



## **WELCOME TO THE CITY OF SHORELINE'S 2005 BUDGET**

**Instructions for maneuvering within this document:**

- 1) To read the whole document, simply use the right-hand scroll bar and scroll down or use your page up/page down keys to see each page.**
- 2) To read a specific page or section, open the BOOKMARK tab on the left of your screen and click once on the page/section you are interested in. The document will “zoom” you to that exact location. To read the complete tab descriptions on the Bookmarks, click on the Bookmark Tab, then click ‘Options’, then click ‘Wrap Long Bookmarks’.**
- 3) To jump around within the document, simply click on any of the bookmarks. They will take you right to the section or page you want.**
- 4) Any portion of this document can be printed by telling your printer which page numbers you want printed. (The page numbers will show at the bottom of your screen). Just go to the page you want printed, and on your bottom toolbar, it will say “page 67 of 410”. If you want to print, for instance, pages 67 through 75, go File, then Print, then, where it says ‘print range’, type in page 67 to 75. Only those pages will print.**



# 2005 Budget

*Shoreline, Washington*

January 1, 2005 ~ December 31, 2005



# ***2005 Budget***

Ron Hansen, Mayor  
Scott Jepsen, Deputy Mayor  
John Chang, Councilmember  
Maggie Fimia, Councilmember  
Paul Grace, Councilmember  
Rich Gustafson, Councilmember  
Robert Ransom, Councilmember

Steve Burkett, City Manager  
Debbie Tarry, Finance Director

*Prepared by the Finance Department  
For Fiscal Year January 1, 2005 - December 31, 2005*

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Shoreline  
Washington**

For the Fiscal Year Beginning

**January 1, 2004**

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 2004 fiscal year beginning January 1, 2004. 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.





# 2005 Budget

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# READER'S GUIDE TO THE BUDGET

The City's budget, in its basic structure, is similar to a family household budget. What a family spends (city expenditures), must not exceed its income (city revenues), and to be prudent a family should also place some of its income each year in a savings account (city reserves) to cover future emergencies or unanticipated opportunities.

Once beyond the basic comparisons, however, budgets for cities are certainly more complex than a family or even a small business would require. 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. Much of this complexity is created to allow for proper accounting and tracking techniques that are established by State law. Unlike the federal government, the City of Shoreline must adopt a balanced budget.

## Organization of this Document

This budget document is organized into eight sections to facilitate the reader's understanding of the City's 2005 budget and to help the reader to find information regarding the City and its budget. Those eight sections are: Introduction, Transmittal Letter, Strategic Plan/Program Budgets, Executive Summary, Operating Budget, Budget by Fund, Capital Improvement Program, and Appendix.

**Introduction** – This section is designed to introduce the reader to the City and the 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 2005 budget message to the City Council.

**Strategic Plan/Program Budgets** –This section displays how the City's programs are organized to support the City's Strategic Plan.

- ◆ Strategic Plan
- ◆ Program Budget Overview & Summary
- ◆ Program Budgets organized by Critical Success Factors

**Executive Summary** – This section provides an overview of the City's financial condition and includes:

- ◆ City Resources and Expenditures by Category
- ◆ City Budget Summary
- ◆ All Funds Resources/Expense Summary
- ◆ 2005 Revenue Sources
- ◆ Ending Fund Balances
- ◆ Change in Ending Fund Balances
- ◆ Expenditures by Object Category
- ◆ 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 includes:

- ◆ Department/Fund Overview
- ◆ 2005 FTE Summary
- ◆ 2005 Budgeted Positions

**Department Budgets**

- ◆ Mission Statement
- ◆ Programs
- ◆ Historical Comparison of Total Expenditures, % of General Fund, and FTE's
- ◆ 2004 Key Accomplishments
- ◆ 2005 Key Department Objectives
- ◆ Historical Comparison of Expenditure/Revenue Categories
- ◆ Historical Program Comparison
- ◆ Historical Fund Comparison
- ◆ 2005 Budget Changes

**Budget by Fund** – This section illustrates the financial condition 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

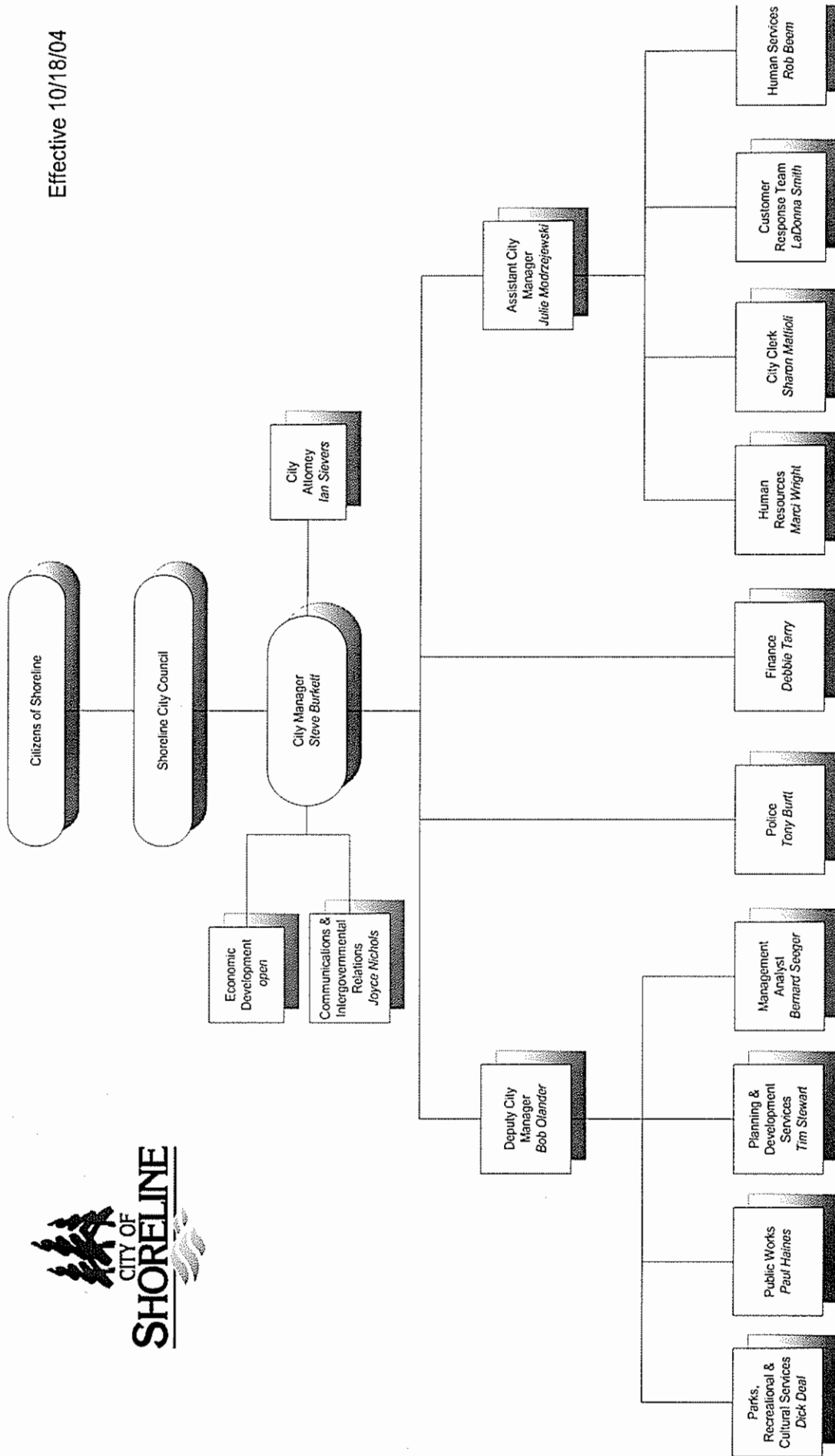
**Capital Improvement Program** – This section identifies the multi-year plan for the three Capital Funds; General Capital (improvements to Parks and Facilities), Roads Capital (street, sidewalk, and traffic improvements), and Surface Water Capital (drainage improvements). A summary of each fund's projects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

- ◆ Impacts of Growth Management
- ◆ Capital Budget Criteria
- ◆ Advantages of Capital Planning
- ◆ Description of Capital Funds
- ◆ Capital Improvement Plan Policies
- ◆ Impact of CIP on Operating Budgets
- ◆ 2005– 2010 CIP Expenditures and Resources by Category
- ◆ 2005 Capital Project Summary
- ◆ 2005– 2010 CIP Expenditures and Resources by Fund

**Appendix** – This section includes:

- ◆ Financial Policies
- ◆ 2005 Salary Table
- ◆ 2005 Fee Schedules
- ◆ Expenditure Categories
- ◆ Glossary of Budget Terms

# CITY ORGANIZATIONAL CHART



Effective 10/18/04



# SHORELINE COMMUNITY PROFILE

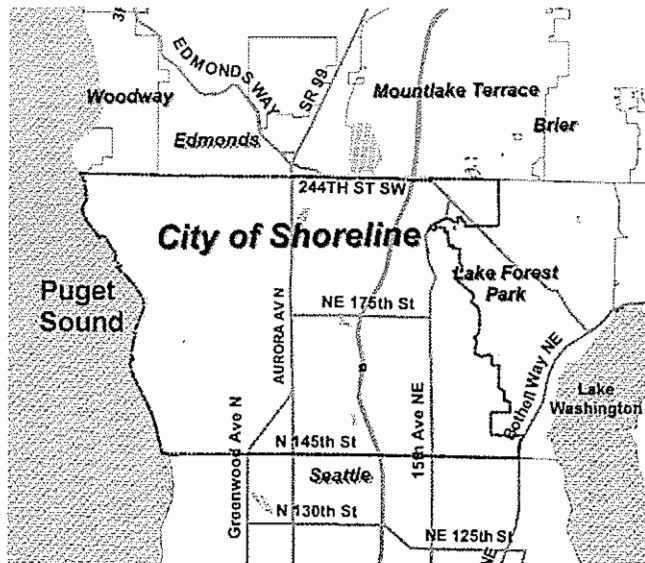


Demographics (from 2000 Census Data)	
Male/Female.....	48.2%/51.8%
Median Age .....	39.3
% under 20 .....	24.9
Households.....	20,716
Owner Occupied Housing Units..	68%
Median Value of Unit.....	\$205,300
Educational Attainment:	
B.A. or higher.....	37.3%
H.S. or Higher.....	90.2%
Median Household Income.....	\$51,658
Per Capita Income.....	\$24,959
Families in Poverty .....	4.4%

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.....	52,740
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 .....	21,338
City Retail Sales Tax.....	8.8 or 9.3% (Food and Beverage)
City Employees (Full-Time) .....	137.93
Assessed Valuation.....	\$5,290,380,652



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 Mounlake 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 2004 to be 52,740. 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 74% 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. Twelve neighborhood organizations were recognized or organized by the City, and one was added later through annexation. 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 St.

*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 is the central natural landmark of this neighborhood located on the northern edge of the City and bounded by Aurora Avenue, N.E. 185<sup>th</sup> 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. 185<sup>th</sup> Street and N.W. Richmond Beach Road and south of N.W. 205<sup>th</sup> 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. 185<sup>th</sup> Street, I-5, N. 160<sup>th</sup> 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. 175<sup>th</sup> Street 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. 185<sup>th</sup> Street, Aurora Avenue, N. 165<sup>th</sup> 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 roughly bordered by I-5, N.E. 15<sup>th</sup> Street, N.E. 175<sup>th</sup> Street and N.E. 145<sup>th</sup> 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 Community College, CRISTA Schools, the fire station, the City of Shoreline municipal offices, the Shoreline Sewer 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 15<sup>th</sup> Avenue N.E. between N. 170<sup>th</sup> and N. 185<sup>th</sup> Streets. This district serves the local community and neighboring communities. The Hillwood/Richmond Beach commercial area is located on N.W. 185<sup>th</sup> Street and 8<sup>th</sup> 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 145<sup>th</sup> Avenue N.E. between 15<sup>th</sup> 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 15<sup>th</sup> Avenue N.E. and N.E. 155<sup>th</sup> 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 300 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; Food Lifeline (the wholesale distributor of food to the food banks); and Washington State Patrol offices.

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.

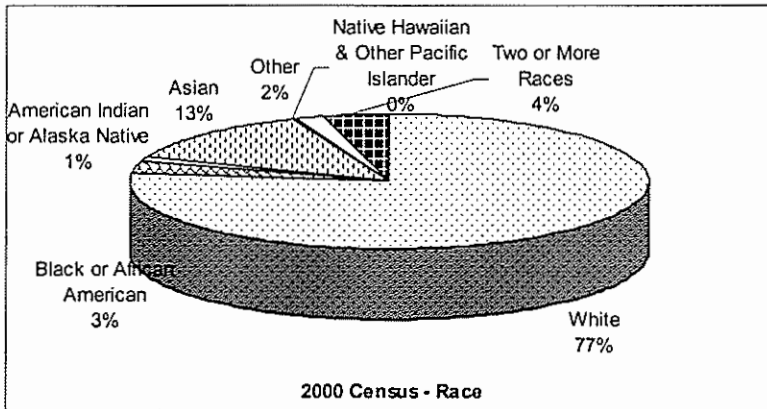
Most of these jobs are located along Aurora Avenue, however, other employment clusters include the Shoreline Community College, the Fircrest Campus and neighborhood business centers in North City, Richmond Village, 5<sup>th</sup> Avenue N.E. and N.E. 165<sup>th</sup> Street, and 15<sup>th</sup> Avenue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

Major employers within the community include:

- Shoreline Community College
- Fred Meyer
- Costco
- State Department of Transportation
- Sears
- Marshall's
- Home Depot
- CRISTA Ministries
- Shoreline School District
- Fircrest
- City of Shoreline

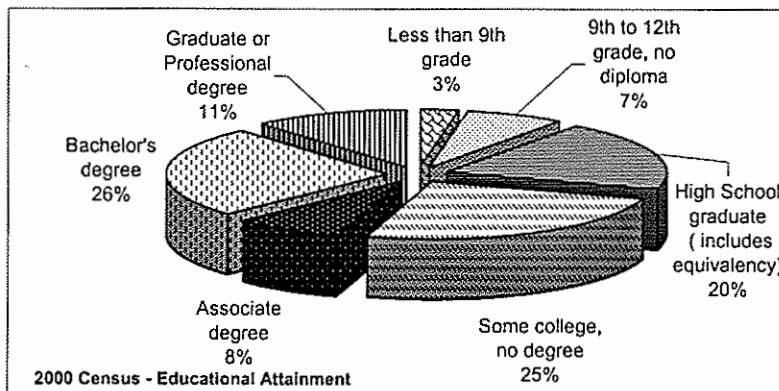
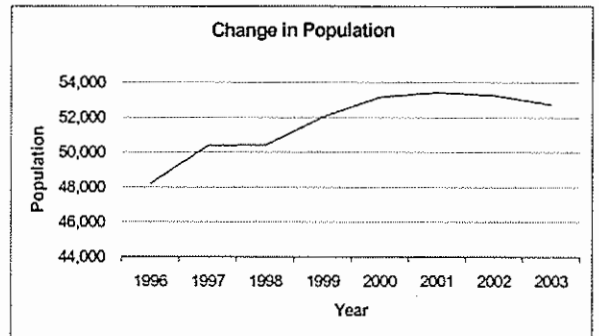
According to the 2000 census, 28,144 City residents over age 16 were employed in the region, most in the management and professional sector (40.2%) followed by sales and office occupations (26.7%), service occupations (14.5%), production and transportation occupations (10.2%), construction and maintenance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

# DEMOGRAPHICS



2000 Census - Age Distribution of Residents		
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%
	<b>53,025</b>	<b>100.0%</b>

2000 Census - Types of Housing Units		
Single Family-Detached	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%
	<b>21,330</b>	<b>100.0%</b>



# 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 Gym
- Annex Teen Center

## Library Services

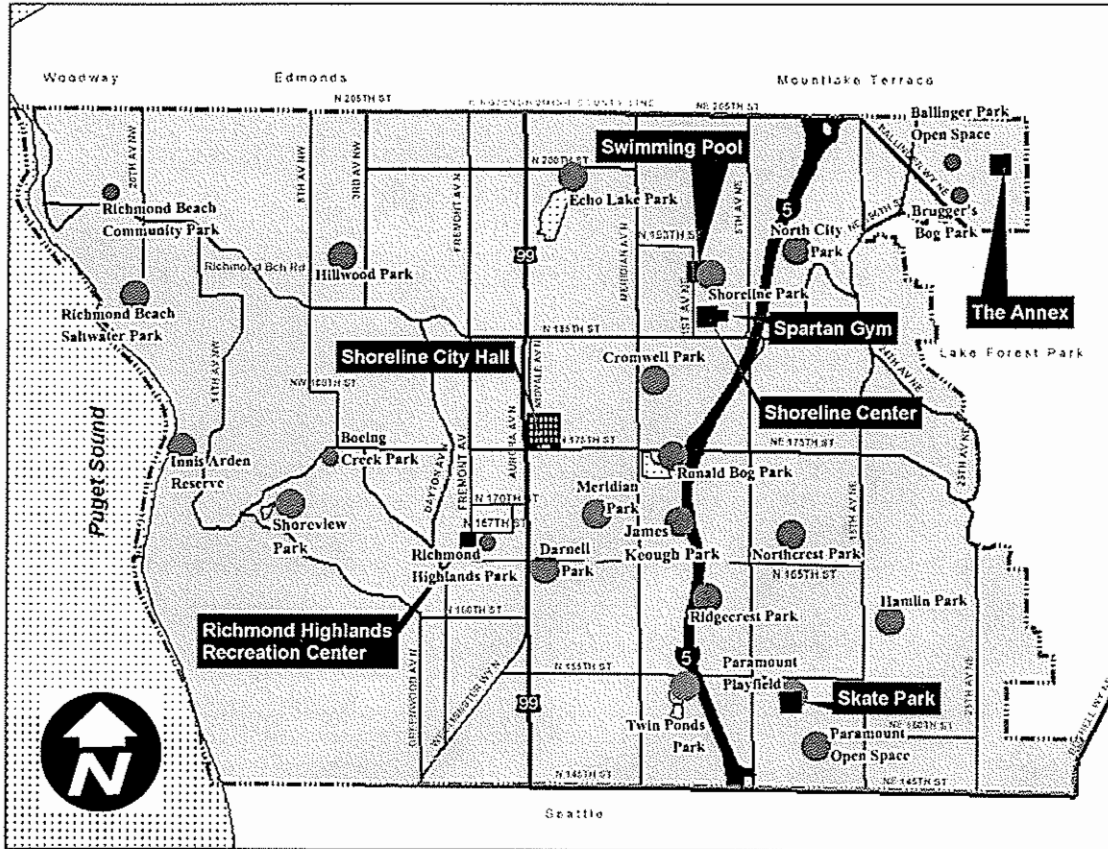
### King County Library District

- Shoreline Library
- Richmond Beach Library

## Utility Services

- Cable: Comcast
- Electricity: Seattle City Light
- Garbage/Recycling: Waste Management
- Natural Gas: Puget Sound Energy
- Sewer: Ronald Wastewater District
- Water: Seattle Public Utilities  
Shoreline Water District
- Telephone/Cellular: Various

# MAP SHOWING SHORELINE'S PARKS AND RECREATION CENTERS





## PARKS FACILITIES AMENITIES

Park Facility	Restrooms	Play-ground	Basketball	Soccer	Tennis	Handball	Baseball	Hiking	Swimming	Waterfront	Picnic Areas	Fishing
Ballinger Open Space								✓				
Boeing Creek								✓		✓		
Brugers Bog		✓						✓			✓	
Cromwell		✓	✓	✓			✓					
Echo Lake	✓									✓		✓
Hamlin Park	✓	✓					✓	✓			✓	
Hillwood	✓	✓		✓	✓		✓					
James Keough		✓	✓	✓								
Meridian Park			✓		✓			✓				
North City								✓				
Northcrest		✓						✓				
Paramount Park Open Space								✓				
Paramount Playfield	✓	✓		✓			✓	✓			✓	
Richmond Beach Community Park	✓	✓			✓							
Richmond Beach Saltwater Park	✓	✓						✓		✓	✓	✓
Richmond Highlands Park	✓	✓	✓				✓					
Ridgecrest Playfield		✓				✓	✓					
Ronald Bog										✓	✓	
Shoreline Park	✓	✓		✓	✓			✓		✓		
Shoreline Pool								✓				
Shoreview Park	✓	✓		✓	✓		✓	✓				
Twin Ponds	✓	✓		✓	✓			✓		✓	✓	

# BUDGET PROCEDURES AND PROCESS

## Operating Budget Procedures and Amendments Process

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

Budgets are appropriated and adopted for all of the City's funds. All fund budgets, with the exception of the capital funds, are adopted on an annual basis. Calendar year budgets are adopted by the City Council for the General Fund, Special Revenue, 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 Budgeting

The City prepares and annual financial report in conformance with generally accepted accounting principles (GAAP). In some cases, the budget is prepared using a different basis and therefore cannot, in all cases, be compared to information reported in the annual report.

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements. The City's Annual Financial Report reports the status of the City's finances in accordance with generally accepted accounting principles (GAAP). The accrual basis of accounting is used for all funds at the entity-wide reporting level. At the fund level, the accrual basis of accounting is used for all funds except the governmental fund types that use the modified accrual basis of accounting.

The modified accrual basis differs from the accrual basis in the following ways:

1. Purchases of capital assets are considered expenditures.
2. Redemptions of long-term debt are considered expenditures.

## **BUDGET PROCEDURES AND PROCESS**

3. Revenue are recognized only when they become both measureable and available to finance expenditures of the current period.
4. Depreciation is recorded on an accrual basis only.

The basis of budgeting is determined by the type of fund. The Governmental Fund types (i.e. General Fund, Street Fund, Surface Water Management Fund) are budgeted on a modified accrual basis and can be directly compared to the fund operating statements in the City's annual report. The Proprietary Fund types (i.e. Equipment Replacement or Vehicle Operations) are budgeted on a modified accrual basis and are depicted in the annual report 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 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.

In 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.

## **BUDGET PROCEDURES AND PROCESS**

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 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.

## BUDGET PROCEDURES AND PROCESS

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 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. 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. *(The City is currently developing master plans for transportation, surface water facilities, and parks, recreation and open spaces. These plans will identify problems, prioritize needs and develop long-term solutions that are in line with community priorities and City resources. The City has spent its first years making the most critical fixes to these systems. Now it is time for the City to develop long-term goals. Once completed, the master plans will guide 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.

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 July.



## BUDGET PROCEDURES AND PROCESS

An appropriation for the first year of the adopted CIP is included in the 2005 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. The City Council adopted the 2005-2010 Capital Improvement Program (CIP) in July of this year. The total CIP budget for 2005 is \$41.8 million, and for the 2005-2010 CIP is \$130.6 million. The 2005 budget is approximately \$156,000 greater than the anticipated 2005 expenditures in the adopted 2005-2010 CIP. The primary reason for this difference includes the following:

- ◆ *Facilities Major Maintenance Fund:* The 2005 budget recommends establishing a fund to accumulate resources for major repair and replacement of existing City facilities. This was not included in the 2005-2010 CIP adopted by Council earlier this year. The 2005 budget includes \$124,000 for major work at the City's pool and police station.
- ◆ *General Services Overhead:* Since the adoption of the 2005-2010 CIP, staff has been able to update the City's overhead allocation model that charges service delivery activities for general support services such as Finance, City Council, City Attorney, etc. This update resulted in slightly different costs than estimated in the 2005-2010 CIP.
- ◆ *Engineering:* Final calculation of staff time allocated to capital projects was slightly higher than estimated in the 2005-2010 CIP.

**City of Shoreline  
2005 Budget Calendar**

<b>BUDGET PROCESS DESCRIPTION</b>	<b>Feb.</b>	<b>Mar.</b>	<b>Apr.</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug.</b>	<b>Sep.</b>	<b>Oct.</b>	<b>Nov.</b>
Capital Improvement Process Begins										
Council Planning Retreat										
Departments Submit CIP Project Updates and Requests for New Projects										
Finance Reviews New CIP Project Requests and Potential CIP Funding Sources										
Finance Develops Initial 2005 Revenue Forecast										
Leadership Team Budget Retreat										
CIP Coordination Team Reviews CIP										
Finance Staff Provides Budget Training Session and Delivers Base Budget Targets										
Proposed 2005 – 2010 CIP Presented to Council										
Public Hearing on Proposed 2005 – 2010 CIP										
2005 – 2010 CIP Adopted by Council										
Departments Submit Current Year-End Projections, 2005 Budget Requests, and 2005 Service Package Requests										
Finance Updates 2005 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										
2005 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 2005 Property Tax Levy and Adopts the 2005 Property Tax Levy										
Preliminary Budget Modified per Council Direction										
Final Budget Adoption										

**ORDINANCE NO. 366**

**AN ORDINANCE OF THE CITY OF SHORELINE, WASHINGTON,  
ADOPTING THE ANNUAL BUDGET OF THE CITY OF SHORELINE  
FOR THE YEAR 2005**

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 2005 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

WHEREAS, the City recognizes the importance of maintaining City Facilities and;

WHEREAS, on December 8, 1997, the City Council adopted Ordinance No. 146 creating the Development Services Fund; and

WHEREAS, the City can better account for the cost of permitting activities by closing the Development Services Fund and recording all permitting activities within the General Fund;

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

**Section 1.** The 2005 Final Budget for the City of Shoreline for the period January 1, 2005 through December 31, 2005 as set forth in the 2005 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	\$30,270,849
Street Fund	2,279,955
Arterial Street Fund	353,358
Surface Water Management Fund	2,382,105
General Reserve Fund	0
Code Abatement Fund	100,000
Asset Seizure Fund	23,000
Public Arts Fund	0
General Capital Fund	15,199,693
City Facility-Major Maintenance Fund	124,000
Roads Capital Fund	24,038,893
Surface Water Capital Fund	2,424,775
Vehicle Operations/Maintenance Fund	71,824
Equipment Replacement Fund	189,636
Unemployment Fund	10,000
Total Funds	\$77,468,088

**Section 3. New Section** A new section 3.35.160 is added to the Shoreline Municipal Code to read as follows:

.160 City Facilities – Major Maintenance Fund.

There is created a fund to be known as the “City Facilities – Major Maintenance” to account for expenses related to major repairs and replacement of City Facilities.

**Section 4. Repealing.** Shoreline Municipal Code 3.35.100, Development Services Fund, is repealed in its entirety and directs staff to close such account.

**Section 5. 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 6. 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 7. 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, 2005.

\_\_\_\_\_  
Mayor Ronald B. Hansen

**ATTEST:**

**APPROVED AS TO FORM:**

\_\_\_\_\_  
Sharon Mattioli, MMC  
City Clerk

\_\_\_\_\_  
Ian Sievers  
City Attorney

Date of Publication: November 29, 2004

Effective Date: January 1, 2005

## GENERAL BUDGET POLICIES

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

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

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

- Maintenance of Quality Service Programs: The City of Shoreline will offer quality service programs. If expenditure reductions are necessary as a result of changing economic status, selective service elimination is preferable to poor or marginal quality programs that are caused by across the board cuts.
- Distinguished Budget Presentation: The City will seek to comply with the suggested criteria of the Government Finance Officers Association in producing a budget document that meets the Distinguished Budget Presentation program criteria as policy document, as an operations guide, as a financial plan, and as a communication device.



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## COMMUNITY VISION

Shoreline! A great place to live, learn, work and play. A place to live your dream!

### In Shoreline, we value

- ◆ Our respect for each other
- ◆ Safe places to live and work
- ◆ Quality learning opportunities for all ages
- ◆ Pride in our neighborhoods and community
- ◆ Our outdoor and recreational opportunities
- ◆ Volunteers and community participation
- ◆ Social and economic diversity
- ◆ Our town-oriented, personalized customer service

### Critical Success Factors

- ◆ Healthy, vibrant neighborhoods
- ◆ Economic vitality and financial stability
- ◆ Quality services and facilities
- ◆ Innovative leadership and strategic planning
- ◆ Community alliances and partnerships
- ◆ Effective community relations and communications
- ◆ Professional and committed workforce

### 2004 – 2005 Council Work Plan

1. Work toward completing the Aurora Corridor and Interurban Trail projects
2. Enhance our program for safe and friendly streets
3. Update elements of the Comprehensive Plan including environmental, surface water, transportation and parks and open space
4. Work with Bond Advisory Committee to fund capital projects
5. Implement an active economic improvement plan
6. Implement the City Hall project
7. Review and consider improvements in code enforcement standards
8. Develop and adopt policies to enhance public participation in city government





## ORGANIZATIONAL VISION:

In five years our organization will be recognized by our customers, the citizens of Shoreline, to be the providers of the highest quality and value in service of any organization in the region whether public or private

## HISTORICAL PERSPECTIVE

Our residents, with established pride in their schools, incorporated August 1995, to have a local voice in government. They expected enhanced safety, a revitalized parks system, improvement of public works infrastructure, and local taxes going to local projects. The Shoreline City Council responded by governing to improve the quality of life for our community.

## MISSION STATEMENT

We, the employees of the City of Shoreline, are dedicated to providing exceptional public service in fulfilling the community vision and council goals with integrity and pride.

## ORGANIZATIONAL VALUES

Above all else, our focus is customer service through:

### Continuous Improvement *Raising the Bar!*

- ◆ Teamwork
- ◆ Innovation
- ◆ Leadership
- ◆ Personal and professional development
- ◆ Organization-wide perspective
- ◆ Community involvement

### Professionalism *Making the difference!*

- ◆ Integrity
- ◆ Diversity
- ◆ Respect
- ◆ Excellence
- ◆ Responsiveness

### Results *Getting it done!*

- ◆ Personalized service
- ◆ Problem solving
- ◆ Two-way communication
- ◆ Responsible stewardship
- ◆ Celebration of successes
- ◆ Mutual support
- ◆ Fair process



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SHORELINE  
CITY COUNCIL

Ron Hansen  
Mayor

Scott Jepsen  
Deputy Mayor

John Chang

Maggie Fimia

Paul Grace

Rich Gustafson

Robert Ransom

December 31, 2004

Honorable Mayor, City Council, and Shoreline Residents:

I am pleased to present the 2005 Adopted Budget. This document presents the overall plan for allocating the resources of the City to a variety of programs necessary to keep the community safe, enhance the quality of life, and maintain and develop facilities, parks, roads, and storm drainage.

As we have discussed numerous times, the Puget Sound Regional economy was severely affected by the 2000-2001 recession. Most local economists agree that the Puget Sound Region has seen the worst, and in fact has been recovering more quickly than expected. The latest economic projections indicate that the region's employment levels may return to pre-recession levels after 2006.

Despite these economic conditions, the City of Shoreline has been able to maintain service levels to the community and is in excellent financial position. This is primarily a result of the long-term financial focus and conservative budget practices that the City Council has adopted. Although we have been able to maintain our service levels, and in some cases able to improve service levels, our long-range forecasts indicate that this may become more challenging in the future, as revenue growth is anticipated to be below the projected inflation levels for the next several years.

In preparing this budget, it was my goal to continue to allocate our resources to provide services that support the Community Vision, Values and Critical Success Factors, and 2004-2005 Council Work Plan. Consistent with Council direction and input, the budget places primary emphasis on maintaining current services, investing in capital projects to enhance the facility, transportation, and surface water systems throughout the City, and implementing a program to enhance economic development within our community.

**Budget Highlights**

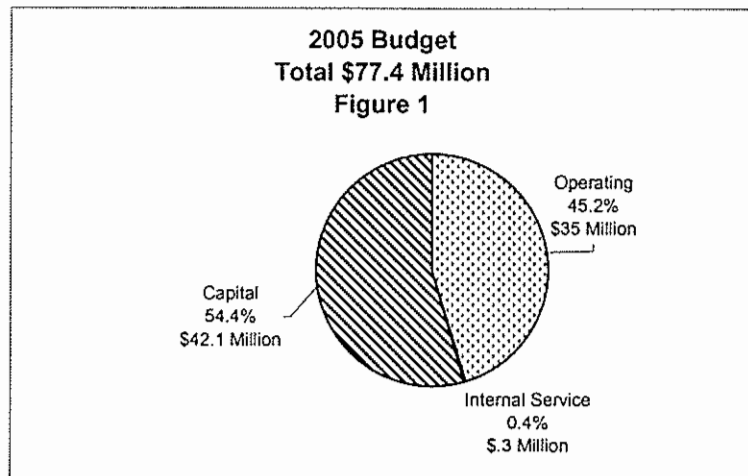
The City's 2005 budget is balanced in all funds and totals nearly \$77.5 million. The 2005 budget is \$10.8 million or 16% more than the 2004 Budget. This is primarily a result of construction starting on the Aurora Avenue project in 2005 and the transfer of \$4 million from general reserves to the capital project fund for City Hall, two of the Council's primary goals.

**Table 1** below summarizes the 2005 budget and provides a comparison to the 2004 budget by fund. The 2004 budgeted expenditures represent the adopted budget and any budget amendments, such as reappropriations, that occurred in 2004.

Fund	2005 Budget			2004 Final Budget		04 - '05 % Change
	Beginning Fund Balance	Revenue	Expenditures	Ending Fund Balance	Expenditures	
<b>Operating Funds:</b>						
General Fund	9,311,273	25,523,818	30,270,849	4,564,242	25,890,198	16.9%
General Reserve	1,952,271	154,193	0	2,106,464	0	n/a
Streets	478,828	2,279,955	2,279,955	478,828	2,535,008	-10.1%
Surface Water Management	2,788,320	2,554,692	2,382,105	2,960,907	2,127,366	12.0%
Development Services	397,308	0	0	397,308	1,765,851	-100.0%
Code Abatement	3,613	162,500	100,000	66,113	100,000	0.0%
Asset Seizure	16,679	23,500	23,000	17,179	23,000	0.0%
Sub-Total Operating Funds	14,948,292	30,698,658	35,055,909	10,591,041	32,441,423	8.1%
<b>Internal Service Funds:</b>						
Equipment Replacement	1,102,541	290,879	189,636	1,203,784	180,050	5.3%
Public Art Fund	206,938	349,603	0	556,541	0	n/a
Unemployment	47,130	11,250	10,000	48,380	40,000	-75.0%
Vehicle Operations & Maintenance	45,289	72,074	71,824	45,539	70,300	2.2%
Sub-Total Internal Service Funds	1,401,898	723,806	271,460	1,854,244	290,350	-6.5%
<b>Capital Funds:</b>						
Arterial Streets	14,397	353,358	353,358	14,397	348,546	1.4%
General Capital	6,694,271	15,707,500	15,199,693	7,202,078	15,456,034	-1.7%
City Facility-Major Maintenance Fund	0	244,000	124,000	120,000	0	n/a
Roads Capital	11,942,364	20,240,239	24,038,893	8,143,710	14,919,801	61.1%
Surface Water Capital	3,498,837	763,973	2,424,775	1,838,035	3,202,003	-24.3%
Sub-Total Capital Funds	22,149,869	37,309,070	42,140,719	17,318,220	33,926,384	24.2%
<b>Total City Budget</b>	<b>38,500,058</b>	<b>68,731,534</b>	<b>77,468,088</b>	<b>29,763,504</b>	<b>66,658,157</b>	<b>16.2%</b>

As shown in **Figure 1**, the budget can be divided into three parts: Operating, Internal Service and Capital. The City's operating budget represents the cost of providing services to the Shoreline community on a day-to-day basis. The capital budget represents the cost of making improvements to the City's facilities, parks, transportation, and surface water systems. Internal service funds represent transfers between funds (Vehicle Operations and Equipment Replacement) to fund maintenance and replacement of City equipment.

The 2005 operating budget supports current service levels and can be viewed basically as a "status-quo" budget. The operating budget totals \$35 million. The City's operating expenditures increased by \$2.6 million, or 8.1%, when compared to the 2004 budget. This is primarily a result of the 2005 budget including a \$4 million transfer from the General Fund to the General Capital



Projects Fund for the construction of City Hall, as approved in the adopted 2005-2010 Capital Improvement Program, and the increase in debt service costs in the Surface Water Management fund. The debt service is related to Public Works Trust Fund loans to be used

for the 3<sup>rd</sup> Ave NW and Ronald Bog drainage projects. Currently we have \$5.65 million in outstanding debt related to these loans.

If the \$4 million in operating transfer, a one-time expense, were not part of the 2005 operating budget, the operating budget would have actually decreased from 2004 to 2005 by \$1.4 million, or 4.3%. The transfer for the City Hall project represents increases in reserves from previous years, as a result of revenues exceeding expenditures, and is consistent with the City's financial policies as monies to be used for one-time expenditures.

**Table 1** reflects a 17% increase in the General Fund budget for 2005. This can be misleading because if not for two major items the General Fund budget would have decreased by approximately 5%. These items include the \$4 million transfer for City Hall and the movement of development services activities from a separate accounting fund to the General Fund. This is primarily a result of these services being partially funded through direct fees and partially funded through general revenues. Development fees have traditionally recovered direct costs, but have not recovered indirect costs of support services or general support such as providing development and permit information prior to any application for permits. It is much more common for other cities to account for these activities in their General Fund than in a separate accounting fund. The 2005 General Fund budget actually has on-going revenues in excess of proposed on-going expenditures by \$105,069.

From 2004 to 2005 the City's capital expenditures are projected to increase by \$8.2 million, or 24.2%. The increase in capital expenditures is related to the construction of City Hall and starting construction on the Aurora Avenue project. The capital budget includes resources that are allocated for completion of projects that enhance the City's facilities, parks, transportation, and surface water management systems.

#### **Major changes within the City's 2005 budget include the following:**

- ◆ **Personnel Costs:** The 2005 budget includes an increase of \$547,000, 5.3%, in personnel costs. The major changes in personnel costs include a combination of the following:
  - Salaries and wages are increasing by \$349,000 or 4.3% in 2005. Increases to salaries and wages include:
    - Market salary adjustments and budgeted step increases. The budget includes an overall 2% market adjustment, which equates to approximately \$160,000; and
    - Two new employee positions: An Associate Traffic Engineer position in the Public Works department and a Planner position dedicated to the Aurora and Interurban projects within the Capital Improvement Program. Both positions are being funded by reductions in existing expenditures, professional and intergovernmental services, resulting in no net impact to the budget. The total salary and wages associated with these positions is \$114,000. This accounts for approximately one-third of the increase in salaries and wages in the City's budget; and,
  - Projected benefit cost increases (\$198,000) are related primarily to the anticipated increase in the Washington State Retirement (PERS) employer contribution rate starting in July of 2005. It is projected that the contribution rate will continue to increase over the next several years. The current employer contribution rate is 1.18%, Currently the rate is projected to increase to 5.26% effective July 1, 2005.

This makes an effective rate of 3.2% for 2005. The PERS change accounts for 74%, \$145,000, of the increase in benefit costs. Other increases are a result of increased social security replacement contributions, increased medical premium costs, and a slight increase in worker compensation (Labor & Industry) premiums.

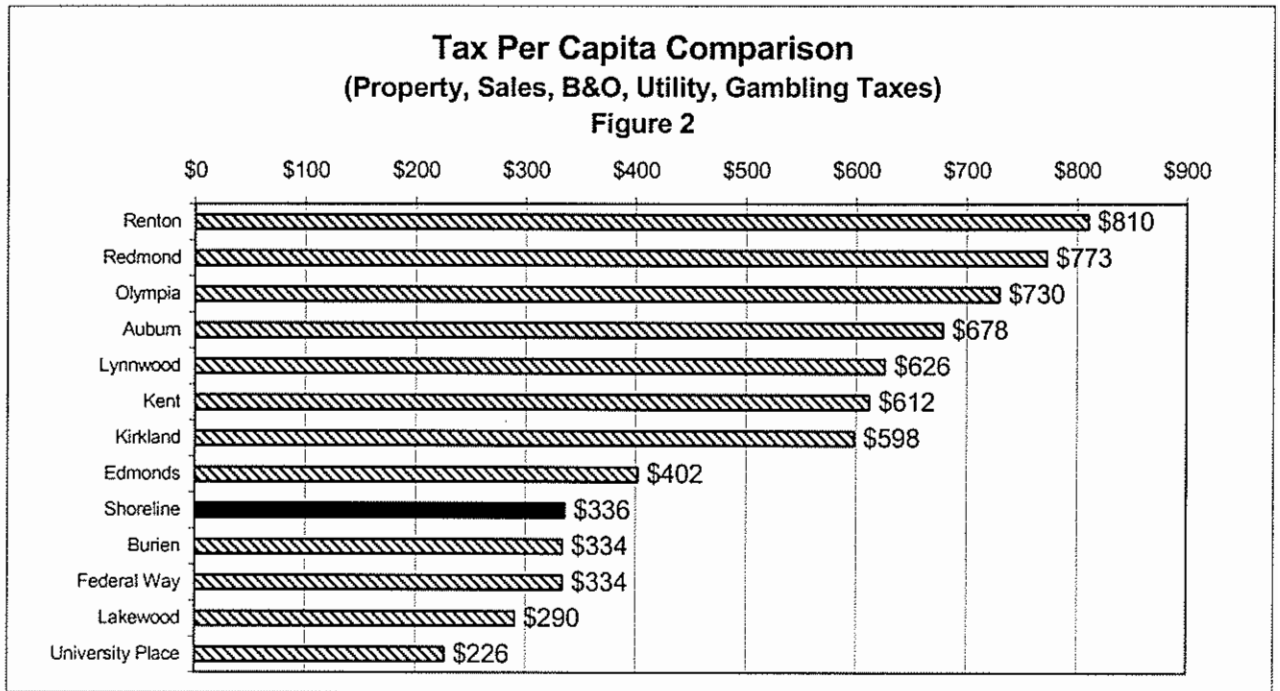
- The City's compensation policy establishes salary ranges that are set at the median of the City's comparable organizations. The City completes a salary survey every three years to make sure that our salaries are within the adopted policy guidelines. The last formal complete salary survey was performed in 2001. In 2004, a salary survey was completed for approximately half of the City's positions. The 2005 budget includes salary adjustments as recommended by the survey.
- ◆ **Police Contract:** Overall, the City's cost for police services is projected to increase by \$393,000 (5.4%). This is primarily a result of increased personnel costs within the King County contract, the exchange of a Deputy for an Administrative Sergeant position, and an increase in the City's share of activity based cost allocations such as the 911 Communications Center.
- ◆ **Jail:** The City's jail contract is expected to increase by approximately \$65,000, 8.1%, in 2005. This is primarily related to the negotiated agreement between the cities contracting with Yakima County to pay for their contracted jail bed days.
- ◆ **2004 Base Budget Adjustments:** The 2004 budget contains approximately \$1.1 million in either one-time expenditures or 2003 carry-over expenditures. These items were removed while preparing the 2005 base budget.
- ◆ **Program Adjustments:** In support of Council Goal No. 8: Develop and adopt policies to enhance public participation in city government, the 2005 budget includes an enhanced level of service related to the increased frequency of the City's newsletter, *Currents*, from seven to ten. The anticipated cost related to this increase is \$24,000.
- ◆ **Establishment of a Capital Facilities Repair & Replacement Fund:** The 2005 budget includes funding to start a major repair and replacement fund for the City's major facilities (police station, recreation centers and pool) and park features such as playground equipment and athletic fields. The annual allocation to this fund is \$120,000.
- ◆ **Debt-Service:** The 2005 budget includes \$345,000 in debt service costs for Public Works Trust Fund loans that are being used to complete the 3<sup>rd</sup> Avenue NW and the Ronald Bog drainage improvements. The City received the second major installment from the approved loans in 2004. The loans are 20 year loans and at 0.5% interest rate. The loans are being repaid from surface water management fees. The 2005 debt service allocation is \$293,000 greater than that budgeted in 2004.
- ◆ **Budgeted Contingency Expenditures:** The 2005 budget includes two main types of contingency expenditures: operational and insurance contingency. Per the City's financial policies these contingencies total \$505,000 and are funded by allocating a portion of the existing General Fund Balance.
- ◆ **Use of Operating Reserves:** The 2005 operating budget includes \$4.5 million in one-time resource allocations from existing general reserves. The largest is the allocation of \$4 million of savings from prior years for the construction of City Hall, as approved in the 2005-2010 CIP. Other one-time allocations include \$200,000 for the City's road surface program to bring the 2005 annual allocation to \$700,000, \$64,000 for HVAC replacement at the police station, \$60,000 for roof replacement of the City's swimming pool, \$60,000 to provide funding for abatement efforts during 2005, \$62,113 for increased human services funding, \$10,000 as seed money to increase the programming on the government access channel, and \$20,000 for events or items related to the City's 10 year anniversary.

- ◆ **Miscellaneous Cost Increases:** Miscellaneous cost increases include anticipated increases in utilities, maintenance contracts, building leases and liability insurance. These increases total approximately \$270,000.
- ◆ **Department 2005 Base Budget Reductions:** As was included in my long-term financial planning recommendations, most departments had their 2005 base budgets reduced by approximately 1%, for a total overall reduction of \$167,000. The Police Department and the Human Services division did not absorb any base budget reductions.
- ◆ **Revenue Increases:** The 2005 budget includes levying a utility tax on the City's surface water utility fees. This is the only utility within the City not subject to either a utility tax, franchise fee, or contract payment equivalent to approximately 6% of the utility fee. This is part of my recommended long-term financial plan for the City. This tax will generate approximately \$150,000 in annual operating revenue. The 2005 budget also includes some increases to our recreation fees and the establishment of a resident discount program. Revenue generated from the increased fees are estimated to generate approximately \$35,000 in annual revenue.
- ◆ **Capital Programs:** The City's capital budget will increase by approximately \$9 million from 2004 to 2005. This is primarily a result of construction of Aurora Avenue improvements that are scheduled to begin in 2005. The 2005 budget reflects the first year of the City's adopted 2005-2010 capital improvement program.
- ◆ **Human Services Funding:** During budget deliberations, the City Council increased the level of City funding to outside agencies for human services by \$62,113.

More detailed information regarding changes within the 2005 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 87% of our City assessed valuation in residential properties. We also have low sales tax revenue per capita, \$104, 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. **Figure 2** shows a comparison of tax per capita with comparable cities:



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 \$480, still significantly below many of the other jurisdictions.

Given this, we have been very conservative and prudent in our financial planning. The City currently does not have any outstanding general obligation debt, which many other jurisdictions have. **Table 2** provides a comparison of the per capita general obligation debt of other cities.

Table 2	Outstanding GO Debt	Population	Per Capita
Auburn	\$ 7,777,643.00	46,135	\$ 168.58
Burien	\$ 3,270,000.00	31,130	\$ 105.04
Edmonds	\$ 25,435,000.00	39,620	\$ 641.97
Federal Way	\$ 23,247,731.00	83,590	\$ 278.12
Kent	\$ 79,130,953.00	84,560	\$ 935.80
Kirkland	\$ 16,811,494.00	45,800	\$ 367.06
Lakewood	\$ -	59,010	\$ -
Lynnwood	\$ 10,697,241.00	34,540	\$ 309.71
Olympia	\$ 9,775,886.00	43,040	\$ 227.13
Redmond	\$ 10,933,472.00	46,900	\$ 233.12
Renton	\$ 32,245,982.00	55,360	\$ 582.48
Shoreline	\$ -	52,740	\$ -
University Place	\$ 13,397,856.00	30,800	\$ 435.00



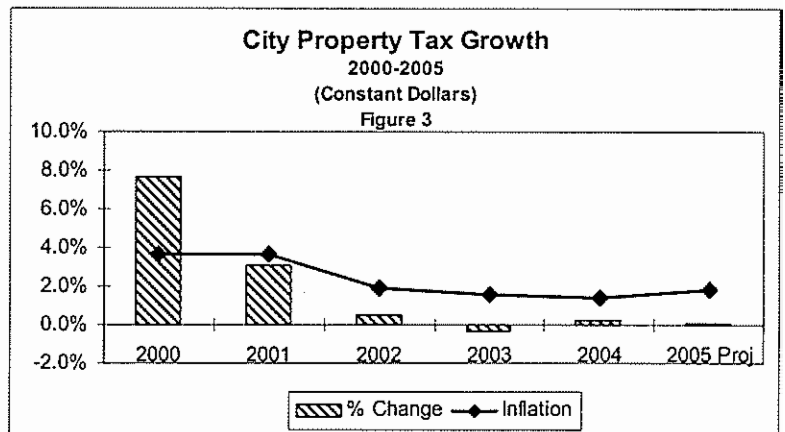
### Economic Outlook & Revenue Growth

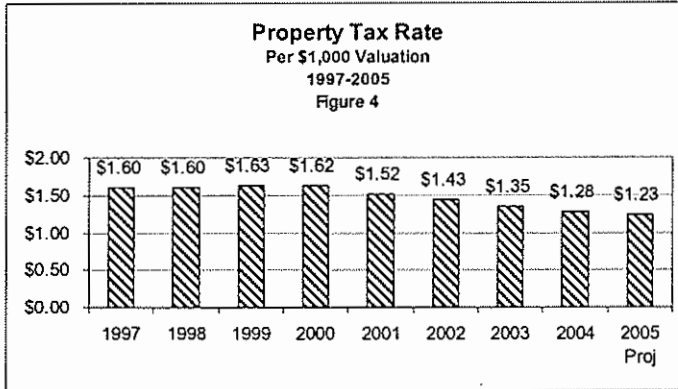
The nation and the Puget Sound region saw a dramatic economic decline in 2001. Although indications are that the national economy is emerging from recession, we continue to see some sputtering in the economic expansion. Local economists agree that the economic recovery in the Puget Sound region will lag behind the national recovery, but we have seen some very positive signs in 2004. Since 2000, the recession has cost the Puget Sound region 80,500 jobs or 4.6 percent of its total employment. Employment in the Puget Sound region is unlikely to return to its pre-recession peak until after 2006. In the first half of 2004 employment growth surged at a 3.5 percent annual rate, creating 29,000 new jobs, one-third of the total employment lost during the recession. Local economists project that employment will expand at an annual rate of 1.7 percent in 2004, 2.5 percent in 2005, and 2.2 percent in 2006. This growth in employment will bring the region's unemployment rate down from 7.2 percent in 2003 to 5.6 percent in 2006.

Annual personal income growth over the next several years is projected to exceed 5.5 percent, closely matching the national forecasts. Housing starts are projected to keep growing at slightly more than 2 percent annually for the next few years and retail sales are projected to grow at approximately 5 percent annually over the same period.

Although the economic outlook for the Puget Sound region is improving, we remain conservative in our revenue forecasting. Overall the City's operating revenues are projected to decrease by 3.1%, \$1 million, from 2004 to 2005. This is actually the result of combining the development services fund with the general fund. As separate activities the general fund would charge overhead to the development services fund which resulted in operating transfers from one fund to the other. As a result of combining the fund activity approximately \$1.7 million in operating transfers have been eliminated. If it were not for the elimination of these operating transfers, operating revenues would actually have increased by approximately 2.3% from 2004 to 2005.

Property taxes represent 22% of the City's operating revenue. The City's property tax collections are projected to increase by 1.9% over 2004 collections to a total of \$6.8 million for 2005. This amount includes a 1% property tax levy increase, with an additional 0.9% of property tax revenue generated from new construction valued at approximately \$35 million. The 1% levy increase is the annual limit allowed by I-747, approved by Washington State voters in 2002. Although the 2005 budget provides for increased property tax revenues on a real basis, when adjusted for inflation, the City has had property tax revenue growth below inflation since 2001 as shown in Figure 3.

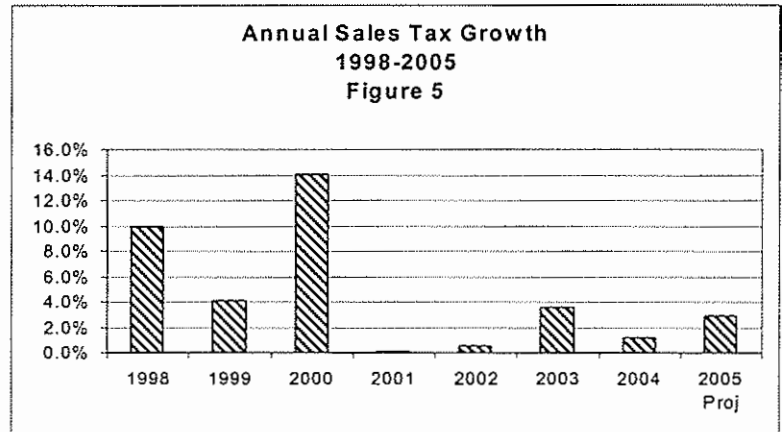




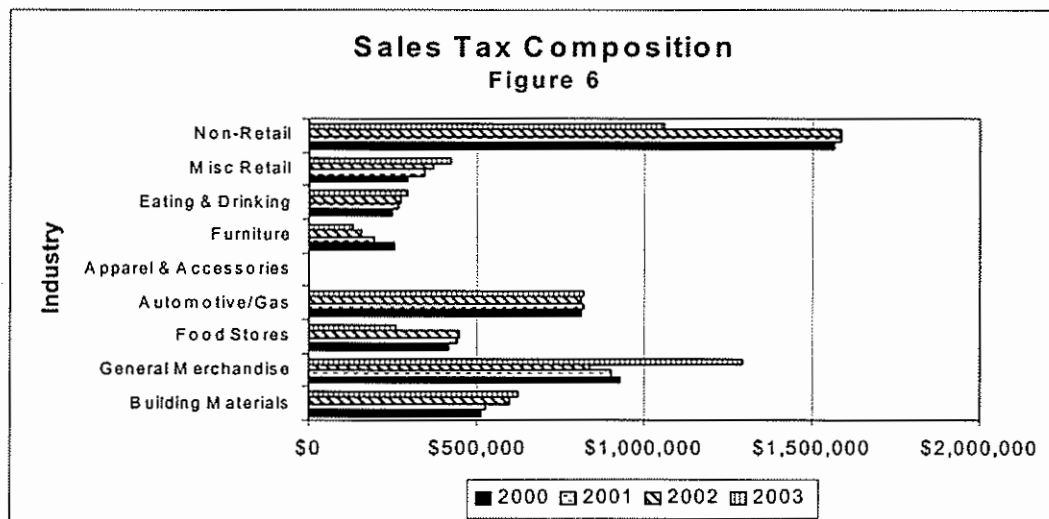
As a result of assessed valuation increases outpacing the increase in property tax levy, the City's property tax rate has fallen every year since 2000 as shown in **Figure 4**. The estimated property tax levy rate for 2005 is \$1.23 per \$1,000 assessed valuation, a reduction from the 2004 rate of \$1.28. Statutorily the City could levy up to a maximum property tax rate of \$1.60 per \$1,000 assessed valuation. *The owner of a*

*home valued at \$273,500 in 2004 could expect the City portion of their property tax to increase by approximately \$5 in 2005.*

General sales tax, the second largest revenue source for City operations, totals \$5.5 million for 2005. The City is starting to see growth in sales tax collections following years of very little growth as noted in **Figure 5**. In light of the improving economic picture for the region, the opening of Top Foods, and auditing efforts that have resulted in correcting the remittance of Sears sales tax to the City, the projected 2005 sales tax collections are estimated to increase by 4.4% as compared to the 2004 budget.



Shoreline's tax base consists largely of basic consumer goods, and therefore our sales tax collections have been constant over the last few years. Automobiles are the most significant luxury item in the Shoreline sales tax base, and these sales will need to be monitored throughout the next year. During 2003 we saw a shift in the way that some businesses categorize their sales from non-retail to general merchandise. **Figure 6** illustrates the breakdown by category over the past 4 years.



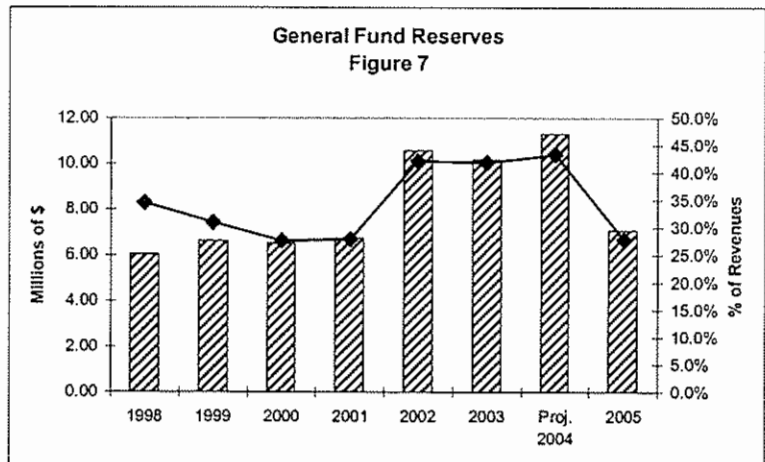
Utility taxes and franchise fees are the third largest source of revenue for the City's operating budget. These revenues are projected to decrease by approximately 2.8% in 2005. The primary reason is that Seattle City Light (SCL) implemented surcharges in their electricity rate structure in 2001 as a result of the sky-rocketing costs to acquire power. The surcharges were to repay monies that were borrowed during this time period. Although it is yet to be finalized, these surcharges are scheduled to be removed soon. If this were the case, the City would see a reduction in the contract payment, \$325,000, that we receive from SCL in 2005. The City has been treating the revenue generated from the surcharge as one-time revenues. SCL has been undergoing a review of their rates rise in 2004, and there is now discussion of delaying any rate adjustments until later in 2005. If this is the case the City may continue to receive a higher level of franchise payment in 2005.

Utility taxes from Puget Sound Energy (natural gas) are projected to remain flat, but we may see some additional revenues in 2005. On October 1, 2004, PSE was granted a 17% rate increase. Although this is the case we have not included additional revenues in the 2005 budget at this time. Over the last three years we have seen natural gas rates raise and fall several times. Since rates can fluctuate so extremely we have left our estimates at what we believe is a steady baseline to use for funding on-going programs. Other franchise fees and utility tax sources will remain relatively flat.

### Reserves

The City saves a portion of its revenues in reserve funds. These funds are used to continue providing services when the economy weakens, to cover one-time expenditure needs and to meet unforeseen emergencies. To demonstrate prudent financial management, the City Council adopted a policy of maintaining general reserves (General Fund and General Reserve Fund) at 10% of operating revenues. At the end of 2005, the City's general reserves are projected to total \$7.1 million or 28% of projected General Fund operating revenues.

The 2005 budget recommends using \$4.9 million of general reserves. \$505,000 is budgeted for emergency contingencies; \$200,000 will be used on a one-time basis to bring the total road surface program funding for 2005 to \$700,000; \$124,000 for



replacement of the roof on the City's pool and replacement of the HVAC system in the City's police station; \$62,113 for human services contracts, \$60,000 for abatement efforts in 2005; and most notably \$4 million for the City Hall project. Even with the use of \$4.9 million of reserves, the City's general reserves will still be in excess of the required 10% policy levels, and will be at the level maintained prior to 2002 as illustrated in **Figure 7**.

### Fee Adjustments

To continue the City Council's 1999 action to systematically review and adjust all service fees, the 2005 budget includes inflationary adjustments to land use and non-building permit fees in the community development and public works areas. The hourly rate used to generate development fees will increase from \$122 to \$124. Building permits are based on

the most recent edition of the Uniform Building Code adopted in the State Building Code, which provides for inflationary increases. Recreation class fees will continue to be based on the cost of providing the class plus an overhead charge. Aquatic fees, facility rental fees, and other general recreation fees have been adjusted based on market comparisons to other jurisdictions. These increases are anticipated to generate approximately \$35,000 in additional revenue. I am also recommending that we implement a resident discount program in which Shoreline residents will receive a 10% discount on recreation fees.

The 2005 fee schedule is included in the Appendix of this budget document.

**State of Washington and King County Impacts**

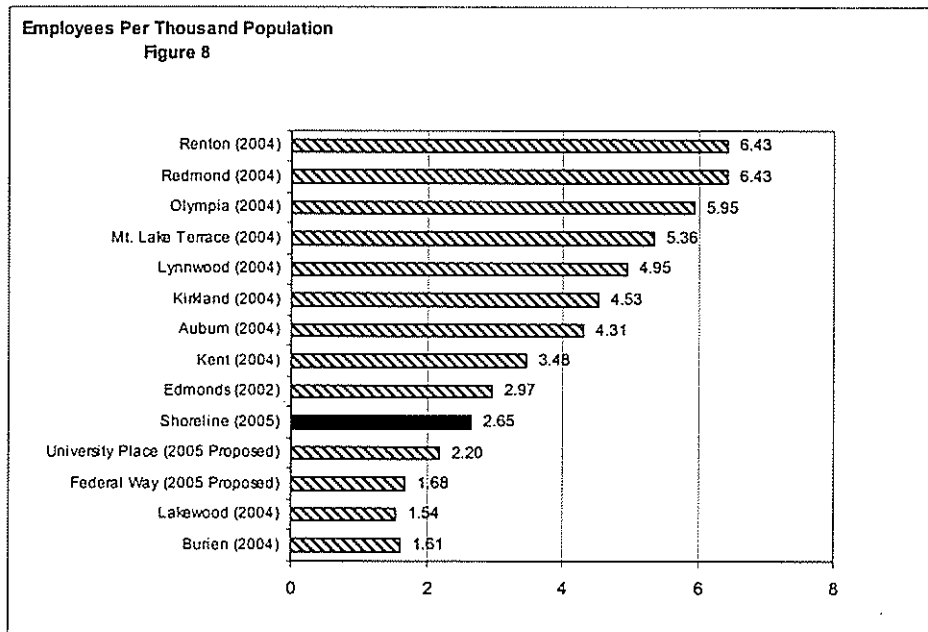
In 2001 the State Legislature eliminated the Motor Vehicle Excise Tax backfill monies to cities. Shoreline was eligible for approximately \$1.5 million in backfill funds. The Legislature failed to identify an on-going revenue source for the backfill funds, and therefore the City received \$148,000 in 2003, \$55,000 in 2004, and will receive only \$37,000 in 2005. These monies are being treated as one-time revenues.

The County had notified the City that they would terminate our Municipal Court agreement effective December 31, 2004. The City has been working with other jurisdictions to determine the most appropriate way to provide these services. There now appears to be a tentative agreement with the county to extend our court contract although at increased cost. The City may see additional impacts as a result of the State and County budget deficits, but it should be noted that Shoreline residents continue to contribute a large part of their tax dollars to the County and State.

**Staffing**

The 2005 budget provides funding for 139.72 regular full-time equivalent (FTE) positions. Of these, 2 FTEs represent new positions: an Associate Traffic Engineer and a Capital Project Planner. The addition of these two positions, brings the City's ratio of employees per 1,000 population to 2.6. **Figure 8** below, depicts a comparison of staffing to population still shows the City of Shoreline staffing levels significantly below comparable cities.

These ratios have been adjusted to **exclude** fire, police, special program and utility personnel from comparable cities.



### One-Time Expenditures

The 2005 operating budget includes \$4.5 million in one-time expenditures, excluding any monies budgeted for contingencies. The largest portion is the allocation of \$4 million from general reserves to the City Hall project, as was approved in the 2005-2010 CIP. Other one-time expenditures include \$200,000 in general reserves to bring the monies budgeted for the City's road surfacing program to \$700,000 for 2005, \$64,000 for replacement of the Heating Ventilation and Air Conditioning unit at the Police Station, \$60,000 for replacement of the roof at the swimming pool, \$62,113 for human services contracts, \$60,000 for code abatement efforts, and \$20,000 for community celebrations related to the City's 10 year anniversary.

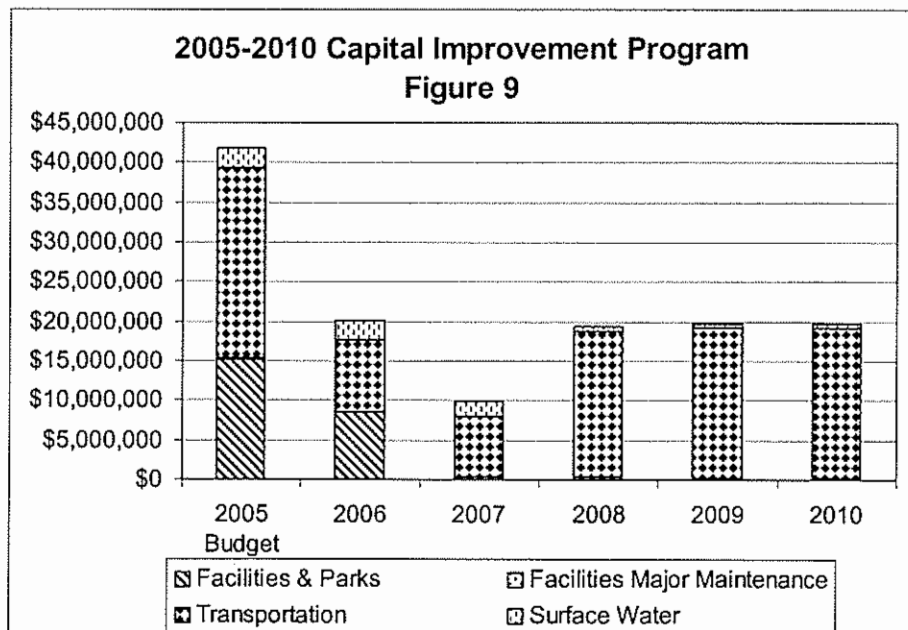
### Capital Budget

The City Council adopted the 2005-2010 Capital Improvement Program (CIP) in July of 2004. The total CIP budget for 2005 is \$41.8 million, and for the 2005-2010 CIP is \$130.6 million. The 2005 budget is approximately \$156,000 greater than the anticipated 2005 expenditures in the adopted 2005-2010 CIP. The primary reason for this difference includes the following:

- ◆ *Facilities Major Maintenance Fund:* The 2005 budget recommends establishing a fund to accumulate resources for major repair and replacement of existing City facilities. This was not included in the 2005-2010 CIP adopted by Council earlier this year. The 2005 budget includes \$124,000 for major work at the City's pool and police station.
- ◆ *General Services Overhead:* Since the adoption of the 2005-2010 CIP, staff has been able to update the City's overhead allocation model that charges service delivery activities for general support services such as Finance, City Council, City Attorney, etc. This update resulted in slightly different costs than estimated in the 2005-2010 CIP.
- ◆ *Engineering:* Final calculation of staff time allocated to capital projects was slightly higher than estimated in the 2005-2010 CIP.

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.

**Figure 9** provides a breakdown of the allocation of capital dollars for 2005 through 2010. The change in capital dollars can vary significantly from year to year based on available resources to complete projects and the impact of completed capital projects on the City's operating budget.



Following are highlights from the 2005-2010 CIP projects that are either in progress or will be completed in 2005. Additional information on the CIP may be found in the Capital Improvement Program section of this budget document.

- ◆ The 2005-2010 CIP includes funding for the acquisition of a City Hall (Council Goal No. 6). The current estimated project cost is \$20 million. This is a preliminary estimate, as the project is still in the early planning stages. It is anticipated that a property acquisition agreement will be completed in 2004, with design beginning in 2005 and construction beginning in early 2006.
- ◆ Construction of the Dayton Triangle Gateway site. A total of \$355,000 was provided in the CIP for construction of City gateway sites, with \$103,000 allocated for 2005.
- ◆ Complete the renovation of the Spartan Gym through a joint agreement with the Shoreline School District. The total expected project costs to the City are \$783,000.
- ◆ Develop a master plan for improvements to Cromwell Park. Projected total improvement costs will be \$455,000 with \$47,000 being expended in 2005.
- ◆ Initiate a Master Plan for Richmond Beach Saltwater Park. Total cost for developing the master plan is estimated at \$166,000. Funding for project implementation is not included in the 2005-2010 CIP.
- ◆ Annual preservation projects for roads, sidewalks, and traffic small works projects are funded at \$1 million for 2005 and \$800,000 in future years. This supports Council Goal No. 2: *Enhance our program for safe and friendly streets.*
- ◆ The most significant transportation projects continue to be the Interurban Trail and Aurora Corridor (*Council Goal No. 1*).
  - The Interurban Trail project totals \$11.4 million with \$5 million funded in 2005. Approximately 74%, \$8.5 million, of the project is projected to be funded through grants and other agency participation. During 2004 many of the sections of the trail were completed, with the north central segment and pedestrian bridges crossing at Aurora and 155<sup>th</sup> to be completed in 2005.
  - The Aurora Corridor, 145<sup>th</sup>-165<sup>th</sup> project, totals \$25 million with the expectation that \$10.2 million will be funded in 2005. Of the total \$25 million, approximately \$21.7 million will be funded through grants and other agency participation, with the remaining \$3.3 million funded from City resources.
  - Planning and design work is scheduled to start on the second phase of the Aurora Corridor project, 165<sup>th</sup> – 205<sup>th</sup>, in 2005. The total estimated cost for this project is \$60 million, with \$49 million being funded through grants and other agency participation. The 2005 budget includes \$1.2 million for planning and design work in 2005.
- ◆ In support of Council Goal No. 2, the 2005 budget provides for the continuation of the Neighborhood Traffic Safety Program with approximately \$170,000 funded annually for capital improvements and \$50,000 funded within the operating budget for increased police traffic enforcement.
- ◆ The City has two major surface water drainage improvement projects: Ronald Bog and 3<sup>rd</sup> Avenue NW. These projects will be funded with Public Works Trust Fund loans with repayment coming from the surface water fees assessed on all property owners in the City.
  - The Ronald Bog Drainage Improvement project is expected to total \$5.4 million, with \$400,000 funded in 2005. This project should be completed in 2007.
  - The 3<sup>rd</sup> Avenue NW Drainage Improvement project is expected to total \$3.5 million with \$1.5 million funded in 2005. This project should be completed in 2006.

More detailed information about the projects within the City's 2005-2010 CIP can be obtained with a copy of the Adopted 2005-2010 CIP.

### Other Budget Issues

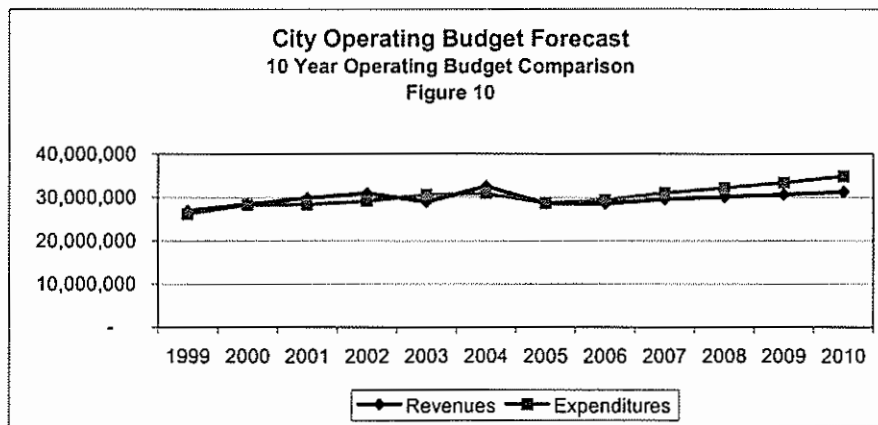
One of the major efforts that we have undertaken during 2004 is the update of the City's comprehensive plan and the development of our transportation, surface water, and parks and open space master plans. This supports Council Goal No. 3: *Update elements of the Comprehensive Plan*. The Council will be adopting these master plans in early 2005. These plans will establish our 20 year priorities for capital projects. These plans will be used to develop our capital improvement program starting in 2005. As we evaluate the capital projects to be completed over the next 20 years we will have to evaluate how the most appropriate way to fund the improvements and evaluate the effect the projects may have on our operating budget.

The Surface Water Master plan will not only include recommended capital improvements to the City's drainage system, but will include a recommended operational plan. Since this is a utility, the plan will include a recommended fee structure to implement the master plan. As the Council deliberates on the plan and comes to final adoption, the City's surface water utility rate structure may change to reflect the 20 year plan.

In 2004, Tim Eyman circulated petitions to gather signatures for another property tax reduction initiative. This initiative proposed a 25% reduction in local property tax levies. The initiative did not receive enough signatures to appear on the November ballot, but Mr. Eyman has indicated that he intends to bring forth a similar initiative in 2005 with the hopes of placing the initiative on the November 2005 state-wide election. We will continue to monitor any such initiatives.

### Our Financial Condition and Future Challenges

The City's current financial condition is excellent. Over the last five years as shown in **Figure 10**, the City's revenue collections have exceeded expenditures as a result of conservative financial planning, efficient management, restraint from using budget savings as a way to fund on-going operations and modest budget increases. The City is well



positioned to respond to changes in the economy, but at the same time, a prolonged decline in revenues would require the City to reevaluate its service levels in order to maintain a strong financial position.

Although the City reviews the long-term position of all funds, the primary focus is on the long-term financial position of the City's operating budget. The City is entering a time-period in which annual expenditure growth is projected to outpace annual revenue growth, therefore resulting in future budget gaps between annual operating revenues and



expenditures. Based on the assumptions that the City uses in its long-term financial planning, the previous graph depicts the projected budget gaps between annual operating revenues and expenditures in the future.

The City's budget policies and state law dictate that the operating budget must be balanced on an annual basis with on-going revenue sources, unless a policy decision is made to use reserves in an emergency or as a one-time event. One of the advantages of doing long-term financial planning is that we can anticipate the need to either reduce expenditures, increase revenues, or do both. It also allows us to anticipate the need for future policy changes.

In light of the long-term forecasts, our focus over the last few years has been on cost containment, expenditure reductions and improving service efficiencies and I believe we have been very successful in this effort. Some of our successes include:

- In 2003 an employee group developed an alternative health benefit policy resulting in annual savings of \$160,000.
- We have reduced annual jail costs by \$105,000 through an interlocal agreement with other cities to use the Yakima County jail for some misdemeanants.
- We have changed the way we pay for Police Department canine services by purchasing this on a call-out basis instead of a dedicated unit. This has resulted in annual savings of \$100,000.
- In 2003 we rebid janitorial contracts and used savings to enhance right-of-way maintenance.
- In development of the 2005 budget we asked departments to absorb a \$167,000 in baseline budget reductions.

For the last three years we have been able to reduce expenses with only minor service reduction impacts. I do not anticipate that we will be able to continue this in the future. In the past, Council has asked us to balance the budget without increasing tax rates or implementing new revenue sources. If this continues to be the Council direction, our primary options would be to: 1) reduce the amount of general fund revenue transferred to support our Capital Improvement Program and 2) reduce or eliminate low priority services.

During 2004 we initiated a dialogue with you the Council, and our community regarding City service priorities. This will provide us information on the services that people believe are the most important for the City to provide. We will continue this dialogue with the community as we explore the funding level of services and funding alternatives that our community may support. Additionally I have provided the Council with a recommendation that I believe helps us plan for a stable financial future. My recommendation is summarized in the following table:

Action	Effective Year		
	2005	2006	2007
Reduce department base budgets by 1% and review low priority services for elimination			
Implement a utility tax on our surface water utility			
Increase recreation fees by approximately 10% and enhance the City's scholarship program			
Implement a revenue generating regulatory business license program			
Seattle City Light franchise fee (6%) on the distribution portion of the electric utility fees			
Property tax levy lid lift			



As is part of my long-term financial strategy recommendation, the 2005 budget includes base budget reductions by departments (\$167,000), the implementation of a surface water utility tax (\$150,000), and an increase in the City's recreation fees (\$35,000).

We will continue to monitor our expenditure and revenue trends. As we see the economy continuing to improve, we will monitor how this may change our long-term forecast. As always we will continue to look for ways to make our service delivery to residents as efficient as possible. Lastly we will continue to seek input from our community so that we can provide you with feedback on the needs and desires of our community.

I am very confident, given our past conservative financial planning and spending policies that we will develop a long-term financial strategic plan that will support our City vision of making Shoreline the best place to live, learn, work and play.

### **Conclusion**

This budget is an effort to comprehensively address the City's service and capital investment needs for 2005. It is a budget that continues to provide current service levels, but it does not satisfy all the demands placed on the City. The 2005 budget addresses the top priorities identified by the Council. It does this through conservative revenue estimates, proposing a property tax levy within the confines of I-747, and limiting expenditure growth. The budget provides employees with a compensation package in line with policies established by the City Council.

In presenting the budget to the Council, 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 you, the Council, for the policy direction you have provided for service delivery to our community.

Respectfully submitted,



Steven C. Burkett  
City Manager



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# City of Shoreline Strategic Plan

Welcome to the City's newest section of the budget document. This section is organized by the Strategic Plan's critical success factors and displays the various programs that support the City's strategic goals. This differs from the traditional manner of display that reflects the organization of City departments. Services provided by a program may use resources and staff from multiple departments. We will continue to provide an overview of each department's budget in the Operating Budget section of this document.

The reason for the addition of this new section is to highlight these programs or services provided by the City of Shoreline to its citizens and customers. By illustrating the budget in such a fashion we are able to report on the overall impact of the services provided and how the City allocates its resources to fulfill the goals of the strategic plan. Each program page will display the program purpose, associated critical success factor, performance measures, and expenditure and revenue comparisons.

## **Why Have a Strategic Plan?**

Knowing the "destination" or vision for a community is merely one required element for a city's success; another is having a "roadmap" or a strategic plan that helps us get there. This plan helps translate the community's vision and Council's goals to staff – enabling us to better understand how our job fits into the bigger picture.

This plan strives to provide concentration and clarity by outlining the goals and strategies our organization will focus on over the next six years. With limited staffing and financial resources, it is even more important to focus on achievable goals. Trying to do everything is simply unrealistic.

Since assumptions, community needs, the economy, legislation and other factors upon which this plan is based continue to change, it is necessary that it be considered as a beginning, rather than an end, to our efforts to manage our organization and serve the Shoreline community.

This simple plan is prioritized around the critical success factors of our community and is intended to be a living document, which will be evaluated regularly.

## **Scope of the Plan**

The strategic plan outlines the community and organizational vision and values and summarizes the community profile and strategic planning process. The plan is organized around the critical success factors, or key results, identified by our City Council. To ensure that each factor is achieved, a set of goals, strategies and high-level performance measures were identified. Finally, the plan discusses our commitment to managing for results and describes the various strategies we will use to collect, analyze and use data for improved decision-making and planning. The strategic planning process continued at each City

## City of Shoreline Strategic Plan

Council's annual retreat. At its 2002 retreat, the City Council defined the community vision and values, developed critical success factors and identified 2002-2003 goals. The City Manager created the organizational vision, which was based on Council, citizen and employee input, and the Leadership Team formulated department work plans aimed at meeting Council goals. In late summer 2002, an employee team developed an organizational mission statement and set of core values and departments worked on their mission statements.



In early 2003, the process to create the strategic plan document was initiated. Since many elements of the plan already existed, this effort mainly involved linking the various pieces together. Using the critical success factors as a foundation, a group of individuals from across the organization including Leadership Team members developed the goals, strategies and performance measures. The Leadership Team reviewed the draft plan and the City Manager's Office provided ongoing coordination and prepared the draft plan for Council's review at its 2003 retreat. Following the retreat, the Council adopted their 2003-2004 goals and milestones at the June 9, 2003 regular Council meeting.

# City of Shoreline Strategic Plan

## Glossary of Terms

### **Critical Success Factors**

The critical success factors are areas where the City has to excel, if it is to accomplish the community's vision. Groups of key staff from across the organization including Leadership Team members identified strategic goals, strategies and key performance measures for the seven critical success factors.

### **Strategic Goals**

Each factor has a targeted number of customer-oriented goals. These goals, which are connected to the budget, the capital improvement program (CIP), and comprehensive plan are measurable, realistic, and focused.

### **Strategies**

When identifying strategies, staff sought to ensure that they matched our organization's skills and resources. Many of the strategies are not new, but rather part of current departmental work plans. New strategies requiring additional resources and funding will need to be considered by the Council. After the Council adopts the plan, staff will elaborate on each strategy by providing the person who is the lead and a target timeframe for either completion or implementation (depending on the depth and scope of the strategy).

### **Programs**

A group of similar activities that work toward achieving a common strategic plan goal. Programs are sometimes described as our main lines of business. They include the services provided directly to our customers and the critical day-to-day activities that keep the City's government functioning.

### **Program Purpose**

A broad declaration of purpose explaining why the program exists and what we hope to achieve with the resources invested.

### **Performance Measures**

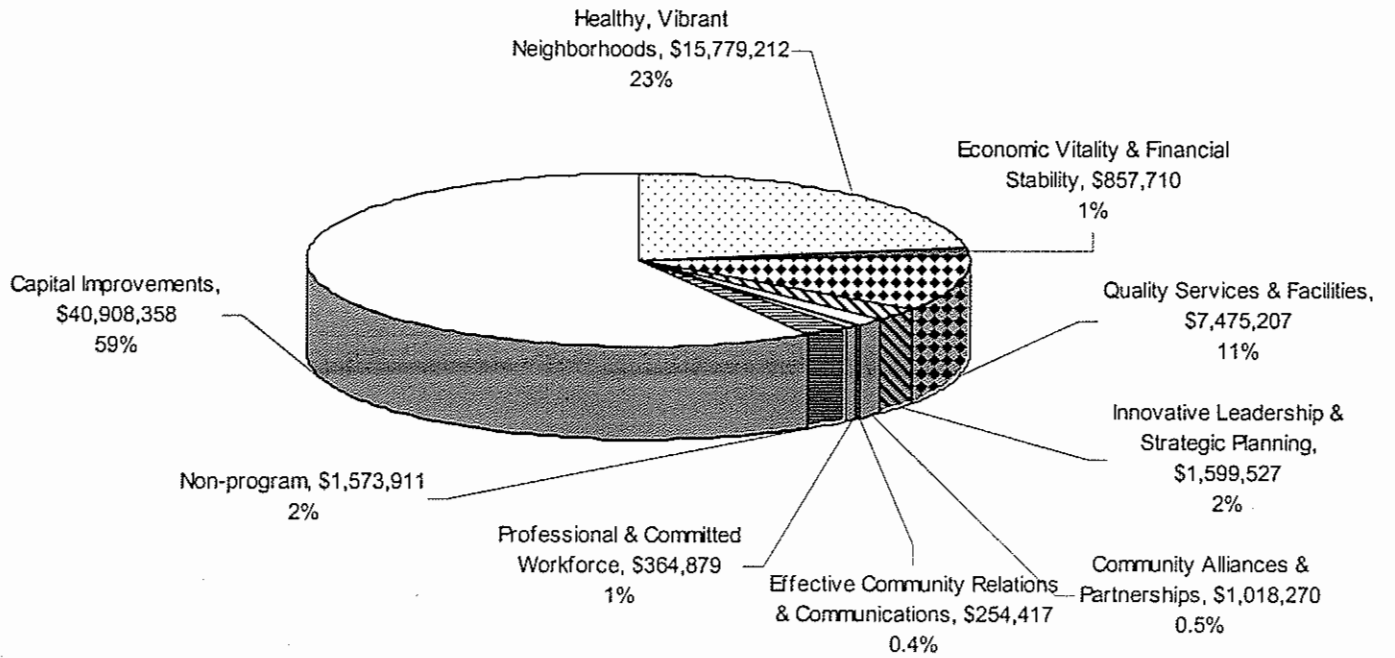
How will the City know it has achieved the goal? Performance measurement indicators were identified for each factor to inform the City when it has accomplished what it set out to do. These community indicators will be measured annually and the results will be used to evaluate progress.

# City of Shoreline Strategic Plan

## Critical Success Factors

- **Healthy, vibrant neighborhoods**
- **Economic vitality and financial stability**
- **Quality services and facilities**
- **Innovative leadership and strategic planning**
- **Community alliances and partnerships**
- **Effective community relations and communications**
- **Professional and committed workforce**

# 2005 BUDGET DISTRIBUTED BY CRITICAL SUCCESS FACTOR



# 2005 Budget Summary

## Programs

	2005 Budget	
Aquatics	\$ 672,100	
Athletic Field Maintenance & Operations	249,455	
Code Enforcement	240,173	
Domestic Violence Victim Advocacy & Case Management	42,861	
General Recreation Programs	595,935	
Jail	865,000	
Neighborhoods	168,398	
Parks Administration	291,982	
Police Community Storefronts	250,700	
Police Investigations Crime Analysis	500,604	
Police Patrol	3,786,606	
Prosecuting Attorney	118,000	
Public Defender	137,000	
Police Support Services	1,309,464	
Recycling Programs	152,048	
Right-of-Way Permit and Inspection Program	100,968	
Street Crime Investigations	393,332	
Street Operation & Pavement Resurfacing Programs	2,669,862	
Surface Water Management	2,382,105	
Teen Recreation Programs	393,855	
Traffic Services & Neighborhood Traffic Safety	458,764	
Economic Development: Business Attraction and Retention	153,805	
Financial Planning and Accounting Services	703,905	
24 Hour Customer Response Team	293,196	
Building and Inspections Team	580,462	
Information Technology Data Management and Administration	195,864	
Information Technology Operations and Security Administration	762,112	
Legal Services	327,329	
Park and Opens Space Maintenance Program	983,173	
Parks Cultural Services Program	233,487	
Permit Services Team	513,973	
Planning - Long Range Team	246,189	
Planning and Development Operations Support Team	273,071	
Police Administration	620,097	
Police Traffic Enforcement	502,967	
Public Facility & Vehicle Maintenance & Operations	1,124,597	
Public Records & City Council Meeting Management	351,382	
Public Works Administration	258,152	
Purchasing Services	183,838	
Recreation Facility Rental Program	25,318	
City Council	162,969	
Current Planning Team	395,742	
Grant Research & Development	16,816	
Information Technology Strategic Plan Implementation	319,295	
Organization Strategic Planning and Council Policy Support & Implementation	704,705	
Emergency Management Planning	95,336	
Human Services: Support for Social Agencies	537,976	
Intergovernmental Participation	99,991	
Intergovernmental Relations	102,384	
School Resource Officer Program	175,583	
Sister City Relations	7,000	
Communications	254,417	
Employee Recruitment, Compensation Administration & Organizational Development	364,879	
Sub-Total Program Expenditures	<hr/>	\$27,349,222
<b>Non-Program Expenditures</b>		
District Court	5,000	
City-Wide:		
Contingencies	633,506	
Supplies, Equipment, & Liability Insurance	612,769	
Code Abatement	100,000	
Asset Seizure	23,000	
Equipment Replacement	189,636	
Unemployment	10,000	
Sub-Total Non-Program Expenditures	<hr/>	1,573,911
<b>Operating Transfers (General Fund &amp; Arterial Streets)</b>		7,636,597
<b>Capital Improvement Program (Less Neighborhood Traffic Safety Program and Road Surface Program)</b>		<hr/> 40,908,358
<b>TOTAL 2005 BUDGET</b>		<hr/> <hr/> \$77,468,088



# City of Shoreline Strategic Plan

## City Critical Success Factor: Healthy, Vibrant Neighborhoods

The protection and enhancement of residential and commercial neighborhoods is key to implementing the vision for Shoreline. It is vital that people feel safe and are safe in their homes, businesses, streets, and parks. Core components of a healthy neighborhood that people take pride in include: good schools; libraries; landscaped, well-maintained streets; safe places to walk; an absence of abandoned properties and vehicles; pleasing, nearby parks and open spaces with healthy streams and urban wildlife habitat; strong neighborhood associations; accessible neighborhood businesses; and quality police and fire protection.

### City Strategic Goals -

- Provide safe, secure and attractive neighborhoods for residents, motorists and pedestrians.
- Provide park and open space recreational opportunities within a safe walking distance of each neighborhood.
- Provide and maintain excellent public utilities and infrastructure for each neighborhood.
- Prevent and eliminate neighborhood blight.
- Create a basis for vibrant commercial-residential areas while protecting the integrity of single family neighborhoods.

### City Strategies -

- Focus code enforcement efforts on key priorities to eliminate and prevent blight.
- Identify critical infrastructure needs and funding sources to support healthy neighborhoods.
- Educate the public and provide a venue for active participation in community events that will lead to prevention and reduction of crime, such as Block Watch and Community Emergency Response Training (CERT).
- Continuously update land use codes to allow for the development of vibrant neighborhoods.

