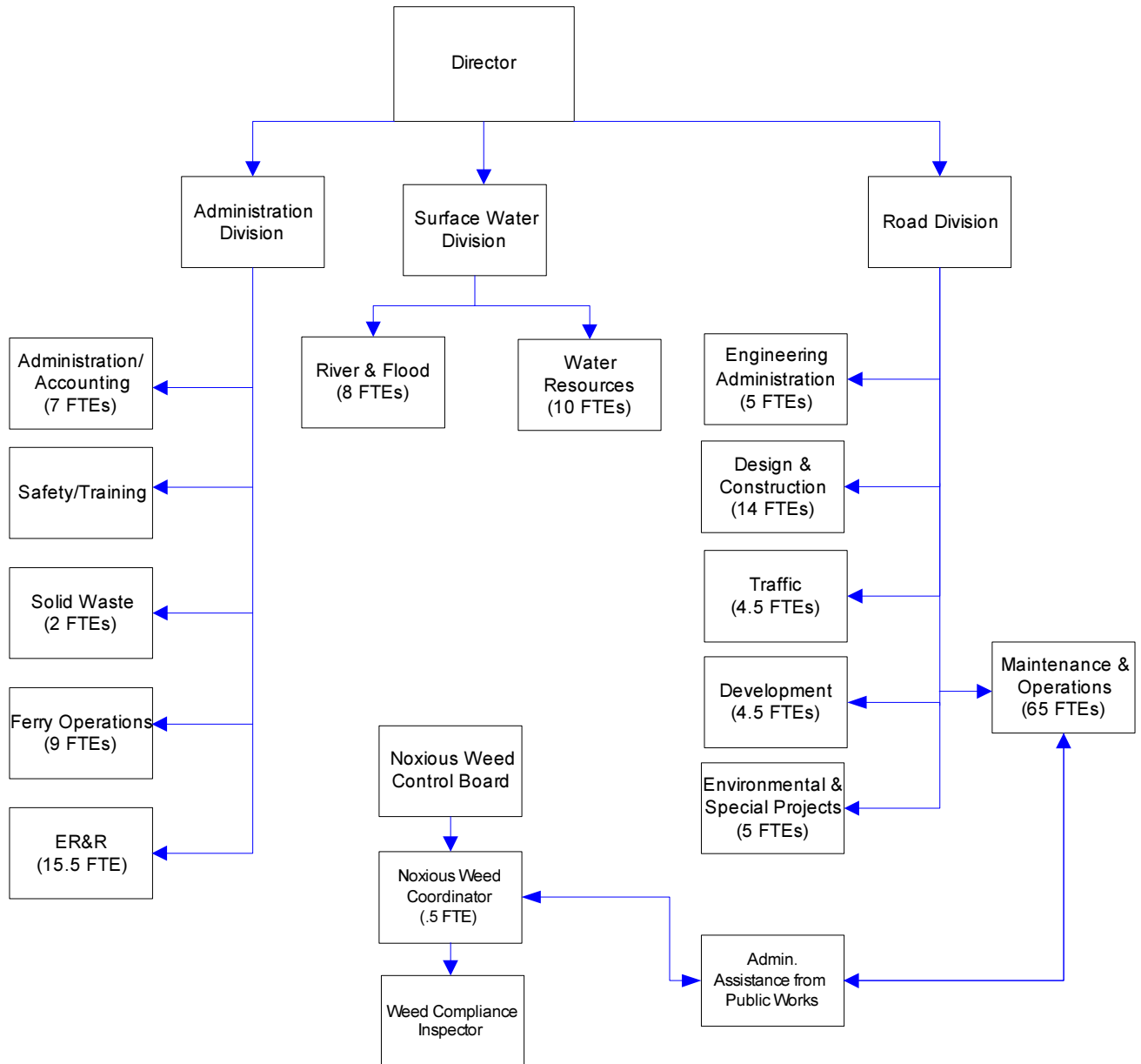


Public Works Department



Mission & Objectives

Mission

Admin/Accounting/Safety & Training

Support and serve divisions and staff of the Public Works Department to ensure Public Works services carry out the long term intentions of the County Executive and the County Council.

Provide timely and accurate financial information to Public Works Department managers, County Council, County Executive, other county departments, other governmental agencies and the general public.

Supply essential support services such as payroll, accounts payable, accounts receivable and grants management to Public Works divisions. Ensure regulatory compliance with all occupational and health standards throughout the various divisions and individual workgroups within Public Works, and track possible changes to work place safety practices.

Present and document mandatory occupational safety training, and facilitate the development of employee training programs through internal and external training opportunities.

Engineering

Provide accurate information related to roads, surveys, subdivisions and drainage in an efficient, courteous and professional manner. Design and administer the construction of roads and bridges in an efficient and cost effective manner in accordance with all governing regulations, enhance the safety of the public utilizing county roads and ensure that citizens of Whatcom County receive maximum return on their tax dollars by securing state and federal funding. Improve safety of county roads through thorough accident investigation and operation studies.

Provide vital data for prioritization of county road maintenance and construction through the implementation and maintenance of a pavement management system and ensure the adequacy of infrastructure and drainage related to development activity in Whatcom County.

Equipment Services

Provide a professional and competitive equipment maintenance and replacement program to support the work and ensure the safety of county employees utilizing these services. Furnish professional and competitive procurement services to the Public Works Department.

Ferry & Docks

Transport vehicles and passengers between Lummi Island and Gooseberry Point in a safe, efficient, reliable and convenient manner 365 days a year. Provide prompt emergency response for ferry service.

Flood Control Zone District

Plan and implement an effective, ongoing, economical and environmentally responsible countywide flood hazard management program.

Maintenance & Operations

Maintain the Whatcom County road system in a cost effective, environmentally conscious manner using current technology to provide safe, efficient, and enjoyable travel for the public. Provide outstanding customer service by utilizing a highly trained, service-oriented staff.

