
5310000 - Office Supplies	2,150	2,150	307	2,150	1,150	0	1,150	2,150	1,150	-1,000.00	-46.51
5320000 - Operating Supplies	0	0	323	0	0	0	0	0	0	0.00	0.00
5330000 - Program Supplies	6,250	6,250	6,834	8,000	6,450	0	6,450	6,250	6,450	200.00	3.20
5360000 - Software/Upgrades/Licenses	500	7,289	6,949	500	500	0	500	500	500	-6,789.00	-93.14
5410000 - Professional Services	38,375	38,375	21,405	38,375	38,375	0	38,375	38,375	38,375	0.00	0.00
5425000 - Postage/Courier	150	150	65	150	150	0	150	150	150	0.00	0.00
5430000 - Travel(Lodge,meals,miles)	3,960	3,960	1,329	3,960	3,960	0	3,960	3,960	3,960	0.00	0.00
5431000 - Mileage Reimb. Local Travel	0	0	48	0	0	0	0	0	0	0.00	0.00
5440000 - Advertising	11,731	11,731	2,155	6,731	11,331	0	11,331	11,731	11,331	-400.00	-3.40
5491000 - Dues, Subscriptions	1,340	1,340	2,046	2,000	2,340	0	2,340	1,340	2,340	1,000.00	74.62
5493000 - Printing & Binding	200	200	0	200	0	0	0	200	0	-200.00	-100.00
5494000 - Registration/Training/Admissn	7,600	7,600	6,575	7,600	8,000	-6,400	1,600	7,600	1,600	-6,000.00	-78.94
Total Expense Accounts:	396,144	405,897	370,497	393,599	405,172	-6,400	398,772	404,848	398,772	-7,126.02	-1.75
Department 20 Police											
Expense Accounts											
5230000 - Labor & Industries	0	0	306	180	0	0	0	0	0	0.00	0.00
5310000 - Office Supplies	5,000	5,000	1,367	2,425	5,000	0	5,000	5,000	5,000	0.00	0.00
5320000 - Operating Supplies	11,900	11,900	30,181	26,713	13,100	0	13,100	11,900	13,100	1,200.00	10.08
5330000 - Program Supplies	2,000	2,000	2,164	3,300	0	0	0	2,000	0	-2,000.00	-100.00
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	26,175	14,614	23,789	4,000	0	4,000	4,000	4,000	-22,175.00	-84.71
5360000 - Software/Upgrades/Licenses	0	0	652	651	0	0	0	0	0	0.00	0.00
5410000 - Professional Services	14,947	0	238	250	0	0	0	0	0	0.00	0.00
5410001 - Janitorial Service	0	13,747	13,766	13,747	14,915	0	14,915	13,746	14,915	1,168.21	8.49
5420000 - Telephone	0	0	635	480	0	0	0	0	0	0.00	0.00

Comparative Budget Worksheet By Object

Object	2010 Adopted Budget	2010 Current Budget	2010 YTD Actuals	2010 Current Year Est.	2011 Dept Request	2011 Service Package	2011 Proposed Budget	2011 Base Budget	2011 Final Budget	Change in Budget	Pct Chg
5425000 - Postage/Courier	1,500	1,500	552	880	1,000	0	1,000	1,500	1,000	-500.00	-33.33
5430000 - Travel(Lodge,meals,miles)	6,160	6,160	2,203	8,000	6,160	0	6,160	6,160	6,160	0.00	0.00
5471000 - Utility-Electricity	10,550	10,550	10,313	10,650	10,550	0	10,550	10,550	10,550	0.00	0.00
5472000 - Utility-Water	2,250	2,250	1,349	1,800	2,250	0	2,250	2,250	2,250	0.00	0.00
5473000 - Utility-Gas	7,952	7,952	4,492	6,550	8,035	0	8,035	7,952	8,035	83.00	1.04
5474000 - UTILITY-SEWER	2,925	2,925	1,059	1,128	2,125	0	2,125	2,925	2,125	-800.00	-27.35
5480000 - Repairs & Maintenance	5,000	5,000	5,213	5,000	4,500	0	4,500	5,000	4,500	-500.00	-10.00
5491000 - Dues, Subscriptions	465	465	135	565	465	0	465	465	465	0.00	0.00
5493000 - Printing & Binding	600	600	709	1,094	600	0	600	600	600	0.00	0.00
5494000 - Registration/Training/Admissn	4,116	4,116	3,674	8,125	4,116	0	4,116	4,116	4,116	0.00	0.00
5499000 - Miscellaneous Expenses	0	0	1	0	0	0	0	0	0	0.00	0.00
5510000 - Intergovt Professional Service	9,750,600	9,598,103	8,842,239	9,603,564	10,071,819	0	10,071,819	9,750,600	10,071,819	473,716.00	4.93
5640000 - Machinery & Equipment	0	0	5,591	5,591	0	0	0	0	0	0.00	0.00
5910000 - Interfund Chg-Equip Replacemnt	900	900	900	900	0	0	0	0	0	-900.00	-100.00
5950000 - Interfund Vehicle Operat/Maint	6,646	6,646	6,646	6,646	0	0	0	0	0	-6,646.00	-100.00
Total Expense Accounts:	9,838,511	9,706,989	8,948,999	9,733,028	10,149,635	0	10,149,635	9,829,764	10,149,635	442,646.21	4.56
Department 21 Criminal Justice											
Expense Accounts											
5410000 - Professional Services	173,123	383,928	123,934	383,928	180,000	0	180,000	173,123	180,000	-203,928.00	-53.11
5430000 - Travel(Lodge,meals,miles)	0	0	24	11	0	0	0	0	0	0.00	0.00
5431000 - Mileage Reimb. Local Travel	0	0	363	254	0	0	0	0	0	0.00	0.00
5510000 - Intergovt Professional Service	1,305,000	1,610,037	1,550,459	1,848,507	1,450,596	0	1,450,596	1,305,000	1,450,596	-159,441.00	-9.90
5910000 - Interfund Chg-Equip Replacemnt	0	0	0	0	11,000	0	11,000	11,000	11,000	11,000.00	0.00
5950000 - Interfund Vehicle Operat/Maint	0	0	0	0	6,000	0	6,000	6,000	6,000	6,000.00	0.00
Total Expense Accounts:	1,478,123	1,993,965	1,674,780	2,232,700	1,647,596	0	1,647,596	1,495,123	1,647,596	-346,369.00	-17.37
Department 24 Parks, Recreation, Cultural S											
Expense Accounts											
5110000 - Salaries	1,510,860	1,523,025	1,482,576	1,523,025	1,554,654	0	1,554,654	1,554,654	1,554,654	31,629.89	2.07
5111000 - Salaries-Extra Help	629,454	630,954	582,324	610,393	623,643	0	623,643	629,454	623,643	-7,311.00	-1.15
5112000 - Overtime	8,300	8,300	4,422	5,700	6,900	0	6,900	8,300	6,900	-1,400.00	-16.86
5112100 - Overtime-Extra Help	200	200	0	100	200	0	200	200	200	0.00	0.00
5114000 - Callback Pay	0	0	236	275	0	0	0	0	0	0.00	0.00
5115000 - Vacation Buy-Out	0	8,244	8,244	0	0	0	0	0	0	-8,243.40	-99.99
5212000 - Social Security Replace Progrm	93,673	94,185	91,721	93,673	96,389	0	96,389	96,389	96,389	2,204.20	2.34
5213000 - Soc Sec Replace Pgm-Xtra Help	36,715	36,715	36,427	37,155	37,765	0	37,765	36,715	37,765	1,050.00	2.85
5214000 - PERS	80,213	80,899	80,354	80,213	107,551	0	107,551	107,551	107,551	26,653.44	32.94
5214002 - PERS - Extra Help	11,385	11,385	4,222	9,403	11,460	0	11,460	11,385	11,460	75.00	0.65
5215000 - Insurance Premium Allowance	331,953	331,953	326,524	331,953	360,776	0	360,776	354,429	360,776	28,822.14	8.68
5220000 - Medicare	21,909	22,028	22,156	21,909	22,543	0	22,543	22,543	22,543	515.50	2.34
5221000 - Medicare - Extra Help	9,876	9,876	8,518	9,764	9,915	0	9,915	9,876	9,915	39.00	0.39
5230000 - Labor & Industries	21,827	21,827	24,941	21,827	28,529	0	28,529	28,529	28,529	6,701.95	30.70
5231000 - Labor & Industries-Extra Help	35,316	35,316	37,782	35,656	35,666	0	35,666	35,316	35,666	350.00	0.99
5310000 - Office Supplies	4,050	4,050	4,192	4,750	4,050	0	4,050	4,050	4,050	0.00	0.00
5320000 - Operating Supplies	84,600	84,600	70,338	82,150	84,600	0	84,600	84,600	84,600	0.00	0.00

