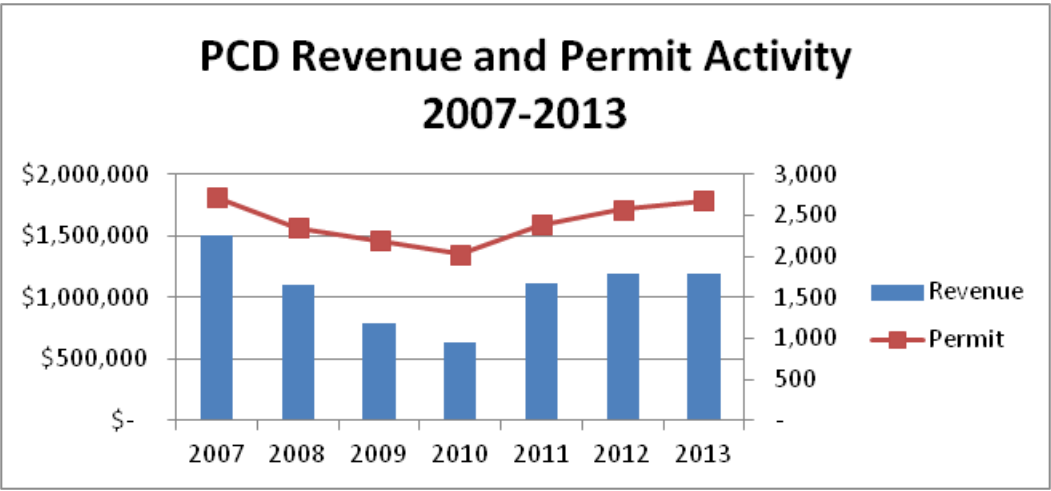


Budget Questions Matrix

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9/17	<p>1. The charts on page 8b-5 of the 9/22 council packet show that permit revenue has not rebounded as much as permit activity. Is this due to a shift in permit types? Is it expected to be temporary or ongoing? (HALL)</p>	<p>The following charts were included in the 9/22 staff report on the preliminary 2015 budget.</p>  <table border="1"> <caption>PCD Revenue and Permit Activity 2007-2013</caption> <thead> <tr> <th>Year</th> <th>Revenue (\$)</th> <th>Permit Activity</th> </tr> </thead> <tbody> <tr> <td>2007</td> <td>~1,500,000</td> <td>~2,800</td> </tr> <tr> <td>2008</td> <td>~1,100,000</td> <td>~2,400</td> </tr> <tr> <td>2009</td> <td>~800,000</td> <td>~2,200</td> </tr> <tr> <td>2010</td> <td>~600,000</td> <td>~2,000</td> </tr> <tr> <td>2011</td> <td>~1,100,000</td> <td>~2,400</td> </tr> <tr> <td>2012</td> <td>~1,200,000</td> <td>~2,600</td> </tr> <tr> <td>2013</td> <td>~1,200,000</td> <td>~2,800</td> </tr> </tbody> </table>	Year	Revenue (\$)	Permit Activity	2007	~1,500,000	~2,800	2008	~1,100,000	~2,400	2009	~800,000	~2,200	2010	~600,000	~2,000	2011	~1,100,000	~2,400	2012	~1,200,000	~2,600	2013	~1,200,000	~2,800
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		<div data-bbox="856 277 1898 760" style="text-align: center;"> <h3>Revenue and Permit Count Jan - June Totals (2007-2014)</h3> <table border="1" style="margin: 10px auto;"> <caption>Revenue and Permit Count Data (Estimated)</caption> <thead> <tr> <th>Year</th> <th>Revenue (\$)</th> <th>Permit Count</th> </tr> </thead> <tbody> <tr> <td>2007</td> <td>~\$800,000</td> <td>~1500</td> </tr> <tr> <td>2008</td> <td>~\$650,000</td> <td>~1200</td> </tr> <tr> <td>2009</td> <td>~\$400,000</td> <td>~1000</td> </tr> <tr> <td>2010</td> <td>~\$300,000</td> <td>~900</td> </tr> <tr> <td>2011</td> <td>~\$550,000</td> <td>~1000</td> </tr> <tr> <td>2012</td> <td>~\$700,000</td> <td>~1100</td> </tr> <tr> <td>2013</td> <td>~\$500,000</td> <td>~1300</td> </tr> <tr> <td>2014</td> <td>~\$650,000</td> <td>~1700</td> </tr> </tbody> </table> </div> <p data-bbox="846 808 2064 1068">As the chart above displays, the January through June permit count is higher than the same period of 2007, but the amount of revenue collected is lower. During 2007, the Echo Lake site and YMCA accounted for \$48.1 million in project value and contributed approximately \$220,000 or nearly 15% of the \$1.5 million collected that year. In comparison, for 2014 we have experienced three major projects with an estimated value of \$10.8 million out of a total year to date value of \$34.5 million. In 2013, there were 2,675 permits, very close to the 2,718 experienced in 2007.</p>	Year	Revenue (\$)	Permit Count	2007	~\$800,000	~1500	2008	~\$650,000	~1200	2009	~\$400,000	~1000	2010	~\$300,000	~900	2011	~\$550,000	~1000	2012	~\$700,000	~1100	2013	~\$500,000	~1300	2014	~\$650,000	~1700
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9/22	2. How are the town center plans coming along? What kind of/how much development have we see as a results of that zoning designation? (SALOMON)	The two tables below show the projects that have occurred as a result of the zoning changes for the Town Center and the creation of the North City Business District .																											

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9/22	3. Parks Maint. Worker Request: I don't understand how extra help was "lost" rather	The 2014 budget added a 1.0 Parks Maintenance Worker II while also eliminating 4,443 hour of extra help labor, resulting in an overall loss of 2,363 work hours. In 2012 the Parks Department assumed the responsibility for right of way tree maintenance with no additional staff support, a responsibility that has been underfunded since incorporation. The annual																																																								

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	<p>than converted to an fte with benefits. I don't recall them being dedicated to a different task so why can't they be used for tree removal tasks? Also how many trees are we removing and why? Are these hazardous trees? How are new ROW tree regs leading to the increase (?) of our involvement in tree removal? (SALOMON)</p>	<p>budget for right of way tree work has been \$10,000 for many years. As a result, when trees are identified as hazardous the park maintenance staff of licensed Arborists are doing the majority of right of way tree removal. Every tree removal, depending upon size, takes at least one day with some requiring multiple days for safe removal. As a rule, there are three staff required for each removal, with a fourth needed for traffic control on some streets. (One very complicated tree removal recently took four employees five days to complete.) With a staff of seven fulltime maintenance employees right of way tree work takes up a large percentage of time taking away from doing other work in the parks. As a result of decreased labor hours this year and increased tree responsibilities, routine parks maintenance has been compromised. Also, the proposed changes to the Personnel Policy related to the implementation of the Affordable Care Act specifies that extra help or seasonal help will be limited to performing "seasonal" work and could therefore, not participate in routine maintenance work such as litter / graffiti removal. And of course seasonal employees cannot provide assistance for sophisticated work such as tree removal. The new FTE with proper training would be able to assist with tree removal and perform many other ongoing routine work tasks that cannot be performed by extra help or seasonal staff.</p> <p>All trees removed in the right of way by park maintenance staff are determined to be hazardous by a licensed city Arborist using specific evaluation criteria. We do no pro-active tree maintenance in the right of way, only hazardous tree removals. No stumps are ground, sidewalks repaired if heaved by tree roots, or trees replanted in the right of way because of a lack of funding and staff. The request for stump grinding and tree re-planting in the 2015 budget request is to begin to replant some of the trees we have removed in the past 2 ½ years. This work would be done by a contractor and I assume 10 – 15 trees that have been removed would have stumps removed and new trees planted for the \$10,000 requested in the budget.</p> <p>With over 15,000 trees in the right of way in our community we anticipate an ever increasing demand for hazardous tree evaluations and potential removals. With no dedicated right of</p>

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		<p>way tree staff and a very limited budget (\$10,000 annually) we will continue to offer a very low level of service and either leave hazardous trees standing in the right of way, or continue to provide a diminishing level of park maintenance service to deal with the worst of the worst hazardous trees in our right of way.</p> <p>There is a current back log of approximately a dozen citizen requests for hazardous tree evaluation that need to be assessed by the Arborists on our park maintenance staff.</p>
9/22	<p>4. Didn't we buy a grinder for sidewalks last year? Is this different than a stump grinder? (SALOMON)</p>	<p>The 2014 budget did include funding to purchase a new sidewalk grinder which is currently on order. The sidewalk grinder will be used by PW Maintenance staff instead of renting equipment each year for a significant cost savings. Parks request for \$10,000 in 2015 would be to purchase stump grinding services to remove the backlog of stumps that remain after hazardous trees have been removed. Although both pieces of equipment are grinders, the equipment is very different for grinding concrete and wood.</p>
9/22	<p>5. Surface Water Requests – Is this request to spend money from the General Fund or Surface Water Utility Fund? (SALOMON)</p>	<p>All requests are proposed to be funded from the Surface Water Utility Fund.</p>
9/22	<p>6. With the inclusion of new construction AV estimated at \$25.9 million, the resulting estimated 2015 property tax levy would increase to \$10,623,778 while the projected levy rate would decline from the current \$1.60 to an</p>	<p>Since the AV is projected to grow by approximately 12.9% and the property tax levy lid lift limits the growth in the total property tax levy to the rate of inflation (1.99%), the existing equation of $AV \times \text{levy rate} = \text{levy}$, forces the levy rate to drop by the net difference in the growth of AV and the allowed inflationary growth in the levy. We expect to collect 99.5% of the estimated levy of \$10,623,778 or \$10,571,659 which is an increase over 2014 of \$298,454 or 2.9%.</p>

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	<p>estimated \$1.45843 per \$1,000 of assessed valuation. Can you explain why the levy rate would decline? Is that because there is a total dollar value cap that's met for Prop 1 before it hits \$1.60? How many dollars will the total levy itself provide for this year's budget? (SALOMON)</p>	
9/22	<p>7. Shoreline Pool study \$115,000 to figure out what to do with the pool seems high. Haven't we recently done a condition study for \$50,000? (SALOMON)</p>	<p>Yes we recently completed the condition assessment/needs analysis that cost approximately \$50,000. The projects proposed in the CIP are a result of the Shoreline Pool Repair/Replacement Needs Analysis that was completed earlier this year. The Pool Master Plan is proposed for funding in 2018/2019. This is a study to analyze the best location, the needs of an "aquatic" facility, and the partnership opportunities with the School District and other potential partners.</p>
9/22	<p>8. Shoreline Pool Long-Term Maintenance: The total project cost increased from \$413,546 to \$846,722. Is it time to pull the plug on this pool? What would it cost to mothball it? Where is the nearest</p>	<p>As noted above, the CIP now contains some of the repair and maintenance projects recommended in the Needs Analysis report. Staff does not have a current cost estimate to mothball the Shoreline Pool. However in addition to the initial cost of closing the facility, an empty pool, even if drained, is a major liability. The nearest indoor private pool would be a members only pool such as a health club or YMCA. I am not aware of any private pools open to the public in the area. Many Shoreline residents are dependent upon the Shoreline Pool for lessons and fitness activities. The Shoreline School District is a major user of the Pool and would need to find another facility to accommodate its activities.</p>

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	private pool? I know the 24 Hour Fitness at Northgate has one. (SALOMON)	The budget document states at the bottom of that page that the increase is due to the current CIP request being informed by the ORB report. Prior CIP request for the pool was 'best guess' without professional assessment guiding the projected cost analysis. The ORB report has accurate costs associated with short-term functional needs of the pool facility.
9/22	9. When we approved the Veteran's memorial site placement on City property I thought that was essentially the extent of the City's contribution. Now is there a request for \$75,000 in tax fund? (SALOMON)	No. The \$75,000 is labeled as Private Donations in the proposed CIP. It represents funds expected to be raised by the Shoreline Veteran's Association.
9/22	10. An approximately 40% increase in the cost of the police station seems to be a very high increase indeed. Was this not anticipated as a possible contingency? Is the generator a necessity? Do they currently have one at their site? (SALOMON)	The total project cost included in the proposed CIP is \$5.58 million. The cost has only increased by \$100,000 since staff updated Council in September of 2013 of the revised estimated total cost of \$5.48 million. In June of 2014, staff also advised Council that the estimated cost had increased to \$5.58 million to include other needed maintenance improvements for City Hall. The generator is required as police facilities are considered to be Occupancy Category IV which are buildings or other structures designated as essential facilities. The Police Station currently has a stationary generator available for use during power outages.
9/22	11. What is the City's policy on home detention? Do we have stats? (ROBERTS)	Staff is researching and will provide information during the Criminal Justice presentation at the October 20 Council meeting.

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	<p>12. Why are revenues down from District Court? Are fines and fees being assessed less often? (SALOMON)</p>	<div style="text-align: center;"> <h3>Annual Infractions and Casefilings</h3> <table border="1" style="margin: 10px auto;"> <caption>Annual Infractions and Casefilings Data (Estimated)</caption> <thead> <tr> <th>Year</th> <th>Infractions (traffic and non-traffic)</th> <th>Annual Casefilings</th> </tr> </thead> <tbody> <tr><td>2003</td><td>6,500</td><td>1,000</td></tr> <tr><td>2004</td><td>3,800</td><td>5,500</td></tr> <tr><td>2005</td><td>4,800</td><td>6,200</td></tr> <tr><td>2006</td><td>7,200</td><td>9,000</td></tr> <tr><td>2007</td><td>7,000</td><td>9,000</td></tr> <tr><td>2008</td><td>6,200</td><td>8,500</td></tr> <tr><td>2009</td><td>5,800</td><td>8,000</td></tr> <tr><td>2010</td><td>5,200</td><td>6,800</td></tr> <tr><td>2011</td><td>5,500</td><td>7,500</td></tr> <tr><td>2012</td><td>4,500</td><td>5,800</td></tr> <tr><td>2013</td><td>2,500</td><td>4,000</td></tr> <tr><td>2014</td><td>2,500</td><td>3,500</td></tr> </tbody> </table> </div> <p>District Court revenues may be affected for a number of reasons. Overall, the total numbers of casefilings and infractions (traffic and non-traffic) have been trending downward, beginning in 2007 and 2006, respectively. Infractions are a significant revenue generating mechanism. Additionally, fines and fees associated with a particular offense may be subject to a judge’s ruling and may be dependent on case details.</p>	Year	Infractions (traffic and non-traffic)	Annual Casefilings	2003	6,500	1,000	2004	3,800	5,500	2005	4,800	6,200	2006	7,200	9,000	2007	7,000	9,000	2008	6,200	8,500	2009	5,800	8,000	2010	5,200	6,800	2011	5,500	7,500	2012	4,500	5,800	2013	2,500	4,000	2014	2,500	3,500
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<p>9/17</p>	<p>13. Have a broad range of employees participated in and embraced the selection of SharePoint? I am very familiar with expensive, training-intensive, failed</p>	<p>SharePoint was selected as a replacement solution for the City’s current portal because it mimics much of the current functionality of the City’s Portal, is less expensive than other similar options, and conforms to City technology standards. The existing Portal has reached its end of life and is no longer being upgraded by the vendor, limiting our internet browser options, which hampers the City’s ability to implement other web based solutions that support other citywide functions. The current Portal is widely used by City staff for collaboration and houses a substantial amount of shared operational information. The Portal</p>																																							

