



# Final Budget 2011



City of Kent, Washington



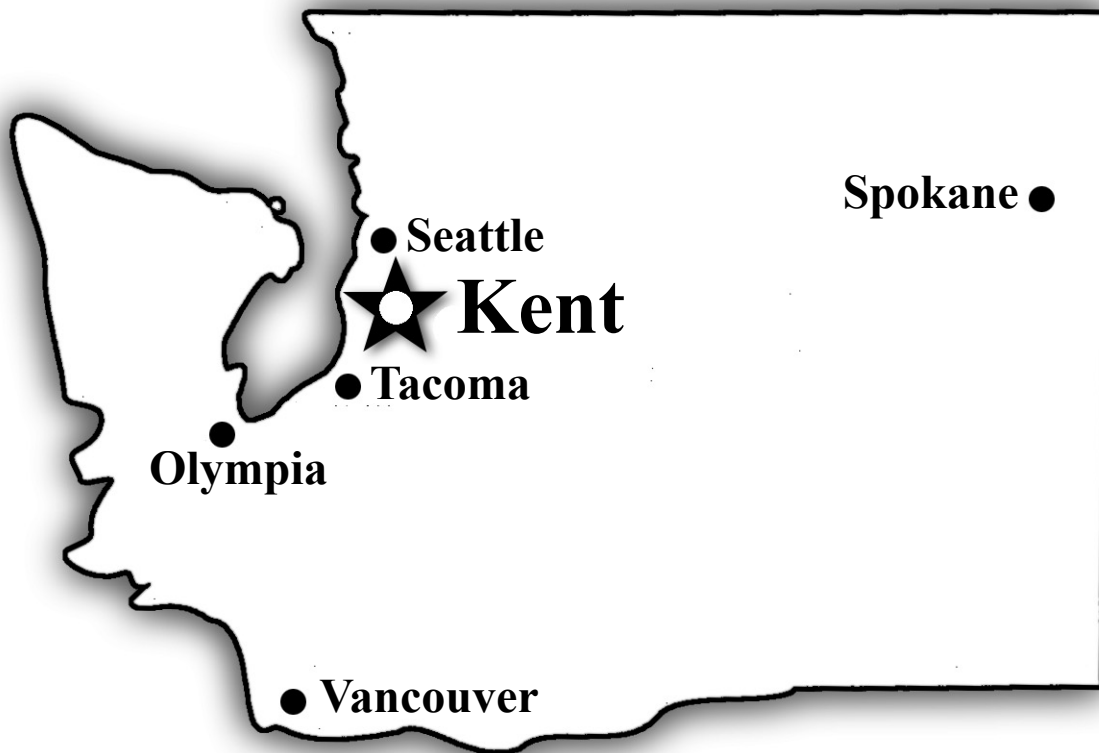
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**KENT**  
WASHINGTON

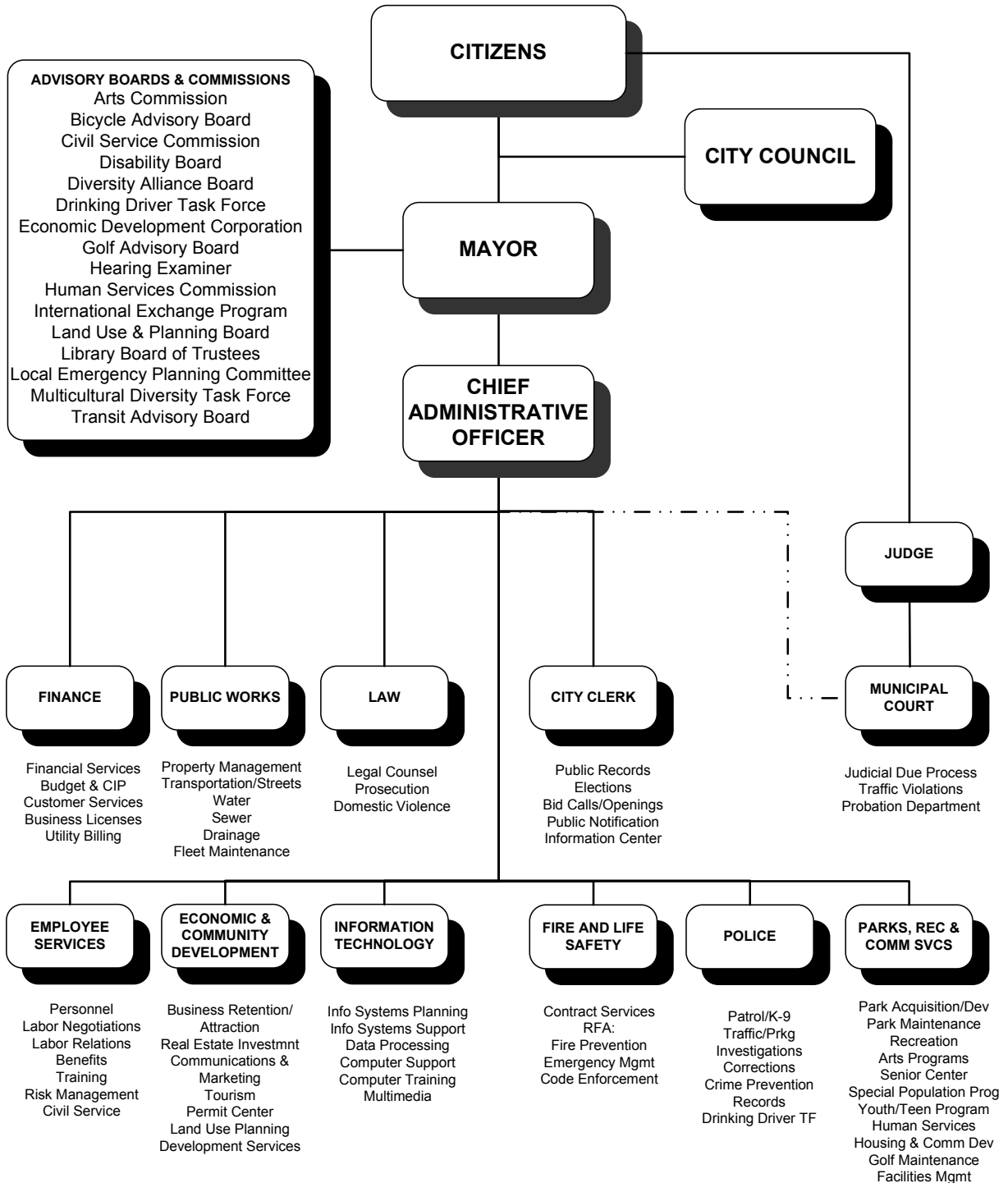
# Kent, Washington



2011 Population 117,869



# City of Kent 2011 Organization Chart





**Mayor Suzette Cooke**



**2011 City Council**

Dennis Higgins, Les Thomas, Ron Harmon (Front row)  
Elizabeth Albertson, Debbie Raplee, Council President Jamie Perry,  
Deborah Ranniger (Back row)

## PRINCIPAL OFFICIALS

### Term Expiration

#### MAYOR

Suzette Cooke

12-31-2013

#### COUNCIL MEMBERS

Jamie Perry, President

12-31-2013

Debbie Raplee

12-31-2011

Ron Harmon

12-31-2011

Deborah Ranniger

12-31-2011

Les Thomas

12-31-2011

Elizabeth Albertson

12-31-2013

Dennis Higgins

12-31-2013

#### GENERAL GOVERNMENT

John Hodgson, Chief Administrative Officer

Tom Brubaker, City Attorney

Sue Viseth, Employee Services Director

R.J. (Bob) Nachlinger, Finance Director

Michael Carrington, Information Technology Director

#### PARKS AND RECREATION

Jeff Watling, Parks, Recreation and Community Services Director

#### PUBLIC SAFETY

Ken Thomas, Police Chief

#### ECONOMIC AND COMMUNITY DEVELOPMENT

Ben Wolters, Economic and Community Development Director

Fred Satterstrom, Planning Director

Tim LaPorte, Public Works Director

December 15, 2010

Dear Council President Perry and City Council Members:

I present to you the adopted budget for 2011. The budget keeps the City moving forward toward your strategic goals while providing sustainable options and operational flexibility.

The adopted 2011 net Operating Budget totals \$142.9 million. Of that, \$62 million represents the General Fund budget, and \$12.8 million applies to the annexation area. The remainder of the operating budget is dedicated to other funds. (The State requires we keep revenues and expenses for the annexation area separate from the rest of the City for ten years).

The adopted 2011 net Capital Budget totals \$16.4. Of that, \$11.6 million represents Enterprise Funds, \$3.9 applies to Capital Projects Funds, and the remainder of the Capital Budget is for Governmental Funds such as fleet replacement.

### **Assumptions**

The State continues to fully mitigate Kent for lost revenue as a result of Streamlined Sales Tax. Kent's impact is about \$4.9 million.

The State continues to provide a rebate of 0.2% from sales tax collected in the City and the Panther Lake annexation area to offset the increased cost of serving that area.

### **General Fund Defined**

The largest component of the City's Operating Budget, the General Fund, provides funding for basic services including police, corrections, courts, street and park maintenance, community services, economic and community development, and internal support services. Since all of these services are provided by city employees, the city's largest expense is wages and benefits. General Fund revenues come from taxes (sales, property and utility) and fees.

While national and state economists have announced the recession is over, a sluggish recovery continues to impact our revenues. We are projecting nearly flat revenue growth for 2011. That said, due to prudent fiscal planning and tough decisions earlier this year, we are able to maintain core services, restore depleted reserves and begin rebuilding our Capital Fund.

### **Top Priorities**

- Law Enforcement - add a total of 8 positions, with 6 of them dedicated to the Panther Lake annexation area
- Human Services - maintain our policy of 1% of last year's General Fund revenues for this year's human services



- General Fund Balance - restore a 10% end-of-the-year balance for cash flow purposes

### **Other Factors**

- Eliminate furloughs – increases personnel costs \$450,000
- No cost of living increases (COLA) for any employees
- Health Care - costs have increased nearly \$1.4 million, due in part to the newly passed Federal Health Care Reform Act. Additionally, the City has not raised health care rates in four years. The result is a 26.4% increase for 2011. These increases will be borne by the city and our employees.

Clearly, one of our key priorities is law enforcement and protecting our residents. Approximately 58% of the expenditures in the General Fund are dedicated to public safety, which includes police, corrections and courts. Since the new Kent Regional Fire Authority (RFA) was formed, the City no longer provides fire and emergency services. However, we contract with the RFA to provide fire investigations, prevention and emergency management services.

### **New Expenditures**

While basic expenditures of the General Fund have remained steady, this budget reflects additional spending as a result of federal and state mandates and county policy changes.

Due to a recent Washington State Supreme Court ruling, cities are now mandated to provide **fire hydrant maintenance** out of General Fund dollars. As a result, this budget includes \$500,000 to comply with this ruling.

Since King County is phasing out of **animal control services**, the 2011 budget includes \$291,000 for our agreement with the County to continue services. The city-county contract will end 12/31/12.

Our new contract with Allied Waste provides for two new **litter control** staff who are paid out of the General Fund. Their cost is covered by the garbage contract.

This budget also sets aside contingency and other dollars as follows:

- \$300,000 towards repayment of a 2002 loan from the water fund related to land acquisition for Kent Station
- \$1,200,000 to fund asphalt overlays
- \$300,000 to fund sidewalk improvements
- \$500,000 to begin funding a quiet zone downtown

This budget also includes \$45,000 for an updated **economic development study** and \$25,000 for a **citizen survey**. With changes to our community, such as new residents, the construction of Green River Community College, ShoWare Center, annexation, and the recession, these tools will provide valuable information to benefit our decision making moving forward.

**Annexation Budget Impacts**

The Panther Lake annexation increased our city’s population from 88,380 to 114,218, and our service area from 27 to 32 square miles. Recent census data augmented this number resulting in our current population of 117,869.

The original annexation plan anticipated a four-year phased approach to hiring staff beginning in 2010 to meet the needs of nearly 26,000 new residents. The 2011 adopted budgeted increases staffing by 11 FTEs.

**ShoWare Center**

The ShoWare Center continues to bring new events and attendees to Kent. The facility had an operating loss in the first and fourth quarters of 2010. ShoWare has shown an operating profit for the second and third quarters of the year. City staff, SMG staff and the Thunderbirds continue to work together to generate more revenue and reduce expenses as we add more events during these difficult economic times.

**Conclusion**

In conclusion, our department directors and employees have worked hard during these rocky economic times to find solutions to our budget challenges. They have shouldered the reduction in finances by additional workload, covering for each other during staff shortages, taking unpaid furlough days, sacrificing elective training, and scrimping on supplies, to name a few of the consequences. I appreciate their steadfast efforts as they attempt to maintain the services our customers expect.

Thank you, Council members, for your diligence in finding ways to provide the types and level of services that make our city attractive for families and businesses.

Respectfully,



Suzette Cooke  
Mayor

## 2011 BUDGET PROCESS CALENDAR

<b>COUNCIL WORKSHOP</b> Budget Calendar Draft to Council	<b>6/15</b>
<b>BUDGET SYSTEM TRAINING FOR DEPARTMENTS</b> Training for new users or refresher for current users	<b>6/4 -6/18</b>
<b>BUDGET CALL &amp; CIP KICK – OFF MEETING</b> <b>Chambers East &amp; West 2:30 – 3:30</b> Mayor provides budget instructions to departments	<b>7/7</b>
<b>DEPARTMENTS MEET WITH FINANCE</b> Review and adjust baseline budgets Departments prepare CIP requests	<b>7/19 – 7/30</b>
<b>DEPARTMENT PRESENTATIONS TO ADMINISTRATION</b> Departmental Presentation of Issues	<b>8/9 – 8/20</b>
<b>BUDGET and CIP BALANCING</b> Review and adjust baseline budgets and capital project requests	<b>8/23 – 10/20</b>
<b>COUNCIL REGULAR</b> Public Hearing on 2011 Budget (1 <sup>st</sup> public hearing) Capital Improvement Plan 2011 – 2016 (1 <sup>st</sup> public hearing)	<b>9/21</b>
<b>DISTRIBUTE PRELIMINARY OPERATING BUDGET REPORTS TO COUNCIL</b>	<b>10/12</b>
<b>COUNCIL WORKSHOP</b> Review Operating Revenues and Expenditure Estimates Preliminary Operating Budget Overview and Summary	<b>10/12</b>
<b>COUNCIL WORKSHOP</b> Review Preliminary Operating Budget	<b>10/21</b>
<b>COUNCIL WORKSHOP</b> Preliminary Budget Overview and Summary Preliminary Capital Improvement Plan Overview and Summary	<b>10/26</b>
<b>DISTRIBUTE BOUND BUDGET BOOK TO COUNCIL</b>	<b>11/9</b>
<b>COUNCIL WORKSHOP</b> Preliminary Budget Overview and Summary	<b>11/2</b>
<b>COUNCIL REGULAR</b> Public Hearing on 2011 Budget and CIP (2 <sup>nd</sup> public hearing) Public Hearing on 2010 Tax Levy for 2011 Budget	<b>11/2</b>
<b>COUNCIL OPERATIONS MEETING</b> Budget Review and Recommendation	<b>12/7</b>
<b>COUNCIL REGULAR</b> Adoption of 2011 Budget Adoption of 2010 Tax Levy Ordinance for 2011 Budget	<b>12/14</b>
<b>Adoption of 2010 Budget Amendments</b>	

## **BUDGET PROCESS**

### **IDENTIFY TOP AND HIGH PRIORITY TARGET ISSUES (February-April)**

The City Council, Mayor and Administration usually meet in February or March of each year to review legal mandates and current operating and capital issues. They then update the strategic plan for the next year's budget as appropriate. The Mayor's Leadership Team responds to the Council 2010 Strategic Goals in the development of the 2011 budget.

### **REVIEW FINANCIAL FORECAST AND UPDATE BUDGET PROCESS (April-May)**

Estimated actual revenue and expenditures are projected for the current year using the just completed fiscal year figures and the first quarter of actual revenue and expenditures. The 2011 cost of providing the 2010 level of service is then forecast and matched against projected 2011 revenue. The resulting surplus or shortfall identifies whether the upcoming budget process will be a status quo, program expansion or budget cut process.

### **CAPITAL IMPROVEMENT PLAN REVIEW (June-August)**

Previously adopted CIP plans are reviewed during this time, with updated Council priorities and available revenue. This allows a balanced capital plan to be recommended for incorporation into the annual budget.

### **PUBLIC HEARINGS (September, November)**

Council holds open public hearings to receive public input for the next year's budget and Capital plans.

### **BALANCE OPERATING & CAPITAL BUDGETS (August-September)**

This phase of the budget development process involves detailed analysis of baseline budgets as well as detailed review of program expansion or cuts needed to bring the budget into balance. Financial forecasts are updated by the Finance Department and the final proposed budget is recommended by the Mayor. The Finance Department makes sure that the final funding recommendations for operating and capital budgets are balanced to the estimated revenues.

### **PRELIMINARY BUDGET AVAILABLE (October - November)**

The Finance Department prepares the preliminary budget document balancing final revenue forecasts with expenditures. The preliminary printed budget is available on approximately November 1 of each year at the City Clerk and the Finance Department and the Library.

### **BUDGET ADOPTION (November-December)**

The Mayor's proposed budget is transmitted to the Council. During this time, Council reviews the Mayor's proposed budget, holds public hearings, and recommends any final adjustments that they may deem necessary. The final balanced budget is then adopted by City Council in November or December for the next year.

### **BUDGET ADJUSTMENT ORDINANCE (December-March)**

The Finance Department summarizes all capital and operating budget adjustments Council has approved during the current year plus any additional adjustments into budget adjustment ordinances. All adjustments are adopted by Council as required by State law and shown as "2010 Adjusted Budget" in this document.



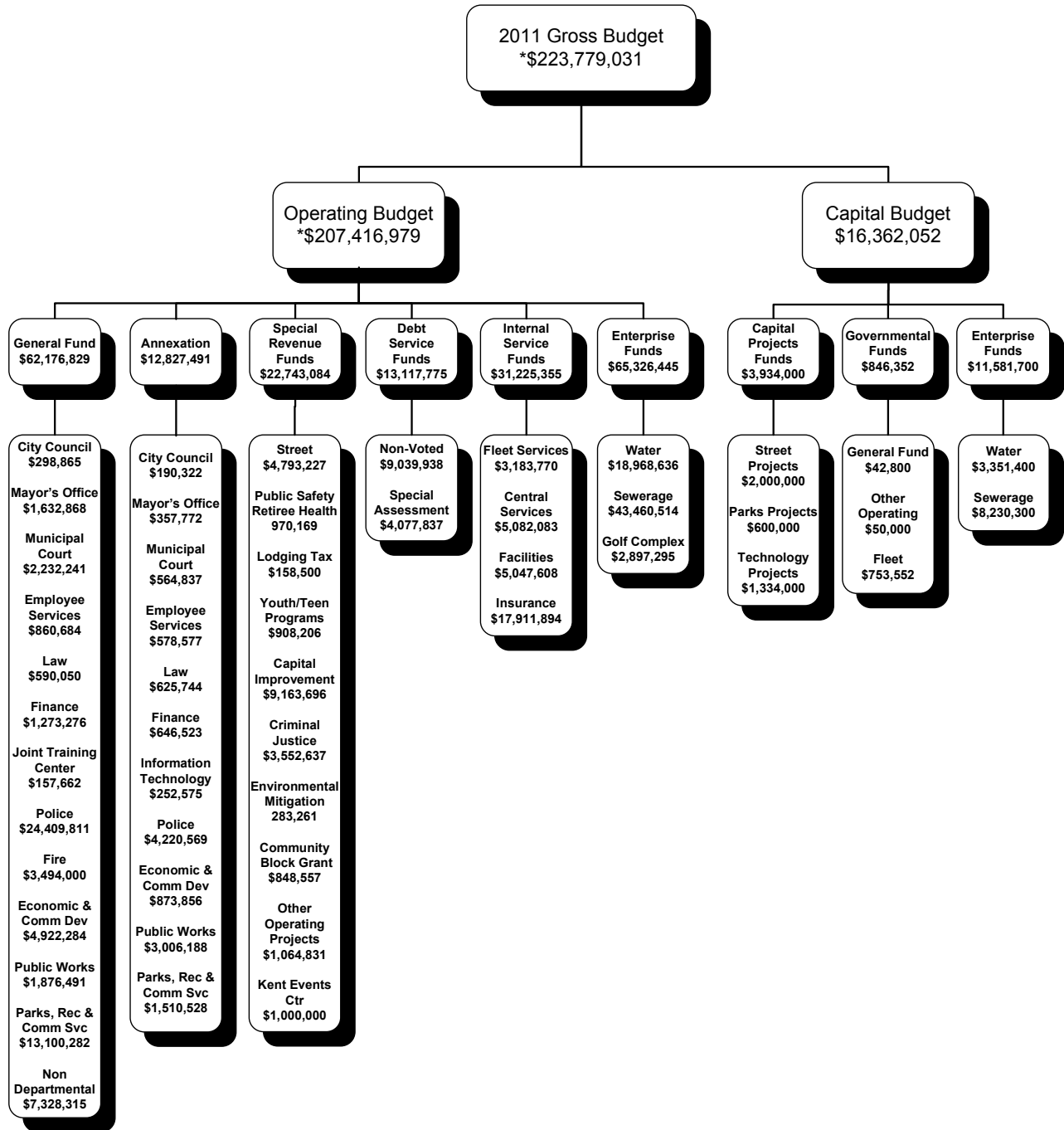


# ***BUDGET SUMMARY***

The BUDGET SUMMARY includes an overview of the 2011 budget.

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# City of Kent Capital & Operating Budget



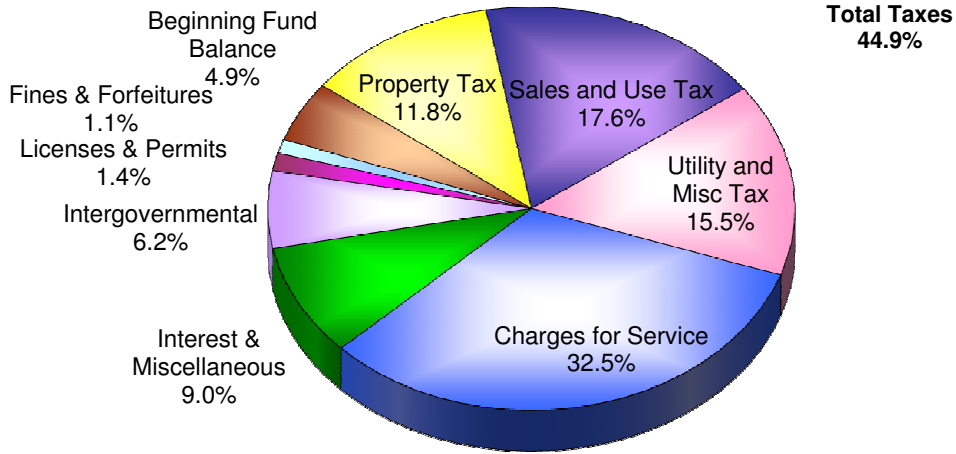
\*Includes all Transfers and Internal Services

## 2011 Budget Combined Operating Statement

	Revenues	Expenditures	Inc (Dec) in Fund Balance	Beginning Fund Balance	Ending Fund Balance
<b>GOVERNMENTAL FUNDS</b>					
<b>GENERAL FUND</b>					
Excluding Annexation	61,586,454	62,219,629	(633,175)	6,333,842	5,700,667
Annexation	12,722,747	12,827,491	(104,744)	177,971	73,227
<b>SPECIAL REVENUE FUNDS</b>					
Street	5,170,421	4,793,227	377,194	(2,028,845)	(1,651,651)
LEOFF 1 Retiree Benefits	1,035,077	970,169	64,908	654,314	719,222
Lodging Tax Fund	161,100	158,500	2,600	7,222	9,822
Youth/Teen Programs	897,904	908,206	(10,302)	73,583	63,281
Capital Improvement	13,301,729	9,163,696	4,138,033	(8,211,295)	(4,073,262)
Criminal Justice	2,839,625	3,552,637	(713,012)	(213,546)	(926,558)
Environmental Mitigation	404,207	283,261	120,946	(114,003)	6,943
Community Block Grant	848,557	848,557			
Other Operating Projects	1,153,831	1,114,831	39,000	237,250	276,250
Kent Events Center Operating Fund	1,000,000	1,000,000		(1,275,923)	(1,275,923)
<b>DEBT SERVICE FUNDS</b>					
Voted					
LTGO Debt	9,039,938	9,039,938			
Special Assessment	3,988,894	4,077,837	(88,943)	965,296	876,353
<b>CAPITAL PROJECTS FUNDS</b>					
Street Projects	2,000,000	2,000,000			
Parks Projects	600,000	600,000			
Other Capital Projects					
Technology Projects	1,334,000	1,334,000			
Facilities Projects					
<b>PROPRIETARY FUNDS</b>					
<b>ENTERPRISE FUNDS</b>					
Water	22,544,643	22,320,036	224,607	163,709	388,316
Sewerage	44,028,149	51,690,814	(7,662,665)	7,682,139	19,474
Golf Complex	3,222,234	2,897,295	324,939	(1,907,267)	(1,582,328)
<b>INTERNAL SERVICE FUNDS</b>					
Equipment Rental	3,746,209	3,937,322	(191,113)	2,843,743	2,652,630
Central Services	5,095,327	5,082,083	13,244	62,031	75,275
Facilities Fund	5,301,596	5,047,608	253,988	7,393	261,381
Insurance	18,635,330	17,911,894	723,436	2,555,100	3,278,536
<b>TOTAL GROSS BUDGET</b>	<b>220,657,972</b>	<b>223,779,031</b>	<b>(3,121,059)</b>	<b>8,012,714</b>	<b>4,891,655</b>
<b>LESS:</b>					
Internal Service Funds	26,965,190	26,965,190			
Intrafund Transfers	17,077,937	17,077,937			
Other Transfers	20,468,182	20,468,182			
<b>TOTAL BUDGET</b>	<b>156,146,663</b>	<b>159,267,722</b>	<b>(3,121,059)</b>	<b>8,012,714</b>	<b>4,891,655</b>



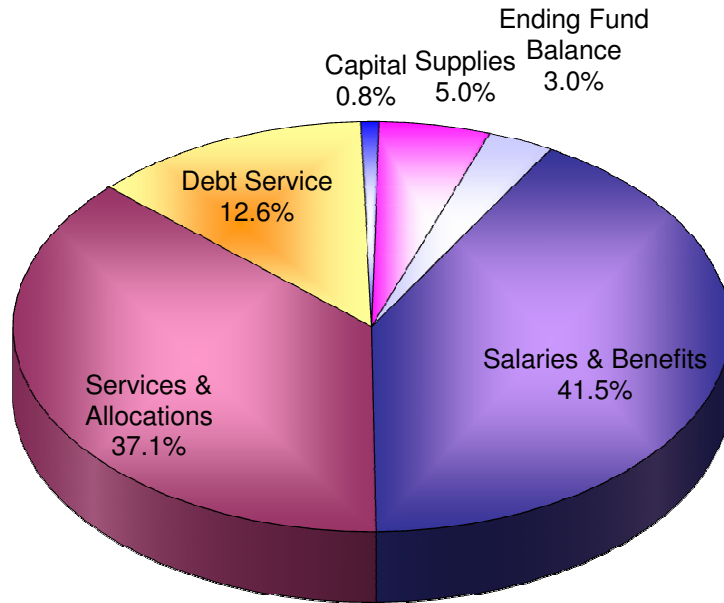
## Total Sources



	<b>2011 Budget</b>
<b>Beginning Fund Balance</b>	8,012,714
<b>Property Tax</b>	19,386,873
<b>Sales and Use Tax</b>	28,950,529
<b>Utility and Misc Tax</b>	25,393,610
<b>Charges for Service</b>	53,300,458
<b>Interest &amp; Miscellaneous</b>	14,767,115
<b>Intergovernmental</b>	10,155,537
<b>Licenses &amp; Permits</b>	2,367,695
<b>Fines &amp; Forfeitures</b>	1,824,846
<b>Total Sources</b>	<b>\$164,159,377</b>

The City is fortunate to have diverse revenue streams. Taxes are the primary funding for general governmental services, composing 44.9% of the total funding sources for 2011. Charges for services are largely user fees for water and sewer utilities. Golf revenues and parks sponsored classes are other examples of this type of revenue. Intergovernmental revenue is primarily from grants and shared revenues from the State such as the Liquor board profits and excise taxes. Licenses and permits include business licensing and permitting revenues, and fines and forfeitures are collected for city infractions and court costs.

## Total Uses



	<b>2011 Budget</b>
<b>Salaries &amp; Benefits</b>	68,091,284
<b>Services &amp; Allocations</b>	60,887,368
<b>Debt Service</b>	20,718,443
<b>Capital</b>	1,343,052
<b>Supplies</b>	8,227,575
<b>Ending Fund Balance</b>	4,891,655
 <b>Total Uses</b>	 <b>\$164,159,377</b>

Salaries and benefits make up 41.5% of the city's total uses supporting 665.72 full time equivalent positions. Services and allocations are expenditures for outside contractors, consultants and other services. This amount includes 13.9 million paid to King County for sewer treatment annually. Debt service is the city's debt repayment of principal and interest on the city's bonded debt. These bonds are issued to finance construction of capital projects such as parks, roads, storm sewer and system improvements. Capital outlays are valuable fixed assets with a general lifetime of more than three years, and supply expenditures are for office and operating supplies.

## 2011 Approved Program Changes

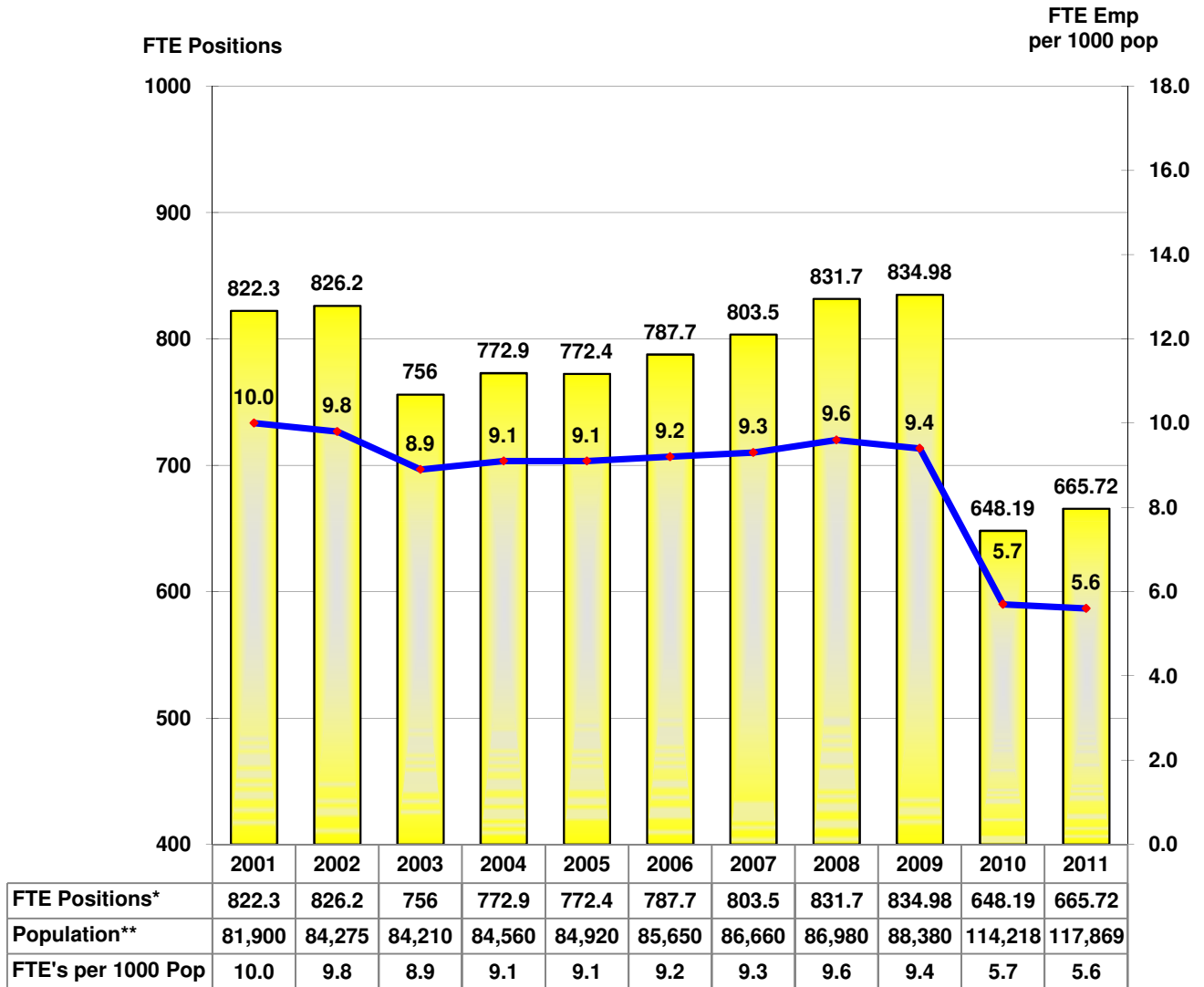
Department	Group	Description	Approved		GF \$	Other Fund \$	Comments
			Amount	FTE			
Admin	Services	Resident Tracking Sys	6,000		6,000		GF
			6,000	0	6,000	-	
Council	Other Prof	Facilitators	13,000		13,000		GF
Council	Services	Citizen Survey	25,000		25,000		GF
			38,000	0	38,000	-	
Court	Legal Services	Protem Judge	64,000			64,000	Annex
Court	Supplies	Protem Judge	500			500	Annex
Court	Sal and Benes	Court Security Ofcr	31,500	0.475		31,500	Annex-Add additional PT emp
Court	Supplies	Court Security Ofcr	300			300	Annex
			96,300	0.475	-	96,300	
Econ/CD	Other Profes	ECD Strategic Plan	45,000		45,000		GF-minimum amount needed
Econ/CD	Temp Part-time	Intern	22,199		22,199		GF
			67,199	0	67,199	-	
Police	Sal and Benes	Four ofc and a Sgt	332,500	5	47,500	285,000	3 Annex, 2 GF-partial fund, fill 10/1/2011
Police	Supplies	for new positions	22,750		3,250	19,500	3 Annex, 2 GF-partial fund, fill 10/1/2011
Police	Vehicle	for new positions	21,000		3,000	18,000	3 Annex, 2 GF-partial fund, fill 10/1/2011
Police	Radios	replacement	40,000		40,000		GF
Police	Sal and Benes	Corrections Officer	78,090	1		78,090	Annex
Police	Supplies	for Corrections Ofc	1,000			1,000	Annex
Police	Sal and Benes	Two Records Spec	143,926	2		143,926	Annex
			639,266	8	93,750	545,516	
ES	Sal and Benes	Human Res Analyst	97,550	1		97,550	Annex - Benefits Specialist
ES	Training	Human Res Analyst	1,000			1,000	Annex - Benefits Specialist
			98,550	1	-	98,550	
Finance	Sal and Benes	Financial Analyst	87,611	1		87,611	Annex
Finance	Supplies	Financial Analyst	5,000			5,000	Annex
Finance	Services	Financial Analyst	10,000			10,000	Annex
			102,611	1	-	102,611	
IT	Services	Equipment Rental	20,549			20,549	CS-increase based on use
IT	Services	Prof serv	5,970			5,970	CS-internal projects, system upgrades
IT	Services	CATV Travel	300			300	CS-motion/Fast/TriCaster Training
IT	Services	Admin Training	1,500			1,500	CS-ACCIS, NATOA and training
IT	Services	Systems Training	1,500			1,500	CS-SAN/VMWARE
IT	Services	CATV Training	503			503	CS-motion/Fast/TriCaster Training
IT	Services	Telecomm Training	2,044			2,044	CS-core user group, switch training
IT	Services	Telecomm Other Prof	6,125			6,125	CS-services to support phone switch
IT	Services	Tech Svcs Other Prof	12,670			12,670	CS-HD,SAN,Core network equip support
IT	Supplies	Systems Tools	1,000			1,000	CS-magnetic disks for Imaging System
IT	Supplies	Telecomm Tools	2,767			2,767	CS-replacement phones and tools
IT	Supplies	Tech Svcs Tools	17,642			17,642	CS-S&AA component failures
IT	Sal and Benes	Senior Systems Analyst	120,000	1		120,000	Annex
			192,570	1	-	192,570	
Public Works	Sal and Bene	Two MW2 litter	151,210	2		151,210	Solid waste contract
Public Works	Supplies	Uniforms	400			400	Solid waste contract
Public Works	Services/Chgs	Cell phone (2)	960			960	Solid waste contract
Public Works	Supplies	Annual NaOH-Guiberson	32,555			32,555	Water-less 2011 forecasted increase
Public Works	Equipment	Vehicle-utility locator	6,400			6,400	Water-for Panther Lake area
Public Works	Equipment	Vehicle-utility locator	12,800			12,800	Storm-for Panther Lake area
Public Works	Equipment	Vehicle-utility locator	12,800		12,800		Traffic-for Panther Lake area
Public Works	Services	Tacoma SSP-Kent Share	157,954			157,954	Water-less 2011 forecasted increase
Public Works	Equipment	Truck mount attenuator	21,740			21,740	Fleet-for motor pool
Public Works	Equipment	Radio Sytem Upgrade	204,962			204,962	Fleet-increase lifecycle cost alloc
Public Works	Equipment	Radio Sytem Upgrade	26,850			26,850	Fleet-increase lifecycle cost alloc
Public Works	Services	Electricity Street light	126,897		126,897		GF-inc electricity costs street lighting
Public Works	Services	Electricity Street light	264,000			264,000	Annex-inc electricity costs street lighting

## 2011 Approved Program Changes

Department	Group	Description	Approved		GF \$	Other Fund \$	Comments
			Amount	FTE			
Public Works	Rev Reduction	Plan Checking	180,000		180,000		GF-Reduce revenue to actual
Public Works	Rev Reduction	Sale of Land	150,000		150,000		GF-Reduce revenue (one time only)
			1,349,528	2	469,697	879,831	
Parks	Sal and Bene	Restore Temp \$	39,571		39,571		GF-Restore Temp PT
Parks	Sal and Bene	Inc staff Y&T annex	26,000			26,000	Annex-Staff and Service for Youth/Teen
Parks	Sal and Bene	PT salary increases	12,720		12,720		GF-Increases to PT sal - catch up
Parks	Sal and Bene	PT salary increases	1,326		1,326		GF-Increases to PT sal - catch up
Parks	Sal and Bene	PT salary increases	5,609		5,609		GF-Increases to PT sal - catch up
Parks	Sal and Bene	PT salary increases	6,974		6,974		GF-Increases to PT sal - catch up
Parks	Sal and Bene	PT salary increases	22,289		22,289		GF-Increases to PT sal - catch up
Parks	Services	Program Guide	7,500			7,500	Annex-increase postage
Parks	Services	Program Guide	7,500			7,500	Annex-increase printing
Parks	Training	Certificates and Lic	2,500		2,500		GF-Certificate and Licenses
Parks	Sal and Bene	Access to Rec	50,000			50,000	Y&T-Scholarship fund
Parks	Sal and Bene	MW3 (annex plan)	87,823	1		87,823	Annex
Parks	Supplies	MW3 (annex plan)	2,350			2,350	Annex
Parks	Sal and Bene	HS Coord (annex)	89,436	1		89,436	Annex
Parks	Supplies	HS Coord (annex)	1,600			1,600	Annex
Parks	Sal and Bene	MW3 (golf course)	76,252	1		76,252	Golf-Riverbend Mechanic
Parks	Supplies	MW3 (golf course)	3,500			3,500	Golf-Riverbend Mechanic
			442,950	3	90,989	351,961	
			3,032,974	16.475	765,635	2,267,339	



# City of Kent, Washington Population vs Staffing Levels 2001-2011



\* Full-Time Equivalent (FTE) employees were reduced by 166 Fire Department employees that transferred to the Regional Fire Authority (RFA) on July 1, 2010.

\*\* Populations are based on state official estimates. 2010 and 2011 populations include the Panther Lake Annexation area.

**2011 POSITION SUMMARY**

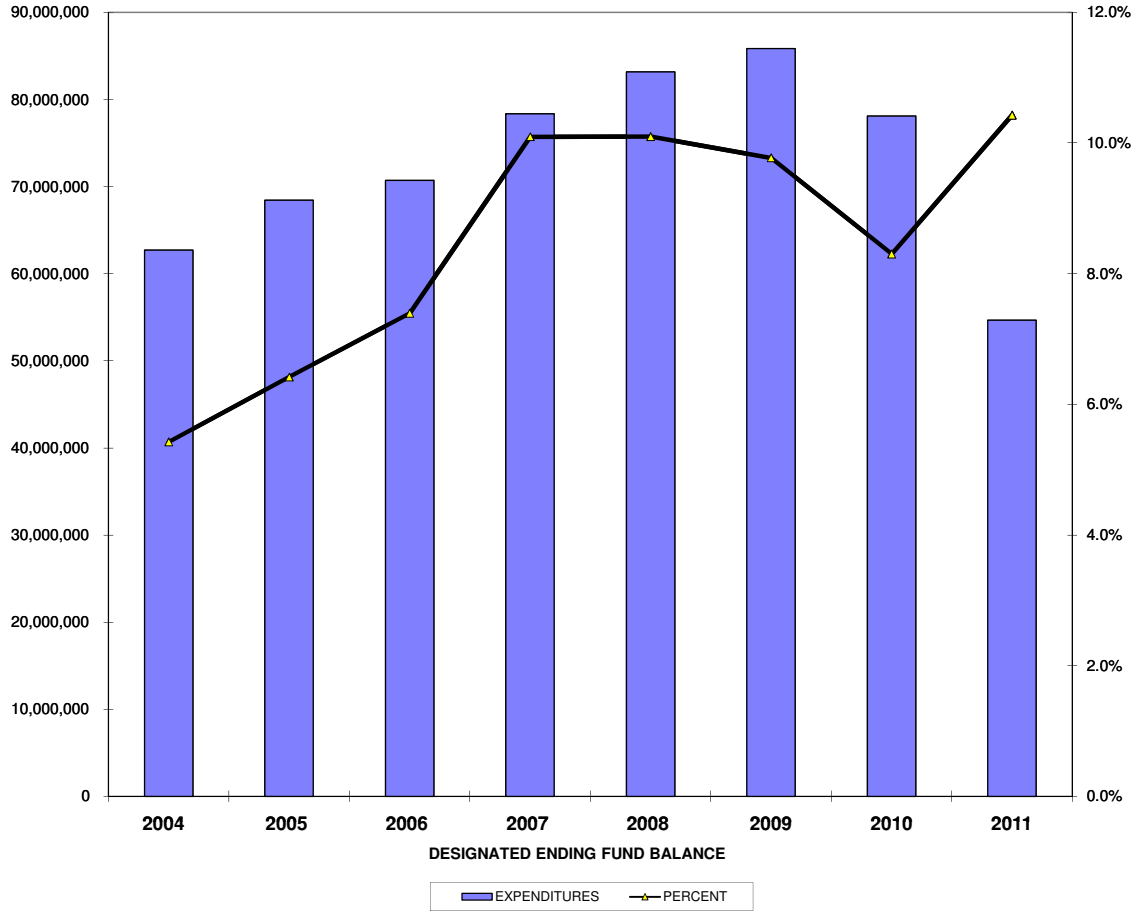
Full Time (FT) Regular Part Time (RPT) All Data in Full-Time Equivalents	2010 Budget Changes		2010 Annex Positions		2010 Budget		2011 Budget Changes		2011 Annex Positions		2011 Budget	
	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT
<b>GENERAL GOVERNMENT</b>												
Mayor's Office/Clerk/Council	0.75	-0.75	3.25		13.00						13.00	
Employee Services	-0.53		0.53		7.00			1.00		8.00		
Law - Civil	-1.00		1.50		7.00					7.00		
Finance	-2.50		2.00		19.00	0.60		1.00		20.00	0.60	
Econ & Com Development	1.00		1.00		30.00	0.60				30.00	0.60	
<b>Sub Total</b>	<b>-2.28</b>	<b>-0.75</b>	<b>8.28</b>		<b>76.00</b>	<b>1.20</b>			<b>2.00</b>		<b>78.00</b>	<b>1.20</b>
<b>Full Time Equivalents</b>		<b>-3.03</b>		<b>8.28</b>		<b>77.20</b>				<b>2.00</b>		<b>79.20</b>
<b>PUBLIC SAFETY</b>												
Municipal Court	-1.00	-0.53	4.00		21.00	0.53				21.00	0.53	
Law - Criminal	-0.50		1.00		10.00	1.60				10.00	1.60	
Police	-2.00	0.53	16.00	0.225	193.00	1.28	2.00		6.00	201.00	1.28	
Fire	-3.00	-0.525			166.00							
(transfer to Regional Transit Auth)					-166.00							
Econ & Com Development - Bldg Svcs	-4.00		3.00		13.00					13.00		
<b>Sub Total</b>	<b>-10.50</b>	<b>-0.530</b>	<b>24.00</b>	<b>0.225</b>	<b>237.00</b>	<b>3.41</b>	<b>2.00</b>		<b>6.00</b>	<b>245.00</b>	<b>3.41</b>	
<b>Full Time Equivalents</b>		<b>-11.030</b>		<b>24.225</b>		<b>240.41</b>		<b>2.00</b>		<b>6.00</b>		<b>248.41</b>
<b>TRANSPORTATION</b>												
Public Works	-9.00		14.00	0.525	68.50	0.525	1.00			69.50	0.525	
Parks - Street Trees					2.00					2.00		
<b>Sub Total</b>	<b>-9.00</b>		<b>14.00</b>	<b>0.525</b>	<b>70.50</b>	<b>0.525</b>	<b>1.00</b>			<b>71.50</b>	<b>0.525</b>	
<b>Full Time Equivalents</b>		<b>-9.00</b>		<b>14.525</b>		<b>71.025</b>		<b>1.00</b>				<b>72.025</b>
<b>CULTURAL &amp; RECREATION</b>												
Parks	-3.50		3.50		68.00	2.98	1.00		1.00	70.00	2.98	
<b>Sub Total</b>	<b>-3.50</b>		<b>3.50</b>		<b>68.00</b>	<b>2.98</b>	<b>1.00</b>		<b>1.00</b>	<b>70.00</b>	<b>2.98</b>	
<b>Full Time Equivalents</b>		<b>-3.50</b>		<b>3.50</b>		<b>70.98</b>		<b>1.00</b>		<b>72.98</b>		
<b>HEALTH &amp; HUMAN SERVICES</b>												
Parks		-0.80	1.00		18.00	2.34			1.00	19.00	2.34	
<b>Sub Total</b>		<b>-0.80</b>	<b>1.00</b>		<b>18.00</b>	<b>2.34</b>			<b>1.00</b>	<b>19.00</b>	<b>2.34</b>	
<b>Full Time Equivalents</b>		<b>-0.80</b>		<b>1.00</b>		<b>20.34</b>			<b>1.00</b>		<b>21.34</b>	
<b>UTILITIES</b>												
Finance - Customer Services	0.50				10.00	1.06				10.00	1.06	
Public Works - Engineering					0.50		1.00			1.50		
Public Works - Operations	-1.00				12.00					12.00		
Water			1.00		31.33		1.00			32.33		
Sewer					10.33					10.33		
Storm	7.00		1.00		34.34					34.34		
<b>Sub Total</b>	<b>6.50</b>		<b>2.00</b>		<b>98.50</b>	<b>1.06</b>	<b>2.00</b>			<b>100.50</b>	<b>1.06</b>	
<b>Full Time Equivalents</b>		<b>6.50</b>		<b>2.00</b>		<b>99.56</b>		<b>2.00</b>				<b>101.56</b>
<b>INTERNAL SERVICES</b>												
Employee Services - Insurance					4.00					4.00		
Information Technology	-1.00		1.00		25.00	2.705			1.00	26.00	2.705	
Fleet	-1.00		1.00		10.00					10.00		
Parks - Facilities					26.00	1.50				26.00	1.50	
<b>Sub Total</b>	<b>-2.00</b>		<b>2.00</b>		<b>65.00</b>	<b>4.205</b>			<b>1.00</b>	<b>66.00</b>	<b>4.205</b>	
<b>Full Time Equivalents</b>		<b>-2.00</b>		<b>2.00</b>		<b>69.205</b>			<b>1.00</b>			<b>70.205</b>
<b>Total</b>	<b>-20.78</b>	<b>-2.080</b>	<b>54.78</b>	<b>0.75</b>	<b>633.00</b>	<b>15.715</b>	<b>6.00</b>		<b>11.00</b>	<b>650.00</b>	<b>15.72</b>	
<b>Full Time Equivalents</b>		<b>-22.860</b>		<b>55.53</b>		<b>648.715</b>		<b>6.00</b>		<b>665.72</b>		

## DEPARTMENT POSITION SUMMARY

Full Time (FT)  
 Regular Part Time (RPT)  
 All Data in Full-Time Equivalents

DEPARTMENT	2010 Budget Changes		2010 Annex Positions		2010 Budget		2011 Budget Changes		2011 Annex Positions		2011 Budget	
	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT
Mayor's Office/Clerk/Council	0.75	-0.750	3.25		13.00						13.00	
Municipal Court	-1.00	-0.530	4.00		21.00	0.530					21.00	0.530
Employee Services	-0.53		0.53		11.00				1.00		12.00	
Law	-1.50		2.50		17.00	1.600					17.00	1.600
Finance	-2.00		2.00		29.00	1.660			1.00		30.00	1.660
Information Technology	-1.00		1.00		25.00	2.705			1.00		26.00	2.705
Police	-2.00	0.525	16.00	0.225	193.00	1.275	2.00		6.00		201.00	1.275
Fire	-3.00	-0.525			166.00							
(transfer to RTA)					-166.00							
Econ & Com Development	-3.00		4.00		43.00	0.600					43.00	0.600
Public Works	-4.00		17.00	0.525	167.00	0.525	3.00				170.00	0.525
Parks, Rec & Community Svcs	-3.50	-0.800	4.50		114.00	6.820	1.00		2.00		117.00	6.820
	<b>-20.78</b>	<b>-2.08</b>	<b>54.78</b>	<b>0.75</b>	<b>633.00</b>	<b>15.72</b>	<b>6.00</b>		<b>11.00</b>		<b>650.00</b>	<b>15.72</b>
Full Time Equivalents		<b>-22.86</b>		<b>55.53</b>		<b>648.715</b>		<b>6.00</b>		<b>11.00</b>		<b>665.72</b>

## GENERAL FUND BUDGET ENDING FUND BALANCES (excludes Annexation)



BUDGET YEAR	2004	2005	2006	2007	2008	2009	2010	2011
FUND BALANCE	3,403,469	4,392,774	5,229,352	7,909,209	8,397,039	8,475,911	6,482,303	5,700,667
EXPENDITURES	62,720,313	68,442,097	70,712,306	78,358,598	83,170,266	85,865,896	78,083,933	54,677,483
PERCENT	5.4%	6.4%	7.4%	10.1%	10.1%	9.8%	8.3%	10.4%

**2011 BUDGET ENDING FUND BALANCES  
AVAILABLE VS UNAVAILABLE FOR GENERAL GOVERNMENTAL USE**

TITLE	2011 Budget	AVAILABLE	UNAVAILABLE
<b>GOVERNMENTAL FUNDS</b>			
General Fund	5,700,667	<b>5,700,667</b>	
Annexation	73,227		73,227
Street Fund	(1,651,651)		(1,651,651)
LEOFF 1 Health Benefits Fund	719,222		
Lodging Tax Fund	9,822		9,822
Youth/Teen Programs Fund	63,281		63,281
Capital Improvement Fund	(4,073,262)		(4,073,262)
Criminal Justice	(926,558)		(926,558)
Environmental Fund	6,943		6,943
Other Operating Projects	276,250		276,250
Kent Events Center Operating Fund	(1,275,923)		(1,275,923)
Voted Debt Service			
Special Assessment Debt Service	876,353		876,353
<b>Subtotal Governmental Funds</b>	(201,629)	<b>5,700,667</b>	(6,621,518)
<b>ENTERPRISE FUNDS</b>			
Water Fund	388,316		388,316
Sewerage Fund	19,474		19,474
Golf Complex Fund	(1,582,328)		(1,582,328)
<b>INTERNAL SERVICES FUNDS</b>			
Equipment Rental Fd (80%)	2,652,630		2,652,630
Central Services Fd (80%)	75,275		75,275
Facilities Fund	261,381		261,381
Insurance Fund (80%)	3,278,536		3,278,536
	<b>4,891,655</b>	<b>5,700,667</b>	<b>(1,528,234)</b>
<b>% of General Fund Expenditures</b>		<b>6.6%</b>	
Possible deferral of Capital Projects			
Sales Tax - CIP Fund			
Unrestricted Street Fund		<b>35,000</b>	
<b>Total potentially available</b>		<b>5,735,667</b>	
<b>% of General Fund Expenditures</b>		<b>6.6%</b>	
80% of Internal Service Balances		<b>4,805,153</b>	
Maximum Available		<b>10,540,820</b>	
<b>% of General Fund Expenditures</b>		<b>12.2%</b>	

# FINANCIAL POLICIES

***The City will create and maintain formal policies based on “best practices” in the areas of: Debt, Cash Management and Investments, Budget development and adjustment, and revenue collection. These policies will form the foundation of our internal and external financial practices; additional policies may be incorporated over time.***

## **FINANCIAL STABILITY POLICIES**

***General Fund Reserves*** - Per Resolution #1327, beginning with the 1993 budget, the target for the General Fund Contingency Account is 10% of the General Fund budgeted expenditures. The policy is designed to provide a fiscal cushion, meet seasonal cash flow shortfalls, and meet emergency conditions. The 2010 budget meets that target.

***Equipment Rental Replacement Fund*** - The City will maintain an Equipment Rental Fund adequately funded to replace a fleet of vehicles and other heavy equipment, including fire apparatus, at their scheduled replacement time.

***Self Insurance Program*** - The City will maintain an actuarially sound self insurance program for unemployment, worker's compensation, liability insurance and health insurance. All of the insurance programs are accounted for as separate cost centers within one parent insurance fund. Beginning in 2011, the liability insurance fund is funded through Alliant Insurance Services, Inc. for claims over \$100,000. The Health Insurance program is budgeted to maintain fund balance at two times IBNR, using a multiple year forecast to smooth the effects of necessary rate increases.

***Pension Funds*** - The City will maintain an actuarially sound Firemen's Relief and Pension Fund.

## **OPERATING BUDGET POLICIES**

***The City will promote programs that increase operational efficiencies in the provision of services to our residents.***

***City Target Issues*** - The City Council will update its strategic plan in the early spring of each year. The staff will use this plan for development of the following year's budget priorities.

***Structurally Balanced Budget*** – The City should adopt a budget in which ongoing revenues equal or exceed ongoing expenditures. One time revenues should not be used to pay for recurring expenditures, but for one time expenditures like capital purchases.

***Conservative Expenditure Budgeting*** - The City will maintain its conservative expenditure budgeting with respect to budgeting existing full time positions for a full year.

***Contingency for unanticipated costs*** - The City will budget no less than \$250,000 in the General Fund for unanticipated costs.

## FINANCIAL POLICIES

***Self Supporting Proprietary Funds*** - The City's water, sewer and golf course enterprise funds will be self supporting along with its internal service funds. The cost of providing services is expected to be fully funded from charges for the service. If the funds produce a loss, rates will be adjusted to achieve, at minimum, a break even status. If debt has been issued which requires a certain level of return, rates and charges will be adjusted to achieve those returns.

***Health Insurance Reserves*** – The target reserve for the Health Insurance Fund shall be two times IBNR.

***Full Cost of Service*** – The City will define its basic services to our residents. The services will be evaluated as to their full cost. This information will be incorporated and presented as a section of the annual budget.

## REVENUE POLICIES

***Aggressive Collection Effort*** - The City will follow an aggressive policy of collecting all monies due the City to the extent that the collection efforts remain cost effective.

***Reimbursements on a timely basis*** – Many grants occur on a cost reimbursement basis. To maximize the City's available investable funds, reimbursement should be pursued on a timely basis.

***User Charges Related to Costs*** - The City will review fees and charges on a periodic basis and will modify charges to adequately keep pace with increasing costs of providing services.

***User Charges and Taxes Related to Market Rates*** - The City will consider its user charges and its tax rates in connection with those of neighboring communities and similar service providers, so that it will provide reasonable rates to maintain its advantage in the market place in attracting businesses and residences to the City of Kent.

## CAPITAL BUDGETING POLICIES

***Committed Special Revenue Funds*** - The City will maintain its practice of designating its street and capital improvement revenue sources including a percentage of its sales tax collections for the funding of its capital improvement program.

***Capital Improvement Program*** - The City will update its capital facilities plan on an annual basis as required by the Growth Management Act. A preliminary plan will be established early in the budgeting process to serve as a guideline during the year, with a final amendment adopted with the adoption of the operating budgets to reflect the necessary changes in the City's Comprehensive Plan.

***Local Improvement District Program*** - The City will continue to rely on a strong local improvement district program for certain street, water and sewer improvements. This will be funded with no protest covenants obtained from property owners whenever possible.

## DEBT POLICIES

***Intergenerational Equity*** – The issuance of long term debt is the preferred method of paying for major long term projects. The life of these projects should not be borne only by current residents, but future residents as well. Capital projects financed through bonded debt will be financed for a period not to exceed the life of the project.

## FINANCIAL POLICIES

**Bond Rating** - The City will continue to strive to improve its bond rating by improving its financial stability.

**Debt Capacity** - The City strives to maintain adequate available debt capacity for large top priority projects.

**Bonding Limitations** – Direct General Obligation Debt will not exceed 1.5% of assessed value; direct and indirect debt will not exceed 4% of assessed value; duration of the debt will not exceed 15 years.

**Revenue Debt Covenants** – Will be based on the volatility of the revenues.

**Arbitrage regulations** – Will be strictly followed.

**Special Assessment Guaranty Fund** - The City will strive to maintain adequate reserves for retirement of special assessment debt through the maintenance of a special assessment guaranty fund at least 10% of outstanding special assessment debt.

**Interfund Borrowing** - The City will use interfund borrowing where such borrowing is cost effective to both the borrowing and the lending fund, and the funds will not be needed by the loaning fund during the term of the loan. Such borrowing shall implement Council directed policy in a simplified manner, such as borrowing associated with interim financing for local improvement district projects. A repayment plan should be approved along with the loan. The Mayor may approve loans for a term of one year. The Council must approve loans with terms longer than one year.

## INVESTMENT POLICY

**Investment Security & Earnings Maximization** - An investment policy was implemented per Ordinance #3278 in 1996 which detail the City's investment guidelines. The primary objective is to preserve the principal of the investment portfolio while maximizing the portfolio's return.

## FINANCIAL REPORTING

**Reporting frequency** – Monthly budget and actual reports will go to departments and a quarterly report will be presented to City Council.

**Annual Report** – Will be completed within 180 days and the City Council will hold a workshop with the auditor to discuss the report.

**Reporting Improvements** - The City will strive to continue to make improvements in its financial reporting scheme so that information available to the public, the City's governing bodies and other city departments is the best available for sound financial decisions.

**Bondholders' Report** – The City will prepare an annual report to bondholders.

**Full Disclosure** – All public reports will contain full and complete disclosure of all material matters.

**Financial Trend Monitoring** - The City will develop a program to evaluate its financial condition and establish a system for correcting any deficiencies noted.

**Annual Audits** - The City will assist the State Auditor's Office in whatever way possible in conjunction with the preparation of the annual audit, and will implement modifications identified by the State Auditor to improve the City's internal control and financial practices.



## FINANCIAL POLICIES

**Generally Accepted Accounting Principles** - The City will maintain its position as a leader in producing financial reports in conformance with generally accepted accounting principles and pronouncements by the Governmental Accounting Standards Board.

**Basis of Accounting** - The basis for accounting for the general fund, special revenue, debt service, capital projects and agency funds is modified accrual. Modified accrual recognizes revenues when they become both measurable and available to finance expenditures of the current period. The basis of accounting for the enterprise, internal service funds and pension trust fund is full accrual. The appropriate basis is used throughout the budgeting, accounting and reporting processes, with few exceptions as noted below. Full accrual is a method of accounting that matches revenues and expenses with the period to which they relate, rather than focusing on actual cash flows. In this method, for example, an asset is depreciated as it is “used up”, and the expense is recognized in periodic increments, rather than assuming the asset holds its value until it is actually disposed of. However, since the focus in budgeting is on the revenues and expendable accounts, depreciation and amortization are not considered budgetary accounts, and are excluded from the budgeting system. Likewise, debt service and capital expenditures are presented as the payments occur, departing from GAAP in this regard, in the budget document. Also, Trust and Agency Funds that may not be expended for governmental operations are excluded from this budget document.

The presentation of the program budget departs from the basis of the legal budget by eliminating inter city transactions and allocating the net increases or decreases from internal services to the using programs. This is done to give the user a more complete picture of the total costs of the operating programs.

## **BUDGET AND ACCOUNTING STRUCTURE**

The City of Kent, as all governmental units, operates its budget and accounting system based on a fund structure. Funds are established to segregate specific revenue to ensure their expenditure within applicable legal and contractual provisions. Revenues are allocated to and accounted for in individual funds based on the purposes for which they are to be spent and the means by which the spending activities are to be controlled. The City of Kent operates with seven basic fund types. Within each fund type there may exist one or more individual funds. The City of Kent operates with 26 individual funds. The fund types are listed below under their three major subheadings.

### **FUND/PURPOSE**

### **RELATIONSHIP TO OTHER FUNDS**

#### ***GOVERNMENTAL FUNDS***

##### ***General Fund***

The General Fund is the principal operating fund of the City. It accounts for the financial resources of the City which are not accounted for in any other fund. Principal sources of revenue are property taxes, sales and use taxes, utility taxes, licenses and permits, state shared revenues, charges for services and interest income. Primary expenditures are for general City administration, police and fire protection, engineering and planning services, park and street maintenance, and cultural and recreational services.

The General Fund "buys" services from the Internal Service Funds: fuel and rental of vehicles from the Equipment Rental Fund; supplies, postage, photocopy, printing and graphics, cable TV services, data processing and telephone services from Central Services; facility maintenance and operation services from Facilities; and insurance from the Insurance Fund. Costs are allocated to all funds in an effort to distribute accounting, budgeting, legal and human resource services as well as street, engineering and park services. General Fund also transfers funds for minor projects.

##### ***Special Revenue Funds***

Special Revenue Funds are used to account for specific revenue sources that would otherwise be accounted for in the General Fund, but for which there exists certain legal restrictions as to the use of certain revenues. The revenue is segregated into individual special revenue funds to ensure expenditure for a designated purpose. Principal sources of revenue are: state shared fuel tax, earmarked sales and utility taxes and community development block grant funds. The major portion of these resources are transferred to other funds for debt retirement, capital acquisition and specific purposes operations.

Taxes and grants are collected in the Street Fund, LEOFF1 Retirees Fund, Lodging Tax Fund, Youth Teen Programs Fund, Capital Improvement Fund, Criminal Justice Fund, Environmental Mitigation Fund, Community Development Block Grant Fund, Other Operating Projects Fund, and the Kent Events Center Operating Fund. Transfers from the Street and Capital Improvement Funds are primarily to the Capital Project Funds or the LTGO Debt Service Fund.

# BUDGET AND ACCOUNTING STRUCTURE

## FUND/PURPOSE

### ***Debt Service Funds***

Debt Service Funds are used to account for the accumulation of resources to be used for the retirement of general long-term debt. The City has three types of general long-term debt for which resources are accumulated: general obligation long-term debt (voted, general obligation long-term debt and LTGO) and special assessment debt. Sources of revenue to fund the retirement of general obligation long-term debt are property taxes and transfers in from other funds. Special assessments are levied and received to retire special assessment debt.

### ***Capital Projects Funds***

Capital Projects Funds are used to account for the financing of major one time only capital projects other than those financed by Proprietary Funds. Sources of revenue are: proceeds of debt issuance, grants, and transfers from other funds.

## **PROPRIETARY FUNDS**

### ***Enterprise Funds***

Enterprise Funds are used to account for the financing of services provided to the general public where all or most of the costs involved are paid for by user charges. Operations financed as enterprise funds are operated in a manner similar to private business enterprises. Kent's enterprise funds are funded through water, sewer, and drainage utility charges and recreational charges at the City's golf complex.

## RELATIONSHIP TO OTHER FUNDS

The Debt Service Funds receive the transfers from the Special Revenue Funds, Water Fund and Sewerage Funds to pay principal and interest on LTGO debt issues.

Transfers are received from Special Revenue and other funds as a partial source of funds needed to complete projects.

The Enterprise Funds "buy" services from the Equipment Rental Fund for equipment rental and fuel; from the Insurance Fund for insurance needs; from the Central Service Funds for stores, telephone, postage, photocopying, printing and graphics, cable TV services, data processing and telecommunications; and from the Facilities Fund for facility maintenance and operation services. The Enterprise Funds also reimburse the General Fund for cost allocations for budgeting, accounting, human resource, legal and engineering costs which relate to Enterprise Funds. Other funds purchase utilities at the same rate as the general public.

## BUDGET AND ACCOUNTING STRUCTURE

### FUND/PURPOSE

#### ***Internal Service Funds***

Internal Service Funds are used to account for the financing of specific services performed by designated organizations within the City for other organizations within the City. The City's Equipment Rental and Fire Equipment Replacement, Central Service, Facilities Maintenance and Planning, and Insurance Funds provide centrally administered services then generate revenue by billing the organization to which the service is provided.

### **FIDUCIARY FUND TYPES**

#### ***Trust and Agency Funds***

Trust and Agency Funds are used to account for assets held by the City as trustee or agent for individuals, private organizations or other governmental units. Since their funds are not expendable for City operations they are not included in the budget. However, per state auditor requirements, estimates are provided for their activities.

### RELATIONSHIP TO OTHER FUNDS

Centralizes costs for equipment rental, central services and insurance. These services are "sold" to other funds at cost plus a reserve for future needs.

## **BUDGET AND SPENDING CONTROL SYSTEM**

Budgets serve as control mechanisms in the operations of governmental units. Legal budgetary (expenditure) control in the City of Kent is maintained at the fund level. Administration can amend budgets, with no overall dollar increase between departments, within a fund. Supplemental appropriations that amend total expenditures, or in the case of Proprietary Funds amend working capital, require a City Council ordinance. All operating budgets lapse at year end.

General and Special Revenue Funds control expenditures with a legal annual budget at the fund level. Debt Service Funds operate under the control of the bond indentures which established them. Capital Projects Funds operate under the control of total project authorization, rather than the annual budget. Proprietary Funds control expenditures with a flexible budget whereby the expenditure increases must be offset by increased resources. Though budgetary control is at the fund level, budget and actual information is maintained by project, organization, program and object. Both budget and actual information is presented on a GAAP basis of accounting, when presented by fund.

The City must adopt its annual budget by December of the preceding fiscal year. This usually follows six months of analysis by staff and City Council. The first step involves the establishment of the baseline budget required to carry existing programs into the next year. The second step in analysis involves the development of issues impacting the next year and beyond and their prioritization by City Council. The emphasis is placed on the General and Special Revenue Funds since the operation of other funds are tied to ordinances, contractual agreements or separately established rate structures. Once the baseline operations have been reviewed and adjusted based on administrative policy, program expansion is included to the level of projected available resources after the establishment of sufficient fund balances.

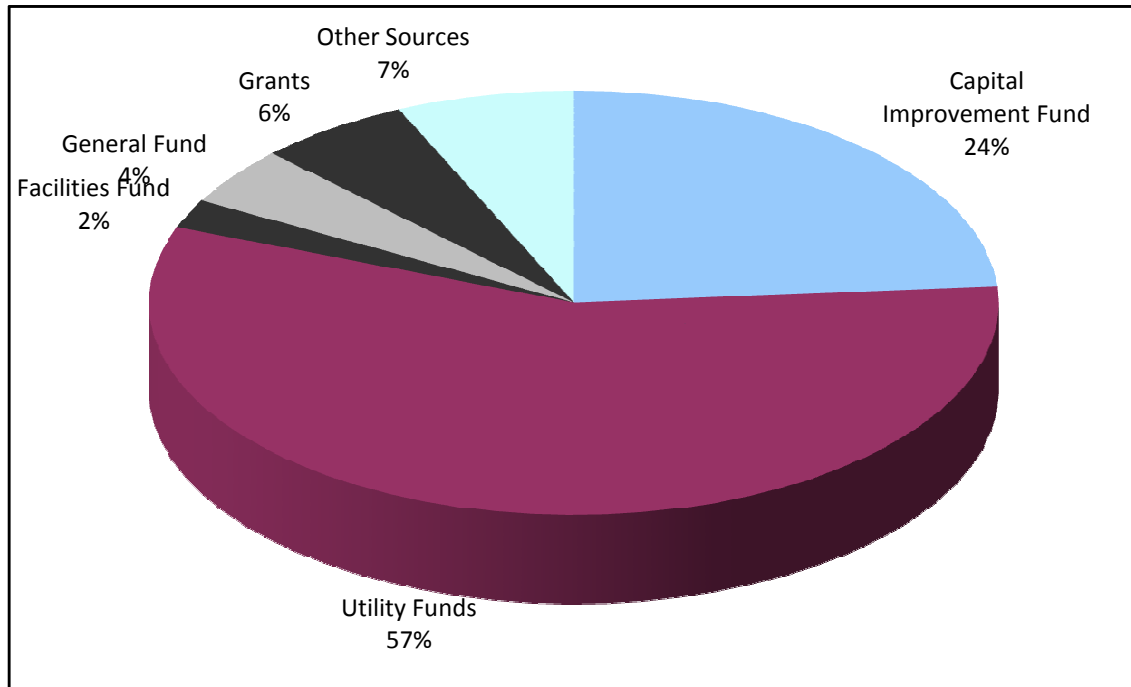
After the preliminary budget document is prepared, the City Council spends approximately one month reviewing it. Public meetings are held to gather public input. When the budget review and final adjustment period is complete a balanced budget as required by state law is adopted by ordinance. After adoption, periodic budget adjustments that affect total fund expenditures are made as approved by City Council, but a final budget adjustment ordinance covering all approved changes is adopted at year end or the beginning of the next year.

# ***CAPITAL IMPROVEMENT PLAN***

The CAPITAL IMPROVEMENT PLAN (CIP) is a six year plan developed and updated annually. Included is a listing of Capital Improvement Projects for 2011 to 2016.

