

## 2016 Budget Questions Matrix for November 2, 2015

<u>Dept</u>	<u>Date of Request</u>	<u>Items</u>	<u>Response or Scheduled Follow Up</u>
PW	10/26	37. Asked how much debt we could issue to pay for sidewalks with a \$5 increase in the Transportation Benefit District Fee.	<b>OPEN ITEM</b>
PW / ASD	10/26	36. Asked how much revenue a \$5 increase in the Transportation Benefit District Fee would generate and if that funding can be dedicated to additional sidewalk maintenance in the Roads Capital CIP. (Roberts)	<b>OPEN ITEM</b>
ASD	10/26	35. Asked for clarification with regard to funding from the Federal Criminal Forfeiture Fund for the Police Station at City Hall project. The project narrative in the CIP notes a portion will be coming from potential funding. (Eggen)	The Police Station at City Hall project narrative on page 328 of the 2016 Proposed Budget and 2016-2021 CIP book reflects revenue sources as transfers in from the Federal Criminal Forfeiture Fund (commonly referred to as Treasury Seizure Fund, as these monies are provided by the U.S. Department of the Treasury) totaling \$1,823,405 in 2015 and \$1,156,101 in 2016. The 2015 transfer from the Treasury Seizure Fund will leave \$176,101 in fund balance at the end of 2015. This is reflected as "TREASURY SEIZURE FUND" under the revenue sources on the project narrative. The revenue source for the balance of the 2016 transfer totaling \$980,000, reflected as "TREASURY SEIZURE FUND – POTENTIAL" on the project narrative, is revenue that the City anticipates receiving in 2016 as cases are processed and payment is approved by the U.S. Department of the Treasury.
PW	10/26	34. Asked for clarification as to what the Commercial Fee Credit is and what impact its expiration will have on businesses. (Eggen)	The City's current non-residential SWM fee rates are determined on an incremental scale based on the amount of impervious surfaces and the parcel size for each specific property (See Table 1). These rates are then applied (multiplied) to the total acreage of the parcel to result in the annual fee per parcel. Those parcels with a higher percentage of impervious surface are charged a higher rate per acre than those with little impervious surface on the property.  Table 1. Surface Water Utility Fee and Impervious Surface Categories

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			<b>Rate Category Name</b>	<b>Rate Category</b>	<b>% Impervious</b>	<b>2015 Service Charge (SWM Rate) + Utility Tax</b>	<b>Per Unit</b>	<b>Rate reduction for approved facility (Reduction of one rate category)</b>
			Residential	1		\$154.59	Parcel	50.0%
			Very Light	2	< /=10%	\$154.59	Parcel	50.0%
			Light	3	11% to 20%	\$359.04	Acre	50.0%
			Moderate	4	21% to 45%	\$741.74	Acre	51.6%
			Moderately Heavy	5	46% to 65%	\$1,438.59	Acre	48.4%
			Heavy	6	66% to 85%	\$1,822.54	Acre	21.1%
			Very Heavy	7	86% to 100%	\$2,387.26	Acre	23.7%
			<p><b>The City inherited a commercial / private stormwater facility inspection program from King County at incorporation and its associated fee credit for those facilities that pass a maintenance inspection. The commercial facility credit provides a one-rate category fee reduction for those facilities. The City inspects those facilities that were inherited in the incorporation from King County, and newer facilities that have approved stormwater maintenance and access covenants. The covenants require the property owner to maintain the private stormwater facilities to accepted maintenance standards and provide an enforcement mechanism for the City to ensure the facilities are maintained and operational per the City's approved stormwater manual.</b></p> <p><b>The commercial credit programs represent a significant financial impact to the SWU –</b></p>					

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			<p><b>Response or Scheduled Follow Up</b> approximately \$284,713 annually.</p> <p><b>Cost Impacts to Sample Private Stormwater Facility Accounts</b></p> <table border="1"> <thead> <tr> <th>Type of Business</th> <th>Location</th> <th>Rate without Credit</th> <th>Rate with Credit</th> <th>Potential Cost Increase</th> </tr> </thead> <tbody> <tr> <td>Office Building</td> <td>Ballinger Way NE</td> <td>\$152</td> <td>\$75</td> <td>\$77</td> </tr> <tr> <td>Church</td> <td>NE 175th Street</td> <td>\$3,855</td> <td>\$1,988</td> <td>\$1,867</td> </tr> <tr> <td>Church</td> <td>2nd Avenue NW</td> <td>\$5,804</td> <td>\$4,581</td> <td>\$1,223</td> </tr> <tr> <td>Shopping Center</td> <td>Richmond Beach Road</td> <td>\$10,522</td> <td>\$8,033</td> <td>\$2,489</td> </tr> </tbody> </table> <p>The item regarding the phasing out of the commercial credit was discussed during the November 17, 2014 City Council meeting. The staff report for this item may be viewed at:  <a href="http://cosweb.ci.shoreline.wa.us/uploads/attachments/cck/council/staffreports/2014/staffreport111714-8b.pdf">http://cosweb.ci.shoreline.wa.us/uploads/attachments/cck/council/staffreports/2014/staffreport111714-8b.pdf</a></p>	Type of Business	Location	Rate without Credit	Rate with Credit	Potential Cost Increase	Office Building	Ballinger Way NE	\$152	\$75	\$77	Church	NE 175th Street	\$3,855	\$1,988	\$1,867	Church	2nd Avenue NW	\$5,804	\$4,581	\$1,223	Shopping Center	Richmond Beach Road	\$10,522	\$8,033	\$2,489
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PW	10/26	<b>33. Asked if Public Works can continue to find ways to fulfill the needs that will be addressed by the Administrative Assistant position until the staff from Ronald Wastewater District joins the City. (Eggen)</b>	<b>OPEN ITEM</b>																									
PRCS	10/19	32. Referring to the “Number of soccer fields” performance measure on page 213 of the 2016 Proposed Budget and 2016-2021 CIP book, asked why the number of soccer fields will decrease from ten to nine between 2015 and	We have funding to renovate the soccer field at Twin Ponds Park and do minor repairs the soccer fields at Shoreline Park. They will not be available for scheduled play for portions of the year. We have reflected that in the table showing the number of soccer fields.																									