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	<p>implementations due to employee resistance, commonly attributed to additional complexity without a perceived productivity benefit. I would like to see a more complete business case for the proposed migration to Sharepoint, including what other options were evaluated. (HALL)</p>	<p>has been very successful and staff currently relies upon it on a daily basis. SharePoint also offers the additional functionality of a records center that will allow the city to manage electronic documents other than email in accordance with state guidelines.</p>
10/13	<p>14. I would like to see a year over year comparison of extra help hours used. (ROBERTS)</p>	<p>The 2012 and 2013 extra help hours for Parks, Recreation and Cultural Services (PRCS) are below. PRCS is the biggest user of the City's extra help staff. Staff is still researching the other departments' use of extra help and will follow-up with Council through a future matrix release.</p> <p>The below extra help numbers and the March 31, 2014 staff report on extra help policies can be found here: http://cosweb.ci.shoreline.wa.us/uploads/attachments/cck/council/staffreports/2014/staffreport033114-8b.pdf</p>

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10/13	15. Does the proposed budget include a COLA for extra help employees? (ROBERTS)	City Council approved a COLA for extra help as part of the 2014 Budget. This came in the form of an amendment to the 2014 Budget at the November 25, 2013 City Council meeting. The COLA granted was 1.26%. A COLA for extra help is not included in the 2015 Proposed Budget.																																										
10/13	16. I would like more details about the \$200k for promoting Shoreline.	Staff was asked to provide further justification for the \$200,000 three-phased <i>Promoting Shoreline</i> budget request. I believe that the most helpful further explanation will be to focus																																										

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	(ROBERTS)	<p>on deliverables the City will obtain:</p> <p><u>Phase 1: Defining Shoreline's Marketing Message.</u></p> <p>Phase 1 is foundational, as it defines the marketing message for the City. Phase 1 will be a process-oriented effort led by the marketing consultant that will deliver a Shoreline message that is unique, compelling, and allows us to differentiate ourselves from other cities. In order to increase the chances of success, the message will be honed and refined to reach a narrowed and strategic segment of "Shoreline-likely" new residents and new investors; in other words, we want to be reaching out specifically to those who are already looking for the qualities that Shoreline possesses. The process will--like so many major projects in Shoreline--seek input from the public, the Council, and at least three important partners: Shoreline Community College, Shoreline School District, and the Shoreline Chamber of Commerce. Phase 1 will likely take 3 - 5 months and represent approximately one-third of the expenditure.</p> <p><u>Phase 2: Deliver tools necessary for effective promotion of Shoreline</u></p> <p>Phase 2 builds on the message defined in Phase 1 by designing tools to promote Shoreline to the targeted recipients. The low-hanging fruit will be an inventory and evaluation of the existing Shoreline communication tools (<i>Currents</i>, the web page, social media, signage, mailers, meetings, special events, etc.) with the hope that they can be both refined and improved to better support our message. Next, new tools will be instituted to further the reach of our everyday communications outside of Shoreline such as enhancements to social media, online advertising techniques, and introduction of new marketing venues. Finally, new marketing tools and strategies will be designed or proposed for implementation either in 2015 as part of Phase 3 or in the future. The new tools will include at least an Aurora Square identity package, a complementary College Way identity package for N 160th St (designed in cooperation with SCC), a marketing strategy to reach new residents, and a marketing strategy to reach new investors. Phase 2 will progress throughout 2015, overlapping Phases 1 and 3, and it is anticipated that it will an additional one-third of the budget. One additional note: the</p>

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		<p>consultant will be instructed that they are not to change the Shoreline logo or produce a city slogan as part of Phase 2, as the former is too expensive to change and the latter can backfire so easily.</p> <p><u>Phase 3: Launch a marketing campaign</u></p> <p>The City already runs a marketing campaign of sorts, as we commit significant resources to communication. Phase 3 will be different in that it will devote resources to reach those outside of Shoreline by implementing the recommendations of Phase 2 in advertising buys. It is very important that this outward-focused marketing the city engages in be measurable. Not only will measurement and tracking the campaign's effectiveness provide backwards justification for the 2015 resource allocation, but it will help determine whether the City will continue to engage in marketing in the years to come. Phase 3 will be concentrated in the second half of 2015 and be able to be flexible in size, utilizing whatever budget is remaining.</p>
10/14	<p>17. Chart 17 on page 73 and other charts have \$ and % variance lines. Are those variances against some prior adopted forecast or are they the change from prior years? (HALL)</p>	<p>This is simply a math calculation. $(\text{Year} + 1 \text{ amount}) / (\text{Year amount}) - 1$, with the answer expressed as a percentage change. Thus: $9,654,834 / 10,096,971 - 1 = -.043789 = (4.4\%)$</p> <p>In future budget books these amounts will be noted as \$ Change and % Change to clarify that these are changes between years and not variances between budget and actual information.</p>
10/14	<p>18. Have we had to write off any bad debt from casinos? Are payments current on all promissory notes? (HALL)</p>	<p>To date we have not written off any bad debt from casinos.</p> <p>Shays - At present Shays is three months delinquent on its promissory note. The amount of the delinquency is \$3,000. The note has a remaining balance of \$37,029. Due to State enforcement they are no longer engaged in gambling activities, but the business is open. We are still in contact with the business owner and the City Attorney's Office is aware of this item. We will also follow up on this with the new City Attorney.</p>

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		<p>Echo Lake Tavern – Last payment was in Jan 2013. This is an old note (2010) that may have been entered into with the wrong party (the property owner versus the business owner). It relates to debts from 2006 and 2007. Amount owing is \$11,629, but we are not sure if it is collectible. We will follow up with the new City Attorney to determine whether there are collection options or if this should be written off.</p> <p>Parkers – This note was defaulted on in 2012. The City took legal action and has a court judgment for the outstanding balance of \$149,528. We have been unable to collect the judgment. Ultimately we could seek a court order to seize the property, which would require us to auction off the assets. We do not know if there would be sufficient assets to recover the amount owed. We will follow up with the new City Attorney to determine whether to pursue collection options or write off the amount owed.</p> <p>Hideaway – Current on their note and on remittance of current taxes owed. Balance owing is \$2,772 and should be paid by the end of this year.</p> <p>Jerseys – They are current. \$5 is still owed on the note and should be paid in the next (final) installment.</p> <p>All other notes are now paid in full and all other current operators are current on their City obligations.</p>
10/15	19. Business case and specific intent for \$25K pro services in CMO. (HALL)	<p>In 2014 the City Manager initiated a process of “organizational alignment” by revisiting the organization’s vision, mission, and organizational values. In addition the City’s Leadership Team developed four key organizational goals and action steps. The action steps will be accomplished over the next three to five years. The \$25,000 is specifically to provide consultant support to move forward on Goal 1, action steps I, ii, iv and Goal No. 2, action step i. :</p> <ol style="list-style-type: none"> 1. Exceptional Public Service – Continue to make Shoreline a desirable place to live and invest by providing public services that our community desires and deserves

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		<ul style="list-style-type: none"> a. Action Steps include: <ul style="list-style-type: none"> i. Establish an organizational standard for process documentation and a strategy to document key organizational processes ii. Develop a framework for process review and improvement and integrate into the organizational culture iii. Make strategic technology investments that enhance our ability to deliver public services iv. Establish key performance indicators used to evaluate effectiveness and guide resource allocation decisions. 2. Organizational Strength – Enhance the effectiveness of our organization through development of employee skills and knowledge <ul style="list-style-type: none"> a. Action Steps include: <ul style="list-style-type: none"> i. Provide development opportunities for supervisors, managers and directors that align with key supervisor competencies ii. Refine the City’s performance evaluation system to include a focus on feedback for on-going job responsibilities and service delivery iii. Align employee development plans to meet long-term organizational needs and support these training opportunities. 3. Fiscal Sustainability – Secure and sustain long-term financial sustainability to ensure delivery of public services to our community <ul style="list-style-type: none"> a. Action Steps include: <ul style="list-style-type: none"> i. Engage key stakeholders to advance the seven key strategies adopted in the 10 Year Financial Sustainability Plan ii. Explore biennial budget and performance based budget implementation. 4. Achieve Council Goals – Complete action steps included in the adopted City Council Goals Establish city-wide workplans that identify project managers, timelines, and cross-functional work teams needed to accomplish Council Goal action steps.

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10/15	20. Any ideas for reducing response time to citizen letters. (HALL)	<p>A number of factors can affect the timeline for developing a response to citizen questions and comments. The volume of correspondence sent to the City and the complexity of the response can greatly affect the amount of time necessary for staff to generate a thoughtful and accurate response. The City's practice is to respond to nearly all questions and comments and increased volumes can have an impact on staff's ability to respond quickly and efficiently. Regardless, the City's goal for responding to questions and comments is no more than 14 calendar days. Since January 1, 2014, the City has exceeded this goal with an average of 12 calendar days to respond.</p> <p>It is also important to note that in 2015, staff will be investigating ways in which the correspondence program may be modified to reduce response times.</p>
10/15	21. In the expenditure, revenue, and staffing tables, the column called '2014 Current Budget versus 2015 Budget' appears to me to be the opposite. The numbers seem to show how the 2015 budget changes using 2014 as a base. For the dollar amounts, it is only a difference in sign. But the percentages would be different if you really wanted to show how 2014 compares to 2015.	The amounts shown are intended to be a comparison of the 2015 proposed budget to the 2014 current budget. We will change the description of the column in future year's budget books.

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	I think the column headers should be changed for clarity in future years. (HALL)	
10/15	22. The staff by program table for community services on page 130 seems to show something in the change columns that I don't see in the budget columns. (HALL)	The amounts in the change column represent the changes from 2013 to 2014. There change between two programs in 2014 and 2015 was 0.04 FTE. This table will be corrected and new pages distributed to the Council.
10/15	23. In Community Services, I did not find the list of budget changes I expected on page 134. Those bullets were very helpful for other departments to put the numbers into meaningful context. (HALL)	This was inadvertently omitted. We will add an explanation at the bottom of page 133 or the top of page 134 and distribute new pages to the Council.
10/15	24. For each organization we pay to join, I'd like to see the actual cost for the last couple years, the 2015 cost, whether membership is legally required, and the business case or benefits of membership. (HALL)	PLEASE SEE TABLE AT BOTTOM OF MATRIX

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10/15	25. Why shift an officer from patrol to traffic? (HALL)	This is simply a correction of previously reported information. Chief Ledford reports that 5 traffic officers predate his arrival in Shoreline. He would like the budget to reflect that.
10/15	26. Why the drop in SET measurements? (HALL)	Previously, the SET unit focused on narcotics and vice related crimes. This has shifted to a significant body of work related to property crimes and nuisance properties, which take longer to investigate. In addition, the unit was involved in the Mitch Wright investigation, which consumed four months. Also, there are times when we receive multiple Narcotics Activity Reports (“NARs”) from citizens on the same location, which can be considered one issue versus multiple issues.
10/15	27. Muni court revenues drop more than expenditures. What is the cause and can it be altered? (HALL)	<p>District Court revenues may be affected for a number of reasons and are based on the types of cases that come before the Court, fines and other charges issued as a result of each case, and volume. Overall, the total numbers of casefilings and infractions (traffic and non-traffic) have been trending downward, beginning in 2007 and 2006, respectively. The decline in casefilings and infractions corresponds to a decline in revenues.</p> <p>Court expenditures are determined by King County and distributed to the various entities using the facilities based on their formulae. A large portion of the costs relate to fixed costs such as building overhead, space used by the City, and a fixed proportion of ongoing maintenance costs. Whereas revenues are largely variable in nature, expenditures are largely fixed. For example, revenues via fines and fees associated with a particular offense may be subject to a judge’s ruling and may be dependent on case details. As a result of these factors, when revenues drop, expenditures do not drop as fast.</p>

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		<p style="text-align: center;">Annual Infractions and Casefilings</p> <table border="1"> <caption>Annual Infractions and Casefilings Data (Estimated from Graph)</caption> <thead> <tr> <th>Year</th> <th>Infractions (traffic and non-traffic)</th> <th>Annual Casefilings</th> </tr> </thead> <tbody> <tr><td>2003</td><td>6,500</td><td>1,000</td></tr> <tr><td>2004</td><td>4,000</td><td>5,500</td></tr> <tr><td>2005</td><td>4,500</td><td>6,000</td></tr> <tr><td>2006</td><td>7,000</td><td>9,000</td></tr> <tr><td>2007</td><td>7,000</td><td>9,000</td></tr> <tr><td>2008</td><td>6,000</td><td>8,500</td></tr> <tr><td>2009</td><td>5,500</td><td>8,000</td></tr> <tr><td>2010</td><td>5,000</td><td>7,000</td></tr> <tr><td>2011</td><td>5,500</td><td>7,500</td></tr> <tr><td>2012</td><td>4,500</td><td>6,000</td></tr> <tr><td>2013</td><td>2,500</td><td>4,000</td></tr> <tr><td>2014</td><td>2,500</td><td>3,500</td></tr> </tbody> </table>	Year	Infractions (traffic and non-traffic)	Annual Casefilings	2003	6,500	1,000	2004	4,000	5,500	2005	4,500	6,000	2006	7,000	9,000	2007	7,000	9,000	2008	6,000	8,500	2009	5,500	8,000	2010	5,000	7,000	2011	5,500	7,500	2012	4,500	6,000	2013	2,500	4,000	2014	2,500	3,500
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10/16	28. What is the negative revenue in parks administration? I'm glad it's getting smaller, but what is it? (HALL)	<p>The negative amount that appears in the Revenue by Program 2012 – 2015 table for Parks Administration on page 207 of the 2015 Proposed Budget Book is the result of a combination of the following revenue sources:</p> <table border="1"> <thead> <tr> <th>Revenue</th> <th>2012 Actual</th> <th>2013 Actual</th> <th>2014 Projected</th> <th>2015 Budget</th> </tr> </thead> <tbody> <tr> <td>Shoreline Scholarship Clearing</td> <td>(\$42,573)</td> <td>(\$36,870)</td> <td>(\$45,381)</td> <td>(\$45,500)</td> </tr> <tr> <td>US DNR Grant</td> <td>\$0</td> <td>\$3,600</td> <td>\$6,400</td> <td>\$0</td> </tr> <tr> <td>LFP Residential Discount *</td> <td>\$0</td> <td>\$0</td> <td>\$12,800</td> <td>\$13,003</td> </tr> <tr> <td>Miscellaneous</td> <td>\$186</td> <td>\$491</td> <td>\$0</td> <td>\$0</td> </tr> <tr> <td>Total</td> <td>(\$42,387)</td> <td>(\$32,779)</td> <td>(\$26,181)</td> <td>(\$32,497)</td> </tr> </tbody> </table>	Revenue	2012 Actual	2013 Actual	2014 Projected	2015 Budget	Shoreline Scholarship Clearing	(\$42,573)	(\$36,870)	(\$45,381)	(\$45,500)	US DNR Grant	\$0	\$3,600	\$6,400	\$0	LFP Residential Discount *	\$0	\$0	\$12,800	\$13,003	Miscellaneous	\$186	\$491	\$0	\$0	Total	(\$42,387)	(\$32,779)	(\$26,181)	(\$32,497)									
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10/16	29. Is there potential to market to other groups to restore	Our field use has stayed fairly constant over the years since synthetic turf was installed. We are in contact with the majority of youth and adult leagues that need field space regularly