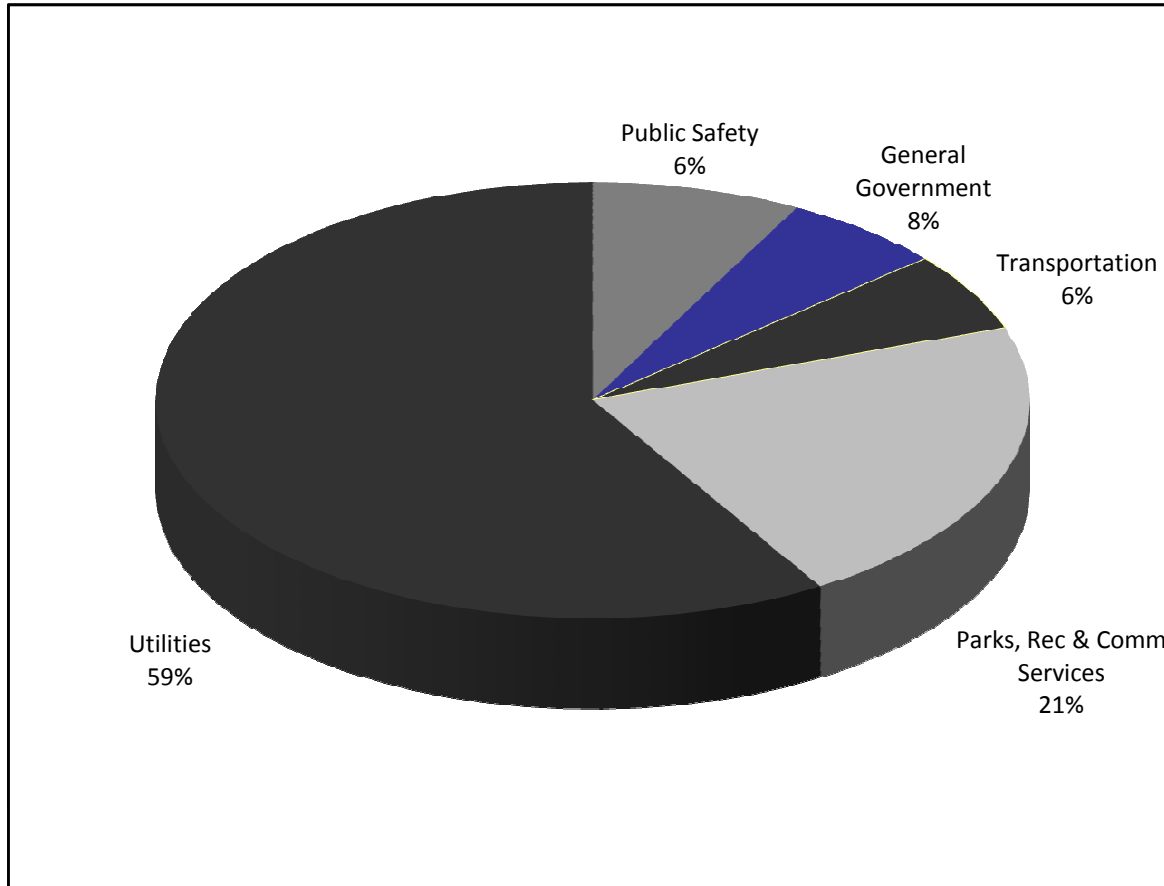
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**2011 - 2016 Capital Improvement Program  
Sources of Funding  
Amounts in 000's**



<b>Sources of Funds</b>	<b>Total</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Capital Improvement Fund	41,764	2,574	7,050	15,625	6,870	5,950	3,695
Utility Funds	100,081	11,350	16,760	14,895	19,510	18,225	19,341
Facilities Fund	3,860	0	715	725	790	1,040	590
General Fund	7,800	2,000	800	1,250	1,250	1,250	1,250
Grants	10,210	289	1,736	2,635	2,740	2,305	505
Other Sources	11,862	2,588	1,395	1,415	4,495	1,420	549
<b>Total Sources of Funds</b>	<b>175,577</b>	<b>18,801</b>	<b>28,456</b>	<b>36,545</b>	<b>35,655</b>	<b>30,190</b>	<b>25,930</b>

**2011 - 2016 Capital Improvement Program  
Projects Forecast  
Amounts in 000's**



	<b>Total</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>Projects</b>							
General Government	13,602	3,996	1,991	1,920	1,915	2,115	1,665
Public Safety	10,555	195	1,295	8,280	245	345	195
Transportation	10,300	2,000	1,300	1,750	1,750	1,750	1,750
Parks, Rec & Comm Services	38,039	1,260	6,360	8,950	11,485	7,005	2,979
Utilities	103,081	11,350	17,510	15,645	20,260	18,975	19,341
<b>Total Projects</b>	<b>175,577</b>	<b>18,801</b>	<b>28,456</b>	<b>36,545</b>	<b>35,655</b>	<b>30,190</b>	<b>25,930</b>



**General Government  
2011 - 2016 Capital Improvement Program  
Amounts in Thousands**

	<b><u>Total</u></b>	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>	<b><u>2015</u></b>	<b><u>2016</u></b>
<b><u>Sources of Funds</u></b>							
CIP Revenues	7,229	1,489	1,270	1,195	1,125	1,075	1,075
Facilities Revenues (Internal)	3,860		715	725	790	1,040	590
King County Grant (CPPW)	45	39	6				
LTGO Bonds	2,468	2,468					
<b>Total Sources of Funds</b>	<b>13,602</b>	<b>3,996</b>	<b>1,991</b>	<b>1,920</b>	<b>1,915</b>	<b>2,115</b>	<b>1,665</b>
<b><u>Projects Funded</u></b>							
<b>Facilities</b>							
Centennial Center Upgrades	140		45	45	50		
Emergency Facility Repairs (Lifecycle)	750		150	150	150	150	150
Facilities Card Access	150		75	75			
Floor Covering Replacements (Lifecycle)	690		40	150	250	200	50
HVAC Lifecycle Replacements (Lifecycle)	1,800	300	300	300	300	300	300
Kent Pool Improvements	150	25	25	25	25	25	25
Kitchen Equipment (Lifecycle)	125		25	25	25	25	25
Parks Maintenance Renovation	35		35				
Roof Repairs (Lifecycle)	375		75			300	
Sealcoat Parking Lots (Lifecycle)	420		125	100	65	65	65
Senior Center Upgrades	40		40				
<b>Technology</b>							
Hardware Lifecycle Replacements	3,139	639	500	500	500	500	500
Software Business System Replacements	3,000	500	500	500	500	500	500
Tech Plan 2008 - 2012	2,468	2,468					
<b>Other General Government</b>							
Communities Putting Prevention To Work (CPPW)	45	39	6				
Neighborhood Matching Grant Funds	275	25	50	50	50	50	50
<b>Total Projects Funded</b>	<b>13,602</b>	<b>3,996</b>	<b>1,991</b>	<b>1,920</b>	<b>1,915</b>	<b>2,115</b>	<b>1,665</b>

**Public Safety**  
**2011 - 2016 Capital Improvement Program**  
**Amounts in Thousands**

	<u>Total</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<b><u>Sources of Funds</u></b>							
CIP Revenues	10,555	195	1,295	8,280	245	345	195
<b>Total Sources of Funds</b>	<b>10,555</b>	<b>195</b>	<b>1,295</b>	<b>8,280</b>	<b>245</b>	<b>345</b>	<b>195</b>
<b><u>Projects Funded</u></b>							
<b>Technology</b>							
Public Safety MDC Replacements	1,170	195	195	195	195	195	195
<b>Police Services</b>							
AR-15 Rifles	75			75			
Crime Scene Van Replcmnt/Equip Upgrd	75		75				
Ergonomic Work Stations	90		90				
Pursuit Intervention Technique Equip	25			25			
Robotic Laser Scanning Total Station	50				50		
Satellite Processing of Traffic NOIs	170		100	70			
<b>Police /Fire Training Center</b>							
Annex Furniture Upgrades	25			25			
Citywide Driving Simulator	150					150	
Expansion Police/Fire Training Center	8,640		750	7,890			
Training Center Classroom Upgrades	25		25				
<b>Other Public Safety</b>							
Work Crew Van/Trailer Equipment	60		60				
<b>Total Projects Funded</b>	<b>10,555</b>	<b>195</b>	<b>1,295</b>	<b>8,280</b>	<b>245</b>	<b>345</b>	<b>195</b>

**Transportation  
2011 - 2016 Capital Improvement Program  
Amounts in Thousands**

	<u>Total</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<b><u>Sources of Funds</u></b>							
General Fund Revenues	7,800	2,000	800	1,250	1,250	1,250	1,250
Source To Be Determined	2,500		500	500	500	500	500
<b>Total Sources of Funds</b>	<b>10,300</b>	<b>2,000</b>	<b>1,300</b>	<b>1,750</b>	<b>1,750</b>	<b>1,750</b>	<b>1,750</b>
<b><u>Projects Funded</u></b>							
<b>Other Transportation</b>							
Sidewalk Rehabilitation and Installation	2,600	300	300	500	500	500	500
Miscellaneous Asphalt Overlays	4,700	1,200	500	750	750	750	750
Railroad Quiet Zone	3,000	500	500	500	500	500	500
<b>Total Projects Funded</b>	<b>10,300</b>	<b>2,000</b>	<b>1,300</b>	<b>1,750</b>	<b>1,750</b>	<b>1,750</b>	<b>1,750</b>

**Parks, Rec & Comm Services**  
**2011 - 2016 Capital Improvement Program**  
**Amounts in Thousands**

	<u>Total</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<b><u>Sources of Funds</u></b>							
CIP REET2 Revenues	21,805	865	3,985	5,650	4,950	4,230	2,125
CIP Revenues	2,175	25	500	500	550	300	300
Donations / Contributions	90	15	15	15	15	15	15
King County Grant	760	170	175	180	235		
Other Grant	1,155	80	555	5	505	5	5
Source To Be Determined	3,804	105	130	150	3,230	155	34
WA State Grant	8,250		1,000	2,450	2,000	2,300	500
<b>Total Sources of Funds</b>	<b>38,039</b>	<b>1,260</b>	<b>6,360</b>	<b>8,950</b>	<b>11,485</b>	<b>7,005</b>	<b>2,979</b>

<b><u>Projects Funded</u></b>							
132nd Street Park Development	2,100			100	1,700	300	
Adopt-A-Park Volunteer Program	240	40	40	40	40	40	40
Architect/Engineering	50		10	10	10	10	10
Briscoe Park Renovation	150				150		
Clark Lake Development	1,050				50	1,000	
Clark Lake Land Acquisition	2,000		1,000		1,000		
Community Parks Reinvestment Prgrm	600	100	100	100	100	100	100
Community Sports Fields	7,600	100	3,300	200	4,000		
Downtown Gateways, Phase 2	750	0	150	150	150	150	150
Eagle Creek Park Development	1,000					1,000	
Eagle Scout Volunteer Program	210	35	35	35	35	35	35
East Hill Park Land Acquisition	700		200		500		
Eastridge Park Renovation	100						100
Event Center Lifecycle	1,800	300	300	300	300	300	300
Garrison Creek Renovation	750						750
Grant Matching Funds/Land Acq.	375	0	75	75	75	75	75
Green Tree Park Renovation	100						100
House Demolition	150	25	25	25	25	25	25
Huse Property Development	1,150			50	100	1,000	
International Parks Acq./Development	50		50				
Kent Memorial Park Renovation	200				200		
Kent Parks Foundation	150	25	25	25	25	25	25
Kiwanis Tot Lot #3 Renovation	75						75
Lake Fenwick Park Renovation	1,200	0				1,200	
Lake Meridian Park Ren. & Master Plan	3,200	0		1,200	2,000		
Life Cycle - Trails	54	9	9	9	9	9	9
Life Cycle Park System	1,730	346	346	346	346	346	
Major Entries into Kent	250	0	50	50	50	50	50
Master Plans	150	25	25	25	25	25	25
Meridian Glen Renovation	50			50			

**Parks, Rec & Comm Services**  
**2011 - 2016 Capital Improvement Program**  
**Amounts in Thousands**

Mill Creek/Greenway Plan & Renovation	725	75		50	250	350	
North Meridian Park Renovation	200					200	
Old Fishing Hole Renovation	150						150
Panther Lake PAA Park Acquisition	400			400			
Park and Open Space Plan	25					25	
Pine Tree Park Renovation	50						50
Regional Trails - Levy Program	710	170	175	180	185		
Riverwalk/Riverview Park Development	130					130	
Russell Road Playground	200			200			
S 272nd St Neighborhood Park Dev	100					100	
Salt Air Vista Park Renovation	50						50
Scenic Hill Park Renovation	350						350
Springwood Park Improvements	2,100		100	2,000			
Urban Forestry Program/Green Kent	60	10	10	10	10	10	10
Valley Flr Athletic Complex Acq & Dev	500						500
Van Doren's Park Improvements	300		150		150		
West Fenwick Park Renovation	1,585		85	1,500			
West Hill Park Development	1,920		100	1,820			
Wilson Playfields Acq/Renovation	500					500	
<b>Total Projects Funded</b>	<b>38,039</b>	<b>1,260</b>	<b>6,360</b>	<b>8,950</b>	<b>11,485</b>	<b>7,005</b>	<b>2,979</b>

**Utilities**  
**2011 - 2016 Capital Improvement Program**  
**Amounts in Thousands**

	<u>Total</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<b><u>Sources of Funds</u></b>							
Water Revenues	39,571	3,345	8,425	4,930	7,285	7,790	7,796
Sewer Revenues	4,100	1,600	500	500	500	500	500
Drainage Revenues	56,410	6,405	7,835	9,465	11,725	9,935	11,045
Source To Be Determined	3,000		750	750	750	750	
<b>Total Sources of Funds</b>	<b>103,081</b>	<b>11,350</b>	<b>17,510</b>	<b>15,645</b>	<b>20,260</b>	<b>18,975</b>	<b>19,341</b>
<b><u>Projects Funded</u></b>							
<b>Stormwater Management</b>							
NPDES	1,540	240	240	250	260	270	280
Miscellaneous Drainage Improvement	1,590	265	265	265	265	265	265
Drainage Infrastructure Replacements	15,000	900	2,000	2,500	2,900	3,200	3,500
Lake Fenwick	500		500				
Miscellaneous Habitat Improvements	1,080		530	550			
Green River Levee Repair	17,000	2,500	2,500	3,000	3,000	3,000	3,000
Upper Mill Creek Dam Improvements	2,500	2,500					
South 228th Drainage Bypass	3,200		800	2,400			
Mill Creek Pump Station	1,000		1,000				
Mill Creek @ James Flood Protection	4,800			500	4,300		
Green River Natural Resource Center	3,200				1,000	2,200	
Central Avenue Storm Drainage	5,000					1,000	4,000
<b>Sanitary Sewer</b>							
Miscellaneous Sewer Replacements	4,100	1,600	500	500	500	500	500
<b>Water Supply &amp; Distribution</b>							
Miscellaneous Water Improvements	8,750		1,750	1,750	1,750	1,750	1,750
Tacoma Pipeline	7,300		650	650	2,000	2,000	2,000
Guiberson Reservoir Replacement	7,345	3,345	4,000				
Kent Springs Transmission Main Repair	0						
Meeker Street Pump Station	0						
Seismic Improvements	500		100	100	100	100	100
Large Meter & Vault Replacement	476		85	90	95	100	106
Easements/Land Acquisitions	10,500		1,500	2,000	2,000	2,500	2,500
Rock Creek Mitigation Projects	1,500		300	300	300	300	300
Security Improvements	50		10	10	10	10	10
Hydrant Replacement Program	150		30	30	30	30	30
Automated Meter Reading	3,000				1,000	1,000	1,000
East Hill Maintenance Facility	3,000		750	750	750	750	
<b>Total Projects Funded</b>	<b>103,081</b>	<b>11,350</b>	<b>17,510</b>	<b>15,645</b>	<b>20,260</b>	<b>18,975</b>	<b>19,341</b>



# ***PROGRAM BUDGET***

The PROGRAM BUDGET presents the costs for each major program classification within the budget.

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# Program Budget Overview

This section presents the budget in a programmatic format. Beginning with the 2007 Budget, Mayor Cooke expressed a desire to develop a budget that is more user friendly, and that more clearly presented the costs of the various programs. For example, she wanted you to be able to see the total cost of our Parks, Recreation and Community Services Programs without having to turn to three or four sections to do so.

## About the numbers:

Because we are attempting to capture the full cost of various programs, we have eliminated all governmental intra-city transactions throughout the Program Budget section. All transfers between funds and programs have been removed, and the net increases or decreases from our internal service activities have been spread to the using programs. This results in a total "Program Budget" of \$153,932,353, which is \$5,335,369 less than the official net budget of \$159,267,722. The difference between the two budget views is largely due to our internal services funds providing services for the Regional Fire Authority, which include computer and phones services, facilities maintenance services and personnel benefits services.

Throughout the document we have distinguished the two views of the budget, by using the term "Program" in the title of all summaries to which it applies. The legal budget is presented by fund as required by state law in the budget summary section pages, such as the Combined Operating Budget. In addition, there are separate tabs for each major fund type and within each tab are detailed fund budgets for that fund type.

## Major Programs:

**General Governmental** includes those activities that are policy making such as City Council; or they are functions that administer or support the other Program activities, like the Mayor's Office or Employee Services. The program includes activities of City Council, Mayor's Office, Employee Services, the civil attorney services of the Law department, Finance and Economic and Community Development.

**Public Safety** includes those activities concerned with safety of persons or property. It includes the Municipal Court, Law prosecutors and domestic violence advocates, Police, Fire and the Code Enforcement activities of Economic and Community Development.

**Transportation** includes Street Maintenance activities and the Street Tree activities of the Park Maintenance division.

**Cultural and Recreation** includes the recreational and cultural programs of the Parks Department, along with the Golf Course.

**Health and Human Services** includes the 1% of the prior year General Fund operating revenues dedicated to Human Service agencies, the operations of the Community Development Block Grant, Indigent Counsel and certain Adaptive Recreation programs.

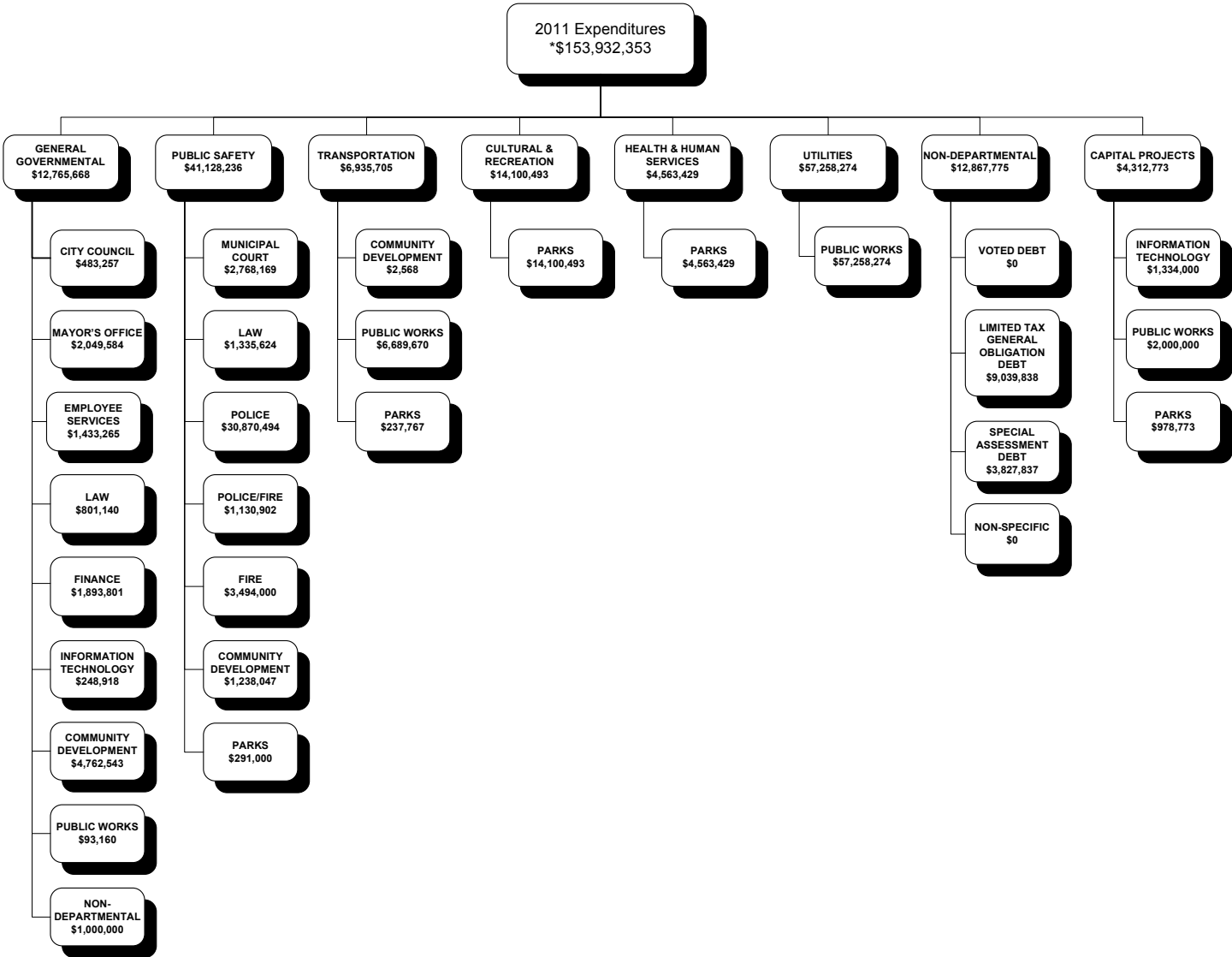
The **Utilities** section includes our Environmental Mitigation recycling activities, Water, Sewer and Storm Drainage enterprise activities, and their supporting functions performed by Finance and Public Works Operations, Administration and Warehouse.

**Internal Services** are excluded in the total of the "Program Budget" to avoid double counting those costs. They represent activities performed by one division for the benefit of other city divisions that we would otherwise have to contract out for. They include our Self Insurance program, Facilities and Fleet Management functions, Information Technology and other central services.

The **Non-Departmental** section includes those activities that are not program specific. This is primarily our debt service for general city debt. Debt related to proprietary funds, like the utility funds for example, is included with the activities of that function. The section also includes the general fund contingency budget for unanticipated expenditures.

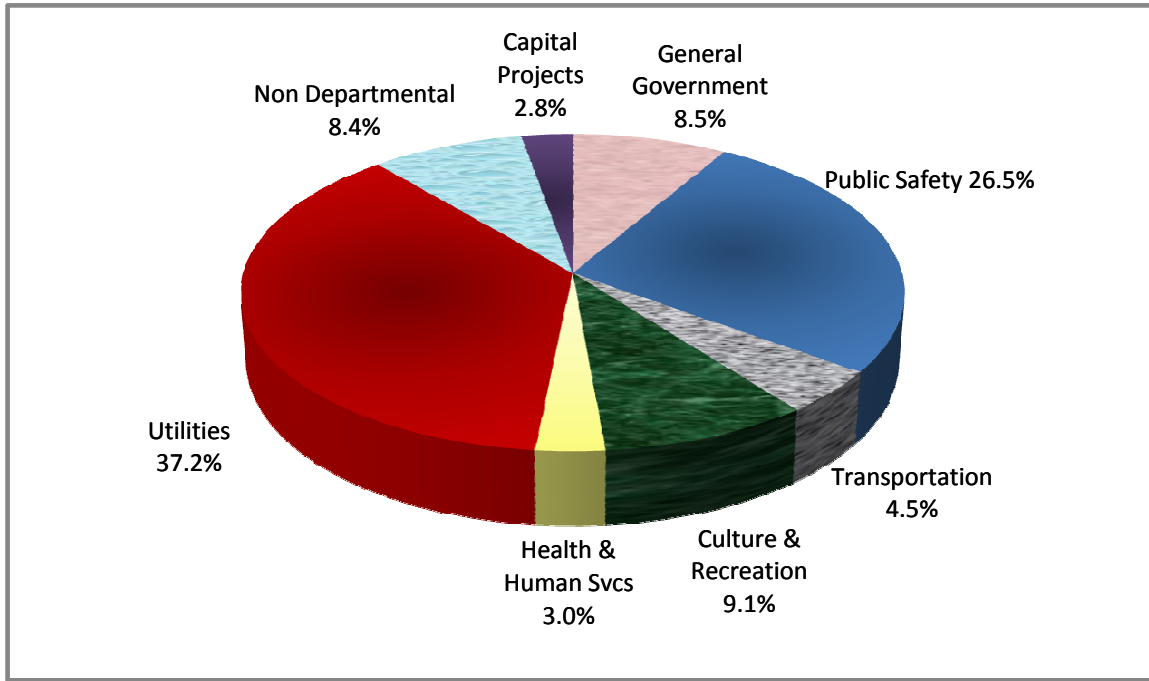
# City of Kent

## Programs by Department



\*Excludes Interfund Transfers and Internal Services

## Total Expenditures by Program



	<b>2011 Budget</b>	<b>Percent</b>
General Government	12,765,668	8.5%
Public Safety	41,128,236	26.5%
Transportation	6,935,705	4.5%
Culture & Recreation	14,100,493	9.1%
Health & Human Services	4,563,429	3.0%
Utilities	57,258,274	37.2%
Non Departmental	12,867,775	8.4%
Capital Projects	4,312,773	2.8%
<b>Total Net Expenditures *</b>	<b>153,932,353</b>	<b>100.0%</b>

\* Includes \$5,335,369 for Internal Services charges allocated to the using programs.

**City Wide Operations  
By Program  
Excluding Internal Services**

	<b>2009 Actual</b>	<b>2010 Adjusted Budget</b>	<b>2010 Estimated Actual</b>	<b>2011 Budget</b>
<b>Revenues and Fund Balances</b>				
Use of Fund Balance	(5,990,409)	(1,197,551)	13,997,607	3,121,059
General Government	1,736,034	9,719,499	5,609,991	14,986,649
Public Safety	13,913,916	14,304,770	13,467,804	7,106,591
Transportation	5,573,558	6,087,545	5,276,735	5,809,452
Culture & Recreation	5,028,573	6,222,542	4,852,818	5,750,246
Health & Human Services	1,570,037	1,945,552	1,870,021	1,473,779
Utilities	75,253,198	71,494,056	68,955,308	49,724,258
Non Departmental	68,145,513	75,422,136	67,051,764	66,171,546
Capital Projects	20,120,914	7,896,275	5,599,414	(211,227)
<b>Total Sources</b>	<b>185,351,334</b>	<b>191,894,824</b>	<b>186,681,462</b>	<b>153,932,353</b>
<b>Expenditures</b>				
General Government	9,022,258	9,789,525	9,607,580	12,765,668
Public Safety	60,780,036	62,411,047	62,407,712	41,128,236
Transportation	5,891,680	5,464,299	5,741,401	6,935,705
Culture & Recreation	13,533,160	13,865,732	13,949,111	14,100,493
Health & Human Services	4,781,204	4,841,001	4,811,567	4,563,429
Utilities	45,650,069	73,939,059	64,868,970	57,258,274
Non Departmental	14,385,099	14,779,995	14,255,854	12,867,775
Capital Projects	31,307,828	6,804,166	11,039,267	4,312,773
<b>Total Expenditures</b>	<b>185,351,334</b>	<b>191,894,824</b>	<b>186,681,462</b>	<b>153,932,353</b>

**City Wide Operations  
By Program  
Including Internal Services**

	<b>2009 Actual</b>	<b>2010 Adjusted Budget</b>	<b>2010 Estimated Actual</b>	<b>2011 Budget</b>
<b>Revenues and Fund Balances</b>				
Use of Fund Balance	(5,990,409)	(1,197,551)	13,997,607	3,121,059
General Government	1,736,034	9,719,499	5,609,991	14,986,649
Public Safety	13,913,916	14,304,770	13,467,804	7,106,591
Transportation	5,573,558	6,087,545	5,276,735	5,809,452
Culture & Recreation	5,028,573	6,222,542	4,852,818	5,750,246
Health & Human Services	1,570,037	1,945,552	1,870,021	1,473,779
Utilities	75,253,198	71,494,056	68,955,308	49,724,258
Internal Services	27,816,161	31,082,278	31,273,887	31,826,004
Non Departmental	68,145,513	75,422,136	67,051,764	66,171,546
Capital Projects	20,120,914	7,896,275	5,599,414	(211,227)
<b>Total Sources</b>	<b>213,167,495</b>	<b>222,977,102</b>	<b>217,955,349</b>	<b>185,758,357</b>
<b>Expenditures</b>				
General Government	9,022,258	9,789,525	9,607,580	12,765,668
Public Safety	60,780,036	62,411,047	62,407,712	41,128,236
Transportation	5,891,680	5,464,299	5,741,401	6,935,705
Culture & Recreation	13,533,160	13,865,732	13,949,111	14,100,493
Health & Human Services	4,781,204	4,841,001	4,811,567	4,563,429
Utilities	45,650,069	73,939,059	64,868,970	57,258,274
Internal Services	27,816,161	31,082,278	31,273,887	31,826,004
Non Departmental	14,385,099	14,779,995	14,255,854	12,867,775
Capital Projects	31,307,828	6,804,166	11,039,267	4,312,773
<b>Total Expenditures</b>	<b>213,167,495</b>	<b>222,977,102</b>	<b>217,955,349</b>	<b>185,758,357</b>

**City Wide Operations  
By Object  
Excluding Internal Services**

	<b>2009 Actual</b>	<b>2010 Adjusted Budget</b>	<b>2010 Estimated Actual</b>	<b>2011 Budget</b>
<b>Revenues and Fund Balances</b>				
Use of Fund Balance	(5,990,409)	(1,197,551)	13,997,607	3,121,059
Taxes	64,986,755	82,709,885	67,159,106	73,731,012
Licenses and Permits	1,905,502	2,292,803	2,126,290	2,367,695
Intergovernmental	25,285,363	31,059,524	26,274,130	5,694,186
Charges for Services	47,969,141	52,428,494	55,725,792	52,903,636
Fines and Forfeitures	1,585,871	1,776,946	1,739,365	1,824,846
Micellaneous	7,641,410	9,393,530	7,027,087	8,358,726
Proprietary Gains	4,555,855	-	-	-
Non Revenues	26,501,846	13,281,193	12,631,934	1,881,193
Other Sources	10,910,000	150,000	150	4,050,000
<b>Total Sources</b>	<b>185,351,334</b>	<b>191,894,824</b>	<b>186,681,462</b>	<b>153,932,353</b>
<b>Expenditures</b>				
Salaries	60,722,271	56,515,829	52,442,895	43,704,679
Benefits	18,459,712	19,261,907	16,523,486	17,245,034
Supplies	7,100,539	5,355,679	4,915,954	5,976,901
Services	81,524,300	101,513,568	104,728,153	77,440,454
Capital Outlay	1,950,022	736,814	1,355,960	589,500
Principal	18,439,414	11,936,775	10,728,848	13,077,644
Interest	6,778,196	6,944,112	6,612,513	7,487,896
Cost Allocations	(9,623,121)	(10,369,860)	(10,626,347)	(11,589,755)
<b>Total Expenditures</b>	<b>185,351,334</b>	<b>191,894,824</b>	<b>186,681,462</b>	<b>153,932,353</b>

**City Wide Operations  
By Department  
Including Internal Services**

	2009 Actual	2010 Adjusted Budget	2010 Estimated Actual	2011 Budget
<b>Revenues and Fund Balances</b>				
Use of Fund Balance	(5,990,409)	(1,197,551)	13,997,607	3,121,059
Mayor's Office	608,651	1,220	17,245	(298,780)
Municipal Court	2,003,594	2,249,197	2,256,660	2,406,847
Employee Services	14,685,741	16,196,438	15,858,498	17,914,613
Law	2,304	-	132	-
Finance	9,135,601	540,195	334,082	499,107
Information Technology	4,459,977	4,306,578	4,150,787	4,588,503
Police	4,444,630	6,245,520	5,049,915	3,508,457
Police/Fire	605,422	667,961	613,391	785,077
Fire	7,487,089	5,474,769	5,762,573	753,612
Economic & Community Development	1,690,663	2,675,436	2,235,984	2,674,436
Public Works	90,993,600	87,508,551	82,780,402	59,123,630
Parks, Rec & Community Services	14,825,091	15,802,584	14,568,574	12,207,503
Non Departmental	68,215,541	82,506,204	70,329,498	78,474,293
<b>Total Sources</b>	213,167,494	222,977,102	217,955,349	185,758,357
<b>Expenditures</b>				
City Council	239,059	306,838	216,626	483,257
Mayor's Office	7,084,822	2,082,086	2,121,909	2,049,584
Municipal Court	2,460,051	2,366,930	2,458,977	2,768,169
Employee Services	15,701,006	17,314,726	16,696,397	19,345,159
Law	1,697,847	1,880,816	1,755,563	2,136,764
Finance	11,106,659	2,246,487	2,165,961	2,379,864
Information Technology	5,483,950	4,312,323	5,731,285	6,178,938
Police	28,543,887	31,633,751	31,283,108	30,870,494
Police/Fire	862,194	1,073,359	1,132,956	1,130,902
Fire	26,852,766	24,555,349	26,306,198	3,722,114
Economic & Community Development	4,619,738	5,641,854	5,503,722	6,008,858
Public Works	68,281,616	88,854,606	78,243,992	69,750,312
Parks, Rec & Community Services	25,848,802	25,878,511	30,082,803	25,066,167
Non Departmental	14,385,099	14,829,466	14,255,854	13,867,775
<b>Total Expenditures</b>	213,167,494	222,977,102	217,955,349	185,758,357



## General Government Program by Department and Object

	<u>2009 Actual</u>	<u>2010 Adjusted Budget</u>	<u>2010 Estimated Actual</u>	<u>2011 Budget</u>
<b>Revenues</b>				
Taxes	145,239	6,892,840	3,411,677	11,859,233
Licenses and Permits	997,303	1,403,478	1,236,354	1,403,478
Intergovernmental	132,000	301,757		603,514
Charges for Services	408,566	1,107,213	830,238	1,107,213
Fines and Forfeitures	10,600		4,600	
Miscellaneous	42,326	14,211	127,122	13,211
<b>Total Revenues</b>	<u>1,736,034</u>	<u>9,719,499</u>	<u>5,609,991</u>	<u>14,986,649</u>
<b>Expenditures</b>				
<b>City Council</b>				
Salaries	110,612	151,115	102,577	208,407
Benefits	55,550	67,725	47,147	100,206
Supplies	766	8,933	1,188	17,226
Services	72,131	79,065	65,715	157,418
<b>Total City Council</b>	<u>239,059</u>	<u>306,838</u>	<u>216,626</u>	<u>483,257</u>
<b>Mayor's Office</b>				
Salaries	1,157,311	867,712	874,502	942,528
Benefits	319,005	251,525	233,648	298,834
Supplies	28,656	23,637	23,712	46,575
Services	793,177	773,277	895,299	884,502
Cost Allocations		(59,065)	(59,065)	(122,855)
<b>Total Mayor's Office</b>	<u>2,298,149</u>	<u>1,857,086</u>	<u>1,968,095</u>	<u>2,049,584</u>
<b>Employee Services</b>				
Salaries	711,983	571,263	536,638	638,926
Benefits	203,206	170,089	160,003	213,792
Supplies	6,707	21,545	10,290	37,861
Services	440,288	755,907	622,723	956,395
Cost Allocations	(316,617)	(397,797)	(397,797)	(413,709)
<b>Total Employee Services</b>	<u>1,045,566</u>	<u>1,121,007</u>	<u>931,856</u>	<u>1,433,265</u>
<b>Law</b>				
Salaries	620,864	652,409	628,043	718,233
Benefits	186,817	192,169	175,018	230,858
Supplies	33,574	25,369	40,349	40,427
Services	156,842	210,753	218,191	291,555
Cost Allocations	(361,816)	(411,645)	(411,645)	(479,933)
<b>Total Law</b>	<u>636,281</u>	<u>669,055</u>	<u>649,956</u>	<u>801,140</u>

**General Government  
Program by Department and Object**

	<b>2009 Actual</b>	<b>2010 Adjusted Budget</b>	<b>2010 Estimated Actual</b>	<b>2011 Budget</b>
<b>Finance</b>				
Salaries	1,625,821	1,512,265	1,535,749	1,669,117
Benefits	511,949	471,314	462,062	579,495
Supplies	4,207	5,101	4,138	11,137
Services	679,387	831,358	905,862	1,006,560
Cost Allocations	(877,135)	(1,106,315)	(1,106,280)	(1,372,508)
<b>Total Finance</b>	<b>1,944,228</b>	<b>1,713,723</b>	<b>1,801,530</b>	<b>1,893,801</b>
<b>Information Technology</b>				
Salaries		944	47,365	178,349
Benefits			12,507	70,569
<b>Total Information Technology</b>		<b>944</b>	<b>59,872</b>	<b>248,918</b>
<b>Econ &amp; Comm Development</b>				
Salaries	1,399,948	2,158,618	2,106,792	2,480,780
Benefits	493,402	684,568	666,799	924,302
Supplies	10,948	51,692	29,825	55,139
Services	954,677	1,506,802	1,572,911	1,600,272
Cost Allocations		(193,245)	(193,245)	(297,950)
<b>Total Econ &amp; Comm Development</b>	<b>2,858,975</b>	<b>4,208,435</b>	<b>4,183,082</b>	<b>4,762,543</b>
<b>Public Works</b>				
Salaries				61,763
Benefits				31,397
<b>Total Public Works</b>				<b>93,160</b>
<b>Non Departmental</b>				
Services				1,000,000
<b>Total Non Departmental</b>				<b>1,000,000</b>
<b>Total Expenditures</b>	<b>9,022,258</b>	<b>9,877,088</b>	<b>9,811,017</b>	<b>12,765,668</b>

## General Government Operating Projects

<b>Expenditures</b>	<b>2009 Actual</b>	<b>2010 Adjusted Budget</b>	<b>2010 Estimated Actual</b>	<b>2011 Budget</b>
Comprehensive Plan EIS Update	70,302		74,455	
Neighborhood Matching Grants	22,301		45,273	25,000
Shoreline Master Prog. Update	47,874			
GMA Planning Grnt-Midway 07-09	11,559			
Annexation Study	7,107		44,762	
Emergency Flood Preparedness				1,000,000
ECD Strategic Plan				45,000
<b>Total Expenditures</b>	159,143		164,490	1,070,000

## Public Safety

### Program by Department and Object

	2009 Actual	2010 Adjusted Budget	2010 Estimated Actual	2011 Budget
<b>Revenues</b>				
Taxes	1,911,926	2,361,143	2,139,216	2,704,579
Licenses and Permits	302,090	281,996	326,437	281,996
Intergovernmental	8,227,129	8,070,059	7,274,917	734,018
Charges for Services	818,435	975,181	1,039,361	638,819
Fines and Forfeitures	1,573,132	1,776,946	1,732,914	1,824,846
Miscellaneous	1,081,204	839,445	954,958	922,333
<b>Total Revenues</b>	<b>13,913,916</b>	<b>14,304,770</b>	<b>13,467,804</b>	<b>7,106,591</b>
<b>Expenditures</b>				
<b>Municipal Court</b>				
Salaries	1,429,492	1,401,640	1,439,111	1,567,337
Benefits	475,152	462,548	476,464	584,999
Supplies	30,260	18,998	15,109	30,585
Services	525,148	507,402	551,951	634,457
Cost Allocations	-	(23,658)	(23,658)	(49,209)
<b>Total Municipal Court</b>	<b>2,460,051</b>	<b>2,366,930</b>	<b>2,458,977</b>	<b>2,768,169</b>
<b>Law</b>				
Salaries	784,919	853,843	842,414	921,843
Benefits	221,362	258,852	222,021	293,484
Supplies	6,792	44,057	14,297	43,404
Services	48,493	55,009	26,875	76,893
<b>Total Law</b>	<b>1,061,566</b>	<b>1,211,761</b>	<b>1,105,607</b>	<b>1,335,624</b>
<b>Police</b>				
Salaries	15,604,412	15,517,160	16,855,497	15,967,024
Benefits	5,164,319	5,828,833	5,484,859	6,540,788
Supplies	1,219,523	1,713,136	1,434,587	1,846,657
Services	6,297,869	8,649,729	7,660,423	7,182,684
Capital Outlay	52,598	259,825	170,309	30,000
Cost Allocations	-	(334,932)	(334,932)	(696,659)
<b>Total Police</b>	<b>28,338,722</b>	<b>31,633,751</b>	<b>31,270,743</b>	<b>30,870,494</b>
<b>Police/Fire</b>				
Supplies	2,828	4,839	844	5,003
Services	859,365	1,068,520	1,132,112	1,125,899
<b>Total Police/Fire</b>	<b>862,194</b>	<b>1,073,359</b>	<b>1,132,956</b>	<b>1,130,902</b>

**Public Safety**  
**Program by Department and Object**

	<b>2009 Actual</b>	<b>2010 Adjusted Budget</b>	<b>2010 Estimated Actual</b>	<b>2011 Budget</b>
<b>Fire</b>				
Salaries	17,636,745	15,784,095	8,677,960	
Benefits	4,297,806	4,632,817	2,312,295	238,000
Supplies	939,980	790,087	358,833	
Services	3,416,601	3,366,080	13,482,900	3,256,000
Capital Outlay	5,608	35,403		
<b>Total Fire</b>	26,296,740	24,608,482	24,831,988	3,494,000
<b>Community Development</b>				
Salaries	1,187,386	924,245	878,365	764,327
Benefits	390,874	307,950	275,564	274,859
Supplies	23,031	11,907	10,097	13,123
Services	159,472	185,099	152,416	185,738
<b>Total Community Development</b>	1,760,763	1,429,201	1,316,441	1,238,047
<b>Parks, Rec &amp; Comm Services</b>				
Supplies			238	
Services			87,325	291,000
<b>Total Parks, Rec &amp; Comm Services</b>			87,563	291,000
<b>Total Expenditures</b>	60,780,036	62,323,484	62,204,275	41,128,236

## Public Safety Operating Projects

<b>Expenditures</b>	<b>2009 Actual</b>	<b>2010 Adjusted Budget</b>	<b>2010 Estimated Actual</b>	<b>2011 Budget</b>
LLEBG Crime Invest 05-06		1,620		
DOJ-Bureau Assistance 2006	14,705			
DOJ-Bureau Assistance 2007	7,596		22,635	
Emergency DV Assistance Fund	256		138	
DOJ-Bureau Assistance 2008	11,651		9,828	
Cop Hiring Recovery Prog-ARRA			200,946	
Seattle Gang Grant-ARRA	5,224		9,776	
Edward Byrne Mem Grant-ARRA		915	96,801	
Traffic Safety School - Pilot	42,657	106,710	72,814	
Edward Byrne Mem Grant-JAG 2		82,831	33,782	
Edward Byrne Mem Grant-JAG2010		84,277	1,795	
WASPC Sex Offender Grant	78,247		19,166	
SAMHSA Drug-Free Comm Sup Prog	45,475	51,675	52,433	
Jail Industries Board Grant	12,835			
Adopt-A-Spot	1,493		421	
WASPC Graffiti Grant	5,818			
WASPC Sex Offender Grnt '10-11			19,253	
Lake Meridian Police Overtime	5,635	8,553	6,446	
Ballistic Vest Patrol	26,276		14,539	
DOJ Ballistic Vest	10,542	29,928	12,020	
DDTF-YC 06-07	2,172		3,352	
Safe Routes to School - Daniel	32,927	796,050	388,583	
Safe Routes to School-Horizon	19,312	524,050	189,122	
DOJ-Weed & Seed	70,023		21	
Drinking Driver TF 05-07	5,429			
Drinking Driver TF 06	2,501		1,265	
Kent/SKC Target Zero TaskForce	23,823		47,201	
Target Zero Teams (TZT)			13,993	
Misc Police Mini Grants 08	36,520		29,767	
Misc Police Mini Grnts 2010-11		10,300	3,758	
Auto Theft Prevention	1,003,121	483,521	442,477	
WATPA Patrol Task Force	29,537			
WATPA Equipment	22,918			
2010 WATPA Grant		800,147	356,702	
Fire Physical Fitness	25,594	51,371	91,894	
Zone 3 EM Coordination-2007	126,066		50,000	
BLS Transport	2,569	(12,881)	670	
FEMA - EMPG 2006			(56)	

## Public Safety Operating Projects

	<u>2009 Actual</u>	<u>2010 Adjusted Budget</u>	<u>2010 Estimated Actual</u>	<u>2011 Budget</u>
KC EM-CERT Kit Bulk Buy (Cont)	28,286			
FEMA - EMPG 2008	4,443			
FEMA - EMPG 2009	76,233	90,079	14,554	
FEMA - EMPG 2010		94,532	18,710	
Zone 3 CERT Cont. Education		4,000	1,900	
KC CERT Programs Bulk Buy		10,000	2,667	
Fire Training Equipment	8,088	27,431	76,507	
Fire Challenge Course			(470)	
SAFER Grant	170,282		167,074	
<b>Total Expenditures</b>	1,958,254	3,245,109	2,472,484	

## Transportation Program by Department and Object

	2009 Actual	2010 Adjusted Budget	2010 Estimated Actual	2011 Budget
<b>Revenues</b>				
Taxes	2,679,674	3,260,544	2,675,532	2,971,190
Licenses and Permits	193,781	138,528	162,550	138,528
Intergovernmental	1,987,930	2,164,231	2,125,420	2,164,231
Charges for Services	482,436	308,796	293,547	533,796
Miscellaneous	229,736	65,446	19,536	1,707
Other Sources		150,000	150	
<b>Total Revenues</b>	5,573,558	6,087,545	5,276,735	5,809,452
<b>Expenditures</b>				
<b>Econ &amp; Comm Development</b>				
Salaries		150	150	
Services		4,068	4,048	8,268
<b>Total Econ &amp; Comm Development</b>		4,218	4,198	8,268
<b>Public Works</b>				
Salaries	5,304,651	4,539,588	4,811,476	4,964,112
Benefits	1,754,372	1,555,456	1,569,741	1,977,433
Supplies	286,851	213,087	312,941	366,572
Services	5,499,789	5,820,100	6,073,718	6,783,678
Capital Outlay		235,000	1,294	12,800
Cost Allocations	(7,173,788)	(7,129,735)	(7,270,571)	(7,414,925)
<b>Total Public Works</b>	5,671,875	5,233,496	5,498,600	6,689,670
<b>Parks, Rec &amp; Comm Services</b>				
Salaries	134,221	141,895	141,895	145,131
Benefits	48,050	48,904	49,890	54,141
Supplies	9,734	12,200	15,242	12,688
Services	27,800	28,519	31,576	30,937
Cost Allocations		(4,933)		(5,130)
<b>Total Parks, Rec &amp; Comm Services</b>	219,804	226,585	238,603	237,767
<b>Total Expenditures</b>	5,891,680	5,464,299	5,741,401	6,935,705



## Transportation Operating Projects

<b>Expenditures</b>	<b>2009 Actual</b>	<b>2010 Adjusted Budget</b>	<b>2010 Estimated Actual</b>	<b>2011 Budget</b>
Commuter Trip Reduction	98,520		100,312	
Neighborhood Traffic Control	71,123	50,000	10,936	
Transportation Master Plan	204,110		138,641	
Street Striping 2008	61,372		18,000	
Kent Shuttle Bus 2008		35,000	27,117	35,000
Pavement Rating Survey 2008	14,646			
Transit Now Partnership Program	82,876		74,058	
<b>Total Expenditures</b>	532,646	85,000	369,063	35,000

## Cultural & Recreation

### Program by Department Divisions and Object

	2009 Actual	2010 Adjusted Budget	2010 Estimated Actual	2011 Budget
<b>Revenues</b>				
Taxes	803,902	958,547	802,660	891,430
Intergovernmental	70,104	41,051	39,422	5,000
Charges for Services	3,037,965	3,939,691	2,818,489	3,549,599
Fines and Forfeitures	2,139		1,751	
Miscellaneous	1,114,463	1,283,253	1,190,496	1,304,217
<b>Total Revenues</b>	<b>5,028,573</b>	<b>6,222,542</b>	<b>4,852,818</b>	<b>5,750,246</b>
<b>Expenditures</b>				
<b>Parks, Recreation &amp; Comm Services</b>				
<b>Parks Administration</b>				
Salaries	414,880	454,026	362,184	510,323
Benefits	126,720	154,499	113,393	186,165
Supplies	5,526	(26,678)	5,970	(18,980)
Services	283,522	409,777	394,747	536,399
<b>Total Parks Administration</b>	<b>830,648</b>	<b>991,624</b>	<b>876,294</b>	<b>1,213,907</b>
<b>Recreation</b>				
Salaries	1,644,813	1,445,249	1,493,750	1,479,016
Benefits	546,248	503,267	495,910	547,595
Supplies	137,156	119,585	82,727	168,738
Services	2,101,361	2,247,014	2,387,615	2,153,892
Capital Outlay	60,560	50,000	3,314	50,000
<b>Total Recreation</b>	<b>4,490,138</b>	<b>4,365,115</b>	<b>4,463,316</b>	<b>4,399,241</b>
<b>Total Youth/Teen</b>	<b>42,000</b>	<b>42,000</b>	<b>42,000</b>	<b>42,000</b>
<b>Adaptive Recreation</b>				
Salaries	583,556	517,511	503,005	554,687
Benefits	160,999	158,045	151,746	179,792
Supplies	31,125	66,103	23,149	29,106
Services	165,449	238,899	184,471	280,495
<b>Total Adaptive Recreation</b>	<b>941,129</b>	<b>980,558</b>	<b>862,371</b>	<b>1,044,080</b>
<b>Aquatic Center Study</b>				
Salaries	20,118			
Benefits	3,459			
Services		(155)		
<b>Total Aquatic Center Study</b>	<b>23,577</b>	<b>(155)</b>		

**Cultural & Recreation**  
**Program by Department Divisions and Object**

	<b>2009 Actual</b>	<b>2010 Adjusted Budget</b>	<b>2010 Estimated Actual</b>	<b>2011 Budget</b>
<b>Golf Complex</b>				
Salaries	1,044,738	942,391	1,092,210	1,007,707
Benefits	315,486	290,477	336,567	351,139
Supplies	641,169	689,019	578,970	733,203
Services	567,442	863,428	845,979	799,630
Capital Outlay			10,781	
Interest	9,662	50,000	4,881	
<b>Total Golf Complex</b>	<b>2,578,497</b>	<b>2,835,315</b>	<b>2,869,388</b>	<b>2,891,679</b>
<b>Park Maintenance</b>				
Salaries	2,148,731	1,975,203	2,158,255	2,221,383
Benefits	738,211	750,288	761,494	895,861
Supplies	279,841	446,149	314,779	499,255
Services	900,504	991,134	1,129,664	1,006,888
Capital Outlay		33,500		
Cost Allocations		(109,424)	(92,874)	(113,801)
<b>Total Park Maintenance</b>	<b>4,067,286</b>	<b>4,086,850</b>	<b>4,271,318</b>	<b>4,509,586</b>
<b>Total Cost Allocations</b>				
<b>Golf Course Debt</b>				
Principal	505,000	535,000	535,000	
Interest	54,885	29,425	29,425	
<b>Total Golf Course Debt</b>	<b>559,885</b>	<b>564,425</b>	<b>564,425</b>	
<b>Total Expenditures</b>	<b>13,533,160</b>	<b>13,865,732</b>	<b>13,949,111</b>	<b>14,100,493</b>

## Cultural & Recreation Operating Projects

<b>Expenditures</b>	<b>2009 Actual</b>	<b>2010 Adjusted Budget</b>	<b>2010 Estimated Actual</b>	<b>2011 Budget</b>
Aquatic Center Study	23,577	(155)		
<b>Total Expenditures</b>	23,577	(155)		

## Health & Human Services

### Program by Department Divisions and Object

	2009 Actual	2010 Adjusted Budget	2010 Estimated Actual	2011 Budget
<b>Revenues</b>				
Intergovernmental	855,043	1,579,247	1,236,540	969,900
Charges for Services	95,863	61,645	88,690	82,643
Miscellaneous	619,131	304,660	544,791	421,236
<b>Total Revenues</b>	1,570,037	1,945,552	1,870,021	1,473,779
<b>Expenditures</b>				
<b>Parks, Recreation &amp; Comm Services</b>				
<b>Adaptive Recreation</b>				
Salaries	278,157	208,985	177,676	201,531
Benefits	65,274	45,765	43,896	58,582
Supplies	12,519	16,758	7,597	13,062
Services	150,204	58,155	32,852	51,269
<b>Total Adaptive Recreation</b>	506,153	329,663	262,022	324,444
<b>Senior Center</b>				
Salaries	473,845	383,987	419,200	417,770
Benefits	153,346	132,905	133,064	152,560
Supplies	27,123	24,488	27,870	45,333
Services	889,826	651,791	806,270	779,705
<b>Total Senior Center</b>	1,544,140	1,193,171	1,386,405	1,395,368
<b>Human Services</b>				
Salaries	451,159	410,653	461,956	310,454
Benefits	152,455	136,578	122,887	115,053
Supplies	3,855	4,821	6,528	5,268
Services	1,438,677	1,581,474	1,490,565	1,651,444
<b>Total Human Services</b>	2,046,145	2,133,526	2,081,935	2,082,219
<b>Block Grant Projects</b>				
Salaries	313,640	385,869	367,176	358,455
Benefits	123,082	135,966	139,418	155,997
Supplies	71,514	59,141	73,101	42,156
Services	176,530	603,665	501,511	204,790
<b>Total Block Grant Projects</b>	684,766	1,184,641	1,081,206	761,398
<b>Total Expenditures</b>	4,781,204	4,841,001	4,811,567	4,563,429

## Human Service Agencies

### Based on 1% of Previous Year's Budgeted Revenues

<b>Expenditures</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
CCS - Volunteer Chore Services	10,000	10,000
CFCA - Springwood Career Dev	10,000	10,000
Dynamic Family Services	45,000	55,000
Children's Home Society	20,000	20,000
CHC - Primary Medical	20,000	20,000
CHC - Primary Dental	20,000	25,000
Communities in Schools - Kent	15,000	35,000
Comm in Sch-Perf Learning Ctr	15,000	
DAWN - Shelter	35,000	65,000
DAWN - Comm Advocacy	30,000	
CCS-HOME Homeless Shelter	20,000	40,000
Jewish Family Serv-Refugee Ser	10,000	10,000
Kent Food Bank	60,000	70,000
KYFS Comprehensive Family Svs	50,000	80,000
KYFS - Teen Parent Housing	10,000	10,000
KYFS - Teen Substance Abuse	15,000	
Powerful Families	10,000	
KYFS - Early Childhood	10,000	15,000
KYFS - Outreach	10,000	10,000
KC Sexual Assault Res Center	21,000	22,000
SKCMSC - Housing	120,369	125,000
SKCMSC Education	10,000	10,000
SKCMSC - Emergency Services	30,000	30,000
Ukrainian Community Center	10,000	10,000
Intercommunity Mercy Housing		10,000
King Co. Bar Foundation		10,000
PICC		10,000
SK Council of Human Services		7,500
Seattle/King Co Dept Pub Hlth		15,134
Valley Cities - Sr Counseling	30,000	32,000
WWEE - Econ Self Sufficiency	35,000	35,000
CCR-Childcare Subsidies	20,500	26,000
Sound Mntl Hlth Homeless Outr	30,000	
Safe Havens	100,000	11,000
<b>Total Expenditures</b>	<b>821,869</b>	<b>828,634</b>

## Utilities

### Program by Department Divisions and Object

	2009 Actual	2010 Adjusted Budget	2010 Estimated Actual	2011 Budget
<b>Revenues</b>				
Licenses and Permits	56,250	88,234	35,100	88,234
Intergovernmental	1,212,937	11,331,713	5,486,024	
Charges for Services	43,114,845	46,027,673	50,647,240	46,991,091
Fines and Forfeitures			100	
Miscellaneous	334,444	765,243	237,483	763,740
Proprietary Gains	4,212,214			
Non Revenues	26,322,508	13,281,193	12,549,361	1,881,193
<b>Total Revenues</b>	75,253,198	71,494,056	68,955,308	49,724,258
<b>Expenditures</b>				
<b>Finance - Customer Services</b>				
Salaries		2,897	2,897	
<b>Total Finance - Customer Services</b>		2,897	2,897	
<b>Environmental Fund</b>				
<b>PW Engineering</b>				
Salaries	35,972	36,414	37,028	104,244
Benefits	13,187	12,425	12,632	46,531
Supplies	69,616	46,316	23,057	
Services	195,590	278,379	136,706	32,083
<b>Total PW Engineering</b>	314,365	373,534	209,423	182,858
<b>Total Environmental Fund</b>	314,365	373,534	209,423	182,858
<b>Water Operating Fund</b>				
<b>Water Operations</b>				
Salaries	2,079,644	2,021,248	2,072,111	2,117,273
Benefits	806,441	788,705	820,382	889,966
Supplies	544,661	612,113	514,999	672,091
Services	5,307,504	5,952,463	5,809,561	5,844,029
Capital Oulay				6,400
Cost Allocations	(133,414)	(108,923)	(159,021)	(113,281)
<b>Total Water Operations</b>	8,604,836	9,265,606	9,058,031	9,416,478
<b>Water Debt Service</b>				
Principal	1,322,834	1,641,731	1,638,995	1,650,722
Interest	1,150,297	1,496,998	1,592,989	1,458,119
<b>Total Water Debt Service</b>	2,473,131	3,138,729	3,231,984	3,108,841

## Utilities

### Program by Department Divisions and Object

	<u>2009 Actual</u>	<u>2010 Adjusted Budget</u>	<u>2010 Estimated Actual</u>	<u>2011 Budget</u>
<b>Water Projects</b>				
Salaries	4,106		7,161	
Benefits	611		1,196	
Supplies	103,394		69,598	
Services	1,066,316	14,729,115	17,438,758	3,345,000
Capital Outlay	320,988		9,107	
Interest	62,628			
<b>Total Water Projects</b>	<b>1,558,043</b>	<b>14,729,115</b>	<b>17,525,819</b>	<b>3,345,000</b>
<b>Total Water Operating Fund</b>	<b>12,636,010</b>	<b>27,133,450</b>	<b>29,815,835</b>	<b>15,870,319</b>
<b>Sewerage Operating Fund</b>				
<b>PW Engineering</b>				
Salaries	806,489	1,076,633	843,850	1,020,762
Benefits	237,078	336,296	238,898	348,104
Supplies	36,874	50,909	25,472	53,051
Services	213,381	210,204	273,361	165,709
Capital Outlay	15,095			
Cost Allocations	(442,192)	(266,756)	(470,896)	(277,426)
<b>Total PW Engineering</b>	<b>866,725</b>	<b>1,407,286</b>	<b>910,685</b>	<b>1,310,200</b>
<b>Sewer Operations</b>				
Salaries	648,228	587,514	645,206	594,323
Benefits	214,054	212,583	229,666	233,795
Supplies	70,176	84,005	77,316	88,802
Services	18,071,281	19,918,502	17,785,635	20,224,078
Cost Allocations	(37,530)	(23,126)	(16,188)	(24,051)
<b>Total Sewer Operations</b>	<b>18,966,210</b>	<b>20,779,478</b>	<b>18,721,634</b>	<b>21,116,947</b>
<b>Drainage Operations</b>				
Salaries	1,311,149	1,567,634	1,446,805	1,578,874
Benefits	471,694	628,203	538,021	670,737
Supplies	165,841	249,822	196,623	285,419
Services	3,117,539	3,661,534	3,639,434	3,367,014
Capital Outlay		477,500		490,300
Cost Allocations	(280,629)	(200,306)	(90,174)	(208,318)
<b>Total Drainage Operations</b>	<b>4,785,594</b>	<b>6,384,387</b>	<b>5,730,708</b>	<b>6,184,026</b>
<b>Sewerage Debt Service</b>				
Principal	846,638	1,308,002	1,308,002	2,699,689
Interest	588,348	972,185	858,390	1,889,235
<b>Total Sewerage Debt Service</b>	<b>1,434,987</b>	<b>2,280,187</b>	<b>2,166,392</b>	<b>4,588,924</b>



**Utilities**  
**Program by Department Divisions and Object**

	<b>2009 Actual</b>	<b>2010 Adjusted Budget</b>	<b>2010 Estimated Actual</b>	<b>2011 Budget</b>
<b>Sewer Projects</b>				
Salaries	26,474		11,616	
Benefits	4,370		1,950	
Supplies	18,616		3,953	
Services	1,450,172	1,500,000	1,528,339	1,600,000
Capital Outlay	14,750			
<b>Total Sewer Projects</b>	<b>1,514,381</b>	<b>1,500,000</b>	<b>1,545,857</b>	<b>1,600,000</b>
<b>Drainage Projects</b>				
Salaries	128,666	2,721	127,519	
Benefits	34,534		36,364	
Supplies	1,345,760		122,551	
Services	2,829,431	14,025,119	4,940,946	6,405,000
Capital Outlay	730,777	50,000	538,159	
Interest	62,628			
<b>Total Drainage Projects</b>	<b>5,131,796</b>	<b>14,077,840</b>	<b>5,765,538</b>	<b>6,405,000</b>
<b>Total Sewerage Operating Fund</b>	<b>32,699,693</b>	<b>46,429,178</b>	<b>34,840,815</b>	<b>41,205,097</b>
<b>Total Expenditures</b>	<b>45,650,069</b>	<b>73,939,059</b>	<b>64,868,970</b>	<b>57,258,274</b>

**Utility Clearing Fund**  
**Program by Department Divisions and Object**

	<u>2009 Actual</u>	<u>2010 Adjusted Budget</u>	<u>2010 Estimated Actual</u>	<u>2011 Budget</u>
<b>Expenditures</b>				
<b>Finance</b>				
<b>Customer Services</b>				
Salaries	611,628	684,746	682,931	681,862
Benefits	202,090	229,856	235,754	283,880
Supplies	23,781	28,413	26,145	29,549
Services	1,965,209	1,960,345	1,961,165	2,038,758
<b>Total Customer Services</b>	2,802,708	2,903,360	2,905,995	3,034,049
<b>Total Cost Allocations</b>	(2,802,708)	(2,909,607)	(2,905,995)	(3,034,049)
<b>Total Finance</b>	-	(6,247)	-	-
<b>Public Works</b>				
<b>PW Operations</b>				
Salaries	841,153	912,947	850,643	894,517
Benefits	258,619	306,457	274,594	326,210
Supplies	75,769	98,105	81,201	102,030
Services	859,351	903,029	849,554	944,707
Cost Allocations	(3,915)		(4,917)	
<b>Total PW Operations</b>	2,030,977	2,220,538	2,051,075	2,267,464
<b>Total Cost Allocations</b>	(2,030,977)	(2,236,938)	(2,051,075)	(2,267,464)
<b>Total Public Works</b>	-	(16,400)	-	-
<b>Total Expenditures</b>	-	(22,647)	-	-

## Internal Services

### Program by Department and Object

	2009 Actual	2010 Adjusted Budget	2010 Estimated Actual	2011 Budget
<b>Revenues</b>				
Intergovernmental		858,281	2,738,889	4,461,351
Charges for Services	10,604,666	10,963,210	10,955,523	9,928,338
Miscellaneous	17,231,778	19,260,787	17,553,519	17,436,315
Other Sources	(20,283)		25,956	
<b>Total Revenues</b>	27,816,161	31,082,278	31,273,887	31,826,004
<b>Expenditures</b>				
<b>Employee Services</b>				
Salaries	459,291	439,010	452,210	450,556
Benefits	123,449	128,665	125,989	168,212
Supplies	19,217	87,119	7,374	90,604
Services	14,051,462	15,538,925	15,178,967	17,202,522
Capital Outlay	2,020			
<b>Total Employee Services</b>	14,655,439	16,193,719	15,764,541	17,911,894
<b>Finance</b>				
Supplies	147,021	216,358	133,187	200,013
Services	262,234	313,509	228,348	286,050
<b>Total Finance</b>	409,255	529,867	361,534	486,063
<b>Information Technology</b>				
Salaries	2,009,543	1,878,205	1,793,546	1,923,032
Benefits	525,048	566,729	484,112	655,829
Supplies	107,355	103,236	144,291	128,833
Services	1,781,136	1,763,209	1,691,565	1,888,326
<b>Total Information Technology</b>	4,423,082	4,311,379	4,113,514	4,596,020
<b>Fire</b>				
Supplies	27,294		33,390	
Services	24,467	219,340	754,882	228,114
Capital Outlay	495,546		576,320	
<b>Total Fire</b>	547,308	219,340	1,364,591	228,114
<b>Public Works</b>				
Salaries	655,886	658,579	604,376	612,995
Benefits	212,469	231,536	210,784	237,186
Supplies	969,657	1,477,124	1,127,080	1,536,209
Services	635,253	575,233	665,660	569,266
Capital Outlay	344,608	499,674	259,838	753,552
Cost Allocations	(142)			
<b>Total Public Works</b>	2,817,732	3,442,146	2,867,738	3,709,208

**Internal Services**  
**Program by Department and Object**

	<b>2009 Actual</b>	<b>2010 Adjusted Budget</b>	<b>2010 Estimated Actual</b>	<b>2011 Budget</b>
<b>Parks, Rec &amp; Comm Services</b>				
Salaries	1,544,768	1,548,202	1,580,895	1,569,267
Benefits	571,079	601,242	601,350	710,126
Supplies	370,142	353,043	364,602	338,849
Services	4,735,509	6,636,709	6,561,198	5,252,191
Principal	127,515	132,570	132,570	137,826
Interest	24,970	20,333	19,899	15,077
Cost Allocations	(2,410,639)	(2,906,272)	(2,458,544)	(3,128,631)
<b>Total Parks, Rec &amp; Comm Services</b>	4,963,345	6,385,827	6,801,969	4,894,705
<b>Total Expenditures</b>	27,816,161	31,082,278	31,273,887	31,826,004

## Internal Services Operating Projects

<b>Expenditures</b>	<b>2009 Actual</b>	<b>2010 Adjusted Budget</b>	<b>2010 Estimated Actual</b>	<b>2011 Budget</b>
<b>Fleet Operating Projects</b>				
Leak Detection System	18,605	(326)	3,429	
Haz Mat Vehicle - App 716	495,546		25,096	
Fire Engine (Tender)			398,129	
Brush Rig			290,000	
B/C Command Car - App 721			74,477	
Fire Engine - App 717			571,250	
<b>Total Fleet Operating Projects</b>	514,151	(326)	1,362,381	
<b>Facilities Operating Projects</b>				
Fire Maintenance Shop Renov	(121)		263,526	
Kent Meridian Pool Repairs/Mtc	79,933	149,839	270,680	25,000
Centennial Bldg HVAC Upgrade		845,400	1,328,767	
Public Building Major Mtc	65,746		71,514	
Roof Repairs	346,703	100,000	79,473	
Floor Coverings			3,016	
Kitchen Equipment (Lifecycle)	12,819		2,015	
Cent Bldg Upgrades Annexation		335,578	244,745	
HVAC Replacements	174,413	150,000	70,506	
HVAC Lifecycle Replacements				300,000
<b>Total Facilities Operating Projects</b>	679,493	1,580,817	2,334,242	325,000
<b>Total Expenditures</b>	1,193,645	1,580,491	3,696,623	325,000

## Non Departmental Program by Department Divisions and Object

	2009 Actual	2010 Adjusted Budget	2010 Estimated Actual	2011 Budget
<b>Revenues</b>				
Taxes	59,446,014	69,236,811	58,130,022	55,304,580
Licenses and Permits	356,077	380,567	365,850	455,459
Intergovernmental	5,407,702	1,128,750	6,117,326	1,128,750
Charges for Services	240	475	240	475
Miscellaneous	2,932,448	4,675,533	2,438,327	4,932,282
Non Revenues	3,032			
Other Sources				4,350,000
<b>Total Revenues</b>	<b>68,145,513</b>	<b>75,422,136</b>	<b>67,051,764</b>	<b>66,171,546</b>
<b>Expenditures</b>				
<b>Voted Debt</b>				
Principal	600,000			
Interest	20,760			
<b>Total Voted Debt</b>	<b>620,760</b>			
<b>LTGO Debt</b>				
Principal	4,735,136	5,299,661	5,330,114	5,574,852
Interest	3,677,605	3,720,048	3,648,347	3,465,086
<b>Total LTGO Debt</b>	<b>8,412,742</b>	<b>9,019,709</b>	<b>8,978,461</b>	<b>9,039,938</b>
<b>Special Assessments</b>				
Services	739		238	
Principal	2,289,806	3,152,381	1,916,737	3,152,381
Interest	588,439	675,456	478,481	675,456
<b>Total Special Assessments</b>	<b>2,878,984</b>	<b>3,827,837</b>	<b>2,395,456</b>	<b>3,827,837</b>
<b>Not Division Specific</b>				
Salaries		(682,488)		
Supplies		(53,400)		
Services	2,472,613	2,668,337	2,881,937	
<b>Total Not Division Specific</b>	<b>2,472,613</b>	<b>1,932,449</b>	<b>2,881,937</b>	
<b>Total Expenditures</b>	<b>14,385,099</b>	<b>14,779,995</b>	<b>14,255,854</b>	<b>12,867,775</b>



## **GENERAL FUND**

The GENERAL FUND is the largest and most important fund within the city. It generates the majority of its revenue from property taxes, sales and other local taxes, licenses and permits, and state and local shared revenue. These revenues provide government services not financed by other earmarked revenue and include such basic services as police protection, parks, street maintenance and administrative departments, which perform support functions such as accounting and legal services.