### City Programs -

- AQUATICS
- ATHLETIC FIELD MAINTENANCE & OPERATIONS
- CODE ENFORCEMENT TEAM
- DOMESTIC VIOLENCE VICTIM ADVOCACY & CASE MANAGEMENT
- GENERAL RECREATION PROGRAMS
- JAIL
- NEIGHBORHOODS
- PARKS ADMINISTRATION
- POLICE COMMUNITY STOREFRONTS
- POLICE INVESTIGATIONS CRIME ANALYSIS
- POLICE PATROL
- POLICE SUPPORT SERVICES (911 CENTER, MAJOR CRIME INVESTIGATION, CANINE SERVICES, ETC.)
- PROSECUTING ATTORNEY
- PUBLIC DEFENDER
- RECYCLING PROGRAMS
- RIGHT-OF-WAY PERMIT AND INSPECTION PROGRAM
- STREET CRIME INVESTIGATIONS
- STREET OPERATION & PAVEMENT RESURFACING PROGRAMS
- SURFACE WATER MANAGEMENT
- TEEN RECREATION PROGRAMS
- TRAFFIC SERVICES & NEIGHBORHOOD TRAFFIC SAFETY

# 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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: EFFICIENCY	2002	2003	2004	2005
Net cost per hour of Shoreline Pool operation (net of revenues)	\$41	\$38.43	\$34.71	
Revenue per hour of Shoreline Pool operation	\$49	\$54.36	\$65.66	

Measurement: INPUT	2002	2003	2004	2005
Number of hours of course instruction	4,263	3,876	4,488	
Total Number of hours of pool operation	5,230	4,858	5,018	

Measurement: OUTPUT	2002	2003	2004	2005
Number of drop-in participants	41,468	45,656	50,346	
Number of hours of drop-in opportunities	2,452	2,266	2,589	
Number of swimming lesson participants	4,049	4,006	4,819	

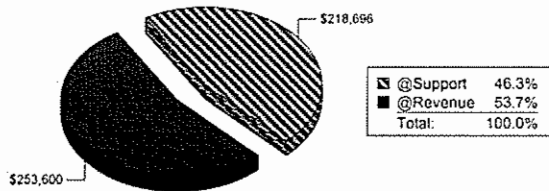
### 2004 Budget

Program Expenditures	\$472,296
Program Revenue	\$253,600
General Support	\$218,696

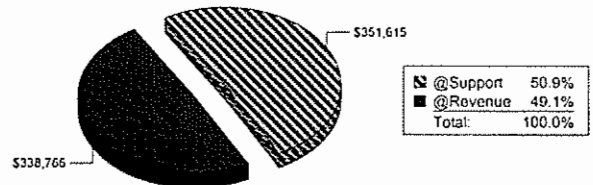
### 2005 Budget

Program Expenditures	\$690,381
Program Revenue	\$338,766
General Support	\$351,615

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: INPUT	2002	2003	2004	2005
Number of baseball fields	14	15	15	
Number of soccer fields	10	10	10	

Measurement: OUTPUT	2002	2003	2004	2005
Number of baseball game field preps provided	960	1,110	1,222	
Number of baseball practice field preps provided	700	1,200	1,317	
Number of hours of adult field rentals	9,651	9,097	9,721	
Number of hours of youth field rentals	13,681	13,837	14,582	

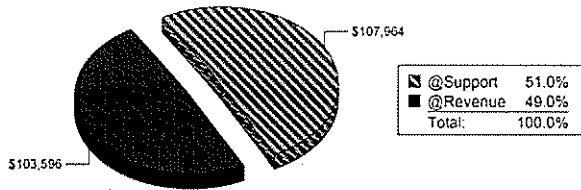
### 2004 Budget

Program Expenditures	\$211,560
Program Revenue	\$103,596
General Support	\$107,964

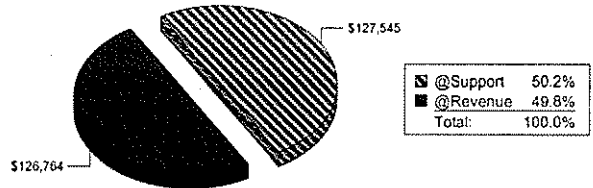
### 2005 Budget

Program Expenditures	\$254,309
Program Revenue	\$126,764
General Support	\$127,545

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

### Measurement: EFFECTIVENESS

	2002	2003	2004	2005
Percentage of all code enforcement actions resolved by voluntary compliance	82.1%	84.4%	92.7%	
Percentage of cases closed annually		43%	50%	
Percentage of citizens who were very satisfied or satisfied with enforcing removal of abandoned autos			36%	
Percentage of citizens who were very satisfied or satisfied with enforcing sign regulations			43%	
Percentage of citizens who were very satisfied or satisfied with enforcing the clean up of litter and debris on private property			33%	
Percentage of citizens who were very satisfied or satisfied with enforcing the mowing and cutting of weeds			34%	

### Measurement: OUTPUT

	2002	2003	2004	2005
Total Number of Code Enforcement cases resolved	317	507	438	

### Measurement: WORKLOAD

	2002	2003	2004	2005
Number of Code Enforcement requests for action	386	579	472	

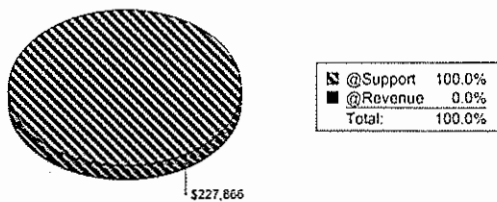
## 2004 Budget

Program Expenditures	\$227,866
Program Revenue	\$0
General Support	\$227,866

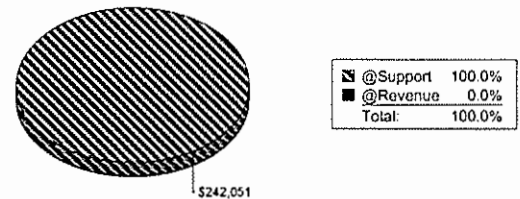
## 2005 Budget

Program Expenditures	\$242,051
Program Revenue	\$0
General Support	\$242,051

Program Revenue vs General Support



Program Revenue vs General Support



# DOMESTIC VIOLENCE VICTIM ADVOCACY & CASE MANAGEMENT

## PROGRAM PURPOSE:

The Domestic Violence program provides advocacy services to assist the City in the prosecution of domestic violence offenses and to assist victims and witnesses involved with these offenses

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: WORKLOAD	2003	2004	2005
Number of Domestic Violence cases filed	427		

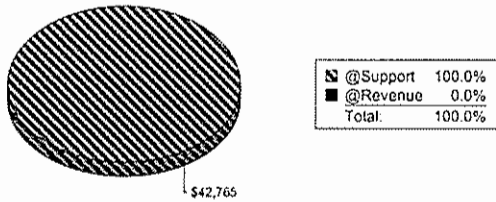
### 2004 Budget

Program Expenditures	\$42,765
Program Revenue	\$0
General Support	\$42,765

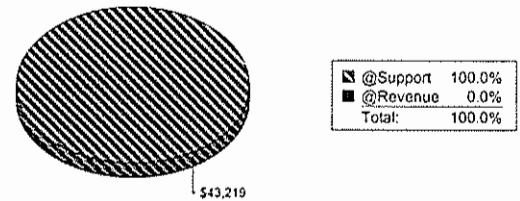
### 2005 Budget

Program Expenditures	\$43,219
Program Revenue	\$0
General Support	\$43,219

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: EFFECTIVENESS	2002	2003	2004	2005
Percentage of customers rating the quality of the programs as good or excellent		94%	94%	
Percentage of residents who participated in recreational programming offered by the City		40%	40%	

Measurement: WORKLOAD	2002	2003	2004	2005
Number of adult participants	12,964	17,306	17,059	
Number of adult recreational classes held	160	222	307	
Number of preschool participants	6,133	7,624	7,070	
Number of preschool recreational classes held	83	84	81	
Number of special needs participants	462	1,154	1,712	
Number of special needs recreational classes held	36	57	64	
Number of youth participants	2,372	2,535	2,743	
Number of youth recreational classes held	142	170	163	

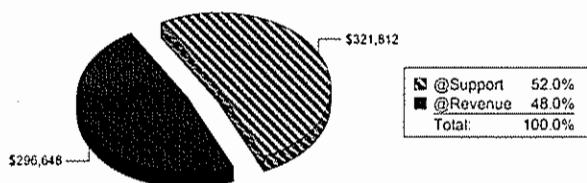
### 2004 Budget

Program Expenditures	<b>\$618,460</b>
Program Revenue	<b>\$296,648</b>
General Support	<b>\$321,812</b>

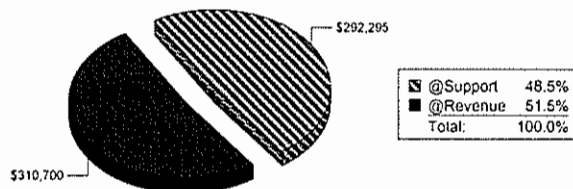
### 2005 Budget

Program Expenditures	<b>\$602,995</b>
Program Revenue	<b>\$310,700</b>
General Support	<b>\$292,295</b>

Program Revenue vs General Support



Program Revenue vs General Support



# JAIL

## PROGRAM PURPOSE:

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

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: EFFICIENCY	2003	2004	2005
Average cost per jail day used	\$88.25	\$89.89	
Percentage of days held at Yakima County Jail Facility	34%	47%	

Measurement: INPUT	2003	2004	2005
Total Jail Days Used	8,204	7,294	

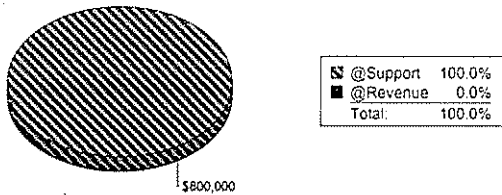
### 2004 Budget

Program Expenditures	\$800,000
Program Revenue	\$0
General Support	\$800,000

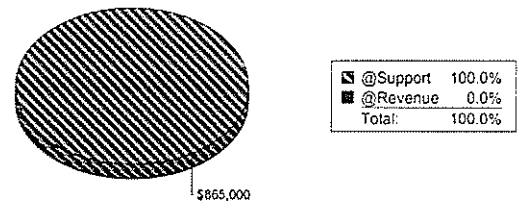
### 2005 Budget

Program Expenditures	\$865,000
Program Revenue	\$0
General Support	\$865,000

Program Revenue vs General Support



Program Revenue vs General Support



# NEIGHBORHOODS

## PROGRAM PURPOSE:

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

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of residents rating the condition of their neighborhoods as excellent or good		59%	
Percentage of residents who think Shoreline is an excellent or good place to live		87%	

Measurement: EFFICIENCY	2003	2004	2005
Percentage of residents who think that the overall quality of life in the City is excellent or good		93%	

Measurement: OUTPUT	2003	2004	2005
Dollar value of improvements funded through the Mini-Grant program	\$13,100	\$8,797	
Number of City Neighborhoods participating in the Mini-Grant program	4	3	

### 2004 Budget

Program Expenditures	\$183,830
Program Revenue	\$0
General Support	\$183,830

### 2005 Budget

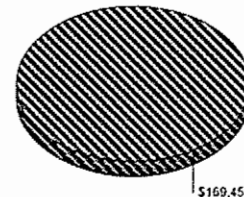
Program Expenditures	\$169,454
Program Revenue	\$0
General Support	\$169,454

Program Revenue vs General Support



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

Program Revenue vs General Support



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



# PARKS ADMINISTRATION

## PROGRAM PURPOSE:

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

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of Community that has visited a park in the past year	70%	70%	
Percentage of Community that has visited a park more than five times in the past year	66%	66%	

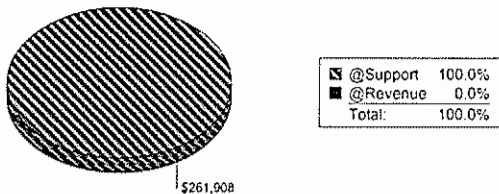
### 2004 Budget

Program Expenditures	\$261,908
Program Revenue	\$0
General Support	\$261,908

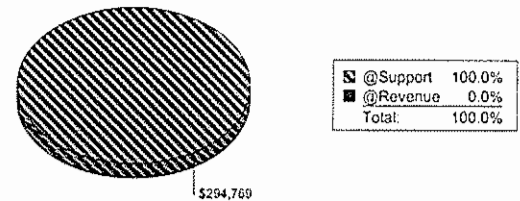
### 2005 Budget

Program Expenditures	\$294,769
Program Revenue	\$0
General Support	\$294,769

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

### Measurement: EFFECTIVENESS

	2002	2003	2004	2005
Number of active block watch groups	120	126	125	

### Measurement: INPUT

	2002	2003	2004	2005
Storefront Volunteer Hours		11,862		

### Measurement: WORKLOAD

	2002	2003	2004	2005
Court reminder program contacts	2,596	2,829		
Number of crime prevention vacation house checks performed	425			

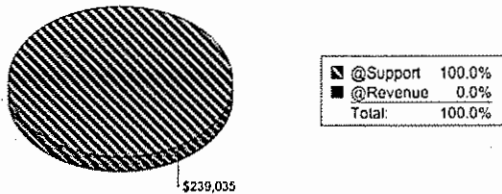
## 2004 Budget

Program Expenditures	\$239,035
Program Revenue	\$0
General Support	\$239,035

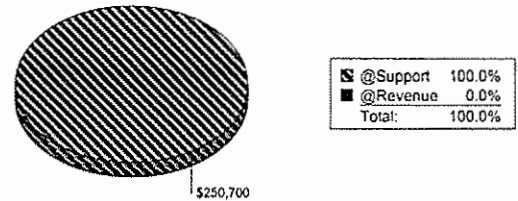
## 2005 Budget

Program Expenditures	\$250,700
Program Revenue	\$0
General Support	\$250,700

Program Revenue vs General Support



Program Revenue vs General Support





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## POLICE INVESTIGATIONS CRIME ANALYSIS

### PROGRAM PURPOSE:

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

### CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

<b>Measurement: EFFECTIVENESS</b>	2002	2003	2004	2005
Juvenile Arrests for Part II Drug Abuse Offenses as a Percentage of Total Arrests for UCR Part II Drug Offenses		29%		
Number of cases closed and cleared by arrest (Part I and Part II Crimes)	1,208	1,128		
Total Arrests for Part I Crimes per 1,000 population		8.59		
Total Arrests for UCR Part II Drug Offenses per 1,000 population		1.8		

<b>Measurement: EFFICIENCY</b>	2002	2003	2004	2005
Number of UCR Part I Crimes Cleared per Sworn FTE		5.78		
Total Arrests for UCR Part I Crimes per Sworn FTE		9.85		

<b>Measurement: WORKLOAD</b>	2002	2003	2004	2005
Juvenile Arrests for UCR Part 1 Crimes as a percentage of Total Arrests for UCR Part 1 Crimes		19%		
Number of Adult Charges & Arrest	1,462	1,550		
Number of Juvenile Charges & Arrest	249	238		
Number of Victim Call Back Program contacts made	173	85		
Percentage of UCR Part I Crimes Assigned to Major Investigation Units		3.4%		

# POLICE INVESTIGATIONS CRIME ANALYSIS

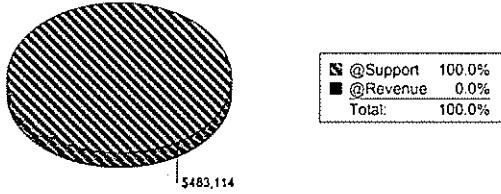
## 2004 Budget

Program Expenditures	\$483,114
Program Revenue	\$0
General Support	<u>\$483,114</u>

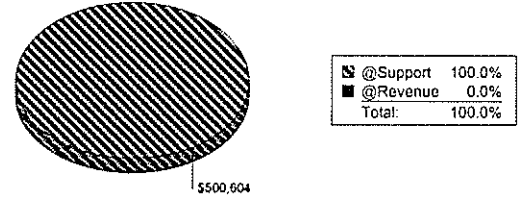
## 2005 Budget

Program Expenditures	\$500,604
Program Revenue	\$0
General Support	<u>\$500,604</u>

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

<b>Measurement: EFFECTIVENESS</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>
Average response time to high priority calls (minutes)	2.95	4.06		
Crime rate (Part 1) per 1,000 population	36.4	44.47		
Crime rate (Part 2) per 1,000 population	2,021	39.84		
Number of Dispatched Calls for Service per Patrol Officer	406.6	564		
Percentage of citizens feeling safe in their neighborhood at night		69%		
Percentage of citizens feeling safe in their neighborhood during the day		91%		
Response Time to Priority 1 Calls	6.04	6.57		
Response Time to Priority 2 Calls	10.39	11.54		
<b>Measurement: WORKLOAD</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>
Number of Alternative Calls Handled	1,036	1,071		
Number of dispatched calls for service	13,012	13,542		
Number of dispatched Calls for service per 1,000 Population		256.8		
Number of Self-initiated Police Activities	13,186	15,456		

# POLICE PATROL

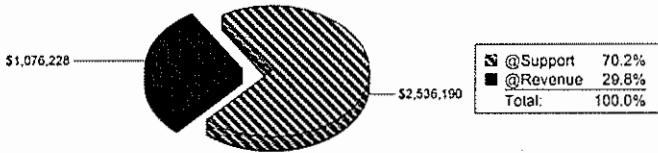
## 2004 Budget

Program Expenditures	\$3,612,418
Program Revenue	<u>\$1,076,228</u>
General Support	\$2,536,190

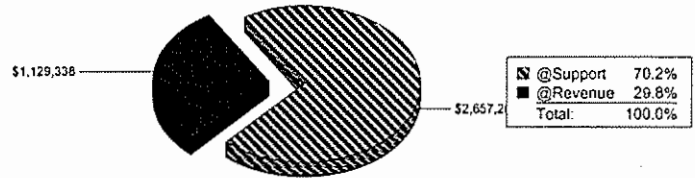
## 2005 Budget

Program Expenditures	\$3,786,606
Program Revenue	<u>\$1,129,338</u>
General Support	\$2,657,268

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: WORKLOAD	2002	2003	2004	2005
Dispatched calls for service	13,012	13,542		
Number of Air Support (Helicopter) Flight Hours	7	6		
Number of Bomb Disposal Unit responses	10	7		
Number of canine calls for service	92	62		
Number of Hostage & Barricade Incidents	1	1		
Total number of canine hours of service	761.5	207.25		

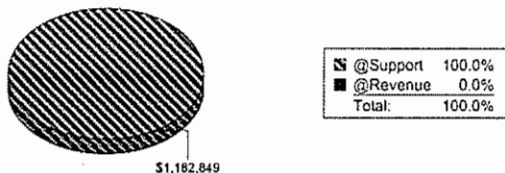
### 2004 Budget

Program Expenditures	<b>\$1,182,849</b>
Program Revenue	<b>\$0</b>
General Support	<b>\$1,182,849</b>

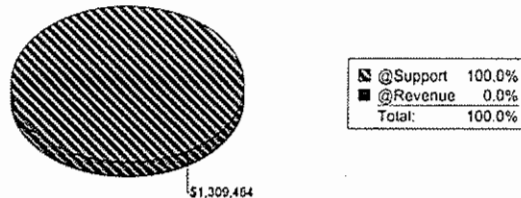
### 2005 Budget

Program Expenditures	<b>\$1,309,464</b>
Program Revenue	<b>\$0</b>
General Support	<b>\$1,309,464</b>

Program Revenue vs General Support



Program Revenue vs General Support





# PROSECUTING ATTORNEY

**PROGRAM PURPOSE:**

The Prosecuting Attorney prosecutes violations of the Shoreline Municipal Code.

**CRITICAL SUCCESS FACTOR:**

Healthy, Vibrant Neighborhoods

Measurement: WORKLOAD	2003	2004	2005
Total number filings (DUI, Traffic & Misdemeanors)	1,287		

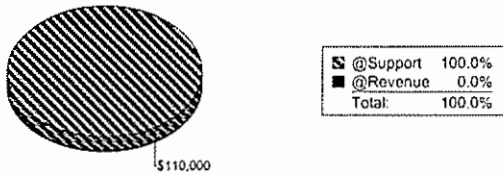
**2004 Budget**

Program Expenditures	<b>\$110,000</b>
Program Revenue	<b>\$0</b>
General Support	<b>\$110,000</b>

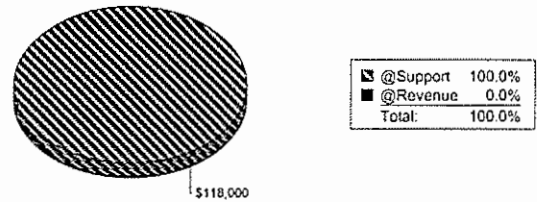
**2005 Budget**

Program Expenditures	<b>\$118,000</b>
Program Revenue	<b>\$0</b>
General Support	<b>\$118,000</b>

**Program Revenue vs General Support**



**Program Revenue vs General Support**



# PUBLIC DEFENDER

## PROGRAM PURPOSE:

The Public Defender provides legal representation for indigent criminal defendants

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: WORKLOAD

	2002	2003	2004	2005
Number of cases represented	910	929	774	

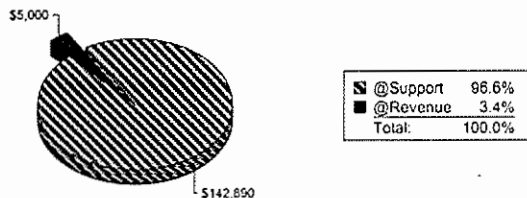
### 2004 Budget

Program Expenditures	\$147,890
Program Revenue	\$5,000
General Support	\$142,890

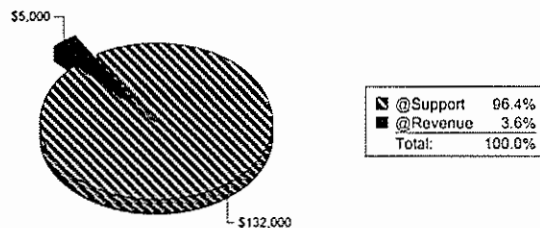
### 2005 Budget

Program Expenditures	\$137,000
Program Revenue	\$5,000
General Support	\$132,000

Program Revenue vs General Support



Program Revenue vs General Support



# RECYCLING PROGRAMS

## 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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: EFFECTIVENESS	2003	2004	2005
Number of households participating in annual recycling opportunities	2221	2681	
Percentage of households participating in City recycling events	10.7%	12.9%	

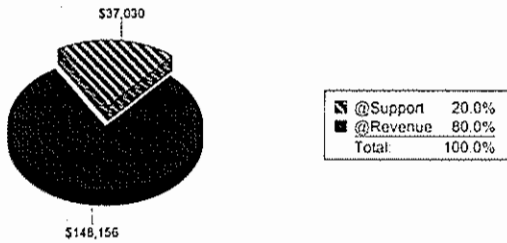
### 2004 Budget

Program Expenditures	<b>\$185,186</b>
Program Revenue	<b>\$148,156</b>
General Support	<b>\$37,030</b>

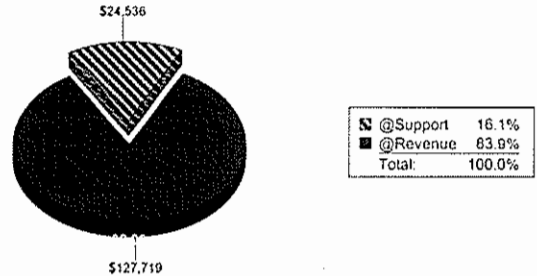
### 2005 Budget

Program Expenditures	<b>\$152,255</b>
Program Revenue	<b>\$127,719</b>
General Support	<b>\$24,536</b>

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: OUTPUT	2002	2003	2004	2005
Number of inspections performed		1505	790	
Number of right-of-way permits issued	544	522	462	

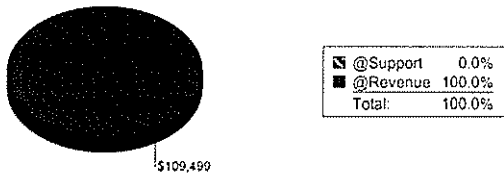
### 2004 Budget

Program Expenditures	\$109,499
Program Revenue	\$109,505
General Support	\$(6)

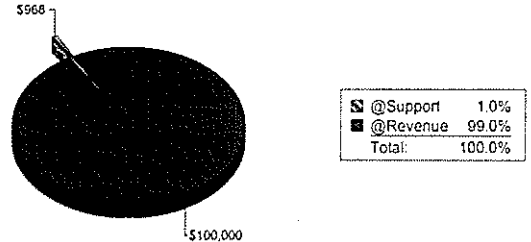
### 2005 Budget

Program Expenditures	\$100,968
Program Revenue	\$100,000
General Support	\$968

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: EFFECTIVENESS	2002	2003	2004	2005
Felony cases closed "Cleared by Arrest"	54	69		
Misdemeanor cases closed "Cleared by Arrest"	78	112		

Measurement: WORKLOAD	2002	2003	2004	2005
Number of Assigned Narcotic Activity Reports (neighborhood drug complaints)	20	31		
Number of Miscellaneous Felony Investigations	21	26		
Number of Narcotics Investigations	72	71		
Number of Vice Arrests	32	61		

### 2004 Budget

Program Expenditures	\$379,589
Program Revenue	\$0
General Support	\$379,589

### 2005 Budget

Program Expenditures	\$393,332
Program Revenue	\$0
General Support	\$393,332

Program Revenue vs General Support



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

Program Revenue vs General Support



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

# STREET OPERATION & PAVEMENT RESURFACING PROGRAMS

## 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.

Pavement Resurfacing: Provide long-term maintenance and upkeep of City streets and roads. This service includes asphalt overlay, slurry sealing, crack sealing, pot hole patching, and emulsion application

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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: EFFECTIVENESS	2003	2004	2005
Average pavement rating for arterials/collectors.	85.0	85.0	
Average pavement rating for residential streets.	62.0	62.0	
Cost per lane mile of street sweeping	\$32.64	\$22.67	
Percentage of citizens surveyed that are satisfied with the adequacy of city street lighting on arterial streets		60%	
Percentage of citizens very satisfied or satisfied with maintenance of City streets		55%	
Weighted average pavement rating for all City streets.	76.0	76.0	

Measurement: EFFICIENCY	2003	2004	2005
Annual Operating cost per City traffic signal		\$3,364	
Annual street operation expenditures per paved lane mile in the City	\$4,364	\$3,651	
Cost per lane mile for asphalt overlay	\$36,126	\$54,335	
Cost per lane mile for slurry seal	\$9,741	\$9,629	

Measurement: OUTPUT	2003	2004	2005
Number of lane miles rehabilitated with slurry seal	11.1	14.8	
Number of lane miles resurfaced with asphalt overlay	15.1	9.1	
Number of lane miles swept	1,756	2,405	

# STREET OPERATION & PAVEMENT RESURFACING PROGRAMS

Measurement: WORKLOAD

	2003	2004	2005
Contract hours spent sanding & plowing roads	20	101	
In-house hours spent sanding & plowing roads	73	99	
Number of traffic signs maintained	571		

## 2004 Budget

Program Expenditures	<b>\$3,013,648</b>
Program Revenue	<b>\$767,575</b>
General Support	<b>\$2,246,073</b>

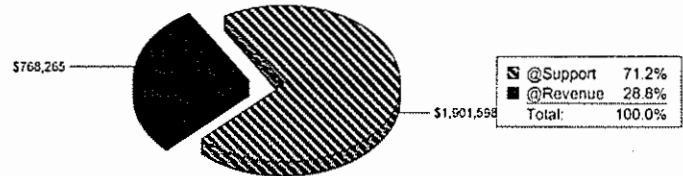
## 2005 Budget

Program Expenditures	<b>\$2,669,863</b>
Program Revenue	<b>\$768,265</b>
General Support	<b>\$1,901,598</b>

Program Revenue vs General Support



Program Revenue vs General Support



# SURFACE WATER MANAGEMENT

## PROGRAM PURPOSE:

The Surface Water Management program provides for the maintenance and operations of the City's surface and subsurface water infrastructure, public education and outreach, water quality monitoring and code enforcement to protect water quality, enhance natural habitat, and prevent flooding.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

<b>Measurement: EFFECTIVENESS</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>
Percentage of citizens who are very satisfied or satisfied with the adequacy of storm drainage services in their neighborhood		55%	
Percentage of citizens who are very satisfied or satisfied with the overall quality of the City's stormwater system		55%	
Percentage of inspected private retention/detention facilities that met maintenance standards.			

<b>Measurement: EFFICIENCY</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>
Cost per lane mile swept.	\$21.67	\$15.12	

<b>Measurement: OUTPUT</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>
Number of lane miles swept.	1,756	2,405	

<b>Measurement: WORKLOAD</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>
Number of catch basins cleaned	3,000	3,653	
Number of linear feet of open drainage channels cleared	200	1,114	
Number of private retention/detention facilities inspected	314	321	
Number of private retention/detention facility inspections	364	318	
Number of service requests with indicated property damage from flooding that were investigated and resolved.			



# SURFACE WATER MANAGEMENT

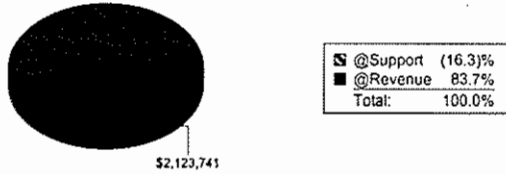
## 2004 Budget

Program Expenditures	\$2,123,741
Program Revenue	\$2,537,192
General Support	\$(413,451)

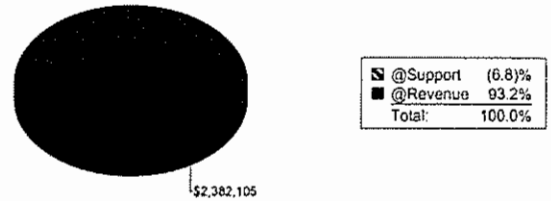
## 2005 Budget

Program Expenditures	\$2,382,105
Program Revenue	\$2,554,692
General Support	\$(172,587)

Program Revenue vs General Support



Program Revenue vs General Support



# TEEN RECREATION PROGRAMS

## PROGRAM PURPOSE:

The Teen Recreation program help 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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of surveyed participants that always or sometimes feel that the Teen Program provides all 9 of the development assets surveyed	83%	82%	

Measurement: EFFICIENCY	2003	2004	2005
Net cost per hour of teen recreation programs (net of revenue)	\$97.28	\$99.56	
Net cost per participant per program hour.	\$0.003	\$0.003	

Measurement: OUTPUT	2003	2004	2005
Number of teen recreation program hours	3,328	3,197	
Number of visits in the Teen Late Night Programs	10,844	11,507	
Number of visits to all Teen Programs excluding Late Night	14,228	22,213	
Total number of all visits.	25,072	33,720	

### 2004 Budget

Program Expenditures	<b>\$393,375</b>
Program Revenue	<b>\$36,420</b>
General Support	<b>\$356,955</b>

### 2005 Budget

Program Expenditures	<b>\$398,985</b>
Program Revenue	<b>\$45,555</b>
General Support	<b>\$353,430</b>

Program Revenue vs General Support



Program Revenue vs General Support





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# TRAFFIC SERVICES & NEIGHBORHOOD TRAFFIC SAFETY

## 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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of citizens surveyed who are very satisfied or somewhat satisfied with the flow of traffic and congestion.		41%	
Percentage of citizens who are very satisfied or somewhat satisfied with the flow of traffic and congestion.		41	
Percentage of services requests completed	92%		

Measurement: INPUT	2003	2004	2005
Number of targeted law enforcement hours in a NTSP residential area.		946	

Measurement: OUTPUT	2003	2004	2005
Number of traffic counts completed each year	182	382	
Number of work orders issued	157	350	

Measurement: WORKLOAD	2003	2004	2005
Number of active residential areas involved in the NTSP Program	42	45	
Number of residential area traffic projects completed per year	2	7	
Number of service requests received	75		

# TRAFFIC SERVICES & NEIGHBORHOOD TRAFFIC SAFETY

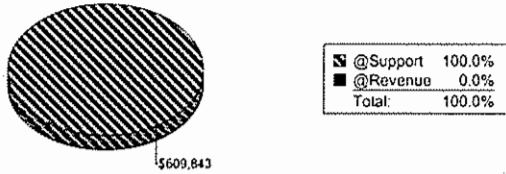
## 2004 Budget

Program Expenditures	\$609,843
Program Revenue	\$0
General Support	\$609,843

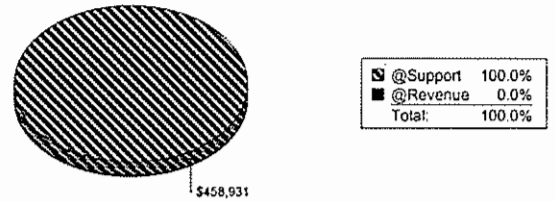
## 2005 Budget

Program Expenditures	\$458,931
Program Revenue	\$0
General Support	\$458,931

Program Revenue vs General Support



Program Revenue vs General Support



# City of Shoreline Strategic Plan

## City Critical Success Factor: Economic Vitality and Financial Stability

The economic vitality and financial stability of the City of Shoreline is critical to providing the financial resources necessary for quality municipal services and facilities. The stability and predictability of financial resources is crucial to providing certainty for essential public services such as police, roads maintenance, parks, social services and infrastructure. These resources and related services are not an end to themselves but are a means to accomplish the vision of the City Council: "Shoreline! The best place to live, learn, work and play. A place to live your dream."

### City Strategic Goals -

- Develop a long-term financial plan that funds priority services and facilities on an ongoing basis.
- Improve and maintain the infrastructure and aesthetics of commercial areas to sustain and encourage new quality investments.
- Attract and retain businesses that add high economic value and benefit to the community.
- Foster a growing, diversified and balanced economic base that yields City resources sufficient to provide quality municipal services and facilities.

### City Strategies -

- Complete the Aurora Corridor Project.
- Complete the Interurban Trail Project.
- Complete the planned capital improvements in the North City Business District.
- Complete the Central Subarea Plan.
- Implement the long-range financial plan.
- Complete the retail market analysis and utilize results for business recruitment.
- Seek opportunities with other agencies for joint economic development partnerships.
- Provide a business-friendly environment:
  - (a) Encourage property aggregation;
  - (b) Continue to streamline the development process;
  - (c) Target City of Shoreline and special district infrastructure improvements to enhance economic development; and
  - (d) Provide a safe and secure environment in commercial areas.
- Facilitate business development partnerships such as parking and business improvement areas.

### City Programs -

ECONOMIC DEVELOPMENT: BUSINESS ATTRACTION AND RETENTION  
FINANCIAL PLANNING AND ACCOUNTING SERVICES

# 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.

## CRITICAL SUCCESS FACTOR:

Economic Vitality and Financial Stability

Measurement: EFFECTIVENESS	2002	2003	2004	2005
Annual dollar valuation of commercial permits issued		\$17.1 Mill.	\$17.7 Mill.	
Percentage of City assessed valuation that is classified commercial		12.93%	12.83%	
Sales Tax Per Capita	\$95.70	\$103.68	\$109.28	

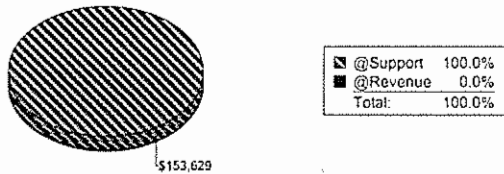
### 2004 Budget

Program Expenditures	\$153,629
Program Revenue	\$0
General Support	<u>\$153,629</u>

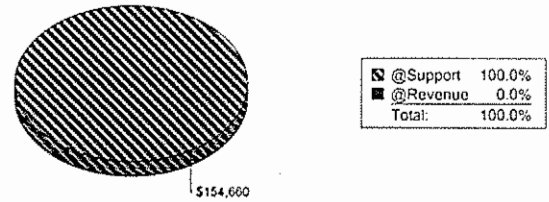
### 2005 Budget

Program Expenditures	\$154,660
Program Revenue	\$0
General Support	<u>\$154,660</u>

Program Revenue vs General Support



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.

### CRITICAL SUCCESS FACTOR:

Economic Vitality and Financial Stability

<b>Measurement: EFFECTIVENESS</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>
Actual General Fund expenditures for current year.	\$25.355 mil.	\$24.096 mil.	
Actual General Fund revenues for current year.	\$25.502 mil.	\$26.330 mil.	
Actual revenue collections compared to projected revenues.	96.9%	101%	
Basis points in which investment returns exceed the City's benchmark	4	9	
Percentage of customers rating the Budget Division services as good or excellent		100%	
Percentage of customers rating the Finance Department services as good or excellent		98.7%	
Percentage of customers rating the Financial Operations Division services as good or excellent		97.8%	
Percentage of time month-end close process completed within 10 working days of the end of the month	92%	58%	
Projected General Fund expenditures for current year.		\$25.177 mil.	
<b>Measurement: EFFICIENCY</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>
Financial planning and accounting services as a % of the City's operating budget.	2.7%	2.5%	2.5%
Number of accounts payable checks	4,098	4088	
Number of payroll checks processed	5,133	5731	



# FINANCIAL PLANNING AND ACCOUNTING SERVICES

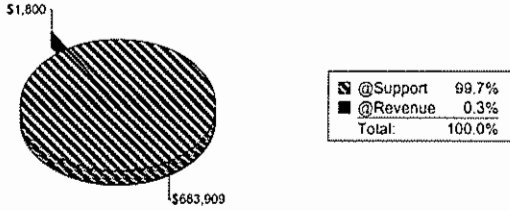
## 2004 Budget

Program Expenditures	\$685,709
Program Revenue	\$1,800
General Support	\$683,909

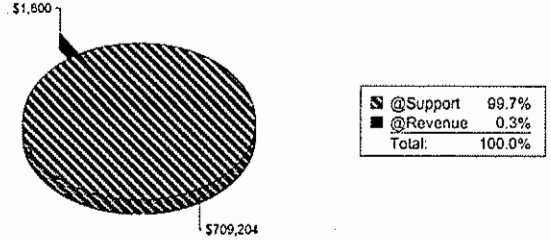
## 2005 Budget

Program Expenditures	\$711,004
Program Revenue	\$1,800
General Support	\$709,204

Program Revenue vs General Support



Program Revenue vs General Support



# City of Shoreline Strategic Plan

## City Critical Success Factor: Quality Services and Facilities

The provision of quality services and facilities is our core mission as a city. Quality services and facilities promote quality of life and support community safety and economic opportunity. In providing services, we strive to be customer-oriented by being friendly, responsive and professional. We want our residents to be assured that they are being served by employees who care about delivering quality services. Providing cost-effective quality services and facilities supports our vision to make Shoreline an attractive place to live, work and play.

### City Strategic Goals -

- Provide excellent value to our residents and customers in services and facilities.
- Provide services and facilities to create and sustain a desirable place to live, work and play.
- Understand and meet or exceed community expectations for quality, cost, timeliness and priorities.
- Continually identify and improve key processes to enhance quality and meet customer needs.

### City Strategies -

- Regularly conduct surveys of customer perceptions of the quality and costs of city services, facilities and priorities.
- Encourage active neighborhood involvement and advocacy for cost-effective quality services.
- Build Shoreline's first city hall.
- Establish regular, routine assessment of facilities and services to identify renovation and replacement costs and schedules.
- Routinely evaluate and improve key processes linked to quality, value and customer satisfaction.
- Collect and use data to improve operational efficiencies (performance measurement program).
- Create and implement a citywide customer service and quality improvement plan that incorporates the above strategies.
- Routinely review infrastructure needs with the Citizens Bond Advisory Committee.

### City Programs -

- 24 HOUR CUSTOMER RESPONSE TEAM
- BUILDING AND INSPECTIONS TEAM
- INFORMATION TECHNOLOGY DATA MANAGEMENT AND ADMINISTRATION
- INFORMATION TECHNOLOGY OPERATIONS AND SECURITY ADMINISTRATION
- LEGAL SERVICES
- PARK AND OPEN SPACE MAINTENANCE PROGRAM
- PARKS CULTURAL SERVICES PROGRAMS
- PERMIT SERVICES TEAM
- PLANNING - LONG RANGE TEAM
- PLANNING AND DEVELOPMENT OPERATIONS SUPPORT TEAM
- POLICE ADMINISTRATION
- POLICE TRAFFIC ENFORCEMENT
- PUBLIC FACILITY & VEHICLE MAINTENANCE & OPERATIONS
- PUBLIC RECORDS & CITY COUNCIL MEETING MANAGEMENT
- PUBLIC WORKS ADMINISTRATION
- PURCHASING SERVICES
- RECREATION FACILITY RENTAL PROGRAM

## 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.

### CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: EFFECTIVENESS	2002	2003	2004	2005
Percentage of customers giving CRT services a good or excellent rating		98%	94%	
Percentage of requests inspected within 5 days.		98%	97%	

Measurement: EFFICIENCY	2002	2003	2004	2005
Percentage of customer requests responded to within 24 hours	94%	100%	97%	

Measurement: WORKLOAD	2002	2003	2004	2005
Number of customer requests for service	2,555	2,982		

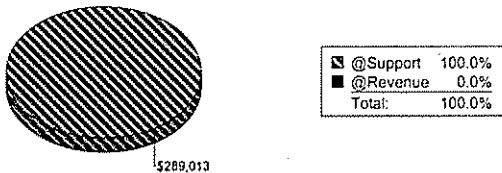
### 2004 Budget

Program Expenditures	\$289,013
Program Revenue	\$0
General Support	\$289,013

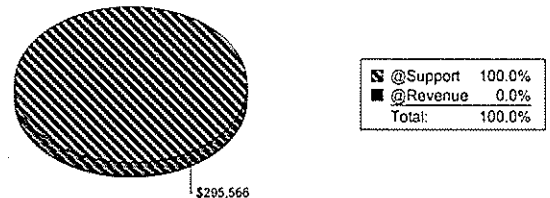
### 2005 Budget

Program Expenditures	\$295,566
Program Revenue	\$0
General Support	\$295,566

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of permits issued on or before the target dates identified in SMC 20.30.040	93.8%	92.3%	

Measurement: WORKLOAD	2003	2004	2005
Number of Addition/Remodel Commercial Permits submitted	66	55	
Number of Demolition Permits submitted	34	36	
Number of Fire Systems Permits submitted	271	105	
Number of inspections completed annually	4,014	3969	
Number of Mechanical Permits submitted	200	208	
Number of Miscellaneous Structures - Complex Permits submitted	18	14	
Number of New Construction Commercial Permits submitted	23	15	

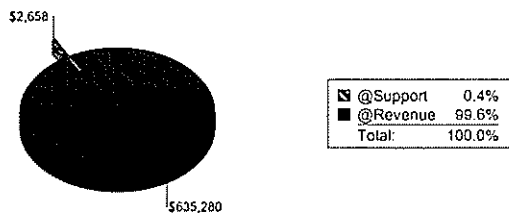
### 2004 Budget

Program Expenditures	<b>\$637,938</b>
Program Revenue	<b>\$635,280</b>
General Support	<b>\$2,658</b>

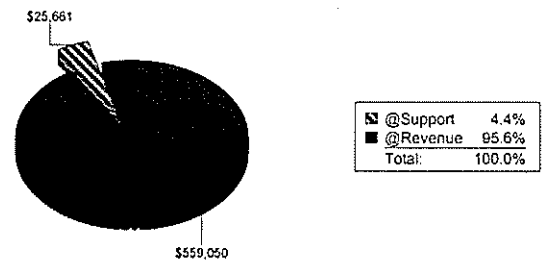
### 2005 Budget

Program Expenditures	<b>\$584,711</b>
Program Revenue	<b>\$559,050</b>
General Support	<b>\$25,661</b>

Program Revenue vs General Support



Program Revenue vs General Support



# INFORMATION TECHNOLOGY DATA MANAGEMENT AND ADMINISTRATION

## PROGRAM PURPOSE:

IT Data Management and Administration manages enterprise wide data so that it is readily available to City departments to support their decision-making and planning processes.

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: EFFICIENCY	2003	2004	2005
Central information technology operating and maintenance expenditures per workstation.	\$4,463	\$4,061	
Central information technology operating, maintenance, and capital expenditures per workstation	\$7,551	\$6,383	
Ratio of workstations to total Information Technology FTE's	27:1	32:1	

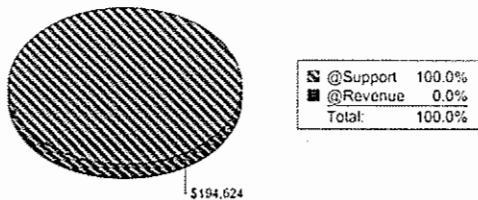
### 2004 Budget

Program Expenditures	<b>\$194,624</b>
Program Revenue	<b>\$0</b>
General Support	<b>\$194,624</b>

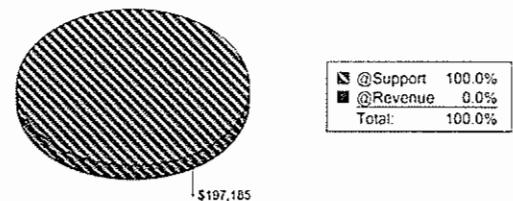
### 2005 Budget

Program Expenditures	<b>\$197,185</b>
Program Revenue	<b>\$0</b>
General Support	<b>\$197,185</b>

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of customers rating the Information Technology Division services as good or excellent	92%	93%	
Percentage of network, desktop, and help desk calls resolved and/or repaired within 24 hours	93%	92%	

Measurement: EFFICIENCY	2003	2004	2005
Total information technology operating and maintenance expenditures as a percentage of the City's total operating budget	3.8%	3.5%	3.4%

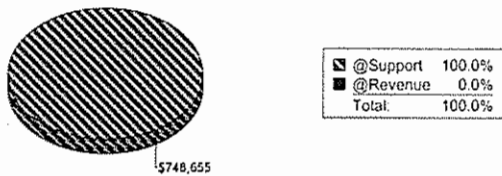
### 2004 Budget

Program Expenditures	\$748,655
Program Revenue	\$0
General Support	\$748,655

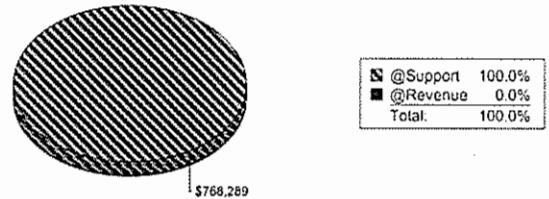
### 2005 Budget

Program Expenditures	\$768,289
Program Revenue	\$0
General Support	\$768,289

Program Revenue vs General Support



Program Revenue vs General Support



# 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

**CRITICAL SUCCESS FACTOR:**

Quality Services and Facilities

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of internal customers rating Legal Services as Good or Excellent		95%	

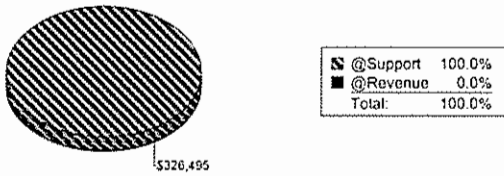
**2004 Budget**

Program Expenditures	\$326,495
Program Revenue	\$0
General Support	\$326,495

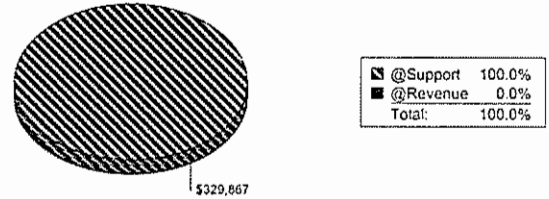
**2005 Budget**

Program Expenditures	\$329,867
Program Revenue	\$0
General Support	\$329,867

**Program Revenue vs General Support**



**Program Revenue vs General Support**



# PARK 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.

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: EFFECTIVENESS	2002	2003	2004	2005
Percentage of citizens that rate the condition of the City park as good or excellent		87%	87%	

Measurement: EFFICIENCY	2002	2003	2004	2005
Annual cost per acre of park property maintained	\$2,550	\$2,550	\$2,840	

Measurement: WORKLOAD	2002	2003	2004	2005
Number of acres of park and open space maintained	342	350	353	

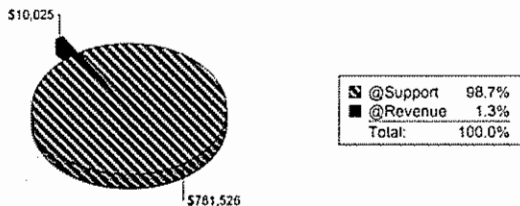
### 2004 Budget

Program Expenditures	\$791,551
Program Revenue	\$10,025
General Support	\$781,526

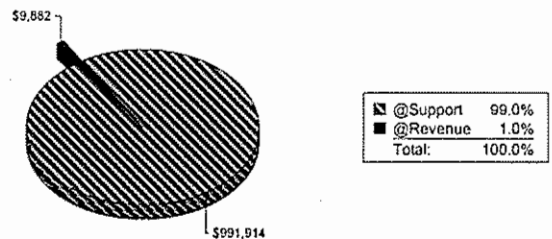
### 2005 Budget

Program Expenditures	\$1,001,796
Program Revenue	\$9,882
General Support	\$991,914

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: OUTPUT	2002	2003	2004	2005
Fall library program participants	150	105	145	
Hamlin Haunt attendance	500	800	800	
Number of fall library programs	6	6	6	
Number of summer lunchtime events	5	5	6	
Shoreline Historical Museum contribution per capita		\$1.02	\$1.17	
Shoreline/Lake Forest Park Arts Council contribution per capita		\$1.19	\$1.17	
Summer lunchtime event attendance	2,000	2,500	2,000	
Swingin' Summer Eve attendance	2,000	3,000	3,000	

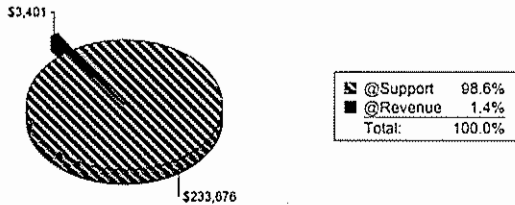
### 2004 Budget

Program Expenditures	<b>\$237,077</b>
Program Revenue	<b>\$3,401</b>
General Support	<b>\$233,676</b>

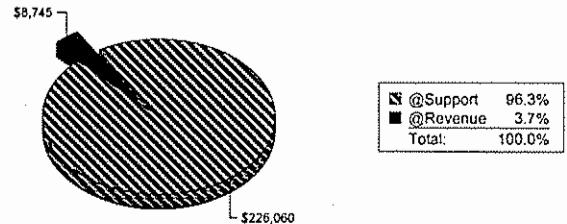
### 2005 Budget

Program Expenditures	<b>\$234,805</b>
Program Revenue	<b>\$8,745</b>
General Support	<b>\$226,060</b>

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

### Measurement: EFFECTIVENESS

	2002	2003	2004	2005
Percentage of permits issued on or before the target dates identified in SMC 20.30.040		95.4%	94.4%	

### Measurement: OUTPUT

	2002	2003	2004	2005
Number of Accessory Dwelling Units (ADU) or Adult Family Home Applications submitted		14	21	
Number of Addition/Remodel Single-family Residential Permits submitted		211	189	
Number of Home Occupation, B&B, or Boarding House Permits submitted		8	5	
Number of New Construction Single-family Residential Permits submitted		49	71	
Number of Shoreline Exemptions submitted		4	2	
Number of Sign and Miscellaneous Structure Permits submitted		45	37	
Total Number Right-of-Way Permits submitted		530	469	

## 2004 Budget

Program Expenditures	<b>\$487,090</b>
Program Revenue	<b>\$158,820</b>
General Support	<b>\$328,270</b>

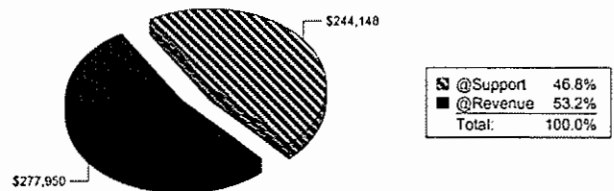
## 2005 Budget

Program Expenditures	<b>\$522,098</b>
Program Revenue	<b>\$277,950</b>
General Support	<b>\$244,148</b>

Program Revenue vs General Support



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

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of permits issued on or before target dates identified in SMC 20.30.060	100%	88.9%	

Measurement: WORKLOAD	2003	2004	2005
Number of Comprehensive Plan amendments processed annually	1	0	
Number of Development Code amendments processed annually	6	27	
Number of Master Plans submitted	1	0	
Number of Planning Commission meetings staffed	19	23	
Number of Preliminary Subdivisions submitted	1	2	
Number of Rezones submitted	1	3	
Number of Special Use Permits (SUP) submitted (including ground mounted uncamouflaged lattice towers and monopoles)	2	2	

### 2004 Budget

Program Expenditures	\$357,520
Program Revenue	\$45,000
General Support	\$312,520

### 2005 Budget

Program Expenditures	\$248,272
Program Revenue	\$50,000
General Support	\$198,272

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: OUTPUT

	2003	2004	2005
Number of permit and departmental process improvements completed	6	5	

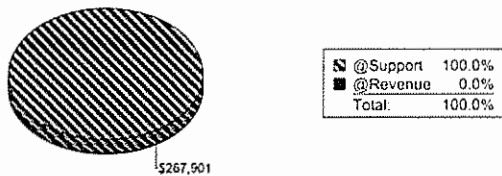
### 2004 Budget

Program Expenditures	\$267,901
Program Revenue	\$0
General Support	<u>\$267,901</u>

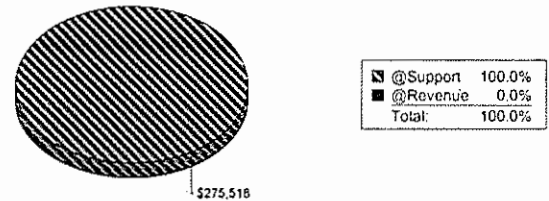
### 2005 Budget

Program Expenditures	\$275,518
Program Revenue	\$0
General Support	<u>\$275,518</u>

Program Revenue vs General Support



Program Revenue vs General Support



# POLICE ADMINISTRATION

## PROGRAM PURPOSE:

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

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of surveyed citizens who indicated that Police were customer service oriented	70%	61%	

Measurement: EFFICIENCY	2003	2004	2005
Police Department operating and maintenance expenditures per capita	\$125.82	\$138.57	
Sworn and Civilian FTEs per 1,000 population	0.9	0.9	

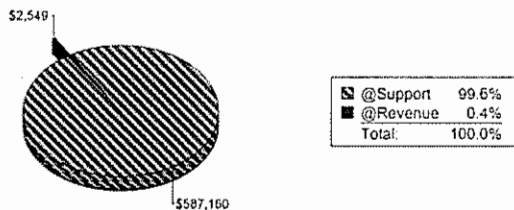
### 2004 Budget

Program Expenditures	\$589,709
Program Revenue	\$2,549
General Support	\$587,160

### 2005 Budget

Program Expenditures	\$620,997
Program Revenue	\$0
General Support	\$620,997

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: EFFECTIVENESS	2002	2003	2004	2005
Percentage of citizens who are satisfied or very satisfied with the enforcement of local traffic laws.			64%	
Percentage of surveyed citizens who indicated they were concerned or very concerned about speeding traffic	49.5%	49.5%		

Measurement: WORKLOAD	2002	2003	2004	2005
Number of citizen traffic complaints	57	57		
Number of collisions	589	607		
Number of traffic accident investigations		843	1346	
Number of Traffic Citations & Notices of Infractions	6,612	7,719	6,160	

### 2004 Budget

Program Expenditures	\$487,794
Program Revenue	\$105,160
General Support	\$382,634

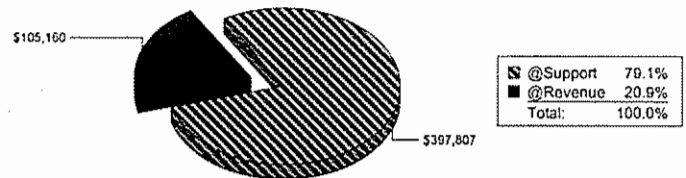
### 2005 Budget

Program Expenditures	\$502,967
Program Revenue	\$105,160
General Support	\$397,807

Program Revenue vs General Support



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

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: EFFICIENCY	2003	2004	2005
Cost per square foot to maintain	\$8.47	\$10.21	
Fleet maintenance cost per mile - vehicles and light trucks	\$0.27		
Fleet maintenance cost per mile -heavy-duty trucks and equipment	\$0.49		
Number of square feet maintained per facilities FTE	22,270	22,270	

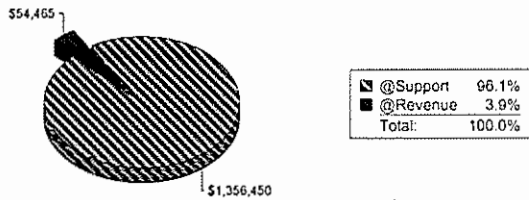
### 2004 Budget

Program Expenditures	<b>\$1,410,915</b>
Program Revenue	<b>\$54,465</b>
General Support	<b>\$1,356,450</b>

### 2005 Budget

Program Expenditures	<b>\$1,126,062</b>
Program Revenue	<b>\$72,074</b>
General Support	<b>\$1,053,988</b>

Program Revenue vs General Support



Program Revenue vs General Support



# 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.

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of City Council packets available to the public on the City website the day after receipt by City Councilmembers		97%	
Percentage of external customers who rate the City Clerk's public disclosure process as very good or excellent		94%	
Percentage of internal customers rating the City Clerk's Office services very good or excellent		99%	

Measurement: WORKLOAD	2003	2004	2005
Number of boxes of records accessioned into the Records Center		290	
Number of City Council packets and sets of minutes produced		37	
Number of contracts and property records, agreements processed, recorded, and/or filed		500	
Number of items uploaded to the web site or network		946	
Number of pages of public records provided		13,773	
Number of public records requests processed		192	
Number of specialty business licenses issued		202	

### 2004 Budget

Program Expenditures	\$348,460
Program Revenue	\$31,230
General Support	\$317,230

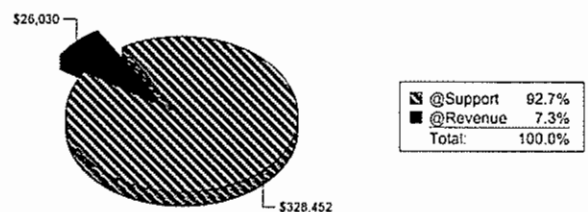
### 2005 Budget

Program Expenditures	\$354,482
Program Revenue	\$26,030
General Support	\$328,452

Program Revenue vs General Support



Program Revenue vs General Support





# PUBLIC WORKS ADMINISTRATION

## PROGRAM PURPOSE:

Public Works Administration provides the department with management, leadership, process and policy development, and staff support

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: WORKLOAD	2003	2004	2005
Number of grant reimbursements processed	15	23	
Number of vendor invoices processed	4,402	5,322	

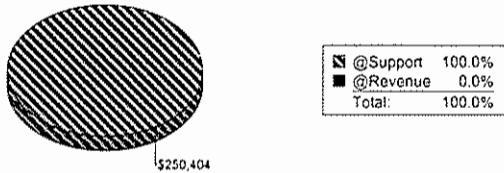
### 2004 Budget

Program Expenditures	<b>\$250,404</b>
Program Revenue	<b>\$0</b>
General Support	<b>\$250,404</b>

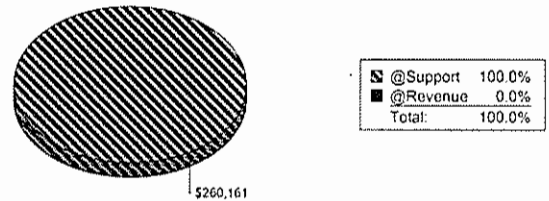
### 2005 Budget

Program Expenditures	<b>\$260,161</b>
Program Revenue	<b>\$0</b>
General Support	<b>\$260,161</b>

Program Revenue vs General Support



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

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of awards and solicitations made without protest	100%	100%	
Percentage of customers rating the Purchasing Division services as good or excellent	91%	89%	
Percentage of internal customers rating the Purchasing Division timeliness of services as good or excellent		89%	

Measurement: EFFICIENCY	2003	2004	2005
Dollar Amount of Central Purchasing Office Purchases per Central Purchasing Office FTE		\$4.973 Mill.	
Percentage of purchasing transactions conducted using procurement and credit cards	1.78%	1.18%	

Measurement: WORKLOAD	2003	2004	2005
Number of Purchase Orders Issued	542	417	

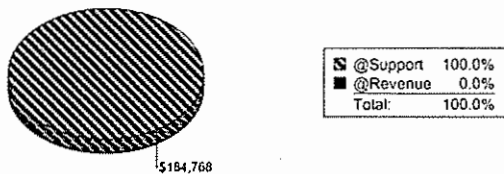
### 2004 Budget

Program Expenditures	\$184,768
Program Revenue	\$0
General Support	\$184,768

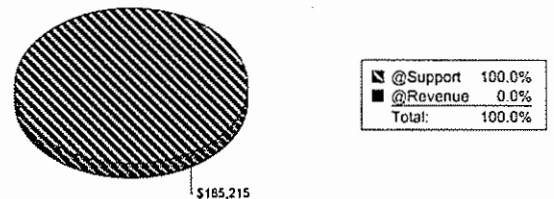
### 2005 Budget

Program Expenditures	\$185,215
Program Revenue	\$0
General Support	\$185,215

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: WORKLOAD	2002	2003	2004	2005
Number of facility rentals	8,323	7,810	8,093	

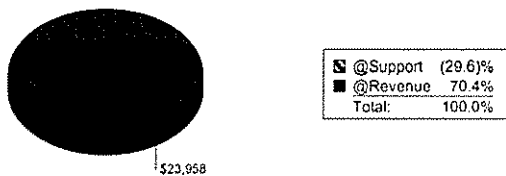
### 2004 Budget

Program Expenditures	\$23,958
Program Revenue	\$34,038
General Support	<u>\$(10,079)</u>

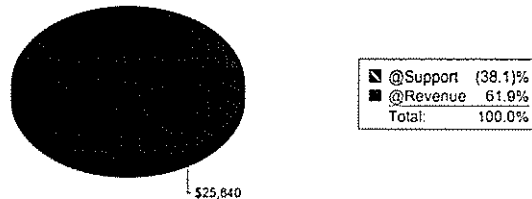
### 2005 Budget

Program Expenditures	\$25,840
Program Revenue	\$41,769
General Support	<u>\$(15,928)</u>

Program Revenue vs General Support



Program Revenue vs General Support



# City of Shoreline Strategic Plan

## City Critical Success Factor: Innovative Leadership and Strategic Planning

Our citizens want a sound infrastructure and quality services. To achieve this we need a strategic plan that maps out the goals and strategies to move us in that direction. Likewise, it is vital to our business to anticipate problems and issues that may impact our current and future condition. We must be willing to be creative in improving service quality and efficiency, to stimulate and accept change, and to train our workforce to be leaders, to be focused and to think strategically. Finally, it is the role of leadership to create an environment where the workforce understands the "big picture" and sees how they fit in creating that vision for our community.

### City Strategic Goals -

- Adopt strategic plans for major facilities and services.

- Adopt the "problem-solving" model for prioritizing initiatives and improving service delivery organization-wide.

- Foster a work culture where employees embrace the City's mission and goals and understand their role in achieving success and are encouraged to be proactive, think ahead and search for creative solutions.

### City Strategies -

- Update the Comprehensive Plan, including:

- a) Parks, Recreation and Open Space Plan;
- b) Transportation Master Plan; and
- c) Surface Water Comprehensive Plan.

- Develop strategic plans for major facilities and services.

- Initiate an organization-wide strategic planning system which includes:

- a) developing and reviewing departmental strategic and/or operational plans;
- b) creating and implementing a citywide customer service and quality improvement plan; and
- c) providing ongoing communication and outreach to employees.

### City Programs -

- CITY COUNCIL

- CURRENT PLANNING TEAM

- GRANT RESEARCH & DEVELOPMENT

- INFORMATION TECHNOLOGY STRATEGIC PLAN IMPLEMENTATION

- ORGANIZATION STRATEGIC PLANNING AND COUNCIL POLICY SUPPORT & IMPLEMENTATION

# 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.

## CRITICAL SUCCESS FACTOR:

Innovative Leadership and Strategic Planning

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of residents that are satisfied with the overall quality of leadership provided by the City's elected officials		47%	
Percentage of residents who believe the City is moving in the right direction		58%	
Percentage of residents who rate the quality of life in Shoreline as the same or better than other cities		69%	

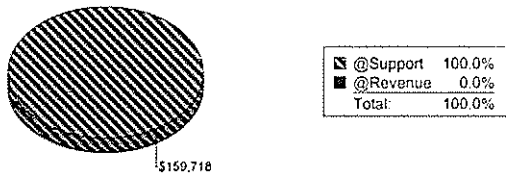
### 2004 Budget

Program Expenditures	\$159,718
Program Revenue	\$0
General Support	\$159,718

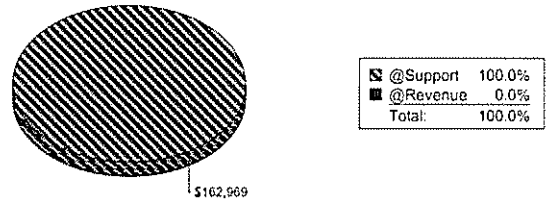
### 2005 Budget

Program Expenditures	\$162,969
Program Revenue	\$0
General Support	\$162,969

Program Revenue vs General Support



Program Revenue vs General Support



## CURRENT PLANNING TEAM

### PROGRAM PURPOSE:

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

### CRITICAL SUCCESS FACTOR:

Innovative Leadership and Strategic Planning

#### Measurement: EFFECTIVENESS

	2003	2004	2005
Percentage of permits issued on or before target dates identified in SMC 20.30.040 and SMC 20.30.050	67%	76%	

#### Measurement: WORKLOAD

	2003	2004	2005
Number of Building Permits that require SEPA submitted	6	4	
Number of Clearing & Grading Permits submitted	15	20	
Number of Conditional Use Permits submitted	3	3	
Number of Development Code interpretations submitted	17	13	
Number of Final Short Plats submitted	10	10	
Number of Lot Line Adjustments submitted	15	9	
Number of Preliminary Short Plats submitted	11	17	
Number of SEPA Threshold Determinations	13	10	
Number of Site Development/Construction Permits submitted	5	14	
Number of Temporary Use Permits submitted	3	2	
Number of Variance from Engineering Standards submitted	6	1	
Number of Zoning Variances submitted	2	2	

# CURRENT PLANNING TEAM

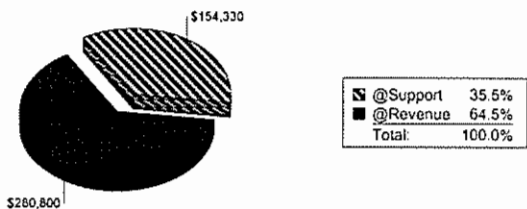
## 2004 Budget

Program Expenditures	\$435,130
Program Revenue	\$280,800
General Support	\$154,330

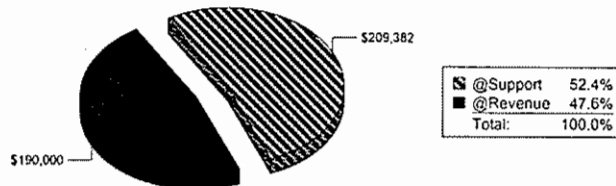
## 2005 Budget

Program Expenditures	\$399,382
Program Revenue	\$190,000
General Support	\$209,382

Program Revenue vs General Support



Program Revenue vs General Support



# 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

## CRITICAL SUCCESS FACTOR:

Innovative Leadership and Strategic Planning

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of customers rating the Grant Development services as good or excellent		100%	
Percentage of grant applications successfully awarded	75%	64%	

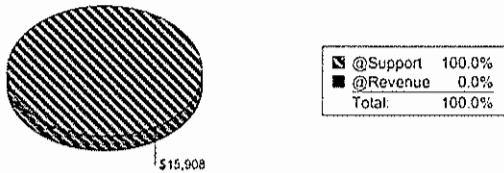
### 2004 Budget

Program Expenditures	<b>\$15,908</b>
Program Revenue	<b>\$0</b>
General Support	<b>\$15,908</b>

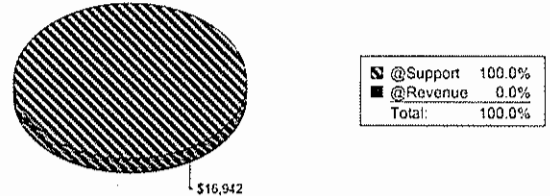
### 2005 Budget

Program Expenditures	<b>\$16,942</b>
Program Revenue	<b>\$0</b>
General Support	<b>\$16,942</b>

Program Revenue vs General Support



Program Revenue vs General Support





# 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.

## CRITICAL SUCCESS FACTOR:

Innovative Leadership and Strategic Planning

Measurement: EFFICIENCY	2003	2004	2005
Information Technology Strategic Plan expenditures as a percentage of the City's total operating budget	1.39%	2.3%	1.14%

Measurement: INPUT	2002	2003	2004
Total capital expenditures for IT activities and equipment		\$586,802	\$441,210

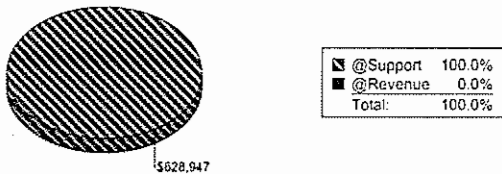
### 2004 Budget

Program Expenditures	\$628,947
Program Revenue	\$0
General Support	\$628,947

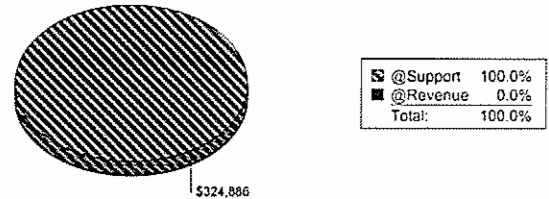
### 2005 Budget

Program Expenditures	\$324,886
Program Revenue	\$0
General Support	\$324,886

Program Revenue vs General Support



Program Revenue vs General Support



# ORGANIZATION STRATEGIC PLANNING AND COUNCIL POLICY SUPPORT & IMPLEMENTATION

## PROGRAM PURPOSE:

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

## CRITICAL SUCCESS FACTOR:

Innovative Leadership and Strategic Planning

Measurement: EFFECTIVENESS	2002	2003	2004	2005
Percentage of citizens that rate the quality of services provided by the City of Shoreline as better or about the same as compared to other cities in the state	79%	N/A	69%	
Percentage of citizens that rate the value of services received for their city taxes paid as Average, Good or Excellent.		N/A	75%	
Percentage of employees who rate the City of Shoreline as "one of the best" or "above average" as an organization to work for compared with other organizations		64%	64%	
Percentage of residents who are satisfied or very satisfied with the effectiveness of the City Manager and appointed staff			49%	
Percentage of residents who rate City employees as excellent or good providers of customer service			53%	

Measurement: EFFICIENCY	2002	2003	2004	2005
City operating reserves as a percentage of operating revenues		43%	42.5%	28.2
CMO budget as a percent of the City's operating budget		2.5%	2.5%	2.5%
Number of regular City employees per 1,000 population	2.41	2.5	2.6	2.6
Operating expenditures per capita (real dollars)		\$495	\$519	\$526
Support service costs as a percentage of the City's operating budget		15.6%	15.2%	14.5%

### 2004 Budget

Program Expenditures	\$697,313
Program Revenue	\$0
General Support	\$697,313

### 2005 Budget

Program Expenditures	\$709,279
Program Revenue	\$0
General Support	\$709,279

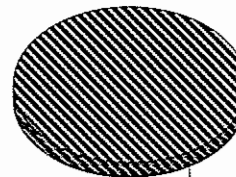
Program Revenue vs General Support



\$697,313

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

Program Revenue vs General Support



\$709,279

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

# City of Shoreline Strategic Plan

## **City Critical Success Factor: Community Alliances and Partnerships**

The City of Shoreline is just one of many public, private and non-profit agencies serving our community. The development of community alliances and partnerships is an important component of the City's success in achieving our mission and goals. The City has an interdependent relationship with other government agencies, non-profits, volunteers and citizens. We are striving to build a strong community and provide quality services and facilities. Our citizens expect public agencies to join forces to maximize public resources for public benefit. This is best accomplished by forming strong and active community alliances and partnerships.

### City Strategic Goals -

- Develop an understanding of and a broad base of support for shared community goals.
- Promote successful partnerships in the community by bringing partners together to develop and implement shared goals.
- Share community resources to attain community goals and maximize public benefit.
- Strengthen and celebrate relationships among private and public sector organizations.
- Build strong alliances and partnerships with elected officials and public agencies.

### City Strategies -

- Identify key partners and create a forum to identify and address mutual issues of concern.
- Coordinate long-range planning with other key partner public sector organizations.
- Acknowledge and celebrate the contributions of community organizations and volunteers to the quality of life in Shoreline.

### City Programs -

- EMERGENCY MANAGEMENT PLANNING
- HUMAN SERVICES: SUPPORT FOR SOCIAL AGENCIES
- INTERGOVERNMENTAL PARTICIPATION
- INTERGOVERNMENTAL RELATIONS
- SCHOOL RESOURCE OFFICER PROGRAM
- SISTER CITY RELATIONS

# EMERGENCY MANAGEMENT PLANNING

## PROGRAM PURPOSE:

The purpose of emergency preparedness in the City of Shoreline is to provide an emergency management organization and resources to minimize the loss of life; protect property and natural resources; and restore the proper operations of the City in the event of a major disaster.

## CRITICAL SUCCESS FACTOR:

Community Alliances and Partnerships

Measurement: EFFECTIVENESS	2003	2004	2005
Number of Community Emergency Response volunteers trained	56	31	

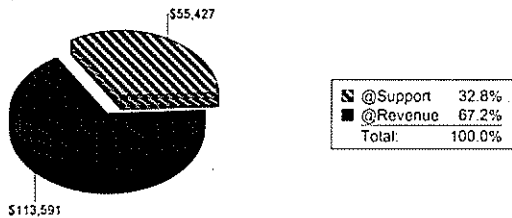
### 2004 Budget

Program Expenditures	\$169,018
Program Revenue	\$113,591
General Support	\$55,427

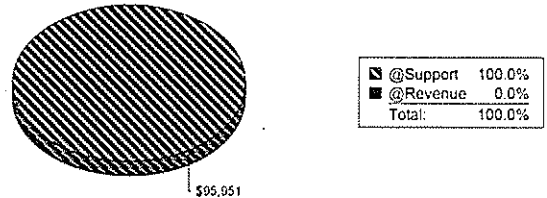
### 2005 Budget

Program Expenditures	\$95,951
Program Revenue	\$0
General Support	\$95,951

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Community Alliances and Partnerships

Measurement: EFFECTIVENESS	2002	2003	2004	2005
Number of citizens receiving emergency food and shelter		2,707	1974	
Number of major home repair projects completed		16	21	
Number of older adults receiving congregate meals and home delivered meals		365	413	
Percentage of service goals met by human service contractors	89%	77%	85%	

Measurement: OUTPUT	2002	2003	2004	2005
Number of Shoreline residents served through contracts	11,842	16,235	16,257	

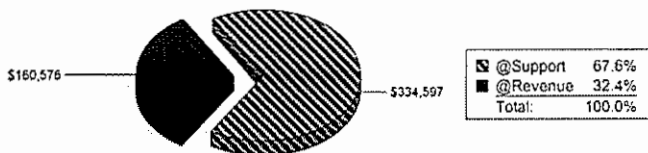
### 2004 Budget

Program Expenditures	\$495,173
Program Revenue	\$160,576
General Support	<u>\$334,597</u>

### 2005 Budget

Program Expenditures	\$539,291
Program Revenue	\$151,066
General Support	<u>\$388,225</u>

Program Revenue vs General Support



Program Revenue vs General Support



# 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.

## CRITICAL SUCCESS FACTOR:

Community Alliances and Partnerships

Measurement: EFFICIENCY

	2002	2003	2004	2005
Program expenditures as a percentage of the City's total operating budget	0.38%	0.34%	0.37%	0.36%

### 2004 Budget

Program Expenditures	<b>\$93,500</b>
Program Revenue	<b>\$0</b>
General Support	<b>\$93,500</b>

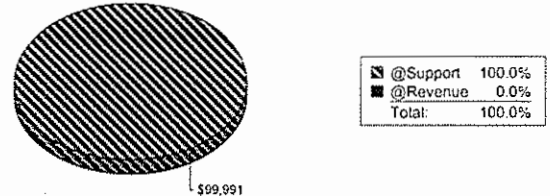
### 2005 Budget

Program Expenditures	<b>\$99,991</b>
Program Revenue	<b>\$0</b>
General Support	<b>\$99,991</b>

Program Revenue vs General Support



Program Revenue vs General Support



# 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.

## CRITICAL SUCCESS FACTOR:

Community Alliances and Partnerships

**Measurement:** EFFECTIVENESS

Percentage of elected/appointed officials satisfied with information provided by the City (based on survey)

2003	2004	2005

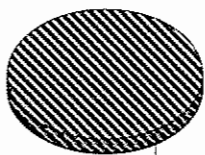
### 2004 Budget

Program Expenditures	\$93,212
Program Revenue	\$0
General Support	\$93,212

### 2005 Budget

Program Expenditures	\$102,876
Program Revenue	\$0
General Support	\$102,876

Program Revenue vs General Support



Support	100.0%
Revenue	0.0%
<b>Total:</b>	<b>100.0%</b>

Program Revenue vs General Support



Support	100.0%
Revenue	0.0%
<b>Total:</b>	<b>100.0%</b>

# 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.

## CRITICAL SUCCESS FACTOR:

Community Alliances and Partnerships

Measurement: WORKLOAD	2003	2004	2005
Number of Anti-Bullying Classes Taught	74		
Number of Classes Taught through the SRO program	171		
Number of School Resource Officer Hours	935		
Number of students taught	1,815		

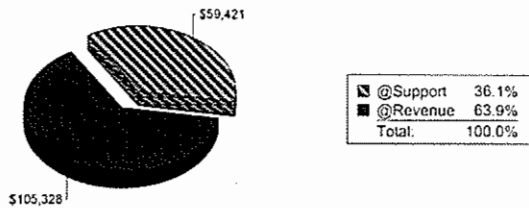
### 2004 Budget

Program Expenditures	\$164,749
Program Revenue	\$105,328
General Support	\$59,421

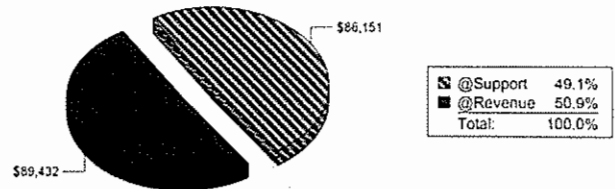
### 2005 Budget

Program Expenditures	\$175,583
Program Revenue	\$89,432
General Support	\$86,151

Program Revenue vs General Support



Program Revenue vs General Support





# SISTER CITY RELATIONS

## PROGRAM PURPOSE:

To seek international relationships which will enhance Shoreline citizens' understanding of other cultures, and/or which will allow the City to engage in productive and mutually beneficial exchanges of new technology, techniques, and solutions to problems with cities of comparable development.

## CRITICAL SUCCESS FACTOR:

Community Alliances and Partnerships

Measurement: EFFECTIVENESS	2003	2004	2005
Number of Sister Cities Association meetings and events supported during sister city visit		27	

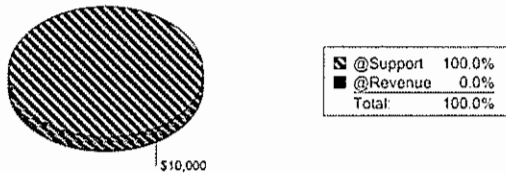
### 2004 Budget

Program Expenditures	\$10,000
Program Revenue	\$0
General Support	\$10,000

### 2005 Budget

Program Expenditures	\$7,000
Program Revenue	\$0
General Support	\$7,000

Program Revenue vs General Support



Program Revenue vs General Support



# City of Shoreline Strategic Plan

## City Critical Success Factor: Effective Community Relations and Communications

Our success as a City depends upon providing responsive government services important to Shoreline residents. To deliver quality services, open, accessible and effective two-way communication is critical. By providing accurate and timely information we help people play an informed role in their City's decision-making process, take advantage of City services, become more community spirited and build community involvement. By asking for people's opinions and suggestions and incorporating them in the decisions we make, we complete the two-way communication loop.

### City Strategic Goals -

- Better informed residents about how the City operates, what projects the City is working on, pros and cons of City issues and how they can take part in the City's decision-making process.

- Provide residents and businesses accurate and timely information in a way that is convenient to them.

- Build trust among residents and businesses of the information they receive from the City.

- Provide open and timely access to the City's decision-making process.

- Develop community support of capital improvement projects.

- Elicit information from customers that can be used to guide future plans, changes, and funding decisions.

### City Strategies -

- Provide timely and accurate information by using all City communication tools such as Currents, City Source column, Web site, channel 21, and public meetings.

- Enhance and upgrade Web site to provide and collect information from users through online surveys and email subscription lists.

- Conduct a citizens' satisfaction survey and develop strategies for sharing survey results with residents that shows we are doing what they asked for/commented on in the last survey.

- Build strong neighborhood associations to act as sounding boards, information conduits and community supporters by providing staff and officials for community meetings; information on City projects and issues; and by using various communication tools to encourage broad participation.

- Build strong alliances and partnerships with legislators and other elected officials.

- Create and develop communication plans and citizen involvement methods.

- Meet regularly with key media representatives to provide information on City topics.

- Develop guidelines for internal communications to ensure consistency of City message.

### City Programs -

COMMUNICATIONS

# 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.

## CRITICAL SUCCESS FACTOR:

Effective Community Relations and Communications

Measurement: EFFECTIVENESS	2002	2003	2004	2005
Percentage of residents who are satisfied with public involvement in local decision-making			53%	
Percentage of residents who are satisfied with quality of programming on City's cable TV channel			44%	
Percentage of residents who are satisfied with the quality of the City's citizen newsletter, "Currents"			71%	
Percentage of residents who are satisfied with the quality of the City's web site			47%	

Measurement: INPUT	2002	2003	2004	2005
Number of Website visits	39,000	166,258	151,618	

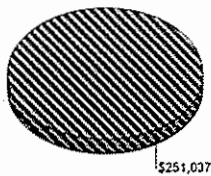
### 2004 Budget

Program Expenditures	\$251,037
Program Revenue	\$0
General Support	\$251,037

### 2005 Budget

Program Expenditures	\$255,540
Program Revenue	\$0
General Support	\$255,540

Program Revenue vs General Support



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

Program Revenue vs General Support



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

# City of Shoreline Strategic Plan

## City Critical Success Factor: Professional and Committed Workforce

Customer satisfaction begins with employee satisfaction. Any service business is dependent upon the quality of the people providing the service. Employees who are professional, committed and passionate about what they do provide exceptional customer service, proactively problem solve and always strive to improve how we do business. Recruiting and retaining employees who are talented and maintain a high customer service ethic requires a supportive work environment with goals that are challenging and achievable and where they are compensated fairly and competitively. With this environment we are able to attract and nurture self-motivated individuals who ask for responsibility and want to be accountable for results.

### City Strategic Goals -

- Retain, attract, and develop a quality workforce.

- Be recognized as a high-performing organization that delivers excellent customer service.

- Create systems, structures and practices that empower great performance and are aligned with our organizational values.

- Create an environment that enables each person to assume responsibility for their own performance and for our organizational goals.

- Recognize and reward both personal and team results that foster and support organizational values and goals.

### City Strategies -

- Evaluate results of the employee survey and develop an action plan for organizational improvement.

- Design and implement organizational and departmental programs for ongoing training and professional development.

- Maintain competitive compensation, recognition and reward systems.

- Periodic review of processes to ensure alignment with our organizational values.

- Develop a communication plan and educational tools designed to ensure clear understanding by all employees of our organizational mission, values and goals.

### City Programs -

- EMPLOYEE RECRUITMENT, COMPENSATION ADMINISTRATION & ORGANIZATIONAL DEVELOPMENT

# 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.

## CRITICAL SUCCESS FACTOR:

Professional and Committed Workforce

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of customers rating Human Resources services as good or excellent		92%	
Percentage of employees who feel personally responsible to provide quality customer service	96%	96%	
Percentage of employees who have a clear understanding of City mission, goals, and organizational values	90%	90%	
Percentage of employees who rate the City of Shoreline as one of the best organizations to work for compared to other organizations	64%	64%	
Percentage of regular staff who terminated employment during the year	7.9%	7.7%	

Measurement: EFFICIENCY	2003	2004	2005
Benefits as a percentage of Salaries & Benefits	20.5%	20.6%	21.4%
Ratio of human resources FTE's to total FTE's	1:44.4	1:45.8	1:46.6

Measurement: WORKLOAD	2003	2004	2005
Number of position recruitments conducted	23	18	

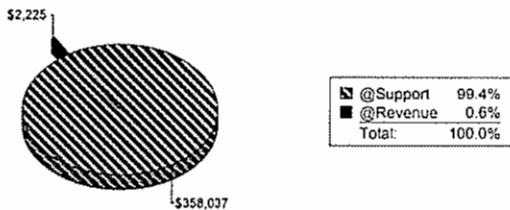
### 2004 Budget

Program Expenditures	\$360,262
Program Revenue	\$2,225
General Support	\$358,037

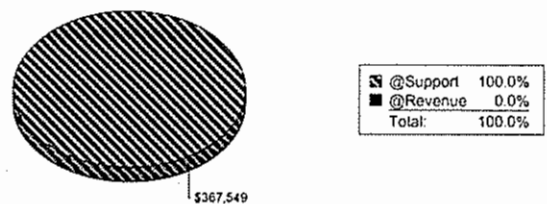
### 2005 Budget

Program Expenditures	\$367,549
Program Revenue	\$0
General Support	\$367,549

Program Revenue vs General Support



Program Revenue vs General Support



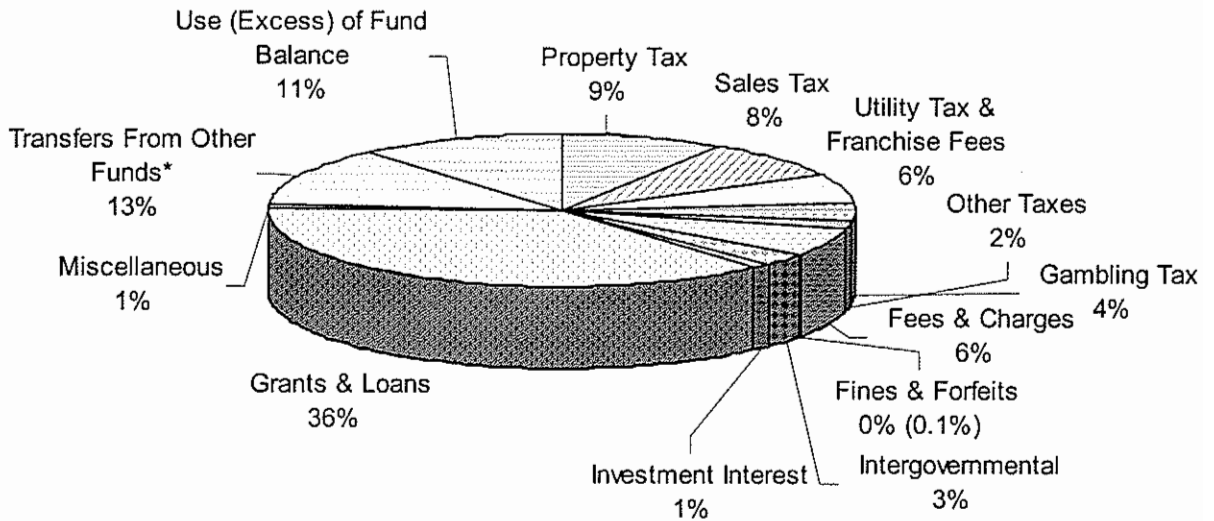


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# The City Budget

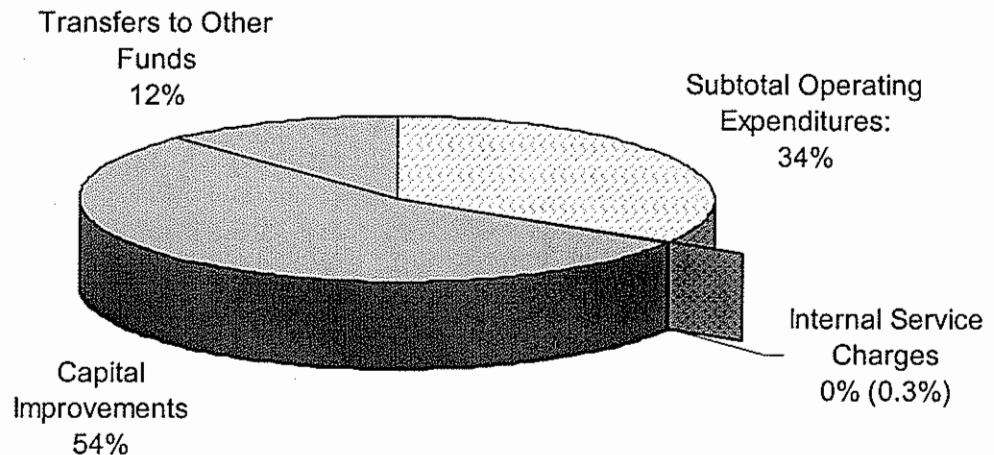
Where the money will come from ....

**2005 City Resources By Category**  
\$77,468,088



How will the money be spent ....

**2005 City Expenditures By Category**  
\$77,468,088



## 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.

	2003 Actual	Final 2004 Budget	2004 Projected	2005 Adopted Budget	\$ Change From 2004 Budget	% Change From 2004 Budget
<b>Resources:</b>						
<b>Beginning Fund Balance</b>	37,662,263	32,524,403	41,160,152	38,500,058	5,975,655	18.4%
<b>Revenues:</b>						
Property Tax	6,577,321	6,686,088	6,686,088	6,814,672	128,584	1.9%
Sales Tax	6,481,115	6,266,836	6,500,000	6,540,000	273,164	4.4%
Utility Tax & Franchise Fees	4,988,192	4,785,252	4,785,252	4,651,857	(133,395)	(2.8%)
Gambling Tax	2,855,281	2,500,000	3,332,568	2,982,500	482,500	19.3%
Other Taxes	1,708,519	1,371,000	1,801,000	1,403,400	32,400	2.4%
Fees & Charges	4,464,505	4,383,497	4,460,894	4,513,422	129,925	3.0%
Fines & Forfeits	173,668	101,000	105,022	111,000	10,000	9.9%
Intergovernmental	2,058,620	1,994,588	2,059,163	1,966,441	(28,147)	(1.4%)
Investment Interest	344,547	878,937	613,805	850,125	(28,812)	(3.3%)
Grants & Loans	2,545,513	17,206,458	10,153,362	28,472,503	11,266,045	65.5%
Miscellaneous	420,052	458,400	370,607	569,476	111,076	24.2%
<b>Sub-Total Revenues</b>	<b>32,617,333</b>	<b>46,632,056</b>	<b>40,867,761</b>	<b>58,875,396</b>	<b>12,243,340</b>	<b>26.3%</b>
<b>Transfers From Other Funds*</b>	<b>10,467,256</b>	<b>7,238,631</b>	<b>7,445,759</b>	<b>9,856,138</b>	<b>2,617,507</b>	<b>36.2%</b>
<b>Total Revenues</b>	<b>43,084,589</b>	<b>53,870,687</b>	<b>48,313,520</b>	<b>68,731,534</b>	<b>14,860,847</b>	<b>27.6%</b>
<b>Total Resources</b>	<b>80,746,852</b>	<b>86,395,090</b>	<b>89,473,672</b>	<b>107,231,591</b>	<b>20,836,502</b>	<b>24.1%</b>
<b>Uses:</b>						
<b>Operating Expenditures:</b>						
City Council	135,798	159,718	162,436	162,969	3,251	2.0%
City Manager	693,797	697,311	686,171	704,704	7,393	1.1%
City Clerk	310,897	358,461	343,151	358,382	(79)	(0.0%)
Community & Govt. Relations	430,497	528,076	510,610	525,198	(2,878)	(0.5%)
Human Services	453,235	495,173	480,744	537,976	42,803	8.6%
City Attorney	378,292	479,259	474,445	488,189	8,930	1.9%
Finance	3,068,850	3,406,016	3,249,637	3,026,696	(379,320)	(11.1%)
Human Resources	344,584	360,263	360,263	364,879	4,616	1.3%
Customer Response Team	376,171	392,149	388,412	399,098	6,949	1.8%
Police	6,641,699	7,411,294	7,364,090	7,741,806	330,512	4.5%
Criminal Justice	859,189	952,890	939,000	1,007,000	54,110	5.7%
Parks & Recreation	2,692,235	2,935,223	2,940,190	3,360,060	424,837	14.5%
Planning & Development Services	2,010,209	2,404,798	2,285,961	2,245,306	(159,492)	(6.6%)
Economic Development	152,541	153,628	134,323	153,805	177	0.1%
Public Works	4,562,852	4,862,159	4,886,718	4,406,229	(455,930)	(9.4%)
Contingencies		782,910		633,506	(149,404)	(19.1%)
<b>Subtotal Operating Expenditures:</b>	<b>23,110,846</b>	<b>26,379,328</b>	<b>25,206,151</b>	<b>26,115,803</b>	<b>(263,525)</b>	<b>(1.0%)</b>
<b>Internal Service Charges</b>	<b>235,484</b>	<b>242,370</b>	<b>245,442</b>	<b>239,202</b>	<b>(3,168)</b>	<b>(1.3%)</b>
<b>Capital Improvements</b>	<b>5,778,012</b>	<b>32,981,079</b>	<b>18,269,513</b>	<b>41,601,923</b>	<b>8,620,844</b>	<b>26.1%</b>
<b>Transfers to Other Funds</b>	<b>10,467,256</b>	<b>7,055,381</b>	<b>7,252,509</b>	<b>9,511,160</b>	<b>2,455,779</b>	<b>34.8%</b>
<b>Total Expenditures</b>	<b>39,591,598</b>	<b>66,658,157</b>	<b>50,973,615</b>	<b>77,468,088</b>	<b>10,809,931</b>	<b>16.2%</b>
<b>Ending Fund Balance</b>	<b>41,155,254</b>	<b>19,736,933</b>	<b>38,500,057</b>	<b>29,763,504</b>	<b>10,026,571</b>	<b>50.8%</b>
<b>Use (Excess) of Fund Balance</b>	<b>(3,492,991)</b>	<b>12,787,470</b>	<b>2,660,095</b>	<b>8,736,554</b>	<b>(4,050,916)</b>	<b>(31.7%)</b>

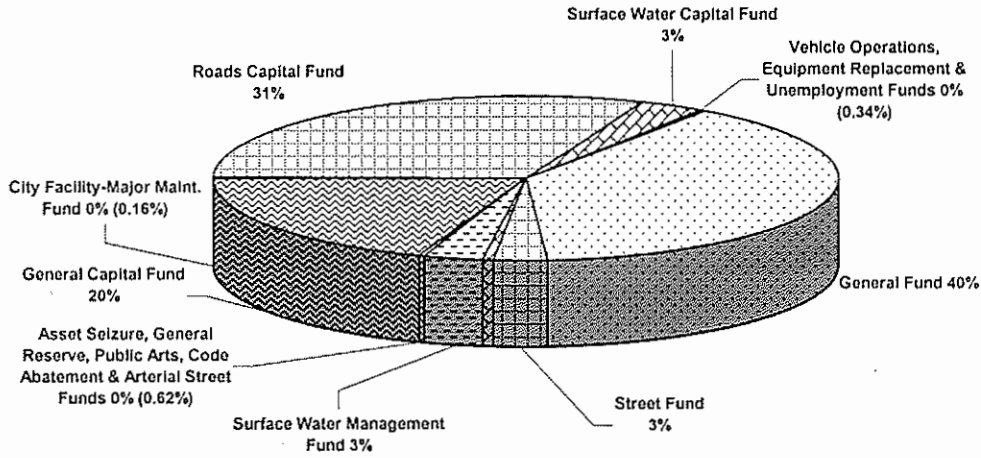
\*The difference between transfers in and transfers out represents the transfer of monies from the City's capital funds to the Public Arts Fund. The expenditure of these funds is incorporated within the project costs as opposed to being shown as an operating transfer.