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		2016. (McGlashan)																															
PCD/ ASD	10/19	31. Asked if the new 1.0 FTE Technical Assistant position will be offset by increased revenue. (Eggen)	The 1.0 FTE Technical Assistant position will be offset by increased revenue. The 2016 budgeted revenue increased 14.54 % or \$163,175 over budgeted PCD revenues for 2015. Fees are not proposed to be increased beyond CPI (this discussion may happen as part of the upcoming Cost Recovery & Fee Study in 2016). It is the volume of permits and associated value of these permits that is producing the increased revenue. The same increase in the number of permits is also driving the need for this requested position.																														
ASD	10/19	30. Asked what the daily rate is at each jail. (Eggen)	<table border="1"> <thead> <tr> <th>Jail</th> <th>2011 Rate</th> <th>2012 Rate</th> <th>2013 Rate</th> <th>2014 Rate</th> <th>2015 Rate</th> </tr> </thead> <tbody> <tr> <td>King County</td> <td>\$119.62</td> <td>\$132.01</td> <td>\$138.83</td> <td>\$141.88</td> <td>\$146.65</td> </tr> <tr> <td>Snohomish</td> <td>\$62.50</td> <td>\$64.38</td> <td>\$65.94</td> <td>\$66.63</td> <td>N/A</td> </tr> <tr> <td>SCORE</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>\$90.00</td> <td>\$97.00</td> </tr> <tr> <td>Yakima</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>\$54.75</td> </tr> </tbody> </table>	Jail	2011 Rate	2012 Rate	2013 Rate	2014 Rate	2015 Rate	King County	\$119.62	\$132.01	\$138.83	\$141.88	\$146.65	Snohomish	\$62.50	\$64.38	\$65.94	\$66.63	N/A	SCORE	N/A	N/A	N/A	\$90.00	\$97.00	Yakima	N/A	N/A	N/A	N/A	\$54.75
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ASD	10/19	29. Asked for clarification about the composition of the reduction from the 2015 budget to the 2016 budget for City Attorney. (Roberts)	<p>The decrease of \$24,063 in the City Attorney's office from the 2015 Current Budget to the 2016 Proposed Budget was due to changes in salary &amp; benefits, professional services, travel, and dues &amp; subscriptions for legal research.</p> <table border="1"> <thead> <tr> <th colspan="3">City Attorney &amp; Prosecuting Attorney Budget Changes</th> </tr> <tr> <th>Object</th> <th>Description</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>2015 Amount</td> <td>Current Budget</td> <td>\$671,384</td> </tr> <tr> <td>Salary</td> <td>Change in Salary</td> <td>\$8,268</td> </tr> <tr> <td>Benefits</td> <td>Change in Benefits</td> <td>\$6,477</td> </tr> <tr> <td>Prof Services</td> <td>Removed 2015 Budget Transfer</td> <td>-\$60,000</td> </tr> </tbody> </table>	City Attorney & Prosecuting Attorney Budget Changes			Object	Description	Amount	2015 Amount	Current Budget	\$671,384	Salary	Change in Salary	\$8,268	Benefits	Change in Benefits	\$6,477	Prof Services	Removed 2015 Budget Transfer	-\$60,000												
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			Prof Services	Base Budget Adjustment for outside legal services	\$15,000	
			Prof Services	Increase in Prosecuting Atty services per contract by 90% of CPI	\$2,318	
			Travel	Base Budget Adjustment to enable staff to attend needed training and conferences	\$700	
			Dues & Subscriptions	Base Budget adjustment for increased cost to switch from LexisNexis to Westlaw for legal research. Westlaw is a more robust tool.	\$3,174	
				2016 TOTAL	\$647,321	
CMO	10/19	28. Asked for the City Manager to share her policy on when to add a temporary (term-limited) FTE versus an ongoing regular FTE. (Roberts)	When the position is focused on a specific time limited project that is expected to be completed in within a relative short period of time (3 years or less) then the City Manager would focus on a limited-term employee (or potentially contract services) to complete the work. This could also apply when a position is grant funded for a specific purpose – such as what may occur with the most recent Department of Justice RADAR grant. The City also used a limited-term position when it installed the current permitting and customer service software and brought payroll services in-house in 2001-2003. The City has used limited-term employees previously in these types of positions. When the work is to address an on-going need, or for a project that is expected to take longer than 3 years enhancing the possibility that other projects or work may follow that maintains a demand for the employee’s services then the City Manager would focus on a regular FTE.			
PD	10/19	27. On page 181 of the budget: Federal forfeiture funds have gone to buy (police) equipment. Can you tell me what equipment and how much \$? (Salomon)	It appears Councilmember Salomon is referring to the following statement on page 181 of the 2016 Proposed Budget and 2016-2021 CIP book, “Federal Drug Enforcement Forfeiture Program: Funds have been budgeted for the purchase of equipment...” The 2016 Proposed Budget includes \$10,000 to purchase tactical and operational equipment for Shoreline officers. Some examples include: heavy Active Shooter And			

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			<p>Patrol (ASAP) vests and plates for patrol officers, equipment for the Special Emphasis Team that will identify them as police when necessary, spike strips for use by patrol officers during pursuits, and lock out kits for officers that need to open a vehicle without causing damage (e.g., to rescue a child locked in a car), or other emergent situations.</p> <p>It is important to note that these funds must be used for public safety purposes and cannot be used for other general purposes. The City uses these funds to purchase equipment that would not otherwise be provided through the contract for police services with King County. Since the City is purchasing the equipment, it will become an asset of the City.</p>
PW	10/12	26. How much Storm water runoff from right-of-way is currently being treated using natural filtration methods? How much retrofitting could we do within the 2016 budget? (Salomon)	<p>Projects completed by the City provide water quality treatment to approximately 56.4 acres of right of way. The biofiltration (i.e natural filtration) projects completed by the Surface Water Utility total 4.4 acres and include the Greenworks, North Fork LID, and the Green Street projects. The Aurora project provides water quality treatment to about 52 acres of right of way of which approximately 20 acres receive biofiltration treatment.</p> <p>Of the projects in the 2016-2021 CIP, the 148<sup>th</sup> Ave Infiltration project is the only funded project in 2016 with a biofiltration component. No additional funds have been budgeted for retrofit projects in 2016. On June 5, 2015 the City Council discussed the Surface Water Utility projects and agreed to focus on failing infrastructure and suspend construction of new low impact development projects. The link to the corresponding staff report is located below.</p> <p><a href="http://cosweb.ci.shoreline.wa.us/uploads/attachments/cck/council/staffreports/2015/staffreport061515-9a.pdf">http://cosweb.ci.shoreline.wa.us/uploads/attachments/cck/council/staffreports/2015/staffreport061515-9a.pdf</a></p>
PCD	10/12	25. How was the new retail space calculated and what is the make-up of	The calculation was identified during plan review per the valuation type. Here are the applicable permits finalized during 2014 and 2015.

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		new vs redevelopment? (Roberts)	<p style="text-align: center;"><b>2014 ADDITION/ REMODEL</b></p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 70%;"></th> <th style="text-align: right;"><u>Square Ft.</u></th> <th style="text-align: left;"><u>Address</u></th> </tr> </thead> <tbody> <tr> <td>SALVATION ARMY</td> <td style="text-align: right;">23538</td> <td>15403 WESTMINSTER WAY N</td> </tr> <tr> <td>KYOTO</td> <td style="text-align: right;">1575</td> <td>15823 WESTMINSTER WAY N</td> </tr> <tr> <td>SKY NURSERY</td> <td style="text-align: right;">165</td> <td>18528 AURORA AVE N</td> </tr> <tr> <td>FIL-AM FOOD &amp; GIFTS</td> <td style="text-align: right;">1600</td> <td>15206 AURORA AVE N</td> </tr> <tr> <td style="text-align: right;"><b>Total</b></td> <td style="text-align: right; border-top: 1px solid black;"><b>26878</b></td> <td></td> </tr> </tbody> </table> <p style="text-align: center;"><b>2015 ADDITION/ REMODEL</b></p> <table style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 70%;">PACIFIC NORTHWEST MEDICAL</td> <td style="text-align: right;">1114</td> <td>19926 AURORA AVE N</td> </tr> <tr> <td>SYLVIA'S SWIMWEAR</td> <td style="text-align: right;">1688</td> <td>20030 BALLINGER WAY NE</td> </tr> </tbody> </table> <p style="text-align: center;"><b>2015 NEW CONSTRUCTION</b></p> <table style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 70%;">BALLINGER RETAIL</td> <td style="text-align: right;">7154</td> <td>20030 BALLINGER WAY NE</td> </tr> <tr> <td style="text-align: right;"><b>Total</b></td> <td style="text-align: right; border-top: 1px solid black;"><b>9956</b></td> <td></td> </tr> </tbody> </table>		<u>Square Ft.</u>	<u>Address</u>	SALVATION ARMY	23538	15403 WESTMINSTER WAY N	KYOTO	1575	15823 WESTMINSTER WAY N	SKY NURSERY	165	18528 AURORA AVE N	FIL-AM FOOD & GIFTS	1600	15206 AURORA AVE N	<b>Total</b>	<b>26878</b>		PACIFIC NORTHWEST MEDICAL	1114	19926 AURORA AVE N	SYLVIA'S SWIMWEAR	1688	20030 BALLINGER WAY NE	BALLINGER RETAIL	7154	20030 BALLINGER WAY NE	<b>Total</b>	<b>9956</b>	
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PW	10/11	24. Will the basin studies include ways we can retrofit right of way for improved on site facilities that purify stormwater and slow its release during heavy rains? (Salomon)	No, the basin plan scopes of work did not include developing right of way water quality treatment retrofits. The objective of the basin plans was to evaluate infrastructure condition, identify problem areas, and recommend project priorities.																														
PW	10/11	23. Can you describe these projects listed below? What other on-site water retention/ cleaning/ detention facilities are we enacting?  10Th Ave Ne Drainage Improvements 25th Ave. NE Flood Reduction Improvements	<p><u>10Th Ave Ne Drainage Improvements</u> This project will reduce flooding and improve water quality along 10th Ave NE between NE 165th St and NE 175th St. Improvements will include installation of bio-retention and infiltration facilities to provide flow retention and water quality treatment. Additionally, conveyance system capacity will be increased by pipe and culvert replacements.</p> <p><u>25th Ave. NE Flood Reduction Improvements</u></p>																														