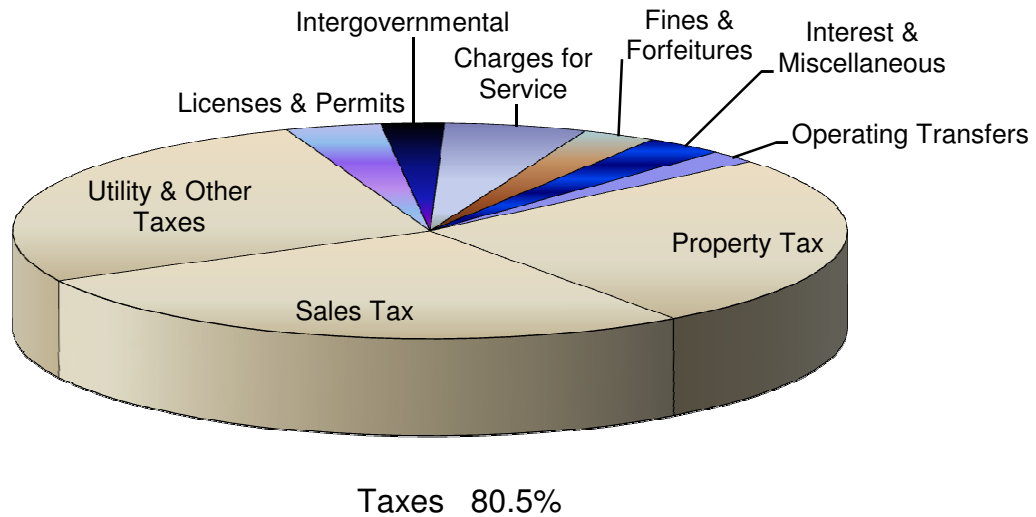
General Fund	74
Annexation	82
City Council	89
Mayor's Office, Admin & City Clerk	90
Municipal Court	94
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Employee Services	107
Law Department	112
Finance Department	119
Parks, Recreation & Community Svcs	124
Police Department	133
Public Works	138



**General Fund  
(without Annexation)  
Fund Summary by Object**

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2010 Actual</b>	<b>2011 Budget</b>
<b>Beginning Fund Balance</b>	6,928,590	2,060,233	2,060,233	6,333,842
<b>Revenues</b>				
Taxes:				
Property	26,998,992	27,649,944	27,417,322	16,141,149
Sales Tax	16,108,887	16,800,000	16,090,572	16,800,000
Utility	13,895,577	15,705,126	13,619,618	15,705,126
Other	744,187	950,000	747,006	950,000
Licenses and permits	1,841,752	2,204,569	2,091,190	2,279,461
Intergovernmental revenue	7,030,189	5,708,559	5,929,740	1,494,366
Charges for services	2,745,247	3,640,860	3,024,097	3,394,545
Fines and forfeitures	1,506,320	1,723,560	1,587,208	1,771,460
Interest income	148,937	615,248	73,343	1,022,748
Miscellaneous Revenue	1,402,540	747,302	1,128,524	861,393
Transfers In	1,840,662	1,623,652	1,634,436	1,166,206
<b>TOTAL REVENUES</b>	<b>74,263,289</b>	<b>77,368,820</b>	<b>73,343,055</b>	<b>61,586,454</b>
<b>Expenditures</b>				
Salaries & Benefits	63,511,630	58,663,966	50,291,125	41,441,628
Supplies	2,667,536	2,557,770	1,908,325	2,119,041
Services & charges	20,430,252	20,000,143	29,990,327	21,396,093
Capital Outlay				42,800
Cost allocation	(8,131,505)	(9,150,941)	(9,586,800)	(10,322,079)
Transfers Out	653,733	1,297,437	617,614	7,542,146
<b>TOTAL EXPENDITURES</b>	<b>79,131,646</b>	<b>73,368,375</b>	<b>73,220,591</b>	<b>62,219,629</b>
<b>Net Revenues less Expenditures</b>	<b>(4,868,356)</b>	<b>4,000,445</b>	<b>122,464</b>	<b>(633,175)</b>
<b>Ending Fund Balance</b>	<b>2,060,234</b>	<b>6,060,678</b>	<b>2,182,697</b>	<b>5,700,667</b>

## General Fund Revenues excludes Annexation



	2010 Adj Bud	2011 Budget	Change \$	Change %
<b>Property Tax</b>	27,649,944	16,141,149	(11,508,795)	-41.6%
<b>Sales Tax</b>	16,800,000	16,800,000	0	0.0%
<b>Utility &amp; Other Taxes</b>	16,655,126	16,655,126	0	0.0%
<b>Licenses &amp; Permits</b>	2,204,569	2,279,461	74,892	3.4%
<b>Intergovernmental</b>	5,687,282	1,494,366	(4,192,916)	-73.7%
<b>Charges for Service</b>	3,640,860	3,394,545	(246,315)	-6.8%
<b>Fines &amp; Forfeitures</b>	1,723,560	1,771,460	47,900	2.8%
<b>Interest &amp; Miscellaneous</b>	1,362,550	1,884,141	521,591	38.3%
<b>Operating Transfers</b>	1,623,652	1,166,206	(457,446)	-28.2%
<b>General Fund Revenues</b>	<b>77,347,543</b>	<b>61,586,454</b>	<b>(15,761,089)</b>	<b>-20.4%</b>

General Fund Revenues have decreased overall by 20.4% from the 2010 adjusted budget. The decrease is due to the creation of the Regional Fire Authority, which reduced property taxes and eliminated Fire Protection Services revenues received by the city.

Taxes now make up 80.5% of the General Fund revenue, including property tax, sales and use taxes, utility, gambling, admissions and leasehold taxes. Due to the continued stagnant economy, no growth is anticipated for the remaining revenues.

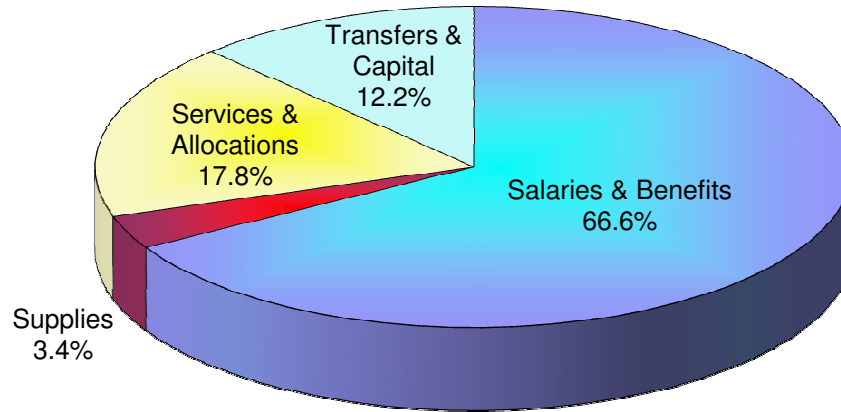
**General Fund Revenues  
excludes Annexation**

	<b>2009ACT</b>	<b>2010BUD</b>	<b>2010 Actual</b>	<b>2011Budget</b>
<b>Taxes</b>				
Property Taxes	26,998,992	27,649,944	27,417,322	16,141,149
Sales Tax	16,108,887	16,800,000	11,198,739	16,800,000
Utility Tax				
Water	548,218	622,183	716,803	622,183
Sewer	928,712	1,002,429	965,425	1,002,429
Drainage	537,785	578,753	694,842	578,753
Electric	4,653,528	5,053,895	4,589,770	5,325,790
Gas	1,615,207	1,823,653	1,311,145	1,751,758
Garbage	1,327,109	1,700,609	1,295,423	1,600,609
Cable	966,232	997,295	1,007,554	997,295
Telephone	3,318,786	3,926,309	3,038,656	3,826,309
Other Taxes	744,187	950,000	747,006	950,000
<b>Total Taxes</b>	<b>57,747,643</b>	<b>61,105,070</b>	<b>52,982,685</b>	<b>49,596,275</b>
<b>Licenses and Permits</b>				
Business Licenses/Permits	649,143	662,128	673,346	737,040
Building/Structure Permits	837,975	1,106,422	982,244	1,106,422
Street and Curb Permits	335,609	417,584	416,660	417,584
Other Permits/Fees	19,024	18,435	18,941	18,415
<b>Total Licenses and Permits</b>	<b>1,841,752</b>	<b>2,204,569</b>	<b>2,091,190</b>	<b>2,279,461</b>
<b>Intergovernmental</b>				
Federal Grants	5,100	1,875	24,044	5,000
State Grants	15,976	3,912	2,186	-
State Entitlements	1,189,113	1,300,527	6,220,288	1,279,250
Interlocal Grants	50,854	17,899	16,270	-
Intergovernment Services	5,769,146	4,384,346	4,558,785	210,116
<b>Total Intergovernmental</b>	<b>7,030,189</b>	<b>5,708,559</b>	<b>10,821,573</b>	<b>1,494,366</b>
<b>Charges for Services</b>				
General Government	104,952	101,654	140,772	101,654
Public Safety	448,586	460,193	579,162	566,223
Utilities and Environment	13,023	31,741	8,481	436,741
Planning/Development Svc	1,021,617	1,555,336	1,141,537	1,175,685
Culture and Recreation	1,157,069	1,491,936	1,154,145	1,114,242
<b>Total Charges for Services</b>	<b>2,745,247</b>	<b>3,640,860</b>	<b>3,024,097</b>	<b>3,394,545</b>
<b>Fines and Forfeitures</b>				
Civil Penalties	1,203,912	1,403,028	1,281,843	1,445,928
Criminal Fines	224,177	235,300	224,051	240,300
Criminal Costs	78,232	85,232	81,314	85,232
<b>Total Fines and Forfeitures</b>	<b>1,506,321</b>	<b>1,723,560</b>	<b>1,587,208</b>	<b>1,771,460</b>
<b>Miscellaneous Income</b>				
Interest Income	148,936	615,248	73,343	1,022,748
Rents and Royalties	430,976	278,896	437,374	423,134
Contributions/Donations	470,856	202,720	397,799	314,343
Other Misc Revenue	500,707	265,686	293,351	123,916
<b>Total Miscellaneous Income</b>	<b>1,551,475</b>	<b>1,362,550</b>	<b>1,201,867</b>	<b>1,884,141</b>

**General Fund Revenues  
excludes Annexation**

	<b>2009ACT</b>	<b>2010BUD</b>	<b>2010 Actual</b>	<b>2011Budget</b>
<b>Operating Transfers - In</b>				
from Youth & Teen Fund	865,525	873,652	873,652	866,206
from Criminal Justice - Trial Court	50,000	90,000	90,000	50,000
from Criminal Justice - Police Confidential	-	85,000	85,000	-
from LID Guaranty Fund	776,794	475,000	243,204	250,000
from ES Commuter Challenge Project	148,343	-	-	-
from Traffic Safety School Project	-	100,000	100,000	-
from Fleet - Fire Equipment	-	-	242,579	-
<b>Total Operating Transfers - In</b>	<b>1,840,662</b>	<b>1,623,652</b>	<b>1,634,436</b>	<b>1,166,206</b>
<b>Total General Fund Revenues</b>	<b>74,263,289</b>	<b>77,368,820</b>	<b>73,343,055</b>	<b>61,586,454</b>

## General Fund Expenditures By Object excludes Annexation



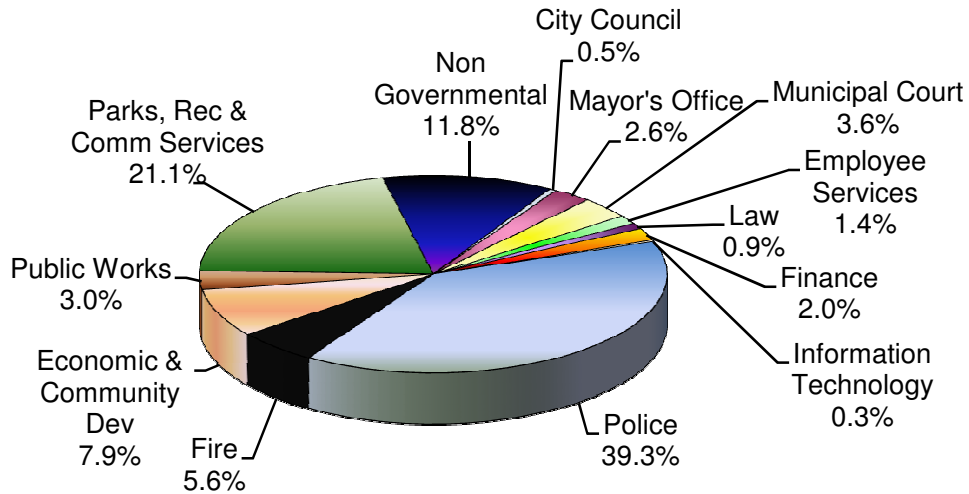
	2010 Adj Bud	2011 Budget	Change \$	Change %
<b>Salaries &amp; Benefits</b>	58,663,966	41,441,628	(17,222,338)	-29.4%
<b>Supplies</b>	2,557,770	2,119,041	(438,729)	-17.2%
<b>Services &amp; Allocations</b>	10,849,202	11,074,014	224,812	2.1%
<b>Transfers &amp; Capital</b>	1,297,437	7,584,946	6,287,509	484.6%
<b>General Fund Expenditures</b>	<b>73,368,375</b>	<b>62,219,629</b>	<b>(11,148,746)</b>	<b>-15.2%</b>

Salaries and Benefits comprise approximately 66.6% of the General Fund. The budget has decreased by 15.2% from 2010 adjusted budget, primarily due to the formation of the Regional Fire Authority. There are no cost of living increases for 2011.

Services and allocations are added together in this presentation to show the services net of those that are provided to other departments in other funds.

Transfers out to other funds and capital outlay together make up about 12.2% of the General Fund. The budget has increased significantly over the 2010 adjusted budget, due to monies set aside for capital purposes.

## General Fund Expenditures By Department - excludes Annexation



	2010 Adj Bud	2011 Budget	Change \$
<b>City Council</b>	223,453	298,865	75,412
<b>Mayor's Office</b>	1,638,347	1,632,868	(5,479)
<b>Municipal Court</b>	2,163,567	2,232,241	68,674
<b>Employee Services</b>	796,906	860,684	63,778
<b>Law</b>	628,209	590,050	(38,159)
<b>Finance</b>	1,427,594	1,273,276	(154,318)
<b>Information Technology</b>	148,497	157,662	9,165
<b>Police</b>	23,632,385	24,439,811	807,426
<b>Fire</b>	24,123,357	3,494,000	(20,629,357)
<b>Economic &amp; Community Dev</b>	4,657,464	4,922,284	264,820
<b>Public Works</b>	1,612,011	1,889,291	277,280
<b>Parks, Rec &amp; Comm Services</b>	12,285,420	13,100,282	814,862
<b>Non Departmental</b>	31,165	7,328,315	7,297,150
<b>General Fund Expenditures</b>	<b>73,368,375</b>	<b>62,219,629</b>	<b>(11,148,746)</b>

**Expenditures by Department  
General Fund  
excludes Annexation**

	<b>2009ACT</b>	<b>2010BUD</b>	<b>2010 Actual</b>	<b>2011Budget</b>
<b>City Council</b>				
Salaries	110,612	107,772	102,577	108,345
Benefits	48,798	50,092	46,325	59,123
Supplies	760	1,279	1,199	1,331
Services	71,028	64,310	57,875	130,066
<b>Total City Council</b>	<b>231,198</b>	<b>223,453</b>	<b>207,975</b>	<b>298,865</b>
<b>Mayor's Office</b>				
Salaries	1,157,311	805,577	825,531	837,261
Benefits	293,505	232,757	217,693	265,951
Supplies	11,162	12,971	6,405	24,582
Services	782,486	646,107	669,084	627,929
Cost Allocations	0	(59,065)	(59,065)	(122,855)
<b>Total Mayor's Office</b>	<b>2,244,464</b>	<b>1,638,347</b>	<b>1,659,648</b>	<b>1,632,868</b>
<b>Municipal Court</b>				
Salaries	1,429,492	1,317,201	1,319,100	1,324,606
Benefits	431,173	424,560	427,429	490,782
Supplies	30,018	8,508	10,493	8,329
Services	520,812	436,956	433,062	457,733
Cost Allocations	0	(23,658)	(23,658)	(49,209)
<b>Total Municipal Court</b>	<b>2,411,494</b>	<b>2,163,567</b>	<b>2,166,426</b>	<b>2,232,241</b>
<b>Employee Services</b>				
Salaries	711,983	441,875	455,156	474,838
Benefits	184,128	147,053	148,911	167,364
Supplies	6,647	6,500	6,775	6,760
Services	440,415	599,275	465,701	625,431
Cost Allocations	(316,617)	(397,797)	(397,797)	(413,709)
<b>Total Employee Services</b>	<b>1,026,555</b>	<b>796,906</b>	<b>678,745</b>	<b>860,684</b>
<b>Law</b>				
Salaries	692,565	676,287	658,780	684,697
Benefits	187,519	196,752	171,563	210,544
Supplies	33,738	16,022	15,974	16,577
Services	164,858	150,793	126,292	158,165
Cost Allocations	(361,816)	(411,645)	(411,645)	(479,933)
<b>Total Law</b>	<b>716,865</b>	<b>628,209</b>	<b>560,964</b>	<b>590,050</b>
<b>Finance</b>				
Salaries	1,625,821	1,435,546	1,442,328	1,482,330
Benefits	467,649	452,863	431,866	512,833
Supplies	4,125	4,417	4,092	4,593
Services	671,526	641,083	634,940	646,028
Cost Allocations	(877,135)	(1,106,315)	(1,106,280)	(1,372,508)
<b>Total Finance</b>	<b>1,891,985</b>	<b>1,427,594</b>	<b>1,406,946</b>	<b>1,273,276</b>
<b>Joint Training Center</b>				
Supplies	2,805	4,815	844	5,008
Services	128,742	143,682	141,303	152,654
<b>Total Joint Training Center</b>	<b>131,547</b>	<b>148,497</b>	<b>142,147</b>	<b>157,662</b>

**Expenditures by Department  
General Fund  
excludes Annexation**

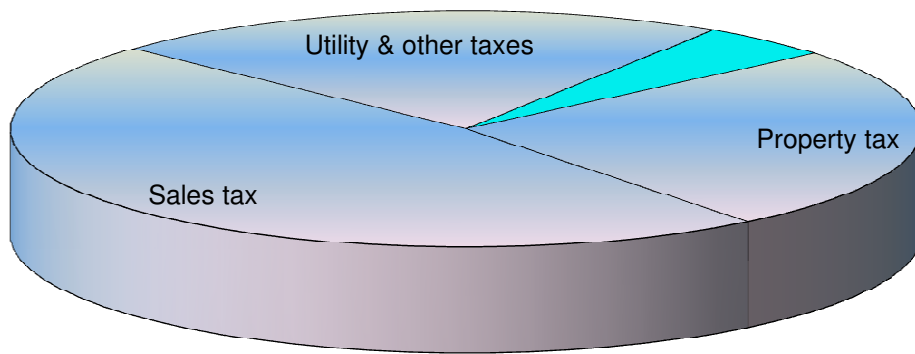
	<b>2009ACT</b>	<b>2010BUD</b>	<b>2010 Actual</b>	<b>2011Budget</b>
<b>Police</b>				
Salaries	13,715,161	12,594,252	13,301,716	12,766,681
Benefits	4,235,570	4,804,326	4,391,030	5,436,283
Supplies	947,900	1,014,219	915,299	1,098,039
Services	5,201,169	5,449,520	5,175,939	5,700,467
Transfers	77,240	105,000	105,000	105,000
Capital Outlay	0	0	0	30,000
Cost Allocations	0	(334,932)	(334,932)	(696,659)
<b>Total Police</b>	<b>24,177,040</b>	<b>23,632,385</b>	<b>23,554,051</b>	<b>24,439,811</b>
<b>Fire</b>				
Salaries	17,460,251	15,736,975	8,528,697	0
Benefits	3,874,136	4,627,687	2,232,346	238,000
Supplies	874,817	728,397	344,897	0
Services	3,173,549	3,030,298	12,924,323	3,256,000
<b>Total Fire</b>	<b>25,382,753</b>	<b>24,123,357</b>	<b>24,030,263</b>	<b>3,494,000</b>
<b>Economic &amp; Community Development</b>				
Salaries	2,542,863	2,800,650	2,738,299	2,919,991
Benefits	797,308	929,459	890,622	1,114,200
Supplies	32,266	52,580	27,079	52,162
Services	845,263	1,068,020	990,146	1,133,881
Cost Allocations	0	(193,245)	(193,245)	(297,950)
<b>Total Econ &amp; Comm Development</b>	<b>4,217,700</b>	<b>4,657,464</b>	<b>4,452,902</b>	<b>4,922,284</b>
<b>Public Works</b>				
Salaries	4,656,892	3,690,430	3,846,187	3,653,679
Benefits	1,407,014	1,245,625	1,202,808	1,453,246
Supplies	242,872	173,344	179,082	280,679
Services	3,144,642	3,017,472	3,409,823	3,264,342
Capital Outlay	0	0	0	12,800
Cost Allocations	(6,575,937)	(6,514,860)	(6,967,304)	(6,775,455)
<b>Total Public Works</b>	<b>2,875,483</b>	<b>1,612,011</b>	<b>1,670,595</b>	<b>1,889,291</b>
<b>Parks, Rec &amp; Comm Services</b>				
Salaries	5,739,481	5,031,753	5,244,280	5,237,723
Benefits	1,742,397	1,744,277	1,667,882	2,005,485
Supplies	480,425	588,118	396,186	620,704
Services	5,285,762	4,966,227	4,961,657	5,241,340
Transfers	51,368	64,469	47,447	108,831
Cost Allocations	0	(109,424)	(92,874)	(113,801)
<b>Total Parks, Rec &amp; Comm Services</b>	<b>13,299,434</b>	<b>12,285,420</b>	<b>12,224,577</b>	<b>13,100,282</b>
<b>Non Departmental</b>	<b>525,124</b>	<b>31,165</b>	<b>465,351</b>	<b>7,328,315</b>
<b>Total General Fund Expenditures</b>	<b>79,131,644</b>	<b>73,368,375</b>	<b>73,220,591</b>	<b>62,219,629</b>



## Annexation Fund Summary by Object

	<b>2010 Budget</b>	<b>2010 Actual</b>	<b>2011 Budget</b>
<b>Beginning Fund Balance</b>			177,971
<b>Revenues</b>			
Taxes:			
Property	1,622,862	1,790,251	3,245,724
Sales Tax	3,907,318	2,077,897	6,048,189
Utility	1,202,660	705,105	2,405,320
Other		238,251	420,000
Intergovernmental revenue	301,757	292,348	603,514
Charges for Services		4,126	
<b>TOTAL REVENUES</b>	7,034,597	5,107,978	12,722,747
<b>Expenditures</b>			
Salaries & Benefits	3,498,489	3,696,201	6,808,092
Supplies	499,273	341,314	1,020,682
Services & charges	2,353,334	2,340,064	4,998,717
Capital outlay	683,500	148,230	
Cost Allocations		(61,242)	
Transfers Out			
<b>TOTAL EXPENDITURES</b>	7,034,596	6,464,567	12,827,491
<b>Net Revenues less Expenditures</b>	1	(1,356,589)	(104,744)
<b>Ending Fund Balance</b>	1	(1,356,589)	73,227

## Annexation Revenues



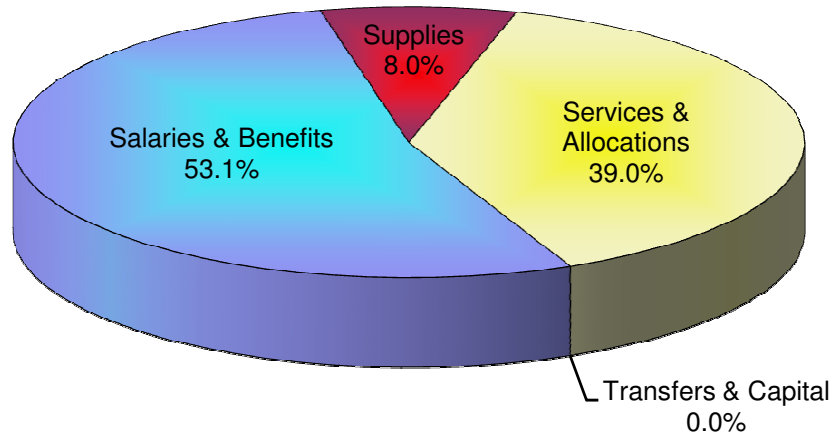
Taxes 95.3%

	2010 Adj Bud	2011 Budget	Change \$	Change %
Property tax	1,622,862	3,245,724	1,622,862	100.0%
Sales tax	3,907,318	6,048,189	2,140,871	54.8%
Utility & other taxes	1,202,660	2,825,320	1,622,660	134.9%
Intergovernmental	301,757	603,514	301,757	100.0%
<b>General Fund Revenues</b>	<b>7,034,597</b>	<b>12,722,747</b>	<b>5,688,150</b>	<b>80.9%</b>

## Annexation Revenues

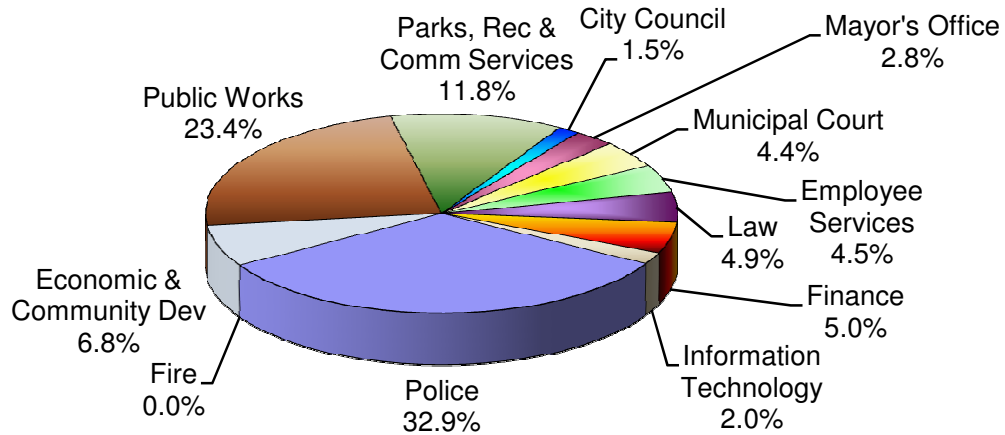
	<b>2010 Budget (6 months)</b>	<b>2010 Actual</b>	<b>2011 Budget</b>
<b>Taxes</b>			
Property Taxes	1,622,862	1,790,251.32	3,245,724
Sales Tax	3,907,318	2,077,896.75	6,048,189
Utility Tax			
Drainage	29,325	23,745.03	58,650
Electric	380,679	337,115.66	761,358
Gas	282,769	130,663.13	565,538
Garbage	76,448	59,899.80	152,896
Cable	118,951	153,681.00	237,902
Telephone	314,488	-	628,976
Other Taxes	-	238,251.22	420,000
<b>Total Taxes</b>	<b>6,732,840</b>	<b>4,811,503.91</b>	<b>12,119,233</b>
<b>Intergovernmental</b>			
State Entitlements	239,890	292,348.10	479,780
Intergovernment Services	61,867	-	123,734
Charges for Services	-	4,126.00	-
<b>Total Intergovernmental</b>	<b>301,757</b>	<b>296,474.10</b>	<b>603,514</b>
<b>Total Annexation Revenues</b>	<b>7,034,597</b>	<b>5,107,978.01</b>	<b>12,722,747</b>

## Annexation Expenditures By Object



	2010 Adj Bud	2011 Budget	Change \$	Change %
<b>Salaries &amp; Benefits</b>	3,289,144	6,808,092	3,518,948	107.0%
<b>Supplies</b>	491,519	1,020,682	529,163	107.7%
<b>Services &amp; Allocations</b>	2,345,580	4,998,717	2,653,137	113.1%
<b>Transfers &amp; Capital</b>	830,815	0	(830,815)	-100.0%
<b>General Fund Expenditures</b>	<b>6,957,058</b>	<b>12,827,491</b>	<b>5,870,433</b>	<b>84.4%</b>

## Annexation Expenditures By Department



	2010 Adj Bud	2011 Budget	Change \$
City Council	81,850	190,322	108,472
Mayor's Office	205,225	357,772	152,547
Municipal Court	187,645	564,837	377,192
Employee Services	311,639	578,577	266,938
Law	309,985	625,744	315,759
Finance	266,472	646,523	380,051
Information Technology	944	252,575	251,631
Police	2,694,486	4,220,569	1,526,083
Fire	77,538	0	(77,538)
Economic & Community Dev	697,394	873,856	176,462
Public Works	1,452,220	3,006,188	1,553,968
Parks, Rec & Comm Services	601,883	1,510,528	908,645
Non Departmental	147,315	0	(147,315)
<b>General Fund Expenditures</b>	<b>7,034,596</b>	<b>12,827,491</b>	<b>5,792,895</b>

**Expenditures by Department  
Annexation**

	<b>2010BUD (6 months)</b>	<b>2010 Actual</b>	<b>2011 Budget</b>
<b>City Council</b>			
Salaries	43,343	-	100,062
Benefits	17,805	-	47,200
Supplies	7,643	-	15,897
Services	13,059	5,415.00	27,163
<b>Total City Council</b>	<b>81,850</b>	<b>5,415.00</b>	<b>190,322</b>
<b>Mayor's Office</b>			
Salaries	62,135	48,970.17	105,267
Benefits	19,664	14,762.27	46,520
Supplies	10,541	-	21,925
Services	112,885	166,428.83	184,060
<b>Total Mayor's Office</b>	<b>205,225</b>	<b>230,161.27</b>	<b>357,772</b>
<b>Municipal Court</b>			
Salaries	84,439	115,168.85	242,731
Benefits	39,731	50,388.70	125,277
Supplies	10,335	4,459.83	22,297
Services	53,140	79,158.22	174,532
<b>Total Municipal Court</b>	<b>187,645</b>	<b>249,175.60</b>	<b>564,837</b>
<b>Employee Services</b>			
Salaries	129,388	81,481.71	139,330
Benefits	23,635	10,030.22	56,829
Supplies	14,966	3,484.60	31,129
Services	143,650	113,030.12	351,289
<b>Total Employee Services</b>	<b>311,639</b>	<b>208,026.65</b>	<b>578,577</b>
<b>Law</b>			
Salaries	151,707	155,205.95	293,183
Benefits	52,374	47,089.53	112,281
Supplies	25,158	30,458.67	39,532
Services	80,746	85,727.09	180,748
<b>Total Law</b>	<b>309,985</b>	<b>318,481.24</b>	<b>625,744</b>
<b>Finance</b>			
Salaries	79,616	96,317.26	189,121
Benefits	20,058	26,794.54	95,462
Supplies	616	-	6,281
Services	166,182	198,210.76	355,659
<b>Total Finance</b>	<b>266,472</b>	<b>321,322.56</b>	<b>646,523</b>
<b>Information Technology</b>			
Salaries	944	47,365.10	178,349
Benefits	-	12,432.19	74,226
<b>Total Information Technology</b>	<b>944</b>	<b>59,797.29</b>	<b>252,575</b>

**Expenditures by Department  
Annexation**

	<b>2010BUD (6 months)</b>	<b>2010 Actual</b>	<b>2011 Budget</b>
<b>Police</b>			
Salaries	1,028,273	1,614,187.72	1,635,263
Benefits	387,965	396,205.57	769,249
Supplies	295,520	144,996.98	635,182
Services	567,728	848,085.15	1,180,875
Capital Outlay	415,000	-	-
<b>Total Police</b>	<b>2,694,486</b>	<b>3,003,475.42</b>	<b>4,220,569</b>
<b>Fire</b>			
Salaries	47,120	-	-
Benefits	14,910	-	-
Supplies	7,754	-	-
Services	7,754	77,538.00	-
<b>Total Fire</b>	<b>77,538.00</b>	<b>77,538.00</b>	<b>-</b>
<b>Economic &amp; Community Development</b>			
Salaries	248,261	208,068.08	288,437
Benefits	53,900	31,563.68	130,352
Supplies	10,612	8,535.27	14,942
Services	384,621	393,001.65	440,125
<b>Total Econ &amp; Comm Development</b>	<b>697,394</b>	<b>641,168.68</b>	<b>873,856</b>
<b>Public Works</b>			
Salaries	415,861	347,238.21	953,238
Benefits	189,800	148,553.30	516,906
Supplies	59,376	112,110.67	123,502
Services	552,183	167,217.48	1,412,542
Capital Outlay	235,000	-	-
Cost Allocations	0	-	-
<b>Total Public Works</b>	<b>1,452,220</b>	<b>775,119.66</b>	<b>3,006,188</b>
<b>Parks, Rec &amp; Comm Services</b>			
Salaries	179,463	190,569.06	457,441
Benefits	60,782	53,809.02	226,610
Supplies	56,752	37,268.07	109,995
Services	271,386	293,239.36	716,482
Capital Outlay	33,500	-	-
<b>Total Parks, Rec &amp; Comm Services</b>	<b>601,883</b>	<b>574,885.51</b>	<b>1,510,528</b>
<b>Non Departmental</b>	<b>147,315</b>	<b>-</b>	<b>-</b>
<b>Total Annexation Expenditures</b>	<b>7,034,596</b>	<b>6,464,566.88</b>	<b>12,827,491</b>



**MISSION STATEMENT**

City Council members are the legislative body, elected to develop and prioritize strategic issues, establish policies and regulations in order to guide the future growth and development of the city in the best interest of the citizens.

**SERVICES PROVIDED**

Council members are elected for four-year terms. Council is responsible for approving financial expenditures and adopting the city budget as well as establishing policies and regulations in order to guide Kent’s future.

**GOALS FOR 2011**

Vision Statement 2025: **Kent is a safe, connected, beautiful city, culturally vibrant with richly diverse urban centers.**

Strategies and objectives to reach this vision:

Develop and implement a sustainable funding model.

Adopt new revenue sources, address reserve policies, develop a plan to analyze current operations and adopt greater efficiencies, analyze and adopt budget policy changes.

Create neighborhood urban centers.

Identify and transform zoning and planning to support the creation of urban centers, transform the regulatory process, implement incentives that promote Kent’s qualities and identify a niche and identify a uniqueness for Kent to develop.

Create connections for people and places

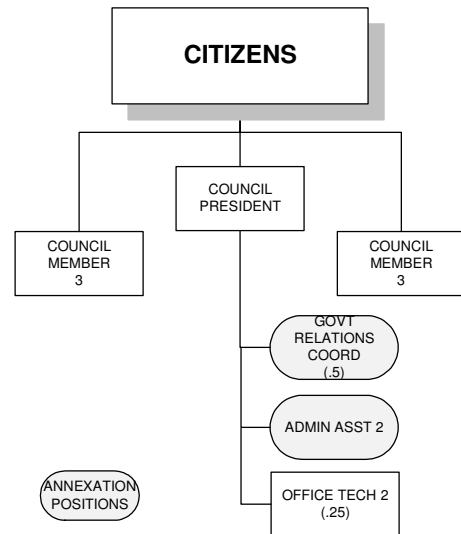
Expand trails for bikes and walkers, create and implement a Gateway program, develop a plan for connections within neighborhoods. Develop and implement a fiber optic plan. Improve the city website, develop and implement a language translation program and develop and implement a plan to improve our government processes.

Foster inclusiveness

Create and implement a plan to educate employees on cultural diversity to better embrace the diversity of the community in their work and workplace, identify barriers to hiring a more diverse workforce and remove those barriers in the workplace and explore creative strategies for placement opportunities and promote inclusiveness.

Beautify Kent

Review and update design standards for residential, downtown and streets, create and implement a plan for a “green Kent” targeting greenways to include better use and maintenance, create a design review process for public improvements. Develop and implement a plan for maintenance and resource management of existing infrastructure. Identify and create a consistent gateway appearance and develop a plan for private property beautification.





# Mayor's Office, Administration and City Clerk's Office

## SERVICES PROVIDED BY DEPARTMENT

### **Office of the Mayor/Administration**

Assures the effective and efficient delivery of municipal services to residents of Kent, through management of the city's resources, open communications, and ensuring a safe community for its residents. With the assistance of the Finance Department, the Mayor's office prepares the Annual Budget and Capital Facilities Plan for City Council review and adoption. The Mayor's office works with staff and the community to implement the Strategic Plan of the City Council.

### **Community and Public Affairs**

Communicates city programs and services, including emergency information, to residents through distribution of direct mail, the city eNewsletter, social media, paid advertising where appropriate, and outreach to television, radio and print media. Maintains ongoing relationships with local, county, regional, state and federal government agencies and remains active with community and civic organizations to encourage their civic participation with the City of Kent. Provides management, support and research on the Strategic Plan, Performance Measurement Program and special projects as identified by the Mayor and Council.

### **Neighborhood Program**

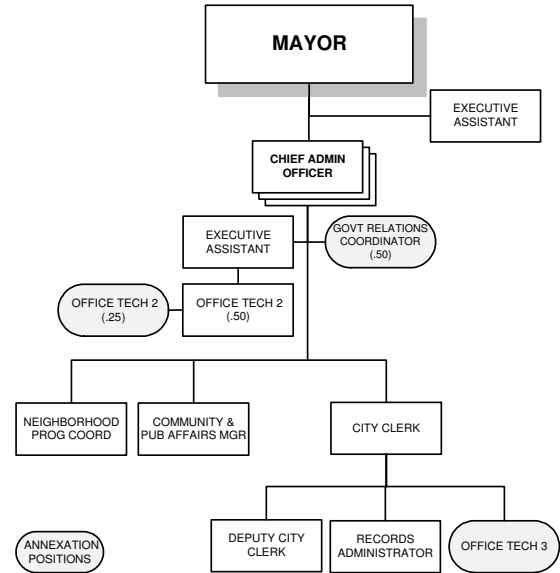
Enhances the sense of community for all Kent residents and provides a mechanism in which diverse cultures, ethnicities, ages and interests will be represented. The provision of two-way communication between city government and Kent residents helps identify and solve key problems such as traffic, sidewalks, neighborhood blight, public transportation, street lighting, neighborhood safety, etc.

### **City Clerk**

Manages the City's official records and public disclosure; develops the City Council agenda and official minutes; provides legal and public notice of Council actions; manages City elections; supports various Boards and Commissions; provides initial customer contact at City Hall.

### **International Programs**

The Kent Sister City Association (KSCA) was developed to promote, maintain and further relationships between Kent and other countries of the world. Through these relationships, the most successful program to date is the Student Ambassador Exchange Program. The KSCA oversees the International program and City staff serves as liaisons between the Association and elected officials. There are currently four sister cities which receive minimal



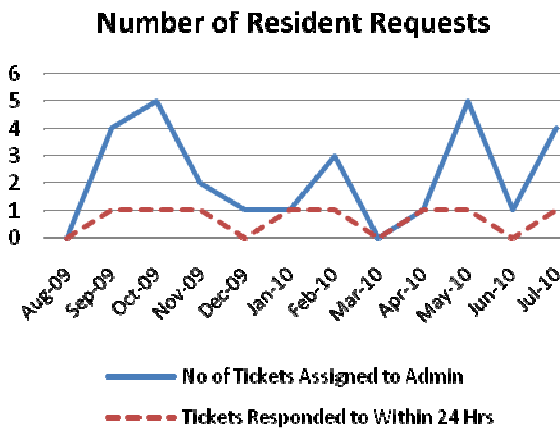
funding from the City to maintain their programs. The majority of their operating funds are received through annual fundraising events.

**DEPARTMENTAL GOALS**

- Help define and ensure a sustainable level of service that is acceptable to our residents.
- Continue to develop and promote the Neighborhood Program.
- 75% of King County’s records relating to the Panther Lake Annexation have been transferred to the City’s Records Administrator, who then works with the affected department to integrate the records.
- Changes, additions and/or corrections to departmental records retention schedules continue to be noted in preparation for a complete new schedule.
- Council History files are being reviewed and scanned as time allows.

**PROGRESS TOWARD ACHIEVING GOALS**

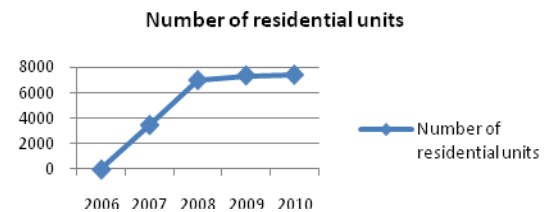
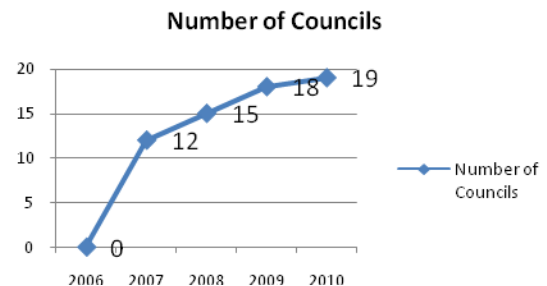
**Help define and ensure a sustainable level of service that is acceptable to our residents.**



This chart reflects data obtained from the Resident Request Tracking system which was implemented city wide in 2008. The data provides a snapshot view of the number of tickets assigned to Administration, as well as the number of those tickets responded to within our target 24 hour period. Although many of these requests/complaints may require more than a 24 hour resolution time, the goal of this department is to make initial contact with the resident within the time frame stated to communicate what will be done to address their particular issue.

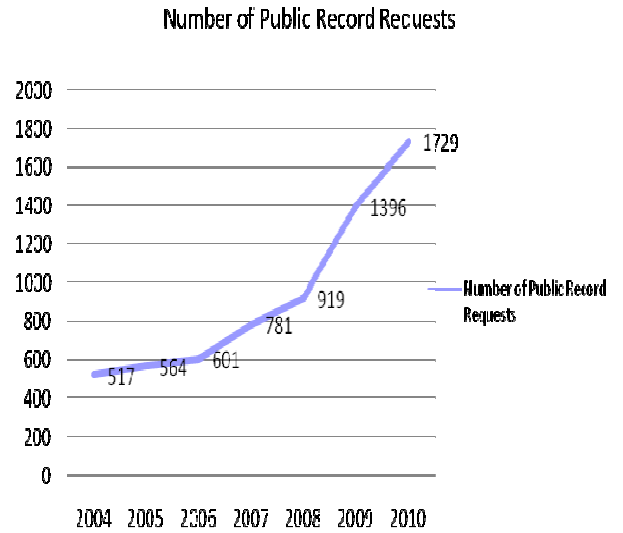
**Continue to develop and promote the Neighborhood Program.**

The Program has had an estimated growth of 25% per year with a similar increase in the number of residential units per council. Other benefits to councils are a Neighborhood Improvement Grant, which allow councils to apply for matching grant funds for neighborhood improvements, mailings, etc.



Public Records Requests. The Records Administrator has met with some individual departments to provide continuing education on how to handle records requests.

Records Retention. The Records Administrator has met with some individual departments to review and make corrections, additions and/or changes to their records retention schedule.



**ADMINISTRATION  
THE MAYOR'S OFFICE, CITY CLERK  
AND COUNCIL  
GENERAL GOVERNMENT  
LIST OF POSITIONS**

Full Time (FT)  
Regular Part Time (RPT)  
In Equivalents

**GENERAL FUND**

**City Council**

Government Relations Coord  
Administrative Assistant II  
Office Technician II

**Mayor's Office**

Mayor  
Chief Administrative Officer  
Community & Public Affairs Mgr  
Neighborhoods Program Coord.  
Executive Assistant  
Office Technician II  
Government Relations Coord

**Office of the City Clerk**

City Clerk  
Deputy City Clerk  
Records Mgmt Officer  
Office Technician III

**TOTAL**

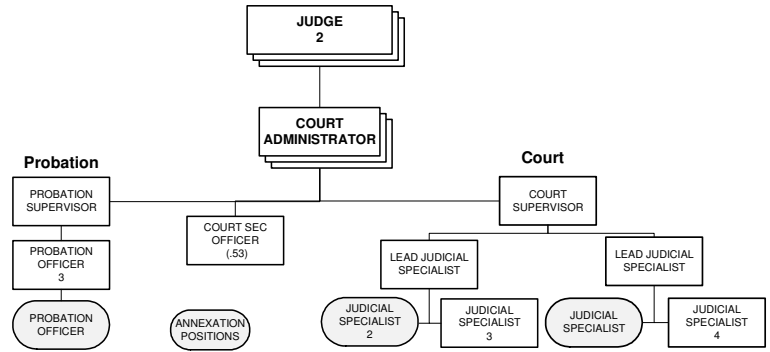
**FULL TIME EQUIVALENTS**

2010 Budget Changes		2010 Annex Positions		2010 Budget		2011 Budget Changes		2011 Annex Positions		2011 Budget	
FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT
			0.50		0.50						0.50
			1.00		1.00						1.00
0.25					0.25						0.25
					1.00						1.00
					1.00						1.00
					1.00						1.00
					1.00						1.00
					2.00						2.00
0.50	-0.75	0.25			0.75						0.75
		0.50			0.50						0.50
					1.00						1.00
					1.00						1.00
					1.00						1.00
		1.00			1.00						1.00
<b>0.75</b>	<b>-0.75</b>	<b>3.25</b>		<b>13.00</b>						<b>13.00</b>	
			<b>3.25</b>		<b>13.00</b>						<b>13.00</b>

**COMMENTS**

2009 - Transfer 1.0 FTE Principal Planner from Community Development to Economic Development as Economic Development Manager and a .53 RPT vacant International Coordinator position from Parks to Administration.  
Transfer Economic Development Director, Economic Development Manager, and Admin Asst II to the newly created Economic and Communitiy Development Department, effective 9/09, Ordinance #3926. Eliminated the vacant International Coordinator position, the Office Tech II in the Clerks Office, and reduced the Office Tech II in the Mayor's Office from 1.0 to .75 effective 11/09.  
2010 - Added Office Tech III, Government Relations Coordinator, Admin Assistant II, and increase Office Tech II to FT for annexation.  
2011 - No changes.

# Municipal Court



## **MISSION STATEMENT**

The mission of the Kent Municipal Court is to dispense justice for all and preserve individual rights and liberties within our constitutional democracy through the rule of law. We accomplish this by resolving both criminal and civil cases fairly and expeditiously. We promote public confidence in the courts through fair and impartial treatment, accessibility and communication.

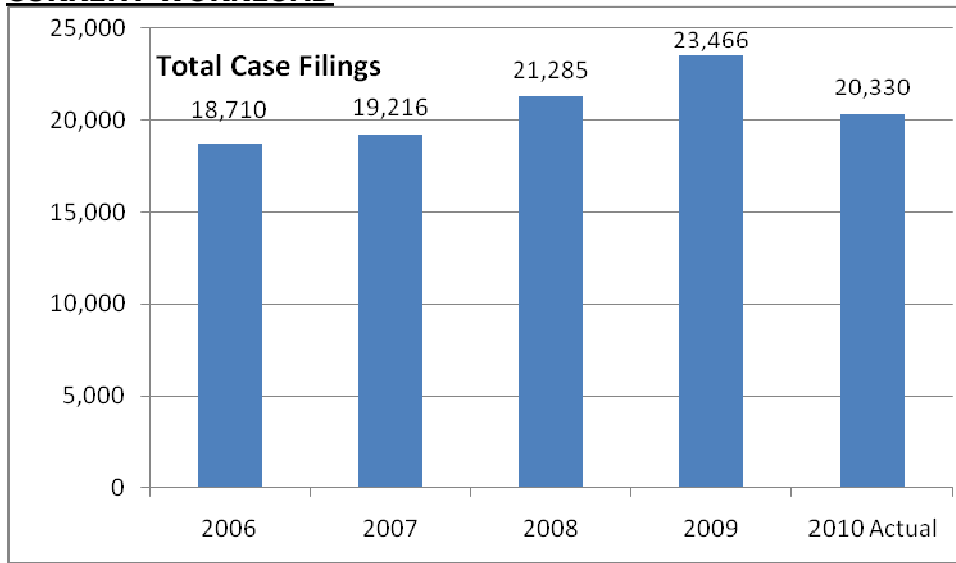
## **SERVICES PROVIDED BY COURT**

- The Municipal Court has exclusive original jurisdiction over all criminal violations and civil infractions arising under city ordinances. The Court also conducts civil hearings and issues domestic violence protection orders.
- The Municipal Court timely processes and adjudicates all cases filed with the Court according to state law, court rules and city ordinances.
- The Probation Department monitors compliance with conditions of sentence in all cases assigned by the Court.

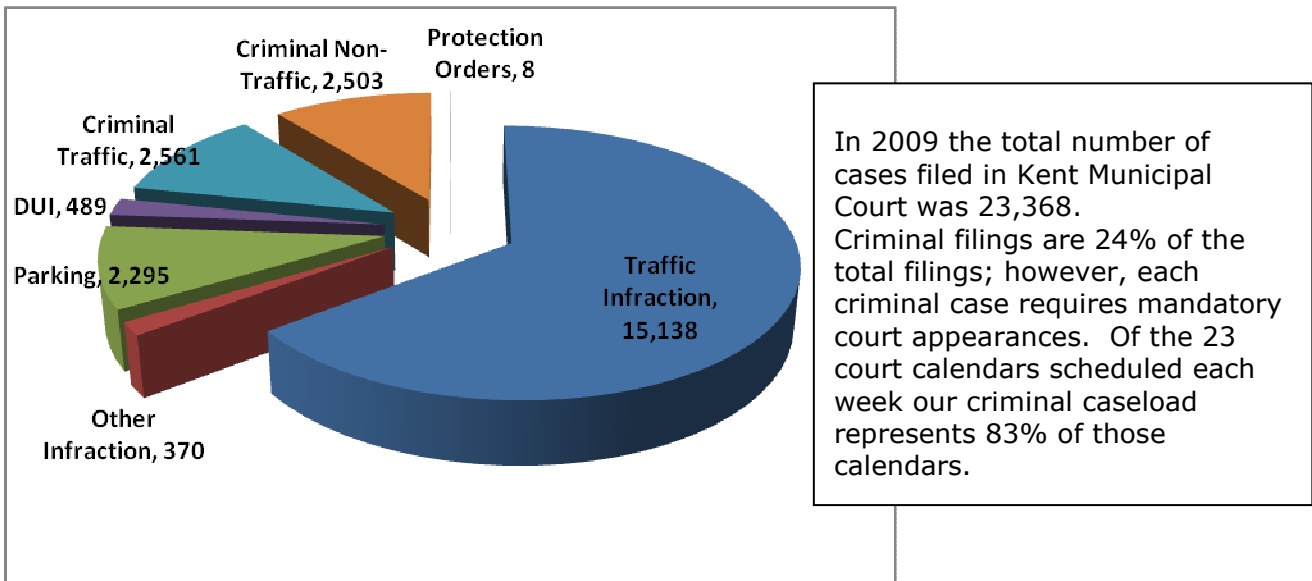
## **GOALS FOR 2011**

- Implement Electronic Ticket Process for traffic infractions.
- Work with Kent Police and Corrections to establish a Reminder Phone Call process.
- Update Court website to provide more information regarding procedures and court forms.
- Develop online forms for the courtroom/public use to reduce printing costs.

## **CURRENT WORKLOAD**

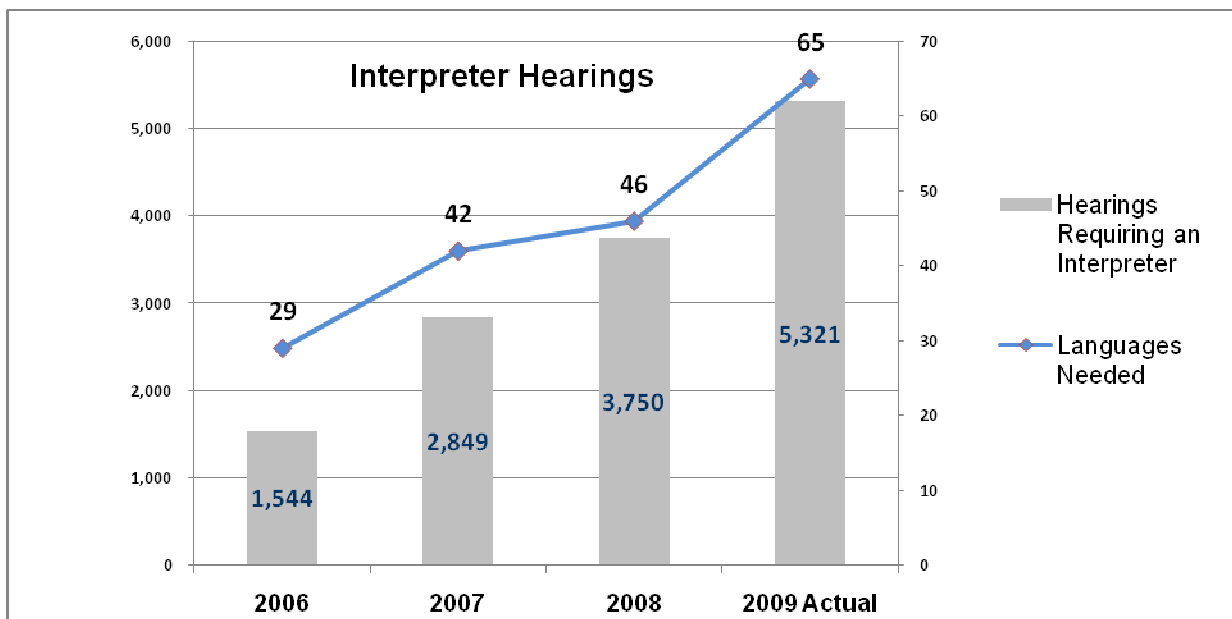


Note: The figures given are case filings. Each case may contain multiple charges.



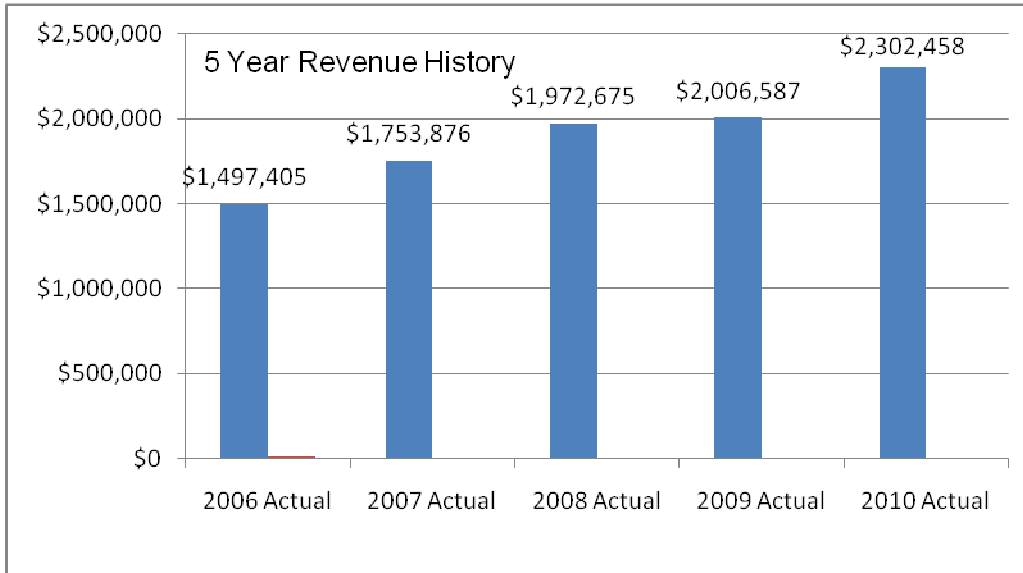
**ACCOMPLISHMENTS**

- Consolidation of Interpreter Calendars to one day a week resulting in cost savings.
- Developed policy and procedures to write off uncollectable fines.
- Negotiated with King County for temporary use of additional courtroom to help address court space needs.
- Implemented procedures for Domestic Violence victims to address the court regarding conditions of release/sentencing.
- Acquired an assisted hearing device to become compliant with ADA requirements.



**ISSUES IMPACTING 2011 AND BEYOND**

- Annexation of Panther Lake area (filings, additional calendars, judicial needs, etc.)
- Potential contracting with other municipalities to provide judicial services.
- Permanent court space needs.
- Potential of red light and school zone camera enforcement programs.



While revenue generation is not a primary function of courts, the above chart illustrates revenues received during the last 5 years.

**MUNICIPAL COURT - PUBLIC SAFETY  
LIST OF POSITIONS**

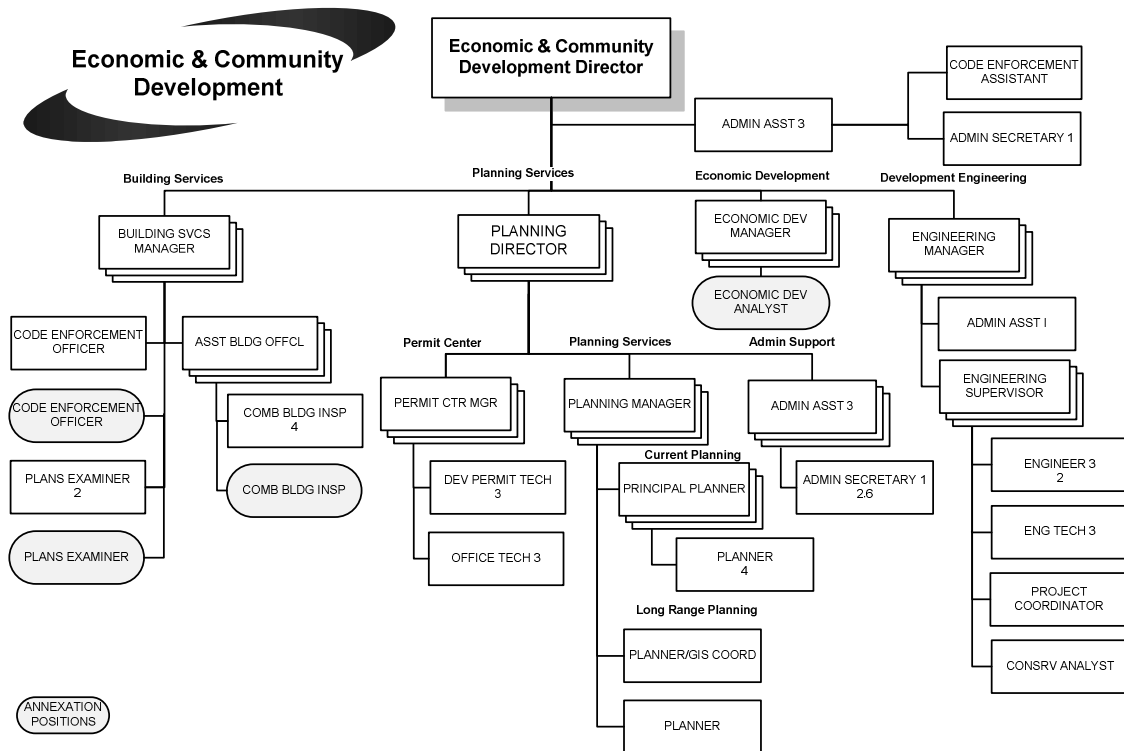
Full Time (FT)  
Regular Part Time (RPT)  
In Equivalents

	2010 Budget Changes		2010 Annex Positions		2010 Budget		2011 Budget Changes		2011 Annex Positions		2011 Budget	
	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT
<b>GENERAL GOVERNMENT</b>												
<b>Municipal Court</b>												
Judge					2.00						2.00	
Court Administrator					1.00						1.00	
Court Supervisor					1.00						1.00	
Court Lead Judicial Specialist					2.00						2.00	
Court Judicial Specialist	-1.00	-0.53	3.00		10.00						10.00	
Security Officer						0.53						0.53
<b>Probation Department</b>												
Probation Supervisor					1.00						1.00	
Probation Officer			1.00		4.00						4.00	
Probation Clerk												
<b>TOTAL</b>	<b>-1.00</b>	<b>-0.53</b>	<b>4.00</b>		<b>21.00</b>	<b>0.53</b>					<b>21.00</b>	<b>0.53</b>
<b>FULL TIME EQUIVALENTS</b>		<b>-1.53</b>		<b>4.00</b>		<b>21.53</b>						<b>21.53</b>

**COMMENTS**

2009 - Eliminated Probation Clerk position 11/09.  
2010 - Increase one part-time Judicial Specialist to full-time, add one Judicial Specialist and Probation Officer for annexation.  
2011 - No changes.





**ECONOMIC AND COMMUNITY DEVELOPMENT DEPARTMENT**

**VISION STATEMENT**

Realizing today the community’s vision for tomorrow through economic and community development.

**MISSION STATEMENT**

To promote a dynamic economy, environmental quality, and sustainable development, through partnerships with businesses, residents, and schools; informed and planned growth; and efficient, effective, user-friendly permits and enforcement of codes.

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES – 2011**

The Department goes into 2011 with the department’s permitting functions having less capacity and resiliency to deal with any significant increase in permit workload due to needed budget cuts but more economic development staff to help support the City’s economic recovery and achieve its strategic goals. This just as the city has grown by 28 percent with a population of 114,218, the third largest in King County. The Department’s focus in 2011 will be on taking full advantage of the City’s investment in the department’s remodel that collocates all of its divisions in close proximity to each other to improve efficiency, communication and collaboration among the divisions in support of an improved permitting experience and new economic development successes. The Department will be simultaneously implementing a new permitting management software system that will be an important new tool to achieve greater improvements in the permitting experience and outcomes. In support of its economic development mission in 2011 the Department will have on board the new economic development specialist position, which is part of the Department’s Annexation Budget. This position will assist, develop and coordinate a strategy that will attract businesses as well as retain investment in Kent.

## **ECONOMIC DEVELOPMENT DIVISION**

### **MISSION STATEMENT**

To grow and retain jobs and encourage economic investment in Kent by providing the highest level of assistance and service to businesses and citizens. We work closely with clients to identify creative solutions to challenging problems, generate enhanced opportunities for growth, and help business achieve their short and long-term goals.

### **SERVICES PROVIDED**

The Economic Development Division (EDD) will grow and retain jobs by strengthening and nurturing the city's manufacturing and business centers while working on projects that diversify Kent's growing economy. EDD will provide assistance to Kent's existing businesses, encourage job retention and business expansion, as well as recruit businesses in key commercial sectors in the following ways:

1. Will encourage the redevelopment of the Kent City Center Site and other projects that will create a vibrant downtown with urban style, mixed use residential living.
2. Will collaboratively work with the Kent Chamber of Commerce, Kent Downtown Partnership, The Small Business Development Center, the business community, and other organizations focused on revitalization and economic development.
3. Promote the City throughout the region and state through marketing and business-friendly city services and engagement in regional economic development efforts.
4. Update and implement the economic development elements of the Council Strategic Plan.
5. EDD will support full implementation of the new Permit Process plan by advancing a more cohesive and productive working relationship with developers, businesses, residents and city employees.
6. Staff the City's Lodging Tax Advisory, East Hill Partnership and Kent Downtown Partnership Boards.

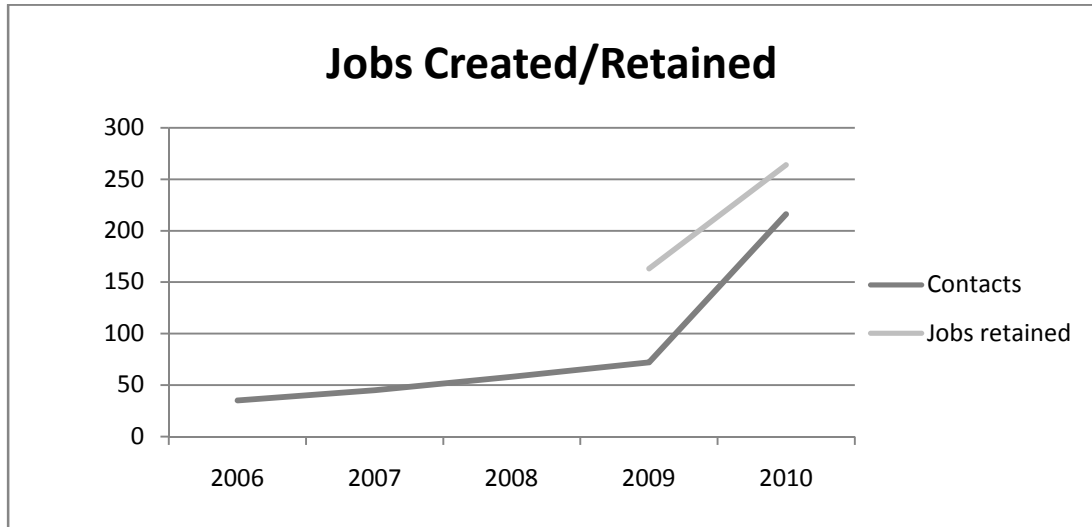
### **SIGNIFICANT DIVISION GOALS**

1. Expand Kent's economic growth through recruitment and retention of businesses, jobs and investment.
2. Develop, retain, and recruit businesses in the downtown urban center, Mid-Way area on the West Hill, manufacturing and industrial districts in the Valley and the commercial and business corridor of the East Hill.
3. Inventory existing economic clusters and identify emerging markets for recruitment.
4. 2011 Kent City Center Project Developer Selection and Purchase and Sale Agreement.
5. Ensure the Kent Valley maintains a premium location for business.

### **PROCESS TOWARD ACHIEVING GOALS**

1. Continue to work with the Center for Advanced Manufacturing Puget Sound (CAMPS) to create a strong manufacturing base.
2. Specifically target and market to businesses within emerging commercial and industrial market sectors.
3. Complete RFQ and RFP for Kent City Center Project by early summer. Developer selection and property sale by late summer.
4. Promote new development of quality urban style market rate housing in downtown Kent.
5. Support Mixed-Use development in future phases of Kent Station.
6. Continue support of FAA bid downtown, as well as develop alternative options for site development.
7. Collaborate with Kent Chamber of Commerce and the East Hill Partnership to promote new investment and business opportunities on the East Hill.

- 8. Better develop relationships with the Small Business Development Center and other business assistance programs in Kent.
- 9. Continue to provide support for levee and Dam infrastructure improvements and certification.
- 10. Update Economic Development Strategy and collaborate with Puget Sound Regional Council (PSRC) on their Regional Economic Development Strategy update.



This chart refers to the direct connection between business contacts made with jobs retained as a result of the relationship with the contact.

**PLANNING DIVISION**

**MISSION STATEMENT**

To promote sustainability in the development, construction, and use of land and buildings through informed, participatory land use planning, efficient and user-friendly permit processing, and effective administration and enforcement of regulatory codes.

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES – 2011**

None

**SERVICES PROVIDED**

Planning Services promotes environmental quality and economic sustainability through effective comprehensive land use planning and administration of land use codes and policies. The Permit Center assists customers with permit application and issuance by providing accurate information and necessary resources. Both Divisions are guided by and committed to a high level of customer service.

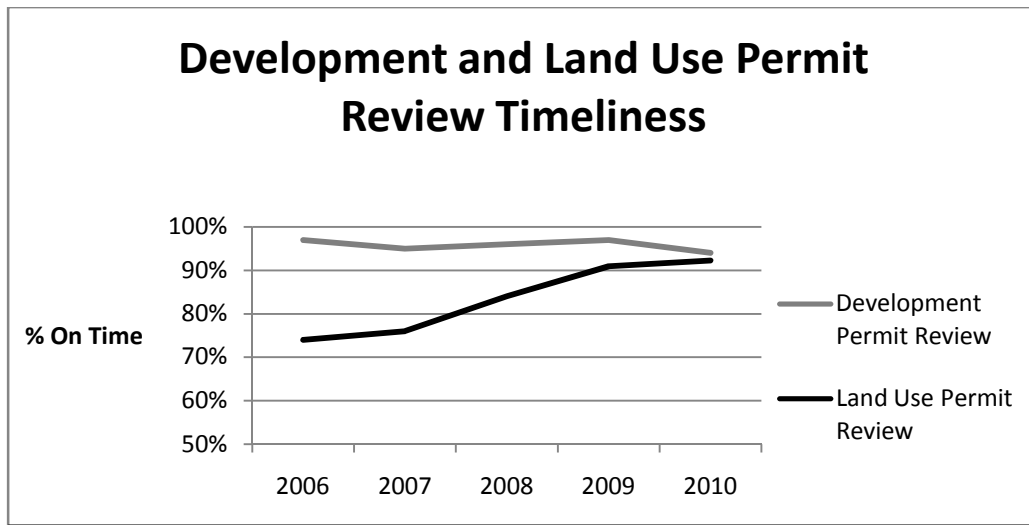
**SIGNIFICANT DIVISION GOALS**

- 1. Review and update of the Downtown Strategic Action Plan (DSAP).
- 2. Midway implementation: PAO, working with Sound Transit on station area planning, infrastructure planning, etc.
- 3. Activity centers/commercial zoning study – emphasis on Benson corridor.
- 4. Public outreach – initial phase of comprehensive plan.
- 5. Implementation of the new permit tracking system.
- 6. Re-evaluation of permit process improvements in light of reorganization, new permit tracking technology, and experience with SMART process.

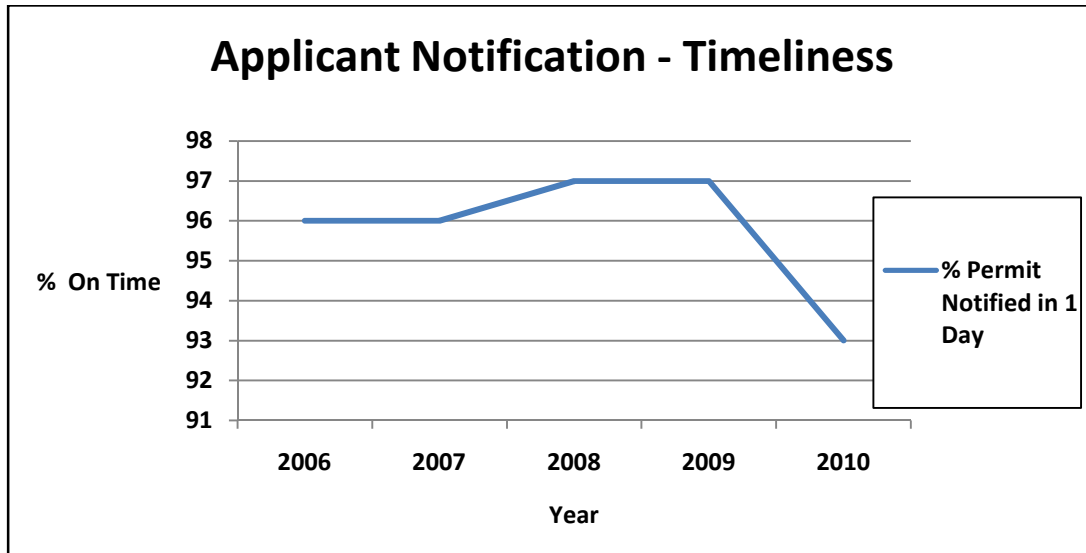
7. Create Sustainability Plan and strategy for attracting green businesses and coordinating and promoting City sustainability efforts.

**PROCESS TOWARD ACHIEVING GOALS**

1. Schedule public outreach to begin the state-mandated update of the City’s Comprehensive Plan (required by law to be adopted by December 2014).
2. Improve coordination, communication with all units involved in the permit process and continue to focus on process improvements which benefit customers as the new permit tracking system is implemented.
3. Utilize findings of Economic Development market sensitivity study to inform study of activity centers and update of the Downtown Strategic Action Plan.
4. Coordinate with working group of South County cities, internal departments, and other stakeholders to influence Light Rail alignment and station locations and integrate infrastructure planning for Midway into master plans.
5. Hire planner with expertise in sustainability planning and marketing.



This chart refers to the timeliness of all review activities associated with both development (building) permits and land use permits by Planning Services staff. These data are tracked in KIVA, the City’s automated permit tracking system, and the data are reliable. For years, the target has been 90% on-time review, which was finally achieved in the past year for development permits. This increase in performance in 2009 is not considered to be associated with a drop in permit activity since there has also been a commensurate reduction in Planning Services staffing levels. On-time performance for land use permits is influenced by other departments and has not changed dramatically for the past 5 years.



This chart refers to the timeliness of notification to the applicant that permit review is complete. This is done by the permit technicians in the Permit Center. The goal is to accomplish this in one day and 90% is the performance target. Staff has consistently performed above this standard for years.

## **BUILDING SERVICES DIVISION**

### **MISSION STATEMENT**

To foster the safe, orderly, and beneficial development, construction, and continued use of buildings and land in Kent. This is accomplished through administration and enforcement of building codes and other codes regulating land use, buildings, and public nuisances, review of construction plans in the permit process, subsequent building inspections, and general code enforcement.

### **SIGNIFICANT EXPENDITURES AND STAFFING CHANGES – 2011**

None

### **SERVICES PROVIDED**

Building Services conducts plan review of building permit applications, building inspection services, and code enforcement. The Division is guided by and committed to public participation and customer service.

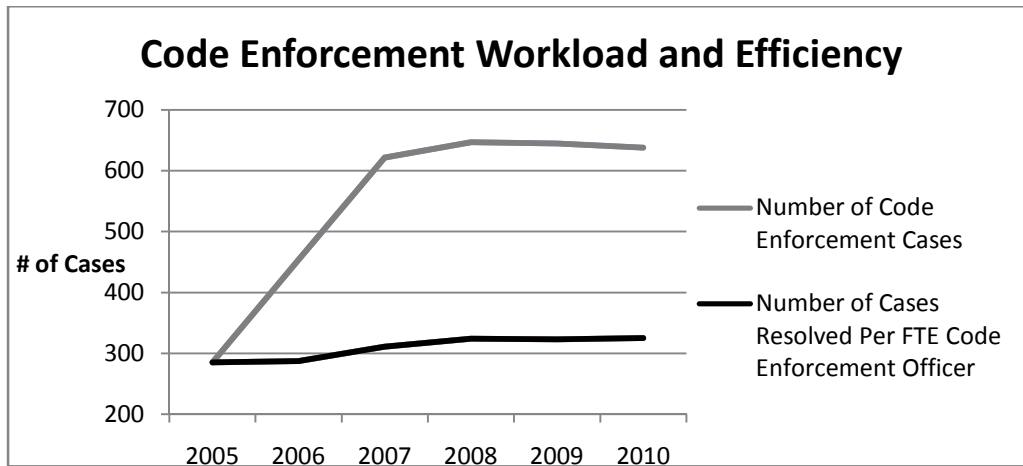
### **SIGNIFICANT DIVISION GOALS**

1. Maintain a high level of effectiveness of code enforcement services with the addition to the City of the Panther Lake annexation service area.
2. Continue to maintain at least 90% performance level of on-time permit plan review while completing 450 or more plan review activities per FTE.
3. Maximize customer service and staff efficiency potential by participating in and assisting with the successful replacement of the KIVA system with a modern, user-friendly and useful permit management system.