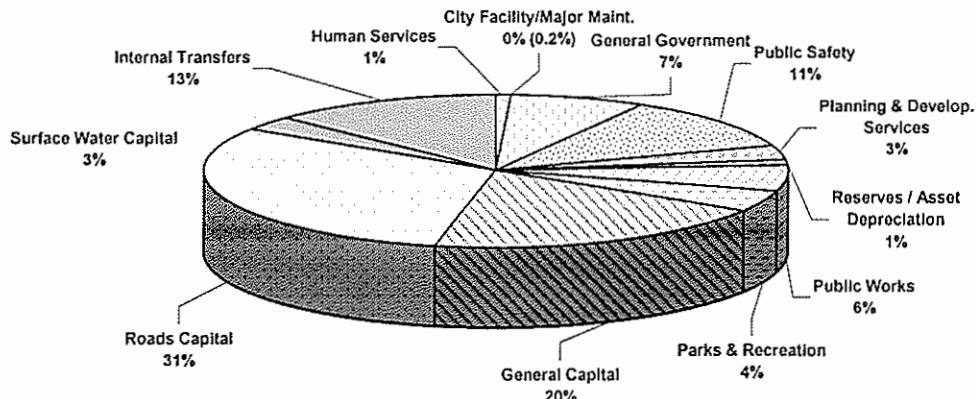
## City of Shoreline 2005 All Funds Resources/Expenditures Summary

Fund	Beginning Fund Balance	2005 Revenue	2005 Transfers In	2005 Total Resources	2005 Expenditures	2005 Transfers-Out	Ending Fund Balance	Total 2005 Appropriation
General Fund	\$ 9,311,273	\$ 24,363,228	\$ 1,160,590	\$ 34,835,091	\$ 22,987,610	\$ 7,283,239	\$ 4,564,242	\$ 30,270,849
Street Fund	478,827	868,265	1,411,690	2,758,782	1,619,193	660,762	478,827	2,279,955
Arterial Street Fund	14,397	353,358	-	367,755	-	353,358	14,397	353,358
Surface Water Management Fund	2,788,320	2,554,692	-	5,343,012	1,349,602	1,032,503	2,960,907	2,382,105
General Reserve Fund	1,952,271	-	154,193	2,106,464	-	-	2,106,464	-
Development Services Fund	397,308	-	-	397,308	-	-	397,308	-
Code Abatement Fund	3,613	102,500	60,000	166,113	100,000	-	66,113	100,000
Asset Seizure Fund	16,679	23,500	-	40,179	23,000	-	17,179	23,000
Public Art Fund	206,938	4,625	344,978	556,541	-	-	556,541	-
General Capital Fund	6,694,271	11,707,500	4,000,000	22,401,771	15,160,959	38,734	7,202,078	15,199,693
City Facility-Major Maint. Fund	0	-	244,000	244,000	124,000	-	120,000	124,000
Roads Capital Fund	11,942,364	18,583,525	1,656,714	32,182,603	23,973,535	65,358	8,143,710	24,038,893
Surface Water Capital Fund	3,498,837	50,000	713,973	4,262,810	2,347,569	77,206	1,838,035	2,424,775
Vehicle Operations Fund	45,288	72,074	-	117,362	71,824	-	45,538	71,824
Equipment Replacement Fund	1,102,541	190,879	100,000	1,393,420	189,636	-	1,203,784	189,636
Unemployment Fund	47,130	1,250	10,000	58,380	10,000	-	48,380	10,000
<b>Total City Funds</b>	<b>\$ 38,500,058</b>	<b>\$ 58,875,396</b>	<b>\$ 9,856,138</b>	<b>\$ 107,231,591</b>	<b>\$ 67,956,928</b>	<b>\$ 9,511,160</b>	<b>\$ 29,763,503</b>	<b>\$ 77,468,088</b>

### 2005 Appropriation By Fund \$77,468,088



### 2005 Appropriation By Type



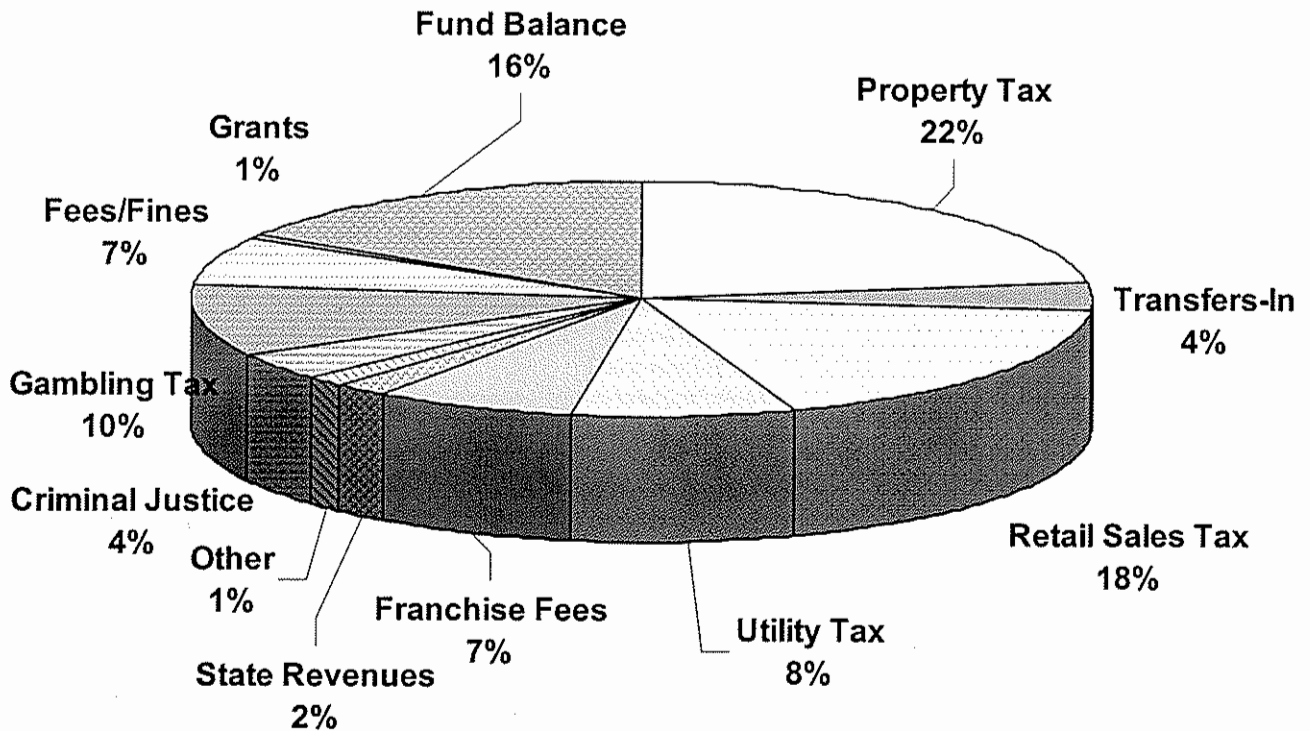
## 2005 City Revenue Sources

### 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 as well as grants, fines, and other miscellaneous revenues. In 2005, the total revenue for all of the City's funds is \$58,875,396. This does not include beginning fund balances or transfers between funds.

### General Fund Revenue Sources

In 2005, the General Fund resource base is \$30,375,918. This is made up of the budgeted use of fund balance (\$4,852,100, 16%), operating revenues (\$24,363,228, 80%), and transfers-in (\$1,160,590, 4%) from other funds for their share of the General Fund overhead.



## General Fund Operating Revenues

### Property Tax

Property tax revenue for 2005 is budgeted at \$6,814,672 and represents 28% of the General Fund operating revenues. This percentage of operating revenues is down from 2004. The 2004 budgeted property tax is \$6,686,088 and represented nearly 30% of the adopted General Fund operating revenues. This \$128,584 increase over the 2004 tax is a result of new construction and a one-percent recommended levy increase. The one-percent levy increase is the maximum annual growth allowed since the passage of Initiative 747. I-747 requires voter approval for any property tax levy increases in excess of one-percent.

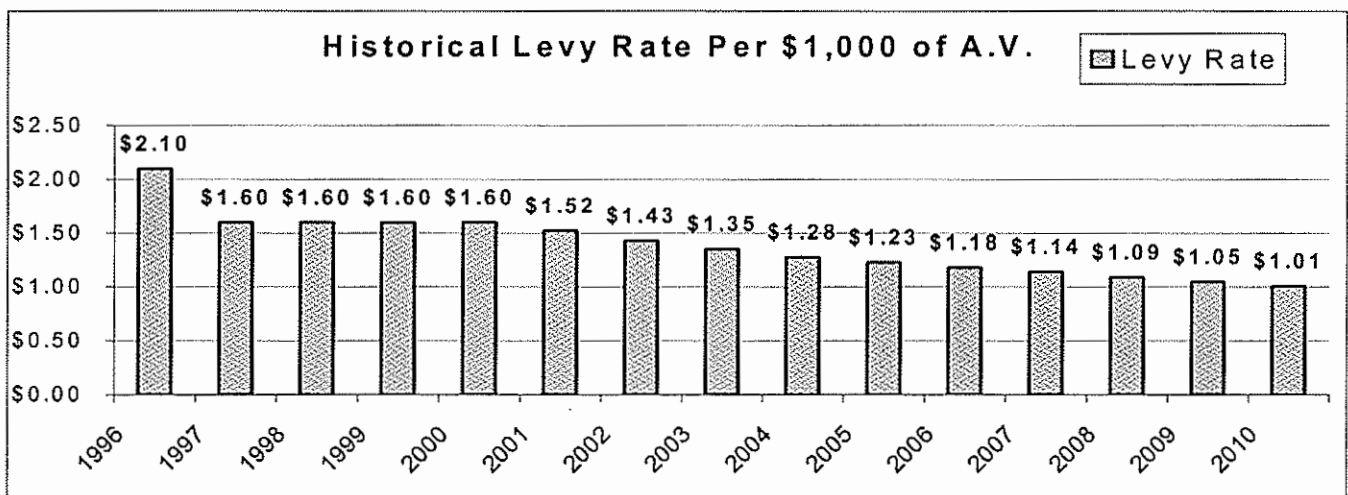
The current 2004 City of Shoreline property levy is \$1.28 (\$1.2769) per \$1,000 of assessed property value. This does not include levies for the school district, library, fire, County, Port, State or other agencies. A homeowner of an average valued residence (\$273,500) is currently paying a total of \$3,280.24 per year in property taxes. The City receives 10.22% of the property tax levied, which would equate to \$335.26.

The projected tax levy rate for 2005 is \$1.23 (\$1.22856) per \$1,000 valuation, a reduction from the 2004 rate of nearly 3.8%. The 2004 levy rate was 5.5% less than the 2003 rate. The primary reason for the decrease in rate is that assessed value of property in the City has increased at a greater rate than the property tax levy has grown.

The assessed valuation for 2005 is estimated to be 5.7% more than the current level, totaling \$5,589,816,762. The value for new construction is \$34.92 million, 27% less than last year's value. The 2005 Budget includes the increases from the 1.0% levy increase, new construction and previous years' refunds.

For future years, we are projecting a 1.6% annual increase in property tax revenue. This increase includes the one-percent growth limit imposed by Initiative 747 and projected annual new construction value of \$35 million.

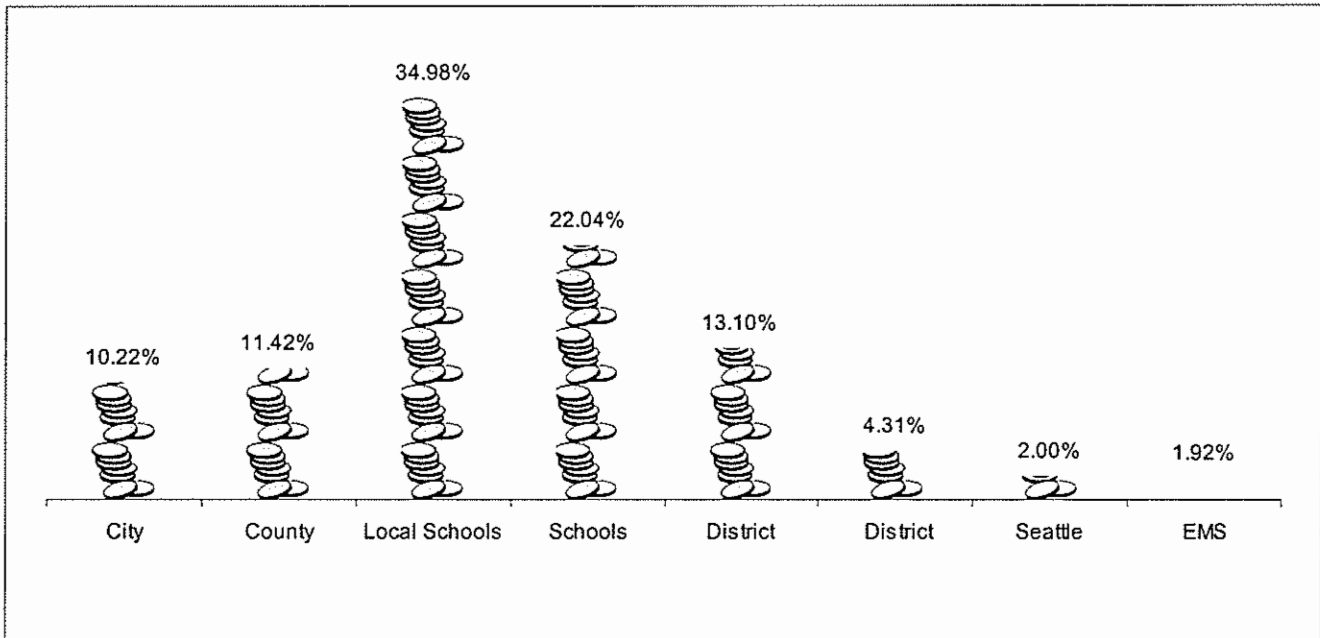
The following charts a breakdown of City of Shoreline property taxes with a historical and future perspective of the City's levy rate and property tax revenue.



## What a City Property Owner Pays in 2004

### Property Tax Rate

	City	King County	Shoreline School District	State Schools	Fire District	Library District	Port of Seattle	King Co. Emergency Medical	Total
<b>Rate</b>	1.28	1.43	4.38	2.76	1.64	0.54	0.25	0.24	12.52
<b>%</b>	10.22%	11.42%	34.98%	22.04%	13.10%	4.31%	2.00%	1.92%	100.0%

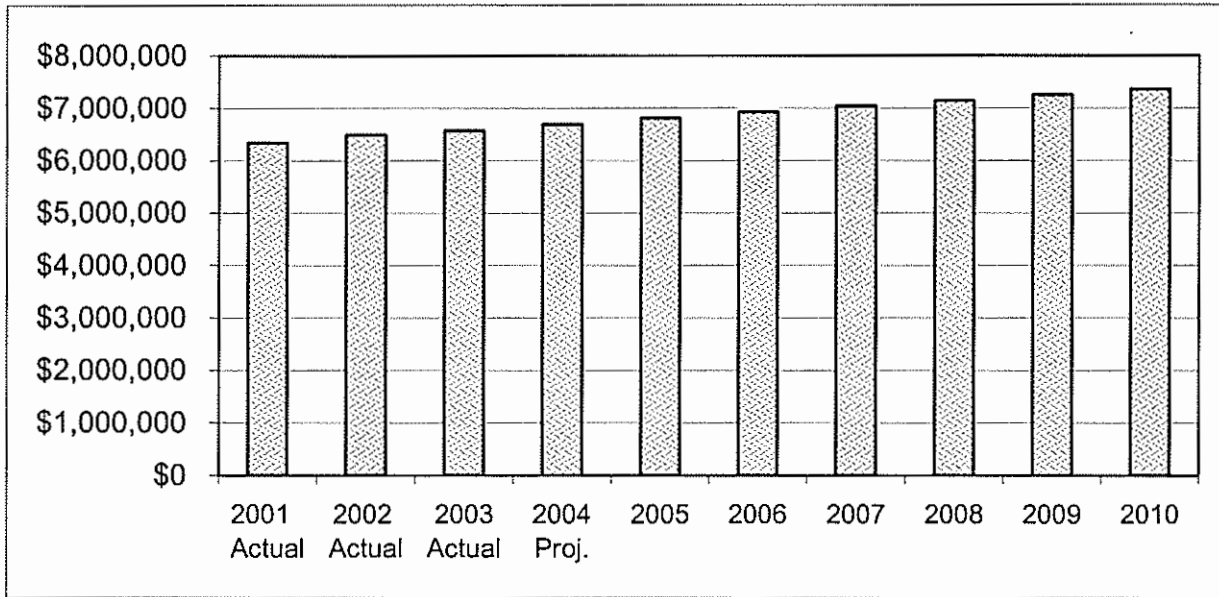


The chart below illustrates the City property tax portion payable in 2004 by an individual owning a home valued at \$273,500. Based on the 2004 property tax rate, only 10.22% of the homeowner's property tax will be distributed to the City.

	Assessed Value	Per \$1,000 (AV/\$1,000)		Rate	Assessment	%
<b>City</b>	\$ 273,500	273.5	X	\$ 1.28 =	350.08	10.22%
King County	\$ 273,500	273.5	X	1.43 =	391.11	11.42%
Shoreline School District	\$ 273,500	273.5	X	4.38 =	1,197.93	34.98%
State Schools	\$ 273,500	273.5	X	2.76 =	754.86	22.04%
Fire District	\$ 273,500	273.5	X	1.64 =	448.54	13.10%
Library District	\$ 273,500	273.5	X	0.54 =	147.69	4.31%
Port of Seattle	\$ 273,500	273.5	X	0.25 =	68.38	2.00%
King Co. Emergency Medical	\$ 273,500	273.5	X	0.24 =	65.64	1.92%
<b>TOTAL</b>				<b>\$ 12.52</b>	<b>3,424.22</b>	<b>100.0%</b>

Property Tax Charts

2002 Actual	2003 Actual	2004 Projected	2005	2006	2007	2008	2009	2010
\$6,494,389	\$6,577,321	\$6,686,088	\$6,814,672	\$6,925,129	\$7,035,082	\$7,144,586	\$7,253,697	\$7,362,465
Annual Increase	\$82,932	\$108,767	\$128,584	\$110,457	\$109,953	\$1109,504	\$109,111	\$108,768
% Increase	1.28%	1.65%	1.92%	1.62%	1.59%	1.56%	1.53%	1.50%



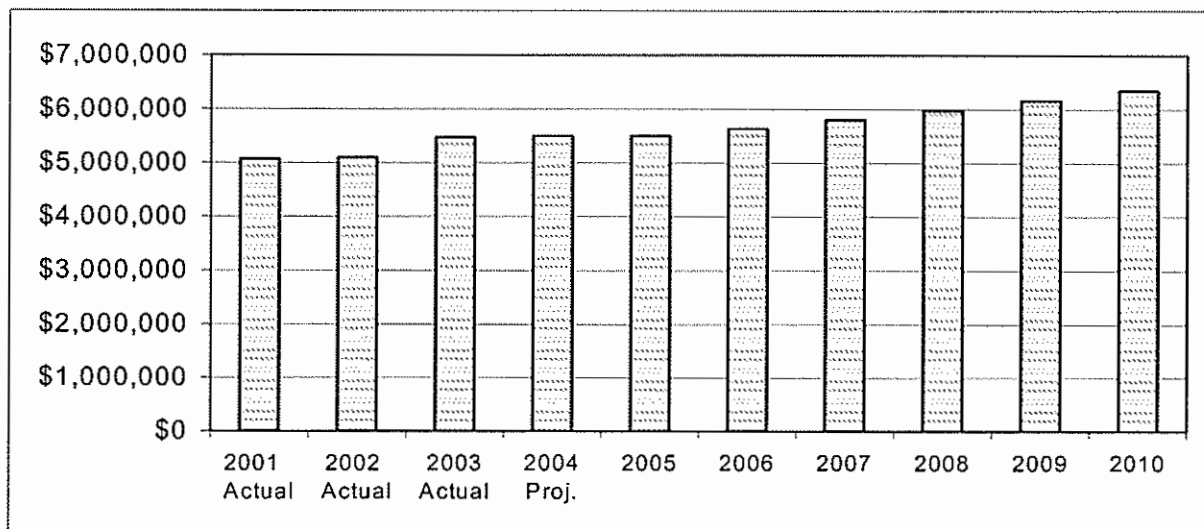
## Sales Tax

Actual collections in 2003 totaled \$5,467,309, an increase over 2002 revenue of \$371,492 or 7.29%. This increase included about \$125,000 in collections of back taxes due to audits. Projected sales tax revenue for 2004 is \$5,500,000. This is a 4.4% increase over the original estimate for 2004 of \$5,266,836. Through the first six months of 2004 overall collections were ahead of the prior year by 4.95%. The increase in projected sales tax collections in 2004 is due in part to auditing efforts that have resulted in the collection of taxes that were being remitted to other jurisdictions, but also due to an increase in taxable sales. We are experiencing a rebound in most collection categories. Retail sales accounted for 70% of the revenue in the first half of 2004 and collections in that category were 4.27% above those from of the same period of 2003 or about \$80,000 more. Collections from most other categories (Non-manufacturing, Transportation/Communication, Wholesale, Finance/insurance/Real Estate, and Services) were also ahead of collections from the same period of 2003. Manufacturing and Public Administration were down from the prior year, but these two categories account for less than 1% of collections.

Projected sales tax revenue for 2005 will remain at \$5,500,000. At this level, sales tax revenues will account for 22.6% of the total 2005 General Fund operating revenues. For future years, we are projecting a rate of growth of only 2.5% for 2006 and 3% for future years.

### Sales Tax Charts

2002 Actual	2003 Actual	2004 Projected	2005	2006	2007	2008	2009	2010
\$5,095,817	\$5,467,309	\$5,500,000	\$5,500,000	\$5,637,500	\$5,806,625	\$5,980,824	\$6,160,248	\$6,345,056
<i>Annual Increase</i>	\$371,492	\$32,691	\$0	\$137,500	\$169,125	\$174,199	\$179,424	\$184,808
<i>% Increase</i>	7.29%	0.60%	0.00%	2.50%	3.00%	3.00%	3.00%	3.00%



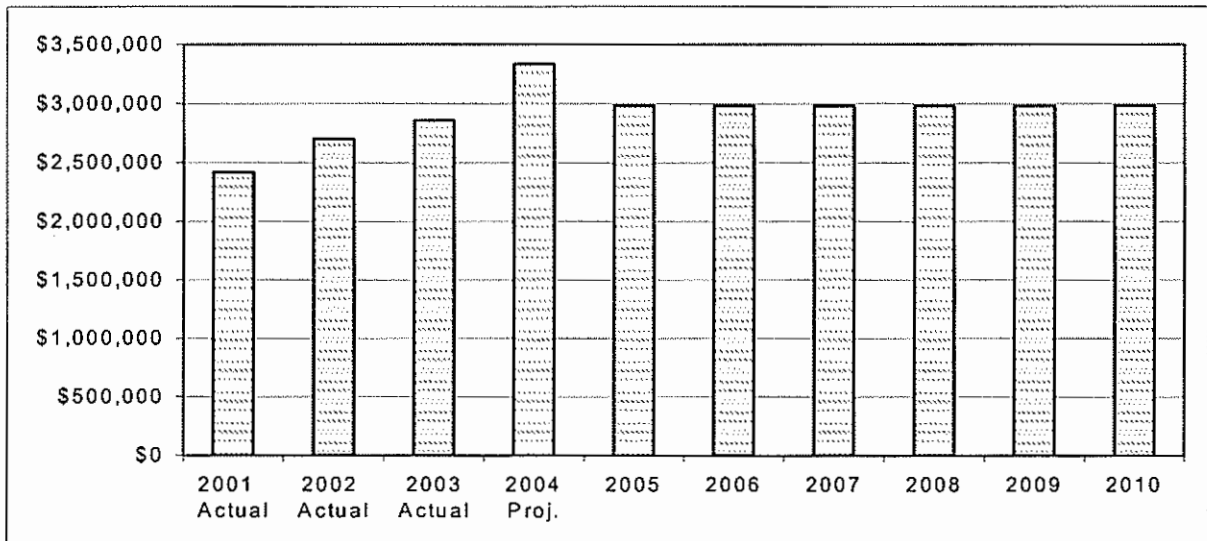
## Gambling Tax

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 cardrooms 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. Projected revenue for 2004 remained at \$2.5 million, since we were not sure of the impact that the new casino would have on existing gambling establishments. As the year progressed, the new casino's gambling receipts continued at a high rate and the other casinos remained stable, therefore, the projected revenue for 2004 has been increased to \$3.3 million. The 2005 forecast is closer to the 2003 level and somewhat conservative based on previous instability of two of the smaller mini-casinos. Projected gambling tax revenue for 2005 equals 12.2% of the total forecasted General Fund operating revenues.

Currently, the City of Shoreline's tax rate is at 11% for card rooms. Since there have been several attempts in the State Legislature to lower the tax rate allowed, the City Council has adopted a policy to limit the General Fund's reliance on this revenue source for general operations of the City. Therefore, only a portion of the rate (7%) is included in the General Fund's on-going revenue base. An amount equal to the remaining 4% is transferred to Capital Funds to be used for one-time capital improvements.

### Gambling Tax Charts

2002 Actual	2003 Actual	2004 Projected	2005	2006	2007	2008	2009	2010
\$2,699,864	\$2,855,281	\$3,332,568	\$2,982,500	\$2,982,500	\$2,982,500	\$2,982,500	\$2,982,500	\$2,982,500
<i>Annual Increase</i>	\$155,417	\$477,287	\$(350,068)	\$0	\$0	\$0	\$0	\$0
<i>% Increase</i>	5.76%	16.72%	(10.50%)	0.00%	0.00%	0.00%	0.00%	0.00%



## 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. The 2005 budget includes an extension of the 6% utility tax to storm drainage, which will generate approximately \$150,000 annually. Projected revenues in 2005 from utility taxes are \$2,463,532 or 10.1% of the total General Fund operating revenues. This is an increase of \$153,605 or 6.65% over projected 2004 utility tax revenues of \$2,309,927. Projected 2004 revenues are 9.85% less than those received in 2003. Also, there were several one-time payments in the telephone and sanitation categories received in 2003 due to audits. Rates in the natural gas category have been reduced during the past year, however they may be on the rise again as Puget Sound Energy (PSE) has requested approval for a rate increase.

In the natural gas category, 2005 revenues are projected to stay neutral. Over the past 18 months rates have risen to only fall back again. It appears that this cycle will continue as PSE requests rate changes as soon as there is a significant change in the cost of natural gas. While this approach works well for PSE and the consumer, it makes it very difficult to predict utility tax revenue. Since this revenue source is so volatile, we are projecting a conservative annual increase of 2% for future years.

Revenues from telephone, cellular, and pager services are expected to remain at the same level as 2004 which is projected to be nearly 15% below 2003 collections. During 2003, collections increased due to past audit findings that corrected a number of on-going consumer bills that were reporting tax to the wrong jurisdiction. These were one-time revenues and have been backed out of future forecasts. We are projecting 1.5% to 2.25% growth for the out-years. This forecast remains somewhat conservative as new technologies develop. We are not certain of the impact of consumers using the internet for their telecommunication activities. This use is not currently taxable.

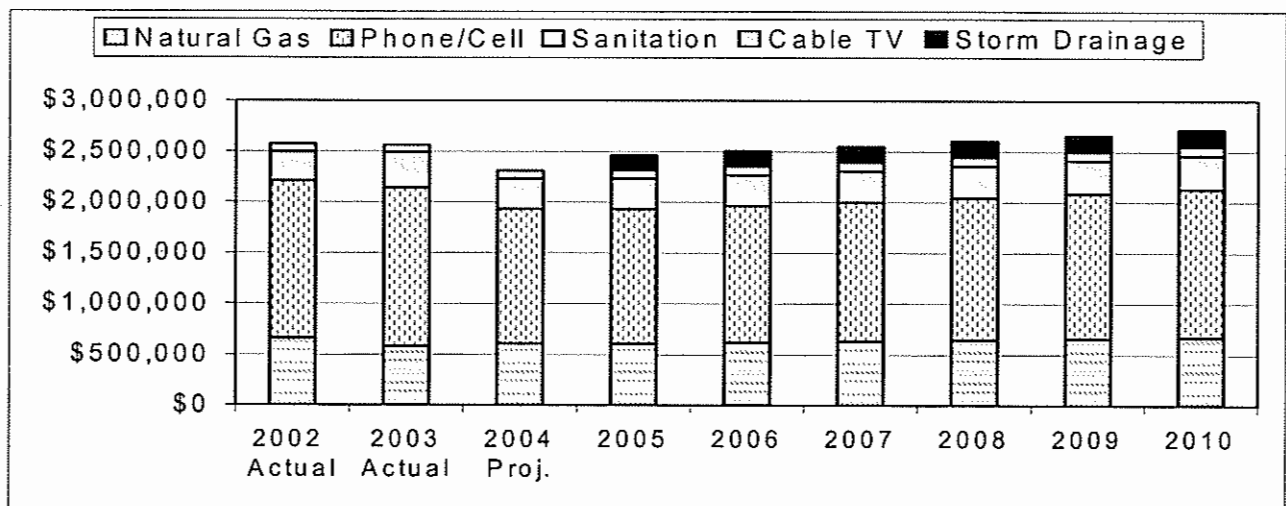
Sanitation utility tax revenues for 2005 remain at the current level and are based on current collection experience. 2004 projected collections are below 2003 collections by \$53,568 or 15.15%. Collections during 2003 include thirteen months due to the inclusion of a late December 2002 tax payment. We are projecting 1.5% to 2.25% growth for the out-years.

2005 cable tax revenues are expected to increase by 5% over projected 2004 levels. Revenues from cable television are expected to grow in the future at a rate of 1.5% annually.



## Utility Tax Charts

	2002 Actual	2003 Actual	2004 Projected	2005	2006	2007	2008	2009	2010
<b>Natural Gas</b>	\$661,343	\$579,720	\$609,927	\$610,000	\$622,200	\$634,644	\$647,337	\$660,284	\$673,490
Annual Increase	(\$85,008)	(\$81,623)	\$30,207	\$73	\$12,200	\$12,444	\$12,693	\$12,947	\$13,206
% Inc.	(11.39%)	(12.34%)	5.21%	0.01%	2.00%	2.00%	2.00%	2.00%	2.00%
<b>Telephone</b>	\$1,545,925	\$1,557,634	\$1,320,000	\$1,320,000	\$1,339,800	\$1,362,912	\$1,393,577	\$1,424,933	\$1,456,994
Annual Increase	\$349,597	\$11,709	(\$237,634)	\$0	\$19,800	\$23,112	\$30,665	\$31,356	\$32,061
% Inc.	29.22%	0.76%	(15.26%)	0.00%	1.50%	1.73%	2.25%	2.25%	2.25%
<b>Sanitation</b>	\$286,922	\$353,568	\$300,000	\$300,000	\$304,500	\$309,752	\$316,722	\$323,848	\$331,135
Annual Increase	\$16,709	\$66,646	(\$53,568)	\$0	\$4,500	\$5,252	\$6,970	\$7,126	\$7,287
% Inc.	6.18%	23.23%	(15.15%)	0.00%	1.50%	1.72%	2.25%	2.25%	2.25%
<b>Cable TV</b>	\$80,699	\$71,380	\$80,000	\$84,000	\$85,260	\$86,539	\$87,837	\$89,155	\$90,492
Annual Increase	\$14,109	(\$9,319)	\$8,620	\$4,000	\$1,260	\$1,279	\$1,298	\$1,318	\$1,337
% Inc.	21.19%	(11.55%)	12.08%	5.00%	1.50%	1.50%	1.50%	1.50%	1.50%
<b>Storm Drainage</b>	\$0	\$0	\$0	\$149,532	\$151,776	\$154,394	\$157,868	\$161,420	\$165,052
Annual Increase	\$0	\$0	\$0	\$149,532	\$2,244	\$2,618	\$3,474	\$3,552	\$3,632
% Increase					1.50%	1.73%	2.25%	2.25%	2.25%
<b>Total Utility Tax</b>	\$2,574,889	\$2,562,302	\$2,309,927	\$2,463,532	\$2,503,536	\$2,548,241	\$2,603,341	\$2,659,640	\$2,717,163
<b>Total Annual Increase</b>	\$295,407	(\$12,587)	(\$252,375)	\$153,605	\$40,004	\$44,705	\$55,100	\$56,299	\$57,523
<b>Total % Increase</b>	12.96%	(0.49%)	(9.85%)	6.65%	1.62%	1.79%	2.16%	2.16%	2.16%



## Franchise Fees

The City has entered into franchise 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 most recently with Ronald Wastewater District. These utilities pay a franchise fee to the City in an amount equal to six-percent of their revenues.

The total projected 2005 revenue from franchise fees is \$2,188,325, which equates to 9% of the total General Fund operating revenues. This is a decrease of \$287,000 or nearly 11.6%% from projected 2004 revenue. This is entirely due to an expected rate reduction by Seattle City Light on electricity rates. Electricity franchise fee payments from Seattle City Light are expected to total \$1,025,000 in 2004, very close to 2003 actual collections. Seattle City Light has indicated that prior year rate increases are temporary and are considered to be surcharges for a limited time. We expect that this surcharge will end during 2005 and therefore are expecting a decrease of nearly 32% for that year. The City has not been including the additional revenues from the surcharge in its ongoing base. An amount equal to the estimated revenues from the surcharges is being used to fund one-time capital improvements rather than ongoing operations. We are anticipating growth of 1.5% in 2006 and increasing to 2.25% in future years.

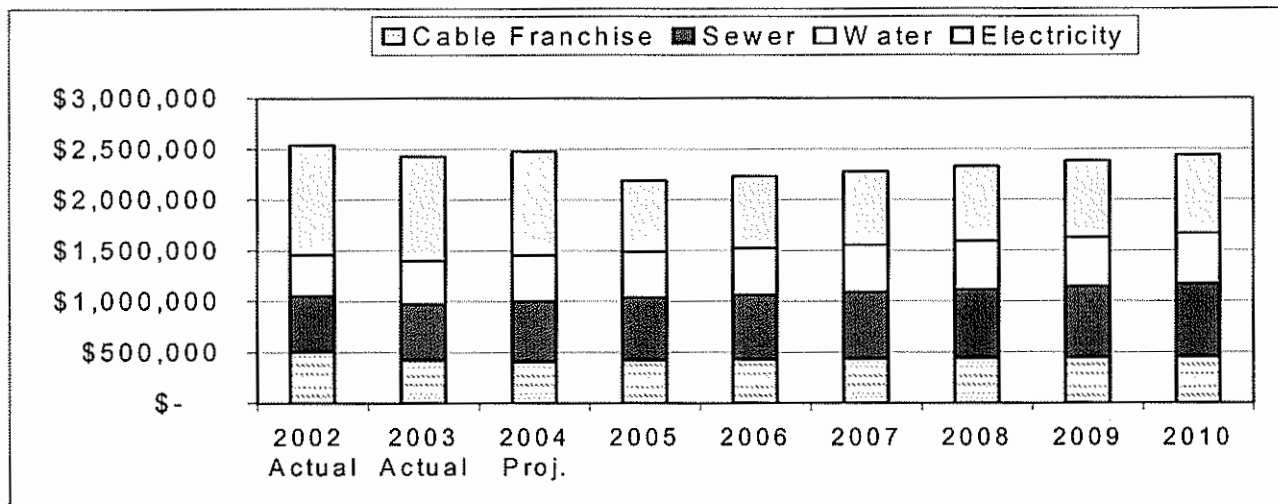
The cable television franchise fee is set at a rate equal to five-percent of gross cable service revenues. 2003 collections were \$418,798. Estimated revenue for 2004 is \$400,000 and reflects recent collections. Revenues for 2005 include an increase of 5% for a total projection of \$420,000. Revenues from the cable franchise fee are expected to grow annually by about 1.5% in the future.

Projected franchise fees in sewer for 2005 are \$618,000. This is based on our agreement with the Ronald Wastewater District. In the future, we expect an annual growth rate of 3%.

Revenues from water franchise fees for 2005 are expected to be \$450,325, the same as 2004. This category is projected to grow at a minimal rate of only 1.5% in 2006, 1.73% in 2007 and 2.25% for future years.

## Franchise Fee Charts

	2002 Actual	2003 Actual	2004 Projected	2005	2006	2007	2008	2009	2010
<b>Cable TV</b>	\$501,209	\$418,798	\$400,000	\$420,000	\$426,300	\$432,695	\$439,185	\$445,773	\$452,459
Annual Increase	\$215,243	(\$82,411)	(\$18,798)	\$20,000	\$6,300	\$6,395	\$6,490	\$6,588	\$6,686
% Increase	75.27%	(16.44%)	(4.49%)	5.00%	1.50%	1.50%	1.50%	1.50%	1.50%
<b>Sewer</b>	\$552,609	\$553,000	\$600,000	\$618,000	\$636,540	\$655,636	\$675,305	\$695,564	\$716,431
Annual Increase	\$388,164	\$391	\$47,000	\$18,000	\$18,540	\$19,096	\$19,669	\$20,259	\$20,867
% Increase	236.04%	0.07%	8.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Water</b>	\$402,922	\$424,503	\$450,325	\$450,325	\$457,080	\$464,965	\$475,426	\$486,123	\$497,061
Annual Increase	\$16,554	\$21,581	\$25,822	\$0	\$6,755	\$7,885	\$10,461	\$10,697	\$10,938
% Increase	4.28%	5.36%	6.08%	0.00%	1.50%	1.73%	2.25%	2.25%	2.25%
<b>Electricity</b>	\$1,081,706	\$1,029,589	\$1,025,000	\$700,000	\$710,500	\$722,756	\$739,018	\$755,646	\$772,648
Annual Increase	\$239,024	(\$52,117)	(\$4,589)	(\$325,000)	\$10,500	\$12,256	\$16,262	\$16,628	\$17,002
% Increase	28.36%	(4.82%)	(0.45%)	(31.71%)	1.50%	1.72%	2.25%	2.25%	2.25%
<b>Total Franchise Fees</b>	<b>\$2,538,446</b>	<b>\$2,425,890</b>	<b>\$2,475,325</b>	<b>\$2,188,325</b>	<b>\$2,230,420</b>	<b>\$2,276,052</b>	<b>\$2,328,934</b>	<b>\$2,383,106</b>	<b>\$2,438,599</b>
<b>Total Annual Increase</b>	<b>\$858,985</b>	<b>(\$112,556)</b>	<b>\$49,435</b>	<b>(\$287,000)</b>	<b>\$42,095</b>	<b>\$45,632</b>	<b>\$52,882</b>	<b>\$54,172</b>	<b>\$55,493</b>
<b>Total % Increase</b>	<b>51.15%</b>	<b>(4.43%)</b>	<b>2.04%</b>	<b>(11.59%)</b>	<b>1.92%</b>	<b>2.05%</b>	<b>2.32%</b>	<b>2.33%</b>	<b>2.33%</b>



## Recreation Fees

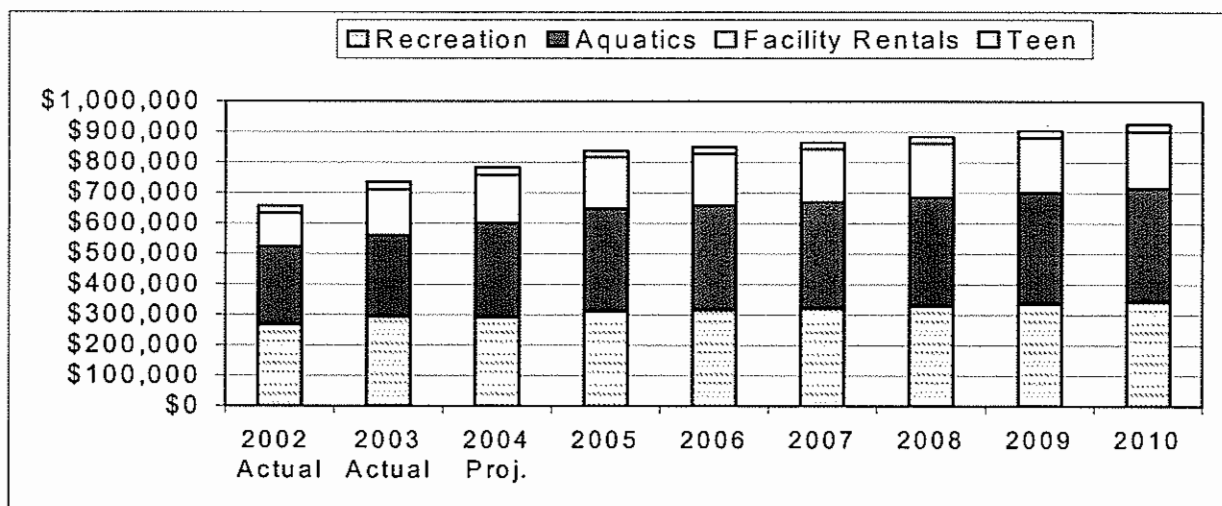
Parks and recreation programs offered by the City are partially supported through user fees. In 2000, parks and recreation fee schedules were adjusted for the first time since incorporation. These fee revisions were based upon the annual update of the City's overhead allocation plan, user fee reviews and a thorough review of the parks, recreation, and teen program fee structures. The fee schedule update was intended to establish a balanced fee approach while retaining market competitiveness with our surrounding jurisdictions. Fees continue to be reviewed on an annual basis. The 2005 budget includes several fee adjustments and the establishment of resident discount.

As the City of Shoreline developed its recreation and aquatics programs over the past several years, we experienced increases in revenue of 30% for 1998, 15% for 1999, and 5% for 2000. This was due to an increasing number of programs being offered and the number of participants as the City's programs became established. Revenues were down during 2001 while several major capital projects were underway at the Shoreline Pool and the Richmond Highlands Recreation Center (REC). Revenues continued to grow during 2002 as the pool and REC reopened with expanded classes. During 2003 overall revenues increased by nearly 12% and we expect 2004 revenues to exceed 2003 revenues by nearly 6.4%.

Projected 2005 revenue from parks and recreation fees is \$837,840 or 3.4% of the total General Fund operating revenues. This is 6.9% more than the 2004 projected revenue of \$783,500. Projected revenue for 2005 is based upon the current level of activity and participation in parks programs that is occurring in 2004. On top of that base, revenues have been increased to reflect proposed changes in the fee schedule. Revenues from the recreation activities are projected to increase by \$18,950 or 6.5%. Aquatics revenues are expected to increase by \$28,766 or 9.28%. Revenues from facility rentals are expected to grow by \$9,574 or 6.08%. Projected 2005 revenue from teen activities is down just slightly by \$2,950. Overall, recreation fee revenue is projected to grow by 1.5% in 2006, 1.73% in 2007 and 2.25% for years 2008 – 2010 or about 75% of the projected consumer price index.

## Recreation Fee Charts

	2002 Actual	2003 Actual	2004 Projected	2005	2006	2007	2008	2009	2010
<b>Recreation</b>	\$266,677	\$292,045	\$291,750	\$310,700	\$315,361	\$320,816	\$328,035	\$335,415	\$342,962
Annual Increase	\$61,820	\$25,368	(\$295)	\$18,950	\$4,661	\$5,456	\$7,218	\$7,381	\$7,547
% Increase	30.18%	9.51%	(0.10%)	6.50%	1.50%	1.73%	2.25%	2.25%	2.25%
<b>Aquatics</b>	\$257,172	\$269,100	\$310,000	\$338,766	\$343,847	\$349,796	\$357,666	\$365,714	\$373,943
Annual Increase	\$231,226	\$11,928	\$40,900	\$28,766	\$5,081	\$5,949	\$7,870	\$8,047	\$8,229
% Increase	891.18%	4.64%	15.20%	9.28%	1.50%	1.73%	2.25%	2.25%	2.25%
<b>Facility Rentals</b>	\$109,571	\$149,404	\$157,500	\$167,074	\$169,580	\$172,514	\$176,395	\$180,364	\$184,423
Annual Increase	\$10,373	\$39,833	\$8,096	\$9,574	\$2,506	\$2,934	\$3,882	\$3,969	\$4,058
% Increase	10.46%	36.35%	5.42%	6.08%	1.50%	1.73%	2.25%	2.25%	2.25%
<b>Teen Programs</b>	\$24,000	\$26,024	\$24,250	\$21,300	\$21,620	\$21,994	\$22,488	\$22,994	\$23,512
Annual Increase	\$18,508	\$2,024	(\$1,774)	(\$2,950)	\$320	\$374	\$495	\$506	\$517
% Increase	337.00%	8.43%	(6.82%)	(12.16%)	1.50%	1.73%	2.25%	2.25%	2.25%
<b>Total Recreation Fees</b>	<b>\$657,420</b>	<b>\$736,573</b>	<b>\$783,500</b>	<b>\$837,840</b>	<b>\$850,408</b>	<b>\$865,120</b>	<b>\$884,585</b>	<b>\$904,488</b>	<b>\$924,839</b>
<b>Total Annual Increase</b>	<b>\$321,927</b>	<b>\$79,153</b>	<b>\$46,927</b>	<b>\$54,340</b>	<b>\$12,568</b>	<b>\$14,712</b>	<b>\$19,465</b>	<b>\$19,903</b>	<b>\$20,351</b>
<b>Total % Increase</b>	<b>96.0%</b>	<b>12.0%</b>	<b>6.4%</b>	<b>6.9%</b>	<b>1.5%</b>	<b>1.7%</b>	<b>2.3%</b>	<b>2.3%</b>	<b>2.3%</b>



## Criminal Justice Funding

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

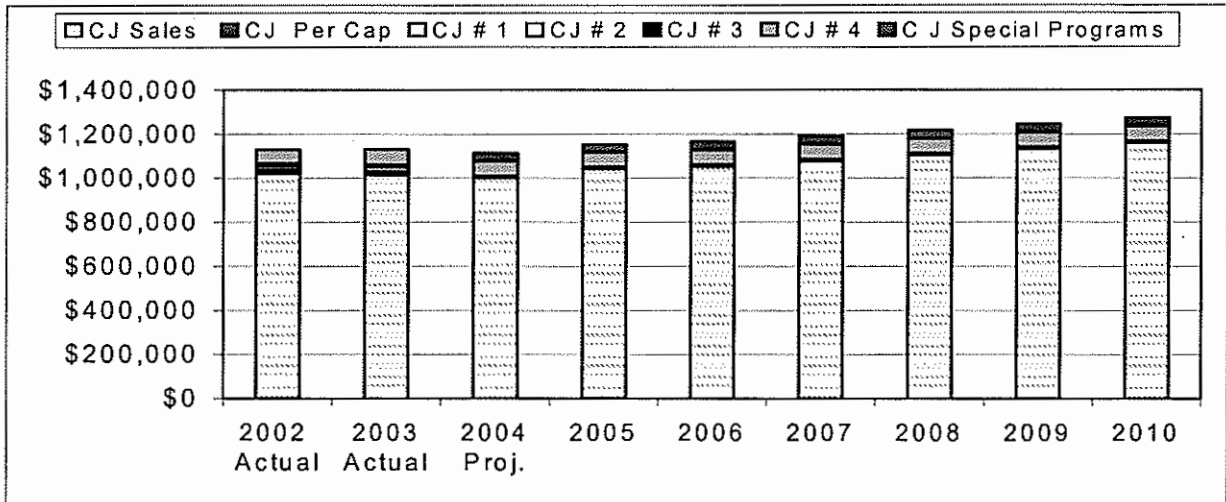
The projected 2005 revenue for Criminal Justice is \$1,155,258 or 4.7% of the total General Fund operating revenues. This represents an increase of \$41,055, 3.68% more than 2004 projections. The largest revenue source in this category is the Criminal Justice Retail Sales tax, which has been falling during the past few years as a result of the economic downturn. This tax is collected at the County level and distributed to the cities on a per capita basis. We expect that as the Puget Sound area begins to rebound economically during 2005, that we will see this grow by 4%. We expect growth of 1% in 2006 and after that growth at an annual rate of 2.5%.

The remainder of this category is made up of special revenue received from the state. These revenues have been falling each year. During the 2003 legislative session, three of the special programs were combined into one overall program and the funding level was reduced. We do not expect the level of state funding to increase significantly over the next few years.

### *Criminal Justice Funding Charts*

	2002 Actual	2003 Actual	2004 Projected	2005	2006	2007	2008	2009	2010
Retail Sales - Criminal Justice	\$1,019,421	\$1,013,806	\$1,000,000	\$1,040,000	\$1,050,515	\$1,076,674	\$1,103,484	\$1,130,962	\$1,159,124
State - CJ - Per Capita	\$9,167	\$9,173	\$11,075	\$11,603	\$11,659	\$11,184	\$11,240	\$11,296	\$11,353
State - CJ - Innovative Law Enforce. #1	\$9,897	\$10,314							
State - CJ - At-Risk Children #2	\$14,459	\$15,175							
State - CJ - Domestic Violence #3	\$14,443	\$15,240							
State - CJ - City Law Enforce. #4	\$63,689	\$67,503	\$65,155	\$65,155	\$65,155	\$65,155	\$65,155	\$65,155	\$65,155
CJ Special Programs	\$0		\$37,973	\$38,500	\$38,699	\$38,927	\$39,215	\$39,511	\$39,816
<b>Total Criminal Justice</b>	<b>\$1,131,076</b>	<b>\$1,131,211</b>	<b>\$1,114,203</b>	<b>\$1,155,258</b>	<b>\$1,166,028</b>	<b>\$1,191,940</b>	<b>\$1,219,094</b>	<b>\$1,246,924</b>	<b>\$1,275,448</b>
<b>Total Annual Increase</b>	<b>(\$66,219)</b>	<b>\$135</b>	<b>(\$17,008)</b>	<b>\$41,055</b>	<b>\$10,770</b>	<b>\$25,912</b>	<b>\$27,154</b>	<b>\$27,830</b>	<b>\$28,524</b>
<b>Total % Increase</b>	<b>(5.53%)</b>	<b>0.01%</b>	<b>(1.50%)</b>	<b>3.68%</b>	<b>0.93%</b>	<b>2.22%</b>	<b>2.28%</b>	<b>2.28%</b>	<b>2.29%</b>

Criminal Justice Funding Charts continued

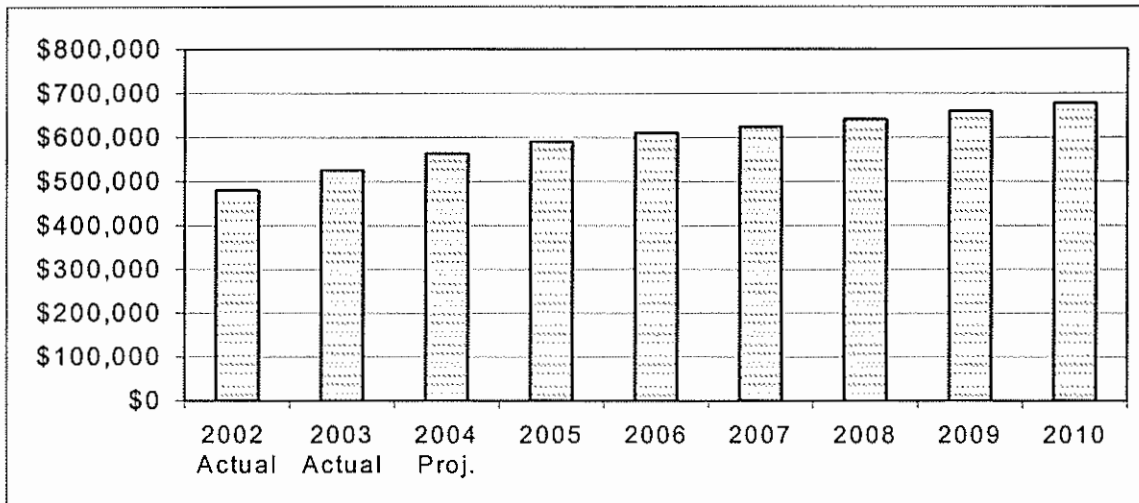


## Liquor Excise Tax & Board Profits

The City receives a portion of the liquor excise tax receipts collected by the State. The City also receives a portion of the profits of the State Liquor Board. This revenue is distributed on a per capita basis. The projected 2005 revenue from these two sources is \$590,688, which is an increase of \$26,897 or 4.77% from 2004 projected revenues. This projection is based upon the estimated per capita rates that have been provided by the state. The forecast for future years is based on conservative growth of just over 3.35% in 2006 to 2.76% in 2010.

### Liquor Tax Charts

2002 Actual	2003 Actual	2004 Projected	2005	2006	2007	2008	2009	2010
\$480,050	\$525,646	\$563,791	\$590,688	\$610,487	\$624,123	\$641,357	\$659,066	\$677,264
Annual Increase	\$45,596	\$38,145	\$26,897	\$19,799	\$13,636	\$17,234	\$17,709	\$18,198
% Increase	9.50%	7.26%	4.77%	3.35%	2.23%	2.76%	2.76%	2.76%



## Grants

In 2005, Shoreline is projected to receive \$203,878 in grant funding from a variety of sources to support health and human services programs, planning work, recycling programs, and parks and teen programs. The City is projecting to receive \$410,487 in grants during 2004. The City has received several unanticipated grants related to Emergency Management and Homeland Security during 2004. Typically, the largest grants received in the General Fund are for the Community Development Block Grant (CDBG) which funds various human services.



## Development Permit Fees

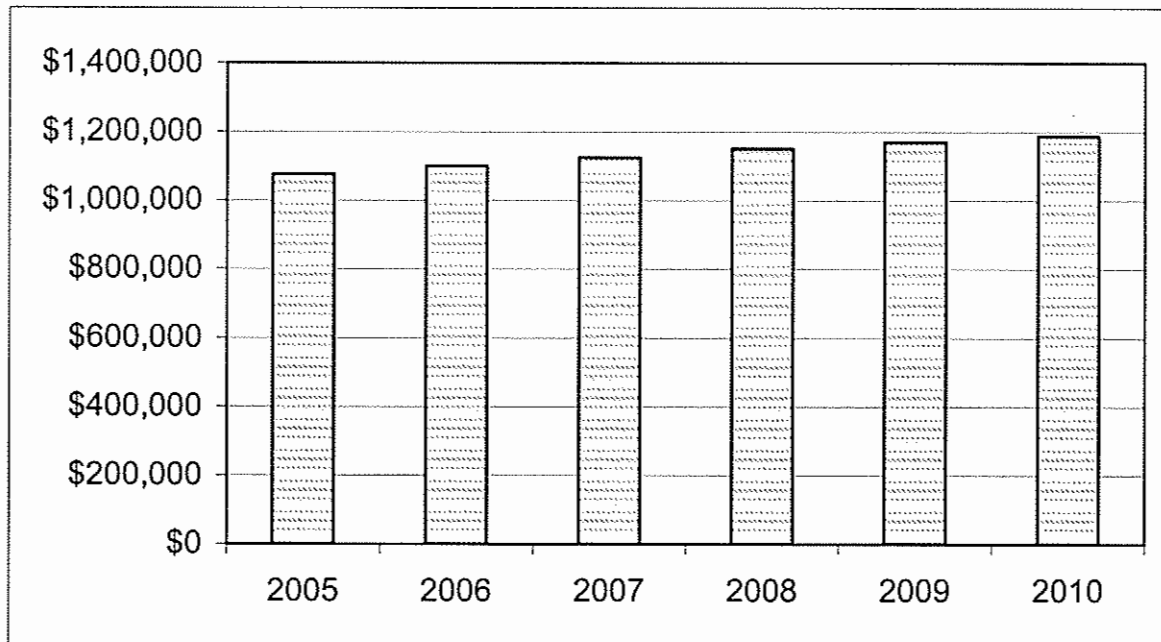
This revenue will be recorded in the General Fund beginning in 2005. Historically these revenues have been recorded in the Development Services Fund. This fund will be closed at the end of 2004 as the permitting function is transferred to the General Fund.

Fees are charged for a variety of development permits obtained through the City's Planning and Development Services Department. These include building, structure, plumbing, and mechanical permits; land use permits; permit inspection fees; plan check fees; and fees for environmental reviews. In 2005, revenues are projected to be \$1,077,110. This is an increase of about 1% over the projected 2004 revenues. We are not anticipating a major increase in permit activity next year. In 2006, we expect revenues to grow by 2.16%, 2.29% in 2007, 2.32% in 2008, 1.58% in 2009 and 1.59% in 2010.

### Development Permit Fee Charts

2002 Actual	2003 Actual	2004 Projected	2005	2006	2007	2008	2009	2010
*\$1,012,647	\$1,106,033	\$1,067,138	\$1,077,110	\$1,100,391	\$1,125,535	\$1,151,641	\$1,169,880	\$1,188,485
Annual Increase	\$93,386	(\$38,895)	\$9,972	\$23,281	\$25,144	\$26,106	\$18,239	\$18,605
% Increase	9.22%	(3.52%)	0.93%	2.16%	2.29%	2.32%	1.58%	1.59%

\*Revenues collected prior to 2005 were recorded in the Development Services Fund.



### **Street Fund and Arterial Fund Revenues**

In the past, the major revenue sources for the maintenance of the City's streets have been motor vehicle fuel tax, county vehicle license fees and beginning in 2002, right-of-way permit fees. These three sources alone however, are not sufficient, so the General Fund must subsidize 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, 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 is \$1,465,764 in 2004. For 2005, the subsidy is projected to be \$1,411,690.

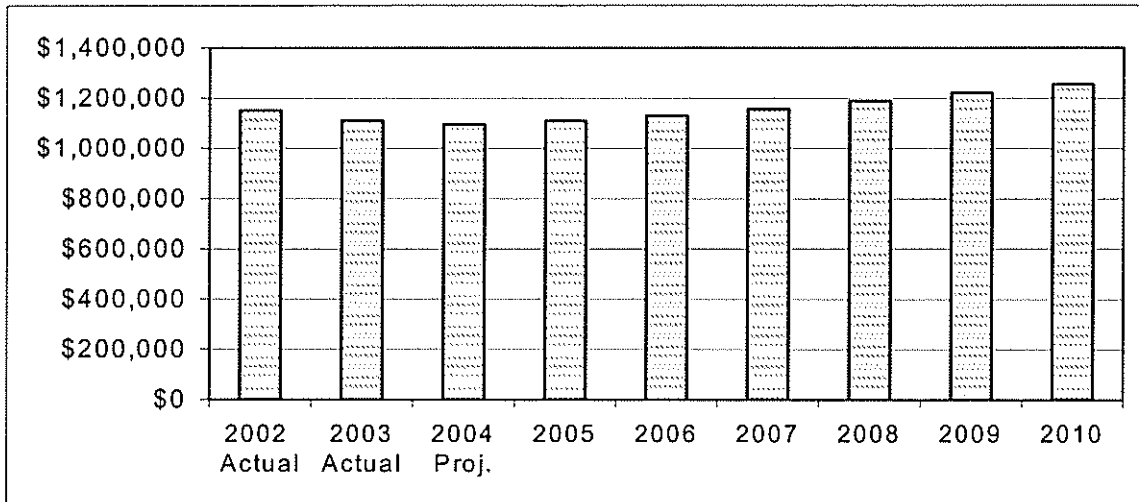
#### **Fuel Tax**

State collected gasoline and diesel fuel tax is shared with cities and towns on a per capita basis to be used for street and arterial repairs and maintenance. In 2001, a total of \$1,154,607 was collected, in 2002 \$1,115,883 and in 2003 \$1,112,082. Projected fuel tax revenue for 2004 is down from prior years by 1.6% and is expected to total \$1,094,355. We are projecting a slight increase of 1.34% for 2005 for a projected total of \$1,108,979. The 2004 and 2005 estimates are based on state projections of per capita distributions. The tax is a flat amount per gallon sold. Consumption of gasoline and diesel fuel has fallen as the economy has slowed. It is assumed that consumption will increase as the economy recovers. Shoreline's population has also decreased, therefore, our distribution has been reduced accordingly. For 2006, we are projecting 2% growth, 2.23% for 2007 and 2.76% for future years.

Approximately 68% of the revenue may be spent on street maintenance. This is deposited into the Street Fund. The remaining funds are restricted to construction, improvement and repair of arterials and city streets. This portion is deposited into the Arterial Street Fund and is then transferred to the Roads Capital Fund to support various capital projects.

### Fuel Tax Charts

2002 Actual	2003 Actual	2004 Projected	2005	2006	2007	2008	2009	2010
\$1,151,156	\$1,112,082	\$1,094,355	\$1,108,979	\$1,131,173	\$1,156,439	\$1,188,372	\$1,221,186	\$1,254,906
Annual Increase	(\$39,074)	(\$17,727)	\$14,624	\$22,194	\$25,266	\$31,932	\$32,814	\$33,720
% Increase	(3.39%)	(1.59%)	1.34%	2.00%	2.23%	2.76%	2.76%	2.76%

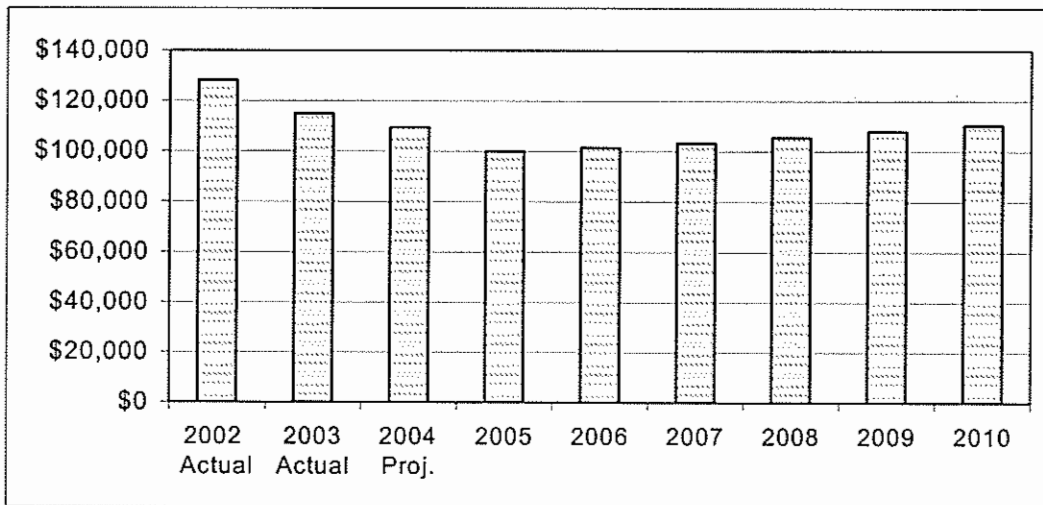


## Right-of-Way Permit Fees

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 the Development Services Fund. In 2002, all right-of-way activity was transferred to the City's Street Fund. 2005 revenue is projected to drop slightly from 2004 projections by \$9,505 or 8.68%. Projected revenues for 2004 are down from 2003 collections by \$5,309 or 4.62%. Growth of 1.5% is projected for 2006, 1.73% for 2007, and 2.25% for future years.

### Right-of-Way Charts

2002 Actual	2003 Actual	2004 Projected	2005	2006	2007	2008	2009	2010
\$128,119	\$114,814	\$109,505	\$100,000	\$101,500	\$103,251	\$105,574	\$107,949	\$110,378
Annual Increase	(\$13,305)	(\$5,309)	(\$9,505)	\$1,500	\$1,751	\$2,323	\$2,375	\$2,429
% Increase	(10.38%)	(4.62%)	(8.68%)	1.50%	1.73%	2.25%	2.25%	2.25%



## Surface Water Management Fund Revenues

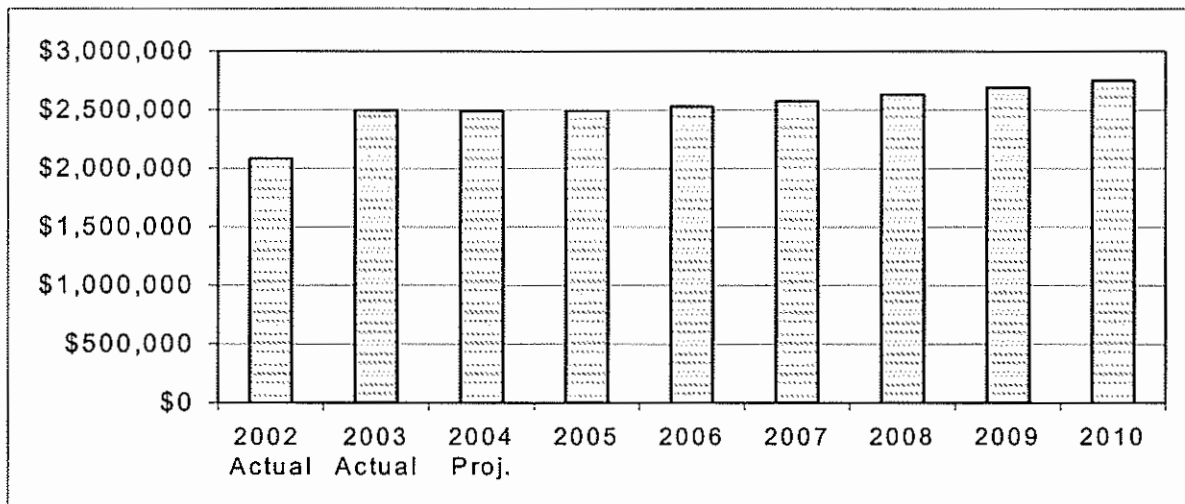
### Surface Water Drainage Fee

Funds for operational and capital drainage programs come from residential and commercial user charges. Currently, single-family residences are charged a flat annual fee of \$102.02 per year, per parcel of land. This was increased for 2003 by 20% from the prior fee of \$85.02. Multi-family and commercial users are charged at a rate that reflects the area of drainage and the type of drainage surface. King County collects these revenues on annual property tax bills, and revenues are transferred to the City. Revenue increases occur due to annexations or new development in the City that increases the number of parcels for which the annual surface water fee is applied.

In 2001, the City received \$2,055,702 in drainage revenues, \$2,084,661 in 2002, and \$2,495,784 in 2003. Projected 2004 revenues are \$2,492,192. 2005 collections are expected to remain at the current level. In future years, we expect drainage fee revenue to grow by 1.5% in 2006, 1.73% in 2007 and 2.25% in 2008 – 2010.

### Surface Water Drainage Fee Charts

2002 Actual	2003 Actual	2004 Projected	2005	2006	2007	2008	2009	2010
\$2,084,661	\$2,495,784	\$2,492,192	\$2,492,192	\$2,529,590	\$2,573,226	\$2,631,123	\$2,690,323	\$2,750,856
<i>Annual Increase</i>	\$411,123	(\$3,592)	\$0	\$37,398	\$43,636	\$57,897	\$59,200	\$60,533
<i>% Increase</i>	19.72%	(0.14%)	0.00%	1.50%	1.73%	2.25%	2.25%	2.25%



## Capital Improvement Fund Revenues

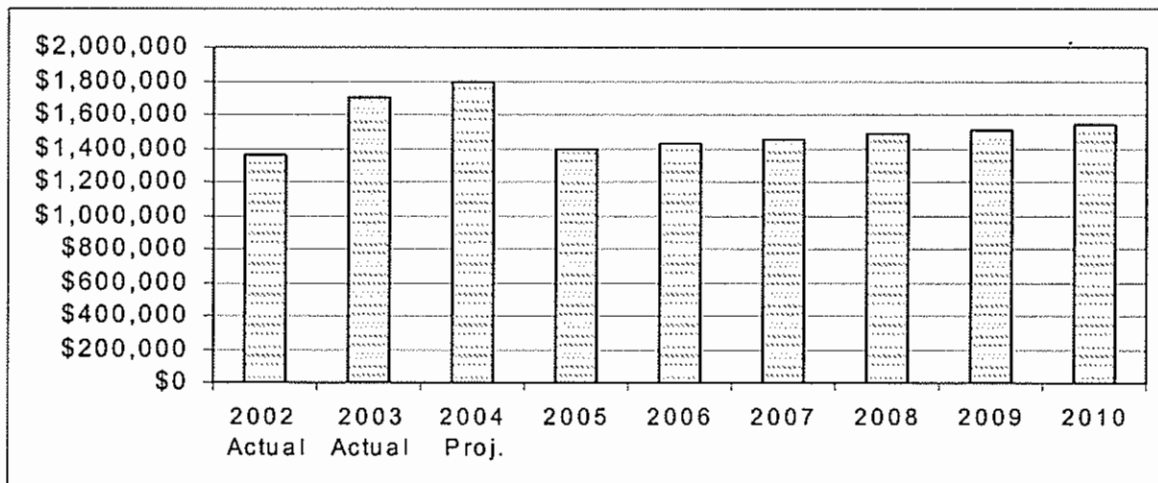
### Real Estate Excise Tax (REET)

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. The City is projected to receive \$1,800,000 in 2004. As mortgage interest rates have remained low, real estate activity has continued at a record pace in the Puget Sound region. Home prices have also continued to rise during this period of elevated activity. These two factors have combined to cause the extraordinarily high collections during 2003 and 2004. Historically, the average annual revenue from REET has been between \$1.0 million and \$1.5 million per year. Another factor to consider is that in any given year, a single large commercial property sale could cause revenues to spike upward. We expect the real estate market to slow to typical levels in 2005 as mortgage interest rates begin to rise. Projected revenue for 2005 is closer to the average annual collection experience at \$1,397,400. We are projecting that future revenues will grow by 2% annually based upon increased property values.

### Real Estate Excise Tax (REET) Charts

2002 Actual	2003 Actual	2004 Projected	2005	2006	2007	2008	2009	2010
\$1,359,470	\$1,702,913	\$1,800,000	\$1,397,400	\$1,425,348	\$1,453,855	\$1,482,932	\$1,512,591	\$1,542,843
<i>Annual Increase</i>	\$343,443	\$97,087	\$(402,600)	\$27,948	\$28,507	\$29,077	\$29,659	\$30,252
<i>% Increase</i>	25.26%	5.70%	(22.37%)	2.00%	2.00%	2.00%	2.00%	2.00%



## **Capital Grants**

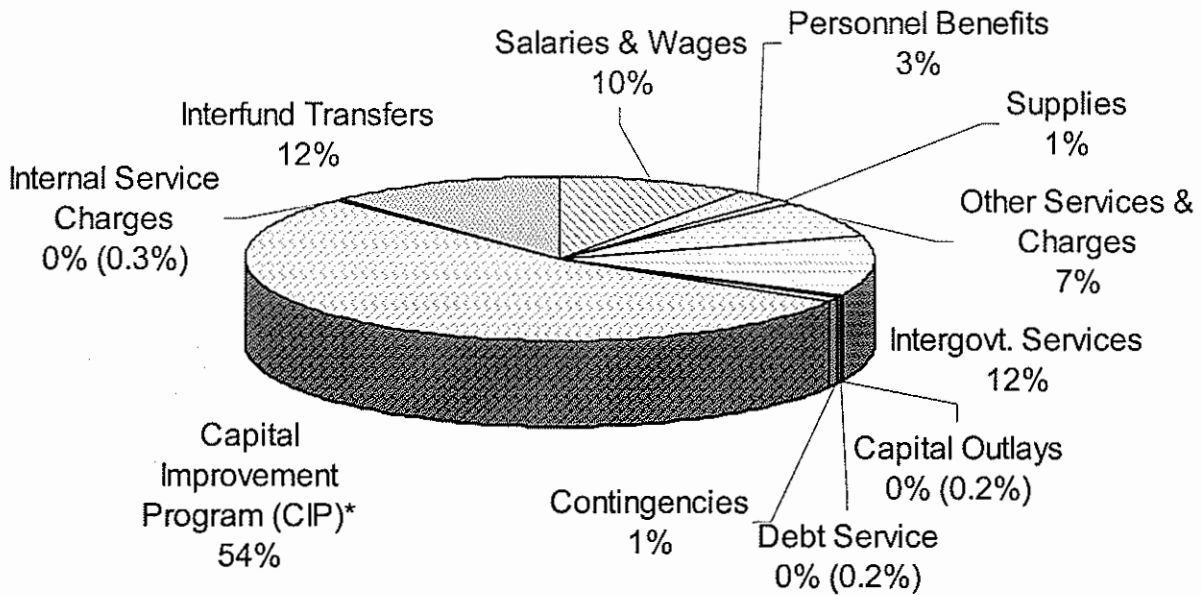
In 2005, Shoreline is projected to receive \$17,024,505 in grant funding from federal, state and local sources to fund a variety of capital projects. Grants are applied for and received for specific capital improvements. The amount of capital grants received in any given year can vary greatly depending on the number of projects, their cost and the amount of grant funding available.

In the 2005 General Capital Fund budget, the City has included future grant funding totaling \$108,800 to support the replacement of the Richmond Beach Saltwater Park Pedestrian Bridge and \$100,000 from to be used for open space acquisition.

In the Roads Capital Fund, a total of \$16,815,705 has been budgeted from federal, state and local granting agencies. This funding will support a wide range of transportation projects including the Interurban Trail, Aurora Avenue Improvements, North City Business District/15<sup>th</sup> Avenue Improvements, and the Richmond Beach Over-crossing. For more detail, see the Capital Improvement Plan section of this document.

## Expenditures By Object Category

Expenditures by Object Category	2002	2003	2004 Final	2004	2005	2004 Current
	Actuals	Actuals	Budget	Projected	Adopted	Budget vs. 2005 Adopted Budget
<i>Operations:</i>						
Salaries & Wages	\$ 6,704,513	\$ 6,882,348	\$ 7,300,125	\$ 7,225,802	\$ 7,496,502	\$ 196,377
Personnel Benefits	1,572,955	1,789,308	1,911,563	1,915,180	2,057,038	145,475
Supplies	841,986	790,163	907,598	917,566	636,808	(287,290)
Other Services & Charges	5,294,168	5,343,966	6,109,728	6,042,311	5,670,775	(438,953)
Intergovernmental Services	8,719,620	7,909,612	9,017,237	8,719,245	9,104,109	86,872
Capital Outlays	498,112	343,450	112,259	148,140	171,886	59,627
Debt Service	2,481	51,998	237,908	237,907	345,179	107,271
Contingencies	-	-	782,910	-	633,506	(149,404)
Subtotal Operations	\$23,633,835	\$ 23,110,845	\$26,379,328	\$ 25,206,151	\$ 26,115,803	\$ (280,025)
<i>Other Financing Uses:</i>						
Capital Improvement Program (CIP)*	\$ 4,351,828	\$ 5,778,010	\$32,981,079	\$ 18,269,513	\$41,601,923	\$ 8,620,844
Internal Service Charges	212,519	235,484	242,370	245,442	239,202	(3,168)
Interfund Transfers	7,990,365	10,467,256	7,055,381	7,252,509	9,511,160	2,455,779
Subtotal Other Financing Uses	\$12,554,712	\$ 16,480,750	\$40,278,830	\$ 25,767,464	\$ 51,352,285	\$11,073,455
<b>Total Expenditures &amp; Uses</b>	<b>\$36,188,547</b>	<b>\$ 39,591,595</b>	<b>\$66,658,157</b>	<b>\$ 50,973,615</b>	<b>\$ 77,468,088</b>	<b>\$10,793,430</b>





## Ending Fund Balances

The following table and graph illustrate the City's ending fund balances between 2002 and 2005. The fund balances are segregated into three major components: unreserved/undesigned, reserved, and designated.

	2002 Actuals	2003 Actuals	2004 Final Budget	2004 Projected	2005 Adopted
<b>Reserved:</b>					
General Capital Fund	4,260,437	7,337,406	5,768,968	6,694,271	7,202,078
City Facility -Major Maintenance Fund	-	-	-	-	120,000
Roads Capital Fund	15,662,529	15,394,028	8,876,754	11,942,364	8,143,710
Surface Water Capital Fund	2,468,014	3,503,597	4,076,880	3,498,837	1,838,035
Development Services Fund	376,528	422,167	270,968	397,308	397,308
Street Fund	814,688	677,763	359,729	478,827	478,827
Arterial Street Fund	-	15,164	-	14,397	14,397
Surface Water Management Fund	2,370,539	2,399,475	2,686,857	2,788,320	2,960,907
<b>Subtotal Reserved</b>	<b>25,952,735</b>	<b>29,749,600</b>	<b>22,040,156</b>	<b>25,814,324</b>	<b>21,155,262</b>
<b>Designated:</b>					
Equipment Replacement Fund	832,166	995,186	1,164,334	1,102,541	1,203,784
Vehicle Maintenance & Operations	70,593	61,366	41,872	45,288	45,538
Unemployment Fund	64,584	67,130	64,584	47,130	48,380
Code Abatement Fund	72,666	48,313	48,166	3,613	66,113
Asset Seizure Fund	27,638	17,157	20,025	16,679	17,179
Public Art Fund	-	23,438	183,250	206,938	556,541
<b>Subtotal Designated</b>	<b>1,067,647</b>	<b>1,212,590</b>	<b>1,522,231</b>	<b>1,422,189</b>	<b>1,937,535</b>
<b>Unreserved/Undesignated:</b>					
General Fund	9,040,152	8,428,580	5,138,070	9,311,273	4,564,242
General Reserve	1,601,729	1,769,382	1,941,988	1,952,271	2,106,464
<b>Subtotal Unreserved/Undesignated</b>	<b>10,641,881</b>	<b>10,197,962</b>	<b>7,080,058</b>	<b>11,263,544</b>	<b>6,670,706</b>
	<b>37,662,263</b>	<b>41,160,152</b>	<b>30,642,445</b>	<b>38,500,057</b>	<b>29,763,503</b>

### Unreserved/Undesignated Fund Balances

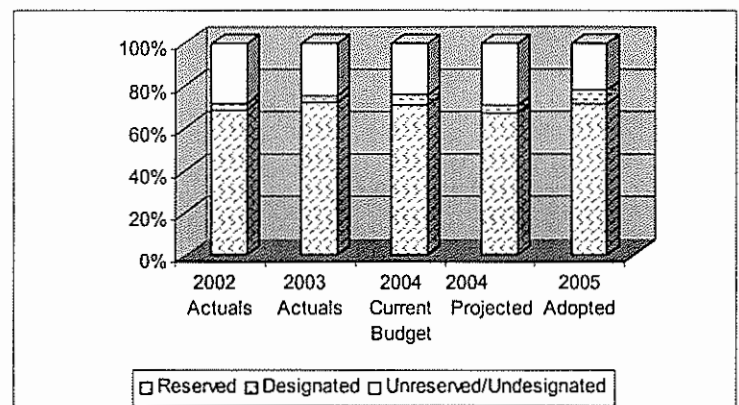
The unreserved/undesigned fund balance is the balance of net financial resources that are available for discretionary appropriations. The 2005 Budget estimates unreserved/undesigned fund balance of \$6,670,706 at the end of 2005.

### 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 \$21,155,262 at the end of 2005.

### Designated Ending Fund Balances

The third component of ending fund balances, totaling \$1,937,535 in 2005, are 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 2005 Adopted Budget Compared to 2004 Projected

	2004 Projected	2005 Adopted	% Change
General Fund	9,311,273	4,564,242	-51%
Street Fund	478,827	478,827	0%
Arterial Street Fund	14,397	14,397	0%
Surface Water Management Fund	2,788,320	2,960,907	6%
General Reserve	1,952,271	2,106,464	8%
Development Services Fund	397,308	397,308	0%
Code Abatement Fund	3,613	66,113	1730%
Asset Seizure Fund	16,679	17,179	3%
Public Arts Fund	206,938	556,541	169%
General Capital Fund	6,694,271	7,202,078	8%
City Facility -Major Maintenance Fund	-	120,000	
Roads Capital Fund	11,942,364	8,143,710	-32%
Surface Water Capital Fund	3,498,837	1,838,035	-47%
Vehicle Operations Fund	45,288	45,538	1%
Equipment Replacement Fund	1,102,541	1,203,784	9%
Unemployment Fund	47,130	48,380	3%
	<b>38,500,057</b>	<b>29,763,503</b>	<b>-23%</b>

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

General Fund - The 2005 ending fund balance is \$4,747,031 less than the projected 2004 ending fund balance. The 2005 budget includes the use of \$4,456,113 from the General Fund fund balance for one-time expenditures to complete the City Hall project (\$4,000,000), increase the funding level for the Annual Road Surface Maintenance project (\$200,000), fund the replacement of the roof at the Shoreline Pool (\$60,000) and the HVAC system at the police station (\$64,000), increase the level of human services funding by \$62,113, add \$10,000 in seed money to increase the programming on the government cable channel, and replenish the Code Abatement Fund (\$60,000). The 2005 budget also includes \$505,000 in operational and insurance contingencies that uses the remaining portion of the fund balance.

Code Abatement Fund – The 2005 ending balance is \$62,500 higher than the projected 2004 ending fund balance. This is due in part to a transfer from the General Fund (\$60,000 to replenish the fund balance.

Public Arts Fund – The fund balance is continuing to build in this fund and is projected to increase during 2005 by \$349,603. No expenditures have been included in the 2005 budget. Contributions from various capital projects have been budgeted as a revenue source. The fund balance will continue to grow and will be used for future art projects. Expenditures will be appropriated at a later date as art projects are designed and approved by the City Council.

Roads Capital Fund – The majority of the fund balance being appropriated (\$3,798,654) will be used for the North City Business District Improvements project, the Aurora Corridor Improvements 145<sup>th</sup> – 165<sup>th</sup> project, and Dayton Avenue Retaining Wall project. These funds have been set aside in prior years to be used for future transportation improvement projects.

Surface Water Capital Fund – The City has received Public Works Trust Fund loans from the state. As these loans are received they become part of the fund balance. As the Ronald Bog and 3<sup>rd</sup> Avenue Drainage projects proceed these monies will be spent from the fund balance. The ending fund balance is projected to decrease by \$1,660,802 during 2005.

## Municipal Debt Capacity

There are four types 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 \$138,347,340 for 2005.
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 2004, the City Council can levy up to \$83,008,404 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. An amount up to 2.5% of the City's estimated assessed value can be levied or \$138,347,340 for 2005.
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 the increased property tax levy. An amount up to 2.5% of the City's estimated assessed value can be levied \$138,347,340 for 2005.

## CITY OF SHORELINE TOTAL DEBT CAPACITY

Assessed Valuation:		\$ 5,533,893,618			
	<b>General Purpose Debt</b>		<b>Parks &amp; Open Space Debt</b>	<b>Utility Purpose Debt</b>	<b>TOTAL DEBT CAPACITY</b>
Legal Limits	Councilmanic (Non-Voted)	Voted Debt (60% of Voters)	Voted Debt (60% of Voters)	Voted Debt (60% of Voters)	
	1.50% \$ 83,008,404				
	2.50%	\$ 138,347,340	\$ 138,347,340	\$ 138,347,340	\$ 415,042,021
Debt Limit:	\$ 83,008,404	\$ 138,347,340	\$ 138,347,340	\$ 138,347,340	\$ 415,042,021
Outstanding Debt:	\$ -	\$ -	\$ -	\$ -	\$ -
Remaining Debt Capacity:	\$ 83,008,404	\$ 138,347,340	\$ 138,347,340	\$ 138,347,340	\$ 415,042,021

### 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.

Since incorporation, the City has primarily financed capital improvements on a "pay as you go" basis. During the early years after incorporation, the City was able to build capital reserves for future use as capital needs were being developed. Those reserves are currently being utilized for some of the City's major capital projects. In the future, if the City intends to meet its capital needs on a timely basis, it will be required to tap into its debt capacity to fund capital projects. This will allow both current and future beneficiaries to share in the cost of the improvements. To date, the only long-term debt the City has is the repayment of two loans from the State's PWTF program. These loans are being used for drainage improvement projects and will be repaid from surface water fee revenue.

#### 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. To date, the City has drawn a total of \$3,852,725. The interest rate of the loan is 0.5%. This project is located in the Ronald Bog Basin whose boundaries are Stone Ave. N., N. 190<sup>th</sup> St., 15<sup>th</sup> Ave. N.E., and N.E. 165<sup>th</sup>. A detention facility will be constructed at Cromwell Park, improvements will be made to the watercourse north of 167<sup>th</sup> Street along Corliss Place, a stormwater conveyance line will be built along Serpentine Avenue, and improvements will be made to Pump Station # 25. These improvements will reduce the flooding of homes and roadways south of Ronald Bog, at N.E. 175<sup>th</sup> Street and 10<sup>th</sup> Ave. N.E., and west of 5<sup>th</sup> Ave. N.E./Serpentine Place.

**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. To date, the City has drawn a total of \$1,861,525. The interest rate is 0.5%. This project is located between 3<sup>rd</sup> and 6<sup>th</sup> Avenues N.W. from N.W. 176<sup>th</sup> Street to Richmond Beach Road. This project will construct drainage improvements to alleviate flooding impacts to approximately 20 homes. The existing North Pond facility will be expanded to mitigate for the peak flows from the new conveyance system and prevent increased erosion in downstream Boeing Creek.

## Schedule of Long Term Debt

Fund	Fund Name	Type of Debt	Issue Date	Maturity Date	Total Amount Authorized	Interest Rate	Outstanding Debt 12/31/2004	Avg. Annual Debt Service
N/A		General Purpose Voter Approved Bonds	N/A					
N/A		General Purpose Councilmanic Bonds	N/A					
N/A		Parks & Open Space Bonds	N/A					
N/A		Utility Purpose Bonds	N/A					
N/A		Special Assessment Bonds	N/A					
		Public Works Trust Fund Loans						
Fund 103	Surface Water Management Fund	Ronald Bog Drainage Improvements	6/18/2001	7/1/2021	\$4,055,500	0.5%	\$ 3,820,708	\$ 191,836
Fund 103	Surface Water Management Fund	3rd Avenue Drainage Improvements	6/18/2001	7/1/2021	\$1,959,500	0.5%	\$ 1,830,586	\$ 97,171
		Total Public Works Trust Fund Loans			\$6,015,000		\$ 5,651,293	\$ 289,007
		<b>Total Long Term Debt</b>			\$6,015,000		\$ 5,651,293	\$ 289,007

## City of Shoreline Debt Policies

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

- To limit the use of debt so that debt service payments will be a predictable and manageable part of the operating budget.
- To raise capital at the lowest cost, consistent with the need to borrow. This will be accomplished by:
  - Keeping a high credit rating (while making attempts to strengthen credit rating).
  - 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.
  - 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:
  - Annual reports
  - Operating budget and Capital Facilities Plan
  - 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 that are financially self-sustaining.

- General Obligation bonds can be used to finance public works projects that 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 will continue to rely on a strong local improvement district program for certain local or neighborhood street, water and sewer improvements.
- The City will use interfund borrowing where such borrowing is cost effective to both the borrowing and the lending fund. Such borrowing shall implement Council directed policy in a simplified manner, such as borrowing associated with interim financing for local improvement district projects.



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## 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.

Fund / Revenue	Operating Budget								
	General Fund	Street Fund	Arterial Street Fund	Surface Water Mgmt. Fund	General Reserve Fund	Dev. Svcs. Fund	Code Abato. Fund	Asset Seizure Fund	Public Arts Fund
<b>Operating Expenditures</b>									
City Council	\$162,969								
City Manager	\$704,704								
City Clerk	\$358,382								
Comm. & Govt. Relations	\$525,198								
Human Services	\$537,976								
City Attorney	\$488,189								
Finance	\$3,528,098								
Human Resources	\$364,879								
Customer Response Team	\$412,953								
Police	\$7,728,535							\$23,000	
Criminal Justice	\$1,007,000								
Parks & Recreation	\$3,401,447								\$0
Planning & Dev. Services	\$2,150,504					\$0	\$100,000		
Economic Development	\$153,805								
Public Works	\$1,462,971	\$1,619,193		\$1,349,602					
<b>Operating Expenditures</b>	<b>\$22,987,610</b>	<b>\$1,619,193</b>	<b>\$0</b>	<b>\$1,349,602</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$23,000</b>	<b>\$0</b>
<b>Capital Expenditures</b>	<b>\$0</b>								
<b>Transfers Out</b>	<b>\$7,283,239</b>	<b>\$660,762</b>	<b>\$353,358</b>	<b>\$1,032,503</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$30,270,849</b>	<b>\$2,279,955</b>	<b>\$353,358</b>	<b>\$2,382,105</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$23,000</b>	<b>\$0</b>

Fund / Revenue	Capital Budget				Internal Service Fund			Total City
	General Capital Fund	Facility Major Maint. Fund	Roads Capital Fund	Surface Water Capital Fund	Equip. Repl. Fund	Vehicle Ops. & Maint. Fund	Unemp. Fund	
<b>Operating Expenditures</b>								
City Council								\$162,969
City Manager								\$704,704
City Clerk								\$358,382
Comm. & Govt. Relations								\$525,198
Human Services								\$537,976
City Attorney								\$488,189
Finance					\$189,636		\$10,000	\$3,727,734
Human Resources								\$364,879
CRT								\$412,953
Police								\$7,751,535
Criminal Justice								\$1,007,000
Parks & Recreation								\$3,401,447
Planning & Dev. Services								\$2,250,504
Economic Development								\$153,805
Public Works						\$71,824		\$4,503,590
<b>Operating Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$189,636</b>	<b>\$71,824</b>	<b>\$10,000</b>	<b>\$26,350,865</b>
<b>Capital Expenditures</b>	<b>\$15,160,959</b>	<b>\$124,000</b>	<b>\$23,973,535</b>	<b>\$2,347,569</b>				<b>\$41,606,063</b>
<b>Transfers Out</b>	<b>\$38,734</b>	<b>\$0</b>	<b>\$65,358</b>	<b>\$77,206</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,511,160</b>
<b>Total Expenditures</b>	<b>\$15,199,693</b>	<b>\$124,000</b>	<b>\$24,038,893</b>	<b>\$2,424,775</b>	<b>\$189,636</b>	<b>\$71,824</b>	<b>\$10,000</b>	<b>\$77,468,088</b>

## City of Shoreline - 2005 FTE Summary

Department	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2005 Changes
City Council	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	0.00
City Manager	9.00	9.00	10.00	10.00	9.00	6.00	6.00	6.00	6.00	6.00	0.00
City Clerk	3.00	3.00	3.00	3.00	3.00	4.00	4.00	4.00	4.00	3.80	(0.20)
Economic Development							1.00	1.00	1.00	1.00	0.00
Communications & Inter-Governmental Relations	3.00	3.00	3.00	2.00	2.50	3.50	3.50	3.00	3.50	3.50	0.00
Health and Human Services	2.00	2.00	2.00	2.00	2.00	2.00	2.00	0.00	1.80	1.80	0.00
City Attorney	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.50	3.50	3.50	0.00
Customer Response Team	0.00	0.00	0.00	0.00	0.00	5.00	5.00	5.00	5.00	5.00	0.00
Finance / Information Services	10.00	12.00	12.00	12.00	14.00	16.63	17.13	17.13	17.33	16.33	(1.00)
Human Resources	1.00	2.00	2.00	2.00	2.50	2.50	2.50	3.00	3.00	3.00	0.00
Police	0.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	0.00
Planning and Development Services	17.00	20.00	24.00	25.00	27.00	28.50	26.00	25.90	25.90	26.90	1.00
Parks, Recreation & Cultural Services	12.50	12.50	16.50	13.00	17.12	21.65	22.02	24.52	23.30	23.30	0.00
Public Works	8.00	10.00	15.00	22.00	28.00	27.50	30.00	33.10	35.60	36.60	1.00
	73.50	81.50	96.50	100.00	114.12	126.28	128.15	133.15	138.93	139.73	0.80

### Explanation of 2005 Changes in FTE

#### City Clerk

The Records and Information Manager position was reduced from 1 FTE to 0.8 FTE.

#### Finance

A limited-term Project Manager position is no longer included in the Finance budget.

#### Planning & Development Services

A new Planner 3 position was added for 2005 to assist the Aurora Improvements Corridor Improvements and Interurban Trail projects.

#### Public Works

A new Associate Traffic Engineer position was added to increase the City's Traffic Services program.