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		Boeing Creek Regional Stormwater Facility Study NE 148th Infiltration Facilities (Salomon)	<p>This project will address recurring flooding of Ballinger Creek and aging culverts along 25th Ave NE between Brugger's Bog Park and NE 195th St. Due to insufficient system capacity, regular flooding occurs along 25th Ave NE and within adjacent private and public properties – including the future North Maintenance Facility. Pipe inspection videos have revealed that the existing culverts exhibit structural flaws. The project will replace approximately 550 linear feet of culvert along 25th Ave NE downstream of Brugger's Bog Park as well as the 74-foot culvert crossing at NE 195th St, which is also undersized.</p> <p><u>Boeing Creek Regional Stormwater Facility Study</u> The initial effort for the project will be to conduct a feasibility assessment to construct a regional surface water detention facility to support redevelopment of the Aurora Square. The feasibility study would include alternatives or mechanisms for development to pay for the facility.</p> <p><u>NE 148th Infiltration Facilities</u> This project will install multiple below-ground infiltration facilities along the NE 148th St roadside between 12th Ave NE and 15th Ave NE. The infiltration facilities will reduce flooding and improve water quality. The infiltration facility technology allows for various surface treatments, including hard surfaces for locations requiring parking and other vehicle access usage, and bioretention surfacing at other locations. This is a new type of facility for the City with broad potential future implementation.</p> <p>What other on-site water retention/ cleaning/ detention facilities are we enacting? No others than the ones described in the 2016 CIP.</p>
PW	10/11	22. Why does signal improvement cost 300k? What kind of work goes into that? How many staff/consultant hours? What is the expected benefit?	The signal improvements at Meridian and 155 <sup>th</sup> is another grant project specifically targeting safety improvements. The intersection has a history of at angle collisions; this project will improve the safety of left turns and will allow us to operate the signal with a protected (solid green arrow) permissive (flashing yellow arrow) phasing in the future

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		(Salomon)	if needed. In general, the work being done at the intersection is in order to add a flashing yellow arrow phase for the northbound/southbound left turns. The cost is over 300k because the current signal infrastructure won't support adding any additional conductor. This means new conduit and wire needs to be added for the entire intersection. The signal mast arms also need to be retrofitted or replaced in order to house another signal head (which is required). The scope of work also includes bringing the intersection up to ADA standards including sidewalks and curb ramps. The expected benefit is a decrease in the number and severity of at angle collisions. Flashing yellow arrow has also been shown to provide pedestrian safety benefits. The estimate provided in the CIP does not include a breakdown by hours; however design is estimated at approximately \$55k with an additional \$11k for Right-of-Way/easements and \$294k in construction. Of the total project cost of \$359k, \$352k is paid by the grant and only \$7k by the City.
PW	10/11	21. Why do we need more radar speed signs for 120k? What is its efficacy? Has it been shown to reduce major accidents and fatalities? (Salomon)	The Radar Speed Sign project included in the CIP is a grant project that will provide permanent radar speeds signs at 6 locations. The locations selected are based on historical speed limit violations and neighborhoods that have expressed an interest in permanent Radar Speed Signs. Some of these locations were listed in the Neighborhood Traffic Action plan. The Federal Highway Administration statistics on radar speed signs show a 12% decrease in measured speeds. Lower speeds inherently mean less severe collisions though I haven't run across any studies that directly link the radar speeds signs to a decrease in injury collisions. The grant covers most of the project costs with less than \$1000 coming from the grant match program.
CMO	10/7	20. Is there prioritization of the list of new and one time expenditures from our initial budget discussions in September? (ROBERTS)	Please see chart at bottom of Matrix.
CMO	10/7	19. Does the proposed budget include COLAs for extra help employees?	The proposed budget includes a COLA for extra-help as the table for extra-help is increased by the same COLA as regular employees (1.45%).

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ASD	10/7	18. Over the past five years, how many consultants have been hired by the City per year and in aggregate, how much has the City spent on consulting services per year? If it makes sense, I would appreciate a breakdown between the operating budget and other budgets on those costs. (ROBERTS)	<p>Please see the chart below for the total number of professional services vendors for all funds for 2011-2014.</p> <table border="1"> <thead> <tr> <th></th> <th><u>2011</u></th> <th><u>2012</u></th> <th><u>2013</u></th> <th><u>2014</u></th> <th><u>2015YTD</u></th> </tr> </thead> <tbody> <tr> <td><u>Number of Vendors</u></td> <td>219</td> <td>244</td> <td>267</td> <td>249</td> <td>218</td> </tr> </tbody> </table> <p>The City has seen an increase of the cost of professional services over the last five years. Please see the graphs below.</p>		<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015YTD</u>	<u>Number of Vendors</u>	219	244	267	249	218
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			<div style="text-align: center;"> <p><b>Operating Budget Professional Services w/o Landscaping &amp; Prosecuting Attorney</b></p> <table border="1"> <caption>Operating Budget Professional Services w/o Landscaping &amp; Prosecuting Attorney</caption> <thead> <tr> <th>Year</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>\$1,000,000</td> </tr> <tr> <td>2012</td> <td>\$1,250,000</td> </tr> <tr> <td>2013</td> <td>\$1,350,000</td> </tr> <tr> <td>2014</td> <td>\$1,800,000</td> </tr> <tr> <td>2015Proj</td> <td>\$2,550,000</td> </tr> <tr> <td>2016Prop</td> <td>\$2,400,000</td> </tr> </tbody> </table> <p>■ Operating w/o landscaping &amp; prosecuting Attorney</p> </div>	Year	Amount	2011	\$1,000,000	2012	\$1,250,000	2013	\$1,350,000	2014	\$1,800,000	2015Proj	\$2,550,000	2016Prop	\$2,400,000
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			<div data-bbox="932 277 2003 894" data-label="Figure"> <table border="1"> <caption>Capital and SWM Professional Services</caption> <thead> <tr> <th>Year</th> <th>General Capital Fund</th> <th>City Facility-Major Maint Fund</th> <th>Roads Capital Fund</th> <th>SWM Utility Fund</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>~\$500,000</td> <td>~\$0</td> <td>~\$5,000,000</td> <td>~\$500,000</td> </tr> <tr> <td>2012</td> <td>~\$0</td> <td>~\$0</td> <td>~\$2,500,000</td> <td>~\$1,000,000</td> </tr> <tr> <td>2013</td> <td>~\$0</td> <td>~\$0</td> <td>~\$1,000,000</td> <td>~\$500,000</td> </tr> <tr> <td>2014</td> <td>~\$0</td> <td>~\$0</td> <td>~\$2,000,000</td> <td>~\$1,000,000</td> </tr> <tr> <td>2015Proj</td> <td>~\$500,000</td> <td>~\$0</td> <td>~\$3,000,000</td> <td>~\$1,000,000</td> </tr> <tr> <td>2016Prop</td> <td>~\$1,000,000</td> <td>~\$0</td> <td>~\$7,000,000</td> <td>~\$2,000,000</td> </tr> </tbody> </table> </div> <p data-bbox="932 938 2049 1045">The 2016 Proposed Operating Budget (General and Street Funds) includes \$2.4 Million in professional services (not including the Prosecuting Attorney and park landscaping). This is a decrease of \$157,000 from the 2015 year end projection.</p> <p data-bbox="932 1094 2049 1393">The 2015 current budget includes about \$680,000 of one-time professional services, which includes \$200,000 for the Promoting Shoreline program, \$77,700 for the implementation of SharePoint, \$65,000 for the replacement of the Class System for Recreation, \$70,000 for additional network contracting support in IT, \$56,000 for Right-of-Way inventory and condition assessment, \$50,000 for phase I of the Section 504 and ADA implementation, and other items. The 2015 current budget also includes \$288,390 of carryover from 2014. Carryover items include \$49,000 for email archiving software, \$66,934 for 145<sup>th</sup> St. Station Subarea Plan and development codes and</p>	Year	General Capital Fund	City Facility-Major Maint Fund	Roads Capital Fund	SWM Utility Fund	2011	~\$500,000	~\$0	~\$5,000,000	~\$500,000	2012	~\$0	~\$0	~\$2,500,000	~\$1,000,000	2013	~\$0	~\$0	~\$1,000,000	~\$500,000	2014	~\$0	~\$0	~\$2,000,000	~\$1,000,000	2015Proj	~\$500,000	~\$0	~\$3,000,000	~\$1,000,000	2016Prop	~\$1,000,000	~\$0	~\$7,000,000	~\$2,000,000
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			<p>support, and \$44,476 for expenditures supported by the Emergency Management Planning Grant. The 2015 professional services, also includes \$60,000 for legal support related to the negotiation and drafting of the development agreement with Sound Transit in relation to the incoming light rail stations.</p> <p>The 2016 Proposed Operating budget includes \$1.0 Million of one-time professional services. This includes, among other things, \$75,000 for the assessment of the finance &amp; utility billing system, \$500,000 for the replacement of the permit and customer service system, \$50,000 for PRCS asset inventory, \$65,000 to advance the City's sustainability initiatives, and \$50,000 in Public Works for consultant services.</p> <p>The CIP and SWM funds use of professional services varies from year-to-year. This is due to the type of projects and the phase those projects are in from year-to-year.</p>
ASD	10/7	17. Over the past five years, how much of the growth in operating expenditures has been due to step increases, health care costs, Cola, etc., versus one-time expenses versus new programs and new personnel? What are the breakdowns per year? (ROBERTS)	Please see response at bottom of Matrix.
ASD	10/7	16. What I would like to see is a chart of the past five years or so of the (for operating expenses): Beginning fund balance Budgeted ending fund balance Actual ending fund balance Budgeted Percentage change of budget expenditures Actual percentage change of budget	<p>The Change in Operating Budget Fund Balance chart below shows the beginning fund balance (bar with a dashed black border), the amount of fund balance we projected would remain after budgeting for one-time expenditures and operational contingencies (line with green slashes), and actual ending fund balance (bar with a solid black border and green fill). Each budget typically allocates all new revenues to be received in the upcoming year to expenditures of an ongoing nature for that year.</p> <p>Fund balance is typically allocated to cover one-time expenditures (e.g., one-time investments in operating items and additional contributions to capital projects), as well as the operational contingency and insurance reserve.</p>