Noxious Weed

Promote responsible land stewardship with regard to the degrading impacts caused by exotic pest plants. Provide current information related to management methods, prevention, and

Mission & Objectives continued

distribution of plant species in Whatcom County. Respond to citizen complaints and gain cooperation from landowners while addressing mandated duties.

Solid Waste

Facilitate an economically efficient waste prevention, recycling and disposal system that protects human health and the environment for the citizens of Whatcom County. Develop, monitor and enforce various federal, state and local government plans, laws, regulations and grants.

Water Resources

Provide an effective water management structure that performs comprehensive planning and provides coordination of local, state, federal and tribal efforts that support diverse needs and users and promotes efficient use of available resources. Provide technical water resource services so that county water resource stakeholders can make informed decisions.

Objectives

Administration/Accounting

- Implement the alternatives identified during late 2002 for defining the purpose, financing, and organizational structure necessary to address implementation of the WRIA #1 plan, ESA related programs, and stormwater management (NPDES Phase II) requirements.
- Implement increased administrative activities required under GASB 34 and state legislative transportation related reporting expectations.

Safety and Training

- Conduct all required county, state and federally related employee training as it relates to safety in the workplace.
- Complete the four employee two-track Endangered Species Act training for all identified employees within Maintenance and Operations, Engineering and Water Resources, and complete the two-track Train the Trainer program.
- Fully support the development and integration of a Maintenance Management Systems tool, to collect and maintain road maintenance data, to include employee training, incident/accident data collection and claims information.
- Develop and implement an Integrated Training Program within Maintenance and Operations. The program assists to develop a plan between the employee and levels of management that will allow for equal access to specific types of training, based on seniority.
- Complete a safety audit and formal risk assessment of all types of work being performed by Maintenance and Operations crews in the field. This information will be integrated into the Maintenance Management System.
- Conduct a thorough employee based strategic planning process with a review of goals, objectives, issues and actions for Water Resources, Engineering and

Objectives continued

Administration.

- Continue to conduct defensive driving training for all Whatcom County employees driving fleet vehicles. Ensure no less than twenty-five percent of all drivers receive this training during the budget year.

Engineering Administration

- Scan all historical aerial photos, long and short plats, and records of survey into electronic format and make available to other county departments.
- Improve the county web page for the Engineering Division of Public Works with additional road information for the public.
- Assist Equipment Services in the preparation for public sale all unused surplus Public Works properties, such as inactive gravel pits, that have no future intended county use.

Engineering Design/Const

- Plan, implement and oversee completion of at least 75% of the annual road construction program.
- Inspect 77 of the 154 county bridges, as required and in accordance with federal and state guidelines and requirements.
- Implement the most efficient/time saving components of computerized construction inspection documentation, as per Year 2002 test project.
- Purchase and implement new survey data collectors (2 ea) that are compatible with both Static GPS and Total Station survey methods. Said collectors would also be upgradeable to Real Time GPS survey methods.

Engineering Development

- Complete the comparison of the Whatcom County Development Standards pertaining to stormwater with the 2001 DOE manual and adopt adjustments as needed.
- Finalize the effort to create GIS data layers of Engineering responsibilities. Implement data maintenance protocols to ensure data integrity.
- Update current Concurrency Management consistent with the Growth Management Act guidelines.
- Update current trail permit ordinance to ensure roadways meet minimum newly adopted revised standards.
- Update the current transportation level of service standards, subject to the outcome of the Concurrency Management policies.

Engineering Environ / Special Projects

- Create and adopt stormwater policy to assure compliance with the National Discharge Elimination System (NPDES) and DOE requirements.
- Create a wetland inventory of possible wetland banking sites for future project mitigation.
- Perform design, permitting and construction of a minimum three fish barrier culvert replacements.

Engineering Traffic

- Complete traffic counts on county roads. Analyze and enter the counts into a computer database for historical and statistical references.
- Monitor and coordinate traffic signing and striping in reference to public requests, construction programs, traffic accident history and maintenance activities.

Objectives continued

- Continue traffic counting program and analyze/evaluate changing traffic volumes and accidents on county roads. Revise traffic signing inventory, road striping logs and construction activities within county right of way as warranted.
- Manage the Pavement Management System to preserve and maintain the public paved road system.

Equipment Services

- Continue to review and update strategic planning goals for improved coordination within Public Works through changes/improvements to communication procedures. Expand operational dialog to include all managers as a part of strategic planning efforts within all divisions.
- Begin preparing passenger vehicle and pickup truck bids by 12/01/02 in order to meet the 2003 vehicle ordering cutoff date (approximately 03/31/03).
- Support the Maintenance & Operations Division through research and purchase of tools and equipment needed to support the changing regulations and technology, as a result of ESA and BMP training.

Ferry & Docks

- Implement portions of the draft 20-Year Ferry Capital and Operation Plan. Apply appropriate ferry fare adjustments in order to cover the increasing operational costs and funds set aside for future capital investments.
- Continue to train the ferry crew to improve communications and other operational interaction.

Flood Control Zone District

- Complete alternatives analysis of Everson overflow scenarios using Lower Nooksack hydraulic model and initiate alternatives analysis for other reaches as prioritized by the FCZD Advisory Committee.
- Provide additional training specific to the hydraulic model developed for the Lower Nooksack River.
- Implement design and construction of prioritized projects under the Flood Control Repair & Maintenance Program.
- Complete new coastal floodplain delineation for Point Roberts.
- Implement buy-out project targeting Canyon Creek alluvial fan hazard areas (dependent on grant funding).
- Continue implementation of recommended plans for Swift Creek and Saar Creek, including revisions to the Swift Creek plan based on monitoring results.
- Complete meander limits, collect survey data and develop flood history for the South Fork Nooksack River Comprehensive Flood Hazard Management Plan development.
- Initiate implementation of the management plan developed for Johnson Creek.
- Complete and adopt plans for Jones Creek and Glacier/Gallup Creeks alluvial fan hazard areas.
- Revise Flood Damage Prevention Ordinance and have it adopted.