## 2005 City of Shoreline Budgeted Positions and FTE's

Department	Job Title	Position Count	FTE Count
City Council	Mayor	1	1.00
City Council	Deputy Mayor	1	1.00
City Council	Councilmember	5	5.00
	<i>Department Total</i>	7	7.00
City Manager	City Manager	1	1.00
City Manager	Deputy City Manager	1	1.00
City Manager	Assistant City Manager	1	1.00
City Manager	Management Analyst	1	1.00
City Manager	Executive Asst. to the CM	1	1.00
City Manager	Administrative Assistant 3	1	1.00
	<i>Department Total</i>	6	6.00
City Clerk	City Clerk	1	1.00
City Clerk	Deputy City Clerk	1	1.00
City Clerk	Records & Information Manager	1	0.80
City Clerk	Administrative Assistant 2	1	1.00
	<i>Department Total</i>	4	3.80
Communications & Intergovt. Relations	Communications & Intergovt. Relations Director	1	1.00
Communications & Intergovt. Relations	Neighborhoods Coordinator	1	1.00
Communications & Intergovt. Relations	Communications Specialist	1	1.00
Communications & Intergovt. Relations	Administrative Assistant I	1	0.50
	<i>Department Total</i>	4	3.50
Human Services	Human Services Manager	1	1.00
Human Services	Grants Specialist	0	0.30
Human Services	Human Services Planner (Planner II)	1	0.50
	<i>Department Total</i>	2	1.80
City Attorney	City Attorney	1	1.00
City Attorney	Assistant City Attorney	1	0.75
City Attorney	Administrative Assistant 2	1	1.00
City Attorney	Domestic Violence Victim Coordinator	1	0.75
	<i>Department Total</i>	4	3.50
Finance & Information Services	Finance Director	1	1.00
Finance & Information Services	Financial Operations Manager	1	1.00
Finance & Information Services	Purchasing Officer	1	1.00
Finance & Information Services	Finance Technician	3	2.13
Finance & Information Services	Staff Accountant	1	1.00
Finance & Information Services	Payroll Officer	1	1.00
Finance & Information Services	Senior Budget Analyst	1	1.00
Finance & Information Services	Budget Analyst	1	1.00
Finance & Information Services	Grants Specialist	1	0.20
Finance & Information Services	Administrative Assistant 3	1	1.00
Finance & Information Services	Information Services Manager	1	1.00
Finance & Information Services	Database Administrator	1	1.00
Finance & Information Services	GIS Specialist	1	1.00

## 2005 City of Shoreline Budgeted Positions and FTE's

Department	Job Title	Position Count	FTE Count
Finance & Information Services	Network Administrator	1	1.00
Finance & Information Services	Computer/Network Specialist	2	2.00
	<i>Department Total</i>	18	16.33
Human Resources	Human Resource Director	1	1.00
Human Resources	Human Resources Analyst	1	1.00
Human Resources	Administrative Assistant III	1	1.00
	<i>Department Total</i>	3	3.00
Customer Response Team	Administrative Assistant 2	1	1.00
Customer Response Team	Customer Response Team Supervisor	1	1.00
Customer Response Team	CRT Representative	3	3.00
	<i>Department Total</i>	5	5.00
Police	Administrative Assistant 2	1	1.00
	Emergency Management Coordinator	1	1.00
	<i>Department Total</i>	2	2.00
Parks & Recreation	Parks Director	1	1.00
Parks & Recreation	Recreation Superintendent	1	1.00
Parks & Recreation	Recreation Coordinator	3	3.00
Parks & Recreation	Administrative Assistant 1	1	0.50
Parks & Recreation	Administrative Assistant 2	2	2.00
Parks & Recreation	Recreation Assistant 2	3	2.87
Parks & Recreation	Parks Superintendent	1	1.00
Parks & Recreation	Parks Maintenance Worker 2	2	2.00
Parks & Recreation	Parks Maintenance Worker I	2	2.00
Parks & Recreation	Administrative Asst. 3	1	1.00
Parks & Recreation	Teen Program Supervisor	1	1.00
Parks & Recreation	Teen Program Assistant	3	2.70
Parks & Recreation	Senior Lifeguard	3	2.35
Parks & Recreation	Lifeguard 2	1	0.88
	<i>Department Total</i>	25	23.30
Planning & Development Services	Planning & Development Services Director	1	1.00
Planning & Development Services	Assistant Director, PADS	1	1.00
Planning & Development Services	Management Analyst	1	1.00
Planning & Development Services	Planning Manager	1	1.00
Planning & Development Services	Planner 3	2	2.00
Planning & Development Services	Planner 2	4	4.00
Planning & Development Services	Planner I	2	2.00
Planning & Development Services	Planner 3 (Aurora Corridor Project)	1	1.00
Planning & Development Services	Building Official	1	1.00
Planning & Development Services	Plans Examiner 3	2	2.00
Planning & Development Services	Plans Examiner I	1	1.00
Planning & Development Services	Project Inspector II	2	2.00
Planning & Development Services	Development Review Engineer	0	0.90
Planning & Development Services	Code Enforcement Officer	1	1.00
Planning & Development Services	Technical Assistant	3	3.00

## 2005 City of Shoreline Budgeted Positions and FTE's

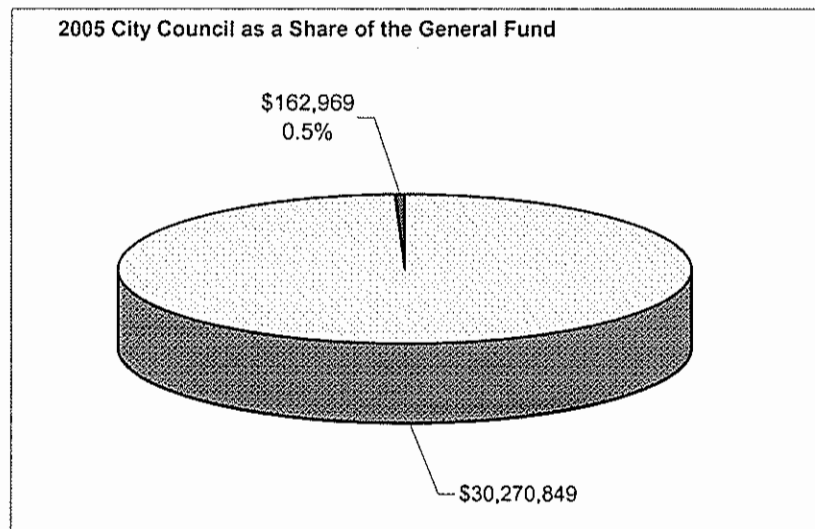
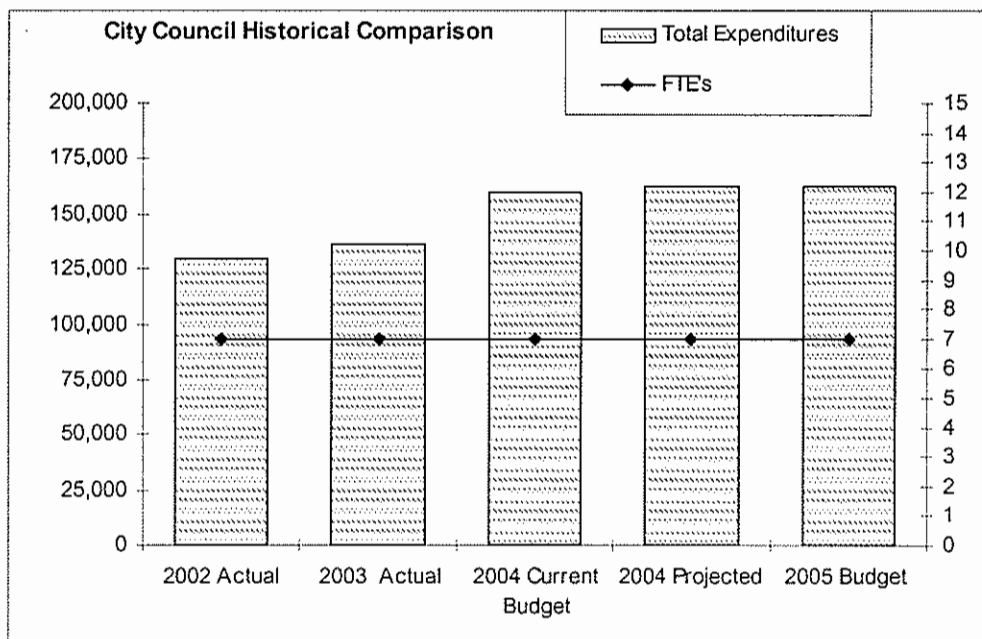
Department	Job Title	Position Count	FTE Count
Planning & Development Services	Administrative Assistant 2	2	2.00
Planning & Development Services	Administrative Assistant 3	1	1.00
	<i>Department Total</i>	26	26.90
Economic Development	Economic Develop. Coord.	1	1.00
		1	1.00
Public Works	Public Works Director	1	1.00
Public Works	Public Works Administrative Manager	1	1.00
Public Works	Management Analyst	1	1.00
Public Works	Grants Specialist	0	0.50
Public Works	City Engineer	1	1.00
Public Works	Aurora Corridor Project Manager	1	1.00
Public Works	Capital Projects Manager 2	5	5.00
Public Works	Capital Project Technician	1	1.00
Public Works	Development Review Engineer	1	0.10
Public Works	Public Works Operations Manager	1	1.00
Public Works	Public Works Maintenance Supervisor	1	1.00
Public Works	Public Works Senior Maintenance Worker	1	1.00
Public Works	Public Works Maintenance Worker 2	6	6.00
Public Works	Public Works Maintenance Worker I	1	1.00
Public Works	Surface Water & Env. Svcs. Manager	1	1.00
Public Works	Facility Maintenance Supervisor	1	1.00
Public Works	Facilities Maint. Worker II	1	1.00
Public Works	Administrative Assistant 2	2	2.00
Public Works	Administrative Assistant 3	1	1.00
Public Works	Engineering Technician (Traffic)	1	1.00
Public Works	Administrative Assistant II (Aurora/Interurban)	1	1.00
Public Works	Traffic Engineer	1	1.00
Public Works	Associate Traffic Engineer	1	1.00
Public Works	Engineering Technician	1	1.00
Public Works	Environmental Educator	1	1.00
Public Works	Surface Water Quality Specialist	1	1.00
Public Works	Right-of-Way Inspector	2	2.00
	<i>Department Total</i>	37	36.60
	<b><i>Total City Personnel</i></b>	<b>142</b>	<b>139.72</b>



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## 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."*





# City Council 2005 Budget

## 2004 Key Accomplishments

### Critical Success Factors:

#### Healthy, Vibrant Neighborhoods

- Adopted “**Review and consider improvements in code enforcement standards**” as a new goal to the 2004-2005 Council Work Plan based on citizen survey responses and Council retreat discussions.
- Adopted a revised Neighborhood Traffic Safety Program with additional “tools” for the City’s Safe and Healthy Streets initiative.
- Restored and reprioritized funding for the City’s street overlay and slurry seal program.
- Adopted the 2003 state mandated building codes as published by the International Code Council and the International Association of Plumbing and Mechanical Officials

#### Economic Vitality and Financial Stability

- Completed two sections of the Interurban Trail providing a safe and efficient way to walk, jog or cycle through Shoreline.
- Authorized review of final plans, specifications, and estimates for Phase 1 of the \$25 million Aurora Corridor Improvement project.
- Reviewed and discussed the City Manager’s long range financial plan.
- Completed the Ponies Gateway project.

#### Quality Services and Facilities

- Initiated construction for Phase II of the Spartan Gym Community Center in partnership with the Shoreline School District.
- Achieved strong results on the 2004 citizen survey for satisfaction of city services with exceptional quality under Police services, Parks and Recreation services, and overall City services.
- Completed the Serpentine drainage improvements to reduce flooding for homeowners in the Thornton Creek Watershed.
- Initiated construction of phase 1 (3<sup>rd</sup> Ave. Conveyance) of the 3<sup>rd</sup> Avenue NW Drainage Improvements Project.

#### Innovative leadership and strategic planning

- Revised and adopted the 2004-2005 Council work plan and key milestones.
- Reviewed, revised, and adopted the 2005-2010 Capital Improvement Plan to address capital improvements such as City Gateway Improvements, Neighborhood





## City Council 2005 Budget

- Parks Repair and Replacement program, and the annual road surface maintenance program.
- Adopted the City's first Hazard Mitigation Plan and funded an Emergency Operations Coordinator for the City's contingency response operations. Completed a review of the Homeland Security Annex and updated the Hazard Mitigation Plan to reflect current doctrine for terrorism prevention and response.

### **Community alliances and partnerships**

- Completed the first visit to Shoreline by Boryoung, Republic of Korea (South Korea), the City's first Sister City with the Shoreline Sister Cities Association.
- Hosted the sixth annual volunteer recognition breakfast to recognize the accomplishments of volunteers in service to the City of Shoreline.

### **Effective community relations and communications**

- Published and distributed an updated version of the City's Owner's Manual to all Shoreline households.
- Completed the study and implemented changes to the City's public participation policy.
- Adopted "**Develop and adopt policies to enhance public participation in city government**" as a new goal for the 2004-2005 Council Work Plan Goal.



## City Council 2005 Budget

### 2004 – 2005 CITY COUNCIL WORKPLAN

- Goal No. 1      Work toward completing the Aurora Corridor and Interurban Trail projects
- Goal No. 2      Enhance our program for safe and friendly streets
- Goal No. 3      Update elements of the Comprehensive Plan including environmental, surface water, transportation and parks and open space
- Goal No. 4      Work with the Bond Advisory Committee to fund capital projects.
- Goal No. 5      Implement an active economic improvement plan.
- Goal No. 6      Implement the City Hall project.
- Goal No. 7      Review and consider improvements in code enforcement standards
- Goal No. 8      Develop and adopt policies to enhance public participation in city government.



# City Council 2005 Budget

<b>City Council 2002 - 2005 Budget Comparison By Program</b>							
Program Budget	2002 Actual	2003 Actual	2004 Current Budget	2004 Projected	2005 Budget	2004 Current Budget versus 2005 Budget	Percentage Change
City Council	\$129,552	\$135,798	\$159,718	\$162,436	\$162,969	\$3,251	2.0%
Total Expenditures	\$129,552	\$135,798	\$159,718	\$162,436	\$162,969	\$3,251	2.04%
<b>Program Revenue</b>							
City Council	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
General Fund Subsidy	\$129,552	\$135,798	\$159,718	\$162,436	\$162,969	\$3,251	2.04%
Total Resources	\$129,552	\$135,798	\$159,718	\$162,436	\$162,969	\$3,251	2.04%
<b>Department Statistics</b>							
FTEs	7	7	7	7	7	0	0

<b>City Council 2002 - 2005 Budget Comparison By Object</b>							
Object Category	2002 Actual	2003 Actual	2004 Current Budget	2004 Projected	2005 Budget	2004 Current Budget versus 2005 Budget	Percentage Change
Salaries	\$60,900	\$60,708	\$60,900	\$60,900	\$60,900	\$0	0.0%
Personnel Benefits	\$23,666	\$26,890	\$48,818	\$51,536	\$54,769	\$5,951	12.2%
Supplies	\$551	\$149	\$1,000	\$1,000	\$1,000	\$0	0.0%
Other Services & Charges	\$44,435	\$48,051	\$49,000	\$49,000	\$46,300	-\$2,700	(5.5%)
Capital Outlays	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expenditures	\$129,552	\$135,798	\$159,718	\$162,436	\$162,969	\$3,251	2.04%
<b>Revenue</b>							
Other Revenue	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
General Fund Subsidy	\$129,552	\$135,798	\$159,718	\$162,436	\$162,969	\$3,251	2.04%
Total Resources	\$129,552	\$135,798	\$159,718	\$162,436	\$162,969	\$3,251	2.04%
<b>Department Statistics</b>							
FTEs	7	7	7	7	7	0	0
% of General Fund	0.54%	0.54%	0.62%	0.64%	0.54%	(0.08%)	(12.79%)

# 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.

## CRITICAL SUCCESS FACTOR:

Innovative Leadership and Strategic Planning

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of residents that are satisfied with the overall quality of leadership provided by the City's elected officials		47%	
Percentage of residents who believe the City is moving in the right direction		58%	
Percentage of residents who rate the quality of life in Shoreline as the same or better than other cities		69%	

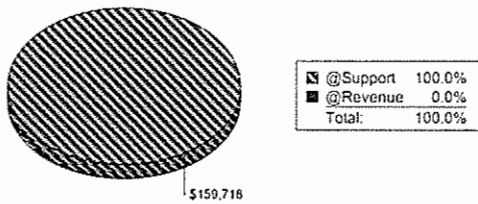
### 2004 Budget

Program Expenditures	\$159,718
Program Revenue	\$0
General Support	\$159,718

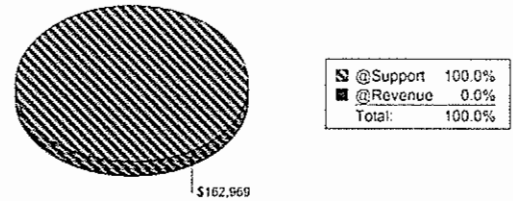
### 2005 Budget

Program Expenditures	\$162,969
Program Revenue	\$0
General Support	\$162,969

Program Revenue vs General Support



Program Revenue vs General Support



## Mission Statement

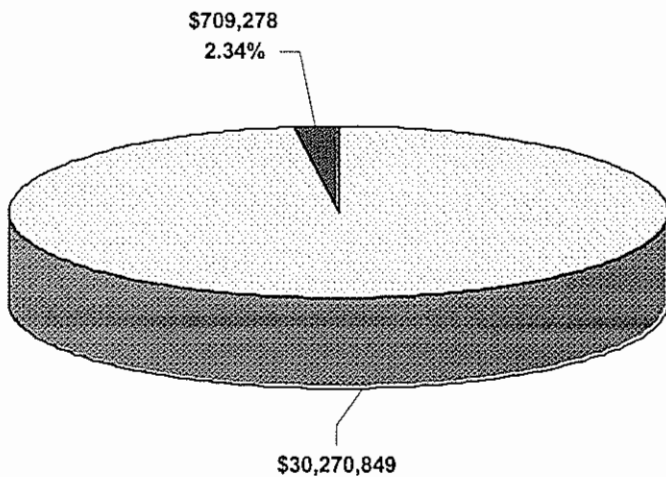
*"Implement Council goals and direction, provide organizational leadership, and ensure the delivery of efficient and effective public services."*

## Department Programs

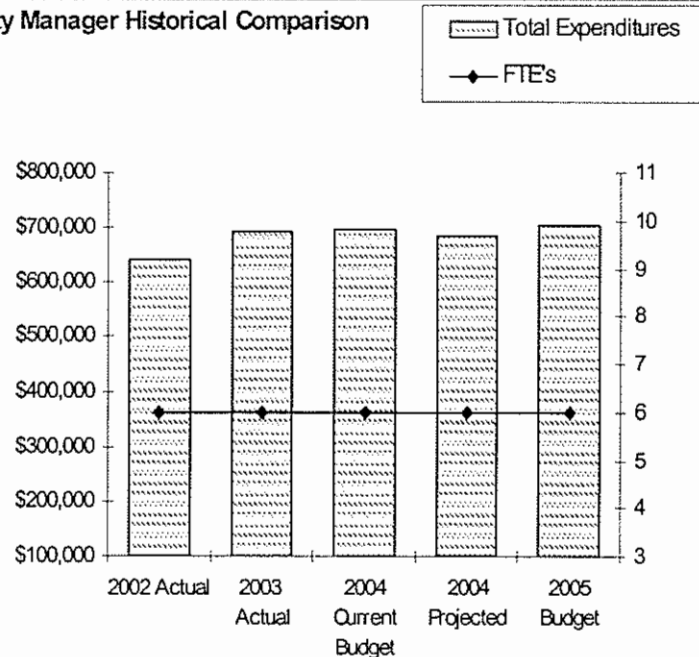
### Organizational Strategic Planning and Council Policy Support

6.0 FTE

2005 City Manager as a Share of the General Fund



City Manager Historical Comparison





## City Manager 2005 Budget

### **2004 Key Department Accomplishments in Support of the City's Critical Success Factors:**

#### **Quality services and facilities**

- Completed property acquisition for the City Hall Project.
- Continued implementation of the performance measurement system.
- Achieved positive results on the 2004 citizen survey for satisfaction of city services with exceptional quality under police services, parks and recreation services, overall city services, and customer service.
- Responded to over 450 citizen letters to Council and the City Manager's Office. Worked with King County District Court to develop an operational/facility master plan

#### **Economic vitality and financial stability**

- Ended 2004 with a projected \$11.2 million in general reserves.
- Developed the City's strategic plan for addressing long-range financial planning and briefed options and recommendations to the City Council.
- Solicited community feedback regarding the City's long-range financial plan through community meetings.
- Met with prospective business interests and developers to discuss opportunities in Shoreline.
- Partnered with local business leaders to establish Forward Shoreline, a new community-based economic development organization.

#### **Innovative leadership and strategic planning**

- Continued implementation of the City's strategic plan
- Completed three additional master plans: Transportation, Surface Water, and Parks, Recreation and Open Space.

#### **Community alliances and partnerships**

- Worked with other municipalities to resolve issues related to regional jail services and expanded the use of Yakima County Jail as a lower cost jail provider.
- Worked with 15 other municipalities to negotiate an inter-local agreement for court services
- Partnered with Ronald Wastewater District for the study and implementation of a city wide street light funding program.
- Successfully negotiated comprehensive agreement on Brightwater mitigation



## City Manager 2005 Budget

### **Professional and committed workforce**

- Implemented an action plan focused on addressing organizational development as a result of the 2003 employee satisfaction survey.
- Established an Employee Recognition Program to recognize employee excellence in job performance.
- Using Fortune's 100 Best Places to Work, selected a proven communications training model and delivered it to all employees.

### **2005 Key Department Objectives in Support of the City's Critical Success Factors:**

#### **Quality services and facilities**

- Continue implementation of a city-wide performance measurement system
- Complete design and begin construction of City Hall.
- Determine a comprehensive strategy to address the King County District Court operational/facility master plan recommendations.

#### **Economic vitality and financial stability**

- Provide leadership to meet the design and funding goals for the Aurora Corridor Project and Interurban Trail
- Provide leadership to meet the funding goals for the North City District Improvement Project
- Implement the strategic plan for addressing long-range financial planning.

#### **Innovative leadership and strategic planning**

- Review and update the City's strategic plan
- Oversee the creation of strategic plans in all major departments of the City.
- Continue to track and pursue management best practices.

#### **Community alliances and partnerships**

- Continue to build partnerships with business organizations such as the Chamber of Commerce, Forward Shoreline, and the North City Business District.
- Further alliances and explore opportunities for improving the community with Community agencies to include our utility districts, the School District, the Fire District, and the Shoreline Community College.



# City Manager 2005 Budget

## Professional and committed workforce

- Continue to develop the organization for continuous improvement in productivity and customer service
- Administer the 2005 employee survey and develop a responsive action plan.

City Manager 2002 - 2005 Budget Comparison By Program							
Program Expenditures	2002 Actual	2003 Actual	2004 Current Budget	2004 Projected	2005 Budget	2004 Current Budget versus 2005 Budget	Percentage Change
Organization Strategic Planning & Council Policy	\$640,346	\$693,797	\$697,311	\$686,171	\$709,278	\$11,967	1.72%
Total Expenditures	\$640,346	\$693,797	\$697,311	\$686,171	\$709,278	\$11,967	1.72%
Program Revenue							
Other Revenue	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
General Fund Subsidy	\$640,346	\$693,797	\$697,311	\$686,171	\$709,278	\$11,967	1.72%
Total Resources	\$640,346	\$693,797	\$697,311	\$686,171	\$709,278	\$11,967	1.72%
Department Statistics							
FTEs	6	6	6	6	6	0	0

City Manager 2002 - 2005 Budget Comparison By Object							
Object Category	2002 Actual	2003 Actual	2004 Current Budget	2004 Projected	2005 Budget	2004 Current Budget versus 2005 Budget	Percentage Change
Salaries	\$439,462	\$476,380	\$477,771	\$478,580	\$493,317	\$15,546	3.25%
Personnel Benefits	\$91,502	\$107,008	\$105,686	\$105,891	\$114,261	\$8,575	8.11%
Supplies	\$8,827	\$5,591	\$4,250	\$5,000	\$5,000	\$750	17.65%
Other Services & Charges	\$98,948	\$104,818	\$109,604	\$96,700	\$96,700	-\$12,904	-11.77%
Intergovernmental Services	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Capital Outlays	\$1,607	\$0	\$0	\$0	\$0	\$0	0.00%
Interfund Payments for Service	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Total Expenditures	\$640,346	\$693,797	\$697,311	\$686,171	\$709,278	\$11,967	1.72%
Revenue							
Other Revenue	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
General Fund Subsidy	\$640,346	\$693,797	\$697,311	\$686,171	\$709,278	\$11,967	1.72%
Total Resources	\$640,346	\$693,797	\$697,311	\$686,171	\$709,278	\$11,967	1.72%
Department Statistics							
FTEs	6	6	6	6	6	0	0
% of General Fund	2.66%	2.74%	2.70%	2.72%	2.34%	-0.36%	-13.27%



# ORGANIZATION STRATEGIC PLANNING AND COUNCIL POLICY SUPPORT & IMPLEMENTATION

## PROGRAM PURPOSE:

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

## CRITICAL SUCCESS FACTOR:

Innovative Leadership and Strategic Planning

Measurement: EFFECTIVENESS	2002	2003	2004	2005
Percentage of citizens that rate the quality of services provided by the City of Shoreline as better or about the same as compared to other cities in the state	79%	N/A	69%	
Percentage of citizens that rate the value of services received for their city taxes paid as Average, Good or Excellent.		N/A	75%	
Percentage of employees who rate the City of Shoreline as "one of the best" or "above average" as an organization to work for compared with other organizations		64%	64%	
Percentage of residents who are satisfied or very satisfied with the effectiveness of the City Manager and appointed staff			49%	
Percentage of residents who rate City employees as excellent or good providers of customer service			53%	

Measurement: EFFICIENCY	2002	2003	2004	2005
City operating reserves as a percentage of operating revenues		43%	42.5%	28.2
CMO budget as a percent of the City's operating budget		2.5%	2.5%	2.5%
Number of regular City employees per 1,000 population	2.41	2.5	2.6	2.6
Operating expenditures per capita (real dollars)		\$495	\$519	\$526
Support service costs as a percentage of the City's operating budget		15.6%	15.2%	14.5%

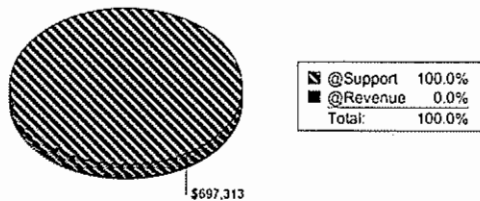
### 2004 Budget

Program Expenditures	\$697,313
Program Revenue	\$0
General Support	\$697,313

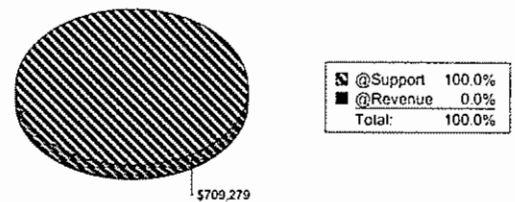
### 2005 Budget

Program Expenditures	\$709,279
Program Revenue	\$0
General Support	\$709,279

Program Revenue vs General Support



Program Revenue vs General Support





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## Mission Statement

*The City Clerk facilitates the effective functioning of the democratic process in the City of Shoreline's governance. We do this by: overseeing the efficient and legal conduct of City Council meetings and appeal hearings; ensuring public access to City records; and advising and assisting with the availability, protection, and retention of City Records.*

## Department Programs

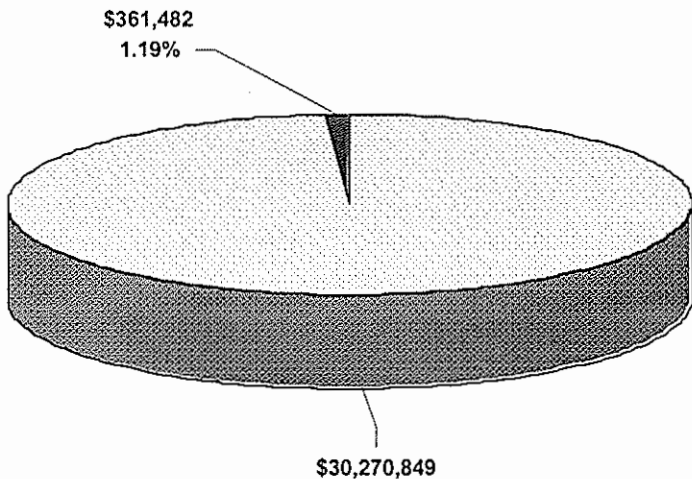
### Public Records and City Council Meeting Management

3.8 FTE

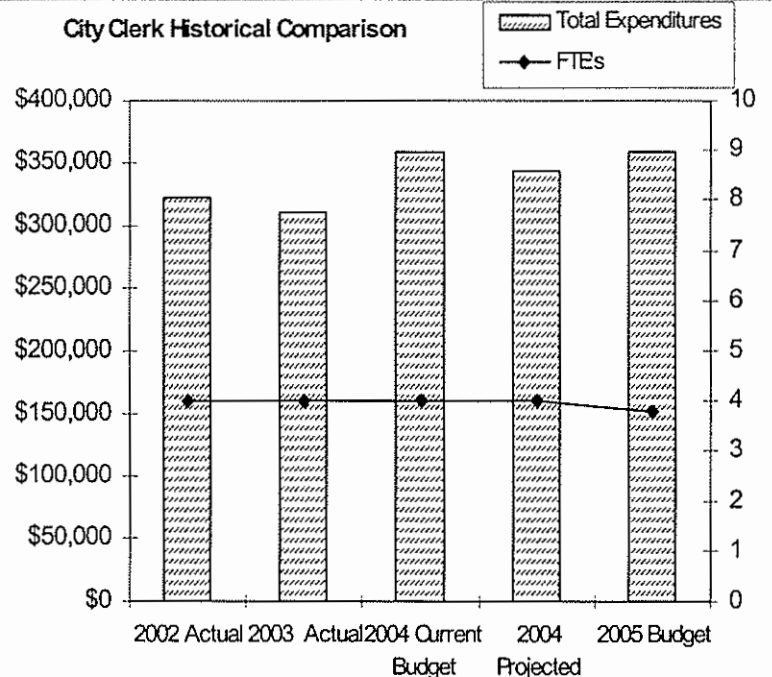
### Sister City

0.0 FTE

2005 City Clerk as a Share of the General Fund



City Clerk Historical Comparison





## City Clerk 2005 Budget

### **2004 Key Department Accomplishments in Support of the City's Critical Success Factors:**

#### **Quality Services and Facilities**

- Remodeled and expanded City Record Center
- Adopted specialty business licensing requirements
- Developed City Clerks Plumtree portlet

### **2005 Key Department Objectives in Support of the City's Critical Success Factors:**

#### **Quality Services and Facilities:**

- Draft a disaster recovery plan for City records
- Assist in expansion of document management technology to other departments
- Continue to work with all departments in the protection of essential and permanent records to meet state requirements and provide back-up in case of emergency

#### **Economic Vitality and Financial Leadership:**

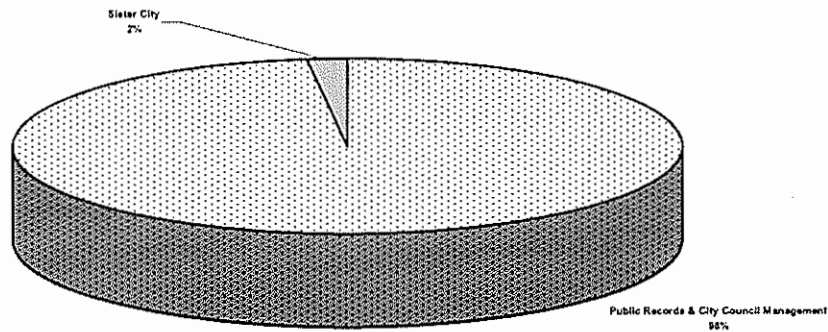
- Assist in the development of business licensing program



# City Clerk 2005 Budget

City Clerk 2002 - 2005 Program Budget Comparison							
Program Expenditures	2002 Actual	2003 Actual	2004 Current Budget	2004 Projected	2005 Budget	2004 Current Budget versus 2005 Budget	Percentage Change
Public Records & City Council Management	\$322,647	\$310,897	\$348,461	\$336,806	\$354,482	\$6,021	1.73%
Sister City	NA	NA	\$10,000	\$6,345	\$7,000	-\$3,000	-30.00%
<b>Total Program Budget</b>	<b>\$322,647</b>	<b>\$310,897</b>	<b>\$358,461</b>	<b>\$343,151</b>	<b>\$361,482</b>	<b>\$3,021</b>	<b>0.84%</b>
Program Revenue							
Public Records & City Council Management	\$39,640	\$26,381	\$31,230	\$28,001	\$26,030	-\$5,200	-16.65%
<b>Total Program Revenue</b>	<b>\$39,640</b>	<b>\$26,381</b>	<b>\$31,230</b>	<b>\$28,001</b>	<b>\$26,030</b>	<b>-\$5,200</b>	<b>-16.65%</b>
General Fund Subsidy	\$283,007	\$284,516	\$327,231	\$315,150	\$335,452	\$8,221	2.51%
<b>Total Resources</b>	<b>\$322,647</b>	<b>\$310,897</b>	<b>\$358,461</b>	<b>\$343,151</b>	<b>\$361,482</b>	<b>\$3,021</b>	<b>0.84%</b>
Program Statistics							
FTEs	4	4	4	4	3.8	-0.2	-5.00%

2005 City Clerk Program Breakdown





## City Clerk 2005 Budget

<b>City Clerk 2002 - 2005 Budget By Object</b>							
Object Category	2002 Actual	2003 Actual	2004 Current Budget	2004 Projected	2005 Budget	2004 Current Budget versus 2005 Budget	Percentage Change
Salaries	\$191,638	\$191,553	\$204,976	\$203,976	\$201,144	-\$3,832	(1.9%)
Personnel Benefits	\$47,438	\$55,236	\$60,175	\$60,546	\$65,228	\$5,053	8.4%
Supplies	\$7,247	\$8,977	\$8,225	\$8,250	\$8,425	\$200	2.4%
Other Services & Charges	\$76,324	\$55,131	\$85,085	\$70,379	\$86,685	\$1,600	1.88%
Total Expenditures	\$322,647	\$310,897	\$358,461	\$343,151	\$361,482	\$3,021	0.84%
<b>Revenue</b>							
Licenses & Permits	\$31,816	\$24,526	\$24,530	\$26,501	\$24,530	\$0	0.00%
Charges for Goods and Services	\$4,831	\$1,845	\$6,700	\$1,500	\$1,500	-\$5,200	(77.61%)
Miscellaneous Revenue	\$2,993	\$10	\$0	\$0	\$0	\$0	0.00%
Total City Clerk Revenue	\$39,640	\$26,381	\$31,230	\$28,001	\$26,030	-\$5,200	-16.65%
General Fund Subsidy	\$283,007	\$284,516	\$327,231	\$315,150	\$335,452	\$8,221	2.51%
Total Resources	\$322,647	\$310,897	\$358,461	\$343,151	\$361,482	\$3,021	0.84%
<b>Department Statistics</b>							
FTE's	4	4	4	4	3.8	-0.2	0
% of General Fund	1.34%	1.23%	1.39%	1.36%	1.19%	(0.19%)	(14.01%)

### 2005 Key Department Changes

- Reduction in total Public Records & City Council Management program FTEs of 0.2 FTE. This resulted from a change made during 2004 to change the Communications Assistant (1.0 FTE) position to a Records & Information Manager (0.8 FTE) position to support the objectives of the program.

# 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.

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of City Council packets available to the public on the City website the day after receipt by City Councilmembers		97%	
Percentage of external customers who rate the City Clerk's public disclosure process as very good or excellent		94%	
Percentage of internal customers rating the City Clerk's Office services very good or excellent		99%	

Measurement: WORKLOAD	2003	2004	2005
Number of boxes of records accessioned into the Records Center		290	
Number of City Council packets and sets of minutes produced		37	
Number of contracts and property records, agreements processed, recorded, and/or filed		500	
Number of items uploaded to the web site or network		946	
Number of pages of public records provided		13,773	
Number of public records requests processed		192	
Number of specialty business licenses issued		202	

### 2004 Budget

Program Expenditures	<b>\$348,460</b>
Program Revenue	<b>\$31,230</b>
General Support	<b>\$317,230</b>

### 2005 Budget

Program Expenditures	<b>\$354,482</b>
Program Revenue	<b>\$26,030</b>
General Support	<b>\$328,452</b>

Program Revenue vs General Support



Program Revenue vs General Support



# SISTER CITY RELATIONS

## PROGRAM PURPOSE:

To seek international relationships which will enhance Shoreline citizens' understanding of other cultures, and/or which will allow the City to engage in productive and mutually beneficial exchanges of new technology, techniques, and solutions to problems with cities of comparable development.

## CRITICAL SUCCESS FACTOR:

Community Alliances and Partnerships

Measurement: EFFECTIVENESS	2003	2004	2005
Number of Sister Cities Association meetings and events supported during sister city visit		27	

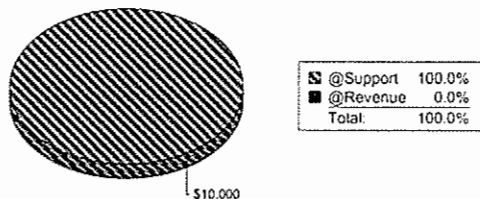
### 2004 Budget

Program Expenditures	\$10,000
Program Revenue	\$0
General Support	\$10,000

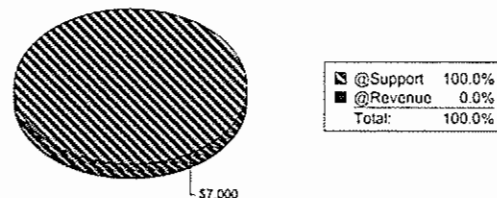
### 2005 Budget

Program Expenditures	\$7,000
Program Revenue	\$0
General Support	\$7,000

Program Revenue vs General Support



Program Revenue vs General Support







# Communications and Intergovernmental Relations 2005 Budget

## Mission Statement

The mission of Communications and Intergovernmental Relations is to create two-way communication mechanisms between City government, Shoreline residents and other key stakeholders. Our goal is to encourage involvement in City decision making processes and enhance understanding and use of City services.

## Department Programs

### Communications

1.55 FTE

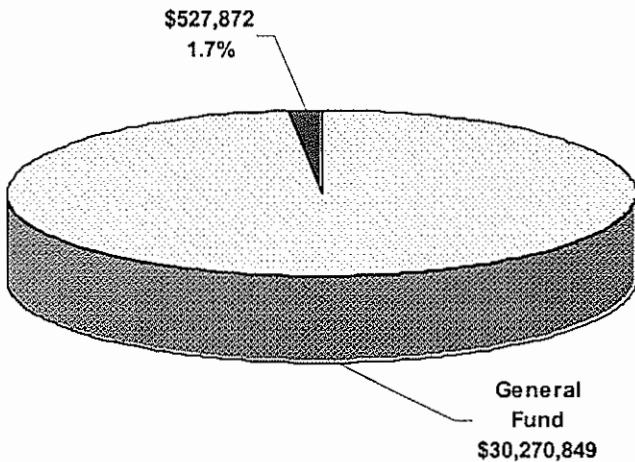
### Intergovernmental Relations

0.4 FTE

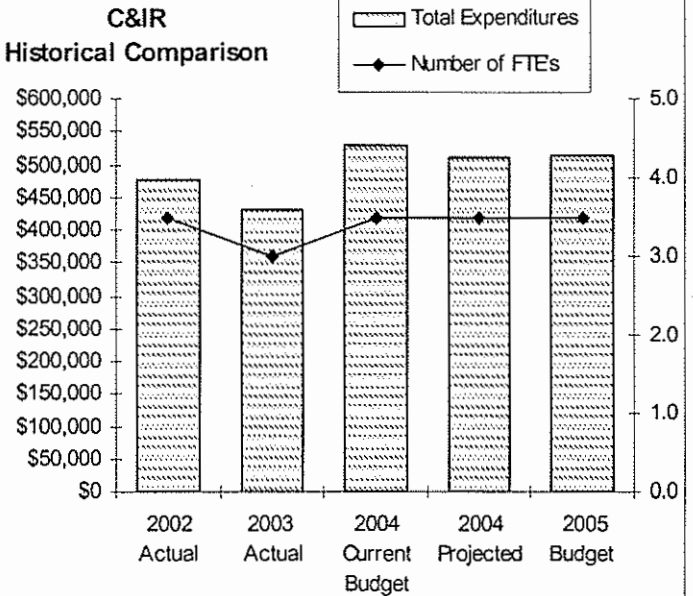
### Neighborhoods

1.55 FTE

2005 C&IR as a Share of the General Fund



C&IR  
Historical Comparison





## Communications and Intergovernmental Relations 2005 Budget

### 2004 Key Department Accomplishments in Support of the City's Critical Success Factors:

#### Healthy, Vibrant Neighborhoods

- Parkwood and Richmond Beach Neighborhood Associations received Mini-grants to implement neighborhood improvements.
- Provided leadership training for neighborhood leaders.
- Streamlined application process for right-of-way permits for street closures during neighborhood activities such as National Night Out Against Crime.
- Worked with Shoreline Community College staff, neighborhood residents and City staff to implement programs to address neighborhood issues/problems, such as parking issues on residential streets around Shoreline Community College.

#### Economic Vitality and Financial Stability

- Helped secure \$2 million in federal transportation funds for Interurban Trail
- Worked with Regional Transportation Investment District officials to secure \$60 million in funding for Aurora Corridor Project in package to be sent to voters.

#### Quality Services and Facilities

- Conducted 2004 Citizen Satisfaction Survey of Shoreline residents.
- Developed programs to respond to issues/problems based on Citizen Satisfaction Survey results, e.g. code enforcement.

#### Effective community relations and communications

- Developed & implemented communications plan for key City Council goals, e. g., safe & friendly streets, code enforcement & public participation.
- Developed & implemented communications for City projects such as the Aurora Corridor Improvements, Interurban Trail, 3<sup>rd</sup> Avenue Drainage Improvements, City Gateways and Comprehensive Plan Update/Master Plans.
- Produced 2004-2005 edition of Owner's Manual



## Communications and Intergovernmental Relations 2005 Budget

### **2005 Key Department Objectives in Support of the City's Critical Success Factors:**

#### **Effective Community Relations and Communications**

- Develop and implement communication plans and public outreach programs for Council goals and City's key CIP Projects including Aurora Corridor, Interurban Trail, Ronald Bog and 3<sup>rd</sup> Avenue NW drainage projects, and comprehensive plan update.
- Develop programs to respond to key findings in Citizen Satisfaction Survey.

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

- Secure state and federal financial support for Aurora Project, Interurban Trail and Bridge.
- Develop communications pieces to implement City's economic development program

#### **Healthy, Vibrant Neighborhoods**

- Administration of City Council approved Mini-Grants to improve and enhance neighborhoods; work with Neighborhood Safety Traffic Program for safer streets
- Assist Neighborhood Traffic Safety Program for safer streets.

#### **Community Alliances & Partnerships**

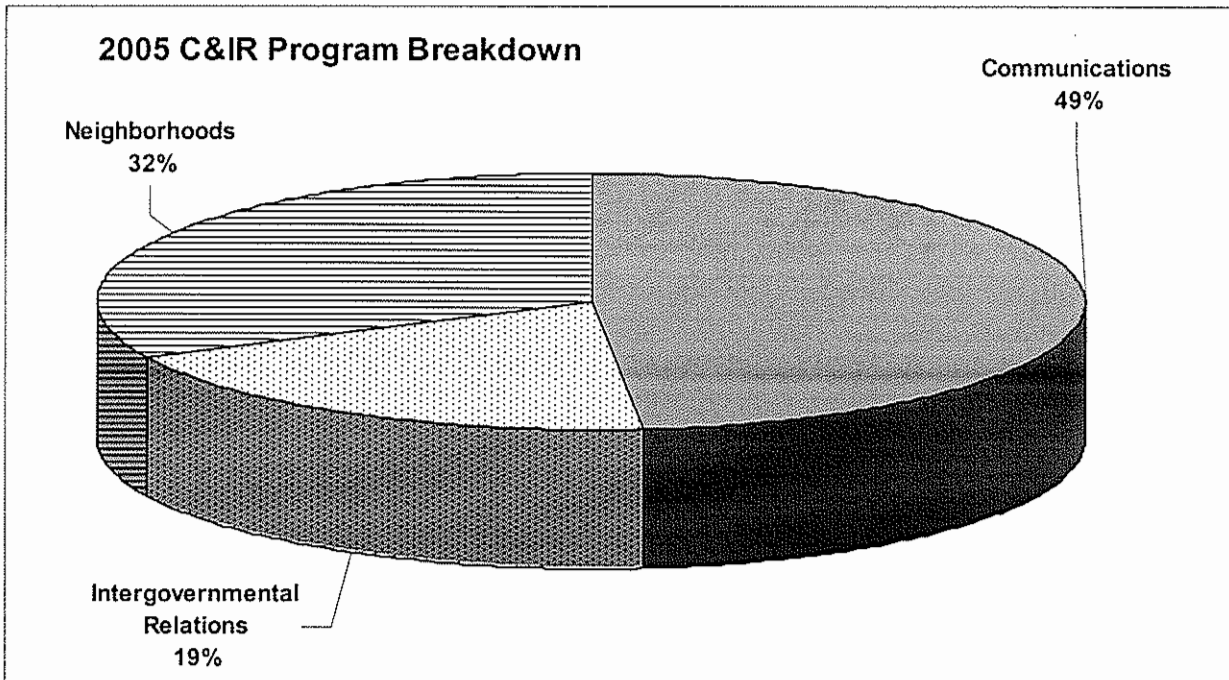
- Provide leadership skills training to neighborhood leaders; work with community agencies and organizations to promote positive partnerships



# Communications and Intergovernmental Relations 2005 Budget

## Communications & Intergovernmental Relations 2002 - 2005 Budget Comparison By Program

Expenditures by Objects			2004	2004	2005	2004 Current	Percentage Change
	2002 Actual	2003 Actual	Current Budget	Projected	Budget	Budget versus 2005 Budget	
Communications	\$227,006	\$202,796	\$251,036	\$250,804	\$255,541	\$4,505	1.79%
Intergovernmental Relations	\$89,939	\$96,851	\$93,211	\$92,809	\$102,877	\$9,666	10.37%
Neighborhoods	\$158,502	\$130,850	\$183,829	\$166,997	\$169,454	-\$14,375	-7.82%
<b>Total Expenditures</b>	<b>\$475,447</b>	<b>\$430,497</b>	<b>\$528,076</b>	<b>\$510,610</b>	<b>\$527,872</b>	<b>-\$204</b>	<b>-0.04%</b>
<b>Revenue</b>							
Other Revenues	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
General Fund Subsidy	\$475,447	\$430,497	\$528,076	\$510,610	\$527,872	-\$204	-0.04%
<b>Total Communication Resources</b>	<b>\$475,447</b>	<b>\$430,497</b>	<b>\$528,076</b>	<b>\$510,610</b>	<b>\$527,872</b>	<b>-\$204</b>	<b>-0.04%</b>





# Communications and Intergovernmental Relations 2005 Budget

Communications & Intergovernmental Relations 2002 - 2005 Budget Comparison By Object							
Object Category Name	2002 Actual	2003 Actual	2004 Current Budget	2004 Projected	2005 Budget	2004 Current Budget versus 2005 Budget	Percentage Change
Salary	\$205,061	\$210,029	\$219,543	\$220,326	\$232,241	\$12,698	5.78%
Benefits	\$46,270	\$47,715	\$51,942	\$51,937	\$57,311	\$5,369	10.34%
Supplies	\$3,925	\$7,389	\$6,950	\$5,987	\$6,650	-\$300	-4.32%
Other Services & Charges	\$218,527	\$165,364	\$249,641	\$232,360	\$231,670	-\$17,971	-7.20%
Intergovernmental Services	\$8	\$0	\$0	\$0	\$0	\$0	0.00%
Capital Outlays	\$1,656	\$0	\$0	\$0	\$0	\$0	0.00%
Interfund Payments for Service	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$475,447</b>	<b>\$430,497</b>	<b>\$528,076</b>	<b>\$510,610</b>	<b>\$527,872</b>	<b>-\$204</b>	<b>-0.04%</b>
<b>Revenue</b>							
Miscellaneous Revenues	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total C&amp;IR Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>General Fund Subsidy</b>	<b>\$475,447</b>	<b>\$430,497</b>	<b>\$528,076</b>	<b>\$510,610</b>	<b>\$527,872</b>	<b>-\$204</b>	<b>-0.04%</b>
<b>Total C&amp;IR Resources</b>	<b>\$475,447</b>	<b>\$430,497</b>	<b>\$528,076</b>	<b>\$510,610</b>	<b>\$527,872</b>	<b>-\$204</b>	<b>-0.04%</b>
<b>Department Statistics</b>							
% of General Fund	1.97%	1.70%	2.05%	2.03%	1.74%	(0.30%)	-14.8%
Number of FTEs	3.5	3.0	3.5	3.5	3.5	0.00	0.0%

### 2005 Key Department Changes

- The 2005 budget includes additional funding to increase the number of issues of "Currents" from seven to ten annually. The approximate cost of three additional editions is \$24,000.
- The 2004 Current Budget includes \$17,000 in 2003 carry-over expenditures related to the neighborhood mini-grant program. The 2005 Budget continues to provide \$30,000 for this program.
- The 2004 Current Budget includes \$24,000 for completion of the 2004 Citizen's survey. This survey will be completed every other year.

# 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.

## CRITICAL SUCCESS FACTOR:

Effective Community Relations and Communications

Measurement: EFFECTIVENESS	2002	2003	2004	2005
Percentage of residents who are satisfied with public involvement in local decision-making			53%	
Percentage of residents who are satisfied with quality of programming on City's cable TV channel			44%	
Percentage of residents who are satisfied with the quality of the City's citizen newsletter, "Currents"			71%	
Percentage of residents who are satisfied with the quality of the City's web site			47%	

Measurement: INPUT	2002	2003	2004	2005
Number of Website visits	39,000	166,258	151,618	

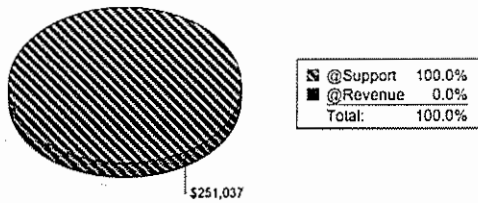
### 2004 Budget

Program Expenditures	\$251,037
Program Revenue	\$0
General Support	\$251,037

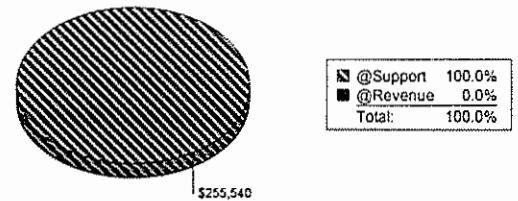
### 2005 Budget

Program Expenditures	\$255,540
Program Revenue	\$0
General Support	\$255,540

Program Revenue vs General Support



Program Revenue vs General Support



# 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.

## CRITICAL SUCCESS FACTOR:

Community Alliances and Partnerships

**Measurement:** EFFECTIVENESS

Percentage of elected/appointed officials satisfied with information provided by the City (based on survey)

2003	2004	2005

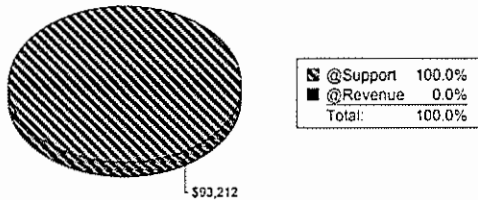
### 2004 Budget

Program Expenditures	\$93,212
Program Revenue	\$0
General Support	\$93,212

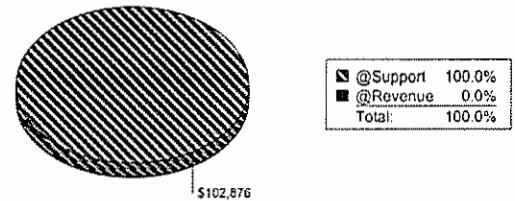
### 2005 Budget

Program Expenditures	\$102,876
Program Revenue	\$0
General Support	\$102,876

Program Revenue vs General Support



Program Revenue vs General Support



# NEIGHBORHOODS

## PROGRAM PURPOSE:

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

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of residents rating the condition of their neighborhoods as excellent or good		59%	
Percentage of residents who think Shoreline is an excellent or good place to live		87%	

Measurement: EFFICIENCY	2003	2004	2005
Percentage of residents who think that the overall quality of life in the City is excellent or good		93%	

Measurement: OUTPUT	2003	2004	2005
Dollar value of improvements funded through the Mini-Grant program	\$13,100	\$8,797	
Number of City Neighborhoods participating in the Mini-Grant program	4	3	

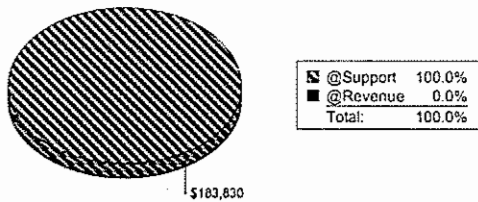
### 2004 Budget

Program Expenditures	\$183,830
Program Revenue	\$0
General Support	\$183,830

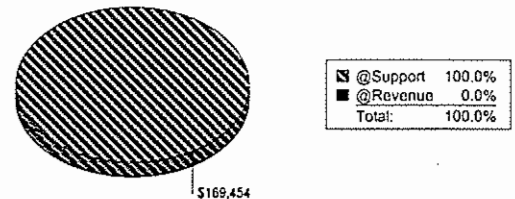
### 2005 Budget

Program Expenditures	\$169,454
Program Revenue	\$0
General Support	\$169,454

Program Revenue vs General Support



Program Revenue vs General Support







# Human Services 2005 Budget

## Mission Statement

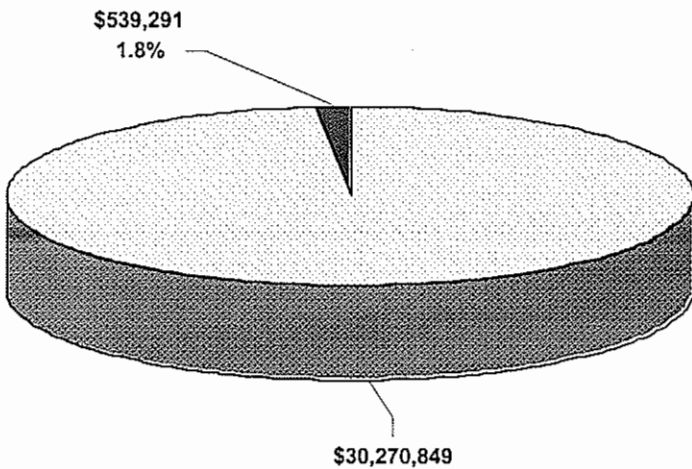
The mission of Human Services is to foster the development of a strong, safe and resilient community by serving as a catalyst and working with organizations and individuals to enable Shoreline citizens to meet their individual and family's needs for physical, mental, social and economic well being through an effective and accessible system of services.

## Department Program

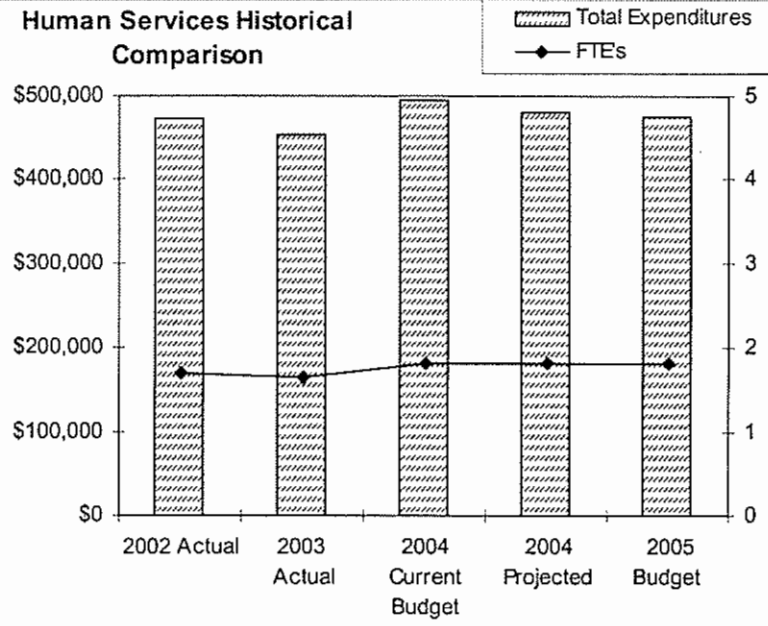
### Support for Social Agencies

1.8 FTE

2005 Human Services as a Share of the General Fund



Human Services Historical Comparison





## Human Services 2005 Budget

### **2004 Key Department Accomplishments in Support of the City's Critical Success Factors:**

#### **Quality Services and Facilities**

- Provided access to human services to 16,000 Shoreline residents
- Completed bi-annual planning and allocation cycle for human services funding

#### **Innovative leadership and strategic planning**

- Co-Developed Family Friendly Schools Resource Kit to train schools and community groups in providing stronger, more effective support to students and their families.
- Completed update of human service benchmarks

#### **Effective community relations and communications**

- Strengthened partnerships with Shoreline Public Schools and among human services agencies through the Community Resource Team

### **2005 Key Department Objectives in Support of the City's Critical Success Factors:**

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

- Implement Earned Income Tax Credit Program
- Implement Minor Home Repair Program

#### **Innovative Leadership and Strategic Planning**

- Enhance other funders and governments' understanding of Shoreline's human services needs
- Update the fifteen human services desired outcomes

#### **Community Alliances and Partnerships**

- Strengthen partnership with Shoreline Public Schools, United Way, and service providers in order to identify and address critical and changing needs in the community.



## Human Services 2005 Budget

Human Services Program 2002 - 2005 Budget Comparison By Program							
Program Budget	2002 Actual	2003 Actual	2004 Current Budget	2004 Projected	2005 Budget	2004 Current Budget versus 2005 Budget	Percentage Change
Support for Social Agencies	\$473,778	\$453,235	\$495,173	\$480,744	\$539,291	\$44,118	8.91%
Total Expenditures	\$473,778	\$453,235	\$495,173	\$480,744	\$539,291	\$44,118	8.91%
<b>Program Revenue</b>							
Program Revenue	\$91,279	\$103,064	\$160,576	\$139,618	\$151,066	-\$9,510	-5.92%
Total Resources	\$91,279	\$103,064	\$160,576	\$139,618	\$151,066	-\$9,510	-5.92%
<b>Department Statistics</b>							
FTEs	1.70	1.65	1.80	1.80	1.80	0	0.00%

Human Services 2002 - 2005 Budget Comparison By Object							
Object Category	2002 Actual	2003 Actual	2004 Current Budget	2004 Projected	2005 Budget	2004 Current Budget versus 2005 Budget	Percentage Change
Salaries	\$86,672	\$108,403	\$118,556	\$118,555	\$122,708	\$4,152	3.50%
Personnel Benefits	\$21,065	\$27,389	\$34,371	\$34,369	\$33,388	-\$983	-2.86%
Supplies	\$3,446	\$3,163	\$250	\$1,360	\$1,450	\$1,200	480.00%
Other Services & Charges	\$362,595	\$314,280	\$341,996	\$326,460	\$381,745	\$39,749	11.62%
Intergovernmental Services	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Total Expenditures	\$473,778	\$453,235	\$495,173	\$480,744	\$539,291	\$44,118	8.91%
<b>Revenue</b>							
Intergovernmental Revenue	\$91,279	\$103,064	\$160,576	\$139,618	\$151,066	-\$9,510	-5.92%
Total Human Services Revenue	\$91,279	\$103,064	\$160,576	\$139,618	\$151,066	-\$9,510	-5.92%
General Fund Subsidy	\$382,499	\$350,171	\$334,597	\$341,126	\$388,225	\$53,628	16.03%
Total Resources	\$473,778	\$453,235	\$495,173	\$480,744	\$539,291	\$44,118	8.91%
<b>Department Statistics</b>							
FTEs	1.70	1.65	1.80	1.80	1.80	0	0.00%
% of General Fund	2.0%	1.8%	1.9%	1.9%	1.8%	(0.14%)	-7.13%

# 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.

## CRITICAL SUCCESS FACTOR:

Community Alliances and Partnerships

Measurement: EFFECTIVENESS	2002	2003	2004	2005
Number of citizens receiving emergency food and shelter		2,707	1974	
Number of major home repair projects completed		16	21	
Number of older adults receiving congregate meals and home delivered meals		365	413	
Percentage of service goals met by human service contractors	89%	77%	85%	

Measurement: OUTPUT	2002	2003	2004	2005
Number of Shoreline residents served through contracts	11,842	16,235	16,257	

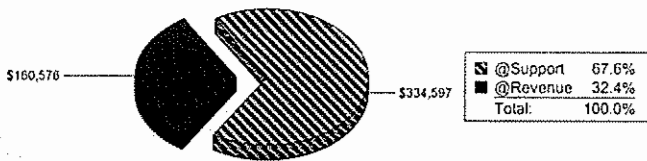
### 2004 Budget

Program Expenditures	\$495,173
Program Revenue	\$160,576
General Support	<u>\$334,597</u>

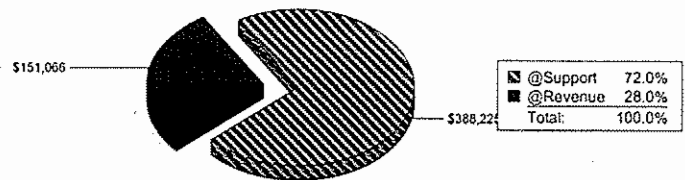
### 2005 Budget

Program Expenditures	\$539,291
Program Revenue	\$151,066
General Support	<u>\$388,225</u>

Program Revenue vs General Support



Program Revenue vs General Support





# City Attorney 2005 Budget

*"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 and oversees criminal justice services to the public"*

## Department Program and Activities

### Legal Services

2.75 FTE

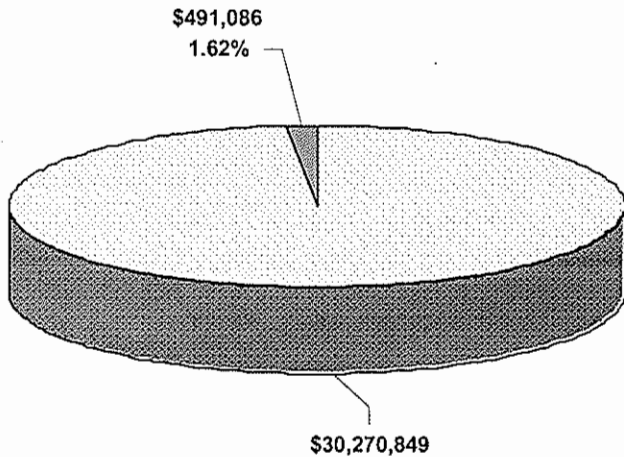
### Prosecuting Attorney

0.0 FTE  
(Contracted Service)

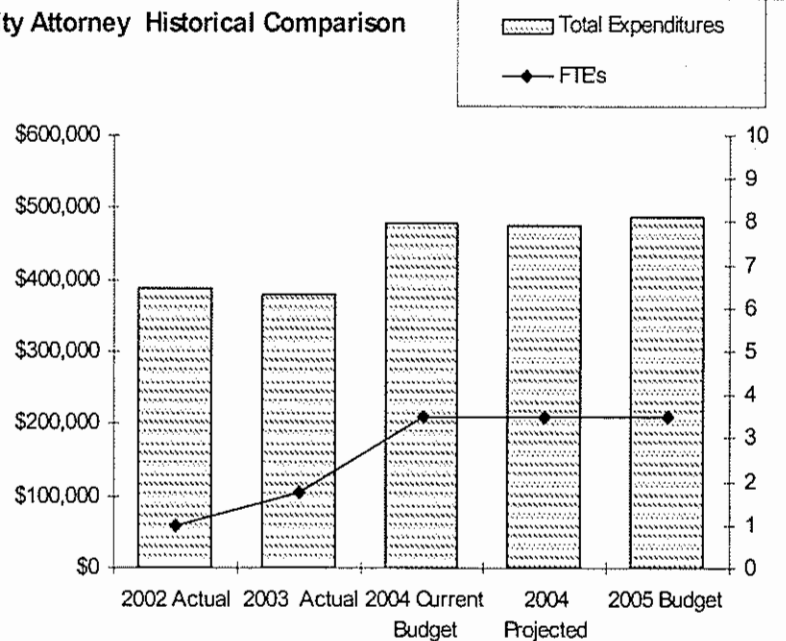
### Domestic Violence Victim Advocacy and Case Management

0.75 FTE

2005 City Attorney as a Share of the General Fund



City Attorney Historical Comparison





## City Attorney 2005 Budget

### **2004 Key Department Accomplishments in Support of the City's Critical Success Factors:**

#### **Healthy, Vibrant Neighborhoods**

- Property acquisition for Paramount Park and closing
- Administrative Appeals and Court Cases concluded in Brightwater appeal and settlement; Chevron v. Snohomish County Court of Appeals regarding Point Wells; Schneebeck ADA and variance appeal dismissal, federal case withdrawn; Shoreline Merchants Association Court of Appeals appeal of Aurora challenge withdrawn; Welela personal injury case settled; Cady wetland abatement; Namaranian and Echo Partners tree mitigation and critical area restoration; Innis Arden tree removal appeal and Innis Arden critical areas enforcement and Lutovsky right-of-way tree replanting

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

- Aurora Property acquisition including commencement of eminent domain
- North City Business District Improvements project right of way needs and acquisition including commencement of eminent domain and order of public use and necessity
- Midvale vacation and closing

#### **Community Alliances and Partnerships**

- Shoreline Emergency Management Interlocal

#### **Innovative Leadership and Strategic Planning**

- Phase II of Critical Area Amendments
- Standardized Small Works Bid Manual
- Consultation on environmental review process for Phase II of Aurora
- Sister City policy and procedures amendments
- International Building Codes adopted

#### **Quality Services and Facilities**

- King County court services extension



## City Attorney 2005 Budget

### **2005 Key Department Objectives in Support of the City's Critical Success Factors:**

#### **Healthy, Vibrant Neighborhoods**

- Code Enforcement program revisions
- Complete right-of-way use regulations

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

- Acquisition of Aurora and North City easements and right-of-way
- Support for Central Shoreline redevelopment proposals

#### **Innovative Leadership and Strategic Planning**

- Critical areas amendments
- City Hall site acquisition
- Metro Boeing Creek Park Detention project
- Seattle Public Utilities franchise negotiation

#### **Quality Services and Facilities**

- Solid waste code review and revisions

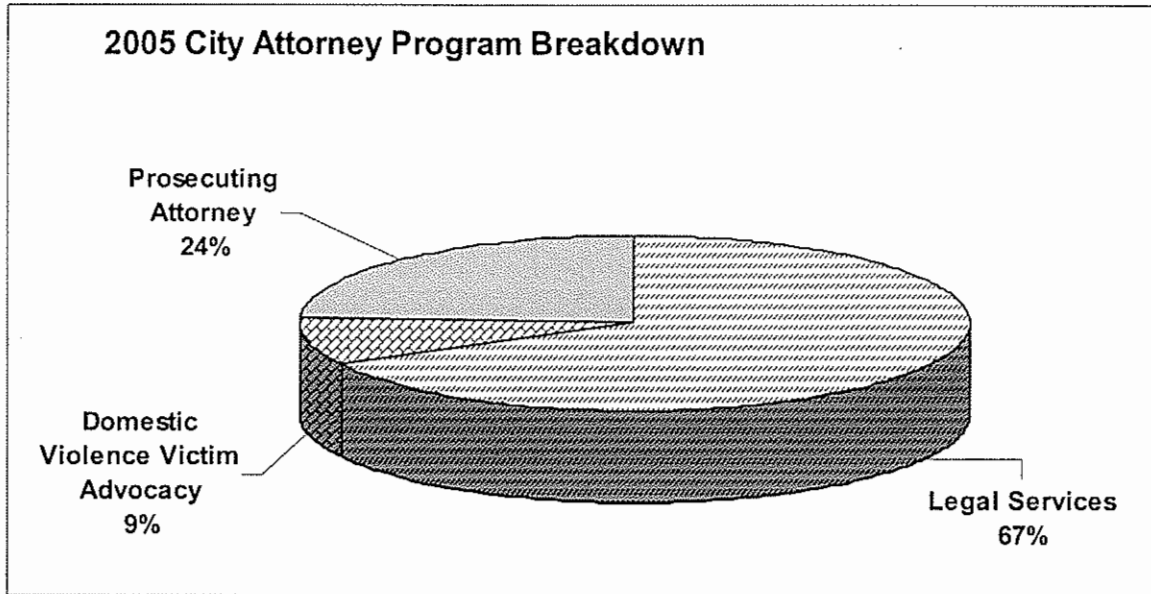


# City Attorney 2005 Budget

**City Attorney 2002 - 2005 Budget Comparison By Program**

Program Budget	2002 Actual	2003 Actual	2004 Current Budget	2004 Projected	2005 Budget	2004 Current Budget versus 2005 Budget	Percentage Change
Legal Services	\$235,010	\$235,161	\$326,494	\$323,682	\$329,867	\$3,373	1.03%
Prosecuting Attorney	\$106,177	\$105,000	\$110,000	\$108,000	\$118,000	\$8,000	7.27%
Domestic Violence Victim Advocacy	\$45,357	\$38,131	\$42,765	\$42,763	\$43,219	\$454	1.06%
<b>Total Expenditures</b>	<b>\$386,544</b>	<b>\$378,292</b>	<b>\$479,259</b>	<b>\$474,445</b>	<b>\$491,086</b>	<b>\$11,827</b>	<b>2.47%</b>
<b>Program Revenue</b>							
Other Revenue	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
General Fund Subsidy	\$386,544	\$378,292	\$479,259	\$474,445	\$491,086	\$11,827	2.47%
<b>Total Resources</b>	<b>\$386,544</b>	<b>\$378,292</b>	<b>\$479,259</b>	<b>\$474,445</b>	<b>\$491,086</b>	<b>\$11,827</b>	<b>2.47%</b>

**2005 City Attorney Program Breakdown**







# City Attorney 2005 Budget

City Attorney 2002 - 2005 Budget Comparison By Object							
Object Category	2002 Actual	2003 Actual	2004 Current Budget	2004 Projected	2005 Budget	2004 Current Budget versus 2005 Budget	Percentage Change
Salaries	112,526	165,529	223,246	223,356	229,923	\$6,677	2.99%
Benefits	19,772	36,637	56,713	56,839	57,200	\$487	0.86%
Supplies	1,777	2,825	2,000	2,000	2,000	\$0	0.00%
Other Services & Charges	216,469	173,301	197,300	192,250	201,963	\$4,663	2.36%
Intergovernmental Services	36,000	0	0	0	0	\$0	0.00%
Capital Outlays	0	0	0	0	0	\$0	#DIV/0!
Interfund Payments for Service	0	0	0	0	0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$386,544</b>	<b>\$378,292</b>	<b>\$479,259</b>	<b>\$474,445</b>	<b>\$491,086</b>	<b>\$11,827</b>	<b>2.47%</b>
<b>Revenue</b>							
Other Revenue	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
General Fund Subsidy	\$386,544	\$378,292	\$479,259	\$474,445	\$491,086	\$11,827	2.47%
<b>Total Resources</b>	<b>\$386,544</b>	<b>\$378,292</b>	<b>\$479,259</b>	<b>\$474,445</b>	<b>\$491,086</b>	<b>\$11,827</b>	<b>2.47%</b>
<b>Department Statistics</b>							
FTEs	1.00	2.50	3.50	3.50	3.50	0	0.00%
% of General Fund	1.6%	1.5%	1.9%	1.9%	1.6%	(0.23%)	-12.63%

# 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

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of internal customers rating Legal Services as Good or Excellent		95%	

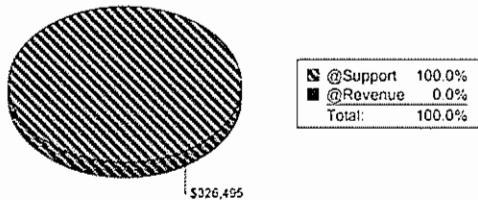
### 2004 Budget

Program Expenditures	<b>\$326,495</b>
Program Revenue	<b>\$0</b>
General Support	<b>\$326,495</b>

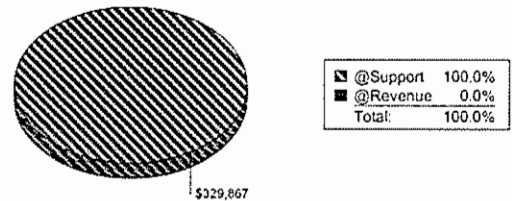
### 2005 Budget

Program Expenditures	<b>\$329,867</b>
Program Revenue	<b>\$0</b>
General Support	<b>\$329,867</b>

Program Revenue vs General Support



Program Revenue vs General Support



# PROSECUTING ATTORNEY

**PROGRAM PURPOSE:**

The Prosecuting Attorney prosecutes violations of the Shoreline Municipal Code.

**CRITICAL SUCCESS FACTOR:**

Healthy, Vibrant Neighborhoods

**Measurement:** WORKLOAD

	2003	2004	2005
Total number filings (DUI, Traffic & Misdemeanors)	1,287		

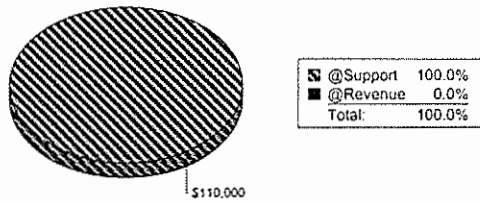
**2004 Budget**

Program Expenditures	\$110,000
Program Revenue	\$0
General Support	\$110,000

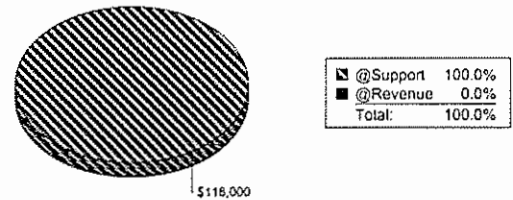
**2005 Budget**

Program Expenditures	\$118,000
Program Revenue	\$0
General Support	\$118,000

**Program Revenue vs General Support**



**Program Revenue vs General Support**



# DOMESTIC VIOLENCE VICTIM ADVOCACY & CASE MANAGEMENT

## PROGRAM PURPOSE:

The Domestic Violence program provides advocacy services to assist the City in the prosecution of domestic violence offenses and to assist victims and witnesses involved with these offenses

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: WORKLOAD	2003	2004	2005
Number of Domestic Violence cases filed	427		

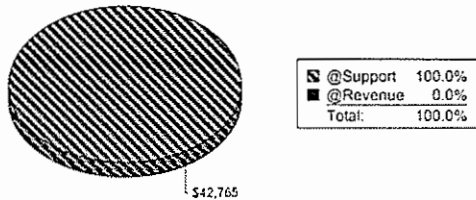
### 2004 Budget

Program Expenditures	\$42,765
Program Revenue	\$0
General Support	\$42,765

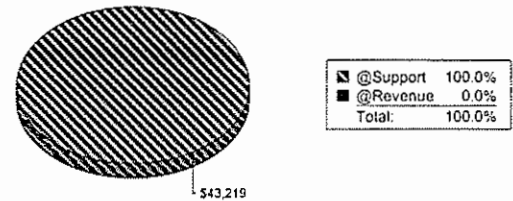
### 2005 Budget

Program Expenditures	\$43,219
Program Revenue	\$0
General Support	\$43,219

Program Revenue vs General Support



Program Revenue vs General Support





# Finance 2005 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**

**Financial Planning  
and Accounting  
Services**

8.5 FTE

**Purchasing  
Services**

1.62 FTE

**IT Strategic Plan  
Implementation**

2.35 FTE

**IT Operations &  
Security  
Administration**

2.15 FTE

**IT Data Management  
and Administration**

1.5 FTE

**Intergovernmental  
Participation**

0.0 FTE

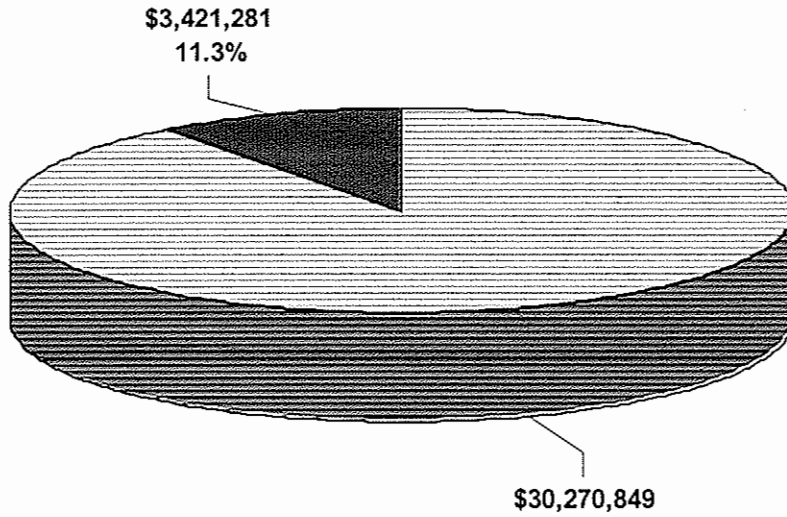
**Grant Development**

0.2 FTE

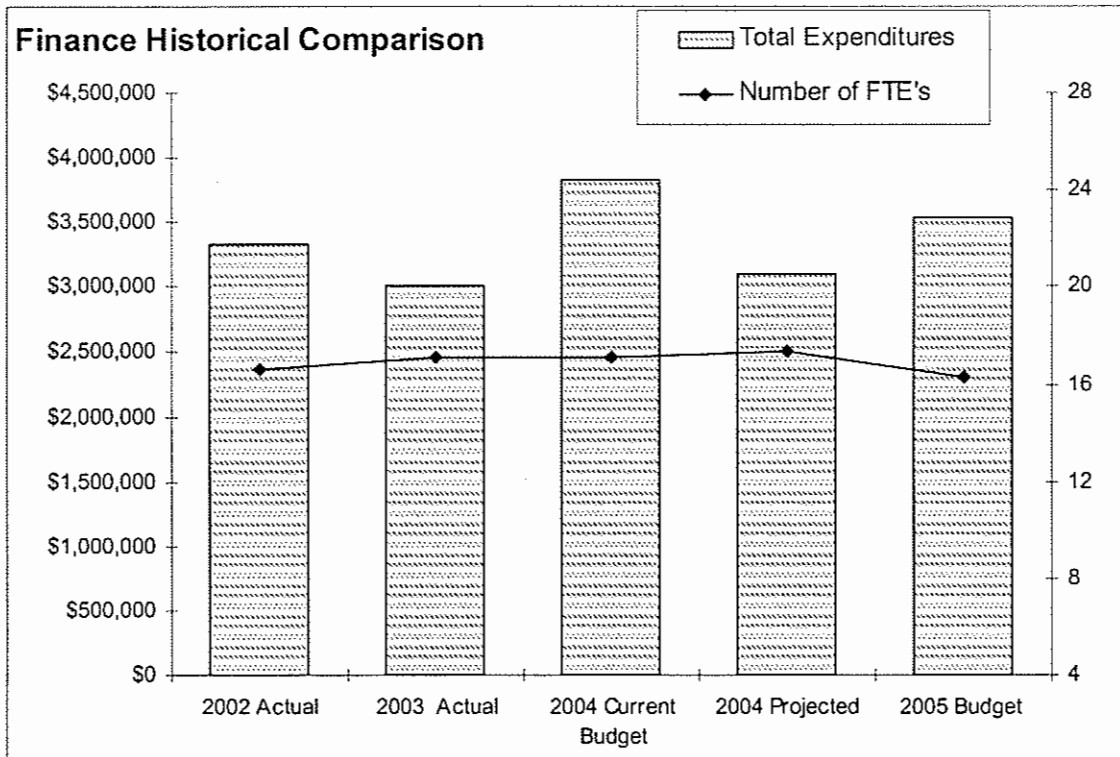


# Finance 2005 Budget

2005 Finance as a Share of the General Fund



Finance Historical Comparison





## Finance 2005 Budget

### **2004 Key Department Accomplishments in Support of the City's Critical Success Factors:**

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

- Worked with the City Manager's Office and the City council to develop a 2005-2007 financial plan to address anticipated budget gaps.
- Facilitated the development of the 2005-2010 Capital Improvement Program that was adopted by the City Council in July.
- Implemented the economic monitoring indicators as recommended by the International City Managers Association.
- Worked with departments to complete operational and capital grant applications and received a #4 ranking with the Interagency Recreation Committee for the Interurban Trail
- Exceeded investment policy benchmark for investment returns

#### **Quality Services and Facilities**

- Developed a database to store on-going performance measurement data and integrated the City's strategic plan with department programs and performance measures.
- Completed first internal customer service survey with 98% of our customers providing us with an overall quality of service as good or excellent.
- Completed the City Clerk portal and expanding this technology throughout the City.
- Provided leadership with the Public Works department to enhance the use of the Hansen software for tracking data related to work orders and infrastructure inventories.
- Enhanced security of the City's network.
- Provided leadership in the implementation of software upgrades for the City's operational software systems.

#### **Professional and Committed Workforce**

- Had four employees within the department nominated for employee of the year and one employee as a finalist for this honor.
- Involved entire department in communication training using the model that has been adopted by the City.
- Continued to provide training opportunities and development of department work plans in response to the 2003 organizational climate survey.
- Implemented requirements of GASB 34 with the completion of the 2003 financial statements



## Finance 2005 Budget

### Innovative Leadership and Strategic Planning

- Received the Government Finance Officers Association Budget Award with several rating areas receiving "outstanding" ratings
- Facilitated public outreach efforts to receive community feedback on City service priorities

### **2005 Key Department Objectives in Support of the City's Critical Success Factors:**

#### Economic Vitality and Financial Stability

- Develop a Capital Improvement Plan for 2006-2011 that meets the City's infrastructure needs within the City's financial capacity.
- Continue to support the Aurora Corridor, Interurban Trail, and other capital projects through grant writing.
- Evaluate and implement a business license program to be effective by January 1, 2006.

#### Quality Services and Facilities

- Continue the implementation of the Performance Measurement Program
- Implement an electronic procurement card data download process directly in the City's accounts payable software
- Advise and consult with City departments for best use of existing technology
- Complete analysis of long-term records and document management needs for the City.
- Maintain 90% customer satisfaction rate

#### Professional and Committed Workforce

- Continue implementation of the employee development plans and integrate the Finance strategic plan with employee development plans

#### Innovative Leadership and Strategic Planning

- Continue monitoring the City's long-range financial plan and implement the City Manager's recommended expenditure reduction and revenue enhancement program for 2005-2007





## Finance 2005 Budget

### Healthy, Vibrant Neighborhoods

- Continue to seek grants in support of enhancing our program for safe and friendly streets

### Effective Community Relations & Communications

- Enhance the ability of residents and local businesses to participate in the City's prioritization and budget processes. Increase the Community's understanding of financial practices and financial condition.

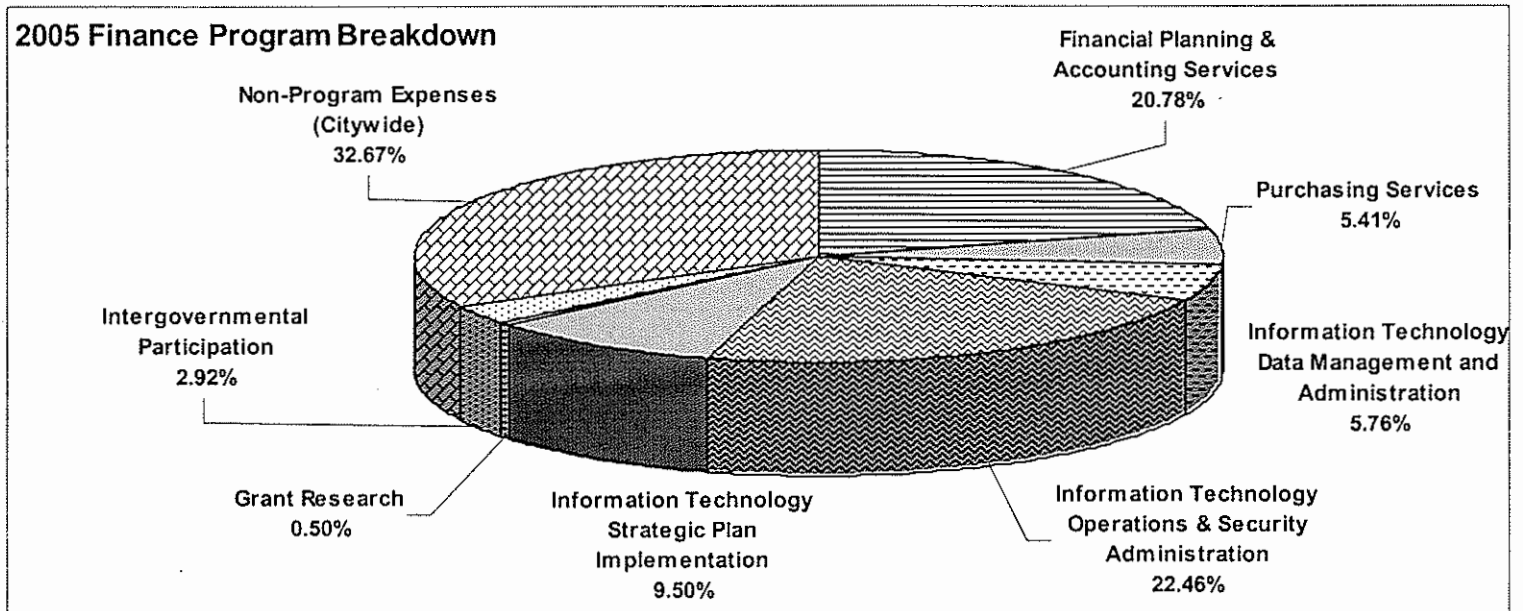


# Finance 2005 Budget

## Finance 2002 - 2005 Budget Comparison By Programs

Object Category Name	2004 Current					2004 Current Budget versus 2005 Budget	Percentage Change
	2002 Actual	2003 Actual	Budget	2004 Projected	2005 Budget		
Financial Planning & Accounting Services	\$667,468	\$710,140	\$685,709	\$678,071	\$711,004	\$25,295	3.69%
Purchasing Services	\$155,558	\$167,825	\$184,768	\$178,238	\$185,215	\$447	0.24%
Information Technology Data Management and Administration	\$203,430	\$210,453	\$194,625	\$192,077	\$197,185	\$2,560	1.32%
Information Technology Operations & Security Administration	\$723,142	\$793,504	\$748,655	\$754,508	\$768,289	\$19,634	2.62%
Information Technology Strategic Plan Implementation	\$780,060	\$571,665	\$628,949	\$610,425	\$324,886	-\$304,063	-48.34%
Grant Research	\$21,961	\$23,295	\$15,908	\$15,905	\$16,942	\$1,034	6.50%
Intergovernmental Participation	\$91,498	\$89,320	\$93,500	\$94,581	\$99,991	\$6,491	6.94%
Non-Program Expenses (Citywide)	\$692,609	\$438,335	\$1,284,746	\$573,764	\$1,117,769	-\$166,977	-13.00%
<b>Total Expenditures</b>	<b>\$3,335,725</b>	<b>\$3,004,537</b>	<b>\$3,836,859</b>	<b>\$3,097,570</b>	<b>\$3,421,281</b>	<b>-\$415,578</b>	<b>-10.83%</b>
<b>Revenue</b>							
Financial Planning & Accounting Services	\$900	\$1,800	\$1,800	\$1,800	\$1,800	\$0	0.00%
Purchasing Services	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Information Technology Data Management and Administration	\$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)	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Finance Revenue</b>	<b>\$900</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$0</b>	<b>0.00%</b>
<b>General Fund Subsidy</b>	<b>\$3,334,825</b>	<b>\$3,002,737</b>	<b>\$3,835,059</b>	<b>\$3,095,770</b>	<b>\$3,419,481</b>	<b>-\$415,578</b>	<b>-10.84%</b>
<b>Total Resources</b>	<b>\$3,335,725</b>	<b>\$3,004,537</b>	<b>\$3,836,859</b>	<b>\$3,097,570</b>	<b>\$3,421,281</b>	<b>-\$415,578</b>	<b>-10.83%</b>

### 2005 Finance Program Breakdown





# Finance 2005 Budget

## Finance 2002 - 2005 Operating Budget Comparison By Object

Object Category Name	2002 Actual	2003 Actual	2004 Current		2005 Budget	2004 Current Budget versus 2005 Budget	Percentage Change
			Budget	2004 Projected			
Salary	\$1,056,856	\$1,080,243	\$1,114,514	\$1,047,831	\$1,083,662	-\$30,852	-2.77%
Benefits	\$233,333	\$266,442	\$258,339	\$241,159	\$273,791	\$15,452	5.98%
Supplies	\$314,102	\$192,910	\$255,268	\$222,364	\$106,240	-\$149,028	-58.38%
Other Services & Charges	\$1,221,050	\$1,239,904	\$1,256,431	\$1,323,783	\$1,237,777	-\$18,654	-1.48%
Intergovernmental Services	\$148,353	\$109,430	\$284,897	\$155,424	\$147,279	-\$137,618	-48.30%
Capital Outlays	\$295,931	\$48,564	\$16,517	\$39,026	\$0	-\$16,517	0.00%
Interfund Payments for Service and Contingencies	\$66,100	\$67,044	\$650,893	\$67,983	\$572,532	-\$78,361	-12.04%
<b>Total Expenditures</b>	<b>\$3,335,725</b>	<b>\$3,004,537</b>	<b>\$3,836,859</b>	<b>\$3,097,570</b>	<b>\$3,421,281</b>	<b>-\$415,578</b>	<b>-10.83%</b>
<b>Revenue</b>							
Licenses and Permits	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Intergovernmental Revenues	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Charges for Goods and Services	\$900	\$1,800	\$1,800	\$1,800	\$1,800	\$0	0.00%
Miscellaneous Revenues	\$105	\$49	\$0	\$0	\$0	\$0	0.00%
<b>Total Finance Revenue</b>	<b>\$1,005</b>	<b>\$1,849</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$0</b>	<b>0.00%</b>
<b>General Fund Subsidy</b>	<b>\$3,334,720</b>	<b>\$3,002,688</b>	<b>\$3,835,059</b>	<b>\$3,095,770</b>	<b>\$3,419,481</b>	<b>-\$415,578</b>	<b>-10.84%</b>
<b>Total Resources</b>	<b>\$3,335,725</b>	<b>\$3,004,537</b>	<b>\$3,836,859</b>	<b>\$3,097,570</b>	<b>\$3,421,281</b>	<b>-\$415,578</b>	<b>-10.83%</b>
<b>Department Statistics</b>							
% of General Fund	13.8%	11.8%	14.9%	12.3%	11.3%	(3.56%)	-24.0%
Number of FTEs	17.13	17.13	17.33	17.33	16.32	-1.01	(5.8%)

The Finance Department is also responsible for two other City funds: the Equipment Replacement Fund and the Unemployment Fund. The fund breakdown is displayed below.

Expenditures By Fund	2002 Actual	2003 Actual	2004 Current		2005 Budget	2004 Current Budget versus 2005 Budget	Percentage Change
			Budget	2004 Projected			
General Fund	\$3,335,725	\$3,004,537	\$3,836,859	\$3,097,570	\$3,528,098	-\$308,761	(8.05%)
Equipment Replacement Fund	\$154,781	\$123,892	\$180,050	\$180,050	\$189,636	\$9,586	5.32%
Unemployment Fund	\$26,822	\$7,465	\$10,000	\$40,000	\$10,000	\$0	0.00%
<b>Total Fund Expenditures</b>	<b>\$3,517,328</b>	<b>\$3,135,894</b>	<b>\$4,026,909</b>	<b>\$3,317,620</b>	<b>\$3,727,734</b>	<b>-\$299,175</b>	<b>(7.43%)</b>
<b>Revenue By Fund</b>							
General Fund	\$1,005	\$1,850	\$1,800	\$1,800	\$1,800	\$0	0.00%
Equipment Replacement Fund	\$274,839	\$286,912	\$292,105	\$287,405	\$290,879	-\$1,226	(0.42%)
Unemployment Fund	\$10,000	\$10,012	\$10,000	\$20,000	\$11,250	\$1,250	12.50%
<b>Total Fund Revenue</b>	<b>\$285,844</b>	<b>\$298,774</b>	<b>\$303,905</b>	<b>\$309,205</b>	<b>\$303,929</b>	<b>\$24</b>	<b>0.01%</b>

### Budget Changes

- In 2002, the City Council authorized a limited-term (30 month) Project Manager to assist with the implementation of the Technology Strategic Plan. This position has been eliminated as part of the 2005 budget. This is the reason for the reduction in FTE's and reduction in salaries.
- The 2004 Current Budget includes \$258,000 in carry-over expenditures from 2003 for the Information Technology Strategic Plan implementation. This, combined with the elimination of the Project Manager position, is the primary reason why the 2005 budget shows a \$309,000 reduction in this program.
- Budgeted 2005 Contingency expenditures include: \$250,000 for emergency operational contingencies, \$255,000 for insurance deductible contingencies and \$128,506 for possible changes in salaries and wages as a result of market comparisons and anticipated future increases in the State of Washington Public Employee Retirement System contribution.