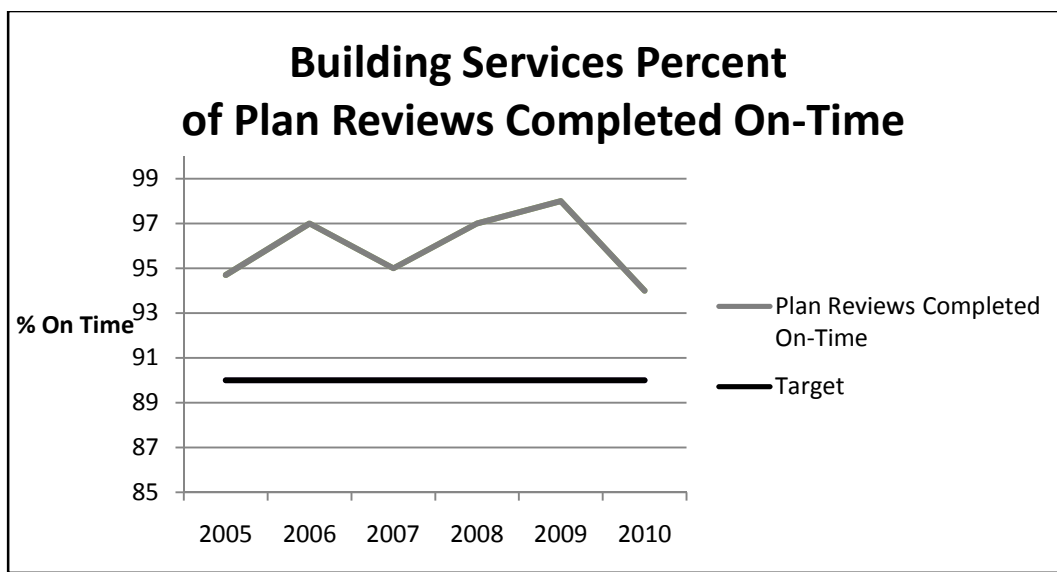
### **PROCESS TOWARD ACHIEVING GOALS**

1. Acquire and implement two-way wireless data transmission capability between building inspectors and code enforcement officers in the field and the new permit management software system.

2. Utilize King County code enforcement file information to increase efficiency in providing code enforcement services to the Panther Lake annexation area.
3. Acquire proficiency in utilizing the new permit management software system to increase efficiency and enhance customer communications in the plan review phase of the permit process.
4. Assist permit process customers and residents in the Panther Lake area in making the transition from the King County permit and inspection process to Kent's process by coordinating with King County staff when appropriate and by providing information via the City's Web site and in interactions with inspectors and plan reviewers.



This chart is a combination of code enforcement workload (cases resolved) and efficiency data (cases resolved per code enforcement officer). The number of cases resolved has steadily increased in the past 5 years, rising from 285 in 2005 to 638 in 2010. These workload figures reflect the addition of one new CE officer in mid-2006. In terms of efficiency, there was a measurable increase in the number of cases resolved per officer in 2007, reflecting the addition of a staff support position in that year.



This chart refers to the timeliness of all permit plan review activities associated with development (building) permits by Building Services Division staff. This data is tracked in KIVA and is reliable. The target is 90% and

Building Services has consistently performed above this standard since 2005. It should be noted that prior to 2005, the performance level was below 90%.

## **DEVELOPMENT ENGINEERING DIVISION**

### **MISSION STATEMENT**

To provide safe, cost effective and essential infrastructure to serve Kent citizens, businesses and the environment, while promoting a dynamic and sustainable economy.

### **SERVICES PROVIDED**

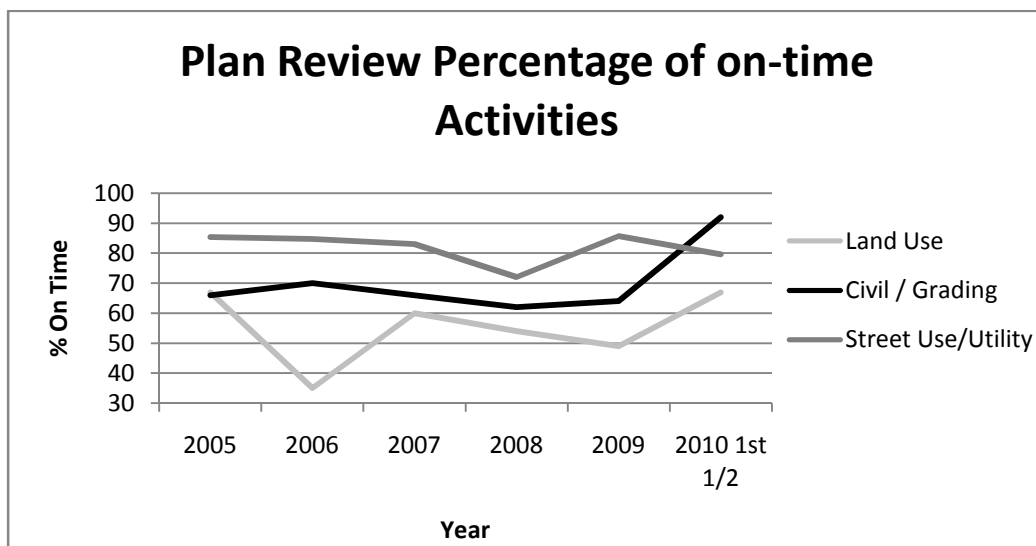
Development Engineering is primarily responsible for construction plan review and project coordination associated with land use, infrastructure construction, street use and street cut, franchise utility, water, sewer and other permits. Staff provides wetland and critical area reviews and code enforcement support. Staff also provides support to the Permit Center, as well as integral involvement in emergency management, permit process improvements, and providing engineering expertise to other divisions and departments.

### **SIGNIFICANT DIVISION GOALS**

1. Maintain performance levels for plan review on-time activities at 2011 actual rates.
2. Provide complete and timely information, as well as prompt responses, to both our internal and external customers.
3. Identify and implement key areas where redundancy occurs, and identify where improvements can easily be made to expedite and improve permit processing timelines and workflow.
4. Assist other departments and divisions in implementing the new KIVA replacement software.
5. Work with projects and developers in the recently annexed Panther Lake area to insure a smooth transition from King County reviews and approvals to City of Kent reviews and approvals.

### **PROCESS TOWARD ACHIEVING GOALS**

1. Improve coordination and communications with all units involved in the permit process, and continue to focus on process improvements which benefit customers and staff.
2. Implement changes to existing permit review workflows as identified.
3. Maintain standards of review and quality control throughout the division with respect to permit reviews.



**ECONOMIC & COMMUNITY DEVELOPMENT - GENERAL GOVERNMENT  
LIST OF POSITIONS**

Full Time (FT)  
Regular Part Time (RPT)  
In Equivalents

	2010 Budget Changes		2010 Annex Positions		2010 Budget		2011 Budget Changes		2011 Annex Positions		2011 Budget	
	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT
<b>GENERAL FUND</b>												
<b>Administration</b>												
Economic & Com Dev Director					1.00						1.00	
Administrative Assistant II	-1.00											
Administrative Assistant III	1.00				1.00						1.00	
<b>Economic Development</b>												
Economic Development Mgr					1.00						1.00	
Economic Dev Specialist			1.00		1.00						1.00	
<b>Planning</b>												
Planning Director					1.00						1.00	
Planning Manager					1.00						1.00	
Senior Planner					1.00						1.00	
Principal Planner					1.00						1.00	
Planner					5.00						5.00	
Administrative Assistant III					1.00						1.00	
Administrative Secretary I					3.00	0.60					3.00	0.60
<b>Permit Center</b>												
Permit Center Manager					1.00						1.00	
Lead Dev Permit Tech					1.00						1.00	
Development Permit Tech	1.00				2.00						2.00	
Office Technician III					1.00						1.00	
<b>Development Engineering</b>												
Engineering Manager					1.00						1.00	
Administrative Assistant I					1.00						1.00	
Engineering Supervisor					1.00						1.00	
Engineer 3					2.00						2.00	
Engineer Tech 3					1.00						1.00	
Project Coordinator					1.00						1.00	
Conservation Analyst					1.00						1.00	
<b>TOTAL</b>	<b>1.00</b>		<b>1.00</b>		<b>30.00</b>	<b>0.60</b>					<b>30.00</b>	<b>0.60</b>
<b>PUBLIC SAFETY-BLDG SVS</b>	<b>-4.00</b>		<b>3.00</b>		<b>13.00</b>						<b>13.00</b>	
	<b>-3.00</b>		<b>4.00</b>		<b>43.00</b>	<b>0.60</b>					<b>43.00</b>	<b>0.60</b>
<b>FULL TIME EQUIVALENTS</b>		<b>-3.00</b>		<b>4.00</b>		<b>43.60</b>						<b>43.60</b>

**COMMENTS**

2009 - Convert a Principal Planner position to an Economic Development Manager. Combined Economic Development, Community Development, and Development Engineering into the Economic and Community Development Department 9/09, Ordinance #3926. Eliminated vacant positions: Planner, Permit Tech, and Plans Examiner. Eliminated an Admin Secretary I position, two Permit Techs, an additional Plans Examiner, and two Building Inspectors. Reduced a full time Admin Secretary 1 to .60. \* The Engineer 2 moved from PW to Economic & Community Development and the position was later eliminated.

2010 - Reclass Admin Secretary II to Admin Secretary III. Move the Dev Permit Tech from Building Services to the Permit Center.

2011 - No changes.



**ECONOMIC & COMMUNITY DEVELOPMENT - PUBLIC SAFETY  
LIST OF POSITIONS**

Full Time (FT)

Regular Part Time (RPT)

In Equivalents

**GENERAL FUND**

**Building Services**

Building Services Manager  
Assistant Building Official  
Combination Building Inspector  
Plans Examiner  
Code Enforcement Officer  
Code Enforcement Assistant  
Development Permit Tech

**SUBTOTAL**

**ENVIRONMENTAL FUND**

Code Enforcement Officer

**TOTAL**

**FULL TIME EQUIVALENTS**

	2010 Budget Changes		2010 Annex Positions		2010 Budget		2011 Budget Changes		2011 Annex Positions		2011 Budget	
	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT
Building Services Manager					1.00						1.00	
Assistant Building Official					1.00						1.00	
Combination Building Inspector	-1.00		1.00		5.00						5.00	
Plans Examiner	-1.00		1.00		3.00						3.00	
Code Enforcement Officer	-1.00		1.00		1.50						1.50	
Code Enforcement Assistant					1.00						1.00	
Development Permit Tech	-1.00											
<b>SUBTOTAL</b>	<b>-4.00</b>		<b>3.00</b>		<b>12.50</b>						<b>12.50</b>	
<b>ENVIRONMENTAL FUND</b>												
Code Enforcement Officer					0.50						0.50	
<b>TOTAL</b>	<b>-4.00</b>		<b>3.00</b>		<b>13.00</b>						<b>13.00</b>	
<b>FULL TIME EQUIVALENTS</b>		<b>-4.00</b>		<b>3.00</b>		<b>13.00</b>						<b>13.00</b>

**COMMENTS**

2009 - Eliminated a vacant Plans Examiner position, an additional Plans Examiner position, and two Building Inspectors.

2010 - A Plans Examiner, Building Inspector and Code Enforcement Officer were moved to annexation positions. Move the Dev Permit Tech to the Permit Center.

2011 - No changes.

# Employee Services

**VISION STATEMENT**

Empowering people to achieve their full potential.

**MISSION STATEMENT**

The Employee Services Department is responsible for the recruitment and retention of a professional, productive and diverse work force and for the safety of employees and citizens by providing quality training, consulting, and customer services.

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES FOR 2011**

Employee Services is requesting a full time Human Resources Analyst position as part of the 2011 annexation budget in the amount of \$98,550.

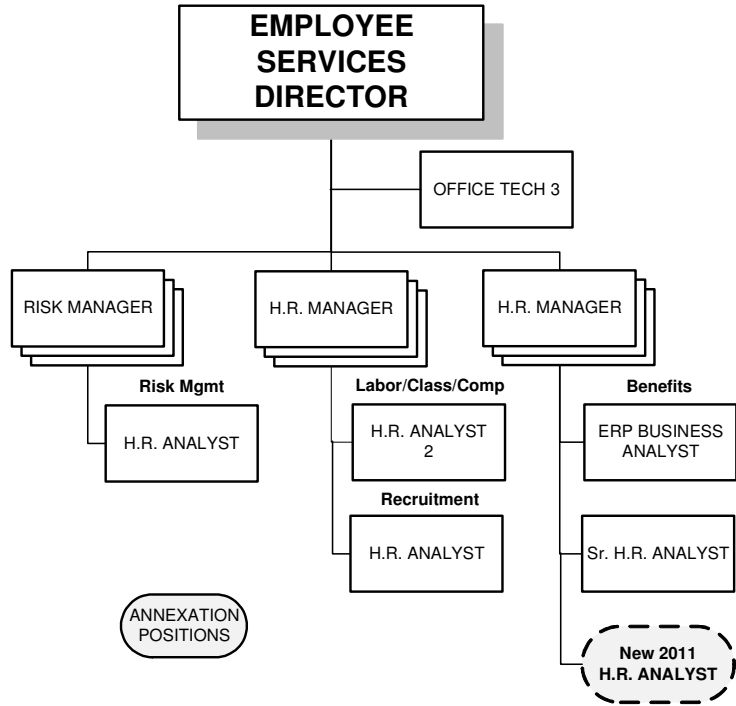
**SERVICES PROVIDED**

**Employment Administration** administers comprehensive recruitment, testing and hiring programs; administers the civil service program and supports the civil service commission; and provides outplacement services to affected employees.

**Labor Relations/Classification and Compensation** administers and negotiates labor contracts with four bargaining units; provides employee relations services; conducts classification and compensation studies and analyses; develops and maintains the city's classification and compensation plans; develops and maintains the city's employment policies.

**Employee Benefits Administration** administers a comprehensive self-funded health care plan and additional group insurance programs for employees, including life and long term disability insurance, employee assistance, employee recognition, management benefits, and wellness programs. Also facilitates the citywide Health Care Committee and supports the LEOFF I Board and administers the Commute Trip Reduction program.

**Risk Management** administers a complex array of citywide risk management and insurance programs including: self-insured worker's compensation, high deductible liability insurance with comprehensive loss control, safety and accident prevention training, risk financing of property/casualty insurance, and the self-insured unemployment compensation insurance program. This division also administers and coordinates citywide employee training and development programs including: safety (e.g. defensive driving), skill development (e.g. customer service and supervisory skills), management development (e.g. team building), and liability reduction (e.g. sexual harassment prevention).



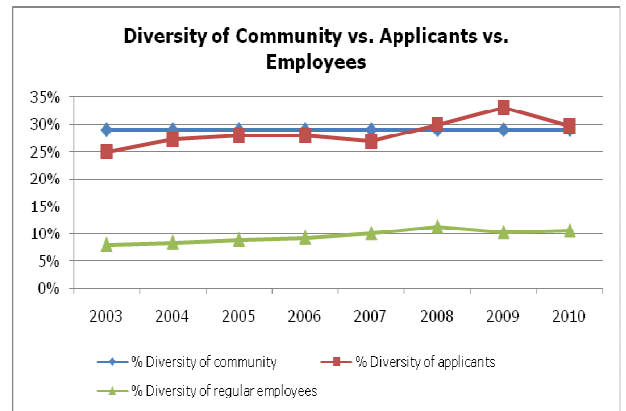
**DEPARTMENT GOALS**

- 1. Recruitment and Diversity:** Utilize innovation methods to attract and maintain a high quality, professional and diverse workforce. Objective: Facilitate the expansion of diversity in city employment to better serve our community.
- 2. Employee Retention:** Provide fiscally sound and innovative compensation and health care benefits that attract and retain a high quality workforce.
- 3. Employee and Community Safety:** Provide a comprehensive risk management and employee safety program.
- 4. Efficiency:** Utilize technology to more effectively provide services to our customers.

**PROGRESS TOWARD ACHIEVING GOALS**

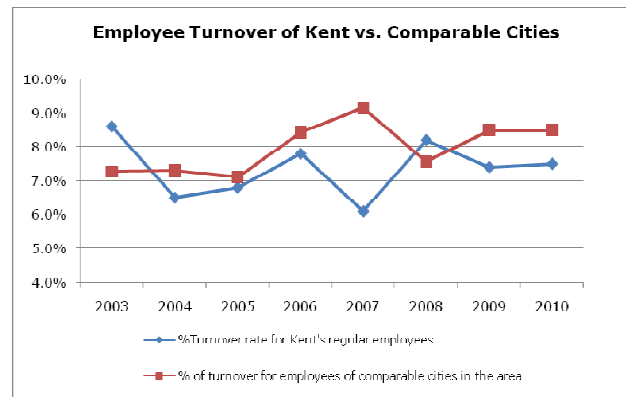
**1. Goal: Recruitment and Diversity**

The 2010 Federal Census information will be available in early 2011. In the meantime, we rely on the 2000 census that showed the diversity of Kent's population was at 29%. Over the past several years we have attracted 25-33% diversity in our applicant pool. The diversity of our regular employee population had been on a steady incline from 8% in 2003 to 11.3% in 2008. This number declined slightly in 2009 to 10.3%, due to both turnover and layoffs.



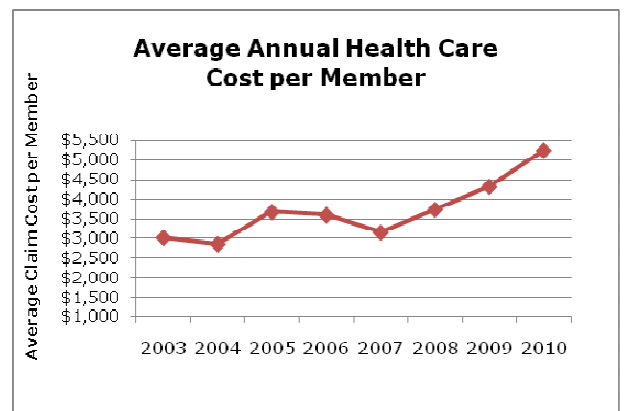
**2. Goal: Employee Retention**

The city's turnover rate has traditionally tracked below the average of surrounding cities, with the exception of 2003 when the city experienced layoffs. Turnover for 2009 was 7.4%, due primarily to layoffs. The 2010 turnover rate is 7.5% due primarily to retirements.



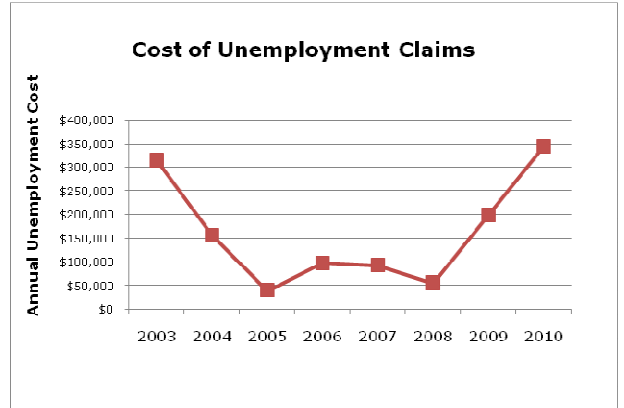
**Health Care:**

In 2010 the new Health Care Reform law was mandated by the Federal government. This new law will impact the city's health care plans beginning 2011 through 2018 further increasing health care costs. Over the last three years the average member cost is trending back up into the double digits matching the national average.



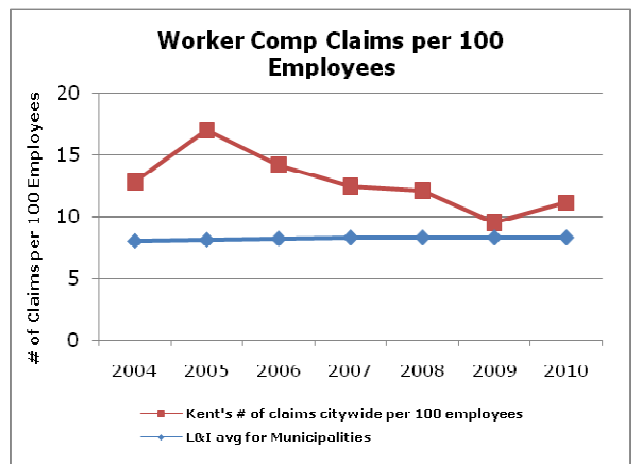
**Unemployment:**

Due to Layoffs in the 4<sup>th</sup> Quarter of 2009, the cost of Unemployment coverage increased significantly. Cost of this program was quite high in 2010, due to the extended amount of time during which Unemployment benefits are available to laid off employees. 2011 should have decreased costs, based on early 2011 projections.

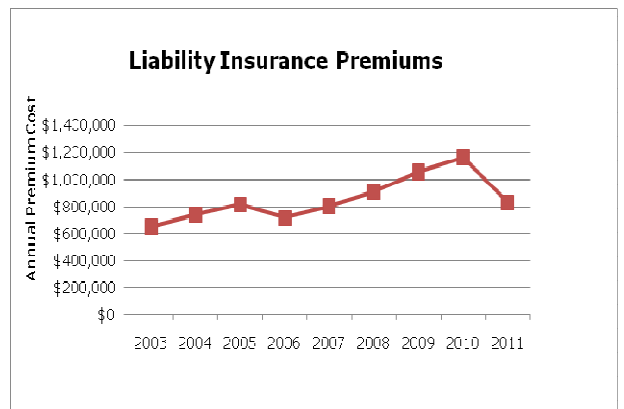


**3. Goal: Employee and Community Safety**

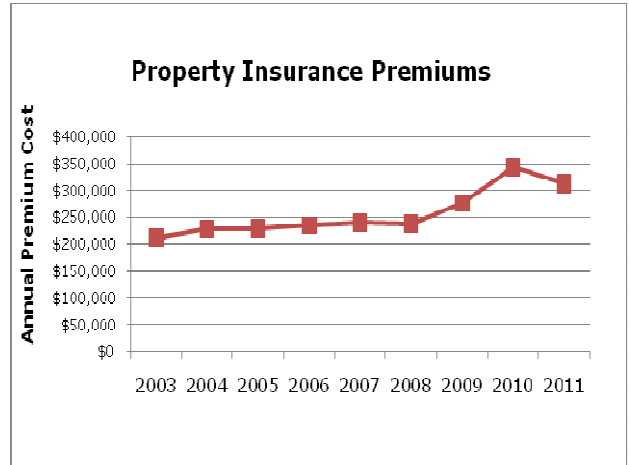
**Worker's Compensation:** The frequency of worker's compensation claims for Kent is generally above the average for municipalities as reported by the Department of Labor and Industries. Since recording a recent low of 8.8 claims per 100 employees in 2009, we have seen frequency begin to inch back up. Risk Management continues to work with Departments to lower frequency and severity of Worker Compensation claims.



**Liability:** Liability Insurance premiums continue to increase at significant rates, despite the "soft" Liability insurance market. The City has a new Liability insurance program in effect for 2011. Premiums decreased substantially from 2010 along with increased coverage and more control over significant aspects of the program.

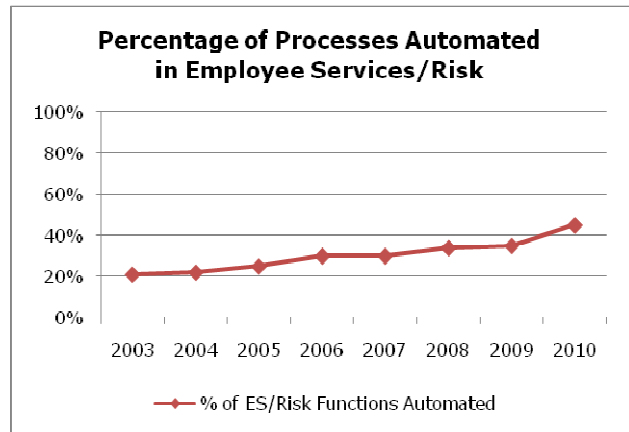


**Property:** Property Insurance rates have increased over the past two years, due primarily to the increased risk of flooding in the Green River Valley. Risk Management evaluated coverage and made changes which resulted in greater coverage on City property. Rates are expected to be equal to 2010 once all 2011 premiums have been paid.



**4. Goal: Efficiency**

A significant part of ES' success in achieving efficiencies has been through the use of computer automation. Our long-term goal is to be a "paperless" office. In 2009 ES began working with IT and Finance to automate position control. This has historically been a labor intensive manual process coordinated between ES and Finance. The new position control system came on line Summer 2010 and will be integrated with budgeted salaries and benefits in 2011. This graph represents our department efforts to automate systems and processes to achieve our overall goal of being a "paperless" office.



**EMPLOYEE SERVICES  
LIST OF POSITIONS**

Full Time (FT)  
Regular Part Time (RPT)  
In Equivalents

	2010 Budget Changes		2010 Annex Positions		2010 Budget		2011 Budget Changes		2011 Annex Positions		2011 Budget	
	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT
<b>GENERAL FUND</b>												
Employee Services Director					1.00						1.00	
HR Manager-Labor/Class/Comp					1.00						1.00	
ERP Analyst					1.00						1.00	
HR Analyst	-0.53		0.53		3.00				1.00		4.00	
Office Tech 3					1.00						1.00	
<b>GENERAL GOVERNMENT TOTAL</b>	-0.53		0.53		7.00				1.00		8.00	
<b>INSURANCE FUNDS</b>												
HR Manager - Benefits					1.00						1.00	
Risk Manager					1.00						1.00	
Risk Management Analyst					1.00						1.00	
Sr. HR Analyst					1.00						1.00	
<b>TOTAL INTERNAL SERVICE</b>					4.00						4.00	
<b>TOTAL EMPLOYEE SERVICES</b>	-0.53		0.53		11.00				1.00		12.00	
<b>FULL TIME EQUIVALENTS</b>		-0.53		0.53		11.00				1.00		12.00

**COMMENTS**

2009 - Eliminated the Employment Manager position and one HR Analyst position 9/09 and a vacant Senior HR Analyst position 11/09.  
2010 - Moved .53 Human Resource Analyst to the annexation budget.  
2011 - Added a Human Resource Analyst for annexation.



**-CIVIL DIVISION-**

**MISSION STATEMENT**

To provide effective, professional legal services to protect the public health, safety, and welfare.

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES – 2011**

NONE

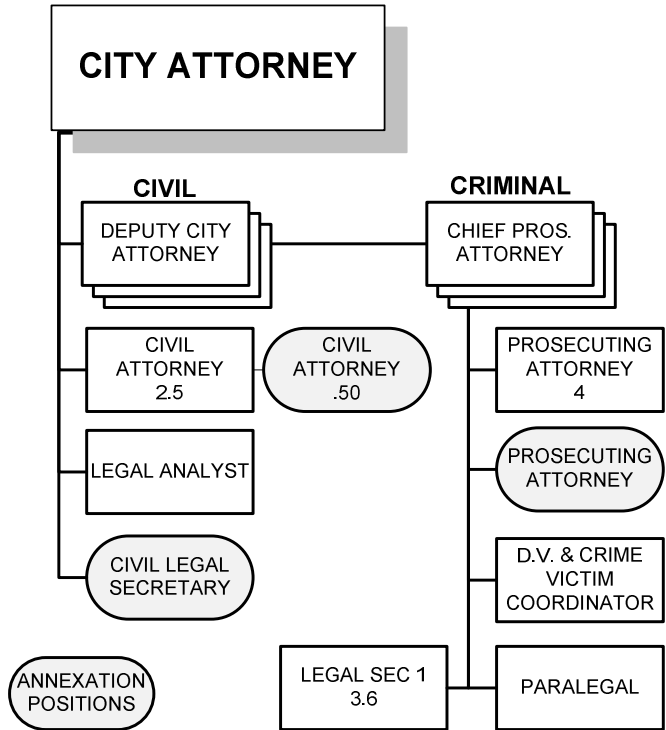
**SERVICES PROVIDED BY PROGRAM**

The Civil Division consists of 6.9 employees, including the City Attorney, and advises and represents all City elected and appointed officials, employees, boards, committees, task forces, and commissions on all civil legal matters pertaining to the City of Kent.

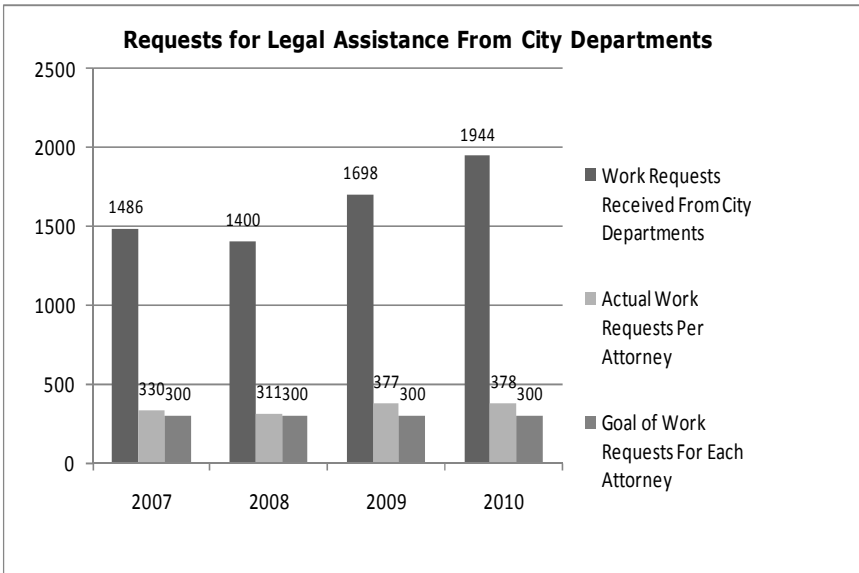
Each City department is a client and we provide legal representation on their daily operations. The Civil Division is also responsible for all litigation involving the City. Further, the Civil Division represents Valley Communications Center on all legal matters. In delivering these and other services, our office endeavors to deliver on the City's commitment to its mission, vision, and values.

**DEPARTMENTAL GOALS**

- Monitor issues and provide legal services to the Council, Mayor, staff, and Valley Communications Center requests for legal assistance.
- Provide and maintain excellent customer service levels with Council, Mayor, staff, and Valley Communications Center.
- Continue to provide competent legal services while making an efficient use of government resources.



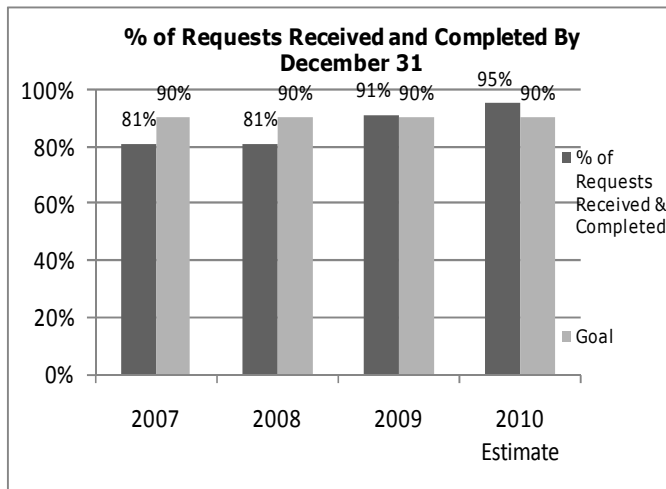
**CURRENT WORKLOAD**



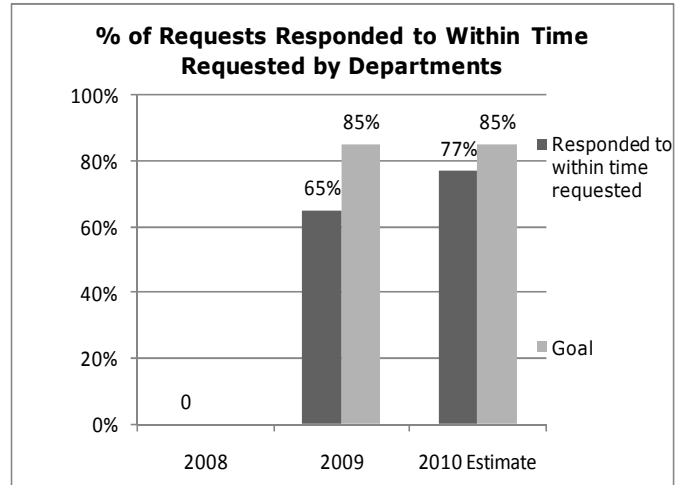
This chart provides a snapshot of the attorney office’s increasing workload. It does not reflect the complexity or simplicity of each work request, nor does it reflect each request received as they come in by written request, email, telephone, and direct conversation. An additional 15% increase in workload is expected due to the Annexation of the Panther Lake area.

**PROGRESS TOWARD ACHIEVING GOALS**

Goal: Provide and Maintain Excellent Customer Service Level



Goal: Provide and Maintain Excellent Customer Service Level

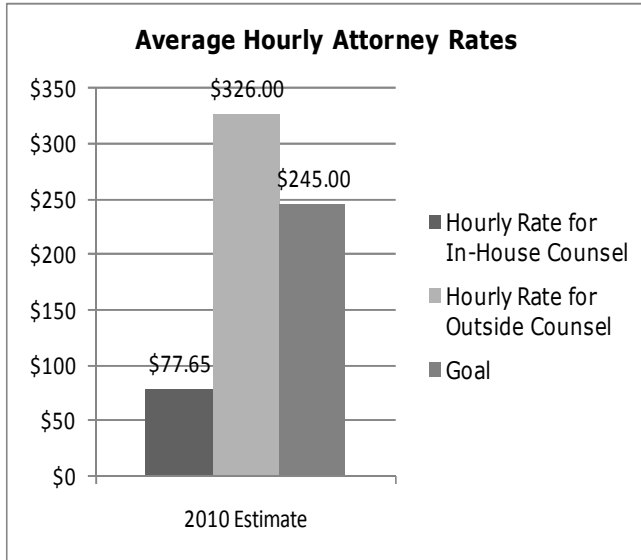


Some work requests require an extensive amount of time and cannot be completed within one year. Examples include the design and construction of the ShoWare Center, the Lake Meridian Outlet Certification of Lands, and much of the City’s litigation, including appeals. Accordingly, our office has established a goal to complete 90% of all work requests received in any given year. The complexity or simplicity of each request cannot be accurately measured in this process, however, which can skew the reliability of these measurement results.

The chart above measures tasks completed, but it is also the goal of this office to complete these tasks in a timely manner, so that staff from other departments can keep tasks and projects on schedule. Our office endeavors to complete 85% of all work requests within the time requested by staff, acknowledging that sometimes staff requests for turnaround time are unrealistic. Although we always attempt to promptly respond to urgent requests, we use a 2-week turnaround as a default compliance time, no matter what time period staff indicates on the request form.



**Goal:** Continue to Provide Competent Legal Services While Making Efficient Use of Government Resources



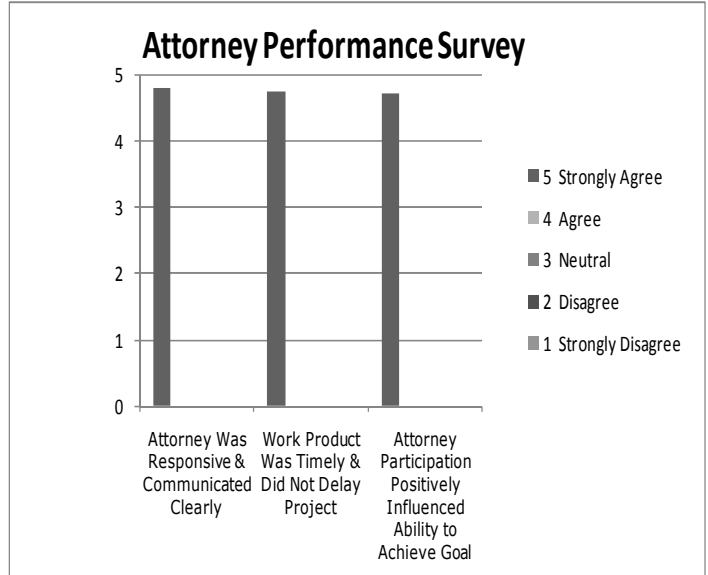
**In-House Counsel Average:** \$77.65 per hour

**Outside Counsel Average:** \$326 per hour  
(range of \$220-\$480 per hour)

**Goal:** \$245 per hour  
(75% of Outside Counsel Average Hourly Rate)

This measure shows the significant efficiency that is gained by handling legal advice, document review, and litigation matters in-house. Our goal is to maintain an in-house hourly rate at or below 75% of the average rate charged by outside counsel. Outside counsel typically have highly developed skills in specialized areas of legal expertise, such as municipal bond law, water law, hazardous waste law, and others, which justify, in part, higher hourly rates. As the market drives those rates higher, we expect to see that legal services performed by City staff attorneys remain considerably more cost effective than using outside counsel.

**Goal:** Improve Timeliness of Response to Requests While Making Efficient Use of Government Resources and Excellent Customer Service



This chart measures city staff's level of satisfaction with the attorney's office. Staff responded to the following questions:

- 1) The attorney was responsive and communicated clearly through telephone, e-mail, or in person.
- 2) The attorney work-product was provided in a timely manner and did not contribute substantially to any delay of the project.
- 3) The attorney's participation positively influenced our ability to achieve the project goal.

**LAW DEPARTMENT - GENERAL GOVERNMENT  
LIST OF POSITIONS**

Full Time (FT)  
Regular Part Time (RPT)  
In Equivalents

	2010 Budget Changes		2010 Annex Positions		2010 Budget		2011 Budget Changes		2011 Annex Positions		2011 Budget	
	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT
<b>GENERAL GOVERNMENT</b>												
City Attorney					1.00						1.00	
<b>Civil</b>												
Deputy City Attorney					1.00						1.00	
Assistant City Attorney			0.50		3.00						3.00	
Legal Analyst					1.00						1.00	
Civil Legal Assistant	-1.00		1.00		1.00		-1.00				1.00	
Civil Legal Secretary							1.00					
<b>FULL TIME EQUIVALENTS</b>	<b>-1.00</b>		<b>1.50</b>		<b>7.00</b>						<b>7.00</b>	
<b>TOTAL - PUBLIC SAFETY</b>	<b>-0.50</b>		<b>1.00</b>		<b>10.00</b>	<b>1.60</b>					<b>10.00</b>	<b>1.60</b>
						1.60						1.60
<b>TOTAL LAW</b>	<b>-1.50</b>		<b>2.50</b>		<b>17.00</b>	<b>1.60</b>					<b>17.00</b>	<b>1.60</b>
<b>FULL TIME EQUIVALENTS</b>		<b>-1.50</b>		<b>2.50</b>		<b>18.60</b>						<b>18.60</b>

**COMMENTS**

2009 - Eliminated the vacant Crime Victim Coordinator & Advocate position 11/09.  
 2010 - Add a Prosecuting Attorney for annexation 7/1/10 and move .5 Prosecuting/DV Attorney to Civil. Moved .5 Civil Atty and the Civil Legal Assistant to the annexation budget.  
 2011 - Changed title of Civil Legal Assistant to Civil Legal Secretary.



**-CRIMINAL DIVISION-**

**MISSION STATEMENT**

To provide effective, professional legal services to protect the public health, safety, and welfare.

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES – 2011**

NONE

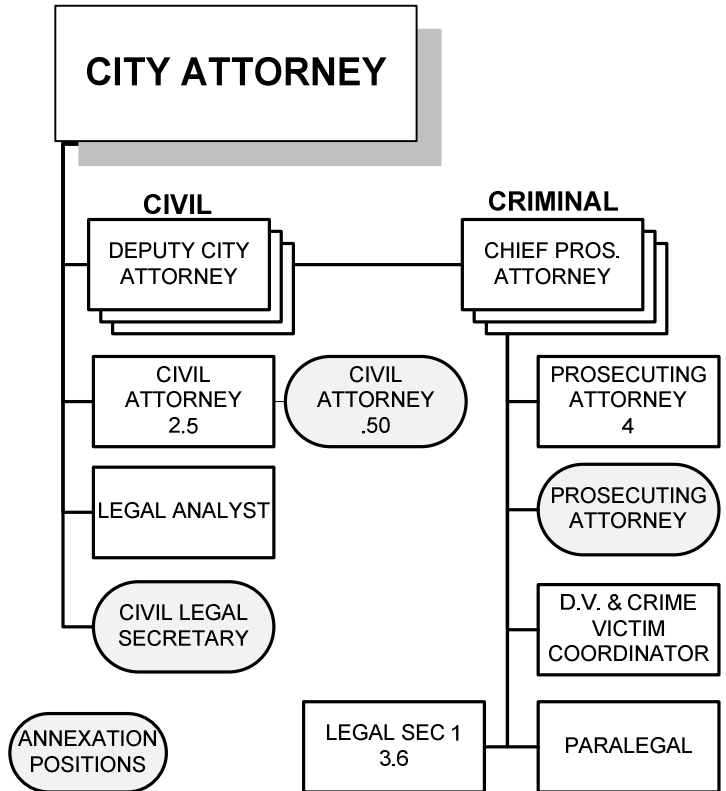
**SERVICES PROVIDED BY PROGRAM**

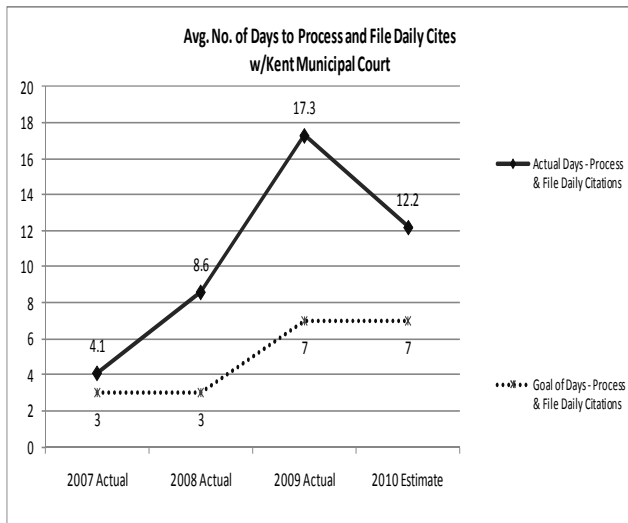
The Criminal Division consists of 11.7 employees and prosecutes all criminal misdemeanor cases, civil infractions, and forfeiture actions that are committed or occur in the City of Kent, including appeals, when required.

The Criminal Division also provides information, support, and referrals through a Domestic Violence and Crime Victim Program Coordinator. In delivering these and other services, the Law Department endeavors to deliver on the City’s commitment to its mission, vision, and values.

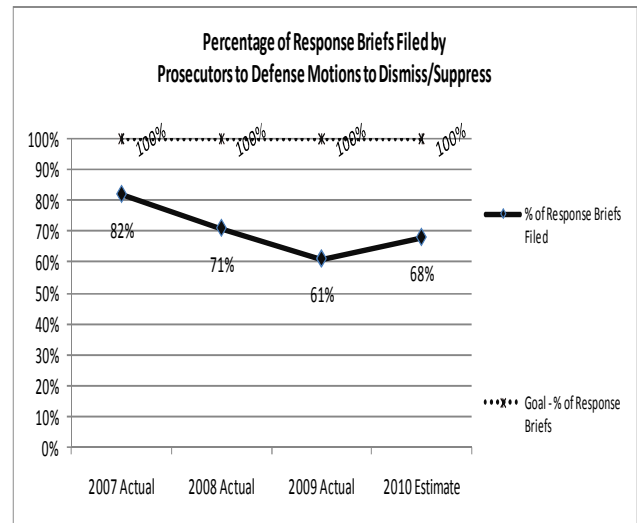
**DEPARTMENTAL GOALS**

- Process and file with the Kent Municipal Court criminal citations received from the Kent Police Department within seven calendar days from receipt.
- Respond to staff work requests and case reviews from the Kent Police Department within five calendar days from receipt.
- Prepare and file formal written response briefs for all Motions to Dismiss or Motions to Suppress evidence filed by defense counsel to assure effective prosecution on pending criminal cases.
- Maintain reasonable work time per case, per attorney, in order to effectively prosecute criminal cases.

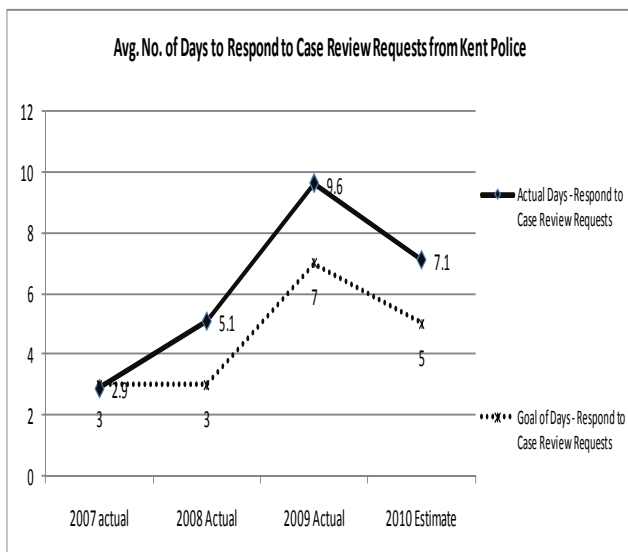




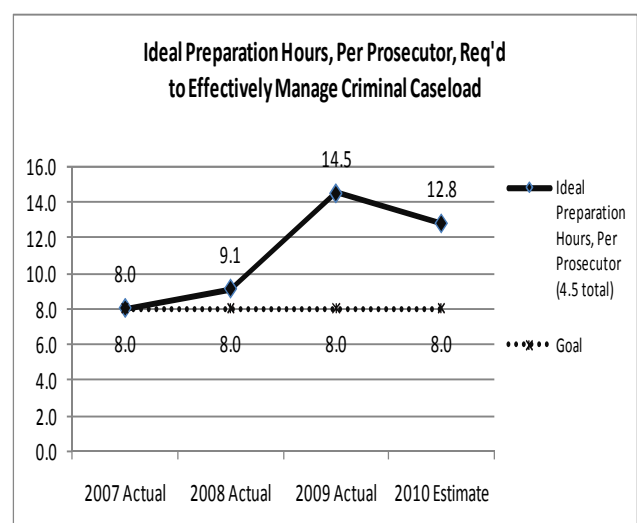
Processing and filing daily cites with the Kent Municipal Court within seven calendar days of receipt from the Police Department assures timely, steady, and consistent prosecution of criminal cases.



The ability of prosecutors to prepare and file formal written response briefs for all Motions to Dismiss and Motions to Suppress Evidence filed by defense counsel assures effective prosecution on pending criminal cases. Our goal is to file a written response to each formal motion filed. With the addition of prosecutorial staff, these goals should be achievable.



Responding to case review requests submitted by the Kent Police Department within five calendar days from receipt assures timely resolution of case investigation and filing of criminal charges where appropriate. To reflect the addition of a new prosecutor, the goal is adjusted from seven days to five days. Requests for review have increased 83% from 2008 and 669% from 2006. 2010 saw another 20% increase.



As our caseload has increased, so has the complexity of the cases brought to us for prosecution (e.g., cases involving crimes as a result of felony declines, driving under the influence, domestic violence, and stalking). As a result, the reasonable average ideal amount of time needed per day to manage reviews, filings, briefs, arguments and final case resolutions remains sharply in excess of our goal.

**LAW DEPARTMENT - PUBLIC SAFETY  
LIST OF POSITIONS**

Full Time (FT)  
Regular Part Time (RPT)  
In Equivalents

	2010 Budget Changes		2010 Annex Positions		2010 Budget		2011 Budget Changes		2011 Annex Positions		2011 Budget		
	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT	
<b>GENERAL GOVERNMENT</b>													
<b>TOTAL - GENERAL GOV'T.</b>	-1.00		1.50		7.00						7.00		
<b>PUBLIC SAFETY</b>													
<b>Prosecution</b>													
Prosecuting Attorney	-0.50		1.00		2.75						2.75		
<b>Criminal Justice</b>													
Chief Prosecuting Attorney					1.00						1.00		
Prosecuting Attorney					2.25						2.25		
Prosecuting Paralegal					1.00						1.00		
Legal Secretary I					2.00		1.60				2.00		1.60
DV & Crime Victim Prog Coord					1.00						1.00		
<b>TOTAL - PUBLIC SAFETY</b>	-0.50		1.00		10.00		1.60				10.00		1.60
<b>TOTAL LAW</b>	-1.50		2.50		17.00		1.60				17.00		1.60
<b>FULL TIME EQUIVALENTS</b>	-1.50		2.50		18.60						18.60		

**COMMENTS**

2009 - Eliminated the vacant Crime Victim Coordinator & Advocate position 11/09.  
2010 - Add a Prosecuting Attorney for annexation 7/1/10 and move .5 Prosecuting/DV Attorney to Civil.  
2011 - Changed title of Civil Legal Assistant to Civil Legal Secretary.

# Finance Department

## **VISION STATEMENT**

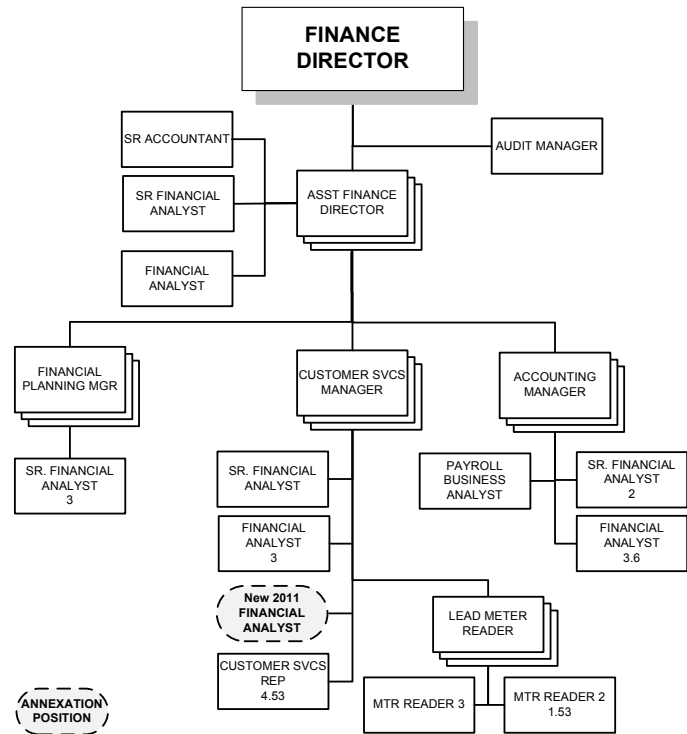
Information for tomorrow's decisions.

## **MISSION STATEMENT**

We deliver excellent financial and customer services to all of our customers. Through fiscal responsibility, we demonstrate our integrity, dedication and commitment to serving the citizens, community and our fellow employees at the City.

## **SERVICES PROVIDED BY DEPARTMENT**

- **Finance Administration** is responsible for all finance divisions and field audit functions. The division also administers and coordinates department functions that include Financial Services, Customer Services, Utility Billing, Meter Reading and Central Services.
- **Financial Reporting** is responsible for administering the city's general ledger, procurement, technical accounting support, preparing and updating the Annual Comprehensive Financial Report and other financial reports, and management of debt.
- **Financial Planning** is responsible for the development, preparation, and monitoring of the annual operating budget; short and long range revenue and expenditure forecasts; including budget and capital planning, and budget changes, and PeopleSoft system support.
- **Accounting Services** is responsible for payroll and accounts payable operations. Services provided include: accounts payable, payroll processing and system support, technical payroll support to city departments, payroll benefit and tax reporting, management of the daily banking, investment portfolios, and financial analysis.
- **Customer Services** is responsible for the operation of the utility billing system and for responding to customer inquiries by phone and over the counter. Also performs meter-reading activities including starts/stops, finals, meter changes, customer complaints, leaks and minor repairs.

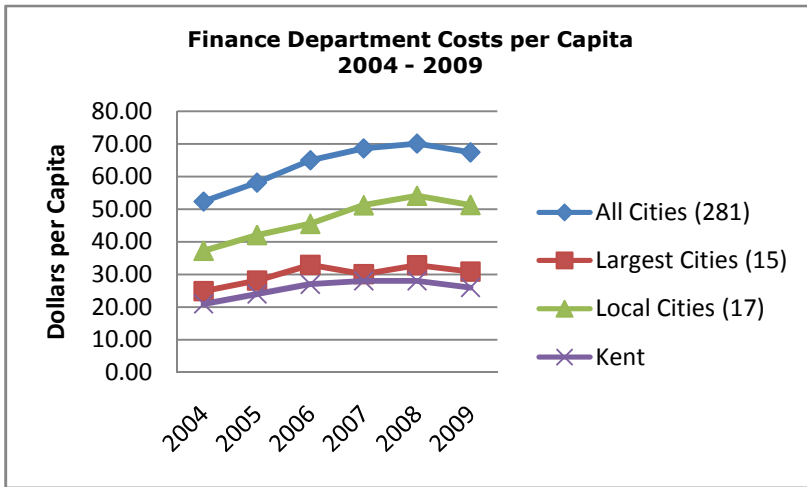


## **DEPARTMENTAL GOALS**

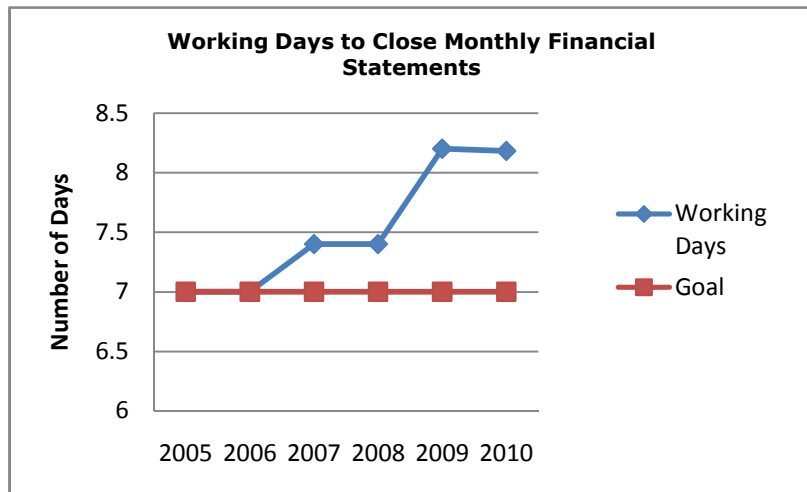
- Continue to provide the highest service levels at the lowest costs to our citizens.
- Maintain and improve the timeliness of our monthly financial closings
- Maintain and improve the timeliness of our annual financial close
- Develop a budget that results in revenues actual at 1% over budget and expenditure actual at 2% under budget.
- Maintain and improve the quality of customer service while expanding to include new customers within the Panther Lake annexation area.
- Increase efficiency of meter reading through research and implementation of automated technology that would also modify frequency of billing from bi-monthly to monthly.

**PROGRESS TOWARD ACHIEVING GOALS**

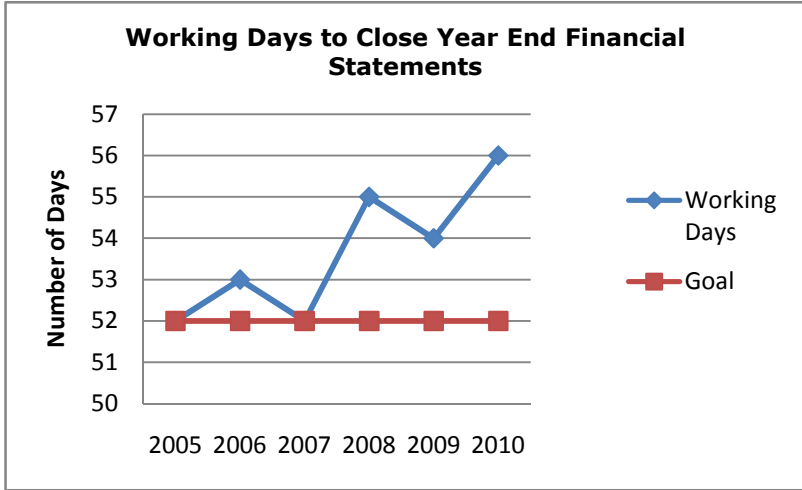
Below are a series of charts showing our performance compared to our goals.



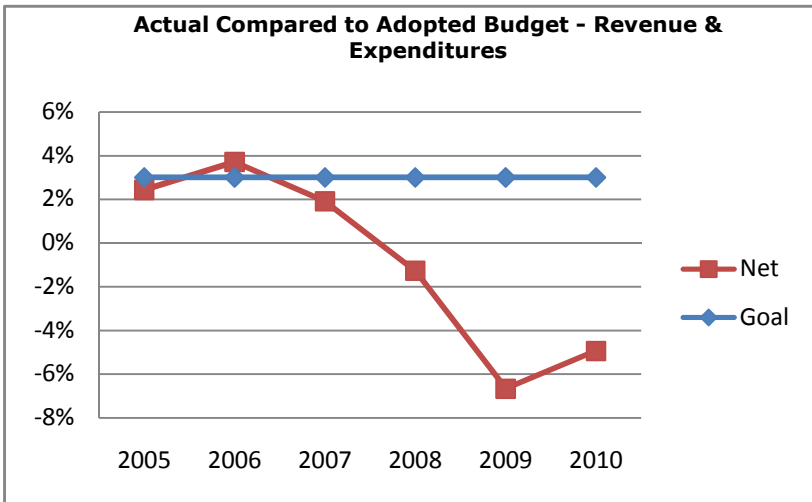
The Finance Department compares itself to other cities in terms of costs per capita for the services it provides. We compare to the average of all 281 cities within the State; to the 15 largest cities in the State; and to the 17 local area cities over 10,000 in population from Seattle and Bellevue to the north and Tacoma to the south. Our costs per capita are below all of these comparisons. Comparison data for 2010 is not yet available from the State Auditor's Office.



Our goal is to provide complete and accurate financial information. If financial information is complete and accurate but is 30 to 60 days in arrears, it is not useful for addressing trends. Our goal is to close each month within seven working days. We did not achieve that goal in 2009 or 2010, with our average at 8 days. Beginning with fiscal year 2009, King County implemented furlough days. As a result, closing has typically been delayed an additional day due to later arrival of the property tax report from King County.

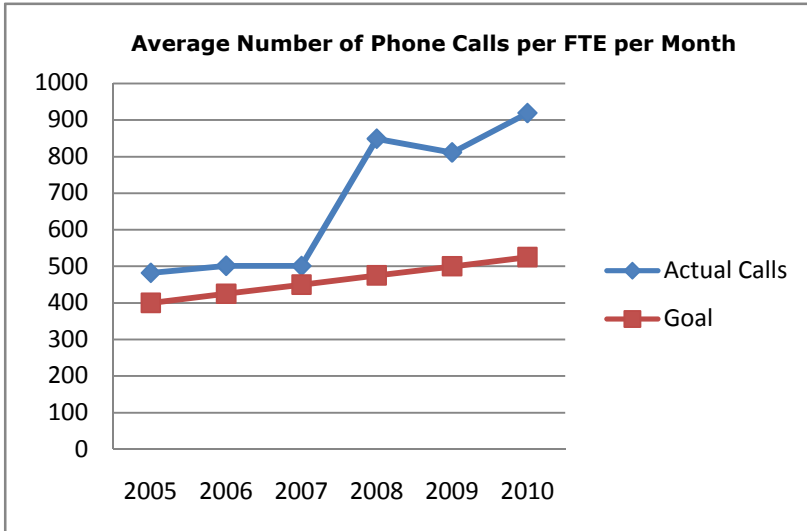


Another Finance Department goal is to complete the final closing for year end financial statements within 52 working days of the end of the year. The length of the time is related to the accrual of the sales and use tax which lags by two months and the charging of any expenditures to the proper year. We strive to meet this goal so that the State Auditor's Office can complete their audit of our records and issue their report within six months of year end. We did not meet this goal for 2009 and 2010, taking 54 and 56 days respectively.

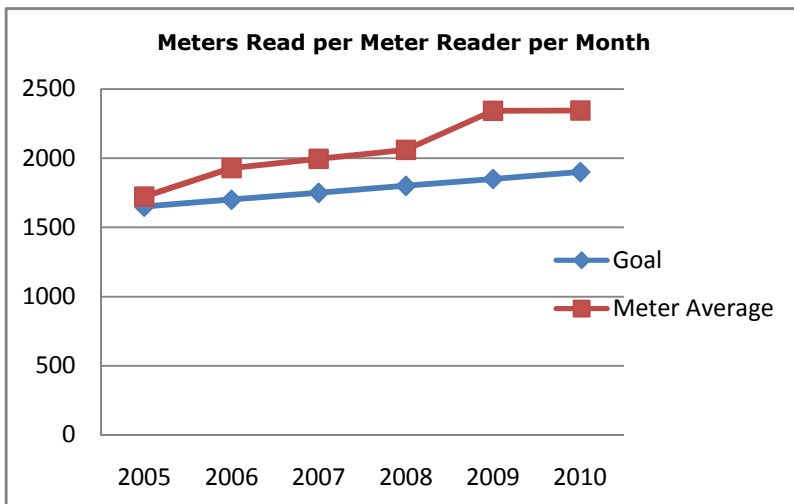


The Finance Department annually compares the amended budget to the actual revenues and expenditures for the year. Our goal is to over realize revenues by 1% and to under spend the budget by 2%. We measure ourselves against this 3% better than budget annually. The recession in 2008, 2009 and 2010 was much deeper than anticipated. While we achieved our expenditure goals in 2008 and 2009, we were substantially under in revenues for the past three years.





The Customer Service Division responds to all inquiries about utility billing, business licenses, local improvement districts, and accounts receivable, as well as answers the information line for the City. Even though call volumes have increased each year, our employee productivity goal continues to be surpassed. Much of the increase over the past three years is attributed to the Panther Lake Annexation. The slight decline in 2009 calls was due to the availability of online utilities payments.



The Finance Department reads all of the water meters in the City on a bi-monthly basis. Each member of our meter reading staff has exceeded our goal of reading 2,000 meters a month. As new commercial and residential construction is completed, we have an annual increase in the number of meters to be read.

**FINANCE DEPARTMENT - GENERAL GOVERNMENT  
LIST OF POSITIONS**

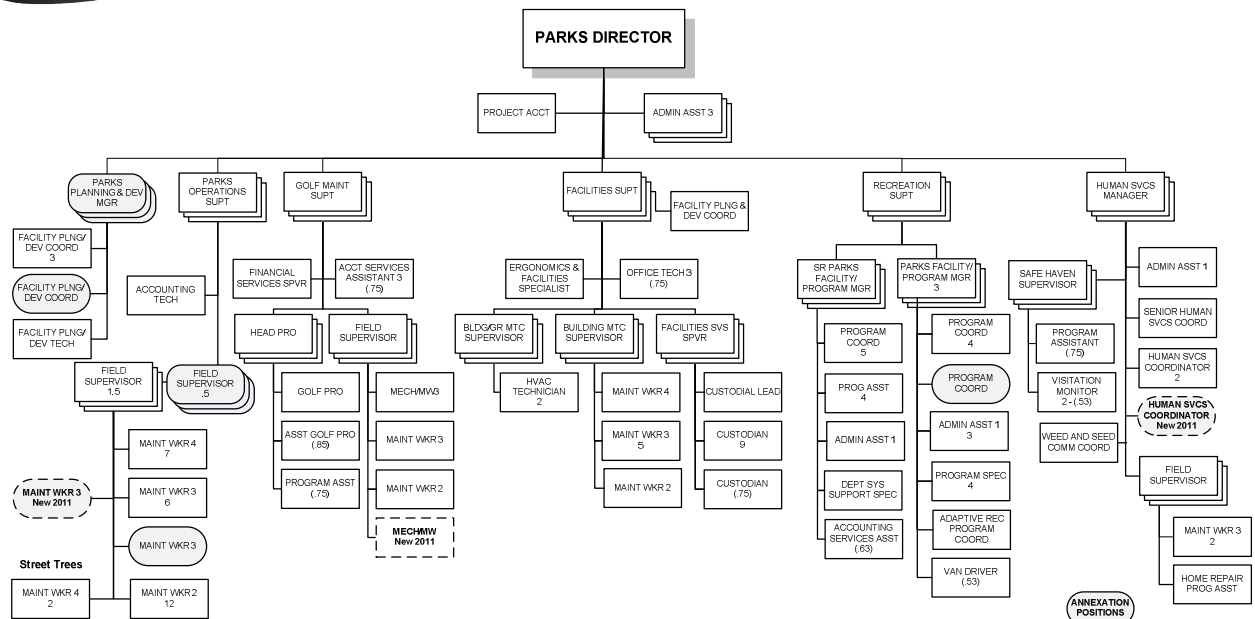
Full Time (FT)  
Regular Part Time (RPT)  
In Equivalents

	2010		2010		2010		2011		2011		2011	
	Budget Changes		Annex Positions		Budget		Budget Changes		Annex Positions		Budget	
	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT
<b>GENERAL GOVERNMENT</b>												
<b>Administration</b>												
Finance Director					1.00						1.00	
Field Auditor					1.00						1.00	
Sr Financial Analyst	-1.00											
<b>Accounting</b>												
Accounting Manager					1.00						1.00	
Payroll Business Analyst					1.00						1.00	
Sr Financial Analyst					2.00						2.00	
Financial Analyst	-2.00		1.00		3.00	0.60					3.00	0.60
<b>Financial Reporting</b>												
Assistant Finance Director	1.00				1.00						1.00	
Senior Accountant	1.00				1.00						1.00	
Sr Financial Analyst	1.00				1.00						1.00	
Financial Analyst	1.00				1.00						1.00	
<b>Financial Planning</b>												
Assistant Finance Director	-1.00											
Financial Planning Manager	1.00				1.00						1.00	
Senior Accountant	-1.00											
Sr Financial Analyst					3.00						3.00	
<b>Customer Service</b>												
Customer Services Manager	-0.50				0.50						0.50	
Financial Analyst	-1.00		1.00		1.00				1.00		2.00	
Accounting Technician	-1.00											
Customer Svcs Representative					0.50						0.50	
<b>TOTAL - GENERAL GOV'T.</b>	<b>-2.50</b>		<b>2.00</b>		<b>19.00</b>	<b>0.60</b>			<b>1.00</b>		<b>20.00</b>	<b>0.60</b>
<b>UTILITIES</b>												
Customer Services Manager	0.50				0.50						0.50	
Financial Service Supervisor	-1.00											
Senior Financial Analyst					1.00						1.00	
Customer Svcs Representative					3.50	0.53					3.50	0.53
Financial Analyst	1.00				2.00						2.00	
Lead Meter Reader (4)					1.00						1.00	
Meter Reader 3					1.00						1.00	
Meter Reader 2					1.00	0.53					1.00	0.53
<b>TOTAL - UTILITIES</b>	<b>0.50</b>				<b>10.00</b>	<b>1.06</b>					<b>10.00</b>	<b>1.06</b>
<b>TOTAL FINANCE</b>	<b>-2.00</b>		<b>2.00</b>		<b>29.00</b>	<b>1.66</b>			<b>1.00</b>		<b>30.00</b>	<b>1.66</b>
<b>FULL TIME EQUIVALENTS</b>		<b>-2.00</b>		<b>2.00</b>		<b>30.66</b>				<b>1.00</b>		<b>31.66</b>

**COMMENTS**

2009 - Reclassed Acct Tech 25 to CSR 22. Move Sr. Financial Analyst from General Fund to Utilities. Move .5 Customer Service Rep from Utilities to General Fund. Eliminate one Financial Analyst position and one Customer Service Rep position 11/09.  
 2010 - Moved .5 Customer Services Manager to Utility Fund. Moved two Financial Analysts to the annexation budget. Reorg Financial Planning and create the Financial Reporting division. Trade the Senior Financial Analyst position for the Financial Planning Manager position. 9/10  
 Trade the Accounting Tech position for a Financial Analyst in Utilities. 9/10  
 2011 - Add a Customer Service Financial Analyst for annexation.

# Parks, Recreation & Community Svcs



## MISSION STATEMENT:

Dedicated to enriching lives. We are committed to providing safe and inviting parks and facilities. We offer meaningful and inclusive recreational, cultural and human service programs. We are responsive, encouraging and ethical in our dedication to the community.

## GOALS:

- Plan, acquire, design and develop a coordinated park system which satisfies the community's open space and recreation needs, and anticipates future demands.
- Provide clean, safe, attractive and functional parks, open space and facilities, while protecting the City's capital investments through ongoing maintenance and resource management.
- Help alleviate stress, reduce crime and antisocial behavior by providing/supporting prevention and intervention services through our Recreation and Human Services Divisions.
- Work with the City's diverse population and community organizations to assist all Kent residents in having access to our parks, facilities, programs and services.
- Through a mix of direct services, partnerships and collaborations, contribute to youth development, encourage stronger families and stimulate a healthy community.

## SERVICES PROVIDED BY DIVISION:

- The **Park, Planning and Development** division creates and coordinated system consistent with the community's open space and recreation facility needs as identified in the Parks and Open Space Plan. Fundamental responsibilities include:
  - Planning, design and management of parks-related capital improvement projects.
  - Management of parks-related volunteer projects.
  - Permit review of development projects.
  - Leveraging city capital funding with grants and other external funding sources.

- The **Park Operations** division preserves high-quality parks, trails, recreation areas, City facility grounds, and athletic complexes through daily maintenance, repairs and minor construction. Parks Operations provides service to all City divisions through program support of community events, concerts, athletic tournaments and league play, cultural projects, seasonal festivals, adopt-a-park and volunteer projects. We strive to steward the green spaces placed in our care as part of maintaining a livable community.
- The **Facilities Management** division is responsible for space planning and construction, as well as custodial, building and heating, air conditioning, and ventilation maintenance for city buildings. This division is responsible for a safe and healthy environment for city employees and our customers.
- The **Recreation/Cultural Services** division focuses on providing recreation, community services, and lifelong learning opportunities for youth, seniors, families and people with disabilities of all ages. Services include the operation of the Kent Commons, the Kent Senior Activity Center, the Resource Center and the Kent Community Center at Phoenix. Programs include athletics, park, field and facility rentals, lifeguards at Lake Meridian, events, cultural/ performing/visual arts, camps, afterschool programs, summer playgrounds, trips and adaptive recreation programs. This integrated system of programs serves to help Kent be a healthy community.
- The **Housing and Human Services** division (HHS) works to improve and enhance the delivery of services to all Kent residents through coordination, program development, advocacy and resource mobilization. Through implementation of the Human Service Master Plan: Building a Better Community the division priorities are: Meeting Community Basics, Increasing Self Reliance, Strengthening Children and Families, Building Safer Communities, and Improving Health and Well-being.
- The **Riverbend Golf Complex** provides a variety of programs and activities designed to meet the needs of every skill level and age group. The golf complex consists of four revenue centers: the 18 Hole Golf Course, Par 3 Golf Course, Driving Range and the Merchandise Center.