Maintenance & Operations

- Implement a Maintenance Management System modeled on the County Road Administration Board's recommendations.

Objectives continued

- Continue Safety Improvement / Liability Study including implementing recommendations.
- Complete the second round of ESA training for implementing Best Management Practices adjustments.
- Finalize the mapping of critical areas adjacent to the county road system.
- Implement specialized Best Management Practices for identified critical areas.
- Implement a sweeper program in the Lake Whatcom Watershed as a means to reduce pollutants entering Lake Whatcom.
- Implement the liquid anti-icing program as a result of the 2002 pilot project.
- Implement the administrative activities required under GASB 34.
- Implement the Integrated Training Program.

Noxious Weed

- Contact landowners and monitor sites of all documented infestations of target weed(s) as designated by the Noxious Weed Board for 2002.
- Complete any necessary enforcement activities, as outlined in RCW 17.10, for any target weed(s) as designated by the Board for 2002.
- Monitor noxious weed management progress on publicly owned travel corridors.
- Address citizen complaints and requests for information regarding listed noxious weeds in a timely manner.
- Monitor and record compliance information for each documented infestation or site.

- Participate in multi-agency riparian projects, which include research on plant management methods and salmon habitat restoration efforts.
- Plan and participate in manual weed removal projects in natural areas.
- Provide a minimum of ten public presentations or exhibits.

Solid Waste

- Install new storage shed to house 55-gallon drums of hazardous materials and fluorescent light tubes.
- Depending on outcome of Hydrogeological Study at Y Road landfills, cover improvements may be needed.
- Implement findings and recommendations from Recycling Potential Assessment.
- Continue to work with City of Bellingham and monitor long-term yard waste handling, considering alternatives if current site on Lakeway and Woburn needs to be upgraded or closed.

Water Resources

Lake Whatcom

- Develop Lake Whatcom pollutant loading model.
- Through the joint efforts of Whatcom County, City of Bellingham, and Water District 10, promote and manage long-term programs that benefit Lake Whatcom and its watershed.
- Implement the joint Whatcom County, City of Bellingham, and Water District 10 adopted 2000-2004 Lake Whatcom work program.

Marine Resources

Objectives continued

- Develop shellfish program within Water Resources.
- Support the efforts of the Whatcom County Marine Resource Committee.

Public Information and Education

- Implement an effective public education program and ensure ongoing public access and involvement in water resource issues.
- Build understanding and constituencies for the county's water resources programs by informing stakeholders about the programs and their tangible benefits to individuals and the community.

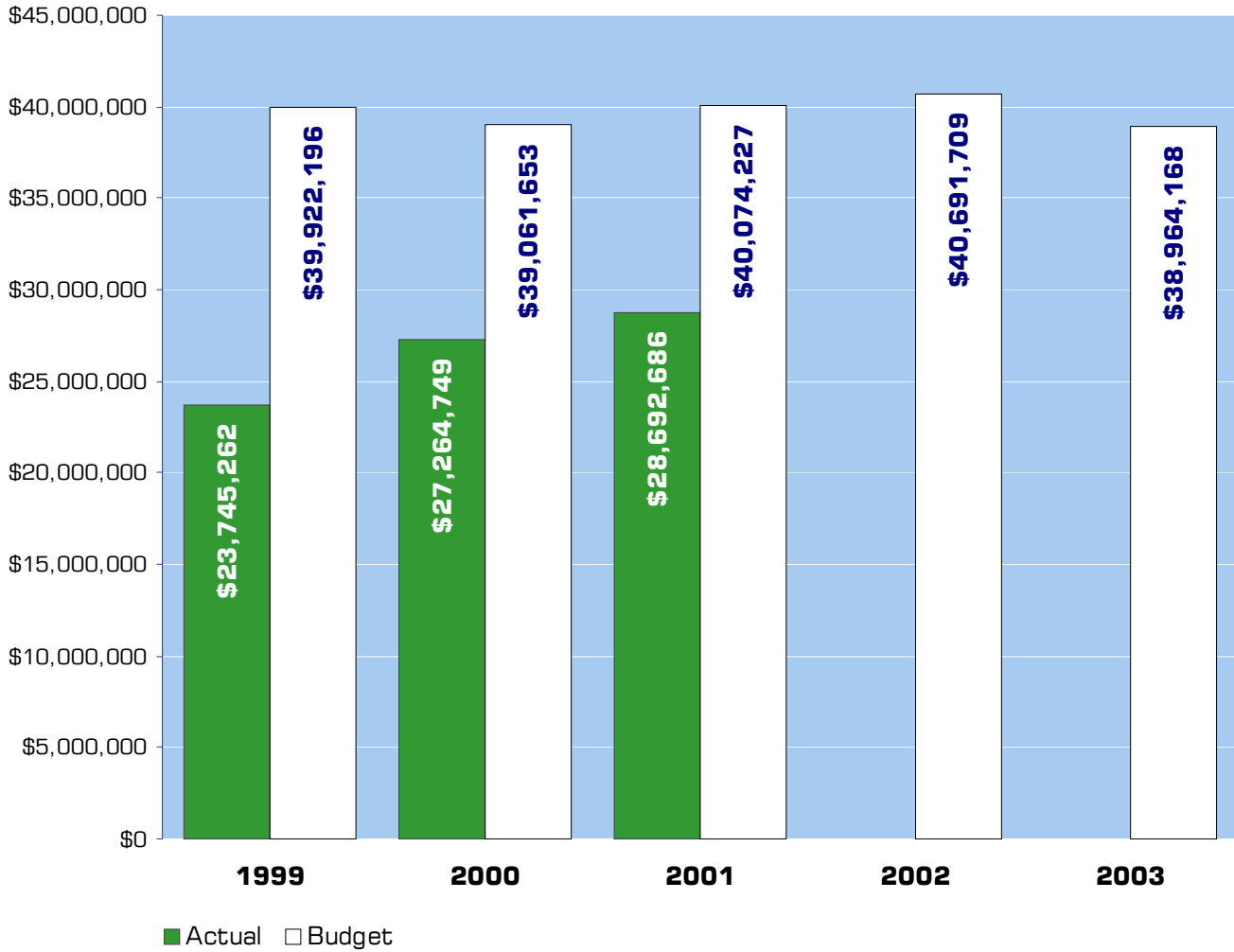
Salmon ESA

- Initiate county culvert inventory for fish passage.
- Whatcom County will have in place local programs and actions that protect and contribute to the restoration of fisheries, restore shellfish, and satisfy the Endangered Species Act requirements. Programs will be developed for the protection of fish to fulfill the intent of the ESA and state regulations will be in place.
- Work jointly with the Citizen Habitat Committee and Joint Technical Advisory Group to identify, evaluate, and prioritize local salmon recovery projects. Obtain funding for the highest priorities and complete.