# 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.

## CRITICAL SUCCESS FACTOR:

Economic Vitality and Financial Stability

<b>Measurement: EFFECTIVENESS</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>
Actual General Fund expenditures for current year.	\$25.355 mil.	\$24.096 mil.	
Actual General Fund revenues for current year.	\$25.502 mil.	\$26.330 mil.	
Actual revenue collections compared to projected revenues.	96.9%	101%	
Basis points in which investment returns exceed the City's benchmark	4	9	
Percentage of customers rating the Budget Division services as good or excellent		100%	
Percentage of customers rating the Finance Department services as good or excellent		98.7%	
Percentage of customers rating the Financial Operations Division services as good or excellent		97.8%	
Percentage of time month-end close process completed within 10 working days of the end of the month	92%	58%	
Projected General Fund expenditures for current year.		\$25.177 mil.	
<b>Measurement: EFFICIENCY</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>
Financial planning and accounting services as a % of the City's operating budget.	2.7%	2.5%	2.5%
Number of accounts payable checks	4,098	4088	
Number of payroll checks processed	5,133	5731	

# FINANCIAL PLANNING AND ACCOUNTING SERVICES

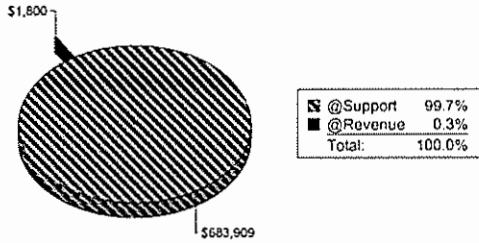
## 2004 Budget

Program Expenditures	\$685,709
Program Revenue	\$1,800
General Support	\$683,909

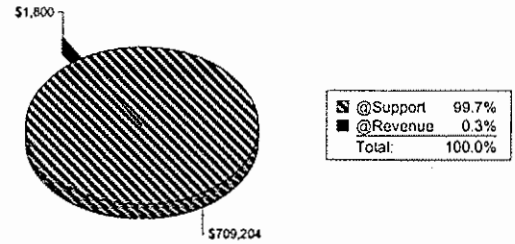
## 2005 Budget

Program Expenditures	\$711,004
Program Revenue	\$1,800
General Support	\$709,204

Program Revenue vs General Support



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

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of awards and solicitations made without protest	100%	100%	
Percentage of customers rating the Purchasing Division services as good or excellent	91%	89%	
Percentage of internal customers rating the Purchasing Division timeliness of services as good or excellent		89%	

Measurement: EFFICIENCY	2003	2004	2005
Dollar Amount of Central Purchasing Office Purchases per Central Purchasing Office FTE		\$4.973 Mill.	
Percentage of purchasing transactions conducted using procurement and credit cards	1.78%	1.18%	

Measurement: WORKLOAD	2003	2004	2005
Number of Purchase Orders Issued	542	417	

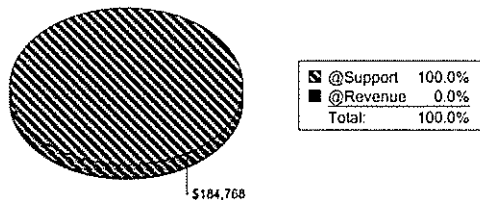
### 2004 Budget

Program Expenditures	\$184,768
Program Revenue	\$0
General Support	\$184,768

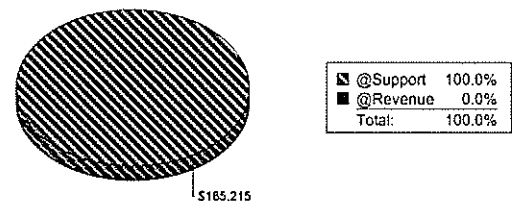
### 2005 Budget

Program Expenditures	\$185,215
Program Revenue	\$0
General Support	\$185,215

Program Revenue vs General Support



Program Revenue vs General Support



# INFORMATION TECHNOLOGY DATA MANAGEMENT AND ADMINISTRATION

## PROGRAM PURPOSE:

IT Data Management and Administration manages enterprise wide data so that it is readily available to City departments to support their decision-making and planning processes.

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: EFFICIENCY	2003	2004	2005
Central information technology operating and maintenance expenditures per workstation.	\$4,463	\$4,061	
Central information technology operating, maintenance, and capital expenditures per workstation	\$7,551	\$6,383	
Ratio of workstations to total Information Technology FTE's	27:1	32:1	

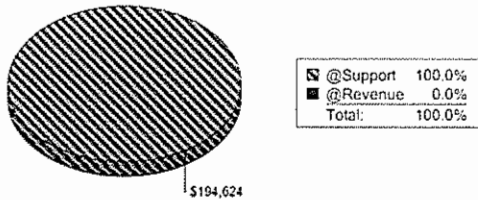
### 2004 Budget

Program Expenditures	\$194,624
Program Revenue	\$0
General Support	\$194,624

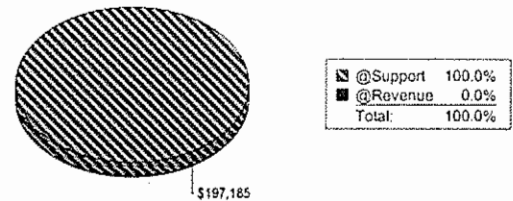
### 2005 Budget

Program Expenditures	\$197,185
Program Revenue	\$0
General Support	\$197,185

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of customers rating the Information Technology Division services as good or excellent	92%	93%	
Percentage of network, desktop, and help desk calls resolved and/or repaired within 24 hours	93%	92%	

Measurement: EFFICIENCY	2003	2004	2005
Total information technology operating and maintenance expenditures as a percentage of the City's total operating budget	3.8%	3.5%	3.4%

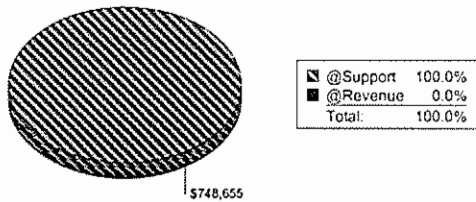
### 2004 Budget

Program Expenditures	<b>\$748,655</b>
Program Revenue	<b>\$0</b>
General Support	<b>\$748,655</b>

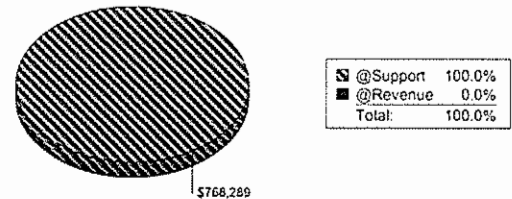
### 2005 Budget

Program Expenditures	<b>\$768,289</b>
Program Revenue	<b>\$0</b>
General Support	<b>\$768,289</b>

Program Revenue vs General Support



Program Revenue vs General Support





# 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.

## CRITICAL SUCCESS FACTOR:

Innovative Leadership and Strategic Planning

Measurement: EFFICIENCY	2003	2004	2005
Information Technology Strategic Plan expenditures as a percentage of the City's total operating budget	1.39%	2.3%	1.14%

Measurement: INPUT	2002	2003	2004
Total capital expenditures for IT activities and equipment		\$586,802	\$441,210

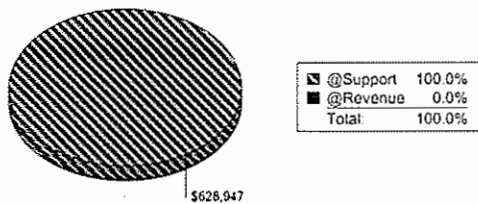
### 2004 Budget

Program Expenditures	\$628,947
Program Revenue	\$0
General Support	\$628,947

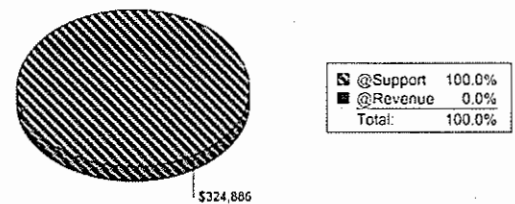
### 2005 Budget

Program Expenditures	\$324,886
Program Revenue	\$0
General Support	\$324,886

Program Revenue vs General Support



Program Revenue vs General Support



# 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

## CRITICAL SUCCESS FACTOR:

Innovative Leadership and Strategic Planning

**Measurement: EFFECTIVENESS**

	2003	2004	2005
Percentage of customers rating the Grant Development services as good or excellent		100%	
Percentage of grant applications successfully awarded	75%	64%	

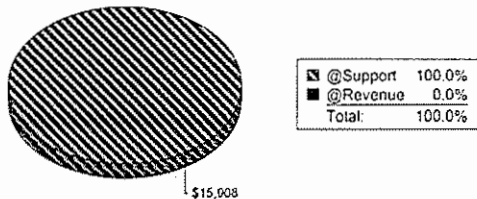
### 2004 Budget

Program Expenditures	\$15,908
Program Revenue	\$0
General Support	\$15,908

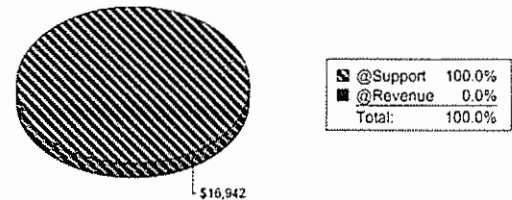
### 2005 Budget

Program Expenditures	\$16,942
Program Revenue	\$0
General Support	\$16,942

Program Revenue vs General Support



Program Revenue vs General Support



# 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.

## CRITICAL SUCCESS FACTOR:

Community Alliances and Partnerships

Measurement: EFFICIENCY	2002	2003	2004	2005
Program expenditures as a percentage of the City's total operating budget	0.38%	0.34%	0.37%	0.36%

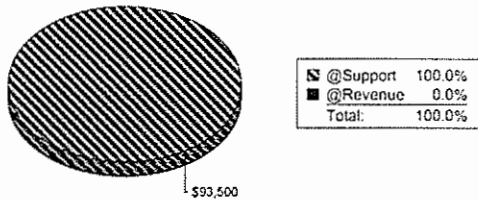
### 2004 Budget

Program Expenditures	<b>\$93,500</b>
Program Revenue	<b>\$0</b>
General Support	<b>\$93,500</b>

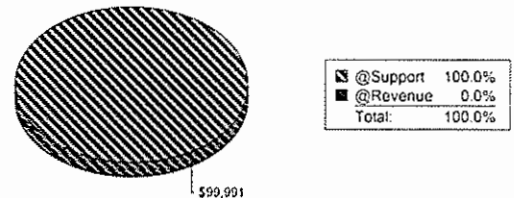
### 2005 Budget

Program Expenditures	<b>\$99,991</b>
Program Revenue	<b>\$0</b>
General Support	<b>\$99,991</b>

Program Revenue vs General Support



Program Revenue vs General Support





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# Human Resources 2005 Budget

## Mission Statement

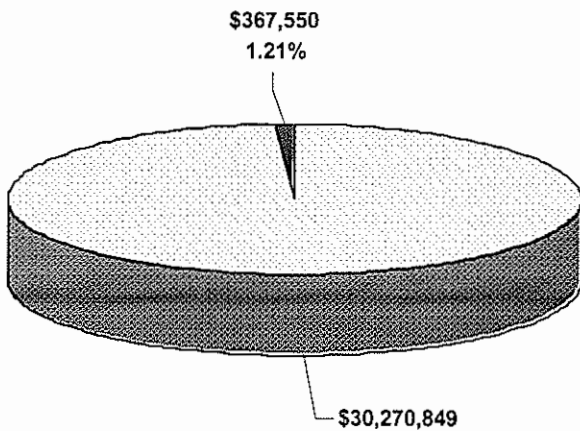
*The mission of Human Resources is to foster and support our organizational values and goals to attract, retain and develop a professional and committed workforce that provides the highest quality and value in customer service*

## Department Programs

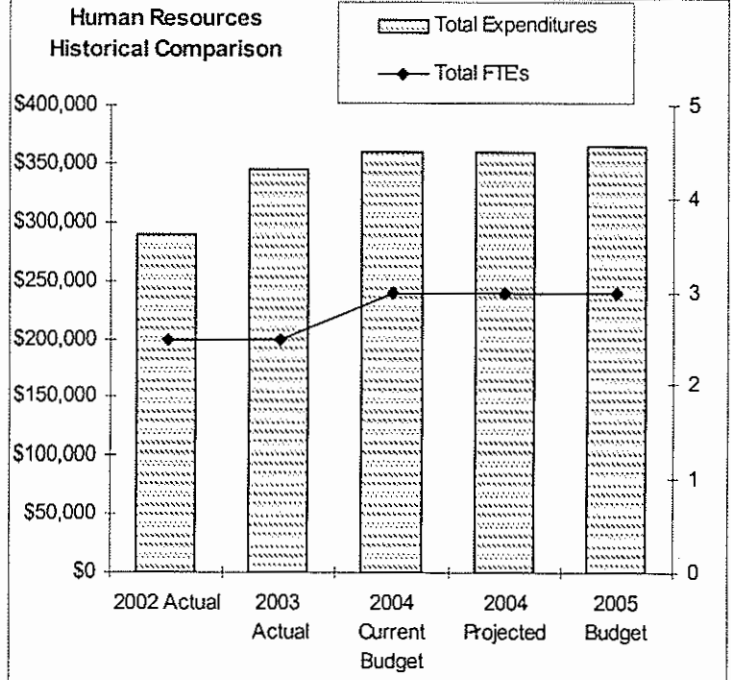
### Employment Recruitment and Compensation Administration

3.0 FTE

2005 Human Resources as a Share of the General Fund



Human Resources  
Historical Comparison





## Human Resources 2005 Budget

### **2004 Key Department Accomplishments in Support of the City's Critical Success Factors:**

#### **Professional and committed workforce**

- Identified and implemented a proven communications training model used by *Fortune Magazine's 100 BEST Companies to work for in America*. All City employees will be trained in order to build a common language, tools and skills for improving communication and work relationships
- Implemented new Values in Practice (VIP) Program which provides peer to peer recognition for delivery of outstanding customer service
- Implemented first annual Excellence Awards: recognizing the Employee of the Year and Team of the Year at the Annual Employee Appreciation Picnic

### **2005 Key Department Objectives in Support of the City's Critical Success Factors:**

#### **Professional and Committed Workforce**

- Conduct the second internal employee satisfaction survey to identify and address areas of improvement
- Develop an action plan to improve human resources services as identified in the internal customer survey
- Implement "360" review process for top level managers and supervisors to allow peers and employees to provide feedback on key areas of job performance during the annual evaluation process



## Human Resources 2005 Budget

Human Resources 2002 - 2005 Budget Comparison By Program							
Program Budget	2002 Actual	2003 Actual	2004 Current Budget	2004 Projected	2005 Budget	2004 Current Budget versus 2005 Budget	Percentage Change
Employment Recruitment and Compensation Administration	\$288,796	\$344,436	\$360,263	\$360,263	\$367,550	\$7,287	2.02%
<b>Total Program Budget</b>	<b>\$288,796</b>	<b>\$344,436</b>	<b>\$360,263</b>	<b>\$360,263</b>	<b>\$367,550</b>	<b>\$7,287</b>	<b>2.02%</b>
Program Revenue							
Other Revenue	\$160	\$40	\$2,225	\$2,500	\$2,225	\$0	0.00%
General Fund Subsidy	\$288,636	\$344,396	\$358,038	\$357,763	\$365,325	\$7,287	2.04%
<b>Total Resources</b>	<b>\$288,796</b>	<b>\$344,436</b>	<b>\$360,263</b>	<b>\$360,263</b>	<b>\$367,550</b>	<b>\$7,287</b>	<b>2.02%</b>
Department Statistics							
Total FTEs	2.50	3.00	3.00	3.00	3.00	0	0.00%

Human Resources 2002 - 2005 Budget Comparison By Object							
Object Category	2002 Actual	2003 Actual	2004 Current Budget	2004 Projected	2005 Budget	2004 Current Budget versus 2005 Budget	Percent Change
Salaries	\$170,686	\$196,448	\$198,037	\$199,720	\$203,561	\$5,524	2.79%
Personnel Benefits	\$34,117	\$45,993	\$45,836	\$45,965	\$49,743	\$3,907	8.52%
Supplies	\$8,941	\$6,003	\$9,150	\$9,460	\$9,150	\$0	0.00%
Other Services & Charges	\$75,042	\$95,972	\$107,240	\$105,118	\$105,096	-\$2,144	-2.00%
Intergovernmental Services	\$10	\$20	\$0	\$0	\$0	\$0	0.00%
Capital Outlays	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Interfund Payments for Service	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$288,796</b>	<b>\$344,436</b>	<b>\$360,263</b>	<b>\$360,263</b>	<b>\$367,550</b>	<b>\$7,287</b>	<b>2.02%</b>
Revenue							
Other Revenue	\$160	\$40	\$2,225	\$2,500	\$2,225	\$0	0.00%
General Fund Subsidy	\$288,636	\$344,396	\$358,038	\$357,763	\$365,325	\$7,287	2.04%
<b>Total Resources</b>	<b>\$288,796</b>	<b>\$344,436</b>	<b>\$360,263</b>	<b>\$360,263</b>	<b>\$367,550</b>	<b>\$7,287</b>	<b>2.02%</b>
Department Statistics							
Total FTEs	2.50	3.00	3.00	3.00	3.00	0	0.00%
% of General Fund	1.20%	1.36%	1.40%	1.43%	1.21%	(0.18%)	-13.01%

# 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.

## CRITICAL SUCCESS FACTOR:

Professional and Committed Workforce

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of customers rating Human Resources services as good or excellent		92%	
Percentage of employees who feel personally responsible to provide quality customer service	96%	96%	
Percentage of employees who have a clear understanding of City mission, goals, and organizational values	90%	90%	
Percentage of employees who rate the City of Shoreline as one of the best organizations to work for compared to other organizations	64%	64%	
Percentage of regular staff who terminated employment during the year	7.9%	7.7%	

Measurement: EFFICIENCY	2003	2004	2005
Benefits as a percentage of Salaries & Benefits	20.5%	20.6%	21.4%
Ratio of human resources FTE's to total FTE's	1:44.4	1:45.8	1:46.6

Measurement: WORKLOAD	2003	2004	2005
Number of position recruitments conducted	23	18	

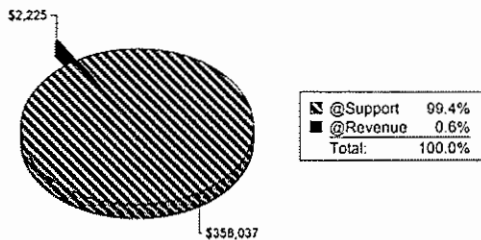
### 2004 Budget

Program Expenditures	\$360,262
Program Revenue	\$2,225
General Support	\$358,037

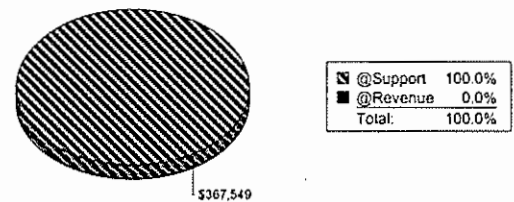
### 2005 Budget

Program Expenditures	\$367,549
Program Revenue	\$0
General Support	\$367,549

Program Revenue vs General Support



Program Revenue vs General Support





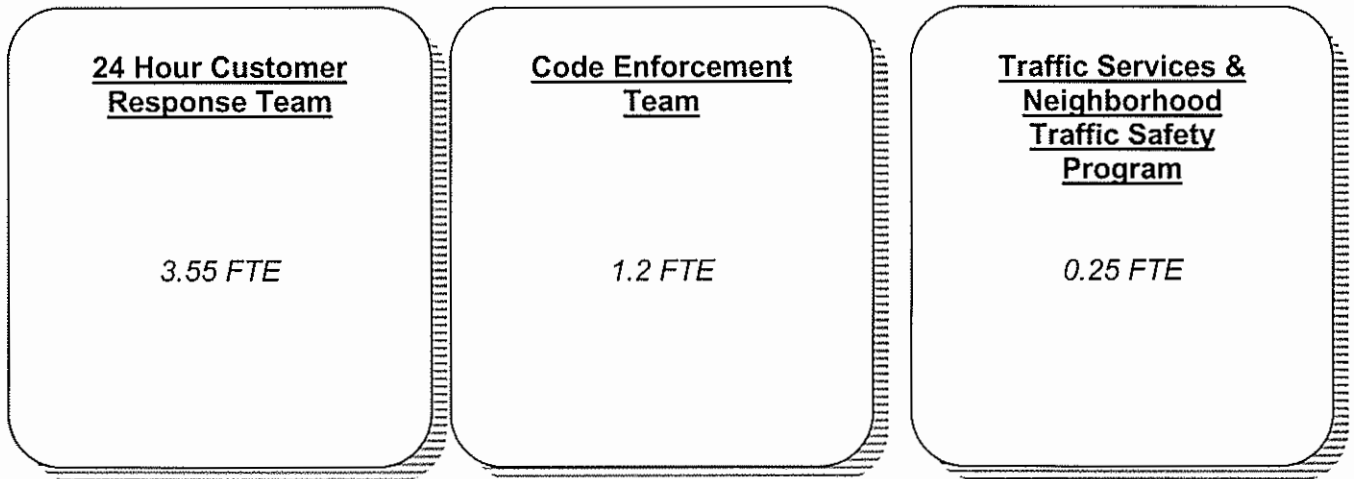


# Customer Response Team 2005 Budget

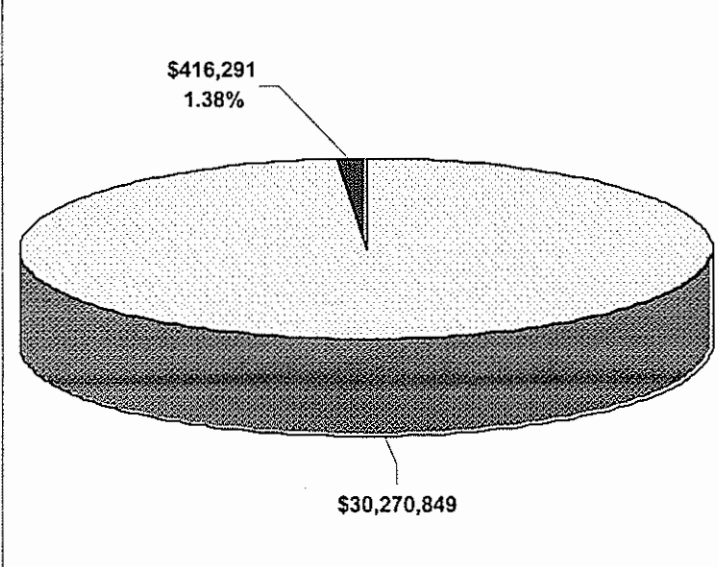
## Mission Statement

*"The mission of the Customer Response Team is to respond to internal and external inquiries, concerns, suggestions and complaints and provide reliable resolution and follow up to guarantee customer satisfaction."*

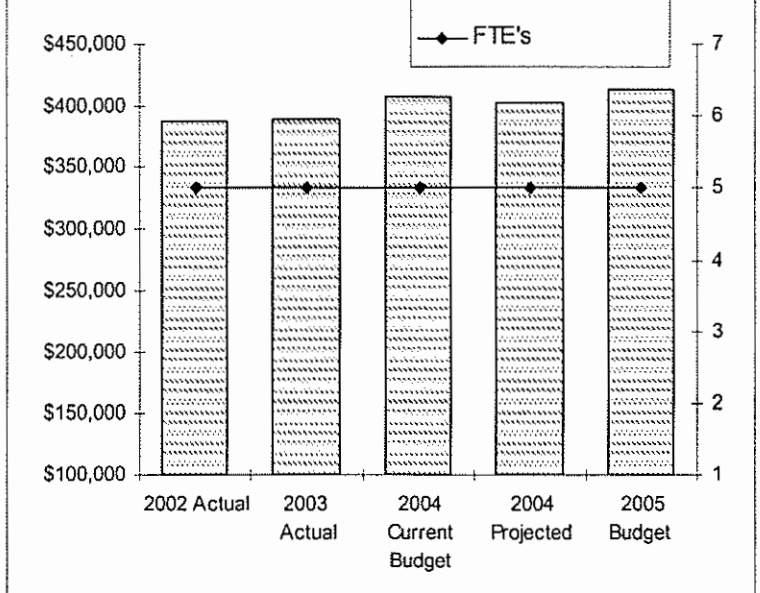
## Department Programs



2005 Customer Response Team as a Share of the General Fund



CRT Historical Comparison





## Customer Response Team 2005 Budget

### **2004 Key Department Accomplishments in Support of the City's Critical Success Factors:**

#### **Healthy, Vibrant Neighborhoods**

- Provided liaisons for neighborhood activities, including representation at meetings, and assistance in responding to community issues as well as on-going support and assistance to: the recycling program, the North City annual holiday event, and all neighborhood association mini grants and Celebrate Shoreline

#### **Quality Services and Facilities**

- Collected and analyzed customer request data to identify small drainage construction projects, improvements to pedestrian pathways, overlay areas, ADA improvements, upgrades, and the need for additional preventative maintenance programs in support of Public Works.
- Prepared and presented annual report to the City Council and City Manager in order to provide a summary of workload outcomes and results.
- Responded to approximately 5,000 customer requests and answered over 20,000 telephone calls.
- Provided on-going inter-departmental participation and assistance to the Code Enforcement Program, Neighborhood Traffic Safety Program, Customer Service Program, emergency operations and emergency response to the Police and Fire Departments, and for special projects as requested by departments.
- Developed standard operating procedures manual for CRT products and services.

#### **Innovative Leadership and Strategic Planning**

- Developed a three-year Strategic Plan focused on aligning CRT's work plan with the Citywide and departmental strategic plans; increasing customer awareness of CRT's key services; exchanging and sharing information and data with other City departments; and identify special projects for CRT to support other City teams.



## Customer Response Team 2005 Budget

### 2005 Key Department Objectives in Support of the City's Critical Success Factors:

#### Quality Services and Facilities

- Enhancing customer satisfaction by creating a customer-focused environment that remains open to feedback (including complaints), resolving any requests received, and enhancing the organization's ability to improve its customer service
- Recognizing and addressing the needs and expectations of complainants
- Providing complainants with an open, effective and easy-to-use complaints process
- Analyzing and evaluating complaints in order to improve customer service
- Auditing of the complaints-handling process for effectiveness and efficiency

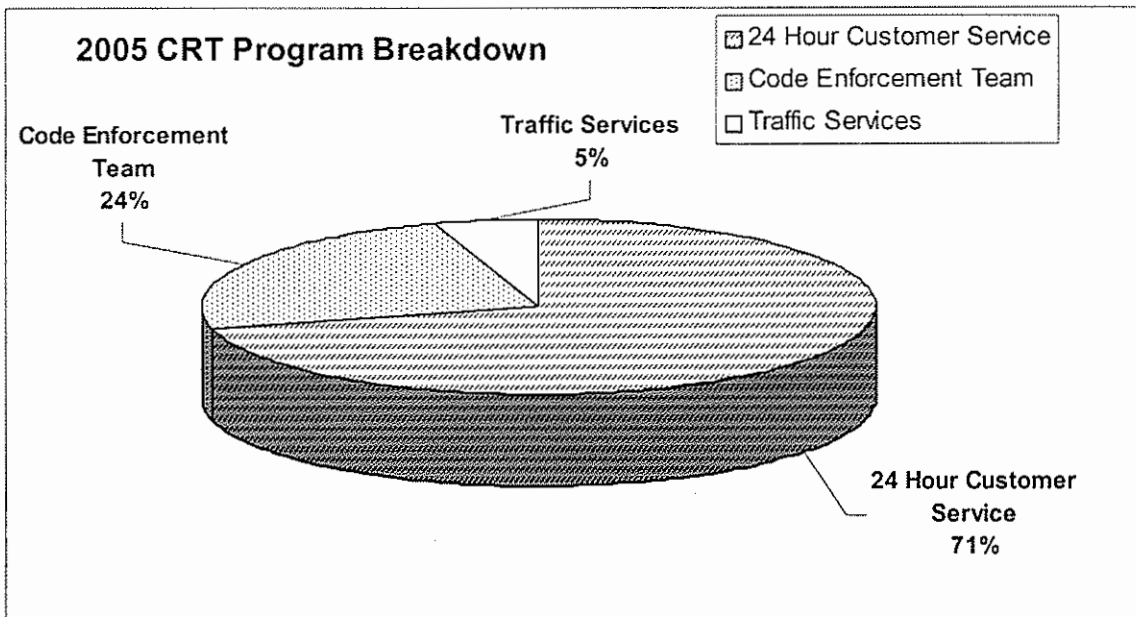


## Customer Response Team 2005 Budget

Customer Response Team 2002 - 2005 Budget Comparison By Program							
Program Expenditures	2002 Actual	2003 Actual	2004 Current Budget	2004 Projected	2005 Budget	2004 Current Budget versus 2005 Budget	Percentage Change
24 Hour Customer Service	\$275,001	\$276,527	\$289,013	\$286,360	\$295,566	\$6,553	2.27%
Code Enforcement Team*	\$92,958	\$93,474	\$97,695	\$96,798	\$99,909	\$2,214	2.27%
Traffic Services & NTSP**	\$19,366	\$19,474	\$20,353	\$20,166	\$20,816	\$463	2.27%
<b>Total Expenditures</b>	<b>\$387,326</b>	<b>\$389,475</b>	<b>\$407,061</b>	<b>\$403,324</b>	<b>\$416,291</b>	<b>\$9,230</b>	<b>2.27%</b>
Program Revenue							
Other Revenue	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
General Fund Subsidy	\$387,326	\$389,475	\$407,061	\$403,324	\$416,291	\$9,230	2.27%
<b>Total Resources</b>	<b>\$387,326</b>	<b>\$389,475</b>	<b>\$407,061</b>	<b>\$403,324</b>	<b>\$416,291</b>	<b>\$9,230</b>	<b>2.27%</b>
Department Statistics							
FTEs	5	5	5	5	5	0	0.00%

\* Total program costs for Code Enforcement are \$242,050 for 2005. The remaining \$142,141 is in the Planning and Development Services department.

\*\* Total program costs for Traffic Service & NTSP are \$458,931 for 2005. The remaining balance is budgeted in the Police department (\$49,993) and the Public Works department (\$388,122).





## Customer Response Team 2005 Budget

<b>Customer Response Team 2002 - 2005 Budget Comparison By Object</b>							
Object Category	2002 Actual	2003 Actual	2004 Current Budget	2004 Projected	2005 Budget	2004 Current Budget versus 2005 Budget	Percentage Change
Salaries	\$285,187	\$284,432	\$297,727	\$294,968	\$301,783	\$4,056	1.36%
Benefits	\$67,265	\$81,081	\$76,464	\$77,523	\$82,695	\$6,231	8.15%
Supplies	\$6,614	\$2,563	\$6,558	\$6,821	\$6,558	\$0	0.00%
Other Services & Charges	\$11,270	\$8,047	\$11,400	\$9,100	\$11,400	\$0	0.00%
Intergovernmental Services	\$0	\$48	\$0	\$0	\$0	\$0	0.00%
Capital Outlays	\$1,521	\$0	\$0	\$0	\$0	\$0	#DIV/0!
Interfund Payments for Service	\$15,469	\$13,304	\$14,912	\$14,912	\$13,855	-\$1,057	-7.09%
Total Expenditures	\$387,326	\$389,475	\$407,061	\$403,324	\$416,291	\$9,230	2.27%
<b>Revenue</b>							
Other Revenue	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
General Fund Subsidy	\$387,326	\$389,475	\$407,061	\$403,324	\$416,291	\$9,230	2.27%
Total Resources	\$387,326	\$389,475	\$407,061	\$403,324	\$416,291	\$9,230	2.27%
<b>Department Statistics</b>							
FTEs	5	5	5	5	5	0	0.00%
% of General Fund	1.61%	1.54%	1.58%	1.60%	1.38%	(0.20%)	-12.80%

## 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.

### CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: EFFECTIVENESS	2002	2003	2004	2005
Percentage of customers giving CRT services a good or excellent rating		98%	94%	
Percentage of requests inspected within 5 days.		98%	97%	

Measurement: EFFICIENCY	2002	2003	2004	2005
Percentage of customer requests responded to within 24 hours	94%	100%	97%	

Measurement: WORKLOAD	2002	2003	2004	2005
Number of customer requests for service	2,555	2,982		

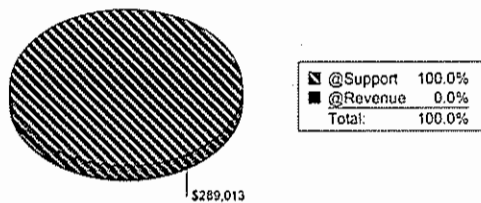
### 2004 Budget

Program Expenditures	\$289,013
Program Revenue	\$0
General Support	\$289,013

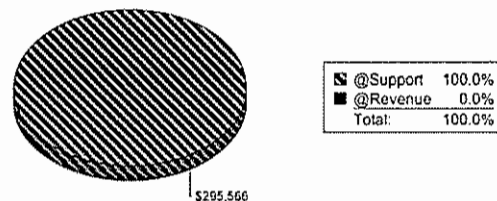
### 2005 Budget

Program Expenditures	\$295,566
Program Revenue	\$0
General Support	\$295,566

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: EFFECTIVENESS	2002	2003	2004	2005
Percentage of all code enforcement actions resolved by voluntary compliance	82.1%	84.4%	92.7%	
Percentage of cases closed annually		43%	50%	
Percentage of citizens who were very satisfied or satisfied with enforcing removal of abandoned autos			36%	
Percentage of citizens who were very satisfied or satisfied with enforcing sign regulations			43%	
Percentage of citizens who were very satisfied or satisfied with enforcing the clean up of litter and debris on private property			33%	
Percentage of citizens who were very satisfied or satisfied with enforcing the mowing and cutting of weeds			34%	

Measurement: OUTPUT	2002	2003	2004	2005
Total Number of Code Enforcement cases resolved	317	507	438	

Measurement: WORKLOAD	2002	2003	2004	2005
Number of Code Enforcement requests for action	386	579	472	

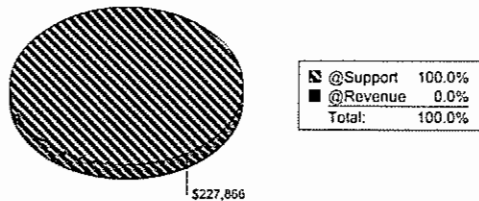
### 2004 Budget

Program Expenditures	<b>\$227,866</b>
Program Revenue	<b>\$0</b>
General Support	<b>\$227,866</b>

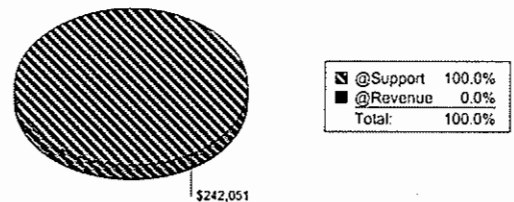
### 2005 Budget

Program Expenditures	<b>\$242,051</b>
Program Revenue	<b>\$0</b>
General Support	<b>\$242,051</b>

Program Revenue vs General Support



Program Revenue vs General Support



# TRAFFIC SERVICES & NEIGHBORHOOD TRAFFIC SAFETY

## 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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of citizens surveyed who are very satisfied or somewhat satisfied with the flow of traffic and congestion.		41%	
Percentage of citizens who are very satisfied or somewhat satisfied with the flow of traffic and congestion.		41	
Percentage of services requests completed	92%		

Measurement: INPUT	2003	2004	2005
Number of targeted law enforcement hours in a NTSP residential area.		946	

Measurement: OUTPUT	2003	2004	2005
Number of traffic counts completed each year	182	382	
Number of work orders issued	157	350	

Measurement: WORKLOAD	2003	2004	2005
Number of active residential areas involved in the NTSP Program	42	45	
Number of residential area traffic projects completed per year	2	7	
Number of service requests received	75		



# TRAFFIC SERVICES & NEIGHBORHOOD TRAFFIC SAFETY

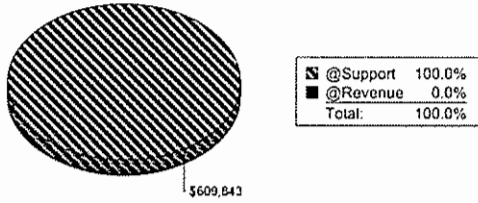
## 2004 Budget

Program Expenditures	\$609,843
Program Revenue	\$0
General Support	\$609,843

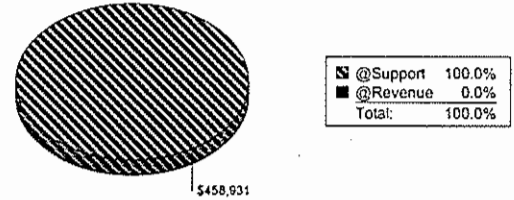
## 2005 Budget

Program Expenditures	\$458,931
Program Revenue	\$0
General Support	\$458,931

Program Revenue vs General Support



Program Revenue vs General Support





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# Police 2005 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."*

## **Department Programs**

### **Administration**

1.0 FTE  
5.0 Contract FTE

### **Patrol**

0.0 FTE  
28.0 Contract FTE

### **Investigations Crimes Analysis**

0.0 FTE  
3.92 Contract FTE

### **Street Crimes Investigations**

0.0 FTE  
3.08 Contract FTE

### **Traffic Enforcement**

0.0 FTE  
4.0 Contract FTE

### **Special Support Services**

0.0 FTE  
(contracted service)  
Indirect Equivalent to  
10.28 FTE

### **School Resource Officer Program**

0.0 FTE  
1.0 Contract FTE

### **Community Storefronts**

0.0 FTE  
2.0 Contract FTE

### **Emergency Management Planning**

1.0 FTE

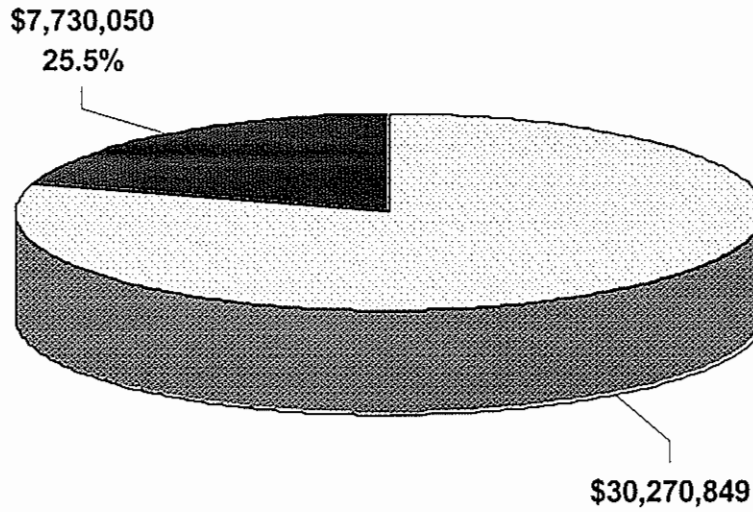
### **Neighborhood Traffic Safety Program**

0.0 FTE

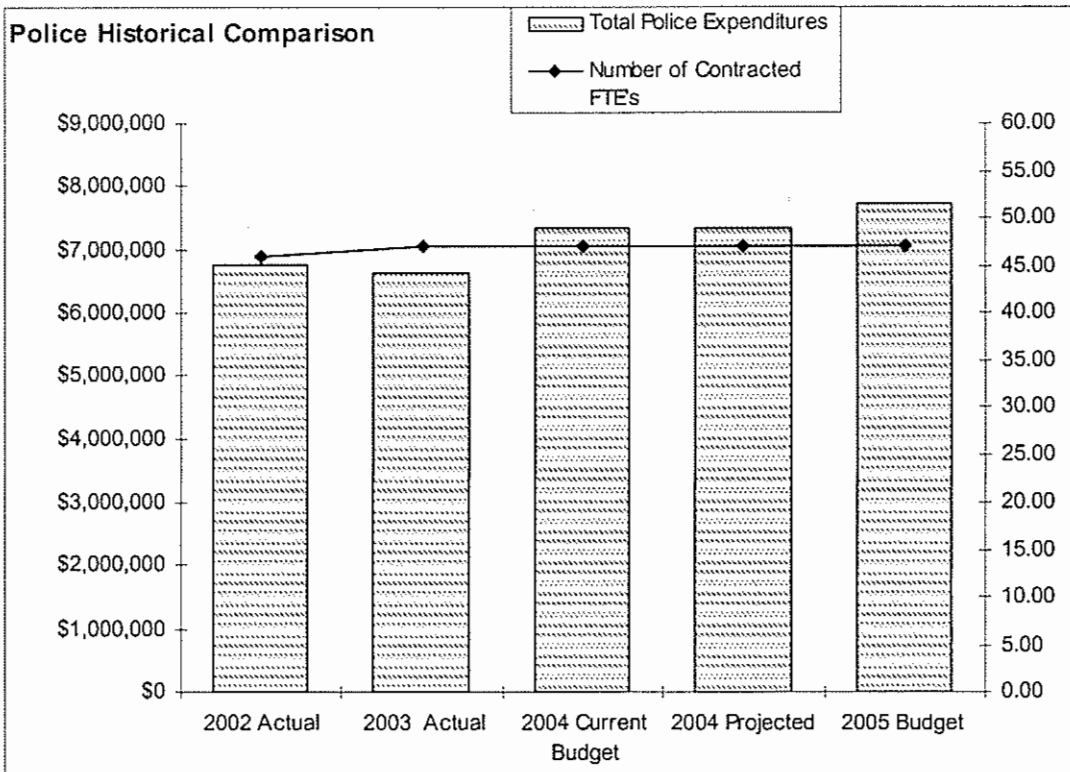


# Police 2005 Budget

2005 Police Services General Fund Portion as a Share of the General Fund



Police Historical Comparison





## **Police 2005 Budget**

### **2004 Key Department Accomplishments in Support of the City's Critical Success Factors:**

#### **Healthy, Vibrant Neighborhoods**

- Worked with the City's Traffic Engineer, Neighborhood Traffic Safety Program (NTSP) and TAC to respond to traffic complaints.

#### **Innovative Leadership and Strategic Planning**

- Developed a comprehensive emergency management plan to effectively respond to man-made or natural emergencies. We are one of the few communities in the area to take this critical step at recognizing that emergency preparedness is an important precursor to protecting our residents.

### **2005 Key Department Objectives in Support of the City's Critical Success Factors**

#### **Healthy, Vibrant Neighborhoods**

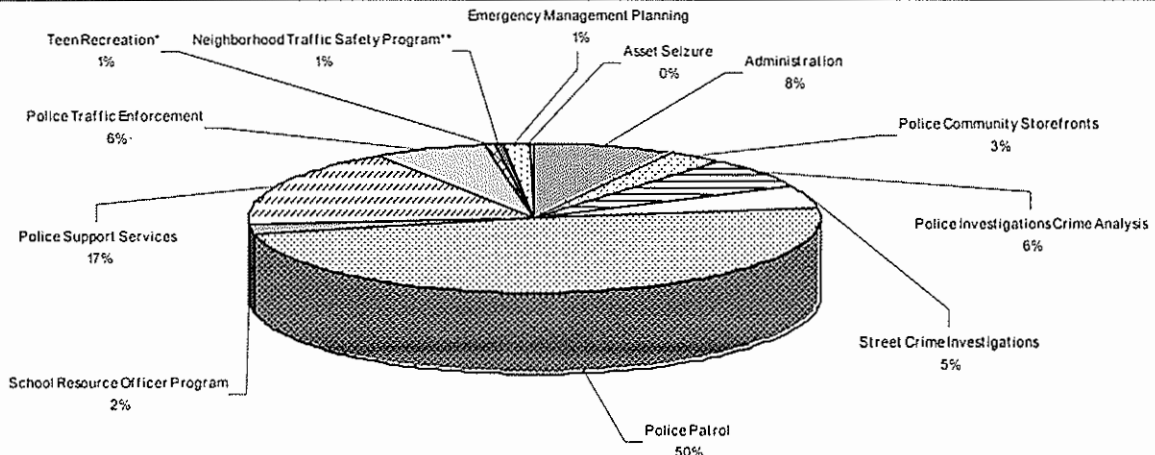
- Identify high accident intersections and in coordination with Public Works through the NTSP, work to reduce the number of accidents
- Through the use of GIS hotmaps, work to identify and respond in a more timely manner to developing crime trends in order to reduce crime and the fear of crime, which is the key objective.
- Develop and enhance the police response to the City Emergency Operations Plan through drill and preparation of the City's primary (Fire Station) and the secondary (Police Station) Emergency Operations Center's, (EOCs) in order to be better able to respond and mitigate emergencies.
- In cooperation with the school district, develop annual Active Shooter and Patrol (ASAP) training/ re-certification in order to better able us to respond to school shooting emergencies with minimal loss of life.



# Police 2005 Budget

## Police 2002 - 2005 Budget Comparison By Program

Program Budget	2002 Actual	2003 Actual	2004 Current Budget	2004 Projected	2005 Budget	2004 Current Budget versus 2005 Budget	Percent Change
Administration	\$565,380	\$574,772	\$589,709	\$592,964	\$620,997	\$31,288	5.31%
Police Community Storefronts	\$225,577	\$227,717	\$239,035	\$239,035	\$250,700	\$11,665	4.88%
Police Investigations Crime Analysis	\$515,195	\$467,164	\$483,114	\$485,175	\$500,604	\$17,490	3.62%
Street Crime Investigations	\$404,796	\$367,058	\$379,589	\$381,209	\$393,332	\$13,743	3.62%
Police Patrol	\$3,214,228	\$3,162,820	\$3,612,418	\$3,564,416	\$3,786,606	\$174,189	4.82%
School Resource Officer Program	\$153,360	\$144,692	\$164,749	\$163,248	\$175,583	\$10,834	6.58%
Police Support Services	\$1,254,347	\$1,089,783	\$1,182,849	\$1,182,849	\$1,309,464	\$126,615	10.70%
Police Traffic Enforcement	\$344,318	\$473,865	\$487,794	\$490,018	\$502,967	\$15,173	3.11%
Teen Recreation*	\$40,463	\$35,154	\$39,769	\$39,769	\$43,853	\$4,084	10.27%
Neighborhood Traffic Safety Program**	\$43,387	\$41,501	\$49,976	\$49,961	\$49,993	\$17	0.03%
Emergency Management Planning	\$0	\$49,881	\$169,018	\$161,518	\$95,951	-\$73,067	-43.23%
Asset Seizure	\$14,572	\$15,872	\$23,000	\$23,653	\$23,000	\$0	0.00%
<b>Total Program Budget</b>	<b>\$6,775,622</b>	<b>\$6,650,279</b>	<b>\$7,421,020</b>	<b>\$7,373,815</b>	<b>\$7,753,050</b>	<b>\$332,014</b>	<b>4.47%</b>
<b>Program Revenue</b>							
Administration	\$7,358	\$6,819	\$2,549	\$0	\$0	-\$2,549	-100.00%
Police Community Storefronts	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Police Investigations Crime Analysis	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Street Crime Investigations	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Public Safety Patrol	\$1,104,677	\$1,170,319	\$1,076,228	\$1,075,697	\$1,129,338	\$53,110	4.93%
School Resource Officer Program	\$99,458	\$75,116	\$105,328	\$106,087	\$89,432	-\$15,896	-15.09%
Police Support Services	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Police Traffic Enforcement	\$188,864	\$193,279	\$105,160	\$111,490	\$105,160	\$0	0.00%
Teen Recreation*	\$9,897	\$10,314	\$12,970	\$11,513	\$10,010	-\$2,960	-22.82%
Neighborhood Traffic Safety Program**	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Emergency Management Planning	\$0	\$0	\$113,591	\$123,781	\$0	-\$113,591	-100.00%
Asset Seizure	\$12,189	\$5,392	\$23,000	\$23,175	\$23,500	\$500	2.17%
<b>Total Program Revenue</b>	<b>\$1,422,443</b>	<b>\$1,461,239</b>	<b>\$1,438,826</b>	<b>\$1,451,743</b>	<b>\$1,357,440</b>	<b>-\$81,386</b>	<b>-5.66%</b>
General Fund Subsidy	\$5,353,179	\$5,189,040	\$5,982,194	\$5,922,072	\$6,395,610	\$413,400	6.91%
<b>Total Resources</b>	<b>\$6,775,622</b>	<b>\$6,650,279</b>	<b>\$7,421,020</b>	<b>\$7,373,815</b>	<b>\$7,753,050</b>	<b>\$332,014</b>	<b>4.47%</b>



\*The Total cost of the Teen Recreation program is \$393,985 for 2005. The remaining \$355,132 can be found in Parks, Recreation and Cultural Services. This is for Police Overtime to participate in the evening recreational programs.

\*\* The Neighborhood Traffic Safety Program has components budgeted in CRT (\$20,815) and Public Works (\$161,000).



# Police 2005 Budget

## Police 2002 - 2005 Operating Budget Comparison By Object

Object Category	2002 Actual	2003 Actual	2004 Current Budget	2004 Projected	2005 Budget	2004 Current Budget versus 2005 Budget	Percentage Change
Salary	\$39,423	\$43,491	\$95,759	\$73,735	\$100,582	\$4,823	5.0%
Benefits	\$11,651	\$13,997	\$12,880	\$22,171	\$29,226	\$16,346	126.91%
Supplies	\$34,350	\$97,331	\$86,815	\$89,132	\$40,500	-\$46,315	-53.35%
Services	\$29,482	\$59,579	\$87,818	\$61,029	\$50,855	-\$36,963	-42.09%
Intergovernmental Services	\$6,653,022	\$6,427,301	\$7,128,023	\$7,118,023	\$7,522,158	\$394,135	5.5%
Capital	\$6,694	\$0	\$0	\$0	\$0	\$0	0.00%
Interfund Payments for Service	\$1,000	\$8,580	\$9,725	\$9,725	\$9,729	\$4	0.0%
<b>Total Police Expenditures</b>	<b>\$6,775,622</b>	<b>\$6,650,279</b>	<b>\$7,421,020</b>	<b>\$7,373,815</b>	<b>\$7,753,050</b>	<b>\$332,030</b>	<b>4.5%</b>
<b>Revenue Source</b>							
Taxes	\$1,019,421	\$1,013,806	\$1,000,000	\$1,000,000	\$1,040,000	\$40,000	0.0%
Intergovernmental Revenues	\$210,954	\$268,898	\$319,826	\$325,386	\$187,940	-\$131,886	(41.2%)
Miscellaneous Revenues	\$192,068	\$178,535	\$119,000	\$126,357	\$129,500	\$106,000	\$0
<b>Total Revenue</b>	<b>\$1,422,443</b>	<b>\$1,461,239</b>	<b>\$1,438,826</b>	<b>\$1,451,743</b>	<b>\$1,357,440</b>	<b>-\$81,386</b>	<b>(5.7%)</b>
General Fund Subsidy	\$5,353,179	\$5,189,040	\$5,982,194	\$5,922,072	\$6,395,610	\$413,416	6.9%
<b>Total Police Resources</b>	<b>\$6,775,622</b>	<b>\$6,650,279</b>	<b>\$7,421,020</b>	<b>\$7,373,815</b>	<b>\$7,753,050</b>	<b>\$332,030</b>	<b>4.5%</b>
<b>Department Statistics</b>							
General Fund Portion of Police as a % of Total General Fund	28.05%	26.17%	28.66%	29.18%	25.54%	-3.13%	-10.9%
Number of FTEs	1.00	1.00	2.00	2.00	2.00	0.00	0.0%
Number of Contracted FTEs	47.00	47.00	47.00	47.00	47.00	0.00	0.00%

The Police Department budget includes two City funds, the General Fund and the Asset Seizure Fund. The fund breakdown is displayed below.

Expenditures By Fund	2002 Actual	2003 Actual	2004 Current Budget	2004 Projected	2005 Budget	2004 Current Budget versus 2005 Budget	Percentage Change
General Fund Expenditures	\$6,761,050	\$6,634,407	\$7,398,020	\$7,350,162	\$7,730,050	\$392,834	5.4%
Asset Seizure Fund Expenditures	\$14,572	\$15,872	\$23,000	\$23,653	\$23,000	\$0	0.0%
<b>Total Fund Expenditures</b>	<b>\$6,775,622</b>	<b>\$6,650,279</b>	<b>\$7,421,020</b>	<b>\$7,373,815</b>	<b>\$7,753,050</b>	<b>\$392,834</b>	<b>5.3%</b>
<b>Revenue By Fund</b>							
General Fund Revenue	\$1,410,254	\$1,455,848	\$1,415,826	\$1,428,568	\$1,333,940	-\$81,886	(5.78%)
Asset Seizure Fund Revenues	\$12,189	\$5,391	\$23,000	\$23,175	\$23,500	\$500	2.17%
<b>Total Fund Revenue</b>	<b>\$1,422,443</b>	<b>\$1,461,239</b>	<b>\$1,438,826</b>	<b>\$1,451,743</b>	<b>\$1,357,440</b>	<b>-\$81,386</b>	<b>(5.66%)</b>

### Budget Changes

- The 2005 budget recommends the addition of an Administrative Sergeant and the reduction of a Patrol Officer. The Administrative Sergeant will provide centralized coordination and administration of the special programs that are currently distributed among many of the officers. The Sergeant will also provide additional supervisory support. Centralization of the special programs should result in increased time allocated by officers to respond to calls for service and general patrol. The annual cost for this change is approximately \$14,000, which will be offset by grant revenues for the next 5 years.

# POLICE ADMINISTRATION

## PROGRAM PURPOSE:

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

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of surveyed citizens who indicated that Police were customer service oriented	70%	61%	

Measurement: EFFICIENCY	2003	2004	2005
Police Department operating and maintenance expenditures per capita	\$125.82	\$138.57	
Sworn and Civilian FTEs per 1,000 population	0.9	0.9	

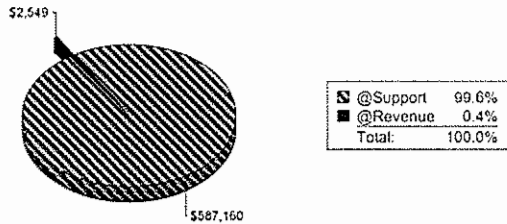
### 2004 Budget

Program Expenditures	<b>\$589,709</b>
Program Revenue	<b>\$2,549</b>
General Support	<b>\$587,160</b>

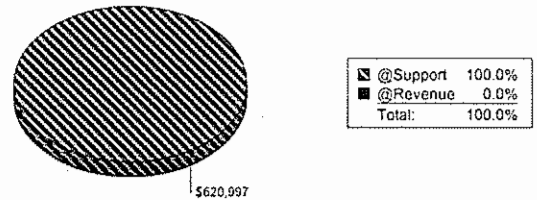
### 2005 Budget

Program Expenditures	<b>\$620,997</b>
Program Revenue	<b>\$0</b>
General Support	<b>\$620,997</b>

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: EFFECTIVENESS	2002	2003	2004	2005
Number of active block watch groups	120	126	125	

Measurement: INPUT	2002	2003	2004	2005
Storefront Volunteer Hours		11,862		

Measurement: WORKLOAD	2002	2003	2004	2005
Court reminder program contacts	2,596	2,829		
Number of crime prevention vacation house checks performed	425			

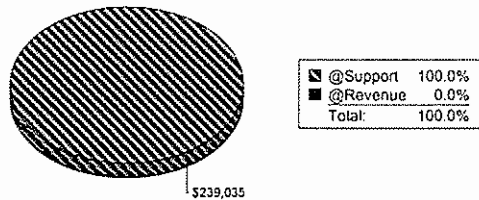
### 2004 Budget

Program Expenditures	\$239,035
Program Revenue	\$0
General Support	\$239,035

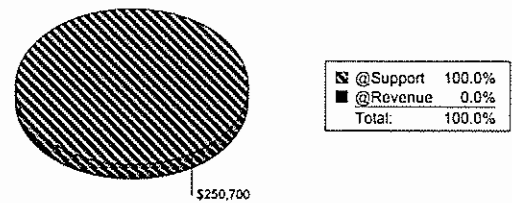
### 2005 Budget

Program Expenditures	\$250,700
Program Revenue	\$0
General Support	\$250,700

Program Revenue vs General Support



Program Revenue vs General Support



# POLICE INVESTIGATIONS CRIME ANALYSIS

## PROGRAM PURPOSE:

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

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

<b>Measurement: EFFECTIVENESS</b>	2002	2003	2004	2005
Juvenile Arrests for Part II Drug Abuse Offenses as a Percentage of Total Arrests for UCR Part II Drug Offenses		29%		
Number of cases closed and cleared by arrest (Part I and Part II Crimes)	1,208	1,128		
Total Arrests for Part I Crimes per 1,000 population		8.59		
Total Arrests for UCR Part II Drug Offenses per 1,000 population		1.8		

<b>Measurement: EFFICIENCY</b>	2002	2003	2004	2005
Number of UCR Part I Crimes Cleared per Sworn FTE		5.78		
Total Arrests for UCR Part I Crimes per Sworn FTE		9.85		

<b>Measurement: WORKLOAD</b>	2002	2003	2004	2005
Juvenile Arrests for UCR Part 1 Crimes as a percentage of Total Arrests for UCR Part 1 Crimes		19%		
Number of Adult Charges & Arrest	1,462	1,550		
Number of Juvenile Charges & Arrest	249	238		
Number of Victim Call Back Program contacts made	173	85		
Percentage of UCR Part I Crimes Assigned to Major Investigation Units		3.4%		

# POLICE INVESTIGATIONS CRIME ANALYSIS

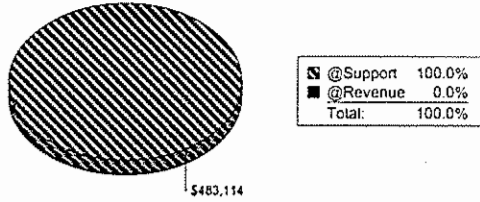
## 2004 Budget

Program Expenditures	\$483,114
Program Revenue	\$0
General Support	\$483,114

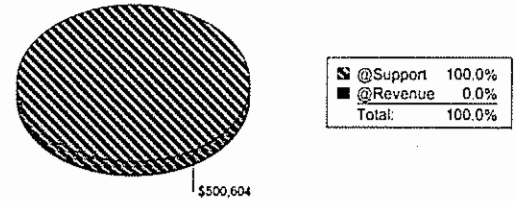
## 2005 Budget

Program Expenditures	\$500,604
Program Revenue	\$0
General Support	\$500,604

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: EFFECTIVENESS	2002	2003	2004	2005
Felony cases closed "Cleared by Arrest"	54	69		
Misdemeanor cases closed "Cleared by Arrest"	78	112		

Measurement: WORKLOAD	2002	2003	2004	2005
Number of Assigned Narcotic Activity Reports (neighborhood drug complaints)	20	31		
Number of Miscellaneous Felony Investigations	21	26		
Number of Narcotics Investigations	72	71		
Number of Vice Arrests	32	61		

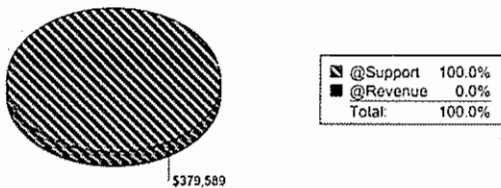
### 2004 Budget

Program Expenditures	\$379,589
Program Revenue	\$0
General Support	\$379,589

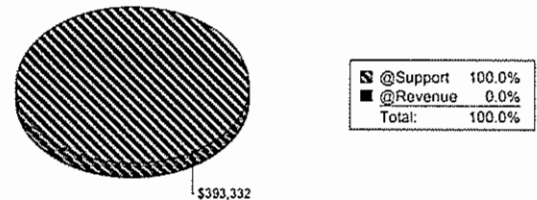
### 2005 Budget

Program Expenditures	\$393,332
Program Revenue	\$0
General Support	\$393,332

Program Revenue vs General Support



Program Revenue vs General Support





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## POLICE PATROL

### PROGRAM PURPOSE:

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

### CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

<b>Measurement: EFFECTIVENESS</b>	2002	2003	2004	2005
Average response time to high priority calls (minutes)	2.95	4.06		
Crime rate (Part 1) per 1,000 population	36.4	44.47		
Crime rate (Part 2) per 1,000 population	2,021	39.84		
Number of Dispatched Calls for Service per Patrol Officer	406.6	564		
Percentage of citizens feeling safe in their neighborhood at night		69%		
Percentage of citizens feeling safe in their neighborhood during the day		91%		
Response Time to Priority 1 Calls	6.04	6.57		
Response Time to Priority 2 Calls	10.39	11.54		

<b>Measurement: WORKLOAD</b>	2002	2003	2004	2005
Number of Alternative Calls Handled	1,036	1,071		
Number of dispatched calls for service	13,012	13,542		
Number of dispatched Calls for service per 1,000 Population		256.8		
Number of Self-initiated Police Activities	13,186	15,456		

# POLICE PATROL

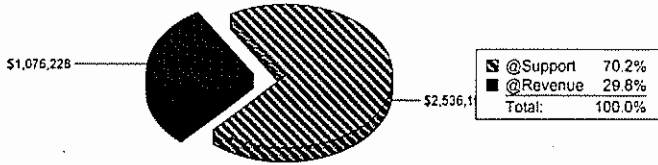
## 2004 Budget

Program Expenditures	\$3,612,418
Program Revenue	\$1,076,228
General Support	\$2,536,190

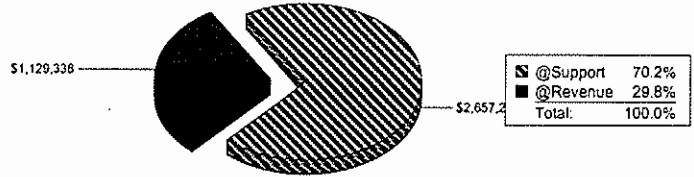
## 2005 Budget

Program Expenditures	\$3,786,606
Program Revenue	\$1,129,338
General Support	\$2,657,268

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Community Alliances and Partnerships

Measurement: WORKLOAD	2003	2004	2005
Number of Anti-Bullying Classes Taught	74		
Number of Classes Taught through the SRO program	171		
Number of School Resource Officer Hours	935		
Number of students taught	1,815		

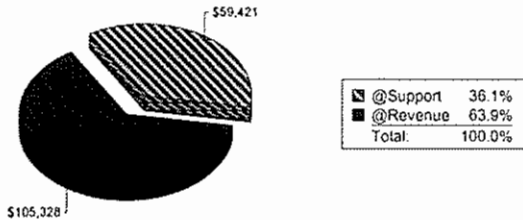
### 2004 Budget

Program Expenditures	<b>\$164,749</b>
Program Revenue	<b>\$105,328</b>
General Support	<b>\$59,421</b>

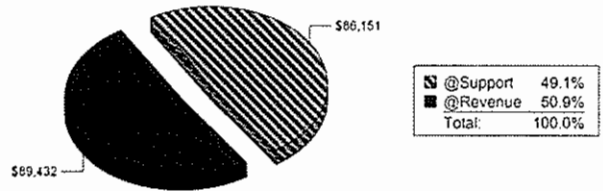
### 2005 Budget

Program Expenditures	<b>\$175,583</b>
Program Revenue	<b>\$89,432</b>
General Support	<b>\$86,151</b>

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: WORKLOAD	2002	2003	2004	2005
Dispatched calls for service	13,012	13,542		
Number of Air Support (Helicopter) Flight Hours	7	6		
Number of Bomb Disposal Unit responses	10	7		
Number of canine calls for service	92	62		
Number of Hostage & Barricade Incidents	1	1		
Total number of canine hours of service	761.5	207.25		

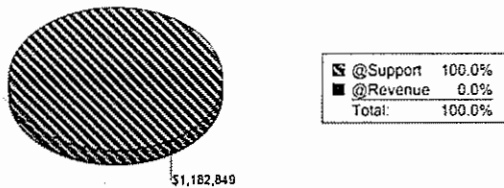
### 2004 Budget

Program Expenditures	\$1,182,849
Program Revenue	\$0
General Support	\$1,182,849

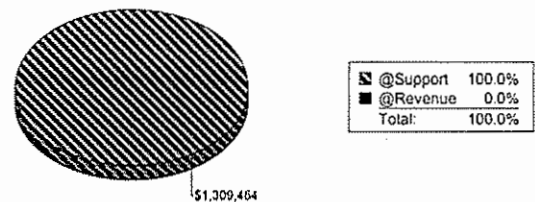
### 2005 Budget

Program Expenditures	\$1,309,464
Program Revenue	\$0
General Support	\$1,309,464

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: EFFECTIVENESS	2002	2003	2004	2005
Percentage of citizens who are satisfied or very satisfied with the enforcement of local traffic laws.			64%	
Percentage of surveyed citizens who indicated they were concerned or very concerned about speeding traffic	49.5%	49.5%		

Measurement: WORKLOAD	2002	2003	2004	2005
Number of citizen traffic complaints	57	57		
Number of collisions	589	607		
Number of traffic accident investigations		843	1346	
Number of Traffic Citations & Notices of Infractions	6,612	7,719	6,160	

### 2004 Budget

Program Expenditures	\$487,794
Program Revenue	\$105,160
General Support	\$382,634

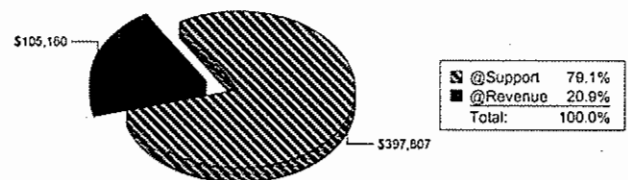
### 2005 Budget

Program Expenditures	\$502,967
Program Revenue	\$105,160
General Support	\$397,807

Program Revenue vs General Support



Program Revenue vs General Support



# TEEN RECREATION PROGRAMS

## PROGRAM PURPOSE:

The Teen Recreation program help 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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

### Measurement: EFFECTIVENESS

	2003	2004	2005
Percentage of surveyed participants that always or sometimes feel that the Teen Program provides all 9 of the development assets surveyed	83%	82%	

### Measurement: EFFICIENCY

	2003	2004	2005
Net cost per hour of teen recreation programs (net of revenue)	\$97.28	\$99.56	
Net cost per participant per program hour.	\$0.003	\$0.003	

### Measurement: OUTPUT

	2003	2004	2005
Number of teen recreation program hours	3,328	3,197	
Number of visits in the Teen Late Night Programs	10,844	11,507	
Number of visits to all Teen Programs excluding Late Night	14,228	22,213	
Total number of all visits.	25,072	33,720	

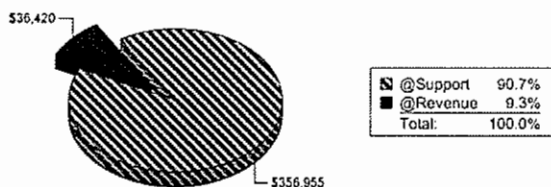
## 2004 Budget

Program Expenditures	<b>\$393,375</b>
Program Revenue	<b>\$36,420</b>
General Support	<b>\$356,955</b>

## 2005 Budget

Program Expenditures	<b>\$398,985</b>
Program Revenue	<b>\$45,555</b>
General Support	<b>\$353,430</b>

Program Revenue vs General Support



Program Revenue vs General Support



# TRAFFIC SERVICES & NEIGHBORHOOD TRAFFIC SAFETY

## 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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of citizens surveyed who are very satisfied or somewhat satisfied with the flow of traffic and congestion.		41%	
Percentage of citizens who are very satisfied or somewhat satisfied with the flow of traffic and congestion.		41	
Percentage of services requests completed	92%		

Measurement: INPUT	2003	2004	2005
Number of targeted law enforcement hours in a NTSP residential area.		946	

Measurement: OUTPUT	2003	2004	2005
Number of traffic counts completed each year	182	382	
Number of work orders issued	157	350	

Measurement: WORKLOAD	2003	2004	2005
Number of active residential areas involved in the NTSP Program	42	45	
Number of residential area traffic projects completed per year	2	7	
Number of service requests received	75		

# TRAFFIC SERVICES & NEIGHBORHOOD TRAFFIC SAFETY

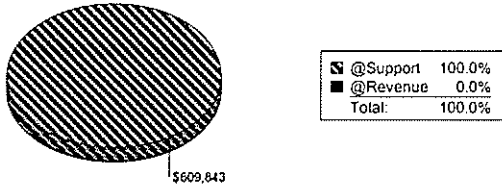
## 2004 Budget

Program Expenditures	\$609,843
Program Revenue	\$0
General Support	\$609,843

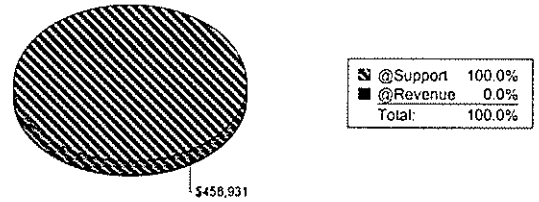
## 2005 Budget

Program Expenditures	\$458,931
Program Revenue	\$0
General Support	\$458,931

Program Revenue vs General Support



Program Revenue vs General Support



# EMERGENCY MANAGEMENT PLANNING

## PROGRAM PURPOSE:

The purpose of emergency preparedness in the City of Shoreline is to provide an emergency management organization and resources to minimize the loss of life; protect property and natural resources; and restore the proper operations of the City in the event of a major disaster.

## CRITICAL SUCCESS FACTOR:

Community Alliances and Partnerships

**Measurement:** EFFECTIVENESS

	2003	2004	2005
Number of Community Emergency Response volunteers trained	56	31	

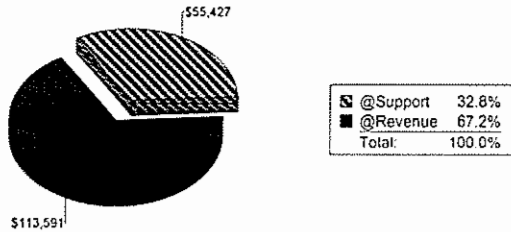
### 2004 Budget

Program Expenditures	<b>\$169,018</b>
Program Revenue	<b>\$113,591</b>
General Support	<b>\$55,427</b>

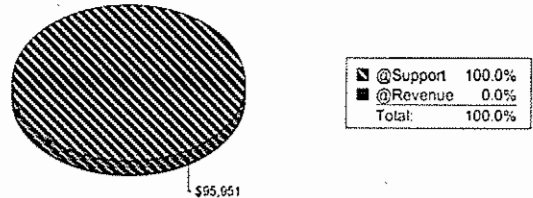
### 2005 Budget

Program Expenditures	<b>\$95,951</b>
Program Revenue	<b>\$0</b>
General Support	<b>\$95,951</b>

Program Revenue vs General Support



Program Revenue vs General Support



## Mission Statement

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

## Department Programs

### Jail Contract

0.0 FTE  
(Contract Service)

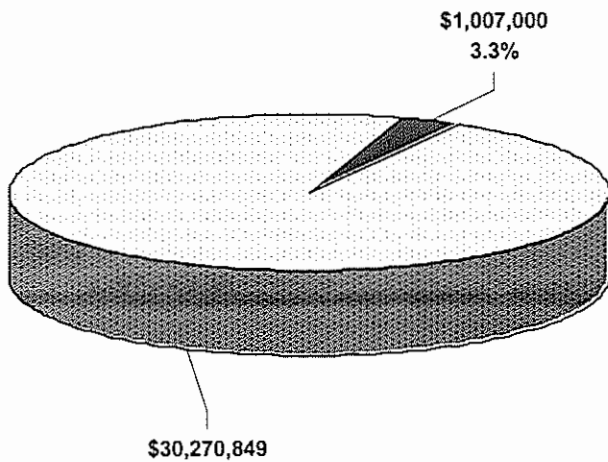
### Public Defender

0.0 FTE  
(Contract Service)

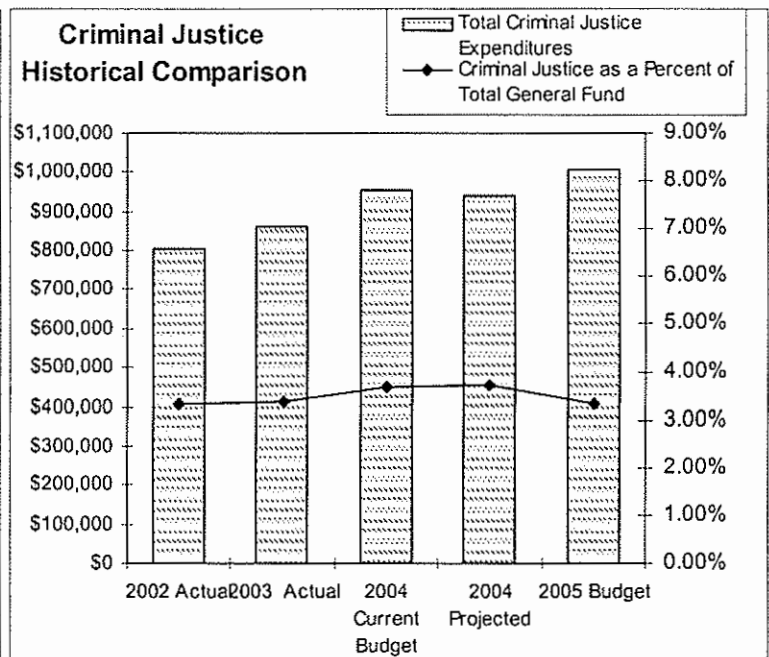
### Municipal Court

0.0 FTE  
(Contract Service)

2005 Criminal Justice as a Share of the General Fund



Criminal Justice Historical Comparison





## **Criminal Justice 2005 Budget**

### **2004 Key Department Accomplishments in Support of the City's Critical Success Factors:**

#### **Quality Services and Facilities**

- Worked with the Court to expand electronic home monitoring of certain low-level misdemeanor offenders

#### **Community Alliances and partnerships**

- Worked to decrease Jail costs by increasing use of alternative sentencing methods and increase the City's use of Yakima County jail
- Completed negotiations on the Yakima County and King County Consortium Cities Interlocal Jail Use Agreement. This Agreement secures low cost jail usage at the Yakima County Jail through 2010.

### **2005 Key Department Objectives in Support of the City's Critical Success Factors**

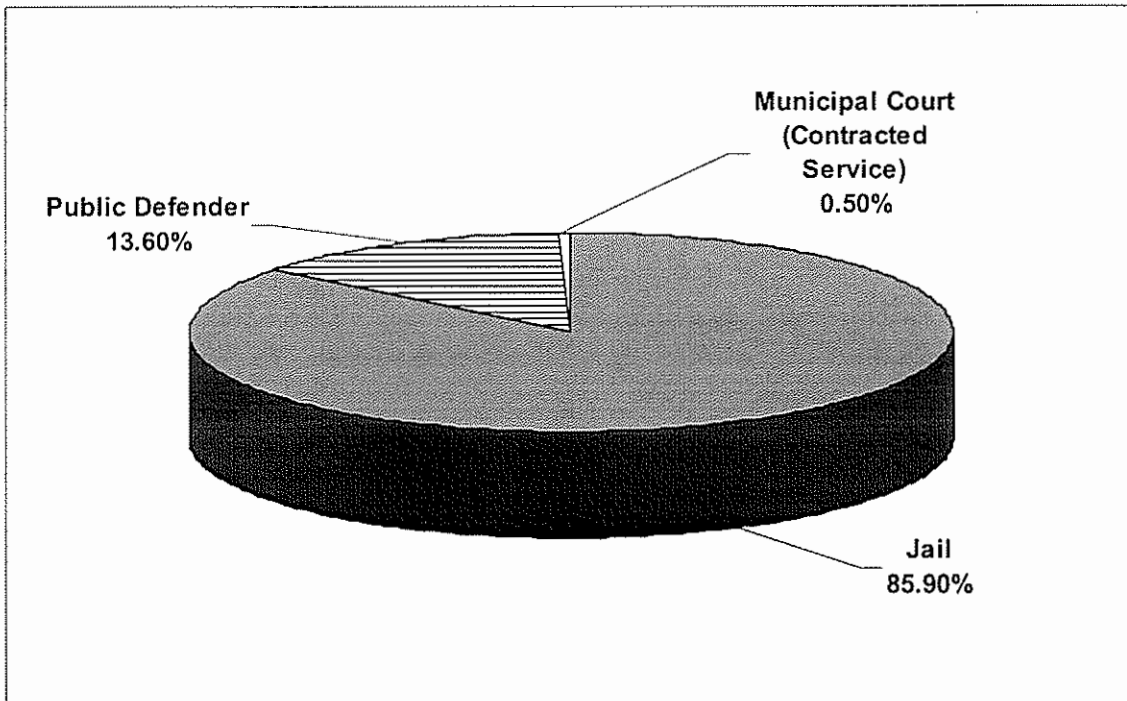
- Continue to work to decrease Jail costs by increasing use of alternative sentencing methods and increase the City's use of Yakima County jail





# Criminal Justice 2005 Budget

Criminal Justice 2002 - 2005 Budget Comparison By Program							
Expenditures by Program			2004 Current Budget	2004 Projected	2005 Budget	2004 Current Budget versus 2005 Budget	Percentage Change
	2002 Actual	2003 Actual					
Jail	\$671,089	\$727,875	\$800,000	\$800,000	\$865,000	\$65,000	8.13%
Public Defender	\$131,783	\$131,314	\$147,890	\$139,000	\$137,000	-\$10,890	-7.36%
Municipal Court (Contracted Service)	\$0	\$0	\$5,000	\$0	\$5,000	\$0	0.00%
Total Program Expenditures	\$802,872	\$859,189	\$952,890	\$939,000	\$1,007,000	\$54,110	5.68%
Revenue By Program							
Jail	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Public Defender	\$2,648	\$3,747	\$5,000	\$3,000	\$5,000	\$0	0.0%
Municipal Court (Contracted Service)	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total Revenue	\$2,648	\$3,747	\$5,000	\$3,000	\$5,000	\$0	0.0%
General Fund Subsidy	\$800,224	\$855,442	\$947,890	\$936,000	\$1,002,000	\$54,110	5.71%
Total Criminal Justice Resources	\$802,872	\$859,189	\$952,890	\$939,000	\$1,007,000	\$54,110	5.68%
Department Statistics							
Contracted Service no FTEs	NA	NA	NA	NA	NA	NA	NA





# Criminal Justice 2005 Budget

## Criminal Justice 2002 - 2005 Budget Comparison By Object

Object Category Name	2002 Actual	2003 Actual	2004 Current Budget	2004 Projected	2005 Budget	2004 Current Budget versus 2005 Budget	Percentage Change
Salary	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Benefits	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Supplies	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Services	\$131,407	\$131,730	\$147,890	\$137,500	\$137,000	-\$10,890	(7.4%)
Intergovernmental Services	\$671,404	\$727,459	\$805,000	\$801,500	\$870,000	\$65,000	8.07%
Capital	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Interfund Payments for Service	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total Criminal Justice Expenditures</b>	<b>\$802,811</b>	<b>\$859,189</b>	<b>\$952,890</b>	<b>\$939,000</b>	<b>\$1,007,000</b>	<b>\$54,110</b>	<b>5.68%</b>
<b>Revenue Source</b>							
Licenses and Permits	\$0	\$19,583	\$0	\$6,819	\$0	\$0	0.0%
Intergovernmental Revenues	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Fines	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Miscellaneous Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$19,583	\$0	\$6,819	\$0	\$0	#DIV/0!
General Fund Subsidy	\$802,811	\$839,606	\$952,890	\$932,181	\$1,007,000	\$54,110	5.68%
<b>Total Criminal Justice Resources</b>	<b>\$802,811</b>	<b>\$859,189</b>	<b>\$952,890</b>	<b>\$939,000</b>	<b>\$1,007,000</b>	<b>\$54,110</b>	<b>5.68%</b>
<b>Department Statistics</b>							
Criminal Justice as a Percent of Total General Fund	3.33%	3.39%	3.69%	3.73%	3.33%	-0.37%	-9.9%
Contracted Service no FTEs	NA	NA	NA	NA	NA	NA	NA

### 2005 Department Changes

- The increased cost for Jail services is a result of an agreement between the Yakima County Jail and the consortium of cities using the Yakima Jail to pay for unused bed days that are part of the guaranteed bed days in the interlocal agreement.

# JAIL

## PROGRAM PURPOSE:

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

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: EFFICIENCY	2003	2004	2005
Average cost per jail day used	\$88.25	\$89.89	
Percentage of days held at Yakima County Jail Facility	34%	47%	

Measurement: INPUT	2003	2004	2005
Total Jail Days Used	8,204	7,294	

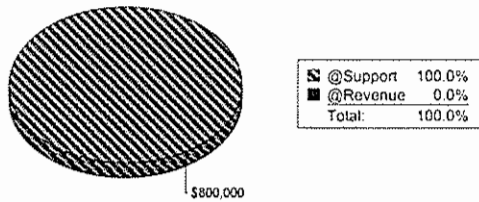
### 2004 Budget

Program Expenditures	<b>\$800,000</b>
Program Revenue	<b>\$0</b>
General Support	<b>\$800,000</b>

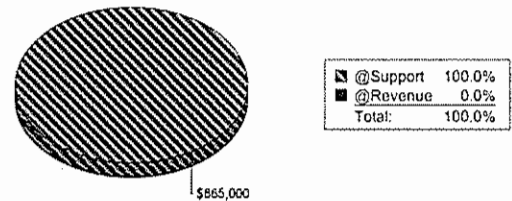
### 2005 Budget

Program Expenditures	<b>\$865,000</b>
Program Revenue	<b>\$0</b>
General Support	<b>\$865,000</b>

Program Revenue vs General Support



Program Revenue vs General Support



# PUBLIC DEFENDER

## PROGRAM PURPOSE:

The Public Defender provides legal representation for indigent criminal defendants

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: WORKLOAD	2002	2003	2004	2005
Number of cases represented	910	929	774	

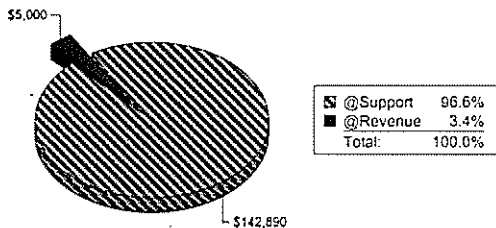
### 2004 Budget

Program Expenditures	\$147,890
Program Revenue	\$5,000
General Support	\$142,890

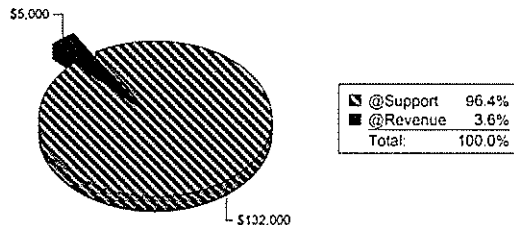
### 2005 Budget

Program Expenditures	\$137,000
Program Revenue	\$5,000
General Support	\$132,000

Program Revenue vs General Support



Program Revenue vs General Support





# Parks, Recreation and Cultural Services 2005 Budget

## ***Mission Statement***

*"Provide life-enhancing experiences and promote a healthy community"*

## **Department Programs**

**Parks  
Administration**

3.00 FTE

**Athletic Field  
Maintenance &  
Operations**

1.86 FTE

**Parks & Open Space  
Maintenance**

4.25 FTE

**Aquatics**

5.62 FTE

**Recreation Facility  
Rental Program**

.37 FTE

**General Recreation  
Programs**

3.39 FTE

**Teen Recreation  
Programs**

4.06 FTE

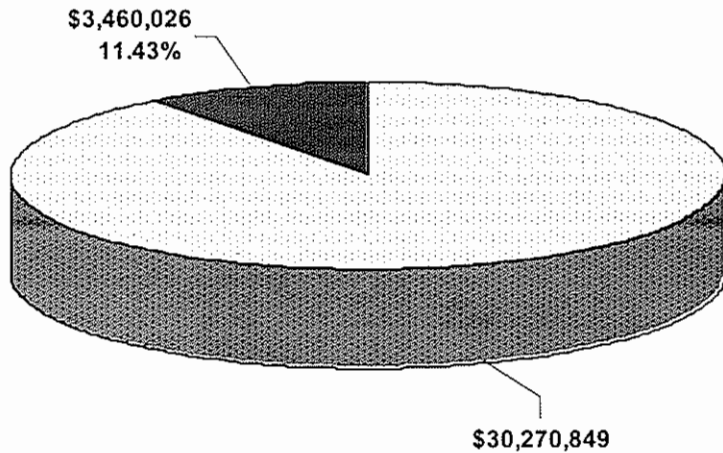
**Parks Cultural Services  
Programs**

.75 FTE

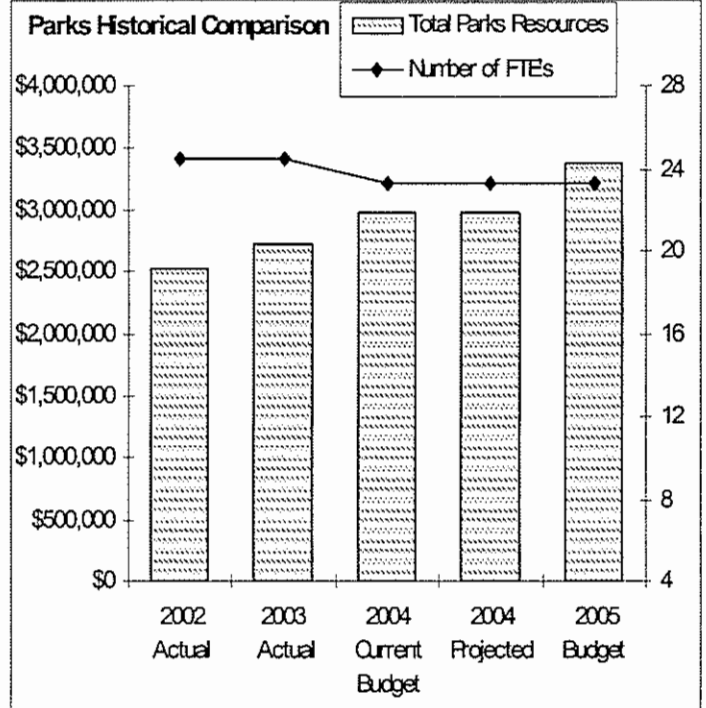


# Parks, Recreation and Cultural Services 2005 Budget

2005 Park Department as a Share of the General Fund



Parks Historical Comparison



## 2004 Key Department Accomplishments in Support of the City's Critical Success Factors:

### Quality Services and Facilities

- Began construction of Spartan Gym Phase 2
- Purchased property to expand Paramount Park Open Space
- Completed Parks, Recreation and Open Space Plan
- Expanded swimming lesson program
- Improved condition of ball fields at Hillwood Park
- Upgraded playground equipment at Twin Ponds, James Keough and Paramount School Parks
- Began maintenance responsibilities on two segments of Interurban Trail and new City gateway
- Secured \$1.2 million Washington State Interagency Committee for Outdoor Recreation (IAC) grant for north central section of Interurban Trail
- Implemented online registration of recreation programs
- Began implementation of Class software upgrade



## **Parks, Recreation and Cultural Services 2005 Budget**

- Improved customer service of ballfield users by providing additional seasonal labor to provide additional ballfield preps, litter control, etc.
- Installation of new fence at Twin Ponds Park in cooperation with the Parkwood Neighborhood Association

### **Community Alliances and Partnerships**

- Expanded Celebrate Shoreline festivities from one day of events to three days of events
- Improved community partnership efforts by working with other Shoreline agencies to provide expanded services to citizens
- Worked with Art Jury to implement Art Plan for Interurban Trail Pedestrian Bridge project
- Continued to provide financial assistance to low-income citizens to participate in recreation programs
- Installed three new playgrounds: Twin Ponds Park, Richmond Highlands Recreation Center, Bruggers Bog Park

### **2005 Key Department Objectives in Support of the City's Critical Success Factors:**

#### **Community Alliances and Partnerships**

- Complete construction of two multi-purpose rooms at the Spartan Gym in partnership with Shoreline School District

#### **Innovative Leadership**

- Develop maintenance plan for Aurora Corridor Project
- Begin Master Site Planning for Richmond Beach Saltwater Park and Cromwell Park

#### **Quality Services and Facilities**

- Expand general programming and community rentals in two new multi-purpose rooms at Spartan Gym.
- Implement "Percent for the Arts" on Aurora Corridor, Interurban Trail and North City projects
- Implement maintenance of south central and north B sections of Interurban Trail

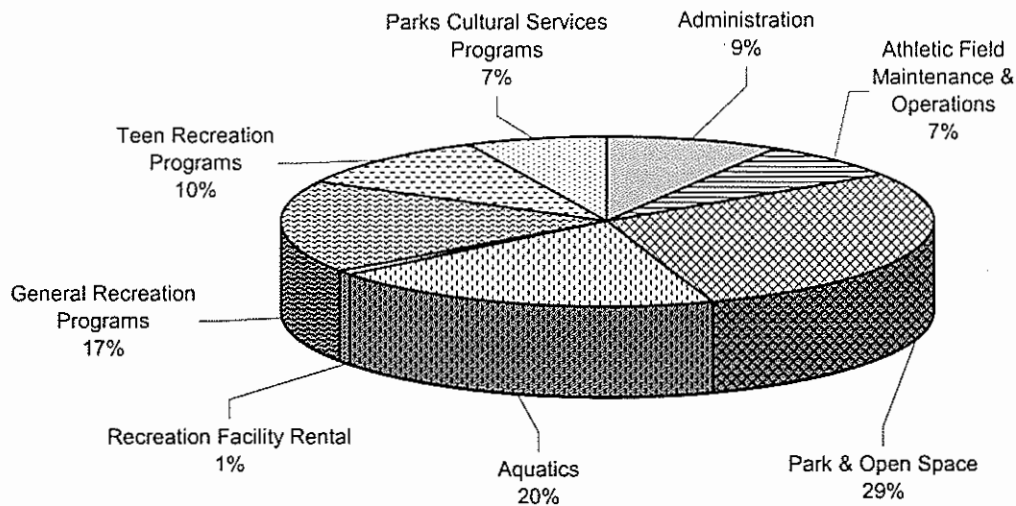


# Parks, Recreation and Cultural Services 2005 Budget

## Parks, Recreational & Cultural Services 2002 - 2005 Program Comparison By Program

Expenditures By Program	2002 Actual	2003 Actual	2004 Current Budget	2004 Projected	2005 Budget	2004 Current Budget versus 2005 Budget	Percentage Change
Administration	\$300,210	\$315,838	\$261,908	\$255,098	\$294,769	\$32,861	12.55%
Athletic Field Maintenance & Operations	\$159,672	\$167,663	\$211,560	\$212,579	\$254,309	\$42,749	20.21%
Park & Open Space	\$610,061	\$672,121	\$791,551	\$757,023	\$1,001,796	\$210,245	26.56%
Aquatics	\$391,779	\$455,805	\$472,295	\$528,828	\$690,381	\$218,086	46.18%
Recreation Facility Rental	\$17,338	\$16,351	\$23,958	\$26,329	\$25,840	\$1,882	7.85%
General Recreation Programs	\$590,009	\$587,918	\$618,460	\$602,341	\$602,995	-\$15,465	(2.50%)
Teen Recreation Programs*	\$261,949	\$315,223	\$353,607	\$354,725	\$355,131	\$1,524	0.43%
Parks Cultural Services	\$196,615	\$193,665	\$237,077	\$238,459	\$234,805	-\$2,272	(0.96%)
<b>Total Expenditure</b>	<b>\$2,527,633</b>	<b>\$2,724,583</b>	<b>\$2,970,416</b>	<b>\$2,975,381</b>	<b>\$3,460,026</b>	<b>\$489,610</b>	<b>16.48%</b>
Revenue By Program							
Administration	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Athletic Field Maintenance & Operations	\$83,739	\$113,172	\$103,596	\$119,608	\$126,764	\$23,168	22.36%
Park & Open Space	\$8,842	\$6,336	\$10,025	\$10,206	\$9,882	-\$143	(1.43%)
Aquatics	\$257,172	\$269,100	\$253,600	\$310,000	\$338,766	\$85,166	33.58%
Recreation Facility Rental	\$27,393	\$37,351	\$34,038	\$40,100	\$41,769	\$7,731	22.71%
General Recreation Programs	\$266,792	\$292,295	\$296,648	\$291,750	\$310,700	\$14,052	4.74%
Teen Recreation Programs	\$24,000	\$26,024	\$23,450	\$39,300	\$35,545	\$12,095	51.58%
Parks Cultural Services	\$7,119	\$7,724	\$3,401	\$9,745	\$8,745	\$5,344	157.13%
<b>Total Operations Revenue</b>	<b>\$675,057</b>	<b>\$752,002</b>	<b>\$724,757</b>	<b>\$820,709</b>	<b>\$872,170</b>	<b>\$147,413</b>	<b>20.34%</b>
General Fund Subsidy	\$1,852,576	\$1,972,581	\$2,245,659	\$2,154,672	\$2,587,856	\$342,197	15.24%
<b>Total Resources</b>	<b>\$2,527,633</b>	<b>\$2,724,583</b>	<b>\$2,970,416</b>	<b>\$2,975,381</b>	<b>\$3,460,026</b>	<b>\$489,610</b>	<b>16.48%</b>

### 2005 Parks Program Breakdown



\* The total cost of the Teen Program for 2005 is \$398,985. The remaining \$43,854 can be found in the Police Department. This is for police overtime to participate in teen evening recreational programs. Additional revenue sources for this program can also be found in the Police Department budget.