#### **KEY 2011 WORK INITIATIVES:**

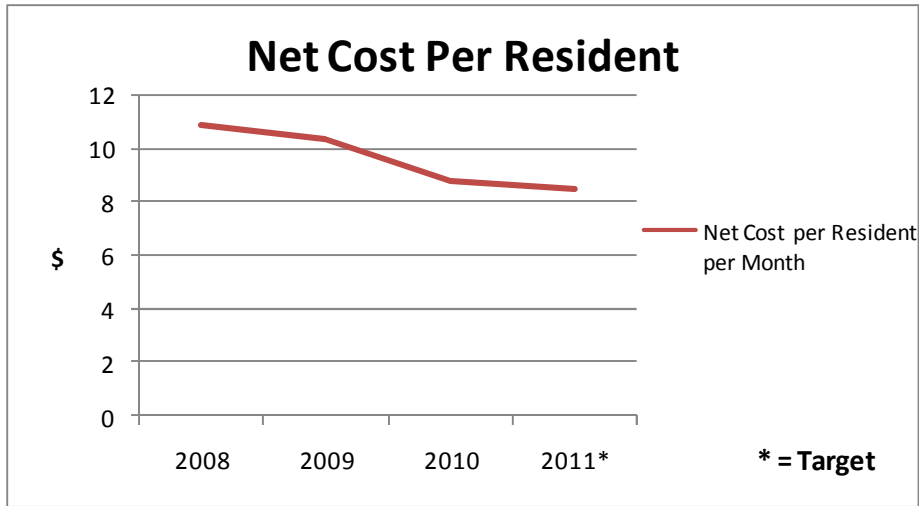
- **Park, Planning and Development**
  - Hire a Parks Planning and Development Manager.
  - Establish a vision for the renovation of Park Orchard Park in the Panther Lake Annexation Area. Increase public safety, natural surveillance, and improve the recreational utility of a long neglected park space.
  - Renovation of Seven Oaks Park.
  - Restoration work at Earthworks Park will preserve the artwork, increase public safety, and reduce maintenance costs at the park. Establish a broader vision for the entire Mill Creek Greenway.
  - The playground at Lake Meridian Park will be expanded into an ADA accessible destination playground which will maximize the park's use year-round and serve as a regional asset.
  - Initiate a City-Wide Play Plan that will ensure that all of Kent's children will have access to accessible playgrounds providing them with the different types of play (natural, creative, imaginative, social, and competitive) that are vital to healthy child development.

- Develop an Integrated Bike, Path and Trails Plan in coordination with Public Works and Planning.
- Continued focus on Life Cycle Projects throughout the system in coordination with Parks Operations.
- **Park Operations**
  - The Parks Operations Division will seek to implement a new organizational structure to position staff to respond to changes over the past year and challenges in the future.
  - Our focus will continue to be to preserve our substantial park and facility assets and provide program service support within our existing resources.
  - We will continue to research and implement new technologies to increase efficiency of service delivery and conserve utility usage. These include automated systems for irrigation and security to allow staff to focus on maintenance and service provision.
  - Begin the implementation of the "Green Kent" Initiative.
- **Facilities**
  - Continue to manage and maintain our system of public facilities at a quality level of service within our existing resources.
  - Purchase or renovation of Aukeen Court
  - Boiler replacement at Kent Corrections Facility
  - Continuing a mixed services approach to our HVAC work plan
  - Kent Commons roof replacement
- **Recreation/Cultural**
  - Enhance outreach and marketing of services to non-traditional markets to better serve all Kent residents. Ensure ethnic diversity is reflected in programming choices. Implement strategies to expand audience participation among diverse citizens.
  - Continue providing online registration for all programs, classes, and sport activities. The focus remains to provide greater customer service in program registration.
  - Implement the 2010-2011 City Art Plan, Focus on promoting and maintaining our existing collection through continued partnerships with the community, including the Kent Downtown Partnership, the Kent Historical Society, private cultural tour businesses, and the Kent School District.
  - Adjustments to the Cultural Programs Division's Spotlight Series of performing arts events. Strive for high quality, balance of genres, ethnic diversity and offerings for youth, while focusing on a smaller, self-sustaining series. Continue sponsorship program to increase revenue and expand potential for higher profile artists.
  - Continue to build participation at the community center.
  - Actively recruit and build partnerships in the community to provide food donations, education, and counseling at evening programs.
  - Work with Kent School District to add afterschool programs at various schools in the new annexation area, as dollars become available.

- The Senior Activity Center is focusing on healthy aging with a goal of providing activities and programs to keep older adults in their homes and out of long-term care. An integrated fitness/wellness program will build on all aspects of wellness - physical, social, intellectual, and emotional.
- The focus will continue on the increase of younger seniors into the recreation and leisure market. We seek to provide a facility and programs that are attractive to a broad range of older adults, including high-energy activities, mental and physical health, sound eating options, and economical day and extended trips.
- **Housing and Human Services**
  - Enhance coordination among Immigrant/Refugee service providers.
  - Expand services in the annexation area including Resource and Referral and Home Repair.
  - Encourage and foster community engagement in human services issues
  - Lead and facilitate regional coordination between suburban cities engaged in human service funding and services.
  - Improve accessibility to services for Kent residents with an understanding that as a result of the current economy there is a significant increase in need while agencies are seeing a decrease in funding.
  - Continue to improve efficiency for agencies in reporting.
  - Evaluate the current Master Plan. Begin data collection and planning for new Master Plan for 2013.
  - Improve understanding of affordable housing.
  - Plan and coordinate a one day King County Human Service Planners Conference.
  - Take the next step in our partnership with E-Gov by establishing Online Regional Reporting for Human Service Funded Agencies.
  - Incorporating an Energy Efficiency Program into the Home Repair Program.
  - Resource and Referral materials will be developed to target populations with common needs.
- **Riverbend Golf Complex**
  - Continue to refine the maintenance practices to improve the year-round playing conditions of both golf courses to increase off season rounds of golf and revenue.
  - Continue to develop a work plan for the golf complex that reduces the amount of overtime required to operate a seven day per week operation with multiple shifts per day.
  - Continue to capitalize on the increase in range business by providing the highest quality balls and mats possible at all times.
  - Continue to effectively market the golf complex in an effort to attract new customers during the down economy.
  - Work with Mick Kelly's Irish Pub to attract additional tournaments, outside events, and new customers, to increase the overall golf complex revenue.
  - Finalize the 5-Year Capital Improvement Plan for the golf complex.
  - Continue to improve the year-round playing conditions of both golf courses by additional aerification and topdressing of fairways and greens to help increase rounds of golf and revenue.

**KEY DEPARTMENTAL MEASURES:**

	<b>UNIT OF MEASURE</b>	<b>2008 ACTUAL</b>	<b>2009 ACTUAL</b>	<b>2010 ACTUAL</b>	<b>2011 TARGET</b>	
1.	Net cost per resident to provide all Parks, Recreation and Community Services Programs (See Graph)	cost per month	\$10.88	\$10.36	\$8.80	8.48
2.	Percent of outcome goals met by contracted agencies through the Human Services Division	%	99	100	100	100
3.	Number of park sites and total acres of developed city park land	#	94 / 910	95 / 911.5	96 / 914.5	96 / 914.5
4.	Annual cost per square foot to manage/maintain developed park land. (note 43,560 sq ft per acre)	\$	0.11	0.11	0.11	0.11



**PARKS - CULTURAL & RECREATION  
LIST OF POSITIONS**

Full Time (FT)  
Regular Part Time (RPT)  
In Equivalents

**GENERAL FUND**

**ADMINISTRATION**

Parks Director  
Administrative Assistant III  
Project Accountant

**OPERATIONS**

Park Operations Superintendent  
Field Supervisor  
Maintenance Worker IV  
Maintenance Worker III  
Maintenance Worker II  
Accounting Technician

**PLANNING & DEV**

Planning & Development Manager  
Proj Facility Png/Dev Coord  
Planning/Development Technician

**RECREATION**

Recreation Superintendent  
Recreation Facility Manager  
Parks Program Coordinator  
Facility Supervisor  
Administrative Assistant I  
Program Asst (Customer Svcs)  
Program Assistant (Rec Fac)  
Accounting Services Asst III  
Dept System Support Specialist

**CULTURAL ARTS**

Program Manager  
Administrative Assistant I  
Parks Program Coordinator

**YOUTH/TEEN REC PRGMS**

Parks Program Manager  
Program Assistant  
Program Spec (Nbrhd Rec)

**GENERAL FUND TOTAL**

**PROJECTS**

Proj Facility Png/Dev Coord  
Assistant Park Planner

**PROJECTS TOTAL**

	2010 Budget Changes		2010 Annex Positions		2010 Budget		2011 Budget Changes		2011 Annex Positions		2011 Budget	
	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT
<b>GENERAL FUND</b>												
<b>ADMINISTRATION</b>												
Parks Director					1.00						1.00	
Administrative Assistant III					1.00						1.00	
Project Accountant					1.00						1.00	
<b>OPERATIONS</b>												
Park Operations Superintendent					1.00						1.00	
Field Supervisor	-1.50		0.50		2.00						2.00	
Maintenance Worker IV					7.00						7.00	
Maintenance Worker III	-1.00		1.00		6.00				1.00		7.00	
Maintenance Worker II					12.00						12.00	
Accounting Technician					1.00						1.00	
<b>PLANNING &amp; DEV</b>												
Planning & Development Manager			1.00		1.00						1.00	
Proj Facility Png/Dev Coord			1.00		1.25						1.25	
Planning/Development Technician					1.00						1.00	
<b>RECREATION</b>												
Recreation Superintendent					1.00						1.00	
Recreation Facility Manager					1.00						1.00	
Parks Program Coordinator					5.00						5.00	
Facility Supervisor	-1.00											
Administrative Assistant I					2.00						2.00	
Program Asst (Customer Svcs)					1.00						1.00	
Program Assistant (Rec Fac)					1.00						1.00	
Accounting Services Asst III						0.63						0.63
Dept System Support Specialist					1.00						1.00	
<b>CULTURAL ARTS</b>												
Program Manager					1.00						1.00	
Administrative Assistant I					1.00						1.00	
Parks Program Coordinator					2.00						2.00	
<b>YOUTH/TEEN REC PRGMS</b>												
Parks Program Manager					1.00						1.00	
Program Assistant					1.00						1.00	
Program Spec (Nbrhd Rec)					4.00						4.00	
<b>GENERAL FUND TOTAL</b>	-3.50		3.50		57.25	0.63			1.00		58.25	0.63
<b>PROJECTS</b>												
Proj Facility Png/Dev Coord					2.75						2.75	
Assistant Park Planner												
<b>PROJECTS TOTAL</b>					2.75						2.75	



**PARKS - CULTURAL & RECREATION  
LIST OF POSITIONS**

Full Time (FT)  
Regular Part Time (RPT)  
In Equivalents

	2010 Budget Changes		2010 Annex Positions		2010 Budget		2011 Budget Changes		2011 Annex Positions		2011 Budget	
	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT
<b>GOLF COURSE</b>												
Golf Maintenance Superintendent					1.00						1.00	
Head Golf Professional					1.00						1.00	
Golf Professional					1.00						1.00	
Assistant Pro						0.85						0.85
Financial Services Supervisor					1.00						1.00	
Account Services Asst III						0.75						0.75
Program Assistant						0.75						0.75
Golf Shop Assistant												
Golf Complex MW/Mechanic					1.00						1.00	
Field Supervisor					1.00						1.00	
Maintenance Worker III					1.00		1.00				2.00	
Maintenance Worker II					1.00						1.00	
<b>GOLF COURSE TOTAL</b>					8.00	2.35	1.00				9.00	2.35
<b>TOTAL CULTURAL &amp; REC.</b>	-3.50		3.50		68.00	2.98	1.00		1.00		70.00	2.98
		-3.50		3.50		70.98		1.00		1.00		72.98
<b>STREET TREES-TRANSP</b>												
Maintenance Worker 4					2.00						2.00	
<b>FACILITY MTC-INTERNAL SVC</b>					26.00	1.50					26.00	1.50
<b>HUMAN SERVICES</b>		-0.80	1.00		18.00	2.34			1.00		19.00	2.34
	-3.50	-0.80	4.50		114.00	6.82	1.00		2.00		117.00	6.82
<b>FULL TIME EQUIVALENTS</b>		-4.30		4.50		120.82		1.00		2.00		123.82

**COMMENTS**

- 2009 - Add 1.0 Maintenance Worker 3 and increase a .75 Maintenance Worker 2 to 1.0 FTE in Parks Maintenance. Transfer .53 International Coordinator position to Administration. Eliminated vacant positions: Golf Shop Assistant (.75) and two Maintenance Worker 3. Also eliminated two Program Assistant positions, Program Coordinator, Program Specialist, Maintenance Worker 3, Office Tech 3 (.525), and reduced a Program Manager to .80, effective 11/09. Assistant Park Planner 2-year position expired and was removed.
- 2010 - Add a new Planning & Dev Coordinator for the annexation area. Exchange a Field Supervisor for a Planning & Development Manager and move to the annexation budget. Move .5 Field Sup, a Maintenance Worker 3, and a Sr. Center Program Coordinator to the annexation budget. Exchange a .80 Program Manager for a full-time Adaptive Rec Program Coordinator.
- 2011 - Add a Maintenance Worker 3 to the Golf Course, a Maintenance Worker 3 to Parks Maintenance and a Human Services Coordinator for annexation.

**PARKS - HUMAN SERVICES  
LIST OF POSITIONS**

Full Time (FT)  
Regular Part Time (RPT)  
In Equivalents

**HUMAN SERVICES**

**Administration**

Human Services Manager  
Administrative Assistant I  
Sr Human Services Coordinator  
Human Services Coordinator

**Adaptive Recreation**

Parks Program Manager  
Adaptive Rec Program Coord  
Administrative Assistant I

**SENIOR CENTER**

Senior Center Facility Manager  
Parks Program Coordinator  
Administrative Assistant 1  
Van Driver

**GENERAL FUND TOTAL**

**Block Grant**

Humans Services Manager  
Administrative Assistant I  
Human Services Coordinator  
Field Supervisor  
Maintenance Worker 3  
Home Repair Program Assistant

**BLOCK GRANT TOTAL**

**Projects**

Supervisor - Safe Haven  
Program Asst - Safe Haven  
Visitation Monitor-Safe Haven  
Weed & Seed Comm. Coord.

**PROJECTS TOTAL**

**FULL TIME EQUIVALENTS**

	2010 Budget Changes		2010 Annex Positions		2010 Budget		2011 Budget Changes		2011 Annex Positions		2011 Budget	
	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT
<b>HUMAN SERVICES</b>												
<b>Administration</b>												
Human Services Manager					0.75						0.75	
Administrative Assistant I					0.40						0.40	
Sr Human Services Coordinator					1.00				1.00		1.00	
Human Services Coordinator					1.00						2.00	
<b>Adaptive Recreation</b>												
Parks Program Manager		-0.80										
Adaptive Rec Program Coord	1.00				1.00						1.00	
Administrative Assistant I					1.00						1.00	
<b>SENIOR CENTER</b>												
Senior Center Facility Manager					1.00						1.00	
Parks Program Coordinator	-1.00		1.00		3.00						3.00	
Administrative Assistant 1					1.00						1.00	
Van Driver						0.53						0.53
<b>GENERAL FUND TOTAL</b>		-0.80	1.00		10.15	0.53			1.00		11.15	0.53
<b>Block Grant</b>												
Humans Services Manager					0.25						0.25	
Administrative Assistant I					0.60						0.60	
Human Services Coordinator					1.00						1.00	
Field Supervisor	-1.00				1.00						1.00	
Maintenance Worker 3	1.00				2.00						2.00	
Home Repair Program Assistant					1.00						1.00	
<b>BLOCK GRANT TOTAL</b>					5.85						5.85	
<b>Projects</b>												
Supervisor - Safe Haven					1.00						1.00	
Program Asst - Safe Haven						0.75						0.75
Visitation Monitor-Safe Haven						1.06						1.06
Weed & Seed Comm. Coord.					1.00						1.00	
<b>PROJECTS TOTAL</b>					2.00	1.81					2.00	1.81
<b>FULL TIME EQUIVALENTS</b>	-0.80		1.00		18.00	2.34			1.00		19.00	2.34
	-0.80		1.00			20.34				1.00		21.34

**COMMENTS**

2009 - Reclassed MW 3 to Field Supervisor. Reduced the Program Manager from full time to .80. Eliminated the Senior Center Program Assistant position, effective 11/09.  
2010 - Exchange a Field Supervisor position for a Maintenance Worker 3. Exchange a .80 Program Manager for a full-time Adaptive Rec Program Coordinator.  
2011 - Add a Human Services Coordinator for annexation.

**PARKS, RECREATION AND COMMUNITY SERVICES - TRANSPORTATION  
LIST OF POSITIONS**

Full Time (FT)  
Regular Part Time (RPT)  
In Equivalents

**STREET FUND**

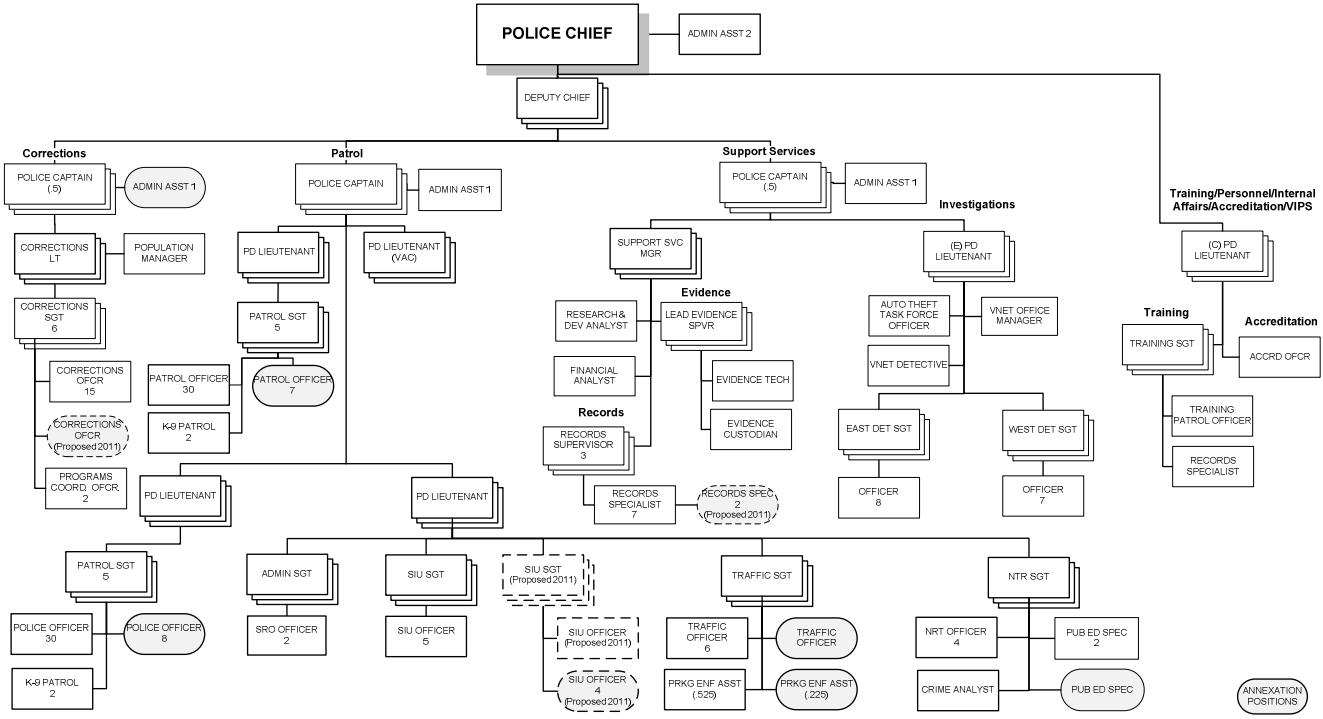
Maintenance Worker 4

**FULL TIME EQUIVALENTS**

2010 Program Changes		2010 Annex Positions		2010 Budget		2011 Program Changes		2011 Annex Positions		2011 Budget	
FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT
				2.00						2.00	
				2.00						2.00	2.00

**COMMENTS**

2009 - No changes.  
2010 - No proposed changes.  
2011 - No changes.



**MISSION STATEMENT**

The Kent Police Department partners with our community to:

- Aggressively fight crime;
- Impartially protect rights; and
- Identify and solve problems

**SERVICES PROVIDED**

Our department provides full law enforcement services to the City of Kent, including the Municipal Jail.

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES – 2011**

Our 2011 budget is centered on continued additions to reasonably respond to the July 2010 annexation, along with the continued staffing to build comprehensive intelligence-led policing strategies throughout patrol, detectives, the jail, and programs.

For equipment, we are proceeding with in-car video, which has been a multi-year capital project. In-car video will provide a major tool to risk reduction, officer safety, and evidence collection. For 2011, we are requesting a long-term solution for portable radio replacement. There are no other major equipment requests. A replacement schedule for portable radios will provide an ongoing annual commitment to ensure safe communication. We will continue to work with fleet management to reduce costs through replacement of wear sgt items on vehicles rather than replacing the entire vehicle.

Our strategic plan includes planning for future growth, effective use of technology, and better organizational communication. The major and elemental in-car computer, video, and portable radio capital replacements will help us cost-effectively achieve these goals.

The ongoing Criminal Justice Committee, which included stakeholders from corrections, police, law, the courts, and City Council, is working on a pilot program for the "swift and certain" model which is consistent with intelligence-led policing (ILP) and focusing on High Impact Offenders.

Our 2011 request for positions is aimed squarely at building that long-term capacity to integrate the swift and certain criminal justice model with ILP. Problem solving is the most essential part of this strategy, and the ability to aggressively pursue criminal groups, gangs, and organizations that drive crime is essential. Specifically, we are requesting five additional sworn positions which will create daily coverage for the Special Investigations Unit (SIU), to focus on high impact criminal groups. We are requesting one additional corrections officer to enhance programs, and two additional records staff to respond to increased annexation workloads.

If the five additional officers requested in 2011 are approved, our sworn officer count would be 148, or 1.28 officers per thousand residents.

**DEPARTMENT GOALS (2010-2012)**

- Plan for future growth
- Celebrate accomplishments
- Promote positive internal and external relationships
- Effective use of technology
- Increased organizational communication
- Enhanced community partnerships

**PROGRESS TOWARD ACHIEVING GOALS**

<b>Description</b>	<b>2011 Target</b>	<b>2009/10 Results</b>
Number of offenders booked into Kent Municipal Jail	Decrease 10% or more	15% Decrease
Percentage increase of inmates in Correction programs that participate in alternatives to incarceration.	10% or more	11%
Increased use of E-Reporting, which allows residents the flexibility of reporting minor crimes over the internet instead of requiring an officer response.	10% or more	No change
Identification of crime groups where arrests result in clearance of serial crime trends (high impact offenders).	12 groups	22 groups
Percentage of employees hired that reflects the diversity of the Kent community.	15% or more	15%

**2010 DEPARTMENT ACCOMPLISHMENTS**

**Intelligence Led Policing (ILP)**

Our department continues to fine-tune and seek process improvements to focus on crime data and shared intelligence among divisions. Linking ILP and a focus on High Impact Offenders is now being introduced through the "Swift and Certain" criminal justice model to other areas of the city, such as probation, jail programs, and prosecution.

**Increase of Neighborhood Response Teams (NRT)**

With the recent addition of the Panther Lake Annexation area on July 1, 2010 the police department expanded the Neighborhood Response Team to four officers. Now all four policing sectors in the city have an NRT officer and Sector Lieutenant assigned. NRT officers and sector lieutenants are points of contact for citizens, businesses, city staff, and police employees to identify emerging problems and crime trends. Consequently, the officers/lieutenants are more in tune with their assigned sectors which

gives them the ability to bring more effective problem solving strategies on emerging public safety issues.

### **Special Investigations Unit (SIU) and Regional Gang Efforts**

Although the unit has been reduced due to budget cuts, SIU is a ready resource to focus on problem areas and offenders identified through intelligence gathering. SIU officers partner with local agencies on gang reduction and enforcement. SIU coordinated a task force which had a significant presence at Cornucopia Days and other high profile events.

### **Sex Offender Checks**

Grant funding has allowed for a more comprehensive and expanded process for sex offender checks. Two detectives are updating files, cross checking them against county databases and verifying who is and is not registered in Kent, ensuring face to face contact with all offenders in Kent, including the homeless.

### **Community Education Unit (CEU)**

With reduced staffing, the CEU Unit has coordinated highly successful National Night Out (NNO) programs, neighborhood watch programs, and a large ongoing volunteer program to address graffiti. Grant funding and donations have expanded the graffiti program. A partnership with King County Superior Court allows youth needing court-ordered community service hours to remove graffiti. Service clubs, businesses and community groups have participated in cleanup efforts. This directly relates to the police department's goal of Enhanced Community Partnerships which is critical to our ability to solve problems, employ intelligence led policing, and secure public trust.

### **Community Based programs**

The police department just began its third year teaching the Police Science Program at Kent Meridian High School (KM). A group of employees, representing various functions of the department (patrol, corrections, community education unit), help high school students learn about law enforcement as part of the KM high school curriculum. In addition to the positive relationships that grow between students and our employees, the high school environment serves as fertile ground for potentially developing a diverse group of future criminal justice employees. Also, and after receiving federal stimulus grant proceeds, we established a School Resource Officer program at Kent Meridian and Kentridge high schools and Mill Creek and Meridian Middle schools.

A parallel accomplishment is the establishment of a substation in the Panther Lake annexation area. This work station is located at Fire Station #77 and allows officers to remain in their sector and visible while performing duties that take them out of their patrol car.

### **Increased Participation in Jail Programs**

Through a review of entry standards and through cooperative planning with prosecutors and Kent Municipal Judges, 2010 saw a substantial increase in inmate participation in out-of-custody programs, such as work release, labor crews, and day reporting. This is consistent with our goal of substantial consequences for offenders while reducing impacts on the jail.

**POLICE DEPARTMENT - PUBLIC SAFETY  
LIST OF POSITIONS**

Full Time (FT)  
Regular Part Time (RPT)

	2010 Budget Changes		2010 Annex Positions		2010 Budget		2011 Budget Changes		2011 Annex Positions		2011 Budget	
	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT
<b>GENERAL FUND</b>												
<b>Administration</b>												
Drinking Driver Ed. Specialists					1.35						1.35	
Police Chief					1.00						1.00	
Deputy Chief					1.00						1.00	
Admin Lieutenant	1.00				1.00						1.00	
Administrative Assistant II					1.00						1.00	
Administrative Assistant 1					1.00						1.00	
Financial Analyst					1.00						1.00	
<b>Support Svcs &amp; Training</b>												
Support Services Captain					0.50						0.50	
Support Services Lieutenant	-1.00											
Personnel/Training Sergeant					1.00						1.00	
Research & Dev. Analyst					1.00						1.00	
*Training Police Officer (WSCJTC)	-1.00											
Training Police Officer					2.00						2.00	
Support Services Manager					1.00						1.00	
Accreditation Officer	-1.00											
Accreditation Coordinator	1.00				1.00						1.00	
Records Specialist Supervisor					3.00						3.00	
Record Specialists	-1.00				8.00				2.00		10.00	
<b>Patrol</b>												
Patrol Captain					1.00						1.00	
Patrol Lieutenants					4.00						4.00	
Patrol Sergeants					12.00		1.00				13.00	
Patrol Officers	-5.00		16.00		71.00		1.00		3.00		75.00	
Crime Analyst					1.00						1.00	
Administrative Assistant I					1.00						1.00	
K-9 Officers					4.00						4.00	
<b>Corrections</b>												
Corrections Captain					0.50						0.50	
Corrections Lieutenant					1.00						1.00	
Correction Sergeants					6.00						6.00	
Correction Officers					17.00				1.00		18.00	
Administrative Assistant	1.00				1.00						1.00	
<b>Crime Prevention</b>												
Public Education Specialist					1.00						1.00	
<b>Investigations</b>												
Detective Lieutenant					1.00						1.00	
Detective Sergeants					2.00						2.00	
Detective Officers					15.00						15.00	
Evidence Technician					1.00						1.00	
<b>Traffic</b>												
Traffic Sergeant					1.00						1.00	
Traffic Officers					7.00						7.00	
Parking Enforcement				0.225		0.75						0.75
Positions funded by WSCJTC	1.00											
<b>SUBTOTAL - GEN FUND</b>	-5.00		16.00	0.225	172.35	0.75	2.00		6.00		180.35	0.75
<b>Full-time Equivalents</b>		-5.00		16.225		173.10		2.00		6.000		181.10

**POLICE DEPARTMENT - PUBLIC SAFETY  
LIST OF POSITIONS**

Full Time (FT)  
Regular Part Time (RPT)

	2010 Budget Changes		2010 Annex Positions		2010 Budget		2011 Budget Changes		2011 Annex Positions		2011 Budget	
	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT
<b>CRIMINAL JUSTICE FUND</b>												
SIU Police Sergeant					2.00						2.00	
SIU Police Officers					6.00						6.00	
Evidence Supervisor					1.00						1.00	
Evidence Custodian					1.00						1.00	
Patrol Officers					6.00						6.00	
<b>Projects/Grants</b>												
Office Mgr - Drug Task Force					1.00						1.00	
DDTF Ed Spec - WTSC Grant					0.65						0.65	
Ofr-COP Hiring Recovery Grant	2.00				2.00						2.00	
Corrections Pop Mgr-DOJ Grant	1.00				1.00						1.00	
Evidence Custodian-JAG Grant		0.525				0.525						0.53
<b>TOTAL - OTHER FUNDS</b>	3.00	0.525			20.65	0.525					20.65	0.53
<b>Full-time Equivalents</b>		3.525				21.175						21.18
<b>TOTAL - ALL FUNDS</b>	<b>-2.00</b>	<b>0.525</b>	<b>16.00</b>	<b>0.225</b>	<b>193.00</b>	<b>1.275</b>	<b>2.00</b>	<b>2.00</b>	<b>6.00</b>	<b>6.00</b>	<b>201.00</b>	<b>1.28</b>
Full-time Equivalents		-1.475		16.225		194.275						202.28

**COMMENTS**

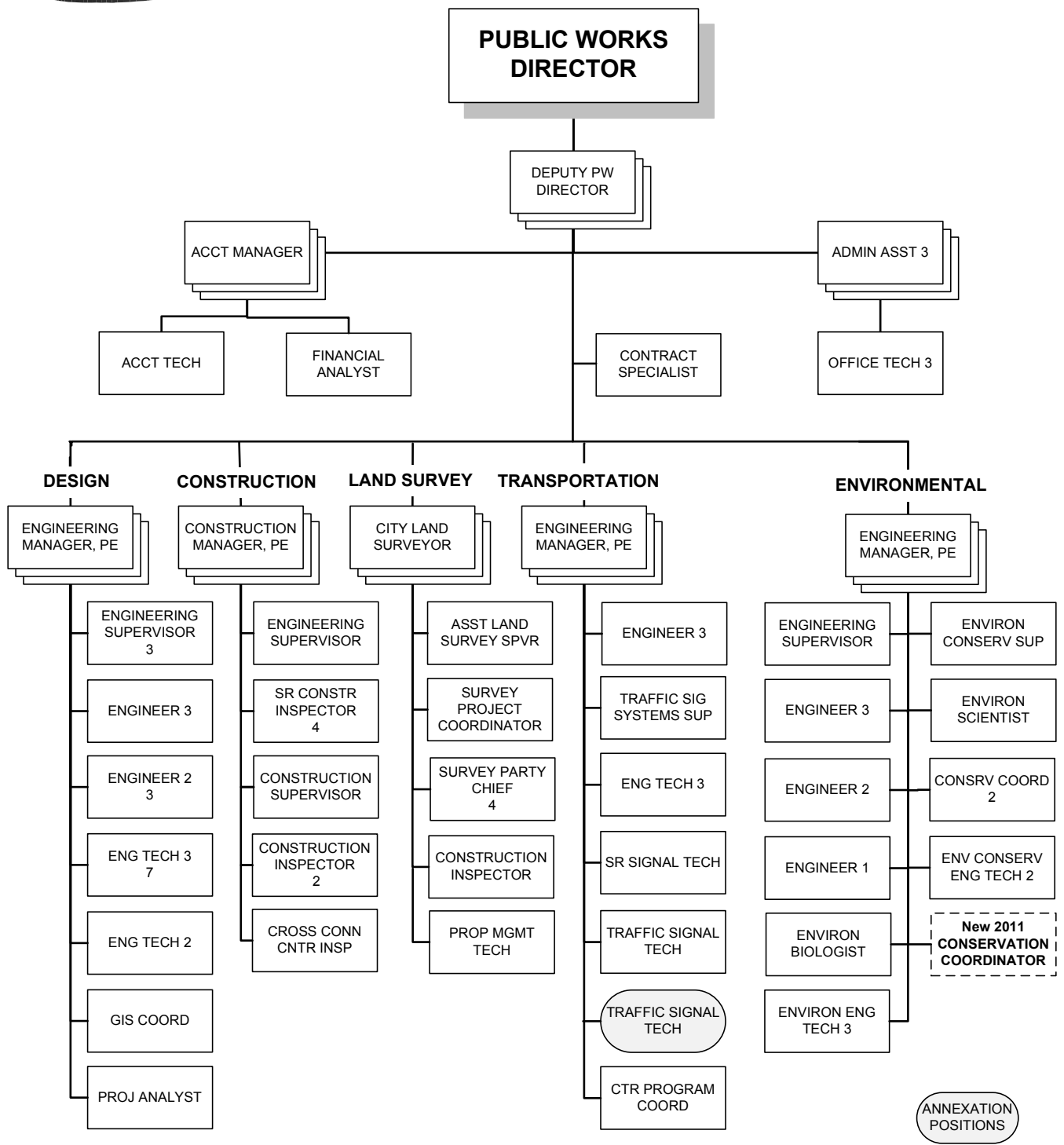
2009 - Moved .65 of a Drinking Driver Education Specialist to a WTSC Grant. Moved Kent School Liaison Officer to Patrol due to expiration of funding. Eliminated vacant positions: 2 Correction Officers, Records Specialist, Patrol Captain, and a Public Ed Specialist. Also eliminated an additional Correction Officer, and the Public Ed Supervisor, effective 11/09. Reclassed an Officer to Sergeant effective 12/09.

2010 - Added 2 Patrol Officers through the Cop Hiring Recovery Program grant (3 year term) and a Corrections Population Manager through a Department of Justice Grant (2.5 year term). Changed an Accreditation Officer to a Accreditation Coordinator effective 6/6/10. Exchanged a Records Specialist position for an Admin Assistant 1 in Corrections 7/1/10. Lost funding for the WSCJTC position. Moved 5 Officers to Move 5 Officers to annexation; increase Parking Enforcement Assistant to .75 effective 7/1/10. Added 11 new annexation Officers. Added a part-time Evidence Custodian through the Edward Byrne Memorial Grant 10/10. Moved a Lt from Support Services to Admin.

2011 - Added a Police Officer and Police Sgt to the General Fund. Added 3 Officers, a Corrections Officer, and 2 Records Specialists for annexation.



# Public Works Engineering



### **PUBLIC WORKS VISION STATEMENT**

Serving today's community while preparing for tomorrow's opportunities.

### **PUBLIC WORKS ENGINEERING'S VISION STATEMENT**

Delivering superior engineering services for the citizens of Kent.

### **PUBLIC WORKS OPERATIONS' VISION STATEMENT**

Role model for service, excellence and environmental stewardship.

### **MISSION STATEMENT**

Develop and maintain safe, cost-effective and essential infrastructure to serve the Kent community, while sustaining our natural resources.

### **SERVICES PROVIDED BY DEPARTMENT**

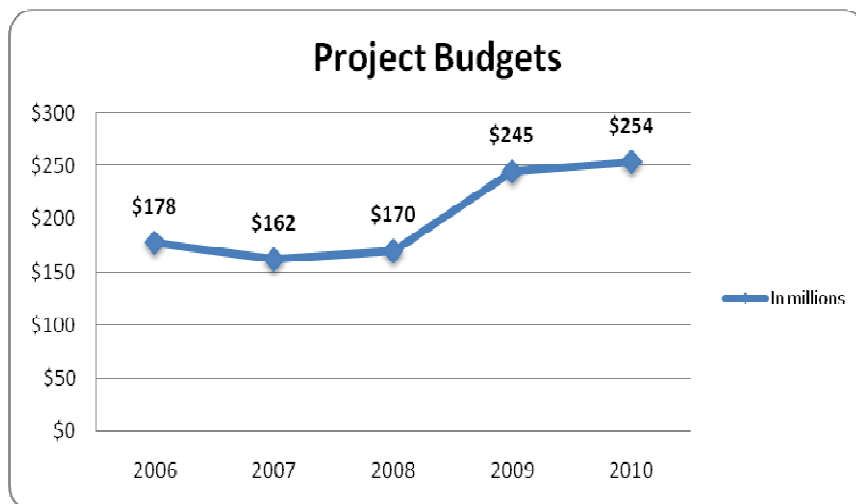
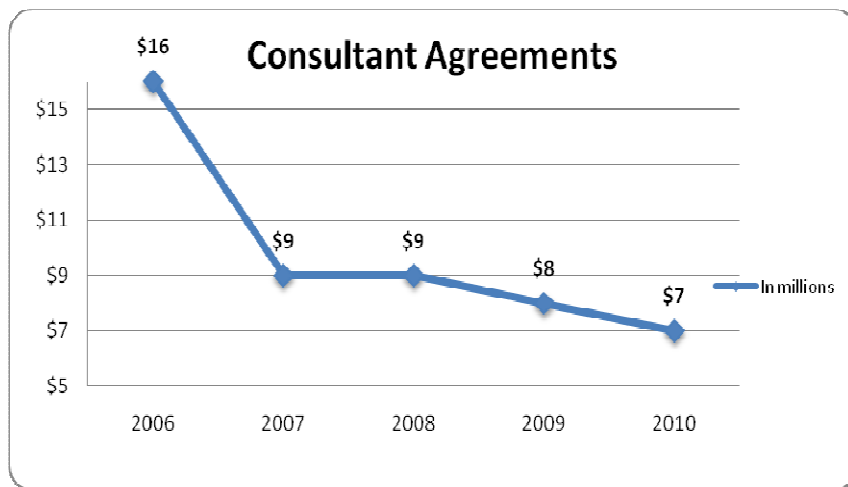
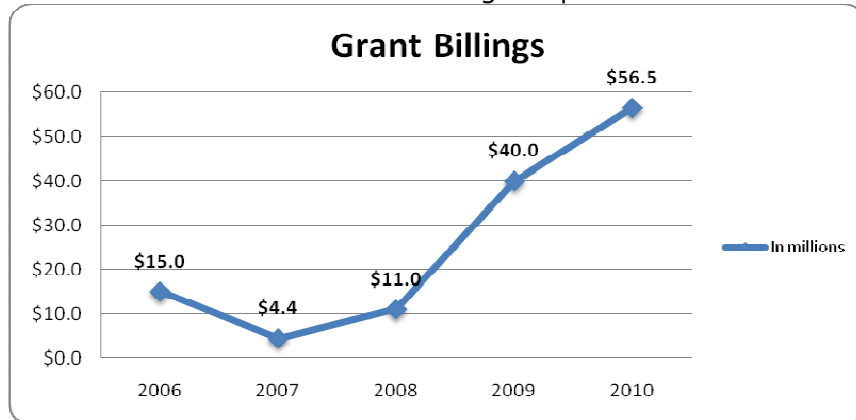
- **Public Works Administration** is responsible for customer service to the public. The division also offers administrative and financial control including development of long-range plans, accounts payable, grant billings and prepare an annual budget and Capital Improvement Program.
- **Public Works Project Development** is responsible for the design and review of Capital Improvement and private development projects. The division reviews plats, rezones, permits, sites, assists in grant applications and includes property acquisition.
- **Transportation Management** is responsible for developing Transportation Plans, reviewing development impacts and the design of signal and traffic controls. The division monitors traffic flows, operate the signal system and coordinates grant applications with government agencies.
- **Street Maintenance** is responsible for the maintenance and repair of roadways and sidewalks. The division provides roadway striping, traffic signs and vegetation maintenance.

### **DEPARTMENTAL GOALS**

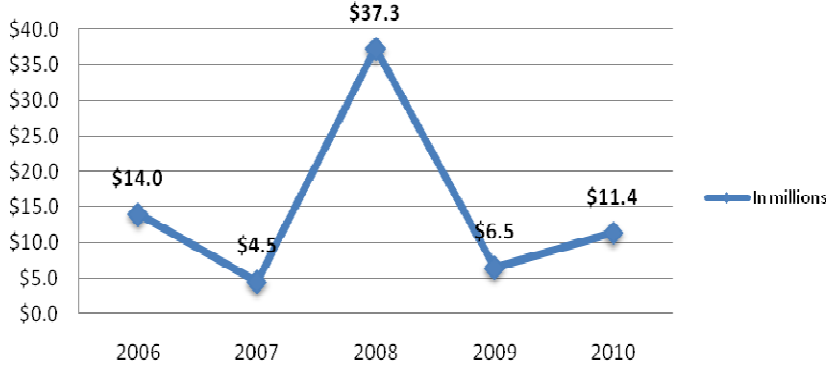
- Implement City Council's Strategic Goals and Mayor's Initiatives.
- Plan for infrastructure sustainability.
- Plan for financial sustainability.
- Two-way communication with the public for understanding.
- Build and maintain sustainable workforce.
- Improve organizational efficiency and effectiveness.
- Maintain and replace infrastructure assets.
- Promote environmentally sustainable practices (residents and businesses).
- Inventory Citywide facilities and operations for energy use and efficiency.
- Promote Low Impact Development (LID) and smart growth technologies.
- Creating a funding mechanism for sustainability implementation
- Educate the community about sustainability and conservation alternatives.
- Utilize renewable and efficient energy resources for the city facilities and vehicles.
- Develop partnerships on sustainability with other agencies.
- Promote alternative transportation methods (in TMP).
- Create citywide wireless access.

**PROGRESS TOWARD ACHIEVING GOALS**

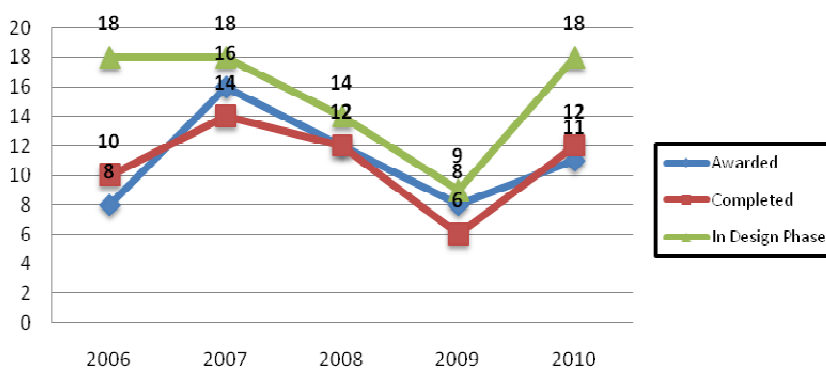
Below are a series of charts showing our performance.



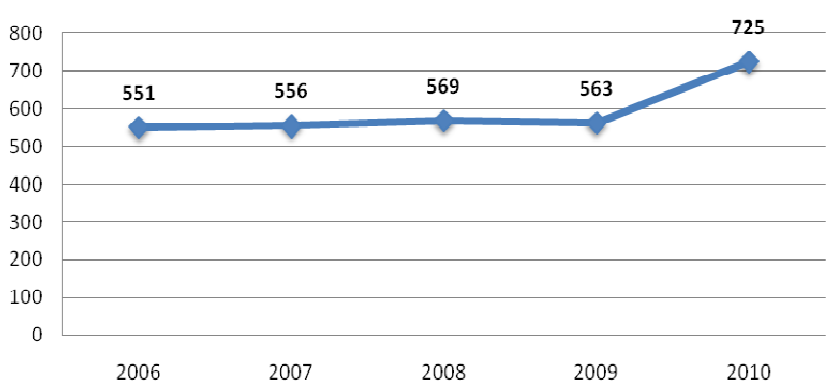
### City Construction Projects Awarded



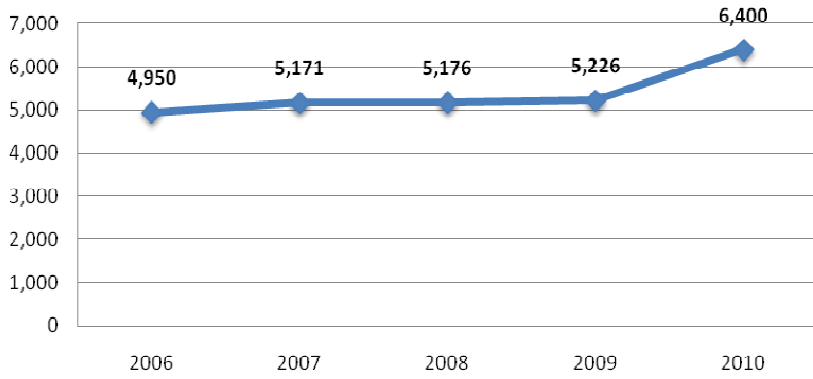
### City Construction Projects



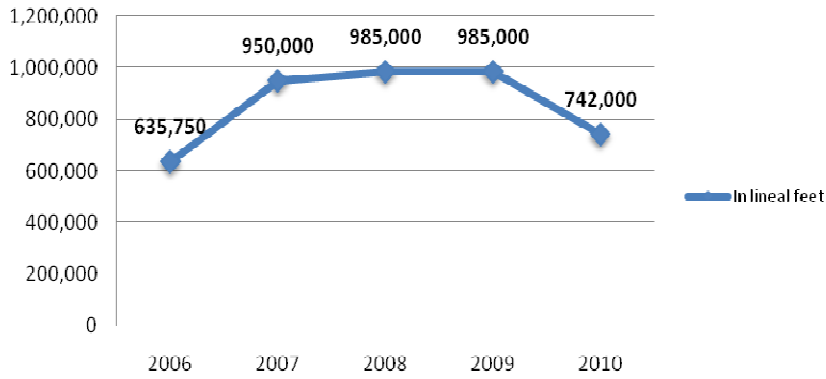
### Total Lane Miles of Street



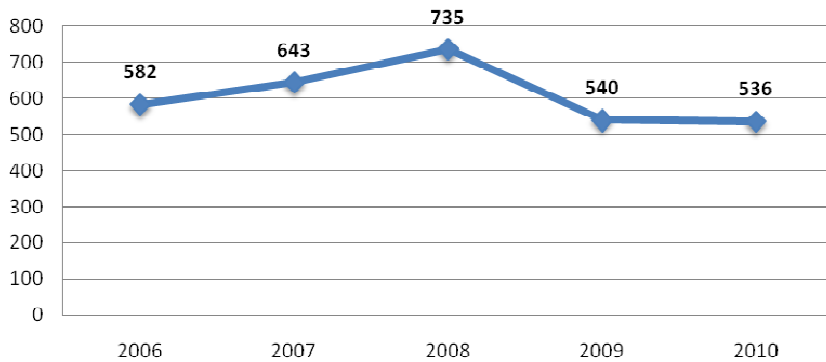
### Number of Streetlights



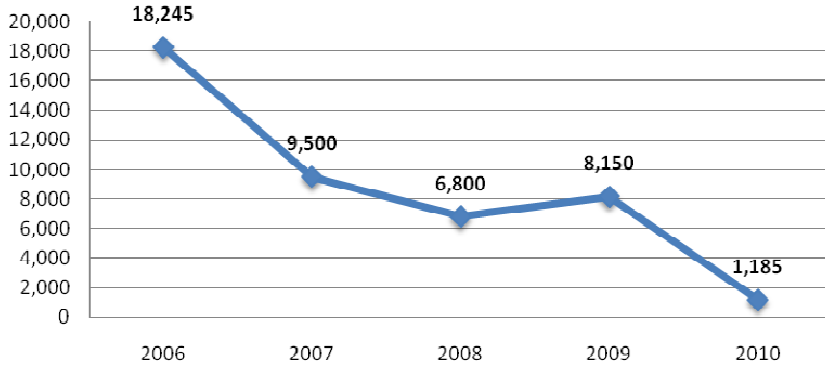
### Roadway Striping of 4" Paint Lines



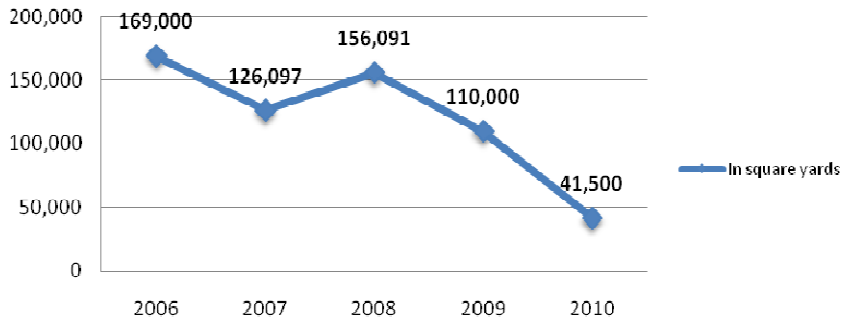
### Sign Installations/Repairs



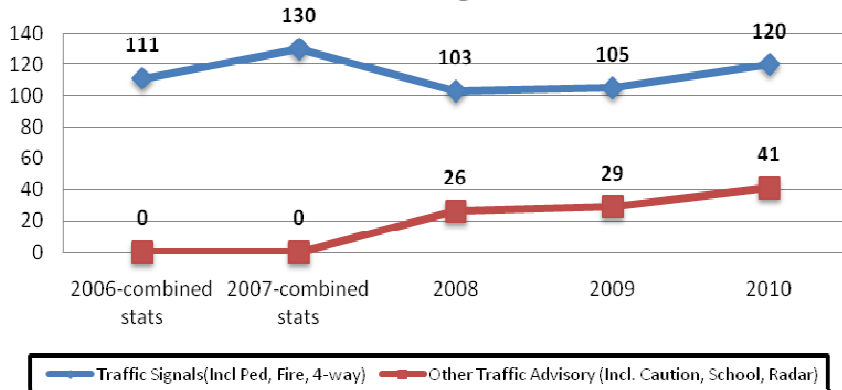
### Traffic Buttons Replaced



### Roadways Resurfaced, Overlays, St Maintenance Work



### Traffic Signals



**PUBLIC WORKS DEPARTMENT - TRANSPORTATION  
LIST OF POSITIONS**

Full Time (FT)  
Regular Part Time (RPT)  
In Equivalents

**TRANSPORTATION**

**GENERAL FUND**

**Administration**

Director of Public Works  
Deputy Public Wks Director  
Accounting Manager  
Financial Analyst  
Accounting Technician  
Administrative Assistant III  
Office Technician III

**Design**

Design Engineering Manager  
Engineer III  
Engineer II  
Engineering Technician III  
GIS Coordinator  
Engineer Technician III  
Project Analyst-LID/Rt-of-Way  
Contract Specialist

**Construction**

Construction Engineering Mgr  
Engineering Supervisor  
Engineer III  
Senior Construction Inspector  
Construction Inspector  
Construction Inspector

**Land Survey**

Land Survey Supervisor  
Asst Land Survey Supervisor  
Senior Project Surveyor  
Survey Chief  
Assistant Party Chief  
Property Management Tech

**Development**

Engineer III  
Property Management Tech  
Transportation Engr Supervisor  
Engineer II  
Senior Signal Technician  
Engineer Tech III  
Traffic Signal Technician

**Street**

Street Mtc Superintendent  
Field Supervisor  
Maintenance Worker IV  
Maintenance Worker III  
Maintenance Worker II  
Pavement Mgmt Analyst

**TOTAL GENERAL FUND**

**STREET UTILITY FUND**

Engineering Supervisor  
Engineer IV  
Engineering Technician III  
Commute Trip Reduction Coord  
Construction Inspector

**TOTAL STREET UTILITY**

**TOTAL TRANSPORTATION**

	2010 Budget Changes		2010 Annex Positions		2010 Budget		2011 Budget Changes		2011 Annex Positions		2011 Budget	
	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT
<b>TRANSPORTATION</b>												
<b>GENERAL FUND</b>												
<b>Administration</b>												
Director of Public Works					1.00						1.00	
Deputy Public Wks Director					1.00						1.00	
Accounting Manager					1.00						1.00	
Financial Analyst					1.00						1.00	
Accounting Technician					1.00						1.00	
Administrative Assistant III					1.00						1.00	
Office Technician III					1.00						1.00	
<b>Design</b>												
Design Engineering Manager					1.00						1.00	
Engineer III					1.00						1.00	
Engineer II					3.00						3.00	
Engineering Technician III					3.00						3.00	
GIS Coordinator					1.00						1.00	
Engineer Technician III					1.00						1.00	
Project Analyst-LID/Rt-of-Way					1.00						1.00	
Contract Specialist					1.00						1.00	
<b>Construction</b>												
Construction Engineering Mgr					1.00						1.00	
Engineering Supervisor					1.00						1.00	
Engineer III					2.00						2.00	
Senior Construction Inspector					3.00						3.00	
Construction Inspector					1.00			-1.00				
Construction Inspector					1.00						1.00	
<b>Land Survey</b>												
Land Survey Supervisor					1.00						1.00	
Asst Land Survey Supervisor					1.00						1.00	
Senior Project Surveyor					1.00						1.00	
Survey Chief					1.00						1.00	
Assistant Party Chief					2.00						2.00	
Property Management Tech	1.00				1.00						1.00	
<b>Development</b>												
Engineer III					1.00						1.00	
Property Management Tech	-1.00											
Transportation Engr Supervisor					1.00						1.00	
Engineer II					1.00						1.00	
Senior Signal Technician					1.00						1.00	
Engineer Tech III					1.00						1.00	
Traffic Signal Technician	-1.00		1.00		2.00						2.00	
<b>Street</b>												
Street Mtc Superintendent					1.00						1.00	
Field Supervisor	-2.00		2.00		3.00						3.00	
Maintenance Worker IV	-2.00		2.00		3.00						3.00	
Maintenance Worker III	-2.00		5.00		6.00						6.00	
Maintenance Worker II	-2.00		4.00	0.525	6.00	0.525	2.00				8.00	0.53
Pavement Mgmt Analyst					1.00						1.00	
<b>TOTAL GENERAL FUND</b>	-9.00		14.00	0.525	62.00	0.525	1.00				63.00	0.525
<b>STREET UTILITY FUND</b>												
Engineering Supervisor					1.00						1.00	
Engineer IV					2.00						2.00	
Engineering Technician III					2.25						2.25	
Commute Trip Reduction Coord					1.00						1.00	
Construction Inspector					0.25						0.25	
<b>TOTAL STREET UTILITY</b>					6.50						6.50	
<b>TOTAL TRANSPORTATION</b>	-9.00		14.00	0.525	68.50	0.525	1.00				69.50	0.525
		-9.00		14.525		69.025		1.00				70.025

**PUBLIC WORKS DEPARTMENT - TRANSPORTATION  
LIST OF POSITIONS**

Full Time (FT)  
Regular Part Time (RPT)  
In Equivalents

**UTILITIES**

Environmental - Conv Coord  
Water  
Sewer  
Storm

**TOTAL UTILITIES**

**INTERNAL SERVICES**

Fleet Services  
Operations Administration  
Warehouse

**TOTAL INTERNAL SERVICES**

**TOTAL - ALL FUNDS**

**FULL TIME EQUIVALENTS**

2010 Budget Changes		2010 Annex Positions		2010 Budget		2011 Budget Changes		2011 Annex Positions		2011 Budget	
FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT
				0.50		1.00				1.50	
		1.00		31.33		1.00				32.33	
				10.33						10.33	
7.00		1.00		34.34						34.34	
7.00		2.00		76.50		2.00				78.50	
-1.00		1.00		10.00						10.00	
-1.00				9.00						9.00	
				3.00						3.00	
-2.00		1.00		22.00						22.00	
-4.00		17.00	0.525	167.00	0.525	3.00				170.00	0.525
	-4.00		17.525		167.525		3.00				170.525

**COMMENTS**

- 2009 - Moved the Development Engineering division to the new Economic and Community Development Department 9/09, Ordinance #3926.  
Eliminated vacant positions: Engineer 4, two Engineer 3, Accounting Services Asst 3, and an Admin Sec 1.
- 2010 - Move Property Management Tech to Land Survey. Eliminated vacant Admin Secretary 1 position 7/1/10.  
The Sewer Utility fund added an Env. Engineering Tech 2, Conservation Analyst, Conservation Coordinator, two Maintenance Worker 2, and two Maintenance Worker 3 for the NPDES mandate.  
Added 2.53 Maintenance Worker 2 and five Maintenance Worker 3 for annexation. Moved several positions to annexation.
- 2011 - Add (2) Maintenance Worker 2 positions due to new garbage contract. Add a Conservation Coordinator to the Environmental Fund. Transferred a Cross Connection Control Inspector from the Design Division to Water Operations.





## ***SPECIAL REVENUE FUNDS***

The SPECIAL REVENUE FUNDS are used to account for proceeds of specific taxes or other earmarked revenues. This revenue is segregated into individual SPECIAL REVENUE FUNDS to insure expenditures for a specific purpose.

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## **Special Revenue Funds**

The Special Revenue Funds are used to account for proceeds of specific taxes or other earmarked revenues. This revenue is segregated into individual Special Revenue Funds to insure expenditures for a specific purpose.

### **Street Fund**

- Used to maintain and improve the City's network of streets, sidewalks, and trails.
- Funding comes from the State shared portion of the gasoline tax and one-sixth of the utility taxes (1% of the 6%).
- Currently funds debt service on street bonds, operations of the Street Maintenance Division, and capital projects for streets.

### **Lodging Tax Fund**

- Used to account for the 1% tax on room rentals within the City.
- Use of this tax is for the acquisition or operation of tourism related facilities.
- Currently funds a contract with the Chamber of Commerce, an advertising contract with Seattle Southside, and the sponsorship of special events which bring in hotel guests.

### **Youth/Teen Programs Fund**

- Created to provide recreational activities for youth and teens in the City.
- Funding comes from an allocation of 5% of the utility taxes (.3% of the 6%).
- Currently funds after school programs, mobile technology, playground programs, the Phoenix Academy, and teen internships.

### **Capital Improvements Fund**

- Major source of capital funds in the City.
- Funding comes from a 25% share of the sales tax and both .25% pieces of the Real Estate Excise Tax.
- Currently funds pay for debt service on bonds issued for capital projects and capital projects for all governmental purposes including parks.

### **Criminal Justice Fund**

- Used to account for the receipt of restricted funds and to budget their expenditure.
- Funding comes from a voter approved .1% sales tax restricted to criminal justice purposes, State shared revenues, and local grants received for these purposes.
- City Council has further restricted the use of the sales tax dedicating 11% to domestic violence.
- Currently funds are used to pay a portion of police costs, the Law Department, and domestic violence programs.

### **Housing and Community Development Fund**

- Used to provide a portion of the social services within the City.
- Funding comes from the Community Development Block Grant.
- Currently expenditures fund other agencies and the home repair program.

### **Other Operating Projects Fund**

- Used to track funds set aside for specific multi-year operating projects.
- Funding comes generally from the General Fund of the City.
- Examples of these projects are Streamlined Sales Tax, Critical Areas Ordinance defense, and the funds for Flood Flight.

### **Kent Events Center Operating Fund**

- Used to track the operations of the Events Center.
- Funding comes from the net operating revenues of the Events Center and the portion of admissions tax generated by the Events Center.
- Expenditures from this fund are a transfer of the net revenues to the Public Facilities District (PFD) to fund debt service on the Events Center Bonds.

### **Human Services Fund**

- Used to provide additional funds to agencies providing a variety of social services to the community.
- Funding comes from an allocation of 1% of the prior year's budgeted revenues of the General Fund.
- Expenditures from this fund provide for contributions to 29 agencies in 2011.

### **Arts Fund**

- Used to provide cultural arts programs for the City.
- Funding comes from the General Fund allocation of \$2 per capita.
- Currently funds one employee and the remaining balance is transferred to a program in the Operating Projects Fund.

**Street Fund  
Fund Summary by Object**

	<b>2009</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Budget</b>	<b>Actual</b>	<b>Budget</b>
<b>Beginning Fund Balance</b>	(1,020,724)	(1,641,299)	(1,641,299)	(2,028,845)
<b>Revenues</b>				
Fuel Tax - Unrestricted	1,913,482	2,164,231	1,972,545	2,164,231
Impact Fees - Transportation			138,260	
Water	116,642	132,381	152,511	132,381
Sewer	197,598	213,283	205,410	213,283
Drainage	114,422	123,139	147,839	123,139
Electric	990,112	1,189,804	976,547	1,069,317
Gas	343,661	425,807	278,967	372,714
Garbage	204,171	261,554	208,511	246,248
Telephone	713,067	914,576	646,532	814,108
Interest Income		63,739		
Misc Revenues	87,600			
Licenses and Permits	7,500			
Transfers In		41,096	41,096	35,000
<b>Total Revenues</b>	4,688,256	5,529,610	4,768,218	5,170,421
<b>Total Resources</b>	3,667,532	3,888,311	3,126,919	3,141,576
<b>Expenditures and Transfers</b>				
<b>Debt Service</b>				
PW Trust Fund Loan	556,199	789,950	799,460	657,481
LTGO Bonds 2000	332,005	203,281	203,281	202,899
LTGO Bonds 2002	646,920	645,445	645,445	647,205
GO Refund (96) 2004	106,884	129,603	129,603	151,806
GO Refund 2005 (93,95,00,96TF)	37,678	37,855	37,855	38,016
LTGO Bonds 2008	358,824	358,824	358,824	449,880
LTGO Bonds 2009	31,892	168,574	168,574	207,797
<b>Total Debt Service</b>	2,070,401	2,333,532	2,343,042	2,355,084
<b>Effective Transportation System</b>				
<b>Operating Costs</b>				
Street Utility Operations	1,876,206	1,792,184	2,324,366	1,870,072
Street Tree Maintenance Program	214,582	226,379	229,953	238,712
Engineering Services Allocation	241,617	423,989	249,384	259,359
<b>Total Operating Expenditures</b>	2,332,405	2,442,552	2,803,702	2,368,143

**Street Fund  
Fund Summary by Object**

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2010 Actual</b>	<b>2011 Budget</b>
<b>Arterials</b>				
256th (Kent Kangley-116th)			(4,179)	
2nd Ave Pedestrian Improvements	332,000			
84th Ave Rehabilitation/EVH SR 167	489,000			
<b>Total Arterials</b>	821,000		(4,179)	
<b>Intersection Improvements</b>				
LID 329 Willis & 74th Ave	(221,385)			
LID 361 - 272nd Extension	(120,898)		(21,723)	
Kent Station		(314,243)	(814,243)	
<b>Total Intersection Improvements</b>	(342,283)	(314,243)	(835,966)	
<u>Other Improvements</u>				
<u>Traffic Lighting &amp; Safety</u>				
Neighborhood Traffic Control		50,000	50,000	
<u>Alternative Modes &amp; Paths</u>				
Sidewalk Renovation	(6,671)			
Kent Shuttle Service	35,000	35,000	35,000	35,000
<u>Misc Projects</u>				
Pavement Rating Survey	15,000			
SR 167 Study	9,375			
LID 353 224th-228th Corridor	(429,541)			
Aerial Flight	35,000			
Clark Lake Estates	6,671			
Event Center Floodplain Mitigation	641,550			
272nd Extension	120,924			
<b>Total Other Improvements</b>	427,308	85,000	85,000	35,000
<b>Total Effective Transportation Sys</b>	3,238,430	2,213,309	2,048,556	2,403,143
Street Operating Projects				35,000
<b>Total Expenditures &amp; Transfers</b>	5,308,832	4,546,841	4,391,599	4,793,227
Change In Fund Balance	(620,575)	982,769	376,619	377,194
<b>Ending Fund Balance</b>	(1,641,299)	(658,530)	(1,264,680)	(1,651,651)

**Public Safety Retiree Health Fund  
Fund Summary by Object**

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2010 Actual</b>	<b>2011 Budget</b>
<b>Beginning Fund Balance</b>	607,604	734,159	734,159	654,314
<b>Revenue</b>				
Contributions	600,939	642,961	611,585	772,577
Interest Income	4,483	25,000	1,806	12,500
<b>Total Revenue</b>	<b>605,422</b>	<b>667,961</b>	<b>613,391</b>	<b>785,077</b>
Operating Transfers In from GF	250,000	250,000	250,000	250,000
<b>Total Resources</b>	<b>1,463,026</b>	<b>1,652,120</b>	<b>1,597,550</b>	<b>1,689,391</b>
<b>Expenditures</b>				
Blue Cross Claims	522,215	600,117	689,453	624,122
Blue Cross Admin Fees	52,661	52,500	56,116	54,600
Delta Dental Claims	34,510	34,500	40,665	35,880
Delta Dental Admin Fees	3,921	4,500	4,096	4,680
Vision Service Plan Claims	6,808	5,300	4,991	5,512
Vision Service Plan Admin Fees	1,697	1,700	1,702	1,768
Stop Loss Reimbursements		-50,000		-25,000
Stop Loss Fees	22,001	48,486	37,112	50,425
IBNR Adjustment	-47,100	4,800	4,800	4,992
Medical Reimbursements	127,804	189,737	96,132	197,327
Other Professional Services	4,350	15,253	15,385	15,863
<b>Total Expense</b>	<b>728,867</b>	<b>906,893</b>	<b>950,451</b>	<b>970,169</b>
Change in Fund Balance	126,555	11,068	-87,060	64,908
<b>Ending Working Capital</b>	<b>734,159</b>	<b>745,227</b>	<b>647,099</b>	<b>719,222</b>
IBNR	42,800	47,600	47,600	47,600
Target Fund Bal @ 2 X IBNR	85,600	95,200	95,200	95,200
<b>Ending Working Capital Less IBNR</b>	<b>648,559</b>	<b>650,027</b>	<b>551,899</b>	<b>624,022</b>



**Lodging Tax Fund  
Fund Summary by Object**

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2010 Actual</b>	<b>2011 Budget</b>
<b>Beginning Fund Balance</b>	267,058	240,949	240,949	7,222
<b>Revenues</b>				
Lodging Tax	145,239	160,000	162,706	160,000
Interest Income	1,651	2,100	590	1,100
<b>Total Revenues</b>	146,890	162,100	163,296	161,100
<b>Total Resources</b>	413,949	403,049	404,245	168,322
<b>Expenditures (Transfers)</b>				
Seattle Southside Visitor Services	120,000	120,000	120,000	120,000
Tourism Unallocated	3,500	20,000	5,000	20,000
Transfer Out - Tourism Destination Tourism Chamber	18,500	19,000	18,500	18,500
Transfers Out-ShoWare Operations	31,000			
Transfers Out-ShoWare Marquee		225,000	212,121	
<b>Total Expenditures and Transfers</b>	173,000	384,000	355,621	158,500
<b>Change in Fund Balance</b>	(26,110)	(221,900)	(192,324)	2,600
<b>Ending Fund Balance</b>	240,949	19,049	48,624	9,822

**Youth / Teen Fund  
Fund Summary by Object**

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2010 Actual</b>	<b>2011 Budget</b>
<b>Beginning Fund Balance</b>	127,772	25,954	25,954	73,583
<b>Revenues</b>				
Water Utility Tax	34,993	39,714	45,753	39,714
Sewer Utility Tax	59,279	63,985	61,623	63,985
Drainage Utility Tax	34,327	36,942	44,352	36,942
Electric Utility Tax	297,034	356,942	292,964	320,795
Gas Utility Tax	103,098	132,010	83,690	111,814
Garbage Utility Tax	61,251	80,614	62,553	73,948
Telephone Utility Tax	213,920	248,340	193,960	244,232
Interest Income	1,805	6,474	677	6,474
<b>Total Revenues</b>	805,707	965,021	785,572	897,904
<b>Total Resources</b>	933,479	990,975	811,526	971,487
<b>Expenditures</b>				
<b>Valued Government Services</b>				
Transfer Out - General Fund Teen Programs	865,525	873,652	873,652	866,206
Transfer Out - Parks Capital Projects		(47,125)	(47,125)	
Teen Golf Program	42,000	42,000	42,000	42,000
<b>Total Expenditures (Transfers)</b>	907,525	868,527	868,527	908,206
<b>Change In Fund Balance</b>	(101,818)	96,494	(82,955)	(10,302)
<b>Ending Fund Balance</b>	25,954	122,448	(57,001)	63,281

**Capital Improvement Fund  
Fund Summary by Object**

	<b>2009 Actuals</b>	<b>2010 Budget</b>	<b>2010 Actuals</b>	<b>2011 Budget</b>
<b>Total Beginning Fund Balance</b>	1,127,446	(4,455,573)	(4,455,573)	(8,211,295)
<b>Revenues and Other Financial Sources</b>				
Sales Tax	3,786,439	5,866,667	3,625,315	3,866,667
Real Estate Excise Tax	884,056	1,275,272	837,013	1,025,272
Real Estate Excise Tax - 2nd Qtr Percent	884,056	1,275,272	837,013	1,025,272
Real Estate Excise Tax - State	120,026		131,846	
Interest	14,484	160,269	311	9,518
Transfer In				3,025,000
Sale of Property				4,350,000
<b>Total Revenues / Other Financial Sources</b>	5,689,060	8,577,480	5,431,497	13,301,729
<b>Total Resources</b>	6,816,506	4,121,907	975,925	5,090,434
<b>Expenditures (Transfers)</b>				
<b>Debt Service</b>				
Non-Voted Debt Service	15,778	50,000	10,736	
LTGO Bonds 2000	1,583,005	540,963	540,963	539,945
Valley Communications	190,104	250,880	239,386	250,680
LTGO Bonds 2002	510,130	508,805	508,805	508,244
LTGO / Taxable Bonds 2003	666,686	666,385	666,385	666,260
GO Refund (96) 2004	1,134,585	1,375,747	1,375,747	1,611,435
GO Refund 2005 (93,95,00,96TF)	62,924	63,220	63,220	63,492
LTGO Bonds 2006	910,000	794,000	794,000	782,000
Golf Debt Service	260,000	260,000	260,000	
LTGO Bonds 2008	1,054,816	1,751,626	1,751,626	1,418,970
GO Refund 2009 (Part 1999)	121,438	587,072	587,072	723,670
Event Center Debt Service	2,472,613	2,881,937	2,829,437	
<b>Subtotal Debt Service</b>	8,982,078	9,730,635	9,627,377	6,564,696
<b>Safe Community</b>				
Fire Security Fences		(50,224)	(50,224)	
Fire Sleeping Quarters/Restrooms		(224,839)	(224,839)	
Breathing Apparatus Cylinders		(272,473)	(272,473)	
CKCF Improvements	150,000	(150,000)	(150,000)	
Remodel Washington Ave Fire Station	(140,405)			
Public Safety MDC Replacements	125,000			195,000
<b>Subtotal Safe Community</b>	134,595	(697,536)	(697,535)	195,000
<b>Valued Government Services</b>				
Kent Parks Foundation	25,000	6,000	6,000	25,000
Aquatics Land Acquistions		60,954	60,954	
Grant Matching Funds / Land Acquistions		(42,279)	(42,279)	
Parks Grant Matching		(18,675)	(18,557)	
East Hill Park Land Acquisition	325,000	(325,000)	(325,000)	
Closed and Other Valued Gov't Services	(92,876)			
<b>Park Development - REET</b>				
Lake Fenwick	116,829	(86,090)	(86,090)	
Lake Meridian Boat Ramp Renovations	(16,820)	(15,035)	(15,035)	
Three Friends	(1,879)			
Adopt-a-Park Program	35,000			35,000
Service Club Ballfields		(48,467)	(48,467)	
Clark Lake Mgmt Plan/Development	71,252	(43,808)	(43,808)	
Russell Road Maintenance Shop		17,767	17,767	
Rental Houses Demolition	15,000			25,000
Eagle Creek Park Development	(5,000)	(20,000)	(20,000)	