Comparative Budget Worksheet By Object

Object	2010 Adopted Budget	2010 Current Budget	2010 YTD Actuals	2010 Current Year Est.	2011 Dept Request	2011 Service Package	2011 Proposed Budget	2011 Base Budget	2011 Final Budget	Change in Budget	Pct Chg
5330000 - Program Supplies	74,617	80,952	72,198	70,800	79,017	0	79,017	74,617	79,017	-1,935.00	-2.39
5340000 - Supplies Packaged for Resale	4,500	4,500	3,951	4,500	4,500	0	4,500	4,500	4,500	0.00	0.00
5350000 - Small Tools/Minor Equipment	17,400	17,400	9,748	18,550	15,000	0	15,000	17,400	15,000	-2,400.00	-13.79
5360000 - Software/Upgrades/Licenses	0	0	1,691	1,645	0	0	0	0	0	0.00	0.00
5410000 - Professional Services	492,134	368,726	272,834	346,400	349,715	0	349,715	368,725	349,715	-19,010.90	-5.15
5410001 - Janitorial Service	0	121,008	120,252	121,103	132,467	0	132,467	120,603	132,467	11,458.89	9.46
5410002 - Credit Card Fees	0	0	21,382	21,500	21,500	0	21,500	25,000	21,500	21,500.00	0.00
5425000 - Postage/Courier	20,400	20,400	13,969	20,475	20,400	0	20,400	20,400	20,400	0.00	0.00
5430000 - Travel(Lodge,meals,miles)	8,598	8,598	1,618	7,285	8,598	0	8,598	8,598	8,598	0.00	0.00
5431000 - Mileage Reimb. Local Travel	300	300	920	695	600	0	600	300	600	300.00	100.00
5440000 - Advertising	6,665	6,665	2,370	3,400	6,000	0	6,000	6,665	6,000	-665.00	-9.97
5450000 - Operating Rentals & Lease	31,950	31,950	20,948	26,100	30,920	0	30,920	31,950	30,920	-1,030.00	-3.22
5471000 - Utility-Electricity	97,702	97,702	97,738	100,088	97,702	0	97,702	97,702	97,702	0.00	0.00
5472000 - Utility-Water	144,613	144,613	129,757	125,500	189,613	0	189,613	189,613	189,613	45,000.00	31.11
5473000 - Utility-Gas	110,295	110,295	96,597	110,295	110,295	0	110,295	110,295	110,295	0.00	0.00
5474000 - UTILITY-SEWER	59,486	59,486	37,545	35,500	44,000	0	44,000	59,486	44,000	-15,486.00	-26.03
5475000 - UTILITY-GARBAGE/SOLID WAS	1,858	1,858	0	1,000	1,858	0	1,858	1,858	1,858	0.00	0.00
5480000 - Repairs & Maintenance	15,500	54,395	44,361	51,000	15,500	0	15,500	15,500	15,500	-38,895.00	-71.50
5491000 - Dues, Subscriptions	6,100	6,100	7,509	8,100	6,810	0	6,810	6,100	6,810	710.00	11.63
5493000 - Printing & Binding	37,088	37,088	21,688	33,000	36,350	0	36,350	37,088	36,350	-738.00	-1.98
5494000 - Registration/Training/Admissn	9,455	9,455	4,235	8,201	9,449	0	9,449	9,455	9,449	-6.00	-0.06
5495000 - City Grants to Other Agencies	191,600	194,568	233,291	191,654	130,000	42,914	172,914	132,914	172,914	-21,654.00	-11.12
5499000 - Miscellaneous Expenses	6,500	6,500	6,534	3,690	5,000	0	5,000	6,500	5,000	-1,500.00	-23.07
5510000 - Intergovt Professional Service	46,398	49,366	42,545	49,567	47,622	0	47,622	46,398	47,622	-1,744.00	-3.53
5640000 - Machinery & Equipment	0	0	9,215	0	0	0	0	0	0	0.00	0.00
5910000 - Interfund Chg-Equip Replacemnt	14,336	14,336	14,336	14,336	51,739	0	51,739	51,739	51,739	37,403.00	260.90
5950000 - Interfund Vehicle Operat/Maint	42,698	42,698	42,695	42,698	46,970	0	46,970	46,970	46,970	4,272.00	10.00
Total Expense Accounts:	4,320,524	4,392,516	4,114,904	4,285,028	4,446,266	42,914	4,489,180	4,474,367	4,489,180	96,666.71	2.20
Department 25 Planning & Development Sv											
Expense Accounts											
5110000 - Salaries	1,827,798	1,827,798	1,783,605	1,812,030	1,872,416	0	1,872,416	1,872,415	1,872,416	44,617.48	2.44
5111000 - Salaries-Extra Help	10,225	10,225	2,067	0	800	0	800	10,225	800	-9,425.00	-92.17
5112000 - Overtime	0	0	0	0	0	0	0	0	0	0.00	0.00
5115000 - Vacation Buy-Out	0	3,899	3,899	0	0	0	0	0	0	-3,898.42	-99.98
5212000 - Social Security Replace Progrm	113,324	113,565	109,876	112,306	116,091	0	116,091	116,090	116,091	2,524.61	2.22
5213000 - Soc Sec Replace Pgm-Xtra Help	634	634	128	0	149	0	149	634	149	-485.00	-76.49
5214000 - PERS	97,038	97,361	95,717	95,999	129,456	0	129,456	129,457	129,456	32,094.15	32.96
5215000 - Insurance Premium Allowance	311,572	311,572	303,636	310,038	333,512	0	333,512	333,297	333,512	21,939.92	7.04
5220000 - Medicare	26,504	26,558	26,455	26,335	27,149	0	27,149	27,150	27,149	590.43	2.22
5221000 - Medicare - Extra Help	148	148	30	0	35	0	35	148	35	-113.00	-76.35
5230000 - Labor & Industries	11,470	11,470	12,151	11,662	15,202	0	15,202	15,203	15,202	3,732.55	32.54
5231000 - Labor & Industries-Extra Help	116	116	132	0	42	0	42	116	42	-74.00	-63.79
5310000 - Office Supplies	6,012	6,012	6,399	7,938	6,012	0	6,012	6,012	6,012	0.00	0.00
5320000 - Operating Supplies	1,367	1,367	1,578	1,077	2,967	2,300	5,267	1,367	5,267	3,900.00	285.29

Comparative Budget Worksheet By Object

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5350000 - Small Tools/Minor Equipment	757	757	722	1,027	757	0	757	757	757	0.00	0.00
5360000 - Software/Upgrades/Licenses	825	825	1,359	1,583	1,325	0	1,325	825	1,325	500.00	60.60
5410000 - Professional Services	70,138	144,210	56,591	121,486	65,668	0	65,668	70,138	65,668	-78,542.00	-54.46
5410002 - Credit Card Fees	0	0	1,620	800	0	0	0	0	0	0.00	0.00
5425000 - Postage/Courier	8,296	8,296	4,759	6,500	8,296	0	8,296	8,296	8,296	0.00	0.00
5430000 - Travel(Lodge,meals,miles)	11,211	11,211	7,265	11,433	11,211	0	11,211	11,211	11,211	0.00	0.00
5431000 - Mileage Reimb. Local Travel	400	400	287	498	400	0	400	400	400	0.00	0.00
5440000 - Advertising	10,510	10,510	3,257	5,768	10,510	0	10,510	10,510	10,510	0.00	0.00
5450000 - Operating Rentals & Lease	530	530	751	815	530	0	530	530	530	0.00	0.00
5491000 - Dues, Subscriptions	5,799	5,799	6,250	5,236	5,799	0	5,799	5,799	5,799	0.00	0.00
5492000 - Filing,Recording,Witness Fees	600	600	1,000	1,250	600	1,000	1,600	600	1,600	1,000.00	166.66
5493000 - Printing & Binding	2,030	2,030	1,165	2,125	2,030	0	2,030	2,030	2,030	0.00	0.00
5494000 - Registration/Training/Admissn	17,334	17,334	11,138	17,334	17,334	0	17,334	17,334	17,334	0.00	0.00
5510000 - Intergovt Professional Service	0	0	660	0	0	0	0	0	0	0.00	0.00
5910000 - Interfund Chg-Equip Replacemnt	1,790	1,790	1,790	1,790	5,375	0	5,375	5,375	5,375	3,585.00	200.27
5950000 - Interfund Vehicle Operat/Maint	3,993	3,993	3,994	3,993	1,001	0	1,001	1,001	1,001	-2,992.00	-74.93
Total Expense Accounts:	2,540,421	2,619,010	2,448,281	2,559,023	2,634,667	3,300	2,637,967	2,646,920	2,637,967	18,954.72	0.72
Department 27 Public Works											
Expense Accounts											
5110000 - Salaries	398,315	398,315	394,924	398,315	408,440	0	408,440	401,452	408,440	10,125.87	2.54
5111000 - Salaries-Extra Help	30,412	30,412	25,854	33,020	24,192	0	24,192	30,412	24,192	-6,220.00	-20.45
5112000 - Overtime	36,724	21,724	10,220	18,456	18,000	0	18,000	36,724	18,000	-3,724.00	-17.14
5112100 - Overtime-Extra Help	0	0	158	0	0	0	0	0	0	0.00	0.00
5113000 - Standby Pay	0	0	36	0	0	0	0	0	0	0.00	0.00
5115000 - Vacation Buy-Out	0	2,267	2,267	0	0	0	0	0	0	-2,267.35	-100.01
5212000 - Social Security Replace Progrm	24,695	24,836	25,602	24,695	25,323	0	25,323	24,889	25,323	487.23	1.96
5213000 - Soc Sec Replace Pgm-Xtra Help	1,886	1,886	1,617	2,048	1,500	0	1,500	1,886	1,500	-386.00	-20.46
5214000 - PERS	21,150	21,339	21,956	21,150	26,651	0	26,651	26,517	26,651	5,312.42	24.89
5214002 - PERS - Extra Help	917	917	1,130	1,064	1,095	0	1,095	917	1,095	178.00	19.41
5215000 - Insurance Premium Allowance	55,014	55,014	57,340	55,014	60,146	0	60,146	57,876	60,146	5,131.49	9.32
5220000 - Medicare	5,776	5,809	6,311	5,776	5,922	0	5,922	5,821	5,922	113.95	1.96
5221000 - Medicare - Extra Help	470	470	378	479	351	0	351	470	351	-119.00	-25.31
5230000 - Labor & Industries	2,712	2,712	3,304	2,712	3,536	0	3,536	3,498	3,536	823.37	30.36
5231000 - Labor & Industries-Extra Help	853	853	1,451	1,347	1,119	0	1,119	853	1,119	266.00	31.18
5310000 - Office Supplies	1,912	1,912	1,967	1,812	1,725	0	1,725	1,912	1,725	-187.00	-9.78
5320000 - Operating Supplies	37,980	37,980	57,759	38,742	37,980	0	37,980	37,980	37,980	0.00	0.00
5321000 - Fuel Consumed	1,900	1,900	0	0	0	0	0	1,900	0	-1,900.00	-100.00
5330000 - Program Supplies	53,577	50,077	12,785	44,630	25,014	0	25,014	53,577	25,014	-25,063.46	-50.04
5350000 - Small Tools/Minor Equipment	6,000	6,000	731	6,000	4,200	0	4,200	4,200	4,200	-1,800.00	-30.00
5360000 - Software/Upgrades/Licenses	9,200	9,200	9,362	9,480	9,400	0	9,400	9,200	9,400	200.00	2.17
5410000 - Professional Services	175,955	169,355	110,806	167,917	103,943	0	103,943	105,955	103,943	-65,412.00	-38.62
5410001 - Janitorial Service	0	43,600	43,999	43,600	46,391	0	46,391	43,600	46,391	2,791.00	6.40
5425000 - Postage/Courier	17,037	14,537	13,981	14,275	14,809	0	14,809	17,037	14,809	272.00	1.87
5430000 - Travel(Lodge,meals,miles)	3,000	3,000	900	3,000	2,800	0	2,800	3,000	2,800	-200.00	-6.66