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	<p>high utilization of fields given declining use by little league and co-ed adult use? I often hear our fields are great and there aren't enough fields in the region. Is that changing? (HALL)</p>	<p>and when we have a cancellation contact these leagues to fill in available prime time.</p> <p>Changes that have impacted our 2015 Park Facilities / Rentals income are:</p> <p>In 2014, with consent from Little Leagues, we modified the maintenance of Little League fields that resulted in more efficient use of fields and fewer field preps. This change reduced field preparation income by \$5,700.</p> <p>A church that had been renting Spartan Recreation Center Sundays has recently moved to another location effective September 2014. This will reduce annual rental revenue at Spartan Recreation Center by \$34,000.</p>
10/16	<p>30. From 2012 to 2015, the general fund subsidy to planning increased more than the total dept budget. 2015 permit revenues are lower than in 2012, 2013, and 2014. After accounting for presumed one-time projects, are we confident that our fees are fully recovering costs? Roughly 60% of the funding for the dept is general fund. Does that match the workload pretty closely? (HALL)</p>	<p>We confirm that the general fund subsidy increased by 15.3% from 2012 to 2015. The 2015 PCD budget has increased 23.7% during this same period. Please be aware that in 2014 professional services in the amount of \$210,000 or 7.4% have been obligated towards the two light rail projects.</p> <p>We have maintained a conservative approach to projecting revenue from year to year. If you look at the 2015 Proposed Budget on p. 82, the forecast of development revenue shows projections over a million dollars through 2018 and slightly under that for 2019 and 2020.</p> <p>General fund coverage at 60% seems to match the workload. ASD provided this table below to show costs recovered by program. Not every program has revenues and they recover at different rates. ASD is leading a cost recovery study in 2015 in support of the 10-Year Financial Sustainability Plan. The goal is to evaluate higher cost recovery percentages for fee based programs with target implementation of the reviewed findings in the 2016 budget.</p>

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		<table border="1"> <thead> <tr> <th colspan="5" data-bbox="856 310 1402 337">Percentage of Program Recovered by Revenue</th> </tr> <tr> <th data-bbox="856 375 1178 402">Program</th> <th data-bbox="1178 375 1331 402">2015 Revenue</th> <th data-bbox="1331 375 1549 402">2015 Expenditure</th> <th data-bbox="1549 375 1808 402">Difference -Rev vs. Exp</th> <th data-bbox="1808 375 2032 402">% Recovered</th> </tr> </thead> <tbody> <tr> <td data-bbox="856 402 1178 430">Building/Inspections</td> <td data-bbox="1178 402 1331 430">\$ 560,850</td> <td data-bbox="1331 402 1549 430">\$ 804,738</td> <td data-bbox="1549 402 1808 430">\$ (243,888)</td> <td data-bbox="1808 402 2032 430">69.6%</td> </tr> <tr> <td data-bbox="856 430 1178 457">Permit Services</td> <td data-bbox="1178 430 1331 457">\$ 373,900</td> <td data-bbox="1331 430 1549 457">\$ 460,250</td> <td data-bbox="1549 430 1808 457">\$ (86,250)</td> <td data-bbox="1808 430 2032 457">81.2%</td> </tr> <tr> <td data-bbox="856 457 1178 485">City Planning</td> <td data-bbox="1178 457 1331 485">\$ 84,000</td> <td data-bbox="1331 457 1549 485">\$ 893,519</td> <td data-bbox="1549 457 1808 485">\$ (809,519)</td> <td data-bbox="1808 457 2032 485">9.4%</td> </tr> <tr> <td data-bbox="856 485 1178 513">Code Abatement</td> <td data-bbox="1178 485 1331 513">\$ 80,550</td> <td data-bbox="1331 485 1549 513">\$ 100,000</td> <td data-bbox="1549 485 1808 513">\$ (19,450)</td> <td data-bbox="1808 485 2032 513">80.6%</td> </tr> <tr> <td data-bbox="856 513 1178 540">Code Enforcement</td> <td data-bbox="1178 513 1331 540">\$ -</td> <td data-bbox="1331 513 1549 540">\$ 194,686</td> <td data-bbox="1549 513 1808 540">\$ (194,686)</td> <td data-bbox="1808 513 2032 540">0.0%</td> </tr> <tr> <td data-bbox="856 540 1178 568">PCD Admin Services</td> <td data-bbox="1178 540 1331 568">\$ -</td> <td data-bbox="1331 540 1549 568">\$ 220,029</td> <td data-bbox="1549 540 1808 568">\$ (220,029)</td> <td data-bbox="1808 540 2032 568">0.0%</td> </tr> </tbody> </table>	Percentage of Program Recovered by Revenue					Program	2015 Revenue	2015 Expenditure	Difference -Rev vs. Exp	% Recovered	Building/Inspections	\$ 560,850	\$ 804,738	\$ (243,888)	69.6%	Permit Services	\$ 373,900	\$ 460,250	\$ (86,250)	81.2%	City Planning	\$ 84,000	\$ 893,519	\$ (809,519)	9.4%	Code Abatement	\$ 80,550	\$ 100,000	\$ (19,450)	80.6%	Code Enforcement	\$ -	\$ 194,686	\$ (194,686)	0.0%	PCD Admin Services	\$ -	\$ 220,029	\$ (220,029)	0.0%
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10/16	31. Removal of some of the 2014 one-time allocations are explicitly listed as changes for 2015 for some departments. Are all 2014 one-time allocations removed? If not, which ones are continuing? (HALL)	<p>All one-time appropriation requests lapse at the end of each budget year. Some one-time appropriations become ongoing requests in a succeeding year’s budget. These changes would be highlighted in the new year’s budget presentation.</p> <p>Other one-time appropriations are requested as one-time again in a succeeding year’s budget. These requests would also be itemized in the new year’s presentation. One example of this would be the extra help for GIS. This was a one-time request in 2014 and is repeated as a one-time request in 2015. We are evaluating the skill sets that the RWD staff will bring when they merge with the City in 2017. It is our understanding that one of their staff members provides GIS support and we would like to evaluate how that staff person will fit with the City’s current staffing before recommending the addition of a new regular position. This request is essential to the successful implementation of the asset management software.</p>																																								
10/16	32. The planning workload measure of number of planning commission meetings staffed does not appear to account for all the related meetings and open houses, some of which took the place of	Thank you for your acknowledgment of staff time for all of the extra public meetings, open houses, workshops, community meetings that are an essential part of the planning process for the two light rail stations. The Planning Commission does their part well to make the necessary recommendations to Council. In the future there may be opportunity to include those hours in the performance measure information.																																								

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	commission meetings. The measured reduction in work load may be misleading. I don't know if another or a different measure is needed, but I wanted to acknowledge and express my appreciation for all the staff and commission time that goes into those meetings. (HALL)	
10/16	33. I see the increases in number of days to approve permits. With the proposed FTE addition, why do we expect them to remain high? (HALL)	We anticipate that the number of days to review permits (especially single family building permits) will go down in 2015 with the addition of an Assistant Planner. This projected 2015 data was included in the performance measures section before requesting the position.
10/16	34. Any thoughts on the increase of vandalism and graffiti? (HALL)	The increase is due to graffiti on the Interurban Bridge across Aurora and on the trail to the east. In one night over 120 tags were placed on at the site and removed by CRT and Roads the following day.
10/16	35. Do you have a list of supplemental department requests for this year's budget? If so, can you share that with Council (with notations of what is proposed to be funded)?	PLEASE SEE TABLE AT BOTTOM OF MATRIX

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	(ROBERTS)	
10/16	36. Do we know how much the City of Bothell set aside from its general fund (yearly and in total) to assist with its property acquisition? (ROBERTS)	Staff followed up with Bob Stowe, City Manager for Bothell and this is the information that they have provided. They were not able to give us yearly set-asides from their general fund. Bothell spent about \$46M in real estate. About half of this amount was specifically for the Crossroads project, which utilized state and federal grants, and a LIFT award. The other half was for the North Shore School District property. The acquisition or ROW was primarily from City funds. In total, Bothell purchased approximately 25 acres of which 18 acres is being sold back for private development. Bothell has dedicated a significant amount of resources to their Downtown. Currently, they have allocated over \$100M towards infrastructure that has generated a return of over \$200M in private capital. A significant portion of their Capital Facilities Plan has required discipline and which has meant that other capital projects have been delayed as lower priorities.
10/16	37. Public Works revenues show a \$432K drop in street operation and a \$351K increase in general fund. What is driving this? (HALL)	Overall Public Works expenditures are down \$345,000 from 2014 to 2015. This is due to two major factors. Total expenditures in the SWM Fund are scheduled to drop \$123,000, due largely to normal budgetary fluctuations in capital spending from one year to another. Total expenditures in the General and Street Funds (combined) are scheduled to drop by \$220,000. This is largely due to a one time equipment purchase (approximately \$210,000) that took place in 2014, with no corresponding one time purchase in 2015. The drop in Streets is actually \$516,000 and the increase in the General Fund is \$294,000. The drop in Streets is again, partially attributable to the one time equipment purchase (\$210,000). Most of the rest (\$250,000) is due to a transfer from where it was historically budgeted (Street Operations) to Traffic Services. This also explains most of the reason for the increase in the General Fund.
10/16	38. Page 265, when do we anticipate proposing use of fund 115? The box reference to 2015 is out of	The 2015 Use of Funds box should read: "No expenditures will be proposed."

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	date. (HALL)	
10/16	39. Page 267, description of fund 190 gives minimum amount for 2014. or maybe just not updated. (HALL)	The year in the box at the top of the page will be corrected from 2014 to 2015.
10/16	40. Page 277, what are the anticipated uses of fund 505 in 2015? (HALL)	In our current environment the City is not doing layoffs, so we expect very low usage in this fund. However, situations occur where an employee leaves our employment for another job, and is subsequently laid off at their new employer. State law allows them to go back to their previous employer for unemployment benefits if they have a short history at the new employer.
10/20	41. (a) How will we measure success w/ a promotional campaign? (b) Will the Shoreline business community have a chance to participate? (EGGEN)	(a) Documenting the success of any economic development program is difficult, as so many causes are related to the outcomes one wishes to accomplish. The recent Performance Audit of Economic Development Programs by the Washington State Auditor's Office (http://www.sao.wa.gov/state/Documents/PA_Economic_Development.pdf) states that the best way to measure success is to focus on the output of the program, rather than outcomes. The output should conform to industry best practices and have sufficient quantity to be effective. This is precisely why the City tracks the number of <i>QuickStart</i> workshops offered and educational hours received (the output) rather than tracking--or worse, taking credit for--the attendees' business growth (the desired outcome). Using the same philosophical framework of measuring output rather than outcomes, the City's Request For Qualifications (RFQ) will require that prospective consultants provide examples of measurement tools they have used that measure both quantity and quality of output; quantity will be measured in terms of number of impressions by the targeted audience, while quality will be measured by positive responses by those within the targeted audience. As an example, the City's promotional campaign should be able to say something

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		<p>like, "Every \$1,000 marketing purchased results in 2,500 impressions, 15 requests for information, and a 0.5% increase in top-of-mind awareness of the City within the target audience." The measurement will not be able to determine how many new homes were purchased or businesses opened in Shoreline, as many other factors will be at play in these enormous life decisions.</p> <p>(b) Yes. Staff is planning to include members of the business community and the Chamber of Commerce in Phase I, which is the process of focusing our message and target audience.</p>
10/20	<p>42. (a) What is a reasonable return on investment for the promotional campaign?</p> <p>(b) Are there examples from other cities? (SALOMON)</p>	<p>(a) As the answer to 41a implies, measuring return on investment is difficult in complex decisions such as resident and investor attraction. While one could point to studies that document increased returns when business, organizations, and agencies employ effective marketing, complex outcomes such as attracting residents or investors to Shoreline are difficult or impossible to conclusively link to specific promotional efforts. Therefore, rather than set or expect a specific return on investment in promoting Shoreline, it may only be possible for Council to support the idea that a healthy city employs effective marketing from time to time to promote itself to future residents and investors.</p> <p>(b) Staff is in the initial stages of contacting other cities to learn from their experiences, and their input will be used to fashion the City's Request for Qualifications soliciting a marketing consultant should Council approve this budget item. As of October 30th, though, no cities have provided relevant information.</p>
10/20	<p>43. What is the percentage allocation between General Fund and CDBG for our human service funding? (EGGEN)</p>	<p>The 2015 Proposed Budget includes \$504,895 in grants to other agencies. Of those programs, CDBG provides 23% of the total funding (6% for Competitive HHS and 17% for Minor Home Repair). Liquor Tax & Profits account for 4% of the funding, which is for drug and alcohol programs. Domestic violence programs, which are funded 59% by the state, account for 6% of the total grants. In total, the General Fund accounts for 70% (62% total in Competitive HHS, 5% for utility assistance, and 3% (rounded) for domestic violence) of funding to service providers.</p>

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10/20	<p>44. Describe/investigate the breakdown in jail days between those in pre-disposition and post-disposition (pre-sentencing and post-sentencing). What portion of jail days are served in pre-disposition vs. post-disposition? (ROBERTS)</p>	<p>An exact breakdown of jail days served in pre- and post-disposition is difficult to ascertain because of a variety of factors. Defendants may be booked on multiple charges (sometimes resulting from other jurisdictions), sentences may be suspended, a judge may deem jail days served during pre-disposition as sufficient punishment for an offense, an inmate may be released from jail only to return later--sometimes months later--to serve a jail sentence, or alternatives to jail sentences may be imposed (such as electronic home monitoring).</p> <p>However, to discern the number and breakdown of jail days served pre- and post-disposition (disposition hearings are also called 'first appearances', the point at which probable cause and bail (if any) is established in relation to a criminal charge), staff reached out to its jail</p>																

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		<p>partners, and was only able to obtain statistical data from the City’s current primary booking facility – SCORE jail. Data from SCORE does not contain case information, so a number of assumptions were made. Staff assumed that the number of jail days served from the date of booking to the day on which there was a change to an inmate’s status were served in pre-disposition. Jail days served after a change in inmate status were considered served in post-disposition. Changes to an inmate’s jail status after booking typically occur as a result of an interaction with a court.</p> <p>A total of 115 defendants were booked into SCORE since the City transitioned to the facility as its primary booking and jail facility. A total of 749 jail days were served; 545 (73%) of which were served before an inmate’s status changed after the date of booking, the remaining 204 (27%) were served after an inmate’s status changed.</p>
10/20	<p>45. What are alternatives to jail sentences? Are there jail alternatives that can be employed? What alternatives to jail are being used now? (ROBERTS)</p>	<p>A number of alternatives to jail sentencing exist in the judicial process for misdemeanor crimes, and the City supports alternative sentences when appropriate. Generally speaking, fines, community service, work release, electronic home detention, Regional Veterans Court and Regional Mental Health Court (both functions of the King County District Court system) are employed depending on a particular case and offense. Some tools may have specific rules, processes or circumstances in which the City may have various impact. For instance, the Regional Veterans Court has a number of eligibility criteria of which the City has no impact, including veteran discharge status, and the defendant’s potential mental health and chemical dependency issues.</p> <p>In relation to existing alternative sentencing tools, the City’s primary role is coordinating various resources in the judicial system to expediently and efficiently use all available alternatives. For example, the City may assist in coordinating the various resources utilized in referring defendants to Mental Health Court: In-custody defendants are often referred by jail psychiatric staff who have screened for mental health issues. Defendants may also be referred for consideration by police, attorneys, family members, or probation officers. A defendant may also be referred by another District Court at any point during regular legal</p>