Watershed Planning and Water

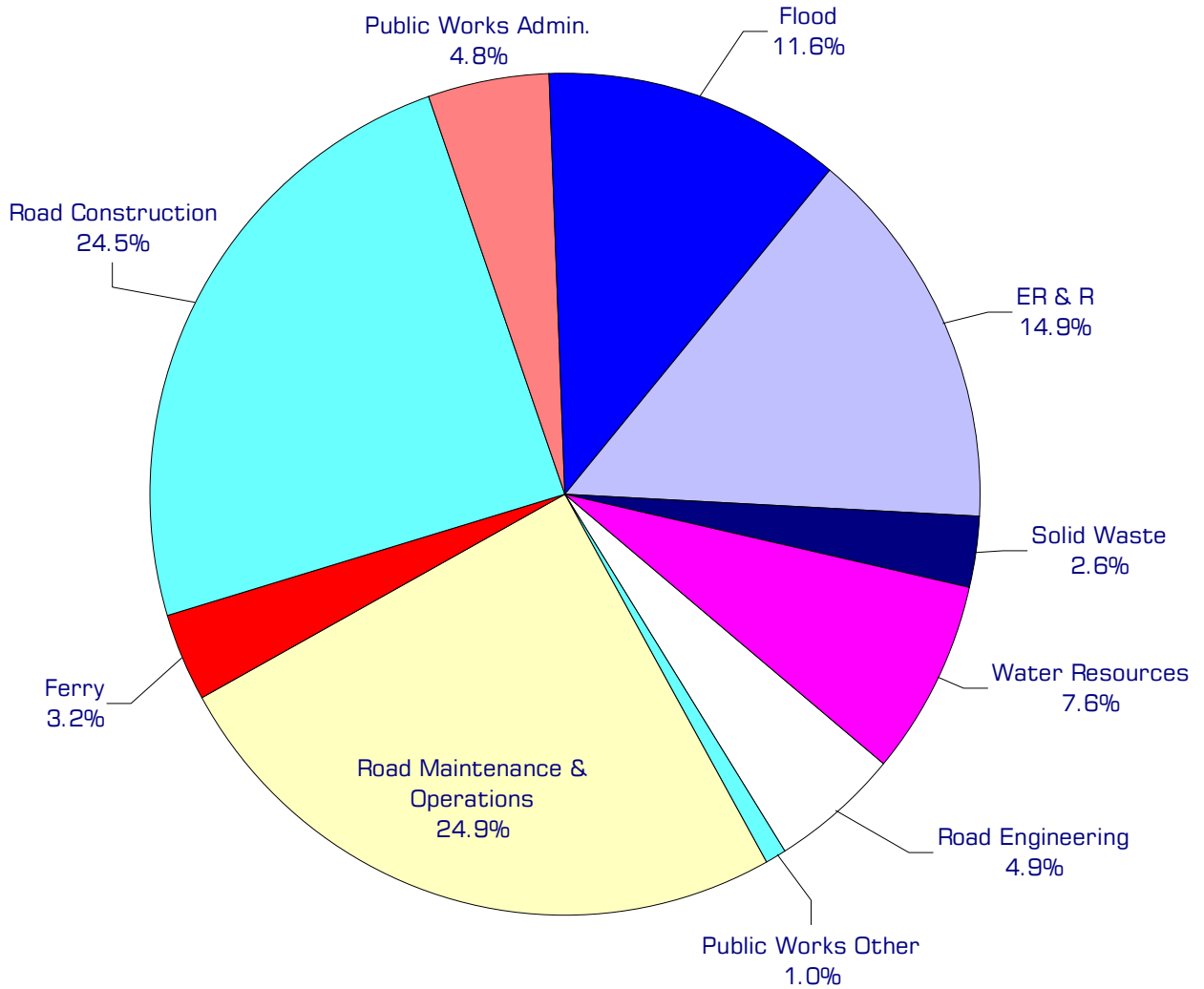
- Develop a Decision Support System for WRIA 1.
- Complete version 1 of the WRIA 1 Watershed Management Plan.
- Develop longterm monitoring program for WRIA 1.

Expenditure Trends



NOTE: To accurately reflect operational cost, graph includes road construction. Other capital expenditures, such as equipment purchases are not shown. Operating transfers have also been eliminated to avoid double accounting.