Comparative Budget Worksheet By Object

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5431000 - Mileage Reimb. Local Travel	277	277	17	277	277	0	277	277	277	0.00	0.00
5440000 - Advertising	0	0	90	0	0	0	0	0	0	0.00	0.00
5450000 - Operating Rentals & Lease	32,331	32,635	26,565	32,135	32,135	0	32,135	32,635	32,135	-500.00	-1.53
5471000 - Utility-Electricity	113,600	113,600	56,097	60,000	60,000	0	60,000	113,600	60,000	-53,600.00	-47.18
5472000 - Utility-Water	42,816	42,816	9,749	11,416	11,416	0	11,416	42,816	11,416	-31,400.00	-73.33
5473000 - Utility-Gas	3,352	3,352	0	0	472	0	472	3,352	472	-2,880.00	-85.91
5474000 - UTILITY-SEWER	4,956	4,956	3,012	3,000	4,860	0	4,860	4,956	4,860	-96.00	-1.93
5480000 - Repairs & Maintenance	168,185	168,185	102,013	168,185	175,185	0	175,185	168,185	175,185	7,000.00	4.16
5491000 - Dues, Subscriptions	4,011	4,011	3,343	4,611	4,611	0	4,611	4,011	4,611	600.00	14.95
5493000 - Printing & Binding	40,990	25,901	10,849	25,601	18,512	0	18,512	40,990	18,512	-7,389.00	-28.52
5494000 - Registration/Training/Admissn	2,815	2,815	3,152	3,436	2,815	0	2,815	2,815	2,815	0.00	0.00
5495000 - City Grants to Other Agencies	15,000	15,000	14,881	15,000	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	7,500	7,500	1,339	2,010	2,000	0	2,000	7,500	2,000	-5,500.00	-73.33
5901000 - Interfund Prof Svc-Bld Permits	1,000	1,000	1,718	1,000	1,000	0	1,000	1,000	1,000	0.00	0.00
5910000 - Interfund Chg-Equip Replacemnt	2,140	2,140	2,140	2,140	6,416	0	6,416	6,416	6,416	4,276.00	199.81
5950000 - Interfund Vehicle Operat/Maint	3,859	3,859	3,859	3,859	1,153	0	1,153	1,153	1,153	-2,706.00	-70.12
Total Expense Accounts:	1,335,317	1,339,162	1,043,662	1,233,202	1,165,389	0	1,165,389	1,321,382	1,165,389	-173,772.48	-12.97
Department 33 Community Services											
Expense Accounts											
5110000 - Salaries	564,093	576,997	567,393	576,997	582,786	776	583,563	582,786	583,563	6,565.85	1.13
5112000 - Overtime	3,000	3,000	1,541	3,000	3,000	0	3,000	3,000	3,000	0.00	0.00
5113000 - Standby Pay	21,573	21,573	18,023	21,573	21,573	0	21,573	21,573	21,573	0.00	0.00
5114000 - Callback Pay	7,000	7,000	4,359	7,000	7,000	0	7,000	7,000	7,000	0.00	0.00
5115000 - Vacation Buy-Out	0	3,920	3,920	0	0	0	0	0	0	-3,920.48	-100.01
5212000 - Social Security Replace Progrm	34,973	36,017	35,725	35,773	36,133	48	36,181	36,133	36,181	163.44	0.45
5214000 - PERS	25,951	26,961	27,957	26,636	35,081	54	35,135	35,081	35,135	8,173.00	30.31
5215000 - Insurance Premium Allowance	109,301	109,301	111,205	109,301	117,815	0	117,815	115,791	117,815	8,513.74	7.78
5220000 - Medicare	8,179	8,423	8,571	8,366	8,450	11	8,461	8,450	8,461	38.31	0.45
5230000 - Labor & Industries	6,096	6,096	10,618	6,096	6,722	0	6,722	6,722	6,722	625.46	10.26
5232000 - Labor & Industries-Standby Pay	4,738	4,738	0	4,738	4,738	0	4,738	4,738	4,738	0.00	0.00
5310000 - Office Supplies	2,308	2,308	1,170	1,900	2,058	0	2,058	2,308	2,058	-250.00	-10.83
5320000 - Operating Supplies	2,500	2,500	5,575	2,500	2,500	0	2,500	2,500	2,500	0.00	0.00
5330000 - Program Supplies	15,825	15,825	14,875	14,275	16,225	0	16,225	15,825	16,225	400.00	2.52
5350000 - Small Tools/Minor Equipment	3,000	47,175	24,710	47,175	3,000	0	3,000	3,000	3,000	-44,175.00	-93.64
5360000 - Software/Upgrades/Licenses	0	0	0	0	0	0	0	0	0	0.00	0.00
5410000 - Professional Services	16,260	42,853	10,037	42,853	16,260	0	16,260	16,260	16,260	-26,593.00	-62.05
5420000 - Telephone	2,356	2,356	2,866	2,356	2,656	0	2,656	2,656	2,656	300.00	12.73
5425000 - Postage/Courier	4,850	4,850	4,589	4,600	4,850	0	4,850	4,850	4,850	0.00	0.00
5430000 - Travel(Lodge,meals,miles)	4,200	4,200	3,230	3,700	4,200	0	4,200	4,200	4,200	0.00	0.00
5431000 - Mileage Reimb. Local Travel	1,800	1,800	1,648	1,900	1,800	0	1,800	1,800	1,800	0.00	0.00
5440000 - Advertising	600	600	296	600	600	0	600	600	600	0.00	0.00
5450000 - Operating Rentals & Lease	1,250	1,250	1,765	1,550	1,250	0	1,250	1,250	1,250	0.00	0.00
5460000 - Insurance	3,960	3,960	3,443	3,960	3,960	0	3,960	3,960	3,960	0.00	0.00