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		<p>proceedings if the judge feels the defendant could be better served by the Mental Health Court.</p> <p>Ultimately, all sentencing decisions are made by Judges. Judges have the authority to impose a variety of sentences and may take into account the prosecuting attorney's recommendations, details of a particular case, the offense committed and the defendant's criminal history. Regardless, the City is committed to staying attune to emerging alternatives to jail sentencing as they become available.</p>
10/20	<p>46. How often is an expedited permit request requested? Do we have a sense of what percentage the proposed Assistant Planner position would be to handle expedited permits versus other tasks? (ROBERTS)</p>	<p>In 2013 we had two expedited projects and in 2014 we have had one.</p> <p>The Assistant Planner would not be assigned to do any expedited review of projects, because the purpose is to farm the work out and not move the expedited project to the head of the line which serves to delay projects that came in prior.</p>
10/22	<p>47. How might loss of state shared revenue affect our 2015 budget? Are we presuming those funds will be there in this budget? (SALOMON)</p>	<p>We think it unlikely that the state would implement anything that would start at the beginning of their fiscal year (July 1, 2015). There are only a few state shared revenue sources left - Criminal Justice MVET which generates about \$140,000 a year and liquor taxes which generates about \$600,000 a year. The state has never talked about diverting the MVET monies currently allocated for Criminal Justice. The most likely change is the liquor taxes. The current state adopted legislation would provide that the state's contribution to cities for liquor taxes will go back up to its 35% allocation in late 2015. To be conservative our budget projections assume that the State will change this and keep the current 17.5% allocation that they adopted in the last biennial budget process (see page 80 of the budget).</p>
10/27	<p>48. In the public works section page 244 there is an</p>	<p>The City's 2013 NPDES Permit has several requirements that must be completed in order to comply with State Law. The Surface Water Utility intends to use the \$50,000 to acquire</p>

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	<p>ongoing \$50 k request for NPDES permit support in SWM. Can you provide more details as to what that money would go towards? (SALOMON)</p>	<p>professional services as needed to do work to meet NPDES Permit requirements. In 2015, staff has identified three areas where professional services will likely be needed. The first is an effort to review, identify, and correct City codes, design standards, and other regulations which prohibit or impede use of low impact development in the City. Second, is an effort to assess legal authorities and offer code amendments to ensure consistency with permit requirements. Third, is assist with developing a staff training program for illicit discharge detection and elimination protocols.</p>
<p>10/27</p>	<p>49. What more can we do in this budget to further reduce stormwater pollution/runoff? For example I see there is over \$1.5 million for 2015 flood and drainage improvement and only \$50 k for water quality projects. Do some of the flood and drainage projects help reduce stormwater pollution? Which projects? Are there any projects that could be construed as increasing the amount of runoff? (SALOMON)</p>	<p>Some Flood Protection/Drainage Improvement projects will also reduce stormwater pollution and/or volumes; the type and amount of improvement varies from project to project. For example, the NE 148th St Infiltration Facilities project reduces flooding by utilizing large-scale infiltration, which will also improve water quality and reduce runoff volume. The Goheen Revetment Repair, Stormwater Pipe Replacement Program, and Surface Water Small Projects will improve water quality by reducing erosion associated with failing infrastructure and reduce the amount sediment entering surface waters.</p> <p>The Stormwater Pipe Replacement Program and Surface Water Small Projects at some locations may lead to small increases in downstream flows by restoring system capacity that was previously impacted by poor infrastructure conditions.</p> <p>Typically for Flood Protection/Drainage Improvement projects it is preferred to address flooding problems with solutions that incorporate LID techniques improving water quality and reducing flow volumes. The 10th Ave NE and NE 148th projects are two examples of current CIP projects taking this approach. Surface Water Small Projects will also utilize LID solutions whenever feasible.</p> <p>The Stormwater Pipe Replacement Program represents a large investment over the next six years, and makes up a significant portion of the Surface Water Utility Fund capital expenditure for that time. While associated water quality improvements are minor, this program is needed in order to provide repairs for aging pipe infrastructure that has already failed or is in immediate danger of failure.</p> <p>The budget for the Greenworks Water Quality-oriented projects is reduced compared to</p>

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		previous years, but we will be creating Greenworks designs in-house for increased cost effectiveness and also pursuing grant opportunities to supplement allocated funds.
10/27	50. There is an unfunded capital project for converting roadside ditches to bioinfiltration swales. Can you measure the benefits that the swales would provide over that of the ditches? How much infiltration do the ditches provide? (SALOMON)	This project was conceptually identified in the Storm Creek Basin Plan (Project ST-CIP-2). Bioretention swales provide a high level of water quality and flow control improvement for typical annual runoff (but are less effective at mitigating large storm events – with 2-year recurrence or larger). It is very likely that the existing ditches provide very little infiltration or bioretention, and conversion to bioretention swales would be a significant improvement. However, without further engineering analysis (including geotechnical evaluation of infiltration potential) it is not possible to quantify the potential benefit of the conversion. One of the first steps in further developing this project would be to conduct such an analysis.
10/27	51. Can you describe in more detail the flooding issues being experienced in 10th Ave NE between NE 165th and NE 175th? (SALOMON)	<p>The flooding and related drainage issues on 10th Ave NE between NE 165th and NE 175th were identified as Problem F6 in the 2009 Thornton Creek Watershed Plan. This area experienced significant flooding in December 2007 and is prone to ongoing frequent poor drainage conditions. The ditch and culvert system along the west side of 10th Ave NE is undersized and poorly-graded in many locations. This system has a tendency to back up on wet days, causing ponding along the western road shoulder and driveways and (at certain locations) surcharging near homes along the eastern side that are below the roadway elevation.</p> <p>In 2014, the City requested that SvR consultants review the 10th Ave NE drainage situation and propose solutions, as documented in a June 9, 2014, Memorandum. The 2016-2018 CIP for 10th Ave NE will utilize these recommendations and other available data to improve flooding and drainage conditions in this area, including consideration of converting existing ditches to bioretention swales.</p>
10/27	52. Can you explain in lay terms the reason for the Goheen revetment repair? What is a revetment	A revetment is a sloping structure placed on banks or cliffs of streams in such a way as to absorb the energy of incoming water and resist erosion. Prior to incorporation, the County installed the dam at NE 196th Street. The County also secured a drainage easement on the Goheen Property to install a revetment on their slope to protect the property from erosion

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	<p>exactly? Are there similar projects/issues that will need to be addressed? (SALOMON)</p>	<p>caused by water backing up the creek as a result of the dam installation. At that time, the County installed a revetment made of small boulders. To uphold the conditions of the drainage easement, the City is required to maintain the revetment on the Goheen property to ensure a stable stream bank along their property. The existing rock revetment provided a low level of bank protection for the majority of the stream bank on the property, which has now exhibited significant erosion for approximately 60 feet of its length. Many of the rocks that comprise the revetment have been dislodged from their original positions and are no longer functioning to prevent erosion of the bank. This project will install a new kind of revetment to better protect the embankment from erosion and also provide enhancement to the stream at the same time.</p> <p>The issues on this project are similar to any erosion issue on a standard road project but with the embankment being within a creek, there are a lot of different things that need to be done to protect the creek and the natural habitat. We will need to divert the creek during the work to gain access to the embankment. The embankment will be comprised of woody debris and rocks that are better for fish and other wildlife. Once the embankment is complete, the creek will be restored to its previous path. There will also be other habitat restoration work occurring as access to the work area from NE 196th Street will disturb wooded areas adjacent to the creek. The restoration will also enhance the habitat by removing invasive plant species and adding native plants and trees that provide shade areas along the creek.</p>
10/27	<p>53. Regarding the 148th infiltration projects, what are "hard surface treatments?" Does that mean it cleans pollutants that come from street surfaces originating from cars? What is the "infiltration facility?" The</p>	<p>The Infiltration Facilities to be located along NE 148th St between 12th and 15th Avenues NE will be constructed using a buried stackable plastic grid system (Rainstore3). The grid structure has a high bearing strength and high percentage of void space (95%), effectively creating a vault-like underground storage facility at a fraction of the expense of installing an actual vault. The underground grid facility allows stored runoff to dissipate by infiltrating directly into the soil subgrade below – hence the description as an “infiltration facility.”</p> <p>The phrase “various surface treatments” from the project description refers to the grid</p>

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	term "facility" does not describe in detail what it actually is. (SALOMON)	system's ability to accommodate a variety of surface types on top, including bioswales or hard surfaces such as pavement or gravel surfaces to accommodate parking or driveway access. Runoff pollutants will be treated by bioretention treatment from facilities with surface swales and also via infiltration by all facilities.
10/27	54. Do we have any concrete ideas (no pun intended) for the \$2.4 million in 145th corridor improvements? Why are we looking at allocating money before the RDP is complete? (SALOMON)	The funding identified is predominantly grant funding. The City pursued this funding so that design and environmental review on the segment of 145 th Street from Aurora Avenue N to I-5 could begin upon completion of the RDP. The RDP will develop a conceptual plan for 145 th Street and this funding will be used to prepare design plans for this segment of the corridor based upon the conceptual plan contained within the RDP. Pursuant to the terms of the grant, the City must obligate the funds in 2016.
10/27	55. The North Fork Thornton Creek LID retrofit has a high anticipated annual maintenance fee. What anticipated benefits justify the ongoing costs? (SALOMON)	This project includes the construction of infiltration and bio-retention facilities which both remove contaminants and dispose of stormwater through infiltration. The high maintenance cost is due to maintain required plantings (used for pollutant removal) and the soil profile needed to insure proper infiltration rates. The benefits of these types of facilities include not needing to build piped conveyance systems, promoting infiltration reduces peak flows in streams to help control flooding, and biological water quality treatment does not require man made filter systems.
10/27	56. On page 309 there is an unfunded project idea of purchasing shoreline from BNSF. What would that property be used for? Parks? Salmon habitat restoration? Have looked for grant funding for that? Is BNSF a willing seller? (SALOMON)	The City of Shoreline has 1100 frontage feet of property on Puget Sound at Saltwater Park. Property north and south of the park is owned by BNSF, as is most of the beach front property in Shoreline. Several people every day walk past the "End of Park property" signs and trespass onto BNSF property. Several years ago I was approached by Steinbach realty who represented BNSF asking if we had any interest in acquiring the beachfront owned by BNSF or entering to a lease for recreational use. I said the City was interested in creating an opportunity for public use of this property. Since that time there has been no additional interest on the part of BNSF, but having the property listed in the PROS Plan and as unfunded in the budget shows our interest should the opportunity to acquire arise. This would also increase our opportunity for grant funding. The property could be used legally for walking and beach combing. As it is now public on this property can be ticketed for trespassing and

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		fined up to \$1,000.
10/27	57. On page 315 for parks repair and replacement the project administration for 2015 is \$52 k and construction is \$153 k. This seems like a high ration of admin to actual construction. Is this cost for design? What justifies the ratio? (SALOMON)	Several years ago we created a new Park Maintenance Worker II position and hired someone with carpentry, concrete, and plumbing skills to assist with capital improvements and repairs. 50% of this position is funded out of Repair and Replacement funding, thus the large amount for project administration. In addition, when we use PW project staff for capital improvement and repair oversight some of their salary is charged to this account also.
10/27	58. On page 346 why has the long term maintenance cost for the pool of risen from \$413k to \$846 k? (SALOMON)	Shoreline Pool Long-Term Maintenance: The total project cost increased from \$413,546 to \$846,722. The current CIP did not include any future projects pending the completion of the Repair/Replacement Needs Analysis (now complete). The 2015 – 2020 CIP now reflects the required maintenance projects within the available funding level.
10/27	59. On page 353 roads cap fund revenue, can you provide a little more info on what the grants are? What do CMAQ, Fed STP etc. stand for? (SALOMON)	CMAQ: Congestion Mitigation and Air Quality; Fed STP: Federal Surface Transportation Program; FTA: Federal Transit Administration
10/27	60. On page 360 bike system implementation, has staff looked much at separated bike paths that are protected from cars? I understand that is the plan for the path near the cemetery. What results/use is Seattle seeing on its separated paths on	The projects identified as part of the Bike System Implementation project were selected from those included in the Bicycle System Plan in the Transportation Master Plan. These projects are all low cost options that utilize the existing right-of-way, allowing the City to implement a significant amount of the entire system plan. The separated trail project on NE 195 th Street from 1 st Avenue NE to 5 th Avenue NE is utilizing existing, undeveloped right-of-way, as did the trail constructed between Meridian Avenue N and 1 st Avenue NE a few years ago. The City has limited options for construction of separated bicycle paths without purchasing additional right-of-way. “Cycle tracks”, such as those Seattle has constructed on Broadway, 2 nd Avenue and Linden Avenue N are included in the Bicycle System Plan as raised “cycle tracks” on 175 th

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	Broadway, 2nd Ave, Linden, etc? (SALOMON)	Street. These would be installed as part of a large capital project that would widen and rebuild the entire road, including the sidewalks. Staff is looking at additional options for cycle tracks as part of the light rail station subarea planning. 185 th Street has been identified as a potential location. Staff has a good working relationship with SDOT and will coordinate with them as the City continues to explore options for cycle tracks.																														
10/27	61. On page 133 the community services budget graph indicates 37 percent of expenditures go to "other services and charges." Given that it is such a big part of that budget can you describe in more detail what that money would go towards? (SALOMON)	<p>"Other Services and Charges" includes expenditures such as professional services, postage/courier, travel, printing, registration & training, as well as City grants to other agencies.</p> <p>It is the last category that makes up the majority of the proposed \$579,154.</p> <table border="1" data-bbox="848 703 2074 1349"> <thead> <tr> <th data-bbox="848 703 1272 740">Program</th> <th data-bbox="1272 703 1696 740">Description</th> <th data-bbox="1696 703 2074 740">Amount</th> </tr> </thead> <tbody> <tr> <td data-bbox="848 740 1272 777">Neighborhoods</td> <td data-bbox="1272 740 1696 777">Mini-Grant Program</td> <td data-bbox="1696 740 2074 777">\$20,000</td> </tr> <tr> <td data-bbox="848 777 1272 852">Human Services</td> <td data-bbox="1272 777 1696 852">Minor Home Repair (CDBG – Capital)</td> <td data-bbox="1696 777 2074 852">\$86,107</td> </tr> <tr> <td data-bbox="848 852 1272 922">Human Services</td> <td data-bbox="1272 852 1696 922">General Fund Subsidy (CDBG)</td> <td data-bbox="1696 852 2074 922">\$7,646</td> </tr> <tr> <td data-bbox="848 922 1272 992">Human Services</td> <td data-bbox="1272 922 1696 992">CDBG – Competitive HHS</td> <td data-bbox="1696 922 2074 992">\$30,028</td> </tr> <tr> <td data-bbox="848 992 1272 1066">Human Services</td> <td data-bbox="1272 992 1696 1066">Drug & Alcohol Programs (Liquor tax and profits)</td> <td data-bbox="1696 992 2074 1066">\$17,779</td> </tr> <tr> <td data-bbox="848 1066 1272 1136">Human Services</td> <td data-bbox="1272 1066 1696 1136">Domestic Violence</td> <td data-bbox="1696 1066 2074 1136">\$30,028</td> </tr> <tr> <td data-bbox="848 1136 1272 1206">Human Services</td> <td data-bbox="1272 1136 1696 1206">City Portion – Competitive HHS</td> <td data-bbox="1696 1136 2074 1206">\$308,307</td> </tr> <tr> <td data-bbox="848 1206 1272 1276">Human Services</td> <td data-bbox="1272 1206 1696 1276">Utility Assistance</td> <td data-bbox="1696 1206 2074 1276">\$25,000</td> </tr> <tr> <td data-bbox="848 1276 1272 1349"></td> <td data-bbox="1272 1276 1696 1349">TOTAL Grants to Other Agencies</td> <td data-bbox="1696 1276 2074 1349">\$524,895</td> </tr> </tbody> </table>	Program	Description	Amount	Neighborhoods	Mini-Grant Program	\$20,000	Human Services	Minor Home Repair (CDBG – Capital)	\$86,107	Human Services	General Fund Subsidy (CDBG)	\$7,646	Human Services	CDBG – Competitive HHS	\$30,028	Human Services	Drug & Alcohol Programs (Liquor tax and profits)	\$17,779	Human Services	Domestic Violence	\$30,028	Human Services	City Portion – Competitive HHS	\$308,307	Human Services	Utility Assistance	\$25,000		TOTAL Grants to Other Agencies	\$524,895
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		<p>For further information regarding the allocation to service providers, please see Attachment B of the August 25 staff report: http://cosweb.ci.shoreline.wa.us/uploads/attachments/cck/council/staffreports/2014/staffreport082514-8a.pdf</p> <p>The above staff report does not include the annual contract to New Beginnings for domestic violence services or the annual contract to Hopelink for utility assistance.</p> <p>For more information on the breakdown of Human Services funding between General Fund and CDBG, please see question #43 on the Matrix.</p>
10/27	<p>62. On page 141 administrative services expenditure, the 2013 and 2014 actual and projected budgets came in at \$5.2 and \$5.3 million. The request this year is almost \$2 million above that. While I am very pleased that the 2014 projected budget is coming in at over \$1 million less than allocated, it begs the question of why we need to allocate over \$7 million this year. Please explain. (SALOMON)</p>	<p>The Administrative Services budget is composed of 2 segments. One is the actual Administrative Services Department budget. This budget is scheduled to go from \$4,853,000 in 2014 to \$4,864,000 in 2015, an increase of about \$11,000 (0.2%).</p> <p>The other segment relates to a variety of expenditures not associated with any one specific department. These include things like contingencies, vehicle and equipment replacement, insurance reserves, etc. This portion of the budget is scheduled to go from \$1,634,000 in 2014 to \$2,262,000 in 2015. This increase is \$628,000 (38%). Of this increase, \$579,000 is related to a one-time increase in vehicle and equipment replacements. We have several large dollar expenditures hitting this budget in 2015. Examples include Sharepoint software (\$62,000), mobile tablet devices (\$19,000), IT Network support (\$70,000), Class software (\$65,000), and three large vehicle purchases.</p> <p>The difference between amounts budgeted and amounts spent is usually large in this segment of the ASD budget. Expenditures are usually far under the budget. This is mostly because this is where the City budgets for contingencies and insurance reserves (almost \$1.2 million in 2015). These reserves are usually set by Council policy. The City intends not to spend this money unless absolutely necessary. For example, in 2014 the budget in this area</p>