2003 Budget by Program



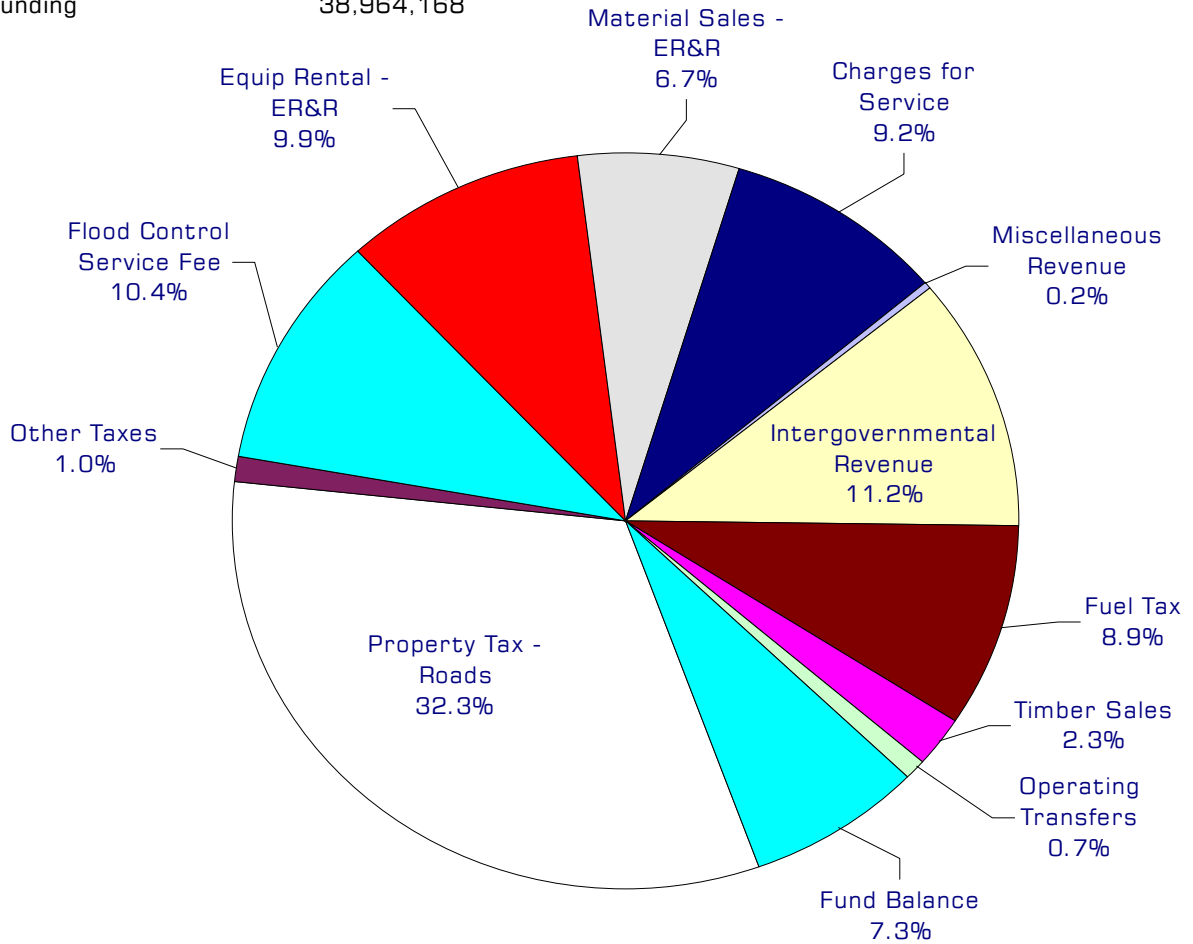
NOTE: To accurately reflect operational cost, graph includes road construction. Other capital expenditures such as equipment purchases are not shown. Operating transfers have also been eliminated to avoid double accounting. "Public Works Other" includes CERB Fund, Road Improvement Districts, Pt. Roberts Fuel Tax Fund, Lake Management District, Sewer Construction Fund and LRID #10 Construction Fund.

Program Summary

	Actual 1999	Actual 2000	Actual 2001	Budget 2002	Budget 2003	\$ Change 2002 to 2003	% Change 2002 to 2003
OPERATIONS							
Public Works							
Public Works Admin	1,471,594	1,581,776	1,917,402	1,751,915	1,889,210	137,295	7.84%
Road Engineering	1,375,957	1,312,694	1,497,644	1,752,474	1,918,847	166,373	9.49%
Road M & O	7,951,643	9,581,703	9,133,538	9,331,618	9,709,218	377,600	4.05%
Ferry	935,793	909,041	1,140,182	1,260,089	1,253,336	(6,753)	-0.54%
Road Construction	5,634,274	6,255,497	7,428,109	10,974,901	9,530,000	(1,444,901)	-13.17%
Flood Control Zone	1,197,655	1,328,314	1,502,143	4,287,927	4,526,181	238,254	5.56%
Public Works Other	360,062	215,458	248,511	281,493	378,354	96,861	34.41%
ER & R	3,593,625	2,757,409	2,940,052	5,646,183	5,786,250	140,067	2.48%
Solid Waste	634,660	721,106	924,209	1,256,823	1,026,252	(230,571)	-18.35%
Water Resources	589,999	2,601,751	1,960,896	4,148,286	2,946,520	(1,201,766)	-28.97%
<i>Total PW Operations</i>	23,745,262	27,264,749	28,692,686	40,691,709	38,964,168	(1,727,541)	-4.25%
CAPITAL							
Public Works							
Public Works Admin	27,173	7,690	100,675	-	-	-	0.00%
Road Engineering	35,220	16,473	91,151	-	54,800	54,800	0.00%
Road M & O	13,034	36,992	56,139	9,866	15,000	5,134	52.04%
Ferry	93,333	-	-	200,000	-	(200,000)	-100.00%
Flood Control Zone	7,116	-	318,034	800,000	872,200	72,200	9.03%
ER & R	1,272,830	1,401,807	1,474,918	2,206,764	2,073,600	(133,164)	-6.03%
Solid Waste	1,779	4,275	1,213	-	-	-	0.00%
Water Resources	31,018	11,866	26,049	-	4,080	4,080	0.00%
<i>Total PW Capital</i>	1,481,503	1,479,103	2,068,179	3,216,630	3,019,680	(196,950)	-6.12%
TRANSFERS							
Public Works							
Public Works Administration	242,004	448,681	175,810	278,142	278,320	178	0.06%
Road Engineering	-	-	21,786	61,522	68,155	6,633	10.78%
Road M & O	-	11,742	109,522	105,438	93,160	(12,278)	-11.64%
Ferry	-	-	5,793	-	-	-	0.00%
Flood Control Zone	1,728,713	1,831,847	2,015,344	2,854,333	2,598,000	(256,333)	-8.98%
Public Works Other	139,800	1,048	87,693	74,554	118,700	44,146	59.21%
ER & R	-	-	12,662	40,033	-	(40,033)	-100.00%
Solid Waste	123,474	132,484	141,934	117,293	113,293	(4,000)	-3.41%
Water Resources	-	213,268	264,848	296,410	220,189	(76,221)	-25.71%
<i>Total PW Transfers</i>	2,233,991	2,639,070	2,835,392	3,827,725	3,489,817	(337,908)	-8.83%
<i>TOTAL PUBLIC WORKS</i>	27,460,756	31,382,922	33,596,257	47,736,064	45,473,665	(2,262,399)	-4.74%