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		expenditures (ROBERTS)	<p>Underspending in 2012 and 2013, which resulted in expenditures levels lower than the annual 98% of budget average that we've seen in the past, and the economy began to recover, which resulted in revenue levels higher than the 101% of budget average that we've seen in the past. This trend continued through 2014 and ultimately resulted in the addition to fund balance in all of those years (please note the bar with a solid black border and green fill is higher than the bar with a dashed black border). The projections for 2015 and 2016 anticipate the use of fund balance as budgeted (to end at the point where the line with green slashes is lower than the bar with a dashed black border), although staff does not anticipate that the City will spend its operational contingency or insurance reserve.</p> <p>For future reference, questions about beginning and ending fund balance may be answered by referring to the following sections (pages):</p> <ul style="list-style-type: none"> <li>• Ending Fund Balances and Change in Ending Fund Balance (pp. 88-90)</li> <li>• Budget by Fund (pp. 260-280; General Fund Summary is on pg. 261, Street Fund Summary is on pg. 262, Property Tax Equalization Fund Summary is on pg. 267 Revenue Stabilization Fund Summary is on pg. 270)</li> <li>• General Capital Fund Program Summary (pg. 315)</li> <li>• Roads Capital Fund Program Summary (pg. 361)</li> <li>• Surface Water Utility Fund Program Summary (pg. 395)</li> </ul>

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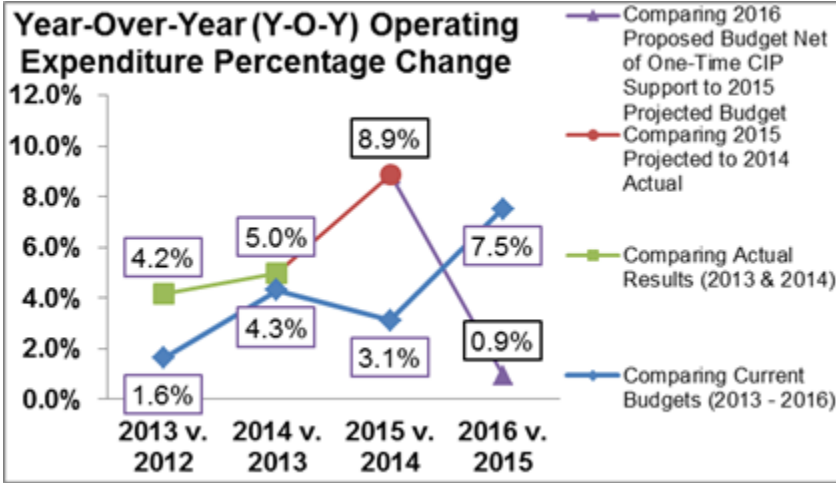
2016 Budget Questions Matrix for November 2, 2015

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			<div data-bbox="930 289 1759 748"> <p style="text-align: center;"><b>Change in Operating Budget Fund Balance</b></p> <p>The chart displays the following data points (in millions of dollars):</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Beginning Fund Balance</th> <th>Budgeted Ending Fund Balance</th> <th>Ending Fund Balance</th> </tr> </thead> <tbody> <tr> <td>2012A</td> <td>\$13,483,800</td> <td>\$5,028,466</td> <td>\$16,964,174</td> </tr> <tr> <td>2013A</td> <td>\$16,964,174</td> <td>\$6,639,631</td> <td>\$18,517,747</td> </tr> <tr> <td>2014A</td> <td>\$18,517,747</td> <td>\$8,537,048</td> <td>\$19,196,587</td> </tr> <tr> <td>2015CB</td> <td>\$19,196,587</td> <td>\$10,534,522</td> <td>N/A</td> </tr> <tr> <td>2016PB</td> <td>\$16,875,294</td> <td>\$5,499,570</td> <td>N/A</td> </tr> </tbody> </table> </div> <p>The following table correlates to the points on the above chart.</p> <table border="1"> <thead> <tr> <th></th> <th>2012A</th> <th>2013A</th> <th>2014A</th> <th>2015P</th> <th>2016B</th> </tr> </thead> <tbody> <tr> <td>Total Operating Budget Beginning Fund Balance</td> <td>\$13,483,800</td> <td>\$16,964,174</td> <td>\$18,517,747</td> <td>\$19,196,587</td> <td>\$16,875,294</td> </tr> <tr> <td>Total Operating Budget Budgeted Ending Fund Balance</td> <td>\$5,028,466</td> <td>\$6,639,631</td> <td>\$8,537,048</td> <td>\$10,534,522</td> <td>\$5,499,570</td> </tr> <tr> <td>Total Operating Budget Actual Ending Fund Balance</td> <td>\$16,964,174</td> <td>\$18,517,747</td> <td>\$19,196,587</td> <td>N/A</td> <td>N/A</td> </tr> </tbody> </table> <p>The Year-Over-Year (Y-O-Y) Operating Expenditure Percentage Change chart below shows the percentage change of expenditures in the Operating Budget by comparing the following:</p> <ul style="list-style-type: none"> <li>• Blue line with diamonds: Current Budgets as adopted</li> <li>• Green line with squares: Actual results for 2013 and 2014</li> <li>• Red line with circle: 2015 Projected results v. 2014 Actual results</li> <li>• Purple line with triangles: 2016 Proposed Budget less additional \$2.65 million in</li> </ul>	Year	Beginning Fund Balance	Budgeted Ending Fund Balance	Ending Fund Balance	2012A	\$13,483,800	\$5,028,466	\$16,964,174	2013A	\$16,964,174	\$6,639,631	\$18,517,747	2014A	\$18,517,747	\$8,537,048	\$19,196,587	2015CB	\$19,196,587	\$10,534,522	N/A	2016PB	\$16,875,294	\$5,499,570	N/A		2012A	2013A	2014A	2015P	2016B	Total Operating Budget Beginning Fund Balance	\$13,483,800	\$16,964,174	\$18,517,747	\$19,196,587	\$16,875,294	Total Operating Budget Budgeted Ending Fund Balance	\$5,028,466	\$6,639,631	\$8,537,048	\$10,534,522	\$5,499,570	Total Operating Budget Actual Ending Fund Balance	\$16,964,174	\$18,517,747	\$19,196,587	N/A	N/A
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			<p>one-time CIP support (described on page 61 of the 2016 Proposed Budget book) v. 2015 Projected results</p> <p>The chart shows the percentage change for actual results for 2013 and 2014 (green line with squares) and projected results for 2015 (red line with circle) are higher than those comparing the current budgets (blue line with diamonds). As noted above, this is mostly due to underspending in 2012 and 2013. Expenditure levels in those years were lower than the annual 98% of budget average that we've seen in the past. The 2016 proposed budget, net of one-time CIP support and operational contingencies, is 0.9% higher than the 2015 current budget net of operational contingencies (purple line with triangle).</p>  <table border="1" data-bbox="930 699 1761 1179"> <caption>Year-Over-Year (Y-O-Y) Operating Expenditure Percentage Change</caption> <thead> <tr> <th>Year Comparison</th> <th>Comparing 2016 Proposed Budget Net of One-Time CIP Support to 2015 Projected Budget</th> <th>Comparing 2015 Projected to 2014 Actual</th> <th>Comparing Actual Results (2013 &amp; 2014)</th> <th>Comparing Current Budgets (2013 - 2016)</th> </tr> </thead> <tbody> <tr> <td>2013 v. 2012</td> <td>1.6%</td> <td></td> <td>4.2%</td> <td>1.6%</td> </tr> <tr> <td>2014 v. 2013</td> <td>4.3%</td> <td>5.0%</td> <td>5.0%</td> <td>4.3%</td> </tr> <tr> <td>2015 v. 2014</td> <td>3.1%</td> <td>8.9%</td> <td></td> <td>3.1%</td> </tr> <tr> <td>2016 v. 2015</td> <td>0.9%</td> <td></td> <td></td> <td>7.5%</td> </tr> </tbody> </table>	Year Comparison	Comparing 2016 Proposed Budget Net of One-Time CIP Support to 2015 Projected Budget	Comparing 2015 Projected to 2014 Actual	Comparing Actual Results (2013 & 2014)	Comparing Current Budgets (2013 - 2016)	2013 v. 2012	1.6%		4.2%	1.6%	2014 v. 2013	4.3%	5.0%	5.0%	4.3%	2015 v. 2014	3.1%	8.9%		3.1%	2016 v. 2015	0.9%			7.5%
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PW	9/21	15. Can we install permanent speed signs at Meridian Park School and along 8 <sup>th</sup> NW?	<p>Permanent speed signs are approximately \$20k. Traffic Services has worked with residents around Meridian Park School and agrees a permanent speed sign is appropriate and beneficial at this location. These signs are programmed in the 2016 Budget. As for 8th Ave NW, Traffic Services would like to work with the neighborhood to make sure this is the appropriate/best solution for this location. After that process,</p>																									