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		<p>is \$993,000, but the City only expects to spend \$68,000.</p> <p>Please also refer to the City Council presentation we made regarding this budget at the October 20th City Council meeting (especially to slides 37 and 39).</p>
10/27	<p>63. On page 210 on the parks and rec budget changes there is a request for \$24 k increase in water utility budget for Echo Lake and Sunset Park based on historical consumption. Similarly there is an increase in the sewer utility budget of \$23 k. What have we done on the conservation side to save money and water resources? (SALOMON)</p>	<p>In the past 15 years the City of Shoreline has greatly enhanced the quality of its park system through an aggressive CIP program and voter approved bond. To improve the park system from a low grade county system to a quality urban park system, park infrastructure such as irrigation systems and restrooms were added, which impact our water and sewer utility costs.</p> <p>To minimize expenditures of utilities staff has included equipment to reduce costs. Examples of these features include remotely activated timers for athletic field lighting at Hamlin park, as well as irrigation controllers with rain sensors that are operated via a software system called Sentinel, at the Hamlin Park Maintenance Facility.</p> <p>Software programs such as Sentinel are frequently used with parks, golf courses and in various types of agriculture and horticulture to carefully monitor weather conditions, volume of water used (helpful for monitoring leaks) as well as saving labor costs by setting watering schedules from one central computer instead of having to visit each irrigation controller at each park to set watering times. We have the ability to reduce or shut off water with a few key strokes and make adjustments frequently as the weather changes.</p> <p>As the City continues to improve its infrastructure staff will install controllers that will be operated via the Sentinel software system for future water savings.</p>
10/27	<p>64. On page 214 aquatics the graph shows that the ratio of project revenue has declined over time. Is that due to addition of utilities? (SALOMON)</p>	<p>Over the past 4 years the pool expenses that have significantly risen and impacted this ratio are utilities, salaries and wages, extra help costs, and operating supplies such as pool chemicals.</p> <p>In addition, the Lynnwood Pool's re-opening has affected our drop-in usage significantly as they have a separate lap pool and a very engaging free swim/play pool available, both of</p>

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		which are pulling our users to their facility. We still have a swim lesson program that is highly successful despite our aging facility, however the reduction in drop-in usage reflects the community's preference for a nicer/newer facility for lap and play swim.												
10/27	65. On page 226 it appears that in prior years the buildings and inspections revenue more or less covered or exceeded expenditures. 2015 shows an expenditure of \$804 k and revenue of \$560 k. Why the change? (SALOMON)	<p>As a reminder, we take a conservative approach in projecting revenues. In 2015, we anticipate the gap between expenditures and revenue will decrease even more than budgeted, as it has in previous years. For more information regarding cost recovery, please see the response to Councilmember Hall's related questions under #30 on the matrix.</p> <p>Below is a chart showing the budget and actual revenues for 2012, 2013, and 2014 (projected). Much of the variance between the budgeted and actual revenues can be attributed to unexpected one-time projects in each year.</p> <table border="1" data-bbox="852 740 1365 894"> <thead> <tr> <th></th> <th>Budgeted</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>\$ 329,775</td> <td>\$ 667,555</td> </tr> <tr> <td>2013</td> <td>\$ 494,290</td> <td>\$ 653,083</td> </tr> <tr> <td>2014 proj</td> <td>\$ 507,450</td> <td>\$ 650,962</td> </tr> </tbody> </table>		Budgeted	Actual	2012	\$ 329,775	\$ 667,555	2013	\$ 494,290	\$ 653,083	2014 proj	\$ 507,450	\$ 650,962
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10/27	66. Page 121. We have removed CRA planning money for 2015. When will this sort of planning be done? (EGGEN)	The \$125,000 allocated to develop an Aurora Square CRA Planned Action Environmental Impact Statement will be spent in 2014 and the first quarter of 2015. It is anticipated that Council will be asked to adopt the Final EIS in March of 2015.												
10/27	67. Page 147. You have added \$65k for replacement of recreation system. I don't understand this. (EGGEN)	The registration software system CLASS is no longer being supported by the software company effective 2016. As a result we are soliciting for another software vendor for our registration software system for classes and facilities. Our staff is working with IT on securing a replacement system and the estimated cost for that system is \$65K.												
10/27	68. Page 150 and 151 appear to be identical. (EGGEN)	Unfortunately the page was duplicated. We will reprint. Page 151 will show as "This Page Intentionally Left Blank". The Council will receive a replacement page for your Budget Books.												
10/27	69. Page 152. There is an ~20% jump between 2014	The 2014 projected performance measurement of \$3.64 was based predominately on a larger estimated square footage for the Brugger's Bog facility that was coming on line at the												

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	and 2015 in cost/sq ft to maintain. Why is this? (EGGEN)	time. This facility was coming on line the latter part of 2013. The amount used was 46,861 square feet for this facility, which was added for a total of 220,787. For 2015, staff used 170,293 square feet for all City facilities. The square footage was revised based on a better understanding of the square footage for Brugger's Bog and other facilities.
10/27	70. Page 168. There is a Operational objective to refine citywide Halogen Performance Evaluation System. What is this? (EGGEN)	Halogen is the brand name of the on-line performance evaluation software installed a year ago. The system is used to set and measure achievement toward goals. The refinement addresses initial year feedback from employees, supervisors, and managers that the new tool needs to also evaluate regular ongoing core duties.
10/27	71. Page 182. Are the police costs per capita adjusted for inflation? (EGGEN)	The police costs shown are not adjusted for inflation. All amounts shown in this section of the Budget book are based on historical costs.
10/27	72. Page 199. Are there any other measures of effectiveness for the Public Defender other than number of cases? Does any other city use another measure of effectiveness, for example survey results? (EGGEN)	<p>Numbers of cases assigned to public defenders are typically a measure of workload and may not be an appropriate method for gathering data on qualitative aspects of a defender's performance.</p> <p>The City does not currently have data on other jurisdictions' methods for evaluating public defender performance. However, the potential new contract for primary public defense services (scheduled for Council consideration on November 17, 2014) may be an opportunity for the City to implement additional measures of effectiveness for evaluating the performance of its public defense contractors. City staff is considering implementing surveys as a method to gather performance data. Stakeholders (judges, police officials, and appropriate court staff) and potentially defense clients may be surveyed as a method of evaluating a defender's performance.</p>
10/27	73. Page 206. There is an operational objective to shift staffing structure at the Spartan Gym better meet operational needs.	This was a based on the approval of a budget request that was not forwarded for the budget process and should have been eliminated from the budget document.

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	What does this mean? (EGGEN)	
10/27	74. Page 211. The park acreage per thousand goes up from 7.16 in 2014 to 7.66 in 2015. Why is that? (EGGEN)	This is a typo and should remain at 7.16 in 2015.
10/27	75. Page 244. I don't understand the last bullet, Drainage fees increasing by \$150.08/parcel to \$154.49/parcel. Does that mean we were charging \$4.41 per parcel? (EGGEN)	The \$4.41 per parcel difference between 2014 and 2015 is the 3% rate increase in storm water fees planned under the Master Plan previously adopted by City Council. The word "by" on Page 244 should more appropriately read "from".
10/27	76. Page 250. Could you please comment on what a pavement rating of 65 or 71 means? Is this good or bad? (EGGEN)	The Pavement Condition Rating (PCR) is a numerical indicator that rates the surface condition of the pavement. The PCR provides a measure of the present condition of the pavement based on the distress observed on the surface of the pavement, which also indicates the structural integrity and surface operational condition. It provides an objective and rational basis for determining maintenance and repair needs and priorities. The scale ranges from 0 – 100 which is divided into the following categories: Good (100 -86), Satisfactory (85 – 71), Fair (70 – 56), Poor (55 – 41), Very Poor (40 – 26), Serious (25 – 14), Failed (10 – 0).
10/27	77. Page 259. What is the intergovernmental services expenditure in the general fund? Is it transfer to subsidize other funds? (EGGEN)	Intergovernmental charges represent amounts that Shoreline pays to other governments when those other governments provide services. The largest contracts that relate to these expenditures include things like the Police Contract, the Municipal Court Contract, the Jail Contract, etc.
10/27	78. Page 260. How does funding from the TBD get into the Roads fund? (EGGEN)	The maximum amount that the TBD Fund will send to the Roads Capital Fund is determined at the time that the Council meets as the TBD Board (this meeting, approving the 2015 Budget, takes place on November 3rd this year). The actual amount that the TBD will send to the Roads Capital Fund in any year is equal to the actual amount spent on the annual road

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		surface maintenance program in that year. The amount is essentially a charge to the TBD Fund for services provided by the Roads Capital Fund (performing the project) and is handled by transferring cash balances between the two funds.
10/27	79. P 261 81 % of code abatement funds are labeled misc revenues. Can you provide details on those funds? (EGGEN)	<p>The Code Abatement Fund provides funding for City code abatement efforts (public nuisances, dangerous buildings, etc.). This fund was established in 2002 by a transfer from the General Fund.</p> <p>The costs associated with the abatement will be charged to the owner of the property either as a lien on the property or on the tax bill (shown below as “ Judgment / Settlement Abatement Collection”). Recovered monies would replenish the fund for future abatement efforts.</p> <p>The \$80,550 of Miscellaneous Revenues is comprised of the following:</p> <ul style="list-style-type: none"> • Investment Interest - \$100 • LGIP Investment Interest - \$450 • Judgment / Settlement Abatement Collection - \$80,000 <p>Per Washington State BARS coding, these three revenue sources are categorized under “Misc. Revenue.”</p>
10/27	80. What is the origin of most of our intergovernmental [revenues]? (SALOMON)	<p>The category of intergovernmental revenues captures grants, entitlements, shared revenues, and payments for goods and services by another government to the City. For all City funds, the total of intergovernmental revenues equals \$21,543,915 in the 2015 Propose Budget.</p> <p>Significant sources include:</p> <ul style="list-style-type: none"> • City Light Contract Payment = \$1.99 Million • Liquor Board Profits = \$0.46 Million • MV Fuel Tax = \$1.10 Million • WA Street Pedestrian/Bicycle Safety Grant = \$0.47 Million

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		<ul style="list-style-type: none"> • Highway Safety Improvement Program = \$2.18 Million • Congestion Mitigation and Air Quality Improvement = \$5.49 Million • FTA – Rapid Ride = \$2.45 Million • DOE LID Stormwater Grant = \$0.68 Million • Transportation Improvement Board = \$1.00 Million • Utility Reimbursements = \$3.07 Million 												
10/27	81. Went to meeting with N. County Mobility Coalition. He discussed the possibility of small areas of repairs and filling in missing links in order to make larger areas more accessible. Also, is there a fund of money for small area repairs? (EGGEN)	<p>At 10/27 Council Meeting:</p> <ol style="list-style-type: none"> 1. Mark R. – responded that the funding for the ADA transition plan would help identify areas that need to be upgraded/fixed. In the past, he has worked with outside organizations to identify possible areas needed for repair. 2. Bob H. – We address issues on a case by case basis as they are reported to us. Will follow up on whether and to what extent we have a sidewalk inspection program in place. 												
10/27	82. (a) Do we have a sense of the number of properties that still have <i>standing</i> water issues, public right-of-way versus private property? (b) There is a difference between public right of way issues and private property. Roberts – would like to hear back and would appreciate the distinction between what is the responsibility of City versus private property.	<p>(a) Public Works will be submitting data from our Cityworks asset management system at a later date, but it will be a summary of the service calls we have received regarding standing water or flooding in the right-of-way and separate service calls for similar issues on private property.</p> <p>In the last year (Oct 31, 2013 thru October 2014) SWES Service Requests</p> <table border="1" data-bbox="844 1101 1885 1393"> <thead> <tr> <th></th> <th>Total</th> <th>Private matter</th> </tr> </thead> <tbody> <tr> <td>Total SWES Service Requests</td> <td>125</td> <td></td> </tr> <tr> <td>Flooding</td> <td>32</td> <td>3</td> </tr> <tr> <td>Poor Drainage</td> <td>25</td> <td>4</td> </tr> </tbody> </table>		Total	Private matter	Total SWES Service Requests	125		Flooding	32	3	Poor Drainage	25	4
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Maintenance	29	2						
Other (WQ, Erosion, Outreach)	39							
10/27	83. What is the State limit on indebtedness? (EGGEN)	The debt limit appears on page 93 of the 2015 Budget Book. We currently have the legal ability to issue over \$72 million in Councilmanic (non-voted) debt, \$161 million in voted debt,						

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		<p>\$149 million in parks and open space debt, and \$161 million for utilities. The total legal debt capacity is \$545 million.</p>
10/27	<p>84. Can we get an opinion from ASD what a healthy amount of debt is for the City? (SALOMON)</p>	<p>In contrast with the legally authorized amount of debt, the total amount of debt that would be healthy for the City of Shoreline depends on many factors. One important factor is the political climate. Some cities and Councils are more willing to enter into debt than others.</p> <p>When issuing debt it is important to look at the purpose of the debt, along with who will benefit from the resulting uses of the debt proceeds. For instance, it makes a great deal of sense to enter into debt for the construction of a City Hall. These buildings tend to be more expensive than most cities can afford to fund on a Pay As You Go (PAYGO) basis. In addition the building itself is constructed not just to benefit today's citizens, but to serve as an asset to the community for generations to come. Conversely, issuing a 20 year bond for something that will benefit the community for only a few years is most likely not a good reason to issue debt and should either be PAYGO funded, or funded through a shorter term bond issue.</p> <p>Another factor is the effect that the debt payments will have on operations. Currently the City is paying about \$3.6 million per year for governmental debt service (excluding the SWM Fund). This is close to 10% of the General Fund budget. A significant portion of this is a voted general obligation (GO) bond, and that is supported by a separate voter approved mill levy that is not part of the General Fund budget. Still, the total obligation of the General Fund is about \$1.9 million per year (just over 5% of the General Fund budget). To the extent that additional non-voted debt is issued, the General Fund's maximum obligation to repay the debt would increase.</p> <p>At present the General Fund is definitely capable of meeting its current and future debt service obligations. Additional proposed debt would need to be built into the 10 Year Sustainability Model so that City Council could evaluate the need for the debt against the impact that debt would have on long term financial sustainability. Taking on additional debt would ultimately mean that staff would likely recommend using one or more of the financial</p>