Comparative Budget Worksheet By Object

Object	2010 Adopted Budget	2010 Current Budget	2010 YTD Actuals	2010 Current Year Est.	2011 Dept Request	2011 Service Package	2011 Proposed Budget	2011 Base Budget	2011 Final Budget	Change in Budget	Pct Chg
5480000 - Repairs & Maintenance	2,050	2,050	1,113	2,050	2,050	0	2,050	2,050	2,050	0.00	0.00
5491000 - Dues, Subscriptions	2,050	2,050	1,430	2,050	2,050	0	2,050	2,050	2,050	0.00	0.00
5493000 - Printing & Binding	6,550	6,550	2,338	6,400	6,550	0	6,550	6,550	6,550	0.00	0.00
5494000 - Registration/Training/Admissn	5,990	5,990	4,092	4,340	5,840	0	5,840	5,990	5,840	-150.00	-2.50
5495000 - City Grants to Other Agencies	503,236	503,236	411,462	498,600	484,629	18,000	502,629	485,236	502,629	-607.00	-0.12
5510000 - Intergovt Professional Service	5,000	7,000	2,090	7,000	5,000	0	5,000	5,000	5,000	-2,000.00	-28.57
5630000 - Other Improvements	0	73,090	0	73,090	0	0	0	0	0	-73,090.00	-100.00
5910000 - Interfund Chg-Equip Replacemnt	2,619	2,619	2,619	2,619	7,853	0	7,853	7,853	7,853	5,234.00	199.84
5950000 - Interfund Vehicle Operat/Maint	6,537	6,537	6,537	6,537	11,100	0	11,100	11,100	11,100	4,563.00	69.80
Total Expense Accounts:	1,377,845	1,542,825	1,295,197	1,529,535	1,407,729	18,889	1,426,619	1,406,312	1,426,619	-116,208.68	-7.53
Total General Fund:	30,814,064	31,825,323	27,814,077	30,560,581	32,840,957	-59,483	32,781,471	29,672,103	32,781,471	956,148.68	3.00
Department 27 Public Works											
TRANSFER OUT ACCOUNTS											
5970000 - Operating Transfers Out	425,497	450,497	450,497	425,497	471,781	0	471,781	425,497	471,781	21,284.00	4.72
Total TRANSFER OUT ACCOUNTS:	425,497	450,497	450,497	425,497	471,781	0	471,781	425,497	471,781	21,284.00	4.72
Expense Accounts											
5110000 - Salaries	704,723	704,723	676,582	701,582	707,913	0	707,913	718,395	707,913	3,190.17	0.45
5111000 - Salaries-Extra Help	35,322	35,322	31,318	44,583	33,163	-17,696	15,467	35,322	15,467	-19,855.00	-56.21
5112000 - Overtime	14,364	14,364	6,356	13,664	13,864	0	13,864	14,364	13,864	-500.00	-3.48
5112100 - Overtime-Extra Help	300	300	273	300	300	0	300	300	300	0.00	0.00
5113000 - Standby Pay	500	500	475	500	500	0	500	500	500	0.00	0.00
5114000 - Callback Pay	5,724	5,724	1,052	5,724	5,724	0	5,724	5,724	5,724	0.00	0.00
5115000 - Vacation Buy-Out	0	0	1,471	0	0	0	0	0	0	0.00	0.00
5212000 - Social Security Replace Progrm	43,693	43,693	43,081	43,498	43,890	0	43,890	44,540	43,890	197.79	0.45
5213000 - Soc Sec Replace Pgm-Xtra Help	2,209	2,209	2,083	2,783	2,056	-1,097	959	2,209	959	-1,250.00	-56.58
5214000 - PERS	37,401	37,401	37,165	37,230	48,408	0	48,408	48,608	48,408	11,006.48	29.42
5215000 - Insurance Premium Allowance	126,141	126,141	121,548	126,141	131,803	0	131,803	132,250	131,803	5,661.69	4.48
5220000 - Medicare	10,218	10,218	10,526	10,173	10,265	0	10,265	10,417	10,265	46.74	0.45
5221000 - Medicare - Extra Help	518	518	487	652	482	-257	225	518	225	-293.00	-56.56
5230000 - Labor & Industries	11,356	11,356	12,259	11,356	14,855	0	14,855	14,910	14,855	3,499.41	30.81
5231000 - Labor & Industries-Extra Help	1,571	1,571	1,244	1,740	1,651	-970	681	1,571	681	-890.00	-56.65
5310000 - Office Supplies	968	968	616	968	968	0	968	968	968	0.39	0.04
5320000 - Operating Supplies	89,746	64,746	103,705	68,228	89,932	0	89,932	89,746	89,932	25,186.00	38.89
5350000 - Small Tools/Minor Equipment	6,500	6,500	2,394	3,018	6,500	0	6,500	6,500	6,500	0.00	0.00
5360000 - Software/Upgrades/Licenses	5,000	5,000	4,794	5,000	5,000	0	5,000	5,000	5,000	0.00	0.00
5410000 - Professional Services	52,205	52,205	8,007	44,370	71,081	0	71,081	87,205	71,081	18,875.63	36.15
5420000 - Telephone	300	300	994	300	300	0	300	300	300	0.00	0.00
5425000 - Postage/Courier	200	200	62	250	200	0	200	200	200	0.00	0.00
5430000 - Travel(Lodge,meals,miles)	2,640	2,640	3,276	2,784	2,640	0	2,640	2,640	2,640	0.00	0.00
5431000 - Mileage Reimb. Local Travel	50	50	0	0	50	0	50	50	50	0.00	0.00
5440000 - Advertising	0	0	90	90	0	0	0	0	0	0.00	0.00
5450000 - Operating Rentals & Lease	20,250	20,250	15,850	20,250	20,250	0	20,250	20,250	20,250	0.00	0.00
5471001 - Utility-Electricity,Street Lts	285,323	339,429	337,726	340,186	328,276	572	328,848	328,848	328,848	-10,581.00	-3.11
5471002 - Utility-Electricity,Traffic Sg	31,200	31,200	29,620	31,200	32,482	0	32,482	32,482	32,482	1,282.00	4.10

Comparative Budget Worksheet By Object

Object	2010 Adopted Budget	2010 Current Budget	2010 YTD Actuals	2010 Current Year Est.	2011 Dept Request	2011 Service Package	2011 Proposed Budget	2011 Base Budget	2011 Final Budget	Change in Budget	Pct Chg
5472000 - Utility-Water	13,000	13,000	17,077	13,000	13,000	0	13,000	13,000	13,000	0.00	0.00
5475000 - UTILITY-GARBAGE/SOLID WAS	15,000	15,000	17,379	15,000	15,000	0	15,000	15,000	15,000	0.00	0.00
5480000 - Repairs & Maintenance	167,721	167,721	145,996	167,721	173,071	0	173,071	195,133	173,071	5,350.44	3.19
5491000 - Dues, Subscriptions	1,350	1,350	1,498	1,357	1,350	0	1,350	1,350	1,350	0.00	0.00
5493000 - Printing & Binding	100	100	60	100	100	0	100	100	100	0.00	0.00
5494000 - Registration/Training/Admissn	6,714	6,714	2,483	6,714	5,494	0	5,494	6,714	5,494	-1,220.00	-18.17
5510000 - Intergovt Professional Service	187,797	187,797	157,935	187,797	187,797	0	187,797	187,797	187,797	0.00	0.00
5640000 - Machinery & Equipment	109,632	140,154	132,159	140,154	0	0	0	0	0	-140,154.00	-100.00
5910000 - Interfund Chg-Equip Replacemnt	17,380	17,380	17,379	17,381	52,223	0	52,223	51,284	52,223	34,843.00	200.47
5950000 - Interfund Vehicle Operat/Maint	52,045	52,045	52,043	52,045	46,416	0	46,416	46,089	46,416	-5,629.00	-10.81
5992000 - Contingency	1	1	0	1	33,412	0	33,412	0	33,412	33,410.74	41,074.00
Total Expense Accounts:	2,059,162	2,118,790	1,997,063	2,117,840	2,100,416	-19,448	2,080,968	2,120,284	2,080,968	-37,821.52	-1.78
Total Street Fund:	2,484,659	2,569,287	2,447,560	2,543,337	2,572,197	-19,448	2,552,749	2,545,781	2,552,749	-16,537.52	-0.64
Department 25 Planning & Development Sv											
Expense Accounts											
5410000 - Professional Services	100,000	100,000	552	90,720	100,000	0	100,000	100,000	100,000	0.00	0.00
5480000 - Repairs & Maintenance	0	0	9,280	9,280	0	0	0	0	0	0.00	0.00
5496000 - Judgements/Settlements	0	0	2,085	0	0	0	0	0	0	0.00	0.00
Total Expense Accounts:	100,000	100,000	11,917	100,000	100,000	0	100,000	100,000	100,000	0.00	0.00
Total Code Abatement Fund:	100,000	100,000	11,917	100,000	100,000	0	100,000	100,000	100,000	0.00	0.00
Department 20 Police											
Expense Accounts											
5320000 - Operating Supplies	0	0	3,173	2,721	0	0	0	0	0	0.00	0.00
5350000 - Small Tools/Minor Equipment	3,000	3,000	3,640	3,640	500	0	500	3,000	500	-2,500.00	-83.33
5420000 - Telephone	0	0	544	362	0	0	0	0	0	0.00	0.00
5430000 - Travel(Lodge,meals,miles)	3,000	3,000	-90	-90	1,500	0	1,500	3,000	1,500	-1,500.00	-50.00
5491000 - Dues, Subscriptions	0	0	1,811	1,151	0	0	0	0	0	0.00	0.00
5494000 - Registration/Training/Admissn	5,500	5,500	2,018	2,018	3,000	0	3,000	5,500	3,000	-2,500.00	-45.45
5510000 - Intergovt Professional Service	5,000	5,000	3,845	3,845	0	0	0	5,000	0	-5,000.00	-100.00
5630000 - Other Improvements	0	0	0	0	0	0	0	0	0	0.00	0.00
Total Expense Accounts:	16,500	16,500	14,941	13,647	5,000	0	5,000	16,500	5,000	-11,500.00	-69.69
Total State Drug Enforcement Forfeit:	16,500	16,500	14,941	13,647	5,000	0	5,000	16,500	5,000	-11,500.00	-69.69
Department 24 Parks, Recreation, Cultural S											
Expense Accounts											
5111000 - Salaries-Extra Help	4,600	4,600	5,520	7,885	5,800	0	5,800	4,600	5,800	1,200.00	26.08
5213000 - Soc Sec Replace Pgm-Xtra Help	285	285	344	340	285	0	285	285	285	0.00	0.00
5221000 - Medicare - Extra Help	67	67	80	75	67	0	67	67	67	0.00	0.00
5231000 - Labor & Industries-Extra Help	48	48	37	40	48	0	48	48	48	0.00	0.00
5350000 - Small Tools/Minor Equipment	0	2,500	0	0	0	0	0	0	0	-2,500.00	-100.00
5410000 - Professional Services	0	15,000	33,000	42,000	0	0	0	0	0	-15,000.00	-100.00
5630000 - Other Improvements	30,000	123,340	0	0	30,000	0	30,000	30,000	30,000	-93,340.00	-75.67
5650000 - Construction of Fixed Assets	0	0	40,000	58,000	0	0	0	0	0	0.00	0.00
Total Expense Accounts:	35,000	145,840	78,981	108,340	36,200	0	36,200	35,000	36,200	-109,640.00	-75.17