## Parks, Recreation and Cultural Services 2005 Budget

Parks, Recreational & Cultural Services 2002 - 2005 Budget Comparison By Object							
Object Category Name	2002 Actual	2003 Actual	2004 Current Budget	2004 Projected	2005 Budget	2004 Current Budget versus 2005 Budget	Percentage Change
Salary	1,288,016	1,382,513	1,477,424	1,503,143	1,574,263	\$96,839	6.55%
Benefits	313,592	373,762	414,939	421,521	424,724	\$9,785	2.36%
Supplies	160,079	154,387	148,080	150,666	152,554	\$4,474	3.02%
Other Services & Charges	662,361	775,679	807,180	833,850	1,260,598	\$453,418	56.17%
Intergovernmental Services	60,531	5,894	87,600	31,010	6,500	-\$81,100	-92.58%
Capital Outlays	6,636	0	0	0	0	\$0	0.00%
Interfund Payments for Service	36,418	32,348	35,191	35,191	41,387	\$6,196	17.61%
<b>Total Parks Expenditures</b>	<b>\$2,527,633</b>	<b>\$2,724,583</b>	<b>\$2,970,414</b>	<b>\$2,975,381</b>	<b>\$3,460,026</b>	<b>\$489,612</b>	<b>16.48%</b>
<b>Revenue</b>							
Licenses and Permits	125	3,580	250	6,500	6,500	\$6,250	2500.00%
Intergovernmental Revenues	20,066	17,800	17,800	32,850	32,045	\$14,245	80.03%
Charges for Goods and Services	629,406	705,474	689,499	755,310	809,700	\$120,201	17.43%
Miscellaneous Revenues	25,460	25,148	17,208	26,049	23,925	\$6,717	39.03%
<b>Total Parks Revenue</b>	<b>\$675,057</b>	<b>\$752,002</b>	<b>\$724,757</b>	<b>\$820,709</b>	<b>\$872,170</b>	<b>\$147,413</b>	<b>20.34%</b>
<b>General Fund Subsidy</b>	<b>1,852,576</b>	<b>1,972,581</b>	<b>2,245,657</b>	<b>2,154,672</b>	<b>2,587,856</b>	<b>\$342,199</b>	<b>15.24%</b>
<b>Total Parks Resources</b>	<b>\$2,527,633</b>	<b>\$2,724,583</b>	<b>\$2,970,414</b>	<b>\$2,975,381</b>	<b>\$3,460,026</b>	<b>\$489,612</b>	<b>16.48%</b>
<b>Department Statistics</b>							
% of General Fund	10.5%	10.7%	11.5%	11.8%	11.43%	(0.08%)	-0.7%
Number of FTEs	22.02	24.53	23.30	23.30	23.30	0.00	0.0%

### Budget Changes

- The 2005 budget includes the allocation of utilities in department budgets. Since 2002 all utilities have been budgeted within the Facilities Division of the Public Works Department. In order to have a more accurate accounting of program costs, these costs have now been allocated to specific departments. The total utility costs included in the Parks, Recreation and Cultural Services department for 2005 is \$398,000.
- The 2005 budget includes \$20,000 in one-time monies for anticipated costs related to the City's 10-year anniversary celebrations.
- In 2005 the City will account for gross revenues of athletic camps and pay contractors via contract agreements. In prior years, the City received net revenue proceeds from the vendors. This change will provide the City with a more accurate picture of activity levels and City customers will have a consistent process to follow to register for City programs. This change results in both increased revenues and increased expenditures for 2005.
- The 2005 recreation fees represent an average 10% increase.
- Payments to the Shoreline School District related to utilities for Spartan Gym have been moved from intergovernmental services to utilities.

# PARKS ADMINISTRATION

## PROGRAM PURPOSE:

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

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of Community that has visited a park in the past year	70%	70%	
Percentage of Community that has visited a park more than five times in the past year	66%	66%	

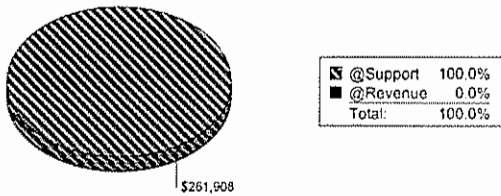
### 2004 Budget

Program Expenditures	\$261,908
Program Revenue	\$0
General Support	\$261,908

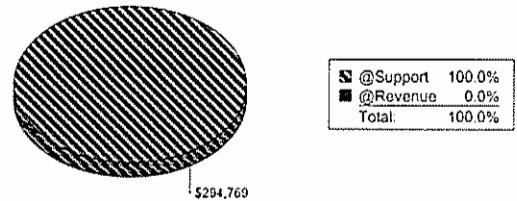
### 2005 Budget

Program Expenditures	\$294,769
Program Revenue	\$0
General Support	\$294,769

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: INPUT	2002	2003	2004	2005
Number of baseball fields	14	15	15	
Number of soccer fields	10	10	10	

Measurement: OUTPUT	2002	2003	2004	2005
Number of baseball game field preps provided	960	1,110	1,222	
Number of baseball practice field preps provided	700	1,200	1,317	
Number of hours of adult field rentals	9,651	9,097	9,721	
Number of hours of youth field rentals	13,681	13,837	14,582	

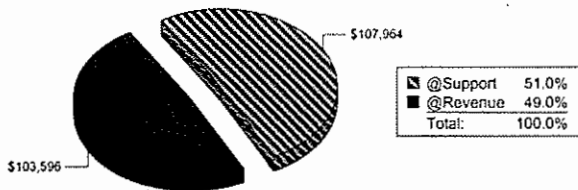
### 2004 Budget

Program Expenditures	<b>\$211,560</b>
Program Revenue	<b>\$103,596</b>
General Support	<b>\$107,964</b>

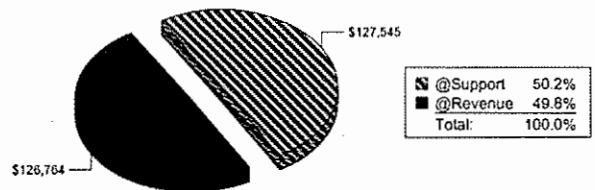
### 2005 Budget

Program Expenditures	<b>\$254,309</b>
Program Revenue	<b>\$126,764</b>
General Support	<b>\$127,545</b>

Program Revenue vs General Support



Program Revenue vs General Support



# PARK 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.

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: EFFECTIVENESS	2002	2003	2004	2005
Percentage of citizens that rate the condition of the City park as good or excellent		87%	87%	

Measurement: EFFICIENCY	2002	2003	2004	2005
Annual cost per acre of park property maintained	\$2,550	\$2,550	\$2,840	

Measurement: WORKLOAD	2002	2003	2004	2005
Number of acres of park and open space maintained	342	350	353	

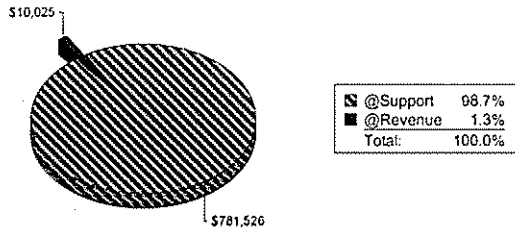
### 2004 Budget

Program Expenditures	\$791,551
Program Revenue	\$10,025
General Support	\$781,526

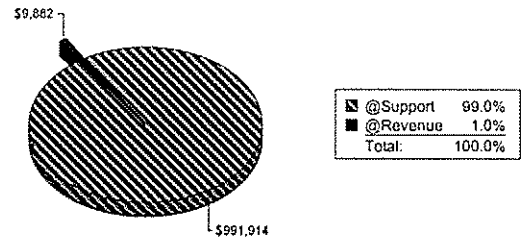
### 2005 Budget

Program Expenditures	\$1,001,796
Program Revenue	\$9,882
General Support	\$991,914

Program Revenue vs General Support



Program Revenue vs General Support



# 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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: EFFICIENCY	2002	2003	2004	2005
Net cost per hour of Shoreline Pool operation (net of revenues)	\$41	\$38.43	\$34.71	
Revenue per hour of Shoreline Pool operation	\$49	\$54.36	\$65.66	

Measurement: INPUT	2002	2003	2004	2005
Number of hours of course instruction	4,263	3,876	4,488	
Total Number of hours of pool operation	5,230	4,858	5,018	

Measurement: OUTPUT	2002	2003	2004	2005
Number of drop-in participants	41,468	45,656	50,346	
Number of hours of drop-in opportunities	2,452	2,266	2,589	
Number of swimming lesson participants	4,049	4,006	4,819	

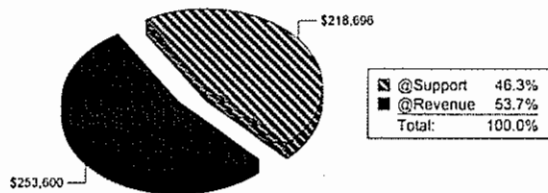
### 2004 Budget

Program Expenditures	<b>\$472,296</b>
Program Revenue	<b>\$253,600</b>
General Support	<b>\$218,696</b>

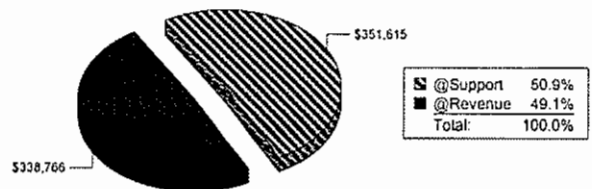
### 2005 Budget

Program Expenditures	<b>\$690,381</b>
Program Revenue	<b>\$338,766</b>
General Support	<b>\$351,615</b>

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: WORKLOAD

	2002	2003	2004	2005
Number of facility rentals	8,323	7,810	8,093	

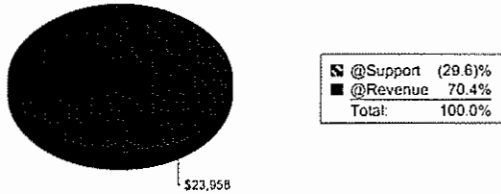
### 2004 Budget

Program Expenditures	<b>\$23,958</b>
Program Revenue	<b>\$34,038</b>
General Support	<b>\$(10,079)</b>

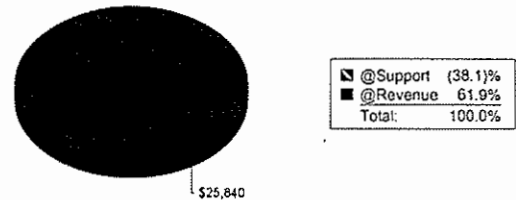
### 2005 Budget

Program Expenditures	<b>\$25,840</b>
Program Revenue	<b>\$41,769</b>
General Support	<b>\$(15,928)</b>

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: EFFECTIVENESS	2002	2003	2004	2005
Percentage of customers rating the quality of the programs as good or excellent		94%	94%	
Percentage of residents who participated in recreational programming offered by the City		40%	40%	

Measurement: WORKLOAD	2002	2003	2004	2005
Number of adult participants	12,964	17,306	17,059	
Number of adult recreational classes held	160	222	307	
Number of preschool participants	6,133	7,624	7,070	
Number of preschool recreational classes held	83	84	81	
Number of special needs participants	462	1,154	1,712	
Number of special needs recreational classes held	36	57	64	
Number of youth participants	2,372	2,535	2,743	
Number of youth recreational classes held	142	170	163	

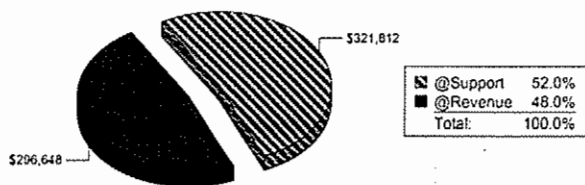
### 2004 Budget

Program Expenditures	<b>\$618,460</b>
Program Revenue	<b>\$296,648</b>
General Support	<b>\$321,812</b>

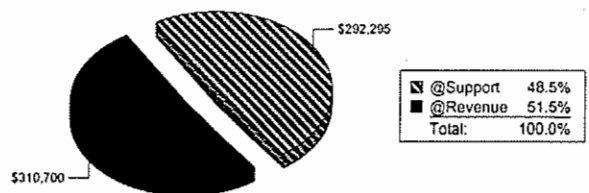
### 2005 Budget

Program Expenditures	<b>\$602,995</b>
Program Revenue	<b>\$310,700</b>
General Support	<b>\$292,295</b>

Program Revenue vs General Support



Program Revenue vs General Support



# TEEN RECREATION PROGRAMS

## PROGRAM PURPOSE:

The Teen Recreation program help 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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of surveyed participants that always or sometimes feel that the Teen Program provides all 9 of the development assets surveyed	83%	82%	

Measurement: EFFICIENCY	2003	2004	2005
Net cost per hour of teen recreation programs (net of revenue)	\$97.28	\$99.56	
Net cost per participant per program hour.	\$0.003	\$0.003	

Measurement: OUTPUT	2003	2004	2005
Number of teen recreation program hours	3,328	3,197	
Number of visits in the Teen Late Night Programs	10,844	11,507	
Number of visits to all Teen Programs excluding Late Night	14,228	22,213	
Total number of all visits.	25,072	33,720	

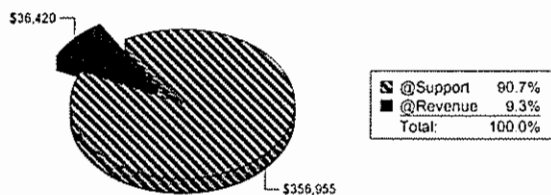
### 2004 Budget

Program Expenditures	<b>\$393,375</b>
Program Revenue	<b>\$36,420</b>
General Support	<b>\$356,955</b>

### 2005 Budget

Program Expenditures	<b>\$398,985</b>
Program Revenue	<b>\$45,555</b>
General Support	<b>\$353,430</b>

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: OUTPUT	2002	2003	2004	2005
Fall library program participants	150	105	145	
Hamlin Haunt attendance	500	800	800	
Number of fall library programs	6	6	6	
Number of summer lunchtime events	5	5	6	
Shoreline Historical Museum contribution per capita		\$1.02	\$1.17	
Shoreline/Lake Forest Park Arts Council contribution per capita		\$1.19	\$1.17	
Summer lunchtime event attendance	2,000	2,500	2,000	
Swingin' Summer Eve attendance	2,000	3,000	3,000	

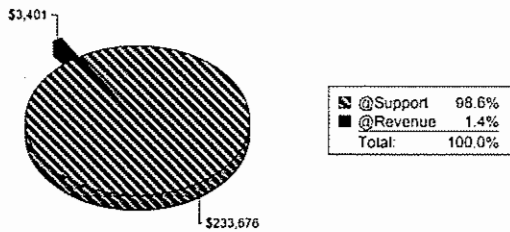
### 2004 Budget

Program Expenditures	\$237,077
Program Revenue	\$3,401
General Support	\$233,676

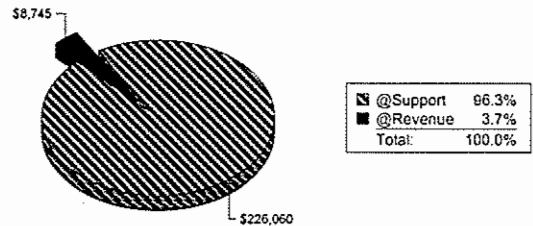
### 2005 Budget

Program Expenditures	\$234,805
Program Revenue	\$8,745
General Support	\$226,060

Program Revenue vs General Support



Program Revenue vs General Support





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# Planning and Development Services 2005 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 proactively solving problems."*

## **Department Programs**

### **Code Enforcement**

1.5 FTE

### **Operational Support Team**

3.15 FTE

### **Long Range Planning Team**

3.05 FTE

### **Current Planning Team**

4.85 FTE

### **Permit Services Team**

7.6 FTE

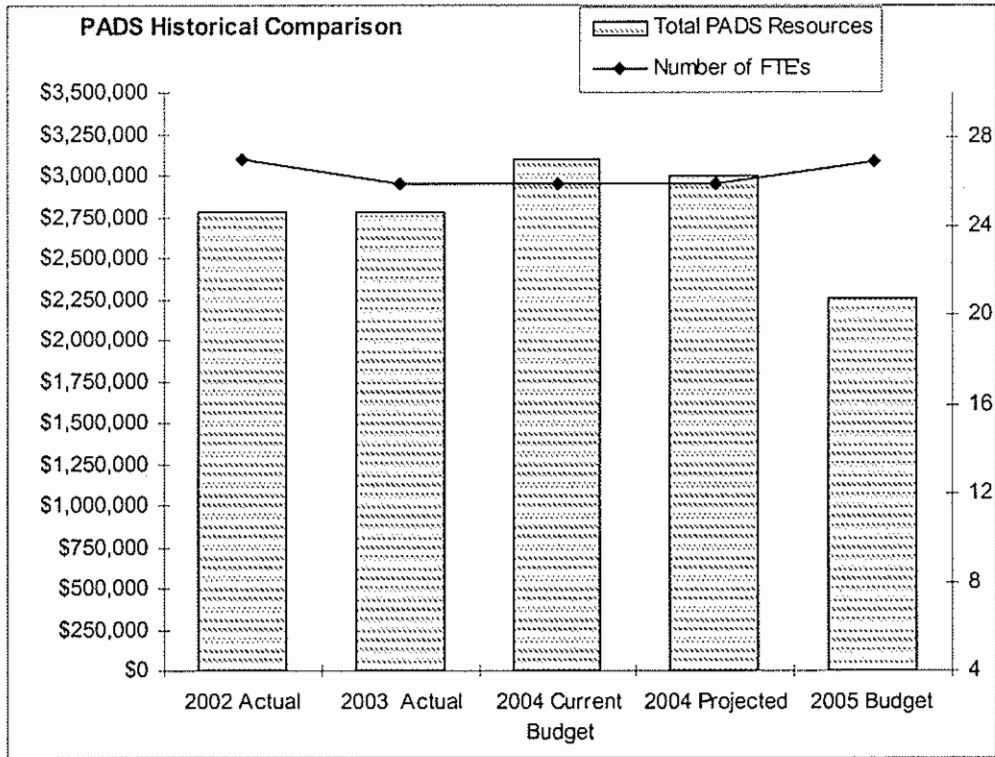
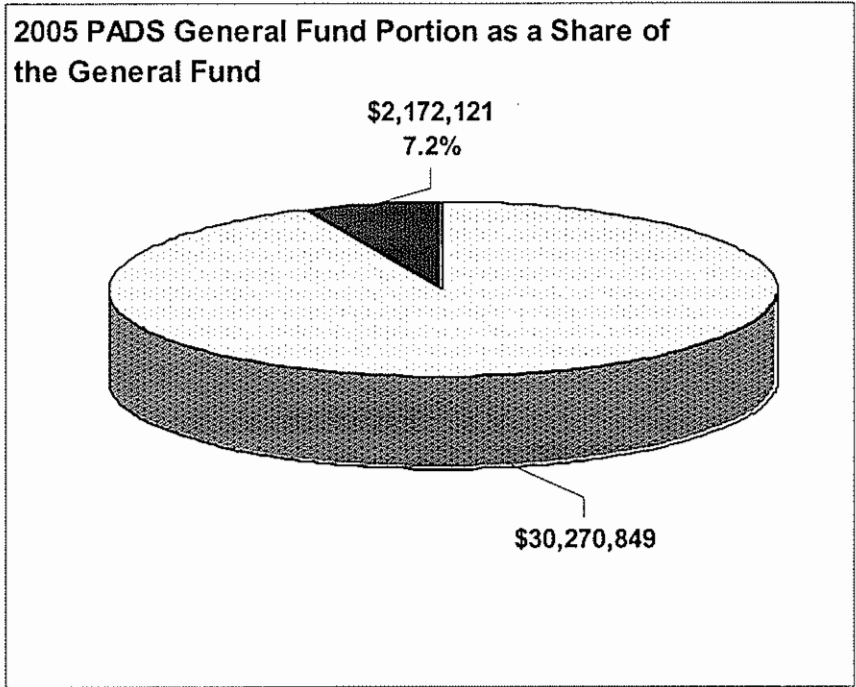
### **Building & Inspection Team**

5.75 FTE

\*An Additional PADS 1.0 FTE is budgeted  
in the Capital Funds



# Planning and Development Services 2005 Budget





## Planning and Development Services 2005 Budget

### **2004 Key Department Accomplishments in Support of the City's Critical Success Factors:**

#### **Healthy, Vibrant Neighborhoods**

- Implemented the Gateway Master Plan and constructed Ronald Bog 'Ponies' and east I-5/NE 175<sup>th</sup> Street gateway sites
- Demolition of the Robinson Water Tower

#### **Innovative Leadership and Strategic Planning**

- Adoption of Comprehensive Plan and completion of Master Plans (Transportation; Surface Water; Parks, Recreation and Open Space) for submittal to the City Council.
- Adopted King County 1st Avenue NE Transfer Station Master Plan
- Prepared Brightwater Mitigation and the Inter-local Agreement with King County
- Completed the Stream Inventory Reports

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

- Implemented permit process improvements and customer service enhancements

#### **Quality Services and Facilities**

- Implemented use of credit card fee transactions for permit customers
- Implemented in-house plumbing permits
- Adopted the International Building Code and associated codes

### **2005 Key Department Objectives in Support of the City's Critical Success Factors:**

#### **Innovative Leadership and Strategic Planning**

- Permit process improvements to expand customer service and streamline permitting services



## Planning and Development Services 2005 Budget

### **Healthy, Vibrant Neighborhoods**

- Code Enforcement Program improvements

### **Quality Services and Facilities**

- Launch In-house electrical permit services
- Implement online permit services for residential mechanical and plumbing permits

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

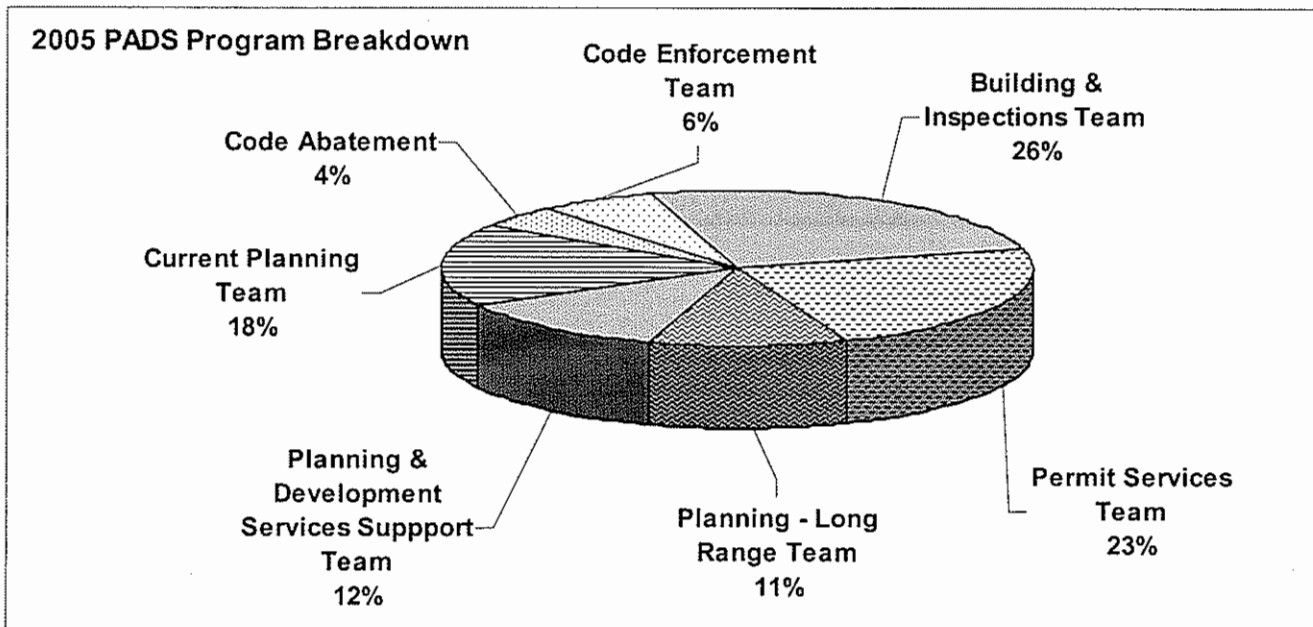
- Complete planning elements of the North and South Wedge area for redevelopment



# Planning and Development Services 2005 Budget

Planning & Development Services 2002 - 2005 Budget Comparison By Program							
Program Budget			2004	2004		2004 Current	Percentage
	2002 Actual	2003 Actual	Current Budget	Projected	2005 Budget	Budget versus 2005 Budget	
Code Enforcement Team*	\$0	\$0	\$130,170	\$128,299	\$142,140	\$11,970	9.20%
Building & Inspections Team	\$961,298	\$966,895	\$637,938	\$626,722	\$584,712	-\$53,226	-8.34%
Permit Services Team	\$0	\$0	\$487,090	\$478,335	\$522,099	\$35,009	7.19%
Planning - Long Range Team	\$277,449	\$265,068	\$357,520	\$350,915	\$248,271	-\$109,249	-30.56%
Planning & Development Services Support Team	\$13,612	\$0	\$267,901	\$256,301	\$275,518	\$7,617	2.84%
Current Planning Team	\$0	\$0	\$435,130	\$411,526	\$399,381	-\$35,749	-8.22%
Code Abatement	\$12,364	\$24,862	\$100,000	\$45,000	\$100,000	\$0	0.00%
Ongoing Programs	\$479,874	\$499,424	NA	NA	NA	NA	NA
P&DS Projects	\$192,225	\$263,769	NA	NA	NA	NA	NA
Non-Program Specific Transfers to Other Funds	\$846,340	\$762,171	\$702,625	\$702,622	\$0	-\$702,625	-100.00%
<b>Total Program Budget</b>	<b>\$2,783,162</b>	<b>\$2,782,189</b>	<b>\$3,118,374</b>	<b>\$2,999,720</b>	<b>\$2,272,121</b>	<b>-\$846,253</b>	<b>-27.14%</b>
<b>Program Revenue</b>							
Code Enforcement Team*	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Building & Inspections Team	\$607,588	\$663,911	\$635,280	\$640,283	\$559,050	-\$76,230	-12.00%
Permit Services Team	\$151,897	\$165,978	\$158,820	\$160,071	\$277,950	\$119,130	75.01%
Planning - Long Range Team	\$43,452	\$35,289	\$45,000	\$30,072	\$50,000	\$5,000	11.11%
Planning & Development Services Support Team	\$6,537	\$0	\$0	\$15,954	\$0	\$0	0.00%
Current Planning Team	\$253,162	\$276,630	\$280,800	\$266,785	\$190,000	-\$90,800	-32.34%
Code Abatement	\$0	\$509	\$100,000	\$300	\$162,500	\$62,500	62.50%
Ongoing Programs	\$1,300	\$1,057	NA	NA	NA	NA	NA
P&DS Projects	\$108	\$98	NA	NA	NA	NA	NA
Non-Program Specific Misc. Revenue	\$7,771	\$2,718	\$8,500	\$3,800	\$0	-\$8,500	-100.00%
<b>Total Program Revenue</b>	<b>\$1,071,815</b>	<b>\$1,146,190</b>	<b>\$1,228,400</b>	<b>\$1,117,264</b>	<b>\$1,239,500</b>	<b>\$11,100</b>	<b>0.90%</b>
<b>General Fund Subsidy</b>	<b>\$1,711,347</b>	<b>\$1,635,999</b>	<b>\$1,842,784</b>	<b>\$1,882,456</b>	<b>\$1,032,621</b>	<b>-\$857,353</b>	<b>-46.52%</b>
<b>Use of Development Services Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$47,190</b>	<b>\$0</b>	<b>\$0</b>	<b>\$47,190</b>	<b>100.00%</b>
<b>Total Resources</b>	<b>\$2,783,162</b>	<b>\$2,782,189</b>	<b>\$3,118,374</b>	<b>\$2,999,720</b>	<b>\$2,272,121</b>	<b>-\$846,253</b>	<b>-27.14%</b>

\*Total program costs for Code Enforcement are \$242,050 for 2005. The remaining \$99,909 is in the Customer Response Team department.





## Planning and Development Services 2005 Budget

Planning & Development Services 2002 - 2005 Budget Comparison By Object							
Object Category Name	2002 Actual	2003 Actual	2004		2005 Budget	2004 Current Budget versus 2005 Budget	Percentage Change
			Current Budget	2004 Projected			
Salary	\$1,408,139	\$1,336,443	\$1,484,329	\$1,455,779	\$1,567,812	\$83,483	5.62%
Benefits	\$327,735	\$348,260	\$387,212	\$387,337	\$431,452	\$44,240	11.43%
Supplies	\$11,757	\$20,653	\$30,002	\$21,851	\$25,034	-\$4,968	-16.56%
Other Services & Charges	\$107,587	\$235,994	\$497,255	\$410,495	\$242,625	-\$254,630	-51.21%
Intergovernmental Services	\$65,030	\$57,720	\$6,000	\$6,000	\$0	-\$6,000	0.00%
Capital Outlays	\$11,181	\$11,139	\$0	\$10,499	\$0	\$0	0.00%
Interfund Payments for Service	\$851,733	\$771,980	\$713,576	\$713,759	\$5,198	-\$708,378	-99.27%
<b>Total PADS Expenditures</b>	<b>\$2,783,162</b>	<b>\$2,782,189</b>	<b>\$3,118,374</b>	<b>\$3,005,720</b>	<b>\$2,272,121</b>	<b>-\$846,253</b>	<b>-27.14%</b>
<b>Revenue</b>							
Licenses and Permits	\$700,882	\$719,756	\$703,800	\$705,000	\$692,000	-\$11,800	-1.68%
Intergovernmental Revenues	\$49,924	\$35,150	\$45,000	\$62,054	\$0	-\$45,000	-100.00%
Charges for Goods and Services	\$312,998	\$387,571	\$355,000	\$362,210	\$385,000	\$30,000	8.45%
Fines & Forfeits	\$0	\$500	\$0	\$0	\$0	\$0	0.00%
Miscellaneous Revenues	\$8,011	\$3,213	\$108,500	\$4,100	\$162,500	\$54,000	49.77%
<b>Total PADS Revenue</b>	<b>\$1,071,815</b>	<b>\$1,146,190</b>	<b>\$1,212,300</b>	<b>\$1,133,364</b>	<b>\$1,239,500</b>	<b>\$27,200</b>	<b>2.24%</b>
<b>General Fund Subsidy</b>	<b>\$1,711,347</b>	<b>\$1,635,999</b>	<b>\$1,858,884</b>	<b>\$1,872,356</b>	<b>\$1,032,621</b>	<b>-\$826,263</b>	<b>-44.45%</b>
<b>Use of Development Services Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$47,190</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$47,190</b>	<b>-100.00%</b>
<b>Total PADS Resources</b>	<b>\$2,783,162</b>	<b>\$2,782,189</b>	<b>\$3,118,374</b>	<b>\$3,005,720</b>	<b>\$2,272,121</b>	<b>-\$846,253</b>	<b>-27.14%</b>
<b>Department Statistics</b>							
% of General Fund	4.00%	4.06%	4.79%	4.79%	7.51%	2.72%	56.7%
Number of FTEs	26.00	25.90	25.90	25.90	26.90	1.00	3.9%

Planning & Development Services 2002 - 2005 Budget Comparison By Fund							
Expenditures By Fund	2002 Actual	2003 Actual	2004		2005 Budget	2004 Current Budget versus 2005 Budget	Percentage Change
			Current Budget	2004 Projected			
General Fund	\$963,160	\$1,028,261	\$1,252,523	\$1,207,562	\$2,172,121	\$919,598	73.42%
Development Services Fund	\$1,807,638	\$1,729,066	\$1,765,851	\$1,747,158	\$0	-\$1,765,851	-100.00%
Code Abatement Fund	\$12,364	\$24,862	\$100,000	\$45,000	\$100,000	\$0	0.00%
<b>Total Fund Expenditures</b>	<b>\$2,783,162</b>	<b>\$2,782,189</b>	<b>\$3,118,374</b>	<b>\$2,999,720</b>	<b>\$2,272,121</b>	<b>-\$846,253</b>	<b>-27.14%</b>
<b>Revenue By Fund</b>							
General Fund	\$51,397	\$36,444	\$45,000	\$46,026	\$1,077,000	\$1,032,000	0.00%
Development Services Fund	\$1,020,418	\$1,109,237	\$1,114,490	\$1,070,938	\$0	-\$1,114,490	0.00%
Code Abatement Fund	\$0	\$509	\$100,000	\$300	\$162,500	\$62,500	62.50%
<b>Total Fund Revenues</b>	<b>\$1,071,815</b>	<b>\$1,146,190</b>	<b>\$1,259,490</b>	<b>\$1,117,264</b>	<b>\$1,239,500</b>	<b>-\$19,990</b>	<b>-1.59%</b>
<b>General Fund Subsidy</b>	<b>\$1,711,347</b>	<b>\$1,635,999</b>	<b>\$1,811,694</b>	<b>\$1,882,456</b>	<b>\$1,032,621</b>	<b>-\$779,073</b>	<b>-43.00%</b>
<b>Use of Development Services Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$47,190</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$47,190</b>	<b>-100.00%</b>
<b>Total Fund Resources</b>	<b>\$2,783,162</b>	<b>\$2,782,189</b>	<b>\$3,118,374</b>	<b>\$2,999,720</b>	<b>\$2,272,121</b>	<b>-\$19,990</b>	<b>-0.64%</b>





## Planning and Development Services 2005 Budget

### 2005 Department Changes

- In 2005 all development services revenues and expenditures will be accounted for within the General Fund. Eliminating the Development Services fund results in the elimination of operating transfers between the two funds, which accounts for the \$708,000 reduction in interfund payments for services.
- The 2004 Current Budget includes \$146,007 in 2003 carry-over expenditures for contracts to complete the Comprehensive Plan update. These expenditures do not reoccur in the 2005 Budget.
- The 2005 budget includes funding for a new Capital Projects Planner dedicated to the Aurora and Interurban projects. The 2005 cost for this position is \$84,000. The position will report within the Planning Department, but is accounted for in the City's capital programs. The position was funded with offsetting cost reductions for professional services within the capital projects, resulting in no net-budget increase.

# 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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: EFFECTIVENESS	2002	2003	2004	2005
Percentage of all code enforcement actions resolved by voluntary compliance	82.1%	84.4%	92.7%	
Percentage of cases closed annually		43%	50%	
Percentage of citizens who were very satisfied or satisfied with enforcing removal of abandoned autos			36%	
Percentage of citizens who were very satisfied or satisfied with enforcing sign regulations			43%	
Percentage of citizens who were very satisfied or satisfied with enforcing the clean up of litter and debris on private property			33%	
Percentage of citizens who were very satisfied or satisfied with enforcing the mowing and cutting of weeds			34%	

Measurement: OUTPUT	2002	2003	2004	2005
Total Number of Code Enforcement cases resolved	317	507	438	

Measurement: WORKLOAD	2002	2003	2004	2005
Number of Code Enforcement requests for action	386	579	472	

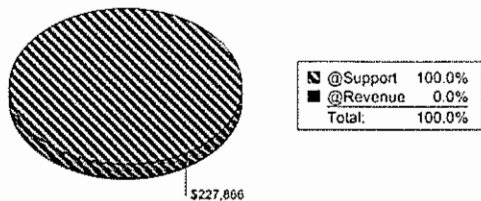
### 2004 Budget

Program Expenditures	\$227,866
Program Revenue	\$0
General Support	\$227,866

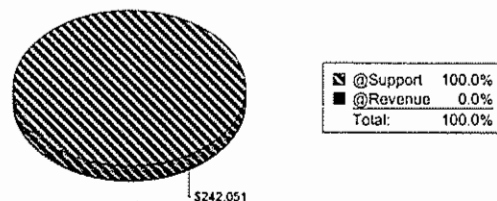
### 2005 Budget

Program Expenditures	\$242,051
Program Revenue	\$0
General Support	\$242,051

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: OUTPUT

	2003	2004	2005
Number of permit and departmental process improvements completed	6	5	

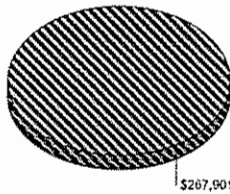
### 2004 Budget

Program Expenditures	\$267,901
Program Revenue	\$0
General Support	\$267,901

### 2005 Budget

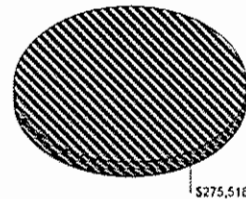
Program Expenditures	\$275,518
Program Revenue	\$0
General Support	\$275,518

Program Revenue vs General Support



Support	100.0%
Revenue	0.0%
Total:	100.0%

Program Revenue vs General Support



Support	100.0%
Revenue	0.0%
Total:	100.0%

# 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.

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of permits issued on or before the target dates identified in SMC 20.30.040	93.8%	92.3%	

Measurement: WORKLOAD	2003	2004	2005
Number of Addition/Remodel Commercial Permits submitted	66	55	
Number of Demolition Permits submitted	34	36	
Number of Fire Systems Permits submitted	271	105	
Number of inspections completed annually	4,014	3969	
Number of Mechanical Permits submitted	200	208	
Number of Miscellaneous Structures - Complex Permits submitted	18	14	
Number of New Construction Commercial Permits submitted	23	15	

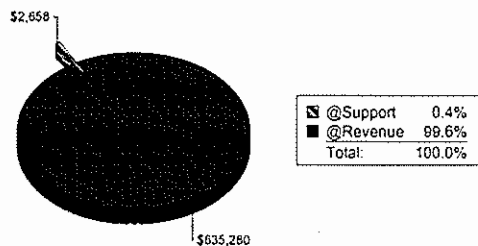
### 2004 Budget

Program Expenditures	<b>\$637,938</b>
Program Revenue	<b>\$635,280</b>
General Support	<b>\$2,658</b>

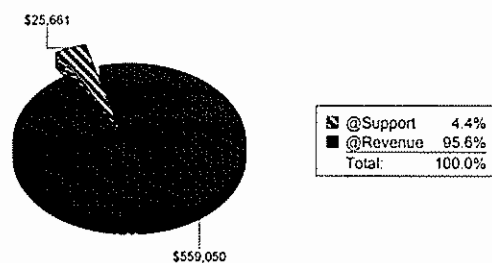
### 2005 Budget

Program Expenditures	<b>\$584,711</b>
Program Revenue	<b>\$559,050</b>
General Support	<b>\$25,661</b>

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: EFFECTIVENESS	2002	2003	2004	2005
Percentage of permits issued on or before the target dates identified in SMC 20.30.040		95.4%	94.4%	

Measurement: OUTPUT	2002	2003	2004	2005
Number of Accessory Dwelling Units (ADU) or Adult Family Home Applications submitted		14	21	
Number of Addition/Remodel Single-family Residential Permits submitted		211	189	
Number of Home Occupation, B&B, or Boarding House Permits submitted		8	5	
Number of New Construction Single-family Residential Permits submitted		49	71	
Number of Shoreline Exemptions submitted		4	2	
Number of Sign and Miscellaneous Structure Permits submitted		45	37	
Total Number Right-of-Way Permits submitted		530	469	

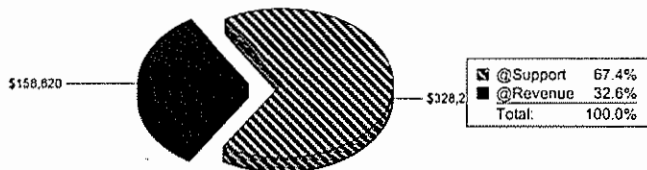
### 2004 Budget

Program Expenditures	<b>\$487,090</b>
Program Revenue	<b>\$158,820</b>
General Support	<b>\$328,270</b>

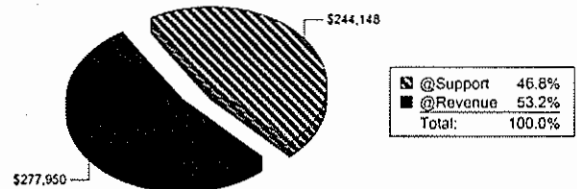
### 2005 Budget

Program Expenditures	<b>\$522,098</b>
Program Revenue	<b>\$277,950</b>
General Support	<b>\$244,148</b>

Program Revenue vs General Support



Program Revenue vs General Support



## CURRENT PLANNING TEAM

### PROGRAM PURPOSE:

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

### CRITICAL SUCCESS FACTOR:

Innovative Leadership and Strategic Planning

#### Measurement: EFFECTIVENESS

	2003	2004	2005
Percentage of permits issued on or before target dates identified in SMC 20.30.040 and SMC 20.30.050	67%	76%	

#### Measurement: WORKLOAD

	2003	2004	2005
Number of Building Permits that require SEPA submitted	6	4	
Number of Clearing & Grading Permits submitted	15	20	
Number of Conditional Use Permits submitted	3	3	
Number of Development Code interpretations submitted	17	13	
Number of Final Short Plats submitted	10	10	
Number of Lot Line Adjustments submitted	15	9	
Number of Preliminary Short Plats submitted	11	17	
Number of SEPA Threshold Determinations	13	10	
Number of Site Development/Construction Permits submitted	5	14	
Number of Temporary Use Permits submitted	3	2	
Number of Variance from Engineering Standards submitted	6	1	
Number of Zoning Variances submitted	2	2	

# CURRENT PLANNING TEAM

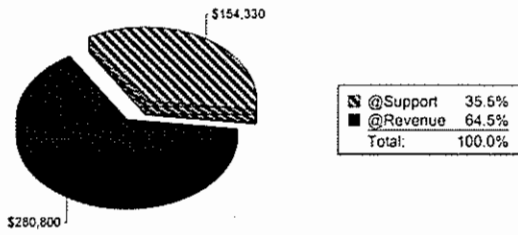
## 2004 Budget

Program Expenditures	\$435,130
Program Revenue	\$280,800
General Support	\$154,330

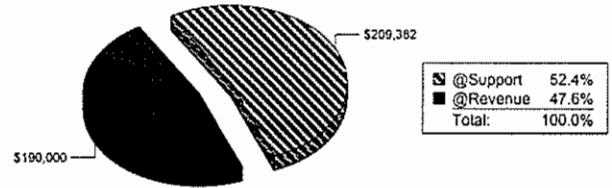
## 2005 Budget

Program Expenditures	\$399,382
Program Revenue	\$190,000
General Support	\$209,382

**Program Revenue vs General Support**



**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

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of permits issued on or before target dates identified in SMC 20.30.060	100%	88.9%	

Measurement: WORKLOAD	2003	2004	2005
Number of Comprehensive Plan amendments processed annually	1	0	
Number of Development Code amendments processed annually	6	27	
Number of Master Plans submitted	1	0	
Number of Planning Commission meetings staffed	19	23	
Number of Preliminary Subdivisions submitted	1	2	
Number of Rezones submitted	1	3	
Number of Special Use Permits (SUP) submitted (including ground mounted uncamouflaged lattice towers and monopoles)	2	2	

### 2004 Budget

Program Expenditures	\$357,520
Program Revenue	\$45,000
General Support	\$312,520

### 2005 Budget

Program Expenditures	\$248,272
Program Revenue	\$50,000
General Support	\$198,272

Program Revenue vs General Support



Program Revenue vs General Support







# Economic Development 2005 Budget

## Mission Statement

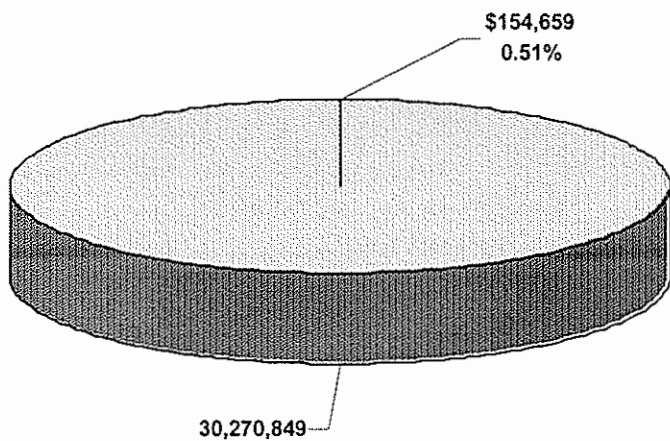
*"The mission of Economic Development is to bring together the public and private resources necessary to enhance the existing business environment in Shoreline and ensure the long-term viability of the City's economic base."*

## Department Programs

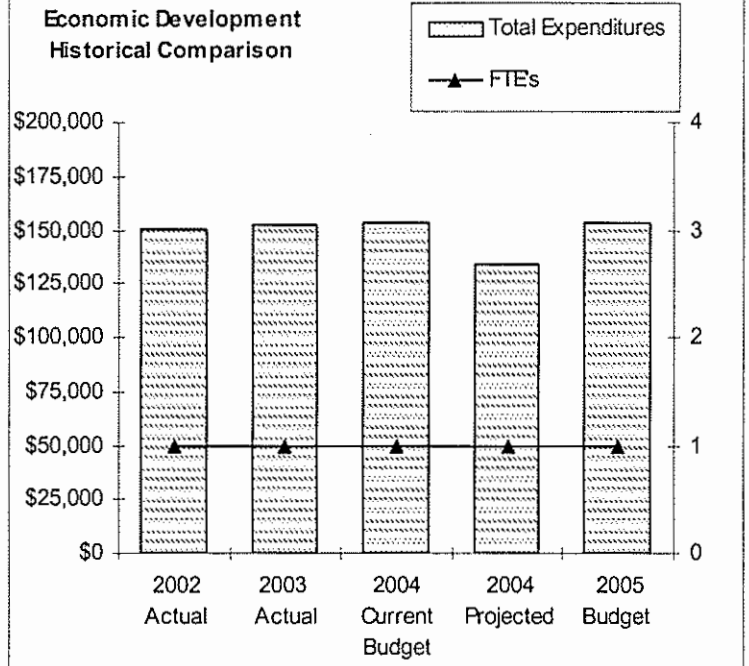
**Economic Development:  
Business Attraction and  
Retention**

1.0 FTE

2005 Economic Development as a Share of the General Fund



Economic Development  
Historical Comparison





## Economic Development 2005 Budget

### **2004 Key Department Accomplishments in Support of the City's Critical Success Factors:**

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

- Partnered with local business leaders to establish Forward Shoreline, a new community-based economic development organization.
- Continued to market Aurora Square to potential retailers identified in market analysis.
- Continued to work with property and business owners to resolve issues and encourage redevelopment in the Central Shoreline Subarea.
- Executed professional services contract with Forward Shoreline whose mission is "...to promote pride and investment in Shoreline"
- Updated the economic development strategic plan.  
Continued to work with Chamber of Commerce, Forward Shoreline, and other organizations to further economic development goals for the community

### **2005 Key Department Objectives in Support of the City's Critical Success Factors:**

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

- Generate redevelopment interests at the Aurora square business area.
- Work to relocate businesses in the North Central Interurban Trail alignment.
- Continue to manage the contract with Forward Shoreline to accomplish economic development goals.
- Serve as liaison to business organizations such as the Chamber of Commerce, Forward Shoreline, and others, and act as a resource to the business community.

#### **Quality Services and Facilities**

- Provide internal advocacy for the business community and ensure customer service through the development review/permit process



## Economic Development 2005 Budget

<b>Economic Development 2002 - 2005 Budget Comparison By Program</b>							
Program Budget	2002 Actual	2003 Actual	2004 Current Budget	2004 Projected	2005 Budget	2004 Current Budget versus 2005 Budget	Percentage Change
Business Attraction and Retention	\$150,968	\$152,541	\$153,628	\$134,323	\$154,659	\$1,031	0.67%
Total Expenditures	\$150,968	\$152,541	\$153,628	\$134,323	\$154,659	\$1,031	0.67%
<b>Program Revenue</b>							
Business Attraction and Retention	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Total Operations Revenue	\$0	\$0	\$0	\$0	\$0	\$0	
General Fund Subsidy	\$150,968	\$152,541	\$153,628	\$134,323	\$154,659	\$1,031	0.67%
Total Resources	\$150,968	\$152,541	\$153,628	\$134,323	\$154,659	\$1,031	0.67%

<b>Economic Development 2002 - 2005 Budget Comparison By Object</b>							
Object Category	2002 Actual	2003 Actual	2004 Current Budget	2004 Projected	2005 Budget	2004 Current Budget versus 2005 Budget	Percentage Change
Salaries	\$73,545	\$76,886	\$78,094	\$78,093	\$79,642	\$1,548	1.98%
Benefits	\$13,943	\$16,698	\$16,231	\$16,230	\$17,867	\$1,636	10.08%
Supplies	\$155	\$162	\$1,100	\$350	\$800	-\$300	-27.27%
Other Services & Charges	\$63,325	\$58,795	\$58,203	\$39,650	\$56,350	-\$1,853	-3.18%
Intergovernmental Services	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Capital Outlays	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Total Expenditures	\$150,968	\$152,541	\$153,628	\$134,323	\$154,659	\$1,031	0.67%
<b>Revenue Category</b>							
Miscellaneous Revenues	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Total Operations Revenue	\$0	\$0	\$0	\$0	\$0	\$0	
General Fund Subsidy	\$150,968	\$152,541	\$153,628	\$134,323	\$154,659	\$1,031	0.67%
Total Resources	\$150,968	\$152,541	\$153,628	\$134,323	\$154,659	\$1,031	0.67%
<b>Department Statistics</b>							
FTEs	1	1	1	1	1	0	0.00%
% of General Fund	0.63%	0.60%	0.60%	0.53%	0.51%	-0.08%	-14.16%

# 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.

## CRITICAL SUCCESS FACTOR:

Economic Vitality and Financial Stability

Measurement: EFFECTIVENESS	2002	2003	2004	2005
Annual dollar valuation of commercial permits issued		\$17.1 Mill.	\$17.7 Mill.	
Percentage of City assessed valuation that is classified commercial		12.93%	12.83%	
Sales Tax Per Capita	\$95.70	\$103.68	\$109.28	

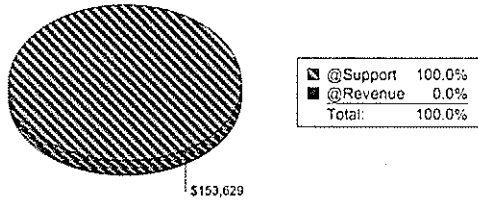
### 2004 Budget

Program Expenditures	\$153,629
Program Revenue	\$0
General Support	<u>\$153,629</u>

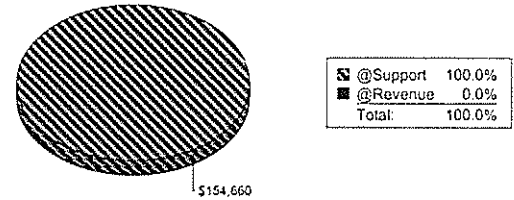
### 2005 Budget

Program Expenditures	\$154,660
Program Revenue	\$0
General Support	<u>\$154,660</u>

Program Revenue vs General Support



Program Revenue vs General Support





# Public Works 2005 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**

2.15 FTE

### **Public Facilities and Vehicle Maintenance & Operations**

2.45 FTE

### **Recycling**

0.35 FTE

### **Street Operations & Pavement Resurfacing Program**

9.25 FTE

### **Right of Way Permit & Inspection Program**

1.4 FTE

### **Surface Water Management**

5.8 FTE

### **Traffic Services & NTSP**

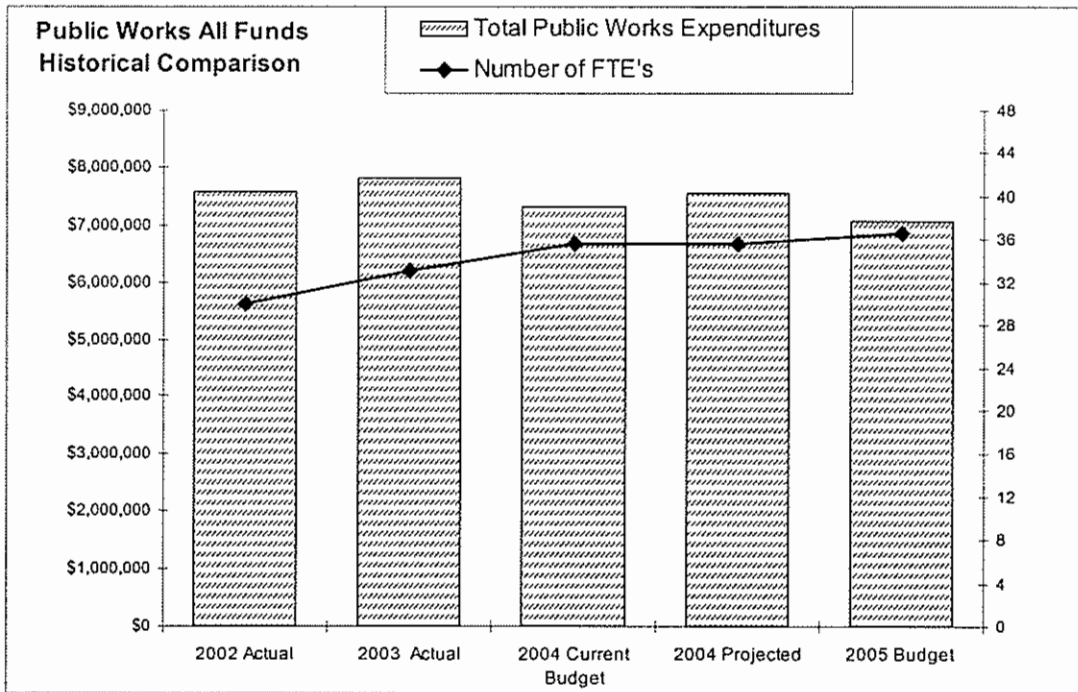
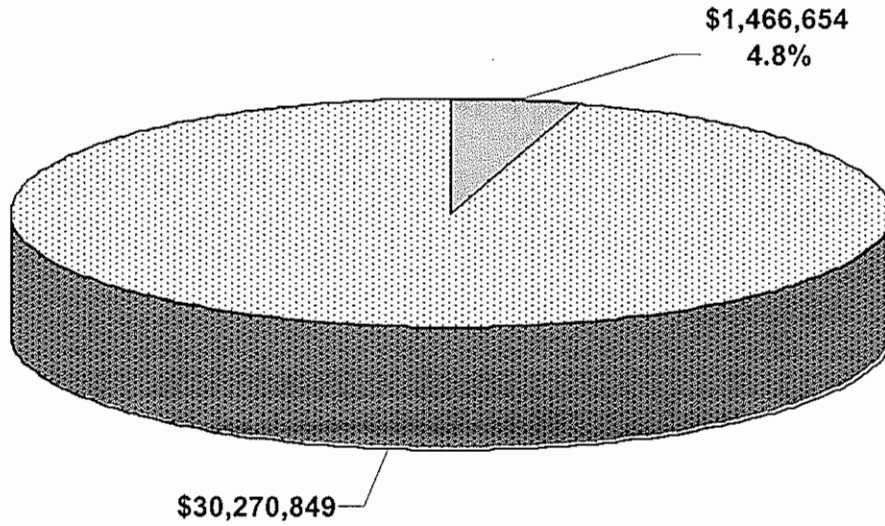
1.5 FTE

\*An Additional 13.70  
Public Works FTE are  
budgeted in the Capital  
Funds



# Public Works 2005 Budget

2005 General Fund Portion of Public Works as a Share of the General Fund





## Public Works 2005 Budget

### 2004 Key Department Accomplishments in Support of the City's Critical Success Factors:

#### Healthy, Vibrant Neighborhoods

- Completed construction of 2.4 miles of the Interurban Trail
- Completed new school route walking map
- Completed eight right-of-way beautification projects
- Completed construction of the City Center Gateway Improvement – West gateways
- Completed Richmond Beach Nearshore Restoration Project
- Completed the Paramount Picnic Shelter Construction Project
- Completed the Serpentine Place improvements construction project, an interim solution for the Ronald Bog program
- Initiated construction on the 3<sup>rd</sup> Avenue NW project.
- Completed the reconfiguration of 15<sup>th</sup> Avenue NE south of 175<sup>th</sup> Street
- Reached 90% design phase of the Richmond Beach Overcrossing Project

#### Economic Vitality and Financial Stability

- Completed design work and began right-of-way acquisition for phase I of the Aurora Corridor Project

#### Innovative Leadership and Strategic Planning

- Completed the Surface Water Master Plan
- Completed a review of city-wide utility bill accounts which resulted in corrections by utility providers and \$25,000 in credits to the City.

#### Quality Services and Facilities

- Completed the in-house slope mowing evaluation project generating a cost savings of \$22,000 and an increased service level within the City.



## Public Works 2005 Budget

### 2005 Key Department Objectives in Support of the City's Critical Success Factors:

#### Economic Vitality and Financial Stability

- Start construction of the Aurora Corridor Project Phase I
- Start construction of the Interurban Trail Pedestrian Bridge Project

#### Healthy, Vibrant Neighborhoods

- Start construction of the Interurban Trail Pedestrian Bridge Project
- Implement Code Compliance Program for Water Quality and Stream Buffer Issues
- Develop Action Plan to Improve Echo Lake Water Quality (Part of SW Master Plan)
- Begin Surface Water Infrastructure Condition Assessment (Part of SW Master Plan)
- Complete 44 miles of slope mowing on City arterial and collector streets.
- Maintain sweeping of arterial and collector streets on a once a month schedule. Sweep the 260 miles of residential streets three times a year.
- Continue the use of overlay and slurry seal to maintain the road pavement condition ratings
- Implement the Surface Water Master Plan as approved by the City Council.
- Complete and begin implementation of the Transportation Master Plan.
- Continue development of the traffic record database to include collision data, traffic counts, and speed studies.

#### Quality Services and Facilities

- Complete 3rd Avenue NW improvements
- Develop an in-house Sweeping Evaluation Project – to measure cost savings and increasing service levels throughout the City
- Develop prioritization for the installation of sidewalks throughout the city focusing on pedestrian safety
- Implement Business Waste Reduction and Recycling Outreach Program
- Explore alternatives for the most efficient and effective way to provide mechanic services to maintain the City's fleet.





# Public Works 2005 Budget

Public Works Services 2002 - 2005 Budget Comparison By Program

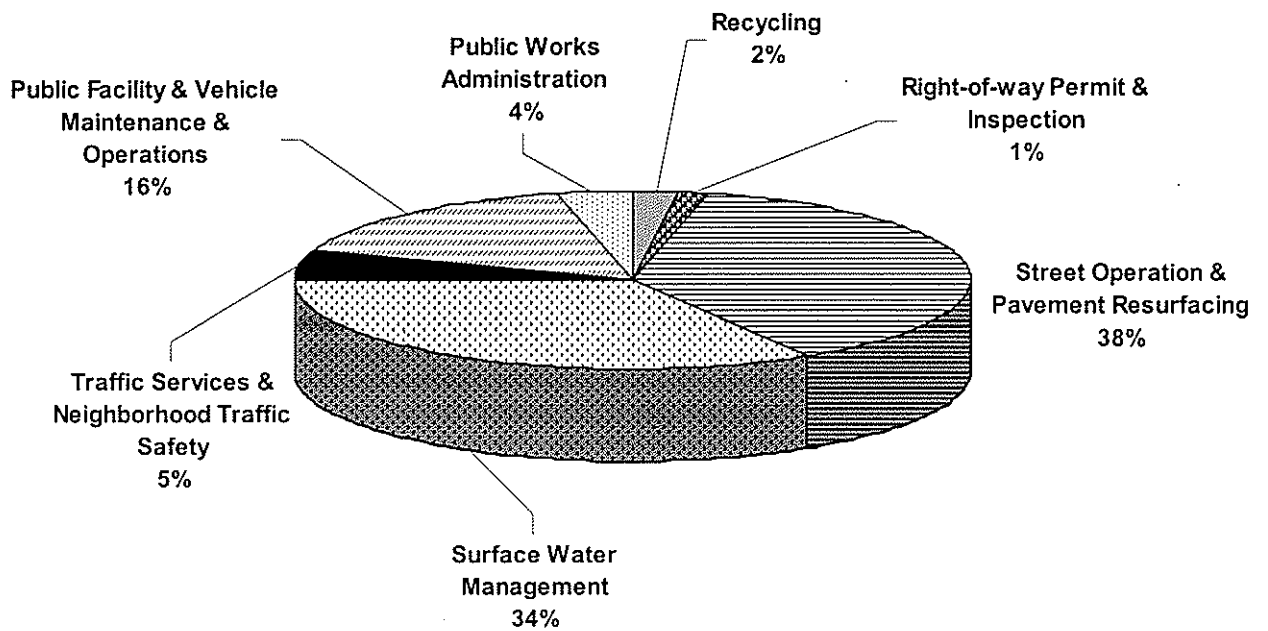
Program Budget	2002 Actual	2003 Actual	2004 Current Budget	2004 Projected	2005 Budget	2004 Current Budget versus 2005 Budget	Percentage Change
Recycling	\$91,481	\$188,811	\$185,186	\$184,336	\$152,255	-\$32,931	-17.78%
Right-of-way Permit & Inspection	\$103,404	\$75,409	\$109,499	\$109,499	\$100,968	-\$8,531	-7.79%
Street Operation & Pavement Resurfacing	\$3,427,143	\$3,081,447	\$3,013,647	\$2,865,922	\$2,669,862	-\$343,785	-11.41%
Surface Water Management	\$1,945,626	\$2,316,341	\$2,123,741	\$2,123,739	\$2,382,105	\$258,364	12.17%
Traffic Services & Neighborhood Traffic Safety*	\$93,026	\$126,427	\$539,513	\$538,941	\$388,290	-\$151,223	-28.03%
Public Facility & Vehicle Maintenance & Operations	\$1,257,651	\$1,354,820	\$1,410,914	\$1,435,914	\$1,126,062	-\$284,852	-20.19%
Public Works Administration	\$215,360	\$225,921	\$250,404	\$250,404	\$260,161	\$9,757	3.90%
Emergency Operations	\$37,095	\$0	\$0	\$0	\$0	NA	NA
Street Engineering	\$265,106	\$269,264	\$33,646	\$33,646	\$0	NA	NA
Surface Water Engineering	\$128,141	\$170,450	\$3,625	\$3,626	\$0	-\$3,625	-100.00%
<b>Total Program Budget</b>	<b>\$7,564,033</b>	<b>\$7,808,890</b>	<b>\$7,670,175</b>	<b>\$7,546,027</b>	<b>\$7,079,703</b>	<b>-\$590,472</b>	<b>-7.70%</b>
<b>Program Revenue</b>							
Recycling	\$81,375	\$173,023	\$148,156	\$147,306	\$127,719	-\$20,437	0.00%
Right-of-way Permit & Inspection	\$128,119	\$114,814	\$109,500	\$109,505	\$100,000	-\$9,500	-8.68%
Street Operation & Pavement Resurfacing	\$1,343,754	\$893,230	\$767,575	\$760,803	\$768,265	\$690	0.09%
Surface Water Management	\$2,129,780	\$2,515,727	\$2,537,192	\$2,516,210	\$2,554,692	\$17,500	0.69%
Traffic Services & Neighborhood Traffic Safety	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Public Facility & Vehicle Maintenance & Operations	\$42,041	\$41,920	\$54,465	\$54,222	\$72,074	\$17,609	32.33%
Public Works Administration	\$0	\$0	\$0	\$10	\$0	\$0	0.00%
Revenue	\$1,209	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Program Revenue</b>	<b>\$3,726,278</b>	<b>\$3,738,714</b>	<b>\$3,616,888</b>	<b>\$3,588,056</b>	<b>\$3,622,750</b>	<b>\$5,862</b>	<b>0.16%</b>
General Fund Subsidy	\$3,837,755	\$4,070,176	\$3,391,663	\$3,957,971	\$3,456,953	\$65,290	1.93%
Balance	\$0	\$0	\$341,229	\$0	\$0	\$341,229	100.00%
Management Fund Balance	\$0	\$0	\$304,560	\$0	\$0	\$304,560	100.00%
Maint. Fund Balance	\$0	\$0	\$15,835	\$0	\$0	\$15,835	100.00%
<b>Total Resources</b>	<b>\$7,564,033</b>	<b>\$7,808,890</b>	<b>\$7,670,175</b>	<b>\$7,546,027</b>	<b>\$7,079,703</b>	<b>-\$590,472</b>	<b>-7.70%</b>

\*The 2005 Neighborhood Traffic Safety Program has components of the program budgeted in the Customer Response Team (\$20,816) and Police (\$49,993) Department budgets.



# Public Works 2005 Budget

## 2005 Public Works Program Breakdown





# Public Works 2005 Budget

Public Works 2002 - 2005 Operating Budget Comparison By Object							
Object Category Name	2002 Actual	2003 Actual	2004 Current Budget	2004 Projected	2005 Budget	2004 Current Budget versus 2005 Budget	Percentage Change
Salary	\$1,312,791	\$1,302,124	\$1,280,372	\$1,307,323	\$1,396,181	\$115,809	9.04%
Benefits	\$324,414	\$347,835	\$348,541	\$349,553	\$386,942	\$38,401	11.02%
Supplies	\$279,407	\$258,389	\$253,400	\$303,832	\$253,697	\$297	0.12%
Services	\$2,029,829	\$2,049,124	\$2,296,993	\$2,354,724	\$1,571,906	-\$725,087	-31.57%
Intergovernmental Services	\$1,059,677	\$574,276	\$665,717	\$574,131	\$548,172	-\$117,545	-17.66%
Capital	\$700,109	\$655,808	\$940,525	\$772,248	\$787,000	-\$153,525	-16.32%
Debt Service	\$2,481	\$51,998	\$237,908	\$237,907	\$345,179	\$107,271	45.09%
Interfund Payments for Services	\$1,855,325	\$2,569,336	\$1,646,719	\$1,646,309	\$1,790,626	\$143,907	8.74%
<b>Total Public Works Expenditures</b>	<b>\$7,564,033</b>	<b>\$7,808,890</b>	<b>\$7,670,175</b>	<b>\$7,546,027</b>	<b>\$7,079,703</b>	<b>-\$590,472</b>	<b>-7.70%</b>
<b>Revenue Source</b>							
Licenses and Permits	\$128,119	\$114,814	\$109,505	\$109,505	\$100,000	-\$9,505	-8.68%
Intergovernmental Revenues	\$1,337,860	\$947,957	\$840,434	\$845,898	\$830,136	-\$10,298	-1.23%
Charges for Goods and Services	\$2,084,661	\$2,496,894	\$2,492,192	\$2,492,210	\$2,492,192	\$0	0.00%
Fines & Forfeits	\$29	\$25		\$66	\$0		
Miscellaneous Revenues	\$175,609	\$179,024	\$174,762	\$140,377	\$200,422	\$25,660	14.68%
<b>Total Revenue</b>	<b>\$3,726,278</b>	<b>\$3,738,714</b>	<b>\$3,616,893</b>	<b>\$3,588,056</b>	<b>\$3,622,750</b>	<b>\$5,857</b>	<b>0.16%</b>
General Fund Subsidy	\$3,837,755	\$4,070,176	\$3,391,663	\$3,957,971	\$3,456,953	\$65,290	1.93%
Use of Streets Fund Balance	\$0	\$0	\$341,229	\$0	\$0	-\$341,229	-100.00%
Use of Surface Water Management Fund Balance	\$0	\$0	\$304,560	\$0	\$0	-\$304,560	-100.00%
Use of Vehicle Oper. & Maint. Fund Balance	\$0	\$0	\$15,830	\$0	\$0	-\$15,830	-100.00%
<b>Total Resources</b>	<b>\$7,564,033</b>	<b>\$7,808,890</b>	<b>\$7,670,175</b>	<b>\$7,546,027</b>	<b>\$7,079,703</b>	<b>-\$590,472</b>	<b>-7.70%</b>
<b>Department Statistics</b>							
Public Works as a % of Total General Fund	6.38%	6.78%	6.88%	7.15%	4.85%	-2.04%	-29.6%
Number of FTE's	30	33.1	35.6	35.60	36.60	1.00	2.8%

The Public Works Department is also responsible for four other City funds: the Street Fund, Surface Water Management, Vehicle Operations & Maintenance and Roads Capital. The fund breakdown is displayed below.

Public Works Expenditures by Fund	2002 Actual	2003 Actual	2004 Current Budget	2004 Projected	2005 Budget	2004 Current Budget versus 2005 Budget	Percent Change
General Fund	\$1,536,650	\$1,718,404	\$1,776,204	\$1,800,354	\$1,466,654	-\$309,550	-17.4%
Street Fund	\$3,196,566	\$2,875,845	\$2,535,008	\$2,535,008	\$2,279,955	-\$255,053	-10.1%
Surface Water Management Fund	\$2,073,767	\$2,486,791	\$2,127,366	\$2,127,365	\$2,382,105	\$254,739	12.0%
Vehicle Operations & Maintenance Fund	\$64,937	\$51,148	\$70,300	\$70,300	\$71,824	\$1,524	2.2%
Roads Capital Fund (NTSP & Overlay)	\$692,113	\$676,702	\$1,161,297	\$1,013,000	\$879,165	-\$282,132	-24.3%
<b>Total Public Works Expenditures</b>	<b>\$7,564,033</b>	<b>\$7,808,890</b>	<b>\$7,670,175</b>	<b>\$7,546,027</b>	<b>\$7,079,703</b>	<b>-\$590,472</b>	<b>-7.7%</b>



## Public Works 2005 Budget

### 2005 Department Changes

- The 2005 budget includes the addition of an Associate Traffic Engineer. This position will provide support to the City's Traffic Services, Neighborhood Traffic Safety Program and Traffic Small Works Project. The total 2005 cost for this position is \$85,000. This position was funded by reductions in existing professional and intergovernmental service contracts, resulting in no net impact to the budget.
- The 2004 Current Budget includes approximately \$45,000 of 2003 expenditure carryover items. The major carryover items include:

Neighborhood Traffic Safety Program	\$151,000
Surface Water Management	\$118,000
Street Operations	\$ 55,000
Recycling Program	\$ 15,000
- The 2005 budget allocates utility costs to the specific programs that use the utility. For example, utility costs related to the City pool are now budgeted in the Aquatics program in the Parks and Recreation Department. Prior to 2005 all of these costs were budgeted in Public Works. The 2005 utility budget is \$281,000 less in 2005 than it was in 2004. Janitorial costs have similarly been distributed to the appropriate departments.
- Lease costs for City facilities are increasing by nearly \$82,000 (15%) in 2005.
- The 2005 budget includes \$345,000 in debt service payments for the \$4.1 million in outstanding Public Works Trust Fund Loans. These loans are financing the Ronald Bog and 3<sup>rd</sup> Avenue NW Drainage Improvement projects. The debt service payments are being paid from the surface water utility revenues.
- The Surface Water Operational Fund will allocate approximately \$714,000 in resources for drainage capital projects in 2005. This is \$314,000 more than was budgeted in 2004.

# RECYCLING PROGRAMS

## 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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: EFFECTIVENESS	2003	2004	2005
Number of households participating in annual recycling opportunities	2221	2681	
Percentage of households participating in City recycling events	10.7%	12.9%	

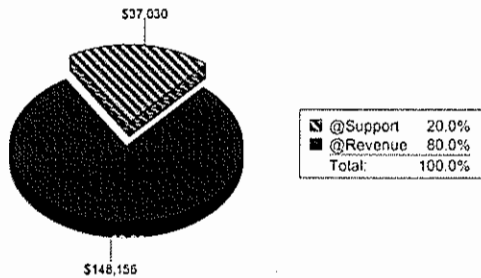
### 2004 Budget

Program Expenditures	<b>\$185,186</b>
Program Revenue	<b>\$148,156</b>
General Support	<b>\$37,030</b>

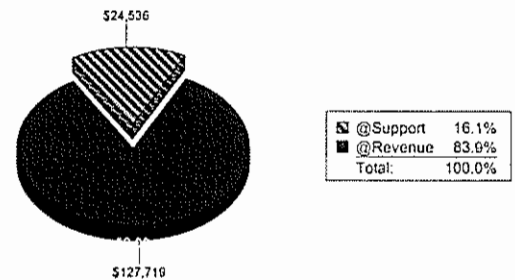
### 2005 Budget

Program Expenditures	<b>\$152,255</b>
Program Revenue	<b>\$127,719</b>
General Support	<b>\$24,536</b>

Program Revenue vs General Support



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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: OUTPUT

	2002	2003	2004	2005
Number of inspections performed		1505	790	
Number of right-of-way permits issued	544	522	462	

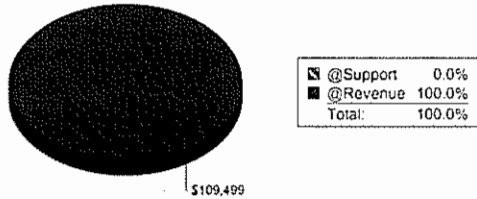
### 2004 Budget

Program Expenditures	\$109,499
Program Revenue	\$109,505
General Support	<u>\$(6)</u>

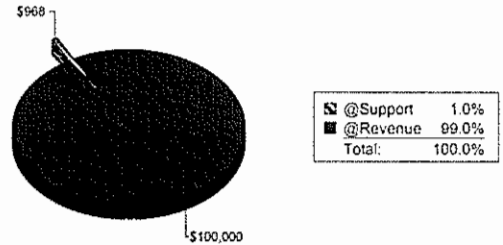
### 2005 Budget

Program Expenditures	\$100,968
Program Revenue	\$100,000
General Support	<u>\$968</u>

Program Revenue vs General Support



Program Revenue vs General Support





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# STREET OPERATION & PAVEMENT RESURFACING PROGRAMS

## 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.

Pavement Resurfacing: Provide long-term maintenance and upkeep of City streets and roads. This service includes asphalt overlay, slurry sealing, crack sealing, pot hole patching, and emulsion application

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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: EFFECTIVENESS	2003	2004	2005
Average pavement rating for arterials/collectors.	85.0	85.0	
Average pavement rating for residential streets.	62.0	62.0	
Cost per lane mile of street sweeping	\$32.64	\$22.67	
Percentage of citizens surveyed that are satisfied with the adequacy of city street lighting on arterial streets		60%	
Percentage of citizens very satisfied or satisfied with maintenance of City streets		55%	
Weighted average pavement rating for all City streets.	76.0	76.0	

Measurement: EFFICIENCY	2003	2004	2005
Annual Operating cost per City traffic signal		\$3,364	
Annual street operation expenditures per paved lane mile in the City	\$4,364	\$3,651	
Cost per lane mile for asphalt overlay	\$36,126	\$54,335	
Cost per lane mile for slurry seal	\$9,741	\$9,629	

Measurement: OUTPUT	2003	2004	2005
Number of lane miles rehabilitated with slurry seal	11.1	14.8	
Number of lane miles resurfaced with asphalt overlay	15.1	9.1	
Number of lane miles swept	1,756	2,405	



# STREET OPERATION & PAVEMENT RESURFACING PROGRAMS

Measurement: WORKLOAD	2003	2004	2005
Contract hours spent sanding & plowing roads	20	101	
In-house hours spent sanding & plowing roads	73	99	
Number of traffic signs maintained	571		

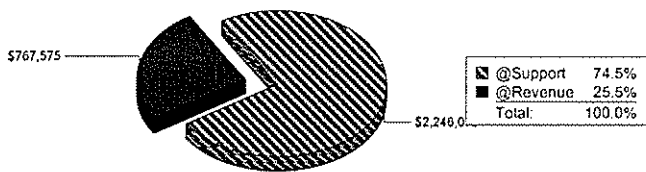
## 2004 Budget

Program Expenditures	<b>\$3,013,648</b>
Program Revenue	<b>\$767,575</b>
General Support	<b>\$2,246,073</b>

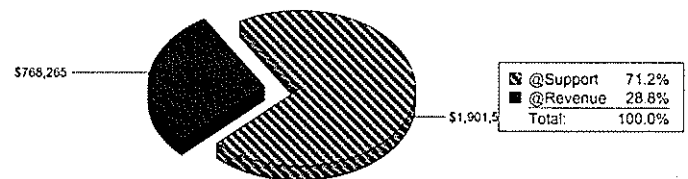
## 2005 Budget

Program Expenditures	<b>\$2,669,863</b>
Program Revenue	<b>\$768,265</b>
General Support	<b>\$1,901,598</b>

Program Revenue vs General Support



Program Revenue vs General Support



## SURFACE WATER MANAGEMENT

### PROGRAM PURPOSE:

The Surface Water Management program provides for the maintenance and operations of the City's surface and subsurface water infrastructure, public education and outreach, water quality monitoring and code enforcement to protect water quality, enhance natural habitat, and prevent flooding.

### CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of citizens who are very satisfied or satisfied with the adequacy of storm drainage services in their neighborhood		55%	
Percentage of citizens who are very satisfied or satisfied with the overall quality of the City's stormwater system		55%	
Percentage of inspected private retention/detention facilities that met maintenance standards.			

Measurement: EFFICIENCY	2003	2004	2005
Cost per lane mile swept.	\$21.67	\$15.12	

Measurement: OUTPUT	2003	2004	2005
Number of lane miles swept.	1,756	2,405	

Measurement: WORKLOAD	2003	2004	2005
Number of catch basins cleaned	3,000	3,653	
Number of linear feet of open drainage channels cleared	200	1,114	
Number of private retention/detention facilities inspected	314	321	
Number of private retention/detention facility inspections	364	318	
Number of service requests with indicated property damage from flooding that were investigated and resolved.			

# SURFACE WATER MANAGEMENT

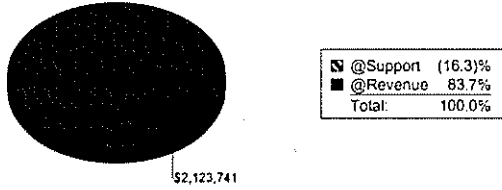
## 2004 Budget

Program Expenditures	\$2,123,741
Program Revenue	\$2,537,192
General Support	\$(413,451)

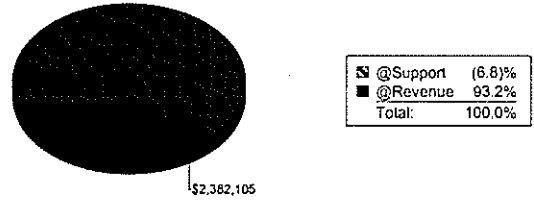
## 2005 Budget

Program Expenditures	\$2,382,105
Program Revenue	\$2,554,692
General Support	\$(172,587)

Program Revenue vs General Support



Program Revenue vs General Support



# TRAFFIC SERVICES & NEIGHBORHOOD TRAFFIC SAFETY

## 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.

## CRITICAL SUCCESS FACTOR:

Healthy, Vibrant Neighborhoods

Measurement: EFFECTIVENESS	2003	2004	2005
Percentage of citizens surveyed who are very satisfied or somewhat satisfied with the flow of traffic and congestion.		41%	
Percentage of citizens who are very satisfied or somewhat satisfied with the flow of traffic and congestion.		41	
Percentage of services requests completed	92%		

Measurement: INPUT	2003	2004	2005
Number of targeted law enforcement hours in a NTSP residential area.		946	

Measurement: OUTPUT	2003	2004	2005
Number of traffic counts completed each year	182	382	
Number of work orders issued	157	350	

Measurement: WORKLOAD	2003	2004	2005
Number of active residential areas involved in the NTSP Program	42	45	
Number of residential area traffic projects completed per year	2	7	
Number of service requests received	75		

# TRAFFIC SERVICES & NEIGHBORHOOD TRAFFIC SAFETY

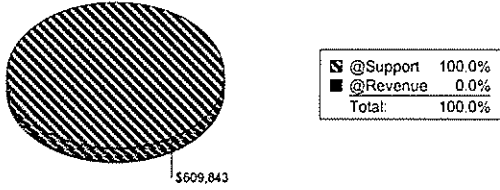
## 2004 Budget

Program Expenditures	\$609,843
Program Revenue	\$0
General Support	\$609,843

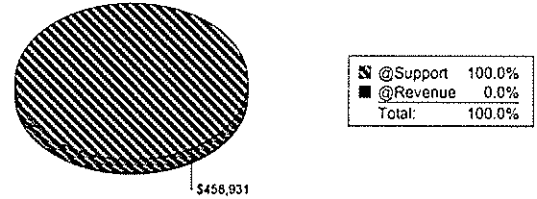
## 2005 Budget

Program Expenditures	\$458,931
Program Revenue	\$0
General Support	\$458,931

Program Revenue vs General Support



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

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: EFFICIENCY	2003	2004	2005
Cost per square foot to maintain	\$8.47	\$10.21	
Fleet maintenance cost per mile - vehicles and light trucks	\$0.27		
Fleet maintenance cost per mile -heavy-duty trucks and equipment	\$0.49		
Number of square feet maintained per facilities FTE	22,270	22,270	

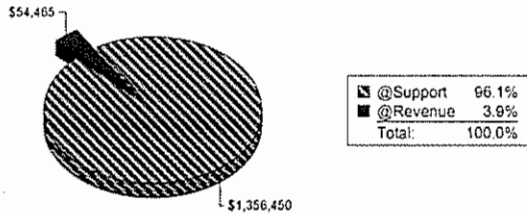
### 2004 Budget

Program Expenditures	<b>\$1,410,915</b>
Program Revenue	<b>\$54,465</b>
General Support	<b>\$1,356,450</b>

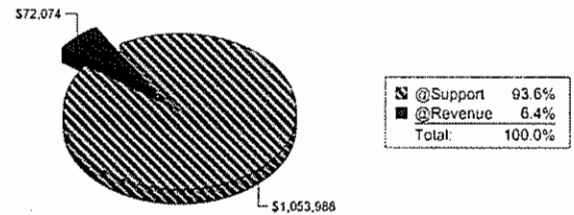
### 2005 Budget

Program Expenditures	<b>\$1,126,062</b>
Program Revenue	<b>\$72,074</b>
General Support	<b>\$1,053,988</b>

Program Revenue vs General Support



Program Revenue vs General Support



# PUBLIC WORKS ADMINISTRATION

## PROGRAM PURPOSE:

Public Works Administration provides the department with management, leadership, process and policy development, and staff support

## CRITICAL SUCCESS FACTOR:

Quality Services and Facilities

Measurement: WORKLOAD

	2003	2004	2005
Number of grant reimbursements processed	15	23	
Number of vendor invoices processed	4,402	5,322	

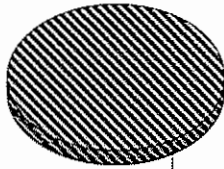
### 2004 Budget

Program Expenditures	<b>\$250,404</b>
Program Revenue	<b>\$0</b>
General Support	<b>\$250,404</b>

### 2005 Budget

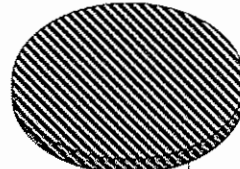
Program Expenditures	<b>\$260,161</b>
Program Revenue	<b>\$0</b>
General Support	<b>\$260,161</b>

Program Revenue vs General Support



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

Program Revenue vs General Support



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



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# 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 four categories of funds; operating, capital, 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. 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 2005, the General Fund will continue to be the City's largest fund accounting for 39.08% of the City's total budget. The City's other funds in order of size are:

- Roads Capital Fund (31.03%),
- General Capital Fund (19.62%),
- Surface Water Capital Fund (3.13%),
- Surface Water Management Fund (3.07%),
- Street Fund (2.94%),
- Arterial Street Fund (0.46%),
- Equipment Replacement Fund (0.24%),
- City Facility – Major Maintenance Fund (0.16%)
- Code Abatement Fund (0.13%),
- Vehicle Operations & Maintenance Fund (0.09%),
- Asset Seizure Fund (0.03%),
- Unemployment Fund (0.01%),
- General Reserve Fund (0.0%),
- Public Art Fund (0.0%)

Fund Name	Description
	<b><u>Operating Funds – General and Special Revenue Funds</u></b>
<b>Fund 001 General Fund</b>	The General Fund is used to pay the expenses and liabilities of the City associated with general service functions that are not budgeted in special revenue funds. The primary sources of revenue are local taxes. Property tax and sales tax combined provide approximately 51% of the General Fund operating revenues.
<b>Funds 101 &amp; 102 Street Fund and Arterial Street Fund</b>	Street and Arterial Street Funds are used to support roads and transportation programs. Fuel tax and a subsidy from the General Fund are the two sources of on-going support for these programs.
<b>Fund 103 Surface Water Management Fund</b>	The Surface Water Management Fund is used to support the City drainage program. In 2005, these funds are being used for operational and capital projects. Remaining funds will be allocated to a prioritized list of future capital and operational drainage project needs.
<b>Fund 104 General Reserve Fund</b>	The General Reserve Fund is 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. The resources in the General Reserve Fund will be kept in reserve until a defined need has been presented to/and adopted by the City Council.

<b>Fund 107 Code Abatement Fund</b>	The purpose of this Fund is to provide 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 2000 by a transfer from the General Fund.
<b>Fund 108 Asset Seizure Fund</b>	The purpose of this fund is to account for Federal and State seizure funds received by the City.
<b>Fund 109 Public Arts Fund</b>	The purpose of this fund is to account for the 1% for Arts program. An amount equal to 1% of capital construction contracts will be transferred from each capital fund. Funding will be utilized for public art projects.
<b><u>Capital Funds</u></b>	
<b>Fund 301 General Capital Fund</b>	The General Capital Fund receives funds that are designated specifically for capital purposes. The primary source of dedicated revenue is Real Estate Excise Tax (REET) and General Fund transfers. These funds are used for facility, recreation, parks and open space projects.
<b>Fund 312 City Facility-Major Maintenance Fund</b>	This fund is being established for 2005. This capital fund will account for the long-term maintenance of City Facilities.
<b>Fund 330 Roads Capital Fund</b>	The Roads Capital Fund receives funds that are designated specifically for capital purposes. The primary source of dedicated revenue is Real Estate Excise Tax (REET) and federal, state, and local grant sources. These funds are used for street and transportation related projects.
<b>Fund 340 Surface Water Capital Fund</b>	The Surface Water Capital Fund receives funds from the Surface Water Management Fund and dedicated grant sources for capital purposes. These funds are for surface water drainage and stream rehabilitation projects.
<b><u>Internal Service Funds</u></b>	
<b>Fund 501 Vehicle Operations and Maintenance Fund</b>	The Vehicle Operations and Maintenance Fund is used to account for the costs of operating and maintaining city vehicles and auxiliary equipment. An annual charge is made to department budgets using City vehicles to support this purpose.
<b>Fund 503 Equipment Replacement Fund</b>	The Equipment Replacement Fund is used to account for the future replacement of all City assets, including purchased vehicles, computer equipment, furniture, buildings, other equipment, etc. An annual allocation is charged to departments for the replacement of vehicles and other equipment.
<b>Fund 505 Unemployment Fund</b>	An annual allocation is made to this Fund in lieu of making contributions to State unemployment insurance. In 2005, an amount of \$10,000 will be transferred from the General Fund to this Fund. These funds will be used to pay unemployment benefits to qualified City employees.
<b><u>Agency Fund</u></b>	
<b>Fund 651 Northshore / Shoreline Community Network</b>	The city provides fiscal agency services through an interlocal agreement to the Northshore/Shoreline Community Network. The network's Executive Board retains complete control over the day-to-day administrative activities. This fund is custodial in nature and does not involve the measurement of results of operations. Therefore, the City does not appropriate a budget for this fund.

**All Funds Historical  
Revenue/Expenditure  
Summary**

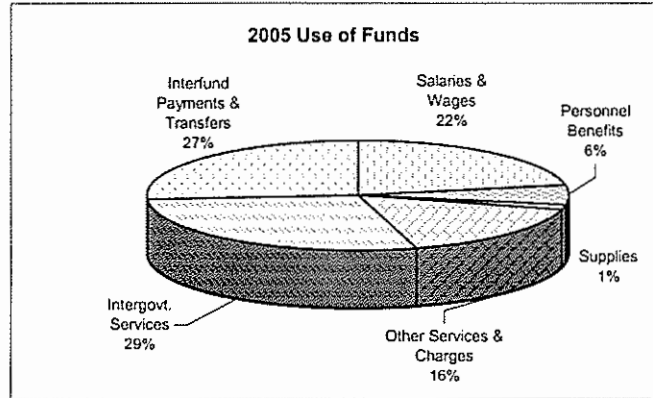
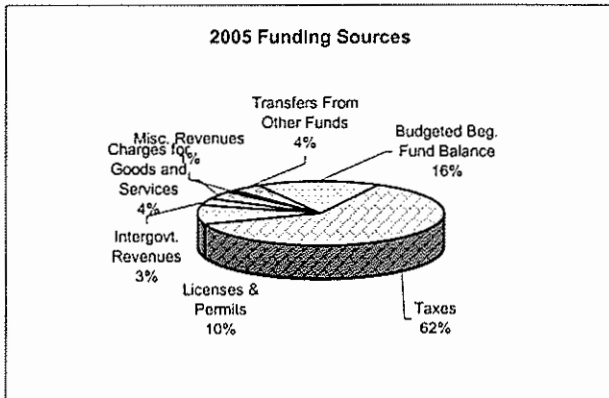
	2002 Actuals	2003 Actuals	2004 Final Budget	2004 Projected	2005 Adopted	2004 Current Budget vs. 2005 Adopted Budget
<b>RESOURCES</b>						
<b>Beginning Fund Balance</b>	\$ 34,034,707	\$ 37,662,263	\$ 32,524,403	\$ 41,160,152	\$ 38,500,058	\$ 5,975,655
<b>Revenues &amp; Transfers-In</b>						-
General Fund	\$ 26,455,664	\$ 25,507,098	\$ 24,881,142	\$ 26,069,657	\$ 25,523,818	642,676
Street Fund	2,821,773	2,738,924	2,342,844	2,336,072	2,279,955	(62,889)
Arterial Street Fund	360,651	354,889	348,546	347,779	353,358	4,812
Surface Water Management Fund	2,129,780	2,515,726	2,537,192	2,516,210	2,554,692	17,500
General Reserve Fund	257,550	167,653	172,889	182,889	154,193	(18,696)
Development Services Fund	1,673,629	1,774,705	1,718,661	1,722,299	-	(1,718,661)
Code Abatement Fund	-	509	100,000	300	162,500	62,500
Asset Seizure Fund	12,189	5,391	23,000	23,175	23,500	500
Public Art Fund	-	23,438	183,250	183,500	349,603	166,353
General Capital Fund	1,854,476	3,939,880	9,035,050	1,370,787	15,707,500	6,672,450
City Facility -Major Maintenance Fund					244,000	244,000
Roads Capital Fund	3,623,191	4,105,336	9,065,968	10,066,650	20,240,239	11,174,271
Surface Water Capital Fund	301,921	1,617,092	3,105,575	3,132,575	763,973	(2,341,602)
Vehicle Operations Fund	40,412	41,920	54,465	54,222	72,074	17,609
Equipment Replacement Fund	274,839	286,912	292,105	287,405	290,879	(1,226)
Unemployment Fund	10,000	10,011	40,000	20,000	11,250	(28,750)
<b>Total Revenues &amp; Transfers-In</b>	<b>\$ 39,816,075</b>	<b>\$ 43,089,484</b>	<b>\$ 53,900,687</b>	<b>\$ 48,313,520</b>	<b>\$ 68,731,534</b>	<b>\$ 14,830,847</b>
<b>Total Resources</b>	<b>\$ 73,850,782</b>	<b>\$ 80,751,747</b>	<b>\$ 86,425,090</b>	<b>\$ 89,473,672</b>	<b>\$ 107,231,592</b>	<b>\$ 20,806,502</b>
<b>USES</b>						
<b>Expenditures &amp; Transfers Out</b>						
General Fund	\$ 24,103,541	\$ 26,118,670	\$ 25,890,198	\$ 25,186,964	\$ 30,270,849	\$ 4,380,651
Street Fund	3,196,562	2,875,849	2,535,008	2,535,008	2,279,955	(255,053)
Arterial Street Fund	365,590	339,726	348,546	348,546	353,358	4,812
Surface Water Management Fund	2,073,766	2,486,790	2,127,366	2,127,365	2,382,105	254,739
General Reserve Fund	-	-	-	-	-	-
Development Services Fund	1,807,639	1,729,066	1,765,851	1,747,158	-	(1,765,851)
Code Abatement Fund	12,364	24,862	100,000	45,000	100,000	-
Asset Seizure Fund	14,572	15,872	23,000	23,653	23,000	-
Public Art Fund	-	-	-	-	-	-
General Capital Fund	2,045,774	862,911	15,456,034	2,013,922	15,199,693	(256,341)
City Facility -Major Maintenance Fund	-	-	-	-	124,000	124,000
Roads Capital Fund	2,116,834	4,373,837	14,919,801	13,518,314	24,038,893	9,119,092
Surface Water Capital Fund	205,337	581,509	3,202,003	3,137,335	2,424,775	(777,228)
Vehicle Operations Fund	64,937	51,147	70,300	70,300	71,824	1,524
Equipment Replacement Fund	154,781	123,892	180,050	180,050	189,636	9,586
Unemployment Fund	26,822	7,465	40,000	40,000	10,000	(30,000)
<b>Total Expenditures &amp; Transfers Out</b>	<b>\$ 36,188,519</b>	<b>\$ 39,591,596</b>	<b>\$ 66,658,157</b>	<b>\$ 50,973,615</b>	<b>\$ 77,468,088</b>	<b>\$ 10,809,931</b>
<b>Ending Fund Balance</b>	<b>\$ 37,662,263</b>	<b>\$ 41,160,151</b>	<b>\$ 19,766,933</b>	<b>\$ 38,500,058</b>	<b>\$ 29,763,503</b>	<b>\$ 9,996,570</b>
<b>Total Uses</b>	<b>\$ 73,850,782</b>	<b>\$ 80,751,747</b>	<b>\$ 86,425,090</b>	<b>\$ 89,473,673</b>	<b>\$ 107,231,591</b>	<b>\$ 20,806,501</b>

## General Fund (001) Summary

The General Fund is used to pay the expenses and liabilities of the City associated with general service functions that are not budgeted in special revenue funds. The primary sources of revenue are general purpose State and local taxes. Property tax and sales tax combined equal approximately 51% of the General Fund operating revenues. Beginning in 2005, this fund will also include all permitting activities which have previously been recorded in the Development Services Fund (105).