2003 Funding Sources

Property Tax - Roads	12,566,000
Other Taxes	385,849
Flood Control Service Fee	4,058,433
Equip Rental - ER&R	3,842,618
Material Sales - ER&R	2,600,000
Charges for Service	3,593,439
Miscellaneous Revenue	81,563
Intergovernmental Revenue	4,355,707
Fuel Tax	3,483,200
Timber Sales	900,000
Operating Transfers	262,843
Fund Balance	2,834,516
Total Funding	38,964,168



Funding Sources continued

Property Tax - Roads

The county road district levies a property tax of approximately two dollars per thousand dollars of assessed value. This revenue is dedicated to construction, maintenance and administration of county roads.

Other Taxes

Public Works receives revenues from Timber Harvest Taxes and various excise taxes specifically for the funding of road programs, per RCW 84.33.080.

Flood Control Service Fees

A service fee on property in the county wide Flood Control Zone District.

Equipment Rental - ER&R

Interfund charges for rental of vehicles and equipment. Charges are set to recover operational costs and provide for replacement.

Material Sales - ER&R

Primarily interfund sales of road materials to the road fund.

Charges for Service

The department charges for various services it provides. Examples include cost sharing agreements with property owners for flood control projects, ferry toll for the Whatcom Chief and sales of maps and publications. Solid waste surcharges collected at disposal facilities in the county are included in this line.

Miscellaneous Revenue

The department receives small amounts of revenue from various sources such as licenses and permits.

Intergovernmental Revenue

The department receives funds from a number of federal and state grants for road construction, flood control projects and bridge replacement. Also included in this line are Federal Forest funds (per RCW 36.33.110) which are to be used for road purposes and an operating subsidy from the state for operation to the Lummi Island ferry (per RCW 47.56.725).

Fuel Tax

Public Works receives a portion of the state gas tax which is distributed to the counties based on a formula as specified in RCW 46.68.100.

Timber Sales

State timber sales of county land deeded to Department of Natural Resources as provided by RCW 76.12.030. Road's portion of Forest Board Land Income derived from the sale of timber on county land placed in trust with the state forest board. Proceeds are distributed to various funds in the same manner as general taxes.

Fund Balance

The Public Works Department's budgeted expenditures for 2003 exceed budgeted revenues by \$2,834,516.

Performance / Activity Measures

	Actual 1999	Actual 2000	Actual 2001	Projected 2002	Projected 2003
Administration					
<i>Safety & Training</i>					
Conduct mandatory and recommended safety training as follows:					
First Aid, CPR, Bloodborne Pathogens training			72	75	57
Flagger Certification course			20	25	12
Forklift Certification course			18	20	17
Hazardous Materials Awareness training			60	60	20
Hazardous Materials Operations training			10	12	14
Pilot/Escort Certification			22	25	25
Defensive Driving Course within Public Works			36	40	47
Defensive Driving Course in other departments			36	45	50
Emergency Building Warden training countywide			60	60	0
Sexual Harassment training			48	50	50
Fall Protection training			10	15	10
Sandbag Operations			60	65	65
Endangered Species Act training (ESA)				60	80
Conduct Public Works new employee and summer help safety orientations.			25	30	30
Engineering Design/Const					
Total construction expenditures	6,800,000	14,350,000	7,700,000	6,980,000	6,270,000
Cost of right of way acquisitions	200,000	1,360,000	300,000	250,000	300,000
Engineering Development					
Long Plats	10	10	15	10	10
Short Plats, Lot Line Adjust., Lot Consolidation	101	100	54	85	85
Variances	20	20	31	5	5
Planned Unit Development	1	3	5	7	8
Shoreline - Development	20	20	20	25	30
Shoreline - Variances	15	15	16	25	25
Shoreline - Conditional Use	15	15	21	25	25
Commercial Building	100	100	110	120	130
Accessory Dwelling Units	40	40	45	50	55
Conditional Use	60	60	70	70	50
Binding Site Plans	2	3	4	4	4
Address Assignment	925	981	1,019	1,100	1,200
Long Plat Addressing (number of plats)	6	10	15	10	10
Short Plat Addressing (number of plats)	72	56	51	85	85
Address Changes/Corrections	100	160	100	250	300
Road Name Projects	75	54	41	50	50
Trail Permits	20	10	15	15	15