Comparative Budget Worksheet By Object

Object	2010 Adopted Budget	2010 Current Budget	2010 YTD Actuals	2010 Current Year Est.	2011 Dept Request	2011 Service Package	2011 Proposed Budget	2011 Base Budget	2011 Final Budget	Change in Budget	Pct Chg
Total Public Arts Fund:	35,000	145,840	78,981	108,340	36,200	0	36,200	35,000	36,200	-109,640.00	-75.17
Department 20 Police											
Expense Accounts											
5320000 - Operating Supplies	0	0	1,564	0	0	0	0	0	0	0.00	0.00
5350000 - Small Tools/Minor Equipment	0	0	7,640	6,605	0	0	0	0	0	0.00	0.00
5360000 - Software/Upgrades/Licenses	0	0	0	0	0	0	0	0	0	0.00	0.00
5410000 - Professional Services	0	0	0	0	0	0	0	0	0	0.00	0.00
5494000 - Registration/Training/Admissn	0	0	600	600	0	0	0	0	0	0.00	0.00
5640000 - Machinery & Equipment	25,000	25,000	0	20,000	5,000	0	5,000	25,000	5,000	-20,000.00	-80.00
Total Expense Accounts:	25,000	25,000	9,804	27,205	5,000	0	5,000	25,000	5,000	-20,000.00	-80.00
Total Federal Drug Enforcement Forfe:	25,000	25,000	9,804	27,205	5,000	0	5,000	25,000	5,000	-20,000.00	-80.00
Department 99 Not Applicable											
TRANSFER OUT ACCOUNTS											
5970000 - Operating Transfers Out	0	545,000	529,304	545,000	595,000	0	595,000	545,000	595,000	50,000.00	9.17
Total TRANSFER OUT ACCOUNTS:	0	545,000	529,304	545,000	595,000	0	595,000	545,000	595,000	50,000.00	9.17
Expense Accounts											
5460000 - Insurance	0	5,000	5,000	5,000	5,000	0	5,000	5,000	5,000	0.00	0.00
Total Expense Accounts:	0	5,000	5,000	5,000	5,000	0	5,000	5,000	5,000	0.00	0.00
Total Transportation Benefit Distric:	0	550,000	534,304	550,000	600,000	0	600,000	550,000	600,000	50,000.00	9.09
Department 99 Not Applicable											
TRANSFER OUT ACCOUNTS											
5970000 - Operating Transfers Out	980,000	1,200,000	1,350,000	1,200,000	605,000	0	605,000	980,000	605,000	-595,000.00	-49.58
Total TRANSFER OUT ACCOUNTS:	980,000	1,200,000	1,350,000	1,200,000	605,000	0	605,000	980,000	605,000	-595,000.00	-49.58
Total Revenue Stabilization Fund:	980,000	1,200,000	1,350,000	1,200,000	605,000	0	605,000	980,000	605,000	-595,000.00	-49.58
Department 32 Debt ServicesDepartment											
Expense Accounts											
5410000 - Professional Services	1,000	1,000	2,804	1,000	1,000	0	1,000	1,000	1,000	0.00	0.00
5700000 - Debt Service-Principal	1,045,000	1,045,000	0	1,045,000	1,100,000	0	1,100,000	1,045,000	1,100,000	55,000.00	5.26
5710000 - Debt Service GO Bond Principal	0	0	1,045,000	0	0	0	0	0	0	0.00	0.00
5800000 - Debt Service-Interest	635,850	635,850	0	635,850	594,050	0	594,050	635,850	594,050	-41,800.00	-6.57
5830000 - Debt Svc GO Bond Int Long Term	0	0	635,850	0	0	0	0	0	0	0.00	0.00
Total Expense Accounts:	1,681,850	1,681,850	1,683,654	1,681,850	1,695,050	0	1,695,050	1,681,850	1,695,050	13,200.00	0.78
Total Unltd Tax GO Bond Fund, 2006:	1,681,850	1,681,850	1,683,654	1,681,850	1,695,050	0	1,695,050	1,681,850	1,695,050	13,200.00	0.78
Department 32 Debt ServicesDepartment											
Expense Accounts											
5410000 - Professional Services	0	0	0	0	0	0	0	0	0	0.00	0.00
5711000 - Ltd GO Bonds Debt Svc Principa	425,000	425,000	425,000	425,000	440,000	0	440,000	425,000	440,000	15,000.00	3.52
5830000 - Debt Svc GO Bond Int Long Term	0	0	1,233,517	1,233,517	0	0	0	0	0	0.00	0.00
5831000 - Ltd GO Bonds Debt Svc Interest	847,146	1,233,517	0	0	1,220,767	0	1,220,767	847,146	1,220,767	-12,750.00	-1.03
5851000 - Ltd GO Bonds Debt Registration	1,500	1,500	0	1,500	1,500	0	1,500	1,500	1,500	0.00	0.00
Total Expense Accounts:	1,273,646	1,660,017	1,658,517	1,660,017	1,662,267	0	1,662,267	1,273,646	1,662,267	2,250.00	0.13

Comparative Budget Worksheet By Object

Object	2010 Adopted Budget	2010 Current Budget	2010 YTD Actuals	2010 Current Year Est.	2011 Dept Request	2011 Service Package	2011 Proposed Budget	2011 Base Budget	2011 Final Budget	Change in Budget	Pct Chg
Total Limited Tax GO Bond 2009:	1,273,646	1,660,017	1,658,517	1,660,017	1,662,267	0	1,662,267	1,273,646	1,662,267	2,250.00	0.13
Department 28 General Government CIP											
TRANSFER OUT ACCOUNTS											
5970000 - Operating Transfers Out	574,536	688,182	439,448	688,182	584,262	0	584,262	574,536	584,262	-103,920.00	-15.10
Total TRANSFER OUT ACCOUNTS:	574,536	688,182	439,448	688,182	584,262	0	584,262	574,536	584,262	-103,920.00	-15.10
Expense Accounts											
5110000 - Salaries	264,308	264,308	255,069	355,182	267,522	0	267,522	257,113	267,522	3,214.00	1.21
5111000 - Salaries-Extra Help	0	0	37,644	57,825	0	0	0	0	0	0.00	0.00
5115000 - Vacation Buy-Out	0	0	558	0	0	0	0	0	0	0.00	0.00
5212000 - Social Security Replace Progrm	16,388	16,388	15,792	14,055	16,586	0	16,586	15,940	16,586	198.42	1.21
5213000 - Soc Sec Replace Pgm-Xtra Help	0	0	2,383	0	0	0	0	0	0	0.00	0.00
5214000 - PERS	14,027	14,027	13,866	12,030	18,496	0	18,496	17,777	18,496	4,467.57	31.84
5215000 - Insurance Premium Allowance	43,848	43,848	48,287	38,287	51,774	0	51,774	49,378	51,774	7,924.87	18.07
5220000 - Medicare	3,834	3,834	3,820	3,289	3,880	0	3,880	3,729	3,880	45.95	1.19
5221000 - Medicare - Extra Help	0	0	558	0	0	0	0	0	0	0.00	0.00
5230000 - Labor & Industries	2,151	2,151	3,003	1,927	3,022	0	3,022	2,984	3,022	869.79	40.43
5231000 - Labor & Industries-Extra Help	0	0	681	0	0	0	0	0	0	0.00	0.00
5310000 - Office Supplies	800	800	3,695	800	800	0	800	800	800	0.00	0.00
5320000 - Operating Supplies	0	0	23,116	8,309	0	0	0	0	0	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	400	6,178	4,447	12,940	400	0	400	400	400	-5,778.00	-93.52
5360000 - Software/Upgrades/Licenses	300	300	169	300	300	0	300	300	300	0.00	0.00
5410000 - Professional Services	293,986	1,632,809	556,842	1,669,491	159,445	0	159,445	293,986	159,445	-1,473,364.18	-90.23
5425000 - Postage/Courier	0	0	31	0	0	0	0	0	0	0.00	0.00
5430000 - Travel(Lodge,meals,miles)	500	500	454	500	500	0	500	500	500	0.00	0.00
5431000 - Mileage Reimb. Local Travel	0	0	0	0	0	0	0	0	0	0.00	0.00
5440000 - Advertising	0	0	218	0	0	0	0	0	0	0.00	0.00
5450000 - Operating Rentals & Lease	0	0	483	0	0	0	0	0	0	0.00	0.00
5471000 - Utility-Electricity	0	0	4,932	0	0	0	0	0	0	0.00	0.00
5480000 - Repairs & Maintenance	0	0	38,379	2,205	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	2,200	0	0	0	0	0	0	0.00	0.00
5494000 - Registration/Training/Admissn	2,500	2,500	3,474	2,500	2,500	0	2,500	2,500	2,500	0.00	0.00
5510000 - Intergovt Professional Service	0	0	1,892	0	0	0	0	0	0	0.00	0.00
5610000 - Land	0	0	-1,000	0	0	0	0	0	0	0.00	0.00
5620000 - Buildings & Structures	0	0	2,761,621	0	0	0	0	0	0	0.00	0.00
5630000 - Other Improvements	2,036,942	2,999,473	1,588,062	1,874,888	2,081,797	0	2,081,797	2,036,942	2,081,797	-917,676.06	-30.59
5640000 - Machinery & Equipment	0	0	23,786	0	0	0	0	0	0	0.00	0.00
5650000 - Construction of Fixed Assets	2,954,000	3,018,171	53,000	3,060,895	0	0	0	2,954,000	0	-3,018,171.00	-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	8,392	-1	0	0	0	0	0	0.00	0.00
5910000 - Interfund Chg-Equip Replacemnt	0	0	0	0	1,463	0	1,463	1,463	1,463	1,463.00	0.00
5950000 - Interfund Vehicle Operat/Maint	342	342	343	342	123	0	123	123	123	-219.00	-64.03
Total Expense Accounts:	5,634,596	8,005,899	5,456,197	7,116,034	2,608,878	0	2,608,878	5,638,205	2,608,878	-5,397,024.64	-67.41