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			the project can be prioritized within the other needs.
ASD	9/21	14. Why are we using a consultant to study a potential B&O Tax? (Roberts)	The Council adopted the 10 Year Financial Sustainability Plan in 2014. One strategy identified in the plan was to engage the Business Community in a discussion regarding the possible implementation of a business and occupation tax. This request supports consulting services to facilitate those discussions.
ASD	9/21	13. Why are GIS and Computer Support being requested as extra help if the work is ongoing? Should they be included as .5 FTE? (Roberts)	Staff recognizes that the GIS and Computer Support services supported by the Extra Help budget are ongoing services to meet current workload requirements; however, we recognize that some of the staff currently employed by Ronald Wastewater District might be able to fill these roles, particularly GIS, and are hesitant to add new regular FTE positions until we have fully evaluated the opportunities that the assumption might provide and are comfortable with the impact to the City's 10 Year Financial Sustainability Plan.
Parks	9/21	12. How much is the net revenue loss and replacement for pool closures? We should track this as a cost of operation. (SALOMON)	Historically, the annual pool revenue assumptions have accounted for the annual pool maintenance closure and are considered a part of the cost of pool operations. The pool maintenance closure is typically 2 weeks in mid-February. For 2016 the pool closure will be much longer (February 22 – June 6). We have estimated a 2016 revenue loss of \$167,000 and decrease in expenditures of \$77,000 for a net loss of \$90,000. These decreases were reflected in the preliminary budget revenues and expenditures presented to Council on 9/21, and will be reflected in the proposed budget.
ASD/ HR	9/21	11. Why are health benefits increasing at 9.7%? What can we do to reduce this cost? Can you provide dollar amounts for the 9.7 percent increase?  Health Benefits: Costs are projected with an annual escalator of 6.5% for all health benefits which includes medical, dental, life and long term disability	The year-over-year increase of 9.7% reported on the presentation is calculated by comparing the budgeted costs in the operating budget for health insurance premiums for 2016 of \$1,981,864 to 2015 of \$1,807,063. This is not directly driven by an increase in the medical rates as discussed below. Other major factors consist of the final results of: <ul style="list-style-type: none"> <li>• Employees' benefit selections;</li> <li>• Turnover in staff, which can result in a change in the amount budgeted for benefits (e.g., When the City developed its 2015 budget, Employee A waived medical insurance coverage so the City budgeted the lowest allotment of</li> </ul>

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		coverage for 2017 through 2025. The projected increase for 2016 is 9.7%. (SALOMON)	<p>\$957/month. Employee A terminated employment with the City at some point in 2015 and the position was filled Employee B. Employee B is now receiving full family coverage so in 2016 the City will be budgeting the highest allotment of \$1,848/month.); and,</p> <ul style="list-style-type: none"> <li>Additions/deletions from the personnel complement (e.g., in 2016 budgeted costs for health insurance premiums in the operating budget increased due to the addition of 3.00 regular FTES, 1.00 term-limited FTE, 0.50 FTE Administrative Assistant 2 in Emergency Management, and one-time 0.20 FTE Capital Projects Manager 2 shifted from capital to the General Fund).</li> </ul> <p>Although actual rate increases won't be announced until early October, the AWC Employee Benefits Trust provided early projections for 2016 as follows. We have every reason to believe actual rate increases will be consistent with these projections. Medical: Regence medical is expected to increase 5 – 5.5 %. 58% of regular employees are enrolled in this plan. Group Health claims have been higher than trend and therefore are expected increase is 9-10%. 18% of regular employees are enrolled in this plan. Note that 23% of regular employees waive medical insurance.</p> <p>Dental: Willamette Dental is expected to increase 5%. 13% of city employees are enrolled in this plan. No increase is expected for Delta Dental.</p> <p>Vision: No increase is expected.</p> <p>Current cost containment measures include Wellness, Consumerism Awareness and achievement of the WellCity award which provides a 2% premium discount.</p>
ASD/ PD	9/21	10. If police had a 2 percent cola why is there an additional 1.3 percent increase in contract amount for a total increase of 3.3 percent?	Updated 10/2/2015: The projected 2016 contract with King County Sheriff's Office (KCSO) for police services is \$11.4 million, which is an increase of 4.2% as compared to the 2015 contract. The cost of dedicated personnel will increase 2.9% largely due to the 2.0% COLA for captains, sergeants, and officers, 2.25% COLA for the Police Chief

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		(SALOMON)	and civilian staff, as well as a 3.5% increase in benefit costs and 2.4% increase in overtime costs. The cost of shared police services (e.g., Communications, Hostage Negotiation Team, SWAT) will increase 7.6%. Most of this increase is due to a 13.2% increase in Shoreline's dispatched calls for service from 2013 to 2014, which is 23.2% of the overall increase for all agencies. The City's allocation of cost for the 911 Call Center is based on this single year percentage change of calls for service and Shoreline's share of the calls going through the Call Center has increased. King County overhead will increase 10.3%. Prior to 2015 KCSO did not pass along any training costs to its contract partners for normal attrition. In 2015, KCSO began sharing the cost of three officer adds, with the intent of increasing the shared amount each year until the appropriate number (yet to be determined) has been reached. In 2016, the chargeable pool size was increased from three to nine officers. Cities are also sharing in the cost of adding six positions to implement the National Incident-Based Reporting System. Another item that increased in 2015 is legal costs. In 2016 the amount of shared legal costs has been increased to more closely approximate the KCSO's actual legal expenses incurred.
PW	9/21	<p>9. I am concerned about increasing the TIF fee after we just implemented it. It's already quite a cost for some. What does per trip mean in this context? (SALOMON)</p> <p>Transportation Impact Fees: When adopted in November 2014, the Ordinance included an escalator for transportation impact fees using the Washington State Department of Transportation's Construction Cost Index (WSDOT CCI). The current WSDOT CCI has the fees increasing by 34.98%</p>	As mentioned in the 2016 Preliminary Budget staff report, the ordinance was written with an automatic escalator. Per the current ordinance this would result in a 34.98% increase or the cost per trip would increase from \$6,124.77 to \$8,267.18. Recognizing this is a steep increase, particularly in the first year of implementation, staff reviewed other alternatives and has recommended using a 3-year average of WSDOT CCI. This results in a per trip cost of \$6,804.62. A code amendment will be needed for this proposed method. Council provided consensus that this is a more appropriate method to implement increases for Traffic Impact Fees.