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		<p>sustainability tools Council established in the 10 Year Financial Sustainability Process.</p> <p>As far as a recommendation goes, I would recommend against issuing additional non-voted debt at this time. There are no new revenue sources on the horizon to pay for that debt. Issuing voted debt would result in an additional bonded debt mill levy. That decision would depend on Council’s willingness to recommend that the community vote to increase its property tax assessments.</p>																																			
10/27	85. Could we also get a comparison to other cities and put it on the matrix? (WINSTEAD)	<p>Below is a comparison of cities based on 2013 legal debt margins ratios (most recent available data).</p> <table border="1" data-bbox="852 699 1900 1125"> <thead> <tr> <th data-bbox="852 699 1031 894"><u>2013</u></th> <th data-bbox="1031 699 1257 894">Debt Limit</th> <th data-bbox="1257 699 1465 894">Total net Debt applicable to limit</th> <th data-bbox="1465 699 1692 894">Legal Debt Margin</th> <th data-bbox="1692 699 1900 894">Total net debt applicabl to the limit as a % of debt limit</th> </tr> </thead> <tbody> <tr> <td data-bbox="852 894 1031 932">Lakewood</td> <td data-bbox="1031 894 1257 932">337,100,505</td> <td data-bbox="1257 894 1465 932">2,904,129</td> <td data-bbox="1465 894 1692 932">334,196,376</td> <td data-bbox="1692 894 1900 932">0.86%</td> </tr> <tr> <td data-bbox="852 932 1031 969">Kirkland</td> <td data-bbox="1031 932 1257 969">1,183,077,001</td> <td data-bbox="1257 932 1465 969">43,955,443</td> <td data-bbox="1465 932 1692 969">1,139,121,558</td> <td data-bbox="1692 932 1900 969">3.72%</td> </tr> <tr> <td data-bbox="852 969 1031 1006">Federal Way</td> <td data-bbox="1031 969 1257 1006">550,022,093</td> <td data-bbox="1257 969 1465 1006">25,064,092</td> <td data-bbox="1465 969 1692 1006">524,958,001</td> <td data-bbox="1692 969 1900 1006">4.56%</td> </tr> <tr> <td data-bbox="852 1006 1031 1044">Shoreline</td> <td data-bbox="1031 1006 1257 1044">521,906,033</td> <td data-bbox="1257 1006 1465 1044">37,976,798</td> <td data-bbox="1465 1006 1692 1044">483,929,235</td> <td data-bbox="1692 1006 1900 1044">7.28%</td> </tr> <tr> <td data-bbox="852 1044 1031 1081">Renton</td> <td data-bbox="1031 1044 1257 1081">794,154,090</td> <td data-bbox="1257 1044 1465 1081">80,516,996</td> <td data-bbox="1465 1044 1692 1081">713,637,094</td> <td data-bbox="1692 1044 1900 1081">10.14%</td> </tr> <tr> <td data-bbox="852 1081 1031 1125">Auburn</td> <td data-bbox="1031 1081 1257 1125">546,602,000</td> <td data-bbox="1257 1081 1465 1125">64,047,000</td> <td data-bbox="1465 1081 1692 1125">482,554,000</td> <td data-bbox="1692 1081 1900 1125">11.72%</td> </tr> </tbody> </table>	<u>2013</u>	Debt Limit	Total net Debt applicable to limit	Legal Debt Margin	Total net debt applicabl to the limit as a % of debt limit	Lakewood	337,100,505	2,904,129	334,196,376	0.86%	Kirkland	1,183,077,001	43,955,443	1,139,121,558	3.72%	Federal Way	550,022,093	25,064,092	524,958,001	4.56%	Shoreline	521,906,033	37,976,798	483,929,235	7.28%	Renton	794,154,090	80,516,996	713,637,094	10.14%	Auburn	546,602,000	64,047,000	482,554,000	11.72%
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10/27	86. Provide clarification regarding the extent of leaking between the upper and lower decks of the City Hall parking garage.	<p>About 2 years ago we had a failure of the top deck, top seal coat, at the SW corner of the garage (near the concrete stairs down to City Hall). This caused water to seep through and leak into the lower deck area. Based on staff’s recollection we replaced 100 – 200 square feet of the seal coat at that time. At the time the replaced area was quite slick and you may have noticed mats over that area until normal weathering made the area less slippery. We</p>																																			

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		<p>regularly monitor the garage to make sure that other cracks in the seal coat do not occur. A crack in the top seal coat makes seepage to the lower deck a possibility. An example of the deck sealing system in use is available in ASD. Overall the system has worked well, but it is now nearing the end of its expected life.</p> <p>A crack several feet long in the northeast quadrant has developed and causes leaking during rainy conditions.</p>
10/30	<p>87. Is this reduction due to less expenditures for the Aurora project? Operating expenditures are projected to decrease by \$153,613 (0.39%) and capital expenditures are projected to decrease by \$5,372,567 (18.80%). (SALOMON)</p>	<p>The largest part of the capital expenditure reduction from 2014 to 2015 is attributed to a decrease of \$3.146 Million in the General Capital Fund expenditures. There is also a decrease of \$2.471 Million in the Roads Capital Fund expenditures. City Facility Major Maintenance Fund is proposed to increase by \$0.245 Million.</p> <p>The General Capital Fund projects will see a decrease of \$3.208 Million in capital outlays from 2014 to 2015. Part of the decrease is due to the number projects, which changes from 11 in 2014 to a proposed six in 2015. Moreover, the Police Station was budgeted for \$1.926 Million in 2014 with a proposed budget of \$0.244 Million in 2015. The Maintenance Facility is currently budgeted for \$0.601 Million in 2014, but does not have any expenditures proposed in 2015 (there are expenditures estimated in 2016). These decreases are somewhat offset by increases in salary & benefits, and other services & charges.</p> <p>The Aurora project is the main cause for the reduction of expenditures in the Roads Capital Fund in 2015 compared to 2014. Three Aurora related projects are scheduled to be finished in 2014, which will total an estimated \$0.383 Million. Furthermore, Aurora Avenue North 192nd-205 is budgeted for \$18,995,350 in 2014 and \$17,000,167 proposed in 2015.</p>
11/3	<p>88. Provide more information regarding COLA for extra help. [City Manager discussed the upcoming proposed</p>	<p>The Parks Department is working with HR to develop a new pay schedule for extra help. It is currently a work in progress, and staff plans to bring the new extra help pay schedule to the Council in early spring so it can be in place before the busy summer hiring season. The proposed new extra help pay schedule will be tied to the minimum wage so that as the minimum wage increase because of COLA so does each step in the new pay schedule.</p>

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	changes for returning extra help]. (ROBERTS)													
11/3	89. It is possible to see further cuts to state share revenues and if we add an extra transport officer this could be a big hit to the City budget. (ROBERTS)	<p>The most significant sources of State Shared Revenues are:</p> <table data-bbox="844 431 1654 701"> <tr> <td>Motor Vehicle Fuel Tax</td> <td style="text-align: right;">\$1,095,457</td> </tr> <tr> <td>Liquor Board Profits</td> <td style="text-align: right;">473,492</td> </tr> <tr> <td>Liquor Excise Tax</td> <td style="text-align: right;">103,120</td> </tr> <tr> <td>Various Criminal Justice Programs</td> <td style="text-align: right;">164,443</td> </tr> <tr> <td>Leasehold Excise Tax</td> <td style="text-align: right;"><u>7,200</u></td> </tr> <tr> <td> Total</td> <td style="text-align: right;"> <u>\$1,843,712</u></td> </tr> </table> <p>The State's fuel tax goes into a motor vehicle fund and not the State's general fund. These revenues are restricted for highway use under Section 40 of the Washington State Constitution.</p> <p>State law establishes the amount of motor vehicle fuel tax. The state currently levies a tax of 37.5 cents per gallon on motor vehicle fuel. Cities receive 10.6961% of the 23 cents per gallon tax levied under RCW 82.36.025(1) and RCW 82.38.030(1). Cities also are given a 8.3333% share of the three cent taxes levied under RCW 82.36.025(3) and (4) and RCW 82.38.030(3) and (4). The Fuel Tax received by the City is dedicated to the Street Fund.</p> <p>Each of the other revenue sources would be considered State General Fund related and have historically been allocated to local governments. These revenues sources, excluding the leasehold excise tax, are used for criminal justice and policing purposes. For liquor revenues, 2% of those amounts have been used to fund treatment services.</p> <p>The 2015 Budget as presented to the City Council provides the staff's best estimate of the amount of revenue that will be received in every account, including the few accounts</p>	Motor Vehicle Fuel Tax	\$1,095,457	Liquor Board Profits	473,492	Liquor Excise Tax	103,120	Various Criminal Justice Programs	164,443	Leasehold Excise Tax	<u>7,200</u>	 Total	 <u>\$1,843,712</u>
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		<p>mentioned above. If we lost 100% of State shared revenues, it would have a 4.8% effect on the City's operating budget. As discussed at the Council meeting, when we know what actions the State legislature takes in the next session we will be able to calculate the effect that any reductions may have on Shoreline. This impact will be measured against what we are experiencing in all of the other revenue and expenditure accounts and a recommendation (if needed) will be provided to City Council. It is quite possible that any potential reductions may be offset by increased revenue expectations in other accounts. The impact of revenues and expenditures are monitored monthly by staff and reported quarterly to the City Council.</p> <p>To provide Council with further assurance, please remember that Shoreline tends to budget conservatively, meaning that actual results are usually favorable when compared with the adopted budget. In addition, the City provides significant contingencies, including things like contingencies required by Council policy, insurance reserves, a contingency associated with the police contract negotiations, and a contingency associated with the renegotiation of the janitorial services contract. Finally, the grant match of \$500,000 has been treated as an ongoing expenditure in this budget. It could be treated as one-time instead, bringing total contingencies, reserves, and other available sources in the 2015 Budget to over \$1.6 million.</p>
11/3	90. Can you provide the TBD Fund Balance (HALL)	The fund balance at the end of 2013 was \$423,344 and is expected to be \$384,791 at the end of 2014. The 2015 budget uses \$46,240 of the available fund balance. The amount of expenditures is determined by the amount of road projects included in the 2015 Budget. Fund balance will be used in years when there are larger amounts of projects, and will be added to in years with smaller amounts. No fund balance reserve is required in this fund.
11/5	91. Regarding question ten, can the police use the current generator in the new building in lieu of buying a new generator? (SALOMON)	There is no generator at City Hall currently. We have to add one with the police being here (we should probably have one anyway so we could have continuity of government, but police make it mandatory). When City Hall was built conduit was installed, but no generator.

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	<p>92. Question 50 on the matrix the question was: Can you quantify the storm water cleaning benefits of changing ditches on right of way to bioswales? The answer was that without further engineering analysis (including geotechnical evaluation of infiltration potential) it is not possible to quantify the potential benefit of the conversion. One of the first steps in further developing this project would be to conduct such an analysis.</p> <p>My new question is how much would it be for an engineering analysis?</p> <p>Follow-up: What is the estimated total and complete engineering study need, best estimate. How many potential sites are there?</p> <p>(SALOMON)</p>	<p>The cost can vary from roughly \$500 to \$10,000 depending on several issues. Staff will conduct site reconnaissance as part of retrofitting or improving Right-of-Way stormwater assets (e.g. ditches). Prior to any construction we go through the following steps:</p> <ol style="list-style-type: none"> 1. site visit to review suitability, 2. review site history to assess drainage or site problems, 3. meet with adjacent homeowners to discuss interest/impacts, 4. review the transportation master plan for transportation conflicts, 5. is there public interest or interaction (e.g. pedestrian route) <p>The questions above are scored and placed within our internal decision matrix so that we can weigh sites against one another and work at the most appropriate locations. Once a site is selected, we go through pre-design analysis. On small isolated sites we conduct an infiltration test and field soil test to determine sizing and suitability for a bioretention facility. The work is done by internal staff and total cost is less than \$500 of staff time per site. For larger sites or those that are lower in the basin (more area draining to them), we conduct a geotechnical analysis. The cost for geotechnical site analysis is approximately \$10,000 per location. A geotechnical evaluation helps guide design where the risk of failure is less acceptable and the volume of water is considerably larger. If the site is determined to be appropriate we move to the design and construction phase.</p> <p>The last phase includes modeling, surveying, designing, contracting, and constructing the facility. It's important to note that a site needs to pass all the hurdles above to reach this point and site selection may be the most important part of our Greenworks Program.</p> <p>Follow-up Response: Response: Staff has not performed an assessment of the entire city and would not recommend performing such a study for several reasons. The cost to assess the entire city could be several hundreds of thousands of dollars and would have a limited value based upon time. As the street infrastructure is improved and modified over time, such LID studies would then have to updated to reflect the changes. More importantly, such LID</p>

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		<p>studies would identify literally multiple thousands of locations generating tens of millions of dollars of potential projects with very limited resources within the utility to fund such projects. Based upon the size of the City's utility, it would be staff's recommendation to proceed by analyzing the capital needs of each basin and developing a system to weigh the issues and establish priorities. This approach would allow a more incremental, affordable approach to the LID conversion issue while still addressing the other maintenance and capital priorities.</p> <p>A recent capital program that might give Council a better idea of the potential for ditch to LID conversion is the work recently completed in just one basin, the Thornton Creek LID project (pg 395 of the budget document). This was funded in part by a Department of Ecology grant where the Thornton Creek basin was studied for potential sites and about 12 locations where converted to LID concepts. Thornton Creek was selected as the study area because of our history of flooding in the basin with the intent of capturing the runoff at the highest point and infiltrating the runoff back into the ground before it reached Ronald Bog. Besides the 12 sites that were converted, the project identified another 160,000 linear feet (about 30 miles) of potential sites. While there may be more material testing required at specific sites, much of this work in Thornton Creek was completed in the project. Therefore, the issue is perhaps not finding more sites through testing, it is perhaps more of an issue of deciding how to direct the capital program to build the LIDs.</p> <p>If Council has more interest in the LID program, it would be staff's recommendation as part of next year's budget process (e.g. 2nd quarter of 2015) to report on the outcomes of the Thornton Creek LID project and the potential for expanding the program. This would also allow time for staff to complete the basin plans for McAleer Creek and Lyons Creek basins, which will identify the maintenance and capital needs for those two basins. This will allow Council to see more of a complete picture of the competing capital needs of the utility and decide best how to allocate the resources.</p>
11/5	93. What are things we could	Two areas that significantly improve pedestrian safety are sidewalks and street lights. The