Comparative Budget Worksheet By Object

Object	2010 Adopted Budget	2010 Current Budget	2010 YTD Actuals	2010 Current Year Est.	2011 Dept Request	2011 Service Package	2011 Proposed Budget	2011 Base Budget	2011 Final Budget	Change in Budget	Pct Chg
Total General Capital Fund:	6,209,132	8,694,081	5,895,645	7,804,216	3,193,140	0	3,193,140	6,212,741	3,193,140	-5,500,944.64	-63.27
Department 31 Facility Major Maintenance											
Expense Accounts											
5410000 - Professional Services	0	0	16,447	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
5630000 - Other Improvements	104,000	104,000	23,380	54,855	162,750	0	162,750	104,000	162,750	58,750.00	56.49
5901000 - Interfund Prof Svc-Bld Permits	0	0	145	145	0	0	0	0	0	0.00	0.00
Total Expense Accounts:	104,000	104,000	39,972	55,000	162,750	0	162,750	104,000	162,750	58,750.00	56.49
Total City Facility-Major Maint Fund:	104,000	104,000	39,972	55,000	162,750	0	162,750	104,000	162,750	58,750.00	56.49
Department 29 Roads Capital Improvements											
TRANSFER OUT ACCOUNTS											
5970000 - Operating Transfers Out	102,973	102,973	102,973	55,680	44,604	0	44,604	102,973	44,604	-58,369.00	-56.68
Total TRANSFER OUT ACCOUNTS:	102,973	102,973	102,973	55,680	44,604	0	44,604	102,973	44,604	-58,369.00	-56.68
Expense Accounts											
5110000 - Salaries	862,115	862,115	889,368	862,115	834,942	2,156	837,098	845,351	837,098	-25,018.99	-2.90
5111000 - Salaries-Extra Help	0	0	7,745	0	0	0	0	0	0	0.00	0.00
5112100 - Overtime-Extra Help	0	0	270	0	0	0	0	0	0	0.00	0.00
5114000 - Callback Pay	0	0	9	0	0	0	0	0	0	0.00	0.00
5212000 - Social Security Replace Progrm	53,452	53,452	54,929	53,452	51,767	134	51,901	52,412	51,901	-1,550.92	-2.90
5213000 - Soc Sec Replace Pgm-Xtra Help	0	0	526	0	0	0	0	0	0	0.00	0.00
5214000 - PERS	45,766	45,766	48,015	45,766	57,676	149	57,825	58,395	57,825	12,059.41	26.35
5214002 - PERS - Extra Help	0	0	14	0	0	0	0	0	0	0.00	0.00
5215000 - Insurance Premium Allowance	120,077	120,077	126,920	120,077	123,017	0	123,017	122,941	123,017	2,941.02	2.44
5220000 - Medicare	12,503	12,503	13,342	12,503	12,107	31	12,138	12,258	12,138	-363.93	-2.91
5221000 - Medicare - Extra Help	0	0	123	0	0	0	0	0	0	0.00	0.00
5230000 - Labor & Industries	4,500	4,500	5,188	4,500	5,350	0	5,350	5,387	5,350	850.46	18.89
5231000 - Labor & Industries-Extra Help	0	0	365	0	0	0	0	0	0	0.00	0.00
5310000 - Office Supplies	1,190	1,190	475	1,190	1,100	0	1,100	1,190	1,100	-90.00	-7.56
5320000 - Operating Supplies	0	0	15,575	0	0	0	0	0	0	0.00	0.00
5330000 - Program Supplies	0	0	2,492	0	0	0	0	0	0	0.00	0.00
5350000 - Small Tools/Minor Equipment	1,190	1,190	4,873	1,190	1,000	0	1,000	1,190	1,000	-190.00	-15.96
5360000 - Software/Upgrades/Licenses	1,150	1,150	209	1,150	1,200	0	1,200	1,150	1,200	50.00	4.34
5410000 - Professional Services	2,022,576	9,312,644	4,375,722	9,341,848	2,398,623	-2,470	2,396,153	2,022,576	2,396,153	-6,916,490.76	-74.26
5420000 - Telephone	0	0	48	0	0	0	0	0	0	0.00	0.00
5425000 - Postage/Courier	0	0	1,378	0	0	0	0	0	0	0.00	0.00
5430000 - Travel(Lodge,meals,miles)	1,500	1,500	3,518	1,500	1,500	0	1,500	1,500	1,500	0.00	0.00
5431000 - Mileage Reimb. Local Travel	400	400	184	400	400	0	400	400	400	0.00	0.00
5440000 - Advertising	0	0	2,506	0	0	0	0	0	0	0.00	0.00
5450000 - Operating Rentals & Lease	0	0	75	0	0	0	0	0	0	0.00	0.00
5471000 - Utility-Electricity	0	0	0	0	0	0	0	0	0	0.00	0.00
5472000 - Utility-Water	0	0	0	0	0	0	0	0	0	0.00	0.00
5474000 - UTILITY-SEWER	0	0	88	0	0	0	0	0	0	0.00	0.00
5480000 - Repairs & Maintenance	0	0	1,506	0	0	0	0	0	0	0.00	0.00

Comparative Budget Worksheet By Object

Object	2010 Adopted Budget	2010 Current Budget	2010 YTD Actuals	2010 Current Year Est.	2011 Dept Request	2011 Service Package	2011 Proposed Budget	2011 Base Budget	2011 Final Budget	Change in Budget	Pct Chg
5491000 - Dues, Subscriptions	800	800	1,436	800	800	0	800	800	800	0.00	0.00
5492000 - Filing,Recording,Witness Fees	0	0	76	0	0	0	0	0	0	0.00	0.00
5493000 - Printing & Binding	100	100	8,078	100	100	0	100	100	100	0.00	0.00
5494000 - Registration/Training/Admissn	4,500	4,500	3,439	4,500	4,500	0	4,500	4,500	4,500	0.00	0.00
5510000 - Intergovt Professional Service	0	0	32,494	0	0	0	0	0	0	0.00	0.00
5610000 - Land	2,065,000	2,065,000	1,459,351	2,065,000	6,628,567	0	6,628,567	2,065,000	6,628,567	4,563,567.00	221.00
5620000 - Buildings & Structures	0	0	0	0	0	0	0	0	0	0.00	0.00
5630000 - Other Improvements	27,762,000	27,886,707	13,714,400	20,692,107	10,321,681	0	10,321,681	27,762,000	10,321,681	-17,565,026.09	-62.98
5650000 - Construction of Fixed Assets	2,131,253	2,032,489	461,554	1,952,489	1,047,146	0	1,047,146	2,131,253	1,047,146	-985,343.14	-48.47
5901000 - Interfund Prof Svc-Bld Permits	0	0	295	0	0	0	0	0	0	0.00	0.00
5910000 - Interfund Chg-Equip Replacemnt	43	43	43	43	2,306	0	2,306	2,306	2,306	2,263.00	5,262.79
5950000 - Interfund Vehicle Operat/Maint	885	885	885	885	1,310	0	1,310	1,310	1,310	425.00	48.02
Total Expense Accounts:	35,091,000	42,407,011	21,237,514	35,161,615	21,495,092	0	21,495,092	35,092,019	21,495,092	-20,911,917.94	-49.31
Total Roads Capital Fund:	35,193,973	42,509,984	21,340,487	35,217,295	21,539,696	0	21,539,696	35,194,992	21,539,696	-20,970,286.94	-49.33
Department 27 Public Works											
TRANSFER OUT ACCOUNTS											
5970000 - Operating Transfers Out	0	0	0	0	272,131	0	272,131	0	272,131	272,131.00	0.00
Total TRANSFER OUT ACCOUNTS:	0	0	0	0	272,131	0	272,131	0	272,131	272,131.00	0.00
Expense Accounts											
5110000 - Salaries	534,102	534,102	524,634	534,102	551,708	0	551,708	548,215	551,708	17,606.04	3.29
5111000 - Salaries-Extra Help	29,544	29,544	28,864	29,544	36,720	17,696	54,416	36,729	54,416	24,872.00	84.18
5112000 - Overtime	7,740	7,740	4,621	7,740	7,740	0	7,740	7,740	7,740	0.00	0.00
5112100 - Overtime-Extra Help	100	100	63	100	100	0	100	100	100	0.00	0.00
5113000 - Standby Pay	3,718	3,718	400	4,018	4,018	0	4,018	3,718	4,018	300.00	8.06
5114000 - Callback Pay	3,435	3,435	1,266	3,435	3,435	0	3,435	3,435	3,435	0.00	0.00
5115000 - Vacation Buy-Out	0	0	1,538	0	0	0	0	0	0	0.00	0.00
5212000 - Social Security Replace Progrm	33,115	33,115	33,247	33,115	34,206	0	34,206	33,990	34,206	1,091.56	3.29
5213000 - Soc Sec Replace Pgm-Xtra Help	1,832	1,832	1,794	1,832	2,277	1,097	3,374	2,277	3,374	1,542.00	84.17
5214000 - PERS	28,333	28,333	28,690	28,333	36,767	0	36,767	36,700	36,767	8,433.39	29.76
5214002 - PERS - Extra Help	1,207	1,207	1,140	1,207	2,069	0	2,069	2,069	2,069	862.00	71.41
5214003 - PERS Back Contrib. Employer	0	0	131	131	0	0	0	0	0	0.00	0.00
5214004 - PERS-Back Contrib. Employee	0	0	96	96	0	0	0	0	0	0.00	0.00
5215000 - Insurance Premium Allowance	89,808	89,808	88,037	89,808	95,999	0	95,999	93,970	95,999	6,190.54	6.89
5220000 - Medicare	7,745	7,745	8,191	7,745	8,000	0	8,000	7,949	8,000	255.29	3.29
5221000 - Medicare - Extra Help	429	429	420	429	533	257	790	533	790	361.00	84.14
5230000 - Labor & Industries	7,997	7,997	8,879	7,997	10,513	0	10,513	10,494	10,513	2,514.46	31.44
5231000 - Labor & Industries-Extra Help	1,324	1,324	1,866	1,324	1,903	970	2,873	1,837	2,873	1,549.00	116.99
5310000 - Office Supplies	800	800	747	800	600	0	600	800	600	-200.00	-25.00
5320000 - Operating Supplies	62,810	62,810	82,889	61,444	62,544	0	62,544	62,810	62,544	-266.00	-0.42
5330000 - Program Supplies	5,235	8,360	4,115	6,000	5,235	0	5,235	5,235	5,235	-3,125.00	-37.38
5350000 - Small Tools/Minor Equipment	6,500	6,500	1,059	5,272	4,600	0	4,600	6,500	4,600	-1,900.00	-29.23
5360000 - Software/Upgrades/Licenses	0	0	0	0	0	0	0	0	0	0.00	0.00
5410000 - Professional Services	32,000	59,585	26,616	59,085	38,000	0	38,000	32,000	38,000	-21,585.00	-36.22
5420000 - Telephone	0	0	601	651	1,300	0	1,300	0	1,300	1,300.00	0.00