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		from \$6,124.77 per trip to \$8,267.18 per trip. (SALOMON)	
PW	9/21	<p>8. Please breakdown the following design costs. I don't understand why design is so expensive.</p> <p>Roads Capital Fund:</p> <ul style="list-style-type: none"> <li>o 185 Street Corridor Study (\$0.6 million)</li> <li>o Design of Westminster Way and N 155th Street Improvements (\$0.3 million) (SALOMON)</li> </ul>	<p>Design is a critical component to the development and implementation of projects. At this point, detailed estimates have not been developed on either project but based on other projects and past experience we believe that these are good professional cost estimates. Here are a few other details:</p> <ul style="list-style-type: none"> <li>• 185th Corridor Study budget is based on the similarity to the 145th Corridor Plan in that it will create a vision for the Corridor based on the subarea plan and Sound Transit. Extensive Public Involvement will be needed along with detailed traffic analysis and other engineering activities.</li> <li>• Westminster and 155th is needed to support future development and future grant opportunities. In order to provide accurate and valuable information this design will include survey, traffic modeling, establishment of curb lines, access points, etc. The intersection at 155th will be reconfigured as will the entrance to Westminster and the non-motorized use of the bridges. In addition, there will be public outreach and involvement on the alignment options and/or possibilities. The \$300,000 proposed in the budget will start the design process and enable staff to be in a better position to assess grant opportunities and inform potential developers of required improvements.</li> </ul>
Parks	9/21	<p>7. Re: tree maintenance: Would this go funding to tree removal? What exactly does maintenance mean in this context? I previously stated my concern with removing trees on 155th because it creates a nice boulevard feel and suggested we find alternative to removal in addressing sidewalk buckling. Would this fund tree removal on 155<sup>th</sup>? (SALOMON)</p>	<p>This funding would be used for tree removal only after the tree is deemed hazardous by a certified arborist. Hazardous trees are those that are damaged, diseased, or otherwise unhealthy and have a significant likelihood of falling or losing branches that would harm people or property. Maintenance in this context means removing the tree or trimming branches to remove the hazard. This funding would not be used to remove trees to address sidewalk buckling. This funding would not be for tree removal on 155<sup>th</sup> unless a tree fit the hazardous tree definition.</p>
ASD	9/21	6. Re: Computerized Permit and	The current Computerized Permit and Customer Service System (Infor's Hansen

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## 2016 Budget Questions Matrix for November 2, 2015

<u>Dept</u>	<u>Date of Request</u>	<u>Items</u>	<u>Response or Scheduled Follow Up</u>
		<p>Customer Service System Replacement (\$500,000): This is a huge cost. Can you itemize the costs and explain the problems with the current system? I feel the council needs to discuss this in more detail given the cost. (SALOMON)</p>	<p>system) was installed in 2000, and does not meet current business needs. Through the years, many manual process adjustments were made in order to compensate for system deficiencies. Listed below are some of the issues that staff has encountered with the current system that affect both customer service and staff efficiency:</p> <ol style="list-style-type: none"> <li>1. No ability for customers to submit permit applications or plans for review electronically.</li> <li>2. Is very cumbersome to use and training new staff is difficult. Some examples of system inefficiencies that add time and effort to everyday tasks include: <ol style="list-style-type: none"> <li>a. Inability to quickly find properties and permits.</li> <li>b. Screens with too many fields that are not needed or fields that are needed but not displayed.</li> <li>c. Inefficient methods for entering contractors.</li> <li>d. Lack of integration with GIS – staff is required to move back and forth between the permit system and GIS maps.</li> <li>e. Excessive steps to track review time and log permit activity.</li> <li>f. No easy mechanism to add standard notes to a permit card or comment letter.</li> <li>g. Does not provide a way to produce a comment letter, and a separate system is used for this purpose.</li> </ol> </li> <li>3. Does not support long range planning activities such as code amendments, subarea planning and CRA planning.</li> <li>4. Does not provide the flexibility for fees that are needed by the City.</li> <li>5. Is very difficult to pull information out of the system to satisfy public disclosure requests.</li> </ol> <p>The current system is becoming obsolete from a technology perspective.</p> <ol style="list-style-type: none"> <li>1. The City will not be able to move to new versions of the workstation operating system.</li> <li>2. The City will be unable to adopt new versions of other supporting software.</li> </ol>

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			<p>In response to the above issues, as well as the 2014 – 2016 Council Goal – Goal 1, Action step 2 (‘Implement efforts to make the permit process predictable, timely and competitive including the implementation of a new permit software system and enhancing the partnership with other permitting agencies’), a replacement of the permitting system was included in the 2014 – 2016 Strategic Technology Plan. The City requested a quotation from Infor to upgrade the current software to a version with the added functionality to address the issues listed above.</p> <ol style="list-style-type: none"> <li>1. The cost quoted was \$417,173.10</li> <li>2. The software did not meet all of the City’s required functional elements.</li> </ol> <p>In 2015, staff initiated a full RFP process to identify a replacement for the Hansen system. Infor chose not to respond. Staff has just completed on-site demonstrations with three vendors who were identified as the best fit for replacing this aging system.</p> <ol style="list-style-type: none"> <li>1. Costs for the three systems ranged from \$284K (with a total 5 year cost of \$743K) to \$617K (with a total 5 year cost of \$737K)</li> <li>2. The system that best meets the needs of the City is \$407K (with a total 5 year cost of \$580K). The following is a breakdown of costs (note that staff has not finalized project scope, so these costs are subject to change when scope is finalized and the vendor submits their ‘best and final offer’): <ul style="list-style-type: none"> <li>o Licenses - \$197K</li> <li>o Implementation \$170K</li> <li>o Maintenance - \$40K</li> </ul> </li> </ol> <p>The replacement cost was anticipated and included in the IT Strategic Technology Plan. An estimate of \$450K for the Computerized Permit System and \$75K for the Customer Service System was included in the plan for a total budget of \$525K. The 2016 budget request includes a portion of the term limited IT Project Manager. Based on the current status of the project, staff believes that the project will be completed</p>

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## 2016 Budget Questions Matrix for November 2, 2015

<u>Dept</u>	<u>Date of Request</u>	<u>Items</u>	<u>Response or Scheduled Follow Up</u>
			well within that estimate.
ASD	9/21	5. Regarding LiDAR: Doesn't FEMA do this? Would this be done for Point Wells if we spend this money? (SALOMON)	FEMA does not perform its own data collection. The United States Geological Survey (USGS) leads the GIS data collection effort for FEMA. The LiDAR assessment for which 2016 funding is requested is organized by the Puget Sound LiDAR Consortium, which coordinates the LiDAR efforts for local, state and federal organizations in our region. USGS is a member of this consortium.  Point Wells will be included in the proposed data collection effort.
ASD	9/21	4. Is our intent with the LiDAR request to join in the regional collaboration to bring our costs down? What is the schedule for that? And what other sources might there be, perhaps even free to the city, for LiDAR, perhaps through the state landslide hazard assessment project, King County, or others? (HALL)	The City is joining 28 other cities and special purpose districts in sharing the cost of this project. King County is leading this project.  The total cost of this assessment is \$500,000. The City of Shoreline has been asked to contribute \$5,033 (1%) to this effort. It is anticipated that this work will be completed by the end of 2016.  We will use the data collected through this assessment to assist the City with several core business processes, including: <ul style="list-style-type: none"> <li>• Mapping historic landslides</li> <li>• 3D modeling of the urban landscape</li> <li>• Flood modeling</li> <li>• Tree canopy analysis</li> </ul>
CMO	9/21	3. I would like to learn how other farmers markets are funded, and in particular, which ones in our area are funded at what levels by local governments. (HALL)	We evaluated two comparable cities for Farmers Market funding, Renton and Auburn. They have different models than the City of Shoreline which is directly funding an outside organization, the Shoreline Farmers Market Association. Both Auburn and Renton now run the Farmers Market themselves.  According to Julie Krueger, the Arts and Events Manager at the City of Auburn, the City runs the Farmers Market directly with expenses of about \$45,500 and revenues of

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## 2016 Budget Questions Matrix for November 2, 2015