**Capital Improvement Fund  
Fund Summary by Object**

	<b>2009 Actuals</b>	<b>2010 Budget</b>	<b>2010 Actuals</b>	<b>2011 Budget</b>
Botanical Garden		(5,500)	(5,500)	
West Fenwich Renovations		(6,192)	(6,192)	
132nd Street Park		(2,514)	(2,514)	
Uplands Playfield Parking/Street	50,000	(25,809)	(25,810)	
Wilson Playfields		(33,516)	(33,516)	
Wilson Playfields Acquisition & Development		12,177	12,177	
Urban Forestry		(11,013)	(11,013)	5,000
Eagle Scout Projects	25,000	12,000	12,000	25,000
Local Off-Leash Parks		27,514	27,514	
Park Lifecycle Maintenance	230,602	(343,422)	(343,422)	
Lifecycle Parks System 2011				250,000
Park Master Plans	39,126	21,124	21,124	
Park Master Plans 2011				25,000
Park Lifecycle Program	6,181	279,434	279,434	
Event Center Lifecycle	300,000	300,000	300,000	300,000
Lake Meridian Play Equipment	145,393	23,396	23,396	
Urban Forestry Plan		11,013	11,013	
Community Sports Field				100,000
Community Parks Reinv. Program				100,000
Closed and Other Park Dev - REET Projects	32,635			
<b>General Government Projects</b>				
Leak Detection System		(326)	(326)	
Kent Meridian Pool Repairs/Maintenance	15,614	249,839	249,839	25,000
Cent Building Upgrades Annexation		322,697	322,697	
HVAC Replacement		(150,000)	(150,000)	
HVAC Lifecycle Replacements		(7,637)	(7,637)	300,000
Kent Commons Upgrades	140,405	100,000	100,000	
Golf Course Improvements		(2,671)	(2,671)	
Neighborhood Matching Grants				25,000
Aquatic Center Study		(155)	(155)	
Software Business System Replacement	(678,395)			500,000
Hardware Lifecycle Replacements	150,000			639,000
Closed and Other General Gov't Projects	1,227,338			
<b>Subtotal Valued Government Services</b>	<b>2,155,405</b>	<b>255,806</b>	<b>255,922</b>	<b>2,379,000</b>
CIP Operating Projects				25,000
<b>Total Expenditures (Transfers)</b>	<b>11,272,078</b>	<b>9,288,905</b>	<b>9,185,764</b>	<b>9,163,696</b>
Change in Fund Balance	(5,583,018)	(711,425)	(3,754,266)	4,138,033
<b>Total Ending Fund Balance</b>	<b>(4,455,573)</b>	<b>(5,166,998)</b>	<b>(8,209,839)</b>	<b>(4,073,262)</b>

**Criminal Justice Fund  
Fund Summary by Object**

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2010 Actual</b>	<b>2011 Budget</b>
<b>Beginning Fund Balance</b>	1,562,482	560,560	560,560	(213,546)
<b>Revenues</b>				
Sales Tax - Local Option (1)	1,718,413	2,075,673	1,699,025	2,075,673
Intergovernmental Revenue	1,897,203	3,445,687	2,230,993	573,518
Charges for Services	101,630	206,710	145,990	
Fines and Forfeits	77,411	53,386	150,307	53,386
Miscellaneous Revenues	99,551	17,168	43,069	15,548
Transfers In - CJ Patrol			16,500	
Transfers In - GF Investigations	418,740	121,500	105,000	121,500
<b>Total Revenues</b>	<u>4,312,948</u>	<u>5,920,124</u>	<u>4,390,884</u>	<u>2,839,625</u>
<b>Total Resources</b>	5,875,430	6,480,684	4,951,443	2,626,079
<b>Expenditures</b>				
Salaries	2,602,469	2,572,893	2,596,063	2,227,276
Benefits	735,676	850,253	776,492	862,503
Supplies	451,418	402,597	317,470	121,606
Services & Charges	1,116,464	2,526,168	1,457,513	274,752
Transfer Out-Unallocated CJ Projects	(64,134)			
Transfer Out-Reader Board Speed Signs	25,000			
Transfer Out-Police Plate Carrier	30,000			
Transfer Out-Auto License Plate Reader	70,000			
Transfer Out-GF Patrol		185,000	185,000	
Transfer Out-Patrol Capt / LT. MDC	64,134			
Trasnfer Out-Patrol Audio/Video Rec Equip	75,000			
Transfer Out-Police Firing Range Remodel		(860)	(860)	
Transfer Out-Municipal Court	50,000	90,000	90,000	50,000
Transfer Out-MVET-Project Lighthouse	15,000	15,000	15,000	15,000
Transfer Out-Police Explorers	1,500	1,500	1,500	1,500
Vehicles and Equipment	52,598	(155,175)		
<b>Total Expenditures and Transfers Out</b>	<u>5,225,125</u>	<u>6,487,376</u>	<u>5,438,178</u>	<u>3,552,637</u>
<b>Change in Fund Balance</b>	(912,177)	(567,252)	(1,047,294)	(713,012)
<b>Ending Fund Balance</b>	650,305	(6,692)	(486,735)	(926,558)

**Environmental Fund  
Fund Summary By Object**

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2010 Actual</b>	<b>2011 Budget</b>
<b>Total Beginning Fund Balance</b>	(11,407)	(118,003)	(118,003)	(114,003)
<b>Revenues and Transfers In</b>				
King County Grant	144,004	190,457	56,833	
Department of Ecology Grant	63,199	101,256	36,750	
Transfer In - GF Other Uses				233,315
Transfer In - Sewerage Environment Engr		170,892	170,892	170,892
Liter Control Violation			100	
<b>Total Revenues / Other Financial Sources</b>	207,203	462,605	264,575	404,207
<b>Total Resources</b>	195,796	344,602	146,572	290,204
<b>Expenditures (Transfers)</b>				
Salaries	73,695	70,516	75,969	140,923
Benefits	20,713	24,527	22,511	63,455
Supplies	69,615	46,316	23,057	
Services	194,561	321,246	137,461	78,883
<b>Subtotal Debt Service</b>	358,584	462,605	258,998	283,261
<b>Total Expenditures (Transfers)</b>	358,584	462,605	258,998	283,261
Change in Fund Balance	(151,381)		5,577	120,946
<b>Ending Balance</b>	(162,788)	(118,003)	(112,426)	6,943

**Housing and Community Development Fund  
Fund Summary by Object**

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2010 Actual</b>	<b>2011 Budget</b>
<b>Revenues and Other Financial Sources</b>				
CDBG Block Grant - HUD	1,032,200	1,323,821	1,209,105	848,557
<b>Total Revenues / Other Financial Sources</b>	<u>1,032,200</u>	<u>1,323,821</u>	<u>1,209,105</u>	<u>848,557</u>
<b>Expenditures (Transfers)</b>				
Salaries	326,844	385,869	376,143	358,455
Benefits	113,429	136,373	142,016	164,383
Supplies	158,729	59,141	72,258	42,156
Services	433,198	742,438	618,687	283,563
<b>Expenditures and Transfers Out</b>	<u>1,032,200</u>	<u>1,323,821</u>	<u>1,209,104</u>	<u>848,557</u>

**Other Operating Fund  
Fund Summary by Object**

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2010 Actual</b>	<b>2011 Budget</b>
<b>Revenues and Other Financial Sources</b>				
King County	163,691	24,000	64,528	
FEMA	247,465	184,611	199,217	
City of Seattle		30,000	28,236	
Washington State DSHS	58,025	4,083		
Department of Justice	111,555	250,000	119,678	
Program Fees	17,025	27,431	8,288	
Contributions / Judgements / Settlements	92,939	32,103	102,069	
Emergency Services		(12,881)	(12,882)	
Transfer In from GF	15,968	34,268	15,968	1,045,000
<b>Revenues / Other Financial Sources</b>	<b>706,668</b>	<b>573,615</b>	<b>525,102</b>	<b>1,045,000</b>
<b>Expenditures (Transfers)</b>				
Salaries	370,503	202,908	309,427	
Benefits	96,680	61,964	76,922	
Supplies	65,446	53,399	15,444	
Services	175,629	219,941	262,976	1,045,000
Vehicles and Equipment	5,608	35,403		
Transfer out - Benefits	148,343			
<b>Expenditures and Transfers Out</b>	<b>862,209</b>	<b>573,615</b>	<b>664,769</b>	<b>1,045,000</b>
<b>Total Expenditure (Transfers)</b>	<b>862,209</b>	<b>573,615</b>	<b>664,769</b>	<b>1,045,000</b>
<b>Ending Balance</b>	<b>(155,541)</b>		<b>(139,667)</b>	



**ShoWare Operating Fund  
Fund Summary by Object**

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2010 Actual</b>	<b>2011 Budget</b>
<b>Total Beginning Fund Balance</b>	(700,287)	(1,025,923)	(1,025,923)	(1,275,923)
<b>Revenues and Other Financial Sources</b>				
Tickets		200,000		200,000
Transfer In from General Fund	259,156	500,000	195,181	500,000
Transfer In from REET-Other Uses	300,000	300,000	300,000	300,000
Transfer In from Lodging Tax	31,000			
Puget Sound Energy Grant			42,376	
<b>Total Revenues/Other Financial Sources</b>	590,156	1,000,000	537,557	1,000,000
<b>Total Resources</b>	(110,131)	(25,923)	(488,366)	(275,923)
<b>Expenditures (Transfers)</b>				
Salaries	61,650			
Benefits	8,133		40	
Supplies	600,236	300,000	300,000	300,000
Services	545,773	700,000	742,723	700,000
Transfers Out				
Cost Allocation				
<b>Expenditures and Transfers Out</b>	1,215,792	1,000,000	1,042,763	1,000,000
Change in Fund Balance	(625,636)		(505,206)	
<b>Total Ending Fund Balance</b>	(1,325,923)	(1,025,923)	(1,531,129)	(1,275,923)

**Art Program Fund  
Fund Summary by Object**

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2010 Actual</b>	<b>2011 Budget</b>
<b>Total Beginning Fund Balance</b>	255,621	241,849	241,849	237,250
<b>Revenues and Other Financial Sources</b>				
Transfer In from City Arts Program	51,368	64,469	47,447	108,831
<b>Total Revenues / Other Financial Sources</b>	51,368	64,469	47,447	108,831
<b>Total Resources</b>	306,989	306,318	289,296	346,081
<b>Expenditures (Transfers)</b>				
Supplies	4,750	5,000	4,943	5,200
Services	(169)	14,068	18,890	14,631
Art	60,560	50,000	3,314	50,000
<b>Expenditures and Transfers Out</b>	65,141	69,068	27,147	69,831
Change in Fund Balance	(13,773)	(4,599)	20,300	39,000
<b>Ending Balance</b>	241,848	237,250	262,149	276,250



## ***DEBT SERVICE FUNDS***

The DEBT SERVICE FUNDS are used to account for payment of principal and interest the city must pay for general obligation long-term debt.

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## **Debt Service Funds**

### **Voted Debt**

- Property taxes from special levies pay principal and interest on voted general obligation debt.
- The last of the voted debt matured and was paid in 2010, therefore the 2011 budget does not include voted debt service.

### **Non-Voted (LTGO) Debt**

- The City of Kent issues non-voted general obligation debt referred to as Limited Tax General Obligation (LTGO) Debt. The City's LTGO capacity is limited to 1.5 percent of assessed valuation.
- The payments on this debt are funded by transfers from primarily the Capital Improvement Fund. In addition, the Street Fund will cover the street-related bond issues. Water and Sewerage Funds will also transfer funds to cover debt related to their portions of the maintenance shop land.

### **Special Assessment Debt**

- Special assessments against specific parcels of real property provide the funding source for the retirement of Special Assessment Bonds and notes. The special assessment bonds are supported solely by the property owners and the Local Improvement Guarantee Fund.

**Voted Debt Service Fund  
Fund Summary by Object**

	<b>2009 Actuals</b>	<b>2010 Budget</b>	<b>2010 Actuals</b>	<b>2011 Budget</b>
<b>Total Beginning Fund Balance</b>	26,246	3,587	3,587	
<b>Revenues and Other Financial Sources</b>				
Taxes	596,695			
Misc	1,406		(2,972)	
<b>Total Revenues / Other Financial Sources</b>	598,101		(2,972)	
<b>Revenues and Transfers In</b>	624,347	3,587	615	
<b>Expenditures (Transfers)</b>				
Principal	600,000			
Interest	20,760			
<b>Expenditures and Transfers Out</b>	620,760			
Change in Fund Balance	(22,659)		(2,972)	
<b>Ending Balance</b>	3,587	3,587	615	

**Non-Voted Debt Service Fund  
Fund Summary by Object**

	<b>2009 Actuals</b>	<b>2010 Budget</b>	<b>2010 Actuals</b>	<b>2011 Budget</b>
<b>Revenues &amp; Transfers In</b>				
Non-Voted Debt Service	571,976	839,950	810,196	657,481
LTGO Bonds 2000	1,989,444	744,244	744,244	742,844
Valley Communications	190,104	250,880	239,386	250,680
LTGO Bonds 2002	1,157,050	1,154,250	1,154,250	1,155,449
LTGO / Taxable Bonds 2003	666,686	666,385	666,385	666,260
GO Refund (96) 2004	1,241,469	1,505,350	1,505,350	1,763,241
GO Refund 2005 (93, 95, 00, 96TF)	100,602	101,075	101,075	101,508
LTGO Bond 2006	910,000	794,000	794,000	782,000
LTGO Bonds 2008	1,413,640	2,110,450	2,110,450	1,868,850
GO Refund 2006 (Part 1999)	171,771	853,125	853,125	1,051,625
<b>Total Revenues / Other Financial Sources</b>	<b>8,412,742</b>	<b>9,019,709</b>	<b>8,978,461</b>	<b>9,039,938</b>
<b>Expenditures (Transfers)</b>				
Principal	4,735,136	5,299,661	5,330,114	5,104,242
Interest	3,677,605	3,720,048	3,648,347	3,935,696
<b>Expenditures and Transfers Out</b>	<b>8,412,742</b>	<b>9,019,709</b>	<b>8,978,461</b>	<b>9,039,938</b>

**Special Assessment Debt Service Fund  
Fund Summary by Object**

	<b>2009 Actuals</b>	<b>2010 Budget</b>	<b>2010 Actuals</b>	<b>2011 Budget</b>
<b>Total Beginning Fund Balance</b>	2,081,120	313,943	1,271,011	965,296
<b>Revenues and Other Financial Sources</b>				
Principal	2,140,431	2,761,741	1,793,965	2,761,741
Interest	11,727	350,000	2,785	350,000
Misc	693,511	877,153	647,424	877,153
Transfer in from Guaranty Fund	700,762		115,131	
<b>Total Revenues / Other Financial Sources</b>	3,546,431	3,988,894	2,559,305	3,988,894
<b>Revenues and Transfers In</b>	5,627,551	4,302,837	3,830,316	4,954,190
<b>Expenditures (Transfers)</b>				
Services	739		273	
Principal	2,289,806	3,152,381	1,916,737	3,152,381
Interest	588,439	675,456	478,481	675,456
Transfer Out to General Fund	776,794	475,000	243,204	250,000
Transfer Out to Special Assessment	700,761		115,131	
<b>Expenditures and Transfers Out</b>	4,356,539	4,302,837	2,753,826	4,077,837
<b>Total Expenditures (Transfers)</b>	4,356,539	4,302,837	2,753,826	4,077,837
Change in Fund Balance	(810,108)	(313,943)	(194,521)	(88,943)
<b>Ending Balance</b>	1,271,012		1,076,490	876,353



**CITY OF KENT  
OUTSTANDING LONG TERM DEBT  
December 31, 2010**

	Issuance Date	Maturity Date	Interest Rate	Payment Date	Original or Refunded Amount	Redemption Amount To Date	Outstanding Amount
<b>GO BONDS &amp; CONTRACTS</b>							
<i>Limited Tax General Obligation Debt</i>							
G.O. 2000	2000	2020	4.4/5.375	12/1			
	<b>Total Issue</b>		<b>11,485,000 New Portion</b>				
					1,285,052	1,077,696	207,356
					10,199,948	5,982,304	4,217,644
G.O. 2002	2002	2022	3.0/4.25	12/1			
	<b>Total Issue</b>		<b>13,685,000</b>				
					2,716,875	1,316,216	1,400,659
					1,207,500	365,310	842,190
					3,723,125	632,102	3,091,023
					1,811,250	547,969	1,263,281
					2,213,750	669,733	1,544,017
		2012			2,012,500	1,548,670	463,830
G.O. 2003	2003			12/1			
	<b>Total Issue</b>		<b>7,518,000</b>				
		2018	5.45		1,878,000	693,000	1,185,000
		2013	3.55		3,526,000	2,183,000	1,343,000
		2007	2.3		2,114,000	2,114,000	0
G.O. 2004	2004	2021	2.0/4.125	12/1			
	<b>Total Issue</b>		<b>23,280,000</b>				
					3,126,000	798,956	2,327,044
					1,421,000	363,184	1,057,816
					11,958,000	3,056,277	8,901,723
					6,775,000	1,731,583	5,043,417
G.O. 2005	2005	2020	4.05	12/1			
	<b>Total Issue</b>		<b>7,369,000</b>				
					2,437,000	1,434,000	1,003,000
					1,555,000	1,555,000	0
					2,252,000	116,000	2,136,000
					1,125,000	684,000	441,000
G.O. 2006	2006	2024	4.0/4.5	12/1			
	<b>Total Issue</b>		<b>12,000,000</b>				
					12,000,000	900,000	11,100,000

**CITY OF KENT  
OUTSTANDING LONG TERM DEBT  
December 31, 2010**

	<b>Issuance Date</b>	<b>Maturity Date</b>	<b>Interest Rate</b>	<b>Payment Date</b>	<b>Original or Refunded Amount</b>	<b>Redemption Amount To Date</b>	<b>Outstanding Amount</b>
<b>GO BONDS &amp; CONTRACTS cont.</b>							
G.O. 2008	2008			12/1			
<b>Total Issue</b>	<b>24,000,000</b>						
Series A - 2008 Tech Plan		2025	5.176		3,033,408	-	3,033,408
Series A - Events Center		2025	5.176		5,005,122	-	5,005,122
Series A - Municipal Court		2025	5.176		7,583,519	-	7,583,519
Series A - East Hill Maint.		2025	5.176		5,055,679	-	5,055,679
Series A - Sidewalk Renov.		2025	5.176		2,022,272	-	2,022,272
Series B - Events Center		2011	4.113		1,300,000	1,125,000	175,000
G.O. 2009	2009	2019	3.0/4.0	12/1			
<b>Total Issue</b>	<b>8,410,000</b>						
							<b>Refunded 1999 LTGO Bonds</b>
General Government					1,949,652	127,527	1,822,125
Police Corrections					1,698,847	111,122	1,587,725
Fire Station 75					1,033,361	67,592	965,769
Street Projects					3,071,465	200,806	2,870,659
Parks Projects					656,675	42,953	613,722
City Portion of Valley Comm Issue	2000	2015	4.3/5.75	12/1	2,551,600	1,482,600	0
City Portion of Valley Comm Issue	2010	2015	3.0/4.0	12/1	1,065,000	21,000	1,044,000
<b>Total General Obligation Bonds - Non-Voted</b>					<b>87,018,600</b>	<b>24,976,600</b>	<b>79,347,000</b>
Energy Conservation Loan	2003	2013	3.8505	6/1&12/1	744,714	533,389	211,325
Energy Conservation Loan	2004	2014	4.03673	6/1&12/1	518,455	313,345	205,110
Trust Fund Loan - Streets	2004	2023	0.5	7/1	1,000,000	306,287	693,713
Trust Fund Loan - Streets	2005	2024	0.5	7/1	10,000,000	2,588,235	7,411,765
Trust Fund Loan - Streets	2008	2028	0.5	7/1	4,500,000 *	236,842	4,263,158
<b>Total LTGO Debt</b>					<b>128,126,769</b>	<b>34,925,698</b>	<b>92,132,072</b>
<b>TOTAL G.O. BONDS &amp; CONTRACTS</b>					<b>128,126,769</b>	<b>34,925,698</b>	<b>92,132,072</b>
<b>SPECIAL ASSESSMENT BOND/NOTES</b>							
LID 347/48	1998	2015	4.3/5.6	9/1	942,617	852,617	90,000
LID 340/49	1999	2016	4.1/5.9	8/1	13,221,661	11,406,661	1,815,000
LID 351	2000	2015	3.75/5.5	11/1	5,367,217	4,637,217	730,000
LID 350,352,354	2003	2013	3.75	3/1	1,363,439	1,120,347	243,091
LID 353 et al	2004	2019	2.5/4.65	12/15	11,758,557	6,938,557	4,820,000
LID 358	2006				468,892	295,408	173,484
<b>TOTAL SPECIAL ASSESSMENT BONDS/NOTES</b>					<b>33,122,382</b>	<b>25,250,806</b>	<b>7,871,576</b>
<b>TOTAL GOVERNMENTAL BONDS &amp; CONTRACTS</b>					<b>161,249,151</b>	<b>60,176,504</b>	<b>100,003,647</b>

**CITY OF KENT  
OUTSTANDING LONG TERM DEBT  
December 31, 2010**

	<b>Issuance Date</b>	<b>Maturity Date</b>	<b>Interest Rate</b>	<b>Payment Date</b>	<b>Original or Refunded Amount</b>	<b>Redemption Amount To Date</b>	<b>Outstanding Amount</b>
<b>REVENUE BONDS &amp; LOANS</b>							
Revenue Bonds, Series A	2009	2018	3.0/5.0	12/1	4,560,000	537,500	4,022,500
Revenue Bonds, Series B	2009	2029	5.06/6.12	12/1	7,940,000	0	7,940,000
Trust Fd Ln 1 - Tac Intertie	2001		0.5	6/1	10,000,000	4,194,444	5,805,556
Trust Fd Ln 2 - Tac Intertie	2002		0.5	6/1	10,000,000	3,625,000	6,375,000
Tacoma Pipeline Contract	2002	2032			18,967,080	1,017,965	17,949,115
Tacoma Pipeline A&B Revenue Bonds	2010	2040			<u>11,400,000</u>	<u>0</u>	<u>11,400,000</u>
<b>Total Water Bonds</b>					62,867,080	9,374,909	53,492,171
Revenue Bonds, Series A	2009	2018	3.0/5.0	12/1	4,560,000	537,500	4,022,500
Revenue Bonds, Series B	2009	2029	5.06/6.12	12/1	<u>7,940,000</u>	<u>0</u>	<u>7,940,000</u>
<b>Total Sewerage Bonds</b>					12,500,000	537,500	11,962,500
<b>TOTAL REVENUE BONDS AND LOANS</b>					<u>75,367,080</u>	<u>9,912,409</u>	<u>65,454,671</u>
<b>TOTAL OUTSTANDING LONG TERM DEBT</b>					<u>236,616,231</u>	<u>70,088,913</u>	<u>165,458,318</u>

\*After final distribution is received, the Original Debt Amount will be \$10,000,000.

**LEGAL DEBT MARGIN  
As of December 31, 2010**

**GENERAL PURPOSES**

	Debt Capacity Calculation	% of Assessed Valuation
Non-Voted General Obligation Debt Capacity (1.5% Assessed Valuation of \$13,070,047,120)	\$ 196,050,707	
Less: Outstanding Non-Voted Debt (including the Nonvoted Bonds) (1)	93,942,781	0.72%
Remaining Non-Voted Debt Capacity	\$ 102,107,926	0.78%
Voted and Non-Voted General Obligation Debt Capacity (2.5% of Assessed Valuation)	\$ 326,751,178	
Less: Outstanding Debt:		
Voted		
Non-Voted	(93,942,781)	0.72%
Plus: Amount available in General Obligation Voted Debt Svc Fund		
Remaining General Purpose Debt Capacity	\$ 232,808,397	1.78%

**UTILITY PURPOSES**

Voted General Obligation Debt Capacity (2.5% of Assessed Valuation)	\$ 326,751,178	
Less: Outstanding Debt		
Remaining Utility Purposes Debt Capacity	\$ 326,751,178	2.50%

**OPEN SPACE AND PARK FACILITIES:**

Voted General Obligation Debt Capacity (2.5% of Assessed Valuation)	\$ 326,751,178	
Less: Outstanding Debt		
Remaining Open Space and Park Facilities Debt Capacity	\$ 326,751,178	2.50%

**TOTAL CAPACITY**

\$ 980,253,534 7.50%

**CAPACITY UTILIZED 9.58%**

\$ 93,942,781 0.72%

**LEGAL DEBT MARGIN**

\$ 886,310,753 6.78%

(1) Includes King County agreement for 240th street improvements of \$1,810,709, \$12,368,636 in loans from State trust fund, LOCAL-Energy Conservation Loans of \$416,435 and Valley Comm Loan of \$1,044,000



# ***CAPITAL PROJECT FUNDS***

The CAPITAL PROJECT FUNDS are used to account for the financial resources segregated for the construction of capital facilities other than those finance by Proprietary Funds.

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## **Capital Projects Funds**

The Capital Projects Funds are used to account for the financial resources segregated for the acquisition and/or construction of capital facilities and other major assets, except those financed by Proprietary Funds.

Capital project activity is financed by the issuance of debt both general obligation and special assessment, by grants, and by transfers from such other funds as may be approved by ordinance.

Capital Projects Funds allow the city to carry over project budgets and costs from year to year until the project is completed. At year end, both completed and in progress projects are capitalized in the General Fixed Asset Account Group.

- Street Capital Projects Fund: Established to account for financial resources to be used for the acquisition or construction of major street capital improvements.
- Parks Capital Projects: Established to account for financial resources to be used for the acquisition or construction of major park facilities.
- Other Capital Projects: Established to account for the financial resources to be used for the acquisition or construction of major assets that do not fit into any other capital project category.
- Technology Capital Projects: Established to account for the financial resources to be used for the acquisition of major technological equipment, software and other one-time only projects.
- Facilities Capital Projects: Established to account for the financial resources to be used for major governmental building acquisition, renovation and improvement projects.

## **STREET CAPITAL PROJECTS SUMMARY FUND ANALYSIS**

	<u>2009 Budget</u>	<u>2010 Budget</u>	<u>2011 Budget</u>	<u>Budget Change</u>	
				\$	%
<b>OTHER FINANCIAL SOURCES</b>					
Transfers in from:					
Street Fund	1,730,500	800,000			
General Fund			2,000,000		
<b>TOTAL FINANCIAL SOURCES</b>	<u>1,730,500</u>	<u>800,000</u>	<u>2,000,000</u>	1,200,000	150.0%
<b>EXPENDITURES</b>					
<b>Arterials</b>					
Miscellaneous Asphalt Overlays			1,200,000		
84th Avenue Pavement Rehabilitation	489,000				
124th Avenue Improvments	187,500				
248th Street Improvements	187,000				
<b>Intersection &amp; Road Improvements</b>					
Downtow ITS Improvments	35,000				
<b>Other Improvements</b>					
Sidewalks		300,000	300,000		
Kent Sation	500,000	500,000			
2nd Avenue Pedestrian Imp	332,000				
Railroad Quiet Zone			500,000		
<b>TOTAL EXPENDITURES</b>	<u>1,730,500</u>	<u>800,000</u>	<u>2,000,000</u>	1,200,000	150.0%



**PARK CAPITAL PROJECTS  
SUMMARY FUND ANALYSIS**

	<u>2009 Budget</u>	<u>2010 Budget</u>	<u>2011 Budget</u>	<u>Budget Change</u>	
				\$	%
<b>FINANCIAL SOURCES</b>					
Transfers in from:					
Youth / Teen Fund					
Capital Improvement Fund	425,000	25,000	25,000		
REET - 2nd Quarter Percent	1,920,000		565,000		
Fuel Tax - Paths & Trails	9,000	10,000	10,000		
<b>TOTAL FINANCIAL SOURCES</b>	<u>2,354,000</u>	<u>35,000</u>	<u>600,000</u>	565,000	1614.3%
<b>EXPENDITURES</b>					
Adopt a Park Program	35,000		35,000		
Community Parks Reinvestment Program			100,000		
Community Sports Field			100,000		
Demolition of Rental Houses	25,000		25,000		
Eagle Scout Projects	25,000		25,000		
Glenn Nelson Park	100,000				
Grant Matching Funds/Land Acq.	75,000				
Kent Parks Foundation	25,000	25,000	25,000		
Kent Station Downtown Park **					
Lifecycle Parks System			250,000		
Lifecycle-Ballfields	25,000				
Lifecycle-Infield Soil	25,000				
Lifecycle-Irrigation	25,000				
Lifecycle-Play Equipment	50,000				
Master Plans	50,000		25,000		
ShoWare Lifecycle	300,000				
Park Land Acquisition	325,000				
Park Lifecycle Mtc	250,000				
Paths and Trails	9,000	10,000	10,000		
Uplands Playfield Parking/St.	1,005,000				
Urban Forestry	5,000		5,000		
<b>TOTAL EXPENDITURES</b>	<u>2,354,000</u>	<u>35,000</u>	<u>600,000</u>	565,000	1614.3%

## OTHER CAPITAL PROJECTS SUMMARY FUND ANALYSIS

	2009 Budget	2010 Budget	2011 Budget	Budget Change \$            %
<b>FINANCIAL SOURCES</b>				
Transfers in from:				
General Fund				
Capital Improvement Fund	793,000	172,000		
Proceeds from Sale of Bonds				
<b>TOTAL FINANCIAL SOURCES</b>	793,000	172,000		(172,000) -100.0%
<b>EXPENDITURES</b>				
<u>Public Safety</u>				
Fire - Radio Equipment	400,000			
Fire - Breathing Apparatus Cylinders	157,500	172,000		
Fire - Replacement Fire Hose	15,500			
Fire - Equipment Replacement Fund	220,000			
Subtotal Public Safety	793,000	172,000		
<b>TOTAL EXPENDITURES</b>	793,000	172,000		(172,000) -100.0%

## **TECHNOLOGY CAPITAL PROJECTS SUMMARY FUND ANALYSIS**

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>Budget Change</u>	
	Budget	Budget	Budget	\$	%
<b>FINANCIAL SOURCES</b>					
Transfers in from:					
Capital Improvement Fund	950,000	650,000	1,334,000		
Central Services Fund					
<b>TOTAL FINANCIAL SOURCES</b>	<u>950,000</u>	<u>650,000</u>	<u>1,334,000</u>	684,000	105.2%
<b>EXPENDITURES</b>					
<b><u>Valued Government Services</u></b>					
Automation Projects					
Desktop Computer Equip 2004					
Desktop Computer Equip 2005					
Desktop Computer Equip 2006					
Technology - MDC Replacements			195,000		
Hardware Lifecycle Replacements	450,000	150,000	639,000		
Software Business System Replacement			500,000		
Technology Lifecycle Projects					
IT Systems	250,000	500,000			
IT Tech Services	250,000				
ERP System Upgrade					
<b><u>Public Safety</u></b>					
Valley Com Command Point Mobile Mapping					
<b>TOTAL EXPENDITURES</b>	<u>950,000</u>	<u>650,000</u>	<u>1,334,000</u>	684,000	105.2%

**FACILITIES CAPITAL PROJECTS  
SUMMARY FUND ANALYSIS**

	<u>2009 Budget</u>	<u>2010 Budget</u>	<u>2011 Budget</u>	<u>Budget Change</u>	
				\$	%
<b>FINANCIAL SOURCES</b>					
Transfers in from:					
Capital Improvement Fund	540,000	100,000			
Facilities Fund					
<b>TOTAL FINANCIAL SOURCES</b>	<u>540,000</u>	<u>100,000</u>	<u>                    </u>	(100,000)	-100.0%
<b>EXPENDITURES</b>					
<b><u>Public Safety</u></b>					
Fire - Exhaust Systems	15,000				
Fire - Grounds Renovation	450,000				
Police / Fire Expansion Training Center	25,000				
<b><u>General Government</u></b>					
Senior Center Upgrades	25,000				
Facilities Improvements		100,000			
HVAC Lifecycle Replacments (Lifecycle)					
Kent Pool Improvements					
Golf Course Improvements	25,000				
<b>TOTAL EXPENDITURES</b>	<u>540,000</u>	<u>100,000</u>	<u>                    </u>	(100,000)	-100.0%



## ***ENTERPRISE FUNDS***

The ENTERPRISE FUNDS are used to account for the financing of services provide to the general public where all or most of the costs involved are paid for by user charges.

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## **Enterprise Funds**

The Enterprise Funds are used to account for the financing of services provided to the general public where all or most of the costs involved are paid for by user charges. By using an Enterprise Fund concept all revenues and expenditures including debt service and capital costs are consolidated to provide more complete financial presentation. An analysis can be made to see the relationship between user charges and the total cost of operations.

The City operates three Enterprise Funds: a water utility; a sewerage utility including sewer and drainage; and a golf complex including 18-hole golf course, a nine-hole executive course, driving range and mini-putt. Though the Utility Clearing Fund is an Internal Service type of fund, it is included in this section with the Water and Sewerage Funds it directly relates to.

**Utility Clearing Fund  
Fund Summary by Object**

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2010 Actual</b>	<b>2011 Budget</b>
<b>Expenditures (Transfers)</b>				
Salaries	1,452,781	1,597,693	1,533,574	1,576,379
Benefits	460,709	536,313	510,348	610,090
Supplies	99,550	126,518	107,346	131,579
Services	2,824,560	2,863,374	2,810,718	2,983,465
Cost Allocations	(4,837,600)	(5,146,545)	(4,961,986)	(5,301,513)
<b>Total Expenditures and Transfers</b>	0	(22,647)	0	0
<b>Ending Fund Balance</b>	0	(22,647)	0	0



**FINANCE DEPARTMENT - UTILITIES  
LIST OF POSITIONS**

Full Time (FT)  
Regular Part Time (RPT)  
In Equivalents

**UTILITIES**

Customer Services Manager  
Financial Service Supervisor  
Senior Financial Analyst  
Customer Svcs Representative  
Financial Analyst  
Lead Meter Reader (4)  
Meter Reader 3  
Meter Reader 2

**SUBTOTAL**

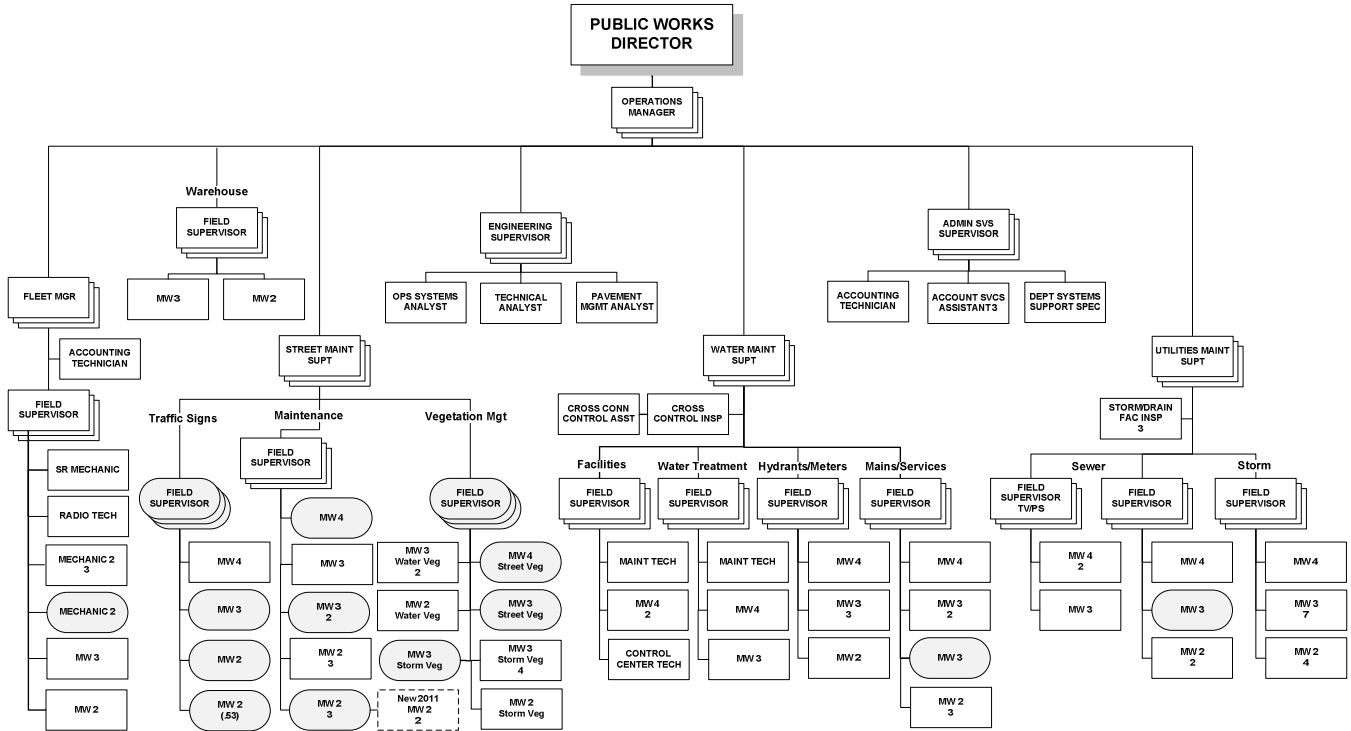
**FULL TIME EQUIVALENTS**

	2010 Budget Changes		2010 Annex Positions		2010 Budget		2011 Budget Changes		2011 Annex Positions		2011 Budget	
	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT
Customer Services Manager	0.50				0.50						0.50	
Financial Service Supervisor	-1.00											
Senior Financial Analyst					1.00						1.00	
Customer Svcs Representative					3.50	0.53					3.50	0.53
Financial Analyst	1.00				2.00						2.00	
Lead Meter Reader (4)					1.00						1.00	
Meter Reader 3					1.00						1.00	
Meter Reader 2					1.00	0.53					1.00	0.53
<b>SUBTOTAL</b>	0.50				10.00	1.06					10.00	1.06
<b>FULL TIME EQUIVALENTS</b>		0.50				11.06						11.06

**COMMENTS**

2009 - Move Sr. Financial Analyst from General Fund to Utilities. Move .5 Customer Service Rep from Utilities to General Fund.  
Eliminate a Customer Service Rep position 11/09.  
2010 - Moved .5 Customer Service Manager to Utility Fund. Traded an Accounting Tech for a Financial Analyst 9/10.  
2011 - No change.

# Public Works Operations Administration and Warehouse



## MISSION STATEMENT

Public Works Operations delivers honest, professional, efficient, and cost effective services to informed customers. The Administration section of the Public Works Operations Division provides quality administrative support in the areas of payroll and timekeeping, accounting, accounts payable, clerical assistance, front counter and phone customer service, Hansen support/data input, warehousing, and technical operations to the following sections: Water, Sewer, Drainage, Street, and Fleet Services.

## SIGNIFICANT EXPENDITURE AND STAFFING CHANGES - 2011

No significant expenditure or staffing changes. Expenditures will be monitored closely as the city faces revenue shortfalls due to an economic slowdown.

## SERVICES PROVIDED BY PROGRAM

Provide administrative, engineering, technical, and warehouse services support for all Public Works Operations sections.

<b>Statistics/Workload Measures</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Administration</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
Procurement Card Transactions	5,612	4,775	4,876
Invoices Paid	1,773*	1,543*	1,620
Invoices Billed (Accounts Receivable)	222	303	331
Refund Requisitions	76	73	32
Customer Service Requests	2,185	1,759	1,550
Personnel Actions Processed	212	84	130
Time/Work Orders Processed (Hansen)	14,375	11,825	12,028
Hansen Work Entries	52,957	41,767	47,247
<b>Warehouse</b>			
Hydrant Meters Issued	240	242	176
Customers Served	11,146	9,456	8,469
Purchase Requisitions	858	769	996
Special Projects	\$132,156	\$550,305	\$190,000
Parts Runs	622	564	634
Small Equipment Repairs	117	94	116
Total Inventory	\$309,282	\$314,229	\$35,052
Inventory Shortage/Overage (allows $\pm 5\%$ )	-2.13%	3.23%	4.94%
<b>Engineering/Technical Services</b>			
Projects Managed	59	59	64
Value of Operations Managed Projects	\$69,699,235	\$69,699,235	\$83,359,235
Value of Operations Involved Projects	\$170,549,235	\$170,549,235	\$199,159,235
Project Walk-thru/Pavement Rating Inspections, hours	660.5	750	300
Pavement Management Program, hours	1,820	1,660	800
Employee Training Hours	608.5	546.25	500
Project Reviews, Private/Public	120	43	30
*numbers revised by Finance			

## **GOALS FOR 2011**

- Standardize the Work Plan format for all of Public Works Operations.
- Continue to standardize electronic records for ease of retrieval.
- Continue funding for the construction of the Kent East Hill Operations Center.
- Review the resource options for Street Maintenance (including a Transportation Benefit District) to provide for a consistent funding source for operations, maintenance, and replacement of the street infrastructure system. The Street infrastructure includes; signs and markings, sidewalks, bridges, other structures in the right-of-way, and Street pavement.
- As the systems that are maintained by Operations continue to age, establishing replacement programs for these systems must be a part of the overall annual work plan. Water, Sewer and Drainage systems have an estimated life expectancy of approximately 50 to 100 years, and Street systems average about 20 years in Kent, depending upon construction materials and standards. The City, therefore, must plan on replacing 1/20 to 1/100 of these systems annually. Funding for replacing these systems will be identified in the Water System plan and the Master Drainage Plan.
- Public Works Operations currently operates within a program called Performance Based Work Plan Budgeting which requires a certain amount of work to be completed for the funding budgeted.
- Implement a bar coding system in the warehouse for ease of parts inventory.

## **ISSUES IMPACTING 2011 AND BEYOND**

- The urgent need for a new Operations/Maintenance center to accommodate the growth of the city's services.
- Continue to review the level of service this division is providing. Recently adopted performance measures and standards to identify the amount of work performed by each employee are based on a level of service currently provided. As we continue to grow, we can accurately predict staffing levels needed and areas where level of service could be affected without those staffing level increases.
- Continue to assess the volume and condition of infrastructure in the City's annexation areas to quantify budget, workload, and staffing impacts.

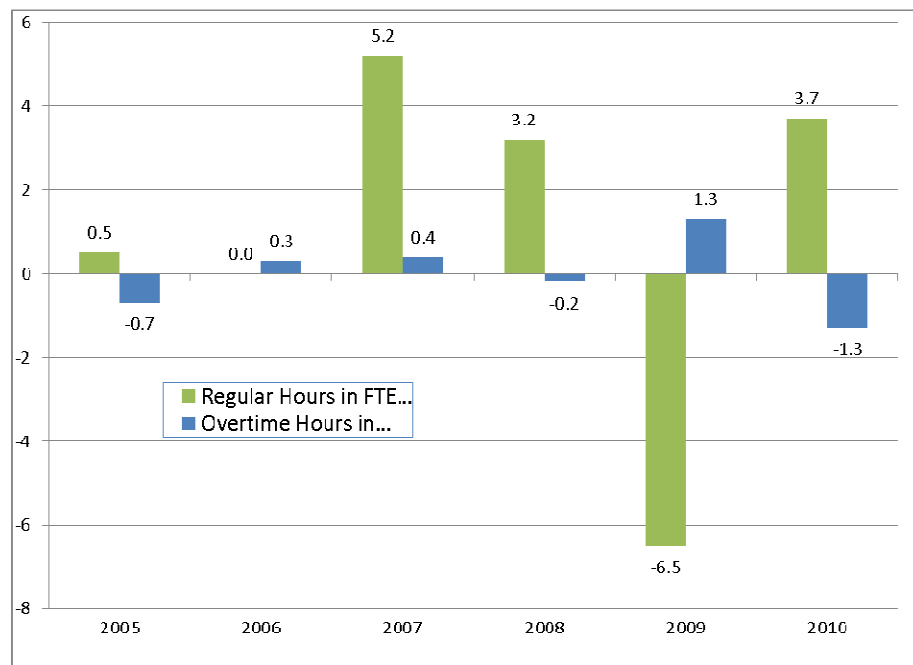
- Continue efforts towards succession planning. With senior people retiring, there remains a need for qualified people to fill the vacated positions.
- The need for a dedicated funding source towards road and traffic impacts.
- Growing and aging infrastructure with limited resources.
- Increasing high prices for raw materials to support our infrastructure needs.

## **DEPARTMENTAL PERFORMANCE**

- Completed annual update of division's emergency response plan.
- Prepared Safety Coordination Plan and Job Safety Analysis. Updated our business plans in Public Works Operations for 2011.
- Year end inventory variance was 4.96% in 2010, which is within state requirements.

## **OVERTIME**

- In order to help contain costs, Public Works Operations has performed an analysis of overtime hours. The following chart tracks year-over-year change of regular and overtime hours using equivalent FTE, which is 2080 working hours. Temporary employees are included in this calculation.



- In 2009 the combination of the flood risk and employee furloughs increased overtime usage across the department.
- In 2010, we had an increase in total FTE regular hours, and a decrease in overtime usage to pre-2009 levels. We will continue to execute prudent stewardship of overtime.

**PUBLIC WORKS -UTILITIES  
LIST OF POSITIONS**

Full Time (FT)  
Regular Part Time (RPT)  
In Equivalents

**ADMINISTRATIVE OPERATIONS**

Operations Manager  
Administrative Services Supv.  
Accounting Technician  
Accounting Services Assist III  
Administrative Secretary I  
Operations Systems Analyst  
Dept Sys Support Specialist  
Engineering Supervisor  
Assistant Party Chief

**SUBTOTAL**

**WAREHOUSE**

Field Supervisor  
Warehouse Asst-MW3  
Maintenance Worker I

**SUBTOTAL**

**TOTAL**

**FULL TIME EQUIVALENTS**

2010 Budget Changes		2010 Annex Positions		2010 Budget		2011 Budget Changes		2011 Annex Positions		2011 Budget	
FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT
				1.00						1.00	
				1.00						1.00	
				2.00						2.00	
				1.00						1.00	
-1.00				1.00						1.00	
				1.00						1.00	
				1.00						1.00	
				1.00						1.00	
				1.00						1.00	
-1.00				9.00						9.00	
				1.00						1.00	
				1.00						1.00	
				1.00						1.00	
				3.00						3.00	
-1.00				12.00						12.00	
	-1.00				12.00						12.00

**COMMENTS**

2009 - No changes.  
2010 - Eliminated vacant Admin Secretary 1 position 7/1/10.  
2011 - No changes.



# Public Works Operations Water Division

## **MISSION STATEMENT**

The Water Division's mission is to operate and maintain Kent's water system and infrastructure in a manner that provides for the supply and delivery of clean, drinkable water for its customers, and an adequate water supply for domestic, industrial, and fire protection needs now and in the future; as well as a reliable and effective One Call and SCADA (telemetry) system for all of Kent's utilities.

## **SIGNIFICANT EXPENDITURE AND STAFFING CHANGES - 2011**

The Water Division will need to add one new FTE position in 2011 or before--an Office Technician to help Kent in fully meeting the requirements of all 10 elements of WAC 246-290-490 and Kent's Cross Connection Control Program. Several major capital projects will need to be planned and funded, including the repair of the Kent Springs 24-inch transmission main under Soos Creek, replacement of the vulnerable Pump Station 3 on the West Hill, creation of a new 640 pressure zone on the East Hill with the addition of a new reservoir, a new pump station, and significant piping, valving, and pressure reducing valves to serve the new pressure zone, as well as replacement of water mains shown to be undersized as part of the 2008 Water System Plan hydraulic modeling. Also anticipated is the accelerated replacement of the Guiberson 3 Million Gallon Water Reservoir, built in the 1930s.

## **SERVICES PROVIDED BY PROGRAM**

Services include: Operation and maintenance of the Kent Water System to meet the needs of Kent's water system customers, as well as all Environmental Protection Agency (EPA) and Washington State Department of Health (DOH) regulatory requirements for Kent's water sources, including wells, interties and spring supplies; pumping stations, pressure reducing and reservoir facilities; water quality monitoring and treatment operations; maintenance of water mains, valves, water services, fire hydrants, meters and other appurtenances; and also locating/marketing all underground city utilities for the One-Call program. The control center, staffed and operated by the Water section, centralizes all water, sewer and storm station SCADA alarms and coordinates routine and emergency responses by Public Works personnel. The Cross Connection Control inspection and backflow testing program required by DOH WAC 246-290-490 for the approximately 14,000 connections to the water system is also included in the services provided by the Water section of Public Works Operations.

## **GOALS FOR 2011**

### **Citywide Goals**

- **Annexation** - With the annexation of additional areas, the water service requirements will increase by encouraging growth and development. This growth will require additional infrastructure such as water mains, water sources, and reservoirs to provide adequate potable water for fire protection and customer use.
- **Downtown Vitalization** - Increasing density and size/value of downtown structures will require upsizing water system storage, water mains and fire hydrant density to meet the demands for water service and satisfy fire protection requirements.
- **Safe Community for People** - Providing consistently safe, reliable drinking water for the community and adequate supply for fire protection will enhance the community. Protecting the water quality in the distribution system is becoming increasingly important to overall water quality for the consumer, through monitoring, cleaning, and flushing water mains, as well as improving the water circulation throughout the system with modeling and improved system design.

- **Aquifer Protection** - Increasing development around sources and the proliferation of more stringent water quality regulations combined make all water sources more susceptible to contamination. Additional sources are extremely expensive to develop or are not available at any price. Therefore, money and time invested to protect existing sources is well spent. The value of water produced by a high quality source is equivalent to millions of dollars in revenue per year. Loss of revenue and the cost of “cleaning up” or replacing a contaminated source would significantly impact the city. Continued emphasis on analyzing and implementing a comprehensive source protection plan is of great importance if we are to continue to provide the existing level of service to our customers.
- **Water Supply Adequacy** – The implications of the Municipal Water Law and the effects of increasing environmental regulations and requirements will create more constraints on Kent’s water rights and water sources. Ensuring that Kent has reliable, high quality water supplies for the next generation will be increasingly important.

### **Other Departmental Goals**

- Continue to fully develop and implement Kent’s Cross Connection Control program to protect the health and safety of Kent citizens and businesses and meet the requirements of WAC 246-290-490 and Washington Department of Health. Add needed staff to fully meet the requirements for backflow compliance testing, record keeping and inspections of the 14,000 water connections in the Kent system, to prevent contamination of the drinking water.
- Finalize the public comments and complete the approval of the Rock Creek Habitat Conservation Plan and Incidental Take Permit for the Clark Springs project. Begin designing the first phase of mitigation projects as agreed in the HCP document.
- Complete the repairs to the 24-inch Kent Springs transmission main at the Soos Creek undercrossing
- Complete the final design and begin the construction of a replacement Pump Station 3 to improve reliability for the West Hill water supply in Kent.
- Design and build corrosion control facilities at the Guiberson Reservoir to adjust the pH of the water.
- Construct facilities, piping and a reservoir to create a new 640 pressure zone to resolve low pressure issues and provide additional storage while resolving water quality/turnover issues in the reservoirs.
- Complete contingency planning and mitigation agreements/cleanup action plan for the Landsburg Mine threat.
- Improve electrical and mechanical energy use efficiencies.
- Plan for and construct distribution piping and valve improvements to enhance the reliability and capacity of the distribution system.

### **ISSUES IMPACTING 2011 AND BEYOND**

- The 2010 Panther Lake annexation had the largest impact upon the Utility Locates (One Call) section of the Water Department, because of the added requirements for locating and marking underground storm piping and signal lights/street lighting conduits and wiring throughout the area. A FTE utility locator was added in June 2010 to handle the increased workload requirements. The 2010 Panther Lake annexation also impacted a portion of the service area of the Kent Water System, primarily that area known as Park Orchard, which was part of the 2010 annexation into Kent. Although previously served water by the Kent system, the annexation eliminated the permitting requirements for King County in the Park Orchard area and also made the Park Orchard residents citizens of Kent, entitled to lower water rates for the water they use.
- Increasingly complex water quality requirements will force upon us additional budgeting for skilled personnel for monitoring, source protection, water system operations and additional treatment. Kent, as well as most other water utilities, will be facing increasingly complex regulatory and technical requirements in the areas of water treatment and water quality (Stage 2 Disinfection/Disinfectant By-Products Rule (Stage 2 D/DBP), Groundwater Disinfection Rule, Municipal Water Law (MWL) / Water Use Efficiency Rule (WUE), etc.); security and protection of the water system supply and infrastructure (EPA’s Vulnerability Assessment and Emergency Response planning); as well as water supply capacity and environmental impacts affecting the water system.
- Strong Cross Connection Control programs are becoming increasingly important in water systems, to

protect public health and safety, and to reduce the number of water contamination incidents in water systems nationally. Adequate staffing and technology to inspect and enforce compliance requirements will be vital to this program.

- Working to mitigate the water supply effects of the Howard Hansen Dam repairs and delays in the completion of the downstream fish passage facilities at the Dam, which will likely affect the ability to store Kent's full quantity of Second Supply Project water for the next 5 to 10 years. Kent will be participating in the selection and construction of a SSP filtration plan to improve reliability, quantity and quality of the Tacoma supply.
- The need for additional water storage to meet DOH demand and reserve requirements will require the expenditure of additional funds for design and construction of those facilities in the future.
- Kent's role in regional water issues is becoming more diverse. Participation in the planning of those issues will have a significant effect on the control the city has on its "water future."
- Asbestos/concrete water mains (1% to 2% of the total piping) and undersized or failing water main replacement will continue to have an impact, as will growth and population movement, on sizing and flow requirements. Reservoir and large main installations will be required to keep pace with demand and fire flow evaluations/requirements.
- Implications of the future annexations and the role of Water District 111, as well as its future association with the Kent water system in providing water to the citizens of Kent.
- Construction of the reservoir, piping and pumping facilities to create the 640 pressure zone.
- HCP mitigation measures developed and constructed through 2015.
- Future Landsburg mine contaminants monitoring and enforcement in the Clark Springs area.
- Clark Springs transmission main easements planning and acquisition will be important for future operations and repairs.

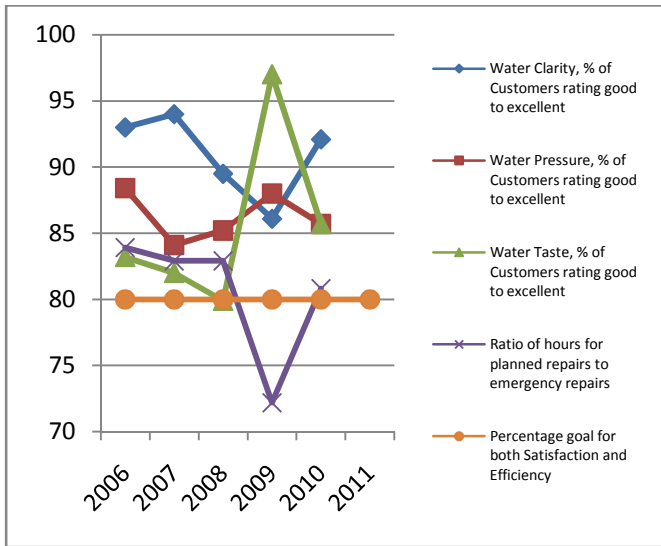
#### **DEPARTMENTAL PERFORMANCE**

- Began a 3 to 4 year effort to conduct and document water use surveys/inspections of all businesses in Kent, in order to identify and prioritize the potential for water system contamination; and the level of enforcement needed for cross connection control system implementation at the water meter or within the facility, to protect Kent's water system from contamination. Approximately 20% has been completed since 2005.
- Completed installation and startup of the backup Master SCADA System in an alternate location for the facilities in the Water, Sewer and Storm systems, and also improvements in the as-built documentation, the acquisition of spare parts, and emergency backup power for the SCADA system at other sites.
- Continued an improved valve, meter and fire hydrant maintenance and operating program to improve the performance and system reliability of these appurtenances. Began using GPS technology to map the locations of important infrastructure.
- Completed the annual printing and distribution of the Consumer Confidence Report to all customers as mandated by the Safe Drinking Water Act.
- Completed the 2008 Draft Comprehensive Water System Plan (WSP) as required by the Washington State Department of Health (DOH) and submitted it for consistency evaluation and/or approval by the appropriate agencies. Continued to work with local government agencies and DOH to finalize the document for future planning needs.
- Continued implementation of a system-wide water main cleaning and valve exercise program in the 240 zone of the water system (Valley Floor area).
- Completed Phase 2 of the Clark Springs levee improvements and bridge replacement with BPA to improve access and flood protection of this water supply.
- Developed a strategy and procedures for flood response in the Valley areas of the water system.

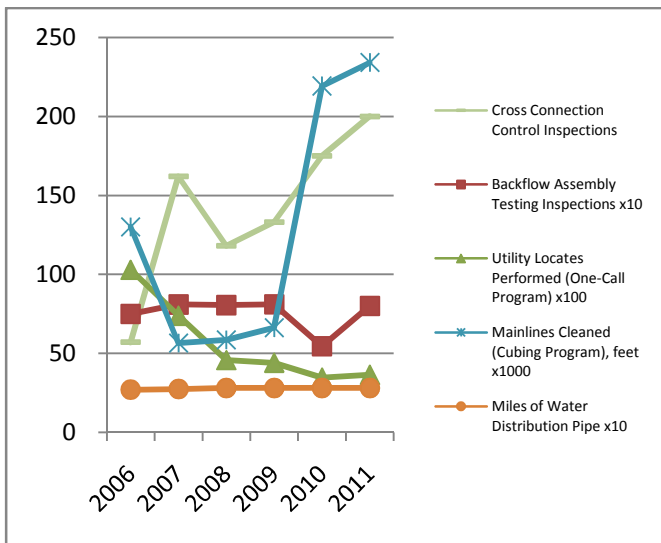
#### **PERFORMANCE MEASURES**

The Water Section's main objective is to supply clean, good quality water, and to plan for the water supply needs of the Kent community for present and future customers. To ensure that the water meets or exceeds safe drinking water standards, performance measures have been established to track effectiveness, efficiency, and workload requirements. These indicators are described on the next page.

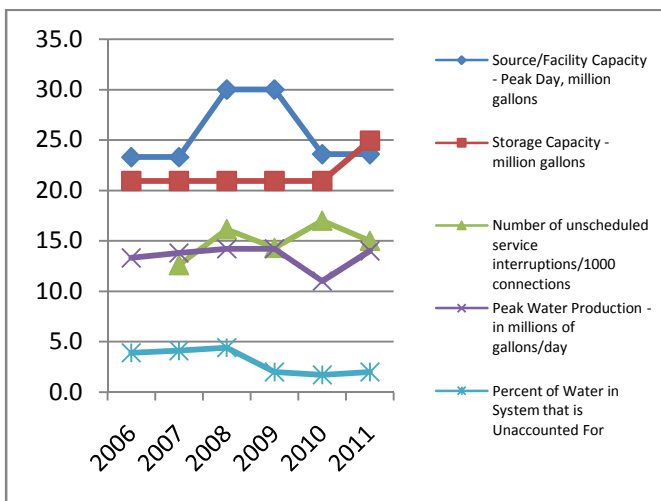




Water Quality survey questions are sent out to all customers each year in the Annual Water Quality Report. Kent customers have noticed the increased turbidity in the water coming from the Tacoma Supply but are still highly satisfied with the taste and water pressure. Plans for improvements on the Kent East Hill should continue to improve the pressure in that area. Preventive maintenance is a critical element in the protection and reliability of the water system as well as the cost-savings over having to perform repairs under emergency conditions.



The number of City water connections increases as the City continues to fill in with new residences creating additional demands on the water system. The state mandated Cross Connection program is now fully developed and has grown to meet the requirements. Utility Locates are more economy dependent but will continue to increase in 2011 as we add locates for utilities in the Panther Lake Annexation area. The water main cleaning (cubing) program varies depending on which zones are cleaned and the amount of time available to pursue it. Staff levels have increased only slightly to carry the increased workload.



The addition of Tacoma Water as an optional supply dramatically increased the overall supply capacity of our water system. That additional supply has been temporarily reduced but will be restored when all construction at Howard Hansen dam is completed. To better use this source and improve the pressure and capacity on the East Hill a new reservoir will be completed in 2011. The number of unscheduled or emergency shutdowns is related to the age of our system and the condition of the pipe in the ground. As of 2008, Washington state now mandates an "unaccounted for" or "lost" water percentage under 10%. Kent's has been consistently below 5% for a number of years.

**Water Operating Fund  
Fund Summary By Object**

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2010 Actual</b>	<b>2011 Budget</b>
<b>Total Beginning Fund Balance</b>	301,215	(722,196)	(722,196)	163,709
<b>Revenues and Transfers In</b>				
Intergovernmental Revenue	39,576		161,900	
Charges for Services	11,874,081	14,339,373	15,424,013	14,381,973
Interest Income	55,089	425,938	38,874	425,938
System Development/Connection Charges	872,330	1,264,243	739,104	1,264,243
Other Revenue	742,136	18,648	459,171	18,648
Transfers In - Water Other Uses	2,551,458	3,138,729	3,493,087	3,108,841
<b>Total Revenues / Other Financial Sources</b>	16,134,669	19,186,931	20,316,149	19,199,643
<b>Total Resources</b>	16,435,884	18,464,735	19,593,953	19,363,352
<b>Expenditures (Transfers)</b>				
Salaries and Benefits	2,816,638	2,811,539	2,877,456	2,986,510
Supplies	539,575	611,588	497,700	668,606
Services	5,270,521	5,951,421	5,735,440	5,817,019
Transfer-Out - Asphalt Overlays	343,099			
Transfer-Out - Water Comp Plan Update 2007	193,311			
Transfer-Out - Elec / Mech Engr Analysis		(75,000)	(75,000)	
Transfer-Out - Rock Creek Mitigation Projects	185,000			
Transfer-Out - Russell Road Nursery		67	67	
Transfer-Out - Guiberson Reservoir Repair		200,000	200,000	3,345,000
Transfer-Out - Clark Springs HCP		1,879	1,879	
Transfer-Out - Tacoma Intertie	530,000			
Transfer-Out - CS Monitor / CS Roof / CS Well	(18,000)			
Transfer-Out - 3.5 Mixing / Blue Boy Mix / 98th		(71,870)	(71,870)	
Transfer-Out - Pump Station #5 Add Pump		(65)	(65)	
Transfer-Out - Kent Springs Trans Main Repair	6,528			
Transfer-Out - Pump Station #8 VFD's		(6,143)	(6,143)	
Transfer-Out - Misc Water Improvements	189,890	(200,000)	(200,000)	
Transfer-Out - East Hill Pressure Zone	500,000			
Transfer-Out - East Hill Reservoir	655,000	3,500,000	3,500,000	
Transfer-Out - East Hill Well Supply Assess.	(43,311)			(1)
Transfer-Out - Kent Kangley Road Repair	(345,133)			
Transfer-Out - Asset Management System		(12,489)	(12,489)	
Transfer-Out - Clark Springs Source Improvements	30,000			
Transfer-Out - Hydrant Replacement 2008	30,000			
Transfer-Out - Large Meter / Vault Replacement	72,000			
Transfer-Out - Kent Station - Water	80,000			
Transfer-Out - Scenic Hill - Water			24,915	
Transfer-Out - Aerial Flight	35,000			
Transfer-Out - LID 353 224th-228th Corridor	56,000			
Transfer-Out - Hwy 99 HOV Lanes - Phase 1	14,110			
Transfer-Out - LTGO Bonds 2000	29,176			
Transfer-Out - GO Refund 2009 (Part 1999)	7,229	38,211	38,211	47,100
Transfer-Out - Water Debt Service	2,374,279	3,138,729	3,138,729	3,108,841
Transfer-Out - Water Restricted Reserve	177,179		354,358	
Capital Outlay				6,400
Debt Service - Principal	1,322,834	1,641,731	1,638,995	1,650,722
Debt Service - Interest	1,150,297	1,496,998	1,592,989	1,458,119
Cost Allocation	(133,414)	(108,923)	(159,021)	(113,281)
<b>Total Expenditures (Transfers)</b>	16,067,808	18,917,673	19,076,151	18,975,036
Change in Fund Balance	66,861	269,258	1,239,998	224,607
<b>Ending Balance</b>	368,076	(452,938)	517,802	388,316

## WATER CAPITAL PROJECTS BUDGET ANALYSIS

	<u>2009 Budget</u>	<u>2010 Budget</u>	<u>2011 Budget</u>	<u>Budget Change</u>	
				\$	%
<b>FINANCIAL SOURCES</b>					
Transfers in from :					
Water Operating	2,497,000	3,500,000	3,345,000		
<b>TOTAL FINANCIAL SOURCES</b>	<u>2,497,000</u>	<u>3,500,000</u>	<u>3,345,000</u>	(155,000)	-4.4%
<b>EXPENDITURES</b>					
Downtown ITS Improvements	35,000				
Rock Creek Mitigation Projects	185,000				
Hydrant Replacement Program	30,000				
Tacoma Intertie - Reallocation	530,000				
Misc Water Improvements	340,000				
Large Meter/Vault Replace	72,000				
East Hill Reservoir	655,000				
East Hill Pressure Zone	500,000				
East Hill Well Supply Assess.	150,000				
East Hill Reservoir		3,500,000			
Guiberson Reservoir Replacement			3,345,000		
<b>TOTAL WATER CAPITAL PROJECTS</b>	<u>2,497,000</u>	<u>3,500,000</u>	<u>3,345,000</u>	(155,000)	-4.4%

**WATER OPERATION - UTILITIES  
LIST OF POSITIONS**

Full Time (FT)  
Regular Part Time (RPT)  
In Equivalents

**WATER FUND**

**Operations**

Water Mtc Superintendent  
Field Supervisor  
Control Center Specialist  
Cross Connection Control Insp  
Maintenance Tech  
Maintenance Worker IV  
Maintenance Worker III  
Maintenance Worker II  
Environmental - Consv Coord

**Total Operations**

**Engineering**

Environmental Conser. Supvr.  
Engineering Tech III  
Engineering Tech II  
Construction Inspector  
Cross Conn Control Inspector  
Cross Conn Control Assistant  
Conservation Coordinator

**Total Engineering**

**TOTAL UTILITIES**

**FULL TIME EQUIVALENTS**

2010 Budget Changes		2010 Annex Positions		2010 Budget		2011 Budget Changes		2011 Annex Positions		2011 Budget	
FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT
				1.00						1.00	
				4.00						4.00	
				1.00						1.00	
							1.00			1.00	
				1.00						1.00	
				5.00						5.00	
		1.00		10.00						10.00	
				4.00						4.00	
				0.50						0.50	
		1.00		26.00			1.00			27.00	
				1.00						1.00	
				0.25						0.25	
				0.33						0.33	
				0.25			1.00			1.25	
				2.00			-1.00			1.00	
				1.00						1.00	
				0.50						0.50	
				5.33						5.33	
		1.00		31.33			1.00			32.33	
			1.00		31.33			1.00			32.33

**COMMENTS**

2009 - Move the Development Engineering Manager to the new Economic and Community Development Department 9/09, Ordinance #3926.  
2010 - Added a Maintenance Worker 3 for annexation.  
2011 - Moved a Cross Connection Control Inspector to a Construction Inspector. Transferred a Cross Connection Control Inspector from the Design Division to Water Operations.

# Public Works Operations

## Sewer Division

### **MISSION STATEMENT**

To provide for the operation and maintenance of the sanitary sewer system including maintenance of mainlines, pump stations, and other facilities used in the collection and disposal of wastewater from residential, commercial, and industrial users within the City of Kent sewer franchise area meeting the requirements of federal, state, and local regulations.

### **SIGNIFICANT EXPENDITURE AND STAFFING CHANGES – 2011**

No significant expenditures or staff changes in 2011.

### **STRATEGIC GOALS FOR 2011**

#### **Provide Effective and Efficient City Services to the Community**

- **Sewer Replacement:** There are currently over one million linear feet of various size sewer piping and 5,733 manholes operated, maintained, and replaced by the City of Kent. The life expectancy of these manholes and pipes ranges from 50 to 100 years with the average being 75 years. As our sewer infrastructure continues to age, it will be necessary to replace those manholes and pipes that have a potential for leakage. On the average 1/75 of the sewer system should be replaced annually. Currently there are more than 20,000 feet of old clay pipe that requires replacement. In the long term, the goal is to identify infrastructure replacements before they become an emergency and replace them in a scheduled manner. In addition, by identifying a replacement schedule and matching it with the resources necessary to fund the replacement plan would be the best use of available resources.
- Complete the annual sewer preventative maintenance program as set forth in the 2011 work plan.
- Continue to develop and implement an industrial waste/grease interceptor inspection program (FOG) to prevent potential unauthorized industrial discharges and sewer plugs due to grease buildup in sewer pipes.
- Global Information System (GIS) integration with the Hansen System.
- Continue upgrading pump stations to meet federal, state, county and local regulations.
- Continue to develop and implement the inflow and infiltration reduction program.

### **ISSUES IMPACTING 2011 AND BEYOND**

- Inflow and infiltration can adversely impact our system and reduce capacity within the system. We will focus our efforts on reducing infiltration and inflow (I/I) sources into sewer systems within their service area.
- In order to determine the condition of the City's sewer system, the sewer section will make every effort to inspect each foot of pipe, manhole, or other facility every five to seven years. Inspecting the sewer system at this interval will allow staff to react quickly to major system deficiencies and schedule replacement when other major construction projects are proposed in the same area.

## **DEPARTMENT PERFORMANCE 2010 TO DATE**

- Repaired 137 sanitary sewer manholes.
- Inspected or tested over 3,060 manholes.
- Cleaned 577 manholes and drops.
- Cleaned 23 wet wells, 28 wash racks, oil/water separators and vector site holding bays.
- Cleared 24 blockages before they became sanitary sewer overflows.

## **PERFORMANCE MEASURES**

The City of Kent's Utilities Section/Sewer subsection operates and maintains the sanitary sewer collection system including the maintenance of mainlines, pump stations, and other facilities used in the collection and disposal of wastewater. This wastewater comes from residential, commercial and industrial users within the City of Kent sewer franchise area, while meeting the requirements of federal, state, and local regulations.