Comparative Budget Worksheet By Object

Object	2010 Adopted Budget	2010 Current Budget	2010 YTD Actuals	2010 Current Year Est.	2011 Dept Request	2011 Service Package	2011 Proposed Budget	2011 Base Budget	2011 Final Budget	Change in Budget	Pct Chg
5425000 - Postage/Courier	9,901	9,901	10	9,901	9,901	0	9,901	9,901	9,901	0.00	0.00
5430000 - Travel(Lodge,meals,miles)	1,834	1,834	815	1,834	1,834	0	1,834	1,834	1,834	0.00	0.00
5431000 - Mileage Reimb. Local Travel	150	150	0	50	150	0	150	150	150	0.00	0.00
5440000 - Advertising	0	0	997	90	0	0	0	0	0	0.00	0.00
5450000 - Operating Rentals & Lease	3,758	3,758	2,341	3,758	3,758	0	3,758	3,758	3,758	0.00	0.00
5471000 - Utility-Electricity	500	500	1,300	1,354	1,500	0	1,500	500	1,500	1,000.00	200.00
5475000 - UTILITY-GARBAGE/SOLID WAS	15,364	15,364	14,883	15,364	15,364	0	15,364	15,364	15,364	0.00	0.00
5480000 - Repairs & Maintenance	389,494	389,494	231,063	319,700	434,742	0	434,742	441,042	434,742	45,247.54	11.61
5491000 - Dues, Subscriptions	730	730	1,126	730	730	0	730	730	730	0.00	0.00
5493000 - Printing & Binding	9,428	9,428	5,928	9,428	9,428	0	9,428	9,428	9,428	0.08	0.00
5494000 - Registration/Training/Admissn	6,294	6,294	1,885	4,200	6,294	0	6,294	6,294	6,294	0.00	0.00
5495000 - City Grants to Other Agencies	20,000	20,000	4,950	5,100	20,000	0	20,000	20,000	20,000	0.00	0.00
5510000 - Intergovt Professional Service	184,159	184,159	134,000	202,710	203,808	0	203,808	203,808	203,808	19,649.00	10.66
5630000 - Other Improvements	0	0	0	20,000	0	0	0	0	0	0.00	0.00
5700000 - Debt Service-Principal	326,475	326,475	0	326,475	326,475	0	326,475	326,475	326,475	0.00	0.00
5800000 - Debt Service-Interest	19,589	19,589	18,772	19,588	17,956	0	17,956	19,589	17,956	-1,633.00	-8.33
5910000 - Interfund Chg-Equip Replacemnt	6,053	6,053	6,054	6,054	41,908	0	41,908	42,848	41,908	35,855.00	592.35
5950000 - Interfund Vehicle Operat/Maint	18,944	18,944	18,944	18,944	59,273	0	59,273	59,600	59,273	40,329.00	212.88
Total Expense Accounts:	1,870,447	1,901,157	1,292,972	1,849,488	2,061,388	20,020	2,081,408	2,058,422	2,081,408	180,248.90	9.48
Department 30 Surface Water CIP											
TRANSFER OUT ACCOUNTS											
5970000 - Operating Transfers Out	1,293,042	1,395,042	1,144,625	1,395,068	454,487	0	454,487	1,293,042	454,487	-940,555.00	-67.42
Total TRANSFER OUT ACCOUNTS:	1,293,042	1,395,042	1,144,625	1,395,068	454,487	0	454,487	1,293,042	454,487	-940,555.00	-67.42
Expense Accounts											
5110000 - Salaries	187,464	187,464	231,895	175,685	207,966	518	208,484	207,966	208,484	21,018.47	11.21
5112000 - Overtime	0	0	245	0	0	0	0	0	0	0.00	0.00
5114000 - Callback Pay	0	0	19	0	0	0	0	0	0	0.00	0.00
5115000 - Vacation Buy-Out	0	0	512	0	0	0	0	0	0	0.00	0.00
5212000 - Social Security Replace Progrm	11,623	11,623	14,397	9,342	12,895	32	12,927	12,895	12,927	1,302.52	11.20
5214000 - PERS	9,948	9,948	12,523	7,997	14,366	35	14,401	14,366	14,401	4,451.86	44.75
5215000 - Insurance Premium Allowance	30,975	30,975	38,650	25,513	37,079	0	37,079	36,541	37,079	6,104.87	19.70
5220000 - Medicare	2,720	2,720	3,480	2,186	3,015	8	3,023	3,015	3,023	304.17	11.18
5230000 - Labor & Industries	1,302	1,302	1,956	1,036	1,736	0	1,736	1,736	1,736	434.76	33.39
5310000 - Office Supplies	1,535	1,535	491	1,535	1,523	0	1,523	1,535	1,523	-12.00	-0.78
5320000 - Operating Supplies	0	0	180	0	0	0	0	0	0	0.00	0.00
5350000 - Small Tools/Minor Equipment	600	600	493	600	600	0	600	600	600	0.00	0.00
5360000 - Software/Upgrades/Licenses	2,050	2,050	0	2,050	2,000	0	2,000	2,050	2,000	-50.00	-2.43
5410000 - Professional Services	622,008	1,534,269	270,121	1,678,408	985,216	-593	984,623	622,008	984,623	-549,646.00	-35.82
5420000 - Telephone	0	0	514	0	0	0	0	0	0	0.00	0.00
5430000 - Travel(Lodge,meals,miles)	300	300	485	300	300	0	300	300	300	0.00	0.00
5431000 - Mileage Reimb. Local Travel	600	600	0	600	600	0	600	600	600	0.00	0.00
5440000 - Advertising	0	0	721	410	0	0	0	0	0	0.00	0.00
5480000 - Repairs & Maintenance	0	0	4,360	0	0	0	0	0	0	0.00	0.00
5491000 - Dues, Subscriptions	700	700	504	700	700	0	700	700	700	0.00	0.00