Department: Various  
Program: Various

	2001 Actuals	2002 Actuals	2003 Actuals	2004 Final Budget	2004 Projected	2004 Current Budget vs. 2005		Percent Change
						2005 Adopted Budget	2005 Adopted Budget	
<b>Beginning Fund Balance</b>	\$ 5,277,216	\$ 6,688,029	\$ 9,040,152	\$ 6,147,126	\$ 8,428,580	\$ 9,311,273	\$ 3,164,147	51%
<b>Funding Sources</b>								
Budgeted Beg. Fund Balance	\$ -	\$ -		\$ 1,279,309		\$ 4,852,100	\$ 3,572,791	279%
Taxes	17,187,404	17,886,065	18,481,625	17,763,851	18,829,583	18,806,704	1,042,853	6%
Licenses & Permits	1,682,291	2,570,840	2,454,238	2,500,326	2,508,547	2,911,555	411,229	16%
Intergovt. Revenues	2,384,208	2,396,204	1,266,908	1,206,661	1,246,431	1,061,196	(145,465)	-12%
Charges for Goods and Service	334,577	640,775	714,991	697,999	758,682	1,198,000	500,001	72%
Fines and Forfeits	201,729	182,352	176,890	101,000	104,956	111,000	10,000	
Misc. Revenues	681,393	331,323	251,550	368,810	378,963	274,773	(94,037)	-25%
<b>Total Revenue</b>	<b>\$ 22,471,602</b>	<b>\$ 24,007,559</b>	<b>\$ 23,346,202</b>	<b>\$ 23,917,956</b>	<b>\$ 23,827,162</b>	<b>\$ 29,215,328</b>	<b>\$ 5,297,372</b>	<b>22%</b>
Transfers From Other Funds	2,417,356	2,448,105	2,160,896	2,242,495	2,242,495	1,160,590	(1,081,905)	-48%
<b>Total Funding Sources</b>	<b>\$ 24,888,958</b>	<b>\$ 26,455,664</b>	<b>\$ 25,507,098</b>	<b>\$ 26,160,451</b>	<b>\$ 26,069,657</b>	<b>\$ 30,375,918</b>	<b>\$ 4,215,467</b>	<b>16%</b>
<b>Use of Funds</b>								
Salaries & Wages	\$ 4,470,194	\$ 4,959,712	\$ 5,206,116	\$ 5,682,593	\$ 5,594,537	\$ 6,623,783	\$ 941,190	17%
Personnel Benefits	1,031,098	1,143,868	1,331,102	1,457,069	1,460,350	1,780,339	323,270	22%
Supplies	618,437	626,405	576,924	619,748	586,304	440,165	(179,583)	-29%
Other Services & Charges	4,136,423	4,373,610	4,548,369	4,995,737	4,979,167	4,933,605	(62,132)	-1%
Intergovt. Services	7,433,695	7,639,429	7,329,449	8,319,020	8,114,257	8,553,437	234,417	3%
Capital Outlays	285,992	314,162	134,501	31,759	54,268	-	(31,759)	-100%
Interfund Payments/Transfers	5,502,306	5,046,355	6,992,209	4,784,273	4,398,081	7,939,520	3,155,247	66%
<b>Total Expenditures</b>	<b>\$ 23,478,145</b>	<b>\$ 24,103,541</b>	<b>\$ 26,118,670</b>	<b>\$ 25,890,198</b>	<b>\$ 25,186,964</b>	<b>\$ 30,270,849</b>	<b>\$ 4,380,650</b>	<b>17%</b>
<b>Ending Fund Balance</b>	<b>\$ 6,688,029</b>	<b>\$ 9,040,152</b>	<b>\$ 8,428,580</b>	<b>\$ 5,138,070</b>	<b>\$ 9,311,273</b>	<b>\$ 4,564,242</b>	<b>\$ (573,828)</b>	<b>-11%</b>
<b>Total FTE's</b>	<b>90.38</b>	<b>88.75</b>	<b>90.95</b>	<b>94.23</b>	<b>94.23</b>	<b>107.07</b>	<b>12.84</b>	<b>14%</b>

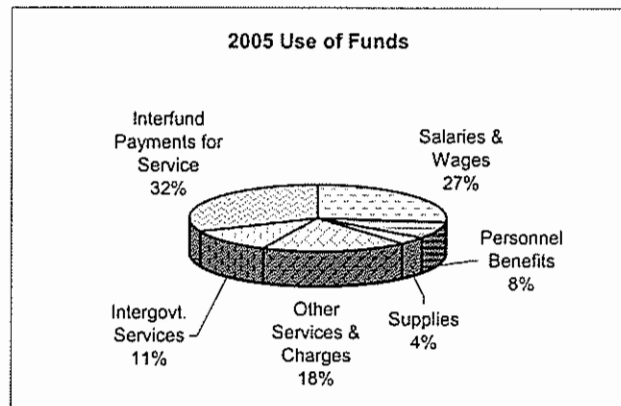
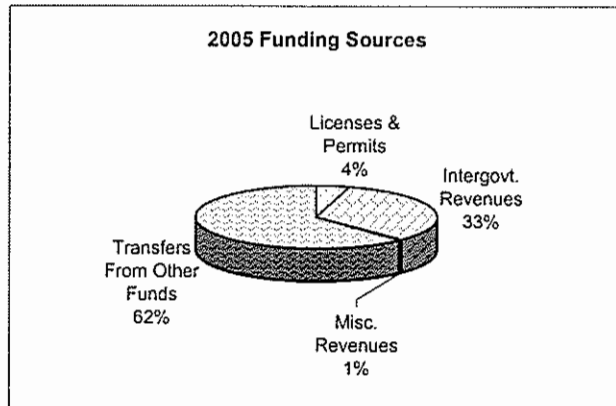


## Street Fund (101) Summary

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 program.

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

	2001 Actuals	2002 Actuals	2003 Actuals	2004 Final Budget	2004 Projected	2005 Adopted Budget	2004 Current Budget vs. 2005 Adopted Budget	Percent Change
<b>Beginning Fund Balance</b>	\$ 1,044,129	\$ 1,189,477	\$ 814,688	\$ 551,893	\$ 677,763	\$ 478,827	\$ (73,066)	-13%
<b>Funding Sources</b>								
Budgeted Beg. Fund Balance	\$ -	\$ -		\$ 193,114			\$ (193,114)	-100%
Licenses & Permits	-	128,119	114,814	109,505	109,505	100,000	(9,505)	-9%
Intergovt. Revenues	1,271,272	1,304,772	827,100	745,075	751,190	755,765	10,690	1%
Fines and Forfeits	-	29	25	-	66	-	-	
Misc. Revenues	79,171	38,951	66,103	22,500	9,547	12,500	(10,000)	-44%
<b>Total Revenue</b>	<b>\$ 1,350,443</b>	<b>\$ 1,471,871</b>	<b>\$ 1,008,042</b>	<b>\$ 1,070,194</b>	<b>\$ 870,308</b>	<b>\$ 868,265</b>	<b>\$ (201,929)</b>	<b>-19%</b>
Transfers From Other Funds	2,000,777	1,349,902	1,730,882	1,465,764	1,465,764	1,411,690	(54,074)	-4%
<b>Total Funding Sources</b>	<b>\$ 3,351,220</b>	<b>\$ 2,821,773</b>	<b>\$ 2,738,924</b>	<b>\$ 2,535,958</b>	<b>\$ 2,336,072</b>	<b>\$ 2,279,955</b>	<b>\$ (256,003)</b>	<b>-10%</b>
<b>Use of Funds</b>								
Salaries & Wages	\$ 464,250	\$ 592,896	\$ 565,084	\$ 551,856	\$ 568,887	\$ 610,759	\$ 58,903	11%
Personnel Benefits	138,060	162,279	165,948	171,530	171,563	190,046	18,516	11%
Supplies	97,534	133,179	96,345	75,750	116,177	80,869	5,119	7%
Other Services & Charges	375,786	589,164	565,414	547,838	570,592	419,704	(128,134)	-23%
Intergovt. Services	1,109,152	555,187	396,899	368,427	285,309	254,887	(113,540)	-31%
Capital Outlays	202,870	70,245	115,021	-	2,873	-	-	#DIV/0!
Interfund Payments for Service	818,220	1,093,612	971,138	819,607	819,607	723,690	(95,917)	-12%
<b>Total Expenditures</b>	<b>\$ 3,205,872</b>	<b>\$ 3,196,562</b>	<b>\$ 2,875,849</b>	<b>\$ 2,535,008</b>	<b>\$ 2,535,008</b>	<b>\$ 2,279,955</b>	<b>\$ (255,053)</b>	<b>-10%</b>
<b>Ending Fund Balance</b>	<b>\$ 1,189,477</b>	<b>\$ 814,688</b>	<b>\$ 677,763</b>	<b>\$ 359,729</b>	<b>\$ 478,827</b>	<b>\$ 478,827</b>	<b>\$ 119,098</b>	<b>33%</b>
<b>Total FTE's</b>	<b>11.10</b>	<b>15.23</b>	<b>14.05</b>	<b>11.98</b>	<b>11.98</b>	<b>12.15</b>	<b>0.17</b>	<b>1%</b>

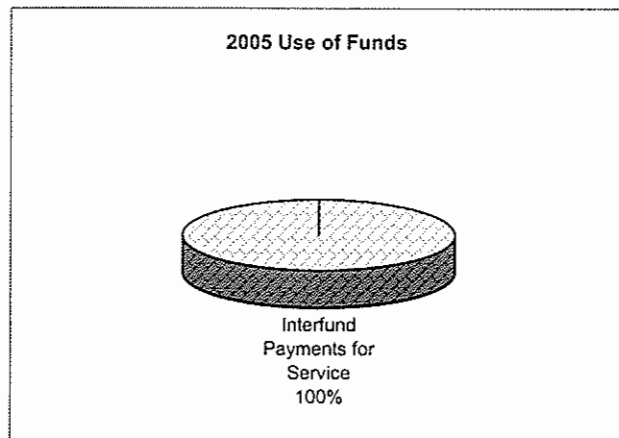
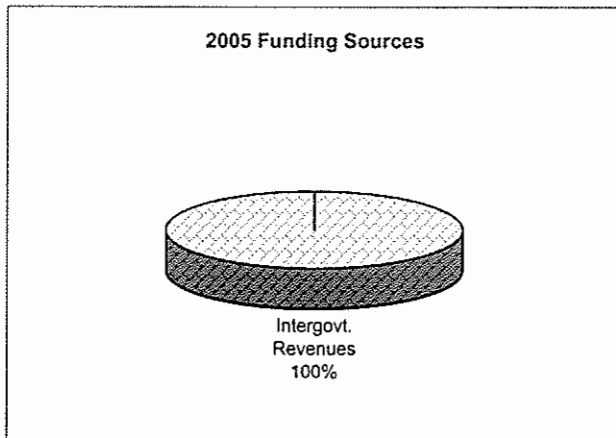


## Arterial Street Fund (102) Summary

The Arterial Street Fund provides funding for roads and transportation capital projects. The major source of revenue is fuel tax that is designated for road and transportation improvements. Fuel tax revenues received by this fund are transferred to the Roads Capital Fund.

Department: Public Works  
Program: Administrative Transfers

	2001 Actuals	2002 Actuals	2003 Actuals	2004 Final Budget	2004 Projected	2005 Adopted Budget	2004 Current Budget vs. 2005 Adopted Budget	Percent Change
<b>Beginning Fund Balance</b>	\$ 86,350	\$ 4,939	\$ -	\$ -	\$ 15,164	\$ 14,397	\$ 14,397	0.00%
<b>Funding Sources</b>								
Intergovt. Revenues	\$ 367,858	\$ 359,644	\$ 354,309	\$ 348,546	\$ 347,029	\$ 353,358	\$ 4,812	1.38%
Charges for Goods and Services					750	-	-	#DIV/0!
Misc. Revenues	6,686	1,007	580				-	0.00%
<b>Total Revenue</b>	<b>\$ 374,544</b>	<b>\$ 360,651</b>	<b>\$ 354,889</b>	<b>\$ 348,546</b>	<b>\$ 347,779</b>	<b>\$ 353,358</b>	<b>\$ 4,812</b>	<b>1.38%</b>
Transfers From Other Funds							-	0.00%
<b>Total Funding Sources</b>	<b>\$ 374,544</b>	<b>\$ 360,651</b>	<b>\$ 354,889</b>	<b>\$ 348,546</b>	<b>\$ 347,779</b>	<b>\$ 353,358</b>	<b>\$ 4,812</b>	<b>1.38%</b>
<b>Use of Funds</b>								
Interfund Payments for Service	\$ 455,955	\$ 365,590	\$ 339,726	\$ 348,546	\$ 348,546	\$ 353,358	\$ 4,812	1.38%
<b>Total Expenditures</b>	<b>\$ 455,955</b>	<b>\$ 365,590</b>	<b>\$ 339,726</b>	<b>\$ 348,546</b>	<b>\$ 348,546</b>	<b>\$ 353,358</b>	<b>\$ 4,812</b>	<b>1.38%</b>
<b>Ending Fund Balance</b>	<b>\$ 4,939</b>	<b>\$ -</b>	<b>\$ 15,164</b>	<b>\$ -</b>	<b>\$ 14,397</b>	<b>\$ 14,397</b>	<b>\$ 14,397</b>	<b>0%</b>
<b>Total FTE's</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%



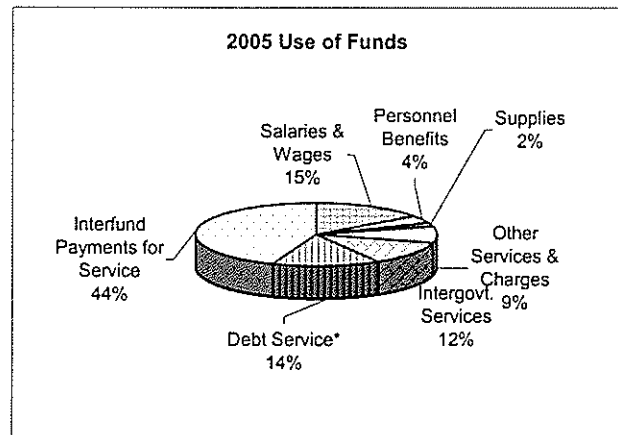
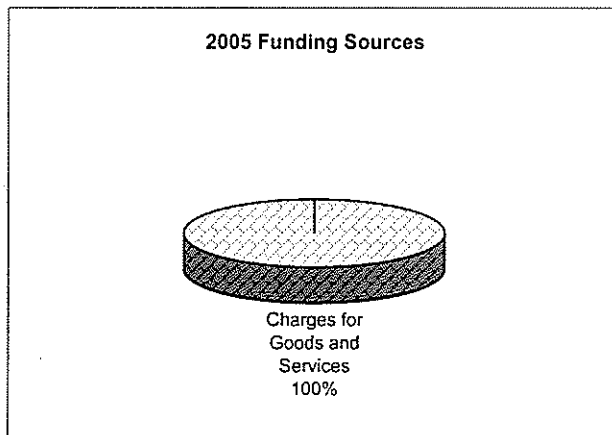
## Surface Water Management Fund (103) Summary

The Surface Water Management Fund is used to support the City's drainage program. The major source of revenue for this fund is the storm drainage fees paid annually by Shoreline property owners. A portion of the fees are transferred to the Surface Water Capital Fund to support drainage improvement projects.

Department: Public Works  
Programs: Surface Water Management

	2001 Actuals	2002 Actuals	2003 Actuals	2004 Final Budget	2004 Projected	2005 Adopted Budget	2004 Current Budget vs. 2005 Adopted Budget	Percent Change
<b>Beginning Fund Balance</b>	\$ 2,720,300	\$ 2,314,525	\$ 2,370,539	1,972,470	\$ 2,399,475	\$ 2,788,320	\$ 815,850	41%
<b>Funding Sources</b>								
Budgeted Beg. Fund Balance	\$ -	\$ -		\$ 304,560			\$ (304,560)	-100%
Intergovt. Revenues	61,600	3,197					-	0%
Charges for Goods and Service	2,055,702	2,084,661	2,496,894	2,492,192	2,492,210	2,492,192	-	0%
Misc. Revenues	88,637	41,922	18,832	45,000	24,000	62,500	17,500	39%
<b>Total Revenue</b>	<b>\$2,205,939</b>	<b>\$2,129,780</b>	<b>\$2,515,726</b>	<b>\$2,841,752</b>	<b>\$2,516,210</b>	<b>\$2,554,692</b>	<b>\$ (287,060)</b>	<b>-10%</b>
Transfers From Other Funds							-	0%
<b>Total Funding Sources</b>	<b>\$2,205,939</b>	<b>\$2,129,780</b>	<b>\$2,515,726</b>	<b>\$2,841,752</b>	<b>\$2,516,210</b>	<b>\$2,554,692</b>	<b>\$ (287,060)</b>	<b>-10%</b>
<b>Use of Funds</b>								
Salaries & Wages	\$ 345,525	\$ 405,764	\$ 392,886	\$ 328,817	\$ 331,376	\$ 355,185	\$ 26,368	8%
Personnel Benefits	83,894	97,399	104,122	88,635	88,802	97,211	8,576	10%
Supplies	39,733	43,050	26,723	43,200	47,485	42,210	(990)	-2%
Other Services & Charges	296,478	249,938	150,571	321,116	324,216	203,179	(117,937)	-37%
Intergovt. Services	434,804	497,931	173,049	289,790	279,679	285,785	(4,005)	-1%
Capital Outlays	44,655	22,755	-	-	-	-	-	0%
Debt Service*	-	2,481	51,998	237,908	237,907	345,179	107,271	0%
Interfund Payments for Service	1,366,626	754,448	1,587,441	817,900	817,900	1,053,356	235,456	29%
<b>Total Expenditures</b>	<b>\$2,611,715</b>	<b>\$2,073,766</b>	<b>\$2,486,790</b>	<b>\$2,127,366</b>	<b>\$2,127,365</b>	<b>\$2,382,105</b>	<b>\$ 254,739</b>	<b>12%</b>
<b>Ending Fund Balance</b>	<b>\$2,314,525</b>	<b>\$2,370,539</b>	<b>\$2,399,475</b>	<b>\$2,686,857</b>	<b>\$2,788,320</b>	<b>\$2,960,907</b>	<b>\$ 274,050</b>	<b>10%</b>
<b>Total FTE's</b>	7.40	8.64	7.13	5.72	5.72	5.80	0.08	1%

\*Includes principal (\$319,944) and interest (\$25,235) payments to repay the Public Works Trust Fund Loan borrowed from the State.



## General Reserve Fund (104) Summary

The purpose of the General Reserve Fund 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.

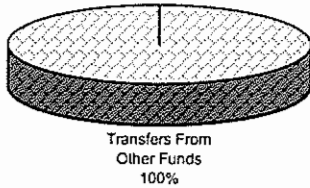
According to RCW 35.33.145, the amount that can be set aside in a separate reserve fund cannot exceed thirty-seven and one-half cents per thousand dollars of assessed valuation. This limit for 2005 is \$2.1 million.

The General Reserve Fund when combined with the undesignated General Fund fund balance of \$5 million creates a total reserve of \$7.1 million, 28% of the projected General Fund operating revenues. City policy is to maintain a minimum reserve equal to 10% of budgeted General Fund funding sources

Department: Finance  
Program: Reserves

	2001 Actuals	2002 Actuals	2003 Actuals	2004 Final Budget	2004 Projected	2005 Adopted Budget	2004 Current Budget vs. 2005 Adopted Budget	Percent Change
<b>Beginning Fund Balance</b>	\$ 1,205,088	\$ 1,344,179	\$ 1,601,729	\$ 1,769,099	\$ 1,769,382	\$ 1,952,271	\$ 183,172	10%
<b>Funding Sources</b>								
<b>Total Revenue</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Miscellaneous Revenues			\$ 283		\$ 10,000	\$ -		
Transfers From Other Funds	139,091	257,550	167,370	172,889	172,889	154,193	(18,696)	-11%
<b>Total Funding Sources</b>	\$ 139,091	\$ 257,550	\$ 167,653	\$ 172,889	\$ 182,889	\$ 154,193	\$ (18,696)	-11%
<b>Use of Funds</b>								
<b>Total Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
<b>Ending Fund Balance</b>	\$ 1,344,179	\$ 1,601,729	\$ 1,769,382	\$ 1,941,988	\$ 1,952,271	\$ 2,106,464	\$ 164,476	8%
<b>Total FTE's</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	

2005 Funding Sources



2005 Use of Funds

*No Expenditures are being proposed for appropriation at this time.*



## Development Services Fund (105) Summary

The purpose of the Development Services Fund is to account for the permit fees collected. The beginning fund balance is comprised of a portion of prior year fees that are held in a reserve for future year services associated with multi-year construction permits. The General Fund provides support to this fund to supplement the fee revenue to support permitting activities. This fund will be closed at the end of 2004 and all permitting activities will be recorded in the General Fund (001).

Department: Planning & Development Services  
 Programs: Permit Services Team  
 Building & Inspection Team

	2001	2002	2003	2004 Final	2004	2005	2004 Current	
	Actuals	Actuals	Actuals	Budget	Projected	Adopted	Budget vs.	
						Budget	2005	Percent
							Adopted	Change
							Budget	
<b>Beginning Fund Balance</b>	\$ 579,020	\$ 510,538	\$ 376,528	\$ 318,158	\$ 422,167	\$ 397,308	\$ 79,150	25%
<b>Funding Sources</b>								
Budgeted Beg. Fund Balance	\$ -	\$ -		\$ 47,190			\$ (47,190)	-100%
Licenses & Permits	856,647	700,882	719,755	703,800	705,000	-	(703,800)	-100%
Charges for Goods and Service	299,347	311,555	386,276	355,000	362,138	-	(355,000)	-100%
Misc. Revenues	20,816	7,981	3,204	8,500	3,800	-	(8,500)	-100%
<b>Total Revenue</b>	<b>\$1,176,810</b>	<b>\$1,020,418</b>	<b>\$1,109,235</b>	<b>\$1,114,490</b>	<b>\$1,070,938</b>	<b>\$ -</b>	<b>\$(1,114,490)</b>	<b>-100%</b>
Transfers From Other Funds	439,422	653,211	665,470	651,361	651,361	-	(651,361)	-100%
<b>Total Funding Sources</b>	<b>\$1,616,232</b>	<b>\$1,673,629</b>	<b>\$1,774,705</b>	<b>\$1,765,851</b>	<b>\$1,722,299</b>	<b>\$ -</b>	<b>\$(1,765,851)</b>	<b>-100%</b>
<b>Use of Funds</b>								
Salaries & Wages	\$ 772,439	\$ 746,141	\$ 718,262	\$ 736,859	\$ 731,002	\$ -	\$ (736,859)	-100%
Personnel Benefits	182,878	169,409	188,136	194,329	194,465	-	(194,329)	-100%
Supplies	11,847	6,365	11,695	16,250	12,950	-	(16,250)	-100%
Other Services & Charges	35,015	33,990	36,273	104,837	95,165	-	(104,837)	-100%
Intergovernmental Services	-	-	2,720	-	-	-	-	#DIV/0!
Interfund Payments for Service	682,535	851,734	771,980	713,576	713,576	-	(713,576)	-100%
<b>Total Expenditures</b>	<b>\$1,684,714</b>	<b>\$1,807,639</b>	<b>\$1,729,066</b>	<b>\$1,765,851</b>	<b>\$1,747,158</b>	<b>\$ -</b>	<b>\$(1,765,851)</b>	<b>-100%</b>
<b>Ending Fund Balance</b>	<b>\$ 510,538</b>	<b>\$ 376,528</b>	<b>\$ 422,167</b>	<b>\$ 270,968</b>	<b>\$ 397,308</b>	<b>\$ 397,308</b>	<b>\$ 126,340</b>	<b>47%</b>
<b>Total FTE's</b>	<b>14.50</b>	<b>13.85</b>	<b>13.65</b>	<b>13.00</b>	<b>13.00</b>	<b>0.00</b>	<b>-13.00</b>	<b>-100%</b>

### 2005 Funding Sources

*No Revenues are being proposed for appropriation at this time. This fund will be closed at the end of 2004.*

### 2005 Use of Funds

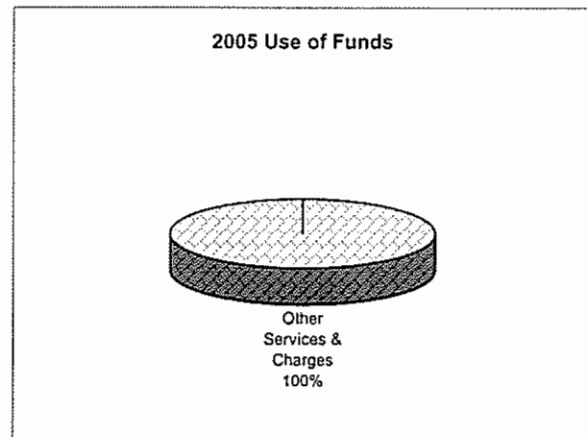
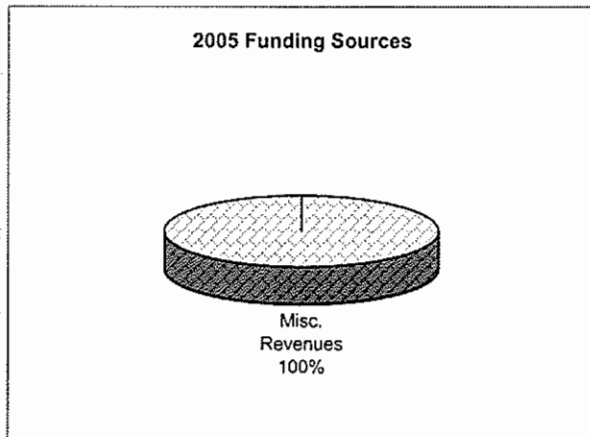
*No Expenditures are being proposed for appropriation at this time. This fund will be closed at the end of 2004.*

## 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

	2001 Actuals	2002 Actuals	2003 Actuals	2004 Final Budget	2004 Projected	2005 Adopted Budget	2004 Current Budget vs. 2005 Adopted Budget	Percent Change
<b>Beginning Fund Balance</b>	\$ 98,632	\$ 85,030	\$ 72,666	\$ 48,166	\$ 48,313	\$ 3,613	\$ (44,553)	-92%
<b>Funding Sources</b>								
Fines and Forfeits	-	-	500	-	-	-	-	-
Misc. Revenues	36	-	9	100,000	300	102,500	2,500	3%
<b>Total Revenue</b>	\$ 36	\$ -	\$ 509	\$ 100,000	\$ 300	\$ 102,500	\$ 2,500	3%
Transfers From Other Funds	-	-	-	-	-	60,000	60,000	0%
<b>Total Funding Sources</b>	\$ 36	\$ -	\$ 509	\$ 100,000	\$ 300	\$ 162,500	\$ 62,500	63%
<b>Use of Funds</b>								
Supplies	5	-	23	-	147	-	-	0%
Other Services & Charges	13,633	1,183	13,700	100,000	34,171	100,000	-	0%
Capital Outlays	-	11,181	11,139	-	10,499	-	-	0%
Interfund Payments for Service	-	-	-	-	183	-	-	-
<b>Total Expenditures</b>	\$ 13,638	\$ 12,364	\$ 24,862	\$ 100,000	\$ 45,000	\$ 100,000	\$ -	0%
<b>Ending Fund Balance</b>	\$ 85,030	\$ 72,666	\$ 48,313	\$ 48,166	\$ 3,613	\$ 66,113	\$ 17,947	37%
<b>Total FTE's</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	

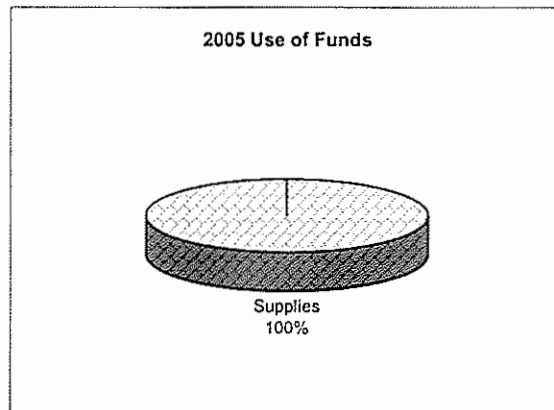
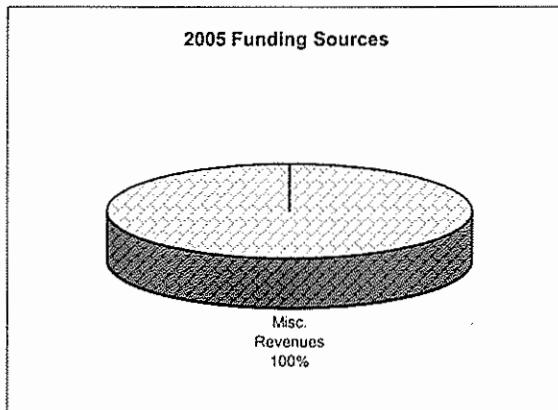


## Asset Seizure Fund (108) Summary

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

Department: Police  
Program: State/Federal Seizures

	2001 Actuals	2002 Actuals	2003 Actuals	2004 Final Budget	2004 Projected	2005 Adopted Budget	2004 Current Budget vs. 2005 Adopted Budget	Percent Change
<b>Beginning Fund Balance</b>	\$ 23,311	\$ 30,021	\$ 27,638	\$ 20,025	\$ 17,157	\$ 16,679	\$ (3,346)	-17%
<b>Funding Sources</b>								
Misc. Revenues	6,710	12,189	5,391	23,000	23,175	23,500	500	2%
<b>Total Revenue</b>	\$ 6,710	\$ 12,189	\$ 5,391	\$ 23,000	\$ 23,175	\$ 23,500	\$ 500	2%
Transfers From Other Funds	-	-	-	-	-	-	-	0%
<b>Total Funding Sources</b>	\$ 6,710	\$ 12,189	\$ 5,391	\$ 23,000	\$ 23,175	\$ 23,500	\$ 500	2%
<b>Use of Funds</b>								
Supplies	\$ -	\$ 13,219	\$ 15,317	\$ 23,000	\$ 23,653	\$ 23,000	\$ -	0%
Other Services & Charges	-	220	555	-	-	-	-	0%
Capital Outlays	-	1,133	-	-	-	-	-	#DIV/0!
<b>Total Expenditures</b>	\$ -	\$ 14,572	\$ 15,872	\$ 23,000	\$ 23,653	\$ 23,000	\$ -	0%
<b>Ending Fund Balance</b>	\$ 30,021	\$ 27,638	\$ 17,157	\$ 20,025	\$ 16,679	\$ 17,179	\$ (2,846)	-14%
<b>Total FTE's</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	

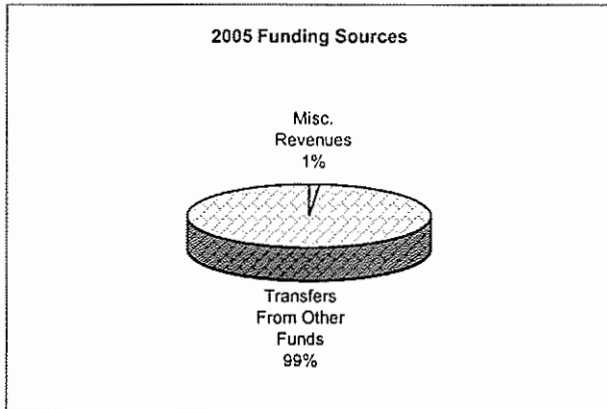


## Public Arts Fund (109) Summary

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. Once the Parks and Recreation Advisory Committee develops the arts implementation program, the City will present a budget amendment to appropriate the fund's resources to be expended. Until that time, only the estimated revenues will be appropriated.

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

	2001 Actuals	2002 Actuals	2003 Actuals	2004 Final Budget	2004 Projected	2005 Adopted Budget	2004 Current Budget vs. 2005 Adopted Budget	Percent Change
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ 23,438	\$ 206,938	\$ 206,938	0%
<b>Funding Sources</b>								
<b>Total Revenue</b>	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	0%
Miscellaneous Revenues					\$ 250	\$ 4,625		
Transfers From Other Funds			23,438	183,250	183,250	344,978	161,728	88%
<b>Total Funding Sources</b>	\$ -	\$ -	\$ 23,438	\$ 183,250	\$ 183,500	\$ 349,603	\$ 161,728	88%
<b>Use of Funds</b>								
<b>Total Expenditures</b>	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	0%
<b>Ending Fund Balance</b>	\$ -	\$ -	\$ 23,438	\$ 183,250	\$ 206,938	\$ 556,541	\$ 373,291	204%
<b>Total FTE's</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	



**2005 Use of Funds**

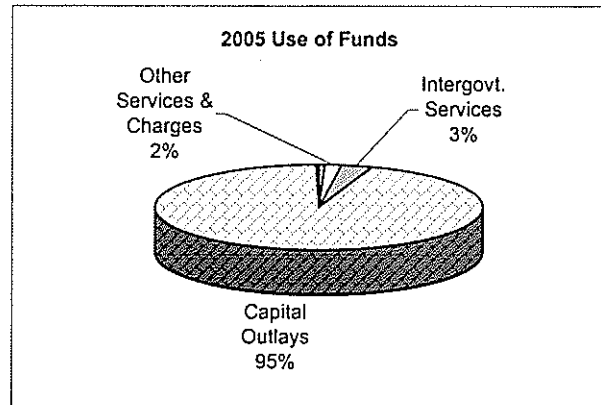
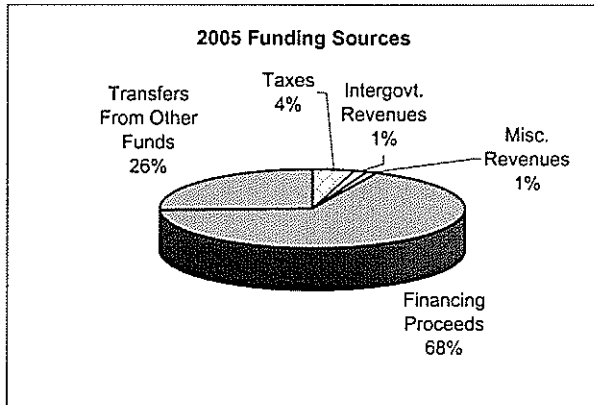
*No Expenditures are being proposed for appropriation at this time.*

## 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 four major categories: facilities projects, parks projects, recreation facilities 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

	2001 Actuals	2002 Actuals	2003 Actuals	2004 Final Budget	2004 Projected	2005 Adopted Budget	2004 Current Budget vs. 2005 Adopted Budget	Percent Change
<b>Beginning Fund Balance</b>	\$ 8,266,465	\$ 4,451,735	\$ 4,260,437	\$ 5,633,377	\$ 7,337,406	\$ 6,694,271	\$ 1,060,894	19%
<b>Funding Sources</b>								
Budgeted Beg. Fund Balance	\$ -	\$ -		\$ 6,556,575			\$ (6,556,575)	-100%
Taxes	751,490	679,735	851,457	685,000	900,000	698,700	13,700	2%
Intergovt. Revenues	-	-	-	250,000	150,000	208,800	-	#DIV/0!
Charges for Goods and Service	7,204	58	561		137		31,109	0%
Misc. Revenues	285,898	28,123	42,212	168,891	75,000	200,000	31,109	
Financing Proceeds				7,685,509		10,600,000	2,914,491	38%
<b>Total Revenue</b>	<b>\$ 1,044,592</b>	<b>\$ 707,916</b>	<b>\$ 894,230</b>	<b>\$ 15,345,975</b>	<b>\$ 1,125,137</b>	<b>\$ 11,707,500</b>	<b>\$ (3,607,366)</b>	<b>-24%</b>
Transfers From Other Funds	643,166	1,146,560	3,045,650	245,650	245,650	4,000,000	3,754,350	1528%
<b>Total Funding Sources</b>	<b>\$ 1,687,758</b>	<b>\$ 1,854,476</b>	<b>\$ 3,939,880</b>	<b>\$ 15,591,625</b>	<b>\$ 1,370,787</b>	<b>\$ 15,707,500</b>	<b>\$ 146,984</b>	<b>1%</b>
<b>Use of Funds</b>								
Salaries & Wages	\$ 203,927	\$ 121,040	\$ 78,157	\$ 58,842	\$ 61,941	\$ 66,730	\$ 7,888	13%
Personnel Benefits	34,450	21,061	18,029	12,329	12,319	16,309	3,980	32%
Supplies	31,598	5,771	2,613	2,800	25,403	1,800	(1,000)	-36%
Other Services & Charges	525,818	227,791	260,062	1,036,588	942,302	272,196	(764,392)	-74%
Intergovt. Services	-	16,790	20,623	629,072	325,000	450,000	(179,072)	-28%
Capital Outlays	4,510,726	1,637,204	478,198	13,431,638	561,587	14,351,450	919,812	7%
Interfund Payments for Service	195,969	16,117	5,229	284,765	85,370	41,208	(243,557)	-86%
<b>Total Expenditures</b>	<b>\$ 5,502,488</b>	<b>\$ 2,045,774</b>	<b>\$ 862,911</b>	<b>\$ 15,456,034</b>	<b>\$ 2,013,922</b>	<b>\$ 15,199,693</b>	<b>\$ (256,341)</b>	<b>-2%</b>
<b>Ending Fund Balance</b>	<b>\$ 4,451,735</b>	<b>\$ 4,260,437</b>	<b>\$ 7,337,406</b>	<b>\$ 5,768,968</b>	<b>\$ 6,694,271</b>	<b>\$ 7,202,078</b>	<b>\$ 1,433,110</b>	<b>25%</b>
<b>Total FTE's</b>	<b>2.90</b>	<b>1.68</b>	<b>1.05</b>	<b>0.81</b>	<b>0.81</b>	<b>0.90</b>	<b>0.09</b>	<b>11%</b>

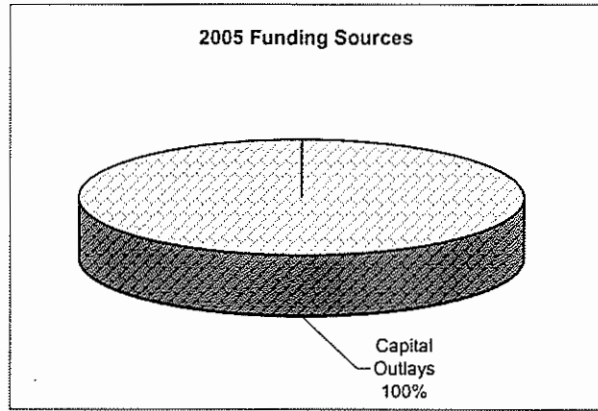
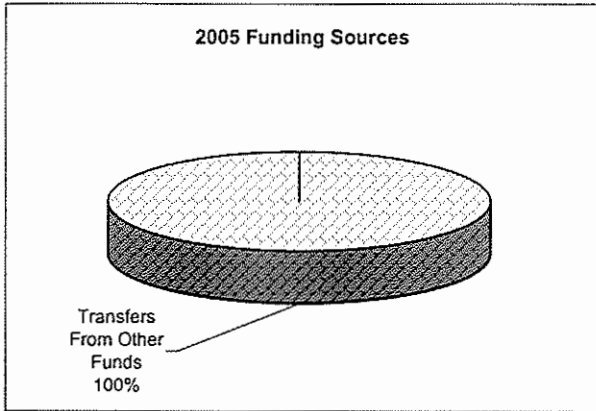


## City Facility -Major Maintenance Fund (312) Summary

This fund is being established for 2005. Projects in this capital fund will include major repairs and replacement of City facilities such as the police station, recreation centers and pool. This fund will also provide for the significant repair and replacement of major components of the City's park system including athletic fields, playground equipment and restrooms. The allocation of resources in this fund will be done through the City's capital improvement program.

Department: Public Works  
 Program: Major Maintenance Projects

	2001 Actuals	2002 Actuals	2003 Actuals	2004 Final Budget	2004 Projected	2005 Adopted Budget	2004 Current Budget vs. 2005 Adopted Budget	Percent Change
<b>Beginning Fund Balance</b>						\$ -	\$ -	
<b>Funding Sources</b>								
<b>Total Revenue</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Transfers From Other Funds						244,000	244,000	
<b>Total Funding Sources</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 244,000	\$ 244,000	
<b>Use of Funds</b>								
Capital Outlays						124,000	124,000	
<b>Total Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 124,000	\$ 124,000	
<b>Ending Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000	\$ 120,000	
<b>Total FTE's</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00



## Roads Capital Fund (330) Summary

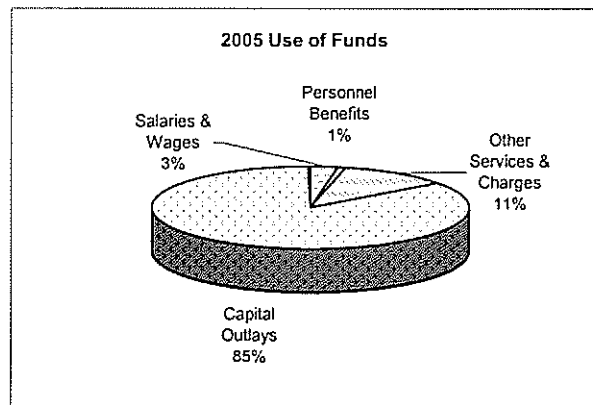
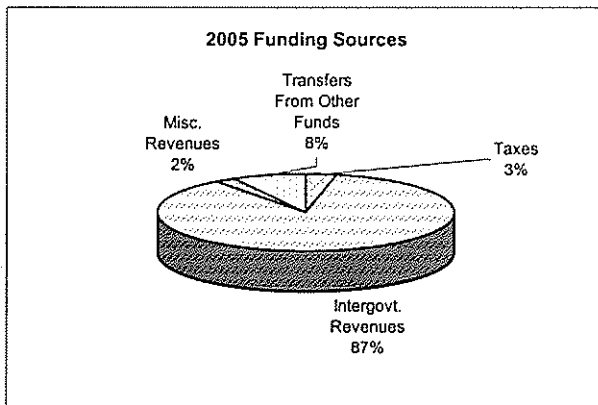
The Roads Capital Fund receives resources that are designated specifically for capital purposes. The primary on-going dedicated resource is real estate excise tax (REET). Other dedicated sources include fuel tax which is collected in the Arterial Street Fund and transferred to this fund and various project 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

	2001 Actuals	2002 Actuals	2003 Actuals	2004 Final Budget	2004 Projected	2005 Adopted Budget	2004 Current Budget vs. 2005 Adopted Budget	Percent Change
<b>Beginning Fund Balance</b>	\$ 11,389,961	\$ 14,156,172	\$ 15,662,529	\$ 12,194,117	\$ 15,394,028	\$ 11,942,364	\$ (251,753)	-2%
Budgeted Beg. Fund Balance	\$ -	\$ -		\$ 2,536,470			\$ (2,536,470)	-100%
Taxes	751,490	679,735	851,456	685,000	900,000	698,700	13,700	2%
Intergovt. Revenues	1,437,029	736,628	1,649,384	6,299,680	7,052,300	17,459,825	11,160,145	177%
Charges for Goods and Service	287	858	2,579	-	-	-	-	0%
Misc. Revenues	447,988	271,649	121,391	314,066	150,000	425,000	8,748,309	
<b>Total Revenue</b>	\$ 2,636,794	\$ 1,688,870	\$ 2,624,810	\$ 9,835,216	\$ 8,102,300	\$ 18,583,525	\$ 17,496,618	178%
Transfers From Other Funds	2,687,545	1,934,321	1,480,526	1,767,222	1,964,350	1,656,714	(110,508)	-6%
<b>Total Funding Sources</b>	\$ 5,324,339	\$ 3,623,191	\$ 4,105,336	\$ 11,602,438	\$ 10,066,650	\$ 20,240,239	\$ 17,386,110	150%

### Use of Funds

Salaries & Wages	\$ 141,367	\$ 113,365	\$ 296,338	\$ 548,923	\$ 557,950	\$ 697,603	\$ 148,680	27%
Personnel Benefits	26,273	18,864	67,681	130,363	128,484	178,237	47,874	0%
Supplies	807	1,741	40,165	24,950	31,569	9,750	(15,200)	0%
Other Services & Charges	2,027,772	954,713	2,430,143	6,226,586	7,042,805	2,686,705	(3,539,881)	-57%
Intergovt. Services	9,584	3,758	16,395	3,000	105,092	-	(3,000)	0%
Capital Outlays	219,531	1,024,393	1,494,621	7,788,744	5,455,169	20,400,407	12,611,663	162%
Interfund Payments for Service	132,794	-	28,494	197,235	197,245	66,191	(131,044)	-66%
<b>Total Expenditures</b>	\$ 2,558,128	\$ 2,116,834	\$ 4,373,837	\$ 14,919,801	\$ 13,518,314	\$ 24,038,893	\$ 9,119,092	61%
<b>Ending Fund Balance</b>	\$ 14,156,172	\$ 15,662,529	\$ 15,394,028	\$ 8,876,754	\$ 11,942,364	\$ 8,143,710	\$ (733,044)	-8%
<b>Total FTE's</b>	0.00	0.00	4.66	8.79	8.79	10.70	1.91	22%

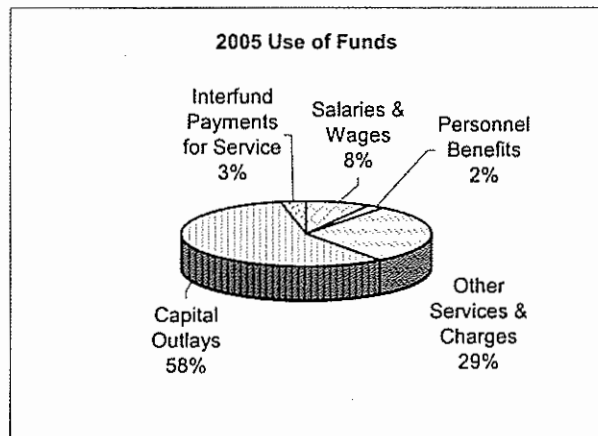
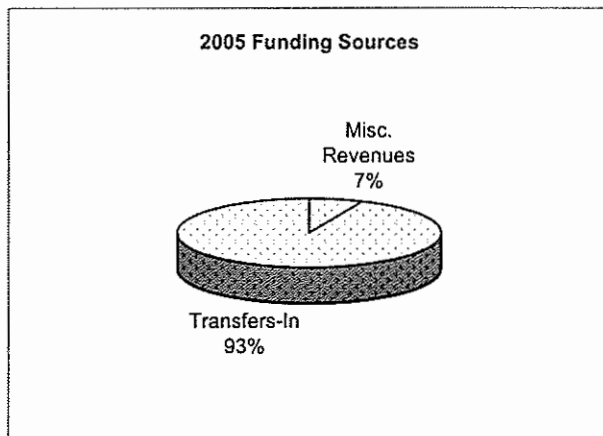


## Surface Water Capital Fund (340) Summary

The Surface Water Capital Fund receives resources from the Surface Water Management Fund and from dedicated project grants. The projects in the Surface Water Capital Fund are divided into two categories: conveyance and treatment projects and stream rehabilitation/habitat enhancement. For a complete discussion of this fund refer to the Capital Improvement Program section of this document.

Department: Public Works  
 Programs: Surface Water Capital Engineering  
 Surface Water Capital Projects

	2001 Actuals	2002 Actuals	2003 Actuals	2004 Final Budget	2004 Projected	2005 Adopted Budget	2004 Current Budget vs. 2005 Adopted Budget	Percent Change
<b>Beginning Fund Balance</b>	\$ 1,712,792	\$ 2,371,430	\$ 2,468,014	\$ 2,775,452	\$ 3,503,597	\$ 3,498,837	\$ 723,385	26%
<b>Funding Sources</b>								
Budgeted Beginning Fund Balance				\$1,397,856			\$(1,397,856)	-100%
Charges for Goods and Services			1,440				-	#DIV/0!
Misc. Revenues	99,538	55,015	26,197	40,000	67,000	50,000	10,000	0%
Other Financing Sources	239,629	156,190	506,431	1,977,451			(1,977,451)	0%
<b>Total Revenue</b>	<b>\$ 339,167</b>	<b>\$ 211,205</b>	<b>\$ 534,068</b>	<b>\$3,415,307</b>	<b>\$ 67,000</b>	<b>\$ 50,000</b>	<b>\$(3,365,307)</b>	<b>-99%</b>
Transfers-In	641,411	90,716	1,083,024	1,088,124	3,065,575	713,973	(374,151)	-34%
<b>Total Funding Sources</b>	<b>\$ 980,578</b>	<b>\$ 301,921</b>	<b>\$1,617,092</b>	<b>\$4,503,431</b>	<b>\$ 3,132,575</b>	<b>\$ 763,973</b>	<b>\$(3,739,458)</b>	<b>-83%</b>
<b>Use of Funds</b>								
Salaries & Wages	\$ 38,271	\$ 18,295	\$ 30,647	\$ 203,035	\$ 203,135	\$ 201,722	\$ (1,313)	-1%
Personnel Benefits	6,098	2,809	7,281	51,325	51,315	52,811	1,486	0%
Supplies	62	1,587	300	3,865	4,165	3,565	(300)	0%
Other Services & Charges	272,190	128,037	445,912	1,682,744	781,073	713,638	(969,106)	-58%
Intergovt. Services	5,319	37,527	363	-	-	-	-	0%
Capital Outlays	-	17,082	90,482	1,146,275	1,980,204	1,375,000	228,725	20%
Interfund Payments for Service	-	-	6,524	114,759	117,443	78,039	(36,720)	-32%
<b>Total Expenditures</b>	<b>\$ 321,940</b>	<b>\$ 205,337</b>	<b>\$ 581,509</b>	<b>\$3,202,003</b>	<b>\$ 3,137,335</b>	<b>\$ 2,424,775</b>	<b>\$ (777,228)</b>	<b>-24%</b>
<b>Ending Fund Balance</b>	<b>\$2,371,430</b>	<b>\$2,468,014</b>	<b>\$3,503,597</b>	<b>\$4,076,880</b>	<b>\$ 3,498,837</b>	<b>\$ 1,838,035</b>	<b>\$(2,238,845)</b>	<b>-55%</b>
<b>Total FTE's</b>	<b>0.00</b>	<b>0.00</b>	<b>1.66</b>	<b>3.40</b>	<b>3.40</b>	<b>3.10</b>	<b>-0.30</b>	<b>-9%</b>



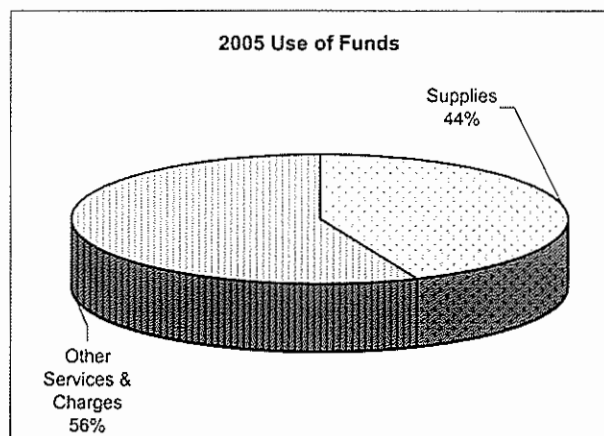
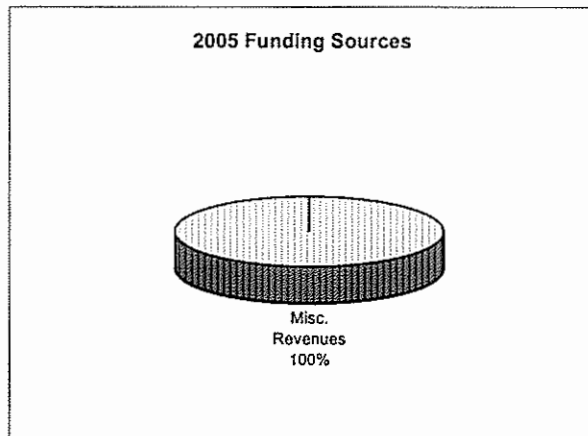


## Vehicle Operations Fund (501) Summary

The Vehicle Operations and Maintenance Fund is used to account for the costs of operating and maintaining City vehicles and auxiliary equipment. Departments are assessed an annual charge for the estimated cost of the repair and maintenance of their vehicles along with projected fuel costs.

Department: Public Works  
Program: Vehicle Operations & Maintenance

	2001 Actuals	2002 Actuals	2003 Actuals	2004 Final Budget	2004 Projected	2005 Adopted Budget	2004 Current Budget vs. 2005 Adopted Budget	Percent Change
<b>Beginning Fund Balance</b>	\$ 98,090	\$ 95,118	\$ 70,593	\$ 57,707	\$ 61,366	\$ 45,288	\$ (12,419)	-22%
<b>Funding Sources</b>								
Budgeted Beg. Fund Balance	\$ -	\$ -		\$ 15,835			\$ (15,835)	-100%
Misc. Revenues	37,887	40,412	41,920	54,465	54,222	72,074	17,609	0
<b>Total Revenue</b>	\$ 37,887	\$ 40,412	\$ 41,920	\$ 70,300	\$ 54,222	\$ 72,074	\$ 1,774	0
Transfers From Other Funds	-	-	-	-	-	-	-	0%
<b>Total Funding Sources</b>	\$ 37,887	\$ 40,412	\$ 41,920	\$ 70,300	\$ 54,222	\$ 72,074	\$ 1,774	3%
<b>Use of Funds</b>								
Supplies	\$ 22,332	\$ 18,623	\$ 22,033	\$ 30,100	\$ 31,300	\$ 31,324	\$ 1,224	4%
Other Services & Charges	18,474	46,063	29,084	40,200	39,000	40,500	300	1%
Intergovt. Services	-	251	30	-	-	-	-	0%
Capital Outlays	52	-	-	-	-	-	-	0%
Interfund Payments for Service	-	-	-	-	-	-	-	0%
<b>Total Expenditures</b>	\$ 40,858	\$ 64,937	\$ 51,147	\$ 70,300	\$ 70,300	\$ 71,824	\$ 1,524	2%
<b>Ending Fund Balance</b>	\$ 95,118	\$ 70,593	\$ 61,366	\$ 41,872	\$ 45,288	\$ 45,538	\$ 3,666	9%
<b>Total FTE's</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	

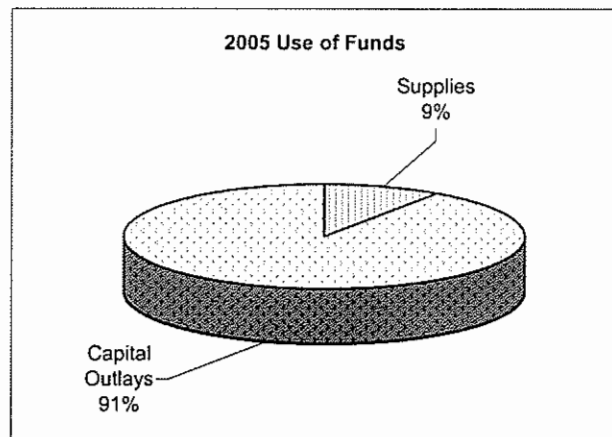
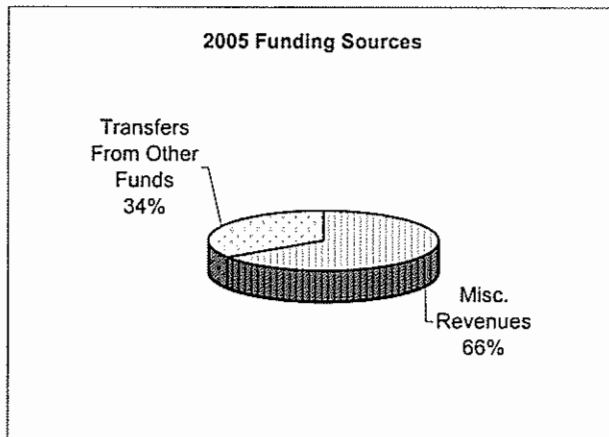


## Equipment Replacement Fund (503) Summary

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 Equipment Purchases

	2001 Actuals	2002 Actuals	2003 Actuals	2004 Final Budget	2004 Projected	2005 Adopted Budget	2004 Current Budget vs. 2005 Adopted Budget	Percent Change
<b>Beginning Fund Balance</b>	\$ 676,346	\$ 712,108	\$ 832,166	\$ 972,229	\$ 995,186	\$ 1,102,541	\$ 130,312	13%
<b>Funding Sources</b>								
Budgeted Beg. Fund Balance	\$ -	\$ -		\$ 80,050			\$ 45,639	57%
Misc. Revenues	108,698	174,839	186,912	192,105	\$ 187,405	\$ 190,879	2,043	107%
<b>Total Revenue</b>	<b>\$ 108,698</b>	<b>\$ 174,839</b>	<b>\$ 186,912</b>	<b>\$ 272,155</b>	<b>\$ 187,405</b>	<b>\$ 190,879</b>	<b>\$ 47,682</b>	<b>18%</b>
Transfers From Other Funds	100,000	100,000	100,000	100,000	100,000	100,000	-	-
<b>Total Funding Sources</b>	<b>\$ 208,698</b>	<b>\$ 274,839</b>	<b>\$ 286,912</b>	<b>\$ 372,155</b>	<b>\$ 287,405</b>	<b>\$ 290,879</b>	<b>\$ 47,682</b>	<b>13%</b>
<b>Use of Funds</b>								
Supplies	\$ 3,498	\$ 1,145	\$ 41,103	\$ 99,550	\$ 99,550	\$ 17,750	\$ (81,800)	0%
Capital Outlays	94,438	78,636	82,789	80,500	80,500	171,886	91,386	114%
Interfund Payments for Service	75,000	75,000					-	0%
<b>Total Expenditures</b>	<b>\$ 172,936</b>	<b>\$ 154,781</b>	<b>\$ 123,892</b>	<b>\$ 180,050</b>	<b>\$ 180,050</b>	<b>\$ 189,636</b>	<b>\$ 9,586</b>	<b>5%</b>
<b>Ending Fund Balance</b>	<b>\$ 712,108</b>	<b>\$ 832,166</b>	<b>\$ 995,186</b>	<b>\$ 1,164,334</b>	<b>\$ 1,102,541</b>	<b>\$ 1,203,784</b>	<b>\$ 39,450</b>	<b>3%</b>
<b>Total FTE's</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

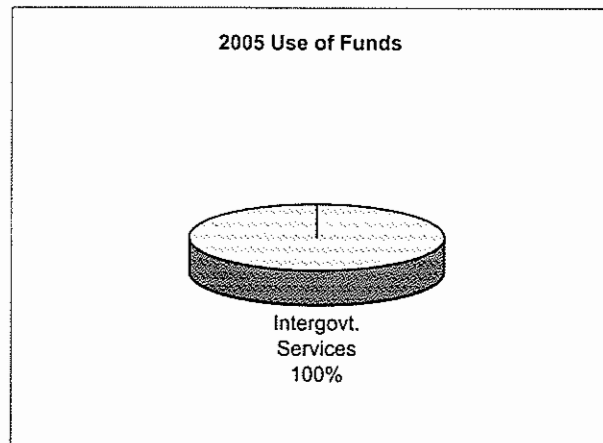
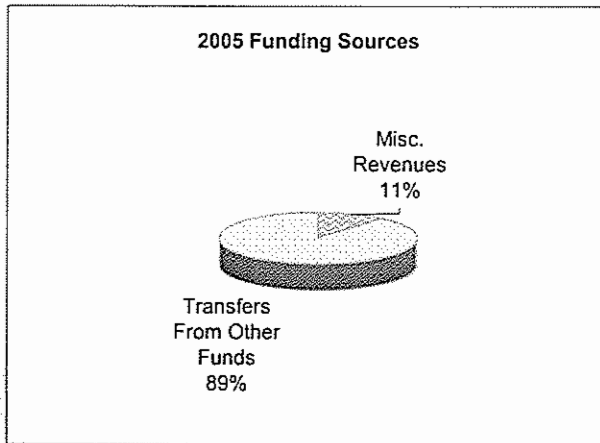


## Unemployment Fund (505) Summary

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

	2001 Actuals	2002 Actuals	2003 Actuals	2004 Final Budget	2004 Projected	2005 Adopted Budget	2004 Current Budget vs. 2005 Adopted Budget	Percent Change
<b>Beginning Fund Balance</b>	\$ 59,826	\$ 81,406	\$ 64,584	\$ 64,584	\$ 67,130	\$ 47,130	\$ (17,454)	0%
<b>Funding Sources</b>								
Budgeted Beginning Fund Balar	0	0		30000	0	0	0	0
Miscellaneous Revenues			\$ 11			\$ 1,250		
Transfers From Other Funds	30,000	10,000	10,000	10,000	20,000	10,000	-	0%
<b>Total Funding Sources</b>	<b>\$ 30,000</b>	<b>\$ 10,000</b>	<b>\$ 10,011</b>	<b>\$ 40,000</b>	<b>\$ 20,000</b>	<b>\$ 11,250</b>	<b>\$ -</b>	<b>0%</b>
<b>Use of Funds</b>								
Intergovt. Services	\$ 8,421	\$ 26,822	\$ 7,465	\$ 40,000	\$ 40,000	\$ 10,000	\$ -	0%
<b>Total Expenditures</b>	<b>\$ 8,421</b>	<b>\$ 26,822</b>	<b>\$ 7,465</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>0%</b>
<b>Ending Fund Balance</b>	<b>\$ 81,406</b>	<b>\$ 64,584</b>	<b>\$ 67,130</b>	<b>\$ 64,584</b>	<b>\$ 47,130</b>	<b>\$ 48,380</b>	<b>\$ (16,204)</b>	<b>0%</b>
<b>Total FTE's</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



Revenue and Expenditure Report for All Funds  
2005 Budget

Fund / Revenue	General Fund	Develop. Services Fund	Street Fund	Arterial Street Fund	Surface Water Mgmt. Fund	General Capital Fund	Roads Capital Fund	Surface Water Capital Fund	General Reserve Fund	Equipment Replace. Fund	Vehicle Ops. & Maint. Fund	Unemploy. Fund	Code Abate. Fund	City Facility Major Maint Fund	Public Arts Fund	Asset Seizure Fund	Fund Totals
Beginning Fund Balance	\$9,311,273	\$397,308	\$478,828	\$14,397	\$2,788,320	\$6,694,271	\$11,942,364	\$3,498,837	\$1,952,271	\$1,102,540	\$45,289	\$47,130	\$3,613	\$0	\$206,938	\$16,679	\$38,500,058
<b>Revenues</b>																	
Property Tax - City	\$6,814,672																\$6,814,672
Retail Sales - City	\$5,500,000																\$5,500,000
Retail Sales - Criminal Justice	\$1,040,000																\$1,040,000
Natural Gas Utility	\$610,000																\$610,000
Sanitation Utility	\$300,000																\$300,000
Cable TV Utility	\$84,000																\$84,000
Telephone/Cell Phone/Pagers Utility	\$1,320,000																\$1,320,000
Storm Drainage Utility	\$149,532																\$149,532
Leasehold Excise	\$6,000																\$6,000
Gambling Tax	\$2,982,500																\$2,982,500
Franchise Fee - Cable	\$420,000																\$420,000
Franchise Fee - Electricity	\$700,000																\$700,000
Franchise Fee - Water	\$450,325																\$450,325
Franchise Fee - Sewer	\$618,000																\$618,000
Animal Licenses	\$200																\$200
State - Local Government Asst (L695)	\$36,900																\$36,900
State - CJ - Violent Crime - Per Capita	\$11,603																\$11,603
State - CJ - City Law Enforce.	\$65,155																\$65,155
State - CJ - Special Programs	\$38,500																\$38,500
State-DUI /Criminal Justice Assistance	\$9,160																\$9,160
State Liquor Excise	\$205,686																\$205,686
State Liquor Profits	\$385,002																\$385,002
Court Fines/Forfeits	\$106,000																\$106,000
Investment Income	\$157,500		\$12,500		\$62,500	\$200,000	\$325,000	\$50,000		\$22,500	\$1,250	\$1,250	\$2,500		\$4,625	\$500	\$106,000
Sales Tax Interest	\$10,000						\$100,000				\$1,000						\$10,000
Miscellaneous Revenue	\$44,205																\$44,205
Business Licenses - Prof/Amusement	\$24,530																\$24,530
Cable Franchise Reimbursements	\$0																\$0
Hearing Examiner Appeal Revenue	\$1,500																\$1,500
Financial/Accounting Services	\$1,800																\$1,800
Parks - Recreation Programs	\$280,900																\$280,900
Parks - Aquatics Revenues	\$357,226																\$357,226
Parks - Facility Rentals	\$167,074																\$167,074
Parks - Teen Programs	\$8,000																\$8,000
Parks - Carolaker's House	\$9,720																\$9,720
Public Defense Reimbursements	\$5,000																\$5,000
Parks - Cultural Programs	\$3,000																\$3,000
Charges for Services	\$0																\$0
<b>Dedicated Revenue</b>																	
Capital Grants						\$108,800	\$17,459,825										\$17,568,625
Storm Drainage Fees					\$2,482,182												\$2,482,182
Permits & Zoning Fees																	\$1,077,000
Right-of-Way Permits	\$1,077,000		\$100,000														\$1,177,000
Real Estate Excise Tax (REET)						\$598,700	\$698,700										\$1,297,400
Vehicle Maint. & Operation Charges							\$168,379										\$168,379
Equipment Replacement Charges										\$168,379	\$69,824						\$238,203
King County Conservation Futures Grant						\$100,000											\$100,000
State Fuel Tax			\$755,765	\$353,358		\$10,600,000											\$11,109,123
City Hall Financing																	\$0
Public Works Trust Fund Loan																	\$0
Emergency Mgmt Grant	\$0																\$0
Lake Forest Park Teen Program	\$13,300																\$13,300
HS - Community Dev. Block Grant	\$125,007																\$125,007
City of Kenmore Transport Van Contract	\$2,400																\$2,400

Revenue and Expenditure Report for All Funds  
2005 Budget

Fund / Revenue	General Fund	Develop. Services Fund	Street Fund	Arterial Street Fund	Surface Water Mgmt. Fund	General Capital Fund	Roads Capital Fund	Surface Water Capital Fund	General Reserve Fund	Equipment Replace. Fund	Vehicle Oper. & Maint. Fund	Unemploy. Fund	Code Abate. Fund	City Facility Major Maint Fund	Public Arts Fund	Asset Seizure Fund	Fund Totals
Public Works - Coord. Prevention Grant	\$19,337																\$19,337
Public Works - Loc. H2. Wst Grant	\$12,529																\$12,529
Public Works - COP/WRR	\$42,505																\$42,505
Recycling Proceeds	\$53,348																\$53,348
Code Abatement Revenue Recovery													\$100,000				\$100,000
Parks - Grants	\$4,500																\$4,500
Police - School District - SFO Participatic	\$89,612																\$89,612
Police - Asset Seizures																\$23,000	\$23,000
<b>Total Revenues</b>	\$24,363,228	\$0	\$868,265	\$353,358	\$2,554,692	\$11,707,500	\$18,583,525	\$50,000	\$0	\$190,879	\$72,074	\$1,250	\$102,500	\$0	\$4,625	\$23,500	\$58,875,396
<b>Transfers In</b>																	
General Fund Transfer						\$4,000,000	\$1,303,356	\$713,973	\$154,193	\$100,000		\$10,000	\$60,000	\$244,000			\$7,283,239
Surface Water Fund Transfer	\$318,530																\$318,530
Street Fund Transfer	\$660,762																\$660,762
Development Services Fund Transfer	\$0																\$0
General Capital Fund Transfer	\$38,734														\$141,935		\$180,669
Roads Capital Fund Transfer	\$65,358														\$203,043		\$268,401
Surface Water Capital Fund Transfer	\$77,206																\$77,206
General Reserve Fund Transfer							\$353,358										\$353,358
Arterial Street Fund Transfer																	\$0
Equipment Replacement Fund Transfer										\$189,636		\$10,000					\$199,636
<b>Total Transfers In</b>	\$1,160,590	\$0	\$1,411,690	\$0	\$0	\$4,000,000	\$1,656,714	\$713,973	\$154,193	\$100,000	\$0	\$10,000	\$60,000	\$244,000	\$344,978	\$0	\$9,856,138
<b>Total Resources</b>	\$34,835,091	\$397,308	\$2,758,783	\$367,755	\$5,343,012	\$22,401,771	\$32,182,603	\$4,262,810	\$2,106,464	\$1,393,419	\$117,363	\$58,380	\$166,113	\$244,000	\$556,541	\$40,179	\$107,231,592
<b>Operating Expenditures</b>																	
City Council	\$162,969																\$162,969
City Manager	\$704,704																\$704,704
Economic Development	\$153,805																\$153,805
City Clerk	\$358,382																\$358,382
Community & Govt. Relations	\$525,198																\$525,198
Human Services	\$537,976																\$537,976
City Attorney	\$488,189																\$488,189
Finance	\$3,528,098																\$3,528,098
Human Resources	\$364,879																\$364,879
Customer Response Team	\$412,953																\$412,953
Police	\$1,728,535															\$23,000	\$1,751,535
Criminal Justice	\$1,007,000																\$1,007,000
Parks & Recreation	\$3,401,447																\$3,401,447
Planning & Development Services	\$2,150,504												\$100,000				\$2,250,504
Public Works	\$1,462,971		\$1,619,193	\$0	\$1,349,602	\$0	\$0	\$0	\$0	\$189,636	\$71,824	\$0	\$100,000	\$0	\$0	\$0	\$4,503,590
<b>Operating Expenditures</b>	\$22,987,610	\$0	\$1,619,193	\$0	\$1,349,602	\$0	\$0	\$0	\$0	\$189,636	\$71,824	\$10,000	\$100,000	\$0	\$0	\$23,000	\$26,350,865
<b>Capital Expenditures</b>	\$0													\$124,000			\$124,000
<b>Transfers Out</b>																	
Roads Capital Transfer	\$1,303,356			\$353,358													\$1,656,714
General Reserve Fund Transfer	\$154,193																\$154,193
Street Fund Transfer	\$1,411,690																\$1,411,690
Public Art Fund Transfer																	\$0
Overhead / Indirect Cost Plan																	\$0
Surface Water Capital Transfer	\$4,000,000																\$4,000,000
Major Maint. Capital Transfer	\$244,000																\$244,000
General Fund Transfer																	\$0
Development Services Fund Transfer																	\$0
Public Works CRT Share																	\$0
Technology Plan Share																	\$0
Code Abatement Fund Transfer	\$60,000																\$60,000
Equipment Replacement Fund Transfer	\$100,000																\$100,000
Unemployment Fund Transfer	\$10,000																\$10,000
<b>Total Transfers Out</b>	\$30,270,849	\$0	\$660,762	\$353,358	\$1,032,503	\$38,734	\$65,358	\$77,206	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,511,160
<b>Total Expenditures</b>	\$53,105,459	\$397,308	\$2,758,783	\$367,755	\$5,343,012	\$22,401,771	\$32,182,603	\$4,262,810	\$2,106,464	\$1,393,419	\$117,363	\$58,380	\$166,113	\$244,000	\$556,541	\$40,179	\$107,231,592
<b>Ending Fund Balance</b>	\$4,564,242	\$0	\$478,828	\$14,397	\$2,960,907	\$7,202,078	\$8,143,710	\$1,838,035	\$2,106,464	\$1,203,763	\$45,539	\$48,380	\$66,113	\$120,000	\$556,541	\$17,179	\$29,763,504



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## ***Introduction***

The Capital Improvement Plan provides a multi-year list of proposed major capital expenditures and associated operating costs for the City. This plan attempts to set funding strategies not only for the current year, but also to project future needs for major construction, land acquisition and equipment needs that improve the cultural environment, capital infrastructure and recreational opportunities for the citizens of Shoreline. Capital expenditures are viewed not only in the context of how much the new project will cost, but also what impact the project will have on the City's operating budget.

The City Council reviews the CIP on an annual basis and adopts an updated CIP for the following six years in July of each year. An appropriation for the first year of the adopted CIP is included in the proposed operating budget that is adopted by the City Council in late November. 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.

## ***Impacts of Growth Management***

Capital facilities planning and financing is now subject to the State of Washington Growth Management Act of 1990 (GMA). The GMA requires communities to adopt comprehensive plans designed to guide the orderly development of growth over the next twenty years.

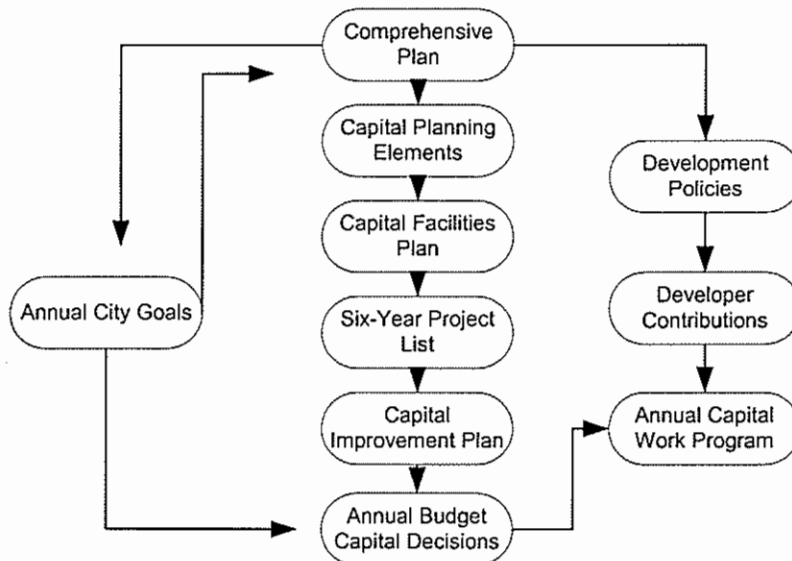
To comply with GMA, the City prepared a comprehensive Capital Facilities Plan (CFP). The CFP provides long range policy guidance for the development of capital improvements. The purpose of a CFP is to identify and coordinate those capital improvements deemed necessary to accommodate orderly growth, set policy direction for capital improvements and ensure that needed capital facilities are provided in a timely manner.

The GMA requires that the CFP contain the following elements:

1. An inventory of existing public owned capital facilities showing locations and capacities.
2. A forecast of the future needs for such capital facilities.
3. The proposed locations and capacities of expanded or new capital facilities.
4. A minimum six-year plan that will finance such capital facilities within projected funding capacities and clearly identifies sources of public money for such purposes.
5. A requirement to reassess the land-use element if probable funding falls short of meeting existing needs.

Capital facilities are defined as mandatory elements for inclusion in the comprehensive plan.

## Capital Planning, Programming and Budget System



## Capital Budget Criteria

Capital improvement programming and budgeting involves the development of a long-term plan for capital expenditures for the City of Shoreline. Capital expenditures include expenditures for buildings, land, major equipment, and other commodities which are of significant value (greater than \$10,000) and have a useful life of at least five years.

The capital improvement plan (CIP) lists each proposed capital item to be undertaken, the year in which it will be started, the amount expected to be expended in each year and the proposed method of financing these expenditures. Based on these details, summaries of capital activity in each year can be prepared as well as summaries of financial requirements such as amounts of general obligation bonds to be issued, amounts of general operation funds required and any anticipated intergovernmental support, etc.

The capital improvement budget is enacted annually based on the capital improvement plan. It encompasses enacting appropriations for the projects in the first year of the capital improvement plan.

Flexibility is built into the capital improvement plan to allow for delay of projects when financing constraints make it impossible to allow for funding of the entire array of projects and to move future projects forward when financial availability makes it possible. The point is that the CIP is required to be updated at a minimum annually to:



- Make any adjustments in future program years when changes occur in funding or cost.
- Add a year of programming to replace the current year funded.

## **Advantages of Capital Planning**

In addition to the Growth Management Act (GMA) which requires communities to establish a long-range capital plan, there are several advantages to the community from capital planning.

- Capital planning facilitates repair or replacement of existing facilities before they fail. Failure is almost always costly, time consuming and more disruptive than planned repair or replacement.
- It focuses the community and City Council's attention to priority goals, needs and capabilities. There are always more needs and competing projects than the available funds. A good capital plan forces the City to consciously set priorities between competing projects and interests. New projects and good ideas can then be ranked against the established project priority array.
- A CIP provides a framework for decisions about community growth and development. Long-range planning for infrastructure needs allows the community to accommodate reasonable growth without being overwhelmed.
- A CIP promotes a more efficient government operation. Coordination of capital projects can reduce scheduling problems and conflicts between several projects. Related projects such as sidewalks, drainage and roads can be planned simultaneously.
- A CIP enhances opportunities for outside financial assistance. Adequate lead-time allows for all avenues of outside grant funding of government agency assistance to be explored.
- A CIP serves as an effective community education tool, that conveys to the public that the City Council has made decisions that affect the future of the City and is guiding the development of the community.

Capital project activity is funded with cash made available by the issuance of General Obligation debt, by grants, by general tax allocation, and by transfers from other funds as may be approved by the City Council.

Annual contributions may be used in whole or in part to fund capital projects as cash assets are accumulated, or the annual contributions may be allowed to remain in reserve until funds, along with accrued interest have grown sufficiently to permit larger projects to be undertaken and paid for with cash.

## Capital Improvement Fund Descriptions

The City's Capital Improvement Plan includes three capital funds. They are:

**GENERAL CAPITAL FUND:** In the General Capital Fund projects are categorized as Facilities Projects, Parks Projects, Recreation Facilities Projects, and Open Space Projects. Funding for these projects are primarily a result of the allocation of one-time General Fund revenues, Real Estate Excise Tax, municipal financing, and grants.

**ROADS CAPITAL FUND:** In the Roads Capital fund, projects are categorized as Pedestrian/Non-Motorized Projects, System Preservation Projects, and Safety/Operations Projects. Funding for these projects is provided as a result of allocation from the General Fund, Fuel Tax, Real Estate Excise Tax (REET), AND GRANTS.

**SURFACE WATER CAPITAL FUND:** In the Surface Water Capital Fund, projects are categorized as either Conveyance and Treatment Projects or Stream Rehabilitation/.Habitat Enhancement Projects. Funding for these projects is provided from an allocation of surface water fees or financing such as Public Works Trust Fund Loans. Any debt, which is used to finance projects, must be repaid by allocating a portion of surface water fees for this purpose.

## 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 City has divided its CIP projects into the following program areas: General and 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 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 projects 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:**

The City's policy is 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. Usage of County-Imposed Vehicle License Fees:**

The City's share of the King County-imposed Vehicle License Fees is a component of "Transportation Funding" and can therefore be assumed to be part of the annual Transportation Funding contribution to the CIP Plan as pursuant to State Law.

**S. 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.

**T. 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.

## Capital Improvement Program Impact Upon Operating Budgets

When certain types of capital projects are developed and completed, they also have ongoing financial impacts upon the City's operating budgets. For example, when a new park or ball field is developed, the Parks Department will need to add the ongoing maintenance of the new facility to annual maintenance budget. Also, the addition of new sidewalks with planting strips or street trees require ongoing trimming and maintenance costs to be included in the City's maintenance budget.

In the 2005-2010 CIP, the individual projects include an estimated future operating budget impact, if it is possible to identify that cost at this time. These costs are estimates at this time, based on the known design elements of the various projects. Changes to these projects will likely result in changes to the projected operating budget impacts. Operating costs may also vary from these estimates based on economic or legislative (i.e., ESA) changes in the future.

The most significant projects that will have an impact on future maintenance costs include:

- Interurban Trail
- Aurora Avenue North
- City Gateways
- Spartan Gym Upgrades

Anticipated future annual operational costs anticipated as a result of the completion of capital projects in 2005 and beyond are included in the following table. The additional operational costs are related to increases for professional landscape maintenance services, janitorial services, utility services and operating supplies.

CAPITAL FUND	2005	2006	2007	2008	2009	2010
<b>General Capital</b>						
<i>Facilities Projects</i>						
City Hall	-	-	-	-	-	-
City Gateways Plan and Implementation of Gateways	15,000	15,450	15,914	16,391	16,883	17,389
<i>Parks Projects</i>						
Paramount School Park Picnic Shelter	2,000	2,040	2,080	-	-	-
Richmond Beach Saltwater Park Master Plan	-	-	-	-	-	-
Parks Equipment	4,000	4,000	4,000	13,300	13,300	13,300
Spartan Gym Upgrades	18,000	18,540	19,096	19,669	20,258	20,258
Neighborhood Parks Repair and Replacement	-	-	-	-	-	-
Richmond Beach Saltwater Park Master Plan	-	-	-	-	-	-
Ronald Bog Park Master Plan	-	-	-	-	-	-
Twin Ponds Park Master Plan	-	-	-	-	-	-
Saltwater Park Pedestrian Bridge Replacement	-	-	-	-	-	-
Cromwell Park	-	-	16,000	16,480	16,974	17,484
<i>Open Space Projects</i>						
Hamlin Park Open Space Acquisition	-	-	-	-	-	-
Parks & Open Space Acquisition	-	-	-	-	-	-
<b>Sub-Total</b>	<b>39,000</b>	<b>40,030</b>	<b>57,090</b>	<b>65,840</b>	<b>67,415</b>	<b>68,431</b>

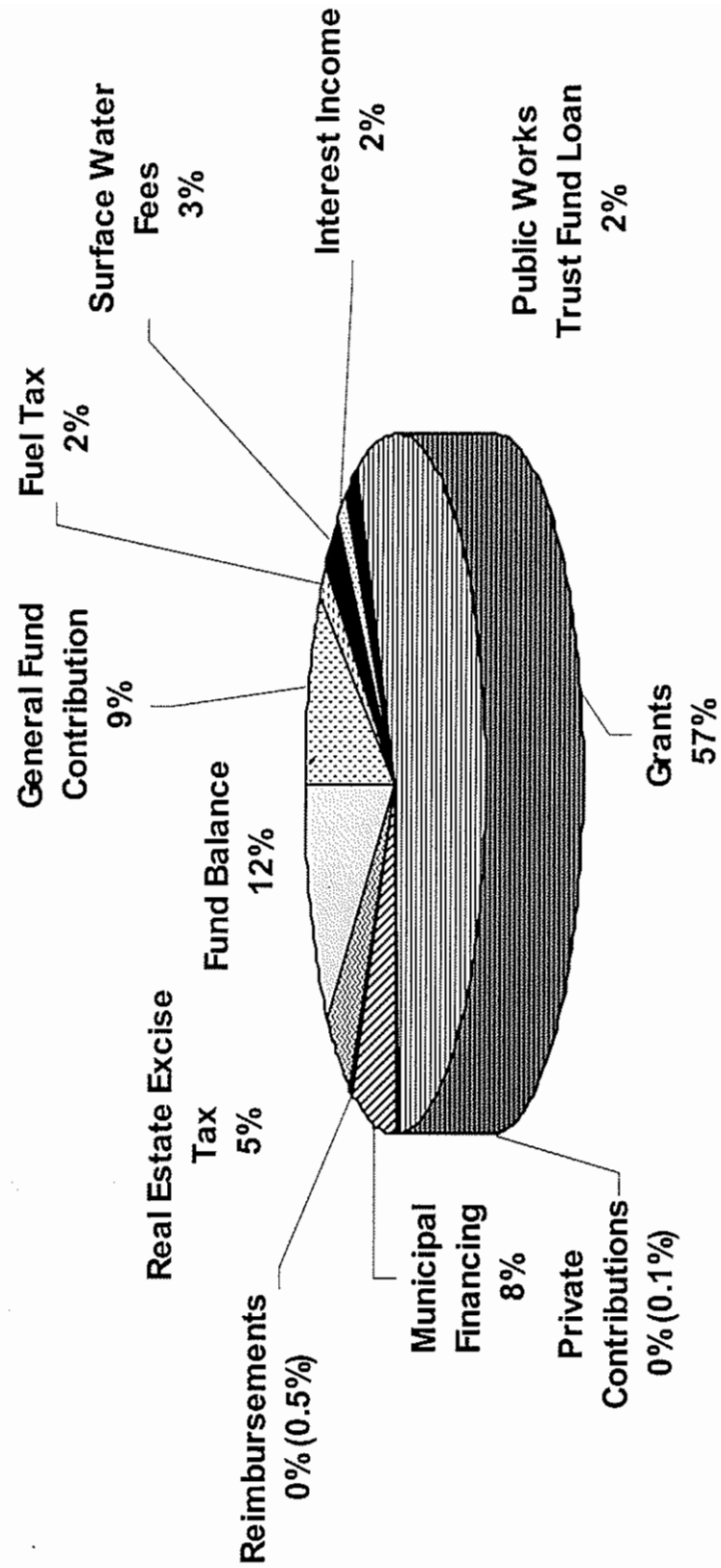


<b>CAPITAL FUND</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b><u>Roads Capital Fund</u></b>						
<b><i>Pedestrian / Non-Motorized Projects</i></b>						
Interurban Trail	20,000	20,600	21,218	21,855	22,510	23,185
Interurban Trail Pedestrian Crossing	5,000	5,150	5,305	5,464	5,628	5,796
Interurban Trail - North Central Segment	10,000	10,300	10,609	10,927	11,255	11,593
Curb Ramp, Gutter & Sidewalk Program	2,251	2,751	3,251	3,751	4,251	4,751
Traffic Small Works	-	-	-	-	-	-
<b><i>System Preservation Projects</i></b>						
Annual Road Maintenance Program	-	-	-	-	-	-
Richmond Beach Overcrossing 167AOX	-	-	-	-	-	-
<b><i>Safety/Operations Projects</i></b>						
Transportation Improvements CIP Project Formulation	-	-	-	-	-	-
Neighborhood Traffic Safety Program	-	-	-	-	-	-
Aurora Avenue North 145th - 165th	122,570	126,247	130,035	133,936	137,954	142,093
Aurora Avenue North 165th-205th	-	-	-	-	-	130,000
NCBD/15th Avenue NE Improvements	11,358	11,596	11,840	12,088	12,342	12,601
Dayton Avenue North @ North 175th Street Retaining Wall	-	-	-	-	-	-
<b>Sub-Total</b>	<b>171,179</b>	<b>176,644</b>	<b>182,258</b>	<b>188,020</b>	<b>193,940</b>	<b>330,020</b>
<b><u>Surface Water Capital</u></b>						
<b><i>Conveyance and Treatment Projects</i></b>						
SWM CIP Project Formulation	-	-	-	-	-	-
Surface Water Small Projects	-	-	-	-	-	-
Ronald Bog Drainage Improvements	1,030	2,000	2,060	2,122	2,185	2,251
3rd Avenue NW Drainage Improvements	8,000	10,000	10,300	10,609	10,927	11,255
<b><i>Stream Rehabilitation / Habitat Enhancement</i></b>						
Stream Rehab / Habitat Enhancement Program	-	-	-	-	-	-
Advanced Stormwater Right-of-Way Acquisition	-	-	-	-	-	-
<b>Sub-Total</b>	<b>9,030</b>	<b>12,000</b>	<b>12,360</b>	<b>12,731</b>	<b>13,113</b>	<b>13,506</b>
<b>TOTAL OPERATING BUDGET IMPACT</b>	<b>219,209</b>	<b>228,674</b>	<b>251,707</b>	<b>266,591</b>	<b>274,468</b>	<b>411,956</b>
These operating budget impacts are incorporated into the City's long-term financial projections.						