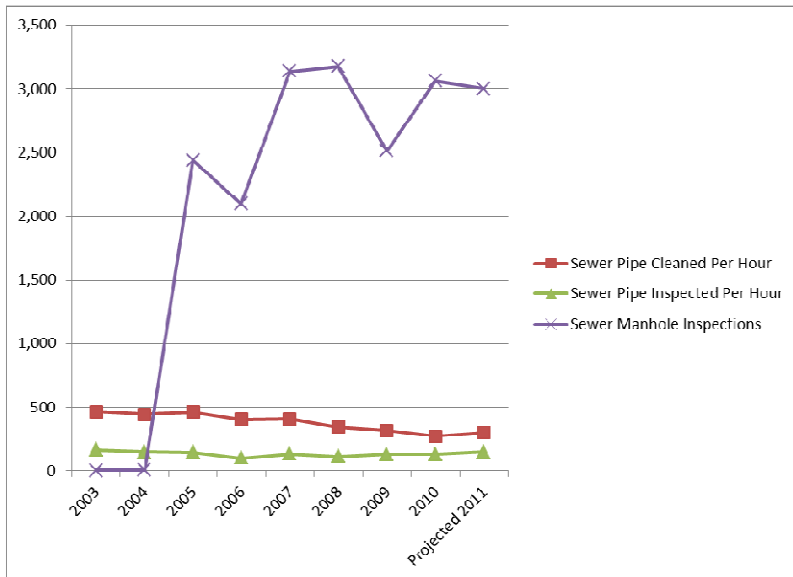
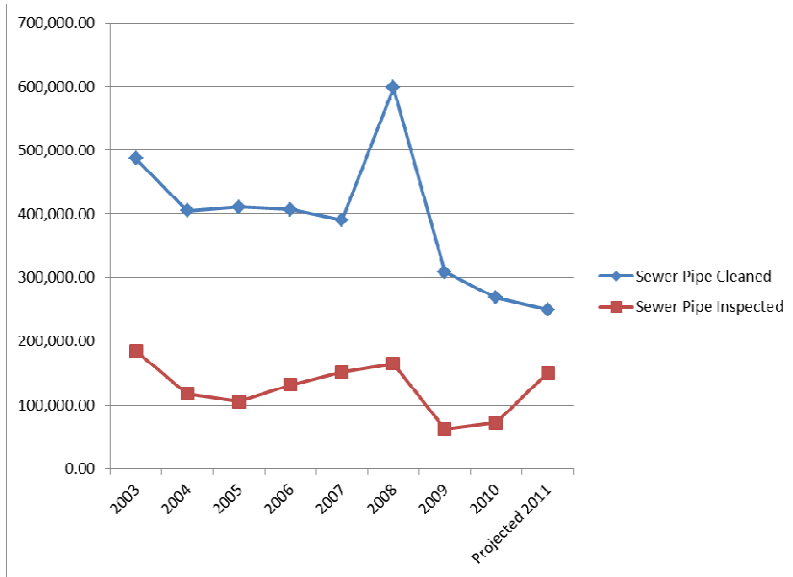
The effectiveness of sewer work is measured by the percent of work completed in the scheduled timeframe. Continually shifting work schedules increases the time required to plan and prepare for the work to be performed. Although some schedule changes cannot be avoided, the goal of the Sewer subsection is to complete 80% of the scheduled work within the allotted timeframe. The division came close to this goal of 80% again, but due to the number of projects were able to complete 75% within the timeframe, however, the division continues to meet hourly production rates. High priority requests, such as sewer blockages, require a quick response time. In 2009, the division averaged an estimated 30-minute response time for emergencies which occurred during work hours. The response time goal for after work hour emergencies is 90 minutes. In 2010, we met that goal, averaging less than 90-minute response times for the year as a whole, 2011 is projected to match our goal.

The percentage of scheduled work completed reflects the maintenance frequency of the system. Currently the frequency for cleaning and TV inspection of pipelines and structures is once every five to seven years. The five-year to seven-year cycle allows the City to review the system as it ages and repair the deficiencies before they become emergencies.

Emergency repairs cost approximately 10 to 100 times that of scheduled maintenance or repairs. During 2008, 2009 and 2010 the City did not need to perform emergency repair of pipe; we did, however, maintain over one quarter of a million feet of pipe. The percentage of emergency maintenance versus scheduled maintenance is negligible. The goal of the Sewer subsection is to keep these responses under three percent of the total work accomplished.

The cost per foot to maintain the city's sewer system excluding pump station maintenance for 2010 was \$.37 per foot and includes 72,095 feet of collection pipe inspected, 268,190 feet cleaned and 34,871 feet flushed. Operations met this goal for the last four years. Achievement of this goal depends heavily on specialty equipment operating 100% of the time with few or no breakdowns. Another of Operations goals is to replace or reline 5,000 feet of sewer pipe annually. In 2010 the City rehabilitated (relined) approximately 4,075 feet of eight inch sanitary sewer pipe, constructed 550 feet of six sanitary sewer force main. Removed four existing sanitary sewer clean outs and replaced them with manholes; this allows access for better maintenance and inspection.

## PERFORMANCE MEASURES





# Public Works Operations Storm Division

## **MISSION STATEMENT**

To provide for the operations and maintenance of the City of Kent storm drainage system including bio-swales, detention/retention ponds, creek conveyances, roadside and large ditches, manholes, catch basins, piping systems, and storm pump stations while meeting federal, state, and local regulations. The program is designed to assist in or prevent the flooding of streets and private properties, and the safe collection and discharge of storm water in waterways of the state and within the city.

## **SIGNIFICANT EXPENDITURE AND STAFFING CHANGES – 2011**

- No significant expenditures or staff changes in 2011.

## **STRATEGIC GOALS FOR 2011**

### **Provide Effective and Efficient City Services to the Community**

- Spot repairs completed by in-house staff.
- Asset inventory using handheld GPS, identify infrastructure currently shown as unknown in GIS system.
- Continue to utilize the Hansen Infrastructure Maintenance Management system data for infrastructure management.
- Inspection and repair of infrastructure as required by the Phase II NPDES permit.
- Upgrade and replace storm system per the new Storm Drainage Comprehensive Plan.

## **ISSUES IMPACTING 2011 AND BEYOND**

- Endangered Species Act (ESA) and Phase II Storm Water Regulations will impact storm water management activities. The listing of Puget Sound Chinook salmon under the ESA will expectedly affect storm water maintenance activities. Any proposed stream or ditch work involving the removal of vegetation or sediment will be thoroughly scrutinized with respect to possible adverse impact to water quality or habitat. In addition, any salmon recovery plan would likely include requirements for extensive rehabilitation of the stream systems throughout the City of Kent. The major challenge would be to design a stream corridor to effectively cover flood flows and to provide optimum fish habitat while minimizing the need for stream maintenance. It may be necessary to identify all discharges into the streams of the City to determine the impact of these uses. Extensive system monitoring is anticipated.
- Through annexation we gained over 100 ponds, 100 wetlands, and 3,500 catch basins. We need to inspect, clean and camera inspect the mains and repair deficiencies as needed. Nearly 70% of our inspections to-date have turned up areas requiring repairs. This is very time consuming and labor intensive work. Road maintenance is also impacted from annexation.
- To determine the condition of the City's storm drainage system, the drainage section will make every effort to inspect each foot of pipe, manhole, or other facility once every five to seven years. Inspecting the storm system at this interval will allow staff to react quickly to major system deficiencies and schedule replacement when other major construction projects are proposed in the same area.



- Experimentation with plantings and structures for Retention/Detention facilities for the purpose of reducing the frequency of maintenance required at these facilities, such as, mowing and cleaning filtration dams will eventually reduce the number of hours of maintenance required per facility.
- Total Maximum Daily Loading (TMDL) requirements established by the Department of Ecology may eventually be placed on certain stream(s) within the City of Kent. When these requirements are put into effect the City may be required to develop discharge regulations for connections into these stream systems, and provide for monitoring systems to detect violations of the TMDL threshold.
- Howard Hanson Dam situation and levee certification.

### **DEPARTMENT PERFORMANCE**

- Completed annual maintenance projects at Garrison Creek and Garrison Dam.
- Completed numerous spot repairs, eliminating silt from entering storm system.
- Worked on extensive flood protection; placed giant sand bags around pumping facilities. Built elevated pads for new generators allowing backup power to pump stations.
- Graded out 231<sup>st</sup> site, placed jute matting and seeded site.
- Started NPDES Inspection and repair program.

### **PERFORMANCE MEASURES**

The City of Kent Utilities Section/Drainage Maintenance subsection operates and maintains the city's storm drainage system including; bio-swales, detention/retention facilities, creek conveyances, roadside and large ditches, manholes, catch basins, piping systems, and storm pump stations while meeting federal, state, and local regulations. The Section's program is designed to assist in or prevent the flooding of streets and private properties, as well as the safe collection and discharge of storm water in waterways of the state and within the City.

The effectiveness of the work performed by the Drainage Maintenance subsection is measured by the percent of work completed in the scheduled timeframe. Also, the reduced amount of time spent resolving flooding issues is a key indicator of the overall condition of the drainage system and the completion of inspecting the system within the estimated timeframe. Continually shifting work schedules increase the time required to plan and prepare for the work to be performed. Although some schedule changes cannot be avoided, the goal of the drainage maintenance subsection is 80% of the work scheduled being completed within the timeframe allotted. The Drainage Maintenance subsection met this goal, and has set a slightly higher goal for the 2011 budget year.

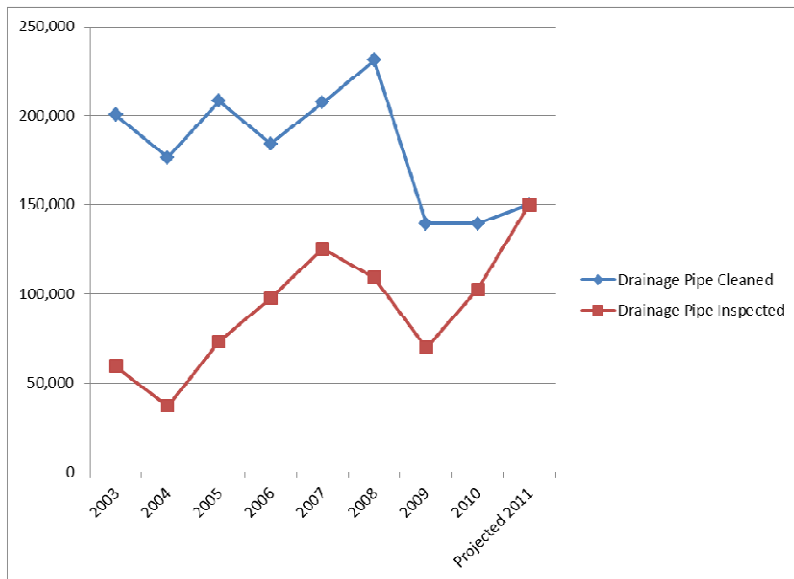
High priority requests, such as regional and local flooding, require a quick response time. The Drainage Maintenance subsection averaged a 30-minute response time during work hour emergencies in 2010. The same holds true for after work hour emergency response times--with the goal being a 90-minute response time. In 2010, the response time was on average 90 minutes. We will continue to develop our procedures to meet the after hours response time of 90 minutes in 2011 and beyond.

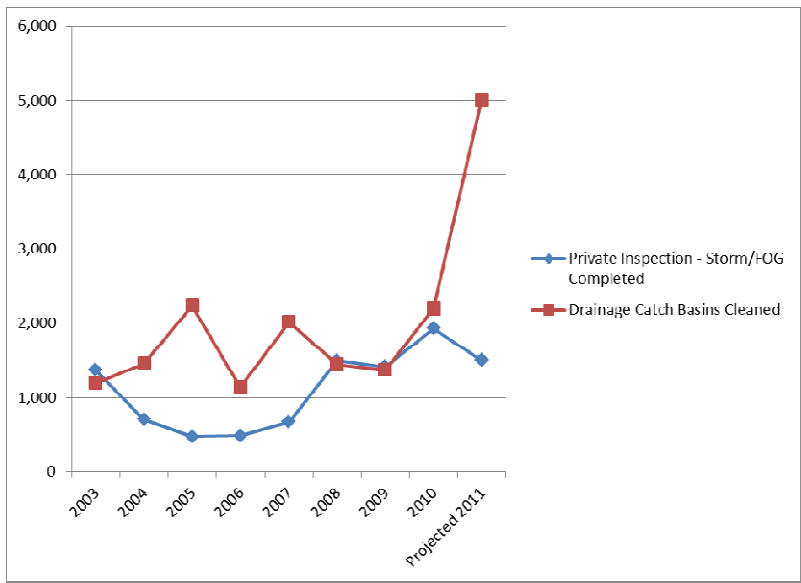
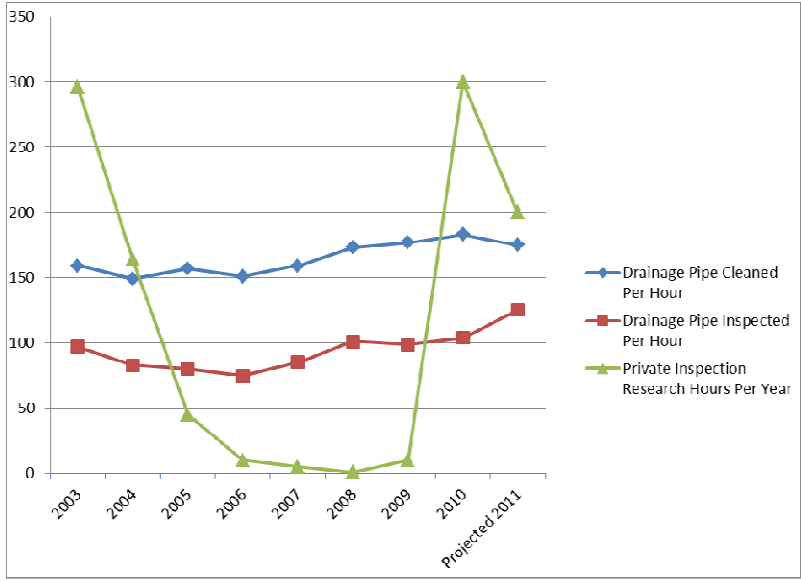
The percentage of scheduled work rather than emergency work reflects the maintenance frequency of the system. Currently the frequency for cleaning and TV inspection of pipelines and structures is once every five to seven years. The five to seven year cycle allows the City to review the system as it ages and repair the deficiencies before they become emergencies. The effectiveness of this program is evident by the reduction of the number of localized flooding incidents during the winters of heavy rainfall periods.

The cost per foot to maintain the city's drainage system includes cleaning, inspecting, repairing, and replacing pipelines and structures. This cost per foot of pipe for all maintenance is \$.50 per lineal feet. This goal was met in 2008, 2009 and 2010. Operations are projecting the same cost per foot for the 2011 budget year. It should be noted that the actual amount of pipeline cleaned, inspected, repaired and replaced in 1999 was 32,777 feet, in 2007 we totaled 207,224 feet, 2008 we totaled 231,056, 2009 we totaled 275,471 feet of pipe and 242,189 feet in 2010. At its best, this is an improvement of over 700% from 1999. Our goal for 2011 is 200,000 feet of pipe cleaned and inspected with the TV camera.

The City inspects private multi-family, commercial, and industrial drainage facilities to reduce the potential for flooding and to improve water quality for the waterways to which these systems discharge. To assist in this process, an Inspection subsection was developed to inspect facilities and assist property owners in complying with federal, state, and local regulations. Each inspector is expected to complete 150 inspections per year. In 2009, each inspector completed an average of 642 inspections. The cost per inspection in 2009 was \$114.10, 2010 cost per inspection was 78.34, costs fluctuate based on the complexity of the inspections. 2011 is projected to be close to the 2010 level. The drainage inspectors continue to receive good response from the public and still hold a 100% inspection compliance rate since the development of the program.

**PERFORMANCE MEASURES**





## Sewer Operating Fund Fund Summary By Object

	2009 Actual	2010 Budget	2010 Actual	2011 Budget
<b>Total Beginning Fund Balance</b>	4,643,235	5,569,015	5,569,015	7,682,139
<b>Revenues and Transfers In</b>				
Licenses and Permts	56,250	88,234	35,100	88,234
Intergovernmental Revenue	39,576		161,900	
Charges for Services	31,237,996	31,688,024	35,416,076	32,609,118
Interest Income	66,768	317,774	31,395	317,774
System Dev/Connection Charges	423,053	616,950	384,197	616,950
Other Revenue	3,049,384	1,380	3,003,541	1,380
Transfers In - Sewerage Other Uses	1,549,297	2,280,187	2,634,545	2,389,693
<b>Total Revenues / Other Financial Sources</b>	36,422,323	34,992,549	41,666,755	36,023,149
<b>Total Resources</b>	41,065,559	40,561,564	47,235,769	43,705,288
<b>Expenditures (Transfers)</b>				
Salaries and Benefits	3,621,043	4,293,958	3,922,032	4,427,432
Supplies	262,903	363,133	265,413	377,654
Services & Charges	21,402,151	23,774,778	21,574,588	23,672,656
Transfer-Out - Environmental PW Admin		170,892	170,892	170,892
Transfer-Out - Kentview Sewer Interceptor	600,000			
Transfer-Out - Skyline Sewer Interceptor	800,000			
Transfer-Out - Misc Sewer	823,600	715,000	715,000	1,600,000
Transfer-Out - 272nd Extension (KK to 116th)	475,200			
Transfer-Out - Aerial Flight	70,000			
Transfer-Out - 224th - 228th Corridor	136,400			
Transfer-Out - Lower East Hill Improvements		785,000	785,000	
Transfer-Out - NPDES Permit	222,000	230,000	230,000	265,000
Transfer-Out - Integrated Pest Management		(150,000)	(150,000)	
Transfer-Out - Mill Creek Trunk	758			
Transfer-Out - Upper Mill Creek Dam				2,500,000
Transfer-Out - Outfall Treatment Facilities				240,000
Transfer-Out - Soos Creek Basin Improvements		644	644	
Transfer-Out - LID 352 - 3rd Avenue Storm	(7,637)			
Transfer-Out - Earthworks Overlays	185,000			
Transfer-Out - Horseshoe Acres Pump Station	(18,206)			
Transfer-Out - Soosette Creek/Springwood Apts		(5,609)	(5,609)	
Transfer-Out - Upper Meridian Crk 234th / 236th		(39,916)	(39,916)	
Transfer-Out - E Fork Soosette Crk/144th Clvt	1,045,000			
Transfer-Out - Surface Water Manual	100,000			
Transfer-Out - Green River Levee Repair		3,000,000	3,000,000	2,500,000
Transfer-Out - Misc Drainage	(35,200)			900,000
Transfer-Out - Drainage Infrastructure Improv	(140,000)			
Transfer-Out - Kent Station - Drainage	75,000			
Transfer-Out - 116th & 248th Intersection	(7,072)			
Transfer-Out - Endangered Species Act Study	244			
Transfer-Out - 124th Ave & SE 248th St. Imp.	(250,000)			
Transfer-Out - Event Cntr Floodplain Mitigation		2,721	2,721	
Transfer-Out - East Hill Operations Center	195,388			
Transfer-Out - Hwy 99 HOV Lanes - Phase 1 & 2	61,684			
Transfer-Out - Asset Management System		(3,014)	(3,014)	
Transfer Out - LTGO Bonds 2000	45,258			
Transfer Out - GO Refund 2009 (Park 1999)	11,212	59,268	59,268	73,058
Transfer Out - Sewerage Debt Service	1,372,118	2,280,187	2,280,187	2,389,693
Transfer Out - Sewerage Restricted Reserve	177,179		354,358	
Capital Outlay	15,095	477,500		490,300
Debt Service - Principal	846,638	1,308,002	1,308,002	2,699,689
Debt Service - Interest	588,348	972,185	858,390	1,889,235
Cost Allocation	(760,351)	(490,188)	(580,422)	(509,795)
<b>Total Expenditures (Transfers)</b>	31,913,754	37,744,541	34,747,534	43,685,814
Change in Fund Balance	4,508,570	(2,751,992)	6,919,221	(7,662,665)
<b>Ending Balance</b>	9,151,805	2,817,023	12,488,235	19,474

## SEWERAGE CAPITAL AND OPERATING PROJECTS BUDGET ANALYSIS

	<u>2009 Budget</u>	<u>2010 Budget</u>	<u>2011 Budget</u>	<u>Budget Change</u> \$      \$	
<b>Financial Sources</b>					
Transfers in from:					
Sewer Operating	2,835,000	1,500,000	1,600,000		
Drainage Operating	1,522,000	3,230,000	6,405,000		
<b>Total Financial Sources</b>	<u>4,357,000</u>	<u>4,730,000</u>	<u>8,005,000</u>	3,275,000	69.2%
<b>Expenditures</b>					
<b>Sewer</b>					
Miscellaneous Sewer Replacements	1,400,000	1,500,000	1,600,000		
Tudor Square Sewer Trunk	1,400,000				
248th Street Sewer Extention	35,000				
<b>Total Sewer</b>	<u>2,835,000</u>	<u>1,500,000</u>	<u>1,600,000</u>	100,000	6.7%
<b>Drainage Capital Projects</b>					
Misc. Storm Drainage Improvements			900,000		
Outfall Treatment Facilities			240,000		
Drainage Infrastructure Replacements	220,000				
Green River Levee Repair		3,000,000	2,500,000		
Upper Mill Creek Dam Improvements			2,500,000		
Downtown ITS Improvements	35,000				
<b>Total Drainage Capital Projects</b>	<u>1,300,000</u>	<u>3,000,000</u>	<u>6,140,000</u>	3,140,000	104.7%
<b>Drainage Operating Projects</b>					
NPDES Permit	222,000	230,000	265,000		
<b>Total Drainage Operating Projects</b>	<u>222,000</u>	<u>230,000</u>	<u>265,000</u>	35,000	100.0%
<b>Total Drainage</b>	1,522,000	3,230,000	6,405,000	3,175,000	98.3%
<b>Total Sewerage Capital Projects</b>	4,357,000	4,730,000	8,005,000	3,275,000	69.2%

**SEWERAGE OPERATIONS - UTILITIES  
LIST OF POSITIONS**

Full Time (FT)  
Regular Part Time (RPT)  
In Equivalents

	2010 Budget Changes		2010 Annex Positions		2010 Budget		2011 Budget Changes		2011 Annex Positions		2011 Budget	
	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT
<b>SEWER FUND</b>												
<b>Operations</b>												
Utility Superintendent					0.50						0.50	
Operations Technical Analyst					0.50						0.50	
Field Supervisor					1.50						1.50	
Maintenance Worker IV					3.00						3.00	
Maintenance Worker III					2.00						2.00	
Maintenance Worker II					2.00						2.00	
<b>Engineering</b>												
Engineering Tech III					0.25						0.25	
Engineering Tech II					0.33						0.33	
Construction Inspector					0.25						0.25	
<b>TOTAL SEWER FULL TIME EQUIVALENTS</b>					10.33	10.33					10.33	10.33
<b>DRAINAGE DIVISION</b>												
<b>Operations</b>												
Utility Superintendent					0.50						0.50	
Operations Technical Analyst					0.50						0.50	
Field Supervisor					1.50						1.50	
Maintenance Worker IV					1.00						1.00	
Maintenance Worker III	2.00		1.00		12.00						12.00	
Maintenance Worker II	2.00				5.00						5.00	
Facilities Inspectors					3.00						3.00	
<b>Engineering</b>												
Conservation Coordinator	1.00				2.00						2.00	
Env Conservation Eng Tech II	1.00				1.00						1.00	
Env Engineering Tech III	1.00				1.00						1.00	
Engineer Water/Env Quality Mgr.					1.00						1.00	
Engineering Supervisor					1.00						1.00	
Engineer III					1.00						1.00	
Engineer II					2.00						2.00	
Engineer I					1.00						1.00	
Engineering Tech III					0.25						0.25	
Engineering Tech II					0.34						0.34	
Construction Inspector					0.25						0.25	
<b>TOTAL DRAINAGE FULL TIME EQUIVALENTS</b>	7.00	7.00	1.00	1.00	34.34	34.34					34.34	34.34
<b>TOTAL SEWERAGE</b>		7.00		1.00		44.67						44.67

**COMMENTS**

2009 - Move the Development Engineering Manager and an Engineer II to the new Economic and Community Development Department 9/09, Ordinance #3926.  
 2010 - Added an Env. Engineering Tech 2, Env. Engineering Tech 3, Conservation Analyst, two Maintenance Worker 2, and two Maintenance Worker 3 for the NPDES mandate. Added a Maintenance Worker 3 for annexation.  
 2011 - No changes.

**Golf Operating Fund  
Fund Summary by Object**

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2010 Actual</b>	<b>2011 Budget</b>
<b>Beginning Fund Balance</b>	(1,489,076)	(1,662,395)	(1,662,395)	(1,907,267)
<b>Revenues</b>				
Charges for Services	1,979,604	2,318,000	1,749,804	2,318,000
Rentals	188,976	218,000	155,773	218,000
Leases	45,000	187,056	154,663	60,000
Sales	485,062	618,344	442,146	618,344
Interest	1,279	7,890	418	7,890
Fines & Forfeits	2,160		2,007	
Transfers In - CIP	260,000	260,000	260,000	
<b>Total Revenues &amp; Transfers</b>	<b>2,962,080</b>	<b>3,609,290</b>	<b>2,764,811</b>	<b>3,222,234</b>
<b>Total Resources</b>	<b>1,473,004</b>	<b>1,946,895</b>	<b>1,102,416</b>	<b>1,314,967</b>
<b>Expenditures</b>				
<b>Valued Government Services</b>				
Salaries	1,044,738	942,391	1,092,210	1,007,707
Benefits	299,727	290,554	327,614	366,447
Supplies	638,515	688,721	570,090	731,434
Services	557,375	847,946	814,942	791,707
Capital Outlay			11,299	
Principal	505,000	535,000	535,000	
Interest	64,547	79,425	34,306	
<b>Total Expenditures (Transfers)</b>	<b>3,109,902</b>	<b>3,384,037</b>	<b>3,385,462</b>	<b>2,897,295</b>
<b>Change In Fund Balance</b>	<b>(147,822)</b>	<b>225,253</b>	<b>(620,651)</b>	<b>324,939</b>
<b>Ending Fund Balance</b>	<b>(1,636,898)</b>	<b>(1,437,142)</b>	<b>(2,283,046)</b>	<b>(1,582,328)</b>

# ***INTERNAL SERVICES***

The INTERNAL SERVICE FUNDS are used to account for services performed by designated operations within the City of Kent for other operations within the city.

Overview	210
Fleet Services Fund	211
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Information Technology	217
Facilities Fund	221
Insurance Fund	224



## **Internal Service Funds**

The Internal Service Funds are used to account for the financing of special services performed by designated operations within the City of Kent for other operations within the city.

Internal Service Funds provide a service and then generate revenue to billing the organization to which the service was provided. In this manner, the efficiency of centralized City services can be obtained while still being able to distribute the cost of these services to user organizations. The Equipment Rental Fund rents vehicles and other maintenance equipment and provides fuel and maintenance services.

The Central Services Fund provides central stores, photocopying, printing, custodial, maintenance, data processing, cable TV and telephone services.

The Facilities Fund is for the maintenance and operation of City Facilities. The Insurance Fund accounts for the City's unemployment and workers compensation programs, dental and health insurance program, and liability and property insurance program.



# Public Works Operations Fleet Services

## **VISION STATEMENT**

In a team effort, we strive continuously to improve fleet management services support to all city customers and to ensure that vehicles and equipment are efficiently maintained in a safe operational condition in accordance with all federal, state and county safety and environmental policies, procedures and regulations.

## **MISSION STATEMENT**

Public Works Operations, Fleet Services, delivers honest, professional and cost effective services for our diversified fleet and citywide communication systems.

## **SERVICES PROVIDED BY DEPARTMENT**

- Vehicle/Equipment Repairs and Maintenance: Fleet Services repairs, services and maintains city fleet vehicles. These vehicles are both fleet rentals and customer owned vehicles/equipment.
- City Radio Equipment Maintenance: Fleet Services installs and maintains radio equipment as needed for fleet vehicles and related facilities. A radio technician is available to assist with radio system repairs/maintenance problems as requested.
- Internal Service Fund Management: Fleet Services manages the equipment rental revolving fund revenues and expenditures to insure the future health of the city's rolling stock fleet. The fund is established by Kent City Code Part 6. Equipment Rental Fund, Sections 3.40.600 through 3.40.670.
- Vehicle/Equipment Purchasing: Fleet Services evaluates, purchases, surpluses and disposes of the City's rolling stock. Support is also provided for the first time purchase and set-up of new or additional vehicles/equipment for fleet customers.

## **SIGNIFICANT EXPENDITURE AND STAFFING CHANGES – 2011**

- No significant expenditures or staff changes in 2011.

## **DEPARTMENTAL GOALS**

- Continue to provide the highest service levels at the lowest costs to our customers.
- Maintain and improve the timeliness of our vehicle maintenance and repairs on vehicles/equipment.
- Reduce carbon footprint by recycling more products and working with our suppliers to cut our waste stream.
- Complete a physical radio inventory and develop a radio replacement reserve plan to meet future communication regulations.
- Right-sizing our fleet by reducing or reassigning vehicles depending on the departments utilization and need for equipment.

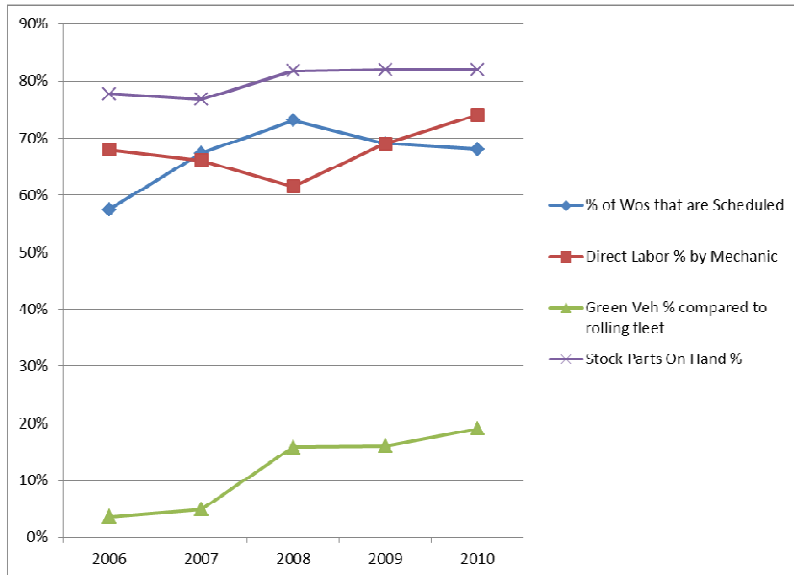
## **ISSUES IMPACTING 2011 AND BEYOND**

- As the life cycle of equipment expands, our fleet maintenance costs will increase compared to prior years. The key reason is the higher frequency of repairs on higher-mileage units as a result of the widespread deferment of equipment replacements.
- House Bill 2815 requires the reduction of greenhouse gas emissions by 2015, funding to help support this capital intensive initiative will be required. House Bill 1141 in process to possibly exempt local governments to meet the requirement of using 100% electricity or biofuel in their fleets by 2015.
- Narrow banding of the city's VHF radio system will require a large capital investment to meet the FCC mandate deadline of Jan. 1<sup>st</sup>. 2013. A two year plan to purchase equipment 2011-12 was approved.
- Operating with a reduced maintenance staff requires outsourcing expensive vendor repairs and increasing operating expense.

## PROGRESS TOWARD ACHIEVING GOAL

(The following series of charts illustrate our department's performance from 2006 to 2010)

### PERCENT OF WORK ORDERS THAT ARE SCHEDULED DIRECT LABOR % BY MECHANIC GREEN VEHICLE % COMPARED TO ROLLING FLEET STOCK PARTS ON HAND %



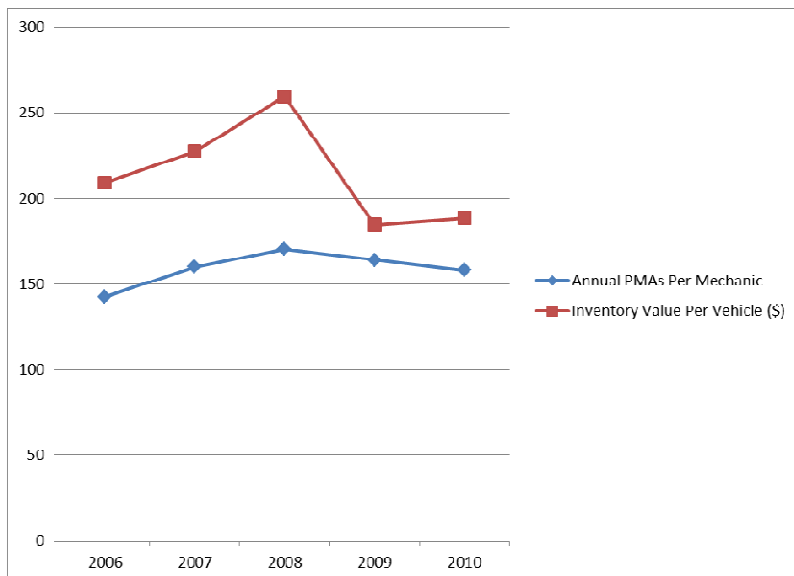
The percentage of Scheduled versus Non-Scheduled is our measure of how well our maintenance program is working and if the useful equipment life is balanced.

Our Direct Labor percentage is how we chart our work plan to allow for necessary training, meetings, housekeeping, etc. and maintain our current metrics of direct time spent on repairing equipment.

The Green Vehicle % sets a goal to reach the State of Washington mandated requirements of operating 100% alternative fueled equipment by the year 2015.

Stock parts on hand percentage is managed to keep our downtime at a minimum so the vehicles can be utilized and operated efficiently and provide non-stop service to our citizens and department customers.

### ANNUAL PM"A"s PER MECHANIC INVENTORY VALUE (\$) PER VEHICLE

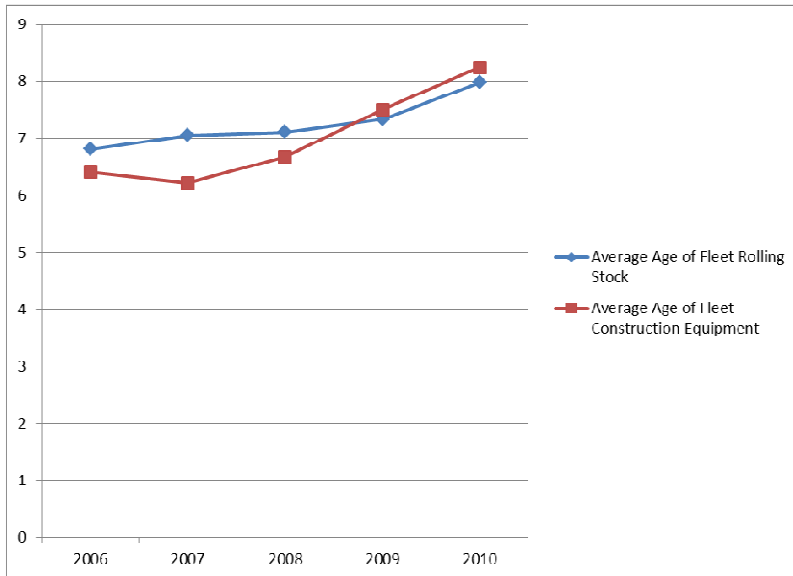


The object to a successful maintenance program is to find and repair any defects during a scheduled PMA. Our technicians perform a PM "A" service on a regular basis which is tracked and scheduled within our CCGFaster Fleet Maintenance software program.

Controlling our inventory costs per vehicle while keeping the high use parts on the shelves is constantly being monitored and adjustments are made as the age, year, make and models of vehicles and equipment change.

The object is to use vendors for JIT (just in time) delivery on expensive or occasional requested parts to complete a job with the least amount of down-time.

**AVERAGE AGE (YEARS) OF ROLLING STOCK**  
**AVERAGE AGE (YEARS) OF CONSTRUCTION EQUIPMENT**



The health of our fleet depends on the regular planned replacement cycle of vehicles/equipment and a extensive preventative maintenance program to insure safe, cost effective and reliable equipment.

Over the past two budget years (2009 & 2010), due to the depressed economy, the fleet replacement schedule was postponed. This has resulted in an overall increase of 1.23 years in the average age of both construction equipment and licensed vehicles since 2008.

## Fleet Services Fund Fund Summary By Object

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2010 Actual</b>	<b>2011 Budget</b>
<b>Total Beginning Fund Balance</b>	2,001,285	2,316,093	2,316,092	2,843,743
<b>Revenues and Transfers In</b>				
Fleet Operations	2,774,323	2,770,367	2,691,321	2,885,893
Fleet Replacement	(269,905)	381,747	367,151	381,747
Fire Equipment Replacement	577,080	329,734	164,867	329,734
Interest Income	29,380	148,835	8,165	148,835
<b>Total Revenues / Other Financial Sources</b>	3,110,878	3,630,683	3,231,504	3,746,209
<b>Other Income</b>				
Gain (Loss) on Sale of Asset	(20,283)		(221,485)	
<b>Total Resources</b>	5,091,880	5,946,776	5,326,111	6,589,952
<b>Expenditures (Transfers)</b>				
<b>Fleet Operations</b>				
Salaries & Benefits	868,356	890,115	815,160	850,181
Supplies	956,971	1,477,124	1,129,941	1,536,209
Services	635,253	575,233	646,991	569,266
Capital Outlay	338,689	500,000	259,838	753,552
<b>Fire Equipment</b>				
Supplies	27,294		3,774	
Services	24,467	219,340	1,866	228,114
<b>Transfers Out</b>				
Asset Management System		(6,029)	(6,029)	
GF-Fire Suppression			242,579	
<b>Total Expenditures (Transfers)</b>	2,851,030	3,655,783	3,094,121	3,937,322
Change in Fund Balance	239,565	(25,100)	(84,102)	(191,113)
<b>Ending Balance</b>	2,240,851	2,290,993	2,231,990	2,652,630

**FLEET SERVICES - INTERNAL SERVICE  
LIST OF POSITIONS**

Full Time (FT)  
Regular Part Time (RPT)  
In Equivalents

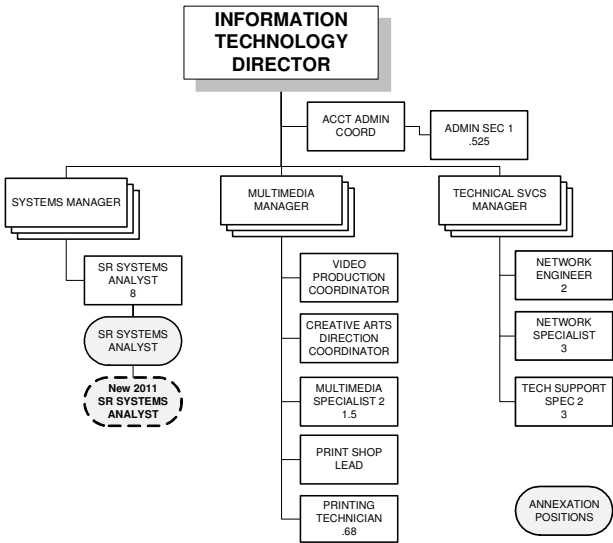
	2010 Budget Changes		2010 Annex Positions		2010 Budget		2011 Budget Changes		2011 Annex Positions		2011 Budget	
	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT
<b>FLEET SERVICES</b>												
Fleet Superintendent					1.00						1.00	
Fleet Supervisor					1.00						1.00	
Senior Mechanic					1.00						1.00	
Mechanic II	-1.00		1.00		4.00						4.00	
Parts Specialist II					1.00						1.00	
Parts Specialist I					1.00						1.00	
Communications Technician 2					1.00						1.00	
<b>TOTAL</b>	<b>-1.00</b>		<b>1.00</b>		<b>10.00</b>						<b>10.00</b>	
<b>FULL TIME EQUIVALENTS</b>		<b>-1.00</b>		<b>1.00</b>		<b>10.00</b>						<b>10.00</b>

**COMMENTS**

2009 - No changes.  
2010 - Move a Mechanic II to the annexation budget.  
2011 - No changes.

**Central Services Fund  
Central Stores  
Fund Summary By Object**

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2010 Actual</b>	<b>2011 Budget</b>
<b>Total Beginning Fund Balance</b>	18,863	(26,003)	(26,003)	37,431
<b>Revenues</b>				
<b>Charges for Services</b>				
Central Stores	145,290	222,100	135,019	198,813
Postage	220,750	304,454	185,859	296,053
Photocopy	(1,651)			
<b>Total Revenues</b>	364,389	526,554	320,878	494,866
<b>Total Resources</b>	383,252	500,551	294,875	532,297
<b>Expenditures</b>				
Central Stores	144,980	215,767	133,133	199,398
Postage	246,080	295,905	211,443	267,742
Photocopy	18,195	18,195	16,959	18,923
<b>Total Expenditures</b>	409,255	529,867	361,534	486,063
Change in Fund Balance	(44,866)	(3,313)	(40,656)	8,803
<b>Ending Balance</b>	(26,003)	(29,316)	(66,659)	46,234



**MISSION STATEMENT**

Create and enhance communication, business systems, and information exchange for the citizens and employees of Kent through vision, excellence and service.

**SERVICES PROVIDED BY DEPARTMENT**

**Administration Division**

The Information Technology (IT) Administration Division provides strategic technology vision, leadership, and oversight of Kent’s IT infrastructure and services. Core activities are conducted in concert with three IT Divisions: Systems, Technical Services and Multimedia. IT Administration’s central premise is to work with national, regional, and City department and division clients to achieve excellence in technology tools and services.

**Systems Division**

Our Systems Division mission is to empower and enable the coordination of data and services between City departments, citizens and the City’s standards, policies, and procedures. This mission is accomplished through effective and efficient evaluation, deployment and support of software applications and business system technology.

**Technical Services Division**

The Technical Services Division provides the services and infrastructure to deliver voice, data and information services to the City of Kent. Technical Services staffs the Information Technology Service Desk, and is responsible for installation, maintenance and operation of the City’s Personal Computers, Data Networks, Telecommunications Services, and Wireless Data Networks. Technical Services provides design assistance for new City facilities to insure that installed infrastructures meet standards. Technical Services provides data network connectivity and telecommunications services to all City owned buildings. We also provide these services to the City’s Police Department and other agencies, including the Kent Regional Fire Authority and ShoWare Center facility.

**Multimedia Division**

The Multimedia Division’s mission is to facilitate communication of information for the entire City of Kent – citizens and employees – relying on customer-based partnerships to produce a creative, professional, and effective City image/message that efficiently meets our customers’ needs and appropriate expectations.

**DEPARTMENTAL GOALS**

- **Reduce the average-time-to-Service-Desk-call-turnaround to 5 days or less.** Service Desk call turnaround time (the length of time—measured in business hours—from the moment a request for service has been received to the time it has been resolved) averaged 9.25 days in 2008, 6.99 days in 2009 and 6.00 days in 2010. Our goal in 2011 is to reduce the average days to 5.00 or less.



- **Improve telecommunications system uptime to 5-9s (99.999% availability).**  
System uptime is measured as “available”. Over the last several years our telephone system availability has averaged 99.998%. Through proactive management and monitoring of these systems coupled with protective system updates and modifications where needed, we would like to improve our customer service by realizing 99.999% uptime in 2011.
- **Improve Internet and Inter-governmental network system uptime to 4-9s (99.99% availability).**  
Internet and network system uptime is also measured as “available”. Over the last several years our associated system availability has averaged 99.97% or lower. In 2010, system availability averaged 99.98%. Through the development of an independent self-managed link to the Internet and IGN (Inter-governmental Network), we feel confident in our ability to reach a goal of 99.99% uptime for these critical city services in 2011.
- **Increase the City’s average number of records added to the RMS (Records Management System) monthly by 5% annually.**  
The City’s imaging and records management system currently contains over 788 million records and is constantly growing. Our goal is to increase the efficiency and accuracy of those records being stored/retrieved resulting in a 5% minimum increase (approx. 83,000) in the average number of records added in the 2011 calendar year.
- **Increase city presence on Kent TV21 cable channel by providing 5% more original programming hours for 2011.**
- **Increase marketing presence of city services and programs on Kent TV21 by 20% for 2011 by using Scene, You Tube, Facebook and Twitter.**

<b><u>IT 2011 Maintenance Contracts over \$25,000</u></b>			
<b>Vendor</b>	<b>Item</b>	<b>Application</b>	<b>2011 Budget</b>
Oracle	ImageSource Document Management S.W.	Imaging	\$60,000
ESRI	ArcInfo/ArcView/ArcPad/ArcIMS	GIS	\$34,539
Hansen Info Systems	Cust Serv/Plant/Sewer/Storm/Street/Water	P.W. Shops	\$28,000
Active Network	Class (Escom) Parks Registration S.W.	Parks Reg.	\$27,000
Oracle (JD Edwards)	OneWorld (Payroll/Personnel/Finance)	ERP	\$105,318
Mythics (Oracle)	Oracle DB & JDE Tech Foundation	Databases	\$46,532
Qwest	Phone Switch Maintenance	Phones	\$47,811
Right Systems	Cisco Backbone & Other Equipment	Network	\$36,075
Right Systems	Pathlight 650 Back up System (2 Years)	Network	\$30,000
Tiburon	Police System (Mtc & Level II DBA Support)	Police	\$134,178
WA State Dept. of I.S.	Microsoft Software Assurance (Funded from Operating & Tech Plan)	Desktop	<u>\$230,000</u>
			\$779,453

**Central Services Fund  
Information Technology  
Fund Summary By Object**

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2010 Actual</b>	<b>2011 Budget</b>
<b>Total Beginning Fund Balance</b>	175,802	128,417	128,417	24,600
<b>Revenues</b>				
<b>Charges for Services</b>				
Contributions & Other	4,354,981	4,236,919	3,897,428	4,206,047
Intergovernmental - RFA	9,481	4,299	209,947	394,414
Other Revenue	30		120	
<b>Total Revenues</b>	4,364,492	4,241,218	4,107,495	4,600,461
<b>Total Resources</b>	4,540,294	4,369,635	4,235,913	4,625,061
<b>Expenditures</b>				
<b>Computer Systems and Technolgy Services</b>				
Salaries and Benefits	1,754,569	1,734,270	1,583,947	1,843,170
Supplies	33,803	21,076	64,258	40,619
Services and Charges	1,250,748	1,246,279	1,299,599	1,174,676
<b>Subtotal</b>	3,039,120	3,001,625	2,947,803	3,058,465
<b>Telecommunications</b>				
Salaries and Benefits	136,261	132,175	141,048	141,389
Supplies	7,311	11,166	28,219	14,379
Services and Charges	371,460	372,450	292,070	395,516
<b>Subtotal</b>	515,031	515,791	461,336	551,284
<b>Multimedia</b>				
Salaries and Benefits	643,761	578,489	552,663	594,302
Supplies	66,241	70,994	51,968	73,835
Services and Charges	158,929	144,480	100,568	318,134
<b>Subtotal</b>	868,931	793,963	705,199	986,271
<b>Total Expenditures</b>	4,423,082	4,311,379	4,114,338	4,596,020
Change in Fund Balance	(58,590)	(70,161)	(6,843)	4,441
<b>Ending Balance</b>	117,212	58,256	121,574	29,041

**INFORMATION TECHNOLOGY - INTERNAL SERVICE  
LIST OF POSITIONS**

Full Time (FT)  
Regular Part Time (RPT)  
In Equivalents

**INFORMATION TECHNOLOGY**

**Administration**

Info. Technology Director  
Accounting Admin Coord  
Administrative Secretary 1

**Technical Services**

Technical Services Manager  
Network Specialist  
Network Engineer  
Technical Support Spec. 2

**Systems**

Systems Manager  
Senior Systems Analyst

**Multimedia**

Multimedia Manager  
Video Program Coordinator  
Art Media Coordinator  
Multimedia Specialist 2  
Print Shop Lead  
Printing Technician

**SUBTOTAL**

**AUTOMATION PROJECT**

Senior Systems Analyst

**SUBTOTAL**

**TOTAL**

**FULL TIME EQUIVALENTS**

	2010 Budget Changes		2010 Annex Positions		2010 Budget		2011 Budget Changes		2011 Annex Positions		2011 Budget	
	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT
					1.00						1.00	
					1.00						1.00	
						0.525						0.525
					1.00						1.00	
					3.00						3.00	
					2.00						2.00	
					3.00						3.00	
					1.00						1.00	
	-1.00		1.00		5.00				1.00		6.00	
					1.00						1.00	
					1.00						1.00	
					1.00						1.00	
						1.50						1.50
							0.68					0.68
<b>SUBTOTAL</b>	-1.00		1.00		21.00	2.705			1.00		22.00	2.705
					4.00						4.00	
<b>SUBTOTAL</b>					4.00						4.00	
<b>TOTAL</b>	-1.00		1.00		25.00	2.705			1.00		26.00	2.705
<b>FULL TIME EQUIVALENTS</b>		-1.00		1.00		27.705				1.00		28.705

**COMMENTS**

2009 - Add 1.0 FTE Administrative Assistant II. (Reclassified to Admin Sec 1 3/09). Eliminated a Tech Support Specialist, a Multimedia Specialist 2, reduced two Multimedia Specialists to .75, and reduced an Admin Secretary 1 position to .525, effective 11/09.  
2010 - Move a Senior Systems Analyst to the annexation budget.  
2011 - Add a Senior Systems Analyst for annexation.

**Facilities Fund  
Fund Summary By Object**

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2010 Actual</b>	<b>2011 Budget</b>
<b>Total Beginning Fund Balance</b>	153,696	213,968	213,968	7,393
<b>Revenues and Transfers In</b>				
Rental Fees - Internal	4,809,869	4,739,450	4,189,781	3,869,088
Intergovernmental - RFA			406,613	852,227
Charges for Services			416	
Interest	10,743	29,269	3,310	29,269
Leases		132,000	108,000	
Other Revenue	27,212	73,109	17,909	73,109
Transfer In	152,903	152,903	152,903	152,903
<b>Total Revenues / Transfers In</b>	4,847,824	5,126,731	4,878,931	4,976,596
<b>Total Resources</b>	5,001,520	5,340,699	5,092,899	4,983,989
<b>Expenditures</b>				
Salaries & Benefits	2,108,982	2,149,444	2,182,245	2,279,393
Supplies	285,880	353,043	294,430	338,849
Services and Charges	4,140,427	5,055,892	4,361,265	4,927,191
Cost Allocation	(2,410,639)	(2,906,272)	(2,458,544)	(3,128,631)
Principal and Interest	152,903	152,903	152,903	152,903
Transfer Out - Public Building Major Mtc	100,000			
Transfer Out - Roof Repairs	110,000	100,000	100,000	
Transfer Out - HVAC Replacements	300,000	300,000	300,000	
Transfer Out - Facilities Debt Service	152,903	152,903	152,903	152,903
<b>Total Expenditures (Transfers)</b>	4,940,456	5,357,913	5,085,201	4,722,608
Change in Fund Balance	(92,632)	(231,182)	(206,270)	253,988
<b>Ending Balance</b>	61,065	(17,214)	7,698	261,381

## FACILITIES OPERATING PROJECTS BUDGET ANALYSIS

	<u>2009 Budget</u>	<u>2010 Budget</u>	<u>2011 Budget</u>	<u>Budget Change</u>	
				\$	%
<b>FINANCIAL SOURCES</b>					
Transfers in from:					
Capital Improvement Fund	510,000	25,000	325,000		
Facilities Fund	510,000	600,000			
<b>TOTAL FINANCIAL SOURCES</b>	<u>1,020,000</u>	<u>625,000</u>	<u>325,000</u>	(300,000)	-48.0%
<b>EXPENDITURES</b>					
<b><u>General Government</u></b>					
Public Building Major Mtc	100,000	100,000			
HVAC Lifecycle Replacments (Lifecycle)	300,000	300,000	300,000		
Kent Meridian Pool Repairs/Mtc	250,000	25,000	25,000		
Roof Repairs	370,000	200,000			
<b>TOTAL EXPENDITURES</b>	<u>1,020,000</u>	<u>625,000</u>	<u>325,000</u>	(300,000)	-48.0%

**FACILITIES MANAGEMENT - INTERNAL SERVICE  
LIST OF POSITIONS**

Full Time (FT)  
Regular Part Time (RPT)  
In Equivalents

	2010 Budget Changes		2010 Annex Budget		2010 Budget		2011 Budget Changes		2011 Annex Budget		2011 Budget	
	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT
<b>FACILITIES</b>												
Facilities Superintendent					1.00						1.00	
Facility Planning Dev Coord					1.00						1.00	
Ergonomics & Fac. Specialist					1.00						1.00	
Office Technician III						0.75						0.75
<b>Custodial</b>												
Custodial Supervisor					1.00						1.00	
Custodial Lead					1.00						1.00	
Custodian I					9.00	0.75					9.00	0.75
<b>Facilities Maintenance</b>												
Building Maintenance Supv					1.00						1.00	
Building Systems Supv					1.00						1.00	
Facility Maintenance Worker III					1.00						1.00	
Maintenance Worker IV					1.00						1.00	
Maintenance Worker III					5.00						5.00	
Maintenance Worker II					1.00						1.00	
HVAC Technical					2.00						2.00	
<b>TOTAL</b>					<b>26.00</b>	<b>1.50</b>					<b>26.00</b>	<b>1.50</b>
<b>FULL TIME EQUIVALENTS</b>						<b>27.50</b>						<b>27.50</b>

**COMMENTS**

2009 - Eliminated a Maintenance Worker 3 position, effective 11/09.  
2010 - No proposed changes.  
2011 - No proposed changes.

**Insurance Fund  
Property Insurance  
Fund Summary By Object**

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2010 Actual</b>	<b>2011 Budget</b>
<b>Total Beginning Fund Balance</b>	73,645	36,297	36,297	52,013
<b>Revenues</b>				
Contributions	316,821	427,594	427,594	427,594
Interest Income	9	310	7	310
<b>Total Revenues / Other Financial Sources</b>	316,830	427,904	427,601	427,904
<b>Total Resources</b>	390,475	464,201	463,898	479,917
<b>Expenditures (Transfers)</b>				
Brokerage Fees	14,000	17,136	14,000	17,821
Insurance Premiums	311,967	364,000	373,319	378,560
Property Claims / Deductibles	5,120	23,269	(17,436)	24,200
Other Costs	23,091	22,900	23,748	23,689
<b>Total Expenditures (Transfers)</b>	354,177	427,305	393,631	444,270
Change in Fund Balance	(37,347)	599	33,970	(16,366)
<b>Ending Balance</b>	36,297	36,896	70,267	35,647

**Insurance Fund  
Liability Insurance  
Fund Summary By Object**

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2010 Actual</b>	<b>2011 Budget</b>
<b>Total Beginning Fund Balance</b>	141,421	294,835	294,835	330,234
<b>Revenues</b>				
Contributions	1,886,494	2,286,585	2,233,932	2,244,552
Interest Income	8,998	61,989	4,221	11,989
<b>Total Revenues / Other Financial Sources</b>	1,895,492	2,348,574	2,238,153	2,256,541
<b>Total Resources</b>	2,036,913	2,643,409	2,532,988	2,586,775
<b>Expenditures (Transfers)</b>				
Salaries and Benefits	87,447	91,547	94,989	94,701
Claims and Judgements	541,282	915,000	966,798	926,600
Insurance Premiums	1,063,310	1,164,000	1,181,178	1,164,000
Other Expenses	50,039	116,160	126,561	145,806
<b>Total Expenditures (Transfers)</b>	1,742,079	2,286,707	2,369,526	2,331,107
Change in Fund Balance	153,414	61,867	(131,373)	(74,566)
<b>Ending Balance</b>	294,835	356,702	163,462	255,668



**Insurance Fund  
Health and Employee Wellness Fund  
Fund Summary By Object**

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2010 Actual</b>	<b>2011 Budget</b>
<b>Total Beginning Fund Balance</b>	5,071,935	3,441,935	3,441,935	2,209,640
<b>Revenues</b>				
Contributions				
Blue Cross	7,989,473	9,449,303	8,261,920	8,713,457
Group Health	396,290	363,602	403,894	449,242
Employee Share				
Blue Cross	773,164	925,644	851,276	946,094
Group Health	48,470	43,521	52,227	58,705
RFA Contributions			1,473,995	3,609,124
COBRA	52,118	104,703	87,078	74,703
Interest Income	43,703	286,315	10,862	96,315
Miscellaneous Income	91,890	119,106	120,213	119,106
<b>Total Revenues / Other Financial Sources</b>	9,395,107	11,292,194	11,261,464	14,066,746
<b>Total Resources</b>	14,467,042	14,734,129	14,703,399	16,276,386
<b>Expenditures (Transfers)</b>				
Salaries and Benefits	358,075	328,584	330,790	371,643
Blue Cross Claims	8,493,252	8,718,244	8,486,482	10,266,982
Blue Cross Administration Fees	598,416	537,507	629,085	559,008
Blue Cross Audit Fees		54,835		57,028
Delta Dental Claims	851,682	665,511	970,213	991,170
Delta Dental Administration Fees	46,505	47,000	49,076	48,880
Vision Service Plan Claims	121,468	140,000	121,235	142,105
Vision Service Plan Administration Fees	20,494	21,000	25,305	21,840
Stop Loss Fees	378,358	442,683	423,779	460,390
Stop Loss Reimbursements	(204,677)	(342,934)	(97,661)	(342,934)
Group Health Premiums	444,760	435,495	456,121	452,915
IBNR Adjustment	(159,800)	109,700	109,700	198,600
Wellness	23,371	49,199	13,858	51,167
Other Professional Services	53,202	49,181	(34,215)	51,148
<b>Total Expenditures (Transfers)</b>	11,025,107	11,256,005	11,483,768	13,329,942
Change in Fund Balance	(1,630,000)	36,189	(222,304)	736,804
<b>Ending Balance</b>	3,441,935	3,478,124	3,219,631	2,946,444

**Insurance Fund  
Workers Compensation  
Fund Summary By Object**

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2010 Actual</b>	<b>2011 Budget</b>
<b>Total Beginning Fund Balance</b>	58,800	264,371	264,371	10,436
<b>Revenues</b>				
Contributions	1,547,299	1,623,601	1,410,859	1,281,263
Interest Income	14,638	85,062	5,102	85,062
<b>Total Revenues / Other Financial Sources</b>	1,561,936	1,708,663	1,415,961	1,366,325
<b>Total Resources</b>	1,620,736	1,973,034	1,680,332	1,376,761
<b>Expenditures (Transfers)</b>				
Salaries and Benefits	93,496	101,744	104,925	105,046
Judgements and Damages	964,385	1,161,000	1,140,596	800,000
Ultimate Loss Adjustment	(22,761)		176,333	
Liability Insurance	81,992	95,000	81,923	85,000
Intergovernmental Services	147,577	204,750	224,531	200,000
Administrative Costs	63,987	49,701	51,250	51,689
Debt and Financial Services		9,348		9,722
Other	7,925	15,368	9,804	15,983
Safety Program	19,764	102,273	19,079	106,364
<b>Total Expenditures (Transfers)</b>	1,356,364	1,739,184	1,808,441	1,373,804
Change in Fund Balance	205,572	(30,521)	(392,480)	(7,479)
<b>Ending Balance</b>	264,371	233,850	(128,109)	2,957

**Insurance Fund  
Unemployment  
Fund Summary By Object**

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2010 Actual</b>	<b>2011 Budget</b>
<b>Total Beginning Fund Balance</b>	44,915	(11,145)	(11,145)	(47,223)
<b>Revenues</b>				
Contributions	121,632	513,887	457,398	513,887
Interest Income	21	6,927	18	3,927
<b>Total Revenues / Other Financial Sources</b>	121,652	520,814	457,416	517,814
<b>Total Resources</b>	166,567	509,669	446,271	470,591
<b>Expenditures (Transfers)</b>				
Salaries and Benefits	21,861	22,900	23,748	23,689
Supplies		3,938		4,095
Services and Charges	2,700	7,680	2,700	4,987
Claims Paid	153,151	450,000	377,573	400,000
Other Services and Charges Services				
<b>Total Expenditures (Transfers)</b>	177,712	484,518	404,021	432,771
Change in Fund Balance	(56,060)	36,296	53,394	85,043
<b>Ending Balance</b>	(11,145)	25,151	42,249	37,820

**EMPLOYEE SERVICES  
LIST OF POSITIONS**

Full Time (FT)  
Regular Part Time (RPT)  
In Equivalents

	2010 Budget Changes		2010 Annex Positions		2010 Budget		2011 Budget Changes		2011 Annex Positions		2011 Budget	
	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT	FT	RPT
<b>GENERAL FUND</b>												
<b>GENERAL GOVERNMENT TOTAL</b>	-0.53		0.53		7.00				1.00		8.00	
<b>INSURANCE FUNDS</b>												
HR Manager - Benefits					1.00						1.00	
Risk Manager					1.00						1.00	
Risk Management Analyst					1.00						1.00	
Sr. HR Analyst					1.00						1.00	
<b>TOTAL INTERNAL SERVICE</b>					4.00						4.00	
<b>TOTAL EMPLOYEE SERVICES</b>	-0.53		0.53		11.00				1.00		12.00	
<b>FULL TIME EQUIVALENTS</b>		-0.53		0.53		11.00				1.00		12.00

**COMMENTS**

2009 - Eliminated the Employment Manager position and one HR Analyst position 9/09 and a vacant Senior HR Analyst position 11/09.  
 2010 - Moved .53 Human Resource Analyst to the annexation budget.  
 2011 - Added a Human Resource Analyst for annexation.

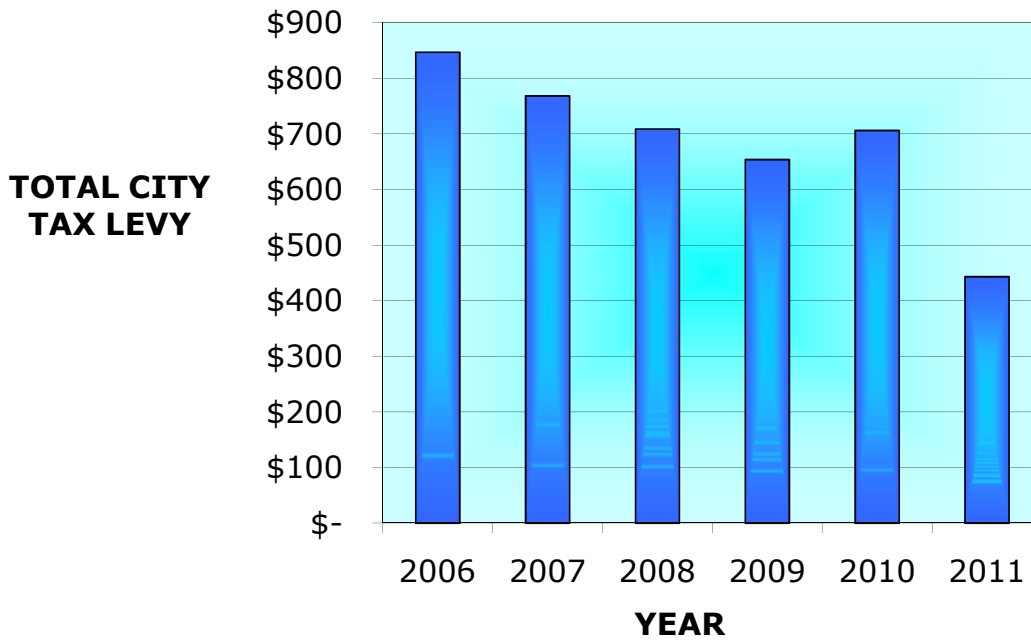


## ***SUPPLEMENTAL***

Supplemental data including historical and trend information and salary schedules are provided along with other information as a basis for making short and long range budget decisions.

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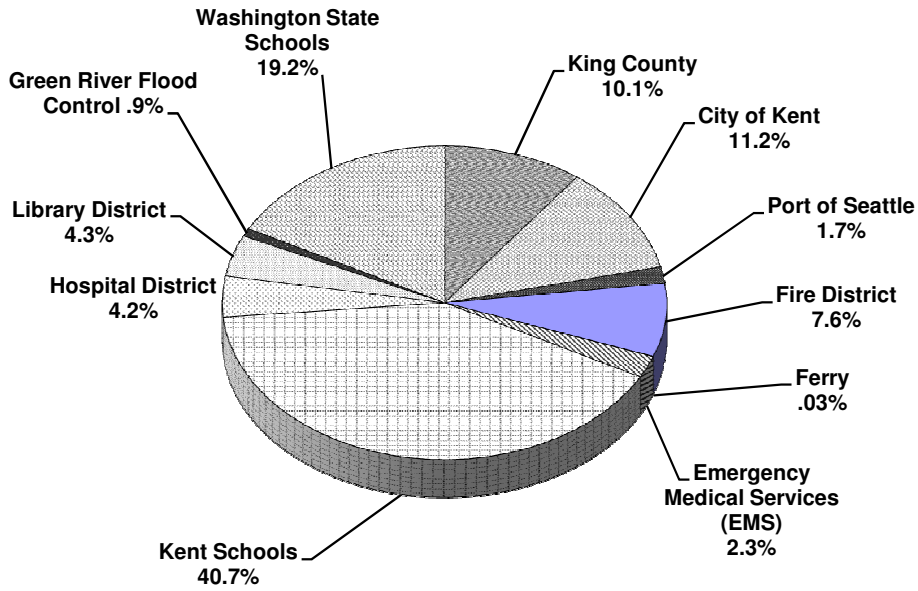
**PROPERTY TAX  
ON A \$300,000 HOME**



	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
<b>General Fund Levy Rate</b>	2.633	2.503	2.311	2.133	2.355	1.478
<b>Voted Issues Levy Rate</b>	0.191	0.059	0.052	0.047	0.000	0.000
<b>Total Levy Rate</b>	<u>2.824</u>	<u>2.562</u>	<u>2.363</u>	<u>2.180</u>	<u>2.355</u>	<u>1.478</u> (2)
<b>Annual City of Kent tax levy on a \$300,000 home (1)</b>	847.20	768.60	708.90	654.00	706.50	443.40
<b>Monthly average tax on a \$300,000 home</b>	70.60	64.05	59.08	54.50	58.88	36.95

(1) Amounts are based on constant dollars and do not include King County Assessed value increases.  
(2) Actual levy rate may vary due to changes that might occur after submission to King County.

## 2011 Property Tax Allocation Per \$100,000 Assessed Value



**Total Property Tax per \$100,000: \$1,325**

Ferry	Emergency Medical Services (EMS)	Kent Schools	Hospital District	Library District	Green River Flood Control	WA State Schools	King County	City of Kent	Port of Seattle	Fire District	Total
\$0.4	\$ 30	\$ 539	\$ 56	\$ 57	\$ 11	\$ 228	\$ 134	\$ 148	\$ 22	\$ 100	\$ 1,325



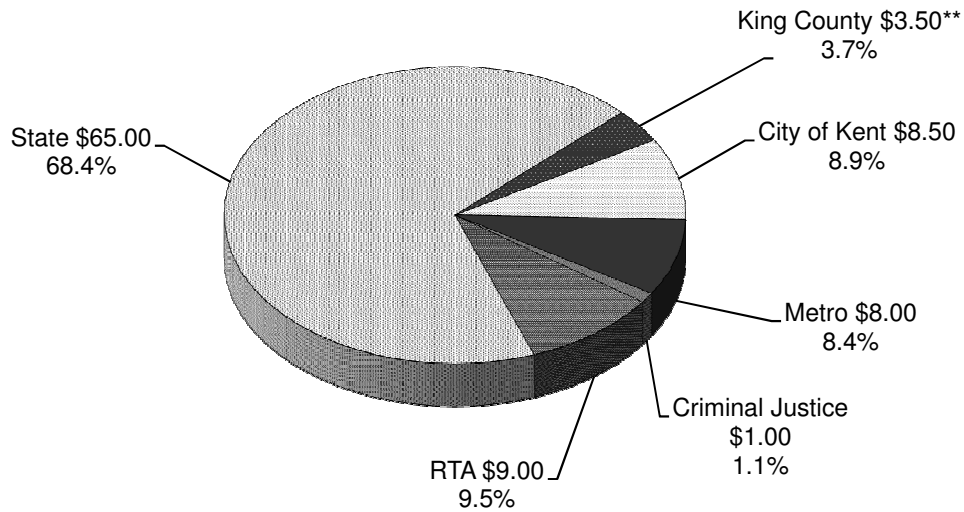
**PROPERTY TAX DATA - CURRENT AND PREVIOUS FOUR YEARS**

	<b>2011 Budget</b>	<b>2010 Actual</b>	<b>2009 Actual</b>	<b>2008 Actual</b>	<b>2007 Actual</b>
<b>ASSESSED VALUATION</b>					
Assessed Value		13,070,047,120	11,725,006,664	12,758,751,418	11,516,613,699
Includes new construction of		66,801,765	97,929,549	203,704,253	263,982,577
<b>PROPERTY TAX RATES</b>					
Direct regular and special					
General Fund	1.478	2.355	2.133	2.311	2.503
Debt Service Fund			0.047	0.052	0.059
	-----	-----	-----	-----	-----
Subtotal	1.478	2.355	2.180	2.363	2.562
Overlapping regular and special					
State	2.280	2.223	1.963	2.132	2.325
County	1.338	1.285	1.098	1.208	1.290
Port of Seattle	0.224	0.216	0.197	0.224	0.232
Kent School District	5.387	4.810	4.070	4.393	4.176
Hospital District	0.558	0.533	0.471	0.509	0.557
Library District	0.566	0.485	0.417	0.453	0.462
Emergency Medical Service	0.300	0.300	0.274	0.300	0.206
Green River Flood Control	0.110	0.105	0.091	0.100	0.042
Ferry	0.004	0.003	0.050	0.056	
Fire District	1.000				
	-----	-----	-----	-----	-----
Total Direct and Overlapping	13.245	12.315	10.811	11.738	11.851
<b>PROPERTY TAXES LEVIED AND COLLECTED</b>					
General Fund Levy (1)	19,386,873	27,615,884	27,215,136	26,625,624	25,594,032
Debt service funds levy (1)			600,000	600,000	600,000
Guaranty fund levy					
Total tax levy	19,386,873	27,615,884	27,815,136	27,225,624	26,194,032
Current tax collections		27,016,265	27,136,428	26,564,249	25,750,298
Percent of tax collected		97.8	97.6	97.6	98.3
Delinquent tax collections		401,057	459,260	304,325	124,727
Total tax collection		27,417,322	27,595,688	26,868,574	25,875,025
Percent of total tax collection to tax levy		99.3	99.2	98.7	98.8
Outstanding delinquent taxes		2,636,857	2,438,295	2,218,846	1,861,797
Percent of delinquent taxes to tax levy		9.5	8.8	8.1	7.1

(1) Adjusted by omissions and errors.

(2) Levy amounts and rates are based on the assessed valuations determined the previous year.