continued on next page

Performance / Activity Measures continued

	Actual 1999	Actual 2000	Actual 2001	Projected 2002	Projected 2003
Latecomers	1	1	3	1	2
Exemptions (including gifts)			276	350	400
Other exemptions (i.e. LLA, BLA)			125	175	200
Engineering Traffic					
Traffic Accidents	775	650	655	650	650
Traffic Accidents - Investigated	50	50	60	60	60
Traffic Counts Conducted	175	200	225	250	250
Revocable Encroachment Permits	1,200	1,200	1,100	1,100	1,100
<i>10855-Environmental & Special Projects</i>					
Environmental permits for all 2003 projects on the Annual Road Construction Program.	NA	NA	NA	NA	8
Equipment Services					
Purchase of Supplies:					
Asphalt (tons)	9,203	16,000	8,500	20,000	8,500
CRS2 Road Oil (tons)	4,441	2,800	2,738	3,000	3,000
Road Oil	414,315	447,606	484,493	450,000	490,000
Striping Paint (gallons)	41,841	36,900	36,180	39,000	37,000
Signs	3,304	3,600	3,700	3,900	3,800
Sign Posts	800	1,000	1,000	1,000	1,000
Rip Rap Rock (tons)		15,100	19,764	16,000	20,000
Outsourced Work:					
Auto Glass		10,300	8,500	12,000	10,000
Auto Body Work		25,600	20,000	27,000	25,000
County Fleet Fuel Cost:					
Diesel Fuel	121,300	177,200	115,000	185,000	125,000
Unleaded Fuel	187,900	239,800	235,000	245,000	245,000
Fleet Services:					
Preventative Maintenance & Service		1,193	1,300	1,300	1,300
Tire Jobs		1,027	1,025	1,100	1,025
Brake Jobs		384	393	400	400
Equipment / Vehicles Purchased		42	47	44	47
Ferry & Docks					
Passengers (including drivers)	223,812	224,167	223,713	225,000	227,000
Vehicles (cars, trucks, cycles, bicycles)	142,168	144,246	144,361	145,000	147,000
Ferry Diesel Costs	38,400	62,400	50,947	68,000	60,000
Flood Control Zone District					
Ongoing monitoring projects	4	5	6	6	6
NFIP Flood Permits Issued	53	64	105	130	130

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Performance / Activity Measures continued

	Actual 1999	Actual 2000	Actual 2001	Projected 2002	Projected 2003
Flood Inquiries	68	171	168	200	200
Community Rating (Range 10-1 High-Low Flood Ins)	8	8	7	7	7
Ongoing planning projects		4	6	7	2
Completed planning projects		1	1	2	5
Ongoing repair & maintenance projects		6	10	6	9
Completed repair & maintenance projects		5	5	9	7
Ongoing flood hazard reduction projects		3	6	4	2
Completed flood hazard reduction projects		1	3	1	3
Maintenance & Operations					
Miles of paved county roads	895	891	891	891	888
Miles of gravel & dirt county roads	61	59	58	58	55
Major repair projects on bridges	5	10	4	4	3
Lane miles of paint striping	1,427	1,600	1,600	1,600	1,600
Signs maintained	5,510	5,750	6,000	6,500	6,700
Centerline miles of chip sealing completed	125	105	100	100	104
Noxious Weed					
Landowner contacts	3,900	4,000	4,100	4,100	4,200
Requests for information	3,600	3,900	4,300	4,600	4,500
"Request Action" notices sent	225	334	320	314	350
Enforcement cases	2	3	6	4	3
Imposed Fees (\$)	125	125	1,200	800	600
Estimated landowner compliance	47%	47%	42%	60%	50%
Parcels in database	698	639	650	663	660
Solid Waste					
Pounds of HHW handled at D.O.T.	308,782	322,540	325,000	350,000	370,000
Gal of leachate disposed from Cedarville	1,953,600	1,699	1,300,000	1,000,000	800,000
Recycling hotline calls	4,308	4,818	4,800	5,000	4,800
Students receiving classroom presentations	2,836	7,795	6,500	8,000	8,000
Pounds of litter picked up in W.C.	221,000	104,000	240,000	190,000	150,000
Tons of materials recycled (DOE data)	69,319	99,409	142,760	not avail.	not avail.
Garage Sale households	N/A	N/A	768	800	825
Tons garage sale recycled			153.6	160	170
Water Resources					
Water Resource Website Visits	3,031	7,986	11,600	28,000	50,000
Lake Whatcom Management Tasks Completed	13	22	20	32	34
Stakeholder meetings	90	211	276	250	225
Public Education Workshops and Seminars	7	35	46	30	30
Active Local Salmon Recovery Projects	35	40	50	45	65

Expenditures Summary

	Actual 1999	Actual 2000	Actual 2001	Budget 2002	Budget 2003	\$ Change 2002 to 2003	% Change 2002 to 2003
Public Works Fund							
Public Works Administration							
Salaries & Wages	337,715	364,293	407,473	405,943	447,677	41,734	10.28%
Benefits	292,896	308,187	395,067	235,645	270,219	34,574	14.67%
Supplies	27,687	25,151	62,550	39,700	37,950	(1,750)	-4.41%
Other Services & Charges	812,494	883,468	1,051,611	1,069,627	1,132,364	62,737	5.87%
Intergov Services & Charge	802	677	701	1,000	1,000	-	0.00%
Capital Outlay	27,173	7,690	100,675	-	-	-	0.00%
Operating Transfers	242,004	448,681	175,810	278,142	278,320	178	0.06%
Total Administration	1,740,771	2,038,147	2,193,887	2,030,057	2,167,530	137,473	6.77%
Road Engineering							
Salaries & Wages	732,538	678,876	727,585	819,012	901,266	82,254	10.04%
Benefits	389,979	362,530	387,396	446,648	486,685	40,037	8.96%
Supplies	52,746	61,848	115,271	71,400	79,250	7,850	10.99%
Other Services & Charges	193,381	208,603	266,655	385,414	421,646	36,232	9.40%
Intergov Services & Charge	7,313	837	737	30,000	30,000	-	0.00%
Capital Outlay	35,220	16,473	91,151	-	54,800	54,800	0.00%
Operating Transfers	-	-	21,786	61,522	68,155	6,633	10.78%
Total Road Engineering	1,411,177	1,329,167	1,610,581	1,813,936	2,041,802	227,806	12.56%
Road M & O							
Salaries & Wages	2,081,564	2,121,355	2,150,079	3,537,501	3,572,481	34,980	0.99%
Benefits	1,093,127	1,119,893	1,158,649	32,454	33,264	810	2.50%
Supplies	2,090,671	2,624,519	2,595,637	2,584,917	2,588,445	3,528	0.14%
Other Services & Charges	2,683,418	3,713,231	3,226,544	3,176,746	3,515,028	338,282	10.65%
Intergov Services & Charge	2,863	2,705	2,629	-	-	-	0.00%
Capital Outlay	13,034	36,992	56,139	9,866	15,000	5,134	52.04%
Operating Transfers	-	-	75,365	105,438	63,160	(42,278)	-40.10%
Residual Equity Transfers	-	11,742	34,157	-	30,000	30,000	0.00%
Total Road M & O	7,964,677	9,630,437	9,299,199	9,446,922	9,817,378	370,456	3.92%
Ferry							
Salaries & Wages	387,020	380,586	442,734	446,593	445,273	(1,320)	-0.30%
Benefits	212,268	208,197	228,714	253,910	245,322	(8,588)	-3.38%
Supplies	4,072	5,097	6,210	7,500	7,500	-	0.00%
Other Services & Charges	322,890	305,576	453,086	543,611	545,611	2,000	0.37%
Intergov Services & Charge	9,543	9,585	9,438	8,475	9,630	1,155	13.63%
Capital Outlay	93,333	-	-	200,000	-	(200,000)	-100.00%
Operating Transfers	-	-	5,793	-	-	-	0.00%
Total Ferry	1,029,126	909,041	1,145,975	1,460,089	1,253,336	(206,753)	-14.16%