Comparative Budget Worksheet By Object

Object	2010 Adopted Budget	2010 Current Budget	2010 YTD Actuals	2010 Current Year Est.	2011 Dept Request	2011 Service Package	2011 Proposed Budget	2011 Base Budget	2011 Final Budget	Change in Budget	Pct Chg
5493000 - Printing & Binding	0	0	268	0	0	0	0	0	0	0.00	0.00
5494000 - Registration/Training/Admissn	5,000	5,000	1,923	5,000	5,000	0	5,000	5,000	5,000	0.00	0.00
5510000 - Intergovt Professional Service	0	0	10	0	0	0	0	0	0	0.00	0.00
5610000 - Land	100,000	100,000	0	100,000	3,585	0	3,585	100,000	3,585	-96,415.00	-96.41
5630000 - Other Improvements	156,000	227,068	651,846	196,000	269,122	0	269,122	156,000	269,122	42,054.00	18.52
5640000 - Machinery & Equipment	0	0	0	0	0	0	0	0	0	0.00	0.00
5650000 - Construction of Fixed Assets	596,342	626,342	301,364	295,000	726,165	0	726,165	596,342	726,165	99,823.00	15.93
5901000 - Interfund Prof Svc-Bld Permits	0	0	2,610	5,000	0	0	0	0	0	0.00	0.00
5910000 - Interfund Chg-Equip Replacemnt	43	43	43	43	3,003	0	3,003	3,003	3,003	2,960.00	6,883.72
5950000 - Interfund Vehicle Operat/Maint	790	790	790	790	2,068	0	2,068	2,068	2,068	1,278.00	161.77
5992000 - Contingency	0	0	0	0	0	0	0	0	0	0.00	0.00
Total Expense Accounts:	1,730,000	2,743,329	1,540,400	2,508,195	2,276,939	0	2,276,939	1,766,725	2,276,939	-466,391.35	-17.00
Total SWM Utility Fund:	4,893,489	6,039,528	3,977,997	5,752,751	5,064,945	20,020	5,084,965	5,118,189	5,084,965	-954,566.45	-15.80
Department 27 Public Works											
Expense Accounts											
5111000 - Salaries-Extra Help	0	0	0	0	0	0	0	0	0	0.00	0.00
5310000 - Office Supplies	0	0	0	0	0	0	0	0	0	0.00	0.00
5320000 - Operating Supplies	0	1,671	6,878	1,671	0	0	0	0	0	-1,671.00	-100.00
5321000 - Fuel Consumed	72,636	72,636	62,964	70,000	70,000	0	70,000	70,000	70,000	-2,636.00	-3.62
5410000 - Professional Services	0	959	1,385	959	0	0	0	0	0	-959.00	-100.00
5425000 - Postage/Courier	0	0	0	0	0	0	0	0	0	0.00	0.00
5430000 - Travel(Lodge,meals,miles)	0	0	0	0	0	0	0	0	0	0.00	0.00
5450000 - Operating Rentals & Lease	0	713	0	713	0	0	0	0	0	-713.00	-100.00
5480000 - Repairs & Maintenance	69,509	87,488	74,133	90,124	106,563	0	106,563	106,563	106,563	19,075.00	21.80
5992000 - Contingency	21,322	0	0	0	15,000	0	15,000	15,000	15,000	15,000.00	0.00
Total Expense Accounts:	163,467	163,467	145,360	163,467	191,563	0	191,563	191,563	191,563	28,096.00	17.18
Total Vehicle Operations/Maintenance:	163,467	163,467	145,360	163,467	191,563	0	191,563	191,563	191,563	28,096.00	17.18
Department 16 Finance											
Expense Accounts											
5350000 - Small Tools/Minor Equipment	100,000	100,000	56,087	100,000	100,000	0	100,000	100,000	100,000	0.00	0.00
5510000 - Intergovt Professional Service	0	0	675	0	0	0	0	0	0	0.00	0.00
5640000 - Machinery & Equipment	0	179,694	183,095	145,124	34,199	0	34,199	0	34,199	-145,495.00	-80.96
Total Expense Accounts:	100,000	279,694	239,857	245,124	134,199	0	134,199	100,000	134,199	-145,495.00	-52.01
Total Equipment Replace/Deprec Fund:	100,000	279,694	239,857	245,124	134,199	0	134,199	100,000	134,199	-145,495.00	-52.01
Department 16 Finance											
Expense Accounts											
5510000 - Intergovt Professional Service	30,000	30,000	12,517	30,000	15,000	0	15,000	30,000	15,000	-15,000.00	-50.00
Total Expense Accounts:	30,000	30,000	12,517	30,000	15,000	0	15,000	30,000	15,000	-15,000.00	-50.00
Total Unemployment Fund:	30,000	30,000	12,517	30,000	15,000	0	15,000	30,000	15,000	-15,000.00	-50.00
Report Total	84,104,780	97,594,571	67,255,590	87,712,830	70,422,964	-58,911	70,364,050	83,831,365	70,364,050	-27,230,525.87	-50.00

2011 Expenditure Categories

Object	Description	Detail Required
Salaries and Benefits		
	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	**Salaries**	Will be posted from Position Budgeting
	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.	
5111	**Salaries - Extra Help**	Yes
	Hourly staff and temporary help that are not designated positions. All agency staff should be budgeted under Professional Services.	
5112	**Overtime**	No
	Overtime pay for employees who are eligible.	
5112100	**Overtime - Extra Help**	
5113	**Standby Pay**	No
	Standby pay for employees who are eligible.	
5114	**Call Back Pay**	No
5115	**Vacation Buy-Out**	No
5212	**Social Security Replacement Program**	Will be posted from Position Budgeting
5213	**Soc. Sec. Replac. Prog. - Extra Help**	
5214	**PERS**	Will be posted from Position Budgeting
5214001	**CM Retirement Plan**	Will be posted from Position Budgeting
5214002	**PERS - Extra Help**	
5215	**Insurance Premium Allowance**	Will be posted from Position Budgeting
5220	**Medicare**	Will be posted from Position Budgeting
5221	**Medicare - Extra Help**	
5230	**Labor & Industries**	Will be posted from Position Budgeting
5231	**Labor & Industries - Extra Help**	
5232	**Labor & Industries - Standby Pay**	
5240	**Unemployment Compensation**	Will be posted from Position Budgeting
Supplies		
5310	**Office Supplies**	No
	Paper, forms, maps, publications, writing materials, Office Supplies-Boise Cascade, Corp Express (except furniture), Paper Zone	No
5320	**Operating Supplies**	
	Chemicals, cleaning & sanitation supplies, clothing, construction materials & supplies, drugs, electrical supplies, medicines, oil, paints, and plumbing supplies	
5321	**Fuel Consumed**	No
5330	**Program Supplies**	No
	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	

2011 Expenditure Categories

Object	Description	Detail Required
5340	**Supplies Packaged for Resale**	No
	T-Shirts, food, towels, swimming goggles, other items purchased for resale/revenue	
	Pool Resale Supplies	
5350	**Small tools and Minor Equipment**	No
	Tools and equipment that are not capitalized (less than $5,000)	
5360	**Software/Licenses/Upgrades**	Yes
	Software & Software Licenses	
Other Services & Charges		
5410	**Professional Services**	Yes
	Accounting/Auditing, Engineering/architectural, computer programming, management consulting, special legal services, temporary help employed through an agency	
5410001	**Janitorial Service**	Yes
5410002	**Credit Card Fees - Parks**	No
5420	**Telephone**	No
	Local, long-distance, and wireless	
5425	**Postage/Courier**	No
	Postage, Fedex, UPS, Bucky's, West Courier	
5430	**Travel (Lodging, Meals, Miles)**	Yes
	Per diem, lodging, meals, mileage	
5430001	**Council Dinner Meeting Meals**	
5431	**Mileage Reimbursement Local Travel**	Yes
	Local mileage	
5440	**Advertising**	No
5441	**Advertising - Franchise**	
5450	**Operating Rentals & Leases**	Yes
	Room rentals, lease of copy or postage machines, rental of equipment	
	Meeting Facilities	
	Shoreline School District (Shoreline Center Room Rentals)	
	Related food costs greater than $50 should be coded 5330 for non-events, 5430 for employee related events	
5460	**Insurance**	No
5470	**Utility services - DO NOT USE! Replaced by 5471-5475**	
5471	**Electricity**	No
5471001	**Utility - Electricity, Streetlights**	No
5471002	**Utility - Electricity, Traffic Signal**	No
5472	**Water**	No
5473	**Natural Gas**	No
5474	**Sewer**	No
5475	**Garbage/Solid Waste**	No
5476	**Cable TV**	No
5480	**Repairs & Maintenance**	No
	Buildings, improvements, structures, equipment (vehicles, tires, etc.)	
	Maintenance Contracts	
	All supplies purchased directly by City goes under Operating Supplies except software/ licenses	
5491	**Dues, Subscriptions, Memberships**	Yes
5492	**Filing, Recording & Witness Fees**	No
	Jury or witness fees	
5493	**Printing & Binding**	No
	Copying costs, printing services, etc.	
	Kinko's	
	Printing Companies (brochures, newsletters, publications)	
5494	**Registration/Training**	Yes
	Registration for conferences and training expenses	
5495	**City Grants to other Agencies**	Yes
	Grants that the City provides to outside agencies.	
5496	**Judgements/Settlements**	No
5499	**Miscellaneaous Expenses**	No

2011 Expenditure Categories

Object	Description	Detail Required
Intergovernmental/Interfund Services		
5510	**Intergovernmental Professional Services** 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	**Interfund Transfers** Transfers between funds	No
Capital Outlay (Amounts should be in excess of $5,000)		
5610	**Land** Land acquisition costs, rights-of-way, LIDs	Yes
5620	**Buildings & Structures** Acquisition, construction, and improvements to office or administrative buildings, shops and warehouses, park buildings	Yes
5630	**Other Improvements** Athletic fields, bridges, water and sewer systems, lighting, parking, roadways, sidewalks, storm drains, streets	Yes
5640	**Machinery & Equipment** Communications equipment, transportation equipment, office furniture & equipment, computers, heavy duty work equipment	Yes
5650	**Construction of Fixed Assets** For capital improvement projects on City owned property	Yes
Debt Service Principal		
5700	**Debt Service Principal**	Yes
5800	**Debt Service Interest & Related Costs**	Yes
Interfund Payment for Services, Transfers, and Reserves		
Expenditures made to other funds or other departments of the same fund for services rendered		
5901	**Interfund Professional Services (Building Permits)**	Yes
5910	**Interfund Charge - Equipment Replacement**	No
5950	**Interfund Vehicle Operations and Maintenance**	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. **S**afe, **A**ccountable, **F**lexible and **E**fficient **T**ransportation **E**quity **A**ct - a **L**egacy for **U**sers 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.