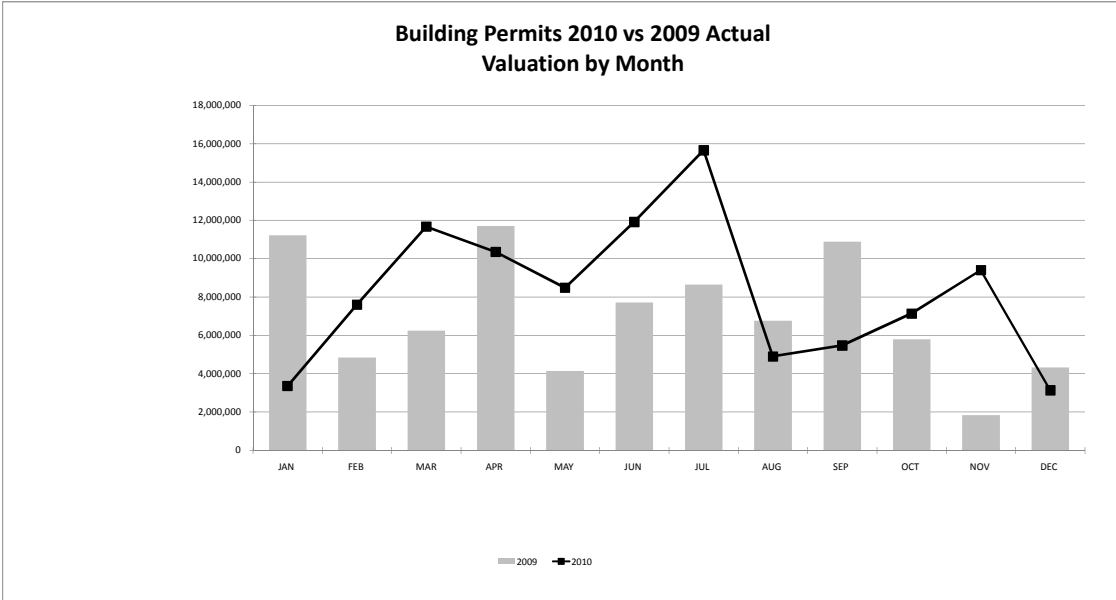
## **Local Sales Tax Distribution in Kent Per \$1,000 of Sales**



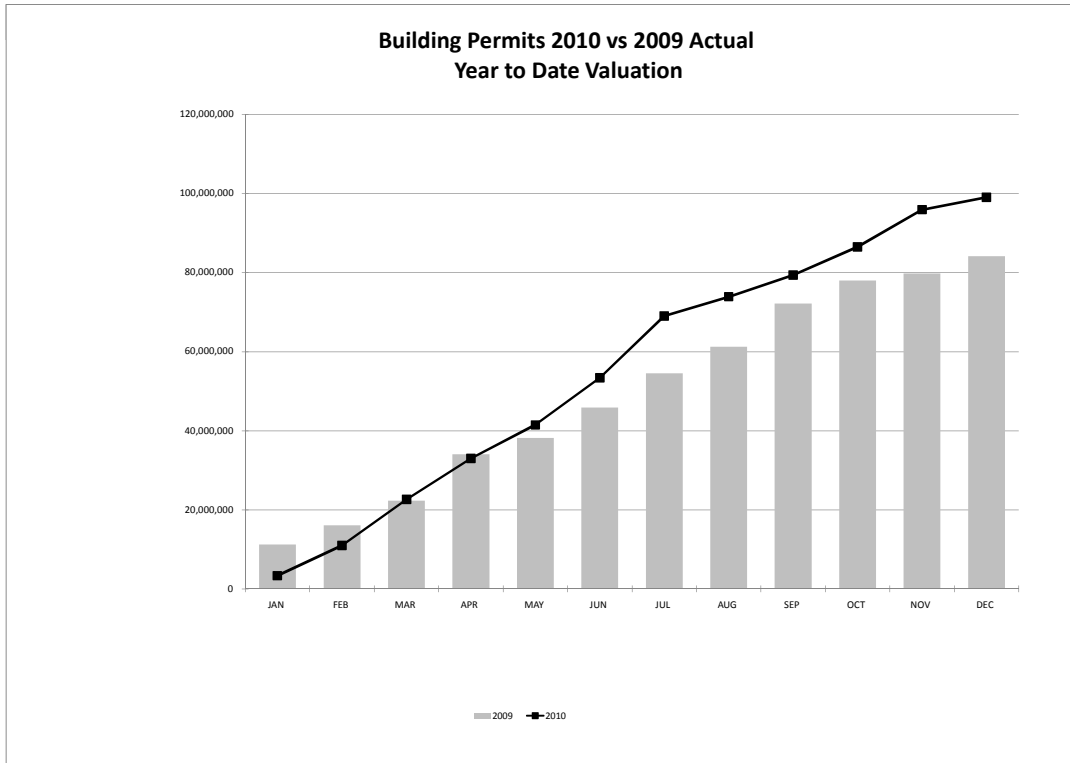
Businesses pay the State of Washington Department of Revenue sales and use tax in Kent of 9.5%\* (effective 4/1/09, sales tax for all of King County increased by one-half of one percent from 9.0% to 9.5%). Of this amount, the City of Kent receives .85% of sales tax (with the state retaining .01% for administrative fees) or 9.4% of the total tax collected. The other 90.6% is distributed to the above agencies on a monthly basis, with a two-month lag from the time of sales.

\* Stadium Tax is paid for food and beverages sold in restaurants, bars and taverns and is an additional .5%, bringing total sales tax to 10%.

\*\* Included in King County's amount is a 15% administrative fee from Kent's portion of the local tax, a one-tenth of one percent (.001) tax collected for Transportation and a one-tenth of one percent (.001) tax collected for Mental Health Services.



	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
2009	11,220,666	4,850,393	6,242,957	11,713,055	4,137,086	7,710,127	8,645,245	6,756,840	10,893,665	5,799,615	1,831,580	4,323,625
2010	3,358,168	7,600,139	11,669,572	10,351,743	8,482,085	11,910,520	15,652,112	4,899,105	5,475,660	7,132,804	9,399,868	3,134,222
+/-	(7,862,498)	2,749,746	5,426,615	(1,361,312)	4,344,999	4,200,393	7,006,867	(1,857,735)	(5,418,005)	1,333,189	7,568,288	(1,189,403)
PCT +/-	-70.1%	56.7%	86.9%	-11.6%	105.0%	54.5%	81.0%	-27.5%	-49.7%	23.0%	413.2%	-27.5%



	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
2009	11,220,666	16,071,059	22,314,016	34,027,071	38,164,157	45,874,284	54,519,529	61,276,369	72,170,034	77,969,649	79,801,229	84,124,854
2010	3,358,168	10,958,307	22,627,879	32,979,622	41,461,707	53,372,227	69,024,339	73,923,444	79,399,104	86,531,908	95,931,776	99,065,998
+/-	(7,862,498)	(5,112,752)	313,863	(1,047,449)	3,297,550	7,497,943	14,504,810	12,647,075	7,229,070	8,562,259	16,130,547	14,941,144
PCT +/-	-70.1%	-31.8%	1.4%	-3.1%	8.6%	16.3%	26.6%	20.6%	10.0%	11.0%	20.2%	17.8%

**JOB AND SALARY CLASSIFICATION  
ELECTED OFFICIALS  
2011**

**JOB CLASSIFICATION**

<b>MONTHLY SALARY</b>
-----------------------

Mayor <sup>1</sup>	8,516
Council President <sup>1</sup>	1,208
Council Member <sup>1</sup>	1,146
Judge	11,219

<sup>1</sup>Salaries to be established by ordinance, authorized by Ordinance #3687 (April 20, 2004).

**JOB AND SALARY CLASSIFICATION**

**DEPARTMENT DIRECTORS**

**2011**

<b>RANGE</b>	<b>JOB CLASSIFICATION</b>	<b>MONTHLY SALARY</b>		
		<b>LOW</b>	<b>MID</b>	<b>HIGH</b>
Level 1	Chief Administrative Officer	9,718	11,661	13,604
Level 2	Director of Parks, Rec & Community Svcs Director of Public Works Economic & Community Development Director Police Chief	8,988	10,788	12,587
Level 3	Asst Chief Administrative Officer City Attorney Planning Director Employee Services Director Finance Director Information Technology Director	8,561	10,274	11,986

**CITY ATTORNEY'S OFFICE**

**2011**

*Non Union Positions Paid On Merit System*

	<b>MONTHLY SALARY</b>		
	<b>LOW</b>	<b>MID</b>	<b>HIGH</b>
Deputy City Attorney	7,452	9,035	10,618
Chief Prosecuting Attorney	6,283	7,617	8,950
Civil Attorney	6,129	7,428	8,726
Prosecuting Attorney	5,552	6,731	7,910

**OTHER POSITIONS**

**2011**

*Individual Non Union Positions*

	<b>MONTHLY SALARY</b>		
	<b>ACTUAL</b>		
Deputy Police Chief		11,151	
Task Force Office Manager	4,063	4,508	4,953

Note: Salaries do not reflect deferred COLAs or furlough day adjustments.

**JOB AND SALARY CLASSIFICATION**  
**WASHINGTON STATE COUNCIL OF COUNTY AND CITY EMPLOYEES**  
**AFSCME - LOCAL 2617**  
**2011 RATES**

JOB CLASSIFICATION	RANGE	STEP AND MONTHLY SALARY				
		A	B	C	D	E
CUSTODIAN	13	2,880	3,026	3,173	3,333	3,503
CUSTODIAN (GRANDFATHERED)	15	3,026	3,173	3,333	3,503	3,684
OFFICE TECHNICIAN 2	16	3,102	3,251	3,415	3,588	3,780
PARKING ENFORCEMENT ASSISTANT	17	3,173	3,333	3,503	3,684	3,870
ADMINISTRATIVE SECRETARY 1	20	3,415	3,588	3,780	3,970	4,179
CODE ENFORCEMENT ASSISTANT	20	3,415	3,588	3,780	3,970	4,179
OFFICE TECHNICIAN 3	20	3,415	3,588	3,780	3,970	4,179
PRINTING TECHNICIAN	20	3,415	3,588	3,780	3,970	4,179
ACCOUNTING SVCS ASST 3	22	3,588	3,780	3,970	4,179	4,378
CUSTOMER SVCS REPRESENTATIVE	22	3,588	3,780	3,970	4,179	4,378
LEGAL SECRETARY 1	22	3,588	3,780	3,970	4,179	4,378
POLICE RECORDS SPECIALIST	22	3,588	3,780	3,970	4,179	4,378
PRINT SHOP LEAD	22	3,588	3,780	3,970	4,179	4,378
ADMINISTRATIVE ASSISTANT 1	23	3,684	3,870	4,065	4,265	4,481
ADMINISTRATIVE SECRETARY 2	23	3,684	3,870	4,065	4,265	4,481
EVIDENCE CUSTODIAN	23	3,684	3,870	4,065	4,265	4,481
ACCOUNTING TECHNICIAN	25	3,870	4,065	4,265	4,481	4,711
DEPT SYSTEM SUPPORT SPECIALIST	25	3,870	4,065	4,265	4,481	4,711
DEPUTY CITY CLERK	25	3,870	4,065	4,265	4,481	4,711
SUPPLIES/INVENTORY SPECIALIST	25	3,870	4,065	4,265	4,481	4,711
POLICE CORRECTIONS OFFICER	26	3,970	4,179	4,378	4,602	4,834
ADMINISTRATIVE ASSISTANT 2	27	4,065	4,265	4,481	4,711	4,954
CONTRACT SPECIALIST	27	4,065	4,265	4,481	4,711	4,954
CUSTODIAL LEAD (GRANDFATHERED)	27	4,065	4,265	4,481	4,711	4,954
DEVELOPMENT PERMIT TECHNICIAN	27	4,065	4,265	4,481	4,711	4,954
ERGONOMICS & FACILITIES SERVICES SPI	27	4,065	4,265	4,481	4,711	4,954
MULTI MEDIA SPECIALIST 2	27	4,065	4,265	4,481	4,711	4,954
PROPERTY MANAGEMENT TECHNICIAN	27	4,065	4,265	4,481	4,711	4,954
EVIDENCE TECHNICAN	28	4,179	4,378	4,602	4,834	5,069
PROSECUTION PARALEGAL	28	4,179	4,378	4,602	4,834	5,069
DEVELOPMENT PERMIT TECH LEAD	29	4,265	4,481	4,711	4,954	5,198
POLICE SPECIALIST SUPERVISOR	29	4,265	4,481	4,711	4,954	5,198
PUBLIC EDUCATION SPECIALST	29	4,265	4,481	4,711	4,954	5,198
ACCOUNTING/ADMINISTRATIVE COOR	30	4,378	4,602	4,834	5,069	5,326
FACILITIES SERVICES SUPERVISOR	30	4,378	4,602	4,834	5,069	5,326
FINANCIAL ANALYST	30	4,378	4,602	4,834	5,069	5,326
CRIME ANALYST	31	4,481	4,711	4,954	5,198	5,464
ADMIN SERVICES SUPERVISOR	32	4,602	4,834	5,069	5,326	5,594
EVIDENCE TECHNICAN SUPERVISOR	32	4,602	4,834	5,069	5,326	5,594
FINANCIAL SERVICES SUPERVISOR	32	4,602	4,834	5,069	5,326	5,594
POLICE CORRECTIONS SERGEANT	32	4,602	4,834	5,069	5,326	5,594
RECORDS ADMINISTRATOR	32	4,602	4,834	5,069	5,326	5,594

**JOB AND SALARY CLASSIFICATION**  
**WASHINGTON STATE COUNCIL OF COUNTY AND CITY EMPLOYEES**  
**AFSCME - LOCAL 2617**  
**2011 RATES**

JOB CLASSIFICATION	RANGE	STEP AND MONTHLY SALARY				
		A	B	C	D	E
FIRE APPARATUS MECHANIC	33	4,711	4,954	5,198	5,464	5,737
CREATIVE ART DIRECTION COORDINATOR	34	4,834	5,069	5,326	5,594	5,879
CODE ENFORCEMENT OFFICER	34	4,834	5,069	5,326	5,594	5,879
COMBINATION BUILDING INSPECTOR	34	4,834	5,069	5,326	5,594	5,879
RESEARCH & DEVELOPMENT ANALYST	34	4,834	5,069	5,326	5,594	5,879
SENIOR FINANCIAL ANALYST	34	4,834	5,069	5,326	5,594	5,879
VIDEO PROGRAM COORDINATOR	34	4,834	5,069	5,326	5,594	5,879
PAYROLL BUSINESS ANALYST	36	5,069	5,326	5,594	5,879	6,191
FIRE EQUIP MAINT SUPERVISOR	37	5,198	5,464	5,737	6,022	6,340
PLANS EXAMINER	37	5,198	5,464	5,737	6,022	6,340
SENIOR ACCOUNTANT	38	5,326	5,594	5,879	6,191	6,500
ASSISTANT BUILDING OFFICIAL	39	5,464	5,737	6,022	6,340	6,654

**Longevity Schedule**

5 years	1% of Base Salary
10 years	2% of Base Salary
15 years	3% of Base Salary
20 years	4% of Base Salary

Number of Employees\* as of Dec 31, 2010: 129.81

Contract Status: Expired 12/31/2008;

Extended through 12/31/2011

(\* Includes vacant positions)

**JOB AND SALARY CLASSIFICATION  
NON REPRESENTED  
2011**

JOB CLASSIFICATION	RANGE	STEP AND MONTHLY SALARY				
		A	B	C	D	E
GOLF SHOP ASSISTANT	12	2,810	2,949	3,102	3,250	3,413
VAN DRIVER	15	3,026	3,172	3,333	3,500	3,681
OFFICE TECH 2	16	3,102	3,250	3,413	3,588	3,779
EMERGENCY MGMT SPECIALIST	20	3,414	3,588	3,779	3,968	4,178
OFFICE TECH 3	20	3,414	3,588	3,779	3,968	4,178
METER READER 2	21	3,501	3,681	3,868	4,062	4,264
ASSISTANT GOLF PROFESSIONAL	22	3,588	3,779	3,968	4,178	4,375
JUDICIAL SPECIALIST	22	3,588	3,779	3,968	4,178	4,375
PROBATION CLERK	22	3,588	3,779	3,968	4,178	4,375
ACCTG SERVICES ASST 3	23	3,681	3,868	4,062	4,264	4,479
ADMINISTRATIVE ASSISTANT 1	23	3,681	3,868	4,062	4,264	4,479
PARKS PROGRAM ASSISTANT	23	3,681	3,868	4,062	4,264	4,479
DEPT SYSTEM SUPPORT SPECIALIST	25	3,868	4,062	4,264	4,479	4,708
CIVIL LEGAL ASSISTANT	26	3,968	4,178	4,375	4,599	4,832
ACCOUNTING TECHNICIAN	27	4,062	4,264	4,479	4,708	4,953
ADMINISTRATIVE ASSISTANT 2	27	4,062	4,264	4,479	4,708	4,953
COURT SECURITY OFFICER	27	4,062	4,264	4,479	4,708	4,953
DESKTOP SUPPORT SPECIALIST 1	27	4,062	4,264	4,479	4,708	4,953
LEAD COURT CLERK	27	4,062	4,264	4,479	4,708	4,953
LEAD JUDICIAL SPECIALIST	27	4,062	4,264	4,479	4,708	4,953
PARKS PROGRAM SPECIALIST	27	4,062	4,264	4,479	4,708	4,953
PARKS/FAC PLANNING & DEV TECHNICIAN	27	4,062	4,264	4,479	4,708	4,953
CRIME VICTIM COORDINATOR & ADVOCATE	28	4,178	4,375	4,599	4,832	5,067
GOLF PROFESSIONAL	28	4,178	4,375	4,599	4,832	5,067
CROSS CONNECTION CONTROL ASSISTANT	29	4,264	4,479	4,708	4,953	5,196
ENGINEERING TECHNICIAN 2	29	4,264	4,479	4,708	4,953	5,196
PROJECT COORDINATOR	31	4,479	4,708	4,953	5,196	5,462
ADMINISTRATIVE ASSISTANT 3	32	4,599	4,832	5,067	5,324	5,593
CONSTRUCTION INSPECTOR	32	4,599	4,832	5,067	5,324	5,593
CROSS CONNECT CONTROL INSPECT	32	4,599	4,832	5,067	5,324	5,593
PROBATION OFFICER	32	4,599	4,832	5,067	5,324	5,593
SIGNAL TECHNICIAN	32	4,599	4,832	5,067	5,324	5,593
STORM/DRAIN FACILITIES ISP	32	4,599	4,832	5,067	5,324	5,593
TECHNICAL SUPPORT SPECIALIST 2	32	4,599	4,832	5,067	5,324	5,593
FINANCIAL SERVICES SUPERVISOR	34	4,832	5,067	5,324	5,593	5,878
HEAD GOLF PROFESSIONAL	34	4,832	5,067	5,324	5,593	5,878
KENT COMMONS FACILITY SUPERVISOR	34	4,832	5,067	5,324	5,593	5,878
PARKS PROGRAM COORDINATOR	34	4,832	5,067	5,324	5,593	5,878
PARKS SUPERVISOR - SAFE HAVEN	34	4,832	5,067	5,324	5,593	5,878
PARK'S WEED & SEED COMMUNITY COORDINAT	34	4,832	5,067	5,324	5,593	5,878
PAVEMENT MANAGEMENT ANALYST	34	4,832	5,067	5,324	5,593	5,878
PROJECT ACCOUNTANT	34	4,832	5,067	5,324	5,593	5,878
SURVEY PARTY CHIEF	34	4,832	5,067	5,324	5,593	5,878
DOMESTIC VIOLENCE & CRIME VICTIMS COORD.	35	4,953	5,196	5,462	5,735	6,019
ENGINEER 1	35	4,953	5,196	5,462	5,735	6,019
ENGINEERING TECHNICIAN 3	35	4,953	5,196	5,462	5,735	6,019



**JOB AND SALARY CLASSIFICATION  
NON REPRESENTED  
2011**

JOB CLASSIFICATION	RANGE	STEP AND MONTHLY SALARY				
		A	B	C	D	E
HUMAN RESOURCES ANALYST	35	4,953	5,196	5,462	5,735	6,019
HUMAN SERVICES COORDINATOR	35	4,953	5,196	5,462	5,735	6,019
LEGAL ANALYST	35	4,953	5,196	5,462	5,735	6,019
PLANNER	35	4,953	5,196	5,462	5,735	6,019
SENIOR CONSTRUCTION INSPECTOR	35	4,953	5,196	5,462	5,735	6,019
SENIOR PROJECT SURVEYOR	35	4,953	5,196	5,462	5,735	6,019
CEU PROGRAMS SUPV	36	5,067	5,324	5,593	5,878	6,188
COMM TRIP REDUCTION COORD	36	5,067	5,324	5,593	5,878	6,188
CONSERVATION COORDINATOR	36	5,067	5,324	5,593	5,878	6,188
EXECUTIVE ASSISTANT	36	5,067	5,324	5,593	5,878	6,188
NEIGHBORHOODS PROGRAM COORDINATOR	36	5,067	5,324	5,593	5,878	6,188
SENIOR SIGNAL TECHNICIAN	36	5,067	5,324	5,593	5,878	6,188
ERP BUSINESS ANALYST	37	5,196	5,462	5,735	6,019	6,338
NETWORK SPECIALIST	37	5,196	5,462	5,735	6,019	6,338
PARKS/FAC PLANNING & DEV COORD	37	5,196	5,462	5,735	6,019	6,338
PROJECT ANALYST - LID/RIGHT-OF-WAY	37	5,196	5,462	5,735	6,019	6,338
TECHNICAL ANALYST	37	5,196	5,462	5,735	6,019	6,338
SR HUMAN SERVICES COORDINATOR	38	5,324	5,593	5,878	6,188	6,500
ASSISTANT LAND SURVEY SPVSR	39	5,462	5,735	6,019	6,338	6,653
ENGINEER 2	39	5,462	5,735	6,019	6,338	6,653
GIS COORDINATOR	39	5,462	5,735	6,019	6,338	6,653
SR. HR RISK MANAGMENT ANALYST	39	5,462	5,735	6,019	6,338	6,653
SR. HUMAN RESOURCES ANALYST	39	5,462	5,735	6,019	6,338	6,653
CONSERVATION ANALYST	40	5,593	5,878	6,188	6,500	6,824
CONSERVATION COORDINATOR	40	5,593	5,878	6,188	6,500	6,824
CONSTRUCTION COORDINATOR	40	5,593	5,878	6,188	6,500	6,824
CONSTRUCTION SUPERVISOR	40	5,593	5,878	6,188	6,500	6,824
PARKS FACILITY/PROGRAM MANAGER	40	5,593	5,878	6,188	6,500	6,824
SR PLANNER	40	5,593	5,878	6,188	6,500	6,824
COURT SUPERVISOR	41	5,735	6,019	6,338	6,653	6,989
PROBATION SUPERVISOR	41	5,735	6,019	6,338	6,653	6,989
ACCOUNTING MANAGER - PW	42	5,878	6,188	6,500	6,824	7,168
NETWORK ENGINEER	42	5,878	6,188	6,500	6,824	7,168
SR PARKS PROGRAM FACILITY MANAGER	42	5,878	6,188	6,500	6,824	7,168
ENGINEER 3	43	6,019	6,338	6,653	6,989	7,338
OPERATIONS SYSTEMS ANALYST	43	6,019	6,338	6,653	6,989	7,338
POLICE SUPPORT SERVICES MGR	43	6,019	6,338	6,653	6,989	7,338
SR TRANSPORTATION PLANNER	43	6,019	6,338	6,653	6,989	7,338
SR PERMIT & WORK ORDER SYSTEMS ANALYST	43	6,019	6,338	6,653	6,989	7,338
TRAFFIC SIGNAL SYSTEMS SUPERVISOR	43	6,019	6,338	6,653	6,989	7,338
CITY CLERK	44	6,188	6,500	6,824	7,168	7,532
ENVIRON. CONSERVATION SUPVR	44	6,188	6,500	6,824	7,168	7,532
LAND SURVEY SUPERVISOR	44	6,188	6,500	6,824	7,168	7,532
PRINCIPAL PLANNER	45	6,338	6,653	6,989	7,338	7,719
SENIOR SYSTEMS ANALYST	45	6,338	6,653	6,989	7,338	7,719
FLEET MANAGER	46	6,500	6,824	7,168	7,532	7,909
HUMAN SERVICES MANAGER	46	6,500	6,824	7,168	7,532	7,909

**JOB AND SALARY CLASSIFICATION  
NON REPRESENTED  
2011**

JOB CLASSIFICATION	RANGE	STEP AND MONTHLY SALARY				
		A	B	C	D	E
MAINT SUPERINTENDENT-GOLF	46	6,500	6,824	7,168	7,532	7,909
MAINT SUPERINTENDENT-STREETS	46	6,500	6,824	7,168	7,532	7,909
MAINT SUPERINTENDENT-UTILITIES	46	6,500	6,824	7,168	7,532	7,909
MAINT SUPERINTENDENT-WATER	46	6,500	6,824	7,168	7,532	7,909
MULTI MEDIA MANAGER	46	6,500	6,824	7,168	7,532	7,909
POLICE CORRECTIONS LIEUTENANT	46	6,500	6,824	7,168	7,532	7,909
ACCOUNTING MANAGER	47	6,653	6,989	7,338	7,719	8,103
AUDIT MANAGER	47	6,653	6,989	7,338	7,719	8,103
COURT ADMINISTRATOR	47	6,653	6,989	7,338	7,719	8,103
CUSTOMER SERVICES MANAGER	47	6,653	6,989	7,338	7,719	8,103
ENGINEERING MANAGER	47	6,653	6,989	7,338	7,719	8,103
FACILITIES SUPERINTENDENT	47	6,653	6,989	7,338	7,719	8,103
HUMAN RESOURCES MANAGER	47	6,653	6,989	7,338	7,719	8,103
PERMIT CENTER MANAGER	47	6,653	6,989	7,338	7,719	8,103
RISK MANAGER	47	6,653	6,989	7,338	7,719	8,103
ENGINEER 4	48	6,824	7,168	7,532	7,909	8,305
BLDG & DVLP SERVICES MANGER	49	6,989	7,338	7,719	8,103	8,510
COMMUNITY & PUBLIC AFFAIRS MGR	49	6,989	7,338	7,719	8,103	8,510
ECONOMIC DEVELOPMENT MANAGER	49	6,989	7,338	7,719	8,103	8,510
ASSISTANT FINANCE DIRECTOR	50	7,168	7,532	7,909	8,305	8,725
RECREATION SUPERINTENDENT	50	7,168	7,532	7,909	8,305	8,725
SUPERINTENDENT OF PARKS AND OPEN SPACE	50	7,168	7,532	7,909	8,305	8,725
DEVELOPMENT ENGINEERING MANAGER	52	7,532	7,909	8,305	8,725	9,169
ENGINEERING MANAGER	52	7,532	7,909	8,305	8,725	9,169
IS SYSTEM DIVISION MANAGER	52	7,532	7,909	8,305	8,725	9,169
IS TECHNICAL SERVICES MANAGER	52	7,532	7,909	8,305	8,725	9,169
PLANNING MANAGER	52	7,532	7,909	8,305	8,725	9,169
PW OPERATIONS MANAGER	55	8,103	8,510	8,949	9,396	9,868
DEPUTY PUBLIC WORKS DIRECTOR	58	8,725	9,169	9,623	9,945	10,616

**Longevity Schedule**

5 years	1% of Base Salary
10 years	2% of Base Salary
15 years	3% of Base Salary
20 years	4% of Base Salary

2011 Management Benefits			
A+	A	B	C
2,590	1,945	1,620	1,298

Number of Employees\* as of Dec 31, 2010: 218.85  
Includes all non represented permanent positions  
(\* Includes vacant positions)

**JOB AND SALARY CLASSIFICATION  
POLICE OFFICERS AND SERGEANTS  
2011**

JOB CLASSIFICATION	RANGE	STEP AND MONTHLY SALARY					
		A	B	C	D	E	F
Police Patrol Officer	PT	4,680	4,841	5,083	5,376	5,716	6,094
Police Sergeant	SG	7,215	7,215	7,215	7,215	7,215	7,215

Rates do not include 1% accreditation pay.  
 Number of employees\* as of Dec 31, 2010: 131  
 Contract Status: Expired 12/31/2010  
 Extended through 12/31/2011  
 \*(includes vacant positions)

<u>Longevity Schedule</u>	5 years	10 years	15 years	20 years	25 years	30 years
	2%	3%	4%	6%	7%	8%
<u>Educational Incentive</u>						
Degree	AA (or Junior Status)			BA, BS, MA, or PhD		
Pay	1%			3%		

**JOB AND SALARY CLASSIFICATION  
POLICE CAPTAINS AND LIEUTENANTS  
2011**

JOB CLASSIFICATION	RANGE	STEP AND MONTHLY SALARY					
		A	B	C	D	E	F
Police Captain	CP	9,677	9,677	9,677	9,677	9,677	9,677
Police Lieutenant	LT	8,783	8,783	8,783	8,783	8,783	8,783

Rates do not include 1% accreditation pay.  
 Number of employees\* as of Dec 31, 2010: 8  
 Contract Status: Expires 12/31/2011  
 \*(includes vacant positions)

<u>Longevity Schedule</u>	5 years	10 years	15 years	20 years	25 years	30 years
	2%	3%	4%	6%	7%	8%
<u>Educational Incentive</u>						
Degree	AA (or Junior Status)			BA, BS, MA, or PhD		
Pay	1%			3%		

**JOB AND SALARY CLASSIFICATION  
TEAMSTERS**

2011

JOB CLASSIFICATION	RANGE	STEP AND MONTHLY SALARY				
		A	B	C	D	E
MAINTENANCE WORKER 2	21	3,508	3,692	3,875	4,069	4,266
METER READER 2	21	3,508	3,692	3,875	4,069	4,266
PARTS SPECIALIST	21	3,508	3,692	3,875	4,069	4,266
MAINTENANCE WORKER 3	25	3,875	4,069	4,266	4,489	4,715
PARTS SPECIALIST 2	25	3,875	4,069	4,266	4,489	4,715
METER READER 3	25	3,875	4,069	4,266	4,489	4,715
MECHANIC 2	28	4,183	4,386	4,604	4,839	5,076
METER READER 4	28	4,183	4,386	4,604	4,839	5,076
HVAC TECHNICIAN	29	4,266	4,489	4,715	4,961	5,210
MAINTENANCE WORKER 4	29	4,266	4,489	4,715	4,961	5,210
TREATMENT PLANT OPERATOR	29	4,266	4,489	4,715	4,961	5,210
COMMUNICATIONS TECH 2	30	4,386	4,604	4,839	5,076	5,328
CONTROL CENTER TECHNICIAN	31	4,489	4,715	4,961	5,210	5,468
MAINTENANCE TECHNICIAN	31	4,489	4,715	4,961	5,210	5,468
SENIOR MECHANIC	32	4,604	4,839	5,076	5,328	5,595
BUILDING MAINTENANCE SUPERVISOR	34	4,839	5,076	5,328	5,595	5,892
BUILDING SYSTEMS SUPERVISOR	34	4,839	5,076	5,328	5,595	5,892
FIELD SUPERVISOR	34	4,839	5,076	5,328	5,595	5,892
FLEET SUPERVISOR	34	4,839	5,076	5,328	5,595	5,892

**Longevity Schedule**

5 years	1% of Base Salary
10 years	2% of Base Salary
15 years	3% of Base Salary
20 years	4% of Base Salary

Number of Employees\* as of Dec 31, 2010: 136

Contract Status: Expires 12/31/08

Extended through 12/31/2011

(\* Includes vacant positions)

## BUDGETED FULL TIME POSITIONS

		2008 Adj Budget	2009 Adopt Budget	2010 Budget	2011 Budget
<b>General Fund</b>		FTE	FTE	FTE	FTE
	Executive/Administration	12.00	13.00	9.00	13.00
	Municipal Court	19.00	19.00	18.00	21.00
	Employee Services	9.00	9.00	7.00	8.00
	Law	8.75	8.75	6.50	7.00
	Finance	21.00	21.00	19.50	20.00
	Police	170.00	169.00	164.00	180.35
	Fire and Life Safety	177.00	177.00	169.00	*
	Community Development	41.50	40.50	41.50	42.50
	Public Works	64.00	64.00	54.00	58.50
	Parks, Rec and Human Svcs	70.40	72.40	66.40	69.40
<b>General Fund</b>	<b>TOTAL</b>	<b>592.65</b>	<b>593.65</b>	<b>554.90</b>	<b>419.75</b>
<b>Proprietary Funds/Internal Svc Funds</b>					
	Utility Billing - Finance	10.00	10.00	9.50	10.00
	Utility Operations - Public Works	81.75	81.75	87.00	90.50
	Golf Complex - Parks	9.00	9.00	8.00	9.00
	Fleet Services - Public Works	10.00	10.00	10.00	10.00
	Information Technology	25.00	26.00	21.00	22.00
	Facilities - Parks	27.00	27.00	26.00	26.00
	Insurance - Employee Services	4.00	4.00	4.00	4.00
<b>Proprietary Funds/Internal Svc Funds</b>	<b>TOTAL</b>	<b>166.75</b>	<b>167.75</b>	<b>165.50</b>	<b>171.50</b>
<b>Special Revenue and Project Funds</b>					
	Street - Public Works	8.75	8.75	6.50	5.50
	Street - Parks	2.00	2.00	2.00	2.00
	Criminal Justice - Law	8.25	8.25	9.50	10.00
	Criminal Justice - Police	17.00	18.00	18.00	20.65
	Environmental - Public Works	0.50	0.50	0.50	0.50
	Environmental - Community Development	0.50	0.50	0.50	0.50
	Community Development Block Grant	5.85	5.85	5.85	5.85
	Public Works Projects	3.00	3.00	3.00	5.00
	Automation - Information Technology	4.00	4.00	4.00	4.00
	Parks Project	5.75	5.75	4.75	4.75
<b>Project Funds</b>	<b>TOTAL</b>	<b>55.60</b>	<b>56.60</b>	<b>54.60</b>	<b>58.75</b>
<b>Full Time Positions</b>	<b>TOTAL</b>	<b>815.00</b>	<b>818.00</b>	<b>775.00</b>	<b>650.00</b>
<b>Police Full Time Positions</b>					
	Commissioned				
	Union	128.00	128.00	129.00	144.00
	Non-Union	2.00	2.00	2.00	2.00
	Noncommissioned				
	Union	50.00	52.00	47.00	51.00
	Non-Union	7.00	5.00	4.00	4.00
<b>Police</b>	<b>TOTAL</b>	<b>187.00</b>	<b>187.00</b>	<b>182.00</b>	<b>201.00</b>
<b>Fire Full Time Positions</b>					
	Uniformed Union	164.00	164.00	164.00	*
	Uniformed Non-Union	2.00	2.00	2.00	*
	Nonuniformed Union	9.00	9.00	3.00	*
	Nonuniformed Non-Union	2.00	2.00	0.00	*
<b>Fire</b>	<b>TOTAL</b>	<b>177.00</b>	<b>177.00</b>	<b>169.00</b>	<b>*</b>
<b>Other Full-time Union Members</b>		<b>217.00</b>	<b>220.00</b>	<b>203.00</b>	<b>213.00</b>
<b>Other Non-Union Positions</b>		<b>233.00</b>	<b>234.00</b>	<b>221.00</b>	<b>236.00</b>

\* The Fire Department employees transferred to the Regional Fire Authority (RFA) July 1, 2010.

# Ordinance No. 3983

(Amending or Repealing Ordinances)

CFN=104 – Finance

Passed – 12/14/2010

Tax Levy Adjustment Authorized (1%) – 2011 Budget

**ORDINANCE NO. 3983**

**AN ORDINANCE** of the City Council of the City of Kent, Washington, making a finding of substantial need and setting the property tax levy in 2010 for collection in 2011 at the previous year's tax levy rate with a statutorily allowed one (1) percent increase over last year's tax levy rate pursuant to Chapter 84.55 RCW.

**RECITALS**

A. Pursuant to RCW 84.55.120 and after providing all appropriate notice, the City Council held a public hearing on November 2, 2010, to consider the City of Kent's proposed operating and capital budget for the 2011 calendar year, to address the City's property tax levy to be imposed in 2010 for collection in 2011, and to review revenues and limit factors, as well as the proposed 2011 budget.

B. In accordance with RCW 84.55.120, any increase in property tax revenue other than that resulting from the addition of new construction and improvements to property, annexations, and any increase in the value of state-assessed property and the refund fund levy, requires the adoption of a separate ordinance from the tax levy ordinance specifically authorizing the increase in terms of both dollars and percentage.

C. RCW 84.55.010 provides that a taxing jurisdiction may levy taxes in an amount no more than the limit factor multiplied by the highest

levy of the most recent three years, plus additional amounts resulting from new construction and improvements to property, newly constructed wind turbines, and any increase in the value of state-assessed utility property. Under RCW 84.55.005(2)(c), the limit factor for a taxing jurisdiction with a population of 10,000 or over is the lesser of 101 percent or 100 percent plus inflation.

D. Pursuant to RCW 84.55.0101, upon a finding of substantial need, the City Council may provide for the use of a limit factor of 101 percent or less. The ordinance setting forth the finding of substantial need and setting the limit factor of 101 percent or less must be passed by a majority of the council members, plus one.

E. The City Council finds that in order to protect the public health, safety, and welfare, to protect the City's future property tax levy capacity, to adequately serve the citizens of Kent by maintaining an appropriate level of service throughout the City, to appropriately discharge the City's expected expenses and obligations, and to best serve the citizens of Kent through a continued commitment to capital improvements throughout the City, a substantial need exists to increase its tax levy over last year.

NOW THEREFORE, THE CITY COUNCIL OF THE CITY OF KENT, WASHINGTON, DOES HEREBY ORDAIN AS FOLLOWS:

### **ORDINANCE**

**SECTION 1.** - *Recitals Incorporated.* The foregoing recitals are incorporated into this ordinance.



**SECTION 2.** - *Finding of Substantial Need.* The Kent City Council finds that a substantial need exists under RCW 84.55.0101, and therefore authorizes the use of a limit factor of 101 percent for the property tax levied in 2010 for collection in 2011.

**SECTION 3.** - *Property Tax Levy Authorized.* In addition to the increase resulting from new construction and improvements to property, from annexations, from any increase in the value of state-assessed property, and from the refund fund levy, the property tax levied in 2010 for collection in 2011 is authorized at the previous year's property tax levy, plus a one (1) percent increase, representing an increase of \$ 158,909.

**SECTION 4.** - *Severability.* If any one or more sections, subsections, or sentences of this ordinance are held to be unconstitutional or invalid, such decision shall not affect the validity of the remaining portion of this ordinance and the same shall remain in full force and effect.

**SECTION 5.** - *Corrections by City Clerk or Code Reviser.* Upon approval of the City Attorney, the City Clerk and the code reviser are authorized to make necessary corrections to this ordinance, including the correction of clerical errors; references to other local, state or federal laws, codes, rules, or regulations; or ordinance numbering and section/subsection numbering.

**SECTION 6.** - *Effective Date.* This ordinance shall take effect and be in force five (5) days from and after its passage, approval, and publication as provided by law.

  
SUZETTE COOKE, MAYOR

ATTEST:

  
BRENDA JACOB, CITY CLERK

APPROVED AS TO FORM:

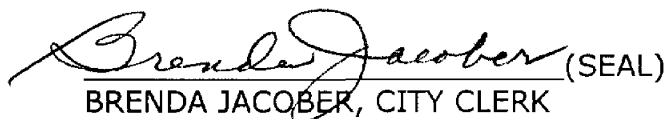
  
TOM BRUBAKER, CITY ATTORNEY

PASSED: 14 day of December, 2010.

APPROVED: 14 day of December, 2010.

PUBLISHED: 17 day of December, 2010.

I hereby certify that this is a true copy of Ordinance No. 3983  
passed by the City Council of the City of Kent, Washington, and approved  
by the Mayor of the City of Kent as hereon indicated.

 (SEAL)  
BRENDA JACOB, CITY CLERK

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# Ordinance No. 3982

(Amending or Repealing Ordinances)

CFN=104 – Finance

Passed – 12/14/2010

Property Tax Levied (1%) 2011 Budget

**ORDINANCE NO. 3982**

**AN ORDINANCE** of the City Council of the City of Kent, Washington, levying 2010 property taxes for the 2011 budget for the City of Kent.

**RECITALS**

A. Pursuant to RCW 84.55.120 and after providing all appropriate notice, the City Council held a public hearing on November 2, 2010, to consider the City of Kent's proposed operating and capital budget for the 2011 calendar year, to address the City's property tax levy to be imposed in 2010 for collection in 2011, and to review revenues and limit factors, as well as the proposed 2011 budget.

B. In accordance with RCW 84.55.120, any increase in property tax revenue other than that resulting from the addition of new construction and improvements to property, annexations, and any increase in the value of state-assessed property and the refund fund levy, requires the adoption of a separate ordinance from the tax levy ordinance specifically authorizing the increase in terms of both dollars and percentage.

C. By separate ordinance, the City Council has found that a substantial need exists to justify the use of a limit factor of 101 percent, which establishes a one (1) percent increase in property tax revenue to be levied in 2010 and collected in year 2011.

1 **Property Tax Levied (1%)  
2011 Budget**

D. Pursuant to RCW 84.52.010 and WAC 458-12-365, taxes shall be levied in specific dollar amounts.

NOW THEREFORE, THE CITY COUNCIL OF THE CITY OF KENT, WASHINGTON, DOES HEREBY ORDAIN AS FOLLOWS:

**ORDINANCE**

**SECTION 1.** - *Recitals Incorporated.* The foregoing recitals are incorporated into this ordinance.

**SECTION 2.** - *Property Tax Levied.* There is hereby levied against the assessed value of the property in the City of Kent, Washington, a tax for the City's 2011 budget in the following amount for the following fund:

For the General Fund, for the purpose of paying the general expenses of municipal government:

<u>Fund</u>	<u>(estimated)</u>	<u>Dollar Amount</u>
General Fund	\$1.4777	\$19,386,873

**SECTION 3.** - *Limitation on Levy.* The application of the General Fund levy shall be consistent with and shall not result in a tax revenue in excess of the limitation imposed by RCWs 84.55.010 and 84.55.0101.

**SECTION 4.** - *Adjustments.* City administration shall administer the Annual Budget and in doing so may authorize adjustments pursuant to RCW 35A.33.120.

**SECTION 5.** - *Severability.* If any one or more sections, subsections, or sentences of this ordinance are held to be unconstitutional or invalid, such decision shall not affect the validity of the remaining portion of this ordinance and the same shall remain in full force and effect.

**SECTION 6.** - *Corrections by City Clerk or Code Reviser.* Upon approval of the City Attorney, the City Clerk and the code reviser are authorized to make necessary corrections to this ordinance, including the correction of clerical errors; references to other local, state or federal laws, codes, rules, or regulations; or ordinance numbering and section/subsection numbering.

**SECTION 7.** - *Effective Date.* This ordinance shall take effect and be in force five (5) days from and after its passage, approval, and publication as provided by law.

  
SUZETTE COOKE, MAYOR

ATTEST:

  
BRENDA JACOBES, CITY CLERK

APPROVED AS TO FORM:

  
TOM BRUBAKER, CITY ATTORNEY

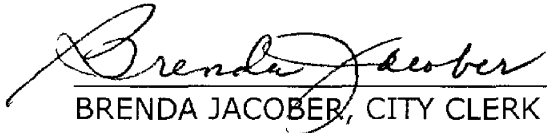
PASSED: 14 day of December, 2010.

APPROVED: 14 day of December, 2010.

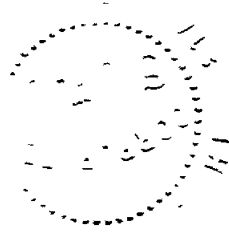
PUBLISHED: 17 day of December, 2010.

3 **Property Tax Levied (1%)  
2011 Budget**

I hereby certify that this is a true copy of Ordinance No. 3982  
passed by the City Council of the City of Kent, Washington, and approved  
by the Mayor of the City of Kent as hereon indicated.

 (SEAL)  
BREND A JACOB ER, CITY CLERK

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4 **Property Tax Levied (1%)  
2011 Budget**

# Ordinance No. 3984

(Amending or Repealing Ordinances)

CFN=186 - Budget  
Passed - 12/14/2010  
2011 Budget Adoption



**ORDINANCE NO. 3984**

**AN ORDINANCE** of the City Council of the City of Kent, Washington, relating to budgets and finance and adopting the final 2011 fiscal year budget.

**RECITALS**

A. The tax estimates and preliminary budget for the City of Kent, Washington, for the 2011 fiscal year have been prepared and filed as provided by law, and the budget has been printed and distributed.

B. Notice has been published in the official paper of the City of Kent setting the time and place for hearing and that notice stated that all taxpayers calling at the Office of the City Clerk would be furnished a copy of the 2011 budget.

NOW THEREFORE, THE CITY COUNCIL OF THE CITY OF KENT, WASHINGTON, DOES HEREBY ORDAIN AS FOLLOWS:

**ORDINANCE**

**SECTION 1.** - *Budget Adoption.* Pursuant to RCW 35A.33.075, the budget for the 2011 fiscal year, as summarized in Exhibit "A" and as set forth in the 2011 Preliminary Comprehensive Budget, which is amended by Exhibit "B," all of which are incorporated into this ordinance by this reference, is hereby adopted in the amounts and for the purposes established in that budget as the final budget for the City's 2011 fiscal year.

**SECTION 2.** - Transmittal. The finance director shall transmit a complete copy of the final adopted budget to the Division of Municipal Corporations in the Office of the State Auditor and to the Association of Washington Cities.

**SECTION 3.** - Adjustments. City administration shall administer the Annual Budget and in doing so may authorize adjustments pursuant to RCW 35A.33.120.

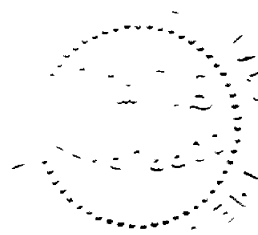
**SECTION 4.** - Severability. If any one or more sections, subsections, or sentences of this ordinance are held to be unconstitutional or invalid, such decision shall not affect the validity of the remaining portion of this ordinance and the same shall remain in full force and effect.

**SECTION 5.** - Effective Date. This ordinance shall take effect and be in force five (5) days from and after the date of passage and publication as provided by law.

  
SUZETTE COOKE, MAYOR

ATTEST:

  
BRENDA JACOBER, CITY CLERK



APPROVED AS TO FORM:

  
TOM BRUBAKER, CITY ATTORNEY

PASSED: 14 day of December, 2010.

APPROVED: 14 day of December, 2010.

PUBLISHED: 17 day of December, 2010.

I hereby certify that this is a true copy of Ordinance No.     

3984

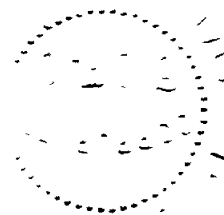
passed by the City Council of the City of Kent, Washington, and approved by the Mayor of the City of Kent as hereon indicated.

(SEAL)



BRENDA JACOBBER, CITY CLERK

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## 2011 Budget Combined Operating Statement

	Revenues	Expenditures	Inc (Dec) in Fund Balance	Beginning Fund Balance	Ending Fund Balance
<b>GOVERNMENTAL FUNDS</b>					
<b>GENERAL FUND</b>					
Excluding Annexation	61,586,454	62,219,629	(633,175)	6,333,842	5,700,667
Annexation	12,722,747	12,827,491	(104,744)	177,971	73,227
<b>SPECIAL REVENUE FUNDS</b>					
Street	5,170,421	4,793,227	377,194	(2,028,845)	(1,651,651)
LEOFF 1 Retiree Benefits	1,035,077	970,169	64,908	654,314	719,222
Lodging Tax Fund	161,100	158,500	2,600	7,222	9,822
Youth/Teen Programs	897,904	908,206	(10,302)	73,583	63,281
Capital Improvement	13,301,729	9,163,696	4,138,033	(8,211,295)	(4,073,262)
Criminal Justice	2,839,625	3,552,637	(713,012)	(213,546)	(926,558)
Environmental Mitigation	404,207	283,261	120,946	(114,003)	6,943
Community Block Grant	848,557	848,557			
Other Operating Projects	1,153,831	1,114,831	39,000	237,250	276,250
Kent Events Center Operating Fund	1,000,000	1,000,000		(1,275,923)	(1,275,923)
<b>DEBT SERVICE FUNDS</b>					
Voted					
LTGO Debt	9,039,938	9,039,938			
Special Assessment	3,988,894	4,077,837	(88,943)	965,296	876,353
<b>CAPITAL PROJECTS FUNDS</b>					
Street Projects	2,000,000	2,000,000			
Parks Projects	600,000	600,000			
Other Capital Projects					
Technology Projects	1,334,000	1,334,000			
Facilities Projects					
<b>PROPRIETARY FUNDS</b>					
<b>ENTERPRISE FUNDS</b>					
Water	22,544,643	22,320,036	224,607	163,709	388,316
Sewerage	44,028,149	51,690,814	(7,662,665)	7,682,139	19,474
Golf Complex	3,222,234	2,897,295	324,939	(1,907,267)	(1,582,328)
<b>INTERNAL SERVICE FUNDS</b>					
Equipment Rental	3,746,209	3,937,322	(191,113)	2,843,743	2,652,630
Central Services	5,095,327	5,082,083	13,244	62,031	75,275
Facilities Fund	5,301,596	5,047,608	253,988	7,393	261,381
Insurance	18,635,330	17,911,894	723,436	2,555,100	3,278,536
<b>TOTAL GROSS BUDGET</b>	<b>220,657,972</b>	<b>223,779,031</b>	<b>(3,121,059)</b>	<b>8,012,714</b>	<b>4,891,655</b>
<b>LESS</b>					
Internal Service Funds	26,965,190	26,965,190			
Intrafund Transfers	17,077,937	17,077,937			
Other Transfers	20,468,182	20,468,182			
<b>TOTAL BUDGET</b>	<b>156,146,663</b>	<b>159,267,722</b>	<b>(3,121,059)</b>	<b>8,012,714</b>	<b>4,891,655</b>

**CITY OF KENT, WASHINGTON**  
**2011 Budget Ordinance**  
**Exhibit B**

	Revenues	Expenditures	Inc (Dec) in Fund Balance	Beginning Fund Balance	Ending Fund Balance
<b>GOVERNMENTAL FUNDS</b>					
<b>GENERAL FUND</b>					
Excluding Annexation	61,673,152	62,131,911	(458,759)	6,333,842	5,875,083
Remove One-Time Pool Cover Credit		62,743			
Parks Baseline Adjustments	(86,698)	(86,698)			
Remove Council Computer Equip		(2,520)			
Add Econ & Comm Dev Intern		22,199			
Add Parks Temp Part Time Salaries		91,994			
Total Excluding Annexation	61,586,454	62,219,629	(633,175)	6,333,842	5,700,667
Annexation	12,722,747	12,809,747	(87,000)	177,971	90,971
Remove Fire Budget		(32,256)			
Add Youth/Teen Scholarship Fund		50,000			
Total Annexation	12,722,747	12,827,491	(104,744)	177,971	73,227
<b>SPECIAL REVENUE FUNDS</b>					
Street	5,170,421	4,793,227	377,194	(2,028,845)	(1,651,651)
Public Safety Retiree Health	1,035,077	970,169	64,908	654,314	719,222
Lodging Tax Fund	161,100	158,500	2,600	7,222	9,822
Youth/Teen Programs	897,904	908,206	(10,302)	73,583	63,281
Capital Improvement Fund	13,301,729	9,138,696	4,163,033	(8,211,295)	(4,048,262)
Neighborhood Grant Matching		25,000			
Total Capital Improvement Fund	13,301,729	9,163,696	4,138,033	(8,211,295)	(4,073,262)
Criminal Justice	2,839,625	3,552,637	(713,012)	(213,546)	(926,558)
Environmental Mitigation	404,207	283,261	120,946	(114,003)	6,943
Community Block Grant	848,557	848,557			
Other Operating Projects	1,153,831	1,114,831	39,000	237,250	276,250
ShoWare Operating Fund	700,000	700,000		(1,275,923)	(1,275,923)
ShoWare Lifecycle Project	300,000	300,000			
Total ShoWare Operating Fund	1,000,000	1,000,000		(1,275,923)	(1,275,923)
<b>DEBT SERVICE FUNDS</b>					
Voted					
LTGO Bonds	9,039,938	9,039,938			
Special Assessment	3,988,894	4,077,837	(88,943)	965,296	876,353
<b>CAPITAL PROJECTS FUNDS</b>					
Street Projects	800,000	800,000			
Increase Asphalt Overlays	700,000	700,000			
Railroad Quiet Zone	500,000	500,000			
Total Street Projects	2,000,000	2,000,000			
Parks Projects	890,000	890,000			
Paths & Trails	10,000	10,000			
Move Project to Showare Operating Fund	(300,000)	(300,000)			
Total Parks Projects	600,000	600,000			

**CITY OF KENT, WASHINGTON**  
**2011 Budget Ordinance**  
**Exhibit B**

	Revenues	Expenditures	Inc (Dec) in Fund Balance	Beginning Fund Balance	Ending Fund Balance
Other Capital Projects	195,000	195,000			
Move Project to Technology Projects	(195,000)	(195,000)			
Total Other Capital Projects					
Technology Projects	1,139,000	1,139,000			
Public Safety MDC Replacements	195,000	195,000			
Total Technology Projects	1,334,000	1,334,000			
Facilities Projects	325,000	325,000			
Move Projects to Facilities Fund	(325,000)	(325,000)			
Total Facilities Projects					
<b>PROPRIETARY FUNDS</b>					
<b>ENTERPRISE FUNDS</b>					
Water	22,544,643	22,320,036	224,607	163,709	388,316
Sewerage	43,107,055	51,690,814	(8,583,759)	7,682,139	(901,620)
Add annexation drainage revenue	921,094				
Total Sewerage Fund	44,028,149	51,690,814	(7,662,665)	7,682,139	19,474
Golf Complex	3,222,234	2,897,295	324,939	(1,907,267)	(1,582,328)
<b>INTERNAL SERVICE FUNDS</b>					
Equipment Rental	3,746,209	3,937,322	(191,113)	2,843,743	2,652,630
Central Services	5,095,327	5,082,083	13,244	62,031	75,275
Facilities Fund	4,976,596	4,983,419	(6,823)	7,393	570
Expenditure Reductions Due to RFA		(260,811)			
HVAC / Kent Pool Repair Projects	325,000	325,000			
Total Facility Fund	5,301,596	5,047,608	253,988	7,393	261,381
Insurance	18,635,330	17,911,894	723,436	2,555,100	3,278,536
<b>TOTAL GROSS BUDGET</b>	<b>220,657,972</b>	<b>223,779,031</b>	<b>(3,121,059)</b>	<b>8,012,714</b>	<b>4,891,655</b>
<b>LESS</b>					
Internal Service Funds	26,965,190	26,965,190			
Intrafund Transfers	17,077,937	17,077,937			
Other Transfers	20,468,182	20,468,182			
<b>TOTAL BUDGET</b>	<b>156,146,663</b>	<b>159,267,722</b>	<b>(3,121,059)</b>	<b>8,012,714</b>	<b>4,891,655</b>

## ***GLOSSARY OF BUDGET RELATED TERMS***

<b>Accrual Basis of Accounting</b>	A method of accounting that matches revenues and expenses with the period to which they relate, rather than focusing on actual cash flows. In this method, for example, an asset is depreciated as it is "used up", and the expense is recognized in periodic increments, rather than assuming the asset holds its value until it is actually disposed of.
<b>Adjusted Budget</b>	The budget as revised through supplemental appropriations approved by Council during the year and included in the annual budget amendment ordinance.
<b>AFSCME</b>	American Federation of State, County and Municipal Employees
<b>ADA</b>	Americans with Disabilities Act
<b>Assessed Valuation</b>	The taxable portion of fair market value of both real and personal property as determined by the King County Assessors Office.
<b>BARS</b>	The State of Washington Budget, Accounting and Reporting System required for all governmental entities in the state of Washington.
<b>Benefits</b>	City paid benefits provided for employees such as social security, retirement, worker's compensation, life insurance, medical insurance, and management benefits.
<b>Bond Refinancing</b>	The payoff and re-issuance of bonds to obtain better interest rates and/or bond conditions.
<b>Budget</b>	The financial plan for the operation of a program or organization for the year or for the project through completion. Legal authority and requirements are found in Revised Code of Washington (RCW 35A.33).
<b>Capital Expenditures</b>	Funds spent for the acquisition of a long-term asset.
<b>Capital Facility Plan</b>	The portion of the Capital Improvement Plan that relates to the city facilities and infrastructure that are planned for under the growth management act and are included in the City of Kent Comprehensive Plan. The plan includes estimated project costs, sources of funding and timing of work over a six-year period. For financial planning, the capital facility plan is presented as a plan of work and proposed expenditures, and is the basis for annual appropriation requests and bond issues.
<b>Capital Improvement Budget</b>	The capital projects approved and funded in the first year of the adopted Capital Improvement Program.
<b>Capital Improvement Program (CIP)</b>	The plan of all capital projects, including those that do not qualify as "facilities" for the Capital Facility Plan, such as large pieces of equipment or vehicles.

## ***GLOSSARY OF BUDGET RELATED TERMS***

<b>Capital Outlay</b>	Fixed assets which have a value of \$5,000 or more and have a useful economic lifetime of more than three years or assets of any value, if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.
<b>Capital Project</b>	The largely one-time cost for acquisition, construction, improvement, replacement, or renovation of land, structures and improvements thereon. The cost must usually be \$25,000 or more in order to be considered a capital project; amounts under \$25,000 are considered in the operating budget. In addition, equipment is considered a capital project if it is \$25,000 or more in cost.
<b>Capital Reserve</b>	An account used to segregate a portion of the government's equity to be used for future capital program expenditures.
<b>Charges for Services</b>	A revenue category which includes a charge for a specific service. These primarily include park recreation fees, plan check fees, court cost and prisoner work release fees and other miscellaneous fees.
<b>Comprehensive Budget</b>	The comprehensive budget combines both the annual financial plan for the operation of government and the annual portion of the Capital Improvement Budget. Excluded from the operating budget are carry-over capital projects which have been previously approved.
<b>Cost Allocation</b>	Assignment of cost charges from one department that reimburse another department for services received. Some examples are Attorney services, Finance services and Human Resource services.
<b>CPI</b>	Consumer Price Index. A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living.
<b>Debt Service</b>	The annual payment of principal and interest on the City's bonded indebtedness. Bonds are issued to finance the construction of capital projects such as public buildings, parks, roads, storm sewers and water system improvements.
<b>Depreciation</b>	The loss of asset value over time and usage, recorded as an expense under the full accrual method of accounting.
<b>Designated Fund Balance</b>	Fund balance that is not legally restricted to a specific use, but is nonetheless planned to be used for a particular purpose. For example, the General Fund has a fund balance that is designated for contingency. There is no legal restriction on the use of this fund balance, but it is budgeted to provide financial stability.
<b>EAP</b>	Employee Assistance Program
<b>Enterprise Fund</b>	A fund used to account for operations that are financed and operated in a manner similar to private business enterprise where the



## ***GLOSSARY OF BUDGET RELATED TERMS***

	measurement focus is on the cost of providing a service, such as water on a continual basis. Costs are recovered through user charges.
<b>Estimated Actual</b>	An estimate of the year end balance of a revenue or expenditure account.
<b>Expenditure</b>	The payment of cash or the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.
<b>Expense</b>	Charges incurred (whether paid immediately or deferred) for proprietary fund operations, maintenance, interest or other charges.
<b>Fees</b>	A general term used for any charge for services levied by government associated with providing a service, permitting an activity, or imposing a penalty. Major types of fees include business and non-business licenses and user charges.
<b>Fines and Forfeitures</b>	A revenue category which primarily includes court, police, traffic and parking fines and forfeitures of property.
<b>Fund</b>	A self-balancing set of accounts with revenues and expenses that are segregated for the purpose of carrying out a specific purpose or activity.
<b>Fund Balance</b>	Working capital, or the net current assets less short term liabilities.
<b>GAAFR</b>	"Governmental Accounting, Auditing and Financial Reporting." The "blue book" published by the Municipal Finance Officers Association (now the Government Finance Officers Association) to provide detailed guidance for the application of accounting principals for governments.
<b>GAAP</b>	Generally Accepted Accounting Principles are standards used for accounting and reporting by both private industry and governments.
<b>GASB</b>	Government Accounting Standards Board established in 1985 to regulate the rules and standards for all governmental units.
<b>General Fund</b>	The General Fund is used to account for all of the City's resources except for those resources which are accounted for in a special purpose fund.
<b>General Obligation Bonds</b>	Bonds for which the full faith and credit of the insuring government are pledged for payment.
<b>GIS</b>	Geographical Information System
<b>IBNR</b>	Medical expenses <i>Incurred But Not Reported</i> by the claimants to the insurance company.

## ***GLOSSARY OF BUDGET RELATED TERMS***

<b>Intergovernmental Revenue</b>	Revenue from other governments, primarily from Fire District 37, Federal, State and County grants and the Emergency Medical levy. State shared revenue from liquor profits and tax are also forms of intergovernmental revenue.
<b>LEOFF</b>	Law Enforcement Officers and Firefighters Retirement System provided in the State of Washington.
<b>Licenses and Permits</b>	Revenue category that includes building permits, business and amusement licenses and any other miscellaneous licenses or permits.
<b>LID</b>	Local Improvement District or Special Assessments made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.
<b>LTGO Bonds</b>	<i>Limited Tax General Obligation</i> bonds refer to bonds issued with the approval of the Council, as opposed to voted bonds which must be approved by vote of the public. LTGO bonds must not exceed 1.5 percent of the assessed valuation. The total of LTGO and voted bonds must not exceed 2.5 percent of assessed valuation per State R.C.W.
<b>Miscellaneous Revenue</b>	A revenue category that basically includes leases and rentals of the various city facilities, Senior Center donations plus other revenue such as pay phone revenue.
<b>Modified Accrual</b>	A basis of accounting in which revenues are recognized when available and measurable and expenditures are recorded in the period the liabilities are incurred.
<b>MSDS</b>	Material Safety Data Sheet
<b>Net Budget</b>	The net budget eliminates double counting of the budget by excluding fund transfers and internal service charges such as interfund equipment rental and insurance charges. The net budget represents the true level of spending in the budget.
<b>Object of Expenditure</b>	Expenditure classifications based upon the types or categories of goods and services purchased. Typical objects of expenditure include salaries and wages, benefits, supplies, contracted services and capital outlay.
<b>Operating Budget</b>	An operations plan, expressed in financial terms, whereby an operating program is funded for a single year. Per state law, operating budgets lapse at year-end.

## ***GLOSSARY OF BUDGET RELATED TERMS***

<b>Operating Expense</b>	Those costs including expenditures for salaries and wages, benefits, supplies, services and charges which are necessary to support the primary services of the organization. For example, telephones, printing and motor pool charges, and office supplies are operating expenses.
<b>Organization</b>	A major organizational unit usually responsible for carrying out a major component of department or program responsibilities.
<b>PERS</b>	Public Employees Retirement System provided for employees other than Police and Fire by the State of Washington.
<b>Preliminary Actual</b>	The balance of revenue or expenditure accounts at year-end, but before the final closing of the City's books. This will usually be close to the final actual amounts, but may not include all accruals or other adjustments.
<b>Preliminary Budget</b>	The Mayor's recommended budget submitted to the City Council and the public for approval in October of each year.
<b>Reserved Fund Balance</b>	Those portions of fund balance that are not appropriable for expenditure or that are legally segregated for a specific future use.
<b>Reserves (Fund)</b>	The unencumbered year-end balance of revenue less expenditures in governmental funds.
<b>Restricted Fund Balance</b>	The portion of working capital that is not available for general expenditure. The balance is maintained for a specific designated use.
<b>Revenue</b>	Income received by the City in support of its program of services to the community. It includes such items as property taxes, fees, user charges, grants, fines, interest income and other miscellaneous revenue.
<b>Revenue Bonds</b>	Bond issued pledging future revenues, usually water, sewer, or drainage charges to cover debt payments in addition to operating costs.
<b>RFP</b>	Request for Proposal
<b>Salaries and Wages</b>	A majority of City employees are paid a monthly salary based on an annual standard work year consisting of 2,080 hours. Some types of positions are paid hourly wages based on the prevailing wage scale.
<b>Standard Work Year</b>	2,080 hours or 260 days is the equivalent of one work year.
<b>Supplemental Appropriation</b>	An appropriation approved by the Council after the initial budget appropriation. Supplemental appropriations are approved by Council during the year and an annual budget amendment ordinance is approved in December of each year.

## ***GLOSSARY OF BUDGET RELATED TERMS***

<b>Unreserved Fund Balance</b>	The difference between fund assets and fund liabilities of governmental or similar trust funds that is available for general expenditures.
<b>User Charges</b>	The amount the government receives for the provision of services and commodities, or the performance of specific services benefiting the entity charged. User charges tend to be voluntary in nature, in contrast to mandatory property and income taxes. Citizens only pay user charges when a specific service is received.
<b>WCIA</b>	Washington Cities Insurance Authority
<b>Working Capital</b>	The year-end balance of current assets less current liabilities in the Enterprise and Internal Service Funds. The unencumbered balance at year-end is available for appropriation in the next year's budget.

**PRINCIPAL TAXPAYERS AND EMPLOYERS  
2011**

<b>PRINCIPAL TAXPAYERS</b>	<b>Nature of Business</b>		<b>2010 Assessed Valuation(1)</b>	<b>Percent of Total</b>
Boeing Company	Aerospace & computer research	\$	419,452,044	3.3%
Puget Sound Energy	Electric and gas utility		128,691,254	1.0%
AMB Property	Holding company		126,862,700	1.0%
Calstrs (formerly McElroy George)			105,623,800	0.8%
Segale Properties (formerly La Terra Ltd Partnership)	Property Management		82,282,500	0.6%
Red Mortgage Capital, Inc.			58,579,000	0.5%
Starbucks	Specialty Coffee Retailer		46,784,964	0.4%
Qwest Corporation	Local telephone service		43,381,194	0.3%
CSHV Kent North (formerly Ellis CB Richard)			42,988,700	0.3%
Fred Meyer	Retail Sales		38,976,182	0.3%
Subtotal			1,093,622,338	8.5%
All others			11,665,129,080	91.5%
<b>TOTAL</b>		<b>\$</b>	<b>12,758,751,418</b>	<b>100.0%</b>

<b>PRINCIPAL EMPLOYERS</b>	<b>Nature of Business</b>	<b>Employees(2)</b>
Boeing Employees Credit Union	Aerospace & computer research	4,000
Kent Public Schools	Public education	3,300
City of Kent	Municipality	832
REI Inc.	Recreational clothing and equipment	709
Mikron Industries	Plastic molding manufacturer	675
King County Regional Justice Center	Court and corrections facility	630
Sysco	Wholesale food products distributor	510
Oberto Sausage Co.	Meat sales & food processing	464
Alaska Airlines	Reservations, sales & human resources offices	459
Food Services of America	Wholesale food products distributor	361
Armstrong In-Home Care	Home health care	361
Hexcel Corporation	Aerospace components	358
Starbucks	Specialty Coffee Retailer	350
Exotic Metals Forming Co	Aircraft parts manufacturer	341
Patient Accounting Service Center	Process medical accounts	338
Dreyer's Grand Ice Cream	Ice cream manufacturer	300
Flow International Corp.	Scientific research & water jet	290
Office Max	Office supply distributor	245
Manheim Remarketing Inc	Wholesale new and used motor vehicles	245
The Office Depot #1078	Retail sales	235
Veolia Transportation Services Inc	Private sector transportation	233
Ralcorp Frozen Bakery Products, Inc	Frozen bakery products	225
Cenveo Corporation	Printing	213
Fine Line Acquisition	Holding Company	211

(1) Source: King County Assessor's Office.

(2) Source: City of Kent Business License System (2010 data)

## GENERAL INFORMATION FACT SHEET

	CITY POPULATION	TOTAL ASSESSED VALUATION	VALUE OF NEW CONSTRUCTION	NET BUDGET	GENERAL FUND BUDGET	GENERAL FUND NEW POSITIONS
1995	44260	4,128,403,430	85,023,640	81,514,188	37,114,130	6.20
1996	60,380	4,842,360,082	158,420,396	88,467,576	41,618,451	36.70
1997	70,110	5,073,523,220	120,521,651	91,233,825	43,945,090	27.70
1998	71,610	5,867,681,774	146,646,456	100,891,369	50,765,191	29.90
1999	73,060	6,468,731,941	238,851,817	124,627,344	54,117,802	45.80
2000	73,140	7,130,886,435	144,343,154	120,367,025	56,950,156	(2.50)
2001	82,782	7,582,349,300	203,344,642	123,310,002	61,964,773	10.20
2002	84,275	8,175,782,374	200,734,998	135,698,026	64,678,862	0.20
2003	84,210	8,453,034,167	115,903,575	120,354,862	63,260,617	(17.60)
2004	84,560	8,798,031,223	123,609,116	118,606,555	62,793,185	(4.50)
2005	84,920	9,347,791,425	117,504,375	130,450,605	68,515,077	0.50
2006	85,650	10,224,528,958	310,990,742	139,355,708	71,344,965	0.50
2007	86,660	11,516,613,699	263,982,577	152,368,585	80,036,857	24.60
2008	86,980	12,758,751,418	203,704,253	156,141,979	83,608,334	7.54
2009	88,380	11,725,006,664	97,929,549	166,705,051	86,868,831	(49.94)
2010 *	114,218	13,070,047,120	66,801,765	158,308,376	80,019,370	*** (135.33)
2011 **	117,869			159,267,722	75,047,120	17.00

\* Includes Panther Lake Annexation

\*\* Estimates

\*\*\* Includes 166 Fire personnel transferred to the Regional Fire Authority (RFA)

## SELECTED MUNICIPAL FACILITIES AND SERVICES

### PUBLIC SAFETY SERVICES

#### Police Services:

146 Commissioned Police  
56,275 Non-Commissioned Police  
27.5 Corrections Personnel

#### Fire/Emergency Medical Services:

0 Uniformed Personnel (employed by RFA)  
0 Nonuniformed Personnel (employed by RFA)  
7 Fire Stations

### PUBLIC WORKS SERVICES

#### Water System:

280 Miles of Water Mains  
14,147 Water Customers  
6.5 Million Gallons per Day

#### Sewerage System:

209 Miles - Sanitary Sewer Main  
248 Miles - Storm Sewer System  
15,609 Sanitary Sewer Customers

#### Transportation System:

725 Lane Miles of Streets  
6,573 Street Lights

### ADDITIONAL GENERAL SERVICES

4,183 Business Licenses Issued  
29 Square Miles of the City  
1,004 Building Permits Issued

### LEISURE SERVICES

#### Statistics

1434 Acres of Park land  
83 Parks  
23 Miles of Trails

#### Major Facilities

City Golf Complex (18 Hole, Par 72)  
Par 3 Exec 9 hole  
Driving Range 32 stalls  
Miniature Golf 18 Holes  
Pro Shop; Restaurant  
Kent Commons Multipurpose Ctr  
Kent Parks Senior Center  
Kent Valley Ice Centre  
Senior Activity Center

#### Participation

Cultural/Art Performances (50-60/yr)  
Athletic Teams (710)  
Annual Events (137,400 attendees)\*\*  
21 Ball Fields, 15 Tennis Courts

#### Large Parks

Campus Park  
Clark Lake Park  
Lake Fenwick Park  
Lake Meridian Park  
Mill Creek Earthworks Park  
Morrill Meadows Parks  
Russell Road Park  
Service Club Ballfields  
West Fenwick Park

\*\* Includes 4th of July Splash, Arts & Cultural activities at Cornucopia Days, Kents Parks Halloween Party, Christmas Rush Fun Run, Holiday Bazaar, Kent Kids' Arts Day, Kent Student Art Exhibits, Summer Concert Series and Spotlight Series.