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Expenditures Summary continued

	Actual 1999	Actual 2000	Actual 2001	Budget 2002	Budget 2003	\$ Change 2002 to 2003	% Change 2002 to 2003
Flood Control Zone							
Salaries & Wages	150,897	159,590	209,925	412,009	398,399	(13,610)	-3.30%
Benefits	93,047	95,285	125,256	222,485	215,136	(7,349)	-3.30%
Supplies	123,617	135,728	176,800	209,395	162,000	(47,395)	-22.63%
Other Services & Charges	774,884	901,241	901,881	3,294,038	3,635,646	341,608	10.37%
Intergov Services & Charge	55,210	36,470	88,281	150,000	115,000	(35,000)	-23.33%
Capital Outlay	7,116	-	318,034	800,000	872,200	72,200	9.03%
Operating Transfers	1,728,713	1,831,847	1,987,273	2,854,333	2,598,000	(256,333)	-8.98%
Residual Equity Transfers	-	-	28,071	-	-	-	0.00%
Total Flood Control Zone	2,933,484	3,160,161	3,835,521	7,942,260	7,996,381	54,121	0.68%
Public Works Other *							
Other Services & Charges	86,325	37,628	70,681	103,663	174,450	70,787	68.29%
Debt Service	273,737	177,830	177,830	177,830	203,904	26,074	14.66%
Operating Transfers	139,800	1,048	87,693	74,554	118,700	44,146	59.21%
Total Public Works Other	499,862	216,506	336,204	356,047	497,054	141,007	39.60%
ER & R							
Salaries & Wages	1,054,391	1,115,703	1,187,382	701,355	1,260,372	559,017	79.71%
Benefits	168,518	136,465	182,889	202,296	195,898	(6,398)	-3.16%
Supplies	701,320	815,637	841,979	2,605,634	3,510,650	905,016	34.73%
Other Services & Charges	1,668,331	688,154	726,460	2,135,298	817,730	(1,317,568)	-61.70%
Intergov Services & Charge	1,065	1,450	1,342	1,600	1,600	-	0.00%
Capital Outlay	1,272,830	1,401,807	1,474,918	2,206,764	2,073,600	(133,164)	-6.03%
Operating Transfers	-	-	12,662	40,033	-	(40,033)	-100.00%
Total ER & R	4,866,455	4,159,216	4,427,632	7,892,980	7,859,850	(33,130)	-0.42%
Solid Waste							
Salaries & Wages	37,911	71,457	75,578	99,396	78,104	(21,292)	-21.42%
Benefits	10,563	19,358	20,211	21,295	22,449	1,154	5.42%
Supplies	33,461	41,383	38,258	41,922	66,950	25,028	59.70%
Other Services & Charges	312,734	341,107	499,478	745,210	474,749	(270,461)	-36.29%
Intergov Services & Charge	239,991	247,801	290,684	349,000	384,000	35,000	10.03%
Capital Outlay	1,779	4,275	1,213	-	-	-	0.00%
Operating Transfers	123,474	114,484	141,934	117,293	113,293	(4,000)	-3.41%
Residual Equity Transfers	-	18,000	-	-	-	-	0.00%
Total Solid Waste	759,913	857,865	1,067,356	1,374,116	1,139,545	(234,571)	-17.07%

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* Public Works Other includes Paths and Trails Reserve Fund, CERB Fund, Road Improvement Districts, Pt. Roberts Fuel Tax, Lake Management District, Sewer Construction Fund, LRID Construction Fund and Sub-Zone Funds.

Expenditures Summary continued

	Actual 1999	Actual 2000	Actual 2001	Budget 2002	Budget 2003	\$ Change 2002 to 2003	% Change 2002 to 2003
Water Resources							
Salaries & Wages	92,933	277,147	316,223	509,708	404,363	(105,345)	-20.67%
Benefits	46,675	151,638	83,978	120,229	218,357	98,128	81.62%
Supplies	25,067	76,869	95,678	72,500	59,350	(13,150)	-18.14%
Other Services & Charges	350,288	596,385	516,970	1,572,093	1,023,450	(548,643)	-34.90%
Intergov Services & Charge	75,036	1,499,712	948,047	1,873,756	1,241,000	(632,756)	-33.77%
Capital Outlay	31,018	11,866	26,049	-	4,080	4,080	0.00%
Operating Transfers	-	213,268	244,848	296,410	220,189	(76,221)	-25.71%
Residual Equity Transfers	-	-	20,000	-	-	-	0.00%
<i>Total Water Resources</i>	621,017	2,826,885	2,251,793	4,444,696	3,170,789	(1,273,907)	-28.66%
TOTAL PUBLIC WORKS	27,460,756	31,382,922	33,596,257	47,736,064	45,473,665	(2,262,399)	-4.74%