<u>Dept</u>	<u>Date of Request</u>	<u>Items</u>	<u>Response or Scheduled Follow Up</u>
			<p>about \$22,500, meaning that the City is subsidizing the market for \$23,000 each year.</p> <p>Renton, on the other hand, started out with a similar model to ours a decade ago, but in a multi-year process slowly brought the operation completely into City Hall. They now operate the Market as a self-sufficient separate budget category with a fund account to be used in case of a rainy day. The City devotes 0.75 of a full time employee to the Market (0.75 x \$64,000 all-in cost), plus hires seasonal help and pays for supplies. All in all, Renton spends about \$80,000/year on the market, but this year will bring in over that amount in revenues. That level of revenue was surprising to me, but I discovered that the revenue is significantly bolstered by three grants of \$15,000 each plus other smaller grants and sponsorships that amount to approximately \$60,000/year.</p> <p>Both the City of Renton and the City of Auburn, then, received between \$22,000 - 25,000 in vendors fees for the year.</p> <p>According to Brendan Lemkin, our Shoreline market director, Seattle Farmers Markets are operated by 3 different non-profit umbrella organizations including the Neighborhood Farmers Market Alliance, Seattle Farmers Market Association and the Pike Place Market Foundation. These have been around for decades and don't quite scale with the independent model we are operating but we frequently look to them for advice and best practices for business operations.</p>
ASD/ PW	9/14	<p>2. Right of Way Maintenance Contract - (SALOMON)</p> <ul style="list-style-type: none"> <li>• Could we look at alternatives to landscape in these areas to reduce costs? Highlight the alternatives being considered</li> <li>• Why did we only have two</li> </ul>	<p>Yes, staff could look at alternatives to reduce right of way landscaping maintenance costs. Converting landscaped areas to hardscape is one lower cost option staff is considering. Types of hardscaping include stamped concrete, colored asphalt, decorative pavers and they come in pervious and impervious varieties. In addition, there may be other lower cost options to consider such as using chemicals, modifying the contract work tasks, and/or using City staff to complete all or part of the work. The City Manager has already requested Park and Public Works staff to prepare a</p>

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## 2016 Budget Questions Matrix for November 2, 2015

<u>Dept</u>	<u>Date of Request</u>	<u>Items</u>	<u>Response or Scheduled Follow Up</u>
		responses to the Landscape contract?	<p>comparative analysis of the above options and bring it to the City Council as part of a larger policy discussion around City landscape maintenance. This will take a few months to complete.</p> <p>In the last bidding process we had to rebid. In the initial bidding process we received four responses. Staff rejected all four bids because two low bids were deemed as non-responsive and the other two bids were too high. In the second process only the two lowest bidders from the initial bid responded. A reduction in the number of bidders is not unusual in a rebid situation. Additionally, the work is complex; it requires traffic control in one of the most used roadways in Shoreline, Aurora Avenue North. The fact that there is complex traffic control required further reduces the likelihood that smaller business will respond to the bid.</p>
ASD	9/14	1. Can REET be used as grant match? Does it help the general fund or is it a net zero impact? (HALL)	<p>REET 1 and 2 funds may only be used for capital purposes and for projects that are in the City's capital improvement plan. Therefore REET funds may be used for a matching portion of a grant as long as the project meets the requirements of RCW 82.46.010 (REET 1. See below.) and RCW 82.46.035 (REET 2. See below.).</p> <p>There are several transfers from the General Fund to support the CIP in both the Gen Cap and Roads Funds (where REET revenues are located). However, currently all REET revenues are allocated to CIP projects, as the proposed 2016-2021 CIP was developed with forecasted increase in REET collections. If there is a positive variance in 2015 actual receipts, we can do a one-time reduction in General Fund transfers out for scheduled projects.</p> <p>REET 1 has two components which must be met:</p> <ul style="list-style-type: none"> <li>• RCW 82.46.010 (2) requires that the capital projects be included in the capital improvement plan. And...</li> <li>• That it is one of the projects listed in RCW 82.46.010 (6) which states:</li> </ul>

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2016 Budget Questions Matrix for November 2, 2015

<u>Dept</u>	<u>Date of Request</u>	<u>Items</u>	<u>Response or Scheduled Follow Up</u>
			<p>Those public works projects of a local government for planning, acquisition, construction, reconstruction, repair, replacement, rehabilitation, or improvement of streets; roads; highways; sidewalks; street and road lighting systems; traffic signals; bridges; domestic water systems; storm and sanitary sewer systems; parks; recreational facilities; law enforcement facilities; fire protection facilities; trails; libraries; administrative and judicial facilities...</p> <p>REET 2 defines the projects allowed in RCW 82.46.035 (5), which states:</p> <p>"capital project" means those public works projects of a local government for planning, acquisition, construction, reconstruction, repair, replacement, rehabilitation, or improvement of streets, roads, highways, sidewalks, street and road lighting systems, traffic signals, bridges, domestic water systems, storm and sanitary sewer systems, and planning, construction, reconstruction, repair, rehabilitation, or improvement of parks.</p>

#17 Above

The individual impacts of step increases, health care costs, COLA, etc. on the total operating budget are difficult to isolate. Personnel costs have been impacted by significant changes in the City’s personnel complement over the last five years (e.g., elimination of FTEs, addition of FTEs, reclassification of several positions, and reallocation of certain positions between operating, utility and capital funds). During this time turnover ranged between 7.1% (2012) and 9.7% (2014) with a projection of 13.0% in 2015 (refer to HR’s performance measures on pg. 171 of the 2016 Proposed Budget and 2016-2021 CIP book). This turnover causes increases and decreases to the upcoming personnel budget. For instance, new employees are typically hired at lower steps than those used to project the budget for their predecessors; however, in recent history new employees have been hired at the same or higher step.

The City has recognized and budgeted for items of a truly one-time nature that address a specific need and/or Council Goal at a specific period in time. These expenditures do not directly result in ongoing impacts; therefore, it is assumed one-time expenses do not directly cause growth in ongoing operating expenditures.

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## 2016 Budget Questions Matrix for November 2, 2015

With regard to the question of costs increases related to new programs, the short answer is the City has not added new programs over the last five years as it has been addressing needs in the area of non-personnel costs that have also seen significant changes in several areas with the most substantial related to the police services and jail contracts. In addition, the process undertaken by the City during the development of the 10 Year Financial Sustainability Plan (10 YFSP) highlighted the complexity of the services the City provides based on 2013 allocations. The City budgets at the object level within divisions of departments. Departments use their budget to provide a multitude of programs and services. As noted above, some departments may be allocated one-time resources to address a specific need, and some programs may be expanded by reallocating budget from other programs; however, very few programs are tracked in a way that would allow easy identification of the type and scope of costs that support them.

With that being said, we will discuss below the impact personnel and operating expenditure costs have had since 2011 on the Operating Budget net of budgeted amounts for one-time CIP support, the operational contingency, and the insurance reserve. At a high level, increases in personnel costs have resulted in growth of \$2.65 million with average annual growth of 1.4% and increases in the operating expenditure portion have resulted in growth of \$1.48 million with average annual growth of 0.8% since 2011. The individual components contributing to the combined 2.2% average annual growth rate in the Operating Budget are summarized in the following table and are discussed below.

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## 2016 Budget Questions Matrix for November 2, 2015

Summary of Operating Budget Cost Growth	2012	2013	2014	2015	2016	5-Year Total
Total Current Budget	\$37,025,165	\$37,632,065	\$39,249,868	\$40,471,441	\$43,511,451	<b>Avg. Growth</b>
Less: One-Time CIP Support					\$2,650,000	
Less: Operational Contingency & Insurance Reserve	\$805,000	\$897,208	\$918,459	\$943,594	\$965,634	
<b>Total Current Budget Net of One-Time CIP Support and Operational Contingency &amp; Insurance Reserve</b>	<b>\$36,220,165</b>	<b>\$36,734,857</b>	<b>\$38,331,409</b>	<b>\$39,527,847</b>	<b>\$39,895,817</b>	
\$ Change in Current Budget from Prior Year	\$451,320	\$514,692	\$1,596,552	\$1,196,438	\$367,970	\$4,126,972
% Change from Prior Year	1.3%	1.4%	4.3%	3.1%	0.9%	2.2%
<b>Components of \$ Change in Operating Budget Expenditures</b>						
Regular Salaries \$ Change from Turnover, Step Increases, and COLAs	\$292,517	\$277,527	\$292,802	\$158,591	\$147,578	\$1,169,015
% of \$ Change in Personnel Costs	0.8%	0.8%	0.8%	0.4%	0.4%	0.6%
Regular Salaries \$ Change from New Positions / Reclassifications / Eliminations	(\$138,375)	(\$12,327)	\$118,928	\$99,913	\$193,207	\$261,346
% of \$ Change in Personnel Costs	-0.4%	0.0%	0.3%	0.3%	0.5%	0.1%
Other Regular Salary Items (Overtime, Standby Pay, Callback Pay, etc.)	(\$4,446)	(\$904)	\$20,011	\$4,620	(\$50)	\$19,231
% of \$ Change in Personnel Costs	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%
Benefits \$ Change from PERS, Health Premiums, Social Security Replacement, Medicare, and L&I	\$186,701	\$286,918	\$187,576	\$79,756	\$341,169	\$1,082,120
% of \$ Change in Personnel Costs	0.5%	0.8%	0.5%	0.2%	0.9%	0.6%
Extra Help Salaries & Benefits (Net of One-Time Supplementals)	\$17,358	\$16,134	\$20,019	(\$36,888)	\$98,528	\$115,151
% of \$ Change in Personnel Costs	0.0%	0.0%	0.1%	-0.1%	0.2%	0.1%
Operating Expenditures (e.g., Supplies, Utilities, Contracted Services, etc.) \$ Change	\$97,565	(\$52,656)	\$957,216	\$890,446	(\$412,462)	\$1,480,109
% of \$ Change in Personnel Costs	0.3%	-0.1%	2.6%	2.3%	-1.0%	0.8%
<b>Total \$ Change of Components</b>	<b>\$451,320</b>	<b>\$514,692</b>	<b>\$1,596,552</b>	<b>\$1,196,438</b>	<b>\$367,970</b>	<b>\$4,126,972</b>
<b>Total % Change of Components</b>	<b>1.3%</b>	<b>1.4%</b>	<b>4.3%</b>	<b>3.1%</b>	<b>0.9%</b>	<b>2.2%</b>