# 2005-2010 Capital Resources by

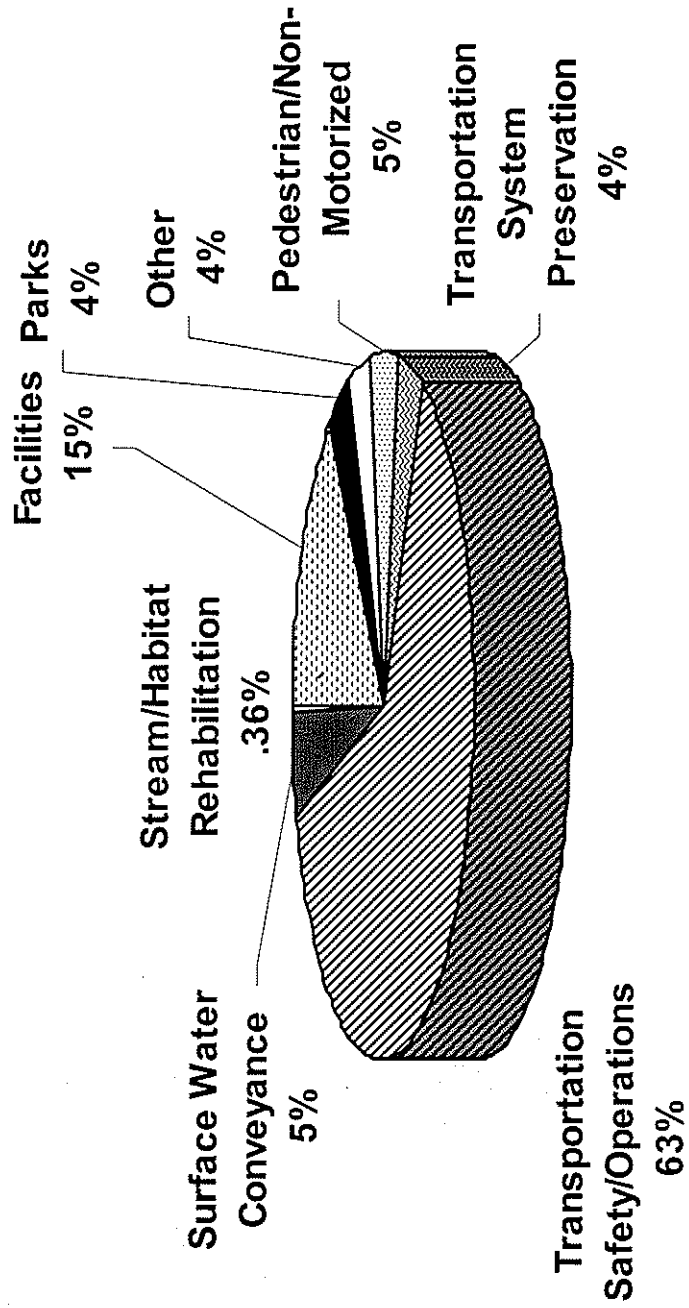
## Category

\$130.5 Million



# 2005-2010 Capital Projects by Category

\$130.5 Million



City of Shoreline 2005 - 2010 Capital Improvement Plan  
PROGRAM SUMMARY

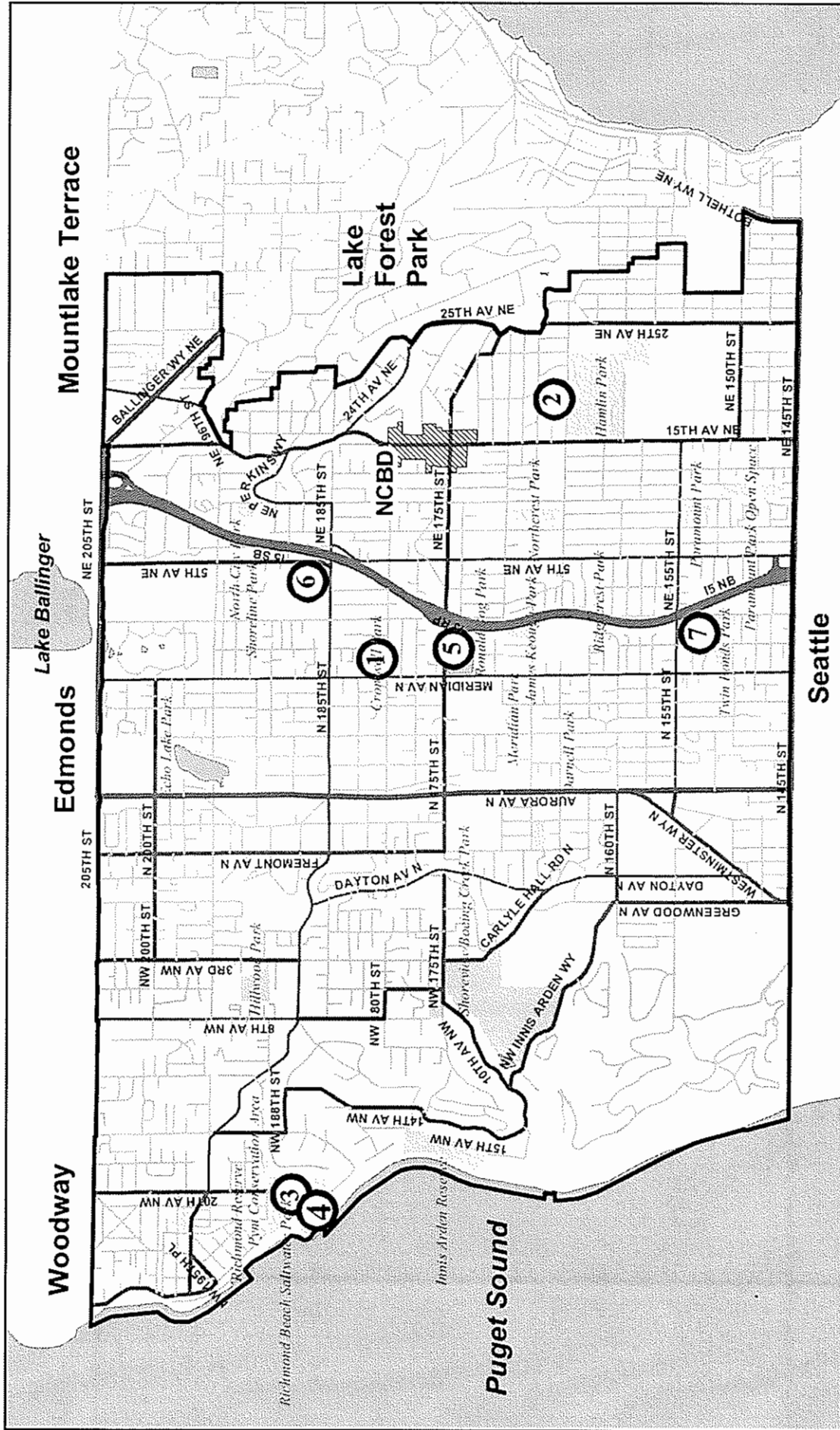
EXPENDITURES Fund	Proposed 2005	Proposed 2006	Proposed 2007	Proposed 2008	Proposed 2009	Proposed 2010	Total 2005-2010
<i>Project</i>							
<b>General Capital</b>							
<b>Facilities Projects</b>							
City Hall	\$14,121,000	\$5,060,000	\$0	\$0	\$0	\$0	\$19,181,000
City Gateways Plan and Implementation of Gateways	\$103,000	\$0	\$0	\$0	\$0	\$0	\$103,000
<b>Parks Projects</b>							
Richmond Beach Master Plan	\$113,000	\$93,000	\$0	\$0	\$0	\$0	\$206,000
Parks Equipment	\$0	\$0	\$0	\$93,000	\$0	\$0	\$93,000
Spartan Gym Upgrades	\$325,000	\$0	\$0	\$0	\$0	\$0	\$325,000
Neighborhood Parks Repair and Replacement	\$58,000	\$67,000	\$70,000	\$102,000	\$110,000	\$115,000	\$522,000
Ronald Bog Park Master Plan	\$27,000	\$0	\$0	\$0	\$0	\$0	\$27,000
Twin Ponds Park Master Plan	\$0	\$0	\$38,000	\$23,000	\$0	\$0	\$61,000
Saltwater Park Pedestrian Bridge Replacement	\$136,000	\$1,522,000	\$0	\$0	\$0	\$0	\$1,658,000
Cromwell Park	\$97,000	\$185,000	\$185,000	\$0	\$0	\$0	\$467,000
<b>Recreation Facilities Projects</b>							
<b>Open Space Projects</b>							
Hamlin Park Open Space Acquisition	\$0	\$1,500,000	\$0	\$0	\$0	\$0	\$1,500,000
Parks and Open Space Acquisition	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000
<b>Non-Project Specific</b>							
General Capital Engineering	\$72,436	\$72,436	\$76,058	\$76,058	\$79,861	\$79,861	\$456,711
General Fund Cost Allocation Charge	\$82,157	\$100,000	\$60,000	\$13,782	\$11,492	\$8,309	\$275,740
<b>General Capital Fund Total</b>	<b>\$15,234,593</b>	<b>\$8,599,436</b>	<b>\$429,058</b>	<b>\$307,840</b>	<b>\$201,353</b>	<b>\$203,170</b>	<b>\$24,975,451</b>
<b>Roads Capital Fund</b>							
<b>Pedestrian / Non-Motorized Projects</b>							
Interurban Trail Pedestrian Crossing	\$3,005,000	\$0	\$0	\$0	\$0	\$0	\$3,005,000
Interurban Trail - North Central Segment	\$2,030,000	\$0	\$0	\$0	\$0	\$0	\$2,030,000
Curb Ramp, Gutter & Sidewalk Program	\$104,000	\$109,000	\$114,000	\$120,000	\$126,000	\$132,000	\$705,000
Traffic Small Works	\$178,000	\$187,000	\$195,000	\$204,000	\$214,000	\$223,000	\$1,201,000
<b>System Preservation Projects</b>							
Annual Road Surface Maintenance Program	\$518,000	\$543,000	\$571,000	\$599,000	\$629,000	\$660,000	\$3,520,000
Richmond Beach Overcrossing 167A0X	\$1,924,000	\$0	\$0	\$0	\$0	\$0	\$1,924,000

City of Shoreline 2005 - 2010 Capital Improvement Plan  
PROGRAM SUMMARY

EXPENDITURES	Proposed 2005	Proposed 2006	Proposed 2007	Proposed 2008	Proposed 2009	Proposed 2010	Total 2005-2010
<b>Fund</b>							
<b>Safety / Operations Projects</b>							
Transportation Improvements CIP Project Formulation	\$78,000	\$81,000	\$85,000	\$90,000	\$92,000	\$94,000	\$520,000
Neighborhood Traffic Safety Program	\$161,000	\$167,000	\$174,000	\$180,000	\$186,000	\$193,000	\$1,061,000
Aurora Avenue North 145th - 165th	\$10,221,000	\$6,252,000	\$0	\$0	\$0	\$0	\$16,473,000
Aurora Avenue North 165th-205th	\$1,200,000	\$1,300,000	\$6,000,000	\$16,897,000	\$17,283,000	\$17,283,000	\$59,963,000
NCBD/15th Avenue Improvements	\$3,810,000	\$0	\$0	\$0	\$0	\$0	\$3,810,000
Dayton Avenue North @ North 175th Street Retaining Wall	\$400,000	\$0	\$0	\$0	\$0	\$0	\$400,000
<b>Non-Project Specific</b>							
Roads Capital Engineering	\$147,399	\$154,769	\$162,507	\$170,633	\$179,164	\$188,123	\$1,002,595
General Fund Cost Allocation Overhead Charge	\$186,562	\$186,562	\$186,562	\$186,562	\$186,562	\$186,562	\$1,119,372
<b>Roads Capital Fund Total</b>	<b>\$23,962,961</b>	<b>\$8,980,331</b>	<b>\$7,488,069</b>	<b>\$18,447,195</b>	<b>\$18,895,726</b>	<b>\$18,959,685</b>	<b>\$96,733,967</b>
<b>Surface Water Capital</b>							
<b>Conveyance and Treatment Projects</b>							
SWM CIP Project Formulation	\$42,000	\$44,000	\$46,000	\$49,000	\$51,000	\$52,000	\$284,000
Surface Water Small Projects	\$155,000	\$161,000	\$168,000	\$177,000	\$184,000	\$192,000	\$1,037,000
Ronald Bog Drainage Improvements	\$400,000	\$1,400,000	\$1,444,000	\$0	\$0	\$0	\$3,244,000
3rd Avenue NW Drainage Improvements	\$1,500,000	\$500,000	\$0	\$0	\$0	\$0	\$2,000,000
<b>Stream Rehabilitation / Habitat Enhancement</b>							
Stream Rehab / Habitat Enhancement Program	\$51,000	\$53,000	\$56,000	\$58,000	\$61,000	\$65,000	\$344,000
Advanced Stormwater Right-of-Way Acquisition	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$120,000
<b>Non-Project Specific</b>							
Surface Water Capital Engineering	\$152,000	\$160,000	\$168,000	\$176,000	\$185,000	\$194,000	\$1,035,000
General Fund Cost Allocation Overhead Charge	\$114,000	\$114,000	\$114,000	\$114,000	\$114,000	\$114,000	\$684,000
<b>Surface Water Capital Fund Total</b>	<b>\$2,434,000</b>	<b>\$2,452,000</b>	<b>\$2,016,000</b>	<b>\$594,000</b>	<b>\$615,000</b>	<b>\$637,000</b>	<b>\$8,748,000</b>
<b>TOTAL EXPENDITURES</b>	<b>\$41,631,554</b>	<b>\$20,031,767</b>	<b>\$9,933,128</b>	<b>\$19,349,035</b>	<b>\$19,712,079</b>	<b>\$19,799,855</b>	<b>\$130,457,418</b>
<b>RESOURCES</b>							
General Fund Contribution	\$5,253,817	\$1,264,302	\$1,236,491	\$1,236,491	\$1,236,491	\$1,236,491	\$11,464,083
Real Estate Excise Tax - 1st Quarter Percent	\$698,700	\$362,674	\$369,927	\$377,326	\$384,873	\$392,570	\$2,586,070
Real Estate Excise Tax - 2nd Quarter Percent	\$698,700	\$712,674	\$726,927	\$741,466	\$756,295	\$771,421	\$4,407,484
Fuel Tax	\$382,906	\$390,564	\$398,375	\$398,375	\$398,375	\$398,375	\$2,366,970
Surface Water Fees	\$713,973	\$715,209	\$716,515	\$722,808	\$726,922	\$731,187	\$4,326,614
Investment Interest Income	\$354,308	\$439,421	\$420,959	\$424,171	\$336,088	\$287,377	\$2,262,323
Municipal Financing	\$10,600,000	\$0	\$0	\$0	\$0	\$0	\$10,600,000
Public Works Trust Fund Loan	\$0	\$2,296,530	\$394,110	\$0	\$0	\$0	\$2,690,640

City of Shoreline 2005 - 2010 Capital Improvement Plan  
PROGRAM SUMMARY

EXPENDITURES Fund	Proposed 2005	Proposed 2006	Proposed 2007	Proposed 2008	Proposed 2009	Proposed 2010	Total 2005-2010
Grants	\$17,024,505	\$9,714,679	\$5,734,075	\$13,686,726	\$14,898,813	\$12,683,762	\$73,742,560
Seattle City Light - Undergrounding Reimbursement	\$644,120	\$0	\$0	\$0	\$0	\$0	\$644,120
Private Contributions	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000
Use of Accumulated Fund Balance	\$5,160,525	\$4,135,714	\$0	\$1,761,672	\$974,223	\$3,298,672	\$15,330,806
Contribution to Fund Balance for Future Projects	\$0	\$0	(\$64,252)	\$0	\$0	\$0	(\$64,252)
<b>TOTAL RESOURCES</b>	<b>\$41,631,554</b>	<b>\$20,031,767</b>	<b>\$9,933,128</b>	<b>\$19,349,035</b>	<b>\$19,712,079</b>	<b>\$19,799,855</b>	<b>\$130,457,418</b>



<p><b>City of Shoreline</b> 2005-2010 General Capital Improvement Plan</p> <p><b>SHORELINE</b></p> <p>Filename: \\paramount\midatl\GISM\app\Finance\CIP_General_05.mxd 11:42:12 AM Plot date: 5/13/2004</p>	<p><b>Project Location</b></p> <p>○ Park</p>	<p><b>CITYWIDE IMPROVEMENTS</b></p> <p>City Gateways City Hall Neighborhood Parks Repair and Replacement Parks and Open Space Acquisition Parks Equipment</p>	<p><b>6. Spartan Gym Improvements</b> <b>7. Twin Pond Park Master Plan</b></p> <p>1. Cromwell Park 2. Hamlin Park Open Space Addition 3. Richmond Beach Saltwater Park Master Plan 4. RB Saltwater Park Pedestrian Bridge Replacement 5. Ronald Bog Master Plan</p>
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**City of Shoreline 2005 - 2010 Capital Improvement Plan  
PROGRAM SUMMARY  
General Capital Fund**

Project	Prior Years' Expenditures	2004 Budget	2004 Projected	2005 Estimate	2006 Estimate	2007 Estimate	2008 Estimate	2009 Estimate	2010 Estimate	Total 2005 - 2010	Total Project Cost
<b>Expenditures</b>											
<b>Facilities Projects</b>											
City Hall	\$213,157	\$13,345,411	\$651,411	\$14,121,000	\$5,060,000					\$19,181,000	\$20,045,568
City Gateways Plan and Implementation of Gateways	\$103,652	\$148,302	\$148,000	\$103,000						\$103,000	\$354,652
City Maintenance Facility Study		\$35,000	\$35,000								\$35,000
General Facilities Management Plan		\$33,366	\$33,000								\$33,000
<b>Parks Projects</b>											
Richmond Beach Saltwater Park Beach Erosion	\$26,316	\$62,547	\$74,000	\$113,000	\$93,000					\$206,000	\$100,316
Richmond Beach Master Plan		\$62,000	\$35,000							\$93,000	\$241,000
Parks Equipment		\$80,000	\$80,000				\$93,000			\$93,000	\$173,000
Spartan Gym Upgrades	\$31,927	\$629,072	\$325,000	\$325,000						\$325,000	\$681,927
Neighborhood Parks Repair and Replacement	\$268,473	\$50,267	\$50,000	\$58,000	\$67,000	\$70,000	\$102,000	\$110,000	\$115,000	\$622,000	\$840,473
Ronald Bog Park Master Plan		\$45,000	\$45,000	\$27,000						\$27,000	\$72,000
Twin Ponds Park Master Plan						\$38,000	\$23,000			\$61,000	\$61,000
Saltwater Park Pedestrian Bridge Replacement Study		\$50,000	\$49,000							\$61,000	\$49,000
Saltwater Park Pedestrian Bridge Replacement				\$136,000	\$1,522,000					\$1,658,000	\$1,658,000
Paramount School Park	\$2,007,041	\$43,011	\$43,011	\$97,000	\$185,000	\$185,000				\$467,000	\$2,050,052
Cromwell Park		\$102,941	\$38,000								\$505,000
Recreation Needs Survey	\$22,966	\$8,034	\$8,034								\$31,000
Parks, Recreation and Open Space Plan Update	\$54,561	\$45,439	\$57,323								\$111,884
Paramount School Park Picnic Shelter		\$80,000	\$80,000								\$80,000
Recreation Facilities Projects											
Swimming Pool Long-Term Maintenance		\$29,500	\$30,000								\$30,000
<b>Open Space Projects</b>											
Paramount Open Space	\$30	\$100,000	\$100,000		\$1,500,000					\$1,500,000	\$100,030
Hamlin Park Open Space Acquisition		\$200,000	\$100,000	\$100,000						\$100,000	\$1,500,000
Parks and Open Space Acquisition											\$200,000
<b>Non-Project Specific</b>											
General Capital Engineering		\$68,987	\$68,987	\$72,436	\$72,436	\$76,058	\$76,058	\$79,861	\$79,861	\$456,711	\$625,698
General Fund Cost Allocation Charge		\$82,157	\$82,157	\$100,000	\$100,000	\$60,000	\$13,782	\$11,492	\$8,309	\$275,740	\$357,897
<b>Total Expenditures by Year</b>	<b>\$ 2,728,123</b>	<b>\$ 15,256,034</b>	<b>\$ 2,132,923</b>	<b>\$ 15,234,593</b>	<b>\$ 8,599,436</b>	<b>\$ 429,058</b>	<b>\$ 307,840</b>	<b>\$ 201,353</b>	<b>\$ 203,170</b>	<b>\$ 24,975,451</b>	<b>\$ 35,869,223</b>
<b>Revenues</b>											
General Fund Contribution - SCL Surcharge & One-time	\$6,437,335	\$245,650	\$245,650	\$4,033,000						\$4,033,000	\$10,715,985
Real Estate Excise Tax	\$2,809,779	\$685,000	\$685,000	\$698,700	\$362,674	\$369,927	\$377,326	\$384,873	\$392,570	\$2,586,070	\$6,080,849
Interest Income	\$799,040	\$168,891	\$168,891	\$99,677	\$188,630	\$2,945	\$136	\$3,617	\$12,973	\$307,977	\$1,275,908
City Hall - Municipal Financing		\$7,685,509		\$10,600,000						\$10,600,000	\$10,600,000
Saltwater Park Ped Bridge Replace - IAC				\$68,000	\$761,000					\$829,000	\$829,000
Saltwater Park Ped Bridge Replace - Parks Grants				\$40,800	\$456,600					\$497,400	\$497,400
Hamlin Park Addition - Future Grants					\$1,500,000					\$1,500,000	\$1,500,000
Neighborhood Parks - Library Mitigation	\$10,414										\$10,414
Parks and Open Space - County Conservation Futures Grant				\$100,000						\$100,000	\$200,000
Paramount Open Space - County Conservation Futures Grant		\$50,000	\$50,000								\$50,000
<b>Total Revenues by Year</b>	<b>\$ 10,056,568</b>	<b>\$ 9,035,050</b>	<b>\$ 1,249,541</b>	<b>\$ 15,640,177</b>	<b>\$ 3,288,904</b>	<b>\$ 372,872</b>	<b>\$ 377,462</b>	<b>\$ 388,489</b>	<b>\$ 405,543</b>	<b>\$ 20,453,447</b>	<b>\$ 31,834,556</b>

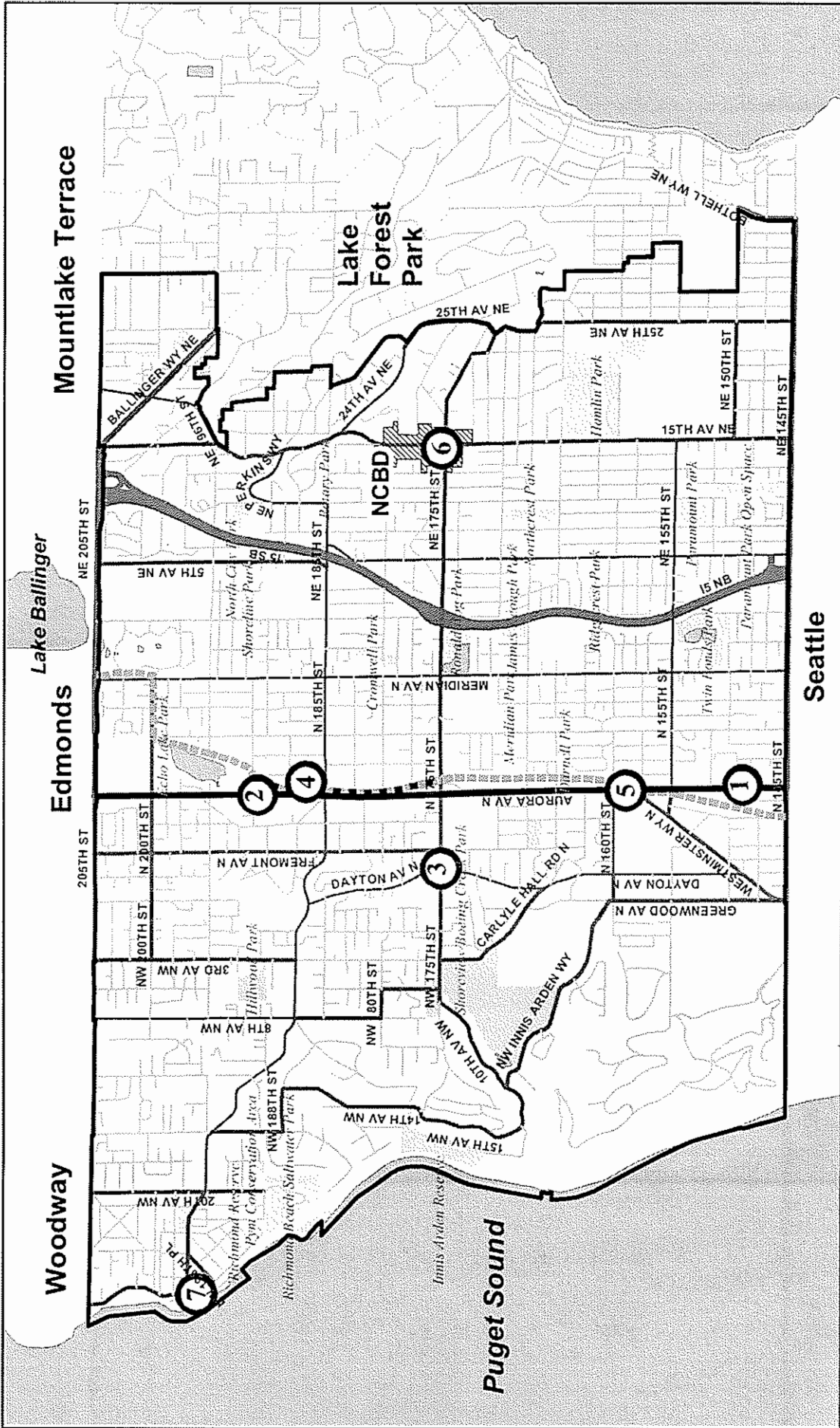


City of Shoreline 2005 - 2010 Capital Improvement Plan  
PROGRAM SUMMARY  
General Capital Fund

Project	Prior Years' Expenditures	2004		2005		2006		2007		2008		2009		2010		Total 2005-2010	Total Project Cost
		Budget	Projected	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate			
Beginning Fund Balance		\$6,556,575	\$5,867,227	\$4,983,845	\$5,389,429	\$58,896	\$2,710	\$372,872	\$377,462	\$377,462	\$377,462	\$377,462	\$377,462	\$377,462	\$377,462	\$4,983,845	
Total Revenues		\$9,035,050	\$1,249,541	\$15,640,177	\$3,268,904	\$372,872	\$377,462	\$377,462	\$377,462	\$377,462	\$377,462	\$377,462	\$377,462	\$377,462	\$377,462	\$20,453,447	
Total Expenditures		\$15,256,034	\$2,132,923	\$15,234,593	\$8,599,436	\$429,058	\$307,840	\$429,058	\$307,840	\$307,840	\$307,840	\$307,840	\$307,840	\$307,840	\$307,840	\$24,375,451	
Ending Fund Balance		\$335,591	\$4,983,845	\$5,389,429	\$58,896	\$2,710	\$72,332	\$259,468	\$461,841							\$461,841	
Impact on Operating Budget	\$0	\$ 28,500	\$ 19,500	\$ 39,000	\$ 40,030	\$ 57,090	\$ 65,840	\$ 67,415	\$ 68,431								



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**City of Shoreline**  
 2005-2010 Roads  
 Capital Improvement Plan

**Street Improvement**  
 Road  
 Trail  
 Project Location  
 Park

**CITYWIDE IMPROVEMENTS**  
 Annual Road Surface Maintenance  
 Curb Ramp, Gutter & Sidewalk Program  
 Neighborhood Traffic Safety Program  
 Traffic Small Works  
 Transportation Improvements CIP Project Formula

- 1.** Aurora Ave N, 145th to 165th St  
**2.** Aurora Ave N, 165th to 205th St  
**3.** Dayton Ave N @ 175th St  
**4.** Interurban Trail  
**5.** North Central Segment  
**6.** North City Business District Improvements  
**7.** Richmond Beach Overcrossing

**City of Shoreline**  
 2005-2010 Roads  
 Capital Improvement Plan

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City of Shoreline 2005 - 2010 Capital Improvement Plan  
 Program Summary  
 Roads Capital Fund

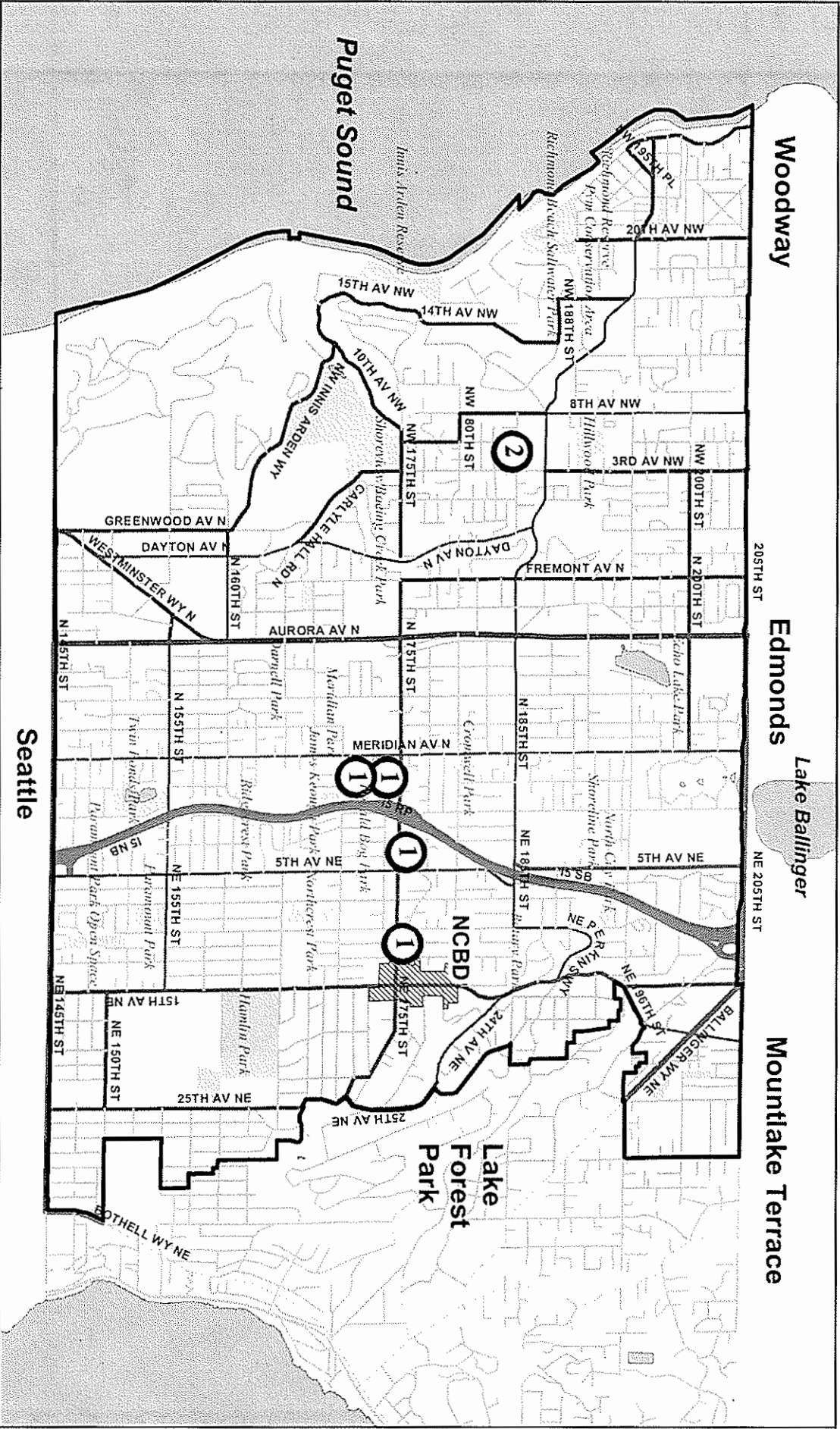
Project	Prior Years' Expenditures	2004 Budget	2004 Projected	2005 Estimate	2006 Estimate	2007 Estimate	2008 Estimate	2009 Estimate	2010 Estimate	2005-2010 Total	Total Project Cost
<b>Expenditures</b>											
<b>Pedestrian / Non-Motorized Projects</b>											
Interurban Trail	\$2,173,679	\$3,085,162	\$3,083,000	\$3,005,000						\$3,005,000	\$5,256,679
Interurban Trail Pedestrian Crossing	\$56,448	\$477,842	\$629,000	\$2,030,000						\$2,030,000	\$3,690,448
Interurban Trail - North Central Segment			\$400,000	\$104,000						\$132,000	\$2,430,000
Curb Ramp, Gutter & Sidewalk Program											\$705,000
Curb Ramps Program	\$596,881	\$78,000	\$78,000								\$674,881
Pedestrian Program	\$33,771	\$110,000	\$110,000								\$143,771
Traffic Small Works				\$178,000	\$187,000	\$195,000	\$204,000	\$214,000	\$223,000	\$1,201,000	
<b>System Preservation Projects</b>											
Annual Road Surface Maintenance Program	\$3,389,251	\$701,610	\$702,000	\$518,000	\$543,000	\$571,000	\$599,000	\$629,000	\$660,000	\$3,520,000	\$7,611,251
Advanced Transportation Right-of-Way Acquisition		\$20,000	\$20,000								\$20,000
Annual Sidewalk Repair Program	\$380,215	\$159,748	\$160,000								\$540,215
Richmond Beach Overcrossing 167AOX	\$181,847	\$360,709	\$377,000	\$1,924,000						\$1,924,000	\$2,482,847
<b>Safety / Operations Projects</b>											
Transportation Improvements CIP Project Formulation	\$61,733	\$75,070	\$76,000	\$78,000	\$81,000	\$85,000	\$90,000	\$92,000	\$94,000	\$520,000	\$857,733
N. 185th & Aurora Intersection - Preliminary Study		\$40,000	\$40,000								\$40,000
Neighborhood Traffic Safety Program	\$372,393	\$311,572	\$311,000	\$161,000	\$167,000	\$174,000	\$180,000	\$186,000	\$193,000	\$1,081,000	\$1,744,393
Aurora Avenue North 145th - 165th	\$3,769,407	\$3,529,364	\$4,650,000	\$10,221,000	\$6,252,000					\$16,473,000	\$24,892,407
Aurora Avenue North 165th-205th		\$473,833	\$100,000	\$1,200,000	\$1,300,000	\$8,000,000	\$16,897,000	\$17,283,000		\$59,963,000	\$60,063,000
NCBD/15th Avenue Improvements	\$1,261,228	\$4,460,216	\$2,600,000	\$3,810,000						\$3,810,000	\$7,671,228
North 160th Street @ Greenwood Avenue North Pre-Design Study		\$50,000	\$50,000								\$50,000
Richmond Beach Road @ 3rd Avenue	\$2,790	\$11,673	\$54,000	\$400,000						\$400,000	\$2,790
Dayton Avenue North @ North 175th Street Retaining Wall	\$16,250	\$354,750	\$54,000								\$470,250
Transportation Master Plan	\$87,806	\$145,194	\$145,000								\$232,806
<b>Non-Project Specific</b>											
Roads Capital Engineering		\$140,380	\$140,380	\$147,399	\$154,769	\$162,507	\$170,633	\$179,164	\$188,123	\$1,002,595	\$1,142,975
General Fund Cost Allocation Overhead Charge		\$186,562	\$186,562	\$186,562	\$186,562	\$186,562	\$186,562	\$186,562	\$186,562	\$1,119,372	\$1,305,934
<b>Total Expenditures by Year</b>	<b>\$12,383,698</b>	<b>\$14,771,685</b>	<b>\$13,911,942</b>	<b>\$23,962,961</b>	<b>\$8,980,331</b>	<b>\$7,488,069</b>	<b>\$18,447,195</b>	<b>\$18,895,726</b>	<b>\$18,959,685</b>	<b>\$96,733,967</b>	<b>\$122,494,289</b>
<b>Revenues</b>											
Real Estate Excise Tax (2nd Quarter)	\$1,689,185	\$685,000	\$685,000	\$698,700	\$712,674	\$726,927	\$741,466	\$756,295	\$771,421	\$4,407,484	\$6,781,669
General Fund Support (Sidewalks & Gambling Tax Equivalent)		\$1,418,676	\$1,418,676	\$1,220,817	\$1,264,302	\$1,236,491	\$1,236,491	\$1,236,491	\$1,236,491	\$7,431,083	\$8,849,759
Arterial Street Fund - Fuel Tax		\$348,546	\$348,546	\$382,906	\$390,564	\$398,375	\$398,375	\$398,375	\$398,375	\$2,366,970	\$2,715,516
Investment Interest		\$314,066	\$314,066	\$196,080	\$206,477	\$371,121	\$371,121	\$270,470	\$203,706	\$1,572,359	\$1,886,425
Traffic Small Works - Future Grants				\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000	\$300,000
Interurban - North Central Segment - County Grant				\$129,533						\$129,533	\$129,533
Interurban - North Central Segment - Future Grants				\$1,814,467						\$1,814,467	\$1,814,467
Interurban - Federal - TEA-21	\$209,699	\$416,155	\$416,155								\$209,699
Interurban - Surface Transportation Program - Urban	\$994,517	\$298,985	\$298,829								\$1,410,672
Interurban - King County	\$164,990										\$164,990
Interurban - IAC	\$4,779										\$303,608
Interurban - Dept of Natural Resources											
Interurban - Federal CMAQ											
Interurban Pedestrian Crossing-WSDOT Target Zero		\$1,470,413	\$1,466,878								\$1,466,878
Interurban Pedestrian Crossing - Federal STP (U)		\$534,292	\$534,292								\$534,292
<b>Total Expenditures by Year</b>	<b>\$12,383,698</b>	<b>\$14,771,685</b>	<b>\$13,911,942</b>	<b>\$23,962,961</b>	<b>\$8,980,331</b>	<b>\$7,488,069</b>	<b>\$18,447,195</b>	<b>\$18,895,726</b>	<b>\$18,959,685</b>	<b>\$96,733,967</b>	<b>\$122,494,289</b>

City of Shoreline 2005 - 2010 Capital Improvement Plan  
 Program Summary  
 Roads Capital Fund

Project	Prior Years' Expenditures	2004 Budget	2004 Projected	2005 Estimate	2006 Estimate	2007 Estimate	2008 Estimate	2009 Estimate	2010 Estimate	2005-2010 Total	Total Project Cost
Interurban Pedestrian Crossing - CMAQ				\$666,060						\$666,060	\$666,060
Interurban Pedestrian Crossing - IAC Grant	\$2,239,888			\$1,581,773						\$1,581,773	\$1,581,773
Annual Overlay - City General Fund	\$209,178										\$2,239,888
Annual Sidewalk Program - City General Fund											\$209,178
5th Ave. Drainage - TIB											\$6,066
15th Ave @ NE 165th - State Grant - WSDOT - TIB	\$6,066										\$18,137
15th Ave @ NE 165th - STP	\$18,137										\$20,633
15th Ave @ NE 165th - Transportation Partnership Program (PPP)	\$20,633										\$152,146
15th Ave @ NE 165th - Hazard Elimination System (HES)	\$152,146										\$1,288,240
NCBD/15th Avenue Improvements-SCL Undergrounding Reimbursement			\$644,120	\$644,120						\$644,120	\$207,000
NCBD/15th Avenue Improvements-Hazard Elimination Grant (HES)		\$184,000	\$103,500	\$103,500						\$103,500	\$25,000
Aurora 145th - 165th - NW Region Discretionary Fund	\$25,000										\$1,705,635
Aurora 145th - 165th - Surface Transportation Program - Urban	\$1,705,635										\$6,559,306
Aurora 145th - 165th - Federal - TSCP		\$284,757	\$2,167,565	\$3,693,187						\$3,693,187	\$4,867,149
Aurora 145th - 165th - Federal - STP (C)	\$698,554	\$944,184		\$2,984,532	\$1,593,843					\$4,578,375	\$222,383
Aurora 145th - 165th - TIB-TPP	\$288,774	\$38,989									\$2,582,744
Aurora 145th - 165th - TIB (S)	\$222,383	\$26,000		\$464,732	\$2,118,012					\$2,582,744	\$1,930
Aurora 145th - 165th - New Gas Tax Funds	\$1,930										\$500,000
Aurora 145th - 165th - Federal Funding - TEA-21 (F)		\$125,000	\$125,000	\$28,356	\$375,000					\$375,000	\$122,051
Aurora 145th - 165th - King County - METRO	\$93,695	\$90,000	\$90,000	\$28,356						\$28,356	\$90,000
Aurora 145th - 165th - STP (N)	\$90,000										\$4,989,000
Aurora 145th - 165th - Federal - Hazard Elimination System (HES)		\$1,303,203	\$1,303,203	\$2,020,573	\$1,665,224					\$3,685,797	\$11,178,084
Aurora 145th - 165th - Federal Demo Program											\$11,178,084
Aurora 165th - 205th - Future Grants											\$7,443,256
Aurora 165th - 205th - Nicket Gas Tax Funding							\$3,459,181			\$3,459,181	\$7,443,256
Aurora 165th - 205th - WSDOT - STP			\$85,000	\$1,020,000	\$1,105,000	\$3,984,075	\$905,461			\$7,443,256	\$4,815,461
Aurora 165th - 205th - Federal - STP (C)		\$176,120				\$1,700,000				\$4,730,461	\$500,000
Aurora 165th - 205th - King County Metro											\$500,000
Aurora 165th - 205th - Federal Funding TEA							\$8,772,084			\$25,000,000	\$25,000,000
Aurora 165th - 205th - Federal Hazard Elimination HES							\$8,772,084			\$25,000,000	\$25,000,000
Richmond Beach Overcrossing - Other Agency Participation (HBRRP)		\$171,200	\$313,025	\$1,924,000	\$90,000			\$14,848,813	\$1,379,103	\$1,924,000	\$2,237,025
Richmond Beach Overcrossing - Private Funding (BNSF)				\$100,000						\$100,000	\$100,000
Richmond Beach Overcrossing - WSDOT High Speed Rail		\$21,400									\$153,150
Richmond Beach Overcrossing - STP		\$21,400									\$55,000
Pedestrian Program - Grant Funding 50%	\$76,575	\$55,000	\$55,000						\$76,575	\$76,575	\$325,223
Curb Ramps - HUD Community Block Grant Program	\$325,223										\$55,000
Curb Ramps - Metro King County	\$6,060										\$325,223
Curb Ramps - Congestion Mitigation & Air Quality (CMAQ)	\$80,440										\$6,060
											\$80,440
<b>Total Revenues by Year</b>	\$9,323,667	\$8,927,386	\$10,462,550	\$20,058,328	\$9,571,096	\$8,420,374	\$16,434,179	\$17,560,444	\$15,293,755	\$87,338,176	\$107,124,392
<b>Beginning Fund Balance</b>											
<b>Total Revenues</b>		\$12,194,117	\$13,253,371	\$9,803,979	\$5,899,346	\$6,490,111	\$7,422,415	\$5,409,399	\$4,074,117	\$9,803,979	\$9,803,979
<b>Total Expenditures</b>		\$8,927,386	\$10,462,550	\$20,058,328	\$9,571,096	\$8,420,374	\$16,434,179	\$17,560,444	\$15,293,755	\$87,338,176	\$87,338,176
<b>Ending Fund Balance</b>		\$14,771,685	\$13,911,942	\$23,962,961	\$8,980,331	\$7,489,069	\$18,447,195	\$18,959,685	\$18,959,685	\$96,733,967	\$96,733,967
<b>Impact on Operating Budget</b>		\$6,349,818	\$9,803,979	\$5,899,346	\$6,490,111	\$7,422,415	\$5,409,399	\$4,074,117	\$408,188	\$408,188	\$408,188
		\$27,875	\$27,875	\$171,179	\$176,644	\$182,258	\$188,020	\$193,940	\$330,020		



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City of Shoreline 2005 - 2010 Capital Improvement Plan  
Program Summary  
Surface Water Capital Fund

Project	2004 Budget	2004 Projected	2005 Estimate	2006 Estimate	2007 Estimate	2008 Estimate	2009 Estimate	2010 Estimate	Total 2005-2010	Total Project Cost
<b>Expenditures</b>										
<b>Conveyance and Treatment Projects</b>										
SWM CIP Project Formulation	\$30,006								\$284,000	\$354,006
Surface Water Small Projects	\$1,176,342	\$40,000	\$42,000	\$44,000	\$46,000	\$49,000	\$51,000	\$52,000	\$1,037,000	\$2,468,342
Ronald Bog Drainage Improvements	\$794,879	\$255,000	\$155,000	\$161,000	\$168,000	\$177,000	\$184,000	\$192,000	\$3,244,000	\$5,238,879
3rd Avenue NW Drainage Improvements	\$357,807	\$1,200,000	\$400,000	\$1,400,000	\$1,444,000				\$2,000,000	\$3,511,807
		\$1,154,000	\$1,500,000	\$500,000						
<b>Stream Rehabilitation / Habitat Enhancement</b>										
Stream Rehab / Habitat Enhancement Program	\$12,000	\$25,000	\$51,000	\$53,000	\$56,000	\$58,000	\$61,000	\$65,000	\$344,000	\$381,000
Advanced Stormwater Right-of-Way Acquisition	\$65,553	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$120,000	\$140,000
Surface Water Master Plan		\$184,448								\$249,553
<b>Non-Project Specific</b>										
Surface Water Capital Engineering	\$145,000	\$145,000	\$152,000	\$160,000	\$168,000	\$176,000	\$185,000	\$194,000	\$1,035,000	\$1,180,000
General Fund Cost Allocation Overhead Charge			\$114,000	\$114,000	\$114,000	\$114,000	\$114,000	\$114,000	\$684,000	\$798,000
<b>Total Expenditures by Year</b>	<b>\$2,525,641</b>	<b>\$3,137,000</b>	<b>\$2,434,000</b>	<b>\$2,452,000</b>	<b>\$2,016,000</b>	<b>\$594,000</b>	<b>\$615,000</b>	<b>\$637,000</b>	<b>\$8,748,000</b>	<b>\$14,321,587</b>
<b>Revenues</b>										
Operating Transfer - Surface Water Operations	\$1,522,596		\$313,973	\$315,209	\$316,515	\$322,808	\$326,922	\$331,187	\$1,926,614	\$3,449,210
SWM Fee Increase	\$40,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,400,000	\$2,800,000
Interest Income	\$40,000	\$40,000	\$58,552	\$44,314	\$93,508	\$52,915	\$62,001	\$70,697	\$381,987	\$11,741
Ronald Bog - DOT Water Quality	\$11,741									
Ronald Bog - Public Works Trust Fund Loan	\$608,325	\$1,000,000		\$2,296,530	\$394,110				\$2,690,640	\$4,298,965
3rd Avenue - Public Works Trust Fund Loan	\$293,925	\$1,665,575								\$1,959,500
<b>Total Revenues by Year</b>	<b>\$2,436,587</b>	<b>\$3,105,575</b>	<b>\$772,525</b>	<b>\$3,056,053</b>	<b>\$1,204,133</b>	<b>\$775,723</b>	<b>\$788,923</b>	<b>\$801,884</b>	<b>\$7,399,241</b>	<b>\$12,519,416</b>
<b>Beginning Fund Balance</b>										
Total Revenues	\$2,775,452	\$2,959,013	\$2,927,588	\$1,266,113	\$1,870,166	\$1,058,299	\$1,240,022	\$1,413,945	\$2,927,588	
Total Expenditures	\$1,128,124	\$3,105,575	\$772,525	\$3,056,053	\$1,204,133	\$775,723	\$788,923	\$801,884	\$7,399,241	
Ending Fund Balance	\$2,525,641	\$3,137,000	\$2,434,000	\$2,452,000	\$1,870,166	\$1,058,299	\$1,240,022	\$1,413,945	\$8,748,000	
	\$1,377,935	\$2,927,588	\$1,266,113	\$1,870,166	\$1,058,299	\$1,240,022	\$1,413,945	\$1,578,829	\$1,578,829	
<b>Impact on Operating Budget</b>										
	\$1,000	\$4,000	\$9,030	\$12,000	\$12,360	\$12,731	\$13,113	\$13,506	\$-	\$76,740



## Financial Policies

### I. Financial Planning Policies

### II. General Budget Policies

- A. No Operating Deficit
- B. Resources Greater than Estimates
- C. Budget Adoption Level
- D. Necessary to Implement City Council Goals Identified in Annual Workplan
- E. Public Safety Protection
- F. Degradation of Current Service Levels
- G. Investments that are Primarily funded by Additional Fees or Grants
- H. Investments that delay Future Cost Increases
- I. Investments that Forestall Adding Permanent Staff
- J. Commitments that can Reasonably be Maintained over the Long Term
- K. Overhead and Full Cost Allocation
- L. Maintenance of Quality Service Programs
- M. Distinguished Budget Presentation

### III. Formulation and Approval of Budgets

### IV. Budget Adjustment and Amendment Process

- A. Adjustment
- B. Amendment

### V. Reserve and Contingency Fund Policies

- A. Contingency Reserve
- B. Unreserved Fund Balance
- C. Budgeted Operating Contingency
- D. Budgeted Insurance Reserve
- E. Budgeted Capital Improvement Contingency.

### VI. Capital Improvement Program Plan Policies

- A. Relationship of Long-Range Plans to the CIP
- B. Capital Improvement Plan Coordination Team
- C. Establishing CIP Priorities
- D. Types of Projects Included in the CIP
- E. Scoping and Costing Based on Predesign Study
- F. Required Project Features and Financial Responsibility
- G. Predictability of Project Timing, Cost and Scope
- H. CIP Maintenance and Operating Costs
- I. Local Improvement Districts (LID)
- J. Preserve Existing Capital Infrastructure Before Building New Facilities
- K. New Facilities Should be of High Quality, Low Maintenance, Least Cost
- L. Public Input at All Phases of Projects
- M. Basis for Project Appropriations
- N. Balanced CIP Plan
- O. Use of Debt in the CIP
- P. Finance Director's Authority to Borrow
- Q. CIP Plan Update and Amendment
- R. Formalization of Monetary Agreements
- S. Applicable Project Charges

### VII. Debt Policy

## I. FINANCIAL PLANNING POLICY

The City shall develop and maintain a 6-year financial forecast that estimates resource and expenditure behavior for the five years beyond the current budget period. This forecast will provide the City's decision makers with an indication of the long-term fiscal impact of current policy and budget decisions. This planning tool must recognize the effects of economic cycles on the demand for services and the City's resources. To this end, the forecast should differentiate between revenue associated with one-time economic activities and revenues derived as a result of base economic growth. City financial planning should ensure the delivery of needed services (many of which become more critical during economic downturns) by assuring adequate reliance on ongoing resources in order to support continued City services during economic downturns.

## II. GENERAL BUDGET POLICIES

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

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

- M. Distinguished Budget Presentation: The City will seek to comply with the suggested criteria of the Government Finance Officers Association in producing a budget document that meets the Distinguished Budget Presentation program criteria as policy document, as an operations guide, as a financial plan, and as a communication device.

### III. FORMULATION AND APPROVAL OF BUDGETS

In accordance with RCW 35A.33, departments shall be requested by the Finance Director to prepare detailed estimates of revenues and expenditures for the next fiscal year by no later than the second Monday of September. Responses will be due by no later than the fourth Monday in September, and by no later than the first business day in October, the Finance Director will present to the City Manager a proposed preliminary budget setting forth the complete financial program, showing expenditures requested by each department and sources of revenue by which each program is proposed to be financed.

Although the schedule outlined above meets the requirements of the Revised Code of Washington, the Shoreline budget process usually follows an accelerated time schedule. The Finance Director typically requests departments to prepare their detailed estimates of revenues and expenditures for the next fiscal year in July, with those responses due in August.

By no later than the first Monday in October, the City Manager will provide the City Council with current information on estimates of revenues from all sources as adopted in the budget for the current year. The City complies with this requirement by providing the City Council with a quarterly report and a comprehensive overview of the City's current financial position at a summer Budget Retreat.

The administration will analyze program priorities and needs and recommend funding levels for each program in a proposed operating budget and six-year capital improvement program, which will be submitted to the Council by no later than 60 days prior to the end of the fiscal year. The City Manager typically presents the proposed budget to the City Council in late October.

As part of the budget document, a budget message will be prepared that contains the following:

- An explanation of the budget document.
- An outline of the recommended financial policies and programs of the City for the ensuing fiscal year.
- A statement of the relation of the recommended appropriation to such policies and programs.
- A statement of the reason for salient changes from the previous year in appropriation and revenue items.
- An explanation of any recommended major changes in financial policy.

The operating budget proposal for the general fund will include a financial plan that shows projected revenues and expenditures for at least the next five fiscal years. The financial plan will provide an explanation of the assumptions used in projecting future year expenditure and revenue levels, such as growth in tax revenues, inflation, cost of services, and other factors that may impact the financial condition of the City.

The operating budget will be classified and segregated according to a standard classification of accounts as prescribed by the State Auditor.

The Council will hold public hearings as required and approve operating and capital budgets prior to the end of the fiscal year in accordance with State law.

#### IV. BUDGET ADJUSTMENT & AMENDMENT PROCESSES

Under the provisions of State law and the City's operating procedures, the operating budget may be adjusted or amended in two different ways. Adjustment of the budget involves a reallocation of existing appropriations and does not change the budget "bottom line." Amendment of the budget involves an addition to or reduction of existing appropriations.

##### A. Adjustment

The City departmental expenditures and program goals are monitored throughout the year. Certain departments may develop the need for additional expenditure authority to cover unanticipated costs that cannot be absorbed within the budget, while other departments may unexpectedly not require their full budget authorizations. The Finance Department reviews and analyzes all department and/or fund budgets to determine what adjustments are necessary and whether the adjustments can be made within existing appropriation limits and within the City Council and Departmental goals as provided in the budget. Necessary adjustments are then reviewed with the affected department and/or fund managers. When an adjustment is needed, the Finance staff will look first to savings within the department and then consider budget transfers between departments. The Finance Director, in conjunction with the Department Directors and the City Manager, reviews and decides if any specific budget reductions are needed. No City Council action is needed as State law allows budget adjustments to be done administratively and approved by the City Manager. As a matter of practice, staff will include any adjustments made between departments with the quarterly financial information provided to the City Council.

##### B. Amendment

Amending the City's budget occurs whenever the requested changes from departments and/or funds will cause the existing appropriation level for the fund to change. This situation generally occurs when the City Council authorizes additional appropriation. This is done by an ordinance that amends the original budget and states the sources of funding for the incremental appropriations.

#### V. RESERVE AND CONTINGENCY FUND POLICIES

##### A. Contingency Reserve

It is the City's policy to maintain a contingency reserve in accordance with RCW 35A.33.040. The reserve will be available for unforeseen urgent or emergency needs. The contingency reserve is intended to provide for unanticipated expenditures or revenue shortfalls of a non-recurring nature. The maximum allowable amount in the contingency reserve is 37.5 cents per thousand dollars of assessed valuation.

##### B. Unreserved Fund Balance

It is the City's policy to maintain an unreserved balance in each of the operating funds of the City (i.e., General, City Streets) at a level sufficient to provide for cash flow needs, a reasonable amount for emergent or unforeseen needs, and an orderly adjustment to adverse changes in revenues, including termination of revenue sources through actions of other governmental bodies. The Finance Director, in conjunction with the departments and the City Manager, will analyze fund balance requirements and recommend formal fund balance policies for each of the principal City funds. Fund balance policies will be reviewed at least every three years to ensure all relevant factors are being considered. Until such time as a thorough analysis has been completed for each fund, the City's policy will be to provide a minimum fund balance (combination of Contingency Reserve and Unreserved Fund Balance) of at least 10% of budgeted operating revenues for the General Fund and a minimum unreserved fund balance of 5% of budgeted operating revenues for other City operating funds.

C. Budgeted Operating Contingency

In order to provide for unforeseen expenditures or new opportunities throughout the year, the General Fund budget will have an operating contingency of \$250,000 that will be used only with City Council approval. Savings within departmental budgets throughout the year will be the first source for funding unforeseen expenditures or providing for new opportunities before the Operating Contingency is accessed.

D. Budgeted Insurance Reserve

A separate insurance reserve account will be budgeted within the General Fund budget to be used for potential substantial events (street damage, inverse condemnation, etc.) and infrastructure repair not covered by insurance policies or other sources such as FEMA. The budgeted amount should approximate 2% of the City's assets (not including roads and surface water utilities).

E. Budgeted Capital Improvement Contingency

A separate capital contingency account will be budgeted within each of the three capital improvement funds to be used for capital project adjustments and for project acceleration. The amount to be budgeted in each of the capital contingency accounts is equal to 10% of the total budgeted capital improvement projects within each fund for that year or \$200,000, whichever is less.

The City Manager may administratively approve expenditures from the contingency fund for any project, without changing the project scope, regardless of the percentage of the project budget, if the amount does not exceed \$10,000. In addition, the City Council delegates the authority to the City Manager to administratively approve dollar adjustments to individual capital projects that do not change the scope of project in an amount up to 10% of the project's adopted budget, not to exceed \$50,000.

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 Public Works 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 & 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 will continue to rely on a strong local improvement district program for certain local or neighborhood street, water and sewer improvements.

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

City of Shoreline								
Range Placement Table								
2.5% Between Ranges; 4% Between Steps				Salary Table - Non-Exempt				
January 1, 2005								
Range		Hourly						Maximum
#	Title	Rate	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
1		Hourly	7.89	8.21	8.53	8.87	9.23	9.60
2		Hourly	8.09	8.41	8.74	9.09	9.45	9.83
3		Hourly	8.28	8.61	8.96	9.32	9.69	10.08
4		Hourly	8.49	8.83	9.18	9.55	9.93	10.34
5		Hourly	8.71	9.05	9.42	9.79	10.19	10.59
6		Hourly	8.93	9.27	9.65	10.04	10.44	10.86
7		Hourly	9.16	9.52	9.90	10.29	10.71	11.13
8		Hourly	9.39	9.76	10.14	10.56	10.97	11.41
9	Lifeguard/Instructor II	Hourly	9.61	10.00	10.39	10.81	11.25	11.70
10		Hourly	9.86	10.26	10.66	11.09	11.53	11.99
11		Hourly	10.09	10.51	10.93	11.37	11.82	12.29
12		Hourly	10.35	10.76	11.20	11.64	12.12	12.60
13		Hourly	10.61	11.04	11.48	11.94	12.42	12.92
14		Hourly	10.88	11.31	11.77	12.24	12.73	13.24
15		Hourly	11.15	11.60	12.06	12.55	13.04	13.56
16		Hourly	11.44	11.90	12.37	12.86	13.38	13.91
17		Hourly	11.72	12.19	12.67	13.18	13.71	14.26
18	Senior Lifeguard	Hourly	12.00	12.49	12.98	13.50	14.05	14.61
19		Hourly	12.30	12.80	13.31	13.84	14.40	14.97
20		Hourly	12.61	13.12	13.64	14.20	14.77	15.35
21		Hourly	12.93	13.45	13.99	14.55	15.12	15.74

Range		Hourly						Maximum
#	Title	Rate	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
22		Hourly	13.26	13.78	14.34	14.92	15.51	16.13
23		Hourly	13.59	14.13	14.70	15.29	15.90	16.53
24		Hourly	13.93	14.48	15.07	15.67	16.29	16.94
25		Hourly	14.27	14.85	15.44	16.06	16.70	17.37
26		Hourly	14.63	15.22	15.82	16.45	17.11	17.81
27	Recreation Assistant I Teen Program Assistant	Hourly	15.00	15.60	16.23	16.88	17.55	18.25
28		Hourly	15.38	15.99	16.63	17.30	17.99	18.71
29	Administrative Assistant I	Hourly	15.76	16.40	17.05	17.73	18.44	19.17
30		Hourly	16.15	16.80	17.47	18.18	18.89	19.66
31	Park Maintenance Wrkr I Recreation Assistant II	Hourly	16.56	17.23	17.91	18.63	19.37	20.14
32	Public Wks. Maint. Worker I	Hourly	16.97	17.66	18.36	19.09	19.85	20.65
33	Finance Technician Administrative Assistant II	Hourly	17.40	18.10	18.81	19.58	20.35	21.17
34	Technical Assistant	Hourly	17.83	18.55	19.29	20.06	20.86	21.69
35	Park Maintenance Wrkr II Capital Projects Technician	Hourly	18.27	19.01	19.76	20.56	21.38	22.23
36		Hourly	18.74	19.48	20.27	21.07	21.91	22.79
37	Domestic Violence Victim Coord. Public Wks. Maint. Worker II Administrative Assistant III	Hourly	19.19	19.97	20.77	21.60	22.45	23.36
38	Payroll Officer	Hourly	19.67	20.45	21.27	22.13	23.02	23.93
39	Senior Park Maint Worker Facilities Maint. Worker II	Hourly	20.16	20.97	21.82	22.69	23.60	24.54
40	Engineering Technician Project Inspector I	Hourly	20.67	21.51	22.36	23.26	24.19	25.16

Range		Hourly						Maximum
#	Title	Rate	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
41	CRT Representative	Hourly	21.19	22.05	22.93	23.84	24.79	25.78
	Surface Water Quality Specialist							
42	Sr. Public Works Maint. Worker	Hourly	21.73	22.59	23.49	24.43	25.40	26.43
	Deputy City Clerk							
	Records and Information Manager							
	Environmental Educator							
43	Right-of-Way Inspector	Hourly	22.27	23.16	24.08	25.04	26.05	27.09
44	Code Enforcement Officer	Hourly	22.82	23.74	24.69	25.67	26.70	27.76
	Plans Examiner I							
45	Planner II	Hourly	23.39	24.33	25.30	26.32	27.37	28.47
46	Recreation Coordinator	Hourly	23.97	24.94	25.93	26.96	28.05	29.17
	Project Inspector II							
47	Computer/Network Specialist	Hourly	24.59	25.56	26.59	27.65	28.76	29.91
	Plans Examiner II							
48		Hourly	25.19	26.20	27.25	28.34	29.47	30.65
49	Facilities Supervisor	Hourly	25.83	26.86	27.93	29.04	30.21	31.41
50		Hourly	26.47	27.52	28.63	29.77	30.96	32.20
51		Hourly	27.13	28.21	29.35	30.51	31.74	33.01
52	Plans Examiner III	Hourly	27.82	28.93	30.09	31.29	32.54	33.84
53		Hourly	28.51	29.65	30.84	32.07	33.36	34.69
54		Hourly	29.22	30.39	31.60	32.87	34.19	35.55
55		Hourly	29.95	31.15	32.40	33.69	35.05	36.44
56		Hourly	30.71	31.94	33.21	34.54	35.91	37.36
57		Hourly	31.47	32.73	34.04	35.40	36.81	38.29
58		Hourly	32.26	33.54	34.88	36.28	37.74	39.24
59		Hourly	33.07	34.40	35.76	37.20	38.69	40.23

Range		Hourly						Maxim um
#	Title	Rate	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
60		Hourly	33.89	35.24	36.65	38.12	39.65	41.23
61		Hourly	34.74	36.13	37.58	39.08	40.64	42.27
62		Hourly	35.61	37.05	38.53	40.06	41.66	43.32
63		Hourly	36.49	37.96	39.47	41.06	42.70	44.41
64		Hourly	37.42	38.91	40.47	42.09	43.76	45.52
65		Hourly	38.34	39.88	41.47	43.13	44.86	46.65
66		Hourly	39.30	40.87	42.51	44.21	45.98	47.82
67		Hourly	40.29	41.90	43.58	45.32	47.14	49.01
68		Hourly	41.29	42.94	44.65	46.45	48.31	50.24
69		Hourly	42.33	44.02	45.78	47.61	49.51	51.50
70		Hourly	43.38	45.12	46.93	48.80	50.76	52.78
71		Hourly	44.47	46.25	48.10	50.02	52.02	54.10
72		Hourly	45.59	47.41	49.30	51.28	53.33	55.45
73		Hourly	46.72	48.60	50.54	52.56	54.66	56.84
74		Hourly	47.89	49.80	51.80	53.87	56.03	58.26
75		Hourly	49.09	51.06	53.09	55.22	57.43	59.72

City of Shoreline								
Range Placement Table								
2.5% Between Ranges; 4% Between Steps				Salary Table - Exempt				
January 1, 2005								
Range								Maximum
#	Title	Salary	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
1		Annual	16,402	17,075	17,749	18,446	19,192	19,961
2		Annual	16,835	17,484	18,182	18,903	19,649	20,442
3		Annual	17,220	17,917	18,638	19,384	20,154	20,971
4		Annual	17,652	18,374	19,095	19,865	20,659	21,500
5		Annual	18,109	18,831	19,600	20,370	21,188	22,029
6		Annual	18,566	19,288	20,081	20,875	21,717	22,583
7		Annual	19,047	19,793	20,586	21,404	22,270	23,160
8		Annual	19,528	20,298	21,092	21,957	22,823	23,737
9		Annual	19,985	20,803	21,621	22,486	23,400	24,338
10		Annual	20,514	21,332	22,174	23,064	23,977	24,939
11		Annual	20,995	21,861	22,727	23,641	24,579	25,565
12		Annual	21,524	22,390	23,304	24,218	25,204	26,214
13		Annual	22,078	22,967	23,881	24,843	25,829	26,863
14		Annual	22,631	23,521	24,483	25,469	26,479	27,537
15		Annual	23,184	24,122	25,084	26,094	27,128	28,210
16		Annual	23,785	24,747	25,733	26,743	27,825	28,932
17		Annual	24,386	25,348	26,358	27,417	28,523	29,653
18		Annual	24,964	25,974	27,008	28,090	29,220	30,399
19		Annual	25,589	26,623	27,681	28,787	29,942	31,144
20		Annual	26,238	27,296	28,379	29,533	30,711	31,938
21		Annual	26,888	27,970	29,100	30,254	31,457	32,732

Range									Maximum
#	Title	Salary	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	
22		Annual	27,585	28,667	29,822	31,024	32,251	33,549	
23		Annual	28,258	29,389	30,567	31,794	33,068	34,391	
24		Annual	28,980	30,110	31,337	32,587	33,886	35,233	
25		Annual	29,677	30,880	32,106	33,405	34,728	36,123	
26		Annual	30,423	31,649	32,900	34,223	35,593	37,036	
27		Annual	31,192	32,443	33,766	35,112	36,507	37,950	
28		Annual	31,986	33,261	34,583	35,978	37,421	38,912	
29		Annual	32,780	34,102	35,473	36,868	38,359	39,874	
30		Annual	33,597	34,944	36,339	37,806	39,297	40,884	
31		Annual	34,439	35,834	37,253	38,744	40,283	41,894	
32		Annual	35,305	36,724	38,191	39,706	41,293	42,953	
33		Annual	36,195	37,638	39,129	40,716	42,327	44,035	
34		Annual	37,085	38,576	40,115	41,726	43,386	45,117	
35		Annual	37,998	39,538	41,101	42,760	44,468	46,247	
36		Annual	38,984	40,524	42,159	43,818	45,574	47,402	
37		Annual	39,922	41,534	43,193	44,925	46,704	48,580	
38		Annual	40,908	42,544	44,251	46,031	47,883	49,783	
39		Annual	41,943	43,626	45,382	47,185	49,085	51,033	
40		Annual	43,001	44,732	46,512	48,388	50,312	52,332	
41	Planner I	Annual	44,083	45,863	47,690	49,590	51,562	53,631	
42		Annual	45,189	46,993	48,869	50,817	52,837	54,977	
43		Annual	46,320	48,171	50,095	52,092	54,184	56,348	
44		Annual	47,474	49,374	51,346	53,390	55,531	57,743	
45	Grants Specialist	Annual	48,652	50,600	52,621	54,737	56,926	59,210	
	Planner II								
	Executive Assistant to the City Manager								



Range									Maximum
#	Title	Salary	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	
46	Budget Analyst	Annual	49,855	51,875	53,943	56,084	58,344	60,677	
	Management Analyst								
	Staff Accountant								
	Emergency Management Coordinator								
	Recreation Coordinator								
47	Human Resources Analyst	Annual	51,154	53,174	55,314	57,503	59,811	62,216	
48	Purchasing Officer	Annual	52,404	54,496	56,685	58,946	61,303	63,756	
	Project Engineer (non-licensed)								
	Associate Traffic Engineer								
49	Coordinator Office of Neigh	Annual	53,727	55,867	58,104	60,413	62,842	65,343	
	Customer Resp. Team Superv.								
	Planner III								
	Surface Water Prog. Coord.								
50	Communications Specialist	Annual	55,050	57,238	59,547	61,928	64,405	66,978	
51	Public Wks. Maint. Supervisor	Annual	56,420	58,681	61,038	63,467	66,016	68,662	
52	Capital Projects Manager I	Annual	57,863	60,172	62,577	65,078	67,676	70,393	
	Public Works Administrative Manager								
	Development Review Engineer								
53	City Clerk	Annual	59,306	61,663	64,140	66,714	69,383	72,149	
	Parks Superintendent								
	Network Administrator								
54	Financial Operations Manager	Annual	60,773	63,202	65,728	68,373	71,115	73,953	
	Senior Budget Analyst								
	Recreation Superintendent								
	Permit Services Manager								
55	Assistant City Attorney	Annual	62,289	64,790	67,387	70,081	72,894	75,804	
	GIS Specialist								
	Human Services Manager								
56	Capital Projects Manager II	Annual	63,876	66,425	69,071	71,836	74,698	77,704	
	Surface Water & Env Svcs Mgr								
	Traffic Engineer								
57	Database Administrator	Annual	65,463	68,085	70,802	73,640	76,574	79,652	
58		Annual	67,099	69,768	72,558	75,468	78,498	81,624	
59	Building Official	Annual	68,782	71,548	74,386	77,368	80,470	83,669	
	Planning Manager								
	Economic Development Program Manager								

Range									Maximum
#	Title	Salary	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	
60		Annual	70,490	73,303	76,237	79,292	82,466	85,761	
61	Aurora Corridor Project Manager Communications & IR Director	Annual	72,269	75,155	78,161	81,288	84,535	87,926	
62	Information Systems Manager Asst PADS Director Public Works Operations Manager	Annual	74,073	77,055	80,133	83,332	86,651	90,114	
63		Annual	75,901	78,955	82,105	85,400	88,815	92,375	
64		Annual	77,825	80,927	84,174	87,541	91,028	94,683	
65	Human Resources Director	Annual	79,749	82,947	86,266	89,705	93,313	97,040	
66	City Engineer	Annual	81,745	85,015	88,431	91,966	95,645	99,469	
67	Assistant City Manager	Annual	83,813	87,156	90,643	94,275	98,050	101,946	
68		Annual	85,881	89,320	92,880	96,607	100,479	104,496	
69	Finance Director Parks, Rec and Cultural Services Director Planning & Devel. Svcs. Director Public Works Director	Annual	88,046	91,557	95,213	99,036	102,981	107,117	
70	City Attorney	Annual	90,234	93,842	97,618	101,514	105,578	109,787	
71	Deputy City Manager	Annual	92,495	96,199	100,047	104,039	108,199	112,528	
72		Annual	94,828	98,604	102,548	106,660	110,917	115,342	
73		Annual	97,185	101,081	105,121	109,330	113,683	118,228	
74		Annual	99,614	103,582	107,742	112,047	116,545	121,186	
75		Annual	102,115	106,203	110,436	114,861	119,455	124,216	

2005 Parks Fee Schedule Part 1 of 3		
2005 Aquatics Lesson Fee Schedule		
Lesson Program	2005 Resident Rate	2005 Non-Resident Rate
Parent & Tot	\$ 4.00	\$ 4.50
Preschool (1-5)	\$ 4.00	\$ 4.50
Youth (1&2)	\$ 4.00	\$ 4.50
Youth (3-7)	\$ 4.00	\$ 4.50
Adult	\$ 4.00	\$ 4.50
Water /Fitness-Adults	\$ 4.00	\$ 4.50
Water Fitness- Adults10x	\$ 32.00	\$ 36.00
Water Fitness Senior	\$ 3.00	\$ 3.75
Water Fitness Seniors10x	\$ 24.00	\$ 28.00
Arthritis - Adults	\$ 3.50	\$ 3.75
Arthritis - Adults 10x	\$ 35.00	\$ 37.50
Arthritis-Seniors	\$ 3.50	\$ 3.75
Arthritis - Adults 10x	\$ 35.00	\$ 37.50
<b>Other Programs</b>		
Swim Day	\$ 85.00	\$ 95.00
Gators Swim /Dive 7 Wks	\$ 95.00	\$ 105.00
<b>Rentals</b>		
School Dist: Per 60 Kids/per Hour (non-agreement)	\$ 30.00	NA
Rentals On-Going (non-swim team)	\$ 55.00	NA
Swim Team Per/ Lane/Hr	\$ 8.00	NA
<b>Public Rentals per Hour</b>		
1-60	\$ 80.00	\$ 90.00
61-150	\$ 125.00	\$ 145.00
*Change Lesson Pricing To Reflect 1/2 Hour Increments Instead Of		

<b>2005 Parks Fee Schedule Part 2 of 3</b>		
<b>2005 Aquatics Drop-in Fee Schedule</b>		
<b>Drop in Fees</b>	<b>2005 Resident Rate</b>	<b>2005 Non-Resident Rate</b>
Adult	\$ 3.25	\$ 3.75
Child/Senior/Disabled	\$ 2.25	\$ 2.50
Family	\$ 8.00	\$ 9.00
Adult - Real Deal	\$ 1.50	\$ 2.00
Child/Senior/Disabled - Real Deal	\$ 1.00	\$ 1.25
Adult - 10 punch	\$ 26.00	\$ 30.00
Child/Senior/Disabled - 10 Punch	\$ 18.00	\$ 22.00
Family - 10 Punch	\$ 64.00	\$ 72.00
<b>1 Month</b>		
Adult - 1 mo	\$ 43.75	\$ 48.00
Child/Senior/Disabled - 1 mo	\$ 26.00	\$ 28.50
Family -1 mo	\$ 108.00	\$ 121.00
<b>3 Month</b>		
Adult -3 month	\$ 117.00	\$ 135.00
Child/Senior/Disabled - 3 mo	\$ 78.00	\$ 99.00
Family -3 mo	\$ 234.00	\$ 270.00
<b>6 Month</b>		
Adult -6 month	\$ 189.00	\$ 202.00
Child/Senior/Disabled - 6 mo	\$ 135.00	\$ 148.00
Family -6 mo	\$ 378.00	\$ 405.00
<b>1 Year Pass</b>		
Adult -	\$ 330.00	\$ 354.00
Child/Senior/Disabled	\$ 236.00	\$ 259.00
Family	\$ 661.00	\$ 708.00
<b>Public Rentals per Hour</b>		
1-60	\$ 80.00	\$ 90.00
61-150	\$ 125.00	\$ 145.00

\*Change Lesson Pricing To Reflect 1/2 Hour Increments Instead Of Full

<b>2005 Parks Fee Schedule Part 3 of 3 (Page 1 of 2)</b>		
<b>2005 Park Facility Rental and Drop-in Fee Schedule</b>		
<b>Fee</b>	<b>2005 Resident Rate</b>	<b>2005 Non-Resident Rate</b>
<b>Outdoor Rental Fees:</b>		
<b>Picnic Shelters – (same for all groups)</b>		
Half Day	\$ 40.00	\$ 44.00
Full Day	\$ 60.00	\$ 66.00
<b>Athletic Fields (determined by customer type and event type)</b>		
Lights (determined by dusk schedule)	\$ 13.00	\$ 14.50
Senior/Youth League Game and/or Practice	\$ 3.00	\$ 3.50
Adult Practice	\$ 13.00	\$ 14.50
Adult League	\$ 25.00	\$ 27.50
<b>Indoor Rental Fees:</b>		
<b>Richmond Highlands (same for all groups) –</b>		
Maximum Attendance 214		
Entire Building (including building monitor)	\$ 49.00	\$ 54.00
Gym Only	\$ 39.00	\$ 43.00
Café/Game Room	\$ 39.00	\$ 43.00
<b>Spartan Gym – (determined by customer type &amp; facility time)</b>		
Spartan Gym Fees for Youth Organizations		
Youth Organizations:		
Multi-Purpose Room 1	\$ 10.00	\$ 11.00
Multi-Purpose Room 1 w/Kitchen	\$ 16.00	\$ 17.50
Multi-Purpose Room 2	\$ 10.00	\$ 11.00
Multi-Purpose Room 2 w/Kitchen	\$ 16.00	\$ 17.50
Gymnastics Room	\$ 10.00	\$ 11.00
Dance Room	\$ 10.00	\$ 11.00
Gym-One Court	\$ 15.00	\$ 16.50
Entire Gym	\$ 30.00	\$ 33.00
Entire Facility	\$ 77.00	\$ 85.00
<b>Spartan Gym Fees for Adult Groups:</b>		
Multi-Purpose Room 1	\$ 20.00	\$ 22.00
Multi-Purpose Room 1 w/Kitchen	\$ 29.00	\$ 32.00
Multi-Purpose Room 2	\$ 20.00	\$ 22.00
Multi-Purpose Room 2 w/Kitchen	\$ 29.00	\$ 32.00
Gymnastics Room	\$ 20.00	\$ 22.00
Dance Room	\$ 20.00	\$ 22.00
Gym-One Court	\$ 29.00	\$ 32.00
Entire Gym	\$ 55.00	\$ 60.00
Entire Facility	\$ 105.00	\$ 115.00
*Rentals outside the normal operating hours of the Spartan Gym may require an additional supervision fee. (See Below)		
<b>Other Indoor Rental Fees:</b>		
Damage Deposit: (refundable)	\$ 175.00	\$ 175.00
Single Group Supervision Fee (if applicable)	\$16 per hour	\$16 per hour
Multiple Group Supervision Fee	\$8 per hour	\$8 per hour

2005 Parks Fee Schedule Part 3 of 3 (Page 2 of 2)		
2005 Park Facility Rental and Drop-in Fee Schedule		
Fee	2005 Resident Rate	2005 Non-Resident Rate
Daily Rates	Not to Exceed \$700.00/Day	Not to Exceed \$700.00/Day
Spartan Gym Tarp Installation	\$ 55.00	\$ 55.00
<b>Concession / Admission / Sales During Facility Use:</b>	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		
<b>Drop-in Fees:</b>		
Showers Only	\$ 1.00	\$ 1.00
Youth Drop-In	\$ 1.00	\$ 1.00
Youth Drop-In Ten Punch Card	\$ 8.00	\$ 9.00
Youth Drop-In Three Month Pass	\$ 20.00	\$ 22.00
Adult Drop-In	\$ 2.00	\$ 2.50
Adult Drop-In Ten Punch Card	\$ 20.00	\$ 22.00
Adult Drop-In Three Month Pass	\$ 46.00	\$ 50.00

City of Shoreline Planning and Development Services 2005 Fee Schedule (Page 1 of 4)			2005 Fees
Type of Permit Application			Fees based on \$124.00 per hour.
Appeals	\$380.00		\$380
Accessory Dwelling Unit	Hourly Rate	1 Hour Minimum	\$124
Adult Family Home	Hourly Rate	2 1/2 Hour Minimum	\$310
Building Permit		Table 1-A of Current Edition of the Uniform Building Code	
Plan Review		65% of the Building Permit Fee	
All Other Plan Reviews or Work	Hourly Rate	1 Hour Minimum	\$124
Building Permit Fee for Work Commenced Without a Building Permit		Twice the Applicable Building Permit Fee	
Continuation and/or Minor Alteration of Nonconforming Use	Hourly Rate	1 Hour Minimum	\$124
Clearing and Grading Permit	Hourly Rate	3 Hour Minimum	\$372
Home Occupation, Bed and Breakfast, Boarding House	Hourly Rate	1 Hour Minimum	\$124
Interpretation of Development Code	Hourly Rate	1 Hour Minimum	\$124
<b>Mechanical:</b>			
Residential Furnace	Hourly Rate	1 Hour Minimum	\$124
Residential Fireplace (up to two)	Hourly Rate	1 Hour Minimum	\$124
Commercial Mechanical	Hourly Rate	3 Hour Minimum	\$372
All Other Mechanical (Residential and Commercial)	Hourly Rate	1 Hour Minimum	\$124
Planned Action Determination	Hourly Rate	1 Hour Minimum	\$124
<b>Plumbing:</b>			
Plumbing Systems Base (including 4 fixtures), \$10 per fixture over 4	Hourly Rate	1 Hour Minimum	\$124
Gas Piping Systems Base (including 4 outlets), \$10 per outlet over 4	Hourly Rate	1 Hour Minimum	\$124
Backflow Prevention Device Base (including 4 devices), \$10 per device over 4	Hourly Rate	1 Hour Minimum	\$124
<b>Right-of-Way:</b>			
All Work	Hourly Rate	1 Hour Minimum	\$124
Sign Permit	Hourly Rate	2 Hour Minimum	\$248
Temporary Use Permit (TUP)	Hourly Rate	2 Hour Minimum	\$248
Variance from Engineering Standards	Hourly Rate	3 Hour Minimum	\$372
Conditional Use Permit	Hourly Rate	30 Hour Minimum plus	\$3,720
Critical Areas Reasonable Use Permit (CARUP)	Hourly Rate	8 Hour Minimum	\$992
	\$1,867	Public Hearing	\$1,902
Critical Areas Special Use Permit (CASUP)	Hourly Rate	8 Hour Minimum	\$992
	\$1,867	Public Hearing	\$1,902
<b>Environmental Review:</b>			
Environmental Checklist (SEPA):			
Single-Family	Hourly Rate	10 Hour Minimum	\$1,240
Multi-family / Commercial	Hourly Rate	15 Hour Minimum	\$1,860
Environmental Impact Statement Review	Hourly Rate	35 Hour Minimum	\$4,340

<b>City of Shoreline Planning and Development Services 2005 Fee Schedule (Page 2 of 4)</b>			<b>2005 Fees</b>
<b>Master Plan</b>	Hourly Rate	60 Hour Minimum	\$7,440
	\$1,867	Public Hearing	\$1,902
<b>Rezone</b>	Hourly Rate	60 Hour Minimum plus	\$7,440
	\$1,867	Public Hearing	\$1,902
Pre-Application for Rezone	Hourly Rate	1 Hour Minimum	\$124
<b>SCTF Special Use Permit (SUP)</b>	Hourly Rate	60 Hour Minimum	\$7,440
	\$1,867	Public Hearing	\$1,902
<b>Shoreline CUP</b>	Hourly Rate	30 Hour Minimum	\$3,720
<b>Shoreline Exemption</b>	Hourly Rate	2 Hour Minimum	\$248
<b>Shoreline Substantial Development:</b>			
<b>Substantial Development Permit (based on valuation)</b>			
up to \$10,000	Hourly Rate	15 Hour Minimum	\$1,860
\$10,000 to \$500,000	Hourly Rate	34 Hour Minimum	\$4,216
over \$500,000	Hourly Rate	60 Hour Minimum	\$7,440
<b>Shoreline Variance</b>	Hourly Rate	30 Hour Minimum plus	\$3,720
	\$1,867	Public Hearing (if required)	\$1,902
<b>Site Specific Comprehensive Plan Amendment</b>	Hourly Rate	60 Hour Minimum	\$7,440
	\$1,867	Public Hearing	\$1,902
Pre-Application Meeting	Hourly Rate	1 Hour Minimum	\$124
SEPA Checklist	Hourly Rate	15 Hour Minimum	\$1,860
<b>Special Use Permit</b>	Hourly Rate	50 Hour Minimum plus	\$6,200
	\$1,867	Public Hearing	\$1,902
<b>Street Vacation</b>	Hourly Rate	40 Hour Minimum plus	\$4,960
	\$1,867	Public Hearing	\$1,902
<b>Subdivisions:</b>			
<b>Binding Site Plan</b>	Hourly Rate	6 Hour Minimum	\$744
<b>Lot Line Adjustment</b>	Hourly Rate	5 Hour Minimum	\$620
<b>Preliminary Short Plat</b>	Hourly Rate	30 Hour Minimum for two-lot short plat	\$3,720
	Hourly Rate	3 Hours for each additional lot plus	\$372
	\$1,867	Public Hearing (if required)	\$1,902
<b>Final Short Plat</b>	Hourly Rate	8 Hour Minimum	\$992
<b>Site Development (Engineering Plans Review and Inspections)</b>	Hourly Rate	12 Hour Minimum	\$1,488
<b>Short Plat Change</b>	Hourly Rate	12 Hour Minimum	\$1,488



City of Shoreline Planning and Development Services 2005 Fee Schedule (Page 3 of 4)			2005 Fees
<b>Preliminary Subdivision</b>	Hourly Rate	38 Hour Minimum	\$4,712
	\$32	\$32 per lot plus	\$33
	\$1,867	Public Hearing	\$1,902
<b>Final Subdivision</b>	Hourly Rate	30 Hours Minimum plus	\$3,720
	\$20	\$20 per lot	
<b>Zoning Variances</b>	Hourly Rate	30 Hour Minimum plus	\$3,720
	\$1,867	Public Hearing (if required)	\$1,902
<b>All Other Work:</b>			
<b>All Other Fees Per Hour</b>	Hourly Rate	1 Hour Minimum	\$124
<b>Fire Permit Fees</b>			
<b>Automatic Fire Alarm System:</b>			
<b>Existing System:</b>			
New or relocated devices up to 5	Hourly Rate	1 Hour Minimum	\$124
New or relocated devices 6 up to 12 devices	Hourly Rate	3 Hour Minimum	\$372
Each additional new or relocated device over 12	Per Device	\$5 per device	
<b>New System</b>	Hourly Rate	4 Hour Minimum plus	\$496
Each additional new or relocated device over 30	\$5	\$5 per device	
<b>Fire Extinguishing Systems:</b>			
<b>Commercial Cooking Hoods:</b>			
1 to 12 flow points	Hourly Rate	3 Hour Minimum	\$372
More than 12	Hourly Rate	4 Hour Minimum	\$496
Other Fixed System Locations	Hourly Rate	4 Hour Minimum	\$496
<b>Fire Pumps</b>			
<b>Commercial Systems</b>	Hourly Rate	4 Hour Minimum	\$496
<b>Commercial Flammable/Combustible Liquids:</b>			
<b>Aboveground Tank Installations (first tank)</b>	Hourly Rate	2 Hour Minimum (first tank)	\$248
<b>Underground Tank Installations:</b>			
First Tank	Hourly Rate	2 Hour Minimum (first tank)	\$248
Additional tank	Hourly Rate	1 Hour Minimum (additional)	\$124
Underground Tank Piping (with new tank)	Hourly Rate	2 Hour Minimum (with new tank)	\$248
Underground Tank Piping Only (Vapor Recovery)	Hourly Rate	3 Hour Minimum (vapor recovery)	\$372
<b>Underground Tank Removal:</b>			
First tank	Hourly Rate	2 Hour Minimum	\$248
Additional	\$62	\$62 per additional tank	\$63
<b>Compressed Gas Systems (Exception: medical gas systems require a City plumbing permit)</b>			
Excess of quantities in table 105.6.9	Hourly Rate	2 Hour Minimum	\$248

City of Shoreline Planning and Development Services 2005 Fee Schedule (Page 4 of 4)			2005 Fees
<b>High-Piled Storage:</b>			
Class I – IV Commodities:			
501 – 2,500 square feet	Hourly Rate	2 Hour Minimum	\$248
2,501 – 12,000 square feet	Hourly Rate	3 Hour Minimum	\$372
Over 12,000 square feet	Hourly Rate	4 Hour Minimum	\$496
<b>High Hazard Commodities:</b>			
501 – 2,500 square feet	Hourly Rate	3 Hour Minimum	\$372
Over 2,501 square feet	Hourly Rate	5 Hour Minimum	\$620
<b>Underground Fire Mains and Hydrants</b>			
	Hourly Rate	3 Hour minimum	\$372
<b>Industrial Ovens:</b>			
Class A or B Furnaces	Hourly Rate	2 Hour Minimum	\$248
Class C or D Furnaces	Hourly Rate	4 Hour Minimum	\$496
<b>LPG (Propane) Tanks:</b>			
Commercial 500 Gallon Capacity	Hourly Rate	2 Hour Minimum	\$248
Commercial 500+ Gallon Capacity	Hourly Rate	3 Hour Minimum	\$372
Commercial, Temporary	Hourly Rate	1 Hour Minimum	\$124
Residential 0 - 500 Gal Capacity	Hourly Rate	1 Hour Minimum	\$124
Spray Booth	Hourly Rate	4 Hour Minimum	\$496
<b>Sprinkler Systems (each riser):</b>			
New Systems	Hourly Rate	5 Hour Minimum plus	\$620
	\$3	\$3 per head	
Existing System:			
1 – 10 heads	Hourly Rate	3 Hour Minimum	\$372
11 – 20 heads	Hourly Rate	4 Hour Minimum	\$496
More than 20 heads	Hourly Rate	5 Hour Minimum plus	\$620
	\$3	\$3 per head	
<b>Residential (R-3) 13-D System:</b>			
1 - 30 heads	Hourly Rate	3 Hour Minimum plus	\$372
More than 30 heads	\$3	\$3 per head	
Voluntary 13-D systems in <4800 gross sf residences when not required otherwise	Hourly Rate	1 Hour Minimum	\$124
<b>Standpipe Systems</b>			
	Hourly Rate	4 Hour Minimum	\$496
<b>Temporary Tents and Canopies</b>			
	Hourly Rate	1 Hour Minimum	\$124
<b>Additional Fees:</b>			
Projects that exceed the normal limits of anticipated work hours required for plans review or inspections because of scale or complexity may be assessed additional fees. All fees are calculated at an hourly rate of \$124, minimum one hour.	Hourly Rate	1 Hour Minimum	\$124
Reinspection fees may be assessed if work is incomplete, corrections not completed or the allotted time is depleted. Fees will be assessed at \$124 per hour, minimum one hour.	Hourly Rate	1 Hour Minimum	\$124

## 2005 Surface Water Management Rate Table

Rate Category	Percent Impervious Surface	Annual Service Charge
Residential: Single-family home		\$102/per parcel
Very Light	Less than or equal to 10%	\$102/per parcel
Light	more than 10%, less than or equal to 20%	\$238/acre
Moderate	more than 20%, less than or equal to 45%	\$493/acre
Moderately Heavy	more than 45%, less than or equal to 65%	\$952/acre
Heavy	more than 65%, less than or equal to 85%	\$1,207/acre
Very Heavy	more than 85%, less than or equal to 100%	\$1,581/acre
Minimum Rate		\$102

**There are two types of service charges: the flat rate and the sliding rate.**  
 \*The flat rate service charge of \$102 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 County-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	Annual Service Charge
Residential: Single-Family Home	50%	\$51/per parcel
Very Light	50%	\$51/per parcel
Light	57%	\$102/acre

**Alternative Mobile Home Park Charge**  
 \*Mobile Home Park Assessments 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.

**2005 Public Records Fee Schedule**

<b>Public Records</b>	<b>2005 Fee</b>	<b>Basis</b>
Publications Copied on the Copier - if more than five pages	\$0.15	Per Page
Materials Provided on Computer Diskettes	\$1.50	Per Disk
Publication on CD	\$3.00	Per CD
Video Tapes	\$12.00	Per Tape
Audio Tapes	\$2.00	Per Tape
Photos/Slides	\$2.00 - 21.00	depending on size and process
Maps: Tabloid and Letter Size	\$1.50	Per Map
Maps Larger than 11 inches by 17 inches	\$1.50	Per Square Foot
Large Copies (24 inches by 36 inches)	\$3.00	Per Copy
Mylar Sheets	\$5.30	Per Sheet
Clerk Certification	\$1.00	Per Document
Custom GIS Mapping and Data Requests	\$75 Per Hour (1 Hour Minimum)	Per Hour
<b>Financial Fees</b>		
Insufficient funds or a closed account shall be assessed a collection fee	\$25.00	

## **Expenditure Categories**

<b>Object</b>	<b>Description</b>
<b><u>Salaries and Wages</u></b>	
Amounts paid for personal services rendered by employees in accordance with the rates, hours, terms and conditions authorized by law or stated in employment contracts. Personal services do not include fees and out of pocket expenses for professional or consultant services. Amounts charged to these accounts represent expenditures generated through the City's payroll process. Amounts paid to temporary help through another source than payroll does not get charged to these accounts.	
5110	<b>Salaries &amp; Wages</b> Employee time will be allocated within the department on a percentage basis and then paid based on that allocation throughout the year unless there is a major shift in employee responsibilities or job duties during the year.
5111	<b>Salaries - Extra Help</b> Hourly staff and temporary help that are not designated positions. All agency staff should be budgeted under Professional Services.
5112	<b>Overtime</b> Overtime pay for employees who are eligible.
5112100	<b>Overtime - Extra Help</b>
5113	<b>Standby Pay</b> Standby pay for employees who are eligible.
5114	<b>Call Back Pay</b>
<b><u>Personnel Benefits</u></b>	
5212	<b>Social Security Replacement Program</b>
5213	<b>Soc. Sec. Replac. Prog. - Extra Help</b>
5214	<b>PERS</b>
5214001	<b>CM Retirement Plan</b>
5215	<b>Insurance Premium Allowance</b>
5220	<b>Medicare</b>
5221	<b>Medicare - Extra Help</b>
5230	<b>Labor &amp; Industries</b>
5231	<b>Labor &amp; Industries - Extra Help</b>
5240	<b>Unemployment Compensation</b>
<b><u>Supplies</u></b>	
5310	<b>Office Supplies</b> Paper, forms, maps, publications, writing materials, Office Supplies-Boise Cascade, Corp Express (except furniture), Paper Zone
5320	<b>Operating Supplies</b> Chemicals, cleaning & sanitation supplies, clothing, construction materials & supplies, drugs, electrical supplies, medicines, oil, paints, and plumbing supplies
5321	<b>Fuel Consumed</b>
5330	<b>Program Supplies</b> Art supplies, sports equipment, clipboards, first aid supplies, name tags, other program related supplies, fees for admission tickets used in programs, food used as a component of a program. Room Rental - see 5450 Food & Meals - see 5430
5340	<b>Supplies Packaged for Resale</b> T-Shirts, food, towels, swimming goggles, other items purchased for resale/revenue Pool Resale Supplies
5350	<b>Small Tools and Minor Equipment</b>

## **Expenditure Categories**

<b>Object</b>	<b>Description</b>
5360	Tools and equipment that are not capitalized (less than \$5,000) <b>Software/Licenses/Upgrades</b> Software & Software Licenses
<b><u>Other Services &amp; Charges</u></b>	
5410	<b>Professional Services</b> Accounting/Auditing, Engineering/architectural, computer programming, management consulting, special legal services, custodial & cleaning, temporary help employed through an agency (i.e., Molly Brown, Waldron Resources), etc.
5420	<b>Telephone</b> Local, long-distance, and wireless
5425	<b>Postage/Courier</b> Postage, Fedex, UPS, Bucky's, West Courier
5430	<b>Travel (Lodging, Meals, Miles)</b> Per diem, lodging, meals, mileage
5440	<b>Advertising</b>
5450	<b>Operating Rentals &amp; Leases</b> Room rentals, lease of copy or postage machines, rental of equipment Meeting Facilities Shoreline School District (Shoreline Center Room Rentals) <i>Related food costs greater than \$50 should be coded 5330 for non-events, 5430 for employee related events</i>
5460	<b>Insurance</b>
5471	<b>Utility - Electricity</b>
5471001	<b>Utility - Electricity, Streetlights</b>
5471002	<b>Utility - Electricity, Traffic Signal</b>
5472	<b>Utility - Water</b>
5473	<b>Utility - Natural Gas</b>
5474	<b>Utility - Sewer</b>
5475	<b>Utility - Garbage/Solid Waste</b>
5480	<b>Repairs &amp; Maintenance</b> Buildings, improvements, structures, equipment (vehicles, tires, etc.) Maintenance Contracts All supplies purchased directly by City goes under Operating Supplies except software/licenses
5491	<b>Dues, Subscriptions, Memberships</b>
5492	<b>Filing, Recording &amp; Witness Fees</b> Jury or witness fees
5493	<b>Printing &amp; Binding</b> Copying costs, printing services, etc. Kinko's Printing Companies (brochures, newsletters, publications)
5494	<b>Registration/Training</b> Registration for conferences and training expenses
5495	<b>City Grants to other Agencies</b> Grants that the City provides to outside agencies.
5496	<b>Judgements/Settlements</b>
5499	<b>Miscellaneous Expenses</b>
<b><u>Intergovernmental Services</u></b>	
5510	<b>Intergovernmental Professional Services</b> Contracts or interlocal agreements between government agencies. Expenditures made to

## **Expenditure Categories**

<b>Object</b>	<b>Description</b>
	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.)
<b><u>Capital Outlay (Amounts should be in excess of \$5,000)</u></b>	
5610	<b>Land</b> Land acquisition costs, rights-of-way, LIDs
5620	<b>Buildings &amp; Structures</b> Acquisition, construction, and improvements to office or administrative buildings, shops and warehouses, park buildings
5630	<b>Other Improvements</b> Athletic fields, bridges, water and sewer systems, lighting, parking, roadways, sidewalks, storm drains, streets
5640	<b>Machinery &amp; Equipment</b> Communications equipment, transportation equipment, office furniture & equipment, computers, heavy duty work equipment
5650	<b>Construction of Fixed Assets</b> For capital improvement projects on City owned property
5660	<b>Capitalized Rentals &amp; Leases</b>
<b><u>Debt Service</u></b>	
5700	<b>Debt Service Principal</b>
5800	<b>Debt Service Interest</b>
5870	<b>Residual Equity Trans-Out</b>
<b><u>Interfund Payment for Services, Transfers, and Reserves</u></b>	
	Expenditures made to other funds or other departments of the same fund for services rendered
5901	<b>Interfund Professional Services (Building Permits)</b>
5910	<b>Interfund Charge - Equipment Replacement</b>
5950	<b>Interfund Vehicle Operations and Maintenance</b>
5970	<b>Operating Transfers Out</b>
5992	<b>Merit Contingency</b>
5993	<b>COLA Contingency</b> Funds set-aside for the next years cost of living adjustment
5994	<b>Operational Contingency</b> Funds set-aside as an annual operational contingency
5995	<b>Other Reserves</b> Reserves set-aside for specific purposes

## ***Glossary of Budget Terms***

**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.

**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.

**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.

**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.

**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.

**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.

**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 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.

**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.

**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.

**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.