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	<p>add into the budget that would help keep pedestrians safe? Are there top priorities we could fund, such as street lights in certain locations? (SALOMON)</p>	<p>City Council added to last year's budget and every year thereafter, the operational cost to install 10 more street lights. This assumed the lights would be in areas with overhead power and the lights are installed on existing power poles. SCL was able to accomplish this in the current year, and we will continue to monitor its progress in the future. We currently have a backlog of approximately 50 requests representing an annual operating cost of about \$10,000. The budget does not include in the installation of a new light pole, which is roughly \$3,000 per installation when overhead power exists. So far, staff and SCL have been able to install the lights without new poles. Staff has not installed any new lights where the power is underground simply because the cost is more expensive and specific to the system installed; plus our backlog has defaulted the decision to the simpler overhead power installations.</p> <p>The City has a prioritized list of sidewalks as part of the City's Transportation Master Plan (TMP). The Pedestrian System Plan within the TMP represents about 80 miles of needed sidewalk, which is far less than the total needed throughout the City and is about equal to what exists today. There are many variables that can influence the cost of a sidewalk, such as existing curbs and drainage, but a planning level cost for sidewalk is about \$1.2 million per mile. In very rough terms, \$10 million could construct approximately 8 miles of sidewalk. The proposed six year CIP does have \$5.5 million in pedestrian projects (pg. 354 of the budget document).</p> <p>If the Council wanted to start a more comprehensive on-going sidewalk program, then perhaps a bond program might make sense once a dedicated revenue source is identified to make the debt service payments. If the Council would like to add a new revenue source, the large amount of sidewalk work necessary seems to indicate that a bond issue supported by the new revenue source might make sense. For each \$10 million in bonds the City would currently need about \$700,000 in new annual revenue sources. Sources could include a dedicated property tax levy (similar to the Park Bond levy), or a voted increase in the motor vehicle licensing fee.</p>

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11/5	<p>94. What is the on call development review exactly? In the matrix on page 46 it is listed as a 50k request but on page 229 in the budget book it's listed as \$25k. How will this bring in an increase of comparable revenue? Would the revenue come in without the added spending? (SALOMON)</p>	<p>This service provides technical plan review and building inspection services to the development community in anticipation of staff shortfalls, it covers expedited reviews, and spikes in permit submittals that create an extra demand on current staff. The use of the service is as follows:</p> <ul style="list-style-type: none"> • When key staff responsible for processing/reviewing permits and performing inspections are out on leave or positions are vacant and customer service cannot be maintained with remaining staff. • To facilitate expedited permit reviews (<u>applicants pay double plans review fees for this service, which makes it revenue-backed</u>) and moves the permit to the front of the review line) without delaying permits already in process or necessitating overtime. Requests for expedited review would not be accepted without the on-call development review services in place. • If permit volumes increase beyond the City's capacity to maintain customer service levels these services may also be appropriate to employ. <p><i>Explanation of budget designations and matrix information.</i> The item is listed as a whole \$50,000 on the supplemental list on the matrix (see below). The list does include a note stating that \$25,000 is under PCD and \$25,000 is under contingencies. The \$25,000 in the PCD budget is mentioned in the Proposed Budget on pg. 229. The \$25,000 in the Contingency is mentioned on pg. 147 of the Proposed Budget.</p>
11/5	<p>95. Page 147 of budget book: What is the cost recovery study for \$35 k? (SALOMON)</p>	<p>During the 10YFSP process the City Council adopted Tool 4 relating to cost recovery. "During 2015, perform a study that will evaluate higher cost recovery percentages for an appropriate combination of fee based programs. The results will be reviewed, with target implementation beginning with the 2016 budget." This budget request is in response to Council's adopted 10-Year Financial Sustainability Plan. The document can be found at: http://cosweb.ci.shoreline.wa.us/uploads/attachments/cck/council/staffreports/2014/staffreport061614-8a.pdf. Pages 8a-6 and 8a-7.</p>

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11/5	96. Page 244: What is the public works video inspection and training to be used for exactly? (SALOMON)	The video inspection equipment and training is to allow the Surface Water utility to perform our own video inspections of the underground pipe system as opposed to contracting for the service. It is a very common "best management practice" to photograph/video the inside of the piped systems to determine the location and type of any blockage, the inside condition of the pipe, plus the material type, size and consistency. This information is inputted into the City's asset management system to help us assess the risk of failure and ultimately decide where best to spend our limited resources. Much of this information can also be inputted into a hydraulic model to determine the capacity of a pipe system.
11/6	97. What is the \$839 k from general fund reserves for one time supplemental requests to be used for? (SALOMON)	<p>The \$839,354 for one-time supplemental on page 89 of the Budget Book is for the supplemental requests recommended to Council in the chart for question #35 below.</p> <p>Please see the new table at the bottom of the matrix singling out the recommended one-time supplemental requests. The total of the new chart is \$823,604 due to the one-time savings of \$15,750 associated with the "Implementation of SharePoint," which is listed at its total net cost of \$61,950 (\$77,700 - \$15,750 = \$61,950). "Implementation of SharePoint" is budgeted at its whole costs (\$77,700) due to its savings being budgeted in another program.</p> <p>$\\$823,604 + \\$15,750 = \\$839,354$</p>
11/6	98. Same question for the \$100 k from street funds. (SALOMON)	At the end of 2011, the Street Fund had a fund balance of \$836,357. The City's reserve policy requires that the Street Fund have reserves equal to 20% of budgeted operating revenues, which is approximately \$220,000. During the preparation of the 2013 budget a decision was made to spend down the fund balance by using approximately \$100,000 each year from 2013 to 2018 to support ongoing activities, thus reducing the required General Fund subsidy each of those years. This has been included in the 10 Financial Sustainability Model.
	99. City Facility Major Maintenance Fund- how much of the reserves are going to the pool? For which project? (SALOMON)	<p>On page 337 of the 2015 Proposed Budget, the Facilities Major Maintenance Fund plans \$334,500 in project expenditures in 2015, and expects to take in \$125,449 in revenues. The fund is scheduled to use \$209,051 of fund balance (also known as reserves).</p> <p>The projects are:</p>

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		<table data-bbox="844 315 1835 506"> <tr> <td>Shoreline Pool Long-Term Maintenance</td> <td style="text-align: right;">\$149,500</td> </tr> <tr> <td>City Hall Parking Garage Long-Term Maintenance</td> <td style="text-align: right;">100,000</td> </tr> <tr> <td>City Hall Long-Term Maintenance</td> <td style="text-align: right;">40,000</td> </tr> <tr> <td>Richmond Highlands Community Center Long-Term Maintenance</td> <td style="text-align: right;">35,000</td> </tr> <tr> <td>Police Station Long-Term Maintenance</td> <td style="text-align: right;"><u>10,000</u></td> </tr> <tr> <td> Total</td> <td style="text-align: right;"> <u>\$334,500</u></td> </tr> </table> <p data-bbox="844 630 2032 850">The planned use of fund balance is not associated with any one particular project. On a prorated basis, it could be inferred that \$93,432 of the reserves are attributable to the Pool Maintenance project. The pool maintenance project includes replacing the front entrance doors, ADA repairs at the front desk, partnering with the School District to replace the bulkhead, repairs to the HVAC and controls, and upgrading part of the facility with energy efficient LED lighting (page 346 of the 2015 Proposed Budget).</p>	Shoreline Pool Long-Term Maintenance	\$149,500	City Hall Parking Garage Long-Term Maintenance	100,000	City Hall Long-Term Maintenance	40,000	Richmond Highlands Community Center Long-Term Maintenance	35,000	Police Station Long-Term Maintenance	<u>10,000</u>	 Total	 <u>\$334,500</u>
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Police Station Long-Term Maintenance	<u>10,000</u>													
 Total	 <u>\$334,500</u>													
	<p data-bbox="443 901 814 1317">100. I see from the description that the Promoting Shoreline initiative is multiple phases over a couple years, with an initial ask over \$400K. Is the CM recommended \$200K all planned to be expended in 2015? If so, what is the total expected cost for all phases? If not, what is the amount for 2015? (HALL)</p>	<p data-bbox="844 901 2032 971">The first proposal I made for a marketing budget was \$425,000 with \$175,000 allocated for signage and the remaining \$250,000 broken down as follows:</p> <table data-bbox="940 1016 1898 1247"> <tr> <td>Phase I:</td> <td>Define Shoreline’s marketing message (\$75,000)</td> </tr> <tr> <td>Phase II:</td> <td>Deliver tools necessary for effective promotion of Shoreline <ul style="list-style-type: none"> • A customized advertising strategy (\$25,000) • Enhancements to existing communications (\$10,000) • An identity package for Aurora Square (\$15,000) </td> </tr> <tr> <td>Phase III:</td> <td>Launch a marketing campaign (\$125,000)</td> </tr> </table> <p data-bbox="844 1295 2064 1396">When I met with a number of marketing companies early on, all recommended spending over \$100,000 in actual marketing campaign funds to make a significant and measurable impact, so that is where I got \$125,000. However, the company that helped me most in formulating</p>	Phase I:	Define Shoreline’s marketing message (\$75,000)	Phase II:	Deliver tools necessary for effective promotion of Shoreline <ul style="list-style-type: none"> • A customized advertising strategy (\$25,000) • Enhancements to existing communications (\$10,000) • An identity package for Aurora Square (\$15,000) 	Phase III:	Launch a marketing campaign (\$125,000)						
Phase I:	Define Shoreline’s marketing message (\$75,000)													
Phase II:	Deliver tools necessary for effective promotion of Shoreline <ul style="list-style-type: none"> • A customized advertising strategy (\$25,000) • Enhancements to existing communications (\$10,000) • An identity package for Aurora Square (\$15,000) 													
Phase III:	Launch a marketing campaign (\$125,000)													

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Budget Questions Matrix

Date of Request	Items	Response or Scheduled Follow Up
		<p>the initial request encouraged me to spend a significant amount of time and resources to establish a message and target market. The description of this process was so "Shoreline-esque" that I built my proposal around their recommendation, and that is where I got the concept for a more robust Phase 1.</p> <p>Since my proposed approach takes time, the City won't be implementing Phase 3 until next fall, so we won't have the opportunity to spend much money on Phase 3 in 2015. Had I received the entire \$250,000 in 2015, I anticipate that some of the spending could easily have spilled over into 2016.</p> <p>However, to double-check my figures, I met last week with a broader group from the marketing company that influenced me the most in writing the initial proposal and posed the question of how they would recommend spending \$200,000. I should add that the team couldn't have been more supportive of our approaching, thinking the time and resources allocated were appropriate and necessary.</p> <p>Here is their estimate, which I believe is a legitimate expectation of how an RFQ selection and negotiation may proceed:</p> <ul style="list-style-type: none"> • Phase 1, Message and target market formulation. Anticipate spending in the range of \$80,000 - 100,000 and completing the work Q1 - Q2 2015. • Phase 2, Marketing tool and strategy creation. Anticipate spending in the range of \$60,000 - 80,000 and completing the Q2 - Q3 2015. • Phase 3, Implement marketing strategy. Utilize whatever 2015 budget remains in Q4 2015 which--if the estimates above are accurate--would leave between \$20,000-60,000.

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Budget Questions Matrix

Date of Request	Items	Response or Scheduled Follow Up
		<p>I'm anticipating that Phase 1 and 2 will provide marketing assets that we will own and use without cost indefinitely. The work in Phase 3 may also include marketing assets with long-term benefits (signage is a good example), while others will be more transitory (internet advertising).</p> <p>Regardless, when Council considers allocating more funding for 2016 next fall, the request at that time will be built around a known message, target market, marketing strategy, and identified measurement tools.</p>

CHART FOR QUESTION #24

Description	2012 Actual	2013 Actual	2014 Actual	2015 Budget	Legally Required (Y/N)	Benefits of Membership
ASSOCIATION OF WA CITIES	35,989	36,036	36,478	37,067	N	Provides City's benefits & Insurance, provide lobbying services in Olympia, provides trainings for elected officials
NATIONAL LEAGUE OF CITIES	4,467	4,467	4,467	4,467	N	Provides lobbying services at the federal level, conferences to network with other elected officials and trainings
PUGET SOUND CLEAN AIR AGENCY	28,663	28,352	28,229	35,987	Yes, by statute	Federally mandated to uphold Federal & Washington Clean Water Act
PUGET SOUND REGIONAL COUNCIL	18,423	18,387	18,203	18,064	Yes, by Interlocal	Regional planning organization, passed through federal dollars, sets regional planning priorities
SEASHORE	200	200	200	200	N	King County regional transportation planning forum; designates projects for KC funding grants
SHORELINE CHAMBER OF COMMERCE	550	550	550	550	N	Local business organization
SOUND CITIES ASSOCIATION	29,781	29,821	30,044	32,335	N	KC Regional lobbying group; staffs regional committees; advocates on behalf of member cities in region
TOTAL	118,073	117,813	118,171	128,670		

TABLE FOR QUESTION #35

All Department 2015 Requests

Please note: Items in **BOLD have been answered or updated since the last Budget Question Tracking Matrix on 11/10.

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Budget Questions Matrix

Department	Item	Originally Proposed Cost		Revised Cost			Recommended
		Ongoing	One-Time	Ongoing	One-Time	Total Cost	
Administrative Services	Equipment Replacement for Infrastructure	30,000	-	30,000	-	30,000	Recommended
Administrative Services	Increase Buyer in Purchasing to Full-Time from 75% Time	24,297	-	23,816	-	23,816	Recommended
Parks, Recreation & Cultural Services	Park Maintenance Worker 1 - 0.80 FTE**	56,752	-	40,490	-	40,490	Recommended
Parks, Recreation & Cultural Services	Urban Forestry-Professional Services, Stump Grinding	24,625	-	10,000	-	10,000	Recommended
Planning & Community Development	On-Call Development Review***	75,000	-	50,000	-	50,000	Recommended
Planning & Community Development	Assistant Planner	77,184	-	79,080	-	79,080	Recommended
Planning & Community Development	County Recording of Expired Development Permit Files	-	10,125	5,000	-	5,000	Recommended
Public Works	Construction Management and Inspections	45,000	-	45,000	-	45,000	Recommended
CMO	Consultant Services for Potential Utility-Related Work	-	10,000	0	10,000	10,000	Recommended
CMO	City of Shoreline 20th Birthday Supplies	-	10,000	0	10,000	10,000	Recommended
Planning & Community Development	Point Wells Geotechnical Review - Sno Co DEIS	-	12,000	0	12,000	12,000	Recommended
Administrative Services	PW Mobile Tablet Devices	-	36,000	4,800	18,600	23,400	Recommended
Administrative Services	Digital Aerial Photography and Mapping	-	20,000	0	20,000	20,000	Recommended

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Budget Questions Matrix

CMO	Leadership and Management Development	-	35,000	0	25,000	25,000	Recommended
Administrative Services	Assessment of New Permit/Code Enforcement/Customer Service System	-	500,000	0	30,000	30,000	Recommended
Public Works	RWD Assumption and SPU Acquisition Negotiation	-	30,000	0	30,000	30,000	Recommended
Public Works	Solid Waste Collection Contract RFP/RFQ		30,000		30,000	30,000	Recommended
Administrative Services	2015 Cost Recovery Study	-	50,000	0	35,000	35,000	Recommended
Human Resources	2015 Compensation Study	-	50,000	0	50,000	50,000	Recommended
Public Works	Compliance with Section 504 and ADA Requirements	-	75,000	0	50,000	50,000	Recommended
Administrative Services	GIS Technician Extra Help Support	-	84,611	0	50,054	50,054	Recommended
Public Works	ROW Inventory and Condition Assessment (Asset Management)	-	56,000	0	56,000	56,000	Recommended
Administrative Services	Implementation of SharePoint	2,250	61,950	2,250	61,950	64,200	Recommended
Administrative Services	Replacement of the Class System for Recreation	-	65,000	0	65,000	65,000	Recommended
Administrative Services	Additional Network Contracting Support	-	100,000	0	70,000	70,000	Recommended
CMO	Promoting Shoreline	-	425,000	0	200,000	200,000	Recommended
Community Services	Utility Assistance Fund Cost of Living Adjustment	-	447	0	447	447	Not Recommended
Community Services	Human Services Fund Cost of Living Adjustment	-	5,511	0	5,511	5,511	Not Recommended
Administrative Services	Audio/Visual for Spartan Gym	-	8,500	0	8,500	8,500	Not Recommended
Administrative Services	Audio/Visual Support and Maintenance	-	10,000	0	10,000	10,000	Not Recommended