Increases in regular salaries due to turnover, step increases, and COLAs have resulted in growth of \$1.17 million with an average annual growth rate of 0.6%. The number of employees eligible for step increases fluctuates from year-to-year. In 2012, 27% of employees were eligible and 33% are eligible in 2016. The COLA has ranged from a low of 1.00% in 2012 to the highest of 2.43% in 2013 and is proposed at 1.45% in 2016. This area is also impacted by the addition, elimination, and reclassification of positions, which have resulted in growth of \$261,000 with an average annual growth rate of 0.1%. In many cases this growth is offset by revenue increases or expenditure reductions. For example, in 2016 the addition of the Administrative Assistant I position at Spartan

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## 2016 Budget Questions Matrix for November 2, 2015

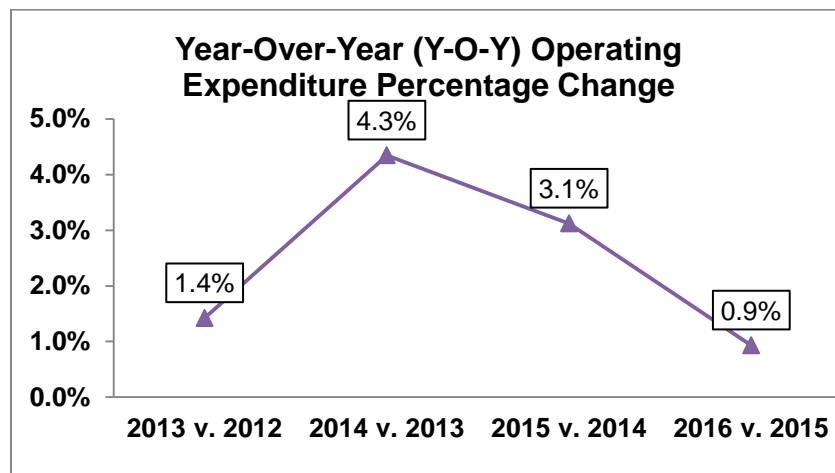
Recreation Center is offset by a reduction in extra help budget and increase in revenue in order to keep pace with increased cost of services and maintain the current level of cost recovery (See pp. 39-40 of the 2016 Proposed Budget and 2016-2021 CIP book).

Increases in benefits can be caused by a myriad of factors. These range from increases in salaries (impacts the amount budgeted for PERS, Social Security, and Medicare), employee benefit selections and health premium rate increases (impacts the amount budgeted for health premiums), and the addition/elimination of positions (impacts the amount budgeted for L&I). Increases in this portion of the budget due to these items have resulted in growth of \$1.08 million with an average annual growth rate of 0.6%.

Changes to other regular salary items (e.g., overtime, standby pay, etc.) and extra help salaries and benefits have resulted in growth of \$134,000 with an annual average growth rate of 0.1%.

Changes to the operating expenditures portion of the Operating Budget have resulted in growth of \$1.48 million with an annual growth rate of 0.8%.

The Year-Over-Year (Y-O-Y) Operating Expenditure Percentage Change chart below shows the percentage change of expenditures in the Operating Budget by comparing the Current Budget less additional one-time CIP support (for 2016 this is described on page 61 of the 2016 Proposed Budget book), as well as the amounts budgeted for the operational contingency and insurance reserve. As was noted above, the average annual growth rate was 2.2%. The 2016 proposed budget is 0.9% higher than the 2015 current budget.



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## 2016 Budget Questions Matrix for November 2, 2015

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Dept #	Department	Fund	Item	One-Time Cost	On-Going Cost	Dept Priority	LT Priority	CM Priority
20	Police	001	Nurturing Trust Workshop		\$7,500	1	7	1
11	CMO	001	Support Services for Levy Lid Lift	\$40,000		1	1	2
16	Admin. Services	001	Election Costs - Levy Lid Lift	\$60,000		25	2	2
24	Park, Rec, & Cultural Services	001	Spartan Recreation Center - Adjust Staffing Model 1.0 FTE		\$0	4	1	3
16	Admin. Services	001	Permit & Cust. Service Sys. Replacement	\$599,195		18	9	4
16	Admin. Services	001	Finance/Util. Billing System Assessment	\$89,879		1	6	4
25	Planning & Comm Dev.	001	City Sustainability Initiatives	\$65,000		6	20	5
25	Planning & Comm Dev.	001	Procedures for Affordable Housing Prog.	\$35,000		4	11	6
24	Park, Rec, & Cultural Services	001	Park Impact Fees Development Support	\$20,000		3	11	7
24	Park, Rec, & Cultural Services	001	Asset Inventory for Asset Management	\$50,000		2	11	8
25	Planning & Comm Dev.	001	Technical Asst. (Permit Technician) 1.0 FTE	\$1,920	\$73,650	1	7	9
27	Public Works	001	ADA Transition Plan	\$53,831		5	20	10
27	Public Works	CIP	Capital Projects Mgr (Major Corridors) 1 FTE	\$7,120	\$130,981	1	2	11
16	Admin. Services	001	2 Mobile Devices Cityworks Field Inspect.	\$1,314	\$960	12	9	12
16	Admin. Services	001	GIS Extra-Help	\$50,018		4	4	13
33	Community Services	001	Support for Comm. Div. Coordinator		\$4,000	2		14
27	Public Works	001 50%/ 330 15%/ 401	Administrative Assistant II	\$2,320	\$72,100	2	9	15

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## 2016 Budget Questions Matrix for November 2, 2015

		35%						
11	CMO/City Clerk	001	Public Disclosure Extra Help	\$22,545		5	2	16
11	CMO/Economic Development	001	Promoting Shoreline Phase II	\$40,000		2	5	17
16	Admin. Services	001	B&O Tax Evaluation	\$20,000		15	5	18
16	Admin. Services	001	Sharepoint Phase II	\$24,015		10	15	19
11	CMO/Economic Development	001	Shoreline Farmers Market		\$19,700	3	3	20
16	Admin. Services	001	Computer Support Extra Help	\$38,558		12	3	21
25	Planning & Comm Dev.	001	Vegetation Mgmt Plan Regulations for CA	\$48,327		7	20	22
24	Park, Rec, & Cultural Services	001	Celebrate Shoreline - Annual Concert	\$15,000		10	6	23
24	Park, Rec, & Cultural Services	109	Aurora Banners	\$72,250	\$24,534	1	9	24
16	Admin. Services	001	City Webstie & Social Media Capture/Archive		\$7,000	5	9	25
16	Admin. Services	001	Microfilming of Payroll Records	\$17,000		6	6	26
16	Admin. Services	401	Upgrade Replacement of V# 126	\$13,239			20	27
16 / 25	Admin. Services / City Planning	001	Light Detection & Ranging (LiDAR) Acq.	\$15,000		8	20	28
27	Public Works	001	Consultant Services	\$50,000		7	29	29
	<b>Total</b>			<b>\$1,451,531</b>	<b>\$340,425</b>			

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