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Budget Questions Matrix

Public Works	2 AAll Extra Help Positions (832 GF hours, 208 SWM hours, 1,040 Capital Projects hours)	-	16,000	0	16,000	16,000	Not Recommended
Parks, Recreation & Cultural Services	1 FTE AAll position for Spartan Recreation Center	-	37,961	0	37,691	37,691	Not Recommended
Administrative Services	Extra Help - Computer Network Specialist	-	48,100	0	48,100	48,100	Not Recommended
Administrative Services	Implementation of CMMS for Parks	-	101,000	0	101,000	101,000	Not Recommended
Police	Jail Transport Officer	-	116,000	0	116,000	116,000	Under Evaluation
CMO	Create Aurora Square ParkPlace	-	120,000	0	120,000	120,000	Not Recommended
Community Services	Sharepoint Licenses	-	1,005	0	1,005	1,005	Incorporated in Other Proposal
TOTAL Proposed Requests for General & Street Fund		335,108	2,125,210	290,436	1,287,858	1,578,294	
Public Works	Vactoring - Additional funding for High Priority Maintenance	50,000	-	50,000	-	50,000	Recommended
Public Works	NPDES Phase II Permit Support	50,000	-	50,000	-	50,000	Recommended
Public Works	Video Inspection Equipment and Training	-	35,000	0	35,000	35,000	Recommended
Public Works	Professional On-Call Services	-	25,000	0	25,000	25,000	Not Recommended
Public Works	2 AAll Extra Help Positions (832 GF hours, 208 SWM hours, 1,040 Capital Projects hours)	-	4,000	0	4,000	4,000	Not Recommended
TOTAL Proposed Requests for Surface Water Utility		100,000	64,000	100,000	64,000	135,000	
Public Works	2 AAll Extra Help Positions (832 GF hours, 208 SWM hours, 1,040 Capital Projects hours)	-	20,000	0	20,000	20,000	Not Recommended
TOTAL Proposed Requests for Capital Funds		-	20,000	0	20,000	20,000	

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Budget Questions Matrix

Total All Funds Requested	435,108	2,209,210	390,436	1,371,858	1,733,294	
Total All Funds Proposed to Council	435,108	1,695,686	390,436	858,604	1,249,040	

** Budgeted at 75% of 0.80 FTE in 2015. Will increase to 100% of 0.80 in future years.

***Revenue backed by \$25,000 in permit fees. \$25,000 in contingency. \$25,000 in planning.

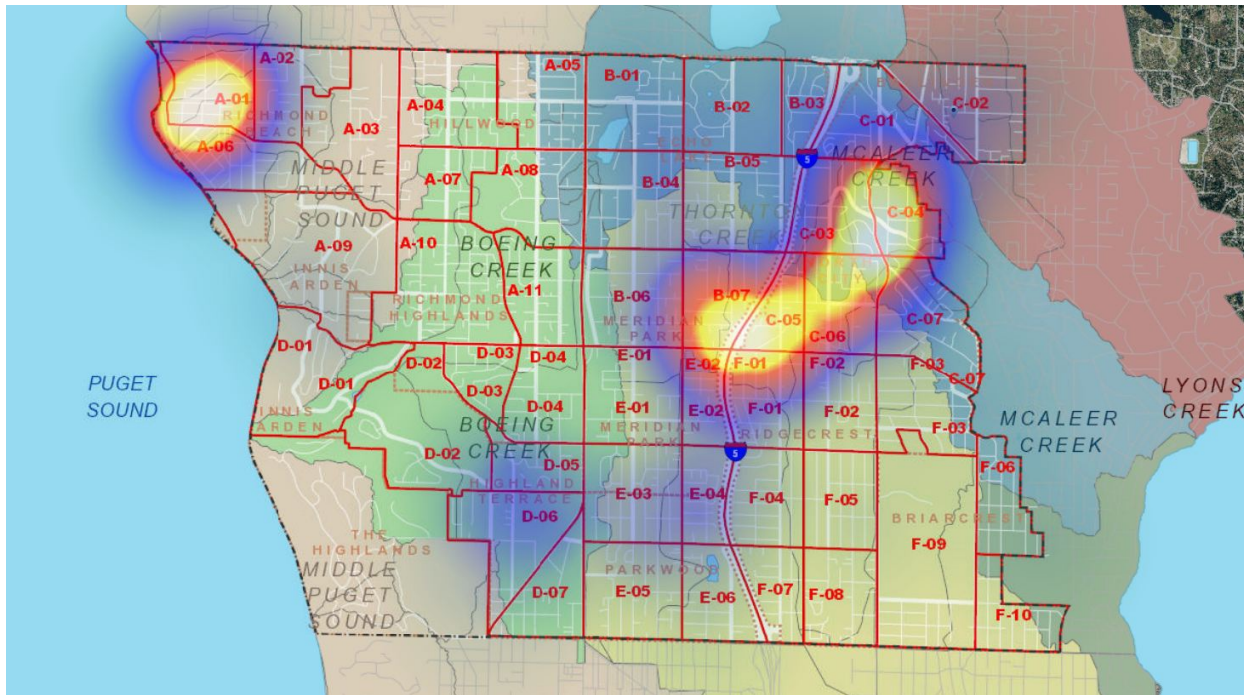
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Budget Questions Matrix

MAPS FOR QUESTION #82

Heat Map all flooding and poor drainage calls

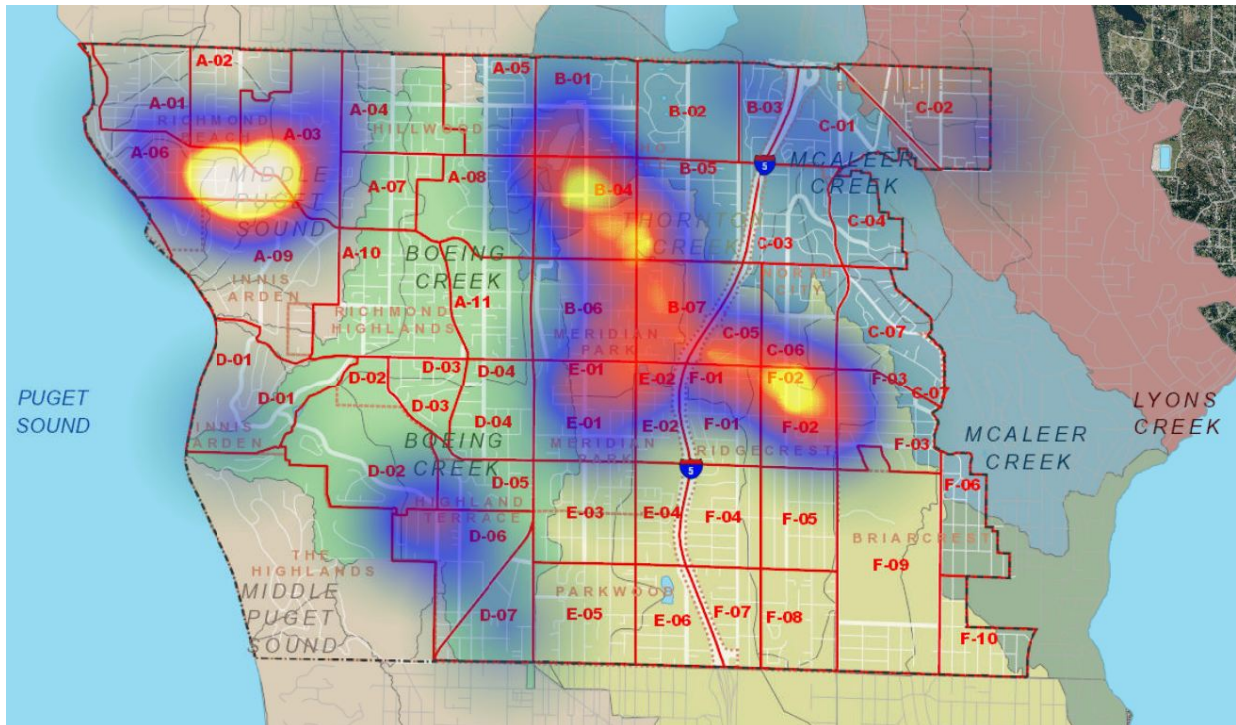


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Budget Questions Matrix

Heat map all maintenance calls

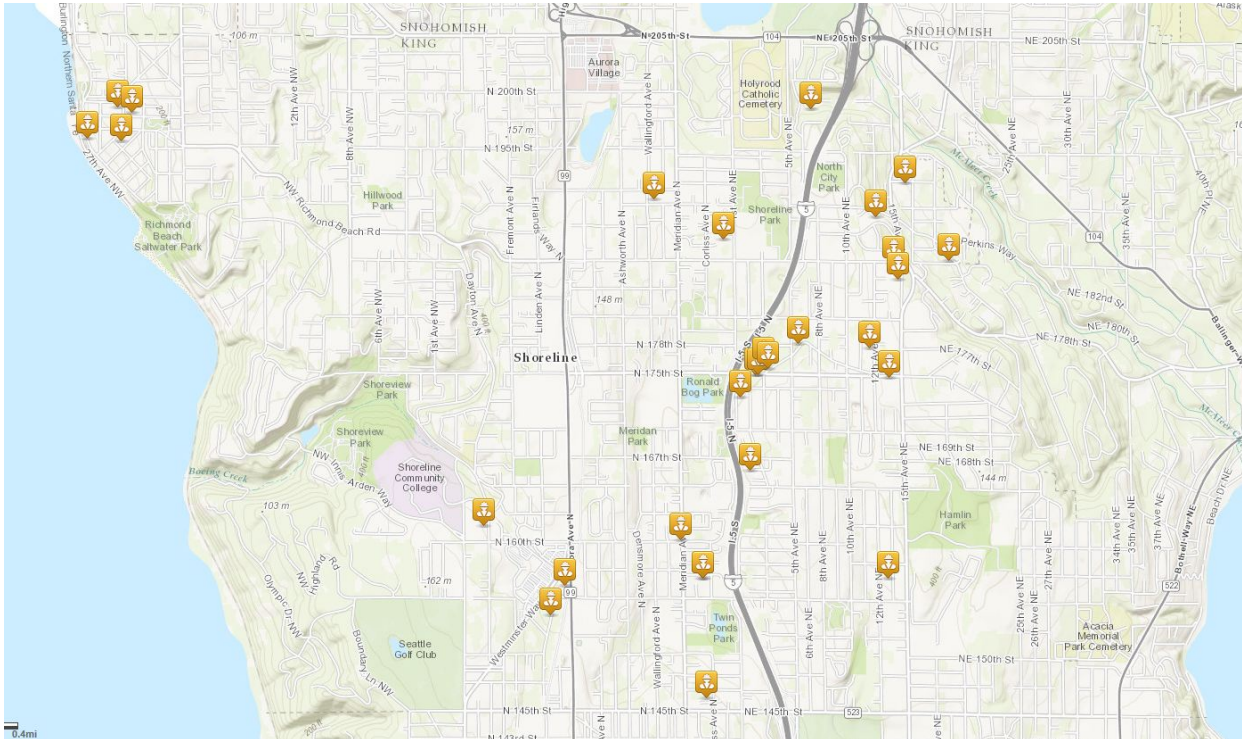


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Budget Questions Matrix

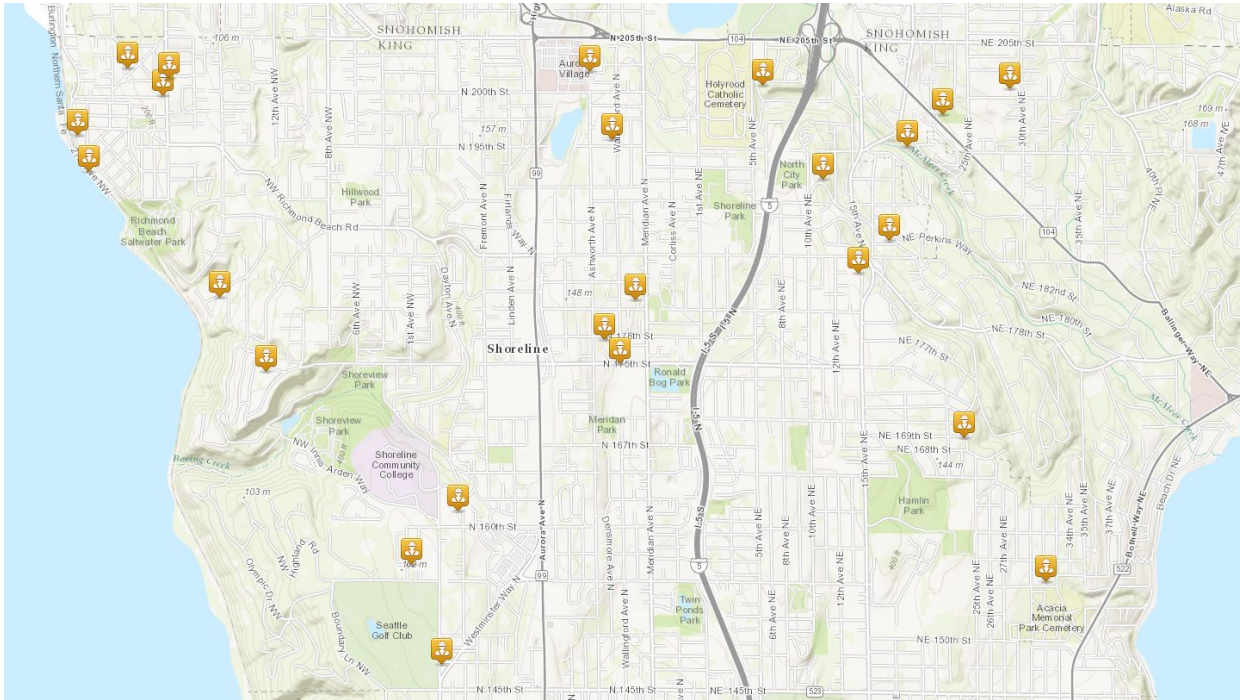
Flooding calls - ALL -



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Budget Questions Matrix

Poor Drainage Calls



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Budget Questions Matrix

TABLE FOR QUESTION #97

<u>Department</u>	<u>Item</u>	<u>Cost</u>
		<u>One-Time</u>
Administrative Services	GIS Technician Extra Help Support	50,054
CMO	Consultant Services for Potential Utility-Related Work	10,000
CMO	Leadership and Management Development	25,000
CMO	Promoting Shoreline	200,000
Human Resources	2015 Compensation Study	50,000
Planning & Community Development	Point Wells Geotechnical Review - Sno Co DEIS	12,000
Public Works	RWD Assumption and SPU Acquisition Negotiation	30,000
Public Works	ROW Inventory and Condition Assessment (Asset Management)	56,000
Public Works	Solid Waste Collection Contract RFP/RFQ	30,000
Administrative Services	Digital Aerial Photography and Mapping	20,000
Administrative Services	Additional Network Contracting Support	70,000
Administrative Services	Assessment of New Permit/Code Enforcement/Customer Service System	30,000
Administrative Services	Replacement of the Class System for Recreation	65,000
Administrative Services	Implementation of SharePoint	61,950
Administrative Services	PW Mobile Tablet Devices	18,600
Administrative Services	2015 Cost Recovery Study	35,000
CMO	City of Shoreline 20th Birthday Supplies	10,000
Public Works	Compliance with Section 504 and ADA Requirements	50,000
TOTAL Proposed Requests for General & Street Fund		823,604

**Please note: the \$61,950 is budgeted as \$77,700 as \$15,750 one-time savings in 2015 is reflected in ongoing costs under Web Development.

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